

**The University of Minnesota Twin Cities
Will Be Preeminent in Solving the Grand Challenges
of a Diverse and Changing World**

Strategic Plan for the Twin Cities Campus

Board of Regents Meeting

September 12, 2014

Strategic Planning Blog: strategic-planning.umn.edu

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

Today's Presentation and Discussion

- **Strategic Plan: Introduction and Overview** — President Eric W. Kaler and Provost Karen Hanson
- **Strategic Planning Workgroup Issue Team Updates** — Team co-leads noted; today's presenter in **bold**

Supporting Excellence/Rejecting Complacency

Jakub Tolar, Professor, Medical School

Christopher Uggen, Professor, College of Liberal Arts

Grand Challenges—Research

Joe Konstan, Professor, College of Science & Engineering

Allen Levine, Vice Provost for Faculty & Academic Affairs; Professor, College of Food, Agricultural and Natural Resource Sciences

Reuben Harris, Professor, College of Biological Sciences

Grand Challenges—Curriculum

Renee Cheng, Professor and Associate Dean, College of Design

Carissa Schively Slotterback, Associate Professor, Humphrey School of Public Affairs

Reciprocal Engagement/Leveraging Our Location

Liz Lightfoot, Professor, College of Education & Human Development

Catherine Squires, Associate Professor, College of Liberal Arts

Amelious Whyte, Associate Vice Provost, Office for Student Affairs

Field-Shaping Researchers and Teachers

Timothy Kehoe, Professor, College of Liberal Arts

Will Durfee, Morse Alumni Distinguished Teaching Professor, College of Science & Engineering

Student Perspectives: Meghan Mason, M.P.H.; Ph.D. Candidate, Epidemiology

- **Discussion and Q & A**

University of Minnesota Mission

The University of Minnesota, founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world.

The University's mission, carried out on multiple campuses and throughout the state, is threefold:

- Research and Discovery
- Teaching and Learning
- Outreach and Public Service

University of Minnesota Board of Regents Policy, last amended 2008

University of Minnesota Commitments & Principles

FOUNDATIONAL COMMITMENTS

- To **academic freedom**, supporting open intellectual inquiry and free expression and meeting the responsibilities entailed by such freedom
- To **trustworthiness and honesty**, maintaining individual and institutional integrity in all that we do
- To **respect** for each individual
- To **diversity and inclusion**
- To **public engagement**, partnering with our communities locally, nationally, and across the world
- To **excellence** in the fulfillment of our mission

GUIDING PRINCIPLES

- We collaborate, consult, and cooperate—and take action
- We encourage bold, innovative and creative responses to the challenges of today and tomorrow
- We promote access to our teaching, research, and service
- We are accountable to the state of Minnesota, to our publics, and to one another for the fulfillment of our mission, demonstrating that we are responsible stewards of public funding and public trust

Background

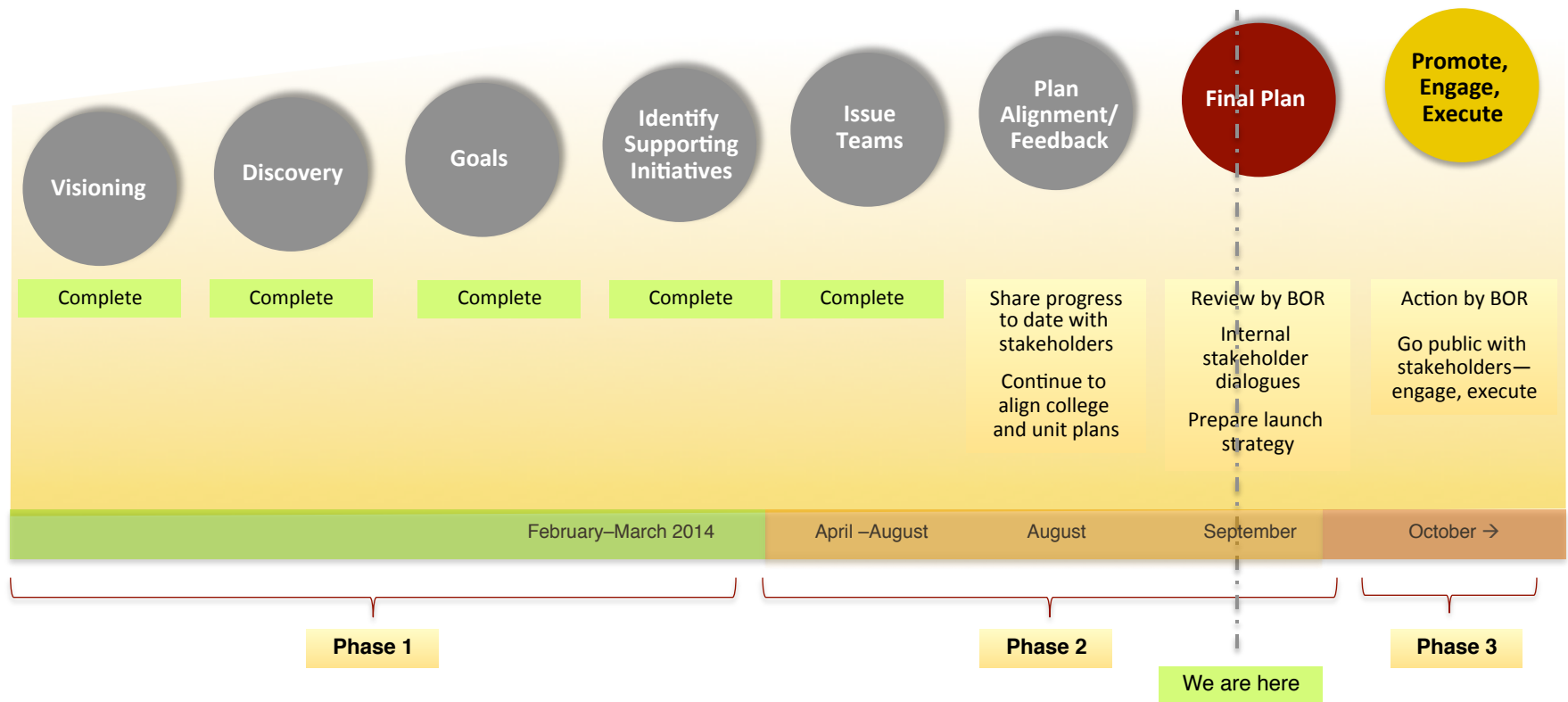
Process

- President Kaler launched the strategic planning process for the Twin Cities campus in fall 2013. The process has been led by Provost Hanson and a campuswide Strategic Planning Workgroup.
- The workgroup and five issue teams have included nearly 200 faculty, staff members, and students drawn from over 500 nominations.
- The workgroup developed a vision and goals to guide strategic decision-making over the next decade.
- Issue teams “built out” four goal areas outlined by the workgroup (two teams were assigned to the grand-challenges goal, one each for research and curriculum).
- We have continued to share progress with the campus community and Board of Regents, solicited feedback from stakeholders, and worked to make sure the plan is informed by diverse voices and perspectives.
- Listening sessions and a campus conversation were held in July, August, and September; the provost consulted with deans, student governance leaders and others.
- Following the September Board meeting, an open comment period will take place September 15–25. The final plan will be presented to the Regents in October.

About the Plan

- The Strategic Plan for the Twin Cities campus is meant to recognize exceptional opportunities and strategic strengths that differentiate us from other higher education institutions.
- The plan will build on the many things that we already do exceptionally well. It will set the stage for newly focused excellence and impact through several strategic directions that leverage the breadth of assets on the Twin Cities campus.
- The plan is not meant to be a prescriptive framework or definitive set of criteria for everything we do across or within colleges, programs, and disciplines.
- Within the core framework, we intend for the plan to be dynamic and to be constantly subjected to reexamination and possible revision.
- We will continue to have robust conversations with the campus community about how to adapt the plan to our changing institution and the changing environment.
- Updates, videos, and a comment form are on the Strategic Planning Blog: strategic-planning.umn.edu.

We Are On Schedule



Our Strategic Plan for the Twin Cities Campus

- Grand vision: Ambition, innovation, and impact
- Leverage our exceptional strengths, unique location, and wide-ranging partnerships
- Harness capacity for real impact on the most critical challenges of our state, nation, and world
- Model of the excellent place-based research university for the 21st century
- Prepare our students for life and career in the knowledge economy—to be leaders, innovators, change agents, and global citizens

This Is Our Vision

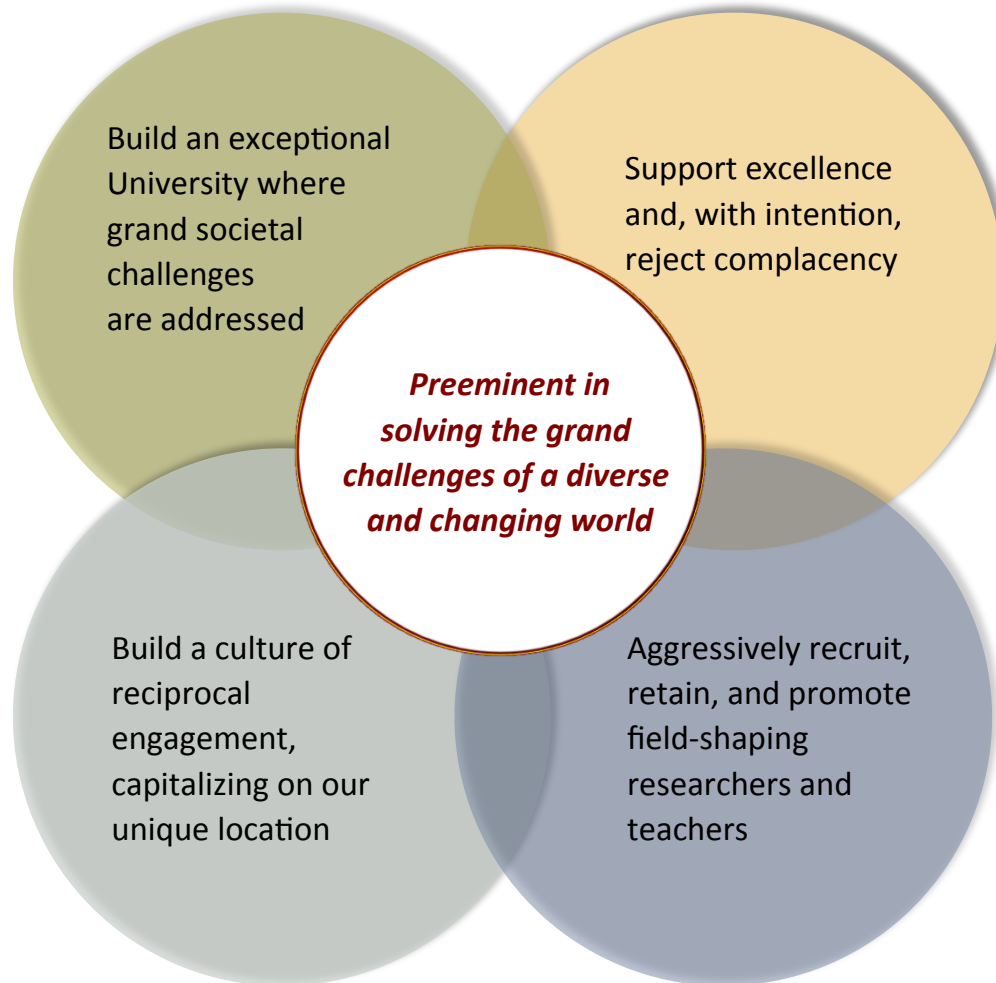
The University of Minnesota Twin Cities will be preeminent in solving the grand challenges of a diverse and changing world

In pursuit of this vision and a more vitally engaged University, we will:

- Use our depth and breadth to capitalize on our exceptional students, faculty, and staff—and on our location in a vibrant metropolitan setting—to generate and disseminate new knowledge and insights
- Create an educated populace able to identify, understand, and solve demanding problems
- Leverage the power of divergent paths to knowledge and creativity to address grand challenges
- Partner with the communities and people of the state of Minnesota to advance the common good

Strategic Planning Workgroup, March 2014

In support of our vision—and to build a stronger and more vitally engaged University—we will pursue four goals:



The University of Minnesota Twin Cities Will Be Preeminent in Solving the Grand Challenges of a Diverse and Changing World

As a Vitaly Engaged 21st-Century Research University, We Will:

Leverage Our Breadth and Depth to Take on Society's Grand Challenges in Research, Creative Work, and Curriculum	Support Excellence and Reject Complacency	Aggressively Recruit, Retain, and Promote Field-Shaping Researchers and Teachers	Build a Culture of Reciprocal Engagement That Capitalizes on Our Location	
<p><i>Marshal the University's research and creative capacity to address grand challenges critical to our state, nation, and world</i></p> <p>More coherent and coordinated approach to cross-disciplinary grand-challenges research</p> <p>To jump-start institutional transformation, broaden areas of interdisciplinary focus where we have robust work:</p> <ul style="list-style-type: none"> • Sustainable, Healthy, Secure Food • Advancing Industry While Conserving the Environment and Addressing Climate Change • Building Vibrant Communities that Enhance Human Potential and Collective Well-Being in a Diverse and Changing Society <p>Bottom-up support for emerging challenge work</p> <p>Recognize interdisciplinary work in P&T and regular evaluation</p> <p>Ensure resources are in place for research goals</p>	<p><i>Prepare students to meet 21st-century challenges: new models of engaged, place-based education for tomorrow's leaders</i></p> <p>Evolve liberal education requirements to integrate grand-challenges (pilot/phased approach)</p> <p>Develop grand-challenges co-curricular educational, research, and engagement opportunities</p> <p>Develop Grand Challenges Scholars Program</p> <p>Develop more University seminars on grand-challenges topics</p> <p>Develop undergraduate minors on grand-challenge topics</p>	<p><i>Build on our strengths to create an invigorated culture at all levels—ambition, challenge, exploration, and innovation</i></p> <p>Better align our time and money with our strategic priorities</p> <p>Implement a broad campus climate initiative that simultaneously pursues diversity, accountability, and civility</p> <p>Remove obstacles: decrease administrative burdens, make stop-doing lists, streamline processes</p> <p>Improve communication: get better at expediting problem resolution; obtain timely and useful info from graduates for curriculum development and advising</p>	<p><i>Create a transformational culture of innovation in which there is flexibility as well as responsibility and accountability</i></p> <p>Invigorate the process for recruiting the best researchers and teachers: establish appropriate resources for recruiting and hiring and permit strategic flexibility; aggressive approach to partner hires; improve diversity</p> <p>Reinvigorate the faculty campus interview process</p> <p>Ensure our culture encourages transformational scholarship: excellence for department heads; incentives to keep field-shapers; more strategic use of faculty awards; recruit and mentor excellent grad students; regular reviews of centers; incentives for directing major interdisciplinary centers</p>	<p><i>Support dynamic University-community partnerships to advance discovery, create pathways for students, and benefit our state and world</i></p> <p>Build engagement culture: review criteria for evaluating engaged scholarship across units; include engagement in reviews of faculty members' research and teaching; review other policies/practices; expand training for faculty, staff, and students</p> <p>Convene community, business, and government partners around grand challenges</p> <p>Expand community-engaged grand-challenges learning and career pathways for students</p> <p>Make engagement more visible; create "front doors" for community and business stakeholders</p>