



# About UMD

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## Strategic Plan

### UMD Strategic Plan

In 2011, UMD created a Strategic Plan with a refined mission, vision, statement of core values, and goals for the university. The Strategic Plan was updated during 2017 and 2018, resulting in a refined vision, revised goal statements, and new initiatives. In spring 2022, initiatives and measures were refreshed as UMD's Strategic Plan was integrated with the University of Minnesota's Systemwide Strategic Plan, MPact 2025.

[MPact 2025: Systemwide Strategic Plan](#)



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## Vision

### UMD Vision

UMD will be agile in pursuing a dynamic future that builds upon our strengths<sup>1</sup> and successfully confronts evolving challenges and opportunities. UMD will deliver an array of academic programs and student experiences that capitalize on our excellence and impact, as well as our scholarly strengths and external partnerships. In this way UMD will serve as a platform for success and achievement beyond graduation for students from all diverse and cultural backgrounds. By accomplishing this vision UMD assures that Minnesota has a highly qualified and innovative workforce to meet our future economic, environmental, social, and cultural challenges.

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*<sup>1</sup>The University of Minnesota Duluth (UMD) is an outstanding student-centered, undergraduate-focused institution of higher education, defined by its commitment to student access and promoting exceptional outcomes for our graduates. As a land-grant and sea-grant university, UMD achieves its mission through vibrant and high-quality academic and co-curricular programs; impactful research, scholarship, and creative activities; and service and engagement beyond the confines of the campus. The university's diverse and high-quality faculty and staff are committed to students' academic achievement, personal development and well-being, and life-long career goals.*

*UMD leverages its location in Northeast Minnesota and on Lake Superior to its best advantage and the faculty, staff, and students intentionally engage surrounding communities, the region, and the state to make a positive difference. UMD contributes to economic, cultural, social, and environmental sustainability and the development of resilient communities in the Northland and beyond. We serve the educational needs of indigenous peoples, their economic growth, their culture, and the sovereignty of the American Indian nations of the region, the state, and North America. UMD is a*

*diverse community of scholars and learners who embrace our long-standing connections to the region and look toward a future that will be even more diverse and global.*

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## Planning Processes

### Updating UMD's Strategic Plan

During spring 2017 the EVCAA led data collection efforts to examine campus perceptions of UMD's six goals ([faculty and staff survey](#)) and to seek input for the campus vision ([faculty and staff open forums](#)). A campus-wide group representing faculty and staff also compiled a [SWOT analysis](#) for the institution.

In fall 2017 the Chancellor and Vice Chancellors incorporated the data to present updated vision, value, and goal statements to campus constituent groups including the Strategic Planning and Budget (SPB) Committee, the Chancellor's Leadership Council, the Council of Deans and Academic Administrators, the Council of Student Life Directors, the UMD Student Association, Faculty Senate, and the Chancellor's Advisory Board. With input from faculty, staff, and students, the Chancellor approved the revised vision, values, and goals in December 2017.

Ideas for initiatives and measures related to the campus goals were provided during 2018 and 2019 by members of the Chancellor's Leadership Council; the Council of Deans and Academic Administrators; the Council of Student Life Directors; Faculty Senate; the Graduate Programs Committee; the Research, Scholarship and Creative Activities Subcommittee; and the Campus Change Team.

### Integrating UMD's Strategic Plan with MPact 2025

The Systemwide Strategic Plan "MPact 2025" was developed during 2019-20, and the draft plan with commitments, goals, action items, and measures was made available for comment in October 2020. UMD integrated the campus's Strategic Plan with MPact following the Board of Regents approval of the Systemwide Plan in February 2021. The integration involved a refresh

of the campus's strategic plan initiatives, which were presented to the Board in June 2021. During 2021-22, campus leadership sought additional input to aid in finalizing measures and targets and to update the UMD vision statement.

## MPact 2025: Systemwide Strategic Plan

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## Strategic Plan Goals and Initiatives

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#### + Goal 1: Undergraduate Student Success

*Goal 1: Provide student-centered, high-quality curricular, co-curricular, and integrated living-learning undergraduate experiences focused on serving the Northland, Minnesota, the Midwest, and connecting to the world. (MPACT Commitment 1: Student Success)*

- 1.1. Establish comprehensive enrollment management strategy. (MPact 1.1)
  - Updated plan (UMD) [[completed spring 2022](#)]
  - Meet undergraduate enrollment goal by 2025 (MPact)
- 1.2. Improve retention and graduation rates while closing gaps. (MPact1.1)
  - Increase 4-year graduation rate by 2025 (MPact)
  - Increase 6-year graduation rate by 2025 (MPact)
  - Reduce gap between 4-year and 6-year graduation rates of Pell-eligible and non-Pell eligible students by 50% by 2025 (MPact)
  - Increase freshman to sophomore retention rate by 2025 (MPact)
- 1.3. Expand scholarship opportunities. (MPact 1.1)
  - Increase undergraduate institutional gift aid for degree-seeking students by 10% by 2025 (MPact)
- 1.4. Establish a holistic approach to student wellness. (MPact 1.2)

- Improve students' self-reported wellness indicators (MPact)
- 1.5. Develop and implement a campus plan to increase international educational experiences. (UMD)
  - Completed plan (UMD)
  - Increase international degree-seeking enrollment (UMD)
- 1.6. Develop additional living-learning communities between academic colleges and residential life. (UMD)
  - # of communities (UMD)
  - # of students in the communities (UMD)
- 1.7. Establish and implement a campus-wide experiential learning plan based on high-impact practices. (UMD)
  - Completed plan (UMD)
  - Increase participation in HIP's for first-year and senior students (UMD)

## + Goal 2: Diversity, Equity, Inclusion, and Social Justice

*Goal 2: Advance equity, diversity, inclusiveness, and social justice within the campus community. (MPACT Commitment 4: Community & Belonging)*

- 2.1. Recruit diverse students, faculty, and staff. (MPact 4.1)
  - Increase % of BIPOC freshman students; % of underrepresented (ethnicity) freshman students (MPact)
  - Increase % of BIPOC transfer students; % of underrepresented (ethnicity) transfer students (UMD)
  - Increase % of BIPOC incoming graduate students; % of underrepresented (ethnicity) incoming graduate students (MPact)
  - Increase % of BIPOC faculty hired; % of underrepresented (ethnicity) faculty hired (MPact)
  - Increase % of BIPOC staff hired; % of underrepresented (ethnicity) staff hired (MPact)

- 2.2. Retain diverse students, faculty, and staff. (MPact 4.1)
  - Increase retention of % of BIPOC students; % of underrepresented (ethnicity) students (MPact)
  - Increase retention of % of BIPOC faculty; % of underrepresented (ethnicity) faculty (MPact)
  - Increase retention of % of BIPOC staff; % of underrepresented (ethnicity) staff (MPact)
- 2.3. Reduce disparities among underrepresented groups. (MPact 4.1)
  - Decrease 4-year and 6-year graduation gaps between white and BIPOC students (MPact)
  - Reduce disparities in faculty promotion rates (MPact)
- 2.4. Measure and address campus stakeholder survey data. (MPact 4.2 adaptation)
  - Increase percentage of students with a favorable sense of belonging (MPact)
  - Increase commitment and dedication measure in employee engagement survey (MPact)
- 2.5. Increase philanthropic and university support for diverse groups of students and for campus DEI initiatives. (UMD)
  - Increase # scholarships available for diverse groups of students (UMD)
  - Increase \$ scholarships available for diverse groups of students (UMD)
  - Increase \$ of funds available for campus DEI initiatives (UMD)
- 2.6. Increase and enhance the design, delivery, and support of curricular and co-curricular educational experiences involving diversity, equity, and inclusion. (UMD)
  - Increase scores on selected DEI items from the National Survey of Student Engagement (UMD)

### + Goal 3: Graduate Student Success

*Goal 3: Deliver high-quality graduate-degree programs to foster students' advanced academic and professional development. (MPACT Commitment 1: Student Success)*



- 3.1. Establish comprehensive graduate enrollment management strategy. (MPact 1.1)
  - Updated plan (UMD)
  - Meet graduate enrollment goal (UMD)
- 3.2. Enhance the educational experience for graduate students. (UMD)
  - Increase gradSERU Overall Satisfaction (unweighted average of 14 items) (UMD)

#### + Goal 4: Scholarship, Research, and Creative Activities

*Goal 4: Advance UMD's regional, national, and international reputation for high-quality and impactful research, scholarly, and creative activities. (MPACT Commitment 2: Discovery, Innovation & Impact)*

- 4.1. Increase multidisciplinary opportunities in research. (MPact 2.2)
  - Increase number of multidisciplinary grants each year (MPact)
- 4.2. Increase year-over-year funding growth for research and industry-sponsored awards. (MPact 2.1)
  - Growth for research awards of 5% per year for the next 5 years (MPact)
- 4.3. Develop an integrated campus-wide external communication plan around research, scholarship, and creative activities. (UMD)
  - Completed plan (UMD)

#### + Goal 5: Public Engagement

*Goal 5: Advance UMD's profile as an intentional and pivotal partner for Duluth, the Northland, and Minnesota. (MPACT Commitment 3: MNtersections)*

- 5.1. Enhance Carnegie Community Engagement designation. (MPact 2.3)
  - Achieve Carnegie Community Engagement designation by 2025 (MPact)

- 5.2. Increase state partnership funding. (MPact 2.3)
  - Increase state-sponsored research (MPact)
- 5.3. Develop and deploy new techniques and partnerships for smart farming and sustainable food supplies, and natural resources. (MPact 3.3)
  - Increase number of food, ag-tech, and natural resource-related disclosures (MPact)
  - Actively participate in industry and government food, ag, and natural-resource related initiatives and partnerships (MPact)
- 5.4. Enhance opportunities for new businesses and start-ups, corporate partnerships, and technology commercialization. (MPact 2.2)
  - Grow start-ups per year by 2025 (MPact)
  - Increase \$ of industry-sponsored awards (MPact)

## + Goal 6: Sustainability

*Goal 6: Establish and maintain effective and sustainable operations across all areas of the institution. (MPACT Commitment 5: Fiscal Stewardship)*

- 6.1. Engage in continuous improvement practices to promote efficiency in all aspects of operations (MPact 5.4)
  - Annual reporting of continuous improvement practices (MPact)
- 6.2. Reduce student debt. (MPact 5.1)
  - Ensure average student debt for those who borrow is under the national average by at least \$2,500 (MPact)
- 6.3. Assess and improve campus safety protocols and organizational structure. (MPact 5.4)
  - Increase student perceptions of campus safety and security as reported through the Student Satisfaction Inventory (UMD)
- 6.4. Move and track progress toward a 50% reduction in campus greenhouse gas emissions by 2030 toward our Second Nature 2050 carbon neutrality commitment. (UMD)

- Establish next generation climate action plan by 2023 (MPact)
- Greenhouse gas emissions (UMD)
- 6.5. Establish new long-term physical master plan that serves our community and is updated regularly. (MPact 5.3)
  - Update long-term physical master plan (MPact)

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[2022 Strategic Plan Performance Update](#)

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