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

Our Plan and a Campus Conversation

September 3, 2014

Strategic Planning Blog: strategic-planning.umn.edu
Today’s Conversation

- **Review of Strategic Planning Progress** — President Eric W. Kaler and Provost Karen Hanson

- **Updates: Strategic Planning Workgroup Issue Teams** — team co-leads noted; today’s presenter in **bold**

  **Grand Challenges—Curriculum**
  Renee Cheng, Professor and Associate Dean, College of Design
  Carissa Schively Slotterback, Associate Professor, Humphrey School of Public Affairs

  **Grand Challenges—Research**
  Reuben Harris, Professor, College of Biological Sciences
  **Joe Konstan, Professor, College of Science & Engineering**
  Allen Levine, Vice Provost for Faculty and Academic Affairs; Professor, CFANS

  **Supporting Excellence/Rejecting Complacency**
  Jakub Tolar, Professor, Medical School
  **Christopher Uggen, Professor, College of Liberal Arts**

  **Field-Shaping Researchers and Teachers**
  Will Durfee, Morse Alumni Distinguished Teaching Professor, College of Science & Engineering
  **Timothy Kehoe, Professor, College of Liberal Arts**

  **Leveraging Our Location/Reciprocal Engagement**
  **Liz Lightfoot, Professor, College of Education & Human Development**
  Catherine Squires, Associate Professor, College of Liberal Arts
  Amelious Whyte, Senior Associate Vice Provost, Office for Student Affairs

- **Open Discussion**
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
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, solicited feedback from stakeholders, and worked to make sure the plan is informed by diverse voices and perspectives.
- Listening sessions took place in July and August; the provost also met with student governance leaders and others. The plan will be shared with the Board of Regents on September 12.
- An open comment period is 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.

Background
We Are On Schedule

Visioning
Complete

Discovery
Complete

Goals
Complete

Identify Supporting Initiatives
Complete

Issue Teams
Complete

Plan Alignment/Feedback
Share progress to date with stakeholders
Continue to align college and unit plans

Final Plan
Review by BOR
Internal stakeholder dialogues
Prepare launch strategy

Approval by BOR
Go public with stakeholders—engage, execute

Complete
Complete
Complete

Phase 1
February–March 2014

Phase 2
April –August

Phase 3
August
September
October →

We are here

Promote, Engage, Execute

Visioning
Discovery
Goals
Identify Supporting Initiatives
Issue Teams
Plan Alignment/Feedback
Final Plan
Approval by BOR

Promote, Engage, Execute
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:

1. **Build an exceptional University where grand societal challenges are addressed**
2. **Support excellence and, with intention, reject complacency**
3. **Build a culture of reciprocal engagement, capitalizing on our unique location**
4. **Preeminent in solving the grand challenges of a diverse and changing world**

   **Aggressively recruit, retain, and promote field-shaping researchers and teachers**
The University of Minnesota Twin Cities
Will Be Preeminent in Solving the Grand Challenges of a Diverse and Changing World

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

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<th>Leverage Our Breadth and Depth to Take on Society’s Grand Challenges in Research, Creative Work, and Curriculum</th>
<th>Support Excellence and Reject Complacency</th>
<th>Aggressively Recruit, Retain, and Promote Field-Shaping Researchers and Teachers</th>
<th>Build a Culture of Reciprocal Engagement That Capitalizes on Our Location</th>
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<td>We will marshal the University’s research and creative capacity to address grand challenges critical to our state, nation, and world.</td>
<td>We will help students meet society’s grand challenges through new models of engaged, place-based education for tomorrow’s leaders.</td>
<td>We will build on our strengths to create an invigorated culture at all levels—a culture of ambition, challenge, exploration, and innovation.</td>
<td>We will strongly support dynamic University-community partnerships to advance discovery, create pathways for students, and benefit our state and world.</td>
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<td>More coherent and coordinated approach to advance cross-disciplinary grand-challenges research. Jump-start institutional transformation: broaden areas of interdisciplinary focus where we have robust work. Bottom-up support for emerging challenge work. Review policies to recognize interdisciplinary work in P&amp;T and regular evaluation. Ensure resources are in place for research goals.</td>
<td>Evolve liberal education requirements to integrate grand-challenges (pilot/phased approach). Develop grand-challenges co-curricular educational, research, and engagement opportunities. Develop Grand Challenges Scholars Program. Develop more University seminars on grand-challenges topics. Develop undergraduate minors on grand-challenge topics.</td>
<td>Better align out time and money with our strategic priorities. Implement a broad campus climate initiative. Remove obstacles: decrease administrative burdens, make stop-doing lists, streamline processes. Improve communication: link problem-spotters with problem-solvers; obtain timely and useful info from graduates for curriculum development and advising.</td>
<td>Invigorate the process for recruiting the best researchers and teachers: establish appropriate resources for recruiting and hiring and permit strategic flexibility; improve diversity. Reinigrate the faculty campus interview process. Ensure our culture encourages transformational scholarship: excellence for dept. heads; incentives to keep field-shapers; strategic use of faculty awards; excellent grad students; regular reviews of centers; and more …</td>
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<td>Build engagement culture: review criteria for evaluating engaged scholarship across units (including P&amp;T); review other policies/practices; expand training for faculty, staff, and students. Convene community, business, and government partners around grand challenges. Expand community-engaged grand-challenges learning/career pathways for students. Make engagement more visible; create “front doors” for community and business stakeholders.</td>
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