University of Minnesota
Strategic Planning

Preeminent in solving the grand challenges of a diverse and changing world

Campus Listening Session

August 12, 2014
Today’s Discussion

- **Review of Strategic Planning to Date** *(Provost Karen Hanson)*
  Foundation: U of M mission, foundational commitments, guiding principles
  Overview of planning process: vision; goals supporting vision; issue teams; timeline

- **Updates: Issue Teams** *(Team Co-leads)*
  Grand Challenges Curriculum *(Renee Cheng, Professor and Associate Dean, College of Design)*
  Grand Challenges Research *(Joe Konstan, Professor, College of Science and Engineering)*
  Supporting Excellence/Rejecting Complacency *(Chris Uggen, Professor, College of Liberal Arts)*
  Reciprocal Engagement *(Catherine Squires, Associate Professor, College of Liberal Arts)*
  Field Shaping Researchers/Teachers *(Will Durfee, Professor, College of Science and Engineering)*
  Student Perspectives *(Meghan Mason, MPH; PhD 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.

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 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
- 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
The planning effort will chart strategic goals for the Twin Cities campus that advance the core mission and values of the University of Minnesota (which remain unchanged).

Strategic planning is led by the provost and involves nearly 200 faculty, staff members, and students drawn from over 500 campuswide nominations. The 32-member Strategic Planning Workgroup has been working over the last year to outline a strategic vision and goals.

In March, we moved from the strategic visioning phase of the process into the "build out" phase, and we broadened the workgroup discussions by asking additional participants to join issue teams (about 150 students, staff, and students). The teams were charged with filling in details of how we might pursue our goals.

Over the summer, we have been sharing progress with the campus community, soliciting feedback from stakeholders, and making sure the plan continues to be informed by diverse voices and perspectives.

Listening sessions: July 8 and August 12. Meetings with students are planned in collaboration with student governance groups. The completed plan will be shared in September with the campus community (also at a Sept. 3 noon Campus Conversation) and then with the Regents. Online comments also are invited on the Strategic Planning Blog: strategic-planning.umn.edu.

The plan 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 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 plan framework, we intend for the plan to be dynamic, to be constantly subjected to reexamination and possible revision. We will continue to have robust conversations with the campus community and with the Board about how to adapt the plan to our changing institution and the changing environment.
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 we will:

Use our depth and breadth to capitalize on our exceptional students, faculty, 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 in order to address grand challenges.

Partner with the communities and people of the state of Minnesota to benefit the common good.
Strategic Planning Vision and Goals

- Build an exceptional University where grand societal challenges are addressed
- Support excellence and, with intention, reject complacency
- Aggressively recruit, retain, and promote field-shapers
- Preeminent in solving the grand challenges of a diverse and changing world
- Establish a culture of reciprocal engagement, capitalizing on our unique location
Goals That Support Our Vision

1. **Build an exceptional University where grand societal challenges are addressed.**
   - a. Educate, cultivate, and empower leaders to foster institutional and societal change
   - b. Target resources that will build capacity to harness the University’s depth and breadth to address these grand challenges
   - c. Prepare students who can uniquely contribute to solving grand societal challenges
   - d. Transform curricula in a way that combines grand challenges with disciplines
   - e. Coordinate and leverage research in institutionally cross-cutting areas of strength

2. **Support excellence and, with intention, reject complacency.**
   - a. Establish incentives for creative disruption and accept productive tension
   - b. Increase efforts to empower individual initiatives
   - c. Streamline rules and regulations
   - d. Measure and set goals for meaningful diversifying experiences
Goals That Support Our Vision, continued

3. Establish a culture of reciprocal engagement, capitalizing on our unique location.
   a. Better leverage our location for the mutual benefit of the University and the community; contribute to and benefit from a vibrant and enriching economic, creative, social, and intellectual environment.
   b. Clearly define and embrace what it means to be a land-grant research university in the 21\textsuperscript{st} century.

4. Aggressively recruit, retain, and promote field-shaping researchers and teachers.
   a. Build a pipeline to recruit and retain the best and brightest field-shaping teachers and researchers.
   b. Support their work with needed infrastructure and a culture of high expectations.
   c. Reduce barriers to productive transdisciplinarity and advance transinstitutional partnerships.
   d. Accelerate transfer of knowledge for the public good.
Timeline

Phase 1
- Complete Visioning
- Complete Discovery
- Four goals agreed in principle: Goals

Phase 2
- Identify initiatives to support goals: Identify Supporting Initiatives
- Assign teams to develop action plans for initiatives: Issue Teams
- Share progress to date with stakeholders: Plan Alignment/Feedback
- Continue to align/connect college and unit plans: Review by Board of Regents

Phase 3
- We are here: Promote/Execute
- Approval by Board of Regents
- Go public with stakeholders/Execute

Timeline:
- February-March: Visioning/Discovery
- April - August: Goals
- August: Identify Supporting Initiatives
- September: Issue Teams
- October: Plan Alignment/Feedback
- Final Plan
- October → Promote/Execute
Strategic Planning Issue Teams

- Five campuswide teams are working to develop recommendations that will drive the strategic plan for the University of Minnesota—Twin Cities.

- Teams are focusing on the four goal areas outlined by the Strategic Planning Workgroup.

- Guidelines for the teams: by September 2014:
  
  Part A
  - Identify current state, challenges, ideal state, core components, evidence; provide a definition for “grand challenges.”

  Part B
  - Identify one big, transformative recommendation that supports the goal.
  - Identify two “must do” recommendations.
  - Identify two “quick wins” that can be accomplished within 6–12 months.
  - Identify action steps (tactics), resources, priority, timing, accountability, success metrics for all of the recommendations above.

  Part C
  - Recommend a process for identifying grand challenges.
  - Draft a supporting narrative and presentation for your recommendations.
Phase Two: Issue Teams, Continued Campus Discussion

Panel Comments and Q & A

Grand Challenges Curriculum
What does it take for the University to build a curriculum focusing on solving society’s grand challenges?

Grand Challenges Research
How does the University apply its research toward solving grand societal challenges?

Reject Complacency
How does the University change the culture in ways that support excellence and, with intention, reject complacency?

Reciprocal Engagement
How does the University better leverage its location and establish a culture of reciprocal engagement for the mutual benefit of the University and the community?

Recruit/Retain Field-shaping Researchers and Teachers
How do we go about aggressively recruiting and retaining field-shaping faculty and researchers? How does transdisciplinarity shape our institutional planning in the arena of faculty responsibilities?

Renee Cheng, Professor, College of Design
(co-lead with Carissa Schively Slotterback, Associate Professor, Humphrey School of Public Affairs)

Joe Konstan, Professor, CSE (co-leads with Reuben Harris, Professor, CBS; and Al Levine, Professor, CFANS and Vice Provost for Faculty and Academic Affairs)

Chris Uggen, Professor, College of Liberal Art (co-lead with Jakub Tolar, Professor, Medical School)

Catherine Squires, Associate Professor, CLA (co-lead with Liz Lightfoot, Professor, CEHD; and Amelious Whyte, Sr. Associate Vice Provost for Student Affairs)

Will Durfee, Professor, College of Science and Engineering (co-lead with Tim Kehoe, Professor, College of Liberal Arts)

Meghan Mason, Student Perspectives