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:

<table>
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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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| **Marshal the University’s research and creative capacity to address grand challenges critical to our state, nation, and world** More coherent and coordinated approach to cross-disciplinary grand-challenges research Jump-start institutional transformation by broadening areas of interdisciplinary focus where we have robust work: • 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 Bottom-up support for emerging challenge work Recognize interdisciplinary work in P&T and regular evaluation Ensure resources are in place for research goals **Prepare students to meet 21st-century challenges: new models of engaged, place-based education for tomorrow’s leaders** 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 **Build on our strengths to create an invigorated culture at all levels—ambition, challenge, exploration, and innovation** Better align our time and money with our strategic priorities Implement a broad campus climate initiative that pursues diversity, accountability, and civility, as well as academic freedom Remove obstacles: decrease administrative burdens, make stop-doing lists, streamline processes Improve communication: get better at expediting problem resolution; obtain timely and useful info from graduates for curriculum development and advising **Create a transformational culture of innovation in which there is flexibility as well as responsibility and accountability** 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 Reinvigorate the faculty campus interview process 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 **Support dynamic University-community partnerships to advance discovery, create pathways for students, and benefit our state and world** 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 Convene community, business, and government partners around grand challenges Expand community-engaged grand-challenges learning and career pathways for students Make engagement more visible; create “front doors” for community and business stakeholders

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