

# MPACT 2025 SYSTEMWIDE STRATEGIC PLAN MEASURES

## 2021-22 Progress Card and SWSP Measures Annual Report

### Commitment 1: Student Success

Action Items (1.1)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Establish comprehensive systemwide strategic enrollment management strategy.	Develop Systemwide enrollment plan.	System	N/A	Plan submitted	By Fall 2021	
	Meet undergraduate enrollment goals for each campus.	Crookston	1754	1574	2100	
		Duluth	8351	8084	9100	
		Morris	1243	1189	1700	
		Rochester	614	631	1070	
		Twin Cities	30,907	30,734	33,000	X
	Achieve interquartile ACT range.	Twin Cities	25-31	27-32	25-31	X
Increase percentage of MN H.S. graduates who attend U of M campuses as freshmen.	System	10.4%	10.3%	12%	X	
Improve retention and graduation rates while closing gaps.	Increase 4-year graduation rates.	Crookston	48.9%	45.6%	49%	
		Duluth	46.0%	50.9%	48%	
		Morris	50.1%	50.9%	57%	
		Rochester	55.9%	60.1%	60%	
		Twin Cities	72.7%	74.3%	76%	X
	Increase 6-year graduation rates.	Twin Cities	84.5%	84.5%	86%	X
	Reduce gap between 4-year and 6-year grad rates of Pell-eligible and non Pell-eligible students by 50%.	System	13.3%/9.2%	11.1%/9.0%	6.6%/4.6%	X
	Increase freshman to sophomore retention rate for each campus.	Crookston	65.5%	72.4%	80%	
		Duluth	83.6%	81.5%	86%	
Morris		79.9%	79.8%	84%		
Rochester		82.8%	86.1%	85%		
Twin Cities		93.5%	91.7%	94%	X	
Expand scholarship opportunities.	Increase institutional gift aid for degree-seeking students by 10%.	System	\$281M	\$280M	\$304M	X

# Commitment 1: Student Success

Action Items (1.2)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Student mental health.	Develop and launch initiative by June 2021 building on the existing Mental Health Learning Collaborative.	System	N/A	✓	By June 2021	X
Strengthen career outcomes and placement.	Career success outcomes of UMN students will exceed national outcomes reported by NACE between 6 and 10%.*[1]	System	94%	90% (8% above national average)	Maintain 6-10% above national average	X
Establish a holistic approach to student wellness.	Improve students' self-reported wellness indicators.	System	18% increase in three years unmanaged stress (2015-18) Mean days of adequate sleep: 3.5 (2015/2016)	23% increase in unmanaged stress (2018-21) Mean days of adequate sleep: 3.44 (2021)	0% increase in unmanaged stress Increase mean days of adequate sleep	
Action Items (1.3)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Distributed learning models.	Add one new distributed education program leveraging systemwide expertise each year.*[2]	System	Current programs	NXT GEN MED	One new program each year	X
Establish academic calendar flexibility to increase student engagement and year-round access.	Increase 3-year graduation rate each year for students who enter with 60+ credits and are enrolled full-time.	Twin Cities	74.9%	73.9%	77%	
Enhance the quality and support for educational offerings.	Program review and accreditation are and remain current each year.	System	Current	On track	Current each year	

\*Revised, pending Board of Regents

## Commitment 2: Discovery, Innovation & Impact

Action Items (2.1)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Prioritize research opportunities for all students.	Increase research opportunities for all undergraduate students.	Twin Cities	40.9% indicating participating in research opportunity (SERU)	37.5%	Above 50%	X
Increase year-over-year funding growth for research and industry-sponsored awards.	Target growth for sponsored awards of 5% per year (stretch 7%) for next 5 years. Maintain Top 10 public University expenditure ranking in HERD.	System/ Twin Cities	\$876M/ 10 <sup>th</sup> HERD ranking	\$1.15B/ Top 10 HERD ranking	\$1.1B/ Top 10	X
Advance career outcomes for graduate students and postdocs.	Increase percentage of graduate students and postdocs employed in positions that use their degree.	Twin Cities	98%	98%	Maintain 95% or above	X
Action Items (2.2)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Enhance opportunities for new businesses and start-ups, corporate partnerships, and technology commercialization.	Grow start-ups per year.	System	19	20	25	X
	Increase industry sponsored awards.	System	\$81.6M	\$255.5M (note: \$140.9M from Leidos/NIH Prime COVID study)	\$109M	X
Increase multidisciplinary opportunities in research and curriculum.	Increase number of multidisciplinary grants and courses each year.*[3]	System	1216 active awards with multiple academic departments  75 active multi-disciplinary courses	1216 active awards with multiple academic departments  75 active multi-disciplinary courses	1250 active awards with multiple academic departments  100 active multi-disciplinary courses	
Advance the arts and humanities through strategic collaborations.	Increase number of collaborations involving the arts and humanities each year.* [4]	System	80	80	1 major collaboration each year	

\*Revised, pending Board of Regents

## Commitment 2: Discovery, Innovation & Impact

Action Items (2.3)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Elevate national and international profile and standing while addressing societal needs.	Elevate USNWR National Public rankings and Shanghai rankings.	Twin Cities	#26 USNWR/ #40 Shanghai	#26 in USNWR/ #40 in Shanghai	Top 25 public in USNWR/ Top 35 in Shanghai	X
Enhance Carnegie Community Engagement designation across system, and measure and expand outreach and engagement.	Achieve Carnegie Community Engagement designation.	System	Morris & Twin Cities	Work is underway and on track	All campuses	X
	Develop unified service, outreach, & engagement database and map.		Establish baseline Spring 2021	✓	By December 2021	X
Increase state partnership funding.	Increase state funding.	System	\$1.86B (20-21 Biennium)	\$1.86B (20-21 Biennium)	Expand state partnership	X
	Increase state-sponsored research.		\$412M (over last five years)	\$428.7M	Increase 2021-2025 total	X

## Commitment 3: MNtersections

Action Items (3.1)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Increase collaborations to serve as a model in health education, clinical training, and new models of care.	Elevate NIH Blue Ridge ranking each year.*[5]	System	27	28	Top 25 by 2025	X
Deepen impact in core areas of strength, including solutions, cures, and technology.	Increase the number of med-tech / health science disclosures each year.	System	239	209	Increase year over year	X
Serve as a destination practice of leading delivery models.	Improved patient experience scores year over year.	System	82.6%	83.3%	85% of patients recommend UMN	X
Action Items (3.2)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Demonstrate state and worldwide leadership in sustainability and environmental teaching, research, and convening power.	Increase Times Higher Ed Sustainability Development Goal Ranking, including but not limited to climate action, clean water, and land ecosystems.	System	Submit baseline data by Fall 2021	Submitted November 2021	N/A	X
	Achieve Gold STAR rating.	System	Duluth and Morris	Work is underway and on track	All campuses	X
Develop system leadership and governance coordination for sustainability initiatives.	Launch annual systemwide and campus sustainability convenings by June 2021.	System	N/A	✓	By June 2021	
Establish next generation systemwide Climate Action Plan for 2030.	Establish next generation climate action plans for 2030.*[6]	System	N/A	Work is underway and on track	By 2025	X
Action Items (3.3)	Proposed Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Develop and deploy new techniques and partnerships for smart farming and sustainable food supplies, and natural resources.	Increase number of food, ag-tech, and natural resource-related disclosures.	System	33	29	Increase year over year	X
	Actively participate in industry and government food, ag, and natural resource-related initiatives and partnerships.	System	Actively participating	Actively participating	Continue participating	X
Expand, develop and retain agricultural and food system talent in rural communities and agribusiness.	Develop unified service, outreach, and engagement database and map.	System	N/A	✓ Engagement database and map established with ongoing updates	By December 2021	
Enhance Extension's impact and reach.	Increase number of community partners served by 20% by 2025.	System	Establish baseline in Spring 2021	1,414 established individual partnerships in Extension	20% increase over baseline	

\*Revised, pending Board of Regents

Learn about MPact 2025 plans and progress by visiting <https://president.umn.edu/mpact-2025>

UPDATED June 2022

## Commitment 4: Community & Belonging

Action Items (4.1)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Retain diverse students, faculty, and staff.	Increase percentage of BIPOC / underrepresented (ethnicity) undergraduate students in the freshmen class.	System	26.1% BIPOC 15.5% under-represented	29.1% BIPOC 18.2% under-represented	Increase year over year	X
	Increase percentage of BIPOC / underrepresented (ethnicity) incoming professional and graduate students.		21.9% BIPOC 14.6% under-represented	22.4% BIPOC 14.4% under-represented	Increase year over year	X
	Increase percentage of BIPOC / underrepresented (ethnicity) faculty hired.		18.9% BIPOC 11.8% under-represented	18.8% BIPOC 12.1% under-represented	Increase year over year	X
	Increase percentage of BIPOC / underrepresented (ethnicity) staff hired.		26.9% BIPOC 18.3% under-represented	27.3% BIPOC 19.5% under-represented	Increase year over year	X
	Increase retention of all BIPOC/ underrepresented (ethnicity) students year over year.		90.1% BIPOC 87.1% under-represented	88.6% BIPOC 86.3% under-represented	Increase year over year	
	Increase retention of all BIPOC/ underrepresented (ethnicity) faculty and staff year over year.		92.4% BIPOC faculty 91.4% under-represented faculty 87.7% BIPOC staff 87.1% under-represented staff	89.9% BIPOC faculty 88.4% under-represented faculty 83.0% BIPOC staff 82.9% under-represented staff	Increase each year	
Reduce disparities among underrepresented groups.	Decrease 4-year and 6-year graduation gaps between white and BIPOC students.	Crookston	19.3%/32.9%	33.7%/19.9%	11%/16.5%	
		Duluth	12.1%/10.5%	8.1%/10.0%	6%/5.3%	
		Morris	11.7%/16.8%	18.2%/8.2%	5.9%/8.4%	
		Rochester	4.3%/6.5%	-19.4%/22.8%	2.2%/4.6%	
		Twin Cities	7.9%/3.3%	6.1%/4%	4%/1.7%	X
	Reduce disparities in faculty promotion rates.	System	Overall promotion rate 59.1%; POC 58.5%	Overall promotion rate 59.7%; POC 61.7%	Eliminate disparities	

## Commitment 4: Community & Belonging

Action Items (4.2)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Measure and address annual climate survey data.	Increase percentage of students with a favorable sense of belonging (Climate survey; SERU; "Agree I feel I have a sense of belonging to my campus").	Twin Cities	86.4%	77.9%	Increase year over year	X
Increase job satisfaction.	Increase commitment and dedication measure in Engagement Survey.	System	75%	73%	77%	X
Develop education and training to increase intercultural competency and interactional diversity.	Increase number of people who participate in intercultural competency and interactional diversity trainings each year.	System	2,000	10,697	4,000	
Action Items (4.3)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Advance deeper understanding of institutional history.	Complete Board of Regents April 2019 charge.	System	N/A	✓	By June 2021	X
Strengthen collaborative relations with Tribal Nations.	Meet with leadership from the eleven sovereign Tribal Nations at least three times each year.	System	N/A	Established and ongoing	3 times each year	
Drive mutually beneficial relationships with underserved local communities and strategic partners to enhance society, access to higher education and safe campus environments.	Increase number of partnerships with underserved local communities each year.	System	FY 20 suppliers 279	FY 21 suppliers 243	Increase each year	

## Commitment 5: Fiscal Stewardship

Action Items (5.1)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress card
Reduce student debt.	Ensure average student debt for those who borrow is under the national average by at least \$2,500.*[7]	System	\$27,864 \$2,155 below national average	\$28,021 \$1,922 below national average	\$2,500 below national average	X
Enhance on-campus employment opportunities for all students.	Increase on-campus employment opportunities for all students each year.	System	13,817 undergraduate student workers and graduate assistants	11,238	Increase year over year	X
Increase aid targeted to students with demonstrated need.	Create tuition free program for undergraduate students.	System	N/A	✓	By 2021	X
Action Items (5.2)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress card
Develop leading-edge tuition and pricing model.	Define tuition and pricing model.	System	N/A	In progress for discussion in 2022	By 2023	
Define and establish an administrative cost benchmark.	Promote operational efficiencies by maintaining spending on administration at 10 to 11.6% of total expenditures.	System	11.6%	11.6%	N/A	X
Identify and maximize non-state support, including new revenue opportunities aligned to institutional goals.	Increase alternative revenue each year.	System	Establish baseline in 2021	\$275.4M	Increase each year	
Action Items (5.3)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Establish new long-term physical master plan for each campus that serves our community and is updated regularly.	Update long-term physical master plan for each campus.	System	N/A	Twin Cities complete pending BoR approval. Duluth and Morris starting in 2022.	All campuses by 2025	
Advance innovative financing to support long-term strategic objectives.	Establish plan to advance innovative financing to support long-term strategic objectives.	System	N/A	✓	By December 2021	
Establish land retention, acquisition, and use strategy.	Establish land retention, acquisition, and use strategy plan.	System	N/A	✓	By December 2021	

\*Revised, pending Board of Regents



# Commitment 5: Fiscal Stewardship

Action Items (5.4)	Measure(s)	Campus	Baseline	Current	2025 Goal	Progress Card
Enhance risk management through innovative technology and processes.	Develop enterprise risk management plan.	System	N/A	✓	By December 2021	
Assess and improve campus safety protocols and organizational structure.	Create plan to assess and improve campus safety.	System	N/A	✓	By December 2021	
Engage in continuous improvement practices to promote efficiency in all aspects of operations.	Institute annual reporting effort of continuous improvement practices systemwide.	System	N/A	Available June 2022	By June 2022	X

## End notes

Below is the **measure language as previously stated** prior to the revisions noted above, pending Board of Regents approval.

Measure	Baseline	Current	Goal
<b>[1] Increase undergraduate career outcomes and placement.</b>	94%	90%	<b>97% by 2025</b>
<b>[2] Percentage of instruction delivered through completely online or hybrid methods (2018-19 as baseline).</b>	<b>12%</b>	<b>16%</b>	<b>Increase year over year</b>
[3] Increase number of multidisciplinary grants and courses each year.	<b>908 active awards with multiple campuses/colleges; 75 active multi-disciplinary courses</b>	<b>908 active awards with multiple campuses/colleges; 75 active multi-disciplinary courses</b>	<b>N/A</b>
[4] Increase number of collaborations involving the arts and humanities each year	80	80	<b>N/A</b>
[5] Elevate NIH Blue Ridge ranking each year.	27	28	<b>Top 25 by 2023</b>
[6] Establish next generation climate action plans for 2030.	N/A	Work is underway and on track	<b>By 2023</b>
<b>[7] Reduce average student debt for those who borrow to less than \$25,000 upon graduation.</b>	\$27,864	\$28,021	<b>Below \$25,000 by 2025</b>