Excerpts of UMM’s strategic positioning document addressing diversity are included below (specific diversity references are underlined.) While this document lists those recommendations that address diversity specifically, all of the UMM strategic positioning recommendations need to be addressed using a diverse, inclusive multi-cultural campus perspective. UMM’s full report is available online: http://www.morris.umn.edu/strategic/ or http://www1.umn.edu/systemwide/strategic_positioning/tf_final_recommendations.html

UMM Mission – Draft Version

The University of Minnesota, Morris provides an undergraduate liberal arts education of uncompromising rigor for a diverse student body. As the state’s public honors college, UMM is committed to outstanding teaching and learning, faculty scholarship and undergraduate research, genuine outreach and engagement. Our small, residential academic setting fosters authentic relationships, and the University serves as an educational and cultural resource for the region, nation, and world. A personalized educational experience prepares graduates to be global citizens who are interculturally competent, civically engaged, and effective stewards of their environments.

I. Ensuring the Future: Viability, Sustainability, and Visibility

Viability and Appeal

• Fundamental to UMM’s viability as a world-class public liberal arts institution is maintaining the highest academic standards while continuing to provide substantial financial assistance to qualified students. (See Appendix F) As a rigorous, undergraduate institution, UMM is committed to the liberal arts tradition that educates students to think critically, prepares them to contribute in meaningful ways, and helps them to develop as interculturally competent citizens who embrace both multicultural and international perspectives.

• Formally restructure the curriculum to reflect rich international and multicultural perspectives and opportunities in response to student and faculty needs, changing demographics and global expectations while reaching out to our region and community. Responsibility: Chief Academic Officer, Academic Center for Enrichment, and others. Timing: Initial steps began in 1996 and are continuing; this will accelerate in 2008 following the installation of the new Chief Academic Officer.

Sustainability: Student Enrollment

The majority of our current students are from Minnesota. During the past ten years, overall student enrollment declined by 14.6 percent due to changing regional demographics, increased competition for high ability undergraduates, increased tuition costs, flat scholarship resources, and insufficient attention to marketing, recruitment and retention... The Task Force believes it is critical to both increase new student enrollment and retain and graduate students by focusing on the following objectives:

• Achieve and maintain a student body of 2,100. Students will continue to be highly qualified and increasingly diverse in their backgrounds and interests. We will increase the percentage of students from outside Minnesota from 13 to 25 percent by actively marketing the competitive advantages of our flagship liberal arts curriculum, personalized educational experience, and single tuition rate. (See Appendix G) Responsibility: Associate Vice Chancellor for Enrollment, Director of Communications, Multi-Ethnic Student Program, and appropriate standing committees. Timing: Enrollment increasing steadily over time, reaching the optimum 2,100 level by 2013.

• Meet enrollment goals while maintaining access by leveraging increased scholarship funds to attract, support, and retain high ability students. Stakeholder input emphasized maintaining access by holding tuition increases to less than six percent per year, and focus on closing the financial gap for a significantly higher percentage of low- and middle-income students. Responsibility: Chancellor, Associate Vice Chancellor for Enrollment, Associate Vice Chancellor for External Relations, and others. Timing: Beginning fall 2006.

• Retain a significantly higher proportion of students by reducing both transfers out and dropouts. Increase first year retention from 86 to 90 percent, and second year retention from 77 to 85 percent. Increase the four-year graduation rate from 40 to 60 percent, the five-year rate from 56 to 75 percent. Responsibility:
Chief Academic Officer, Associate Vice Chancellor for Enrollment, Retention Work Group, Registrar, faculty advisors, and others. Timing: Ongoing

**Sustainability: Development and Revenue Enhancement**

- Seek full University support for the unfunded Native American Student Tuition Waiver mandated in both the 1909 transfer of the campus grounds by Congress (Laws 1909, Chapter 184) to the state of Minnesota and in Minnesota statute establishing UMM on the site (Laws 1961, c. 312 § 1). This waiver amounts to over one million dollars in unrealized tuition revenue each year and continues to increase with improved retention and enrollment. Support University efforts to secure federal funding for the mandate. Responsibility: Chancellor. Timing: Immediate

**Sustainability: Faculty and Staff Recruitment, Retention, Alignment, and Diversity**

To achieve our objectives, UMM must have strong and diverse faculty and staff, appropriately aligned, with a strong commitment to teaching, research, and outreach. The Task Force recommends the following:

- Intentionally attract diverse faculty and staff who enrich our campus and regional community. This supports University goals of intercultural competence. Responsibility: Chief Academic Officer, Division Chairs, Directors

**Sustainability: Partnerships**

Enhance academic, research, and community synergies through regional, national, and international partnerships. Continuing Education and Regional Programs, the Center for Small Towns, and other campus units will play a major role in forging these partnerships to serve the campus and regional communities. (See Appendix K) The Task Force recommends the following:

- Leverage regional and international partnerships that provide opportunities for program enhancement and continued commitment to meeting our mission. Strengthening relationships with other universities such as those in China, South Korea, Japan, and others around the world, as well as campuses of the University of Minnesota, will serve to sustain UMM and continue to foster an academic honors community. Responsibility: Chancellor, Chief Academic Officer, Associate Vice Chancellor for Enrollment, Center for International Programs. Timing: Ongoing.

**Sustainability: Capital Investments**

Sufficient capital investments are essential for UMM to support academic and research requirements and meet student and community expectations. The Task Force recommends the following:

- Update and modernize residential life facilities to meet student expectations and needs. Responsibilities: Vice Chancellor for Student Affairs, Associate Vice Chancellor for Physical Plant and Master Planning, Office of Residential Life.
- Renovate and modernize the Food Service Building to improve the preparation and serving facilities to offer a greater variety of fresh, healthy, locally provided food of improved quality that is attractive to a more diverse student body. This was strongly recommended by focus groups. Responsibility: Vice Chancellor for Student Affairs, Associate Vice Chancellor for Physical Plant and Master Planning, Senior Administrative Director for Finance and Administration.

**Sustainability: Visibility**

- Enhance summer and break programs to attract regional, national, and international groups and events that will build UMM’s image as a leader in a variety of arenas. This will better serve our community and increase efficiency of facility use. Responsibility: Continuing Education and Regional Programs, Senior Administrative Director for Finance and Administration, Office of Residential Life, Regional Fitness Center. Timing: Ongoing.

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### II. Doing it Right: Teaching, Research, Outreach

**Academic Rigor and Innovation**

- Improve the student academic profile while expanding the range of measures to evaluate student likelihood of success. Retain selective admissions standards, admitting students in the top quarter of their graduating class with average ACT scores of at least 25, and students who reflect focus group priorities of diverse backgrounds and interests that contribute positively to the campus community. Responsibility: Chancellor, Associate Vice Chancellor for Enrollment, Scholastic Committee. Timing: Immediate.
• Provide opportunities for all students to study abroad which prepares them to be global citizens. Make this central to the curriculum by creating and supporting a new initiative providing mini grants to help defray student study abroad costs. This also boosts our ability to recruit students with increasingly demanding expectations of their undergraduate experience. Responsibility: Chancellor, Chief Academic Officer, Center for International Programs, appropriate standing committees. Timing: Ongoing, with goal to be achieved by 2008.

• Enhance the academic curriculum for all majors by regularly evaluating all coursework to include effective written and oral communication skills across the discipline and encourage every discipline to promote service learning, study abroad programs and undergraduate research. Integrate sustainability principles, multicultural and international perspectives across the curriculum. This will help to better prepare students and strengthen our mission as a public honors college. Responsibility: Chief Academic Officer, Division Chairs, Curriculum and appropriate standing committees. Timing: Ongoing.

Relationships, Connections, and Contributions
Building relationships and connections helps prepare our students to contribute in meaningful ways by being interculturally competent, socially responsible, and effective stewards of their environments. These form the core of what makes the UMM experience exceptional both on campus and in the broader community. The Task Force recommends the following:

• Increase U.S. students of color from 15 to 25 percent of total enrollment. UMM has a long tradition of attracting diverse students, faculty, and staff, who enrich our campus and regional community in countless ways. This supports UMM and University goals and commitments to diversity and intercultural competence. Responsibility: Associate Vice Chancellor for Enrollment and Multi-Ethnic Student Program, in consultation with appropriate committees. Timing: Ongoing, with goal to be achieved by 2016.

• Actively recruit more international students and visiting faculty who will enrich campus life, help create a sense of an international campus, and improve the intercultural competence of the campus and broader community. Appropriately support recruitment efforts, academic performance, and transition to reach our campus goal of 5% International students. Responsibility: Chief Academic Officer, Associate Vice Chancellor for Enrollment, Center for International Programs, appropriate standing committees. Timing: Ongoing, with goal to be achieved by 2016.

III. Making it Happen: Organization and Operations
Underneath these commitments and initiatives there must be sufficiently strong organizational and operational supports to ensure success…Organizational support provides faculty, staff, and students with the administrative infrastructure necessary to meet UMM’s mission and strategic goal.

Organization: Faculty and Support
• Promote intercultural awareness, respect, and appreciation throughout the campus community. Highlight the importance of this effort and provide faculty and staff with incentives to participate in learning opportunities and to actively practice their skills. This will improve the climate both on campus and in the community, help achieve both the University’s and UMM’s missions, improve student campus life, and increase faculty, staff, and student retention. Responsibility: Chief Academic Officer, Vice Chancellor for Student Affairs, Division Chairs, Directors, Office of Human Resources. Timing: Immediate.

• Offer in-depth opportunities for professional development in order to ensure that personnel are able to exert leadership in their areas of expertise, deliver strong research programs, and become better teachers and service providers. Reallocate internal funds to support this effort. Responsibility: Chief Academic Officer, Division Chairs, Directors, Human Resources. Timing: Ongoing.

Organization: Student Support
In order for UMM to retain and graduate outstanding students, we must ensure that they are represented in our campus shared governance structure, acclimated to our rural campus setting, and comfortable with campus life, social atmosphere, and intercultural competency. To continue to lead the University system in student satisfaction ratings, the Task Force recommends the following:

• Promote intercultural awareness, respect, and appreciation throughout the campus community. As a campus, assess, design, and implement an inclusive, contemporary multicultural campus life structure and lead campus-wide strategies to advance participation as a multicultural leader, like those offered by the Multicultural Student Leadership Retreat. Actively advance efforts to equip graduates for lives of
leadership and service in a diverse, global community. This will improve the climate both on campus and in the community, help achieve our mission, enhance campus life, and increase student retention. Responsibility: Vice Chancellor for Student Affairs. Timing: To begin fall 2006.

- Develop campus and community partnerships to meet the needs of students, faculty, and staff from communities underrepresented in west central Minnesota. Address needs from travel to personal care products and services to provide a respectful and comfortable environment that fosters diversity. Create a respectful off-campus community. Responsibility: Vice Chancellor for Student Affairs. Timing: To begin fall 2006.

- Enhance academic support and environmental transition services for international students. These will improve the experience of all students, faculty, and staff by ensuring opportunities for success for a diverse student body. A supportive infrastructure, requiring additional staff, will be necessary to best serve an increasing international student population. Responsibility: Vice Chancellor for Student Affairs, Chief Academic Officer. Timing: To begin fall of 2006.

- Evaluate and improve effectiveness and modernity of student life services including housing, health care, transportation, and dining. These programs are integral to undergraduate life at UMM and need to continue to improve support for all students. This will help to better serve international and out-of-state students as well as improve the campus experience while meeting matriculation, retention, and graduation goals. Responsibility: Vice Chancellor for Student Affairs. Timing: To begin fall 2006.

Making it Happen: Commitment to Diversity

The campus commitment to educating a diverse student body and building a respectful inclusive culture is rooted in the public liberal arts college mission articulated in the 1960s and in the campus history as an American Indian Boarding School (established in the 1890s). Diversity (including but not limited to GLBT, individuals with disabilities, international, veterans, racial and multi-ethnic, and spirituality) in students, faculty and staff is an important commitment for the University. To maintain and strengthen this commitment, we have interwoven strategies and goals within this document.

Over the past decade, UMM has expanded efforts to build an inclusive respectful campus community in partnership with the Anti-Defamation League’s A World of Difference Institute, established an annual Multicultural Student Leadership Retreat and created the Diversity Community Outreach Program.

Our future will build on this strong foundation to sustain a position of leadership in Minnesota’s higher education while educating a diverse student population for intercultural competence and leadership in a global community. The task force recommends the following:

- Affirm a campus mission statement that more specifically articulates our commitment to diversity in a small, rural residential academic setting.
- Endorse the idea that bridging academic and student life is necessary to build a truly inclusive campus that educates interculturally competent graduates.
- Operationalize our goal to increase US students of color from 15 to 25% of total enrollment.
- Expand campus and community efforts to meet student needs and provide a respectful and comfortable environment that fosters diversity.
- Adopt and fully implement a plan to promote intercultural awareness, respect, and appreciation throughout the campus community, including professional development for faculty and staff.
- Assess, design and implement an inclusive, contemporary multicultural campus life structure and lead campus-wide strategies to advance participation as a multicultural leader.

Operations and Structure

- As we seek to become a top tier national liberal arts college we must offer facilities that are comparable to our peers. We must have well-maintained, safe, and accessible physical plant, an aesthetically appealing campus landscape, and create of a physical UMM identity. Several of our buildings are in need of renovation and modernization including Briggs Library, Multi-Ethnic Resource Center, Education building, Camden Hall, Humanities building, and Residential Life facilities. We must revitalize our campus Master Plan to encompass appropriate expansion of academic and service buildings. Responsibility: Chancellor, Associate Vice Chancellor for Physical Plant and Master Planning, Campus Resources and Planning Committee.
### III. Implementation of Recommendations

In order to position ourselves for the future, we must provide an exceptional student experience, reach our graduation rate goals, increase student enrollment and maintain a balanced budget. To achieve these goals and deliverables, the campus should undertake the initiatives outlined below, developed through an extensive and open campus process. Decisions regarding administrative responsibilities for implementation will be made by the Chancellor, with ongoing input from the Strategic Positioning Task Force and relevant campus committees and constituents.

*From tables on pages 18, 20, and 21 of the full pdf document.*

#### Teaching and Outreach Initiatives

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Timeline</th>
<th>Consultation</th>
<th>Measurement</th>
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<tbody>
<tr>
<td>Integration of current global perspectives across curriculum</td>
<td>Part started (Bush Grant), develop plan for fall 2007</td>
<td>Curriculum, CRPC, Scholastic, IPC, DSAAG</td>
<td>Integration into curriculum, improved NSSE results and graduate exit survey results</td>
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#### Student Initiatives

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<th>Measurement</th>
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<tbody>
<tr>
<td>Integrated Multicultural Campus Life and interculturally competent graduates</td>
<td>Fall 2007</td>
<td>Faculty Development, Multi-Ethnic Experience, Student Services, IPC, etc.</td>
<td>Increase recruitment and retention of traditionally underserved students, improve student satisfaction survey results for this group</td>
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#### Viability and Sustainability

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<tbody>
<tr>
<td>Secure full funding for Native American Tuition Waiver</td>
<td>Fall 2007</td>
<td>CRPC, Enrollment Area, American Indian Advisory Committee, MSP, CERP</td>
<td>Ongoing secured funds to cover tuition to improve graduation rates of Native American Students</td>
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#### Visibility Initiatives

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<th>Initiatives</th>
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<th>Consultation</th>
<th>Measurement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit and retain national and International students</td>
<td>Fall 2007</td>
<td>CRPC, Scholastic, Retention Work Group, IPC</td>
<td>Increased numbers of students and graduates from these markets. Track cohorts.</td>
</tr>
</tbody>
</table>