In 2011, UMD launched its first all-campus strategic plan. Together, the campus community outlined many goals and embraced our core values of learning, discovery, engagement, inclusiveness, sustainability, integrity, and excellence.

We’ve made outstanding progress. In the second year of the plan, we implemented action steps and provided grants to faculty, students, staff, and community partners. In the plan’s third year, we launched an initiative to be more efficient in our utilization of campus resources and to identify areas of potential growth.
We are delighted with the impact of our work. This booklet restates our six goals and presents highlights of our accomplishments. Below is a list of significant projects:

- Implemented a new liberal education curriculum
- Created a hybrid lab course to serve more than 1,000 students in chemistry, bio-chemistry, and biology
- Received national and international news coverage of the Large Lakes Observatory research on climate change and the Great Lakes, research on the East Antarctic shield, academic programs focused on American Indian topics, moose research, and blood-loss trauma therapy
- Strategically managed enrollment, resulting in a nine percent growth in new freshman students for fall 2013
- Raised more than $12 million with support from donors and alumni in fiscal year 2013
- Trained campus leaders in diversity, social justice, and inclusion
- Established the Campus Climate Response Team
- Expanded the number of minority faculty members

I am very proud of our progress. We will continue to build on our areas of strength and marshal the skills and talents of everyone across campus. Together, we will lead UMD on a robust and sustainable pathway to excellence that is inclusive of our diverse voices, stories, and experiences.

Lendley C. Black
CHANCELLOR
Promote integrated curricular, co-curricular, and living-learning undergraduate experiences that achieve UMD’s learning goals and prepare students for lifelong learning, globally engaged citizenship, and success in their academic, personal, and professional lives.

- Redesigned courses for active learning in the Swenson College of Science and Engineering
- Developed a School of Fine Arts seminar for all first-year students on the interconnectedness of fine arts
- Built a multimedia production lab in the College of Liberal Arts
- Implemented the new Cultural Entrepreneurship program in the College of Liberal Arts, where students learn to become entrepreneurs and innovators in the arts, culture, and media industries
- Partnered the Labovitz School of Business and Economics with 3M to integrate sustainability awareness into all business and economics courses
- Established the ARCHES program with Lake Superior College to help students transfer to UMD
- Promoted enrollment in STEM (Science, Technology, Engineering, and Math) classes
- Established a new study abroad program in Kenya
- Established the Center for Teaching and Learning
- Established multicultural living and learning units in the residence halls
- Increased support for faculty to promote student civic and community engagement
Received ranking as one of the top 25 GLBT-friendly colleges in the United States

Trained campus leaders in the Intercultural Development Inventory

Recruited minority faculty members through the pre-doctoral program

Implemented diversity training programs and discussions about campus climate change

Increased the number of underrepresented students during academic year 2013-14

Completed the campus climate survey of underrepresented groups

Supported Youth of Duluth program to develop the leadership and academic skills of minority children

Completed the 2012-13 campus climate survey of faculty and staff

Completed and implemented diversity-focused training for students in key areas of campus life (housing, athletics, and Kirby Board)

Implemented new interdisciplinary programs to diversify and broaden the range of diversity-focused curricula (Spanish studies major, Asian studies major, Russian studies minor, and Chinese studies minor)

Established a task force to create a Ronald McNair Scholars Program at UMD

Built campus website for reporting campus climate issues

Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.
Revived the Master in Liberal Arts program and launched the Master of Arts in Psychological Science, Master of Tribal Administration and Governance, Master of Science in Civil Engineering, Master of Engineering, and Master of Environmental Education degree programs.

Conducted feasibility surveys on increasing graduate enrollment in four of UMD’s colleges and provided recruitment funds for all UMD graduate programs.

Established first Graduate Student Endowed Fellowship, providing $15,000 per year in support, and established a graduate student research and presentation travel fund of $15,000 per year.

Integrated the Graduate Council into the UMD governance structure.

Continued work on the growth of a Graduate Student Association.

Continued work on the establishment of UMD-based Ph.D. programs.

Formalized policies for directors of graduate studies to ensure a unified approach to services.

Highlighted, through the Strategic Enrollment Management (SEM) Council, the comparative advantage of UMD’s graduate programs in the Upper Midwest.

Established interdisciplinary graduate programs to utilize collective campus resources.
Awarded 11 faculty development research grants in 2013, worked to establish a campus-wide faculty mentoring system, and provided seed money for faculty to use as leverage to acquire additional research funding.

Received three awards totaling more than $2 million from the Minnesota State Legislature for research and performance by graduate students across campus.

Received more than $31 million in external funding for UMD’s five colleges, UMD Administration, Natural Resources Research Institute, School of Medicine Duluth, and College of Pharmacy Duluth.

Increased the number of undergraduate students presenting their scholarship at national conferences.

Established the Bio-Translational Research Center.

Established a Mental Health First Aid Certification Training program.

Funded 14 new UMD-community partnerships in the arts, recreation, sustainable food, energy conservation, bike paths to campus, and educational leadership programs for at-risk children.

Advance UMD’s stature as a major campus for research and creative activities, leveraging our region’s unique natural, human, and cultural resources.
Supported faculty, students, and staff in creating civic engagement and community-based research and course components

Made UMD information easier for campus and community stakeholders to access

Restructured the Office of Continuing Education to respond to community goals

Held events “How Did You Come To Be Here?” and “Infinite Stories” to recognize the multiple voices on campus

Completed a strong and consistent brand and visual identity for UMD, “Those who can, Duluth,” using signage, an outreach campaign, and a redesigned web page

Implemented a program to strengthen college access for Duluth-area minority children

Implemented a Bike to Campus program

Provided partial funding for an integrated fish, plant, and algal oil project

Helped fund the Lakewalk Bike and Pedestrian Corridor

Supported an education program about public health concerns during Women’s History Month

Worked with an area developer on off-campus housing for UMD students

Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.
Adopted new campus governance structure to streamline campus decision making and give all campus constituents a voice

Continued administrative support for faculty and staff to upgrade and learn new technologies and skills

Incorporated sustainability into UMD’s graduate program in education

Enhanced campus by planting trees around the campus perimeter and installing maroon and gold street signage

Renovated Kirby Student Center Lounge to better serve students

Completed the campus master plan

Established a grand pedestrian and bicycle entry connecting Woodland Avenue with University Drive

Established the GreenHouse, a sustainable living/learning community

Incorporated local produce from the UMD Farm and local farms in Dining Services
The Challenges Ahead

A shift in public funding for higher education will continue to pose formidable challenges for UMD. Changing demographics will impact UMD as the number of high school students in the state and the nation continues to decrease.

In spite of financial challenges, the UMD campus community is determined to build upon our history of excellence in teaching, scholarship, discoveries, and artistic creativity; to enrich the quality of our educational and research experiences; to marshal our resources to strengthen our mutual partnerships with community stakeholders; and to play a role in promoting the continued social, cultural, and economic development of the state of Minnesota.