University of Minnesota Duluth
Strategic Plan
Highlights of Accomplishments
2011-2013

Those who can Duluth
University of Minnesota Duluth Mission Statement

The University of Minnesota Duluth integrates liberal education, research, creative activity, and public engagement and prepares students to thrive as lifelong learners and globally engaged citizens.

Vision Statement

The University of Minnesota Duluth will build upon its unique Land and Sea Grant traditions to become a premier comprehensive university recognized as world class for its learning-centered student experiences, research, creative activities, and public engagement.

- We will educate students to be engaged, lifelong learners through our rich learning-centered and innovative curricula and student life experiences.
- We will prepare graduates who are sought after by employers because of their cultural, global, and professional competence.
- We will address issues central to the global society’s scientific, cultural, economic, and artistry vitality through research and creative inquiry.
- We will become a world leader in learning and research opportunities by leveraging the region’s unique natural, human, and cultural resources.
- We will serve the educational needs of indigenous peoples, as well as the economic growth, cultural preservation, and sovereignty of the American Indian nations of the region, the state, and North America.
- We will create a campus that exemplifies resource sustainability, technology and information integration, global perspectives and connections, social justice, and collaboration.
- We will be central to the cultural, economic, and intellectual life of Duluth and surrounding communities.
Message from the Chancellor

Pathways to Academic Excellence

A little over two years ago, UMD launched its first-ever Strategic Plan (SP) under the leadership of Chancellor Lendley Black. The purpose of the SP was to create a robust and seamless process to accentuate the high quality of educational and research opportunities our campus has to offer. The SP was a way to marshal our collective experiences, our resources and skills, and our visions to articulate multi-prong pathways to the goal of academic excellence.

The process was daunting, but our committed faculty, staff, and students pushed on to become innovators, collaborators, and doers. In the end, what emerged was a document that was very encompassing, bold, transformative, and a lucid manifestation of a campus determined and committed to transformative change. It is my firm belief that the numerous action steps in our SP will solidify the gains we continue to make in providing our students a quality educational experience that is rooted in excellence and rigor.

The SP was also our way to better tell our individual and collective infinite stories, to boldly identify areas of visioning about our future, and to challenge each other to become better stewards of what we have been entrusted with by the citizens of Minnesota. The SP was a recognition among the body polity of the campus community that we are ultimately accountable to the people of Minnesota; that we are a significant cog in the overall state-wide goal of searching for innovative ways to better serve our students; building and strengthening our communities via defined partnerships, and finding creative solutions to ameliorate the problems we confront. This will require that we continue to interphase with our community partners and stakeholders by eliciting their support and financial contributions. Additionally, the substance of this partnership calls upon the UMD community to be a linchpin in the socioeconomic and cultural development of our communities. This way, we will continue the fulfillment of long standing goal of working and utilizing our resources for a better Minnesota.

Our numerous action plans became our road map. Our numerous functioning unit change and campus-wide change teams that were formed across departments, schools, and colleges became the recipes for shared input and action. Our collective resolve was to focus on many goals: academic excellence, quality teaching, research, and creative discoveries with a measurable impact on the socioeconomic and cultural well-being of our State. We committed ourselves through the SP to accomplish our shared goals in an environment that nurtures tolerance, diversity, social justice, inclusion, mutual respect, and a safety climate for learning and discovery to occur.

Our SP put in place a process that has permeated the fabric of the entire campus community and marshaled the resources of everyone. During the first year, colleges, departments, and units across campus developed their goals, missions and visions statements as part of the SP. In the second year, action steps were implemented and grants totaling $500,000 were provided to
various campus constituents (faculty, students, staff, and community partners) to move the SP forward. In the third year, we launched the Program Prioritization to streamline our academic and non-academic programs and services with the objective of bringing our budget into alignment with the SP, to be more efficient in our utilization of campus resources, and identify areas of potential growth in order to maintain and strengthen existing quality programs and services that we have come to associate with UMD.

This report highlights some of the progress we have made regarding our SP. Our pathways to excellence, the embodiment of our SP have positioned us to become a premier comprehensive university in the Upper Midwest and at the national and global levels. We are starting to see the immediate impact of our SP across campus. I share with you a sample of our accomplishments:

• The effective management of strategic enrollment management resulting in a 9 percent growth of new high school students entering UMD in the Fall of 2013.
• UMD is one of nine universities nationwide chosen to be part of a cohort group to participate in the American Council on Education (ACE) program designed to foster the internationalization of academic curricular.
• Our Development Office has raised $12 million from donors and alumni during the last fiscal year.
• Implemented initiatives to train of more campus leaders in intercultural development competencies and fostering of diversity, social justice, and inclusion during each of the last three years.
• The adoption and implementation of shared governance structure to give voice to every constituent group on campus.
• Implemented a shared definition of equity, diversity, and social justice to form the foundation of campus-wide initiatives to create a campus culture where tolerance, empathy, and respect are honored as integral components of our core values.
• The continued growth in the number of minority faculty and the completion of websites for the efficient management and reporting of campus climate culture and incidences.
• Expansion of the global reach of our curriculum with the commencement of new programs in African American, Spanish, Russian, Asian, and Chinese studies.
• Establishment of the Campus Climate Response Team (CCRT) to provide 24/7 responses to campus climate issues.
• Hiring of a Faculty Fellow for Intercultural Initiatives to lead and guide the campus in the implementation of diversity, social inclusion, and equity goals.

As part of the SP, we will continue to build upon our reputation for academic excellence and rigor, quality teaching, and a commitment to engage our students by equipping them with the all skills they need to become competitive in the workplace not only in Minnesota but also nationally and globally. We will continue to mobilize our resources to promote experiential learning, civic engagements, internships, and globally engaged our students by preparing them to
become effective citizens who will contribute to the growth of our state and nation. Under the SP, we will continue with our vigorous policies to ensure that we create and maintain the appropriate environment and culture for our students to learn and thrive, and for our faculty and staff to have the tools they need to become the best in their chosen areas of endeavor.

As Chancellor, I am heartened by our accomplishments. We will continue to build on our areas of strength while exploring creative measures under the current Program Prioritization initiative to position UMD on a long lasting and sustainable pathway to excellence, and at the same time bringing our budget in alignment with our core campus priorities. Changing demographics in our state and the nation as a whole, the decrease in the number of high school students entering college, reductions in state appropriations for higher education, and stiff competition with other institutions for new high school students compels us to reimagine what we do as a state institution by getting back to the drawing board and recreating new academic goals and programs that will undergird the quality education that we have been known to provide our students. And with our newly adopted campus governance, I believe the structures are now in place for us to marshal the skills and talents of everyone across campus for the development and implementation of a robust and sustainable pathway to excellence that is pro-UMD and inclusive of our diverse voices, stories, and experiences.
The University of Minnesota Strategic Plan Goals

Goal 1: 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.

Goal 2: Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

Goal 3: Establish UMD as a center of excellence for graduate studies in the Upper Midwest.

Goal 4: Advance UMD’s stature as a major campus for research and creative activities, leveraging our region’s unique natural, human, and cultural resources.

Goal 5: Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.

Goal 6: Utilize UMD’s infrastructure; technologies; and information, human and financial resources to support the campus in a sustainable manner.
Goal 1:

Completed Tasks and Progress Toward Goal

- Establishment of the Center for Teaching and Learning (CTL) designed to continually sharpen and enhance diverse modalities of teaching while facilitating and developing innovative ways whereby students can engage in the learning process.

- Development and adoption of a philosophy of learning guided by the acknowledgment that learning is multifaceted and involves the totality of the human experiences, past and present.

- Adoption and implementation of the new Liberal Education program to strengthen undergraduate education and promote an investigation of the world from new perspectives, new ways of thinking that will be useful for students, and how students can grow to become active citizens and lifelong learners.

- Formalization of the Strategic Enrollment Council (SEM) as a vehicle for coordinating enrollment management targets and decisions while bringing a shared goal for the implementation of effective strategies to identify, recruit, retain, and graduate all our students.

- UMD joined the American Council for Education Internationalization Laboratory to develop and design a comprehensive international and global education plan for the campus.

- The American Institute of Architects selected Bagley Outdoor classroom as a 2012 COTE Top Green Projects and named Swenson Civil Engineering a 2013 Top 10 example of sustainable design.

- Establishment and implementation of a new Learning Commons including a Writing Center in the Kathryn Martin Library to provide teaching and learning support for students, faculty, and staff.

- Implementation of integrated and active learning strategies to revamp course offerings and to sharpen the delivery of curriculum content.

- Provision of grants for faculty to revamp course offerings to incorporate integrated active learning approaches in their teaching.

- The establishment of multicultural living and learning units in the residence halls designed to promote intercultural learning and communication while fostering awareness about diversity, tolerance, and respect for all.

- Increased support for faculty to promote student civic and community engagement through the design of curricular that integrates and demonstrates how to build bridges to connect theories and practices by using the social community as a laboratory.

- Continued training of faculty and graduate teaching assistants under the auspices of Instructional Development Services with the objective of integrating technologies and emerging digital media into the classroom and developing effective teaching and learning.
techniques to ensure maximum instructor-student interactions and continued feedback to promote student success.
- Implementation of a Multimedia production lab in the College of Liberal Arts to provide a platform for teaching students a range of skills including participatory community research, digital story-telling, editing, and multimedia production.
- Establishment of UMD seminars to facilitate students’ understandings about the learning process and to enhance academic experiences and promote student retention and graduation. For example, the School of Fine Arts implemented freshman seminars in all its courses to ensure a seamless appreciation of all the components of fine arts in their curricular offerings.
- Implementation of the new Cultural Entrepreneurship Program in the College of Liberal Arts. At its essence, this new program combines the traditional lessons of business schools with the creative thinking that is most often cultivated in the arts. Students educated in this new program will become cultural entrepreneurs and innovators in the arts, culture, and media industries.
- Establishment of the ARCHES program with Lake Superior College to facilitate a smoother transition for transfer students and facilitate their retention and graduation at UMD. ARCHES builds on our commitment to develop partnerships with area community colleges to better serve students in our state.
- Implementation of the Labovitz School of Business and Economics sustainability project in partnership with 3M designed to integrate sustainability awareness in all business and economic courses.
- Establishment of a new Study Abroad Program in Kenya designed to teach students about agriculture, water and land utilization, women and development, and educational and literary aspects of Africa.

Continuing Activities Toward Goal

- Continuation of exploring seamless internationalization of the curriculum to reflect changing global social, cultural, economic and political trajectories
- Field based learning in Physical Geography to enhance student active learning.
- Continued efforts to promote active learning for all students.
- Curriculum integration and internationalization of course offerings.
- Global experiential learning through utilization of local settings.
- Development of a seamless advisement system for all students to enhance course access for students.
Goal 2:
Create a positive and inclusive campus climate for all by advancing equity, diversity, and social justice.

Completed Tasks and Progress Toward Goal

- Training of campus leaders in Intercultural Development Inventory with the goal of enhancing the capabilities and competencies of faculty and staff to accurately understand and adapt behavior to cultural differences and commonalities.
- Approval of a new Bachelor of Social Work degree to meet the needs of the American Indian community and other communities of color.
- Implemented diverse programs to develop and strengthen our mutual partnerships with the surrounding community around issues of diversity and social justice.
- Recruitment of minority faculty through the Pre-doc program to diversify our workplace.
- Creation of a faculty and staff of color association to give voice to underrepresented groups in campus governance structures and decision-making and foster the mentoring of faculty and staff.
- Implemented diversity training programs and discussions for faculty, staff, and students about campus climate across the campus in areas of diversity, inclusion, and social justice.
- Growth in the number of underrepresented students during academic year 2013-14.
- Completion of the Campus Climate Survey of Underrepresented Groups. The results from this survey show that UMD has made significant progress in creating an inclusive campus climate for underrepresented groups as reported in the focus group survey of underrepresented students.
- Provision of targeted funding for UMD community stakeholders to promote diversity (for example, UMD support for Youth of Duluth program designed to develop leadership and academic skills of minority children.
- Continued training of staff and faculty across campus about Safe and Respectable Workplace, including Intercultural Development Initiatives for campus leaders and administrators.
- Completion of the 2012-13 campus climate survey of faculty and staff, including an update of policies and procedures that advance tolerance, diversity, social justice, and inclusion.
- Completion and implementation of diversity-focused training for students in key areas of campus life (housing, athletics, and Kirby Board).
- Implementation of new interdisciplinary programs to diversify and broaden the range of diversity-focused curricular (Spanish studies major, Asian Studies major, Russian studies minor, and Chinese Studies minor).
Continuing Activities Toward Goal

- Growth in the number of underrepresented students.
- Strengthening and recruitment of international students.
- Retention and graduation of students from underrepresented groups.
- Recruitment, hiring, and retention of faculty and staff of color.
- Building strong and mutual partnerships between UMD and the Duluth communities of color.
- Establishment of a Ron McNair Scholars Program at UMD.

Goal 3:

Establish UMD as a center of excellence for graduate studies in the Upper Midwest.

Completed Tasks and Progress Toward Goal

- Reintroduction of the Masters in Liberal Arts. Establishment of two new graduate programs in Masters (MA) in Tribal Governance and an MA in Psychology.
- Grants provided to graduate programs in the College of Liberal Arts, School of Fine Arts, the College of Education and Human Services Professions, and the Swenson College of Science and Engineering to conduct market and feasibility surveys with the objective of increasing their enrollments.
- Formalize policies for Directors of Graduate Studies on campus to ensure a unified approach to graduate student enrollment services.
- Formalization of structures through the Strategic Enrollment Management (SEM) Council to highlight the comparative advantage of UMD’s graduate programs in the Upper Midwest.

Continuing Activities Toward Goal

- Development of a plan to attract, retain, and serve high caliber graduate students
- Establish a priority fundraising goal to increase the number of graduate fellowships.
- Continued improvement in on-campus services for international graduate students.
- Establishment of interdisciplinary graduate programs to utilize the collective resources of various academic programs on campus.
- Formation of a graduate student association at UMD.
**Goal 4:**

Advance UMD’s stature as a major campus for research and creative activities, leveraging our region’s unique natural, human and cultural resources.

**Completed Tasks and Progress Toward Goal**

- Award of small seed research money to support faculty development and to provide leverage for seeking research funds from external agencies. Eleven of these grants were awarded in 2013.
- 4 NSF programs.
- Funding for a novel 5 KW wind turbine on campus to reduce the campus carbon footprint and engage faculty and students in research on wind turbines.
- Supported the establishment of a Mental Health First Aid Certification Program in LSBE and funded a foreign languages and literature speaker and film series to promote intercultural awareness.
- Funded 14 new UMD-Community Partnership and Outreach Grants to leverage our resources to address and improve upon the quality of life of our citizens in diverse areas such as the arts, recreation, educational leadership programs for at risk children, sustainable food, energy conservation, and bike paths to campus.
- Funding of a Digital Art Workshop for Children and an Art Communication Outreach in Duluth to promote awareness of the arts and humanities.
- Funding for the Myers-Wilkens Youth Enrichment Program for the region’s children of color designed to develop educational and leadership competencies of the region’s underrepresented groups.
- Funded program to Bridge Cultures designed to highlight Muslim Journeys.
- Funded an African and African American Film Series to promote campus and community awareness of major historical, cultural, and political events that shaped and continue to shape the lives of blacks worldwide.
- Continued progress in promoting the visibility of UMD’s faculty research accomplishments.
- Implementation of an electric charging station by Parking Services, including the installation of several rain gardens, biofiltration areas and two green roofs on campus.
- Completion of UMD Solar Research Project atop Malosky Stadium and the Bagley Outdoor classroom to promote renewable energy.

**Continuing Activities Toward Goal**

- Establishment of a campus-wide mentoring system for faculty and staff.
- Establishment of institutional structures (for example, fund-raising) to create professorships at UMD.
- Increasing the research profile of UMD faculty through grant-writing support.
- Facilitate translational work, patents, start-up companies in areas of UMD faculty expertise.
- Establishment of endowed professorships.
- Enhancements of faculty and staff needs to support sponsored research and grant activities on campus.
- Continued work with the Schools of medicine and Pharmacy to integrate their pedagogical and research activities into the fabric of the campus.

Goal 5:

Strengthen ties with Duluth and surrounding communities in an intentional, visible, and mutually beneficial partnership.

Completed Tasks and Progress Toward Goal

UMD hosted students, faculty, and staff from throughout the University of Minnesota system at the second annual Student Engagement Leadership Forum on Sustainability (SELFsustain).

- Funded a number of faculty and staff grants to embed civic engagement and community learning into our curriculum.
- Funded 14 grants specifically targeting sustainability on campus, including community-based sustainability projects.
- Implementation of a UMD partnership with ISD 709 to strengthen access to university and college education for Duluth area minority children.
- Implementation of a UMD Bike to Campus Program to promote environmentally friendly and healthy transportation.
- Provided partial funding for the implementation of an Integrated Fish, Plant and Algal production project for food and bio-fuel in the Northland.
- Funded the Lake Walk Bike and Pedestrian Corridor trail to enhance public interaction between UMD and the greater Duluth community.
- Supported a public education program about the environmental links to cancer and other public health concerns during Women’s History Month.
- Development of the Woodland School and off-campus housing for UMD students.
- Continuation of support for faculty, student, and staff for civic engagement and community-based research.
- Completion of a strong and consistent brand and visual identity for UMD. For example, “Those who can, Duluth” including a redesign of the campus webpage to ensure easy access to needed information for students, staff, faculty, alumni, and community-at-large.
- Chancellor’s open door policy to invite, listen to, solicit input, and promptly respond to UMD-community matters.
- Recorded significant increases in the number of courses embedding civic and community engagement components.
- Implementation of effective tools and systems of communication whereby campus and community stakeholders can access information about UMD.
- Significant headway in better telling the UMD story. For example, “How did you come to be here” and “Infinite Stories” both designed to represent the many shades of life at UMD while promoting and recognizing the multiple places, voices, and peoples on campus.
- Restructuring of continued education to integrate and interphase with community goals.
- Student employees, interns, and volunteers worked on many projects including: new graphic designs for the UMD Sustainability, mapping of air-handling zones for Building Systems staff, and edible landscape planting on campus.

**Continuing Activities Toward Goal**

- Improving UMD’s visual signage and brand identity in and around Duluth.
- Continuation of efforts to keep community stakeholders informed about exciting developments at UMD.
- Continued involvement and support for mechanisms for ensuring lifelong learning goals of graduates as well as the broader community.

**Goal 6:**

Utilize UMD’s infrastructure; technologies; and information, human and financial resources to support the campus in a sustainable manner.

**Completed Tasks and Progress Toward Goal**

- Completion of the campus master plan.
- Establishment of the Green House: A sustainability focused living learning community in Housing and Residence Halls.
- A partnership with the Duluth Transit Authority to provide free bus access to students, faculty, and staff. Riders hit the 5,000,000 mark in January 2013.
- Installation of 21 hydration stations on campus designed to reduce disposal water usage. Over 600,000 disposal water bottles have been avoided by people using these water stations.
- Completion of bike paths to campus. Registered bikers logged nearly 12,000 miles thus reducing carbon emissions from commuting by nearly 4 metric tons of carbon which is equivalent to saving 414 gallons of gas.
- Implementation of the Outdoor Education Sign for the LEED Platinum at Bagley Outdoor Classroom to demonstrate UMD’s continued commitment to sustainability and energy efficiency.
- Development of Online Exit Counseling for Student Loan program was implemented with the goal of bringing greater efficiencies to the processing of student loans.
- Incorporation of sustainability into UMD’s graduate program in education.
- Infusion of sustainability into the curriculum gaining momentum.
- Adoption of campus governance structure to streamline campus decision-making and at the same time give voice to all campus constituents to ensure maximum participation of all.
- Continued progress in integrating various technologies in the classroom and in academic instruction.
- Continued administrative support for faculty, staff to upgrade and learn new technologies and skills through ITSS and IDS. Goal is to promote faculty and staff development to maximize efficiency.
- Renovation of Kirby Plaza to better serve students by centralizing the delivery of student life services to ensure efficiency.
- Significant progress in the effective use of green space; planting of trees around campus perimeter; installation of gold/maroon street signage on and around campus.
- Recycling efficiencies enhanced on campus to a diversion rate of 50 per cent. Half of what is generated on campus is either recycled or composted. Four new composting collection bins installed around campus.
- Development of campus forums on budget, governance, and program prioritization to foster a culture of transparency and openness in decision making across campus.

**Continuing Activities Toward Goal**

- Renovation and update of learning, athletic, social, and recreational spaces
- Establish UMD as an anchor tenant for regional fiber optic hub.
- Continued investment in UMD infrastructure and communication upgrades.
- Continued progress in reducing UMD greenhouse gas emissions.

**Immediate Impact of the Strategic Plan**

One of the ways to measure the reach of the Strategic Plan is to assess the short-term impact of grants that were awarded directly related to the core mission of UMD: teaching. Grants in this area targeted active and integrated learning, course redesigns and hybridization, application of new technologies in the classroom, development of student critical thinking skills, service learning (civic engagement), and the infusion of sustainability into the curriculum.
The grants that were awarded in these areas covered the delivery of lower and upper division students in three colleges: School of Fine Arts, College of Liberal Arts, College of Education and Human Service Professions, Labovitz School of Business and Economics and the Swenson School of Science and Engineering. For example, *hybridizing the large general chemistry lab course* served more than 1,000 students in chemistry, bio-chemistry, and biology during the 2012-13 academic year. In addition, students in pre-med, pre-pharmacy, exercise science, including every first year student in engineering are required to take general chemistry with lab. In the School of Fine Arts (SFA), the Strategic Plan funded the implementation of a UMD seminar requirement for all first year students. This served a total of 130 students during the 2012-13 school year.

**Sample of Breakdown of Strategic Plan Funded Projects by Collegiate Unit**

The purpose of the Strategic Plan Small Seed Research grant is to provide a one-time grants for faculty research projects with the potential for receiving longer-term funding, focusing on projects that leverage the region’s unique natural, human, and cultural resources (goals 4,5).

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<tr>
<th>Title of Research</th>
<th>College</th>
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<tr>
<td>Food Based Community Economy</td>
<td>CLA</td>
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<td>Grounding the Flying Karp</td>
<td>Swenson</td>
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<td>Le Jardin de Paris</td>
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<td>Biobutanol production</td>
<td>Swenson</td>
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<td>Ignition and burning characterization</td>
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<td>Development of piezoelectric energy harvesting system</td>
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<td>Planning and conducting integrated design charretts</td>
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<td>Molecule study of energy conversion</td>
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<td>Development of tubular stretchable force sensor to measure pressure</td>
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<tr>
<td>Pilot intervention study to improve comprehension skills</td>
<td>CEHSP</td>
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<td>Effects of physical positioning and movement on work performance</td>
<td>CEHSP</td>
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<tr>
<td>Voices of Survivor of Sexual Abuse</td>
<td>CLA</td>
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The following are samples of Strategic Plan funded grants directly related to diversity, community partnerships, and sustainability (goals 2, 5, 6).

- **White Earth Nation**: A funded grant which provided support for the strengthening of UMD’s partnership with American Indians in our community.
- **Youth of Duluth Basketball Project**: In Collaboration with UMD Faculty: The purpose of this grant was to develop community partnership with the Duluth community by teaching and modeling leadership and academic skills among predominantly minority teenage students.
- **UMD Partnership with ISD 709: Social Justice Action Coalition**: A collegiate initiative, this program seeks to infuse diversity, social justice, and inclusion into every facet of curricular and non-curricular undertakings in the College of Human Education and Human Service Professions.
- **Shades of Africa**: This award funded a School of Fine Arts initiative to teach the UMD and Duluth-Superior communities about the multiple and divergent aspects of African cultures with emphases on musical cultural genres.
- **57 Years After Brown v Board of Education**: The Current and Future State of Black America. This award brought to campus Minnesota State Supreme Court Justice Alan Page as keynote speaker and panelist to discuss ways to achieve full black economic, social, and political participation in American society.
- **Community Engagement Through Development of College in the Schools**: This grant implemented a program to connect UMD faculty to area high schools and to support the teaching of college level courses in area high schools with the goal of recruiting those students to enter UMD.
- **Community Input: The Lowell to Lake Walk Trail**: In fulfillment of sustainability and community partnership, the College of Education and Human Services was granted a grant to implement the Lowell to Lake Walk trail to connect Lowell community to the lake walk and to promote access and utilization of the natural resources of the Duluth community.
- **Funk Soul: Breaking the Silence**: This grant was given to UMD Student Life to use the medium of music to teach the importance of diversity, tolerance, inclusion, and a respectful workplace.
- **Myers-Wilkens Youth Enrichment Partnership**: This was a proposal by the School of Fine Arts to work with area minority students to enrich their academic as well as develop their social competencies toward the goal of individual and collective improvement and empowerment.
- **Environmental Links to Cancer and the Environment**: This grant supported a UMD Duluth community public lecture about the many ways to lessen or eliminate the numerous sources of environmental carcinogenic influences on society.
• Radio Program on American Indian Culture: This program was designed to air on KUMD to celebrate and bring recognition to the total achievements and contributions of American Indian cultures in American society.

• American Indian 40th Anniversary: This was a CLA and American Indian Studies Department program to celebrate and recognize the contributions of the American Indian department toward the enrichment of the curriculum at UMD.

• One World, One Environment. This program was an initiative by the College of Education and Human Service Professions designed to educate the campus and community about the interdependence of people and the environment and to promote a better stewardship and utilization of our diminishing global resources.

• Failed Justice: Shedding Light on the Death Penalty: This UMD-Community partnership program was designed to educate UMD students and the Duluth community about the discriminatory nature of the death penalty and the disproportionate representation of minorities on America’s death row.

• Digital Art Workshop for Children: This program was designed by School of Fine Arts faculty to educate Duluth children about the importance of the arts and humanities.

• Faces of Earth: Art Communication Outreach: This initiative was designed to explore ways of teaching and communicating the tools of enriching children’s awareness and knowledge about fine arts.

• Bridging Cultures: Muslim Journeys: This award provided funding to the UMD Library to organize UMD and community public lectures and film series designed to educate students and the community about the many faces of the Muslim faith and exploration of the ways to bridge religious differences.

• Expanding the Collaboration with YMCA: The purpose of this UMD -YMCA and College of Education and Human Services Professions collaboration project was to explore and implement ways to strengthen university-community partnerships by teaching low income and minority youth leadership and academic skills and fostering effective citizenship.

• Mental Health First Aid Certification Program: Funded grant for LSBE and Continuing Education to implement certificate programs in mental health for campus constituents.

• Foreign Languages and Literature Speaker and Film Series: This was a Foreign Languages and Literature Studies program designed to implement a film and speakership series focusing on films and public discussions to designed to promote international education at UMD.

**Strategic Plan Support for Graduate Education**

In pursuance of Goal 3 to establish UMD as a center of excellence for graduate studies in the Upper Midwest, the Strategic Plan provided funding to assist existing graduate programs on campus to develop marketing and publicity materials to enable them identify and recruit new graduate students to UMD. Funds were approved by the Chancellor’s Office and disbursed.
through the office of Dr. Tim Holst to Directors of Graduate Studies in LSBE, CLA, and CEHSP.

The Strategic Plan will continue to support ongoing campus-wide initiatives to increase graduate enrollments at UMD and provide support to new programs such as the Masters in Psychology and the Masters in Liberal Education.

Looking to the Future …

The grants awarded under the UMD Strategic Plan covers and fulfill our Land and Sea Grant Missions to …. Collectively, they speak to our determination to enrich the quality of teaching and educational experiences of our students, to marshal our resources to strengthen our mutual partnerships with our community stakeholders, and to play a role in promoting the continued social, cultural and economic development of the State of Minnesota.

We will continue to stay committed to our pathways to academic rigor and student excellence. In the past 3 years, we have implemented programs and policies that will strengthen our campus culture by creating a place where students are welcome, ideas are created and shared, teaching is valued, and all are free to speak honestly.

Our Strategic Plan and Program Prioritization process will enable us to streamline every facet of our mission and the services we provide to our students, the State of Minnesota, the Duluth community, as well as our throng of alumni. Program Prioritization will enable us to identify and strengthen the programs we offer while bringing greater efficiencies and total quality in our utilization of resources with the goal of aligning our mutual priorities with our budget. Above all, it will enable us to be more efficient in the delivery of our academic and student support programs and move us toward our declared goal of becoming a world-class center for scholarly outreach. It will also strengthen the stewardship entrusted to us by the state of Minnesota to fulfill our Land and Sea Grant missions.

UMD will continue to have a strong presence in the community by forging mutual partnerships with our community stakeholders to improve upon the overall quality of life in our region. Our commitment to diversity, social justice, and inclusion will be strengthened as we embark upon aggressive programs to diversify our student, faculty, and staff.

We will continue to expand our graduate and international education programs to position our students to be competitive in the global marketplace of work. We will continue to welcome the ideas and contributions from our dedicated alumni about how to better serve our students and community. We will redouble our commitment to area high schools by forging compacts that will strengthen access to higher education for high school students.
Our Challenges and Headwinds…

Dwindling resources from the state will continue to pose formidable challenges for us as we strive to maintain and build upon UMD’s history of solid teaching, scholarship and discoveries, and artistry creativities. We will be impacted by shifting demographics in the state and nation as a whole as the numbers of high school students continue to decrease.

State appropriations for higher education will continue to decline. This means we have to be efficient stewards of what is appropriated to us by streamlining our curricular and curricular activities and making sure that we do not hamper students’ ability to graduate in a timely manner. At the same time, we have to position ourselves for future growth even in the uncertain fiscal headwinds that we face.

In our challenges we can find opportunities for growth, efficiency, excellence, and unmatched quality services for our students. These challenging times will mean a clarion call for our collective enterprises and visions to continue our declared pathways to academic excellence. UMD will continue to put in place bold measures to meet these challenges and the changes they will bring.