

Chancellor Charles H. Casey
2007-08 Work Plan

The University of Minnesota, Crookston strategic plan is the foundation for my work plan, which is organized to align with the four priorities identified by University President Robert H. Bruininks.

- Exceptional Students
- Exceptional Faculty and Staff
- Exceptional Organization
- Exceptional Innovation

These priorities will help the campus achieve its vision as unique in the region, providing access to world renowned teaching and research, and serving as a regional hub for:

- Undergraduate education leading to a University of Minnesota diploma
- Technology applications in higher education
- Innovation, entrepreneurship, and regional sustainability
- Leadership development
- Global and diverse cultural experience

My work is guided by core values adopted last March including:

- Integrity – practicing honesty, fairness and respect
- Excellence – supporting quality teaching, research and service
- Diversity – respecting differences in ideas and community
- Innovation – promoting discovery through creative and critical thinking
- Learner centered – promoting growth and leadership

We have the right mission, the right vision and the right values. The physical, financial, social and intellectual capital of the campus is directed toward the goal of being the No. 1 public comprehensive, applied-learning college in the Midwest, thereby contributing to the University of Minnesota goal of being a top three public research University. To that end, the Crookston campus has identified six areas for decisive action, outlined in our Strategic Positioning Report, that will move the campus toward the vision and assure its viability into the future.

- Campus Climate and Culture
- Reposition and Re-brand
- Recruit and Retain
- Internationalize
- Value Added Learning
- Partner to Prosperity

This work plan focuses on specific initiatives related to the campus strategic plan. Strategies carried out in support of the vision, guided by our core values, and directed by the plan will move us toward an enrollment of 1200 by the end of the decade.

Exceptional Students – Recruit, educate, challenge, and graduate outstanding students who become highly motivated lifelong learners, leaders, and global citizens.

Student Access, Affordability, & Support

- Continue to identify and implement recruitment strategies to move us toward a goal of enrolling 1200 full time students by the end of the decade.
- Continue to identify and implement retention strategies toward a goal of graduating 40% of students in 4 years, 50% in 5 years, and 55% in six years.
- Strengthen the campus commitment to diversity by enhancing recruitment efforts for first generation college students, students of color, and other under represented groups.
- Strengthen efforts to recruit transfer students from two-year institutions in the region and beyond; strengthen relationships and articulation agreements with institutions where there is mission alignment.
- Continue efforts to increase scholarship support, including fund raising.
- Continue efforts to improve the coordination and delivery of student support services.

Academic Excellence

- Expand international and study abroad programs to further internationalize the curriculum and experience for students and faculty.
- Develop and implement a new honors program.
- Expand undergraduate research opportunities, including the appointment of a 50% time director of research.

Exceptional Faculty and Staff – Recruit, mentor, reward, and retain world-class faculty and staff who are innovative, energetic, and dedicated to the highest standards of excellence.

- Recruit and hire exceptional faculty for key open positions.
- Provide high quality training for supervisors.
- Strengthen the quality and support for faculty and staff.
- Strengthen and expand opportunities for faculty and staff to participate in international experiences.
- Strengthen support for faculty research, including the appointment of a 50% director of research.
- Recognize exceptional faculty and staff achievement.
- Encourage and support professional development opportunities for faculty and staff.

Exceptional Organization – Be responsible stewards of resources, focused on service, driven by performance, and known as the best among our peers.

Academic Excellence

- Identify, and implement transition strategies for academic leadership in departments where department head positions will be open.
- Continue to make strategic investments in support of academic priorities.
- Build important international partnerships with academic institutions to enhance programmatic priorities, including traveling to China.

Strategic Positioning

- Continue implementation of the key recommendations from the campus Strategic Planning task force:
 - Campus Climate and Culture
 - Reposition and Re-brand
 - Recruit and Retain
 - Internationalize
 - Value Added Learning
 - Partner to Prosperity

Academic Infrastructure

- Continue to develop plans for a new residence hall, wellness center, and equine facility, consistent with goals identified for increasing enrollment and improving the student experience.
- Continue to make infrastructure investments across the campus in support of academic priorities.

Public Mission & Engagement

- Support service learning and internships for students.
- Encourage student athletes to meet NCAA Division II goal of community engagement.
- Support the launch and long term success of the NW MN Area Health Education Center.
- Strengthen relationships with pre-K-12 schools in the region.
- Strengthen regional outreach relationships, on and off campus, to increase the visibility and impact of the University's public mission.
- Strengthen partnerships with Extension, NW Research and Outreach Center, and NW Regional Sustainable partnership.
- Support the University-wide effort to develop an integrated strategy to advance and communicate the University's actions, progress, and accomplishments in the areas of access and diversity.

Public Understanding and Support

- Support efforts to strengthen the University's position in achieving a stronger partnership with the State of Minnesota.
- Strengthen and expand communication to increase public awareness of the University's value and impact.
- Increase and sustain public support for the University by strengthening connections and partnerships with key internal and external stakeholders, including business and civic leaders.

Financial Resources and Management

- Manage the budget to ensure long term sustainability.
- Create an investment pool to support and strengthen initiatives to improve the student experience.
- Strive to reduce transaction costs with central administration units.
- Monitor the athletic budget to ensure good stewardship of resources.
- Enhance philanthropy and private fundraising strategies in support of campus priorities.
- Ensure internal alignment of University resources with strategic priorities.

Other Leadership and Management Responsibilities

- Support the President's initiative to lead statewide discussions about Minnesota's needs and opportunities in pre-K12 education and higher education.
- Continue efforts to differentiate the Crookston campus as a regional leader in economic and community development, including a partnership with Bemidji State University to establish a Crookston presence for a Small Business Development Center.
- Support system-wide reviews of administrative policies.
- Continue to advance emergency management systems on campus.

Exceptional Innovation – Inspire exploration of new ideas and breakthrough discoveries that address the critical problems and needs of the University, our region, and beyond.

Academic Priorities

- Strengthen areas of distinction and comparative advantage on the Crookston campus.
- Continue investments in program priorities that have been identified as having the most potential for growth.

University-Community Partnerships

- Leverage relationships and experience to strengthen University-Community partnerships in the region, and beyond.
- Continue to build on relationships established in China; taking the opportunities to the next level.