STRATEGIC POSITIONING
UNIVERSITY OF MINNESOTA, CROOKSTON

The University of Minnesota, founded in the belief that all people are enriched by understanding, is dedicated to the advancement of learning and the search for truth; to the sharing of this knowledge through education for a diverse community; and to the application of this knowledge to benefit the people of the state, the nation, and the world.

- University of Minnesota Board of Regents (1994)

The University of Minnesota, Crookston embraces the beliefs on which the University is founded. From its origin as an experimental farm over 100 years ago, the campus has met the needs and enriched the lives of people in northwest Minnesota and the state. In 1992, the Regents determined that a baccalaureate institution at Crookston was needed to meet the state’s changing needs, and UMC has made remarkable progress. Today, guided by the University’s core values and by the commitment to improve lives and strengthen communities, its evolution continues.

GOALS
The University’s mission is “carried out on multiple campuses and throughout the state.” UMC is expanding its contribution to that mission by fully aligning its vision and goals with those of the University and, at the same time, investing in well-differentiated strengths and strategic priorities that create unique and significant added value for the University, the region, and the state.

The University of Minnesota aspires to be one of the best public research universities in the world. The University of Minnesota Crookston seeks to use its resources and its relationship to the University system to become the region’s preferred provider of high-value, polytechnic undergraduate education, and a premier provider of service to the public good. UMC will:

• be the region’s campus of choice for accessible, high-quality polytechnic programs that prepare diverse and deserving learners for rewarding careers and better lives.
• support and enhance the well-being of the region and the state through innovative applied research that leverages the intellectual and physical resources of the University system across disciplines and campuses.
• deliver outreach services that fuel regional economic development, sustain the natural environment, and promote socio-cultural richness in a global society.
• generate unparalleled return on public investment by focusing on quality while being the most responsive, collaborative, and entrepreneurial campus in the state.

MISSION
The University of Minnesota, Crookston (UMC) is integral to the University’s statewide land grant mission. The college provides its unique contribution through polytechnic programs that combine theory, practice, and experimentation in a technologically rich environment. UMC connects its teaching, research, and outreach to serve the public good.
Outcome-oriented academic programs that prepare graduates for 21st century careers, together with regionally important research and high-impact outreach, will expand economic opportunity and enhance quality of life in northwest Minnesota. UMC’s strategic position combines full alignment with the University’s statewide mission and well-differentiated strengths and priorities to add value to the University and create unprecedented return on public investment.

**Mission Alignment and Differentiation**

<table>
<thead>
<tr>
<th><strong>Teaching and Learning</strong></th>
<th><strong>University of Minnesota, Crookston:</strong> To share knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>University of Minnesota:</strong> To share knowledge, understanding, and creativity by providing a broad range of educational programs in a strong and diverse community of learners and teachers, and prepare graduate, professional, and undergraduate students, as well as non-degree-seeking students interested in continuing education and lifelong learning, for active roles in a multiracial and multicultural world.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Research and Discovery</strong></th>
<th><strong>University of Minnesota, Crookston:</strong> To generate and preserve knowledge, understanding, and creativity by conducting high quality applied research and scholarship with an emphasis on the needs of the northwest region of the state, but with potential application across the state, nation, and world.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>University of Minnesota:</strong> To generate and preserve knowledge, understanding, and creativity by conducting high-quality research, scholarship, and artistic activity that benefit students, scholars, and communities across the state, the nation, and the world.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Outreach and Public Service</strong></th>
<th><strong>University of Minnesota, Crookston:</strong> To extend, exchange, and apply knowledge that enriches society and solves problems. To increase the value Minnesotans see in and receive from their University by providing friendly and convenient access to high quality learning and superior support services. To help people, organizations and communities succeed in their changing environments through innovative collaborations and partnerships.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>University of Minnesota:</strong> To extend, apply, and exchange knowledge between the University and society by applying scholarly expertise to community problems, by helping individuals and organizations respond to their changing environments, and by making the knowledge and resources created and preserved at the University accessible to the citizens of the state, the nation, and the world.</td>
<td></td>
</tr>
</tbody>
</table>
VISION

The University of Minnesota, Crookston shares the University’s aspiration to improve the human condition through excellence and innovation in research, teaching and outreach. UMC contributes to the broader System mission through programs that focus on polytechnic and professional in undergraduate education, applied research, and service that is focused on the needs of the people of the northwest region and for primarily rural statewide constituencies.

Post-secondary educational attainment is an exceptionally strong predictor of overall prosperity within a population. In northwest Minnesota, educational attainment lags well behind the state average and so does its economy. UMC, as the region’s provider of superior undergraduate education and its gateway to the University’s tremendous intellectual capacity, will drive sustainable development in the region.

The State Demographer reported in September a growing income gap between urban and rural Minnesota. Average per capita personal income in 2002 for the Twin Cities seven metro counties was about $37,000; Hennepin County was the highest at $44,302.

The average income for all of Minnesota was $33,322, with Mahnomen County ($20,547) as the state's poorest. Mahnomen and the other lowest-income counties (Lake of the Woods, Red Lake, Todd, Clearwater, Wadena and Morrison) are located in the northwestern corner of the state.

- Federal Reserve bank of Minneapolis, Nov. 2004

UMC envisions a future in which regional disparities in educational attainment, economic opportunity, and social vitality vanish from our state.

VALUES

Rising expectations and shifting public priorities are bringing new challenges and unforeseen opportunities to higher education. Success in this new environment will require astute observation, objective analysis, strong advocacy, and smart choices. In making those choices, however, institutional values cannot be compromised. The Crookston campus embraces the values of the University of Minnesota.

- Integrity
- Academic freedom
- Innovation
- Discovery and the search for truth
- Diversity of ideas and community
- Excellence
- Stewardship and accountability of resources and relationships
- Sharing knowledge in a learning environment
- Service as a land grant institution to Minnesota, the United States, and the world*

* UMC joins the University in valuing service to the nation and the world. Campus priorities, however, target Minnesota constituencies as primary partners and beneficiaries.
ORGANIZATIONAL CULTURE

Since its 1992 mission change, UMC’s programs, systems, and structures have undergone revolutionary change. Campus culture is changing too, but the process is evolutionary. The Crookston campus will be a learning community whose beliefs parallel those of the University and whose work is vital to the public good. Formed around authentic leadership and the aggregate intellectual wealth of a thoughtful faculty, the organizational culture UMC envisions for itself is characterized by:

- excellence in undergraduate teaching and learning.
- polytechnic and applied emphasis in its research and teaching.
- knowledge creation and dissemination as a public good
- inspired, talented faculty and bright, curious students.
- academic freedom and high standards of ethics, honesty, and integrity.
- celebration of diverse interests and ideas
- individual accountability and stewardship of resources.
- continuous improvement of quality, efficiency, and impact.
- respect for individuals and unity behind shared goals.

STRATEGIC DIRECTION AND ESSENTIAL SUPPORT

I. To be the region’s premier provider of high quality education to improve lives, create economic opportunity, and strengthen communities.

II. To be the University’s primary presence northwest Minnesota for discovery, dissemination, and application of knowledge, and to build creative projects and partnerships that advance the public good.

III. To strengthen the campus by (a) enriching the academic culture, achieving financial sustainability, and enhancing image, visibility and reputation.

1. UMC will implement strategies to create comparative advantage in selected higher education markets. It will increase enrollment, attract a diverse, bright, and curious student body, and provide an exceptional student experience.

   1.1 Invest in successful existing degree programs and those with strong growth potential. Career-oriented “polytechnic” programs will continue as the campus specialty.
   1.2 Create a balanced mix of academic offerings that (a) have broad student appeal, (b) serve key regional needs, and/or (c) capture niche/emerging markets.
   1.3 UMC will sharpen its image and expand its awareness as a campus of the University of Minnesota
   1.4 Strengthened in-state high school recruiting will help the University assure equity in access to deserving Minnesota students
   1.5 New recruiting strategies will recognize the growing importance of transfer students and out-of-state students to (a) sustaining long term enrollment growth, (b) raising the overall academic profile, (c) achieving student diversity goals, and (d) improving retention and graduation rates.
   1.6 Facilities and grounds will work in harmony as a modern, functional, aesthetically pleasing, and environmentally friendly ecosystem.
1.7 Intercollegiate athletics contributes to the University’s mission by enhancing student development and providing lifelong skills. Athletics support gender equity, diversity, integrity, fair play, and ethical behavior within the overall campus culture.

1.8 UMC will partner with rural Minnesota school districts to meet student, parent, and government demand for better access to college level curriculum in high schools.

1.9 Internationalization of the curriculum and the student body will enrich learning and prepare graduates to contribute to civil society and succeed in a global community.

2. UMC is student-centered campus. Learning is the focus, outcome measures are the drivers, and teaching faculty are (or will be) among the University’s best.

2.1 UMC will be a talent magnet for great teaching faculty and recognize the “Scholarship of Teaching” as a valuable part of faculty work.

2.2 Investment will support faculty professional development to increase teaching effectiveness, enhance understanding of why and how students learn, and to create sustainable strategies for learning assessment and continuous improvement.

2.3 UMC is known as a friendly campus where students receive individual attention in a caring environment. This reputation is a point of comparative advantage in a market where “value” is a function of quality of the product and quality of the experience.

2.4 A recommitment to exceptional student service, including critical evaluation of student support services, administrative systems, and faculty teaching loads, will assure efficiency, effectiveness, and consistency with changing student expectations.

3. UMC will become the regional center for high quality, lifelong learning. It will significantly expand online baccalaureate education to capture the opportunities created by shifting demographics and to address access to post-secondary learning as a limiting factor in regional economic development.

3.1 Evolving employment patterns are driving rapid growth in demand for web-based learning. UMC’s nationally recognized position as a leader in teaching with technology, combined with a commitment to superior quality and exceptional student support, will create comparative advantage.

3.2 Applied baccalaureate degrees and others suited to asynchronous delivery will lead the expansion of online programs. UMC Faculty will provide academic quality assurance and oversee online student learning and advising.

3.3 The Higher Learning Commission’s “Best Practices for Online Delivery of Academic Programs are the guiding operational principles.

3.4 Targeted, program-specific marketing will support rapid online enrollment growth.

3.5 Online students tend to be focused, comparative shoppers whose needs and expectations differ significantly from those of residential students. Exceptional “customer service” is essential to success in the online market.

4. UMC’s research and outreach priorities will parallel its strategic position as the regional resource for lifelong learning. From applied research and enterprise development through customized training and outreach programs, the campus envisions a seamless portfolio of high-quality, high-impact services for business innovators, community builders and citizen-leaders. Enhancing quality of life and creating economic opportunity in a global marketplace is the goal.

4.1 UMC will promote sustainable development through entrepreneurship by becoming a magnet for creativity and entrepreneurial talent. An applied research and enterprise
development service unit, modeled on the successes of the NRRI (UMD), will be created with co-located University and public sector partners.

4.2 UMC faculty who pursue regionally significant research by creating alliances with UMTC colleagues will be supported. Such cooperation will enhance the public perception of University research and will nourish a culture of discovery at UMC.

4.3 Launched in 2004, UMC’s Center for Sustainable Development takes a holistic view of sustainability and its economic, social, and environmental components. Early stage projects being conducted by interdisciplinary cross-functional teams, including undergraduate students, focus on the President’s Interdisciplinary Academic Initiative on “Healthy Foods, Healthy Lives.”