

Date: September 18, 2006

To: Senior Vice President Robert J. Jones

Fr: Chancellor Charles H. Casey  
Vice President Charles Muscoplat

Subject: UMC Strategic Positioning Draft Report

This letter responds to the issues identified in your July 27, 2006 correspondence regarding the March 31, 2006 report from the University of Minnesota, Crookston Strategic Positioning Task Force. Our response reflects discussion of these issues which took place at a September 5 meeting of the Task Force. We welcome the opportunity to continue the dialogue, and look forward to providing a final strategic positioning report by mid-November.

We share your goal to creatively explore ways to help the Crookston campus serve the interests of the University and the region. Toward that end, we are pleased to respond to each of the issues identified in your letter.

First, an update:

1. Fall 2006 enrollment is 1,052 the same as fall 2005. While the number of seniors is down by 40, freshman and transfer student numbers are up by 20% from 312 in 2005 to 379 in fall 2006.. The number of students living on campus increased by 25%, from 358 residents in fall 2005 to 446 residents in fall 2006.
2. U.S. News & World Report named the University of Minnesota, Crookston as number two in the category “Top Public Midwest Comprehensive Colleges – Bachelor’s for 2007.”
3. The appointment of Dr. Thomas Baldwin as Senior Vice Chancellor of Academic and Student Affairs makes the administrative team nearly complete.
4. Centennial Hall opened as scheduled on August 26, the renovation of the steam plant is on schedule, and several classroom upgrades have been completed.
5. Crookston is invited to make a presentation to be the site for the Northwestern Minnesota Area Health Education Center – an example of moving forward with the strategy to serve as a regional hub.
6. The Chancellor’s back to school message to the campus community clearly addressed the issues of campus climate.

We would now like to address the issues you identified in your July 27 letter and discussed with the Task Force on July 28, which the Task Force discussed again on September 5.

*What is the long-term vision that will create a unique campus that meets the critical needs of region?*

The Task Force discussed this question in depth. There is strong agreement that we take pride in being part of the University of Minnesota and its aspiration to be among the top three public research universities in the world. We take equal pride in serving the long term interests of the region.

**The University of Minnesota Crookston is 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**
  - The University of Minnesota Crookston provides students with access to world class teaching and research. Many students on the Crookston campus are the first generation to attend college with aspirations to make a good living and have a good life in the region.
- **technology applications in higher education**
  - Technology is integrated across the teaching and learning in all disciplines at the University of Minnesota Crookston. This means that graduates bring a high level of technology competence to their work place and communities.
- **innovation, entrepreneurship, and regional sustainability**
  - The University of Minnesota Crookston is a gathering place for entrepreneurs of all kinds, a place that models innovation as well as teaches it, a place dedicated to discovering and applying ideas for long-term sustainability.
- **leadership development**
  - The campus serves as a neutral place for convening a wide range of activities that support life long learning and public engagement. The University of Minnesota, Crookston students learn how to be leaders by being leaders. Student organizations, service learning projects, internships, and community partnerships help develop leadership skills. World class teaching and research ensures that graduates have the intellectual capacity to be effective leaders where they work and live.
- **global and diverse cultural experience**
  - The University of Minnesota, Crookston serves the region as a campus of informed world citizens. Graduates of the University of Minnesota, Crookston have a world view, which is critical to their success in a global society.

***How does this vision translate to the academic focus, and how does this match with current faculty capacity?***

The academic focus for the next five years is to grow 10 programs with potential and faculty capacity.

<b>academic program</b>	<b>2006 enrollment</b>	<b>Per year growth</b>	<b>2111 enrollment</b>
Agriculture* <ul style="list-style-type: none"> <li>• Ag Business</li> <li>• Animal Industries</li> </ul>	35 35	5-8 5-8	75 75
Arts, Humanities, Social Sciences <ul style="list-style-type: none"> <li>• Communication</li> <li>• Early Childhood Development</li> </ul>	20 45	15 5-10	100 80
Business <ul style="list-style-type: none"> <li>• Business Mgmt (entrepreneurship, mktg)</li> <li>• Sports and Recreation Mgmt</li> </ul>	130 45	10-15 5-7	200 70
Math Science technology <ul style="list-style-type: none"> <li>• Health Fields</li> <li>• Information Technology Mgmt</li> </ul>	70 70	15 15	140 140
Natural Resources <ul style="list-style-type: none"> <li>• Water Resource Mgmt</li> <li>• Golf Turf/Hort</li> </ul>	5 25	5 5	30 50

\* Agriculture programs are focused on areas where there is job and career potential, e.g. biofuels, food safety, agribusiness, etc.

The Crookston campus will continue to focus on integrating technology and innovation across the curriculum. Administration will ensure that all hires support these priorities, and strive to find ways to leverage the intellectual and physical assets of the campus.

***Should the campus consider building on its laptop brand?***

The University of Minnesota, Crookston is building on its reputation as a leader in computer and other technologies. Faculty continues to identify and apply new technologies to enhance the teaching and learning environment. The Crookston campus will continue to be a leader in distance delivery of University based educational offerings, thereby maximizing the technology infrastructure of the campus.

The second set of recommendations in the March Task Force Report relate to issues of repositioning and rebranding the University of Minnesota, Crookston. A Task Force will review the mission, especially the polytechnic concept. Branding strategies will follow to build on the Crookston campus' reputation for technology and innovation and align with University of Minnesota messages. The University of Minnesota, Crookston did gain an identity as the *laptop U*, and with it a reputation as a place for innovation and creativity. That identity will continue to serve the campus, University, and the region.

***What strategies are being implemented to address the campus climate challenge?***

The back to school message, delivered in person and on the Chancellor’s Web site, leaves no doubt that there is a high standard for how everyone who works at the Crookston campus treats students and each other. Supervisors are accountable for providing help to employees who do not meet this standard, and the University of Minnesota, Crookston HR Director is working with central HR to develop a plan to help supervisors assume this responsibility. PULSE Survey data will be used to help identify strategies to improve the campus climate. The FCC has agreed to take a more active role in nominating Crookston campus faculty and staff for University awards, and the administration is committed to engaging the campus community in other ways to foster a positive campus climate.

Other ground work has begun in response to the recommendations forwarded in the March Task Force Report related to campus climate and culture. The Chancellor is appointing a Task Force to review the mission and develop a set of core values for the campus. Moreover, the University of Minnesota, Crookston administration is leading by example, building on strengths to foster a campus community where people want to work and learn.

***What is the expected student profile, how will this contribute to the overall goal of excellence, and what are agreed upon retention and graduation rates?***

A retention workshop was part of the faculty and staff workshop held August 2006. The goal is to increase retention by 2% each year for 5 years, and to increase the 4-5-6 year graduate rate to 40-50-60% in five years. A retention Task Force has begun work, and curriculum for a first-year experience 1-credit course is being developed. Initiatives to strengthen advising are also being developed. As plans evolve, metrics will be charted.

<b>Student profile</b>	<b>2006</b>	<b>Growth per year</b>	<b>2111</b>
Retention rate	61.8%	<b>2%</b>	71.8%
4-year graduation rate	23%	3.5%	41.5%
5-year graduation rate	26%	5%	51%
6-year graduation rate	36%	4.8%	60%
Students of Color	7.6%	1%	12.6%
Women Students	44.4%	1%	49.4%
International Students*	3.2%	XX	XX
Transfer Students	160	6%	214+

\* Most International students will come to the University of Minnesota, Crookston as a result of collaborative initiatives at the institutional level. Most will come as advanced standing students. Specific and strategic goals for growth are under development.

Recent success recruiting transfer students signals an opportunity to strengthen relationships with 2-year institutions in the region. Targeted marketing strategies will be considered.

The Crookston campus will strive to provide support for students from the region who show promise, but who for whatever reason lack the preparation needed to do college work. At the same time, the University of Minnesota, Crookston will work with K-12 schools in the region to help students and their families make the transition from high school to college.

***What is the projection for sustained growth in numbers of students enrolled in the College in the Schools and distance education programs, and the number of non-degree students? What will be the impact on revenue generation?***

The Vice Chancellor for Finance and University Services has been charged with the task of working with the Center for Adult Learning to develop sound business models for these programs. Metrics to project and measure growth in these areas will be developed accordingly.

<b>Student profile</b>	<b>2006</b>	<b>Growth Per year</b>	<b>2111</b>
College in the High Schools	XXX	XXX	XXX
Online students	XXX	XXX	XXX
Non-degree students	XXX	XXX	XXX
Other			

***Are there additional ways the University of Minnesota, Crookston can diversify its revenues? How can partnerships help meet revenue and program needs?***

The University of Minnesota, Crookston has significant opportunity to diversify revenues. The focus of attention for the past year has been on stabilizing the campus and the enrollment situation after several years of turmoil. Revenues will come from increasing enrollments and improving retention.

The University of Minnesota, Crookston Development and Alumni Relations Office is under new leadership. New opportunities for fund development are being explored.

As the University of Minnesota, Crookston lives its vision as a regional hub for innovation; revenue generation is a goal and an expected outcome. Partnerships are a key strategy, across the University, with other education providers, regional development organizations, and others. Additionally, there are opportunities to leverage research endeavors, business partnerships, licensed distance education courses, and other enterprises.

***Other issues identified in your letter:***

***Branding***

The Crookston campus will be served best by a brand that clearly aligns the campus with the University of Minnesota. *Driven to Discover* fits UMC well.

We are disappointed that the Crookston campus is not part of the University's *Driven to Discover* promotion at this time. However, it is imperative that we move forward with a marketing and branding initiative on our own, and we look forward to connecting our promotion activity to the central effort if and when resources are made available. The *Driven to Discover* message would complement the Chancellor's message of the past year to *aim higher, reach further, and dream big dreams*.

***International Partnerships***

Further reflection on the University of Minnesota, Crookston aspiration to build international partnerships has helped focus on the goal of preparing students to succeed in a global marketplace. Providing an international experience is part of that leadership development experience. The University of Minnesota, Crookston continues to build relationships with Kyungwon University in Seoul and Zhejiang Economic and Trade Polytechnic in China.

***Diversity***

Vice President for Equity Rusty Barcelo will be meeting with faculty and staff at the Crookston campus on September 19 to identify strategies to serve underrepresented groups in the region. Projected growth is charted in the previous student profile section.

**In summary**, we want to convey our optimism about the future of the University of Minnesota, Crookston. Progress of the past year has clearly moved the campus beyond crisis to a place where people are more engaged, and where community pride is restored. This puts the Crookston campus in a good position to become the regional hub for activities of all kinds, thereby adding value to the University and to Northwest Minnesota.

Cc: President Robert Bruininks  
Senior Vice President and Provost E. Thomas Sullivan  
Senior Vice President Frank Cerra