

Strategic Focus	Campus	Performance Drivers/Outcomes	Current Baseline	Goal
<b>We promote student success</b>				
Systemwide enrollment	Twin Cities*	Meet undergraduate enrollment goals for each campus.	30,907	33,000 by Fall 2025
	Twin Cities*	Achieve interquartile ACT range.	25-31	25-31
	System	Increase percentage of MN H.S. graduates who attend U of M campuses as freshmen.	10.4%	12% by Fall 2025
Graduation rates	Twin Cities*	Increase 4 year graduation rates.	72.7%	76% by 2025
	Twin Cities	Increase 6 year graduation rates.	84.5%	86% by 2025
	System	Reduce gap between 4-year and 6-year grad rates of Pell-eligible and non Pell-eligible students by 50% by 2025.	13.3%/9.2%	6.6%/4.6% by 2025
Retention	Twin Cities*	Increase freshman to sophomore retention.	93.5%	94% by 2025
Institutional gift aid	System	Increase institutional gift aid for all students by 10%.	\$276M	\$304M by 2025
Student mental health	System	Develop and launch initiative by June 2021 (building on the existing Mental Health Learning Collaborative).	N/A	By June 2021
Strengthen career outcomes and placement	System	Increase undergraduate career outcomes and placement.	94%	97% by 2025
Distributed learning models	System	Percentage of instruction delivered through completely online or hybrid methods (2018-19 as baseline).	12%	Increase year over year
<b>We are a research powerhouse</b>				
Research Growth	System	Increase research opportunities for all undergraduate students.	37% indicating participating in a research opportunity (SERU)	Above 50%
	System/Twin Cities	Target growth for research awards of 5% per year (stretch 7%) for next 5 years. Maintain Top 10 public University expenditure ranking in HERD.	\$876M / 10th HERD ranking	\$1.1B by 2025 / Top 10
	System	Increase percentage of graduate students and postdocs employed in positions that use their degree.	Establish survey and collect data by December 2021	N/A
	System	Grow start-ups per year.	19	25 by 2025
	System	Increase industry sponsored awards.	\$81.6M	\$109M by 2025
	Twin Cities	Elevate USNWR National Public rankings and Shanghai rankings.	#26 USNWR / #40 Shanghai	Top 25 public in USNWR / Top 35 in Shanghai by 2025
	System	Achieve Carnegie Community Engagement designation.	UMM & UMTC	All campuses by 2025
	System	Develop unified service, outreach, & engagement database and map.	Establish baseline Spring 2021	By December 2021
	System	Increase state funding.	\$922M (FY20)	Expand state partnership
	System	Increase state-sponsored research.	\$412M (over last five years)	Increase 2021-2025 total

<b>We serve the state and impact the world</b>	<b>Campus</b>	<b>Performance Drivers/Outcomes</b>	<b>Current Baseline</b>	<b>Goal</b>
Medical School ranking	System	Elevate NIH Blue Ridge ranking each year.	27	Top 25 by 2023
Technology innovation	System	Increase the number of MedTech/health science disclosures each year.	239	Increase year over year
Leading health care delivery models	System	Improved patient experience scores year over year.	82.8%	85% of patients recommend UMN by 2025
Sustainability leadership	System	Increase Times Higher Ed Sustainability Development Goal Ranking, including but not limited to climate action, clean water, and land ecosystems.	Submit baseline data by Fall 2021	N/A
	System	Achieve Gold STAR rating.	Duluth and Morris	All campuses by 2025
Climate action plan for 2030	Each campus and systemwide	Establish next generation climate action plans for 2030.	N/A	By 2023
Ag-innovation and partnerships	System	Increase number of food, ag-tech, and natural resource-related disclosures.	33	Increase year over year
	System	Actively participate in industry and government food, ag, and natural resource-related initiatives and partnerships.	Establish baseline in Spring 2021	N/A
<b>We are equitable, diverse, and inclusive</b>	<b>Campus</b>	<b>Performance Drivers/Outcomes</b>	<b>Current Baseline</b>	<b>Goal</b>
Recruit diverse students, faculty and staff	System	Increase percentage of underrepresented students in the Freshman class.	26.1%	Increase year over year
		Increase percentage of underrepresented incoming professional and graduate students.	21.9%	Increase year over year
		Increase percentage of underrepresented faculty hired year over year.	21.5% faculty BIPOC / 47.4% Female	Increase year over year
		Increase percentage of underrepresented staff hired year over year.	27.9% staff BIPOC	Increase year over year
Reduce disparities among underrepresented groups	Twin Cities*	Decrease 4-year and 6-year graduation gaps between white and BIPOC students.	7.9% four year/ 3.4% six year	4%/1.7% by 2025
Climate survey	Twin Cities	Increase percentage of students with a favorable sense of belonging (Climate survey; SERU; "Agree I feel I have a sense of belonging to my campus" -- Agree or Strongly Agree).	63.2%	Increase year over year
Job satisfaction	System	Increase Commitment and Dedication measure in Engagement Survey.	75%	77% by 2025
Institutional history	System	Complete Board of Regents April 2019 charge.	N/A	By June 2021
<b>We are a responsible steward of resources</b>	<b>Campus</b>	<b>Performance Drivers/Outcomes</b>	<b>Current Baseline</b>	<b>Goal</b>
Student debt	System	Reduce average student debt for those who borrow to less than \$25,000 upon graduation.	\$26,876	Below \$25,000 by 2025
On-campus employment	System	Increase on-campus employment opportunities for all students each year.	13,648 UG student workers and graduate assistants	Increase year over year
Targeted student aid	System	Create tuition free program for undergraduate students by 2021.	N/A	By Fall 2021
Administrative costs	System	Reduce administrative overhead year over year.	Establish baseline Spring 2021	N/A
Continuous improvement	System	Institute annual reporting effort of continuous improvement practices systemwide.	N/A	By June 2022

\* Crookston, Duluth, Morris, and Rochester campuses will provide their respective data separately.