

Curriculum Efficiencies

We have been successful in recruiting and hiring quality faculty that strengthen our academic programs. As part of the effort to maintain quality, each program is reviewed on a regular cycle to determine if it: (1) has faculty leadership and support, (2) is correctly focused, (3) fits the needs of the region and beyond, (4) attracts sustainable enrollment. These reviews help determine programs to provide additional support, programs to maintain support at current levels, programs to reduce support, programs to significantly refocus or phase out, and programs where an opportunity exists to leverage existing resources.

It should be noted that the sources used to identify the data to assist in this process came from the University of Minnesota Office of Institutional Research, UMC Registrars Office, UMC Director of Finance, and UMC Academic Affairs Office. Also, on numerous occasions department heads and faculty were invited to respond to questions when the work group felt additional information was needed beyond the data provided.

Goal: Develop and maintain quality programs that support the mission of the campus and provide graduates with the education and skills to succeed.

Programs to strengthen/expand to move forward - quality programs that have the potential to increase enrollment. Additional resources, particularly new faculty, will enhance the quality, increase enrollment, and serve the region and beyond.

- **Accounting:** Both accounting positions are staffed with term appointed faculty. Introductory accounting classes are required of all business and many agriculture degree students. With significant adjustments in the accounting curriculum in 2009-10 that included adding a fifth year of study so that graduates can now take the CPA exam and the expanded availability of all accounting classes and a degree online, enrollment has seen significant growth. To sustain this growth and assure academic accountability, a minimum of one and ideally two tenure-track faculty need to be added in support of accounting educational programming at UMC. **Initiated a search for a tenure track position.**
- **Applied Health/Health Management:** This program is growing with potential for additional growth through collaboration with the Center of Allied Health Programs. However, leadership is stretched too thin. Investment in faculty is needed.
- **Criminal Justice:** The CJ program is experiencing a strong growth curve, with a current combined enrollment of 70 students between CJ and Natural Resources Law Enforcement. Recruitment patterns suggest an additional 20-25 student per year and good growth potential online. However, the program actually has less than one FTE, and relies on adjunct faculty to meet its teaching obligations. Accordingly, an additional faculty investment is recommended. **Initiated a search for a tenure track position; reallocated faculty position in Art to support this position.**
- **Natural Resources:** This program has experienced faculty and consistently high enrollment, attracts students from two-year institutions. Good collaborations with industry and government agencies result in good job placement for graduates. Additional faculty will enhance the program. **Initiated a search for a Lecturer position.**

Programs to maintain at current levels of support - programs that have the appropriate enrollment for faculty resources or the potential to increase enrollment. Current levels of faculty can maintain the quality of the programs.

- **Ag Business:** New faculty are providing leadership for the program, which supports other program areas in the Agriculture and Natural Resource Department. Online option is a possibility if there is collaboration with the Business Department.
- **Agronomy:** A program with a long history of serving the region. Consistent with the campus mission. New faculty giving leadership to the program. Increased collaboration with the NWROC will add to the quality of the program.
- **Animal Science:** Significant enrollment growth in the program over the past five years (threefold). Pre-Vet focus is a factor in the increase. This program meets a regional demand.
- **Biology, Health Sciences:** These programs have healthy growth. New instructors have been hired. The rate of hiring new faculty is proportionally adequate to the rate of growth. Very successful rate of placement of graduates in professional and graduate schools.
- **Business Management:** For many years, this degree has been heavily enrolled and offered emphasis areas in Entrepreneurship, Business Aviation, Marketing, and Management. In the 2009-10 academic year, the faculty began the process of migrating away from emphasis areas to majors and minors. Separate Bachelor of Science degrees in Management and in Marketing are now available on campus and online. Proposals for Entrepreneurship and Business Aviation minors will be considered in the 2010-11 academic year for on-campus and online delivery. Recent tenure-track faculty positions and recent research initiatives of the faculty supporting these programs have enriched the student experience.
- **Communication:** The Communication program is undersubscribed. The faculty are preparing to propose the degree be additionally offered online, which could increase enrollment. **Initiated a search for 2 Lecturer positions to replace adjunct positions.**
- **Equine Science:** This is a specialized program with steady enrollment over the past few years. It is a high visibility program that has strong collaboration with athletics. No tenure/tenure-track leadership except for the department head. **Initiated a search for a tenure track position to provide leadership for this program.**
- **Golf & Turf:** Recently, new faculty leadership with national presence has solidified the program. Other coursework in the department supports the program. A unique program in the area with a majority of students transferring in from two-year institutions.
- **Health Informatics/Information Technology Management/Software Engineering:** Coexistence of Software Engineering, Information Technology, and health related programs led to the development of the interdisciplinary programs in Health Informatics. With the newly established Informatics Lab, potential exists for similar efforts across campus. Health Informatics – New, federally funded initiative leading to a certificate. All enrollment slots are full.
Information Technology Management – Planning is underway for Fall 2011 online delivery.
Software Engineering – This new program is our first engineering program. It's growing and moving towards ABET accreditation.
- **Manufacturing Management:** This program is primarily delivered as an online degree. It has sustained a healthy enrollment for more than ten years thanks to strong connections to the state's community and technical colleges and manufacturing companies. Growth would be possible in this program with additional faculty resources.

- **Sport & Recreation Management:** This program recently added a tenure-track faculty position. Enrollment is strong. Opportunities exist for possibly making this program available online within the next two years. It is also a program with interdisciplinary opportunities within other campus departments and degrees such as Golf and Turf Management in the Agriculture & Natural Resources Department and Health Sciences from the MST Department.

Programs to continue with reduced support - programs that have less than desirable enrollment but have adequate faculty resources. Resources will likely be reallocated to other programs in the future unless changes are made to increase enrollment or reduce costs.

- **Ag Systems Management:** Low enrollment program, but it does provide coursework for other programs. Technical colleges offer similar programs at a lower cost. Is it a degree program, or is it more effective providing support for other majors in the department? Consider restructuring the curriculum to address current agriculture priorities including precision agriculture.
- **Aviation:** This program is a niche program with good collaboration with the University of North Dakota, which has the premier aviation program in the country. Consider changing to a minor rather than an emphasis area.
- **Early Childhood Education:** The ECE program has been struggling with its enrollment over the past few years in spite of experienced faculty and a quality Early Childhood Center. Existing academic resources can and should be leveraged to augment the program with an Elementary Education program with the goal of increasing both enrollment and efficiency.
- **Horticulture:** A new faculty position is helping to recruit new students. Other courses in the department serve the program well. Greenhouse facilities add strength to the program. There is potential to increase recruitment from two-year programs and to increase international student interest in the program. Interest is growing in local foods initiatives.

Programs to eliminate - programs with low enrollment that likely won't be changed in the future. Programs are available at other institutions that can provide a more effective and/or efficient educational experience.

- **Ag Education:** Low enrollment program both in new high school admits and transfer students. This program is available on the St. Paul campus (currently a collaborative program with UMC) and North Dakota State University. **Phasing program out in 2012-13. Current faculty member will support Animal Science program.**
- **Hotel, Restaurant & Tourism Management:** During the 2009-10 academic year, the HRT curriculum went through a significant change with a reduction in unique HRT courses and a greater reliance on general business courses. This was done to allow the program to demonstrate improved cost efficiencies. At this time, opportunities for collaboration and enhanced marketing strategies are being considered. Enrollment in the program has been small for some years, but with the adjustments already complete as well as those being executed, the Business Department has expectations of program growth. **Phasing program out in 2012-13. Current faculty member will continue to teach 50% time and assume Registrar responsibilities 50% time.**
- **Organizational Psychology:** The Organizational Psychology program is significantly undersubscribed and struggles to find a steady enrollment. After three years it is becoming clear that it is not an easily recognizable degree for incoming freshman. It is difficult to determine what type of investment could be made to significantly improve its enrollment and increase its efficiency. **Phasing program out in 2012-13.**

Programs to leverage existing resources - programs are strongly encouraged to leverage other program resources to increase the enrollment and improve effectiveness and efficiency.

- **Ag Education/Early Childhood Education:** Explore collaboration to maximize the use of education courses currently taught at UMC and required by both degree programs. This could also eventually be expanded to create other teacher education programs. Ag Education should also explore collaboration with the Northwest Research and Outreach Center.
- **Ag Systems Management:** Align and leverage faculty resources to support other majors in the department.
- **Applied Studies:** The Applied Studies program has witnessed a significant growth in enrollment after offering it as an online degree program. Existing resources can be further leveraged to improve the administration and functioning of the program.
- **Golf & Turf/Business/Hotel, Restaurant & Tourism Management/Sport & Rec Management:** Leverage resources to develop a Professional Golf Management (PGM) program that would prepare graduates to take a series of three PGA Certification Exams. This program would likely improve the number of recruits for both men's and women's golf programs at UMC. This program is aimed more at the "golfer" as opposed to the existing Golf & Turf program preparing course superintendents. This type of program is not offered at any other institution in Minnesota or nearby states.

Strategic Planning Update
November 17, 2011

Student Services

A. Programs to strengthen/expand to move forward

1. Provide customized student support services to meet the unique academic and social needs of first generation and commuter students
 - **Free bus services (7:30 a.m. to 8:30 p.m.) is currently provided to the entire UMC community anywhere in Crookston, as the result of the contract to help residents with transportation needs who live at the hotel. Student teachers, interns and some field trips have also taken advantage of this service.**
 - **In an effort to enhance Financial Literacy, the Office of Financial Aid is providing financial questions via campus e-mail. There is an average of 200-300 students every week who answer the Financial Facts questions. A grant from CashCourse sponsors the program and the prizes to the students who answer the weekly questions.**
2. Provide customized student support services to meet the unique academic and social needs of multicultural and international students
 - **GBUS 1005 E92- Modified Online Orientation Course currently being taught to S. Korea cohort (26) prior to their FT enrollment onsite at UMC in spring 2012. The goal of this course is to better prepare this cohort for the transition to American HE, the University of Minnesota, Crookston and life in N.W. in the MN.**
 - **SKYPE Pal program has been implemented with this same cohort above to assist with this transition as well as begin the social networking process with current UMC students.**
 - **CAL employee, Dana T. and Admissions Counselor, Tim M are serving as co-advisors for the Circle of Nations Indigenous Association (CNIA)**
 - **Assistant Director of Residential Life, Kristie J. is serving as advisor for BSA**
3. Provide customized student support services to meet the unique academic and social needs of student athletes
4. Align student support services with other campus units to increase effectiveness
 - **Career & Counseling Services has assigned a counselor to each Department so to enhance communications and support.**
 - **Change in title of Office of Services Learning to Office of Community Engagement. Coordinator of Community Engagement took advantage of this opportunity to meet with all the Departments to effectively communicate service and collaboration opportunities for faculty and their students.**
5. Partner with units and departments to provide consistent student services to all student populations
 - **Director of Career Services helps to integrate career goals and planning into the curriculum by visiting various classes each semester.**
 - **Career and Advising Handbooks are given to advisors so that they can be given to all new students. These 3-ring binders have goals and tasks for students as they matriculate on a 4-year plan. The entire manual and updates are available online.**

- **Tax workshop for early-mid February co-sponsored by financial aid, residential life and International offices.**
 - 6. Initiate effective communication mechanisms between academic units, advisors and the Academic Assistance Center to better align services provided with campus academic priorities and needs.
 - 7. **Enhancement of Alcohol, Tobacco & Other Drug (ATOD) Educational Programs (see C.2. Below)**
- B. Programs to maintain at current or reduced support.
 1. Explore possibility of a partnership between career services and admissions.
 - **Career poster profiling UMC graduates are hung on campus and highlighted during campus tours.**
 2. Collaborate with Northland Community and Technical College (NCTC) on student activities
 - **UMC Diversity and Multicultural Program Calendar is provide to NCTC so that their students may attend our programs.**
 - **NCTC students, faculty, and staff are invited to UMC's chapter of the National Society for Leadership and Success speakers series (3/semester)**
 - **Through the Minnesota Partnership for Executive Leadership Development (MPELD) administrators from the UofM and MNSCU are working together to enhance collaboration between the two MN educational systems. This is a year-long development process. Peter Phaiah is currently exploring opportunities with NCTC administrator (VP, Academic & Student Services), Kent Hanson.**
 3. Explore opportunities for summer camps, conferences, other programs
 - **Summer "Transition" Bridge Grant Program was reviewed again for the summer 2012, but the decision was made not to pursue this option at this time**
 4. Explore alternative and online forms of delivering new student orientations
 - **See A.2. above**
 5. Explore alternative new student registration and scholarship recognition programs
 - **New format for new student registration- Decrease the number of new student registration days from 11+ spread throughout the summer to 5 Registration days- 1 Scholarship day in April, 1 priority registration day in May and 3(3-5) dates in late June. Dramatically decrease the number of students registering via email.**
 6. Evaluate initial year of Peer Mentoring program
 - **In Progress**
- C. Programs to continue or consolidate with substantially reduced support.
 1. Review structure, alignment, and responsibilities of UMC's Registrar position
 - **Due to ROI, a faculty member (Ken M.) will become 50% Registrar. The administrative duties will remain with the office while the Institutional Research portion of the position will be consolidated into a future Institutional Research/Institutional Effectiveness position.**
 2. Move Alcohol, Tobacco & Other Drugs (ATOD) to health services
 - **The decision was made not to make this move as suggested**

- **Due to the importance of this support service and the twilight of the CHOICES Grant, a proposal was made and approved to add 50% to a PT counselor (Vicki S.) to address this need. This item has been moved to A.7. above.**
- 3. Move Recycling to Service Learning Coordinator
 - **Done (moved to Recyclemania to Community Engagement Coordinator)**

D. Programs to eliminate.

1. Utilize student surveys to make informed decisions about priorities in student affairs and student services areas, administer again in Fall 2011
2. Reduce redundancy and eliminate duplication of services
3. Evaluate part-time employees who have been added in the past few years
 - **Upon review a proposal was made and approved to move two PT positions to FT. These positions were a Financial Aid Counselor and Counselor (see C.2)**

E. Programs to leverage existing resources. (also tied to #1)

1. Utilize the services of the Office of Equity & Diversity and other departments within the University of Minnesota including the coordinate campuses
 - **Several staff members from the UMTC Office of Equity & Diversity came to Crookston to conduct training for the Executive Committee members. While on campus the same group held similar training for the entire campus during a Thursday Commons event.**
 - **UMC is using staff members from multiple UofM offices to help coordinate the design of our new proposed residence hall and classroom.**
 - **Staff members from DEM & DEHS visited campus to learn more about our Emergency Operations Plan (EOP) so to help us better prepare for various emergency situations they we may encounter.**
 - **Michele G. from the University's Policy Office visited campus to meet with Department Heads, Executive Committee members and various policy owners. The groups were updated on the policy for policies, the need for policy continuity and comprehensive reviews.**
2. Explore opportunities to provide student support services for online students
 - **Disability Services continues to work diligently to ensure online student receive appropriate accommodations, as needed**
 - **The AAC is working with CAL to ensure Online Tutoring is provided as needed**
3. Collaborate with community resources and services
 - **Several staff members are part of the Polk County ATOD committee. They work cooperatively on various education initiative, grants and regional communication/awareness.**
 - **UMC Archery Club members who are certified National Archery in the Schools Program (NASP) taught archery to all 4th – 6th graders at the Cathedral School. Now CHS has requested the group assist with the development and implementation of a similar program for Jr. & Sr. high school students**
 - **UMC Veterans Club is working the Crookston Beyond the Yellow Ribbon group, as well as assisting them with their website.**
 - **The Office of Financial Aid has three planned financial aid presentation at various area high schools to help student and parents learn more about financing a college education.**

4. Utilize faculty and staff who have specialized expertise and/or available time and resources to help meet student services needs
 - **Many**
5. Promote partnerships with the Crookston community and other campus units in developing a strategy to promote and build a campus recreation/wellness facility
 - **A proposal was developed and submitted to the BOR**
6. Move First Year Experience and Parent Coordinator position to Admissions and Enrollment
 - **Done**
7. Move Switchboard Operator to Student Affairs Office
 - **Done**
8. Develop a plan to review and assess possible additional campus residential needs
 - **Currently, UMC is submitting a proposal to be placed on the BOR docket with the hopes of their approval at the February meeting.**
 - **When justified, there is a future plan for phase two of this project to add a similar structure adjacent to the proposed residence hall/classroom building.**
 - **There are currently 38 UMC residents being accommodated at the America's Best Value Inn (previously Northland Inn). There may be a need for 25-35 residents this coming spring. Plans are to negotiate rooms (50-70 beds) for next fall until the new residence hall is ready for occupancy in the spring of 2013, pending BOR approval.**

Technology

In 1993 UMC introduced transformative change as the first higher education institution in the country to provide laptop computers to all students and faculty with an aspiration to integrate technology across the teaching and learning environment. Since then, the campus has continued to be a technology leader as evidenced by its influencing the University to adopt Moodle as its primary course management system. We are strategically positioned to expand our role and reputation as a technology leader.

Goal: To be the leader for integrating technology into the curriculum in higher education.

Programs to strengthen/expand to move forward

- Reestablish Crookston as a learning technology innovator
- Strengthen technology integration across the teaching and learning environment
 - Thursday Commons Showcases (ATAC folks like the concept!)
 - With the recent establishment of the Educational Applications of Technology TAC subcommittee, it is the goal of this group to...
 - promote instructional uses of technology in UMC courses
 - develop user groups centered on common areas of interest
 - GIS working group being the first – presenting today at Thursday Commons
- Strengthen campus reputation for best practices with University partners
- Take leadership for Moodle course design and development
- Support e-learning initiatives
- Increase support for the Center for Teaching and Learning Technology
 - A couple proposals were submitted to restructure and add resources to the CTLT...
 - Develop academic leadership in the center by adding a part-time faculty position.
 - Add an Instructional Designer who would also focus on ADA compliance and online tutoring.
 - NOT Funded
 - There has also been discussion of changing the name of the CTLT...
 - CETI (Center for Educational Technology and Innovation)
- Take leadership for investigating, piloting, and deploying new technologies
 - TAC and EAT will provide leadership, promote awareness, and foster interest
 - TIP projects
 - Mobile devices (TIP proposal, user groups)
 - Align with ATAC work
- Reestablish technology mini-grants (truly focus on technology innovation)

We began awarding TIP awards Spring 2011 for summer/fall projects, and we will soon begin accepting proposals for spring 2012 projects.
- (New) Approval to hire a second Systems Administrator to assist in solving an outstanding audit finding in professionally managing our VoIP phone system.

Programs to maintain at current levels

- Provide technology training
 - Yes, recent Google and PSoft training.
- Support application development when central services are less efficient
 - Doing
- Provide wireless network infrastructure
 - Last year we completed major wireless network infrastructure work on Dowell Hall.
 - This summer we added substantial wireless infrastructure to Hill
 - We are planning for considerable wireless infrastructure in the new dorm, as we did in Evergreen.

-NOTE: we have been assessing how our students access our network, where wireless is the preferred norm. We will at some point begin to remove unused or under-utilized wired infrastructure, which does have many benefits (e.g. carbon footprint, cable plant, expensive network hardware).

- Continue Lap-top computer program
 - We are working in partnership with U-Purchasing, OIT, Law School, and the Rochester campus to develop a standard purchasing process across these units. Carlson School of Management is watching closely and may participate in the future.
- Continue Lap-top computer gifting program
 - Yes, we are continuing this program (actually the Rochester campus is adopting this model as well). Our students like this added value, however, there are some real resource commitments attached to this program. As our enrollment and graduation rates increase, so does the resource demands. It's great to see the exceptional progress, but we need to be mindful of the work behind the scenes too.

Programs to continue with reduced support

- Reduce support for obsolete technologies
 - NOT Obsolete, but we are/will reduce wired network infrastructure where appropriate
- Reduce support for presenting at national conferences
- Reduce wasteful printing and paper use
 - A couple years ago we began using duplex printing on many of our printers (more of a standard for our campus printers). Students seem to support the initiative.
 - We have discussed and even tested quota printing.

Programs to eliminate

- Eliminate grant funded partnership when not efficient or substantial enough to warrant partnership

Programs to leverage existing resources

- Leverage central common good services (including 1-Help help desk support)
 - Google, Moodle, UMContent/web hosting, server hosting (recently requested a vm),
- Leverage IT director role in central OIT planning
 - The IT Leadership across the system completed an IT Leadership Program last February, where one of my goals was to be a more active and influencing member.
 - This lead to me becoming an ITLA co-chair this year (participating on SMT and SLT),
 - I'm also a member of ATAC and IT Security committees.
- Leverage OIT video solutions group for instructional and conferencing needs
 - Recently invited to participate on a new steering committee for this work.
- Use PIAC for input on technology needs for programs
- Collaborate with academic departments on educational opportunities
- Partner with informatics lab/research opportunities
- Develop an academic technology user group
 - EAT will facilitate this work.

Online Programs

The University of Minnesota, Crookston delivers exceptional online degree programs. We accomplish this by creating a stimulating, student-centered, technology innovative, interactive, teaching and learning environment. Online degrees are closely aligned with on-campus degrees, engaging distance and residential students with faculty and staff in meeting the campus and University of Minnesota missions.

Goal: To continue offering quality academic programs that provides a quality experience for online students.

Programs to strengthen/expand to move forward

- o Increase marketing/advertising investment of online programs; **Academic Departments eligible for additional recruitment dollars; some have taken these dollars available to recruit online outside of Academic Dept. online marketing/advertising investment remains the same; waiting on the online strategic plan to be approved.**
- o Increase academic programs delivered online; **7 to 10 as of fall 2011; ITM, COMM, HM; other degrees to be determined by academic departments**
- o Increase liberal education, science, and math courses delivered online; **additional seats & sections per term, per year**
- o Institutionalize policies and procedures for quality assurance of online instruction; **all Dpt's have adopted processes**
- o Increase staffing for instructional design out of the Center for Teaching, Learning, and Technology; **NA**
- o Increase staffing for professional advisors/instructors; **individual departments vary**

Programs to maintain at current levels

- o Current practice of using full time faculty to teach on campus and online; **ongoing**
- o Academic department autonomy and responsibility for online and on campus as an integrated whole; **ongoing; awaiting approval of the online strategic plan**

Programs to continue with reduced support

Programs to eliminate

- o Duplication of services to online students; **duplication continues of those support services through CAL, and will remain as continued online enrollment growth; credit and degree seeking students increases at a minimum of 23-29% year over year. OTR, registration and Admission recruitment, communication and matriculation ongoing.**
- o Online classes that are not part of the curriculum for current degrees online; **Academic Department(s) oversight**

Programs to leverage existing resources

- o Once U of M Board of Regent approved we will be able to utilize curricular efficiencies from Applied Health online to deliver Health Science online; curriculum outside of core classes is similar; **complete**
- o Ag Business utilizing Business core curricula; **TBD**
- o Establish liberal education core for all online degrees; **Academic Department(s) ?**
- o Office of the Registrar, Admissions and Center for Adult Learning (CAL) continue cross training to facilitate online growth with CAL providing student support services after admission; **CAL continues to facilitate, market and oversee online enrollment growth; recruitment, communication, pre-evaluation of transcript management, matriculation and registration**
- o Management core is clear in Applied Health, Health Sciences and Business, use those efficiencies online; **on going**

Sustainability and Energy Action Plan (Svedarsky and Connell)

Sustainability issues are increasingly important on all campuses of the University of Minnesota. Students, staff, and faculty are the driving force as is the recognition of cost savings from energy conservation and increased efficiencies. A Campus Sustainability Committee formed in 2008 and the Crookston Students for Sustainable Development (CSSD) provide an action forum for discussion and implementation of these important issues.

Goal: To practice greater stewardship of resources and educate students who will be leaders in sustainability initiatives.

Programs to strengthen/expand to move forward

- Move forward with the UMC's *Action Plan for Climate Neutrality and Sustainability* recommendations which are cost effective and implement provisions of the Regents Policy on Sustainability and Energy Efficiency, and the revised campus Master Plan. A series of monthly Sustainability Suppers are held which address the implementation of the Climate Action Plan; including a recent meeting with the University of North Dakota. The Greenhouse Gas Inventory is being updated and a Climate Action Plan progress report will be completed by April. A comprehensive study of the heating plant will begin mid-January that will look at potential energy savings (and thereby greenhouse gases) and how to best position the campus in meeting its heating needs for the foreseeable future.
- Strengthen student led initiatives to reduce energy costs and address sustainability issues. The CSSD group meets once weekly and 2 student sustainability assistants are working out of the Center for Sustainability. Linda Kingery (Crookston) and Troy Goodnough (Morris) are leading the systemwide student effort and received a mini-grant to accelerate those synergies.
- Continue promoting the behavioral changes and other initiatives started by the Otter Tail Power Campus Energy Challenge initiative. A meeting between Otter Tail representatives will be scheduled soon to evaluate our action plan and initiatives now that we have a new Facilities and Operations Director on board.
- Complete the plan for lighting projects involving retrofits and reductions if appropriate. Begin the evaluation process of all exterior lighting to pursue considerable savings of LED or Induction lighting.
- Develop and implement plans to reduce energy consumption in Dowell and Hill Halls. All campus buildings will be evaluated for improvements in energy efficiency and operational management. Dowell Hall underwent significant upgrades to the entire HVAC system that is resulting in increased customer satisfaction and reduction in energy usage due to duty cycling and VFD drives on all equipment. Hill Hall has had significant work on the HVAC system and is next in line for VFD'S on its fume hoods which will show a marked decrease in consumption.
- Continue use of the Compass System to streamline the work order process so that repairs with energy implications can be attended to promptly. A suggestion box system can be implemented to tap the good ideas that the campus community has to steward resources.
- Integrate sustainability issues into the curriculum. The Curriculum Working Group needs to be rejuvenated by one-on-one contacts, inviting a sustainability curriculum specialist to campus (Dr. Jim Farrell from St. Olaf is scheduled during Earth Week), and continue to promote the activities of the Systemwide Sustainability Curriculum Group led by Nick Jordan of the Department of Agronomy and Plant Science.
- Increase awareness of opportunities to reduce energy costs. An action plan to address this issue will follow from an assessment of current energy use to be developed in early January with focused input from the campus community and personnel from Otter Tail Power Company. Currently a project is underway to duty cycle the equipment in Sahlstrom Student center that will allow us to reduce usage in non-occupied times.
- Foster grant writing for outside funding. A \$ 3,000 community development fund grant has been received to stimulate development of the Crookston Community Trail system to promote exercise, nature study, and connectedness between the campus and the community. A \$ 4,000 grant has been received from Clean Energy Resources Team (CERTS), and matched by the Energy and Environmental

Research Center at UND for a total of \$ 8,000, to evaluate an array of biofuels for possible use in UMC's heating plant. A grant application for \$ 26,000 has been submitted to the U.S. Fish and Wildlife Service to assess the extent of large patches of cattails in northwest Minnesota to evaluate their potential as biofuel and for concurrent management to enhance wetland wildlife.

- Added a research working group to campus Sustainability Committee. This group has not gotten actively engaged at this time but needs to since there are a variety of interdisciplinary grants available.
- Continue recycling initiatives. Currently re-evaluating recycling options since Polk County Environmental Services is modifying their recycling processes. This is a highly visible campus initiative that needs to remain visible.
- Reduce wasteful printing and paper use. An action plan needs to be developed since paper continues to be wasted at campus printers. We also need to evaluate the automatic electric towel dispensers in restrooms which often generate excessive amounts of snow-white paper when hand-powered, brown paper units should suffice.

Programs to maintain at current levels

- Demonstrate sustainable strategies to the campus, community and region/Working with Otter Tail Power Company on the ReDirect Program and several rebate programs. **On-going but the ReDirect program appears to have limited returns.**
- Foster grant writing for outside funding. Added a research working group to campus Sustainability Committee **(this has been moved up one category)**

Programs to continue with reduced support

- Reduce use of coal as a heating source/Continue expanding the "Shoulder Periods" of heating with alternative fuels, i.e., propane and natural gas, while encouraging passive energy conservation measures.
- Continue recycling initiatives **(moved up to "strengthen" category)**
- Reduce wasteful printing and paper use. **(moved up to "strengthen" category)**

Programs to eliminate **None at this time.**

Programs to leverage existing resources

- Develop better collaboration with local businesses that are supporters of sustainable initiatives. **The Dahlgren Company and New Flyer are the most active business implementers of sustainability practices but a high priority is placed on strengthening sustainability relationships with the City of Crookston in the areas of energy conservation and storm water management.**
- Work more closely with the Initiative on Renewable Energy and the Environment (IREE) on grant opportunities and solar energy uses. **A \$ 2,500 mini-grant was received from the Institute on Environment (IoNE)**
- Connect all departments through a campus sustainability theme. **Continued effort will be expended to try and overcome inertia that impedes interdisciplinary initiatives. Some progress has been realized.**
- Leverage University of Minnesota system offices and resources. Continue working with Energy Management, Capital Planning and Project Management, Call Center, BSAC, and Purchasing to utilize expertise in these areas **Active participation at the systemwide level has broadened the scope of at least the UMC campus participants but these benefits must be expanded across the campus. Financial support from the TC campus will fund an external analysis of UMC heating plant and associated systems as mentioned above.**
- Increased online programming will reduce campus expense, energy costs, etc **This potential has not been realized but there is significant potential.**

International Programs

The 2006 Strategic Plan recommendations included an ambitious aspiration to internationalize the campus. The results have been transformative. Today we have students from more than 25 countries coupled with a growing history of partnerships with higher education institutions around the world. We are achieving the goal established to prepare all of our students to succeed in a global marketplace.

Goal: To educate and graduate students with a global and diverse perspective.

Programs to strengthen/expand to move forward

- Increase enrollment of international students - this is currently kept at current levels due to the housing crunch. However, this spring we will implement the Bringing U Home program, encouraging our current students to speak at schools and overseas advising centers in their home countries.
- Improve admissions, orientation, and transition process – this is a continual process, always trying to improve our response time and processes. We did have most students registered prior to arrival for fall 2011. We are working on admissions for spring 2012 and hope to have everything in place by the end of the week to begin the registration process next week for them. We are also piloting an online orientation/intro course with the Korean cohort that arrives in January 2012. We will continue to track them to assess that program.
- Increase the number of faculty, staff and students traveling abroad – we are seeing increased number of faculty interested in doing research or working on study abroad programs overseas. At least two faculty are pursuing travel grants through GPS Alliance. We are working on a proposal that will hopefully help encourage staff to travel as well. More students have been coming to International Programs for information on studying/learning abroad this fall term 2011. Also, more students studied abroad last May/Summer. Short term programs (faculty led) are of real interest to our students. So, we are working with faculty to pursue some additional options for students. We will need to consider a different rotating cycle so each program as a chance to succeed.
- Support faculty development – Provide(d) money and encouragement for faculty to attend and present at the Internationalizing Campus & Curriculum conference held at TC campus each spring. Also assist faculty in preparing materials for University wide programs (i.e., Internationalizing Teaching & Learning cohort). Inform faculty about opportunities (also under leveraging resources)
- Support recruitment and marketing materials – have international student brochure that is sent with faculty when visiting different countries. Also, sent to prospective students. Will be sending with students on the Bringing U Home program and will send to overseas advising centers this spring.

Programs to maintain at current levels

- Internationalize the curriculum – working with TC campus on faculty development for this. Will continue to spread the word and work at bringing training here (see leveraging resources)
- Develop summer programs for international students – offered ESL summer camp in 2010 and 2011. Will continue to provide as long as there is interest.

Programs to continue with reduced support

- Collaborate with Crookston and other area schools – we did not offer the Chinese Language and Culture program this fall as we did Fall 2010. This was mainly due to staff time and resources. We did continue to provide classroom visits for Washington school and a few classrooms in Highland. However, with the Confucius Institute funding, we will be increasing support for this in 2012.

Programs to eliminate

- Eliminate certain costly services, or begin charging a fee (ex. express mailing of admission packets) – Resolved issue with Federal Express so that we are getting the U discount again. We also compare prices between Fed Ex and USPO. Sometimes it's cheaper with the USPO pricing.

Programs to leverage existing resources

- Leverage collaboration with Office of International Programs at the Twin Cities campus – doing this quite well. Information, programs and resources are available to us from the TC campus (Global Programs & Strategy Alliance, International Student & Scholar Services, & Learning Abroad Center). Have also found contacts in Student Health for helping with student medical emergencies.
- Leverage collaboration with area universities, e.g. Valley City State University, University of North Dakota, other U of MN coordinate campuses and Northland Community and Technical College. – have not done anything to date – except help support programming at UND (Nepal night, International Dinner).

Strategic Planning - Athletic Work Group Overview

The discussions held by the Athletics Work Group have focused on what intercollegiate athletics brings to the campus, the challenges facing UMC and its athletics program, as well as the opportunities that exist.

Athletics is a vitally important recruitment/retention tool for the campus.

1. Of full-time students in 2009-10, 265 or **25%** were actively involved in varsity athletics.
Of the full-time students in 2010-11, 260 or 18% were actively involved in varsity athletics, 2011-12 250 or 16% were actively involved in varsity athletics.
2. Of full-time students in 2009-10, 373 or **35%** were actively involved in varsity athletics or had formerly been involved but were retained without current active participation in varsity athletics. In 2010-11, 306 or 21% were actively involved in varsity athletics or had formerly been involved but were retained without current active participation. In 2011-12 396 or 25% were actively involved in varsity athletics or had formerly been involved but were retained without current active participation.
3. In a 2007 survey of student-athletes, **75% indicated they would not have chosen to attend UMC** if the campus did not offer athletics at the Division II level.
4. The retention and graduation rates of student-athletes are slightly higher than that of the all-student rates. Example, from fall 2008 to fall 2009, **72% of student-athletes returned to campus vs. 66.5% of the general student body** (includes students who returned but did not participate in varsity athletics).
5. The average student-athlete Team GPA is improving: **Fall 2007: 2.71 Spring 2008: 2.73 Fall 2009: 2.81 10-11 2.96**

6. The average ACT score of incoming student athletes has held at **21** for the past three years (2007-09) **10-11 average ACT 21.3, 11-12 Average ACT 21.33.**

7. Average student athlete credit load; 2007-08 13, 08-09 14, 09-10 15.1, 10-11 15.6, fall 2011 15.3

8. Team	10-11 ACT	11-12 ACT	Team Cum GPA 10-11
Women's Basketball	21.77	21.6	3.27
Tennis	22	22	3.05
Volleyball	22.18	24	3.33
Soccer	22	22.5	3.22
Women's Golf	21.22	22.8	3.12
Softball	20.38	20.4	3.17
Equestrian	23.87	23.8	3.28
Men's Golf	20.67	22	2.87
Baseball	20.92	21.8	2.55
Football	18.61	20	2.53
Men's Basketball	20.67	22.2	2.66

9. Federal Graduation Rate Information

	All UMC Students	Student Athletes	SA Academic Success Rate
2002-03 Cohort	36%	25%	50%
4-Class Avg	32%	31%	
2003-04 Cohort	38%	21%	57%
4-Class Avg	33%	28%	
2004-05 Cohort	37%	50%	60%
4-Class Avg	36%	30%	

Opportunities to recruit top student-athletes exist and can be increased.

Additional or expanded degree programs; investments, such as a proposed recreational center, in facilities; and additional investments in scholarships would all help expand recruitment prospects, and would also benefit the campus in general. These would also help improve the competitiveness of UMC's athletics programs. **We continue to work on the proposed Recreational Center, we presented to the U of M capital planning committee in October.**

Athletics benefit UMC students, staff and faculty.

1. The mission of the UMC Athletics program centers on the **well being of the student-athlete**. Intercollegiate athletics provide an opportunity for educational growth, personal growth, and development. In addition to the varsity team participation, students take part in NCAA Division II Community Engagement Initiatives, Student Athletic Advisory Committee (SAAC), Youth NFL Football , Team Fundraisers/Volunteer Work.
2. Currently, additional programs offered by the NCAA **add value to the UMC student experience**: NCAA Development and Leadership Conference (May 2009); NCAA Leadership Academy (Feb. 2010 **(Fall 2011)**); NCAA CHAMPS/Life Skills implemented(Fall 2009); Athletes 4 Hire; Community Involvement Requirements.
3. Since 2002, UMC has received nearly **\$130,000 in grant funding from the NCAA**: \$66,657DII Strategic Alliance Matching Grant; \$15,000 DII Coaching Enhancement Grant; \$10,000 for two Degree S/A Completion Awards; \$30,000 CHOICES Grant (responsible alcohol use or abstinence); \$8,000Annual Enhancement Funds.
4. Athletics is an important connector to the community and region.

The Changing Conference Landscape

The changing landscape in intercollegiate athletics in the region could provide our athletic program with an opportunity to be more competitive. With four new teams recently accepted to DII (Minot State, U of Sioux Falls, Black Hills State, and SD School of Mines) two of those schools--Minot and University of Sioux Falls--have applied to the NSIC. The presidents hope to make a decision in January 2011 on whether to accept those two schools. If they are accepted, the league would move to a 16-team league and break into divisions either North/South or East/West. This could be beneficial for UMC Athletics . **Minot State University and the University of Sioux Falls will join the NSIC in the fall of 2012 to bring the league to 16 teams.**

In August, members of the NAIA-affiliated Dakota Athletic Conference (DAC) voted to move to a five-team schedule and conference beginning July 1, 2011, with Dakota State U leaving the conference after that to become an independent **Mayville State, Valley City State, Jamestown College and Dickinson State are all currently Independents in the NAIA as the DAC folded after losing membership this past year.** Recently the Frontier Conference, which competes in Montana, Oregon, Utah, and Idaho, announced it will offer the four remaining schools of the DAC applications for membership and will evaluate the applications for admission at its league meetings in December before moving forward with formal offers. **Continued on back...**

Current NSIC Membership -- The NSIC is currently a 16-team, 17-sport, NCAA Division II Conference with teams located in Iowa, Minnesota, Nebraska, North Dakota, and South Dakota. **The NSIC has produced 11 team National Champions since 2006.**



DAC Membership

- Black Hills State (Spearfish, SD)***
- Dakota State (Madison, SD)** – leaving to become an independent
- Dickinson State
- Jamestown College
- Mayville State
- Minot State****
- SD School of Mines (Rapid City, SD)***
- Valley City State

* Pursuing DII membership

* **Black Hills State will join the RMAC Fall 2012**

** Pursuing DII membership + NSIC site visit scheduled

** **Minot & U of Sioux Falls will join the NSIC Fall 2012**

GPAC Membership

- Briar Cliff (Sioux City, IA)
- Concordia (Seward, NE)
- Dakota Wesleyan (Mitchell, SD)
- Doane College (Crete, NE)
- Dordt College (Sioux Center, IA)
- Hastings College (NE)
- Midland Lutheran (Fremont, NE)
- Morningside (Sioux City, IA)
- Mount Marty (Yankton, SD)
- Nebraska Wesleyan (Lincoln, NE)
- Northwestern College (Orange City, IA)
- U of Sioux Falls** (SD)**

NOTES: