Introduction

The compact between the Senior Vice President for Academic Affairs and the Senior Vice President for System Administration and the University of Minnesota, Morris for 2005-06 includes the following:

A. Unit Mission

The University of Minnesota, Morris seeks to be America’s best public liberal arts college.

The University of Minnesota, Morris (UMM) is recognized as one of the best public liberal arts colleges in the nation because of its instructional excellence, its commitment to research, its numerous extracurricular programs and services, and its strong sense of community. UMM’s mission as a rigorous, undergraduate, residential, liberal arts college is distinctive within the University of Minnesota. The Morris campus shares the University’s mission of teaching, research, and outreach. UMM provides undergraduate students with the resources of the University of Minnesota, yet it is a small personal school where students can shape their own education. The campus serves undergraduate students from Minnesota, and across the nation, and yet is a highly valued educational resource and cultural center for residents of West Central Minnesota. UMM attracts and serves a student body, faculty and staff reflective of our multicultural society. The college empowers the campus community to participate fully and thoughtfully in a diverse society, regionally, nationally, and globally.

The goals which follow are both reactive and aspirational: they seek to address forthrightly and correct what we perceive as threats, challenges and problems, and to continue to move the institution forward in areas which enrich its core mission.

B. Performance Scorecard

1. Enrollment Management Measures
   a. Current enrollment is 1839 students; we will increase the size of the entering class of first time, first year students by at least 10 students per year. Accounting for the size of graduating classes, we project total enrollments of 1804 in 2005-6, 1800 in 2006-7, 1816 in 2007-08, 1865 in 2008-9, 1942 in 2009-10, 1997 in 2010-11 and 2050 in 2011-12. An aggressive strategy to achieve this goal is being formulated by the Office of Admissions.
   b. Retention to graduation, as cited in the July 2005 Data Book shows that the most recent rolling three year average to date is 63.4% (within the University of Minnesota) 53.3% at UMM. In the most recent cohort for which complete data is available (students entering in fall, 1997), the 4 year all-University figure was 38.2, 5 year, 55.7%, 6 year, 60.3 and to date is 61.2%.
c. UMM students in the fall of 2004 had an ACT composite score of 25.1 and high school class rank of 78.5. Approximately 15% of the student body is people of color.
d. New majors in Statistics (13 students currently participating), Women’s Studies (12 students) and Anthropology (43 students) were added in 2001 and 2002. A new Minor in African American Studies (13 students) was added in 2002.
e. We are currently giving consideration to a new minor in Native American Studies.
f. Following a period in which relatively large classes will be graduating, we anticipate and seek slow, steady growth in admissions, with corresponding operating revenues from tuition. No significant additional costs would be incurred.
g. UMM’s graduation goal is to increase retention to graduation steadily, reaching 70% by 2012.

2. Other Performance Measures
   a. UMM is ranked #3 in the nation among public liberal arts colleges by US News for the second year. We will strive to hold or improve this ranking.
   b. UMM has the highest level of student satisfaction within the University: 94% of our graduates described themselves as “very satisfied” or “Moderately satisfied” on the latest University poll.
   c. Up to 50% of UMM students participate in service learning courses.
   d. All UMM entering first year students take a First Year Seminar.
   e. 34% of UMM students participate in an independent learning experience with a faculty mentor. We seek modest increases in this proportion.
   f. 48% of UMM students study abroad during their college careers, the highest within the University. Our ultimate goal is to double it; to see virtually every UMM student have an international experience during the undergraduate years. [For an additional recurring base budget allocation of $1 million, we could achieve this goal immediately, with little additional cost to students.] We are currently working to establish exchange programs with institutions in China.
   g. Enrollment statistics demonstrate that UMM is building success in recruiting students who seek experiences such as undergraduate research and international education.
   h. UMM faculty are proportionally the greatest recipients of the Horace T. Morse Alumni Teaching Award of the University.

C. Strategic Goals from 2004-05

1. Recruiting and retaining top quality students and faculty.
   a. The strategic goal: To recruit an entering class of high quality and rising quantity. The first of these goals was achieved, as the entering class profile was slightly higher than the previous year. The number of first year students
declined slightly, but not as much as feared during a period of leadership transition.

b. **Impact of the goal:** As UMM is highly tuition dependent for a public institution, the number of entering students is vital to our fiscal well-being. This will be an ongoing goal.

c. **Significant initiatives to achieve the goal:** UMM successfully searched for and hired a promising new chief enrollment officer. We have begun to show considerable success in raising new funds for scholarships. We are funding an enhanced student recruitment effort. $5000 from last year’s Compact has been targeted for this area. An effective Retention Task Force has been at work, and early results of their labors are very promising.

d. Faculty retention is also an issue, so a significant segment of the current year’s compact ($15,000) is devoted to increasing faculty opportunities for professional enhancement through travel to out-of-state meetings.

2. **Increasing institutional visibility.**
   a. **The strategic goal:** A small campus, in a sparsely populated rural region, with no history of modern marketing, UMM needs to become far more widely – and accurately – known, in the region, state and nation.

   b. **Impact of the goal:** Increased visibility would improve our ability to attract students and faculty; to raise money from private, corporate and foundation sources; and to secure governmental (state and national support).

   c. **Significant initiatives to achieve the goal:** The current compact allocation includes $75,000 which, when added to the prior year’s $45,000 for this goal, enables us to create an office of communication, and to search for our first Director of Communications. It would be very beneficial for UMM to achieve official designation as Minnesota’s Public Honors College.

3. **Acquiring resources sufficient to our mission.**
   a. **The strategic goal:** UMM is a nationally top-ranked public liberal arts college. In almost every regard, we are seriously under funded: spending per student is the lowest in the University of Minnesota, as are faculty salaries. SE&E funds rarely last an entire academic year. If we are to continue, and indeed, to improve, our national stature, we need increased funding.

   b. **Impact of the goal:** With more reasonable compensation, faculty recruitment and retention would improve; with more scholarship aid, student recruitment and retention would improve; with more operating funds, instruction would improve; with better facilities, the instructional and managerial functions of the institution would improve.
c. **Significant initiatives to achieve the goal:** Recurring funding of $150,000 was allocated for faculty salaries from the FY06 compact pool. We were successful in acquiring bonding for renovating our Social Science Building in 2003, and have embarked on that project; efforts to enhance philanthropic giving for student scholarships have been initially rewarding. UMM is more than holding its own in proportional giving statistics within the University this year.

**D. New Strategic Goals** – with minor variations, our top three strategic goals remain the same:

1. Successfully implement a strategic enrollment management plan. Our new chief enrollment officer is at work on this issue, as is the entire campus. Measurement: *We will be successful in meeting this goal if:*
   i. UMM recruits more new students next fall
   ii. Retention continues to climb upward
   iii. UMM’s entering class demonstrates improved qualitative measures, esp. ACT scores and High School class rank
   iv. Our percentage of students of color increases, and the range of ethnic groups represented becomes broader.

2. Work to improve the visibility of UMM locally, regionally and nationally – We have begun the search process for a Director of Communications. Measurement: *We will be successful in meeting this goal if:*
   i. A Director of Communications is hired
   ii. An office of Communications is established
   iii. Evidence indicates UMM is more widely known locally and nationally.

3. Increase and strategically manage resources – we are giving increased attention to the crafty and prudent management of the financial resources we have, as well as to efforts to increase those funds. Measurement: *We will be successful in meeting this goal if:*
   i. Our budget shows a positive balance at the end of the year
   ii. We are able to achieve this result without massive personnel layoffs or painful additional cuts in operating funds
   iii. We raise significant new funds as part of the President’s scholarship initiative ($250,000 by 6/06)
   iv. We garner some relief for the American Indian Tuition Waiver

**E. Diversity Assessment and Planning**

1. UMM currently enrolls approximately 15% students of color, the largest segment of whom are American Indians. We will maintain the American Indian enrollment, and increase African-American student proportions. We have also begun new initiatives to recruit (and successfully graduate, as is our tradition) more students of Hispanic and Hmong and other Asian backgrounds.

2. It is also important to achieve better success in faculty and staff hiring of individuals of color.
3. The senior administration of UMM meets regularly with student of color groups across campus to assess and improve the climate for diversity. Our Multi-ethnic student program focuses upon these goals, as well. One of the most successful annual events at UMM is the Multicultural Student Leadership Retreat. We will review carefully the structure and management in place for promoting thoughtful multi-culturalism on campus.

F. Outreach and Public Engagement

-- 48% of UMM graduates study abroad during their college careers (the highest within the University). As noted above, we aspire to send virtually all undergraduates on an international experience during their college years (B. 2. f)
-- UMM has made a serious institutional commitment to “green energy.” Before the start of the 2005-06 academic year, we will be connected to a wind turbine at the WCROC, from which we will derive up to half our electricity. A projected biomass energy plant was requested in the 2004 and 2005 bonding bills that would utilize local renewable agricultural byproducts rather than costly fossil fuels. We have been designated a “Green Power Partner” by the US Environmental Protection Agency.
-- The college/community regional fitness center continues to thrive and to serve a significant proportion of college students and staff and community families.
-- UMM is a leader in promoting the use of locally grown foods, and will become more active and enterprising in this area in the future.
-- UMM seeks to co-develop, with the Morris area school district, a new athletic facility.
-- Up to 50% of UMM students participate in a powerful and pervasive service-learning program.
-- Our TREC program, in which college students work with elementary pupils was nominated for a Jimmy and Rosalyn Carter Service award, and, with $7,500 from last year’s Compact, is being expanded to reach regional underserved populations.
-- With encouragement from President Bruininks, the Center for Small Towns continues to thrive, this year having conducted a second annual summer symposium on campus.

G. Space and Facilities Issues

1. Compact Initiative Impacts – There will be a need to secure office space for the new Office of Communications on campus, but with the completion of the renovation of the Social Science Building, this should be handled by space reallocation. Completing the Social Science Building renovation is a high priority.

2. Major Capital Investment Priorities
   a. District Heating/Utilities and Stadium – this item, from the 2004 Bonding bill, has been resubmitted in 2005 at a total cost of $8.7 million. It includes a research and production biomass energy cogeneration plant, which will dovetail with other “green energy” initiatives on campus and in the region, and a shared football field to be used by the Morris Area School District and for UMM intercollegiate and intramural games. This project has been funded,
design work is proceeding and preliminary plans should be approved by the
Regents in 2005.

b. Library renovation – Briggs Library requires renovation, for reasons of both
efficiency and safety, and is currently listed in the Six Year Capital plan for
2006 and is earmarked at $13 million.

c. We are finishing the process of bringing all campus residence halls up to
contemporary fire/safety standards. Blakely Hall is being re-imagined as a
state of the art residence and conference facility.

H. Significant Financial Issues

1. UMM’s faculty salaries remain at the bottom of the University of Minnesota (average
faculty salary in all ranks in the most recent AAUP data shows Twin Cities faculty at
$83,400, UMM at $51,600, a disparity of $31,800), and among the very poorest in the
entire state. This is a significant morale and retention issue. Faculty salaries
(professor, associate professor, and assistant professor) fall a full 20% below the
mean for the fourteen schools that have historically been considered as peers. In fact
of those schools for which data are available, only the University of Maine –
Farmington ranks lower in all rank average faculty salary. At the level of Assistant
Professor, the most recent AAUP data shows UMM lowest in the entire state of
Minnesota.

2. Recent budget reductions have left most administrative and academic areas with
insufficient funds to get through the academic year. The consequence is that by
spring, individuals are paying for basic supplies from personal funds.

3. We need to increase the size of our student body modestly, in order to generate
increased tuition revenue.

4. Simultaneously, we need to continue to seek vigorously, and with the help of the
University Central Administration, Federal reimbursement for the c. $1 million
annually devoted to the Native American Tuition Waiver.

5. Under the new capital funding arrangement, UMM will need to plan strategically to
acquire the 1/6th matching funds for new projects.

I. Faculty and Staff Consultation

This compact document was originally written by the Chancellor of UMM, then modified and
edited by the senior administrative staff (Chancellor’s Leadership Team – the chief officers in
the areas of academic affairs, student affairs, external relations, business, enrollment and
planning/facilities). It was then forwarded to the Campus Resources and Planning Committee, a
committee of the UMM Campus Assembly, which includes faculty, administrative, staff and
student representation for further refinement and approval.
### J. Report Summary and Allocation Summary

- No reports are required for this compact.

#### Historical Allocation Summary
**FY2003 through 2005 Compact Investments**

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<th>FY2003</th>
<th>FY2004</th>
<th>FY2005</th>
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<td>Advising/Career Development</td>
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<td>Native American Tuition Waivers</td>
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#### FY2006 Allocation Summary

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<td>Faculty Salaries</td>
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<td>Written graduation plan</td>
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* Year 3 of 3 – FY04-FY06