

2021

**UNIVERSITY PERFORMANCE AND
ACCOUNTABILITY REPORT**

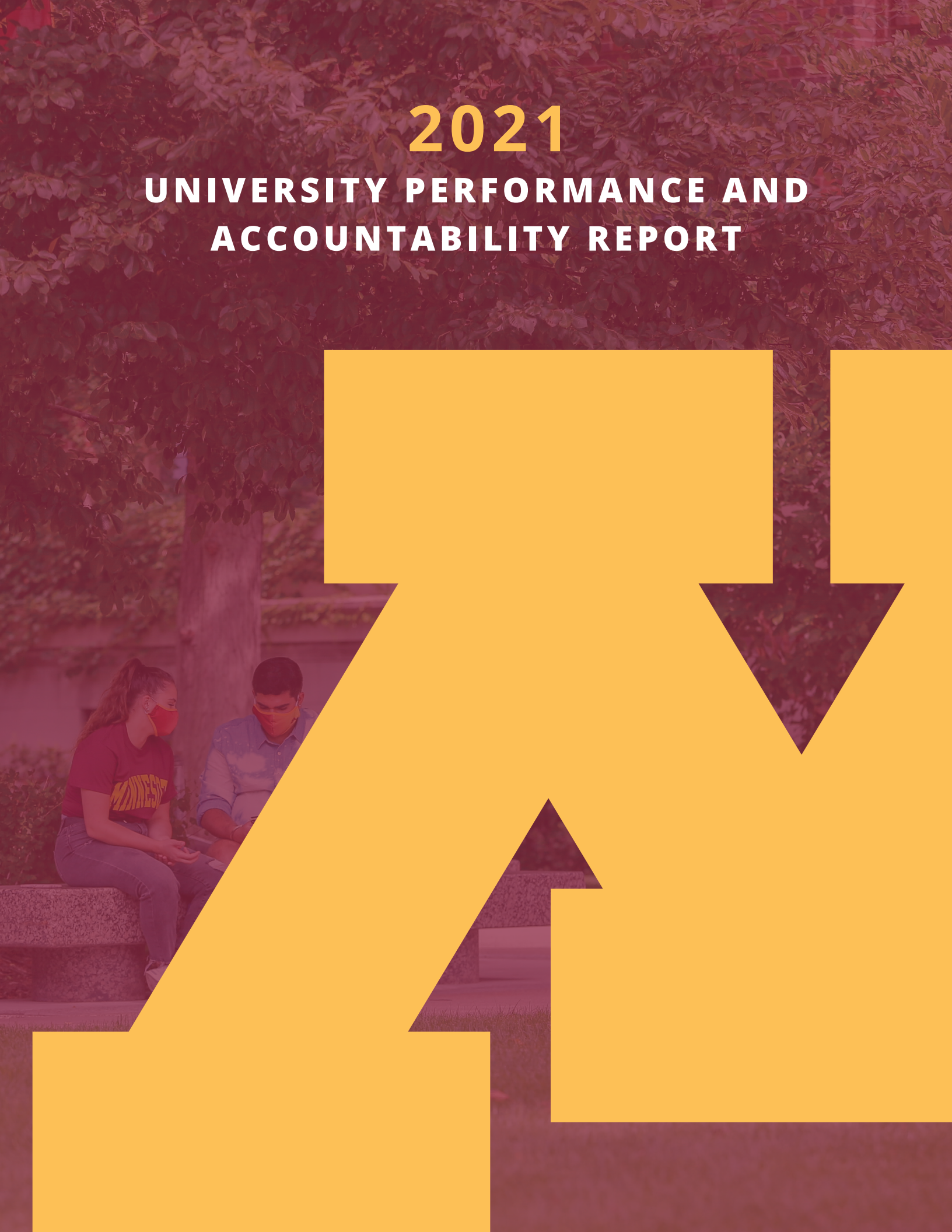


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LETTER FROM THE PRESIDENT

Over the first year of MPact 2025, our Systemwide Strategic Plan, we took important steps together as a University System, including to navigate a global pandemic and to demonstrate our commitment and impact that elevates the state and honors our 170-year legacy.

This Accountability Report highlights these steps, and includes an updated University Dashboard and Progress Card, and accompanying Systemwide Strategic Plan (SWSP) measures. There is much in these pages to be proud of, including our work to improve campus safety; hold tuition below inflation; address administrative overhead, and welcome our largest and most Minnesotan class in decades; amongst so many others.

And there is so much to look forward to as we commence Year 2 of MPact 2025, and as we continue to work together as one System, from Crookston to Duluth, Morris to Rochester, and to the Twin Cities, to ensure that the University of Minnesota's best days lie ahead.

A stylized black ink signature of President Joan T.A. Gabel.

President Joan T.A. Gabel



**Five Strong Campuses.
One Strong State.**

The University of Minnesota System is one of the most comprehensive in the nation, with offerings to meet the interests of every student and the changing needs of our society. We're proud of our land-grant mission of world-class education, groundbreaking research, and community-focused engagement, and we are unified in our commitment to elevate Minnesota and beyond.

We promote student success.

Meeting all students where they are and maximizing their skills, potential, and well-being in a rapidly changing world.

Enrollment and Graduation



50-Year Record Enrollment

The Twin Cities campus enrolled the largest class in half a century, with 65% of new students from Minnesota.



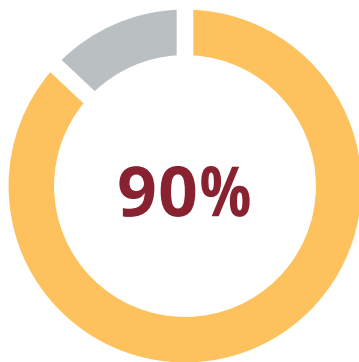
Most Minnesotan

Systemwide, the incoming class is the most Minnesotan in 50 years.



Record-High Graduation Rates

74.3% is a record-high four-year graduation rate for the Twin Cities campus. The rate has doubled since 2001, which is the single-greatest improvement among all U.S. doctoral-granting institutions.



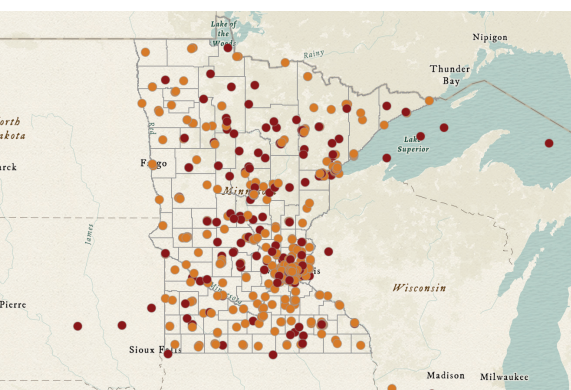
Student Placement

SYSTEMWIDE CAREER OUTCOMES
RATE (2019–2020)



We are a research powerhouse.

Channeling curiosity, investing in discovery to cultivate possibility, and innovating solutions while elevating Minnesota and society as a whole.



Research Impact



Top 10

Among U.S. public universities in research spending.



\$1 Billion

in research expenditures.



Patents

The U of M System is among the top 20 universities for gaining U.S. utility patents (including med-tech, etc.).

Innovation



20

A record # of start-ups launched this year.

195+

Total start-ups launched since 2006.



\$429 Million

in state-sponsored research over the past five years across medical technology, agriculture, and natural resources.

Outreach and Engagement



Statewide Impact

The University's commitment to service extends across the entire state, as the new engagement footprint map shows. View the map: system.umn.edu/your-community.

We serve the state and impact the world.

Inspired by Minnesota to improve people and places at world-class levels.



1,000

Degrees and certificates awarded in agriculture and natural resources sciences last year.



Over 70% Trained by the U of M

The vast majority of Minnesota's health care practitioners, including pharmacists, dentists, and veterinarians are trained by the U of M.



Advancing Sustainable Development Goals

The Sustainable Development Goals (SDG) Initiative brings together partners across the University to achieve MNtersections goals **3.1 (Health), 3.2 (Sustainability), and 3.3 (Natural Resources and Agro-Food Systems)**. Our work is aligned with **SDGs 2 (Zero Hunger), 3 (Good Health and Well Being) and 13 (Climate Action)**, and includes collecting data to submit to Times Higher Education Impact Rankings, advancing strategic partnerships with state, national, and international partners, and fostering faculty and student collaboration and teams through SDG Innovation Impact Co-labs and targeted grant programs to respond to partner and societal needs.

We are equitable, diverse, and inclusive.

Fostering a welcoming community that values belonging,
equity, diversity, and dignity in people and ideas.

Climate Survey



77.9%

Twin Cities students who agree
they have a sense of belonging.

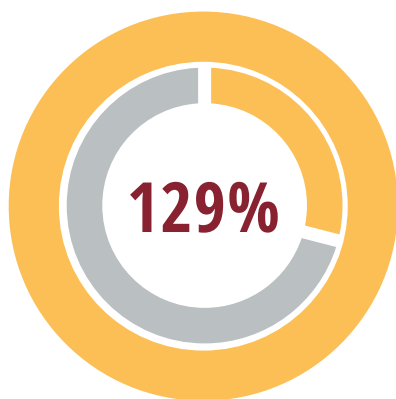


Job Satisfaction



Nearly 3 out of 4

U of M employees are highly
committed and dedicated to
their work.



Recruit Diverse Students

Systemwide, the percentage of all BIPOC
undergraduate, graduate, and professional students
has more than doubled over the past 20 years.



We are a responsible steward of resources.

Stewarding resources to promote access, efficiency, trust, and collaboration with the state, students, faculty, staff, and partners.



Mission Focus Remains High



Workers Highly Committed

A higher percentage of our workforce is solely committed to core mission activities than at most peer institutions.



Positioned for Excellence, Alignment & Knowledge

The PEAK Initiative, a systemwide effort to identify opportunities across non-academic functions to increase efficiency or gain capacity was launched to help steer our teaching, research, and outreach mission into the future.



Tuition Program for MN Families Earning < \$50K

The Promise Plus Free Tuition Program provides funds in addition to the federal, state, and University grants/scholarships needed to cover the full cost of tuition for students whose families make \$50,000 per year or less.



\$280 Million

in institutional gift aid provided to students systemwide.



>\$2K Below National Average

Systemwide, average student debt is below the national average by more than \$2,000. Average student debt on the Twin Cities campus is the fourth lowest in the Big Ten.

UNIVERSITY PROGRESS CARD

Commitment 1: Student Success

Strategic Focus	Campus	Performance Drivers/Outcomes	Baseline	Current	Goal	Progress
Systemwide enrollment	Twin Cities	Meet undergraduate enrollment goals for each campus.	30,907	30,734	33,000 by Fall 2025	
	Twin Cities	Achieve interquartile ACT range.	25-31	27-32	25-31	
	System	Increase percentage of MN H.S. graduates who attend U of M campuses as freshmen.	10.4%	10.3%	12% by Fall 2025	
Graduation rates	Twin Cities	Increase 4-year graduation rates.	72.7%	74.3%	76% by 2025	
	Twin Cities	Increase 6-year graduation rates.	84.5%	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%	11.1% / 9.0%	6.6% / 4.6% by 2025	
Retention	Twin Cities	Increase freshman to sophomore retention rate.	93.5%	91.7%	94% by 2025	
Institutional gift aid	System	Increase institutional gift aid for degree-seeking students by 10%.	\$281M	\$280M	\$304M by 2025	
Student mental health	System	Develop and launch initiative by June 2021 (building on the existing Mental Health Learning Collaborative).	N/A	Complete	By June 2021	
Strengthen career outcomes and placement	System	Increase undergraduate career outcomes and placement.	94%	90%	97% by 2025	
Distributed learning models	System	Percentage of instruction delivered through completely online or hybrid methods (2018-19 as baseline).	12%	16%	Increase year over year	

 = Completed

 = Inside Targeted Range

 = Outside Targeted Range or Requiring Additional Attention

 = Not Completed

Commitment 2: Discovery, Innovation, and Impact

Strategic Focus	Campus	Performance Drivers/Outcomes	Baseline	Current	Goal	Progress
Research Growth	Twin Cities	Increase research opportunities for all undergraduate students.	40.9% indicating participating in a research opportunity (SERU)	37.5%	Above 50%	
	System/ Twin Cities	Target growth for sponsored awards of 5% per year (stretch 7%) for next 5 years. Maintain Top 10 public University expenditure ranking in HERD.	\$876M / 10th HERD ranking	\$1.15B / Top Ten HERD ranking	\$1.1B by 2025 / Top 10	
	Twin Cities	Increase percentage of graduate students and postdocs employed in positions that use their degree.	98%	98%	Maintain 95% or above	
	System	Grow start-ups per year.	19	20	25 by 2025	
	System	Increase industry sponsored awards.	\$81.6M	\$255.5M (note: \$140.9M from Leidos/ NIH Prime COVID study)	\$109M by 2025	
	Twin Cities	Elevate USNWR National Public rankings and Shanghai rankings.	#26 USNWR / #40 Shanghai	#26 in USNWR / #40 in Shanghai	Top 25 public in USNWR / Top 35 in Shanghai by 2025	
	System	Achieve Carnegie Community Engagement designation.	UMM & UMTC	Work is underway and on track	All campuses by 2025	
	System	Develop unified service, outreach, & engagement database and map.	Establish baseline Spring 2021	Complete	By December 2021	
	System	Increase state funding.	\$1.86B (20-21 Biennium)	\$1.86B (20-21 Biennium)	Expand state partnership	
	System	Increase state-sponsored research.	\$412M (over last five years)	\$428.7M	Increase 2021-2025 total	

 = Completed

 = Inside Targeted Range








 = Outside Targeted Range or Requiring Additional Attention

 = Not Completed

Commitment 3: MNtersections

Strategic Focus	Campus	Performance Drivers/Outcomes	Baseline	Current	Goal	Progress
Medical School ranking	System	Elevate NIH Blue Ridge ranking each year.	27	28	Top 25 by 2023	
Technology innovation	System	Increase the number of med-tech / health science disclosures each year.	239	209	Increase year over year	
Leading health care delivery models	System	Improved patient experience scores year over year.	82.6%	83.3%	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	Submitted November 2021	N/A	
	System	Achieve Gold STAR rating.	Duluth and Morris	Work is underway and on track	All campuses by 2025	
Climate action plan for 2030	Each campus and systemwide	Establish next generation climate action plans for 2030.	N/A	Work is underway and on track	By 2023	
Ag-innovation and partnerships	System	Increase number of food, ag-tech, and natural resource-related disclosures.	33	29	Increase year over year	
	System	Actively participate in industry and government food, ag, and natural resource-related initiatives and partnerships.	Actively participating	Actively participating	Continue participating	

Commitment 4: Community and Belonging

Strategic Focus	Campus	Performance Drivers/Outcomes	Baseline	Current	Goal	Progress
Recruit diverse students, faculty and staff	System	Increase percentage of BIPOC / underrepresented (ethnicity) undergraduate students in the freshmen class.	26.1% BIPOC / 15.5% under-represented	29.1% BIPOC / 18.2% under-represented	Increase year over year	
		Increase percentage of BIPOC / underrepresented (ethnicity) incoming professional and graduate students.	21.9% BIPOC / 14.6% under-represented	22.4% BIPOC / 14.4% under-represented	Increase year over year	
		Increase percentage of BIPOC / underrepresented (ethnicity) faculty hired year over year.	18.9% BIPOC / 11.8% under-represented	18.8% BIPOC / 12.1% under-represented	Increase year over year	
		Increase percentage of BIPOC / underrepresented (ethnicity) staff hired year over year.	26.9% BIPOC / 18.3% under-represented	27.3% BIPOC / 19.5% under-represented	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 / 3.3% six-year	6.1% / 4%	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")	86.4%	77.9%	Increase year over year	
Job satisfaction	System	Increase commitment and dedication measure in Engagement Survey.	75%	73%	77% by 2025	
Institutional history	System	Complete Board of Regents April 2019 charge.	N/A	Complete	By June 2021	






 = Completed

 = Inside Targeted Range

 = Outside Targeted Range or Requiring Additional Attention

 = Not Completed

Commitment 5: Fiscal Stewardship

Strategic Focus	Campus	Performance Drivers/Outcomes	Baseline	Current	Goal	Progress
Student debt	System	Reduce average student debt for those who borrow to less than \$25,000 upon graduation.	\$27,864	\$28,021	Below \$25,000 by 2025	
On-campus employment	System	Increase on-campus employment opportunities for all students each year.	13,817 undergraduate student workers and graduate assistants	11,238	Increase year over year	
Targeted student aid	System	Create tuition free program for undergraduate students by 2021.	N/A	Complete	By Fall 2021	
Administrative costs	System	Promote operational efficiencies by maintaining spending on administration at 10 to 11.6% of total expenditures	11.6%	11.6%	N/A	
Continuous improvement	System	Institute annual reporting effort of continuous improvement practices systemwide.	N/A	Available June 2022	By June 2022	

The Systemwide Strategic Plan (SWSP) Measures are available upon request at z.umn.edu/requestSWSP.

UNIVERSITY OF MINNESOTA CAMPUSES

The University of Minnesota System has five distinct campuses—Crookston, Duluth, Morris, Rochester, and Twin Cities—serving all regions of the state. Each campus has unique strengths, enriched by its surrounding communities, and all are focused on meeting the needs of students and the state. Discover the signature offerings of each of our campuses at system.umn.edu/campuses.



CROOKSTON CAMPUS AT A GLANCE

The University of Minnesota Crookston is known for its focus on experiential learning, and the campus is also one of the nation’s pioneers in online and distance education.

Student Enrollment (Fall 2021)

Undergraduate	1,574	68%
Non-degree	730	32%
Total Students	2,304	

Degrees Awarded (2019–2020)

Bachelor’s	418
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Numbers of Employees (Fall 2021)

Direct Academic Providers	109	43%
Higher Ed Mission Support	52	20%
Intercollegiate Athletics	20	8%
Facilities Related Jobs	17	7%
Organizational Support	54	21%
Leadership	2	1%
Total Employees:	254	

Campus Physical Size (2021)

Number of Buildings	40
Assignable Square Feet	480,341

Total Expenditures (FY2021)

\$40 million



CROOKSTON CAMPUS

Comparison Group Institutions

For planning and assessment benchmarking, Crookston has identified eleven institutions similar in academic program mix, enrollment and student profile, and located in a relatively rural setting.

Institution	4-year graduation rate	Rank	6-year graduation rate
SUNY College of Agriculture and Technology at Cobleskill	43%	1	52%
University of Minnesota-Crookston	39%	2	51%
University of Wisconsin-River Falls	37%	3	58%
University of Pittsburgh-Johnstown	37%	3	54%
The University of Tennessee-Martin	35%	5	54%
Northwest Missouri State University	35%	5	53%
Southwest Minnesota State University	33%	7	47%
Lake Superior State University	31%	8	50%
Northern State University	29%	9	48%
Indiana University-Kokomo	27%	10	43%
University of Wisconsin-Platteville	26%	11	56%
Northwestern Oklahoma State University	13%	12	26%
Comparison Group Average	32%	—	49%

Class matriculating in 2014

Source: Integrated Postsecondary Education Data System (IPEDS)



DULUTH CAMPUS AT A GLANCE

The University of Minnesota Duluth is a highly ranked medium-sized regional university with a strong emphasis on the environment and sustainability, and a global reputation for natural resources and freshwater research.

Student Enrollment (Fall 2021)

Undergraduate	8,084	82%
Graduate	547	6%
Professional	286	3%
Non-Degree	967	10%
Total Students	9,884	

Degrees Awarded (2020–2021)

Bachelor's	2,091	90%
Master's	230	10%
Doctoral and Professional	0	0%
Total Degrees	2,321	

Numbers of Employees (Fall 2021)

Direct Academic Providers	636	39%
Fellows, Trainees & Students in Academic Jobs	224	14%
Higher Ed Mission Support	230	14%
Intercollegiate Athletics	50	3%
Facilities Related Jobs	145	9%
Organizational Support	316	20%
Leadership	18	1%
Total Employees	1,619	

Campus Physical Size (2021)

Number of Buildings	86
Assignable Square Feet	1,940,533

Total Expenditures (FY2021)

\$252 million



DULUTH CAMPUS

Comparison Group Institutions

The Duluth campus comparison group includes eleven higher education institutions, identified based on their similar academic programs, enrollment, degrees awarded, research activities, and their Carnegie Classification as Master's Medium Programs.

Institution	4-year graduation rate	Rank	6-year graduation rate
College of Charleston	57%	1	66%
California Polytechnic State University-San Luis Obispo	53%	2	83%
University of Minnesota-Duluth	43%	3	61%
University of Northern Iowa	41%	4	64%
South Dakota State University	41%	4	59%
Western Washington University	38%	6	68%
University of North Carolina at Charlotte	38%	6	65%
University of Massachusetts-Dartmouth	34%	8	52%
Southern Illinois University-Edwardsville	33%	9	52%
Minnesota State University-Mankato	28%	10	50%
Western Michigan University	27%	11	57%
University of Michigan-Dearborn	18%	12	55%
Comparison Group Average	38%	—	61%

Class matriculating in 2014

Source: Integrated Postsecondary Education Data System (IPEDS)



MORRIS CAMPUS AT A GLANCE

The University of Minnesota Morris is a public liberal arts college where students work closely with faculty and mentors to shape an education that prepares them for challenging graduate programs, productive careers, and deep civic engagement.

Student Enrollment (Fall 2021)

Undergraduate	1,189	92%
Non-degree	97	8%
Total Students	1,286	

Degrees Awarded (2020–2021)

Bachelor's	247
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Numbers of Employees (Fall 2021)

Direct Academic Providers	132	38%
Fellows, Trainees & Students in Academic Jobs	1	1%
Higher Ed Mission Support	65	19%
Intercollegiate Athletics	26	8%
Facilities Related Jobs	47	14%
Organizational Support	66	19%
Leadership	5	1%
Total Employees	342	

Campus Physical Size (2021)

Number of Buildings	36
Assignable Square Feet	598,344

Total Expenditures (FY2021)

\$51 million



MORRIS CAMPUS

Comparison Group Institutions

The Morris campus has identified the following 15 higher education institutions as its comparison group. These peer institutions come closest to aligning with the Morris campus's distinctive identity as a public liberal arts college. Comparable peers are listed in the table; aspirational peers are listed in the footnote.

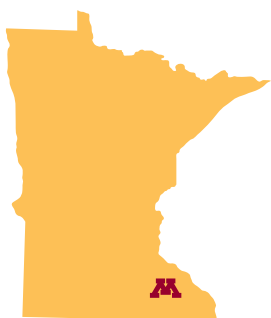
Institution	4-year graduation rate	Rank	6-year graduation rate
St. Mary's College of Maryland (PR)	63%	1	72%
Concordia College at Moorhead (PR)	63%	1	68%
Albion College (PR)	58%	3	68%
Coe College (PR)	55%	4	59%
Lycoming College (PR)	52%	5	62%
University of North Carolina at Asheville (P)	47%	6	62%
SUNY at Purchase College (P)	53%	7	61%
University of Minnesota-Morris (P)	46%	8	60%
University of Maine at Farmington (P)	46%	8	60%
Massachusetts College of Liberal Arts (P)	45%	10	53%
The University of Virginia's College at Wise (P)	31%	11	48%
Comparison Group Average	51%	—	61%
Aspirational Peer Average* (PR)	80%	—	84%

Class matriculating in 2014

Public = (P) Private = (PR)

Source: Integrated Postsecondary Education Data System (IPEDS)

**Aspirational peer institutions: Macalester College (88%), DePauw University (85%), St. Olaf College (82%), Gustavus Adolphus College (75%), Kalamazoo College (72%)*



ROCHESTER CAMPUS AT A GLANCE

The University of Minnesota Rochester empowers health sciences professionals to solve the grand health challenges of the 21st century and maintains unique collaborations with world-renowned medical organizations in the community.

Student Enrollment (Fall 2021)

Undergraduate	614	66%
Undergraduate (Nursing partnership programs)*	89	9%
Graduate and Professional*	221	23%
Non-degree	18	2%
Total Students	932	

Degrees Awarded (2020–2021)

B.S. (Health Science)	87	60%
B.S. (Health Professions)	30	21%
M.S. & Ph.D. (Biomedical Informatics and Computational Biology)	28	19%
Total Degrees	145	

Numbers of Employees (Fall 2021)

Direct Academic Providers	41	44%
Fellows, Trainees & Students in Academic Jobs	6	6%
Higher Ed Mission Support	29	31%
Facilities Related Jobs	1	1%
Organizational Support	13	14%
Leadership	4	4%
Total Employees	94	

Campus Physical Size (2021)

Number of Buildings (leased)	6
Assignable Square Feet	196,389

Total Expenditures (FY2021)

\$20 million



*Students in Biomedical Informatics and Computational Biology, M.B.A., Nursing, and Occupational Therapy programs are registered in partnership programs with degrees awarded by the Twin Cities or Duluth campuses.

ROCHESTER CAMPUS

Comparison Group Institutions

The Rochester campus established its inaugural peer group of nine institutions in 2021. The group includes newer institutions that value innovation; health and community connections; pedagogical and faculty research emphasis; and student demographics and institutional commitments to diversity, access, and equity.

Institution	4-year graduation rate	Rank	6-year graduation rate
Albion College	58%	1	68%
New College of Florida	56%	2	64%
University of New Hampshire at Manchester	55%	3	66%
MCPHS University	54%	4	66%
College of the Atlantic	53%	5	66%
University of Minnesota-Rochester	52%	6	54%
University of California-Merced	45%	7	69%
Western Washington University	38%	8	68%
Florida Polytechnic University	36%	9	50%
Arizona State University-Polytechnic*	—		—
Comparison Group Average	50%	—	63%

Class matriculating in 2014

Source: Integrated Postsecondary Education Data System (IPEDS)

**Arizona State University does not disaggregate their Polytechnic campus data for IPEDS reporting.*



TWIN CITIES CAMPUS AT A GLANCE

The University of Minnesota Twin Cities is the flagship campus and one of five university campuses in the nation with schools of engineering, medicine, veterinary medicine, law, and agriculture all in one campus.

Student Enrollment (Fall 2021)

Undergraduate	30,734	59%
Graduate	11,894	23%
Professional	3,957	8%
Non-degree	5,695	11%
Total Students	52,280	

Degrees Awarded (2020–2021)

Bachelor's	8,470	64%
Master's	2,930	22%
Doctoral & Professional	1,768	13%
Total Degrees	13,168	

Numbers of Employees (Fall 2021)

Direct Academic Providers	6,935	31%
Fellows, Trainees and Students in Academic Jobs	6,078	28%
Higher Ed Mission Support	3,778	17%
Intercollegiate Athletics	167	1%
Facilities Related Jobs	1,183	5%
Organizational Support	3,749	17%
Leadership	181	1%
Total Employees	22,071	

Campus Physical Size (2021)

Minneapolis	No. of Buildings	188
	Assignable Sq Ft	12,402,429
Saint Paul	No. of Buildings	157
	Assignable Sq Ft	2,572,769

Total Expenditures (FY2021)

\$3.7 billion



TWIN CITIES CAMPUS

Comparison Group Institutions

The Twin Cities campus has identified ten public research universities for primary comparison. While these institutions are among the most similar in size and complexity to the Twin Cities campus and the best available for comparison, the institutions have significant differences. Notably, the Twin Cities campus comparison group includes the very best public research universities in the United States. In using this peer group as a benchmark, the campus intentionally measures itself against the highest standards in the nation. The following graduation rates are those reported to the national database (IPEDS), which has a two-year lag. Therefore, Twin Cities campus four-year rates in this table do not match the more current rates reported on page 9.

Institution	4-year graduation rate	Rank	6-year graduation rate
University of Michigan-Ann Arbor*	81%	1	93%
University of California-Los Angeles	81%	1	91%
University of California-Berkeley	76%	3	92%
University of Illinois Urbana-Champaign*	72%	4	86%
University of Minnesota-Twin Cities*	71%	5	84%
The University of Texas at Austin	70%	6	88%
Pennsylvania State University-Main Campus*	70%	6	86%
University of Florida	67%	8	89%
University of Washington-Seattle Campus	67%	8	82%
University of Wisconsin-Madison*	66%	10	88%
Ohio State University-Main Campus*	65%	11	87%
Comparison Group Average	71%	—	88%
University of Maryland-College Park*	70%		87%
Indiana University-Bloomington*	69%		80%
Rutgers University-New Brunswick*	67%		84%
Purdue University-Main Campus*	60%		83%
Michigan State University*	58%		82%
University of Iowa*	54%		72%
University of Nebraska-Lincoln*	42%		67%
BIG10 Public Group Average	65%	—	83%

Class matriculating in 2014

Source: Integrated Postsecondary Education Data System (IPEDS); and Penn State IR

** BIG10 public institution*

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Elected in 2017
Term expires in 2023*

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Elected in 2011, 2017
Term expires in 2023*

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Term expires in 2025*

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Elected in 2021
Term expires in 2027*

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Elected in 2021
Term expires in 2027*

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Term expires in 2027*

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Term expires in 2025*

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Elected in 2019
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*At-Large Representative
Elected in 2021
Term expires in 2025*

Kodi J. Verhalen

*Congressional District 6
Elected in 2021
Term expires in 2027*

Brian Steeves

*Executive Director and Corporate Secretary
600 McNamara Alumni Center
200 Oak Street S.E.
University of Minnesota
Minneapolis, MN 55455*

SENIOR LEADERS

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