

UNIVERSITY PERFORMANCE AND ACCOUNTABILITY REPORT



Published February 2024



Table of Contents

Letter from the Interim President	3
<hr/>	
MPact 2025 Dashboard	
We promote student success.	4
We are a research and innovation powerhouse.	5
We serve the state and impact the world.	6
We are equitable, diverse, and inclusive.	7
We are a responsible steward of resources.	8
<hr/>	
University Progress Card	9
<hr/>	
University of Minnesota Campuses	14
<hr/>	
Board of Regents	24
<hr/>	
Senior Leaders	25

LETTER FROM THE INTERIM PRESIDENT

Dear U of M community members and partners,

When I joined the University, I was glad to see that there was a comprehensive systemwide strategic plan in place, MPact 2025. It has provided me, and all of us, with a tool to track progress on our highest priority goals. When you look at our recent accomplishments, there is so much to be proud of.

Across our five campuses, 70% of enrolled freshmen are from Minnesota this fall. Also systemwide, our incoming class in the fall had the highest percentage of BIPOC students in our recorded history—nearly one-third of all freshmen. Upon graduation, nearly 92% of our students systemwide are employed or are continuing their education, and over two thirds of employed graduates work for an organization in Minnesota. Our Twin Cities campus recorded its second highest four-year graduation rate (74.5%). We topped \$1 billion in research awards for the third year in a row, and launched a record-setting 23 startup companies. And the list goes on.

These pages reflect our commitment—as a University of Minnesota System—to student success, to discovery and innovation, to collaboration with our many partners across the state, to community and belonging, and to fiscal stewardship. Our work in all these areas will continue with a firm resolve. As we continue to improve, we look forward to sharing more success stories in future years.



Sincerely,

A handwritten signature in black ink that reads "Jeff Ettinger". The signature is written in a cursive, flowing style.

*Jeff Ettinger,
Interim President*



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

Serving Minnesota Students

70% of enrolled freshman systemwide are from Minnesota this fall. The past three years have been the highest years of MN high school graduate enrollment.

Continued Strong Demand

Systemwide, the University welcomed more than **68,000 students for the Fall 2023 semester**, the fourth highest enrollment in history. The Twin Cities campus saw the second highest enrollment with nearly 55,000 students.

Record-High Graduation Rates

The Duluth and Rochester campuses had the highest 4-year graduation rates ever recorded. The Twin Cities campus recorded the second highest 4-year and the overall highest 6-year graduation rates.

Student Career Outcomes

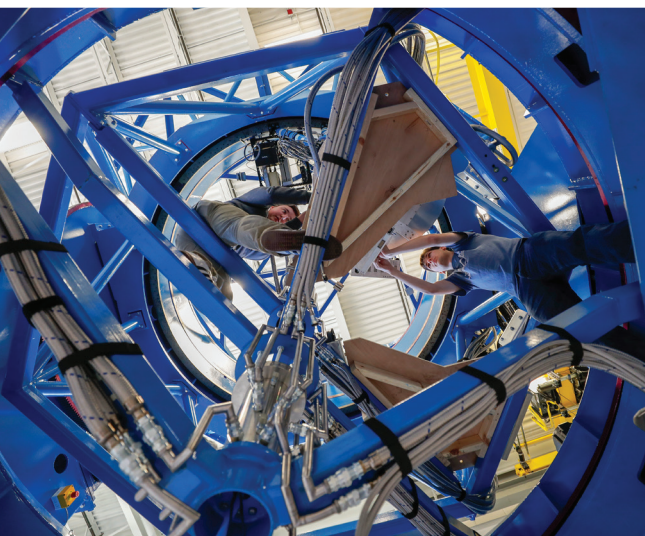
Nearly 92% of graduated students systemwide are employed or are continuing their education.

Systemwide, **over two thirds of employed graduates work** for a company or organization located in Minnesota.



We are a research and innovation powerhouse.

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



NATIONAL STANDING

Highest Ever National Ranking

The Twin Cities campus achieved its highest national universities ranking ever according to U.S. News and World Report, and continues to rank in the top 25 of public national universities.

- #53 in National Universities
- #23 in Top Public Schools

Research Impact

\$1 billion plus in research awards for the third year in a row; external research funding has increased 30% over the past five years.

CATALYZING INNOVATION

Record-Setting New Startups

The University launched **23 new startups**.

Industry Partnerships

\$131.4 million in industry sponsored awards is the University's 2nd highest total ever.

\$495.6 Million

In state-sponsored research over the past five years across all disciplines.

We serve the state and impact the world.

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

SUSTAINABILITY FOR MN AND THE WORLD

Meeting Sustainable Development Goals

#8 University in the U.S. overall



Ranked 2nd for promoting good health and well-being



Ranked 3rd for combating hunger, up two spots from 2022

INVESTING IN THE HEALTH OF MINNESOTANS

Increasing Medical School Funding

- **#8 among U.S. public medical schools**, up 5 spots from the previous year
- **#21 among all U.S. medical schools**, the University's highest ranking in 30 years

Based on funding received according to the NIH Blue Ridge Institute for Medical Research.

Enhancing Extension's Reach

Individual partnerships with Extension continue to rise, **up 22 percent in the past two years to 1,724.**



We are equitable, diverse, and inclusive.

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



CONTINUED COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Students

Systemwide, the incoming Fall 2023 freshman class had the highest percentage of BIPOC students in recorded history, representing nearly one third of all freshmen.

Faculty & Staff

Newly hired faculty and staff who identify as BIPOC rose to a new high of nearly 25% systemwide, and the percentage of total BIPOC faculty and staff has risen more than 6 percentage points since 2012.

University Suppliers

In FY 23, the Office for Supplier Diversity grew the Targeted Business Directory from 78 businesses to 530. The directory lists suppliers that are owned and operated by BIPOC, women, and/or disabled individuals.

Investing in DEI Partnerships

More than 25% of the University's new private partnerships were committed to investment managers classified as emerging, minority- or woman-owned.



We are a responsible steward of resources.

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

DIRECTING FUNDS TO STUDENTS

Expanding Student Aid

The University expanded the amount of student financial aid that does not need to be repaid to **\$307.3M, exceeding \$300M for the first time** and surpassing the MPact 2025 goal of \$304M.

Increased Student Employment

15% increase in University employment opportunities for undergraduate and graduate students over the past four years.

DIRECTING FUNDS TO MISSION

Investing in the University's Future

\$328 million in proceeds from the University's Long Term Capital Financing Program have been allocated to Board-approved projects; \$66 million of that supported projects in the past year, including upgrading the University's education and research buildings and utilities infrastructure.



UNIVERSITY PROGRESS CARD

Commitment 1: Student Success

Strategic Focus	Campus	Performance Drivers/Outcomes	Baseline	Current	2025 Goal	Progress
Systemwide enrollment	Twin Cities	Meet undergraduate enrollment goals for each campus.	30,907	30,469	33,000	●
	Twin Cities	Achieve interquartile ACT range.	25-31	27-31	25-31	●
	System	Increase percentage of MN H.S. graduates who attend U of M campuses as freshmen.	10.4%	10.6%	12%	●
Graduation rates	Twin Cities	Increase 4-year graduation rates.	72.7%	74.5%	76%	●
	Twin Cities	Increase 6-year graduation rates.	84.5%	85.0%	86%	●
	System	Reduce gap between 4-year and 6-year grad rates of Pell-eligible and non Pell-eligible students by 50%.	13.3% / 9.2%	9.7% / 10.2%	6.6% / 4.6%	●
Retention	Twin Cities	Increase freshman to sophomore retention rate.	93.5%	91.1%	94%	●
Institutional gift aid	System	Increase institutional gift aid for degree-seeking students by 10%.	\$281M	\$307.3M	\$304M	●
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	Career success outcomes of UMN students will exceed national outcomes reported by NACE between 6 and 10%.	94%	91.8%	Maintain 6-10% above national average	●
Distributed learning models	System	Add one new distributed education program leveraging systemwide expertise each year.	Current Programs	NXT GEN BADGE and NXT GEN TEACH launching Fall 2024	One new program each 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	2025 Goal	Progress
Research Growth	Twin Cities	Increase research opportunities for all undergraduate students.	40.9% indicating participating in a research opportunity (SERU)	Next update 2024	Above 50%	N/A
	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	\$1.13B / 12th in HERD ranking	\$1.1B / Top 10	●
	Twin Cities	Increase percentage of graduate students and postdocs employed in positions that use their degree.	98%	97%	Maintain 95% or above	●
	System	Grow start-ups per year.	19	23	25	●
	System	Increase industry sponsored awards.	\$81.6M	\$131.4M	\$109M	●
	Twin Cities	Elevate USNWR National Public rankings and Shanghai rankings.	#26 USNWR / #40 Shanghai	#23 USNWR / #44 Shanghai	Top 25 public in USNWR / Top 35 in Shanghai	●
	System	Achieve Carnegie Community Engagement designation.	UMM & UMTC	Complete	All campuses	✓
	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)	\$1.91B (2022-23 Biennium)	Expand state partnership	●
	System	Increase state-sponsored research.	\$412M (over last five years)	\$495.6M	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	2025 Goal	Progress
Medical School ranking	System	Elevate NIH Blue Ridge ranking each year.	27	21	Top 25	
Technology innovation	System	Increase the number of med-tech / health science disclosures each year.	239	210	Increase year over year	
Leading health care delivery models	System	Improved patient experience scores year over year.	82.6%	89.4%	85% of patients recommend UMN	
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	Overall 101-200 range	N/A	
	System	Achieve Gold STAR rating.	Duluth and Morris	Morris and Twin Cities achieved; Crookston expected 2024.	All campuses	
Climate action plan for 2030	Each campus and systemwide	Establish next generation climate action plans for 2030.	N/A	Twin Cities, Duluth complete. Rochester to be completed June 2024.	By 2025	
Ag-innovation and partnerships	System	Increase number of food, ag-tech, and natural resource-related disclosures.	33	56	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	






 = Completed
  = Inside Targeted Range
  = Outside Targeted Range or Requiring Additional Attention
  = Not Completed

Commitment 4: Community and Belonging

Strategic Focus	Campus	Performance Drivers/Outcomes	Baseline	Current	2025 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	32.3% BIPOC / 20.5% under-represented	Increase year over year	
		Increase percentage of BIPOC / underrepresented (ethnicity) incoming professional and graduate students.	21.9% BIPOC / 14.6% under-represented	22.0% BIPOC / 14.9% under-represented	Increase year over year	
		Increase percentage of BIPOC / underrepresented (ethnicity) faculty hired year over year.	18.9% BIPOC / 11.8% under-represented	19.7% BIPOC / 11.9% under-represented	Increase year over year	
		Increase percentage of BIPOC / underrepresented (ethnicity) staff hired year over year.	26.9% BIPOC / 18.3% under-represented	26.5% BIPOC / 18.9% 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	4.7% / 3.2%	4% / 1.7%	
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%	Next update 2024	Increase year over year	
Job satisfaction	System	Increase commitment and dedication measure in Engagement Survey.	75%	74%	77%	
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	2025 Goal	Progress
Student debt	System	Ensure average student debt for those who borrow is under the national average by at least \$2,500.	\$27,864 (\$2,155 below national average)	\$27,913 (\$1,545 below national average)	\$2,500 below national average	
On-campus employment	System	Increase on-campus employment opportunities for all students each year.	13,349	15,380	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%	11.4%	N/A	
Continuous improvement	System	Institute annual reporting effort of continuous improvement practices systemwide.	N/A	PEAK Phase 2 begins January 2024	By June 2022	

 = Completed
  = Inside Targeted Range
  = Outside Targeted Range or Requiring Additional Attention
  = Not Completed

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 2023)

Undergraduate	1,650
Non-degree	868

Total Students **2,518**

Degrees Awarded (2022-2023)

Bachelor's	359
------------	-----

Numbers of Employees (Fall 2023)

Direct Academic Providers	110
Higher Ed Mission Support	61
Intercollegiate Athletics	29
Facilities Related Jobs	24
Organizational Support	61
Leadership	3

Total Employees: **288**

Campus Physical Size (2023)

Number of Buildings	41
Assignable Square Feet	482,375

Total Expenditures (FY2023)

\$45 million



CROOKSTON CAMPUS

Comparison Group Institutions

For planning and assessment benchmarking, Crookston has identified the following public research universities for primary comparison.

Institution	4-year graduation rate	Rank	6-year graduation rate
SUNY College of Agriculture and Technology at Cobleskill	51%	1	55%
University of Minnesota-Crookston	43%	2	53%
University of Wisconsin-River Falls	41%	3	59%
Northern State University	40%	4	59%
Northwest Missouri State University	40%	4	53%
The University of Tennessee-Martin	38%	6	53%
University of Pittsburgh-Johnstown	36%	7	48%
Lake Superior State University	31%	8	49%
University of Wisconsin-Platteville	31%	8	61%
Southwest Minnesota State University	27%	10	40%
Indiana University-Kokomo	26%	11	41%
Northwestern Oklahoma State University	18%	12	27%
Comparison Group Average	35%		50%

Class matriculating 2016

Source: Integrated Postsecondary Education Data System (IPEDS)

Graduation rates reported to the national database (IPEDS) have a two-year lag and count only students who matriculated at and graduated from the same campus. The rates presented above will differ from those included in the Progress Card, which reports graduation rates based on students graduating from any campus in the system, regardless of transfer activity. Using this methodology, the Crookston campus would have a 49% four-year graduation rate and a 59% six-year graduation rate for the class matriculating in 2016.



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 2023)

Undergraduate	7,475
Graduate	564
Professional	237
Non-Degree	1,074

Total Students 9,350

Degrees Awarded (2022–2023)

Bachelor's	1,912
Master's	202
Doctoral and Professional	3

Total Degrees Awarded 2,117

Numbers of Employees (Fall 2023)

Direct Academic Providers	633
Fellows, Trainees & Students in Academic Jobs	218
Higher Ed Mission Support	253
Intercollegiate Athletics	51
Facilities Related Jobs	152
Organizational Support	421
Leadership	16

Total Employees 1,744

Campus Physical Size (2023)

Number of Buildings	107
Assignable Square Feet	2,001,272

Total Expenditures (FY2023)

\$275 million



DULUTH CAMPUS

Comparison Group Institutions

The Duluth campus has identified the following public research universities for primary comparison.

Institution	4-year graduation rate	Rank	6-year graduation rate
California Polytechnic State University-San Luis Obispo	60%	1	85%
College of Charleston	57%	2	65%
University of North Carolina at Charlotte	48%	3	70%
University of Minnesota-Duluth	43%	4	62%
University of Northern Iowa	43%	4	64%
Western Washington University	42%	6	65%
South Dakota State University	42%	6	59%
University of Massachusetts-Dartmouth	39%	8	55%
Southern Illinois University-Edwardsville	34%	9	52%
Minnesota State University-Mankato	30%	10	52%
Western Michigan University	28%	11	55%
University of Michigan-Dearborn	27%	12	56%
Comparison Group Average	41%		62%

Class matriculating 2016

Source: Integrated Postsecondary Education Data System (IPEDS)

Graduation rates reported to the national database (IPEDS) have a two-year lag and count only students who matriculated at and graduated from the same campus. The rates presented above will differ from those included in the Progress Card, which reports graduation rates based on students graduating from any campus in the system, regardless of transfer activity. Using this methodology, the Duluth campus would have a 46% four-year graduation rate and a 68% six-year graduation rate for the class matriculating in 2016.



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 2023)

Undergraduate	980
Non-degree	40

Total Students 1,020

Degrees Awarded (2022-2023)

Bachelor's	226
------------	-----

Numbers of Employees (Fall 2023)

Direct Academic Providers	129
Fellows, Trainees & Students in Academic Jobs	1
Higher Ed Mission Support	64
Intercollegiate Athletics	25
Facilities Related Jobs	46
Organizational Support	89
Leadership	6

Total Employees 360

Campus Physical Size (2023)

Number of Buildings	37
Assignable Square Feet	601,040

Total Expenditures (FY2023)

\$53 million



MORRIS CAMPUS

Comparison Group Institutions

The Morris campus has identified the following public research universities for primary comparison. 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
Concordia College at Moorhead (PR)	65%	1	69%
St. Mary's College of Maryland (PR)	60%	2	71%
Coe College (PR)	60%	2	65%
SUNY at Purchase College (P)	58%	4	67%
Lycoming College (PR)	55%	5	64%
Massachusetts College of Liberal Arts (P)	49%	6	56%
Albion College (PR)	48%	7	59%
University of Minnesota-Morris (P)	48%	7	58%
University of North Carolina at Asheville (P)	44%	9	59%
University of Maine at Farmington (P)	39%	10	53%
University of Virginia's College at Wise (P)	24%	11	45%
Comparison Group Average	50%		61%
Aspirational Peer Average* (PR)	77%		82%

Class matriculating 2016

Source: Integrated Postsecondary Education Data System (IPEDS)

Public = (P) Private = (PR)

*Aspirational peer institutions 4-year/6-year graduation rates: Macalaster College (83%/88%), St. Olaf College (82%/85%), DePauw University (75%/79%), Gustavus Adolphus College (73%/76%), Kalamazoo College (71%/80%)

Graduation rates reported to the national database (IPEDS) have a two-year lag and count only students who matriculated at and graduated from the same campus. The rates presented above will differ from those included in the Progress Card, which reports graduation rates based on students graduating from any campus in the system, regardless of transfer activity. Using this methodology, the Morris campus would have a 50% four-year graduation rate and a 63% six-year graduation rate for the class matriculating in 2016.



ROCHESTER CAMPUS AT A GLANCE

The University of Minnesota Rochester prepares health sciences professionals and maintains unique collaborations with world-renowned medical organizations in the community.

Students Served (Fall 2023)

Undergraduate	568
Non-degree	20
Nursing partnership programs*	116
Graduate and Professional partnership programs*	228
Total Students Served	932

Degrees Awarded (2022–2023)

B.S. (Health Science)	134
B.S. (Health Professions)	25

Total Degrees Awarded 159

Partnership Degrees (2022-23)**

Nursing partnership programs	26
Graduate and Professional partnership programs	51

Numbers of Employees (Fall 2023)

Direct Academic Providers	43
Fellows, Trainees & Students in Academic Jobs	5
Higher Ed Mission Support	31
Facilities Related Jobs	0
Organizational Support	19
Leadership	5

Total Employees 103

Campus Physical Size (2023)

Number of Buildings (leased)	6
Assignable Square Feet	272,382

Budget Expenditures (FY2023)

\$26 million



*Students not officially enrolled at UMN Rochester but who participate in a partnership program between UMN Rochester and another UMN campus. These students are included in official enrollment of other UMN campuses.

**Degrees are awarded by a degree-granting UMN institution through a partnership program. These degrees are included in official degrees awarded for other UMN campuses.

ROCHESTER CAMPUS

Comparison Group Institutions

The Rochester campus has identified the following public research universities for primary comparison. 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
University of New Hampshire at Manchester	60%	1	69%
New College of Florida	54%	2	63%
University of Minnesota-Rochester	54%	2	59%
College of the Atlantic	52%	4	58%
MCPHS University	50%	5	62%
Albion College	48%	6	59%
University of California-Merced	44%	7	67%
Western Washington University	42%	8	65%
Florida Polytechnic University	31%	9	47%
Arizona State University-Polytechnic*			
Comparison Group Average	48%		61%

Class matriculating 2016

Source: Integrated Postsecondary Education Data System (IPEDS)

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

Graduation rates reported to the national database (IPEDS) have a two-year lag and count only students who matriculated at and graduated from the same campus. The rates presented above will differ from those included in the Progress Card, which reports graduation rates based on students graduating from any campus in the system, regardless of transfer activity. Using this methodology, the Rochester campus would have a 56% four-year graduation rate and a 66% six-year graduation rate for the class matriculating in 2016.



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 2023)

Undergraduate	30,469
Graduate	11,233
Professional	3,904
Non-degree	9,284

Total Students 54,890

Degrees Awarded (2022–2023)

Bachelor's	7,640
Master's	3,100
Doctoral & Professional	1,804

Total Degrees Awarded 12,544

Numbers of Employees (Fall 2023)

Direct Academic Providers	7,267
Fellows, Trainees and Students in Academic Jobs	6,142
Higher Ed Mission Support	4,207
Intercollegiate Athletics	192
Facilities Related Jobs	1,195
Organizational Support	5,962
Leadership	215

Total Employees 25,180

Campus Physical Size (2023)

Minneapolis	No. of Buildings	193
	Assignable Sq Ft	12,389,340
Saint Paul	No. of Buildings	157
	Assignable Sq Ft	2,548,259

Total Expenditures (FY2023)

\$4.4 billion



TWIN CITIES CAMPUS

Comparison Group Institutions

The Twin Cities campus has identified the following 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.

Institution	4-year graduation rate	Rank	6-year graduation rate
University of Michigan-Ann Arbor*	81%	1	93%
University of Maryland-College Park	74%	2	89%
University of Minnesota-Twin Cities*	73%	3	84%
Indiana University-Bloomington	72%	4	81%
University of Illinois Urbana-Champaign*	72%	4	85%
University of Wisconsin-Madison*	71%	6	89%
Rutgers University-New Brunswick	70%	7	84%
Ohio State University-Main Campus*	69%	8	88%
Pennsylvania State University-Main Campus*	69%	8	83%
Michigan State University	63%	10	82%
Purdue University-Main Campus	62%	11	83%
University of Iowa	55%	12	74%
University of Nebraska-Lincoln	46%	13	65%
Big Ten Public Group Average	67%		83%
University of California-Los Angeles*	84%		92%
University of California-Berkeley*	82%		94%
University of Florida*	72%		90%
The University of Texas at Austin*	72%		88%
University of Washington-Seattle Campus*	71%		84%
Comparison Group Average	74%		88%

Class matriculating 2016

Source: Integrated Postsecondary Education Data System (IPEDS)

*Twin Cities Peer Group Institution

Graduation rates reported to the national database (IPEDS) have a two-year lag and count only students who matriculated at and graduated from the same campus. The rates presented above will differ from those included in the Progress Card, which reports graduation rates based on students graduating from any campus in the system, regardless of transfer activity. Using this methodology, the Twin Cities campus would have a 73% four-year graduation rate and a 85% six-year graduation rate for the class matriculating in 2016.

BOARD OF REGENTS

Janie S. Mayeron, Chair

*Congressional District 5
Elected in 2019
Term expires in 2025*

Douglas A. Huebsch, Co-Vice Chair

*Congressional District 7
Elected in 2021
Term expires in 2027*

Mike O. Kenya, Co-Vice Chair

*At-Large, Student Seat
Elected in 2019
Term expires in 2025*

Mary A. Davenport

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

James T. Farnsworth

*Congressional District 4
Elected in 2021
Term expires in 2027*

Robyn J. Gulley

*Congressional District 2
Elected in 2023
Term expires in 2029*

Ruth E. Johnson

*Congressional District 1
Elected in 2021
Term expires in 2027*

Tadd M. Johnson

*Congressional District 8
Elected in 2022, 2023
Term expires in 2029*

Bo Thao-Urabe

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

Mary C. Turner

*Congressional District 3
Elected in 2023
Term expires in 2029*

Kodi J. Verhalen

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

Penny A. Wheeler

*At-Large Representative
Elected in 2023
Term expires in 2029*

Brian Steeves

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

SENIOR LEADERS

Jeff Ettinger

Interim President

Rachel Croson

*Executive Vice President
and Provost*

Myron Frans

*Senior Vice President for
Finance and Operations*

Ann Aronson

Chief Marketing Officer

Mark Coyle

Athletics Director

Karen Diver

*Senior Advisor to the President
for Native American Affairs*

Bernard Gulachek

Vice President and Chief Information Officer

Ken Horstman

Vice President for Human Resources

Boyd Kumher

Chief Compliance Officer

Melisa López Franzen

*Executive Director of Government
and Community Relations*

Doug Peterson

General Counsel

Calvin Phillips

Vice President for Student Affairs

Shashank Priya

Vice President for Research and Innovation

Alice Roberts-Davis

Vice President of University Services

Mercedes Ramírez Fernández

Vice President for Equity and Diversity

Chuck Tombarge

Chief Public Relations Officer

Jakub Tolar

*Dean of Medical School and
Vice President for Clinical Affairs*

Julie Tonneson

Vice President and Budget Director

Lori J. Carrell

*Chancellor,
University of Minnesota Rochester*

Mary Holz-Clause

*Chancellor,
University of Minnesota Crookston*

David McMillan

*Interim Chancellor,
University of Minnesota Duluth*

Janet Shrunk Ericksen

*Chancellor,
University of Minnesota Morris*