

Introduction

The University of Minnesota Duluth (UMD), located in Northeast Minnesota near the shores of Lake Superior, is one of five campuses within the University of Minnesota System. The System is governed by the Board of Regents and System President Eric W. Kaler. Chancellor Lendley C. Black, UMD's chief officer, reports to the President Kaler. In addition to the Chancellor's unit, UMD's current structure includes the divisions of Academic Affairs, Student Life, and Finance and Operations, each of which is led by a Vice Chancellor. The Evidence File within the Assurance System is based on this organizational structure.



UMD Highlights 2008-2018. During the past decade UMD promoted many initiatives to advance the institution's mission. The few key items listed here are described in more detail within the Assurance Argument, as are many other activities:

- **Assessment of Student Learning:** After UMD's comprehensive accreditation review in 2008, the campus participated in the HLC Assessment Academy to develop institution-wide assessment practices. Initial practices were in place by 2009, and steady improvements have been made since.
- **Liberal Education Program:** A task force charged with the review of UMD's Liberal Education Program completed its work in 2009 with recommendations to restructure the program's undergraduate degree requirements. The revised structure took effect beginning in the Fall of 2012 and is currently under internal review.
- **Strategic Planning:** Chancellor Black led the development of a formal Strategic Plan in 2011, and portions of the plan were updated in 2017. Work continues in 2018 to identify campus initiatives and measures for institutional goals.
- **Strategic Enrollment Management:** A campus-wide council was created in 2011 to provide recommendations regarding the optimal recruitment, retention, and graduation rates of students. This group reviews and integrates institutional data, external environment data, and relevant stakeholder information to inform goals and action steps.
- **Campus Change Team:** Since 2011, a Campus Change Team has led efforts to create and maintain an inclusive culture for all students, faculty, and staff. In addition to campus-level initiatives, such as conducting campus climate surveys to inform improvements to the campus climate, members of the team lead their respective units to promote inclusiveness and celebrate diversity at department and college levels.
- **Internationalization:** In 2012-13 UMD undertook a comprehensive evaluation of its international footprint and foci under the auspices of the American Council on Education's Internationalization Laboratory program. This resulted in a number of strategic and tactical foci organized under the Global 2020 plan.
- **UMD Shared Governance:** A revised shared governance model for the campus was implemented in 2013-14 to better account for the work taking place, including student learning assessment, Liberal Education Program oversight, strategic planning, and enrollment management. The structure was reviewed and updated in the Spring of 2017.
- **Program Prioritization:** In response to budget challenges, the Executive Vice Chancellor for Academic Affairs led a formal initiative during 2013 in which every academic and administrative/support unit on campus was evaluated and prioritized. Additional budget reductions through program prioritization activities took effect FY2018, and more reallocations are planned for upcoming years.

UMD Culture. Through developing and implementing initiatives such as those described above, UMD's faculty, staff, and students have come together in a collaborative, inclusive manner. As administrators have worked over the past several years to balance campus priorities amid ongoing financial pressures and System-established guidelines, UMD has increasingly embraced a more data- and assessment-driven approach to institutional learning. By continually evaluating work—whether completed, in progress, or proposed—faculty, staff, and administrators determine what to keep doing, what to stop doing, and what changes are needed to achieve desired improvements. UMD continues to build upon this momentum, generated in part by the HLC Quality Initiative that focused on critical reflection and continuous improvement. Examples are provided throughout the Assurance Argument.