

## 4: University of Minnesota Morris

The mission of the University of Minnesota, Morris is to provide an undergraduate liberal arts education of uncompromising rigor to students from around the region, the nation, and the world. This mission has been at the core of the Morris campus since it opened its doors in 1960 and builds on the legacy of the previous educational institutions located here: the American Indian Boarding school dating to the late 19<sup>th</sup> century and the agricultural boarding high school and experiment station of the first half of the twentieth century.

UMM values students who exhibit high academic potential and high motivation, and who are hard working and self-starters; faculty

members who excel as undergraduate teachers and successfully pursue a serious scholarly agenda, with measurable results; and staff who understand their important role in the educational process and do their work with prideful excellence.

Morris campus culture is characterized by an unwavering commitment to the liberal arts and to undergraduate learning and teaching, significant diversity (especially recognizing American Indian heritage), the thoughtful integration of the curricular, co-curricular and extracurricular aspects of the student experience, and service to the community.

<b>Morris Campus At A Glance</b>		
<b>Founded</b> 1959		<b>Degrees Awarded (FY2007)</b> Undergraduate 311
<b>Leadership</b> Jacqueline Johnson, Chancellor		<b>Faculty Size (FY 2007)</b> Tenured/Tenure Track 107 Other Faculty 8
<b>Divisions</b> Education Humanities Interdisciplinary Studies Science and Mathematics Social Sciences		<b>Undergraduate Degrees Awarded (FY 2007)</b> 311  <b>Living Alumni (FY 2007)</b> 20,756 (graduates and non-grads)
<b>Degrees Offered</b> Bachelor of Arts		<b>Staff (FY 2007)</b> Civil Service/ Bargaining Unit 199 Professional and Administrative 112
<b>Academic Programs Offered</b> 32 majors; 8 pre-professional programs		<b>Number of Buildings</b> 28 (561,000 assignable square feet)
<b>Fall 2007 Enrollment</b>		<b>Expenditures (FY 2007)</b> \$37,648,504
Undergraduate 1,543	Non-degree 143	
Total 1,686		

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As a public liberal arts college, Morris is deeply connected to its region and its people and is committed to offering access to students from all economic, social, and cultural backgrounds.

The Morris strategic plan builds on its reputation as a nationally ranked public liberal arts college and as a leader in environmental and sustainability issues. UMM is committed to outstanding teaching and learning, research, genuine outreach, engagement, and diversity. The residential academic setting fosters authentic relationships, and the University serves as an educational and cultural resource for the region, nation, and world. A personalized educational experience prepares graduates to be global citizens who are inter-culturally competent, civically engaged, and effective stewards of their environments.

The student-centered goals of the Morris strategic plan build on the exceptionally high participation rates and success of students in: study abroad, research and creative activities (including publications and presentations), service learning, civic engagement, leadership experiences, co-curricular activities, and graduate and professional study.

To be successful in achieving its goals and ensuring relevance in the 21<sup>st</sup> century, UMM is pursuing excellence in its students, faculty and staff, organizational attributes, and innovation. Accomplishments this year in each of these categories are described below.

#### **Exceptional Students**

To achieve its exceptional students/exceptional undergraduate strategic goal, the University of Minnesota Morris has enhanced academic programming and student support and has invested in recruitment and marketing, increased scholarship funding, and improved retention and graduation rates in some areas. Specifically, in the past year, UMM has:

- Completed the first steps in developing a cohesive, year-long **First Year Experience**.
- Created the **Academic Center for Enrichment** to better align services and provide opportunities for all students to participate in activities to enrich academics, research, and outreach in a personally engaging community environment.
- Increased system-leading participation rates in **study abroad and undergraduate research**. A total of 33.5 percent of Morris students participated in study abroad in 2007-08, a 7.9 percent increase compared to 2002. In addition, 57 percent of Morris students participated in faculty-mentored undergraduate research or artistic production in 2007-08, an increase of 18 percent over the preceding year.
- Expanded the **Undergraduate Research Symposium** from 67 presentations in 2007 to 73 in 2008, a 9 percent increase.
- Increased student participation and success in **national scholarship competitions**, achieving two new national scholarships/fellowships in 2007-08, the Morris Udall Scholarship and the Kilam Fellowship.
- Implemented two new **merit-based scholarship programs** in Fall 2007. Data as of August 2008 suggest significant increases in the quality of entering students, particularly those from the top 5 and 10 percent of their graduating classes.
- Enhanced the ability to attract a **more diverse student population** by adding a **new multicultural admissions counselor** position in fall 2007. Enrollment data as of August 2008 suggest UMM will experience significant increases in

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enrollment of entering students of color in fall 2008.

- Continued the legacy of **high enrollment of American Indian students**, which has nearly doubled in a 10-year period, from 99 students in fall 1997 to 180 students in fall 2007.
- Increased the number of **international students** in line with strategic goals, with significant increases of new international students anticipated fall 2008 and retention rates that parallel those of other students.
- Added **JV soccer and men's cross country** to Division III athletics in fall 2007 to enhance ability to attract talented scholar athletes.

#### Exceptional Faculty and Staff

The Morris campus has extraordinarily gifted and dedicated faculty and staff. To better support faculty and staff, UMM has:

- Improved **faculty compensation** by 4.7 percent from fall 2006 to fall 2007.
- Sponsored faculty participation in the **CIC leadership program** and in the **President's Emerging Leadership Program**.
- Added two new **Horace T. Morse award winners** for excellence in undergraduate teaching: 19 percent of Morris current tenured/tenure-track faculty are Morse award winners.

#### Exceptional Organization

An exceptional organization enhances the student experience and better aligns faculty and staff resources with student enrollment and program needs. This in turn results in better academic and student services and greater efficiency and resource utilization. New invest-

ments in state-of-the-art, flexible-use facilities will enhance student recruitment, facilitate community building and co-curricular activities, and better connect the campus with the external community. In the past year in an effort to achieve these goals UMM has:

- Renovated outdated **residential life facilities** to meet student expectations, including investments of \$1 million in new furnishings and renovations of resident living spaces in 1970s-constructed Clayton A. Gay Hall and created handi-capped-accessible residential life office spaces.
- Initiated preliminary plans/design phase for new **Green Prairie Living and Learning Residence Hall**—first new residence hall since 1970s.
- Updated the **Campus Master Plan**, including historic preservation, environmental and technological master plans.
- Increased **gifts and donations** to UMM by 24 percent during 2007-08.
- Secured funding through Minnesota's capital bonding process for the renovation of the existing Community Services building to a **new Gateway Center** to co-locate units that interact with external audiences.
- Implemented design plans to **renovate dining facilities** in the summer of 2009 with new Sodexo contract to better meet the needs of students and improve their experience.
- **Assessed alumni attitudes and satisfaction** with their University experience through a marketing and branding initiative. Key findings included: 96 percent of alumni are satisfied overall with their UMM experience and 95 percent would recommend UMM to a prospective student

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- Alumni annual giving increased 19 percent in FY 2008 (compared to 12 percent increase system wide).

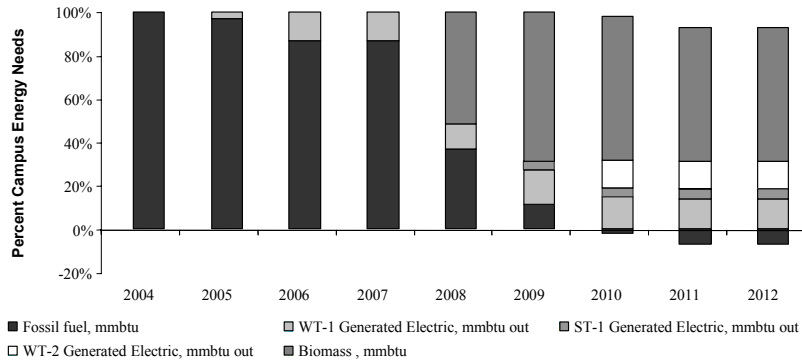
#### **Exceptional Innovation**

Morris has continued to secure its niche as an exceptional undergraduate-focused institution, creating an educational experience that transpires in a living and learning laboratory. Morris has also advanced in its system, state, and national leadership and recognition in renewable energy and sustainability initiatives. In the past year UMM has:

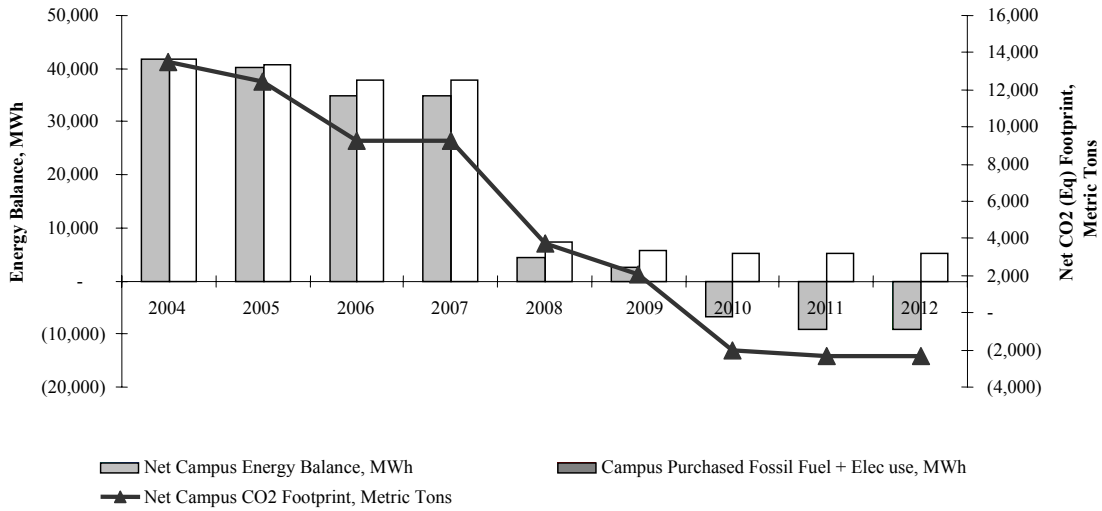
- Provided **leadership through the West Central Initiative, Wired Grant** and other venues to promote innovative solutions to the economic, demographic, and energy challenges of West Central Minnesota.
- Developed and expanded **partnerships** with other campuses in the University system and entities such as the West Central Research and Outreach Center and the Office of Public Engagement.
- Initiated planning to enhance **summer and break programs** with new attention focused on energy and sustainability niche.
- Incorporated **civic engagement** into teaching, learning, and research activities by providing opportunities for students to engage with regional communities through programs such as the expansion of the K-12 Tutoring, Reading, Enabling Children (TREC) program to additional student populations.
- Continued to leverage UMM's green campus initiatives and energy research platform to become a **model energy-self-sufficient campus** through wind generation, biomass heating and cooling, and expanded use of "green" vehicles (Figures 4-1 and 4-2). Accomplishments include: biomass plant construction completed in June 2008; approval received for Clean Renewable Energy Bonds; and exploration initiated for Energy Service Contract.
- Continued progress toward energy self-sufficiency and dramatically reduced carbon footprint as illustrated in Figures 4-1 and 4-2.

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**Figure 4-1. University of Minnesota Morris total energy use by source, 2004-2012.**



**Figure 4-2. University of Minnesota Morris net energy balance, 2004-2012.**



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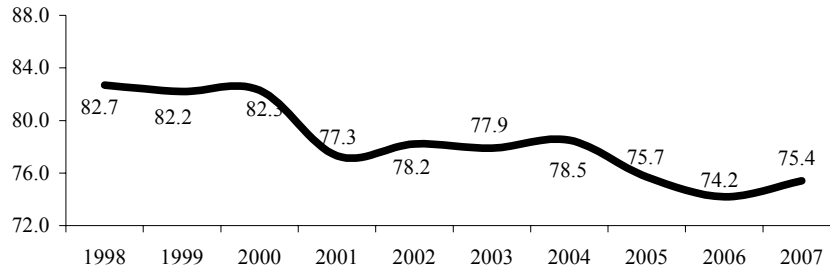
### Student Data

Figures 4-3, 4-4, and 4-5 and Tables 4-1 and 4-2 provide detailed information on the demographics of UMM students over the past decade. Recent declines in new entering student profiles are being addressed in UMM's new strategic planning efforts. In 2007, the average high school rank of new, entering freshmen rose slightly. In the same year, the aver-

age ACT score rose to 25.0 from 24.5 the previous year.

The college's commitment to diversity, recognizing its location in a rural, small town in a region of racial, ethnic, and religious homogeneity, is reflected in over 16 percent of 2007 freshmen who were students of color.

**Figure 4-3. Average high school rank percentile of new, entering freshmen, University of Minnesota Morris, 1998-2007.**



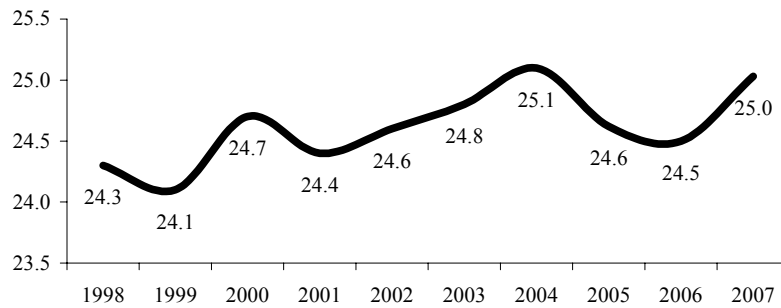
Source: Office of Institutional Research, University of Minnesota.

**Table 4-1. High school rank of freshmen, University of Minnesota Morris, 1998-2007.**

Rank	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
90-99 %	43%	43%	41%	32%	33%	32%	35%	32%	28%	25%
75-89	30	31	33	31	33	32	31	28	28	34
50-74	23	22	22	28	26	28	25	28	31	31
1-49	3	3	3	9	8	8	8	12	13	10

Source: Office of Institutional Research, University of Minnesota.

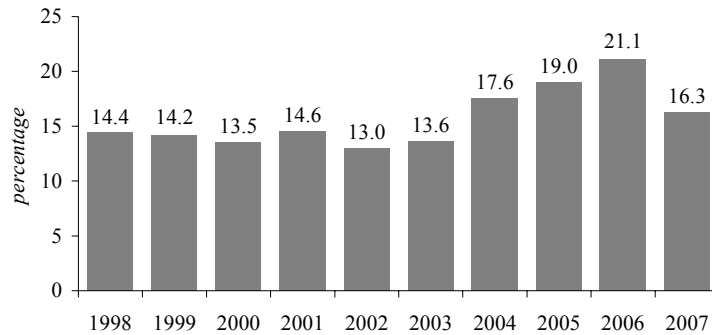
**Figure 4-4. Average ACT score of new, entering freshmen, University of Minnesota Morris, 1998-2007.**



Source: Office of Institutional Research, University of Minnesota

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**Figure 4-5. Percentage of entering freshmen of color, University of Minnesota Morris, 1998-2007.**



Source: Office of Institutional Research, University of Minnesota

**Table 4-2. Proportion of students by racial/ethnic group, University of Minnesota Morris, 1998-2007.**

	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
<b>African American</b>	5.5%	5.2%	5.6%	4.7%	3.4%	2.8%	2.2%	1.9%	2.1%	1.8%
<b>American Indian</b>	6.5	6.7	5.9	6.4	6.5	7.2	7.8	8.8	10.2	10.7
<b>Asian/Pacific Islander</b>	2.7	2.5	2.6	2.9	2.7	3.1	3.1	2.7	3.5	3.1
<b>Caucasian</b>	82.8	82.9	81.5	80.4	80.7	80.4	79.3	78.0	74.5	73.8
<b>Chicano/Hispanic</b>	1.1	1.2	1.4	1.4	1.6	1.5	1.5	1.4	1.5	1.7
<b>International</b>	0.4	0.8	0.3	0.8	1.1	1.1	1.2	1.1	1.7	2.7
<b>Not Reported</b>	0.9	0.7	2.7	3.4	3.9	3.9	4.8	6.1	6.5	6.1

Source: Office of Institutional Research, University of Minnesota

### **Retention and Graduation Rates**

UMM has set four-, five-, and six-year graduation rate goals for 2012 of 60 percent, 75 percent, and 80 percent, respectively.

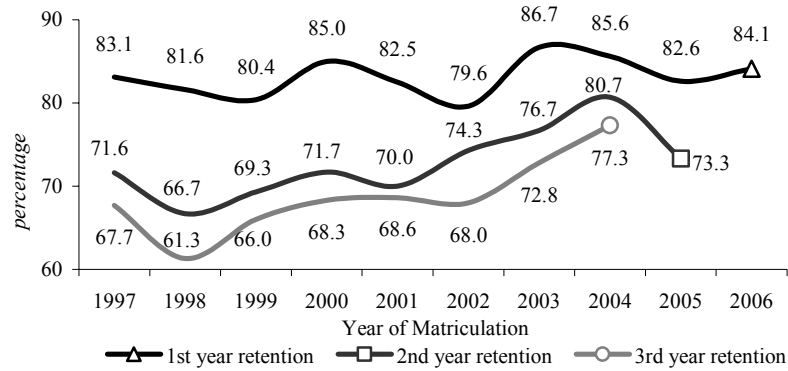
Figures 4-6 and 4-7 show UMM’s retention rates over the past decade. First- and third-year retention rates at Morris rose 1.5 percentage points and 4.5 percentage points, respectively, over the previous year, while second-year retention fell 7.4 percentage points. Retention rates for students of color are close to or better than those of all students, as first- and third-year rates have shown marked improvement.

Figures 4-8 and 4-9 provide information on graduation rates for students matriculating during 1994-2003.

Four-, five-, and six-year graduation rates at UMM have traditionally been high on a national scale for public institutions. However, the trend over the past eight years has been generally flat, although showing slight improvement in the last several years. Five- and six-year graduation rates for students of color have improved steadily in recent years.

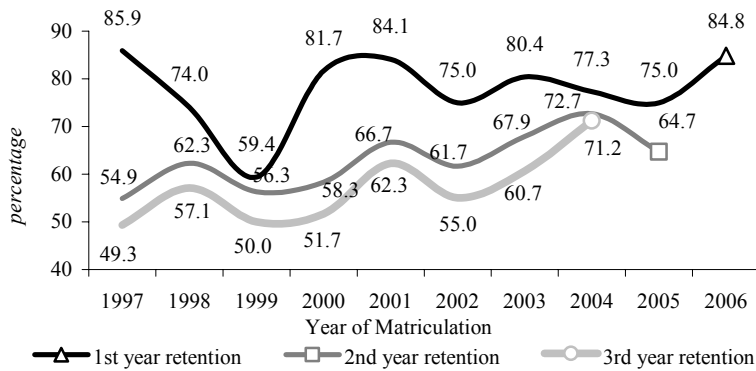
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**Figure 4-6. First-, second-, and third-year retention rates (percentage) for first-time, full-time new entering students, by year of matriculation, University of Minnesota Morris, 1997-2006.**



Source: University of Minnesota 2007 NHS Student Graduation/Retention Report

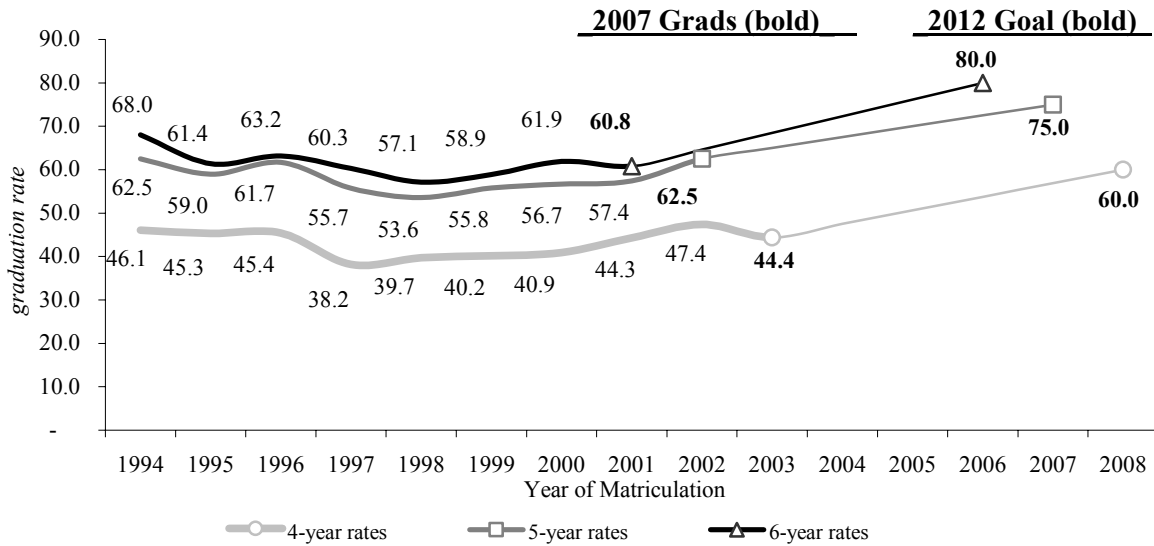
**Figure 4-7. University of Minnesota Morris first-, second-, and third-year retention rates (percentage) for first-time, full-time new entering students of color, 1997-2006.**



Source: University of Minnesota 2007 NHS Student Graduation/Retention Report

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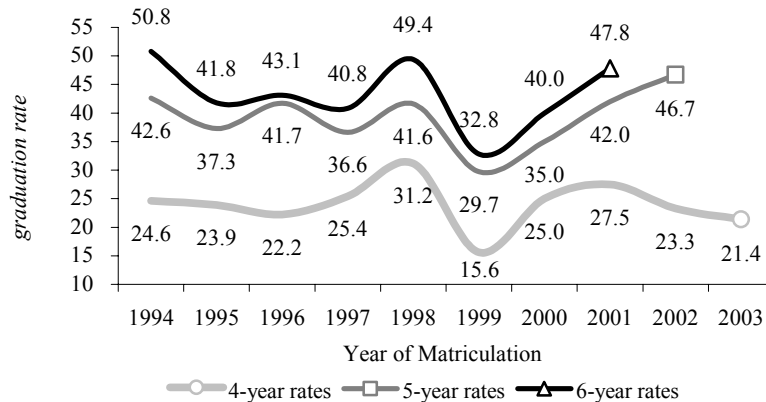
**Figure 4-8. 4-, 5-, and 6-year graduation rates, University of Minnesota – Morris, 2007 (Classes beginning in 1994-2003) and 2012 goal.**



Source: University of Minnesota 2007 NHS Student Graduation/Retention Report

Note: Rates include students who transferred from one University campus to another and graduated (e.g., a student who matriculated at Morris and graduated from the Twin Cities is counted as a Morris graduate). The University also reports graduation rates to a national database (IPEDS); it includes only students who matriculated at and graduated from the same campus; these rates are somewhat lower than those shown above.

**Figure 4-9. 4-, 5-, and 6-year student of color graduation rates, University of Minnesota Morris, 2007 (Classes beginning in 1994-2003).**



Source: University of Minnesota 2007 NHS Student Graduation/Retention Report

## Student Satisfaction

Over the past 10 years the University has placed increased emphasis on improving the student experience. A variety of programs have been launched to achieve this objective, and the Student Experiences Survey has been administered periodically since 1997 to meas-

ure results. UMM students report the highest level of satisfaction of any within the University of Minnesota system.

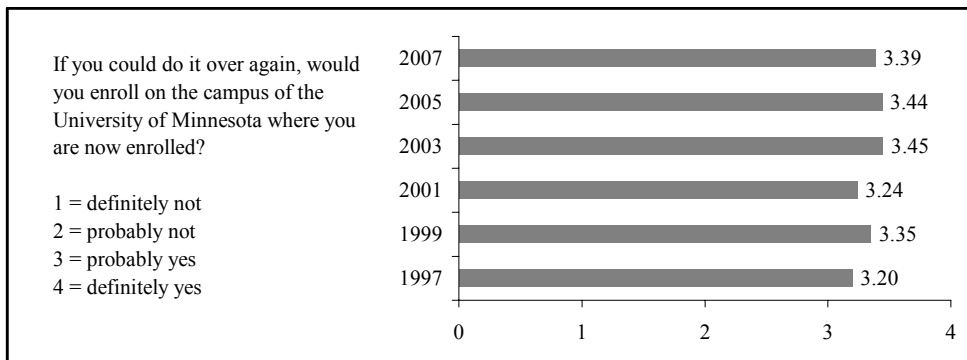
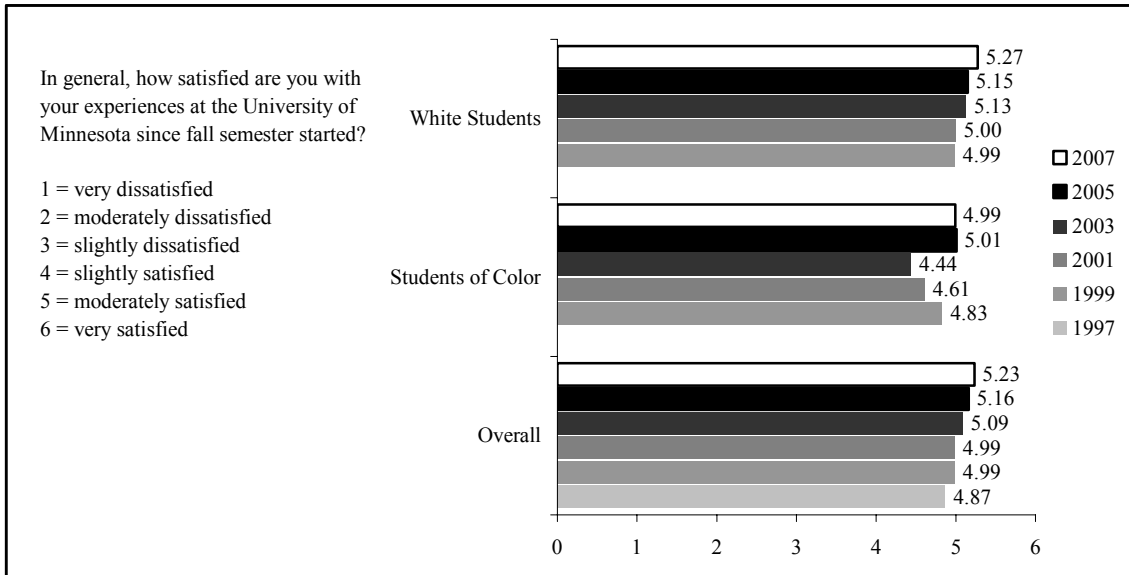
Figure 4-10 summarizes the responses in 10 key areas at UMM. Gains were achieved in overall satisfaction, classroom quality, avail-

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ability of places to study, overall physical environment, and cost of attendance. The level of overall satisfaction among students of color

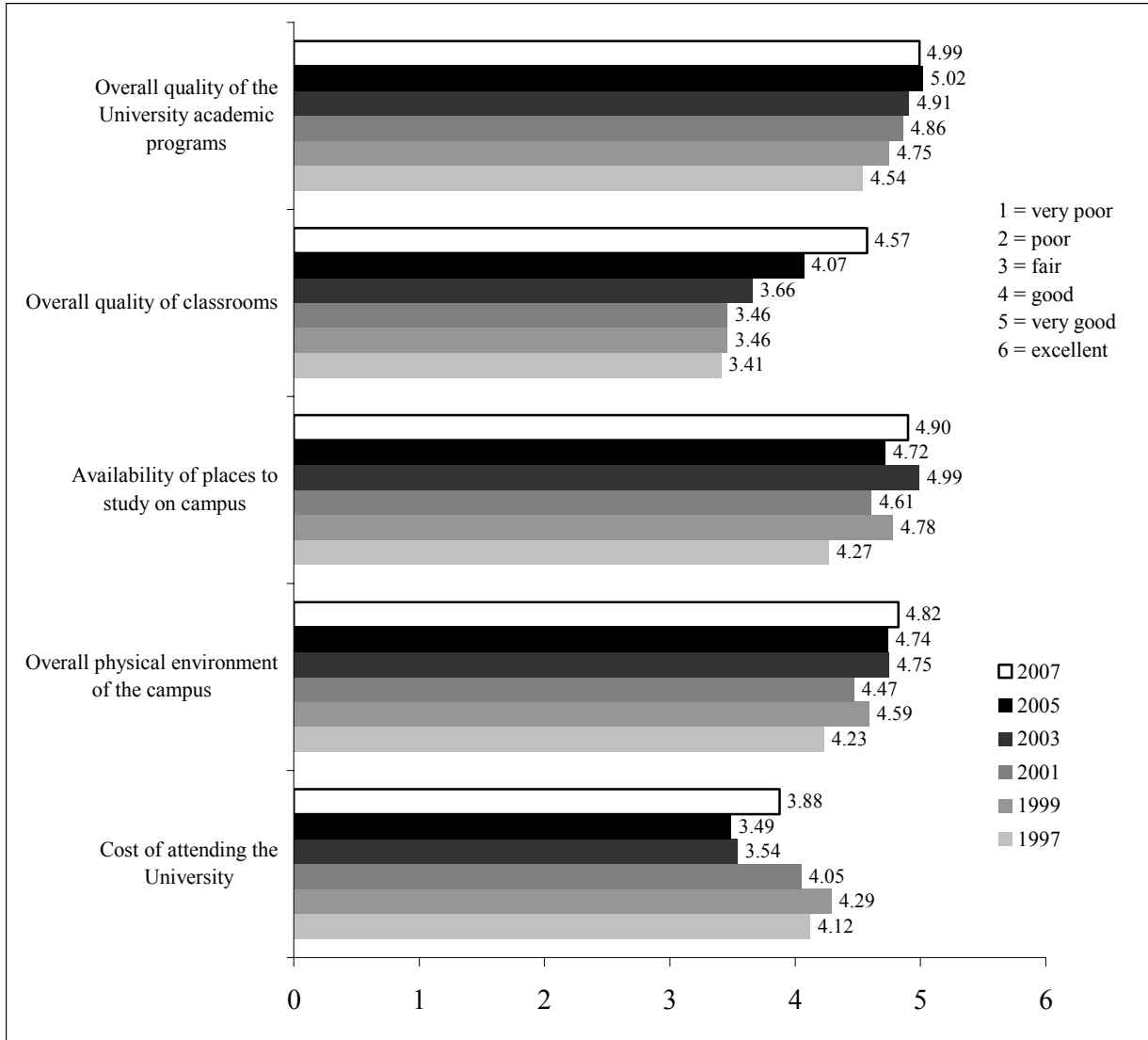
was virtually unchanged as was all students' satisfaction with academic quality.

**Figure 4-10. Undergraduate student experiences survey results, University of Minnesota Morris, 1997-2007.**



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Figure 4-10 (continued). Morris campus undergraduate student experiences survey results, 1997-2007.



Source: Office of Institutional Research, University of Minnesota.

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### Faculty Salary and Compensation

The American Association of University Professors (AAUP) conducts annual salary and compensation nationwide surveys of full-time instructional faculty (excluding medical school faculty).

Comparing salaries and compensation across institutions and campuses, however, is inherently imperfect because they differ in many ways, e.g., mission, public vs. private, size, mix of disciplines, etc. Cost-of-living, tax burden, and variations in fringe benefits only add to the imperfection.

In addition, it is important to emphasize that changes in average salary reflect not only salary increases for continuing faculty but also are influenced by retirements, promotions, and

new hires. Thus, percentage changes will be different than those stipulated in an annual salary plan. This is true for all campuses nationwide. These differences will vary from year to year, and they can be very significant when the cohort sizes are relatively small.

UMM's comparative group of 13 public and private institutions nationwide is representative of the kinds of campuses with which UMM competes in recruiting and retaining faculty.

As Tables 4-3 and 4-4 indicate, UMM faculty salaries at all levels are below the average of its comparative group, while compensation is above the comparative group average at all levels.

**Table 4-3. Average faculty salary for University of Minnesota Morris and comparative group institutions, 2004-05 – 2007-08.**

#### Average Salary

Category	2004-2005	2005-2006	2006-2007	2007-2008
<u>Full Professor</u>				
Comparative Group Average*	\$76,296	\$78,732	\$82,120	\$84,528
% Change		+3.2%	+4.3%	+2.9%
<b>UM – Morris</b>	<b>\$70,130</b>	<b>\$72,536</b>	<b>\$73,563</b>	<b>\$75,880</b>
% Change		+3.4%	+1.4%	+3.1%
<u>Associate Professor</u>				
Comparative Group Average*	\$59,176	\$60,602	\$63,368	\$65,799
% Change		+2.4%	+4.6%	+3.8%
<b>UM – Morris</b>	<b>\$54,910</b>	<b>\$56,847</b>	<b>\$59,732</b>	<b>\$61,084</b>
% Change		+3.5%	+5.1%	+2.3%
<u>Assistant Professor</u>				
Comparative Group Average*	\$48,673	\$50,160	\$52,882	\$54,409
% Change		+3.1%	+5.4%	+2.9%
<b>UM – Morris</b>	<b>\$42,555</b>	<b>\$44,727</b>	<b>\$48,243</b>	<b>\$50,192</b>
% Change		+5.1%	+7.9%	+4.0%

\* Average excluding University of Minnesota Morris.

Source: Association of American University Professors Faculty Compensation Survey.

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**Table 4-4. Average faculty compensation for University of Minnesota Morris and comparative group institutions, 2004-05 – 2007-08.**

##### Average Compensation

Category	2004-2005	2005-2006	2006-2007	2007-2008
<u>Full Professor</u>				
Comparative Group Average*	\$97,443	\$100,825	\$105,402	\$108,773
% Change		3.5%	+4.5%	+3.2%
<b>UM – Morris</b>	<b>\$96,021</b>	<b>\$100,399</b>	<b>\$104,421</b>	<b>\$110,200</b>
% Change		+4.6%	+4.0%	+5.5%
<u>Associate Professor</u>				
Comparative Group Average*	\$75,889	\$78,108	\$81,768	\$85,013
% Change		+2.9%	+4.7%	+4.0%
<b>UM – Morris</b>	<b>\$77,536</b>	<b>\$81,407</b>	<b>\$87,678</b>	<b>\$92,400</b>
% Change		+5.0%	+7.7%	+5.4%
<u>Assistant Professor</u>				
Comparative Group Average*	\$62,637	\$64,496	\$68,073	\$70,356
% Change		+3.0%	+5.5%	+3.4%
<b>UM – Morris</b>	<b>\$62,531</b>	<b>\$66,736</b>	<b>\$73,771</b>	<b>\$79,200</b>
% Change		+6.7%	+10.5%	+7.4%

\* Average excluding University of Minnesota Morris.

Source: Association of American University Professors Faculty Compensation Survey.

Tables 4-5, 4-6, and 4-7 show UMM faculty salary and compensation averages at the full-, associate-, and assistant-level ranks relative to its comparative group. For 2006-07, while average salary ranked in the bottom half at the

full, associate, and assistant professor levels, average compensation ranked in the top third at all levels.

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### Full Professors

**Table 4-5. Full professor average salary and compensation for University of Minnesota Morris and comparative group, 2007-2008.**

Rank	Institution	Salary	Rank	Institution	Compensation
1	Carleton College	\$108,670	1	Carleton College	\$141,147
2	Macalester College	105,168	2	Ramapo College-New Jersey	139,982
3	Ramapo College-New Jersey	105,131	3	Macalester College	136,488
4	St. Olaf College	85,953	4	St. Olaf College	112,611
5	University of Mary-Washington	84,799	<b>5</b>	<b>University of Minnesota-Morris</b>	<b>110,200</b>
6	University North Carolina-Asheville	83,982	6	University of Mary-Washington	107,089
7	College of Saint Benedict	79,093	7	Saint John's University	105,347
8	Saint John's University	78,648	8	College of Saint Benedict	103,577
9	Gustavus Adolphus College	77,497	9	University North Carolina-Asheville	103,047
<b>10</b>	<b>University of Minnesota-Morris</b>	<b>75,880</b>	10	Gustavus Adolphus College	102,459
11	Hamline University	74,020	11	Hamline University	93,168
12	Concordia College-Moorhead	73,946	12	University of Maine-Farmington	90,995
13	St. Mary's College-Maryland	72,536	13	St. Mary's College-Maryland	89,733
14	University of Maine-Farmington	69,423	14	Concordia College-Moorhead	88,401

Source: Association of American University Professors Faculty Compensation Survey, 2007-2008

### Associate Professors

**Table 4-6. Associate professor average salary and compensation for University of Minnesota Morris and comparative group, 2007-2008.**

Rank	Institution	Salary	Rank	Institution	Compensation
1	Ramapo College-New Jersey	\$83,644	1	Ramapo College-New Jersey	\$111,372
2	Macalester College	79,369	2	Carleton College	102,633
3	Carleton College	77,383	3	Macalester College	101,413
4	St. Olaf College	68,326	<b>4</b>	<b>University of Minnesota-Morris</b>	<b>92,400</b>
5	University North Carolina-Asheville	65,496	5	St. Olaf College	91,765
6	University of Mary-Washington	64,071	6	University of Mary-Washington	84,509
7	Saint John's University	62,922	7	Saint John's University	84,292
8	College of Saint Benedict	62,885	8	College of Saint Benedict	82,006
9	Gustavus Adolphus College	62,487	9	University North Carolina-Asheville	81,514
<b>10</b>	<b>University of Minnesota-Morris</b>	<b>61,084</b>	10	Gustavus Adolphus College	77,795
11	Concordia College-Moorhead	59,465	11	University of Maine-Farmington	73,451
12	St. Mary's College-Maryland	57,750	12	Concordia College-Moorhead	72,003
13	Hamline University	56,822	13	Hamline University	71,521
14	University of Maine-Farmington	54,761	14	St. Mary's College-Maryland	70,890

Source: Association of American University Professors Faculty Compensation Survey, 2007-2008

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### Assistant Professors

**Table 4-7. Assistant professor average salary and compensation for University of Minnesota Morris and comparative group, 2007-2008.**

Rank	Institution	Salary	Rank	Institution	Compensation
1	Carleton College	\$66,373	1	Carleton College	\$88,333
2	Ramapo College-New Jersey	64,001	2	Ramapo College-New Jersey	85,217
3	Macalester College	62,319	<b>3</b>	<b>University of Minnesota-Morris</b>	<b>79,200</b>
4	University North Carolina-Asheville	57,717	4	Macalester College	79,094
5	St. Olaf College	54,780	5	University North Carolina-Asheville	72,130
6	Gustavus Adolphus College	53,630	6	St. Olaf College	71,320
7	Saint John's University	52,284	7	University of Mary-Washington	69,612
8	College of Saint Benedict	52,027	8	Saint John's University	68,230
9	Concordia College-Moorhead	51,476	9	College of Saint Benedict	67,468
<b>10</b>	<b>University of Minnesota-Morris</b>	<b>50,192</b>	10	Gustavus Adolphus College	66,914
11	University of Mary-Washington	50,107	11	University of Maine-Farmington	62,186
12	Hamline University	48,886	12	Concordia College-Moorhead	62,007
13	St. Mary's College-Maryland	48,063	13	Hamline University	61,531
14	University of Maine-Farmington	45,658	14	St. Mary's College-Maryland	60,587

Source: Association of American University Professors Faculty Compensation Survey, 2007-2008

### Faculty and Staff Diversity

Figure 4-11 shows the percentage of female tenured/tenure track faculty and other faculty for the period 2004-2007.

Figure 4-12 shows the percentage of tenured/tenure track faculty of color and other faculty of color for the same period.

Figures 4-13 and 4-14 show the percentage of female staff and staff of color, respectively,

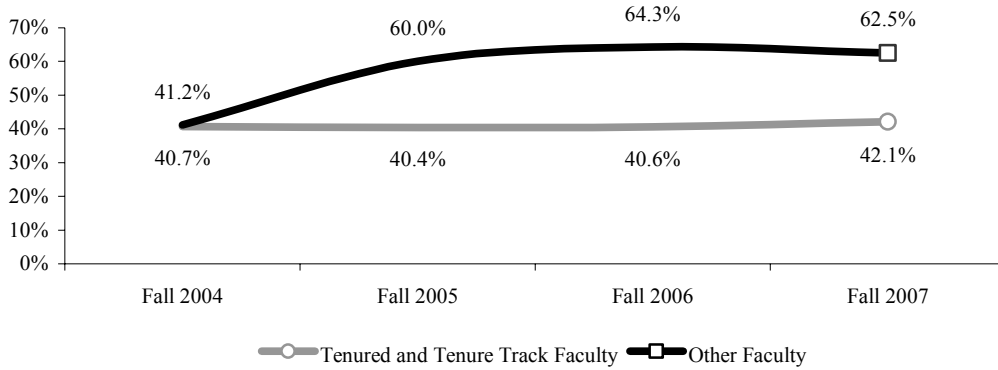
during the period 2004-2007 for each of the three staff classifications.

In 2007, 67 percent of UMM staff in the Administrative, Professional, and Civil Service/Bargaining Unit (CS/BU) classifications were female, the highest percentage of any University of Minnesota campus.

The percentage of staff of color was about the same in 2006 as in 2007.

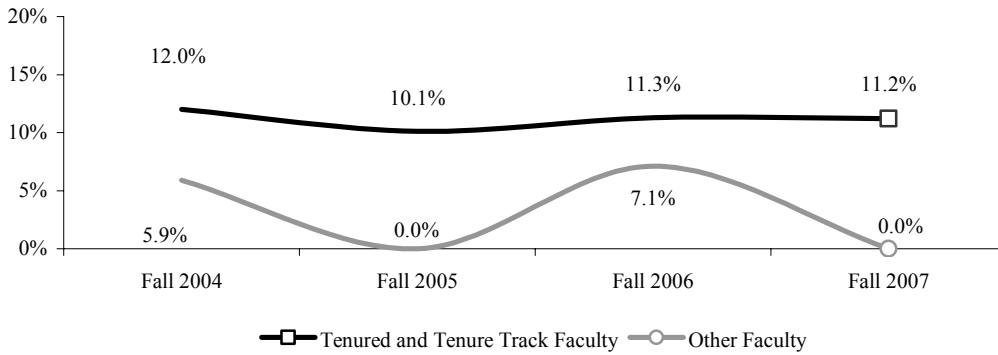
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**Figure 4-11. Female faculty at University of Minnesota Morris, 2004-2007.**



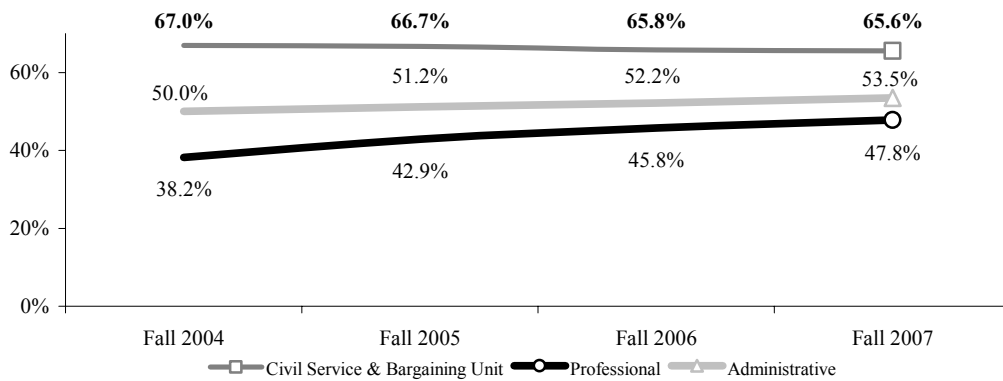
Source: Office of Institutional Research, University of Minnesota Planning Data.

**Figure 4-12. Faculty of color at University of Minnesota Morris, 2004-2007.**



Source: Office of Institutional Research, University of Minnesota Planning Data.

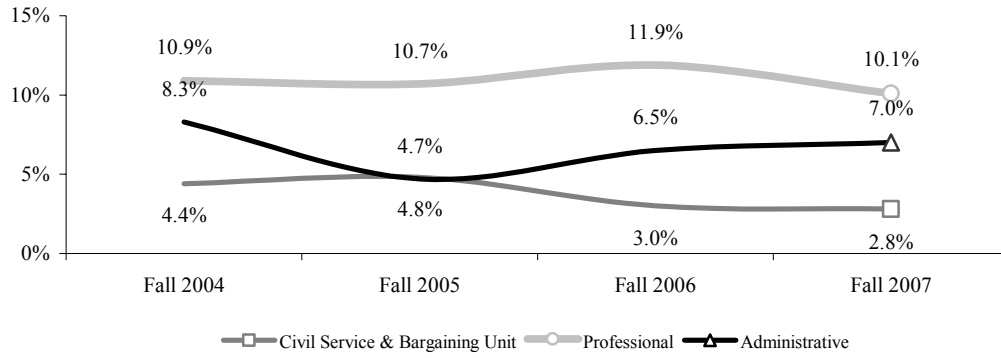
**Figure 4-13. Percentage of female staff employees, University of Minnesota Morris, 2004-2007.**



Source: Office of Institutional Research, University of Minnesota Planning Data.

#### 4: Morris Campus

Figure 4-14. Percentage of staff of color, University of Minnesota Morris, 2004-2007.



Source: Office of Institutional Research, University of Minnesota Planning Data.

#### **4: Morris Campus**