Institutional Identity Statement

April 22, 2015

<table>
<thead>
<tr>
<th>Components</th>
<th>UMC’s Identity Statement</th>
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<tbody>
<tr>
<td>We advance our mission of</td>
<td>providing...applied, career-oriented learning programs that combine theory, practice and experimentation in a technologically rich environment</td>
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| And seek to (impact)           | • Transform the lives of students as they prepare for careers, advanced education, and leadership in their local communities and as global citizens in a changing world  
• Strengthen the NW region and state of Minnesota                                                                                           |
| By serving (customers)         | • Undergraduate degree seekers (traditional-aged students, online adult learners, and diverse/international students)  
• Post-Secondary Educational Opportunity (PSEO) and College in the High Schools (CIHS) students  
• Non-degree seeking adults  
• Partners engaged in rural economic development and workforce development in the NW region and the state                                                                                           |
| In (geographic area)           | • Primarily within Minnesota  
• Regions (mostly urban) with high concentration of diverse students  
• U.S. states that lack capacity to meet full demand for higher education  
• Countries where recruitment for international students is feasible                                                                                   |
| Through (programs and services)| • Current academic programs  
• Possible new programs in: areas in which our existing faculty have expertise; pathways programs to graduate and professional programs that exist at the TC campus; and there is employment demand for graduates (e.g., ag education, pre-nursing, exercise science and wellness, veterinary technology, data management, data security, STEM secondary education); and niche liberal arts programs that fit within UMC mission)  
• Grand challenges majors and minors (e.g., global major/minor certificate)  
• Continuing education (CEU) and professional development programs for which there is strong regional demand and faculty expertise  
• Services: notebook computer program/support; Academic Success Center and other academic support; Bursar’s Office; Advising and placement support; Career Services; Internships; Service Learning and Community Engagement; diversity and equity initiatives; student leadership development and opportunities  
• Outreach and service to the NW region and state (e.g., Center for Rural Economic Development)                                                                 |
| And emphasizing our competitive advantages of | • Success in creating student leaders, small campus where students can thrive (and can’t disappear), enviable faculty/student ratio, high engagement, student diversity, ability to really work with less prepared students, flat tuition in-state/out-state, University of Minnesota name  
• Excellent social media, students with great stories  
• Strong niche academic programs, focus on teaching (by faculty, not TAs), direct work with students, face time, UG research, required internships, hands-on/active learning, career preparation, completely online programs  
• Workforce impact, global citizenship, strong positive impact on individual student }
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<th>lives, regional importance, innovative learning, personal touch, collaborative working relationships, opportunity to be generalists, competitive employee benefits</th>
<th>Ability to leverage UM systems and structures (e.g., Extension, Research and Outreach Center, IT, HR, Institutional Research) in ways that most small institutions can’t</th>
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| We are sustained by (funding sources) | State support  
Tuition (including third party payers like GI Bill, employer reimbursement)  
Grants  
Alumni gifts  
Private investments, particularly unrestricted gifts  
Funding for special populations  
Camps & conferences (summer)  
Funding for international students  
Corporate gifts (e.g., ag businesses) & scholarships for programs of interest |