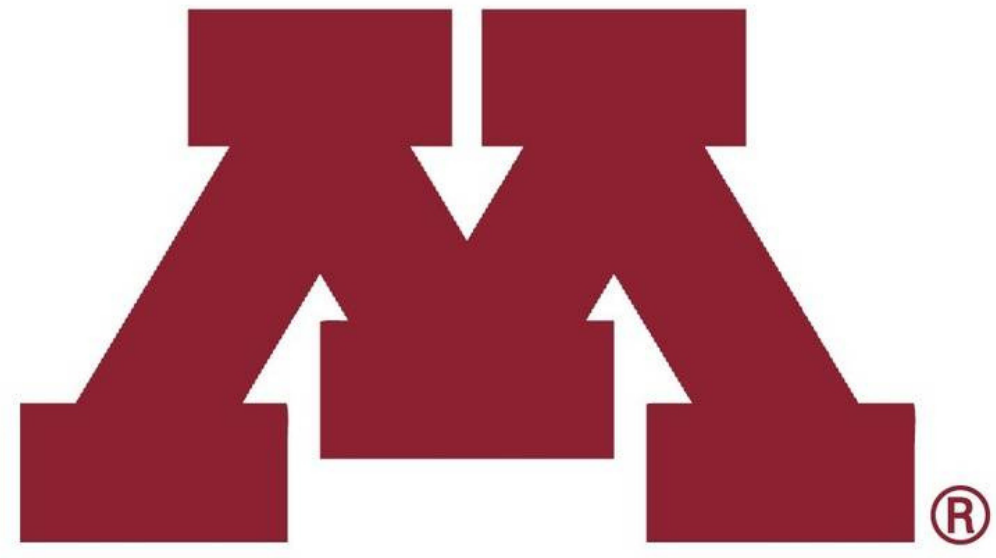


OUR FUTURE FOR THE COMMON GOOD



HUMPHREY SCHOOL
OF PUBLIC AFFAIRS

UNIVERSITY OF MINNESOTA

STRATEGIC PLAN 2023-2027

Developed through the dedication of the Humphrey School
Strategic Planning Steering Committee



Dear Humphrey School community and partners,

I am proud to share our agenda for the next five years. This plan represents the aspirations, ideas, inputs, and insights gathered from our community members over the past six months.

It was important for us to create a set of priorities, grounded in data, energized by the passion of our students, faculty, staff, alumni, and partners. Our steering committee, composed of 50 diverse members of our community, drafted this plan. These drafts were informed by the input of more than 100 community members during our fall visioning process. Our final version reflects the rich feedback we received from community members and partners internal and external to the Humphrey School.

Together, we have created a plan that models our commitment to valuing diversity and inclusion of thought, experience, and identity. It leverages [University of Minnesota's MPact 2025 strategic plan](#) and brings together a range of differences, to a unified focus on the common good for all – locally, nationally, and globally. Today more than ever, bringing people together to solve the world's most complex problems is essential for quality of life. This plan envisions that the Humphrey School will be a catalyst and significant contributor to those solutions through our roles in teaching, research, and service.

Resilient organizations are nimble as they deliver on their core mission. As we have seen over the past five years, things can change quickly. The goals we have set in this plan are intended to build our capacity to be flexible and capable of withstanding forces of change around us. Although this is a plan for the next five years, we will review and update the plan each year to ensure it continues to align with the most pressing opportunities in front of us.

We know that the value of a strategic plan is in the action that follows. Our implementation approach will involve aligning the goals and objectives with the work taking place in the School. Our next step is detailed implementation planning which will include defining our metrics and targets for each objective, assigning leaders to be accountable for progress, establishing sequence and timing, and defining the resources that will be needed to accomplish these ambitions. There will be a need to reset current priorities and investments to align with our aspirations.

We are looking forward to you joining us as we educate, engage, and equip leaders and communities to discover solutions that advance the common good in our diverse world.

In community and service,

Nisha Botchwey, PhD, MCRP, MPH

Dean

Russell M. And Elizabeth M. Bennett Chair in Excellence in Public Affairs



HUMPHREY SCHOOL of PUBLIC AFFAIRS

Our Mission:

The Humphrey School of Public Affairs educates, engages, and equips leaders and communities to discover solutions that advance the common good in our diverse world.



Our Values:

These values will guide us in our interactions, practices, and decisions. They set the course for how we deliver on our mission and pursue our vision. They are the parameters to shape our organizational culture and our engagement with partners.

- We value **student success** - the hands-on experiences learners have while they are engaged with the Humphrey School and their impact in the world.
- We value **inclusion and dialogue across differences** - nurturing a culture and environment where everyone feels welcome and heard.
- We value **local and global interconnectedness** - making a positive impact in communities immediately around us and in those well beyond the School's geographic location.
- We value the **sustainability of our diverse world** - preservation and restoration of our environment, our resources, and all living things.
- We value **communities as partners** in our collective work – through the mutually beneficial pursuit of innovative solutions.
- We value **equity, access, and social justice** - where all people have equal opportunities to life, liberty, and pursuit of happiness.
- We value **evidence-based, research-driven knowledge** - rigorous and vigorous innovation, built on the foundations of robust scholarship.



Building on the legacy of its namesake, the
Humphrey School community aspires to
**co-create innovative solutions to the
world's most complex problems
through leadership, service, and
inclusive engagement
locally and globally.**

OUR VISION

Our Vision

Co-Creating Innovative Solutions



In partnership with local and global communities and organizations, the Humphrey School will develop new insights to understand and address the challenges facing people in Minnesota, throughout the United States, and around the world. Our faculty will forge new partnerships, with a diverse range of communities and organizations, that lead to ground-breaking solutions.

We will embrace new methods of teaching and the use of new tools to educate the next generation of leaders more effectively. Our students will gain unique knowledge and practical skills to positively impact people's lives through learning experiences that challenge and inspire them.

We will engage and equip our students to be thoughtful and compassionate collaborators with local, national, and global partners. Through our work, we will prepare people to participate in decisions that impact their lives and exercise their freedom of expression. In preparing the next generation of public service professionals, we aspire to strengthen confidence in public, private, and nonprofit institutions. It is our intention that public policies will be developed that are fair, just, humane, and have a positive impact on people and the world that we inhabit.

Plurality of voices equitably engaged, and equal access to leadership participation, are critical to co-creation of solutions. The Humphrey School community members will convene and participate in dialogue that creates partnerships for sustainable solutions. Through cross-generational participation in the democratic process, and broad engagement across diverse perspectives and geographies, we will bring people together to co-create solutions for the good of all people.

Our Vision

Addressing the World's Most Complex Problems



Over the next five years, the Humphrey School envisions making meaningful contributions to address issues that impact people's lives. We will do this through equitable partnerships and engaging people with diverse viewpoints domestically and around the world. As there are many issues facing humanity today, the Humphrey School will contribute, where our expertise adds unique value.

As we look to the future, we aspire to be part of solutions that address complex challenges, through our teaching, research, and service mission. Areas may include (but not be limited to) these issues locally and globally:

- promoting constructive and challenging discourse that brings people together for the common good
- preserving or restoring peaceful societies where the voices of people matter, they are free to express their viewpoints, and they can choose their spiritual practices without threats to their lives or livelihoods going beyond meeting basic human needs and promote human thriving (food, shelter, clean water, income, healthcare)
- protecting our planet and sustainability through climate resilience, environmental justice, and solutions for energy, water, and food supply and management
- fostering of social justice, civil and human rights with equity across all dimensions of identity, experience, and status
- strengthening systems and institutions of teaching and learning so that quality education is accessible to all people
- developing urban and rural infrastructure including transportation and public safety growing our economy through free enterprise, economic freedom, investment, and knowledge creation
- preparing individuals and families to make decisions that have a positive outcome in the quality of their lives

Our Vision

Developing Leaders of Today and the Future



Our learners will serve in influential leadership roles across a range of careers where they will apply the knowledge they gained through their Humphrey School experience. You will recognize a Humphrey School scholar by

the significant mark they make and the unrivaled expertise they bring to serve the public. Our domestic and international students will carry our values, our brand, and our unique insights to all parts of the world.

Our students will have a multiplying effect through the impact they make in the world. Inspired by the dedication and expertise of our faculty, our students will contribute to the development of innovative solutions that benefit individuals, organizations, and communities.

Leaders developed through learning at the Humphrey School will have a unique awareness and appreciation of the role of public, private, and nonprofit institutions. We aim to create and nurture excellence in public service leadership and management across a variety of roles and sectors.

Our Vision

Championing Inclusive Engagement



The Humphrey School will be a champion for dialogue across ideological differences and across urban-rural constituencies by encouraging and supporting vigorous, healthy debate. We will be a non-partisan bridge to manage polarities of thought and unite people around goals for the common good.

The Humphrey School will achieve true diversity, equity, inclusion, access, and belonging at the employee, the student, and the community levels that will position the Humphrey School as a global leader for inclusive engagement.

We will be a fierce advocate for inclusivity, equity, and access across ethnic, racial, religious, gender, and ability identities. We will actively work to end the presence and effects of racism, sexism, ableism, ageism, homophobia, classism, xenophobia, antisemitism, and all forms of bias and exclusion in our community.

We will be rigorous in generating and using data and insights through community partnerships to promote evidence-based decisions that matter to the quality of life for people. Our students will engage with communities in projects that are mutually beneficial. These projects will catalyze, support, and inform collaborative action that will have a lasting positive impact for generations to come.

OUR STRATEGIC GOALS



The goals and objectives in this document are intentionally high-level. A supplemental implementation plan provides details for how we will achieve these goals and objectives including: specific actions, metrics, targets, timeframes, resources, and those responsible for implementation.

GOAL 1: PROMOTING STUDENT SUCCESS

Inspire and maximize student success by delivering high-quality academic experiences and providing economic and social support.

GOAL 2: THRIVING TALENT

Develop and nurture the passion, expertise, and dedication that employees bring, so they can thrive in the pursuit of our aspirational vision.

GOAL 3: INNOVATING RESEARCH

Amplify research as a central part of the Humphrey School's focus, practice, and partnerships with emphasis on creating innovative solutions to the world's most complex problems.

GOAL 4: EXPANDING OUR REACH

Amplify our impact in public affairs by growing our learning community and being a catalyst for innovative solutions that benefit the common good.

GOAL 5: STRENGTHENING OUR PARTNERSHIPS

Maintain a reputation as a premier public policy school by growing and strengthening partnerships at the local, national, and global levels that celebrate a rich variety of experiences.

GOAL 6: DIVERSITY, EQUITY, INCLUSION, SOCIAL JUSTICE, & ACCESSIBILITY ADVOCACY

Champion and model a community where diversity, equity, inclusion, social justice, and accessibility are consistently practiced.

GOAL 1: PROMOTING STUDENT SUCCESS

Inspire and maximize student success by delivering high-quality academic experiences and providing economic and social support.

Objectives:

- 1.1 Create welcoming environments through resources, experiences, and services that energize and facilitate well-being, safety, and belonging.
- 1.2 Increase opportunities for students to receive financial support for tuition, housing, food, and other essential needs.
- 1.3 Ensure that faculty are equipped to advise and are prepared, available, and responsive to meet student needs.
- 1.4 Ensure that learning experiences are relevant to market demands, needed courses are available, and teaching modalities expand access to learning and professional growth.

GOAL 2: THRIVING TALENT

Develop and nurture the passion, expertise, and dedication that employees bring, so they can thrive in the pursuit of our aspirational vision.

Objectives:

2.1 Facilitate cross-functional knowledge sharing across the School to develop employees individually and our School collectively.

2.2 Improve operational effectiveness and efficiency by ensuring effective internal communication, processes, and systems.

2.3 Ensure optimal staffing levels and skills, with role clarity and positive engagement in contributing to the success of the Humphrey School.

2.4 Improve workforce retention and engagement in professional and career development.

2.5 Provide a healthy, supportive, and productive organizational culture for all employees.

GOAL 3: INNOVATING RESEARCH

Amplify research as a central part of the Humphrey School's focus, practice, and partnerships with emphasis on creating innovative solutions to the world's most complex problems.

Objectives:

3.1 Set expectations for consistent practices of sharing research findings and developing research collaborations across the Humphrey School community.

3.2 Increase incentives, rewards, support, and recognition for research that advances the common good.

3.3 Enhance the visibility and stability of the PhD program.

3.4 Increase faculty capacity and research infrastructure to secure and productively deliver new knowledge and solutions through internal and external grants.

3.5 Increase recognition as a university leader through engaged scholarship that tackles complex local and global challenges.

GOAL 4: EXPANDING OUR REACH

Amplify our impact in public affairs by growing our learning community and being a catalyst for innovative solutions that benefit the common good.

Objectives:

4.1 Grow the number and diversity of learners participating in degree and non-degree programs.

4.2 Increase the value and application of our work among policy makers and the public.

4.3 Increase the visibility and use of our outcomes and accomplishments to improve our overall performance and rankings.

GOAL 5: STRENGTHENING OUR PARTNERSHIPS

Maintain a reputation as a premier public policy school by growing and strengthening partnerships at the local, national, and global levels that celebrate a rich variety of experiences.

Objectives:

5.1 Maintain and establish partnerships to increase community-engaged research projects and co-created solutions.

5.2 Increase student experiential learning opportunities with partners, including capstones, internships, competitions, and research assistantships.

5.3 Generate new opportunities for dialogue, research, and learning with new and existing partners across different perspectives, geography, and socioeconomic backgrounds.

GOAL 6: DIVERSITY, EQUITY, INCLUSION, SOCIAL JUSTICE, AND ACCESSIBILITY ADVOCACY

Champion and model a community where diversity, equity, inclusion, social justice, and accessibility are consistently experienced.

Objectives:

6.1 Set and reinforce expectations and accountability for practices that consistently foster a welcoming, inclusive, and supportive environment that embraces and instills belonging and acceptance for all.

6.2 Ensure our digital and physical spaces are inclusive and consistently accessible.

6.3 Ensure consistent implementation and accountability for DEIJA commitments and results in eight focus areas: climate, communication, curriculum, community engagement, recruitment and retention faculty and staff, and recruitment and retention of students, and research -- through the work of an active and supported Equity and Inclusion Council.

6.4 Provide, support, and promote cross-cultural dialogue and participation inside and outside our classrooms and at Humphrey School events.

Contributors

We are grateful for the dedication of our Steering Committee members who devoted several months engaging with us in drafting this plan. We also are also grateful for the input from more than 100 of our community members who participated in the visioning process. We would like to thank our external advisors who took the time to provide feedback on our drafts. This plan is truly a representation of our community.

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