

One UND

The University of North Dakota's Strategic Plan 2017-2022

Purpose Chief Opportunity Engine for North Dakota and our Students

Vision Premiere Flagship University in the Northern Plains

Core Values

- Community – A spirit of collaboration and connectedness across the university and beyond
- Discovery – An enthusiasm for inquiry, creativity, and innovation
- Diversity – An understanding and appreciation of diverse people, experiences, and ideas
- Inclusivity – A welcoming, inclusive, and supportive environment for all
- Liberal Arts – An educational foundation essential for living an intellectually curious, personally fulfilling, and socially responsible life
- Lifelong Learning – A passion for learning, civic engagement, and community leadership

Goals

- Learning
 - Goal 1: Provide a strong undergraduate liberal arts foundation
 - Goal 2: Increase undergraduate, graduate and professional retention and graduation rates
 - Goal 3: Deliver more educational opportunity online and on-campus
- Discovery
 - Goal 4: Enhance discovery at a level consistent with similar research-intensive universities (Carnegie R1)
- Engagement
 - Goal 5: Foster a welcoming, safe, and inclusive campus climate
 - Goal 6: Meet educational needs of active-duty military personnel, veterans, and their families
 - Goal 7: Attract support for the university by actively engaging alumni and donors

Comparison Flagship Universities

- University of Idaho
- University of Montana
- University of South Dakota
- University of Wyoming

Aspirational Flagship Universities

- University of Iowa
- University of Minnesota
- University of Nebraska

Learning

Deliver opportunity to students by preparing them for a lifetime of success in a rapidly changing world

Goal 1: Provide a strong undergraduate liberal arts foundation

METRIC #1: Collegiate Learning Assessment (CLA+) designed to test critical thinking, analytic reasoning, problem solving, and written communication skills.

- Goal: Highest level amongst Comparison Flagship Universities (CFUs)
- Data Source: CLA+ scores with UND having a participation rate at or above CFUs as reported by department
- Gradation: 2018 – establish benchmark, 2019 – establish goals through 2022 based on annual straight line level of improvement required to achieve goal
- Captain: Provost Office
- Others Accountable: Associate VP of Academic Affairs, Deans, Assistant VP of Student Academic Services, TBD

Recommended action items

1. Provide experiential learning opportunities through High Impact Practices (HIP) like writing intensive courses, undergraduate research (with focus on Grand Challenges), diversity/global learning, service learning and internships. Start tracking such activity and assessing the impact of each.
2. Ensure that each program offers opportunities for students to participate in a minimum of 2 of the above five HIPs. Students “pick one” HIP during freshman year.
3. Develop and offer a mandatory first year experience course for all first year students.
4. Seek donations to support a fund to support experiential learning opportunities, with funds allocated by a committee of faculty, staff and students based on proposed and demonstrated delivery of high impact educational experiences.
 - Establish matching scholarship/endowment funds to support integration of HIPs into curriculum.
5. Encourage students to seek cross college minors or certificates that supplements a degree with a liberal arts minor or add cutting edge programs such as Entrepreneurship and Analytics.
6. Enhance teaching and learning infrastructure to support active learning.
7. Use Assessment Week exercise to guide required improvements in CLA+ scores.
8. Establish minimum standards of programming for online offerings, to include upgrading programs with video content customized to online students and interactive programming.

Goal 2: Increase undergraduate, graduate and professional graduation rates

METRIC #2: Four-year graduation rate for undergraduate students

- Goal: increase to 34% - based upon 2 percentage points higher than average of Comparison Flagship Universities (CFUs)
- Data Source: Integrated Postsecondary Education Data System (IPEDS)
- Gradation: Straight line level of improvement from 2017 baseline required to achieve goal
- Captain: Provost Office
- Others Accountable: Deans, Assistant Vice President of Enrollment Management, Assistant Vice President of Student Academic Services, TBD

Recommended action items

1. Execute plan for full use of Starfish advising functionality by faculty, advisors and students. Add Starfish expectations to faculty workloads/contracts.
2. Standardize advisor roles and responsibilities, including robust use of optimal targeted interventions identified by analytics. For each advisor, tie performance of advisee pool relative to that predicted by analytics to merit process.
3. Develop and execute annual calendar of outbound calling activities in support of retention.
4. Implement Degree Planner so students' "roadmap to degree" are accessible to all advisors.
5. Identify characteristics of courses with large DFW rates i.e., large class size, instructor's use of Starfish, advising interventions, collaborative transfers, etc. Determine steps to reduce DFWs.
6. Persistently seek to create pathways and reduce barriers to graduation, beginning with:
 - Decrease the minimum number of credits required to graduate to 120.
 - Allow select courses to double count for two majors, a major and a minor, or two minors.
7. Optimize use of financial aid incentives to not just attract, but retain students.
8. Develop graduate enrollment management strategies.

Goal 3: Deliver more educational opportunity online and on-campus

METRIC #3: Student credit hours

- Goal: Increase by 10%, by higher growth in online and graduate programs
- Data Source: Institutional Effectiveness
- Gradation: ~2% improvement per year
- Captain: Provost Office
- Others Accountable: Deans, Assistant Vice President of Enrollment Management, Assistant Vice President of Student Academic Services, TBD

Recommended action items

1. Invest in marketing organization and tactics, including branding study, website upgrade, advertising and recruiting software upgrade.
2. Identify and promote high demand programs to be offered fully online, supported by an outside vendor with proven expertise in providing marketing, recruiting, course development, and students services for online programs.
 - 3-5 undergraduate degrees targeted towards degree completion and military students.
 - ~5 master's programs in areas of study with high demand
3. Initiate high demand degrees and certificates, including Analytics and Cyber Security.
4. Track effectiveness of each recruiter in generating leads and converting them to enrollees, relative to that predicted by analytics.
5. Reduce barriers to admission, including streamlining credit transfer review and acceptance.
6. Revise scholarship and waivers strategy to optimize attraction and retention of high quality students.
7. Progressively upgrade campus facilities and ambiance through robust and sustained effort to reduce deferred maintenance, target facility improvements, and upgrade maintenance and groundskeeping.

Discovery

Generate opportunity for the state by diversifying its economy and addressing societal grand challenges through cutting-edge research

Grand Challenges

- Promote energy security and environmental sustainability
- Address health challenges through basic, clinical and translational discovery
- Help rural communities solve their unique health and social problems
- Drive the world-changing developments of UAS and do so in a way that reflects UND's values
- Effectively, efficiently, and ethically produce, manage, and securely use information in the age of big data

Goal 4: Enhance discovery at a level consistent with similar research intensive universities (Carnegie R1)

METRIC #4: Research funding

- Goal: \$120 million – internal and external funding sources
- Data Source: Novelution/PS
- Gradation: Define by year
- Captain: Vice President of Research and Economic Development (VPRED)
- Others Accountable: Provost, Deans, TBD

Recommended action items

1. Designate champions for each grand challenge who assembles representatives from select colleges to define and drive research goals for each grand challenge.
2. Accurately capture faculty time devoted to research through Page 2 with aim to redirect more faculty time to discipline level research productivity.
3. Recruit and retain star research faculty in areas of study related to grand challenges.
4. Increase the number of non-faculty post-doctoral researchers in support of grand challenges.
5. Identify select high-potential research based PhD programs supportive of grand challenges.
 - Upgrade stipends to competitive levels.
 - Concentrate graduate student support and marketing on these programs.
 - Deploy doctoral candidates as teaching and research assistants in related departments.
 - Drive an overall increase in the number of PhD graduates.
6. Standardize department and college level expectations and evaluation for discipline dependent products of research, scholarship and creative activities and integrate into promotion, tenure and evaluation criteria.
7. Invest in high performance computing capabilities, cyber and analytic technologies and skills.

Engagement **Expand campus outreach to embrace our extended alumni, friends, state, region, national, and international communities**

Goal 5: Foster a welcoming, safe and inclusive campus climate

METRIC #5

- Goal: Diverse segments (identified in IPEDS) fully participate in improvements of Metric #2 and #3.
- Captain: Vice President for Student Affairs and Diversity
- Others Accountable: Deans, Assistant Vice President of Enrollment Management, Assistant Vice President of Student Academic Services, Associate Vice President for Diversity and Inclusion, TBD

Recommended action steps

1. Encourage/ensure students from underrepresented groups fully participate in enrollment growth, retention, and graduation consistent with general campus rates.
2. Assess climate on a regular basis (include definition and tracking of cross-cultural opportunities).
3. Increase opportunities for intentional cross-cultural interaction and engagement amongst students, staff, and faculty.
4. Develop a strategic plan for diversity and inclusion that reflects national best practices and renews the campus's commitment.

Goal 6: Meet educational needs of active duty and reserve military personnel and veterans and their families

METRIC coincides with #3

- Goal: A 25% increase in credit hours earned by active duty military personnel, veterans and their families.
- Captain: Provost Office
- Others Accountable: TBD

Recommended action steps

1. Create online undergraduate programs, certificates and master's programs aimed at military personnel.
2. Create pathways, reduce barriers for entry into UND.
3. Promote accessibility and flexibility of programs.
4. Become designated as an "Air University" by the U.S. Air Force.

Goal 7: Attract support for University by actively engaging alumni and donors

METRIC #5: Achieve annual fund raising goals and participation rates in order to support plan objectives

- Goal: Increase to 10% participation and target fund raising goal set for each Dean, VP and President
- Data Source: Alumni Foundation
- Gradation: Straightline improvement from 8% 2017 baseline
- Captain: CEO of Alumni Association and Foundation
- Others Accountable: Vice Presidents, Deans, UND AA&F Directors of Development, TBD

Recommended action items

1. Evaluate and refine the effectiveness and impact of alumni activities:
 - Finalize the policy and process for crowdfunding initiatives
 - Marketing campaign and case for support around “I gave”
 - Develop a phone-a-thon strategy by college using current students.
2. Increase donor retention and engagement rates at all levels.
3. Partner with University Relations and Public Affairs & Marketing to be increasingly integrated in messaging, communication, and branding across all areas.
4. Create personalized engagement and stewardship plans for top donors and prospects:
 - Expand the thank you strategy for first-time givers
 - Expand the recognition platform for participation and years of giving
 - Develop a library of impact stories and methods to reach donors with personalization impact communication.
5. Establish fundraising targets for each college and encourage 100% percent participation by all advisory boards in annual giving.