

# One UND STRATEGIC PLAN

2017–2022



**PURPOSE** Chief Opportunity Engine for North Dakota and Our Students

**VISION** Premier Flagship University in the Northern Plains

**UND** UNIVERSITY OF  
**NORTH DAKOTA**

President Mark R. Kennedy



## 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 the most 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

## 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 BY 2022

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

Vice Provost

### 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 for 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 BY 2022

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

Vice Provost

### 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 optimally 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 BY 2022

Increase by 10%, by higher growth in online and graduate programs

##### DATA SOURCE

Institutional Effectiveness

##### GRADATION

~2% improvement per year

##### CAPTAIN

Vice President of Marketing & Communications

### 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.

**GRAND CHALLENGES**

- Promote energy security and environmental sustainability (Champion: Tom Erickson)
- Address health challenges through basic, clinical and translational discovery (Champion: Colin Combs)
- Help rural communities solve their unique health and social problems (Champion: Thomasine Heitkamp)
- Drive the world-changing developments of UAS and do so in a way that reflects UND's values (Champion: Mark Askelson (Interim))
- Effectively, efficiently, and ethically produce, manage, and securely use information in the age of big data (Champion: Hesham El-Rewini)

**Goal 4: Enhance discovery at a level consistent with most research intensive universities (Carnegie R1)****METRIC #4****Research funding****GOAL BY 2022**

[\$120] million – internal and external funding sources

**DATA SOURCE**

Novelution/PS

**GRADATION**

Define by year

**CAPTAIN**

Vice President of Research & Economic Development (VPRED)

**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. Create 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, cyber security and data analytic capabilities and infrastructure.

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

### METRIC #5

#### GOAL BY 2022

Diverse segments (identified in IPEDS) fully participate in improvements of Metric #2 and #3.

#### CAPTAIN

Vice President for Student Affairs & Diversity

### RECOMMENDED ACTION ITEMS

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, veterans and their families

### METRIC #6 (SUPPORTS METRIC #3)

#### GOAL BY 2022

A 25% increase in credit hours earned by active duty military personnel, veterans and their families.

#### CAPTAIN

Provost (Interim)

### RECOMMENDED ACTION ITEMS

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 the University by actively engaging alumni and donors

### METRIC #7

Achieve annual fund raising goals and participation rates in order to support plan objectives

#### GOAL BY 2022

Increase alumni contribution participation to 10% and achieve targeted fund raising goals set for each Dean, VP and President

#### DATA SOURCE

Alumni Foundation

#### GRADATION

Straightline improvement from 8% 2017 baseline

#### CAPTAIN

CEO of Alumni Association & Foundation

### 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.

## STRATEGIC PLANNING COMMITTEE 2017

