The University of North Dakota implemented three special initiative pools for the 99-01 biennium which were funded with reallocated dollars. These pools included an academic investment pool, an annual academic innovation pool and a strategic investment pool. This concept worked extremely well in providing flexibility at the campus level and achieving the desired results from the funds invested. A few examples are as follows:

1) Aviation-Funding was provided for one new faculty position in Aviation beginning in summer, 1999. Enrollments continue to surge. This continuing surge has made additional investment necessary from increased tuition revenue.

2) Criminal Justice Studies-Funding was provided for one new position. This allowed enrollment restrictions to be relaxed and resulted in the ability to serve more students in the program.

3) Enrollment Management Initiative-UND invested $29,050 during FY00 to this initiative. Early results show increased applications and acceptances for fall, 2000.

The University of North Dakota is currently engaged in a comprehensive strategic planning process. It is anticipated that other priorities will emerge from that process that have not been addressed in this narrative.

UND is proposing to continue the use of these special initiative pools as part of the use of the new institutional innovation funds. The total cost of the list as presented in the narrative exceeds the limits established by the Board for the Institutional Innovation Funds. No attempt has been made to assign dollar amounts to the items listed under the Academic Investment Pool and the Strategic Investment Pool. The amount of funding available will determine the number of priorities identified for implementation. The following are examples of possible investments in each of the special initiatives:

**Academic Investment Pool**

a) Invest in enhancing the Instructional Design and Technology masters program-This program is a cooperative effort including the colleges of Education and Human Development, Arts and Sciences and the Odegard School of Aerospace Sciences.
b) Invest in implementing an internet based doctoral program in Space Studies-This program would build on the very successful existing masters level program and is in response to an identified demand.
c) Invest in implementing a doctoral program in Communications
d) Invest in enhancements to existing undergraduate programs to meet student demand (e.g. Entrepreneurship)

**Fit With Priorities:**

**State of the State:**

*Goal 1-make ND a leader in student achievement and academic excellence*
*Goal 4-maintain a quality education system that is affordable to taxpayers and users*
Legislative Cornerstones:

Economic Development - development of programs with national and international market potential
Access - develop and offer programs that are responsive to the needs of the state and are consistent with the market trends of the future

North Dakota University System Strategic Plan 1998-2004:

Goal 1 Education Excellence - continue to develop innovative graduate and undergraduate programs to meet state, regional and national needs as well as the needs of nontraditional and nonresidential students

Strategic Investment Pool

A) Partner with city of Grand Forks and the Alumni Foundation to provide a core of funding for a faculty developed and run “Seed Money” Plan - Initial funding from all three partners ($140,000 total with $40,000 from the city, $50,000 from the Foundation and $50,000 from UND) for the plan is already in place. Grand Forks has committed an additional $260,000 which can be accessed with sufficient match. The purpose of the program is to provide funding that would allow participating faculty to conduct pilot research studies leading to more highly competitive grant proposals to attract additional extramural funding.

Fit With Priorities:

State of the State:

Goal 2 - make the University System an engine for economic growth

Legislative Cornerstones:

Education Excellence - research function

North Dakota University System Strategic Plan 1998-2004:

Goal 4 Leadership in Research - increase investment in research and participate in economic development

A) Enhancing the Advisement Process to Improve Retention and Educational Effectiveness - Research indicates that students who are "connected" to people and programs at the university are far less likely to leave school prior to completion, and good advisement from knowledgeable faculty is key to students completing their programs in a timely and effective manner. Some faculty are very effective in their advisement duties and they seem to find time to keep in close contact with their students; other faculty need help in improving the effectiveness of their advisement activities and some may need to be provided with more time and resources to do an excellent job of advising. UND is committed to: strengthening the advising program for "deciding" and transfer students; developing a system of mandatory advisement for students who are having academic difficulty; encouraging every department to designate a specific person to coordinate advisement for majors; educating faculty on successful advising practices; and developing a system of increased rewards for faculty who work directly with students and provide good advisement as well as those who teach in the evenings, on weekends, and in distance education. These initiatives will require resources to provide more staff in areas such as Student Academic Services, to provide training opportunities for faculty advisors, and to enhance faculty salaries for increased advisement duties and supplemental teaching duties. All of these advisement enhancements will
contribute to improved retention and increased overall enrollments and ultimately to greater educational effectiveness for students from the State of North Dakota and the surrounding regions.

Fit With Priorities:
State of the State:
Goal 1-ND a leader in student achievement and academic excellence

Legislative Cornerstones:
Education Excellence-universities to be assertive in attracting, recruiting, registering and retaining quality students

North Dakota University System Strategic Plan 1998-2004:
Goal 1 Education Excellence- providing students with guidance needed to make well informed career choices

A) Invest in further developing the experiential learning opportunities for UND students-Experiential learning is supervised “real world” employment for which students earn academic credit. Funding would be used to pay for salaries and travel for faculty to identify additional sites, build the relationships, match the students and monitor the experience. A primary focus would be developing relationships with North Dakota businesses. In comparison to comparable universities, UND does a good job of helping students to complete their programs of study and obtain appropriate jobs. However, our success rate could be increased if we can provide more early opportunities for "hands on" learning experiences such as internships and cooperative education experiences so that students can get direct experience in their chosen fields of work even before they finish their academic programs. These experiences will enrich the academic programs for students, help them to "try out" their skills and interests earlier in their education, and provide assistance and "new blood" to companies and organizations in North Dakota and the region. All of these fit well with the goals for higher education and for economic development in the State. These initiatives will require resources to provide additional faculty for placement and supervision as well as travel, phone costs, and postage to support these placements. There also may be need for more job-related laboratories and equipment to prepare students for these placements, and offices such as Career Planning and Placement may require additional resources.

Fit With Priorities:
State of the State:
Goal 1-ND a leader in student achievement and academic excellence
Goal 2-Make the University System an engine for economic growth

Legislative Cornerstones:
Education Excellence-students experience workplace as part of their quality education
Flexible and Responsive-NDUS relationships to the business community
Accessible System-communities and the private sector should partner with the NDUS

North Dakota University System Strategic Plan 1998-2004:
Goal 1 Education Excellence-student proficiencies, career information, experiential or service learning
Goal 3 Relevant Programs-identify and respond to the needs of business, experiential learning
Goal 7 Collaboration-strengthen cooperative relationships
A) Provide incentives for departments to establish advisory councils—Recognizing the need to maintain regular contact with employers of UND graduates, funding would be provided to departments to pay for travel and communication costs for departments that have active external advisory groups. This will facilitate ongoing dialogue and connection with those who have an interest and a need for students graduating from UND.

**Fit With Priorities:**

**State of the State:**

- **Goal 2**—make the University System an engine for economic growth

- **Goal 4**—maintain a quality education system that is affordable to taxpayers and users

**Legislative Cornerstones:**

- Education Excellence—faculty regularly and meaningfully involve employers in determining learner outcomes so quality standards as defined by business, industry and the professions become part of the university definition of quality
- Flexible and Responsive—NDUS relationship to the business community

**North Dakota University System Strategic Plan 1998-2004:**

- **Goal 3** Relevant Programs—keep abreast and adjust to current and emerging employment and career opportunities for students; identify and respond to the needs of business
- **Goal 7** Collaboration—strengthen cooperative relationships

In addition to the continuation of the special initiatives pools, UND is proposing two additional specific institutional innovations at this time. These are: establishment of an organizational unit for information technology and creating a campus information technology support “skunk-works.”

In September, 1999 President Kupchella appointed an Information Technology Planning Task Force to make recommendations regarding the broad directions in which information technology services at UND should be moving during the next decade. In addition, the task force was to look at both near and distant future determining the most desirable information technology services, support and capacity that should be provided to faculty, students and staff. Organizational structure was also to be considered. Based on the work completed to date by the Information Technology Planning Task Force, the following priorities have been identified for funding.

**Establish an Organizational Unit for Information Technology**

**Purpose:** To modernized the universities academic image, educational programs and administrative capabilities by adding a new highly visible unit to provide leadership and structure for all aspects of information technology. Use reorganization, collaboration, consolidation, and expansion to aggregate or build state-of-the-art capabilities to prepare students for success in the information age, to generate new knowledge and to employ new techniques for dealing with life in the information culture.
Planned Emphasis:
2001-2003: Establish new unit, hire leadership position for unit and realign areas that fit new unit.

2003-2005: Expand offerings in new unit and hire additional FTE as needed to support new unit.

Costs: $715,000/2001-2003 biennium

Fit with Priorities:
State of the State: To attract new information technology businesses and industry to North Dakota, we must have a prepared workforce. This new unit will focus on the development of the comprehensive information technology environment at UND. This will enhance UND’s ability to provide an appropriate educational experience for workers that will fill the expanding need for individuals in this area. This enhanced and expanded program is responsive to state-of-the-state goals including: lifelong learning through new continuing education and outreach programs for the information age; economic prosperity by preparing knowledge workers for the new information economies of the state.

Economic Prosperity
Quality of Life
Legislative Cornerstones: The 21st century jobs will require workers that have a deep understanding of how to analyze and synthesize the exploding information available on the Internet. The new unit will begin the evolution to facilitate offering programs for all students that will enrich their understanding of information technology as well as offering specific programs for students interested in pursuing degrees in the various areas of information technology. The new unit is responsive to the legislative council’s cornerstones goals including: economic development by creating an engine to lead the train of development in the state-wide information economy; educational excellence through the inclusion on-campus of 21st Century programs, degrees, majors, courses, and choices; flexible and responsive university systems by potentially adding needed new educational programs.

Funding of Priorities
Economy
21st Century Vision
North Dakota University System Strategic Plan 1998-2004: Every student should leave UND with an understanding of how to utilize information technology. The new unit will provide leadership in North Dakota with information technology by providing relevant programs and utilizing state-of-the-art technologies in the teaching and learning environment. The establishment of a new unit is responsive to the university system goals including: technology and access by preparing knowledge workers to develop technology and access to education on-campus and throughout the state; relative programs by facilitating the development of a cutting edge curriculum in the information sciences; leadership and research by providing research opportunities in areas of growing importance in the information culture.

Technology and Access
Relevant Programs

Campus IT Support “Skunk Works”

Purpose: A key element to nurturing innovation is to provide the infrastructure or environment
that provides a solid base from which to operate. The current level of IT support across campus does not provide this base level. How that support is provided may enhance the possibilities of how technology is utilized and what innovations may occur. Some of the funding will be used to provide additional personnel support with IT to UND units. Rather than being assigned solely to the respective units, however, this group will form the nucleus of individuals to work both within and among the units and together to improve, troubleshoot and innovate technology and applications. This concept is modeled after the cross functional group at UND that worked towards successfully dealing with the issues presented by Y2K. Some of the funding will be used to pay annual stipends to faculty on the forefront of technology applications in teaching and learning to be designated “Information Technology Fellows.” These would be expected to spend time each week interacting in space having the very latest equipment and software offering workshops to advanced faculty and staff and providing technical support to them throughout the campus.

**Planned Emphasis:**

2001-2003: Provide funding for ½ time IT support positions for academic and non-academic units on UND campus and annual stipends for Information Technology Fellows.

2003-2005: Enhance IT support for UND faculty, staff and students.

**Cost:** $700,000/2001-2003 biennium

**Fit with Priorities:**

*State of the State:* Adding technical support staff will further enable faculty and staff use of information technology towards such efforts as the offering of courses and programs for personal and career development to residents of the state.

*Quality of Life*

*Legislative Cornerstones:* Adding technical support increases the likelihood that faculty would offer academic programs and courses that would be more accessible to students using information technology. The high priority for information technology carries over to IT support staff who can help students, faculty and staff make best use of it.

*Accessible Programs*

*Funding of Priorities*

*North Dakota University System Strategic Plan 1998-2004:* The addition of technical support staff can enhance education excellence and collaboration by providing timely and high quality technical assistance to faculty and students. They can help meet the goal of technology access by maintaining reliable and easy to use IT systems.

*Education Excellence*

*Technology and Access*

*Collaboration*
IT Staff Recruiting and Retention for Technical Support

Purpose: Increase funding to recruit and retain qualified technical staff in support of campus and system-wide information technology goals.

Planned Emphasis: 2001-2003: Increase Computer Center IT salary staff by an additional approximately 3% to make progress towards providing salaries at 90% of regional market.

Cost: Campus computing $49,817 2001-2003 biennium  
HECN-North Site $131,406 2001-2003 biennium

Fit with Priorities:
State of the State: Recruiting and retaining high quality staff will enable offering more efficient, responsive and reliable IT services to students, faculty, researchers, staff and constituents of the university system.
Quality of Life
Legislative Cornerstones: Recruiting and retaining high quality staff increases the likelihood that campuses can offer academic programs and courses conveniently and reliably that would be more accessible to students using information technology. The high priority for information technology carries over to IT support staff who can help students, faculty and staff make best use of it.
Accessible Programs
Funding of Priorities
North Dakota University System Strategic Plan 1998-2004: The recruitment and retention of high quality staff can enhance education excellence and collaboration by providing timely and high quality information technology resources to faculty and students. They can help meet the goal of technology access by maintaining reliable and easy to use IT systems.
Education Excellence
Technology and Access
Collaboration
Increased Access to NDUS Resources

**Purpose:** Increase access to NDUS resources which support and enhance educational excellence, distance education, health education and life long learning.

**Planned Emphasis:** Purchase electronic resources such as databases and electronic books as a cost effective means to provide access to those resources.

**Cost:** 2001-2003 biennium $11,035

**Fit with Priorities:**

*State of the State:*
  Goal 3-improved access to education through technology

*Legislative Cornerstones:*
  Flexible and Responsive-meet the information age expectations of customers/clients/learners

*North Dakota University System Strategic Plan 1998-2004:*
  Goal 2 Technology and Access
IT Staff Recruiting and Retention and Network Upgrades

Purpose: Increase funding to recruit and retain qualified technical staff and invest in network upgrades and system enhancements.

Planned Emphasis: A portion of the Innovation funding would be allocated to salary increases needed to make IVN salaries more competitive based upon market survey data. The IVN technical staff are key personnel who have specialized training, and they cannot be easily replaced. In addition, the Innovation funding could be used for network upgrades and system enhancements to support new technologies for use by instructors, students, administrators and state agencies. Expanded use of H.323 (Internet) video applications and other technologies such as video streaming will provide increased access to all types of videoconferencing for higher education and state government, improve the flexibility of the network to meet a variety of needs and reach communities that are not currently served by IVN.

Cost: 2001-2003 biennium $38,896

Fit with Priorities:
State of the State: Recruiting and retaining high quality staff will enable offering more efficient, responsive and reliable IT services to students, faculty, researchers, staff and constituents of the university system.

Life Long Learning

Quality of Life

Legislative Cornerstones: Recruiting and retaining high quality staff increases the likelihood that campuses can offer academic programs and courses conveniently and reliably that would be more accessible to students using information technology. Availability and use of information technology provides access.

Education Excellence

Accessible Programs

Funding of Priorities

North Dakota University System Strategic Plan 1998-2004: The recruitment and retention of high quality staff can enhance education excellence and collaboration by providing timely and high quality information technology resources to faculty and students. They can help meet the goal of technology access by maintaining reliable and easy to use IT systems. Investment in technology infrastructure insures that services are widely available.

Education Excellence

Technology and Access

Collaboration