UND Strategic Plan

**GOAL #3:** Deliver more educational opportunity online and on-campus

*As we look ahead into the next century, leaders will be those who empower others.*
- Bill Gates

*If we teach today’s students as we taught yesterdays, we rob them of tomorrow.*
- John Dewey
Goal 3: Team Members – Thank You!

- Matt Cavalli
- Grant Christensen
- Scott Correll
- Mark Dusenbury
- Michelle Garske
- Diane Hadden
- Jeff Holm
- Janelle Kilgore
- Lynette Krenelka
- Margot McGimpsey
- Chris Nelson
- Sarah Nissen
- Sarah Nissen
- Mike Pieper
- Carol Schneweis
- Brooke Solberg
- Jennifer Swangler
- Katherine Terras
- Jana Zwilling

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The Future is not something we enter. The Future is something we create.
"Death Spiral" – Harvard Universities May Fail In

by Tyler Durden
Apr 14, 2014 9:58 PM

School's Out Forever

Closings of Higher-Education Institutions

Source: U.S. Department of Education

Number of Universities Downgraded Spikes

Number of U.S. public and private universities with
bond ratings upgraded and downgraded by Moody's

36 universities

Source: Moody’s Investors Service

Higher education is a business that doesn't know it's going out of business.
Mark Cuban
College Debt

Current Tax Proposal Eliminates:
• The deduction for interest paid on student loans;
• The deduction for college tuition;
• The tax break for tuition discounts that colleges give their employees;
• The tax break for all employer-provided educational assistance programs.
76% of UND Students from ND & MN
- 32% of the ND market (21 Competitors)
- 4% of the MN market (~200 competitors)

Enrollment Trends: Last 3 Years
“Move fast and break things. Unless you are breaking stuff, you are not moving fast enough.”

–Mark Zuckerberg
Goal 3: Improve how we communicate with potential and current students about the educational opportunities available at UND

- Invest in marketing organization and tactics, including branding study, website upgrade, advertising and recruiting software upgrade.

- Enhance existing and develop, as necessary, new capabilities within UND to facilitate the growth of online programs, courses, and enrollments (e.g., digital marketing, recruiting, enrollment, course development, & student success services).
Goal 3: Optimize our ability to attract and retain high quality applicants from diverse backgrounds

• Examine effectiveness of recruiters in generating leads and converting them to enrollees.

• Reduce barriers to admission, including streamlining credit transfer review and acceptance processes.

• Enhance strategic use of merit and needs-based scholarships, graduate assistantships, and waivers to optimize attracting and retaining high quality undergraduate and graduate students from diverse backgrounds.

• Progressively upgrade campus facilities and ambiance by reducing deferred maintenance, targeting facility improvements, and improving timelines and quality of building maintenance and elevating grounds keeping standards.
Goal 3: Identify and strategically develop and promote high demand programs online and on campus

• Partner with an online program management company to provide marketing, recruiting, course development, and student services for online programs to expand enrollments.

• Identify and develop new high demand degrees and certificates in diverse areas including data analytics and cyber security and other areas especially those consistent with the grand challenges.

• Coordinate the development of certificates and degrees available on campus and online that will align into stackable verticals and academic suites.
• In 2006...the “stereotype of the traditional 18-22 year-old full-time undergraduate student residing on campus” represented approximately 16% of the higher education population in the United States.
• In 2012, ...only 14% of all undergraduates attend full time and live on campus making the “collegiate archetype – a well prepared 18 year old.... – the exception, not the rule.”
There are 37 million Americans with some college credits but no degree - more than 20 percent of the working-age population.

38% increase in earnings when you earn your Bachelor’s Degree compared to having “some college.”
"The enterprise that does not innovate inevitably ages and declines. And in a period of rapid change such as the present... the decline will be fast."

-Peter F. Drucker

**WHY DO THEY TAKE ONLINE COURSES?**

68% Balance
Ability to balance life’s responsibilities more easily

37% Accelerated
Courses delivered in 4-week, 6-week, 8-week and other alternative calendars

64% Flexibility
Ability to take courses and study anytime and anywhere

30% Cheaper
Less fees, lower overall costs

18% Faster
Ability to complete a program quicker than traditional learning
2009 to 2017

- ASU: 30,000 more students
  - UA – 5,000
- 25,000 more undergraduates
  - UA -- 4,000
- 5,000 more graduate students
  - UA --1,000

#25 in innovation 2018

#1 in innovation for three consecutive years