Priorities of the VPAA/Provost Office
January 25, 2017

Thomas M. DiLorenzo
Provost & VP Academic Affairs
Overview (based on Dec. 1, 2016 campus communication)

• As required, UND submitted a biennial budget for 2017-19 at 90 percent of general fund level
  • a reduction of $16.6 million for the biennium or about $8.4 million per year

• Additional reductions for 2017-19 are possible
  • a potential reduction to 85% general fund level for the biennium would equate to a total reduction of $25 million or about $12.5 million per year
  • enrollment for FY17 is slightly down, resulting in less tuition revenue

• Final impacts on the UND budget will not be known until:
  • legislative session adjourns
  • approval of FY18 annual budget requirements including tuition rates, salary increase percentages and health premium increases by SBHE
Time Line

Dates

• December 1, 2016
• December – February
• January – March
• January – May

Actions

• Initial budget planning message sent to campus
• Planning for reductions at 4, 8 and 12% reduction levels based on FY17 base appropriated budgets
• Continuation of tuition and fees model development
• Refine strategic plan and assignment of responsibilities
Time Line (continued)

**Dates**
- February
- TBD (tentative late February)
- February/March
- February 24, 2017

**Actions**
- Divisions submit 4, 8 and 12% budgets
- Support Unit Allocation Committee makes recommendations for FY18 funding levels for support unit cost pools
- Ongoing budget discussions including strategic focus and subvention expectations; finalize support unit allocations to enable primary unit planning
- Conclusion of first half of legislative session (crossover)
<table>
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<tr>
<th>Dates</th>
<th>Actions</th>
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<tbody>
<tr>
<td>• March/Early April</td>
<td>• Ongoing budget discussions; primary unit budget presentations to Provost and VPFO</td>
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<tr>
<td>• April</td>
<td>• Primary unit budget refinement</td>
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<tr>
<td>• April</td>
<td>• Finalize budget scenarios across all divisions</td>
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<td>• April 26, 2017</td>
<td>• Last day for legislative session (limited to 80 days)</td>
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Time Line (continued)

**Dates**
- Early May
- Mid June

**Actions**
- SBHE finalizes annual budget guidelines; final budget decisions are made at the campus level (president)
- FY18 annual budget due to NDUS (data entry and uploads must be complete to roll into new fiscal year)
Items to Consider

• Aggressively identify and implement collaborative/shared service arrangements that improve efficiency while reducing cost
• Aggressively pursue external funding and assign faculty time to produce outcomes
• Centralize services; elect not to rehire positions when vacant
• Consolidate administrative functions/structures to reduce administrative costs
• Digitize documents, recruitment materials, newsletters, etc., to reduce duplication costs
• Eliminate apps/software not used
• Defer/eliminate specific programmatic, operational, and personnel costs based on UND and division priorities
• Consolidate IT services functionally to reduce software, hardware and staff expenses
Items to Consider (continued)

• Optimize class size; special appointment hires rather than tenure-track
• Maximize efficiencies and economies of scale
• Reduce programs in low enrolled and/or non-priority areas to redeploy personnel to support student success and on-time graduation
• Reduce the number of options/electives, especially with low enrollment
• Re-evaluate productivity/workload
• Restructure areas and redeploy staff to ensure necessary skills are available consistent with priorities and functions to be delivered
• Scrutinize and limit operational costs and be as frugal as possible without jeopardizing mission objectives
• Use space management techniques to maximize classroom use
Tools

- Voluntary separation program
- Voluntary reduced FTE
- Early retirement
- Phased retirement for faculty
- Freeze tenure-track faculty searches through remainder of FY
- Soft freeze (additional review) staff searches through remainder of FY
North Dakota 65th Legislative Assembly
http://www.legis.nd.gov/assembly/65-2017

Legislative communication procedures:
University & Public Affairs under “Tools for you”
Guidelines for Communications by UND Employees with Local, State and Federal Government Officials
http://und.edu/university-public-affairs/guidelines.cfm

Legislative information on President Kennedy’s website:
Legislative Session

Tracking nearly 50 bills (NDUS, UND).

Some that were heard this week (testimony):

- [Fyi: Monday was deadline for Senators to file bills]
- HB1304 - Prohibits the wearing of masks, hoods, or face coverings at certain functions (protest related)
- HB1329 – requires SBHE to develop freedom of speech policy that applies to all students within NDUS – NDUS shall provide notice of the protections electronically each semester.
- HB1369 – Voter ID
- SB2035 – Minimum amounts of 95 percent of state aid in the higher education funding formula for the biennium.
- SB2036 – Challenge grants
- SB2193 – Law enforcement jurisdiction
Legislative Session

Some Bills to watch for:

- HB1264 - Set the tuition rates for out of state students.
- HB1265 - Gradually reduces the number of out of state students admitted into programs
- SB2034 – Providing for a nursing faculty student loan repayment program

Caucus

Next legislative forums at City Council Chambers:

- Saturday, February 18
- Saturday, March 18
Master Space Planning

• Recommendations for the Master Space Plan called for building renovations and space consolidation to
  o Improve the quality of our teaching and learning environments
  o Maximize use of space
  o Reduce operating costs

• Reduces deferred maintenance by $32M and contributes more than $1M in annual operating costs

• Phase 1 of the Master Space Plan will be implemented over the next 24 months and involves department relocation, classroom reconstruction and vacating several buildings
  o Examples of space initiatives
    • Graduate Studies relocated to Twamley Hall
    • A&S Dean’s office relocated to the New College of Arts & Science (former med school)
    • Multi-Cultural Student Services, International Programs, Women’s Center relocated to Memorial Union
    • Strinden Center has been vacated
Master Space Planning: Implementation

- Consolidate some departments, College of A&S
  - Spring ‘17
- O’Kelly Hall Upgrades
  - New Math Mall Classroom Upgrades
  - Fall ‘17
- 314 Cambridge Corwin Montgomery Vacated
  - Fall ‘17
- Chandler Robertson Vacated
  - Fall ‘18
- O’Kelly Hall Upgrades, Phase II
Strategic Enrollment Management (SEM)

- The SEM Committee facilitates student success by focusing on best practices in recruitment, retention and graduation
  - Consists of Colleges/Schools, Academic Affairs, Student Affairs, Extended Learning, School of Graduate Studies

- Consider:
  - Student success is our obligation
  - It’s a new landscape in higher education
    - Population growth of traditional undergraduates has slowed
    - Graduate student demographics continue to increase
    - Demand for online education is exploding
    - Greater need for student academic support
  - Enrollment growth and increased student retention drives revenue increases that can offset budget reductions
Since 2013, the undergraduate freshmen class size has remained the same at approximately 1,880 students.

Fall to fall retention rates for the undergraduate freshman class have also remained the same at 80%.
Strategic Enrollment Management:
Interventions Focus on Reducing Academic and Other Student Success Barriers

- Faculty issues academic alerts
- Professional Advisors, Student Academic Srvs contact students with holds
- Faculty Advisors and Professional Advisors notified about dropped credits
- Faculty and Professional Advisors, Dept. Contacts contact unregistered students

Interventions

- 9% Increase in retention at Philadelphia U in two years
- 10% Increase in course completion rate at Youngstown State U in four years
Strategic Enrollment Management: Retention Case Study

- **Challenge:**
  - Typical 10% loss of undergraduate freshman class between fall and spring semesters

- **Intervention:**
  - Spring Semester Outreach (Dec – Jan)
    - Partnership between Student Academic Services & College Units
    - Academic Services identifies freshman students not yet registered for spring semester classes
    - Student information for each college’s population is shared with colleges with the expectation that colleges conduct student outreach
    - Talking points are developed for the colleges to use when connecting with students. **Faculty participation makes a difference.**

- **Results:**
  - In academic year 2015-2016, the above approach improved retention to 93%
  - 2016-2017 results are not available yet
Strategic Enrollment Management: Starfish Helps Faculty & Advisors Improve Student Performance

• Starfish collects data related to student performance and provides that information to advisors, faculty and staff to ensure student success

• “Early Alert” and “Mid-term Deficiency” surveys ask faculty to flag students in need of improved academic performance

• The number of students with a D/F/Unsatisfactory course grade has decreased by 9%

<table>
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<tr>
<th>Course Grade</th>
<th>Using Starfish</th>
<th>Prior to Starfish</th>
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<tbody>
<tr>
<td>D/F/Unsatisfactory</td>
<td>36%</td>
<td>45%</td>
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Strategic Enrollment Management: Starfish Rollout

- Continue rollout. Goal is 100% faculty participation; currently 30%
  - Collect faculty feedback on Starfish ease of use
  - Identify critical path courses and high failure rate courses to ensure Starfish use
  - Develop college specific plan to assist faculty with adoption
  - Training: January 24 & 25; February 21 & 22; March 28 & 29; April 25 & 26

- Spring of 2017
  - Starfish Mid-term Deficiency Progress Survey to replace mid-term deficiencies in PeopleSoft

- Starfish Kudos from students
  - “Thank you so much for sending my progress reports for Intro to Humanities I! I really did not know what to expect going into that class and your emails and my professors' comments have been extremely helpful!”
New course scheduler will streamline registration for students by automating their scheduling process.

- Available in April ’17 to support early registration for Fall ’17
- Students input courses, block off time for life / work commitments and instantly generate possible schedules
- College Departments can analyze course demand and plan accordingly
- Training with Registrar is underway and scheduled in Feb for Professional Advisors; schedule for college units is being developed
Strategic Enrollment Management: Enrollment Initiative

- Academic Program Recruitment Landing Pages
  - Creation of 40 new marketing-focused, responsive design, website landing pages for select academic programs
  - New website in 12-15 months for all programs to participate
  - Utilize digital advertising to promote enrollment growth

- Sample Landing Page
  - [http://blogs.und.edu/admissions/accountancy/](http://blogs.und.edu/admissions/accountancy/)
Strategic Enrollment Management: Data will drive enrollment management decision making

Example:

Students Graduating with >125 Credits by Percentage of Academic Year of Graduation

- 2012: 3% (11%), 12%
- 2013: 3% (8%), 11%
- 2014: 4% (10%), 12%
- 2015: 4% (11%), 14%
- 2016: 5% (10%), 12%

Legend:
- 125
- 126-130
- 131-140
- 141-150
- 151-160
- 161-180
- 181+
Strategic Enrollment Management: Promoting our News

- Newsletter published twice a week

UN D T O D A Y
UND’S OFFICIAL NEWS SOURCE

JANUARY 19, 2017
BY KAYLEE CUSACK

High-impact humanities

Sandi Kruse studies political effects of digital literature around the world and prepares for grad school at the same time, thanks to Arts & Sciences Undergraduate Research Fund
Faculty Research Support Programs

• FY16 faculty research funding commitments from the university totaled more than $2.2M
  • Seed funding for personnel (post-docs, graduate RA’s), equipment, consumables, faculty early career awards
  • Humanities and arts grant program
  • Startup resources for new faculty

• FY17 will continue similar seed funding
  • Some will be focused on Grand Challenges as defined by university strategic plan
FY16 Grants and Contracts Funding

- Includes federal, state and private sources of funding for research, education and public service

- Research funding ~$75M for FY16 from all sources

- FY16 was highest level of funding in post federal earmark era

Last year of federal earmarks; multi-year proposals spent in subsequent years
Faculty Research Support Programs

• New grant management system by Novelution
• Will allow faculty greater control over proposal preparation and submission, award receipt and management
  o Faulty write and upload proposal pieces while Office of Sponsored Programs supports submission by monitoring dates and non-technical proposal components
  o Online approval routing
  o IRB and animal research protocols are linked to proposals and awards
  o Proposal components are archived and re-used as needed
• Will allow chairs, deans administration to track proposal and award trends across the university and enable more efficient resource allocations
• Training will be available for faculty, staff
• With this system, UND will enter the mainstream of university research management
Open Education Resources

• Last year, 2 NDUS grants plus other funding was secured
  o OER materials for Calculus 1 & 2, intro Psychology, Sociology, Political Science, & Aviation Meteorology
  o Open Access edition of History of North Dakota

• This year, 7 grants submitted to NDUS; 5 have been funded
  o Art, Calculus, English Composition, Information Systems & Business Communication, and History of Applied Science & Technology
  o Summer workshops will be scheduled

• $75K in funds coming from Student Government

• Discussions have begun to host a second OER Summit
  o Inaugural summit attracted 108 people from across the state

• The Robinson book (History of North Dakota) is almost complete.
  o Finalizing technical work and awaiting new Forewords/Afterwords

$2M - $2.5M
Anticipated savings to students in 2017-18
Promotion, Tenure, and Evaluation Initiative

Goal for **three major pillars of PTE Initiative** is to support faculty excellence, enhance academic quality, and amplify institutional reputation.

1. **Annual process improvements**
   - Process alignment; improved timeline; more communication; improved webpage & forms; electronic submission; clarity of review & rationale for votes; outreach

2. **Essential Elements implementation**
   - Departmental guidelines aligned with elements identified in 2008 faculty-led review

3. **Improved Faculty Handbook**
   - Revised & improved PTE sections of Faculty Handbook
## PTE WG’s Recommended Timeline

<table>
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<tr>
<th>Dates</th>
<th>Responsible Party</th>
<th>Action Step</th>
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<tbody>
<tr>
<td>Dec ’16-Jan ‘17</td>
<td>President, Provost, Deans, University Senate Executive Committee</td>
<td>Review Handbook draft</td>
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<tr>
<td>Mid-end Feb</td>
<td>PTE Working Group</td>
<td>Draft to university community with interactive webpage for comments</td>
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<tr>
<td>End of Feb</td>
<td>PTE Working Group</td>
<td>University-wide open input sessions for review, discussion of draft</td>
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<tr>
<td>Early March</td>
<td>University Senate Faculty Handbook Committee</td>
<td>Review draft</td>
</tr>
<tr>
<td>Mid-end March</td>
<td>PTE Working Group</td>
<td>Refine draft using input from open sessions, webpage</td>
</tr>
<tr>
<td>April (TBD)</td>
<td>PTE WG / University Senate</td>
<td>Consider draft</td>
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• Diversity at UND means our community reflects and is strengthened by members representing the full range of human differences, seen and unseen.

• Diversity Advisory Council provided a list of 21 recommendations based on current programs/practices and identified best practices focused on:
  • Campus and community climate
  • Teaching, learning and scholarship
  • Student development and involvement

• Strategic Plan Working Group on Diversity and Inclusion is focused on shifting strategic goals about diversity work from single programs or marginalized units to institutional goals, resources, capacity, leadership and centrality that is both pervasive and deep.
Diversity and Inclusion: Recommendations

- Combine the work of the Diversity Advisory Council with that of the Diversity & Inclusion Strategic Planning Working Group.

- Develop a Diversity Strategic Plan for the University in conjunction with the university’s overall strategic planning process which will establish a set of concrete, achievable actions that will make the University of North Dakota a more fully inclusive institution that understands and appreciates diversity.

- Create and deliver training for staff and faculty on diversity, inclusion, cultural competence, SafeZone, culturally competent customer service and employee relations by providing ongoing funding and support to the Office of Learning and Development which is designated for these purposes.
Diversity and Inclusion

Build a critical mass of students from traditionally underrepresented groups by expanding multicultural student recruitment and retention efforts

Recruitment Plan

Jan 2017 - April 2017: Goal setting with Recruitment and Retention Working Groups based on collected data

May 2017 - April 2019: Assist as needed with development, implementation and analysis of recruitment plan

Create a campus environment that is representative of diversity at UND and a multicultural world

Space Rebranding

Oct 2016 - March 2017: Convert Swanson 17 to meditation space open to all students

Jan 2017 - May 2017: Establish LGBTQ Center in Memorial Union
Questions? And Resources

Today’s presentation material is available at http://und.edu/provost/


Landing Pages are coming! http://blogs.und.edu/admissions/accountancy/


Mark your calendars! See you at our next Provost Forums:
Feb 28, 3:30 – 4:30 p.m., Memorial Union Lecture Bowl
Mar 22, 3:30 – 4:30 p.m., Memorial Union Lecture Bowl
April 24, 3:30 – 4:30 p.m., Memorial Union Lecture Bowl