HIGHER LEARNING COMMISSION (HLC)
SELF-STUDY AND REPORTING PROCESS

CRITERION 5
Resources, Planning, and Institutional Effectiveness
Periodically, the University of North Dakota (UND) embarks on the process of self-study and reporting for HLC reaccreditation. This is our opportunity to reflect on where we are, how we got here, where we need to go, and how we plan to get there. Your involvement in providing feedback during this process demonstrates the willingness of the UND community to help UND be exceptional.

GOALS OF THE HLC SELF-STUDY

UND’s self-study and reporting process goals are to:

1. Meet the needs of the HLC reaccreditation process by ensuring that all necessary research, data collection, analysis, evaluation, and writing are completed in a timely and quality manner.

2. Benefit the University by sharpening our understanding of our progress and challenges in carrying out UND’s mission and fostering success in achieving the Exceptional UND vision.

THE CRITERIA FOR ACCREDITATION

1. Mission
   The institution’s mission is clear and articulated publicly; it guides the institution’s operations.

2. Integrity: Ethical and Responsible Conduct
   The institution acts with integrity; its conduct is ethical and responsible.

3. Teaching and Learning:
   Quality, Resources, and Support
   The institution provides high quality education, wherever and however its offerings are delivered.

4. Teaching and Learning:
   Evaluation and Improvement
   The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

5. Resources, Planning, and Institutional Effectiveness
   The institution’s resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities. The institution plans for the future.

advancing EXCEPTIONAL UND strategic vision

This process will continue momentum toward achieving the five Exceptional UND strategic priorities.

EXPERIENCE
Enrich the student experience.

GATHER
Encourage gathering.

COLLABORATE
Facilitate collaboration.

EXPAND
Expand UND’s presence.

ENHANCE
Enhance quality of life.
CRITERION 5: RESOURCES, PLANNING, AND INSTITUTIONAL EFFECTIVENESS

Criterion 5 is about the University’s resources, planning, and institutional effectiveness.

We consider whether:
1. We have and use sufficient resources (i.e., fiscal and personnel) and infrastructure (i.e., physical and technological).
2. We have appropriate governance and administrative structures for effective leadership and collaboration.
3. We engage in effective planning and resource allocation.
4. We demonstrate efforts to continuously improve our University.

We examine how well we fulfill our mission, improve the quality of our educational offerings, and respond to future challenges and opportunities.

PRIMARY FINDINGS

Strengths

Our study identified the following strengths in terms of the University’s resources, planning, and institutional effectiveness:

• The University has a strong foundation of resources and stable streams of revenue, which are a reflection of careful fiscal stewardship.
• The University has made fiscal choices that prioritize investing in the key resources of faculty and staff.
• UND has conducted planned capital improvements and construction projects and is elevating its technological infrastructure.
• UND uses a decision-making process that is inclusive, participative, and functional.
• The University has a strategic vision generated by campus conversations on Exceptional UND, with priorities that have generated initiatives to enrich the student experience, encourage gathering, facilitate collaboration, expand UND’s presence, and enhance the quality of life.
• Exceptional UND has guided strategic decision making under the current administration and encouraged intentional collaboration across the Divisions of Academic Affairs, Finance and Operations, and Student Affairs, while facilitating innovation at the college, school, or unit level.
• The University has an organizational culture that values continuous improvement.

DOCUMENTS REVIEWED

The committee reviewed a wide range of materials, including:

2001 Pathways to the Future
2005 Building on Excellence
2010-11 Exceptional UND Accreditation Reports
American Association of University Professors (AAUP) Salary Comparison
Annual Budget Narratives (2008-2013)
Annual Progress Reports
Annual Department & Division Reports
Athletics Division I Study
Bond Rating Reviews
Campus Alignment Reports
Campus Master Plans
Clery Annual Security Act Report
Climate Action Plan
College/University Personnel Association
Consultant Reports (evaluating UND)
Core Technologies Plan
Delta Cost Project
Faculty Handbook

GoalShare 2011-2012
Housing Master Plan
Institutional Research Data
Integrated Postsecondary Education Data System (IPEDS) Data
National Collegiate Athletic Association (NCAA) Annual Reports
ND Office of Management & Budget (OMB) Reports
ND University System (NDUS) Accountability Measures Reports
NDUS Audit Report (2008-2012)
NDUS Legislative Appropriation Analysis
NDUS Legislative Resource Guide
NDUS Student Affordability Report
PeopleSoft Finance
Research Strategic Plan
State Board of Higher Education (SBHE) Policies
Surveys (e.g., Campus Quality Survey, Faculty Survey)
UND Strategic Plan II
UND Website
University Letter

In addition, the criterion group conducted interviews with the University’s academic deans, senior administrators, and vice presidents.
PRIMARY FINDINGS CONTINUED

Opportunities for Improvement
Our study determined that the following is needed to strengthen the University’s resources, planning, and institutional effectiveness:

• While campus planning processes have led to thoughtful planning, they require more deliberate and cohesive action steps to fully support the Exceptional UND vision.
• There is a need for a campus space management policy and a more detailed master plan to address deferred maintenance and related funding needs.
• With the reorganization of the campus technology infrastructure nearing completion, UND should focus on regaining and maintaining the momentum established under the Core Technology Plan.

Next Steps
To further enhance the University’s resources, planning, and institutional effectiveness, the following steps are recommended:

• Continue building on strengths of the University’s new senior leadership team.
• Continue moving forward to advance University priorities following the resolution of the Fighting Sioux nickname and logo controversies.
• Adapt quickly and appropriately to changes emanating from the North Dakota University System and the State Board of Higher Education’s evolving vision and revised policies.
• Continue to emphasize activities that bridge the Divisions of Student Affairs and Academic Affairs in an effort to improve the student learning environment and experiences and facilitate student success in meaningful and measurable ways.

WE WANT YOUR FEEDBACK
To submit feedback on any criterion, visit UND.edu/hlc and complete the online form. Feedback on Criterion 5 must be submitted by Tuesday, April 16, 2013, to ensure consideration during final revising of the self-study report.

Questions?
For more information about the self-study and reporting process, please contact:

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