**Executive Council Focus Group**

*June 20, 2022*

**What would be your vision for UND’s future, and do you have any big dreams for the Institution?**

* Build a $500 million endowment for UND
* Known as a great place to work at every level – every title, every job – proud, happy, sense of pride in the work that they do (don’t need a metric)
* International program – to be considered around the world and go back to their country that I was treated so beautifully, part of a great host family
* 1st year experience program – collaborate to design a first year experience program – students feel like they belong
* Leadership development area – great leadership opportunities for faculty, staff and students
* Want UND to have a reputation for education and research and creative activity for students
* UND needs to take some steps (could be small), part of the national conversation and visibility, Northern Plains and institution of record – what can we do to get our brand at a national level
* Willingness for us to be flagship university (maybe not as large), but serve higher ed in the state, nation and region
* Ingredients and building blocks – but what do we get when we bring this all together – what do we get – what do we want to be to be distinctive, what makes us different – when we put it together, what do we have – a theme is critical – if you ask people about Mayo Clinic – common theme – the patient comes first – what is our guiding principle – what is our theme – what do we get when we put it all together – what do these ingredients combine that result in
* Innovation university – relative freedom – flagship institution, pedagogy, content, mode, research (applied and basic), innovate – about our employees, culture that fosters innovation
* “The beacon of excellence on the Northern Plains”
* I like the “right size” – the world is our possibility, connects to ND students who want to go to a University and others who are used to larger places
* Innovation and nimbleness – academics, we have a petroleum engineering program, medical program, create culture and seek opportunities
* “Educational excellence with an intimate feel” – what about research, service – don’t limit it
* Infused with inclusivity and justice, integrated in all aspects, we are an equitable environment that increases access to resources, recognition that the world is changing and we need to be reflective of that – what is the final outcome, equitable mindedness
* Excellence in all that we do
* Discovery and creativity – we are a flagship – and not a lot that are this size – the student experience is great – small enough to interact with professors – intimate connection both academically and research – capitalize on with research even at undergraduate involvement – a flagship at this size can do it better than anyone – Grand Challenges – we do have a national presence with research – Research 1 – we are a research university – we share knowledge democratically and dissemination – one of our strengths is applied research – EERC – state and national meaningful research – excellence – from a research standpoint from undergraduates to graduates – and take it to meaningful products – from medicine to UAVs

**As we think about the vision and big dreams, what are the aspirational items or concrete directions do you want to see UND take in future?  What do you think we need to do to move UND forward?**

* Make this a fantastic place for everyone to work and innovation center – EERC vision – lead the world – go to place in ND and the country for energy environmental research – help Europe advance – will help drive UND forward
* What are the ingredients – further develop a culture of a learning culture – find opportunity for professional growth, students, staff and faculty – take risks – it is part of learning if it is done in good faith – no finger pointing – don’t make a safe decision – not prudent – lifelong learning – put this into our culture –
* Lifelong learning – goal in everyone’s evals – find something to continue to develop themselves in all employees – need to foster this – annual goal – for all of us – all employees and students
* We recruit student athletes for 40 years (not 4 years)
* How many CEUs did you accumulate this year – sense of wonder, discovery and innovation
* Aspirational goal
* Intentional investment, invest in employee morale, invest in equity and inclusion, have to put $ to investment, invest in leadership with training, it is not an extra thing but an investment, multi-prong  and not just one and done, action investment
* Risk Taking – part of our culture -
* Innovation University – ways that we can connect the dots – Grand Challenges work – both in energy and spae and rural medicine that can fold under the overall arching idea of innovation – extensive conversations about creating an ecosystem of innovation,
* 4 leadership themes or ideas – that drive our work – 1. academic excellence – across all dimensions, 2. national impact – we strive to grow the impact and visibility (quality teaching and research), 3. faculty and staff opportunity – recruitment and retention of faculty and staff and to develop and achieve remarkable, 4. statewide leadership and service – centrality to state of ND – resource of citizens of the state – economic engine
* Excellence, want to see us recognized across the nation for the great work we do, well-kept secret, so far North, in Northern Plains, people in US don’t look to us except in various areas, industry partners and government sponsors – in Washington, DC – for UAS summit – the reaction from across the world – that GF and UND were doing all of these things – how do you showcase that and invite people into this – partnerships – to join us in these endeavors – very remarkable place
* North Dakota – how do we contribute to the industry in ND – but allow ND be that beacon across the UD – the folks at UND can benefit the entire country
* Creativity – wonderment and creativity – sense of wonder on our campus – something cools is going to happen today and I am part of it – comprehensive campus – authors all of us exposure to something – hit repeatedly discovery and creativity – can do ove and over again – in our ecosystem – broader than this – it is a FORCE – this place is different
* Access and Opportunity – we shouldn’t just be accessibility to only ND – everyone should be welcome – the way we treat them and allow them to grow
* Wonder, Ease and Voice – Ease – make it easy to speak about the University, ease of access, barriers that exist in a bureaucracy – make it easy for people – administration can slow things down with policies or the law – Voice – how do you give people the daily voice – rise up and use their voice – facilities, mail clerk, professor, staff member – shared governance – seek opportunity to listen – voices of many – keep our ears open
* Wonder – poem – I Am Waiting – wonder is used multiple times – a good read – [Lawrence Ferlinghetti’s I Am Waiting](https://www.poetryfoundation.org/poems/42869/i-am-waiting-56d22183d718a)
* Mathematician – axiom – tradeoff between completeness and contradiction – great lesson on balance on levity and completeness – if it is too long, people won’t read it, if it is too short…..