PURPOSE  Chief Opportunity Engine for North Dakota and Our Students
VISION   Premier Flagship University in the Northern Plains

One UND
STRATEGIC PLAN
2017–2022

President Mark R. Kennedy
GOALS

LEARNING
Goal 1: Provide a strong undergraduate liberal arts foundation
Goal 2: Increase undergraduate, graduate and professional retention and graduation rates
Goal 3: Deliver more educational opportunity online and on-campus

DISCOVERY
Goal 4: Enhance discovery at a level consistent with the most research-intensive Universities (Carnegie R1)

ENGAGEMENT
Goal 5: Foster a welcoming, safe, and inclusive campus climate
Goal 6: Meet educational needs of active-duty military personnel, veterans, and their families
Goal 7: Attract support for the university by actively engaging alumni and donors

CORE VALUES

COMMUNITY
A spirit of collaboration and connectedness across the University and beyond

DISCOVERY
An enthusiasm for inquiry, creativity, and innovation

DIVERSITY
An understanding and appreciation of diverse people, experiences, and ideas

INCLUSIVITY
A welcoming, inclusive, and supportive environment for all

LIBERAL ARTS
An educational foundation essential for living an intellectually curious, personally fulfilling, and socially responsible life

LIFELONG LEARNING
A passion for learning, civic engagement, and community leadership

COMPARISON FLAGSHIP UNIVERSITIES
- University of Idaho
- University of Montana
- University of South Dakota
- University of Wyoming

ASPIRATIONAL FLAGSHIP UNIVERSITIES
- University of Iowa
- University of Minnesota
- University of Nebraska
Goal 1: Provide a strong undergraduate liberal arts foundation

METRIC #1
Association of American Colleges & Universities (AAC&U) Values Institute and Rubrics

GOAL BY 2022
Highest level amongst Comparison Flagship Universities (CFUs)

DATA SOURCE
AAC&U scores with UND having a participation rate at or above CFUs

GRADATION
2018 – establish benchmark, 2019 – establish goals through 2022 based on annual straight line level of improvement required to achieve goal

CAPTAIN
Vice Provost

ACTION ITEMS
1. Determine student liberal arts skills at the University of North Dakota (UND) through direct and indirect measures. Contextual assessment will be used in goal setting.
2. Following establishment of contextual assessment, make comparisons to similar institutions of key liberal arts learning outcomes through participation in the AAC&U VALUE Institute and indirect measures.
3. Document current High Impact Practices (HIPs) as defined by AAC&U including measures of quality and equitable access. Increase student engagement in HIPs across undergraduate academic careers with a goal of at least 3 per student.
4. Ensure students gain academic breadth that is the hallmark of a strong liberal arts education through development of guided academic pathways (double majors or majors/minors or certificates) with careful attention to avoid extending degree completion time (four-year goal).
5. Provide faculty and staff programming/workshops through Teaching Transformation and Development Academy (TTaDA) to support student skills related to learning outcomes which demonstrate a strong liberal arts education (e.g., active learning, high impact practices).
Goal 2: Increase undergraduate, graduate and professional graduation rates

METRIC #2
Four-year graduation rate for undergraduate students

GOAL BY 2022
Increase to 34% – based upon 2 percentage points higher than average of Comparison Flagship Universities (CFUs)

DATA SOURCE
Integrated Postsecondary Education Data System (IPEDS)

GRADATION
Straight line level of improvement from 2017 baseline required to achieve goal

CAPTAIN
Vice Provost

ACTION ITEMS
1. Execute plan for full use of Starfish advising functionality by faculty, advisors and students.
2. Standardize advisor roles and responsibilities, including robust use of optimally targeted interventions identified by analytics and that further coincides with advisor performance.
3. Develop and execute annual calendar of outbound calling activities in support of retention.
4. Implement Degree Planner so students' “roadmap to degree” are accessible to all advisors (assuming adequate support level provided by North Dakota University System Core Technology Services).
5. Identify characteristics of courses with high D-grades, failure and withdrawal (DFW) rates (i.e., large class size, instructor’s use of Starfish, advising interventions, collaborative transfers, etc.). Determine steps to reduce DFWs.
6. Create pathways and reduce barriers to increase undergraduate graduation rates.
7. Optimize use of financial aid and other incentives to retain and graduate students.
8. Develop and offer a mandatory first year experience course for all first-year students.
9. A strategic enrollment management plan for the School of Graduate Studies does not exist in part due to a gap in comprehensive comparison/analysis of UND graduate education data and comparison/aspirational flagship universities’ (CFU/AFU) benchmarks.
LEARNING
Deliver opportunity to students by preparing them for a lifetime of success in a rapidly changing world

Goal 3: Deliver more educational opportunity online and on-campus

METRIC #3
Student credit hours

GOAL BY 2022
Increase by 10%, by higher growth in online and graduate programs

DATA SOURCE
Institutional Effectiveness

GRADATION
~2% improvement per year

CAPTAIN
Vice President of Marketing & Communications

ACTION ITEMS
1. Invest in marketing organization and tactics, including branding study, website upgrade, advertising and recruiting software upgrade.
2. Identify and promote high demand programs to be offered fully online.
3. Initiate high demand degrees and certificates, including Data Analytics and Cyber Security.
4. Track effectiveness of each recruiter in generating leads and converting them to enrollees, relative to that predicted by analytics.
5. Reduce barriers to admission, including streamlining credit transfer review and acceptance processes.
6. 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.
7. Progressively upgrade campus facilities and ambiance through robust and sustained effort to reduce deferred maintenance, target facility improvements, and improve timelines and quality of building maintenance and elevate grounds keeping standards.
DISCOVERY

GRAND CHALLENGES

- Promote energy security and environmental sustainability (Champion: Tom Erickson)
- Address health challenges through basic, clinical and translational discovery (Champion: Colin Combs)
- Help rural communities solve their unique health and social problems (Champion: Thomasine Heitkamp)
- Drive the world-changing developments of UAS and do so in a way that reflects UND’s values (Champion: Mark Askelson (Interim))
- Effectively, efficiently, and ethically produce, manage, and securely use information in the age of big data (Champion: Hesham El-Rewini)

Goal 4: Enhance discovery at a level consistent with most research-intensive universities (Carnegie R1)

METRIC #4
Research funding

GOAL BY 2022
[$120] million – internal and external funding sources

DATA SOURCE
Novelution/PS

GRADATION
Define by year

CAPTAIN
Vice President of Research & Economic Development (VPRED)

ACTION ITEMS

1. Designate champions to assemble representatives from select colleges in order to define and drive research goals for each grand challenge.
2. Accurately capture faculty time devoted to research through Page 2 with aim to redirect more faculty time to discipline level research productivity.
3. Recruit and retain star research faculty and staff in areas of study related to grand challenges.
4. Increase the number of non-faculty post-doctoral researchers in support of grand challenges.
5. Identify and grow select high-potential research-based PhD programs supportive of grand challenges.
6. Create department and college level expectations and evaluation criteria for discipline-dependent products of research, scholarship and creative activities and integrate into promotion, tenure and evaluation criteria.
7. Invest in high performance computing, cyber security and data analytic capabilities and infrastructure.
Goal 5: Foster a welcoming, safe and inclusive campus climate

METRIC #5

GOAL BY 2022
Diverse segments (identified in IPEDS) fully participate in improvements of Metric #2 and #3.

CAPTAIN
Vice President for Student Affairs & Diversity

ACTION ITEMS
1. Encourage/ensure students from underrepresented groups fully participate in enrollment growth, retention, and graduation consistent with general campus rates.
2. Assess climate on a regular basis (include definition and tracking of cross-cultural opportunities).
3. Increase opportunities for intentional cross-cultural interaction and engagement amongst students, staff, and faculty.

Goal 6: Meet educational needs of active duty and reserve military personnel, veterans and their families

METRIC #6 (SUPPORTS METRIC #3)

GOAL BY 2022
A 25% increase in credit hours earned by active duty military personnel, veterans and their families.

CAPTAIN
Provost (Interim)

ACTION ITEMS
1. Create online undergraduate programs, certificates and master’s programs aimed at military personnel, veterans and their families.
2. Create pathways, reduce barriers for entry into UND.
3. Promote accessibility and flexibility of programs.
4. Become designated as an “Air University” by the U.S. Air Force.
Goal 7: Attract support for the University by actively engaging alumni and donors

**METRIC #7**
Achieve annual fund raising goals and participation rates in order to support plan objectives

**GOAL BY 2022**
Increase alumni contribution participation to 10% and achieve targeted fund raising goals set for each Dean, VP and President

**DATA SOURCE**
Alumni Foundation

**GRADATION**
Straightline improvement from 8% 2017 baseline

**CAPTAIN**
CEO of Alumni Association & Foundation

**ACTION ITEMS**

1. Evaluate and refine the effectiveness and impact of alumni activities.
2. Finalize the policy and process for crowdfunding initiatives.
3. Marketing campaign and case for support around “I gave”.
4. Develop a phone-a-thon strategy by college using current students.
5. Establish fundraising targets for each college and encourage 100% percent participation by all advisory boards in annual giving.
6. Partner with University Relations and Public Affairs & Marketing to be increasingly integrated in messaging, communication, and branding across all areas.
7. Create personalized engagement and stewardship plans for top donors and prospects.
8. Expand the thank you strategy for first-time givers.
9. Expand the recognition platform for participation and year of giving.
10. Develop a library of impact stories and methods to reach donors with personalization impact communication.