Creating OneUND: Strategic Planning

PLANNING A FUTURE WITH NORTH DAKOTA AND NORTH DAKOTANS IN MIND

In August 2016, University of North Dakota President Mark Kennedy charged a group of faculty, staff, students, alumni and community leaders to develop a strategic plan that would support the purpose and vision of the university. The committee has received broad input and achieved great progress as it strives to finalize its work by May of 2017.

PURPOSE
Chief Opportunity Engine for North Dakota and North Dakotans

VISION
Premier Flagship University in the Northern Plains
Note: Flagship universities are a state’s liberal arts / professional school, normally referred to as “University of [name of state]” in contrast to the land grant schools with a greater focus on agriculture, normally referred to as “[name of state] State.”

CORE VALUES
See inside how Liberal Arts, Lifelong Learning, Diversity, Inclusivity, Discovery, Community and Service form UND’s Core Values.

STRATEGIC INITIATIVES
Subcommittees for each of eight Strategic Initiatives are refining Strategic Goals and action steps to achieve them. The initiatives are Student Success, Teaching and Learning, Liberal Arts, Research, Collaboration, Community, Diversity and Recruitment.

STRATEGIC GOALS
The goals being developed center around the three missions of the university:

DISCOVERY
Enhancing our research and its impact on the state and society

LEARNING
Increasing retention and graduation rates, while embracing high-impact teaching practices, liberal arts and collaboration, thereby attracting high quality students

ENGAGEMENT
Bolstering our service to our community, state and nation, while welcoming those of diverse backgrounds

NURTURING ECONOMIC DIVERSITY
GROWING NEEDED TALENT
LEVERAGING STATE FUNDING
UND strategic planning process

Core Values bring us closer to OneUND

At the beginning of the fall semester, 45 University of North Dakota personnel and members of the Grand Forks community were chosen to serve on the Strategic Planning Committee charged with leading UND's strategic planning efforts. The diverse group of faculty, staff, students, alumni, and city leaders has devoted hours of time and talent to develop, debate, engage, and redefine the first major milestone of the strategic planning process: finalizing the Core Values (see Core Values Section).

President Mark Kennedy set the stage by framing UND as the chief opportunity engine for North Dakota and North Dakotans. UND’s vision is to be the premier flagship university in the Northern Plains.

From there, Co-Chairs Laurie Betting, Interim Vice President for Student Affairs, and Dana Harsell, Chair of University Senate, began the collaborative process of working with the Strategic Planning Committee to draft several versions of the Core Values. This first step was critical to the strategic planning mission because the Core Values are the heart of the University; they bring the University together as OneUND.

To date, more than 600 UND students, staff and faculty have had a hand in UND’s strategic planning process, through numerous engagement sessions, open fora, and the Strategic Planning website and blog.

Betting said the emerging strategic initiatives provide a pathway for UND to achieve its own vision, and at the same time meet the needs of North Dakota.

“How do we respond to the changes in the Bakken? What are the evolving healthcare needs for rural communities? How can the state and UND provide leadership for (UAS) and other evolving fields? How do we prepare to meet the needs of businesses and how do we prepare our students to provide leadership in a global economy?” Betting said. “These are just a sample of some of the questions that the University of North Dakota Strategic Planning Committee has considered.”

Through several meeting sessions and work groups, a set of draft Core Values evolved and were presented to the wider campus community. The Strategic Planning Committee urged the campus to engage, envision, and empower the process of developing the Core Values through 11 Campus Conversations held over a two-week period in October, as well as through other engagement opportunities and the Strategic Planning blog.

More than 250 students, faculty, and staff provided feedback during the engagement process, providing open and honest feedback on the Core Values. “Not surprising with something this critical to our University, we experienced the passion, the thoughtfulness, and sometimes the heartburn of those engaged in the process or even observing it from afar,” said Betting. “We suspect these emotions will continue, and we hope they do. It means that people are engaged, we are continuing the conversation, and hopefully, we are moving closer together — closer to OneUND.”

With feedback in hand from the Engagement Working Group, the Strategic Planning Committee received seven refined Core Values for approval. On October 26, an overwhelming 97 percent of the Strategic Planning Committee voted to approve the Core Values.

The Core Values are an important part of the foundation of the University and Strategic Plan, but there is still much work to do. Right now, the Strategic Planning Committee Members are working on eight Strategic Initiatives and creating specific Strategic Planning Committee will create metrics to measure the progress in reaching the goals.

The University will be sure to integrate UND’s Athletics Plans, Master Plan, and other planning initiatives taking place on campus into the Strategic Plan. The overall goal is to work together to bring all colleges, departments, and facilities together to work towards OneUND.

Harsell noted that strategic planning will allow UND to stay affordable, prepare leaders, achieve graduation goals and meet the needs of students for a successful transition to employment after graduation — another important factor for the state.

These seven Core Values are the foundation of this plan, the heart of UND, and the start of OneUND.

Core Values

At the University of North Dakota, we are committed to:

• 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.
• Diversity – An understanding and appreciation of diverse people, experiences, and ideas.
• Inclusivity – A welcoming, inclusive, and supportive environment for all.
• Discovery – An enthusiasm for inquiry, creativity, and innovation.
• Community – A spirit of collaboration and connectedness across the University and beyond.
• Service – A dedication to serving the people of North Dakota and the region, and the tribal, national, and global communities.

Read more stories about UND at blogs.UND.edu/und-today

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GENERATING OPPORTUNITIES FOR NORTH DAKOTANS

Daniel Patrick Moynihan opined, “If you want to build a world class city, build a great university and wait 200 years.” Our visionary ancestors built a university on the Dakota frontier in 1883 that has contributed greatly to the wonderful state we have today. Investing in the University of North Dakota continues to offer opportunities for a brighter future for our citizens.

NURTURING ECONOMIC DIVERSITY

Today we are in a soft patch because agriculture and energy markets are both in a slump. Investing in UND is the best path to diversifying our economy so we are not as dependent on the price of oil and wheat. UND’s aviation school helped kindle the birth of North Dakota’s unmanned industry. Our unmanned aviators, engineers and entrepreneurs are diligently pursuing the goal of making the Red River Valley the Silicon Valley of drones, with recent investments by Northrop Grumman and General Atomics just the start. The North Dakota Geological Survey’s Wilson M. Laird Core and Sample Library located at UND played a role in helping to spark the recent oil boom. UND’s researchers are working hard to increase the amount of oil recoverable from Bakken shale, while reducing the cost and environmental footprint of doing so. UND is applying its unmanned and technical expertise to leverage the precision agricultural expertise of other institutions as the lead university for a National Science Foundation funded Digital Agricultural Spoke.

GROWING NEEDED TALENT

Even during these challenging times, we face a skills deficit that constrains our growth. UND-educated doctors, nurses, teachers, and lawyers are needed to address acute shortages, but so are our scientists, engineers and unmanned systems integrators. Two out of three MDs and eight of ten American Indian nurses in the state are UND graduates. UND offers a wide range of programs online, enrolling nearly 3,000 students, providing lifetime learning opportunities throughout the state. Our online graduate business program is ranked #30 nationally by U.S. News & World Report.

LEVERAGING STATE FUNDING

For every state dollar supporting UND research, we attract six dollars in outside funds. UND’s more than $97 million in annual research expenditures funds high paid jobs in North Dakota and offers multiple opportunities for entrepreneurial spinoffs. UND fully utilized the state’s fundraising and maintenance matching programs, magnifying the impact of the state’s investment resulting in more scholarships and action on deferred maintenance. With state funding constrained, these matching programs are even more important.

Research Expenditures – 2016

- State: $13,241,428
- Other Sources: $83,893,210

Total: $97,134,638