Revised Agenda

Our agenda for Wednesday, November 30 includes:

- 1:30-1:40 Intro
- 1:40-2:10 President Kennedy’s insights and Steering Committee feedback
- 2:10-3:15 Working Group Reports and PC Inputs
- 3:15-3:30 Break
- 3:30-4:15 Working Group Reports and PC Inputs
- 4:15-4:30 Preview of December 12 Planning Committee Meeting
Learning – ensure students are prepared for the opportunities the future holds

- **(Teaching)** Each undergraduate, graduate, and professional degree program integrating two high-impact practices by 2022. In so doing, they will [double] the number of students participating in study-abroad, undergraduate research, *(Community)* internships, experiential learning, and service learning.

- **(Collaboration)** Increasing enrollment of students in inter/multi-disciplinary majors, multiple majors, or certificate supplementing their major by 5% a year (total of 25% increase).

- **(Success)** Increasing retention rate of first-time, full-time student by 5% over the next 5 years. (From current 80% to 85%).

- Increasing 4-year and 6-year graduation rates by 10% over the next 5 years. (4-year from current 23% to 33% and 6-year from current 53% to 63%).

- **(Recruitment)** Recruiting [2,000] by 201X (vs. ~ 1,900 in each of last four years) incoming on-campus undergraduate students (further growth achieved from improved retention and graduation rates), while improving the average GPA from 3.46 to X.XX by 2022 and the average ACT from 24.0 to XX.X by 2022.

- [Increasing both the number of online students and graduate students by 5% a year (25% over the next five years)].
Discovery - Generate opportunity for the region and its citizens by delivery research that will address the needs of the region and diversify its economy beyond Ag and Oil

- Increasing science and engineering expenditures from all sources to $100M in 5 years (8% increase per year) and non-Science and engineering expenditures from all sources to $22M in 5 years (15% increase per year).

- Increasing the number of research-based doctoral degrees granted. In 2021-2022 UND will graduate on an annual basis: 8 Humanities doctorates per year (4 in 2016); 10 Social Sciences (3 in 2016) doctorates; 45 STEM doctorates (20 in 2016); 50 ‘Other’ doctorates (48 in 2016).

- Increase the number of non-faculty post-doctoral researchers across all disciplines from 50 to 100 by 2022.

- **(Collaboration)** Increase research dollars by X% a year for areas of research that involve faculty, staff, and/or students from multiple disciplines and/or universities.

- UND’s research efforts will be directed towards achieving X (3-7) grand challenges for which there exists both a societal demand (i.e. society is asking for it, not society should be asking for it) and existing UND distinctive capabilities to address such demand, including (but not limited to) providing care for an aging society, providing energy for a growing world, while managing carbon, and diversifying the regional economy by being a nationally recognized center of applying unmanned capabilities.
Engagement - Expand our embrace of our extended alumni, state, regional, national, and international communities

- **(Community)** Working with our alumni and communities to support the above goals for internships, experiential learning opportunities and service learning, while increasing the number of service hours contributed by UND Faculty, staff and students, by X% by 2022.

- Increasing our connection to those enlisted in our nations armed services at the Grand Forks and Minot Air Bases and other locations through academic programs from XXX to X.XXX and through extracurricular activities from XXX to XXXX by 2022.

- Increasing the percentage of alumni who contribute annually to the university from 10% to [15%] by 2022.

- **(Diversity)** Creating a more welcoming environment for those of diverse backgrounds AND improving the understanding by all of the importance to their personal success of cultivating cultural sensitivities, measuring and achieving progress towards these goals annually.

- Having diverse population segments fully participate in enrollment growth by each recruiting category, achieving the same participation in high impact practices and same magnitude of improvements in retention and graduation rates as identified above.
Success
SUCCESS: Goals

The University of North Dakota will increase its first-time, full-time student retention rate by 5% over the next 5 years. (From current 80% to 85%.)

The University of North Dakota will increase its 4-year and 6-year graduation rates by 10% over the next 5 years. (4-year from current 23% to 33% and 6-year from current 53% to 63%.)
SUCCESS: Collaborative Goals

- Recruitment – Recruitment goals should be focused on increasing the quality of students who enroll at UND. Offering relevant programs and having high placement rates are good ways to both recruit and retain students.

- Diversity – Goals that make students feel more accepted and welcomed at UND will improve retention

- Research – Activities that engage undergraduate students in other meaningful non-academic endeavors will increase retention and graduation rates

- Community - Activities that engage undergraduate students in other meaningful non-academic endeavors will increase retention and graduation rates

- Teaching – Creating a better learning environment for students will increase retention and graduation rates

- Liberal Arts – Find creative ways to integrate a Liberal Arts background into the professional programs without increasing the credit hours required for graduation.
SUCCESS: “Thorny Issues”

• Success as measured by retention and graduation will need to be linked to success as measured by the quality of the students we are graduating.

• Having all faculty recognize the business side of education.
  o Every student has the right to obtain a return on their investment (tuition).
  o The university needs tuition revenue to support our academic programs and other initiatives (100 students retained generates $1 million annually)

• Buy-in and acceptance from faculty and staff on the value good advising processes and structures and the value of “success-based” tools.
Collaboration S.M.A.R.T. Goals

1. Increase enrollment of students in inter-/multi-disciplinary majors or programs (across colleges) by 5% per year for 5 years.

2. Increase research dollars by ___% per year for 5 years for areas of research that are interdisciplinary, involving faculty, staff, and/or students.
Potential Collaborative Goals w/ WG’s

• Community – Establishing more partnerships with external entities that will foster interdisciplinary work for students.

• Research – Increasing the amount of research dollars committed to interdisciplinary research.

• Liberal Arts – Establishing an environment in the beginning of our students’ educational experiences that encourage interdisciplinary and multi-disciplinary learning.
Questions for Planning Committee

• How do we ensure students that multi-disciplinary education won’t adversely affect their graduation timeline?

• How do we incentivize students to take more than one discipline?

• How do we aggregate information across academic units to encourage collaboration?
Smart Goals for Strategic Initiative

Community

• Increasing the percentage of alumni who contribute annually to the university from 10% to [15%] by 2022.

• Increasing our connection to those enlisted in our nation’s armed services at the Grand Forks and Minot Air Bases and other locations through academic programs from XXX to X.XXX and through extracurricular activities from XXX to XXXX by 2022.

• Working with alumni and communities to support goals for internships, as well as experiential learning and service learning opportunities.

• Increasing the number of service hours contributed by UND Faculty, staff and students, by X% by 2022.
Collaborative Goals

• **Recruitment** and **Scholarship:** UND become a campus whose world class programs are recognized nationally and internationally for its excellence. This would be accomplished in part through a proactive reaching out to national media outlets to increase the number of positive UND stories, which would help raise UND’s profile nationally.

• Increasing the overall **Diversity** of the campus population--students, faculty, staff, and administration--would connect to a number of Community goals related to Greater Grand Forks, including the Grand Forks Air Force Base.
**Collaborative Goals**

**Recruitment** goals that help us attract students who are interested in internships and experiential learning—and **Success** goals that promote these activities as ways of helping students develop as dedicated students, preparing them to be engaged and successful leaders in their communities—tie directly to the Community goal of working with businesses and organizations within Greater Grand Forks, the region, the state, and beyond to provide internships and experiential learning opportunities. This would also connect to **Teaching and Learning**, the **Liberal Arts** goal of providing students with applied experiences such as research experiences, internships, or service learning lends itself to the goal of making these opportunities available in the Greater Grand Forks Area and beyond, the **Scholarship** goal of increasing opportunities to connect research to the needs of the city, region, state, nation and beyond connects to the **Community** initiative, especially in those instances in which students, faculty, or staff, through their research and applied research activities, help to solve problems in the city, region, state, nation, and beyond.

The **Collaboration** goal of promoting interdisciplinary collaboration throughout the academic, research, and other units on campus lends itself directly to the Community initiative to expand the University's embrace of our extended alumni, as well as state, regional, national, and international communities.
“Thorny Questions”

• What would be the reaction from faculty to building service to community more overtly into the promotion and tenure process?

• What would be the reaction to supervisors and employees to building service to community into the evaluation/PMT process?
Liberal Arts
Liberal Arts: Through the cultivation of degree programs and research in a full range of traditional Liberal Arts disciplines and newer and emerging Liberal Arts subject areas, students throughout the university will receive an education characterized by a breadth of knowledge which contributes to developing intellectual skills crucial for civic, personal, and professional success.

SMART Goals:

Liberal Arts Curriculum: The curriculum of every major at UND should include exposure to a range of Liberal Arts disciplines, taught consistent with the expertise and best practices of the discipline and high-impact pedagogical practices. Every major should include development of students’ critical inquiry and analysis, written communication, oral communication, quantitative and scientific reasoning, information literacy, and intercultural knowledge and skills. All liberal arts degree programs will provide students with applied experiences such as research experiences, internships, or service learning and will furnish students with a career exploration course that helps them understand how to transfer the important skills they are learning in their majors to the workforce.

Liberal Arts Faculty: Because the quality of the curriculum is dependent on the quality of the faculty and programs, Liberal Arts faculty should be encouraged to perform/be supported in research in their fields appropriate to their job description; and Liberal Arts programs should be strengthened through compensation packages and programs designed to attract and retain top Liberal Arts teacher/scholar/researchers.

Liberal Arts Infrastructure: Because the quality of the Liberal Arts curriculum is dependent on the quality of the infrastructure available to faculty and programs, UND should commit to increased support for a research 1 level library, the development of research and teaching technologies and expertise, and the creation and maintenance of classroom/research/performance spaces consistent with the needs of LA programs.
Collaborative Goals

**Teaching:** the Liberal Arts initiative would benefit from the use of **high impact practices** in Liberal Arts courses.

**Diversity:** the Liberal Arts initiative would benefit from hiring and recruiting programs that encourage diversity, from curriculum where diverse opinions and experiences are explored, and from programs that support research into the nation and world outside of North Dakota.

**Scholarship:** the Liberal Arts initiative would benefit from programs that support (in funding and through help grant writing and other facilitation) **research and creative activity in the Liberal Arts**, where knowledge is created and disseminated for North Dakota, the country, and the world.

**Collaboration:** the Liberal Arts initiative would benefit from the creation of opportunities for interdisciplinary collaboration, and from structures that encourage mutual respect and collaboration among the Arts, Humanities, Sciences, and Maths.

**Community:** the Liberal Arts initiative would benefit from opportunities in teaching and the creation of cutting edge knowledge for Liberal Arts faculty, staff, and students to **engage with the community and world and to lead community development**.

**Recruitment:** the Liberal Arts initiative would benefit from efforts to recruit excellent Liberal Arts faculty, staff, and students and programs to retain those top candidates.

**Success:** the Liberal Arts initiative would benefit from efforts to support the excellent work of Liberal Arts faculty, staff, and students, through increased rewards, awards, and recognition for excellent teaching and research and the tracking of Liberal Arts graduates who go on to successful careers and lives.
Thorny Issues:

**Interdisciplinary teaching and research.** We recommend departmental and college policies and procedures that support, encourage (even demand) efforts for interdisciplinary majors/minors/programs/certificates and support and encouragement for faculty interdisciplinary teaching and research.

"Low enrollment" courses, which can be an issue especially in some upper division Liberal Arts majors. We recommend campus-wide policies that recognize the need for some "low enrollment" courses to complete a student's curriculum when balanced in faculty workload with (near) capacity courses.
The key objective is to assure that UND attracts and enrolls an academically-prepared student body that is geographically, ethnically, and economically diverse.
Recruitment/Admissions

Increase the number of new students

- FYR—maintain level between 1,900-1,950 (currently 1,928)
- Transfer—increase by 10-15% (currently 833)
- Online— increase by 5% each year for 5 years
- Graduate—increase by 5% each year for 5 years
Recruitment/Admissions

Increase academic quality of FYR students

- Admit rates—decrease to 70-75% (currently 83%)
- GPA average—increase to 3.50 (currently 3.46)
- ACT/SAT average—increase to 24.5 (currently 24.0)
Recruitment/Admissions

Increase diversity of the student body
  • International
  • Students of color/American Indian
  • First generation
Required Resources

Increased scholarships
Competitive marketing campaigns
Refreshing campus appearance and facilities
Improving transferability
Reviewing academic offerings in comparison to market demand
Consistent academic and alumni involvement
Collaboration

Student Success units and initiatives
Diversity and Inclusion units and initiatives
Academic colleges and departments
Thorny Issues

How do we have institution-wide conversations surrounding the ideal attributes of UND’s future student body?

How does the institution approach developing a “shared sense of responsibility” for attaining desired enrollment outcomes?
SMART Goal: Each undergraduate, graduate, and professional degree program will integrate two high-impact practices (HIPs) by 2022 as appropriate to the program's discipline and learning outcomes. Specific opportunities include international experiences, experiential learning, and research projects with faculty. For undergraduate degrees, this is in addition to those HIPs offered through Essential Studies.
Collaborative goals:
There are likely to be ways to link high-impact practices to recruitment, retention, and graduation. Diversity/Global Learning, Undergraduate Research, and Collaborative Learning are three other high-impact activities that promote deep learning. However, we need to review other areas’ SMART goals to complete this step.
Teaching & Learning

Thorny questions:

- Retain flexibility so that degree programs can tailor the above goal to the discipline and learning outcomes for all students.

- Align operations to promote faculty development and instructional support in the best possible way in order to enrich the curriculum to meet this goal.

- Offer tangible incentives and rewards to bring faculty and staff together to attain these goals.

- Encourage all students to engage meaningfully with their educational process, paying particular attention to the potential benefit of tailored high-impact practices for the under-represented and under-served populations on campus.
Diversity
Diversity Goal for Strategic Initiative

- The University of North Dakota will establish a benchmark measure through a targeted scientific climate survey to assess the institution’s climate with respect to diversity and inclusion, and over the next five years, track improvements to the baseline as established.
Collaborative Goals

- The Diversity Working Group has not yet met with the other strategic initiative working groups, however, initial conversations within the group have begun looking at potential partnerships with specific initiatives.
  - Retention/Success
  - Recruitment
  - Community
Thorny Questions

• The group had discussion about the timing and efforts of the Diversity Strategic Initiative working group and the Diversity Advisory Council
Research
Definition of Initiative

• Increase the quality and quantity of innovative and impactful research by focusing on priorities such as UAS, energy and health; providing interdisciplinary collaborative opportunities for all faculty to participate in these priorities; and supporting research, scholarship and creative activities across all disciplines, with the goal of achieving a level of performance consistent with status as a Carnegie R1 research university.
SMART Goals*

- Increase research expenditures across all disciplines, recognizing the importance of obtaining funding in both science/engineering and non-science/engineering fields. Increase science and engineering expenditures from all sources to $100M in 5 years (8% increase per year). Increase non-Science and engineering expenditures from all sources to $22M in 5 years (15% increase per year).

- Increase the number of research-based doctoral degrees granted across all disciplines, recognizing the importance of degrees in humanities, arts, social sciences, STEM and other fields. In 2021-2022 UND will graduate on an annual basis: 8 Humanities doctorates per year (4 in 2016); 10 Social Sciences (3 in 2016) doctorates; 45 STEM doctorates (20 in 2016); 50 ‘Other’ doctorates (48 in 2016).

- Increase the number of non-faculty post-doctoral researchers across all disciplines from 50 to 100.

- *SMART goals described above represent one potential scenario out of several for achieving the desired state of the university in 2021-2022.
• The university will be ranked as a Carnegie R1 institution or will be on a significant trajectory toward R1 status.
Key Assumptions

• As articulated below, achieving the SMART goals that will lead to a higher quality and quantity of research, scholarship and creative activities will require ongoing targeted investment of resources from the university and from external sources, including the federal and state governments, industry and donors. The primary assumption made in predicting the state of the university in 2021-2022 is that funding policies in Washington and Bismarck will continue to make resources available to the university, and other sources of funding will be identified and developed. In addition, it is assumed that the university accurately accounts and reports information corresponding to the SMART goals.
Resource Requirements: SMART Goal 1
Increase Research Expenditures

- **Recruit Mid-Career Faculty Researchers.** Hire 5 successful well-funded mid-career faculty researchers across multiple disciplines that are related to our focus areas with the hires occurring over the next three years. Estimated total start-up costs of these faculty is ~$7M, with these costs spread over the next 7 years.

- **Recruit Promising Junior Faculty in Focus Areas and Related Fields.** Hire 15 junior faculty across multiple disciplines related to focus areas over the next 5 years. The estimated total start-up costs of these faculty is ~$7M over the next 7 years.

- **Adjust Teaching and Research Expectations for Recruited and Existing Faculty to Drive Research Productivity**

- **Provide Administrative Support Systems**

- **Provide Physical Infrastructure**

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Resource Requirements: SMART Goal 2
Increase the number of research-based doctoral degrees

• Increase the number of research-based doctoral degrees granted across all disciplines, recognizing the importance of degrees in humanities, arts, social sciences, STEM and other fields.

• In 2021-2022 UND will graduate on an annual basis: 8 Humanities doctorates per year (4 in 2016); 10 Social Sciences (3 in 2016) doctorates; 45 STEM doctorates (20 in 2016); 50 ‘Other’ doctorates (48 in 2016).
Resource Requirements: SMART Goal 3
Increase the number of non-faculty post-doctoral researchers

- Internally fund 10 post-doctorals per year to reach steady state of 20. Cost is estimated at 1.2M per year. (Will have significant impact on expenditures.)
Resource Requirements: SMART Goal 3
Increase the number of non-faculty post-doctoral researchers

• Internally fund 10 post-doctorals per year to reach steady state of 20. Cost is estimated at 1.2M per year. (Will have significant impact on expenditures.)
To be continued:

• Universal SMART Goals
• To Improve Internal Collaboration
UND Grand Challenges

1. **Global Sustainability/Energy** – what does this mean for UND

2. **Global Health/Strive for National Leadership in Global Health** – what does this mean for UND

3. **Global/National Security** – what does this mean for UND

4. **Strive for National Leadership in UAS and related research** what does this mean for UND

5. **State-wise Work Force Development** – what does this mean for UND

6. **Assist Rural Communities** what does this mean for UND