Purpose of the Meeting:
The fifth planning meeting focused on reporting the feedback on Core Values and Strategic Initiatives gained from several Campus Conversations and other engagement events, blog comments, and questions sent into the strategic planning email. The group was also polled on the revised Core Values based on the feedback, initiating the new working groups based on the Strategic Initiatives, and reviewing metrics and SMART Goals.

Remarks from President Kennedy
President Kennedy kicked off the meeting by discussing the numerous discussions and engagement events he has led over the past few months. The key messages he received are be big, be bold, be transformational. President Kennedy also mentioned topics such as how online teaching or alternate certificates will affect the University five or ten years from now, and questions such as “how will UND be prepared for the upcoming changes in education?”

President Kennedy also discussed his own observations after reading through the feedback given on Core Values. He noted that the theme of diversity must go beyond a welcoming and inclusive environment to include a focus on understanding and working with diverse people. It is valuable to have the opportunity to learn, engage, and work with people who are different than you. Additionally, there has been great emphasis on the international exchange of students, but we must remember the important role of tribal colleges and the opportunities they provide to exchange students and ideas.

As the committee is considering metrics, President Kennedy urged the group to focus on a few key metrics. A long list would not be as effective as a succinct set of metrics. The ideal would be that the core of the strategy fit in a shirt pocket so it remains an active and living document, within arms-reach.

Campus Conversations Feedback
Carrie Herrig, the lead for the Engagement Working Group (EWG), presented the results of the Campus Conversations and feedback from related engagement events as it relates to the Core Values and Strategic Initiatives. The EWG found the engagement events to be incredibly beneficial in gaining perspective and feedback from a broad range of students, faculty, staff, and alumni. Feedback was received from over 270 attendees during 14 sessions. Feedback can still be provided via the Strategic Planning blog (http://blogs.und.edu/strategicplanning/).

Core Values: The overarching theme captured from the feedback indicate that there is a strong connection to the Core Values. There is not a strong desire to add or remove any of the Core Values. Many of the comments received focused on clarifying, defining, or better articulating the Core Values.
After sifting through all the feedback and discussing the common themes that emerged, the EWG refined the Core Value statements to be more impactful and resonate more clearly. Additionally, suggestions to add a prefatory statement that includes “a commitment to” and a one-word descriptor to each value was integrated into the revised Core Values. The following revisions were presented to the Strategic Planning Committee to review, discuss, and vote on acceptance.

<table>
<thead>
<tr>
<th>Original Core Value Statement</th>
<th>Refined Core Values Statements</th>
</tr>
</thead>
<tbody>
<tr>
<td>A liberal arts educational foundation that nurtures life-long learning.</td>
<td><strong>Lifelong Learning</strong> – A passion for learning founded on the liberal arts, graduate, and professional education.</td>
</tr>
<tr>
<td>An understanding and appreciation of diversity.</td>
<td><strong>Diversity</strong> – An understanding and appreciation of diverse people, experiences, and ideas.</td>
</tr>
<tr>
<td>A welcoming, inclusive, and supportive environment.</td>
<td><strong>Inclusivity</strong> – A welcoming, inclusive, and supportive environment for all.</td>
</tr>
<tr>
<td>An enthusiasm for discovery, creativity and innovation.</td>
<td><strong>Discovery</strong> – An enthusiasm for inquiry, creativity, and innovation.</td>
</tr>
<tr>
<td>Collaboration and connectedness.</td>
<td><strong>Community</strong> – A spirit of collaboration and connectedness across the university and beyond.</td>
</tr>
<tr>
<td>Our service to the state, region, nation, and global community.</td>
<td><strong>Service</strong> – A dedication to serving the people of North Dakota and the region, and tribal, nation, and global community.</td>
</tr>
</tbody>
</table>

After a brief question and answer session, the Strategic Planning Committee was polled and accepted the Refined Core Values as final by a 97 percent majority.

One more vote was asked of the committee due to feedback requests to separate the first value, “Lifelong Learning – a passion for learning founded on the liberal arts, graduate, and professional education” into a two separate values. One value would focus on lifelong learning and one would focus on liberal arts. Numerous comments were received about separating them because they are different and specific enough to stand on their own.

The Strategic Planning Committee was polled and opted to split them into two separate values (nearly 80 percent majority) and accepted the revised version:

**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, social responsibility, and community leadership.

**Strategic Initiatives:** The EWG gathered a large amount of feedback on the Strategic Initiatives and had a healthy discussion about how to move forward. The feedback ranged from specific initiative comments to overarching topics for consideration. The EWG summarized the main themes in the following manner:
• Diversity – should include Inclusivity as the main single-word theme.
• Teaching – teaching is limiting, consider Education which captures experiential and other types of teaching and learning.
• Liberal Arts – the descriptive sentence to this doesn’t really capture anything.
• Scholarship – consider the theme of Research rather than Scholarship.
• Collaboration – this is the only initiative that is followed by a negative descriptive sentence, which seems out of place. Silo is a term that does not resonate with students.
• Community – may want to add campus to the descriptive sentence.
• Recruitment – comments centered on including the recruiting staff and faculty.
• Success – many felt “Success” as a theme is too vague. Additionally, success is more than getting a job or placement.

Overarching comments that were repeated include items that were noted to be missing and/or vaguely tied to the eight Initiatives:
  – Interdisciplinary
  – Infrastructure
  – Technology
  – Leadership
  – Tradition, Pride, and Identity
  – Campus Climate
  – Stewardship (either Financial or Service)
  – Reward and Recognition
  – Health and Wellness

It is the recommendation of the EWG to extend the deadline to November 9 for submitting a final draft of Strategic Initiatives to President Kennedy in order to gather additional input and refine the Strategic Initiatives. The engagement process will extend through November 4. The EWG invites additional comments through the Strategic Planning blog (http://blogs.und.edu/strategicplanning/), UND.StrategicPlanning@email.edu, and potential other scheduled events.

*Strategic Planning Committee members were encouraged to reach out to their peers, colleges, or departments to schedule additional engagement events through next week. Anyone seeking to schedule an event should contact Carrie Herrig.*

Communication Plan
Next, the EWG presented the high points of Communications Plan aimed at creating effective communication between the Strategic Planning Committee, Working Groups, and various teams involved in the process. The goal of the Communications Plan is to promote transparency, engage a broad cross section, and communicate about the Strategic Planning effort to the wider campus community and beyond.

The EWG and UND Marketing will be responsible for executing the Communication Plan. They will help the Strategic Planning Committee members by providing the tools and resources to communicate to
their peers. The Committee reviewed the goals, methods, and tactics to engage and communicate broadly. Immediate plans for the production of short weekly videos showcasing the working groups and process were discussed.

The Committee members were asked to further review and consider any additional communication methods to better serve the purpose of Strategic Planning. A committee member questioned if the information was getting filtered down to all students. The EWG will consider ways to further reach and measure students’ knowledge of the process.

One note was made that the EWG has had success with the Campus Conversations engagement events. Although the overall numbers may seem low, the attendees include a diverse cross section of people. Campus Conversations truly brought people together who normally would have not connected. All walks of life were represented.

Moving Forward
The next speakers set the stage for tackling the Strategic Initiatives and Metrics which are assigned to working groups representing the eight initiatives. An overview of some example metrics were presented to the group to start the discussion on how many and which measurements would work the best. Steven Light prepped the committee on the terminology of all aspects of the plan, as well as the SMART goal process. SMART stands for Specific, Measurable, Attainable, Relevant, and Timely. The heart of the Strategic Plan will be its goals, which are observable and measurable outcomes to be achieved within a timeframe.

The working groups for each initiative were presented and the members who were present were asked to break into small groups to discuss their specific initiatives. The smaller groups were asked to consider how to hone in on one to three goals. The groups were tasked with identifying a leader and a reporter as well as identifying additional group members who may be added or asked for limited participation. A note was made to make sure that these groups look for ways to collaborate with efforts that may already be underway which may affect their assigned Strategic Initiative. It is important to cross pollinate and share ideas.

Wrapping Up the Session
The planning session wrapped up with a quick synopsis of the days, weeks, and months ahead. The immediate item of note is that a Doodle Poll will sent out on Monday, October 31, to get committee member feedback on the spring meeting schedule. Moving forward from October 26 to approximately December 12, the group will further frame the direction of the plan and begin data collection. From January to March 2017, the group will further refine the business cases and present to the Strategic Planning Committee. In April 2017, the group will integrate the other campus plans including the Master Plan, IAC, MIRA, HLC, and others, with the final draft due in May.