University of North Dakota Strategic Planning Session Recap
November 9, 2016

Strategic Planning Committee
Wilkerson

Purpose of the Meeting
The sixth planning meeting focused on sharing the Campus and College Conversations on the Strategic Initiatives to the larger Strategic Planning Committee. The Engagement Working Group (EWG) shared overarching feedback as well as feedback specific to each Strategic Initiative. The Strategic Initiative Working Groups considered the feedback as they framed their development process for each Strategic Initiative, and reported out their status.

Campus and College Conversations Feedback on Strategic Initiatives
The EWG compiled numerous comments and presented the results of the second set of Campus and College Conversations and feedback from the blog as it relates to the Strategic Initiatives. From these sessions, the EWG engaged 85 faculty, 244 staff, and six students. Overall, the EWG has engaged approximately 600 people in the campus community throughout the process thus far. Through this feedback, there were four overarching comments that were brought to light in several Campus and College Conversations.

Overarching Themes:
- The Strategic Initiatives are representative of UND; however, the campus community is unclear or confused whether these are goals or initiatives.
- Feedback covered numerous options including a need to keep, add, remove, and/or merge Strategic Initiatives in some manner.
- Comments continued to center around clarifying, defining, and or better articulating the Strategic Initiatives.
- There is an overall need to define Core Value, Strategic Initiative, OneUND for the campus.

Specific Feedback:
Beyond the overarching theme, the EWG condensed the top reoccurring themes and suggestions specific to each Strategic Initiative (see complete feedback on Strategic Planning blog http://blogs.und.edu/strategicplanning/)

Specific feedback from the Steering Committee and Deans included:
- Community and Collaboration are different in their purpose
- Community goes beyond the silos
- Need to focus on the nation and the world
- Don’t shy away from using difficult terminology (i.e. silos)
- One UND needs to be woven throughout
- Professional Programs should be included under Teaching Strategic Initiative
- Expand Liberal Arts Strategic Initiative to include (Liberal Arts and Sciences)

Carrie Herrig, the EWG lead, noted that a full report of all comments will be provided to each Strategic Initiative Working Group within a week.
Core Values Lead to One UND
Before the Working Groups were to report out, President Kennedy further defined the concept of OneUND. The Core Values are the foundation of OneUND. OneUND is the collaboration between departments, colleges, and institutional places of excellences. It is the connectedness between the university, the Community, State, and beyond. OneUND is the tie between student, facility, staff, and alumni. And it is embodied in the marketing and brand of the university. Every Strategic Initiative should also work towards and support OneUND.

Strategic Initiative Working Groups
After the presentation of Strategic Initiative feedback by the EWG, the Strategic Initiative Working Groups were asked to meet to discuss the recommendations from the EWG before reporting out and include any thoughts and/or reactions to the feedback. After a brief period of breakout sessions, the Working Groups were asked to report out their progress on further defining the Strategic Initiative, identifying goals and metrics, and recognizing any potential obstacles.

The following are brief overviews of each Working Group’s and President Kennedy’s remarks. Ultimately, the decision was to keep the number of initiatives at eight and to not combine any initiatives as they were different enough in the goals and metrics used to measure their success.

Diversity Working Group
The Working Group agreed with some of the feedback given and liked the idea of adding inclusion into the diversity definition. To date, the group has identified stakeholders in which to include in the Strategic Initiative development including the Diversity Advisory council. The group plans to meet with other Working Groups to address possible goals and a deeper dive into the data, and look to the EWG to assist with engagement and communication through illustration of diversity. Some of the challenges this group identified included being unsure about the expectations of the group and that diversity is a broad concept that will take more time to fully develop.

President Kennedy provided comments to guide the initiative process. Each Strategic Initiative should have two to three goals, resources needed to achieve those goals, and accompanying metrics. He also encouraged the Working Groups to engage each other because goals or metrics may cross over multiple Strategic Initiatives. The group should look at what UND may want diversity to look like five years from now. He suggested a bold move may be that every college should strive to have a faculty exchange with a historical black or tribal college in an effort to promote understanding and positive experiences.

Teaching Working Group
Through their previous work in developing the initiative, the group noted that most of the feedback given has already been wrapped into their current work. Based on the feedback and the knowledge of their Working Group, they rewrote the definition and then developed three associated goals. The group shared the three potential goals and metrics by which to measure success.

President Kennedy noted that the group should look toward incorporating technology throughout the goals. Online courses are also something UND currently excels at and should be recognized in this initiative
or others. Additionally, experiential learning is very important and should be examined more closely in an effort to weave it through almost every degree.

**Liberal Arts Working Group**

Through multiple meetings, this group solicited additional members to provide insight on this initiative and focused a large amount of time on the definition of Liberal Arts. The current suggested by the group definition focused on the traditional liberal arts disciplines and the ways of thinking. The ways of thinking correspond to the new Essential Studies learning goals. The group suggests changing the wording of the initiative based on this definition. Based on the new definition, the group developed three potential goals/sub-initiatives, and five metrics to assess the goals.

President Kennedy noted that a challenge with Liberal Arts is measuring the outputs, not the inputs and suggested the team think in terms of SMART goals.

**Collaboration Working Group**

Based on some of the feedback and its own questions, the group discussed combining this initiative with the community initiative as they wondered where the boundaries may be. Ultimately, the group felt that the mission of this initiative is to break down silos and it was worthy of standing on its own. One hurdle they are encountering is the difficulty of understanding collaborating from outside with UND and needs to work through this. The group worked with UND data and metric experts to identify key indicators as well as gaps in the data. The team will work to understand the different ways that each college tracks critical metrics such as internships, externships, service to the City and State in order to form the goals for this Strategic Initiative.

President Kennedy noted that collaboration is such a big issue, that it may be bigger than this group or initiative and may need to be addressed on multiple levels.

**Research**

The group discussed that this Strategic Initiative affirms the University’s commitment to research, scholarship, and creative activities as a core mission and firmed up the definition based on this. The group had met several times and had integrated previous feedback in developing five goals, each with one to eight metrics associated with it. The group reiterated that this was a snapshot in time and would be further refined in the coming week.

President Kennedy appreciated where the group was going with its direction and asked that the group prioritize and work towards having two to three goals that the University could focus on for this Strategic Initiative.

**Community**

As with the Collaboration Working Group, this group felt it was important to try to discern where the edges were with the other Strategic Initiatives and groups in order to create synergies in the goals. The group felt that definition was very broad and would look towards feedback to further refine. As a critical part of reaching out to community, the team felt national media and engagement, branding, and other targeted communication and engagement through alumni, air force base, etc. The group also received recommendations to consider how P3 (Public Private Partnership) plays a part in this Strategic Initiative.
President Kennedy added that there can be a number of concrete objectives that can integrated into community including things like the number of people from western North Dakota receiving education from the University or P3 developments and successes, etc.

**Retention**
The Retention Working Group had not met as it has been a challenge to get group members together so initially, the group looked at traditional goals and metrics such as enrollment numbers, quality of students, and diversity as best practices as well as a number of subset metrics. There are numerous metrics to choose from and so it is important for this group to reach out to the other Strategic Initiative Working Groups to advance the right goals and metrics. One idea presented to reach out to quality students is to have the Deans personally make calls to x number of quality students.

President Kennedy made a point that recruitment, retention, diversity and many of the other initiatives go hand and hand. The group needs to thing deliberately and selectively on what goal they propose in terms on numbers versus quality, etc. An important part of this Strategic Initiative is branding and marketing. In general, the University spends perhaps a tenth of what it should to recruit and retain students, faculty, and staff. Creating a cohesive brand is critically important.

**Success Group**
This group also looked at traditional goals and metrics such as raising the persistence rate from 80 percent to 85 percent as well as raising the graduation rate to high 30 percent rate. The group also looked into employment and placement rate metrics. The goal is to work closely with the data group and the other Strategic Initiative working groups in order to better formulate two to three goals.

President Kennedy noted that NDUS have already have suggested goals but other things like how things should be managed such as Courseleaf, etc. could be explored.

**Moving Forward**
President Kennedy spoke to a major timeline milestone that is closely approaching, the legislative meeting on December 5th. Because it is important to share the process of the Strategic Plan and the Strategic Initiatives, it is imperative that the working groups move expeditiously to set goals and metrics. As he presents to the legislature, he would like to show how achieving those goals makes a difference for the State of North Dakota.

The working groups will continue to meet outside of the scheduled planning sessions in order to complete the draft Strategic Initiatives and goals by November 16th. All Working Groups will have the ability to meet with President Kennedy to further refine initiatives and goals between November 17th and November 21st. The groups are utilizing a template to assist in developing initiatives, goals, and metrics and are to submit their responses to the templates by November 28th in order to discuss on November 30th in the full committee meeting.