University of North Dakota Strategic Planning Session Recap
November 30, 2016

Strategic Planning Committee
Wilkerson

Purpose of the Meeting:
The seventh planning meeting focused on a briefing from each of the eight working groups on the progress of the Strategic Initiative development. President Kennedy opened the meeting to discuss his engagement with each working group and present the three overarching themes of Learning, Discovery, and Engagement for which the Strategic Initiatives fall under. Overarching Themes (Three Pillars)
President Kennedy noted that he was impressed with the working group’s progress in developing the Strategic Initiatives. As he met with each working group, it became apparent that all the Strategic Initiatives fell under three broad, overarching themes: 1) Learning; 2) Discovery; and 3) Engagement. General discussion for each overarching theme is as follows:

Learning
*Learning - ensure students are prepared for the opportunities the future holds.*
Strategic Initiatives such as teaching, community, collaboration, success, and recruitment fall under this overarching theme. Important SMART goals to consider include integrating high-impact practices, increasing enrollment of students in inter/multi-disciplinary majors, increasing retention rates, and an emphasis on recruiting. In order to reach these goals, there will be some areas in which the University must invest heavily. Specifically, two areas including marketing and enrollment management are critical to recruiting and retaining students and faculty.

Discovery
*Discovery - generate opportunity for the region and its citizens by delivering research that will address the needs of the region and diversify its economy.*
The Strategic Initiatives and associated SMART goals under the Discovery theme are broadly driven by the pursuit of a Carnegie R1 Institution designation. One of the major goals will be to significantly increase externally sponsored research funding as well as increasing the number of research-based doctoral degrees granted. Important to note is that Carnegie requires doctoral degrees and non-faculty post-doctoral researchers across all disciplines, not just STEM. Collaboration between colleges and departments will be crucial to reach these goals.

President Kennedy introduced the idea of wrapping UND’s research efforts around solutions to three to five “grand challenges”. By working toward solutions for grand challenges, we will solidify the University as a premiere flagship institution and fulfil UND’s purpose to be a chief engine of opportunity in North Dakota. To accept and develop a grand challenge, the University must determine the challenge is being pushed by society (demand for a solution) and there is a fit with existing UND distinctive capabilities.

Engagement
Engagement - expand our embrace of our extended alumni, state, regional, national, and international communities.

Community and Diversity are key Strategic Initiatives under Engagement. In order to recognize service hours by UND, creating SMART goals for measuring community and service of our university faculty will be important. Reaching out to the North Dakota Air Force Bases to create opportunities for service people to obtain associate, and subsequently bachelor degrees is a goal. Discussions around injecting high impact classes into essential studies, target class sizes, and uniform teaching goals followed. Finding where there are gaps is just as important. As we look toward meeting the SMART goals under engagement, it is important to consider the human and physical resources needed to achieve them. As far as physical resources are concerned, the upcoming Campus Master Plan will identify improvements and should feather into the Strategic Initiatives and overall plan.

Strategic Initiatives Work Groups Reporting

All eight of the Strategic Initiative Working Groups gave brief overviews of the two to three main goals associated with their Strategic Initiative as well as collaboration needed with other working groups, potential barriers or thorny issues, and potential questions they may have of the larger group. The working groups full presentation can found as SP Slide Deck for November 30, 2016 located on the Strategic Planning blog and UND website.

Additional discussion items for each Strategic Initiative Working Group follow:

Success
After the group’s report, the discussion focused on how to centralize and improve advisement, standardization for transfer students or certificates, and success after graduation. Success can be a broad Strategic Initiative and the group questioned how to capture all of the SMART goals.

Collaboration
The group answered questions following their presentation of SMART goals. The discussion included pointing to collaboration goals of the first year experience. It was noted that this is another area that is advisement focused and getting to students immediately is important in achieving those goals. The group briefly discussed MIRA as a collaboration tool and its purpose and potential challenges that are being addressed.

A committee member brought up working together with advisement, departments, colleges, and students to understand how minors can be achieved with a few more credits over a certificate. Another member brought up the idea that more students may be able to achieve minors if there was a wider availability of classes, later class times, or online options for students who are not on campus (like nursing).

Community
The committee asked the working group how it defines community. The working group is defining community as everyone (state, nation, global audiences). Comments more specific to the Grand Forks community included a disconnect between the University and the City in terms of a lack of recognition
that the campus community lives, works, and plays in the community, yet is thought to be on an “island”. How do we reach out to the community to work on this relationship? A committee member noted that the City will need to reach out as well. It was suggested that there should be a goal of developing a truly integrated college town. A committee member noted the pride that Fargo shows for NDSU/Bison through displays, clothing, and other branding.

**Liberal Arts**
This working group has spent a lot of time on the wording and definition of this Strategic Initiative because it is such a large area and covers liberal arts foundation (as well as the role that essential studies plays in an assurance of a core liberal arts foundation), liberal arts curriculum, and the outcomes of a liberal arts education. There is also a nexus between liberal arts and other majors to consider. Collaboration with others is a critical component of the Strategic Initiative and SMART goals.

**Recruitment**
Recruitment garnered much discussion because of the many SMART goals presented and the collaboration needed with retention. The goals seemed aggressive to some committee members and not aggressive to others. However, it was noted that they are preliminary and will be revisited. Additionally, it matters how recruitment is measured and that is also not fully developed. It will also be very important to revisit the data/analytics available to get the full story.

It was noted that aggressive recruitment (and retention goals) will also affect the faculty and physical environment needs. What will be the appropriate student to teacher ratio will also have to be considered.

An increase in academic quality of the FYR students was discussed. A committee member questioned the effect on serving North Dakota and its students if ACT or other means of selectivity were raised? The question then become are you acting as a system or premiere flagship? A follow on discussion of average ACT scores in North Dakota and variables behind those scores ensued.

Follow-up questions led to discussions about retention, and specifically retention of diverse students. The working group may want to consider tactics such as scholarships or other means/resources to retain students.

**Teaching/Learning**
The working group agrees with the President on an emphasis of high impact teaching. It was important to this group to build in faculty and staff development, environment, and student success in its SMART goals. The group will work to refine these aspects into succinct goals.

**Diversity**
After the presentation, a committee member wondered if this working group had any concerns that goals from the other working groups may conflict or hurt diversity? There is nothing immediately raising concerns, but there is a need to dig into the data further to look at the changing demographics of North Dakota and the U.S. to understand future impacts.
A recommendation was that recruitment of our faculty need to have diversity goals as well so that students can see their experience reflected in their teachers. There may be tools in place to create a pipeline of faculty and staff to UND.

A committee member asked about benchmarking and using surveys that were already conducted to capture data. The working group felt there is some information they could glean from the two surveys but, ultimately, there was not good participation and the surveys were not designed for what they need to discover. The working groups are looking at some other instruments to conduct surveys to have consistent, good measurements as well as looking to other staff at UND to customize something for this Initiative.

**Research**

This working group wrapped its SMART goals around reaching R1 status. Most of this group’s work was mentioned by President Kennedy at the beginning of the meeting.

**Moving Forward**

The Strategic Planning Steering Committee will compile and review all the information developed and presented by the working groups between now and December 12 in order to better refine the SMART goals. After that, the full committee will come back together to finalize draft Strategic Initiative SMART goals and look for further engagement from the broader campus community.

In the meantime, President Kennedy will be discussing the Strategic Planning process and progress with North Dakota legislators over the next several weeks leading up to the start of the 2017 legislative session.