

Building on Excellence

STRATEGIC PLAN 2005

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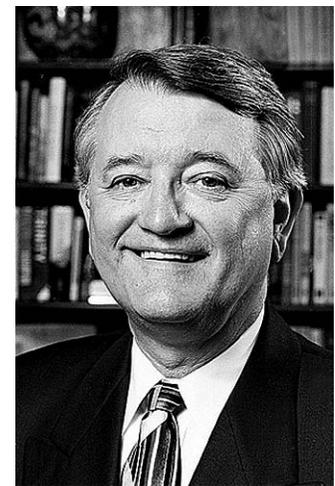
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PRESIDENT’S MESSAGE

“The best way to predict the future is to invent it,” Allen Kay wrote. Steve Gilbert put it in more action-oriented terms: “Don’t predict the future, build it.” This document represents just the latest milestone in the process of inventing and reinventing the University of North Dakota, building on a foundation set in 1883.

The plan’s immediate predecessor, *Pathways to the Future*, guided the University through nearly five years of success and achievement. This document, *Building on Excellence*, represents an appraisal of those successes and a complete reconsideration of our circumstances and our future.

We have established a very special place in the realm of higher education. UND is one of the smallest universities in the nation with a complete array of undergraduate, graduate/doctoral, and professional (law and medicine) programs. It has the atmosphere of a smaller institution in which students and faculty interact easily. Yet the University is comprehensive in its academic programs, its resources and services, and in its opportunities. For its size, UND has more breadth than just about any other four-year school in the United States. Its size and scope bring to the campus and region a diversity of people, thought, experiences, and opinions that generate a rich intellectual environment.



Enhancing this environment is UND’s commitment to excellence. Numerous programs and features of our campus are ranked among the top 10 or 20 in the nation. Our faculty and staff operate at the “top of their game.” The impressive accomplishments of our alumni demonstrate that UND is indeed a launching pad for success.

If the University is “just right,” why do we need a plan?

The world changes constantly. To even sustain a niche of any kind, an institution must adapt to circumstances and anticipate trends further down the road. Moreover, not all of our programs are of the same quality. There is always room for improvement.

In this new Strategic Plan, *Building on Excellence*, we will consider such topics as (1) sustaining access to higher education, (2) the need for continuing education and lifelong learning opportunities, and (3) research to address nationally important issues like energy independence and homeland security. We will create new academic programs to meet the needs of the new marketplace, and we will address issues of health care costs with a focus on wellness and prevention.

Our intention is to move UND into the group of America's top 100 universities by all measures. We will achieve this in a way that is sustainable and builds a foundation for the next level of excellence. We know, however, that we can't be all things to all people. Thus, we will focus on a select group of Centers of Excellence, strengthening those that already exist and creating new centers that align with the needs of North Dakota and the nation, all as part of a vibrant Red River Valley Research Corridor extending from Winnipeg to South Dakota.

We will position the University as a force for the reinvention of the Northern Great Plains, focusing on the elements of our mission associated with public service and economic development. The University will transcend its campus borders, incorporating technology not only to enhance our programs but also to take them to learners everywhere.

The primary challenge to maintaining high quality and achieving new goals is that we live in a world with serious resource constraints. Simply put, we must generate the resources we need. Two significant dimensions of this new Strategic Plan are (1) the expansion of private fundraising and development, and (2) the positioning of the University as an international institution through marketing and image-building based on the reality of our accomplishments.

Building on Excellence was informed by input from hundreds, if not thousands, of people through surveys, campus forums, off-campus focus groups, meetings of the board of directors of the UND Alumni Association and Foundation, and more. Throughout, there has been a reaffirmation of UND's core values and an assessment of the challenges — and opportunities — facing higher education and society.

We express our heartfelt appreciation for the time and effort that went into preparing this plan, and we thank in advance all who will contribute to implementing the plan and achieving its goals. We pledge to make you very proud of the future we will invent together.



Charles E. Kupchella
President

GUIDE TO THIS DOCUMENT

Although this plan is largely self-explanatory, it should be helpful to the reader to note certain features in advance.

A summary description of the areas addressed by the plan is located in Section One under Item V, “Priority/Action Areas for the Present and Future” (Page 10). In Section Two (beginning on Page 18), a set of goals is given for each of the areas. Actions or strategic objectives designed to achieve the goals are described along with certain indicators of success or progress toward success. The action objectives specify the administrative officer(s) or groups responsible; a timeline or time frame is also indicated.

Key to Abbreviations and Other Formatting

Parenthetical notations in University-wide action strategies/objectives specify officers and groups responsible for oversight and deadlines. Action items in **sans-serif boldface type** have been designated by the University Planning and Budget Committee as having higher priority; those in larger type have the highest priority.

AD	Athletic Director	MD	Dean of the School of Medicine and Health Sciences/Vice President for Health Affairs
AIPC	American Indian Programs Council	P	President
BD	Budget Director	PS	Professional Staff
Ca	Cabinet	R	Registrar
Ch	Chairs	RC	Research Council
COBPA	College of Business and Public Administration	SG	Student Government
D	Deans	SPC	Summer Programs Council
DCE	Dean of Continuing Education	U2	University Within the University
DCI	Director of Center for Innovation	UITC	University Information Technology Committee
DL	Director of Libraries	UPBC	University Planning and Budget Committee
DWP	Director of Wellness Program	UR	University Relations/Executive Associate Vice President
EERC	Energy and Environmental Research Center Director	US	University Senate
F	Faculty	VPAA	Vice President for Academic Affairs/Provost
FND	UND Foundation/Executive Vice President	VPFO	Vice President for Finance and Operations
GSD	Graduate School Dean	VPR	Vice President for Research
HR	Human Resources Director	VPSOS	Vice President for Student and Outreach Services
IR	Institutional Research Director		

ON THE WEB

This document, along with background documents, is available online at <http://www.und.edu/stratplan>

SECTION ONE :

PROCESS AND FINDINGS

I. Introduction

Dynamic strategic planning is critical to any organization. At the University of North Dakota, planning considers the interaction among environmental trends and challenges and the institution's mission, values, and strengths. To ensure the wise use of resources, the University must continually assess and refine its priorities, goals, and plans for both the short-term and long-term future. Measurable outcomes, both qualitative and quantitative, are specified. These will be reviewed and adjusted at least annually, as the University moves toward its preferred future.

II. Strategic Planning at the University of North Dakota

The present strategic planning process follows a long history of planning at UND (see Appendix A). The current effort, *Building on Excellence*, follows the successful implementation of *Pathways to the Future*, launched in the fall of 2001. The planning process continues to be guided by the University Planning and Budget Committee, established in 2000. The President and the Provost serve as co-chairs of the Committee. Throughout the 2004-2005 academic year, the Committee hosted a series of forums and conducted surveys of students, faculty, staff, and external stakeholders.

At the beginning of the new round of planning, three basic questions were asked:

1. What are the most important global, national, regional, and state trends likely to impact the University of North Dakota in the next few years?
2. What are the most highly valued characteristics and the most important elements of the mission of the University that should be retained as it moves into the future?
3. What should be the top priorities for the University in the next few years? A summary of the survey results is available in Appendix B.

The Planning and Budget Committee (see Appendix C for membership list) continually assesses progress in implementing the Strategic Plan and, on a cycle of every four to five years, the University will engage in an extensive reconsideration of the plan and its underlying premises. The University's Strategic Plan serves as a basis for all accreditation reviews, self-studies, and similar accountability and assessment activities undertaken by the University.

III. Environmental Scan

An important element of this strategic planning process is the University's assessment of the environment in which it exists. This section begins with an assessment of the University itself, moves to an assessment of the primary service area, and concludes with statewide, national, and global perspectives.

The success of the University depends as much on the external environment as it does on its own initiatives. The University's first obligation is to serve the citizens of North Dakota. However, the forces impacting UND — and thus the influence of the University — transcend the state's borders. Indeed, a healthy future for the University and for the state of North Dakota is bound inextricably to their joint success in responding to these wider trends.

A. University of North Dakota

1. General state of the University

The environmental scan performed within the framework of an analysis by the University Planning and Budget Committee identified some trends, issues, and challenges that were determined to be of a significant order.

The major strengths of UND were identified as its faculty and staff, with special emphasis on quality faculty carrying out teaching, scholarship, and service at the highest levels of quality. Academic excellence was ranked at the same level as quality faculty/staff. The top-ranked weaknesses of UND were all identified as money-related. Leading the list were two

**Table 1:
Some of the Things That, in Combination, Make UND Unique**

- Wide diversity of programs.
- Largest and most comprehensive collegiate aerospace program in the nation.
- Strong liberal arts component in every professional program.
- Strong research programs in areas of economic importance to the region and the nation.
- More than 26 American Indian programs, including law, business, nursing, and medicine.
- State-of-the-art Student Wellness Center and comprehensive wellness program.
- Twenty-one distance degree programs.
- Award-winning international programs.
- More than 250 student organizations that stress academic skills and campus leadership.
- A crisis coordination team that is regarded as a national model.
- Affiliated campus in Moss, Norway.
- A quality of educational experience that far exceeds its cost.
- Loyalty of alumni as indicated by their willingness to be involved in campus programming.
- A tradition of faculty and senior administrators being directly accessible to students and parents.
- Dedicated faculty and loyal, supportive staff.
- A supportive learning environment for students with disabilities.
- The scope and magnitude of the internationally recognized Energy and Environmental Research Center.
- The Medical School's emphasis on patient-based learning, family and rural medicine.
- The School of Law.
- Superior physical plant and landscaping that creates the feel of a big-time campus.
- National caliber Division I and II athletics with a strong student-athlete tradition.
- Proximity to the Canadian border and all of the opportunities that this represents.
- Impact of graduates in North Dakota; for example, most of the state's doctors and certified public accountants are UND alumni.
- The positive relationship between UND and the Grand Forks Air Force Base.

evenly ranked weaknesses of “lack of funding” and “spread too thin.” The third-ranked weakness was an overall concern that compensation paid to UND employees was comparatively low.

The following additional strengths were also mentioned:

- Guidance from a Strategic Plan;
- Adherence to values;
- Nationally and internationally recognized programs;
- Size of the campus;
- American Indian programs;
- Attractive campus; and
- Unique, signature programs.

2. Major recent successes in achieving strategic objectives.

At the beginning of the current round of planning, an assessment was made of the successes and accomplishments achieved under the previous plan. Also identified were those objectives yet unmet. All of the successes and remaining challenges are outlined in Appendix D and posted on the UND Web site at www.und.edu/stratplan. Click on “Progress Detailed on Strategic Plan Priority Action Areas.”

B. Higher Education in North Dakota

Economic realities continue to suggest that growth of state funding for higher education will be modest at best. Funding per student remains low in comparison to other states, while support on a per capita basis is high. In an effort to provide more institutional control over budgets, the North Dakota University System (NDUS) in 2001 instituted a plan for “flexibility with accountability” and allowed tuition to be retained by the campuses. In light of the state’s declining population base and other factors, state support as a function of the University’s total budget is expected to decline. As a result, the University has already become more committed to linking strategic planning with budget allocation and reallocation. A reallocation plan has been developed and continues to be refined. The University has come to depend increasingly on tuition revenue and has experienced double-digit tuition increases in the recent past.

The role of higher education in the State of North Dakota continues to evolve. The Higher Education Roundtable, which links the NDUS to economic development, continues to be a major factor influencing campus decisions. Proposals for new undergraduate and graduate programs are being presented to the State Board of Higher Education for consideration on a regular basis. The adoption, funding, and implementation of these programs require careful consideration in light of the demographic and economic shifts occurring in our state. In addition, innovations such as ConnectND, the development of Senator Byron Dorgan’s Red River Valley Research Corridor, and Governor John Hoeven’s Centers of Excellence program, reflect the direct relationship the universities have to the future of the state. In June 2004, Dr. Robert Potts assumed the responsibilities of North Dakota University System Chancellor following the departure of Larry Isaak. This transition in leadership provides an opportunity for UND to more clearly articulate its mission and vision for the future of higher education in North Dakota and beyond. UND can be a leader in assisting the NDUS in recognizing the differences in missions and providing insights into appropriate incentives for intercampus collaboration. It is imperative UND’s communication with the NDUS office and the State Board of Higher Education continues to be a priority.

C. North Dakota and the Upper Midwest

The environmental scan of the state and region also identified trends, issues and challenges that were determined to be of a significant order. Leading the list was the challenge of economic development in the state. Of special note within the higher education community was the second most named issue of financing higher education. A third significant issue is the general demographic profile of the state, especially the declining number of high school graduates in North Dakota and throughout the Midwest.

The following were also mentioned:

- Demographics of American Indian population (increases);
- North Dakota’s reliance on federal dollars;
- Low-level (but improving) economic diversity in the state; and
- High expectations of research institutions relative to economic development.

D. National and Global Trends

UND has certain strengths and weaknesses relative to the national and global landscapes. Leading the identified strengths at the national level is the complementary effort of an aggressive research and commercialization team, and a well-positioned congressional delegation, which is eager to provide federal funding and to assist in the development of private-sector partnerships.

Other positives and related strengths include:

- National and international recognition that research universities are the “engines” that drive economic development and provide the trained workforce in a knowledge-based economy.
- Nationally recognized programs in aviation/aerospace, rural medicine, and energy/environmental research. The need to increase energy independence was the basis for identifying UND’s energy and environmental research enterprise as its potentially most significant leading strength.

A major weakness or challenge is the Upper Midwest’s low population density with little diversity, coupled with distant geographic location; thus the region is not favored with federal and private national funding, compared to the coastal regions of the country.

Other challenges include:

- The uncertainties of federal funding.
- The nationwide reduction of state support for public education.
- The paucity of major metropolitan areas and large corporations in the Great Plains that could serve as training cooperatives for students and as corporate partners for UND’s emerging business enterprises.

Chief among the opportunities are the federal funding opportunities related to homeland security and national defense, particularly border security and bioterrorism. Other opportunities include the emerging research enterprises in aerospace, medicine, and engineering that reflect national priorities and will have national import and economic impact.

A number of national threats exist, including the increasing national deficit, cost of the ongoing war, and the resultant shift in funding for higher education and the various federal agencies that fund research to the Department of Homeland Security and the Department of Defense. The national budget is strained further by increased global competition and escalating national healthcare costs. With respect to healthcare costs, the University has a niche in leading the effort to shift healthcare toward wellness and preventive medicine. Additional threats to the university research enterprise include increased unfunded mandates on research compliance, increased federal accountability on research conduct, and encroachment by the federal government on scientific issues previously determined by scientific peer review. Additional threats to the university academic enterprise include threats to the reauthorization of the Higher Education Act, increasing disparity between the cost and price of higher education and who will fund the difference, increased cost and complexity of immigration compliance issues for foreign students and visiting faculty, the increased competition by other nations for foreign student enrollment as a result of recent homeland security regulations on immigration, and increased competition for students, courses, and degrees by the national “virtual” university movement.

IV. Mission and Values of the University of North Dakota

Abbreviated Mission Statement for Planning Purposes

The purpose of the University is to provide students with high-quality, accessible, and affordable educational programs through the doctoral and highest professional degree level and to serve the public through high-quality research and public service programs linked to learning. All of the University’s programs will be responsive to the needs of North Dakota, the nation, and the world. UND supports a wide range of research and public service programs that enrich and extend the learning environment. The University’s formal mission statement, approved by the State Board of Higher Education, is available in Appendix E.

Values Statement

What are the values that the University of North Dakota must retain as it moves into the future? Part of the answer may be found in its history. UND was established by the Dakota Territorial Assembly in 1883, six years before statehood. Unlike many of the new institutions in the West, the University of North Dakota was intended to be a true university, providing an education for all students grounded in the liberal arts and humanities, offering professional and graduate programs, and including in its mission scholarship, research, and public service. Today, in its second century, UND’s original educational values would be recognizable to its founders and remain a model to which other institutions aspire.

Early in its deliberations during 2000-2001, the Planning and Budget Committee sought wide input concerning the values important to the University as it addresses the future.

A consensus view was that these core values include:

- A dedication to quality in all that it does, thereby giving the University’s stakeholders access to the benefits of a doctoral-level university ranking with the best of its kind in the nation.
- A dedication to the importance of providing a liberal arts-based education for all students, coupled with an array of challenging academic programs and lifelong learning opportunities attractive to a wide variety of students.
- A focus on being student-centered in all that it does, resulting in a unique sense of campus community and a remarkable level of loyalty and support from alumni.

- A commitment to research, faculty scholarship, graduate education, and public service that distinguishes UND, strengthens the “active” learning environment for all students, and benefits the state, region, and nation.
- A commitment to cultural diversity as an essential element of the learning environment.
- An enthusiasm for creativity and entrepreneurship in seeking new opportunities and partners in the development of the University.

Important UND values identified in 2004 were very similar, i.e., overall quality of education with special emphasis on its liberal arts foundation (including fine arts, humanities, and sciences). Of similar magnitude was the value and tradition of the educational value (cost/benefit) delivered at UND as a function of the economics attendant to higher education costs. Also, the quality of professors ranked in the upper echelon of traditions and values at UND.

The following values and traditions were mentioned:

- Strong professional programs.
- High-quality student services.
- Balanced student athlete tradition/athletic competitiveness.
- Research capability.
- Student involvement in UND activities.

V. Priority/Action Areas for the Present and Future

The University’s 2001-2002 Strategic Plan marked the beginning of a new era in strategic accomplishment. As a result of the work of a new University Planning and Budget Committee, the institution achieved noteworthy results across a broad spectrum of priority areas. While much has been accomplished, there is much left to do. Although many of the priority/action areas remain the same in the current plan, goals have been updated and strategies and indicators of success have been adjusted. A new priority/action area, fundraising and development, has been added as the institution seeks additional sources of revenue. As the institution moves forward into a culture of assessment, the strategies and indicators of success have become better defined and measurable. Similarly, in recognition of the need for a flexible document, the plan incorporates more specificity in the strategies that it outlines and more detail in near-term indicators for outcomes assessment.

The overriding goal of the University of North Dakota is excellence and distinction in all its programs and services. The University of North Dakota focuses on students and on learning. Faculty and staff, as well as students, are viewed as learners. The relationship is one in which all are involved in the process of learning.

The University intends to move toward greater achievement in all areas by focusing on each of the priority/action areas outlined below. In essence, these priority/action areas address the University’s mission and those currently critical aspects of infrastructure essential to fulfilling that mission. The University seeks to expand its client base and to make optimal use of its existing resources, even as it works to develop additional sources of revenue.

A. Prepare students to lead rich, full lives, to enjoy productive careers, and to make meaningful contributions to society by providing them with a high-quality educational experience solidly grounded in the liberal arts.

The University must increase the appreciation for and understanding of the value of a liberal arts education throughout the campus and region. Professional programs of study in all of our majors will be fully integrated with the general education program so that the common attributes of educated persons are reinforced throughout all curricula. As an integral part of the University curriculum, UND must provide all students with opportunities to practically apply the values and skills of their ongoing education. Faculty will monitor, modify, and perfect the curriculum to ensure that it is focused on essential knowledge and skills needed to prepare students to be educated professionals and engaged, productive citizens.

At both the graduate and undergraduate levels, the University will continue to develop new programs and to refine existing programs to meet the needs of its students, the state, the region, and the nation. Professional programs in medicine, law, and other areas will continue to distinguish UND as a flagship university.

B. Expand and strengthen the University's commitment to research and creative activity, both as a means of enriching the learning environment and as a driver for economic development.

The University of North Dakota serves the state, nation, and the world as an institution within the highest echelons of research. UND intends to expand research and creative activity by increasing its graduate program offerings and sponsored research base. The University will fully integrate its creative enterprises into its teaching and learning strategies so they become part of the process by which both undergraduate and graduate students learn. All faculty members will be involved in research and creative activity and will thus serve as models of lifelong learners for students. The University will pursue areas of applied research that enhance the economic growth and development of North Dakota and the Upper Midwest.

C. Serve the people of North Dakota and the world more effectively through applied and basic research, cultural programs, and economic development programs as well as through a comprehensive array of educational offerings.

The University of North Dakota is built on a tradition of service to the public. UND's objective is to address the educational, social, and economic needs of the citizens. There is clearly a need for educational offerings at all levels, graduate and undergraduate, at sites other than the main campus and at times other than prime time. The University must offer evening and weekend programs at the undergraduate level. Moreover, partnerships with other educational institutions and organizations are vital in bringing the intellectual resources of the University to bear on the nation's and the world's economic, social, cultural, and other needs.

D. Sustain a positive campus climate for living and learning.

The University of North Dakota will be a place to which people are proud and eager to come every day to work and to learn. UND must model the values it desires to instill in its students.

E. Optimize and stabilize enrollment to achieve the desired number and mix of students appropriate to the University's mission.

The University must establish an optimal size and composition for its student body in order to find ways to serve nontraditional, place-bound, and underrepresented students. In order to ensure the success of this endeavor, UND has established appropriate recruitment, retention and completion goals. The University welcomes students from throughout the nation and the world as a means of globalizing the educational experience for all students.

F. Optimize the use of information technology to improve student learning, research, and the administration of the University.

The campus must have up-to-date equipment and resources in the area of information technology. Technology can enhance student learning by providing additional opportunities for interactive learning and greater access to higher education. Distance learning technology will serve to eliminate geographic boundaries. UND will play an ongoing leadership role in developing and applying the optimal use of technological applications in learning and research, and in operational efficiency.

G. Take resource development to a new level through an enhanced cooperative approach involving the President, Vice Presidents, Deans, and Chairs in concert with the UND Foundation and other foundations, while building greater public understanding and support of the University's mission, distinctive qualities, and strategic agenda.

Historically, the UND Foundation has focused on alumni. Although this approach has been quite successful, the fact is that throughout all of higher education, alumni provide less than 40 percent of all private giving. This points to the need to move to additional, alternative avenues of private support. Underscoring the potential of doing so is the fact that some of the University's largest gifts from individuals have come from non-alumni, such as James Ray and Ray Rude. To enhance the University's revenue stream, the University must enable and empower Deans, Department Chairs, faculty, and others to become involved in seeking private support from individuals, private foundations, corporations, and corporate foundations.

H. In support of all of the above, ensure that the University has a well-prepared, enthusiastic faculty and staff, first-rate physical facilities, an adequate financial resource base, and an appropriate, efficient organizational structure.

UND will continue to develop the asset that is most fundamental to the success of a great university: a committed and highly qualified faculty and staff. Ways of addressing this

challenge will include making and keeping salaries competitive with similar institutions of higher learning, and enhancing UND in other ways to make it an attractive place to which quality faculty and staff can be recruited and retained. The University must also continue to improve the quality of its physical facilities, to organize into a more efficient administrative structure, and to develop new sources of financial support and revenue.

VI. Positioning of the University

The University of North Dakota will rise to a ranking well within the top 100 (top 15 percent of all) doctoral/research universities in the United States — by every measure — and do so in a sustainable way that will enable future leaders to ultimately move it into the top 50.

VII. A Vision for the Future

What will the University of North Dakota look like in the future if the goals and objectives of this Strategic Plan are realized?

The University enrolls 15,000 students, with approximately 12,500 studying on campus and approximately 2,500 studying off campus in a variety of distance education modes, including interactive television, the Internet, and other distance methods. The University places considerable emphasis on its outreach and distance education mission by employing traditional delivery systems and state-of-the-art technology to enrich and extend learning opportunities to people throughout the world. More of UND's instruction is now offered in the evening, on weekends, and during the summer. Graduate students make up about 25 percent of the student body.

As the result of expanding its recruitment efforts in other states, nonresident students now comprise more than half of the student body, and many of them remain in North Dakota after graduation. The ethnic diversity of the student body (and of the faculty and staff) more closely matches the world in which UND graduates will live and work. UND is the premier comprehensive research institution in the nation in its service to American Indian people.

The University continues to meet its historic commitment to the liberal arts and humanities, especially with respect to core general education requirements and opportunities for students to select from a wide variety of courses outside their major. Every UND major reinforces all goals of the general education program. The core academic departments in the arts and humanities remain strong, meeting the instructional needs of all UND students, as well as providing opportunities to major in those disciplines.

University curricula are tightly designed and continually improved based on a well-constructed program of assessment in each program. Graduates continue to achieve the success that has long been a hallmark of a UND degree. Instruction on and off the campus utilizes all of the new technological tools available and reflects advancements in the art and science of teaching and learning, including a high degree of self-directed and experiential learning.

Research and scholarly endeavor increasingly characterize the University of North Dakota. Its new status as a "Doctoral/Research University Intensive," the highest recognition granted by the Carnegie Foundation, indicates UND has increased the size of the graduate school, particularly at the doctoral level, and has expanded the scale and scope of research conducted on the campus. This success is reflected in an expanding volume of external grants and contracts supporting research, published research results, and growing national awareness of UND's research capacity, especially

in areas that have been strategically targeted to become national centers of excellence. UND is ranked well within the top 100 doctoral-research universities and is moving steadily toward the top 50.

Even as the composition and nature of the student body changes, meeting the needs of students remains the University's top priority. Students are involved in all of the planning and decision-making processes. A new Wellness Center provides opportunities for students to remain physically fit, to participate in sports and recreational activities, and to develop healthy lifestyles. The University has, through its leadership in "Healthy North Dakota" and "Healthy People 2010," distinguished itself nationally as a leader in wellness and preventive medicine.

The University's physical campus, including the University Village to the north, is safe, efficient, attractive, and welcoming, with future development guided by a carefully researched plan. Important successes have been achieved in installing state-of-the-art infrastructure for information technology.

By virtue of its considerable strengths in "earth systems," energy research, environmental science, and environmental toxicology, UND has become internationally known for its comprehensive array of academic environmental programs from the undergraduate through the doctoral level.

The University has a growing reputation as a vibrant and exciting place. The number and variety of extracurricular learning, cultural, and entertainment opportunities have increased, further enhancing the quality of life enjoyed by students, faculty, staff and the people of the city, state, and region. The University also enjoys a higher presence and visibility in its service area. Indeed, the University of North Dakota is widely regarded as a full partner in developing the economic, social, and cultural well-being of North Dakota and the entire Upper Midwest. UND personnel are involved whenever major North Dakota and regional issues and opportunities are being discussed.

The Legislature, the State Board of Higher Education, and the state's citizens view the University as a responsible steward of public trust and resources. The University's leadership is characterized as sensitive and responsive to all stakeholders. The campus is imbued with a sense of mutual respect and trust, and a spirit of intellectual excitement, creativity, innovation, and participation.

Entrepreneurship, risk-taking, and "thinking outside the box" are encouraged. "Failure" in these efforts is accepted as an important part of growth and development, although more structured approaches to assessment, information-based decision making, and accountability have become a normal, non-threatening way of life for faculty, administrators and staff. The University continues to rank among the nation's leading entrepreneurial universities.

The flexibility that continues to be granted the University by the Legislature and the State Board of Higher Education continues to bear fruit. The University continues to be effective in leveraging tuition and appropriated dollars mainly through grants and contracts, various partnerships, and fundraising done in partnership with the UND Alumni Association and Foundation. The UND Foundation's directed comprehensive capital campaign is closing in on an endowment of \$500 million. UND has developed new, mutually beneficial partnerships with the public and private sectors, including, but not limited to, the commercialization of University research.

Summary Vision Statement

As the University of North Dakota carries out its mission, it will be an institution that fosters learning by providing its students with high-quality, accessible, and affordable education programs through the doctoral and professional levels; it will model lifelong learning through high-quality research and public service related to student learning; and will, as a fundamental dimension of the

University's mission, generate and apply new knowledge that will respond to the needs of the citizens of North Dakota, the United States, and the world, and serve as foundations for economic and social development.

VIII. Strategic Planning at the Unit Level

In the fall of 2004, organizational units within the University completed unit plans. These strategic plans were framed by the same set of Priority/Action Areas identified in the University-wide plan. Through the Council of Deans and the Vice Presidents, unit plans formed the foundation of the University's Strategic Plan in that common themes were distilled and became part of the University plan. With the completion of the University plan, individual units are asked to help implement the plan by pursuing the strategies outlined herein.

IX. How Budgeting Will Be Linked to Planning

The budgeting process for the University of North Dakota continues to be tightly integrated with the strategic planning for the institution. Through the current strategic planning process, progress towards achieving strategic goals has been measured, the priorities have been re-established, new goals articulated, and indicators of success defined. Through an open, and inclusive, budget-review process, resources will continue to be focused on strategic priorities to support progress toward our goals. Strategic plan priorities continue to determine the allocation of current funds and support the pursuit of new funds from a wide variety of possible sources. This process does not preclude consideration of opportunities that fall outside of the specifics of the Strategic Plan. It does provide a framework for the consideration of such opportunities.

Elements of the budget process that contribute to the close integration between planning and budget include maintaining an ongoing pending budget needs listing and input received from a broad cross

Table 2: Types of Anticipated Investments

- Salaries move toward the national median
- Faculty and staff for new programs
- Building construction and renovation for educational and research program expansion
- Hardware and software
- Library acquisitions and periodicals in support of new programs and enhancement of current programs
- Campus signage
- Lectureship endowments
- Endowed professorships, chairs, and scholarships
- Surveys
- Support for study abroad
- Scholarships
- Research program development and intellectual property development
- Personnel in support of fundraising
- Graduate assistantships
- Publications
- Marketing

section of the University community. Periodically, an enhanced University Planning and Budget Committee meets to develop budget recommendations consistent with Strategic Plan priorities. The enhanced committee includes the membership of the University Planning and Budget Committee, plus the chairs of the University, Staff, and Student Senates, plus additional faculty members appointed by the University Senate Chair. This group is advisory to the President. The Council of Deans and the President's Cabinet are also consulted.

The FY02 annual budget process (spring 2001) was the first formal opportunity for implementing budget concepts integrating planning and budget. Four annual budgets (FY02, FY03, FY04 and FY05) and two biennial budgets (2003-05 and 2005-07) have now been prepared with a focus on assigning identified resources to strategic priorities. In addition, a resource allocation model for Academic Affairs has been developed, which compares various measures across departments/colleges to inform spending decisions. The impact of how resources are used is evidenced through annual reporting at the departmental level and the measurement of indicators as defined in the Strategic Plan (progress report).

Investments needed to carry out the current Strategic Plan are illustrated in Table 2; some of the sources of the revenue needed are illustrated in Table 3. Examples of the investments that have been made in support of strategic priorities are included in Table 4. See also the matrix in Appendix D.

X. Accountability Measures and Tracking

Unit annual reports are due by October 15 of each year. In these reports, each unit describes its progress in carrying out the unit strategic plan and its progress in carrying out its responsibility for portions of the University's plan. Units also describe their plans for the coming year. The Office of Institutional Research and the Budget Office provide data in a standard format so that the units can respond to a consistent set of indicators (core data set). With the unit reports and other institutional data, the Office of Institutional Research prepares an annual progress report on strategic objectives and goals indicating both status and trend lines. These analyses are used to inform decisions at a variety of levels within the institution. The University Planning and Budget Committee, the Council of Deans, and the President's Cabinet consider all available data in planning and budget

Table 3: Some Potential Sources of New Revenue

- Increased state appropriation to close the gap with benchmark institutions
- Tuition
- Course fees
- Grants
- Contracts
- Annual giving/major gifts
- UND Foundation endowment income
- Federal earmarks
- Reallocation of dollars from phased-out programs
- University Fellows endowment
- Student fees

Table 4: Examples of Significant Investment in Strategic Priorities Over the Past Five Years

- New positions
- Salaries
- Research infrastructure
- Technology
- Development personnel

discussions. Likewise, data considered at the institutional level are also reported as required for NDUS Accountability Measures and in the Campus Alignment Plan. It is important to note that both strategic and operational decisions at the campus level are supported by a much more comprehensive and complete set of data beyond what is required by the Legislature and the State Board of Higher Education.

SECTION TWO:

GOALS AND ACTION STRATEGIES

In this section, specific goals are expressed in measurable terms so that they can be tracked. The following sections were derived from recommendations arising out of the task groups which were asked to give focused consideration to a specific priority/action area(s) and to recommend goals, objectives, and action strategies to be pursued University-wide. All organizational units of the University have developed and published unit strategic plans showing how they will address each relevant priority/action area.

PRIORITY / ACTION AREA



Prepare students to lead rich, full lives, to enjoy productive careers, and to make meaningful contributions to society by providing them with a high-quality educational experience solidly grounded in the liberal arts.

Goal One: UND students arrive adequately prepared and find an intellectually stimulating and supportive academic environment.

INDICATORS OF SUCCESS:

- ▶ Incoming freshmen have an average ACT score of 24.
- ▶ Student retention and graduation rates increase.
- ▶ Faculty members are increasingly available to students (NSSE and student evaluations of teaching).
- ▶ Student ratings of faculty/student engagement exceed the national average for research institutions (NSSE and NFSE).
- ▶ Students feel increasingly comfortable speaking and contributing in academic settings (student evaluations of teaching).
- ▶ Students increasingly receive national awards and scholarships.

ACTION STRATEGIES:

1. **Manage recruitment, admissions, and financial aid to achieve an average ACT score of 24 for incoming freshman. (VPSOS: 9/06)**
2. **Establish requirements and provide incentives to increase student participation in non-traditional learning opportunities (e.g., learning communities, study abroad, honors, and experiential learning). (VPAA: ongoing)**
3. **Decrease the number of provisionally admitted graduate students to less than 10 percent of total admits. (GSD: 9/08)**
4. **Consider ways of providing additional professional development programs/academic support/resources to improve teaching effectiveness, learning, scholarship, and service (library, technology, infrastructure, advising). (VPAA, D, MD: ongoing)**
5. **Establish a policy requiring all students to obtain advisor approval before registering for classes. (VPAA, US, R: AY06)**
6. **Develop a plan for increasing faculty and student participation in, and provide opportunities for, national and international exchanges. (VPAA: AY06)**
7. **Appoint a national awards coordinator to promote academic opportunities for students, faculty, and staff (i.e., Truman and Bush Fellowships). (VPSOS, VPAA: AY06)**
8. Establish a published expectation that all full-time teaching faculty members will post and hold an adequate number of office hours per week. (VPAA, D, Ch: FY06)
9. Explore ways by which to encourage and support enhanced faculty engagement with students both in and out of the classroom. (VPAA, D: AY06)
10. Identify additional ways to support student participation in faculty research. (VPR, VPAA, D: AY06)

Table 5: Goals for All Students

As a result of their total University of North Dakota experience, graduates will exhibit a highly developed ability to:

- Communicate effectively, both orally and in writing;
- Find information, assess it critically, and use it to answer questions, find solutions, and make informed choices;
- Acquire knowledge across a broad spectrum of subject areas;
- Assess quantitative information;
- Transfer skills and knowledge from one setting to another, individually and collaboratively;
- Understand and appreciate cultures other than their own;
- Work effectively in collaborative endeavors and as a member of a team or group;
- Work as competent professionals in or outside their major field(s) of study;
- Understand and use technology to enhance their personal and professional lives;
- Appreciate and apply ethical, social, and cultural values to all aspects of life;
- Appreciate and participate in the creative, innovative, and discovery aspects of the human endeavor; and
- Achieve fulfillment through lifelong learning, healthy lifestyles, and civic leadership and service.

11. Review and revise the freshman Introduction to University Life course to consider topics such as ethics, wellness, diversity, etc. (VPAA, VPSOS: AY06)
12. Establish a mechanism for assessing minimal computer literacy skills needed for incoming students and provide remedial programming as necessary. (CIO, VPAA: AY06)

Goal Two: UND’s general education program develops strong skills for intellectual sophistication and prepares students as future citizens.

INDICATORS OF SUCCESS:

- An Associate Provost is designated to lead general education reform.
- A new or revised general education program is implemented and ongoing assessment of student learning guides program modifications.
- Students and faculty members speak confidently about general education goals and their relevance to their lives.
- Graduates stay engaged in learning (Alumni survey).

ACTION STRATEGIES:

1. **Revise UND’s general education program based on assessment data and best practices, and review number of credits required, implementing key recommendations of the general education longitudinal study. To support assessment, establish explicit student learning outcomes. (VPAA: recommendations by 2006, implementation by 2007, and students enrolled by 2008)**
2. **Provide administrative coordination and oversight of general education and assessment by assigning responsibility to an Associate Provost. (VPAA: 12/05)**
3. **Consider use of a national exam(s) to assess general education student learning outcomes. (VPAA, Deans: Fall 2006)**
4. Separately list general education courses in the time schedule of classes or add a general education icon to identify courses satisfying general education requirements. (R: asap)

Table 6: Potential New Academic Programs*

Undergraduate

- Human Resource Management
- Sports Business
- Graphic Design
- Computational Chemistry
- Ethics
- Aeronautical Engineering
- Community Health
- Environmental Science

Master’s Degree

- Forensic Psychology
- Qualitative Financial Analysis
- Nutrition and Dietetics
- J.D./M.B.A.
- Liberal Studies
- American Indian Studies

Doctoral Degree

- Atmospheric Sciences
- Scientific Computing
- Nursing Practice
- Space Studies
- Nuclear Chemistry
- American Indian Studies

**This list represents a sample of possible new programs under consideration.*

5. In all departments, designate a general education resource person and a student to serve as a liaison between the department and the Associate Provost in charge of general education and assessment. (VPAA: 12/05)

Goal Three: Academic programs are grounded in academic excellence and effectively prepare graduates for lives in a diverse, complex, and interdependent world.

INDICATORS OF SUCCESS:

- Appropriate data guides academic decisions and resource management.
- Curricular offerings are continuously improved based on assessment information.
- Positive trends are seen for graduates in:
 - number employed in their chosen field
 - employer satisfaction
 - satisfaction with education at UND
 - passage rates on national licensure exams (where appropriate)
 - number who pursue graduate or professional education
- Full national accreditation is sustained.
- Increasing numbers of student and faculty participate in international exchange and study abroad experiences.

ACTION STRATEGIES:

1. Refine and use an Academic Resource Allocation Model (including summer school and continuing education) as a decision-making tool to manage academic affairs. (VPAA, D: AY06)
2. Effectively assess student learning outcomes in every department. (VPAA, D, Ch: 12/05)
3. All departments demonstrate the use of student learning outcome assessments in guiding continual program improvement. (VPAA, D: 12/06)
4. Increase international student enrollment to 5 percent of student population and increase education abroad participation to 4 percent of student population. (VPAA: 2010)
5. Each academic department identifies and demonstrates excellence and/or movement toward excellence in one or more specifically designated “signature” areas by setting improvement goals based on comparative data from peer and external review, assessment of outcomes, and available resources. (VPAA, D, MD: 5/06)
6. Use a comprehensive review of existing programs and external scan to identify programs to be proposed, enhanced, or eliminated. (VPAA, D: end of AY06)
7. Consider establishing a semi-virtual school or college of Environmental Science and Earth Systems. Ultimately, this college would have two or three

positions and no more. It would have a Dean, one Chair of one department and would otherwise have adjunct faculty attached to this department from other colleges and schools at UND and from other institutions, such as the University of Manitoba. (P, VPAA, US: FY06)

8. **Develop a comprehensive academic program space utilization/needs plan. (VPAA/VPFO: FY06)**
9. Initiate new programs that are built upon institutional strengths and respond to emerging areas of knowledge and societal needs. See Table 6 for a list of possible new programs. (VPAA, D: ongoing)
10. Review and refine the infrastructure and organization to optimize support for, and quality of, academic affairs. (VPAA, D: ongoing)
11. Attain full national accreditation in all eligible programs. (P, VPAA, D, MD, Ch: 5/07)
12. Support experiential learning and culminating experiences in coursework and majors to ensure all graduates have learning experiences outside the traditional classroom. (VPAA, D: end AY06)
13. Review and revise the summer session structure/model. (SPC: AY06)
14. Review clerical support staff in academic units to facilitate equitable allocations. (VPAA, D: AY06)

Goal Four: Attract, retain, and develop a talented, diverse mix of faculty to fully support the University's academic mission.

INDICATORS OF SUCCESS:

- Positive trend in the annual number of peer-reviewed faculty accomplishments.
- Positive trend in nominations and competitiveness for national awards/scholarships and fellowships.
- Positive trend in relieving salary compression at the higher ranks.

ACTION STRATEGIES:

1. **Raise faculty salaries to reach the average of UND peer institutions, as identified by the State Board of Higher Education, by 2010. (All)**
2. **Establish a comprehensive faculty development program to include leadership, mentoring, advising, teaching, and research by 2008. (VPAA)**
3. **Revise faculty hiring practices by 2006 to facilitate the recruitment of a diverse faculty. (P, VPAA, D)**
4. **Develop and implement strategies to balance faculty workloads in ways that support all of the institution's strategic goals by 2007. (VPAA, D, Ch)**
5. **Develop recruiting strategies for all open faculty positions with input from the Vice President for Research. (VPAA, VPR: ongoing)**
6. Conduct hiring practices to ensure that by 2010 more than 95 percent of the tenured and tenure-track faculty hold terminal degrees in those disciplines in which terminal degrees are expected. (VPAA, D)

7. Increase the visibility of faculty accomplishments by publishing them quarterly in the University Letter. (VPAA, VPR, D: ongoing)
8. As part of annual reporting, evaluate departmental faculty performance data against peer institutions and other indicators such as the National Research Council data set. (D, Ch: begin 10/05)
9. Recognize in performance reviews that collaborative abilities and collegiality are important faculty attributes. (VPAA, D, Ch: ongoing)
10. Consider the establishment of an annual recruiting pool of \$4,000 per position. (VPAA: AY06)
11. Forge a capital campaign in cooperation with the UND Foundation to raise funds to increase the Chester Fritz endowment and to endow fellowships and chairs. (VPAA, D: ongoing)
12. Incorporate external input into the review processes for all tenure and promotion decisions by 2007. (VPAA, D, Ch)
13. Create incentives for senior faculty members to encourage and reward outstanding performance. (VPAA, D: ongoing)
14. Develop and support strategies to enhance recruitment and retention of faculty (e.g., partner hires, child care). (VPAA, D, Ch: ongoing)
15. Support, recognize, and reward faculty engagement in the scholarship of teaching and learning. (VPAA, D: ongoing)

Goal Five: Serve as a national model of the integration of top-notch intercollegiate athletics with the primary academic missions of the University, i.e., athletics is seen as co-curricular rather than extracurricular.

INDICATORS OF SUCCESS:

- The athletic program is free of violations of NCAA rules and is characterized by a supreme degree of good sportsmanship among athletes and fans.
- Athletics has a high degree of fan support, including student support.
- Scholarship athletes continue to maintain or exceed current levels of success on playing surfaces and in the classrooms.
- The athletic program achieves a high degree of recruiting success.
- A high level of scholar-athlete recognition is achieved regionally and nationally.
- UND athletes and teams are highly competitive within their conferences and on the national level.
- UND has first-rate athletic facilities.

ACTION STRATEGIES:

1. **Continue to consider optimal NCAA classification positioning for UND through the establishment of a task group to explore (a) strategies for influencing the improvement of the NCAA classification system, e.g., extending the opportunity for schools to split Division I and Division II levels of different sports as is now done in hockey, and (b) explore rationale, stakeholder**

- interest, opportunity, and financial means to move all UND athletic programs to the Division I level as currently organized. (P: AY06)
2. Establish a substantial endowment for athletics as part of a University-wide capital campaign in conjunction with the University's 125th anniversary. (AD, FND: 2005-09)
 3. Sustain positive working relationships with the Ralph Engelstad Arena and Alerus organizations through interlocking participation in athletic program and facilities operational governance. (AD: ongoing)
 4. Continue to develop an exceptional array of athletic facilities, e.g., removing the "old Engelstad Arena" and building new indoor practice and track facilities on that or an alternative site. (AD, VPFO: ongoing)
 5. Integrate more fully the marketing of athletics with the marketing of the University. (AD,UR: asap)

P R I O R I T Y / A C T I O N A R E A **B**

Expand and strengthen the University's commitment to research and creative activity, both as a means of enriching the learning environment and as a driver for economic development.

Goal One: The University's research program is sustained at the highest Carnegie level. It operates at the level of \$100 million or more per year in extramural support by 2007.

INDICATORS OF SUCCESS:

- ▶ The top Carnegie level is reached and sustained. (Note: New criteria had yet to be released by the Carnegie Foundation at the time of publication.)
- ▶ The University continues to be well-positioned to maximize external support.

ACTION STRATEGIES:

1. Identify three to five candidate Centers of Excellence for Economic Development and submit proposals to the new commission, totaling \$7 million to \$10 million. (VPR: Fall 05)

2. **Develop a strategy to increase and maintain a higher federal facilities and administration (F&A) rate consistent with the University Strategic Plan, and maximize recovery of the federally negotiated F&A rate through institutional negotiations with state and private sector sponsors. (VPR, BD: AY06)**
3. Enhance liaisons with federal and state government, private industry, and foundations. (VPR: ongoing)
4. Appoint a Director of External Affairs in the Division of Research to better manage government and public relations. (VPR: AY06)
5. Ensure that all extramural awards take full advantage of direct and indirect cost options. (VPR: ongoing)
6. Develop a policy to optimize external support for graduate student tuition waivers where applicable. (VPR, BD: AY06)
7. Modify the campus F&A reallocation policy to optimize return to units generating extramural awards and devise a mechanism for equitable distribution of F&A campus reallocation for interdisciplinary and multidisciplinary awards. (VPR, BD: AY06)
8. **Craft a plan to continue funding for the Faculty Research Seed Money plan in its original mission at the highest level consistent with available resources. (P, VPR: AY06)**
9. Devise a plan identifying the target level of financial resources needed to fund the University research enterprise at a rate consistent with the Strategic Plan. (VPR, Ca: AY06)
10. Develop a strategy to convert direct Congressional appropriations to sustainable support. (VPR: AY06)

SPONSORED PROGRAM GROWTH 1999-2004 (see www.und.edu/dept/research and click on "FY 2004 Abbreviated Annual Report of Sponsored Program Activity")

Goal Two: The University's research program enriches and enlivens the teaching and learning environment.

INDICATORS OF SUCCESS:

- Large numbers of undergraduates are involved in faculty and professional staff research.
- Faculty appointments are routinely made with consideration to the research emphasis in the University's Strategic Plan.

ACTION STRATEGIES:

1. **Develop a plan whereby UND enhances research opportunities in the undergraduate teaching and learning environment. (VPAA, VPR: AY06)**

2. **Appoint faculty and academic administrators who are scholars supportive of research and creative work. (VPAA, D: ongoing)**
3. **Amend the promotion and tenure guidelines so that the creation of intellectual property is clearly recognized as creative activity. (VPR, VPAA, D: AY06)**
4. **Ensure that all research compliance committees adhere to federal and state-mandated regulations and guidelines. (VPR: ongoing)**
5. **Determine the optimal organization of the Division of Research to accomplish the missions of the University. (VPR: ongoing)**
6. **Through the state’s Centers of Excellence program and other avenues, seek funding for the appointment of nationally recognized faculty in support of emerging signature research areas. (P, VPR: ongoing)**
7. **Increase the number of graduate research assistantships by 10 percent per year each year through 2010. (P, MD, Ca)**

8. Explore new and better ways to recognize and publicly promote the scholarly achievements of faculty. (VPR, VPAA, MD: ongoing)
9. Explore ways and means of making a more flexible developmental leave policy consistent with the aims of a research university so faculty are encouraged to participate in developmental leave on a regular basis. (VPR: AY06)
10. Develop supportive spouse-hire program guidelines to capture and retain the best hires. (Ca: AY06)
11. Move stipends for graduate assistants toward national norms. (P, VPR: ongoing)
12. Assess the needs for a campus office to support undergraduate research and creative activities. (VPR: AY06)

Table 7: Current Centers of Excellence

- Center for Innovation/Ina Mae Rude Entrepreneur Center
- Center for Rural Health
- Energy and Environmental Research Center
 - Coal Utilization Technologies*
 - Emission Control Technologies*
 - National Center for Hydrogen Technology*
 - Center for Air Toxic Metals (CATM)*
 - Center for Biomass Utilization (CBU)*
 - Water Management*
 - National Alternative Fuels Laboratory (NAFL)*
 - Wind Energy Resources*
 - Coal Ash Research*
 - Supercritical and Subcritical Extraction Technologies Center*
- Grand Forks Human Nutrition Research Center
(cooperative agreement)
- Northern Great Plains Center for People and the Environment
- Surface Transportation/Weather

**Table 8:
Current Candidates
for New Centers of
Excellence (including
Centers of Excellence
for Economic Development)**

- Anti-Bioterrorism
- Biochemistry/Nanotechnology
- Genomics/Proteomics/Informatics
- Hydrogen Technology
- Suborbital Atmospheric Science
- Aeronautical Engineering
- Community Health
- Environmental Science

Goal Three: The University's research program is characterized by a high degree of interdisciplinary and multidisciplinary research.

INDICATORS OF SUCCESS:

- ▶ Increased level of University interdisciplinary and multidisciplinary research activity.
- ▶ Increasing percentages of scholarly output and extramural submission and awards involving multiple academic or research units.
- ▶ Growing numbers of multidisciplinary and interdisciplinary institutes and centers.

ACTION STRATEGIES:

1. **As part of a general expansion in "Centers of Excellence," identify strategic areas for interdisciplinary and multidisciplinary collaboration. (VPR, RC, EERC: ongoing)**
2. **Plan for and identify funding for a new interdisciplinary and multidisciplinary research facility. (VPR, FND: asap)**
3. **Encourage consideration of interdisciplinary and multidisciplinary research collaborations in tenure and promotion decisions. (VPAA, D, Ch, F: ongoing)**
4. **Encourage appointments of tenure and non-tenure line faculty and postdoctoral research associates in support of interdisciplinary and multidisciplinary research interests. (All: ongoing)**
5. **Develop outstanding candidate programs for the state's Centers of Excellence in Economic Development program and otherwise develop further the Centers of Excellence concept. (VPR, RC, EERC: ongoing)**
6. **Provide infrastructure for interdisciplinary and multidisciplinary research, including the Computational Research Center, high-speed networking, and appropriate information technologies. (VPR, CIO, Ca: ongoing)**
7. Give strong administrative support to a culture that stimulates interdisciplinary and multidisciplinary research activities. (Ca: ongoing)
8. Establish an Interdisciplinary and Multidisciplinary Research Initiative Fund. (VPR: AY06)
9. Recognize and reward faculty and departments involved in interdisciplinary and multidisciplinary research. (All: ongoing)

Goal Four: The University is a significant catalyst for research and creative innovation linked to business opportunities for economic development of the Upper Midwest.

INDICATORS OF SUCCESS:

- ▶ The University is sought for research and commercialization partnerships in all appropriate disciplines.

- The University is nationally recognized as an innovator and preferred licensor of proprietary technology.
- The University is prominent in the emerging Red River Valley Research Corridor and Centers of Excellence for Economic Development initiatives.
- The value of University proprietary technology is advanced by new commercialization capabilities.
- Research innovations facilitated by collaborative University, state, and federal initiatives are seen as economic development opportunities for North Dakota.

ACTION STRATEGIES:

- 1. Establish and support a Research Foundation dedicated to commercializing intellectual property derived from academic departments and assigned to the University. (VPR: AY06)**
- 2. Enhance a commercialization infrastructure by building on to the University Research and Technology Park and the Technology Commercialization Center. Establish an advisory board/governing board for the “park.” (VPR: asap)**
- 3. Advance the tech incubator, entrepreneurship, and small business innovation programs to foster spinoff opportunities. (VPR, DCI, D/COBPA: ongoing)**
- 4. Promote strategic partnerships, sponsored research programs, and joint ventures with industry/government. (VPR, RC, EERC: ongoing)**
- 5. Foster recruitment and retention of faculty capable of generating intellectual property as a means for creating diverse business opportunities. (VPAA, VPR: ongoing)**
- 6. Aggressively develop and license intellectual property. (VPR, EERC: ongoing)**
- 7. Implement an integrated commercialization strategy and process using alumni business acumen and regional financial resources. (VPR, DCI: AY06)**
- 8. Position the University to take full advantage of the state’s economic development initiatives regarding Centers of Excellence for Economic Development. (P, VPR, EERC: AY06-07)**
9. Enhance research capabilities and visibility as a regional resource for innovations in areas such as biotechnology and applied technologies. (VPR: ongoing)
10. Identify University innovations as business opportunities in partnership with city, state, and regional stakeholders. (VPR, DCI: ongoing)

P R I O R I T Y / A C T I O N A R E A

C

Serve the people of North Dakota and the world more effectively through applied and basic research, cultural programs, and economic development programs as well as through a comprehensive array of educational offerings.

Goal One: The University is recognized throughout North Dakota and the region as a primary source of public cultural and arts programming and enrichment.

INDICATORS OF SUCCESS:

- ▶ Positive trend in the number of viewers of Grand Forks cable television Channel 3.
- ▶ More locally originated programs on Channel 3.
- ▶ Positive trend in the richness of programs at the Chester Fritz Auditorium and other UND facilities/positive reviews.
- ▶ Positive trend in the number and quality of visiting artists and lecturers.
- ▶ Positive trend in the number and quality of exhibits (North Dakota Museum of Art and throughout UND) and in the number of visitors to UND for art events generally.
- ▶ Positive trend in the number and quality of music and art programs (on campus, summer camps, outreach, others) for elementary and secondary school students.
- ▶ Positive trend in student/faculty exhibits and tours by UND choirs, theater and other arts groups.
- ▶ Positive trend in the quality/reviews of Burtness Theatre productions and in sustained or increasing numbers of Burtness patrons.

ACTION STRATEGIES:

1. **In cooperation with the North Valley Arts Council and the Convention and Visitors Bureau, establish and participate in a Culture and Arts Coordinating Council to optimize use of the Chester Fritz Auditorium, the Burtness Theatre, the Alerus Center, the Ralph Engelstad Arena, the Empire Arts Center, and other facilities throughout the region. (VPAA: ongoing)**
2. **Establish a systematic program whereby theater, band, orchestral music, and art groups perform/exhibit throughout North Dakota and the region, and continue to host school choral and band programs on campus. (VPAA, VPSOS: AY06)**

3. Sustain strong annual Writers Conference and Faculty Lectureship Programs. (VPAA: ongoing)
4. Increase the number of endowed lectureships to 12 by the year 2010. (VPAA, MD)
5. Sustain and strengthen the relationship with the North Dakota Museum of Art. (VPAA, P: ongoing)
6. Build additional programming into Channel 3 and explore ways of connecting UND programs to statewide Public Radio and television networks. (DCE: ongoing)
7. Increase marketing efforts to build participation in campus events. (VPAA, UR, SG: ongoing)
8. Continue publication of a high-quality annual *President's Report* and other periodicals such as *UND Dimensions* and the *North Dakota Quarterly*, and explore other ways of showcasing UND's program offerings. (UR, ongoing)
9. Highlight and market the Chester Fritz Library as a public service resource. (VPAA, UR: ongoing)
10. Consider development of an American Indian/regional heritage art program within the Art Department. (VPAA: under way)
11. Continue to publish *UND Serves North Dakota: A County-by-County Summary*. (UR, MD: ongoing)

Goal Two: The University offers a full array of accessible, affordable degree programs and continuing education programs addressing both the region's need for particular kinds of graduates and student need for educational opportunities.

INDICATORS OF SUCCESS:

- Increased number of program offerings addressing regional employment needs.
- Increased non-traditional student enrollment.
- Low tuition vs. national/regional levels, particularly as a proportion of family income.
- Increased number of graduate and undergraduate degree programs available evenings and on weekends.
- Increased number of degree programs and courses available over the Internet and via other distance modalities.
- Regional needs regularly assessed.
- New programs added; waning programs eliminated or phased out.
- Increasing number of programs offered at distant sites in cooperation with other institutions.
- Large and increasing number of people served via continuing education programs.
- Large and increasing number of individuals and companies served via workforce training programs.
- High and increasing state and regional educational attainment.

ACTION STRATEGIES:

1. **By 2007, offer at least 20 undergraduate degree programs in the evening or on weekends (all courses made available after 5 p.m.). (VPAA, D)**
2. **Over the next three to five years, increase summer program activity equal to at least half of school-year numbers served. (VPAA, VPSOS, SPC)**
3. **Increase the number of summer program offerings for pre-college students, particularly academic programs, and for non-traditional students. (VPAA, VPSOS, SPC, AD: ongoing)**
4. **Consider an expanded range of lifelong learning programs for senior citizens/retired persons via “Summer Haven” and other programs. Market summer programs to those former North Dakotans and others who spend winters out of state. (VPAA, VPS: under way)**
5. **Assess continuing education program needs regularly and systematically through ongoing strategic planning. (VPAA, VPSOS, MD, SPC)**
6. Sustain formal program-to-program articulation agreements with all community colleges in North Dakota, the Twin Cities, and otherwise within 250 miles. (VPAA, R: ongoing)
7. Increase the number of people served via continuing education programs by 5 percent each year through 2010. (VPAA, VPSOS, MD)
8. Establish a UND Speakers Bureau. (VPAA, UR: AY06)

Goal Three: The University is a leading force in the economic development of North Dakota, western Minnesota, and the Upper Midwest.

INDICATORS OF SUCCESS:

- ▶ Newspaper editorials and public opinion surveys show that the University’s role in economic development is widely recognized.
- ▶ Upward trends in economic development.
- ▶ Growing numbers of University faculty members, staff, and students engaged in applied and basic research projects.
- ▶ Increasing numbers and higher quality of partnerships with business and industry.
- ▶ Increasing numbers of people served via continuing education/workforce training programs.
- ▶ Increasing positive feedback regarding workforce training and continuing education programming.
- ▶ Federal dollars for the support of research and development approaching the target.
- ▶ UND recognized as a “pillar” of the Red River Valley Research Corridor.
- ▶ Upward trend in enrollment in entrepreneurship programs.

ACTION STRATEGIES:

- 1. Increase externally supported research and development and other externally funded activity to the level of \$100 million annually by 2007. (See also Priority Action Area B.) (VPR, EERC, MD)**
- 2. Identify three to five candidate Centers of Excellence for Economic Development and submit proposals to new commission, totaling \$7 million to \$10 million. (VPR: FY05)**
- 3. Expand research participation opportunities for students in conjunction with the experiential learning initiative (increase varies with department). (VPR, VPAA, EERC: ongoing)**
- 4. Strengthen planning and working relationships with local development organizations throughout all of North Dakota and western Minnesota with the goal of improving the local and state economy and fostering quality of life factors in the region. (P, VPAA, VPR: ongoing)**
5. Expand cultural and arts outreach programming to reach all parts of North Dakota and western Minnesota on a systematic basis. (VPAA: ongoing)
6. Sustain and strengthen an already proven workforce training program in partnership with Lake Region State College and involving UND's business incubator, Center for Innovation, Small Business Development Center, and Technology Park programs. (VPAA, VPSOS: ongoing)
7. Strengthen and publicize the Chester Fritz Library's business and economic resources. (VPAA, VPR, DL: ongoing)

Goal Four: The University offers a wide array of public service programs improving the human condition, particularly that of North Dakotans and the people of the Upper Midwest.

INDICATORS OF SUCCESS:

- Substantial number and quality of public service programs in place.
- Substantial number of students engaged in service-learning programs.
- Substantial number of degree programs with service-learning requirements or opportunities.
- Upward trend in formal partnerships with public service agencies.
- Faculty/staff reward system that reflects credit for involvement in public service activities.
- Surveys that indicate faculty and staff recognition of public service involvement as part of the reward system.
- Public service needs continuously assessed through strategic planning.
- A substantial array of programs serving American Indian people.
- A substantial array of cultural experiences for the public.

ACTION STRATEGIES:

1. Provide a central access point for public service inquiries (possibly in conjunction with the Center for Community Engagement), facilitating the brokering of connections between regional needs and University expertise. (P, UR: AY06)
2. Explore ways and means to enhance programs serving American Indian people and other underserved groups. (AIPC, VPAA, VPSOS, MD: under way)
3. Partner with the State of North Dakota, the Social Security Administration and the U.S. Postal Service to bring government services to low-density populations throughout North Dakota and eventually elsewhere via the Internet. (VPAA, D/COBPA: under way)
4. Include the development of greater regional awareness of UND's public service mission and capabilities as part of the institution's communication and marketing programs. (VPSOS, UR, MD: ongoing)

Goal Five: UND is widely acknowledged as the leading university in the United States for educational programs and outreach activities for American Indian people.

ACTION STRATEGIES:

1. Complete the new American Indian Cultural Center, and seek funding for an expanded center/museum. (P, VPAA, VPSOS, VPFO, AIPC, FND: ongoing)
2. Establish the INMED Advisory Board as an overall Advisory Board for American Indian programs. (VPAA, VPSOS: AY06)
3. Develop a comprehensive plan to guide future development of American Indian programs based on an overall assessment of existing programs, a review of other benchmark institutions, and on input from the INMED Advisory Board. (AIPC: AY06)
4. Encourage faculty, with involvement of the tribes, to develop American Indian programs and explore new grant opportunities to support American Indian students and programs. (VPAA, VPSOS, VPR, MD: ongoing)
5. Identify opportunities where UND might appropriately address workforce development on the reservations. (VPAA, VPSOS, AIPC: ongoing)
6. Review and strengthen existing programs for American Indian students. (VPAA, VPSOS, MD, AIPC: ongoing)
7. Identify new funding opportunities and strengthen existing programs for American Indian students and faculty scholarly activities in collaboration with tribal entities when possible. (VPAA, VPSOS, MD, AIPC: ongoing)
8. Assess American Indian students' perceptions of how well their needs are met at UND. (VPAA, VPSOS: ongoing)

9. Institutionalize funding for American Indian events and secure involvement of more faculty and staff in planning and implementation. (Ca, SG, AIPC: ongoing)
10. Encourage departments to tie activities to the powwows and other American Indian events. (VPAA, VPSOS, AIPC: ongoing)
11. Recruit additional American Indian staff, faculty, and administrators at UND. (Ca, VPAA: ongoing)
12. Continue to expand publicizing the success of UND American Indian programs and students. (Ca, UR: ongoing)

P R I O R I T Y / A C T I O N A R E A **D**

Sustain a positive campus climate for living and learning.

A large number of very specific suggested action strategies were proposed by the sub-council that worked on each of the goals set forth in this important area. Those not included below are presented in Appendix F.

Goal One: The campus is learning-centered/student-centered.

INDICATORS OF SUCCESS:

- Students feel valued and appreciated and are directly and fully involved in campus governance.
- Abundant support and encouragement is given to student leadership by the University.
- Faculty are engaged with students both in and out of the classroom.
- University policies recognize and deal with not only what services the University is able to provide for students, but also how students are treated in the process of receiving those services.
- See also Goal Two.

ACTION STRATEGIES:

- 1. Review how academic advising is done at UND. Consider at least two alternatives to current practice: (1) designate individual faculty as departmental advisors and treat their advising work as part of their academic load, and/or (2) expand the professional advising staff to cover all or most of the University. Look into developing peer advisement. (VPAA: AY06)**

2. **As an institution, take an overall active role in improving community and student relations. (Ca, SG: ongoing)**
3. **Ensure that students play active roles in every appropriate University committee. (All: ongoing)**
4. **Include a leadership training program for presidents of all student organizations. (VPSOS: AY06)**
5. **Enable faculty to make extra proactive efforts to be available to students who need assistance. (F: Ongoing)**
6. On the part of the Administration, regularly report to Student Senate on University issues and respond to issues raised by the Student Senate. (P, VPSOS: ongoing)
7. Sustain and improve classroom environments to ensure that students feel comfortable speaking and contributing. (F: ongoing)
8. Provide campus-wide student service training for staff and “customer” service training for student employees. (Ca: AY06)
9. Sustain exemplary crisis coordination, counseling center services, and student-health programs, and sustain an exemplary array of student support services generally. (P, VPSOS: ongoing)

Goal Two: Students, faculty, staff, alumni, and the public find the UND campus to be a hospitable, stimulating and enjoyable place with which they are proud to be associated.

INDICATORS OF SUCCESS:

- An array of services to students, faculty, staff, alumni, and the public that is regularly assessed as positive in meeting their needs.
- A high degree of alumni giving.
- A high degree of alumni loyalty as measured by participation in alumni events, referral of students by alumni, feedback support, and financial support.
- A high level of campus and community participation in campus events.
- High faculty, staff, and student retention rates.
- More opportunities for career advancement.
- Surveys of students, faculty, and staff indicating achievement of goals.

ACTION STRATEGIES:

1. **Continue to refine a wellness program for the campus community (DWP); complete construction of the Wellness Center by FY06.**
2. **Continue to modernize and upgrade all campus signage to make the campus more user-friendly. (VPFO: ongoing)**
3. **Consider construction of parking garage(s) and otherwise continue to include the needs of campus visitors when expanding and modernizing UND parking. (VPFO: ongoing)**
4. **Complete construction of a new base for American Indian Student Services (Fall 2005) and continue fundraising for a larger American Indian Center. (P, FND: ongoing)**

5. Regularly assess quality of services via surveys and use the results to improve campus services. (IR: annual)
6. Provide continuing education to all University personnel in supervisory roles on the effective handling of personnel issues, complaints, and grievances through effective communication regarding these issues, e.g. newsletters, workshops, and other means. (GC: ongoing)
7. Continue to enhance existing services for students and employees with disabilities to enable their full participation in the University community. (VPSOS, VPFO: ongoing)
8. Through the use of exhibits, displays, bike paths, guided tours and other means, create opportunities for the public to learn more about UND's history and mission, architecture, and natural beauty. (All: ongoing)
9. Optimize hours of operation to serve students of all types. (Ca: AY06)
10. Support and enhance programs and infrastructure that promote campus safety. (VPFO: ongoing)
11. Sustain a broad array of professional development and training opportunities for staff and faculty. (P, VPAA, VPSOS, VPFO, MD, US, SS: ongoing)
12. Continue the review of overall campus climate and the work of the "Campus Climate" oversight committee. (P, Ca: ongoing)
13. Sustain programs of awards and recognition of achievement such as the Faculty and Departmental Awards for Excellence in Teaching, Research and Creative Activity; the Chester Fritz Distinguished Professorships; and the Staff Meritorious Service Awards. (VPAA, VPFO, MD: ongoing)
14. Consider staging an annual campus open house and tour programs for the public. (Ca, F: '01)
15. Maintain the integrity of the nature trail along the west side of the Bronson property. (VPFO: ongoing)
16. Create new opportunities for citizens to visit the campus through enhancement of existing events and through new events such as those being planned for the University's 125th anniversary celebration. (All: '05-'08)
17. Develop a systematic employee retention strategy that would include components such as mandatory exit interviews and corresponding data collection and dissemination. (Ca: AY06)

Goal Three: The University community and the broad region it serves enjoy a rich and vibrant array of artistic, intellectual and popular pursuits that strengthen cultural life, deepen experience and understanding of pluralism, stimulate interaction among individuals, and build the foundations for a strong community.

INDICATORS OF SUCCESS:

- Flourishing programming and commercial activities on the Bronson property fostering social interaction.
- Impressive published list of annual offerings.
- High level of public, student, and staff participation in campus activities.
- Positive trend in the development of partnerships with community/regional cultural and arts groups.

- Positive trend in the number of endowed lectureships and attendance.
- Note: See also Priority/Action Area C, Public Service (Goal 1) for additional indicators.

ACTION STRATEGIES:

- 1. Continue physical development of the campus proper and the “University Village” on the Bronson Property in a way that facilitates social interaction to enhance the total University experience for students.**
- 2. In order to enhance the faculty leadership role in promoting intellectual inquiry, recruit nationally recognized faculty by finding support for endowed chairs and endowed distinguished professorships, and celebrate more publicly the work and ideas of faculty. (UR, VPs: ongoing)**
- 3. Improve arts and entertainment calendar/marketing partnering with community entities to jointly program ventures at such facilities as the Alerus Center and the Empire Arts Center. (VPAA: ongoing)**
- 4. Expand endowed lectureship series such that noteworthy lectures and similar programs occur year-round. (VPAA, MD: ongoing)**
- 5. In order to promote and stimulate the free exchange of ideas, provide more facilities and gathering places conducive to informal discussion and establish more campus-wide events/socials that serve to bring faculty together. (All: ongoing)**
- 6. Note: See also Action Strategies under Priority/Action Area C, Goal 1, for additional Action Strategies.**
7. Sustain and enhance existing Writers Conference, Graduate Forum, Honors Forum, Presidential Scholars programming, “Feast of Nations,” powwows, and international exchange programs. (All: ongoing)
8. Identify an office to coordinate publicity and promotion of speakers sponsored by colleges, departments and campus organizations. (UR: AY06)
9. Sustain and enhance a positive relationship with the North Dakota Museum of Art. (P, All: ongoing)
10. Enhance/upgrade the campus arts facilities (Hughes Fine Arts Center, Burtness Theatre, etc.) to support recruitment and encourage participation. (P, VPFO: ongoing)
11. Enhance mutually supportive relationships with art and music instructors at local and regional elementary and secondary schools to foster interest and support for University programs. (F, ongoing)

Goal Four: The University reflects diversity and promotes respect and appreciation for cultural pluralism, human rights, differences of opinion, and respectful treatment of others, generally.

INDICATORS OF SUCCESS:

- The student body profile enhances regional diversity.
- The faculty-staff profile enhances regional diversity.
- Progress is made in minority faculty, staff, and student recruitment and retention.
- Surveys of students, faculty, and staff demonstrate campus-wide respect for all cultural and other differences and demonstrate a reduction of all forms of harassment.

ACTION STRATEGIES:

1. **Ask each unit (college, department, EERC, etc.) to prepare its own diversity plan and otherwise develop more inclusive and targeted recruitment processes to increase diversity in administrative, staff, and faculty applicant pools. (Ca: ongoing)**
2. **Sustain the President's Advisory Council on Diversity and the President's Advisory Council on Women within the context of the Council on Campus Climate. (P, Ca: ongoing)**
3. **Acknowledge and continue to assess the impact of the divisive and controversial nature of the Fighting Sioux athletic nickname and logos. (Ca: ongoing)**
4. **Facilitate campus-wide discussions, forums, workshops, seminars and training sessions on topics of diversity that promote respect for members of underrepresented groups. (VPSOS, GC: ongoing)**
5. **As part of the academic program, create and enhance opportunities, activities, and events that promote greater appreciation and respect for diversity and for members of underrepresented groups. (VPAA: ongoing)**
6. Continue to make a concerted effort to recruit, retain and graduate more students from diverse backgrounds. (VPSOS, VPAA, MD: ongoing)
7. Continue to educate the campus community about its policies against acts of racism, bigotry, discrimination, and harassment, and continue to enforce these policies within the campus community. (P: ongoing)

Goal Five: The University has clear and open lines of communication for interaction among students, faculty, staff, and administrators.

INDICATORS OF SUCCESS:

- Surveys indicate campus community members feel that they have adequate access to information that affects them.
- Surveys indicate campus community members feel that they have adequate and appropriate opportunities for input into University decision-making.

ACTION STRATEGIES:

1. Create new means of promoting interaction among faculty, staff and students beyond the work place and the classroom. (See also Priority/Action Area E.) (Ca: ongoing)
2. Refine UND's information technology infrastructure (e.g., by establishment of a "portal") and make better use of information technology (e.g., e-mail and the Web) to facilitate community among faculty, staff, and students. (UR, UITC, CIO: ongoing)
3. Develop improved processes to help students, faculty and staff resolve academic and non-academic concerns and disputes, and explore the need for an "ombudsperson" position. (GC, VPAA, VPSOS: ongoing)
4. Communicate official, up-to-date University policy more effectively through an electronic policy manual available through the University's online home page. (VPAA, VPFO: ongoing)
5. Review the operational efficiency and evaluate the outcomes of UND governance organizations and committees. (Ca, US: ongoing)
6. Encourage participation of otherwise underrepresented groups in University governance. (P: ongoing)

Goal Six: All faculty and staff see the University as having a positive work environment supportive of them in fulfilling their roles and in providing for professional growth and development, supporting healthful living, and otherwise enabling all to participate in the continuous improvement of the quality of the University.

INDICATORS OF SUCCESS:

- Low number of formal grievances filed.
- Increased participation in University wellness programs.
- Surveys indicating a high degree of job satisfaction and adequate opportunities for career development.
- Surveys indicating a high degree of pride in the University.
- More opportunities for career advancement within the University realized.
- Reduced sick leave taken by all employees and reduced health care costs.

ACTION STRATEGIES:

1. Continually refine and improve the governance structure so that it is seen as efficient and inclusive. (Ca, US: ongoing)
2. Further develop a work site wellness program encouraging all employees to maintain healthy lifestyles. (All: ongoing)

3. Sustain the faculty/staff leadership development program. (P, VPAA: ongoing)
4. Establish regular professional development programs for all new chairs and other supervisors, and add training requirements to the faculty handbook to support effective communication and personnel management. (VPAA, MD, GC: 2006)
5. Sustain and enhance the Conflict Resolution Center as a means of providing conflict management education on and off campus, conducting research in conflict management. (P, Ca: ongoing)

6. Develop a master plan for outdoor recreational areas, facilities, and green space on campus. (VPFO: 2005-2006)

P R I O R I T Y / A C T I O N A R E A

E

Optimize and stabilize enrollment to achieve the desired number and mix of students appropriate to the University's mission.

Goal One: The University reaches a total fall headcount of 15,000 students, including distance education students, by the fall of 2010. Approximately 12,500 represent increases in UND's regular categories of student enrollment; the remaining 2,500 are new distance education students, including correspondence students.

INDICATORS OF SUCCESS:

- ▶ Enrollment targets (Tables 9, 10, 11, 12, 13, 14, 15) achieved or on track.

ACTION STRATEGIES:

1. Based on data obtained from UND's resource allocation model and an institutional capacity analysis, emphasize the marketing of undergraduate and graduate programs with potential for growth, and develop new programs responsive to the needs of North Dakota and the nation. (VPAA, VPSOS: ongoing)

Table 9: Fall Enrollment History and Target Goals

Types of Students	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
New Freshmen	2,168	1,850	2,200	2,200	2,200	2,200	2,200
New On-Campus Transfer	657	650	675	700	725	750	775
Other Undergraduate	7,665	7,860	8,315	8,510	8,705	8,900	9,095
Distance Education (Strat Plan I)	N/A	1,315	N/A	N/A	N/A	N/A	N/A
Graduate	2,045	1,650	2,100	2,100	2,100	2,100	2,100
Professional (Law, Medicine)	432	425	425	425	425	425	425
Total Fall Head Count (Excluding Correspondence)	12,967	13,750	13,715	13,935	14,155	14,375	14,595

Table 10: Fall Correspondence Study Total Head Count History and Target Goals

Types of Correspondence Students	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
Freshmen	1	0	5	5	5	5	5
New Transfer	124	150	175	200	225	250	275
Other Undergraduate	95	100	105	110	115	120	125
Graduate	0	0	0	0	0	0	0
Correspondence (Strat Plan I)	N/A	235	N/A	N/A	N/A	N/A	N/A
Total	220	485	285	315	345	375	405

Table 11: Fall Total Head Count History and Target Goals

Types of Students	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
Head Count (excluding Correspondence)	12,967	13,750	13,715	13,935	14,155	14,375	14,595
Correspondence	220	250	285	315	345	375	405
Total Head Count	13,187	14,000	14,000	14,250	14,500	14,750	15,000

2. Identify target states for recruiting based on criteria such as supply of students, potential for out-migration, tuition agreements, and historical enrollments (e.g., Alaska, Arizona, California, Colorado, Illinois, Oregon, Washington and Nevada) for focused marketing and recruiting of students. (VPSOS: ongoing)
3. Develop new, more proactive strategies to maximize prospective student referrals from alumni. (VPSOS, VPAA, FND: AY06)
4. Ensure that an integrated marketing communications approach is taken to maintain quality and consistency in the marketing of the University to prospective students and families and others who influence them. (VPSOS, UR: ongoing)
5. Expand graduate program offerings and support to achieve enrollment targets. (VPAA, GD, MD: ongoing)
6. Implement the computer software program to fully automate the admission, financial aid, and student records systems, including self-service functions. (VPSOS, CIO: asap)
7. Offer at least 20 evening undergraduate degree programs. In addition, schedule classes across all five days of the week, evenings, and weekends to reduce schedule conflicts and allow more access to heavily subscribed courses. (VPAA, VPSOS: by end of AY08)
8. Expand the campus visitation program to achieve 4,000 campus visits per year by 2010. (VPSOS)
9. Continue to utilize state-of-the-art enrollment management and marketing theory and practice to establish and maintain continuing contact with prospective students. (VPSOS: ongoing)
10. Maintain program-to-program articulation agreements for all UND programs and strengthen relationships with all two-year institutions in North Dakota (including tribal colleges) and the Twin Cities, and other two-year institutions within 250 miles. (VPAA, R: ongoing)
11. Implement and maintain a fully operational wellness program and center. (P, VPSOS: Fall 2006)
12. Establish a campus welcome center in a remodeled Carnegie Building for prospective students and their families. (VPFO, VPSOS: ongoing)
13. Review the entire scholarship program for effectiveness as an enrollment management tool. (VPSOS, VPAA: AY06)

Table 12: Fall On- and Off-Campus Total Head Count History and Target Goals

Types of Students	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
On-Campus	11,819	12,200	12,250	12,300	12,350	12,400	12,500
Correspondence	220	485	285	315	345	375	405
Distance Education	1,148	1,315	1,465	1,635	1,805	1,975	2,095
Total Fall Enrollment (Head Count)	13,187	14,000	14,000	14,250	14,500	14,750	15,000

Table 13: Continuing Education Enrollment History and Target Goals

Programs	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
Conferences	2,664	2,600	2,600	2,600	2,600	2,600	2,600
Certificate Programs	1,890	1,950	2,030	2,110	2,350	2,445	2,540
Correspondence Study	2,986	3,345	3,745	4,120	4,530	4,980	5,470
Extension	6,700	6,800	6,900	7,000	7,000	7,000	7,000
University Within The University	3,591	3,100	3,400	3,775	4,150	4,575	5,000
Work Force Development	1,238	1,400	1,550	1,700	1,875	2,050	2,275
Distance Degree Programs	2,270	2,406	2,550	2,703	2,866	3,037	3,220
Total Continuing Education Enrollments	21,339	21,601	22,775	24,008	25,371	26,687	28,105

Table 14: Annual Total Head Count History and Target Goals

Types of Students	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
Correspondence	1,056	1,170	1,310	1,442	1,585	1,743	1,914

Table 15: Student Mix (Totals Included in Figures Shown in Table 9)

	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
American Indian	407	450	450	475	500	525	550
Other Minority	426	385	450	475	500	525	550
Residing in UND Residence Halls and Apartments	4,020	3,700	4,050	4,050	4,375	4,475	4,600
Residing in Greek Houses	505	520	547	575	603	630	651
Canadian	127	220	220	220	220	220	220
Other International	365	320	330	340	350	375	400

14. Review the entire cultural diversity tuition waiver program for effectiveness as an enrollment management tool. (VPSOS, VPAA: Fall 2005, then ongoing)
15. Develop and implement a recruitment and retention strategy within each academic department. (VPAA, D, Ch: AY06)
16. Expand the recruitment and retention programs geared to nontraditional adult students. (VPSOS: ongoing)

Goal Two: By 2010, the profile of the student body changes as shown in Table 15.

INDICATORS OF SUCCESS:

- Student mix targets met and desired profile achieved.

ACTION STRATEGIES:

1. **Expand recruitment efforts for underrepresented students (especially American Indian students), international students, and evening/weekend students. (VPSOS, VPAA: asap)**
2. **Improve accessibility to classes, library, and other services for on- and off-campus students to optimal levels. (VPAA, VPSOS: ongoing)**
3. **Move graduate stipends toward the average of peer institutions. (Ca: ongoing)**
4. **Ensure that at least 90 percent of new freshmen live in UND residence halls. (VPFO, VOSOS: asap)**
5. **By the end of AY07, offer at least 20 evening, undergraduate degree programs. In addition, schedule classes across all five days of the week, evenings, and weekends to reduce schedule conflicts and allow more access to heavily subscribed courses. (VPAA, VPSOS)**
6. **Note: See also Goal One for additional action strategies also relevant here.**

Goal Three: By the year 2010, the average ACT score of entering freshmen is 24.

INDICATOR OF SUCCESS:

- Standardized test score target met.

ACTION STRATEGIES:

1. **Review the entire scholarship program for effectiveness as an enrollment management tool. (VPSOS: AY06)**

2. Develop strategies and secure funding for recruitment of students with ACT scores within the 24 to 27 range. (VPAA, VPSOS, FND: ongoing)
3. Implement increased automatic admission standards by fall 2005. (VPSOS: ongoing)
4. Expand partnerships with K-12 to enhance the readiness profile of incoming students. (VPAA, VPSOS: ongoing)

Goal Four: UND achieves and holds a fall-to-fall freshman-to-sophomore retention rate of 80 percent by 2010. The six-year graduation rate exceeds the national average for doctoral/research universities by 10 percent by 2010.

INDICATORS OF SUCCESS:

- Retention rate target met or exceeded and graduation rate target met or exceeded.

ACTION STRATEGIES:

1. Pursue the possibility of an introductory first-year experience course for all new freshmen as well as an introductory course for all new transfer students. (Ca: AY06)
2. Develop a system of mandatory advisement for students who are having academic difficulty, and develop a range of early intervention strategies and techniques. (VPAA, US: AY06)
3. Ensure that at least 90 percent of new freshmen live in UND residence halls. (VPFO, VPSOS: asap)
4. Ensure that all students have access to effective integrated and coordinated campus-wide academic and career advisement. (VPSOS, VPAA, MD: ongoing)
5. Strengthen advising for deciding and transfer students and for those who have academic ability or who are not accepted into a desired major. (VPSOS: AY06)
6. Develop a publicized program of options for students who do not get into their desired major. (VPAA, VPSOS: AY06)
7. Continue to expand education and training of faculty and staff in their advising roles and ensure that faculty review and reward processes take advising into account. (VPAA: ongoing)
8. Ask each academic department to develop and implement a departmental retention plan and strategies, especially focusing on the retention of freshmen to sophomores. (VPAA: AY06)
9. Pursue the creation of a learning community for new students (freshmen and transfers) in each academic department. (VPSOS: AY06)
10. Offer general education courses with smaller class sizes, especially for freshmen and

sophomores. (VPAA, VPSOS: AY06)

11. Develop a plan to increase student awareness of opportunities for involvement in student organizations. (VPSOS: AY06)
12. Ensure that most student organizations have a mentoring component built into their structure and procedures.
13. Until advising is made generally mandatory, develop department-based systems to ensure that all students who receive two or more deficiencies meet with their advisor prior to registration for the fall semester. (VPAA: AY06)
14. Continue enhancing New Student Orientation programs to expand the involvement of families and alumni. (VPSOS: ongoing)

Goal Five: The University offers an optimal array of academic programs to meet both the needs of students for degrees and of the state and region for graduates.

INDICATORS OF SUCCESS:

- Low number of undersubscribed majors.
- Enrollment up or stable.

ACTION STRATEGIES:

1. Expand graduate program offerings and support to achieve enrollment targets. (VPAA, GD, VPSOS: ongoing)
2. Based on data obtained from UND's resource reallocation model and from an institutional capacity analysis, emphasize the marketing of undergraduate and graduate programs with potential for growth, and develop new programs responsive to the needs of North Dakota and the nation. (VPAA, VPSOS: ongoing)

Goal Six: By the year 2010, increase the number of people served during the summer on the UND campus through regular summer school expansion, summer athletic and academic camps, enrichment programs for senior citizens, and other markets.

INDICATOR OF SUCCESS:

- Increase in the number of people served during the summer to 50 percent of the number served during the academic year.

ACTION STRATEGIES:

1. Establish a permanent Summer Programs Council. (P: done)
2. Broaden the selection of courses and programs offered during the summer using support services incentives, incentive funding and other means. (SPC: asap)
3. Establish a summer program development incentive fund. (P: done)
4. Through the Summer Programs Council, prepare a comprehensive strategic plan for developing summer programming and update the plan annually. (See Appendix G.) (SPC: ongoing)
5. Increase the number of summer evening courses. (VPAA: asap)
6. Consider an increase in faculty summer stipends. (Ca: asap)
7. Increase recruitment for the summer session among non-traditional populations. (VPSOS, VPAA, SPC: AY06)
8. Expand the Summer Haven program by 10 to 20 percent each year to an optimal

P R I O R I T Y / A C T I O N A R E A **F**

Optimize the use of information technology to improve student learning, research, and the administration of the University.

Goal One: UND provides coordinated information technology services and applications supporting learning, instruction, research and services, and provides for efficient, secure, and effective operation of the University.

INDICATORS OF SUCCESS:

- The University is recognized as being efficiently run.
- The University has an exceptional array of Internet-based course and degree offerings.
- The University is a recognized leader (e.g., “Most Wired/Connected”) in the application of technology.

ACTION STRATEGIES:

In order to accomplish this goal, UND will, generally speaking, (1) determine information technology (IT) requirements, establish IT priorities, and seek funding for IT; (2) determine real costs of all IT services; (3) enhance coordinated, secure, and reliable IT services; (4) continue to identify and develop appropriate policies and standards; (5) establish a plan and timeline for enhancing the campus information access system; (6) improve IT support for providing storage and easy access to information for research and instruction; and (7) ensure that all incoming students have adequate levels of computer proficiency.

Specific action strategies to be employed are the following:

- 1. Develop a plan for implementing a campus-wide e-Portfolio solution. (CIO, UITC: AY06)**
- 2. Continue to identify and develop appropriate policies, standards and practices, such as those governing (a) network and computer security for UND; (b) videoconferencing, e.g., H.323, etc.; (c) presentation technology for general purpose classroom use; (d) authentication, e.g., single sign-on; (e) course management software (CMS) that integrates with Connect ND; (f) hardware and software standards for purchase and support of new information technology; (g) University-wide life cycle management policy for information technology resources (including presentation equipment); (h) business continuity; and (i) electronic mail service across the University. (CIO, UITC: ongoing)**
- 3. Implement approved policies, standards, and practices and publicize and communicate the requirements of the Copyright Law and the Digital Millennium Copyright Act. (CIO, UITC: asap)**
- 4. Implement a “portal project” with Campus Enterprise Application Integration identifying and prioritizing core content to be accessed through a campus information system. (CIO, UITC: asap)**
- 5. Identify the need for systematic storage and access for research and learning information and, based on need, develop appropriate plans. (CIO, UITC: AY06)**
- 6. Prepare a plan for electronic document management for administrative functions. (CIO, UITC: AY06)**
- 7. Conduct a campus IT security assessment for critical information systems and develop and implement plans to minimize threats and vulnerabilities. (CIO, UITC: AY06)**
- 8. Establish minimal core computer-proficiency competencies for incoming students and provide remediation as needed. (CIO, VPAA, UITC: AY06)**
9. Ascertain the implication of the TEACH Act and provide information sessions for faculty and staff about this act. (CIO: AY06)
10. Assist, where possible, in the implementation of PeopleSoft in the Connect ND project for more effective financial, student, and human resources systems; these can include (1) development and implementation of a PeopleSoft user training plan, and (2) development and implementation of a plan to provide business analysis support for PeopleSoft users. (All: ongoing)
11. Establish priorities for “facility readiness” for technology, e.g., electric outlets, abatement, coring of floors. (CIO, UITC: AY05)

12. Using the student technology fee and other sources, continue to increase the number of general purpose classrooms with resident presentation technology and hardware and software that will enhance teaching and learning. (CIO, UITC: ongoing)

Goal Two: UND has first-rate, leading-edge infrastructure (including voice, video, and data network, network storage, and research computing).

INDICATORS OF SUCCESS:

- Over 95 percent of classrooms, offices, and research facilities have gigabit network access and, on a longer timeline, campus access to Internet increases to 10 gigabit per second (20 times current).
- All public-access computer labs, including wireless labs, require an authentication for access.
- At least two pilot projects using VoIP are implemented.
- Security breaches occur very rarely, if at all.

ACTION STRATEGIES:

In order to accomplish this goal, UND will, broadly speaking: (a) provide a high level of security for the campus network; (b) complete gigabit access for classrooms, offices and research facilities campus wide; (c) provide a 10+ gigabit per second access from campus to the Internet; (d) strive for 99.999 percent network reliability; (e) update and extend wireless infrastructure across the campus; (f) provide a standard for IT infrastructure for new buildings on the UND campus; and (g) assist with the use of video conferencing for research and instructional purposes.

Some specific actions to be undertaken are as follows:

- 1. Complete network security assessment and develop and implement plans to minimize threats and vulnerabilities. (CIO, UITC: AY06)**
- 2. Implement third and fourth years of the campus network plan for on-campus gigabit networking and wireless implementation. (CIO, UITC: AY05 and 06)**
- 3. Develop and implement a transition plan for use of VoIP. (CIO, UITC, Ca: asap)**
- 4. Implement network authentication campus wide. (CIO, UITC: AY06)**
- 5. Work with state and regional partners for planning and funding high bandwidth network access. (CIO, UITC: ongoing)**
- 6. Develop a plan to connect the television infrastructure of the TV Center, ASN, and RWIC to the Alerus Center via a fiber connection. (CIO, UITC: AY06)**
7. Develop a funding priority in providing a plan to create redundant digital TV signal paths among the TV Center, ASN, and RWIC, and determine the equipment required for additional venues. (CIO, AY06)

8. Explore the feasibility of establishing a position to support video conferencing for research and instructional purposes. (CIO, AY06)
9. Establish a sub-council to set IT standards for new buildings on the UND campus. (CIO, AY06)

Goal Three: Optimized use of information technology is achieved through the coordination and collaboration of UND's IT organizations.

INDICATOR OF SUCCESS:

- ▶ UND uses of IT are widely recognized as well-coordinated and efficient.

ACTION STRATEGIES:

In order to accomplish this goal, UND will enhance sharing of IT expertise across campus through activities of the UITC and its sub-councils as it continues to review the roles and responsibilities of the CIO in relation to all IT departments.

Specific actions to be undertaken are as follows:

- 1. Establish a process to review the roles and responsibilities of the Chief Information Officer in relation to central and distributed IT staff. (CIO, Ca, UITC: FY06)**
- 2. Establish an "information technology support sub-council" of the UITC consisting of all University IT support managers to enhance communication and coordination of IT support campus wide. (CIO, UITC: asap)**
- 3. Identify areas lacking IT desktop support and establish a plan to assist these areas, with one possibility being the expansion of a student technical assistant program for faculty and departmental computer labs. (CIO, Ca: FY06)**
- 4. Develop and implement a plan to provide centralized hosting services for critical application servers. (CIO, UITC: AY06)**
5. Explore possible funding mechanisms and sources to assist with the training of IT employees. (CIO, UITC, Ca: AY06)
6. Explore mechanisms for sharing IT expertise between the various UND IT departments. (CIO, UITC: AY06)

Goal Four: The University has a current information technology plan demonstrating continuous progress toward implementation.

INDICATORS OF SUCCESS:

- A plan is in place and updated annually.
- Progress toward implementation is tracked and reported regularly to UPBC/President.

ACTION STRATEGIES:

In order to carry out this goal and to ensure that it serves the intended purpose, UND will:

Annually update its IT plan and assess progress, publicize the plan to the University community and others, develop an evaluation plan, including tools to measure progress; ensure campus IT planning includes standards and policies to comply with mandates, and compare UND's IT position and progress with peer institutions using benchmarks from peer institutions. UND will also establish a Web site for the Office of the CIO.

Goal Five: Enhance the University's position as a leader in the creation and application of information technologies to enrich and extend learning and research.

INDICATOR OF SUCCESS:

- National surveys and ratings identify UND as a leader in the use of IT in teaching, learning, research, service, and operations.

ACTION STRATEGIES:

In addition to all of the above, the University will:

- 1. Sponsor a regional conference on information technology applications. (CIO, UITC: annually)**
- 2. Identify courses and programs for online course development in response to market needs identified on or off campus. (CIO, VPAA, UITC: ongoing)**
- 3. Enhance capacity for research using high-performance computing. (CIO, UITC, VPR: ongoing)**
- 4. Work with departments to ensure that students have appropriate IT exit skills at graduation. (CIO, VPAA, UITC: ongoing)**
5. Identify appropriate methods to enable students to acquire specified IT skills appropriate to their programs of study and professions. (CIO, ITC: ongoing)
6. Consider establishing a fund for campus initiatives that encourages faculty, staff, and students to create, use, and evaluate new and underused technologies. (Ca: AY06)
7. Assist departments in expanding specialized IT-related curricula and research. (CIO: ongoing)

8. Increase the number of programs offered at a distance by 10 percent until an optimal level is reached. (See Priority Action Area E: Enrollment Management)
9. Establish technologies and applications for multi-site, content-rich collaboration. (CIO, UITC: ongoing)
10. Sustain support for faculty development of technology-enhanced courses. (CIO, UITC: ongoing)
11. Review faculty development services across the campus and plan for enhancing these services. (CIO, VPAA, VPFO: ongoing)
12. Write a plan for evaluating and remediating IT entry and exit skills for students. (CIO, VPAA, UITC: AY06)
13. Sustain and enhance library applications such as online, full-text search and retrieval. (CIO, UITC, DL: ongoing)
14. Through the UITC, in consultation with appropriate research entities across campus, identify IT support services needed by researchers. (CIO, UITC, VPR: ongoing)
15. Develop a plan for Faculty Technology Scholars, recognizing their work with IT in teaching and learning. (CIO, Ca: AY06)
16. Assess the use of IT in the improvement of learning and identify additional ways to improve learning through use of technology. (CIO, VPAA: ongoing)
17. Work with the Research Council to plan for and support campus research computing. (CIO, VPR, VPAA: ongoing)

P R I O R I T Y / A C T I O N A R E A

G

Take resource development to a new level through an enhanced cooperative approach involving the President, Vice Presidents, Deans, and Chairs in concert with the UND Foundation and other foundations, while building greater public understanding and support of the University's mission, distinctive qualities, and strategic agenda.

Goal One: As a direct result of a comprehensive capital campaign, the University has an endowment of \$500 million by the year 2012. *(This is a "tentative" amount/date; actual to be set in conjunction with Foundation Board as part of the capital campaign plan.)*

INDICATORS OF SUCCESS:

- The University's endowment is at the targeted level.
- Athletics and all colleges have in place development plans based on a strategic plan covering each department and other sub-units.
- A comprehensive Capital Campaign is launched and under way.
- College development efforts are fully integrated with the UND Alumni Association and Foundation.

ACTION STRATEGIES:

1. **Create a development advisory council made up of the Deans, the Provost, and representatives of the UND Alumni Association and Foundation by the end of FY05. Charge this council to develop guidelines for coordinating fundraising and to develop a plan for a comprehensive capital campaign, considering possible use of an external consulting firm, etc. (P: AY06)**
2. **Provide funding to enable each Dean to appoint a development officer and/or otherwise build a support structure for each college. (P: done)**
3. **Support the UND Alumni Association and Foundation in developing a strategic plan for the Foundation supportive of the University Strategic Plan. (P, FND: end of AY06)**
4. **Conclude a \$20 million College of Business and Public Administration campaign by the end of AY06. (P, FND, COBPA)**
5. **Launch a School of Medicine and Health Sciences campaign. (P, FND, MD: AY06)**
6. **Identify potential firms to assist with a capital campaign and identify funding needed to support a campaign. (P, FND: AY06)**
7. **Develop a broad case statement and launch, with the assistance of an external firm, a comprehensive capital campaign for the University by the end of FY06 (actual date may vary, depending on an assessment to be made at the front end of planning). [See "How the University Would Use an Endowment of \$500 Million" in Appendix H.] A capital campaign for the College of Business and Public Administration is under way; a campaign for the School of Medicine and Health Sciences is under development; others are in the early planning/consideration stages. (P, Ca: under way)**
8. **Every unit develops and improves effective, regular mechanisms for communicating with its alumni/stakeholders. (Ca, AD: ongoing)**
9. **Each Dean takes responsibility for developing his/her college's case and in leading Chairs in the development of departmental/unit cases for presentation to alumni and stakeholders and leading the implementation of long-term campaigns to raise the funding needed to take the college and component departments, centers, etc. to higher levels of distinction and excellence. (VPAA, D: under way)**
10. **Develop ways and means of optimally coordinating — through interlocking board membership, for example — the activities of all UND support organizations and foundations, e.g., the Center for Innovation Foundation, the**

UND Aerospace Foundation, the University Fellows, the EERC Foundation, the UND Alumni Association and Foundation. (P, Ca: asap)

11. Explore ways of providing institutional support to the development enterprise to reduce the costs of fundraising paid by donors. (P, FND: ongoing)

Goal Two: Reach a target of \$13.5 million in annual giving and the mix of annual giving components, i.e., deferred giving, cash contributions, etc. in AY06 with future-year targets. To be set in conjunction with the UND Alumni Association and Foundation.

INDICATORS OF SUCCESS:

- Targets and mix objectives reached.

ACTION STRATEGIES:

In addition to the strategies above:

- Each Dean works with the Foundation to establish annual targets. (asap)
- Fundraising approaches are diversified, giving more emphasis to corporations, public/private foundations, and other entities. (All: ongoing)

Goal Three: The University's stakeholders, current and potential, hold the University in high esteem, understanding its mission and actively supporting its strategic agenda.

INDICATORS OF SUCCESS:

- Public opinion surveys show widespread and continuously improving name recognition, understanding, and tangible support of UND.
- News coverage of UND in local, state, and national mass media is extensive, accurate, and congruent with UND's positioning and branding strategies.
- There is increased collaboration campus-wide in the realm of marketing and institutional communication.

ACTION STRATEGIES:

1. Through the leadership of the Executive Associate Vice President for University Relations, create a broadly comprehensive "communications" plan for UND, to be updated annually. This will expand the planned use of modern, high-quality methods of communication over which the University has direct control – such as publications, paid advertising, and the Web – to better position UND among important constituencies, to reinforce brand

promises, and to gain support of its strategic agenda. The communication plan will specify which stakeholders are reached with what frequency, through which forms of communication, and with what message of current, as well as perennial, importance. (P, UR: AY06/annually)

2. Create a senior leadership position in the Office of the President to manage and coordinate communication and marketing on a campus-wide basis. (P: done)
3. Continue efforts to achieve a consistent visual identity in the University's publications, campus signage, advertising, and Web presence. (UR: ongoing)
4. Complete the process of defining the distinctive qualities to be used in communications and marketing to separate UND from similar and competing institutions regionally and nationally. (UR: AY06)
5. Increase the amount of positive news coverage in state, regional, and national mass media through a more aggressive news media relations program. (UR: ongoing)
6. Consider ways to better coordinate and integrate the communication and marketing efforts of the University and the UND Alumni Association and Foundation. (P, FND, UR: ongoing)
7. Arrive at an appropriate balance between investments in University-wide communication and marketing vis-à-vis those that originate in various units of the University, including the colleges and schools. (Ca: ongoing)
8. Expand the level of marketing expertise available centrally to support strategic efforts, especially as related to student recruitment, fundraising, research, development, and public service. (Ca: ongoing)

P R I O R I T Y / A C T I O N A R E A

H

In support of all of the above, ensure that the University has a well-prepared, enthusiastic faculty and staff, first-rate physical facilities, an adequate financial resource base, and an appropriate, efficient organizational structure.

Goal One: The University has an outstanding, well-prepared enthusiastic faculty and staff.

INDICATORS OF SUCCESS:

- Faculty and staff report high degree of job satisfaction.
- Faculty and staff salaries and benefits are competitive at or approaching the median of appropriate benchmarks.
- Professional development programs are in place for both faculty and staff.
- Student surveys indicate high levels of satisfaction with instruction and support services.
- Faculty and staff five- and ten-year retention rates exceed national norms.
- The percentage of permanent, full-time faculty having terminal degrees in their disciplines exceeds 95 percent.
- All faculty members are active practitioners of the disciplines they teach.
- A start-up funding program for new faculty is adequate.
- A campus wellness and fitness program is established.

ACTION STRATEGIES:

1. **Reach the peer median of the AAUP faculty salary scale by 2010. (P, MD, Ca: ongoing)**
2. **Maintain competitive staff salaries. (All: ongoing)**
3. **Maintain and enhance a competitive faculty and staff benefit program. (P, VPFO, MD: ongoing)**
4. **Develop a holistic wellness program for all faculty, staff, and students. (P, MD, VPSOS: ongoing)**
5. **Sustain the leadership development program for faculty and staff, which began in the 2001-20002 school year for persons interested in administrative career development. (P: under way)**
6. Consider establishing an enhanced employee tuition waiver program. (P: asap)
7. Sustain/enhance existing staff and faculty recognition programs such as the annual Founders Day awards and Chester Fritz Distinguished Professorships. (VPAA: ongoing)
8. Adopt a student-faculty ratio standard range for each academic program and use comparison of the actual vs. ideal as the basis for filling or not filling vacant positions, and for adding new positions. (VPAA, D: AY06)

Goal Two: The University has first-rate physical facilities; they are accessible, well-built, optimally utilized, well-maintained, and appropriately situated.

INDICATORS OF SUCCESS:

- There is a low level of unmet space/building needs.
- The University has an up-to-date campus master plan.
- All units report having adequate space plus state-of-the-art equipment and facilities.
- Campus signage has been modernized and rated by visitors as visitor-friendly.

- Analysis based on national benchmarks indicates that space is optimally used.
- Maintenance is on schedule (see Table 16).
- Construction projects are completed on schedule (see Tables 17 and 18).

ACTION STRATEGIES:

- 1. Ascertain that the campus master plan integrates the space needs of University departments (program plans) with the support requirements provided by operational units. (ongoing)**
 - a. Academic program plans. (P, VPAA, VPHA, VPFO)
 - b. Research program plans. (P, VPR, VPAA, VPHA, VPFO & EERC)
 - c. Athletic plans. (P, AD, VPFO)
 - d. Unit support plans (see Table 19). (VPFO)
- 2. Sustain an up-to-date master plan for construction and utilization for facilities based on the Strategic Plan (see Table 18), and for maintenance and renovation of existing facilities (see Table 16). (VPFO: ongoing)**
- 3. Continue to modernize campus signage. (VPFO: ongoing)**
- 4. Complete construction of the Wellness Center by August 2006. (P, VPSOS, VPFO)**
- 5. Maintain an up-to-date inventory of all physical facilities noting current use and condition. (VPFO, VPAA, VPSOS, VPR, MD: ongoing)**
- 6. Review the balance between accessibility and security for all campus facilities. (VPFO, Ca: AY06)**

Goal Three: The University has an adequate multi-stream resource base.

INDICATORS OF SUCCESS:

- The total budget approaches peer institutions' median.
- Research and other external funding is trending upward.
- The endowment is on track to reach targets set in Priority/Action Area G.
- Tuition is at or near the median for benchmark states and institutions.
- UND has a high level of base funding vis-à-vis peer institutions.
- A high percentage of all scholarships are endowed.
- An Honors College is endowed.
- The student-faculty ratio is low.
- UND has a high number of business/industry partnerships.
- Debt is low.
- The University has an adequate "reserve" fund.

ACTION STRATEGIES:

Note: Some of these are objectives; action strategies will be developed in conjunction with the UND Foundation as part of its strategic plan. Additional strategies are described in Priority/Action Area G, Development. These include: (1) raising Foundation assets to \$500 million by 2012; (2) increasing grant and contract support to \$100 million by 2007; and (3) raising \$20 million per year in private giving by 2010.

1. In order to define “adequate” on an ongoing basis, each unit will be given an annual opportunity — as part of its annual report — to describe its immediate, near-term and long-term budgetary needs. This will include a statement of needs relative to the unit’s current work scope/mission as well as funding needed to realize new opportunities for expansion. (P, Ca: annual)
2. Utilize an integrated marketing communication approach to ensure quality and consistency in explaining UND’s case to the public and to individuals and organizations which are, or could be, potential partners and stakeholders in the development of the University. (UR, Others: ongoing)
3. Improve faculty incentives for grant/contract application. (VPR, RC: ongoing)
4. Raise the research-support base seed money fund to \$500,000 annually by FY07. (VPR: ongoing)
5. Establish 20 endowed chairs (ideally \$1.5-2 million each) by 2010, ultimately one per department. (Foundation in cooperation with all.)
6. Establish 40 endowed professorships (\$250,000 each) by 2010. (Foundation in cooperation with all.)
7. Establish a mechanism by which faculty are helped in identifying foundations likely to be receptive to supporting their research/creative ideas. (VPAA, VPR, RC: ongoing)
8. Secure a \$5- to \$10-million partner to help endow an Honors College. (P, VPAA, FND: asap)
9. Seek funding for a strategic University-wide initiative from at least four (relatively untapped by UND) private foundations (such as the Robert Woods Johnson and Ford Foundations) and two federal agency sources (such as the Title III Program), beginning AY05. (P, Ca: asap)
10. Use a resource allocation/reallocation model to eliminate or phase out programs no longer needed. Establish a Resource Development Plan showing potential sources of funding for each of the strategic actions specified in this plan. (VPAA, D: ongoing)
11. Maintain a positive relationship with the legislative and executive branches. (P: ongoing)
12. Maintain UND liaison, federal relations representation in Washington. (P: ongoing)
13. Establish additional partnerships with industry. (P, VPAA: ongoing)
14. Maintain a vigorous public/university relations program. (P, UR: ongoing)

Goal Four: The University is appropriately and efficiently organized and operated.

INDICATORS OF SUCCESS:

- Unqualified audit reports are presented.
- The organizational chart is uncomplicated and easily understood.
- Surveys indicate smooth, un-bureaucratic administrative operation.

- The organization is generally regarded as lean and tight.
- The trend is toward a high ratio of funding for support services and academic programs.

ACTION STRATEGIES:

1. Review annually and recommend revisions in the organizational chart. (UPBC: ongoing)
2. Establish institutional effectiveness measures to be tracked by Institutional Research. (IR: ongoing)
3. Maintain the President's Question/Answer Web site and continue to refine the referral system for solving problems and answering questions. (UR, P: ongoing)

Table 16: Major Academic/Athletic Facility Renovation Projects**

Building	Description	Cost
Babcock Hall	Interior Restoration	\$1,100,000
Education Building	Interior Renovation	\$2,800,000
Gillette Hall	Interior Renovation	\$900,000
Harrington Hall	Mechanical Renovation	\$1,700,000
Hyslop Sports Center	Interior Reconfiguration	\$3,000,000
Merrifield Hall	Interior Renovation	\$4,200,000
O'Kelly/Ireland Hall*	Mechanical Renovation	\$3,500,000
School of Medicine and Health Sciences	Interior Reconfiguration	\$2,500,000
Upson II	Interior Reconfiguration	\$1,750,000
Witmer Hall	Interior Renovation	\$1,500,000

*O'Kelly/Ireland Hall has been included as a major capital project request for state funding since 1995. It remains the top priority for renovation projects.

**Completion dates for construction for these projects are tentatively scheduled to occur between 2007 and 2012.

Section Two: H, Table 17

Table 17: Building Projects Completed Since 2000

Project	Cost	Completed	Funding Source
1. Barnes & Noble Bookstore	\$4,500,000	2000	UND
2. Biomedical Research Facility	\$5,000,000	2000	
Fed/State/Local			
3. Lab & Tunnel Addition (SOM)	\$1,300,000	2000	Federal
4. High Voltage Upgrade	\$1,750,000	2000	State
5. Bronson Telecommunications	\$275,000	2000	UND
6. Smith Hall Laundry	\$900,000	2000	Federal (FEMA)
7. Smith Hall Bathroom Renovation	\$750,000	2000	UND
8. Ralph Engelstad Arena	\$104,000,000	2001	Private
9. Johnstone Bathroom Renovation	\$750,000	2001	UND
10. O'Kelly Bathroom Renovation	\$96,000	2001	UND
11. Steam Line Replacement	\$32,000,000	2001	Federal (FEMA)
12. Storm Sewer Improvements	\$1,200,000	2001	State
13. University Health Facility	\$4,000,000	2001	Altru Swap
14. Sanitary/Storm Sewer Repairs	\$1,750,000	2001	Federal (FEMA)
15. Paving Improvements	\$750,000	2002	UND
16. Energy Improvement Projects	\$3,500,000	2002	State
17. School of Medicine Infrastructure	\$2,500,000	2002	UND
18. School of Medicine Front Entrance	\$375,000	2002	Donation
19. Hilton Garden Inn	\$10,000,000	2002	Private
20. Memorial Union Renovations	\$3,500,000	2003	UND
21. Paving Improvements	\$600,000	2003	UND
22. Fulton Hall Bathroom Renovation	\$850,000	2003	UND
23. Lanterman Investment Center	\$175,000	2003	Donations
24. Dakota Hall–Acquisition	\$1,200,000	2003	UND
25. Dakota Hall–Renovation	\$90,000	2003	UND
26. Page Family Marketing Center	\$125,000	2003	Donation
27. Airport Hangar	\$2,000,000	2003	Donation
28. School of Medicine Neuroscience	\$4,500,000	2004	Federal
29. EERC Addition & Renovation	\$8,000,000	2004	UND
30. Ireland Hall (Geography) Renovation	\$600,000	2004	UND
31. Memorial Union Food Court	\$1,200,000	2004	UND
32. Betty Engelstad Sioux Center	\$7,000,000	2004	Private
33. Ina Mae Rude Entrepreneur Center	\$3,100,000	2004	Foundation
34. Mini Mall	\$1,250,000	2004	Private
35. Community Bank	\$1,500,000	2004	Private
36. Town Homes	\$4,000,000	2004	Private
37. Convenience Store	\$2,000,000	2004	Private
38. Restaurant	\$2,000,000	2004	Private
39. Paving Improvements	\$500,000	2004	UND
40. Steam Plant Improvements	\$450,000	2004	UND

Table 18: Projects for the Future or Under Construction

- | |
|---|
| <p>1. Wellness Center. Estimated cost: \$19,300,000
 Purpose: Accommodate the Wellness Center needs of the University.
 Status: 20 percent complete; scheduled completion date is July 1, 2006.</p> |
| <p>2. American Indian Center. Estimated cost: \$500,000
 Purpose: Accommodate current program needs, but also have enough design flexibility to allow other subsequent uses.
 Status: 7 percent complete; scheduled completion date is December 15, 2005.</p> |
| <p>3. Carnegie Hall Renovation (mechanical). Estimated cost: \$350,000
 Purpose: Provide a more attractive welcome center to complement student recruitment efforts.
 Status: 80 percent complete; scheduled completion date is July 1, 2005.</p> |
| <p>4. School of Medicine Minot Clinic (leased). Estimated cost: \$4,000,000
 Purpose: Provide a new clinic for School of Medicine and Health Sciences residency programs in Minot, N.D.
 Status: Scheduled completion date is July 1, 2005.</p> |
| <p>5. Neuroscience Addition. Estimated cost: \$975,000
 Purpose: Provide additional research lab space for Neurological Disorders.
 Status: Scheduled completion date is July 1, 2005.</p> |
| <p>6. Regional Biodefense Lab. Estimated cost: \$32,000,000
 Purpose: Provide secure lab space for the study of hazardous pathogens
 Status: Proposed</p> |
| <p>7. Student Housing. Estimated cost: \$20,000,000
 Purpose: Accommodate expanding enrollments, update and modernize existing facilities, and act as a recruiting tool.
 Status: Proposed</p> |
| <p>8. Parking Structure. Estimated cost: \$19,000,000
 Purpose: Accommodate increased parking needs resulting from growth in enrollment, research, and public service
 Status: Proposed</p> |
| <p>9. Food Service Renovations. Estimated cost: \$2,250,000
 Purpose: Accommodate the changing student preferences in food service delivery venues and modernize existing facilities.
 Status: Proposed</p> |
| <p>10. Mini Mall 2 (Dakota Development). Estimated cost: \$1,500,000
 Purpose: Provide additional retail and commerce opportunities to support the University faculty, staff, and students.
 Status: Proposed</p> |
| <p>11. Town Homes 2 (Dakota Development). Estimated cost: \$5,000,000
 Purpose: Provide additional private housing opportunities for individuals wishing to enhance their relationships with UND.</p> |

(continues on Page 62)

Section Two: H, Table 18 (continued)

Table 18: Projects for the Future or Under Construction (continued)	
Status: Proposed	
12. College of Business Expansion. Estimated cost: \$500,000	Purpose: Ongoing efforts to provide specialized classroom instructional space which accommodates current trends in business education.
Status: Proposed	
13. Old Engelstad (Winter Sports Center) Demolition. Estimated cost: \$1,000,000	Purpose: Make space for prospective new facilities.
Status: Proposed	
14. Indoor Track/Practice Facility. Estimated cost: \$8,000,000	Purpose: Accommodate existing needs, provide new performance venues, and recruit new student athletes.
Status: Proposed	
15. EERC National Center for Hydrogen Technology. Estimated cost: \$3,000,000	Purpose: Research hydrogen fuel cell technology.
Status: Proposed	
16. University Village Hotel. Estimated cost: \$7,000,000	Purpose: Provide hospitality and room accommodations for events on the Bronson Property and elsewhere on the UND campus.
Status: Proposed	
17. Phase Four, Village Concept/Retail. Estimated cost: \$10,000,000	Purpose: Provide a retail/apartment-style living environment reminiscent of those found in downtown metropolitan areas and other "university village" developments.
Status: Proposed	
18. Clinic Facilities for Psychology/Speech Disorders. Estimated cost: \$1,500,000	Purpose: Renovate existing space to accommodate the expanding needs of the departments.
Status: Proposed	
19. Multidisciplinary Research Building. Estimated cost: \$12,000,000	Purpose: Promote multidisciplinary/interdisciplinary research and serve as an anchor in the University Research and Technology Park.
Status: Proposed	
20. College of Nursing Research Building. Estimated cost: \$4,000,000	Purpose: Federal grant under consideration for expansion of nursing research capacity.
Status: Proposed	
21. Allied Health Programs Building. Estimated cost: \$7,500,000	Purpose: Relocate several health science departments under one roof, creating numerous educational synergies.
Status: Proposed	
22. New Classroom/Office Building. Estimated cost: \$4,000,000	

Table 18: Projects for the Future or Under Construction (continued)

<p>Purpose: Provide classroom and administrative space to accommodate the expanding need for large classroom environments and associated administrative demands. Status: Proposed</p>
<p>23. UND/NASA Facilities at Grand Forks Air Force Base. Estimated cost: to be determined Purpose: A complete program is being developed at this time. Status: Proposed</p>
<p>24. Graduate College of Business and Public Administration Building. Estimated cost: \$21,000,000 Purpose: Provide additional instructional and entrepreneurial development space for the College of Business and Public Administration. Status: Proposed</p>
<p>25. Forensic Science Building. Estimated cost: to be determined Purpose: To house a branch of the state morgue and other appropriate uses. Status: Proposed</p>
<p>26. New Theatre Arts/Office Building. Estimated cost: \$7,000,000 Purpose: Provide a new home for the Department of Theatre Arts, including classrooms and faculty offices. Status: Proposed</p>

Table 19: Unit Support Plans

	Mission	Responsible Entities
Green Space	Evaluate existing green space inventories and determine future needs.	Vice President for Finance and Operations, Vice President for Student and Outreach Services, and Facilities
Infrastructure	Evaluate capacity of existing infrastructure, recommend improvements, and provide cost estimates.	Vice President for Finance and Operations, and Facilities
Parking and Traffic	Evaluate existing parking inventories and traffic impacts, recommend improvements, and provide cost estimates.	Vice President for Finance and Operations, Auxiliary Services, and Facilities
Housing	Evaluate existing housing assets and anticipated demand, recommend improvements, and provide cost estimates.	Vice President for Finance and Operations, Housing, and Facilities

All Unit Support Plans have a June 2006 completion date.

SECTION THREE :

APPENDICES

The materials listed below are available at the Chester Fritz Library or at the Office of the President, Room 300, Twamley Hall.

- A. Collection of earlier UND strategic planning documents.
- B. Summary of the results of strategic planning surveys.
- C. Membership of the University Planning and Budget Committee.
- D. Successes and accomplishments achieved and objectives yet unmet under the previous plan.
- E. Mission Statement of the University of North Dakota.
- F. Action strategies proposed by the Strategic Planning Sub-Council on a Positive Campus Climate.
- G. Strategic plan for developing summer programming.
- H. "How the University Would Use an Endowment of \$500 Million."
- I. Bibliography (list of documents, articles, and other materials that have formed this plan).