

Goal 1. Education Excellence:

To strive for excellence and improve quality learning for students which ensure knowledge and competency in their chosen discipline and emphasize strong communications skills, analytical thinking, use of technology, and interpersonal skills.

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
1. Attain and maintain excellence in instruction.	<p><u>FACULTY ISSUES</u></p> <p>a. Hire qualified faculty, holding terminal degrees, using national search process. Require principles of affirmative action to be used in generating a culturally diverse applicant pool.</p> <ul style="list-style-type: none"> ▶ Evaluate probationary faculty on annual basis, matching evaluation to current position description. For tenured faculty, evaluate performance every three years. Evaluate administrators periodically as specified in policy..... ▶ Award salary adjustments for faculty/staff based on merit performance. ▶ Create a new faculty mentoring program, matching new faculty with series of mentors - university, college, disciplines to help transition into University. ▶ Promote/encourage active faculty development program including developmental leaves, enhancing proficiency in teaching, research, and outreach, and use of technology to match student technology literacy. Coordinate University program with unit programs. ▶ Support and maintain faculty diversity. <p><u>PROGRAM/CURRICULUM ISSUES</u></p> <p>b. Maintain diversified portfolio of academic programs consistent with modern land-grant institution designed to prepare our graduates for technological professionalism and leadership with three educational outcomes: (1) application skills for job productivity; (2) transferable intellectual and communication competencies to write, speak, and listen effectively; and (3) leadership qualities demonstrating ethical consideration, pride in quality of performance, and commitment to a positive orientation to a pluralistic society.</p> <p>c. Revise program review process to identify centers of demand (validated by student enrollment and/or employment opportunities) and centers of excellence (validated funding and/or partnerships which focus our resource allocation decisions and our strategic directions).</p>	<p>continuing</p> <p>continuing</p> <p>continuing</p> <p>continuing</p> <p>continuing</p> <p>continuing</p> <p>Annual.....</p> <p>.....</p> <p>continuing</p>	<p>EEO report, % w/ terminal degree, % w/ tenure</p> <p>annual evaluations in personnel file</p> <p>EEO, assessment</p> <p>assessment, no. involved</p> <p>Report from OAIR.....</p> <p>EEO report.....</p> <p>IPED's report</p> <p>% faculty with alternative forms of instruction</p> <p>Assessment of major, general education</p> <p>Senate Program Review</p> <p>Curricular chg Assessment</p> <p>Report from Grad Council</p>	<p>Unit heads</p> <p>Unit heads</p> <p>Dir, EEO; Dir, Human Resources; Unit heads; Vice Presidents; President</p> <p>VPAA, Deans.....</p> <p>VPAA, Deans, Chairs, Senate Faculty Dev Comm</p> <p>VPAA, Chairs, Deans</p> <p>Deans, VPAA, Senate Academic Affairs Committee</p> <p>Deans, VPAA</p> <p>Colleges, Senate Academic Affairs Committee</p>	<p>Budgets</p> <p>Budget</p> <p>Budget</p> <p>Budget</p> <p>Budget, external funds, tech fee</p> <p>Budget</p> <p>Budget, reallocation, external funds</p> <p>Budget reallocation</p> <p>Budget, Reallocation</p> <p>Budget</p>
1. Continued	<p>d. Revise curricula, as necessary, providing innovative degree programs meeting changing needs of discipline, showing sensitivity to cross-cultural needs, (gender and other non-traditional students) and incorporating principles of the student affairs learning agenda.</p> <ul style="list-style-type: none"> ▶ Develop new vision for graduate education and training. ▶ Initiate/expand curricular changes to incorporate instruction in ethics, cross-cultural awareness, 	<p>continuing</p> <p>1998</p>	<p>Report from Grad Council</p>	<p>Colleges, Senate Academic Affairs Committee</p>	<p>Budget, Reallocation</p> <p>Budget</p>

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
	technical writing, wellness, career pathways for work in non-traditional environments for under represented groups.	continuing	Reports	"	Budget
	▶ Evaluate each course, each term using student (University Senate policy), peer, and administrative sources.	continuing	Report OAIR, Student Rating of Instruction Program	Assess. and Inst Res.	Budget
	▶ Create new academic minor in College Teaching.	1998-		School of Ed	Budget
	e. Expand opportunities for experiential learning such as internships, cooperative work-study placement, study abroad, clinical rotations, juried shows, undergraduate participation in faculty research projects, and community service assignments.	continuing	Reports from colleges, Coop Ed, depts, Career Services	Colleges	Budget, special fees
	f. Assess outcomes of the major and general education program each year and incorporate findings into annual report and program review.	continuing	Assessment report of major and general education	Chairs, Deans, VPAA	Budget
	g. Assess impact of major Extension programs across state.	continuing	Surveys	NDSU Ext. Services	Budget
	<u>STUDENT ISSUES</u>	continuing	Reports from units	Faculty, administration, staff	Budget
	h. <i>Admit, retain, educate, and graduate quality students</i>				
	▶ Seek input from diverse client groups (education, business, industry, human services) about performance of graduates.	continuing	Surveys	Units, Coop Ed, Career Services	Budget
2.	Achieve institutional and specialized accreditation in all areas consistent with institutional mission.				
	a. Maintain institutional accreditation (NCA) and specialized, discipline-based accreditation appropriate for a land-grant, teaching and research university.	continuing	Receipt of accreditation	President, VPAA	Budget
	b. <i>Seek AACSB accreditation for College of Business.</i>	1999-2000	AACSB Report	College of Bus. Admin, VPAA	Budget
	c. Conduct an evaluation of each program for which specialized accreditation is available to determine if accreditation is warranted. Where warranted, accreditation will be supported.	1999-2000	Accreditation report	Chairs, Deans, VPAA	Budget
	d. React positively to accreditation reports, supporting strengths cited and addressing weakness/concerns.	continuing	Reports to accrediting agencies	Unit heads	Budget, reallocation
	e. Revise curricula to meet accreditation standards and current and future needs of business, communities, and state.	continuing			
3.	Provide for student proficiencies regarding communication skills, analytical thinking, use of technology, and interpersonal skills and abilities.				
	a. <i>Require/strengthen instruction in general education program, to insure proficiency in communication skills, analytical thinking, use of technology, and interpersonal skills and abilities.</i>	continuing	Senate General Ed Comm Assessment Report	Senate General Ed Comm, Chairs, Deans, VPAA	Budget, reallocate, Discretionary
	b. Assess student learning outcomes for each major and the general education program.	continuing	Senate General Ed Comm Assessment Report	"	"
	c. Review general education curriculum.	continuing	Senate General Ed Comm Assessment Report	"	"

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	d. Develop Capstone courses, experiential, and practicum experiences to evaluate proficiency in all majors.	1998	Senate General Ed Comm Assessment Report	"	"	
	e. Cooperate with UND in EPSCoR program to enhance student scholarship (critical thinking and problem solving ability) by providing unique learning opportunities and career training through research experiences, cooperative business programs, and student internships.	cont, new proposal 1998	report to EPSCoR.....	EPSCoR Director and State Chair Comm; VPAA	Federal	
	f. Establish Group Decision Center as tool for enhancing student, faculty, and staff decision making skills...	1998	facility in place.....	VPAA	Discretionary, Ext. Funds	
	g. Initiate/expand out-of-classroom Student Learning Agenda, consisting of signature programs designed to teach students to lead, to serve, to negotiate and resolve conflict, to execute tasks to completion, to function collaboratively, and to participate as committed citizens of a community.	1998		VPSA	Student fees, budget	
		1997	no. participating.....			
4.	Provide students with career outlook, placement statistics and other information and guidance needed to make well informed career choices.	a. Expand use of technology for service delivery.	1997	Career Services and Coop Ed annual reports	Career Services, Coop Ed	Budget, Student fees
		▶ Use ON-LINE VACANCY BULLETIN/JOBTRACK™ (Career Services) to increase employer contacts for students.....	1997	"	"	
		▶ Use FirstPlace INTERNET RESUME DATABASE™, and similar computerized data base technology for resume development and matching students with employers.	1997	annual report		
		▶ Implement ViewNet™ (computer based, interactive employment interview process).	1997	annual report	Career Services, Coop Ed	
	b. Publish employment data in Annual Employment Summary.	continuing	brochure, analysis survey results	Career Services, Coop Ed Depts, colleges.....	Budget	
	c. Survey employers concerning their satisfaction with NDSU students and areas of strength and those needing improvement. (e.g., diverse workforce).....	continuing	Career Services.....	Budget	
	d. Encourage colleges/departments to create courses dealing with professional/career issues.	on-going	College annual reports.....	Units.....	Budget	
	e. Survey graduates for career preparation.....	Budget	
	f. Bring alumni back to campus to meet with students about career choices.	on-going	Masters' Week, annual rpt.	Budget	
5.	Provide opportunity for professional development for faculty and staff.	a. Encourage and provide resources for faculty/staff development opportunities (currently, >1% of salary base is dedicated to this).	continuing	Activity report.....	Chairs, Deans, VPAA, other VP's	Budget, reallocate 1%
		▶ Provide resources for staff development program conducted through Staff Senate Development Committee.....	1997	report of no. of participants	VP's, Staff Senate	Budget, reallocation
		▶ Provide resources for professional programming for faculty and staff development through Continuing Education.	1997	CE report	VP's, Cont Ed	Budget, reallocation

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	b.	Provide special opportunities for faculty development in	continuing	no. of participants	Office of Res. Admin, VPAA	Budget, reallocate, discretionary	
		▸ instruction (Grant-in-Aid -- University Senate Faculty Development Committee).....	continuing	“	“	“	
		▸ research (Grant-in-Aid -- Office of Research Administration).....	continuing	“	“	“	
		▸ outreach (grant-in-aid - President's Office).....	1997	“	“	“	
		▸ technology (Academic Technology Partnership program, Center for Academic Instructional Technology) (seeking Bush Foundation support)	1997	“	“	Tech fee	
	c.	Conduct technology needs assessment to determine training needs by providing incentives to acquire necessary skills.....	continuing	Assessment reports	ITS, Units.....	Budget, reallocation	
	d.	Encourage and support visiting scholars program.	College reports, no. of participants	Unit heads	Budget, discretionary	
	e.	Encourage and support employer/faculty exchanges.....	continuing	Unit heads	Budget, discretionary	
	f.	Continue/expand administrative leadership series.	Unit heads	Budget, discretionary	
	g.	Seek additional endowment funds for faculty and staff development opportunities.	continuing	Funds raised	Unit heads	External funds	
6.	Incorporate an international perspective in curricula and campus environment, as appropriate.	a.	Encourage focus in curricula on global and cross-cultural perspectives.	continuing	curricular changes and report, Senate Acad Affairs & Gen Ed Comm	Intl Student Affairs and Faculty/Staff Advisory Council	Budget, reallocation
		b.	Implement International Program Strategic Plan - to increase student exchange experiences, increase numbers of students majoring in international studies, increase formal exchange agreements with international universities, and international field trips.	continuing	Senate Acad Affairs & Gen Ed Comm	“	“
		c.	Encourage faculty/staff international exchange program.	continuing	“	“	“
		d.	Increase undergraduate international student enrollment	continuing	“	“	“
		e.	Enhance/expand model UN program - a web based course.	1997	no. of students involved	College of HSS	“
		▸	Note: general education program already requires global perspective.				
7.	Provide opportunity for experiential education such as internships, cooperative education, or service learning.	a.	Expand opportunities for work force with Cooperative Education - increase employer contact and opportunity. Explore/develop international coop ed opportunities.	continuing	surveys	Coop Ed, Intl Student Affairs	Budget, Discretionary
		b.	Study/revise curricula to provide credit for active learning opportunities (e.g., cooperative education, work study, clinical rotations, community service).	continuing	annual report	Colleges, Depts, Senate Acad. Affairs	“
		c.	Encourage/expand student professional and community service/outreach activity through Student Affairs Service Learning Program.	1997	report of no. of participants	VPSA, Student Org., Greek Service Org.,	“

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		▶ Promote use of Involvement Transcript to communicate experiential learning activity.....	no. of involvement trans.	Student Volunteers Network Program	“
	d.	Incorporate formal internship experiences in appropriate majors and programs (many areas - pharmacy, business, teacher education, etc., already require this experience).....	1997 - continuing	curricular changes	“	External funds
	e.	Seek endowments to initiate/support/expand active learning opportunities.	“	Budget, external funds
	f.	Expand service/learning opportunities in Extension sponsored youth programs.	no. of youth involved	NDSU Ext. Services	
8.	Additional opportunity for excellence.	a. Expand scholarship programs.	continuing	Scholarship awards.....	Dev. Fdn., Deans, Chairs, President	External
	b.	Re-evaluate/revise student advising program.....	continuing	report.....	VPAA, VPSA	Budget, reallocate
	c.	Enhance registration options for transfer students	continuing	no. of transfer students.....	Registrar, colleges	Budget
	d.	Attain/maintain excellence in human resources to support teaching, research, and service	continuing	unit reports, surveys.....	Unit heads	Budget

Goal 2. Access:

To emphasize enhanced use of technology to improve access to programs and services and as a regular component for instructional services and research.

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
1. Improve/expand technological delivery of courses, including faculty training.	a. <i>Create/maintain/expand development of NDSU website for information, new courses, and programs</i>	1997 continuing	surveys, no. of new sites; no. of faculty involved; no. of "hits"	unit heads, faculty, Univ Advancement	Technology fee, external sources, budget, reallocation
	b. <i>Deliver IVN-based and WWW-based programs and courses, incorporating expertise from other locations through technology</i>	continue.....	report, no. of courses, programs, faculty involved		
	c. Develop/expand Academic Technology Partnership (ATP) designed to train and support faculty development in high technology/web instructional media. Hire support specialists - instructional designer and multimedia/graphics technician to support faculty efforts. Involve other staff, as necessary.....	1997 continuing	no. of faculty participating, no. of new courses on web	VPAA, ITS	Budget, reallocation, external funds
	d. Centralize technical support for classroom media - i.e., overheads, multi-media carts, replacement/repair of equipment	1997 continuing	satisfaction survey	ITS	Budget, reallocation, tech fee
	e. Enhance all classrooms with high technology capabilities; remodel at least two major classrooms per year, make minor revisions in five others.....	1997 continuing	classroom audit, no. of courses requiring tech, satisfaction survey	Physical Plant.....	Capital improvement, tech fee, discretionary
	f. Expand Extension programming through technology	continuing	satisfaction survey	NDSU Ext. Services.....	Budget
	g. Maintain/expand residence hall networks to encourage computer literacy and use.	continuing	no of personal computers, satisfaction survey, no. of network users	ITS	Tech fee, budget, res. hall budget
	h. Develop course requirements for student use of high tech/multimedia in presentations - i.e., use of PowerPoint in speech communication.	1997	curricular changes		
	I. Stimulate/strengthen student technology literacy in skills for Academic Success Course.	1997	curricular changes	ITS, faculty.....	Budget reallocation, tech fee, discretionary
	j. Develop and provide technological support for research.....	continuing	reports.....	Unit heads, ITS	external funds, reallocation
2. Plan to market programs to other regions of the state, country, and international using technology as a significant delivery component.	a. <i>Create/fund annual marketing plan for NDSU and its programs, emphasizing institutional goals, programs, access, to local, state, and world audiences</i>	1997-	no. advertisements, programs, etc.	University Advancement	Discretionary
	b. Create/strengthen College Coordinator program to emphasize accomplishments and programs of colleges and other units.	continuing	unit reports, activity data	University Advancement	Discretionary
	c. Survey periodically graduates and employers and gather information to keep programs abreast of market changes.	continuing	report, surveys	Career Services, Units	Budget
	d. Maintain contact with alumni and supporters using Bison Briefs; newsletters from colleges,				

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	departments, programs; Advisory Boards.....	continuing	meeting minutes	Units Involved	Budgets, development
	e. Utilize international organization on World Wide Web to distribute information about NDSU to world sites.....	continuing	no. of hits to site	Intl student affairs	Budget
	f. Enhance university to industry exchanges.....	continuing	no. of exchanges	Units	Discretionary, external
	g. Enhance Development and Alumni Foundations network.....	continuing	reports	Development Fdn, Alumni Assoc.	External
3.	Deliver undergraduate and graduate instruction to student and business using non-traditional arrangements including sites, times and delivery methods consistent with the expressed needs and preferences of the markets being served.				
	a. Continue the development of a strategic plan for distance education - including processes, procedures - for delivery of courses by electronic media.....	continuing	position paper.....	Information Technology Roundtable	Budget reallocation, self-support
	b. Offer instruction through Continuing Education, using multiple approaches and high tech media (IVN, desk-top conferencing) to deliver courses/programs.....	continuing	report, no. of courses.....	Colleges, Cont Ed.....	Self-support
	c. Seek new avenues/methods of providing instructional opportunities - to serve non-traditional clients (e.g., Jamestown MBA).....	continuing	report, agreements.....	Colleges, Cont Ed.....	Self-support
	d. Create/deliver - nontraditional- short courses for business executives (e.g., train-the trainer)...	1997.....	surveys, reports.....	Univ Senate Acad Affairs, Units	Self-support
	e. Initiate discussions to create strategies to repackage course/program delivery - time, place.	continuing	report.....	Univ Senate Acad Affairs	Budget reallocation, self-support
4.	Plan undergraduate degree programs which can be completed in less than the traditional four years.				
	a. Begin discussions for potential delivery of undergraduate degree programs allowing completion of requirements in less than four years. (In the last five years, NDSU has had three graduates completing all undergraduate degree requirements in three years).	1998.....	survey, report.....	Colleges, Univ. Senate Acad. Affairs	Budget
5.	Eliminate on-campus residency as a requirement to complete graduate degrees, where feasible and not required by accreditation.				
	a. NDSU eliminated on-campus residency requirements several years ago. Degree requirements are stated in terms of resident course requirements, allowing courses to be taken off-campus and through high tech, electronic media.	N/A	N/A	N/A	N/A
6.	Undergraduate programs which will allow several years for				
	a. This is already done for all programs.	N/A	N/A	N/A	N/A

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	completion by part-time students.				
7.	Assuring education and service opportunities to part-time students.				
	a. Already do - required by NCA accreditation.....	N/A.....	accreditation self-study		
	a. Increase course offerings in evenings and weekends.	1997	no. of new courses and programs, registration schedule	Units.....	Self-support
8.	Enhancing Native American transfers and successes.				
	a. Current efforts are on-going to partner with Tribal Colleges in delivery of academic programs and extension programs required by granting in 1994 of Land-Grant status to Tribal Colleges. A major barrier is financial aid and the NDUS Academic Affairs Council has requested an NDUS policy be developed for all NDUS institutions.	on-going	articulation agreements	Campus units	Seek new funding
	a. Continue to offer and promote diversity tuition waivers to undergraduate and graduate students. (Currently, we provide 137 undergraduate and graduate tuition waivers per year.) ...	on-going	survey, report.....	Campus	Budget reallocation
	a. Continue TRIO, McNair Scholar programs. ▶ File for Trio Talent Search proposal.	on-going	agency reports.....	VPSA	Federal agency
	a. Conduct assessment for academic and personal success of Native American students.	annual	Dir, Multicultural Prog	Budget
	a. Develop/offer Native American language courses on campus and by IVN.	2000	new courses, no. of students	College HSS.....	Budget, external funding
	a. Study/establish "Vista" like program.....	2000	committee report	VPAA	External funding

Goal 3. Relevant Programs:

To align programs and services with student interests and with current and future needs of business, communities, and the state.

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsibility Party	Funds Source
1. Keeping abreast and adjusting to current and emerging employment and career opportunities for students.	a. Expand current employment and career opportunities - using Job Track™ - an Internet listing of career opportunities.	continuing	survey, reports	Career Services.....	Student fees
	b. Increase employer contact and conduct surveys of needs through Career Services and Cooperative Education.....	continuing	survey, reports report curricular change	Career Services, Coop..... Ed	Student fees
	c. Enhance student resume development and interviewing techniques.	continuing	survey	Career Services, Coop..... Ed	Budget
	d. <i>Continue Annual Employment Survey</i>	continuing	report	Career Services.....	Budget
2. Identifying and responding to the needs of businesses including providing training for specific companies.	a. <i>Use advisory boards to exchange advice and counsel (all colleges, many departments, and other units already have advisory boards)</i>	continuing	meeting minutes	Units.....	Budget
	b. Survey local/regional businesses for training/education needs.	1997	STTC report	Units.....	Budget
	c. Use Skills and Technology Training Center to provide tailored programs for specific business on request.....	continuing	STTC activity report	STTC.	Self-support
	d. Provide/expand opportunities for non-credit learning experiences as identified by individuals and businesses through Continuing Education.....	continuing	Cont Ed activity report.....	Cont Ed	Self-support
	e. Increase opportunities/encourage faculty to serve on foundation boards and industrial and governmental councils.	continuing	College activity reports	Unit heads	None
	f. Encourage faculty and staff to serve as consultants (in accord with NDSU policy 152).	continuing	consultant forms	Unit heads, VPAA	None
3. Providing experiential learning, including internships, cooperative education, or service learning.	▶ See Goal 1, NDSU Strategies/Actions 7				
4. Expanding use of technological delivery, including increased delivery via Internet.	▶ See Goal 2, NDSU Strategies/Actions 1				
5. Incorporating an international perspective in the curriculums as appropriate.	▶ See Goal 1, Campus Strategies #6				
	a. Encourage faculty to design curricula with global/international perspective.	continuing	no. of new courses.....	Unit heads	Budget
	b. Provide opportunities for students to develop competencies to function effectively in global environment through language study, intercultural and international experience, and study of				

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsibility Party	Funds Source
	global issues and systems.	continuing	outcomes report.....	Intl Student Affairs	Budget
	c. Maintain/expand relations between international students and the community through activities such as International Student Speakers' Fair in the Schools, Friendship Family Program, and student participation in community events.	continuing	outcomes report.....	Intl Student Affairs	Self-support

Goal 4. Leadership in Research:

Provide leadership in addressing the high priority research and development needs and opportunities of the state.

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
1. Define the nature and balance of basic and applied research, including research aimed at improving teaching, learning, advising and student academic success.	a. <i>Pursue collaborative research and development activities with UND through the EPSCoR program.</i>	continuing	new grants and agency..... report/funds received	Director, EPSCoR	State appropriation match (cont)
	▶ Initiate/enhance programs for undergraduate participation in research (e.g., EPSCoR-REU).	continuing	proposal/grant.....	Chair, State EPSCoR Comm	Federal agencies (NSF, NIH, EPA, DoE, DoD, USDA, etc.)
	b. <i>Forge effective partnership and incorporate, as determined, strategic directions for agriculturally-related research with State Board of Agricultural Research.</i>	1997	strategic plan.....	President, VP of Ag	State appropriations
	c. Require graduate students to do a thesis or paper (masters) or dissertation (doctoral) as a part of program requirements.....	continuing	no. of disquisitions..... no. of degrees	Dean, GS; Graduate Council	None
	d. Reaffirm disciplinary-based research as a stated obligation in hiring processes for all faculty...	continuing	contracts.....	Chairs, Deans, VPAA.....	None
	e. Increase number of doctoral graduate programs.	1999	no. of new programs IPED Report	Units.....	Grants, contracts, external funds
2. Define faculty scholarship related to research.	a. Require as one criterion for faculty promotion and tenure.	continuing	PTE documents.....	Unit heads	None
	b. Support financially with discretionary funds awarded via competitive process.	continuing	proposals funded..... summer grants	Dean, Res. Admin.....	Discretionary funds
3. Providing for technology transfer and service activities related to business, community, and economic development.	a. <i>Pursue unique programs with other NDUS institutions to enhance teaching effectiveness and research competitiveness, and to address emerging state, national, and international issues. (EPSCoR)</i>	continuing	agency reports.....	Director EPSCoR	State appropriations match Federal agency funds
	b. <i>Increase external funding efforts, achieving return of 3:1 external to general fund appropriations</i>	continuing	annual report of external funds	Univ. Senate Research & Consulting Comm, Univ. Advancement	External funds
	c. <i>Develop Federal Relations Committee to establish priority list of projects to work with congressional legislators and national agencies</i>	1997	committee report.....	President	Discretionary
	d. Create/up-date policies/procedures for technology transfer/exploitation of discoveries.	continuing	new policies	Univ Senate Research &..... Consulting Comm	None
	▶ Seek, first, North Dakota based partners in developing new businesses. (e.g., Dakota Technologies, Inc.)	continuing	new business entities	NDSU Research Fdn	Self-support

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e.	File, where appropriate, patent applications for new discoveries (1-4 per year) and PVP protection for new crop varieties (5-15 per year).	continuing	activity audit	NDSU Research Admin NDSU Research Fdn	Self-support
f.	Work with state legislature to develop new programs enhancing university-industrial relationships.	continuing	Supportive legislation.....	President, VP's.....	State appropriations
g.	Work through several entities to promote economic development. <ul style="list-style-type: none"> ▶ Center for Business and Consumer Research ▶ North Dakota Data Center ▶ Institute for Business and Industry Development ▶ Burdick Center for Cooperatives ▶ Institute for Natural Resources and Economic Development ▶ NDSU Extension Services ▶ Institute of Natural Resources and Economic Development ▶ Skills and Technology Training Center 	continuing	unit reports / satisfaction surveys	Unit heads	Self-support
h.	Develop/foster effective working relationships with agricultural commodity groups.....	continuing	satisfaction survey	VP of Ag/Chairs Director, AES	Commodity group support

Goal 5. Learning Environment:**To provide an up-to-date and innovative environment for students, faculty, employees, and the public.**

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
1.	UND and Minot State University will report and make recommendations to enhance the relationship with their branch campuses to more fully integrate programs, administrative services, and outreach opportunities to and from the branches.	1998	Surveys of Needs	VPAA Deans CE Director	Self-support
2.	Strategies will be developed regarding a systematic plan for preventive maintenance of facilities; compliance with all state and federal regulations governing student and employee safety; and, annual assessment of ADA, workers compensation, and workplace safety.				
	a. Seek external funding for new buildings	continuing	construction	Administration	State appropriations gifts External, e.g., federal
	▶ College of Business Administration classroom/office building				
	▶ Health and Wellness Center				
	▶ Laboratory and general classroom building				
	b. Seek funds for maintenance/remodeling of buildings (e.g., Ceres, S. Engineering, and Minard)	continuing	plan	VPBF	State appropriations \$4.5M; reallocate Budget
	c. Re-evaluate annually needed capital repairs - five year plan.....	continuing	plan	VPBF	Budget
	d. Update Master Plan.....	continuing	continuing	VPBF	Reallocate, state appropriations,
	e. Installation of administration/financial systems.	1998	installation of system	VPBF	Reallocate, state appropriations,
	f. Reassess annually campus ADA requirements.....	continuing	plan	VPBF	Reallocate, state appropriations,
	g. Requalify annually for North Dakota Workers Compensation, Safety, and Risk Management program.	continuing	plan		Self-support
	h. Establish capital improvement program for campus housing facilities.	1998	plan, survey.....	Dir., Univ Housing	Self-support
	I. Establish plan for enhancing/expanding parking.	1999	plan	VPBF, Senate Parking Comm	Reallocate, state appropriations,
	j. Maintain compliance with state and federal regulations governing student and employee safety, and animal care and use.....	continuing	policies, plans	NDSU Safety Officer	Reallocate, state appropriations,
	k. Continue radiation safety, hazardous chemical safety, and bio-safety activity to meet and exceed state and federal regulations.	continuing	policies, plans	NDSU Safety Officer	Reallocate, state appropriations,
	l. Establish campus computing network with appropriate upgrades for high speed networks and high performance computing.....	1998	consultant report	ITS	Budget, reallocation
					Discretionary Capital

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
	m. Establish a robust, secure, stable network infrastructure..... • Develop a plan for continued improvement of campus network. • Develop a disaster recovery program of ITS	1997	plans.....	ITS	Improvement
	n. Install Emergency Stations (Code Blue)	1998	placement.....	Physical Plant; VPBF	

Goal 6. Public Confidence:

To document the performance and effectiveness of the North Dakota University System.

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
1. Development of systems to document and demonstrate the campus effectiveness in meeting the instruction, training, research, and service needs of North Dakota.	a. Do annual workload study - document faculty and staff activity..... ▶ Publicize accomplishments of faculty/staff/students. ▶ Create NDSU marketing plan.....	annual	report.....	VPAA	VPAA Budget
	b. Evaluate annual reports.....	continuing	response.....	Unit heads.....	None
	c. Conduct Program Review of each program every six years.....	periodic	evaluation report	Univ Senate Program Review Comm	None
	d. Evaluation/adjustment of workloads.....	continuing	contracts	Unit heads.....	None
	e. Use of advisory boards, special panels.....	continuing	meeting minutes	Units	Budget
	f. Create graduate student database to monitor, promote, and measure student progress.....	1998	database report	Dean, GS	Budget
	g. Survey students for satisfaction of student affairs services.	ongoing	surveys-satisfaction outcomes	Student Affairs; Colleges	Reallocation
	h. Create annual activity index report (e.g., courses taught, visitors to campus, conferences)....	ongoing	report; statistics	Univ Advancement	None
2. Each campus shall prepare an annual accountability report to be presented beginning September 15, 1998, to the Chancellor and State Board of Higher Education describing progress on each of the action items in the campus action plan.	a. Describe progress on each action item in campus strategies annually.	continuing	annual report to SBHE	VPAA	Reallocation

Goal 7. Cooperation:

To improve educational opportunities and services among the campuses, K-12, and other entities through cooperation and collaboration.

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
1. Cooperation with other campuses, agencies, or entities in bringing education and training programs to the local areas.	a. <i>Continue with and seek new partnerships, where appropriate, with other campuses, state agencies, and other entities, working through the following NDSU or NDUS units:</i> <ul style="list-style-type: none"> ▶ Skills and Technology Training Center (NDSUS) ▶ NDSU-VCSU Elementary Education program..... ▶ Transportation - Tel8 program - Colorado, Utah, Wyoming, North Dakota ▶ Great Plains Deans Work program (Human Development and Education) ▶ Teacher Education Council..... 	continuing	no. of project collaborations..	VPAA, Deans.....	Reallocate
	b.Expand articulation/partnerships with Tribal Colleges.	1997	no. of certificates	Director, IBID	State approp, fundraising
			no. of degrees.....	Dean HDE	Tuition, fees
			no. of students participating ..	Deans, Ag. Engr	UGPTI
			no. of proposals	Dean HDE	None
			Report to SBHE.....	VPAA, Dean HDE, Chair Ed	SBHE
			no. of agreements; faculty involved	VPAA	None
2. Cooperation with other campuses, agencies or entities in delivering education and training programs to other areas of the state, nation or other nations.	a. Work with other NDUS institutions to assess common degree programs (e.g., engineering, business, teacher education) and develop joint course/program offerings where enrollments are not maximal.	continuing	Report to SBHE.....	VPAA; Deans.....	Reallocation
	b. Seek partnerships with other TCU institutions (Concordia, Moorhead State University) to develop joint course offerings in areas of low course enrollments (e.g., upper level (300-400) courses in physics, mathematics, chemistry, modern languages).	continuing	Report to TCU.....	VPAA	None
	c. Explore new opportunities for collaborative education arrangements with international organizations and universities.	continuing	Report from Study Comm	Dir., Intl. Student Programs	
	d. Continue/expand/develop cooperative ventures with other institutions, e.g., examples of on-going cooperation:	continuing			
	▶ Jamestown - MBA		no. of students.....	Dean, CBA	Tuition, fees
	▶ Pharmacy - S. Africa - U. Rhodes.....		no. of programs, courses	Dean, Pharm.....	Tuition, fees
	▶ Education Administration - throughout North Dakota		no. of students graduate.....	HDE.....	Tuition, fees
	▶ Food and Nutrition - University of Minnesota-Crookston	1997	no. of students.....	Chair, F&N/HDE	Tuition, fees
3. Cooperation in making graduate degree programs available in areas without a four-year campus; alternatively, cooperation in making short-term training, certificate and associate degree programs available in	a. Involve qualified faculty from other NDSU institutions in NDSU graduate education programs.	1997	agreements.....	Dean, GS	Reallocation
	b. Develop articulation agreements, where appropriate, with other NDUS campus to provide graduate education courses and programs at other state sites.	1997	agreements.....	Deans	Tuition, fees
	c. Investigate certificate programs of interest to industry (e.g., train-the-trainer programs).	1997	no. of certificates	Dept. Chairs.....	Self-support

B. Campus Strategies	NDSU Strategies/Actions	Timeline	Measurement Indicators	Responsible Party	Funds Source
	<ul style="list-style-type: none"> ▶ Institute of Natural Resources and Economic Development..... ▶ North Dakota Water Resources Research Institute ▶ University Conference Programs ▶ Summer Conference Housing ▶ Leadership Fargo..... ▶ Career Services ▶ Cooperative Education..... ▶ Continuing Education..... 	<ul style="list-style-type: none"> continuing continuing continuing continuing continuing continuing continuing continuing 	<ul style="list-style-type: none"> no. of participants..... no. of participants..... no. of participants..... no. of participants..... no. of participants..... no. of participants..... no. of participants..... annual report..... 		
8. Other cooperative efforts	▶ NDSU Staff Senate will cooperate with other NDUS institutions, as requested, to address common staff issues, improve the skill level of staff and services provided to enhance student learning.	1997	no. of requests	Staff Senate	No new funds