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Student Success and Learning

Objective: Increase graduate student enrollment

Metric: Graduate students comprise 20% of student body

Strategy	Tasks	Metric	Responsible Office
Attract qualified graduate students to NDSU with competitive packages	Provide health insurance for graduate students <ul style="list-style-type: none"> Define which students are eligible Define level of benefits Provide competitive stipends <ul style="list-style-type: none"> Document current stipends Define which students are eligible for waivers Define “competitive stipend” 	<ul style="list-style-type: none"> % of students receiving health insurance % of students receiving competitive stipend 	Graduate College VP Finance Administration Human Resources
Expand recruitment activities nationally and internationally	Create focused enrollment plan	Plan is created	Graduate College Academic Colleges
Increase enrollment in current programs related to the Grand Challenges	Establish a Ph.D. Fellowship Program for Grand Challenge areas	Number of students pursuing Ph.D. in grand challenge area	NDSU Foundation Academic Colleges
Create new professional and applied master’s programs in areas related to the Grand Challenges	Perform market analysis on potential programs	Market analysis is complete	Graduate College Academic Colleges

Objective: Reduce time to degree and attrition rates for graduate programs and improve placements for doctoral students

Metric: 80% of departments meet self-specified time to degree and attrition rates

Metric: 80% of departments meet self-specified placement goals

Strategy	Tasks	Metric	Responsible Office
Hold programs and colleges accountable for success of students	Establish goals for persistence and completion rates by college and program	% of programs with established metrics	Academic Colleges Department Chairs
Provide adequate access to the space, technology, library resources, and	<ul style="list-style-type: none"> Create inventory of spaces available to graduate students 	Inventory and environmental scan are completed	Graduate College Facilities Management

other infrastructure that supports graduate student work	<ul style="list-style-type: none"> • Perform environmental scan of other support services, benchmark against comparable institutions 		
Enhance professional development services	<ul style="list-style-type: none"> • Develop plan for graduate and professional career services • Support professional development for teaching assistants 	<ul style="list-style-type: none"> • % of teaching assistants participating in professional development • Placement rates for graduate students 	OTL Graduate College

Objective: Strategically Increase Undergraduate Student Enrollment

Metric: Undergraduate enrollment of 15,000 students

Metric: Average composite ACT rises to 24.4; average high school GPA rises to 3.5

Strategy	Tasks	Metric	Responsible Office
Establish a Strategic Enrollment Management process to guide undergraduate enrollment	Create SEM executive committee	<ul style="list-style-type: none"> • Committee is in place and meeting regularly • SEM plan is created 	AVPEM
Focus student recruitment in areas that align with the research priorities of NDSU, meet the needs of ND, and have capacity to accept new students	Define goals for the number and types of undergraduate students NDSU should recruit	Goals are in place for first year, on-line, international, and transfer students	AVPEM Provost Academic Deans
Expand recruitment activities beyond North Dakota and Minnesota	Expand name buys in prospective markets	<ul style="list-style-type: none"> • Number of prospects in markets increases by 20% • Number of applicants in markets increases by 15% 	Office of Admission
Increase size and diversity of prospect pool	Establish targets for diversity of student body including types of diversity sought (i.e. ethnicity, income, first-generation, etc.)	Goals are in place for percentage of students from diverse backgrounds	AVPEM SEM Executive Committee Office of Admission
Increase the quantity and size of scholarships	<ul style="list-style-type: none"> • Conduct capital campaign focusing on scholarships • Determine right mix of need-based versus merit based scholarships • Phase out one-time scholarship awards 	Increase new student scholarship endowment to a minimum of \$100M	Development Foundation Student Financial Services Office of Admission
Attract high achieving students to NDSU	<ul style="list-style-type: none"> • Define an honors program for NDSU • Create signature scholarship program • Provide honors advisors 	<ul style="list-style-type: none"> • % of eligible students joining honors program • % of eligible students meeting with honors advisor 	Director of Honors Program Academic Colleges AVPEM Office of Admission

Objective: Improve undergraduate graduation rates

Metric: 4 year rate improves from 25% to 30%; 6 year from 50% to 60%

Strategy	Tasks	Metric	Responsible Office
Improve first year retention	<ul style="list-style-type: none"> Designate a person responsible for retention Implement early alert system 	<ul style="list-style-type: none"> First to second year retention rate Percentage of at risk students contacted % of advisors using early alert system 	Office of the Provost Academic Colleges VPSA
Improve sophomore to junior retention	<ul style="list-style-type: none"> Analyze factors that lead to student attrition Implement early alert system 	Second to third year retention rate	OIRA VPSA
Create a bridge between the undergraduate experience and NDSU's research foci	<ul style="list-style-type: none"> Create research experiences for undergraduates in the Grand Challenge areas Develop coursework accessible to undergraduates in the Grand Challenge areas 	<ul style="list-style-type: none"> Percentage of undergraduates participating in research Number of courses in Grand Challenges areas 	Academic Colleges VPRCA
Ensure adequate resources are available to colleges and departments to support undergraduates	<ul style="list-style-type: none"> Establish a metric that defines the faculty size necessary to support the established enrollment targets Create a formula that allocates a portion of resources based on student credit hours Reduce number of courses taught on overload 	<ul style="list-style-type: none"> Reduce number of courses taught on overload basis Student-Faculty Ratio (IPEDS) 	Office of the Provost
Support high impact practices (study abroad, research with faculty, service learning and peer mentoring)	Determine which high impact practices are scalable at NDSU	<ul style="list-style-type: none"> Number of high impact practices Percentage of students participating in high impact practices 	OTL VPSA Academic Colleges
Encourage and facilitate graduation in eight semesters	<ul style="list-style-type: none"> Identify factors that prevent students from graduating in eight semesters Expand "15 to Finish" campaign 	<ul style="list-style-type: none"> Four-year and six-year graduation rates Percentage of students taking 15 or more credits 	Advisors Academic Colleges
Improve pedagogical practices	<ul style="list-style-type: none"> Increase incentives for faculty members to participate in pedagogical development opportunities and programs Support the Office of Teaching and Learning as it champions 21st-century teaching methods, including active and engaged learning Emphasize face-to-face instruction over online delivery for foundational courses 	<ul style="list-style-type: none"> Number of faculty participating in programs Percentage of major and general education courses offered face-to-face 	OTL Academic Colleges

Develop a university-wide advising system	<ul style="list-style-type: none"> • Implement advising system for scheduling and note-taking • Provide advisor training 	<ul style="list-style-type: none"> • Percentage of advisors with access to advising system • Percentage of advisors participating in training 	Office of the Provost Advising Resource Center
Create partnerships between academic affairs and student affairs	Develop protocols that assign responsibility for these partnerships to specific offices or people	Number of partnerships	Office of the Provost VPSA
Improve teaching facilities	<ul style="list-style-type: none"> • Create a classroom design manual based on best practices in configuring modern learning environments • Allocate funds for deferred maintenance of teaching spaces 	<ul style="list-style-type: none"> • Design manual is created • Number of classrooms meeting best practices defined in manual • Amount of funding devoted to classroom improvement 	Facilities Management Learning Spaces Executive Committee Facilities Management

Outreach and Engagement

Objective: Improve communication with citizens of North Dakota

Metric: Increase number of points of communication with North Dakota citizens

Strategy	Tasks	Metric	Responsible Office
Create mechanisms for listening to the public.	<ul style="list-style-type: none"> • Develop listening tours, additional advisory boards, liaisons with state agencies, and surveys of each community's needs • Create advisory boards for programs 	Number of advisory boards, liaisons, and surveys	Extension Service Academic Colleges Office of the Provost University Relations
Improve access for individuals trying to obtain assistance from NDSU	<ul style="list-style-type: none"> • Create a database of outreach services and expertise • Provide a webpage devoted to outreach efforts with contact information for outreach activities 	Number of community members accessing database/website	NDSU Extension Service University Relations
Use the Extension network for general university outreach	Charge to county staff to bring information back to campus		NDSU Extension Service University Relations
Increase interaction with underserved communities (urban communities in North Dakota; Tribal communities; people who have recently moved to North Dakota)	Assess and document current interactions	Number of underserved communities with which NDSU interacts	Office of the Provost Academic Colleges

Communicate outreach interests and efforts both internally and externally	Develop strategic communications plan	Plan is developed	University Relations
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Objective: When appropriate, tie research mission to needs of North Dakota

Metric: Number of partner companies increases

Strategy	Tasks	Metric	Responsible Office
Encourage companies to partner with NDSU on research opportunities	Expand the support for the Business Development unit in RCA to provide one-stop shopping for services for companies	Number of partner companies	RCA
Communicate the strengths and capabilities of the NDSU community to potential companies	Develop communications plan	Plan is developed	RTP University Relations
Enhance entrepreneurship and innovation programming	<ul style="list-style-type: none"> • Develop entrepreneurship certificate • Support Innovation Challenge, Clinton Global Scholars and other such activities 	<ul style="list-style-type: none"> • Number of students enrolled in certificate program • Number of students participating in I'Challenge • Diversity of students 	Academic Colleges Office of the Provost RTP College of Business
Improve integration of the Research and Technology Programs with campus	Develop integration and communications plan	Plan is developed	RTP RCA
Develop criteria for the evaluation of engaged scholarship	Define the scholarship of outreach and establish criteria for its evaluation	Definition is established	Academic Colleges Faculty Senate

Objective: Increase the educational reach of North Dakota;

Metric: Number of North Dakota citizens enrolled in distance programs

Strategy	Tasks	Metric	Responsible Office
Develop new programs that serve citizen of ND	Market analysis of programs that meet needs of ND and are in an area of strength for NDSU	Enrollment in online programs	OTL/DCE Academic Colleges
Promote current educational opportunities to place-bound citizens through distance and online education.	Marketing of online programs to place-bound citizens	Enrollment in online programs	University Relations OTL/DCE

Research and Discovery

Grand Challenges

- *Food Systems and Security,*
- *Healthy Populations and Vital Communities, and*
- *Sustainable Energy, Environment, and Societal Infrastructure.*

Objective: Increase research strength in in focused areas of excellence.

Metric: Number of new hires in Grand Challenges;

Metric: Number of Ph.D. degrees granted in Grand Challenge areas;

Strategy	Tasks	Metric	Responsible Office
Target new faculty hiring in Grand Challenge areas	Fund interdisciplinary research teams	Number of new faculty hired	RCA Office of the Provost
Provide resources necessary to support research growth	<ul style="list-style-type: none"> • Ensure support for CORE labs • Implement electronic research submission • Adequately support RCA • Provide funding for startup packages, equipment matches; seed awards and travel to sponsoring agencies 	Amount of funding available to support research efforts	Office of the Provost NDSU Foundation
Increase and support research faculty (research faculty, post-doctoral students, visiting scholars and scientists)	<ul style="list-style-type: none"> • Streamline process for hiring post-docs and visiting scientists • Provide competitive funding for research faculty to enable them to undertake activities not covered by grant awards 	<ul style="list-style-type: none"> • Amount of time required to hire post-docs and visiting scientists • Amount of funding available to support research faculty 	RCA Office of the Provost
Invest in multidisciplinary NDSU seed grant and large initiative development grant programs related to the grand challenges	<ul style="list-style-type: none"> • Solicit proposals for large-scale interdisciplinary research clusters • Assess progress and success of Grand Challenge Initiative 	<ul style="list-style-type: none"> • RFP is issued 	RCA Office of the Provost
Establish an Endowed Chair and Professorship program in the Grand Challenge areas	<ul style="list-style-type: none"> • Seek development support for endowed chairs/professorships • Seek development support for Faculty Fellows program at Associate Professor Level 	<ul style="list-style-type: none"> • Criteria are established • Number of chairs, professorships, and fellows 	President Research Council

	<ul style="list-style-type: none"> • Create criteria for awarding chairs/professorships/fellowships 		
Align PTE policies to encourage interdisciplinary work	<ul style="list-style-type: none"> • Review/modify current PTE policy to ensure credit is provided for interdisciplinary research and scholarship at the same level as disciplinary work 	Number of successful PTE cases involving interdisciplinary faculty	RCA Office of the Provost Research Council
Increase level and type of research data available to Deans and Chairs that shows interdisciplinary research	<ul style="list-style-type: none"> • Implement electronic research administration • Work with Connect ND staff to find fields in PeopleSoft that can be used for increased data input related to proposal submission • Work with Connect ND to ensure appropriate queries exist to extract research data 		RCA Research Council
Invest in interdisciplinary graduate programs		Number of students enrolled in interdisciplinary programs	RCA Graduate College
Establish Ph.D. Fellowship program for competitive recruiting	<ul style="list-style-type: none"> • Seek development support for program • Develop policies/protocols for awarding fellowship 	Number of Ph.D. degrees granted	RCA Office of the Provost Graduate School Research Council

Objective: Increase national prominence of NDSU as a research university

Metric: Number of faculty receiving national level, prestigious awards; Number of faculty invited to present at higher-level institutions.

Strategy	Tasks	Metric	Responsible Office
Proactively nominate faculty for national level, prestigious awards	<ul style="list-style-type: none"> • Establish a database of all national level of awards • Centrally locate nomination process 	<ul style="list-style-type: none"> • Number of yearly nominations submitted • Number of yearly awards won 	RCA Office of the Provost Deans
Elevate exposure of NDSU to other research institutions	<ul style="list-style-type: none"> • Establish a President's or Provost's Lectureship Series to bring key national and international leaders to campus • Increase number of NDSU undergraduates accepted into graduate school at higher-ranking institutions 	<ul style="list-style-type: none"> • Number of lectures per year 	RCA Office of the Provost Academic Colleges
Increase number of presentations at prestigious national conferences	<ul style="list-style-type: none"> • Create travel grant program focused on national conferences 	<ul style="list-style-type: none"> • Quality of conferences at which research or creative works are presented 	Academic Colleges Office of the Provost

Objective: Streamline processes and align policies to support the research vision

Metrics: Reduce faculty time spent on paper processing by 10%

Strategy	Tasks	Metric	Responsible Office
Improve service to campus for research activities	Review current organizational structure of the Office of Research and Creative Activity and the Research and Technology Park	Staffing in RCA, RF and RTP are appropriate in topic area and quantity to provide expanded service	RCA Office of the Provost
Streamline the intellectual property and patent process	<ul style="list-style-type: none"> Review organizational structure of the technology transfer unit, business development unit and research foundation Review and update contracting templates to streamline process and provide clarity for sponsored research Benchmark all patenting and licensing processes against peer research universities 	<ul style="list-style-type: none"> Streamlined organizational structure Increased corporate engagements and signed contracts Increased disclosures converted to patents Increased patents licensed 	RCA
Increase the efficiency of the pre-award and compliance processes	Implement electronic research administration Hire additional support staff	<ul style="list-style-type: none"> Deployment of electronic research administration Percentage increase in throughput of proposals Percentage decrease in processing time of compliance protocols 	RCA
Simplify the PTE process	Implement Digital Measures and workflow	Percentage of PTE files submitted via Digital Measures	Office of the Provost

Objective: Increase NDSU's research capacity

Metric: Increase new sponsored research by 15% (dollars)

Metric: Increase number of quality grant proposals by 10%

Strategy	Tasks	Metric	Responsible Office
Hire faculty with a strong research focus	<ul style="list-style-type: none"> Ensure availability of faculty start-up packages Establish focused programs to help junior faculty build a research portfolio 	<ul style="list-style-type: none"> Funds allocated to startup packages Percent of junior faculty successfully obtaining funding in first-third year Percent of junior faculty successful at obtaining funding in fourth-sixth year 	RCA Office of the Provost

Increase participation of women and other underrepresented groups in STEM disciplines	<ul style="list-style-type: none"> • Pursue support and mentoring structures • Establish focused workshops to help this group build its research portfolio 	<ul style="list-style-type: none"> • Number of new faculty hired who are women and/or underrepresented • Number of sponsored grants obtained by this group 	FORWARD Colleges/Departments
Increase the quantity and quality of submitted grants	<ul style="list-style-type: none"> • Develop university-wide programs for mentoring of faculty in obtaining grants • Support equipment matches on research grants through central funding 	<ul style="list-style-type: none"> • Increased number of submitted proposals • Increased number of proposals funded • Increased number of large, interdisciplinary proposals submitted and funded • Increased number of proposals submitted and funded greater than \$500,000 	RCA Academic Colleges
Build relationships with federal agencies and to monitor congressional activities and funding directions	<ul style="list-style-type: none"> • Hire an NDSU Federal Relations staff person • Provide travel grants for visits to program officers • Streamline process for faculty to engage with congressional delegation 	<ul style="list-style-type: none"> • Number of congressional visits • Number of program officer visits • Increased federal funding [by 30%] 	RCA
Create a coordinated, university-wide plan for physical infrastructure to support the research vision	<ul style="list-style-type: none"> • Review CORE Labs, with an analysis of current labs, the criteria for new CORE facilities, and compilation of a plan for sustainable operation and maintenance of such facilities • Develop a plan for active use, payment and maintenance of the R1/R1A and R2 facilities 	<ul style="list-style-type: none"> • Ratio of revenue to institution subsidy • Number of CORE facilities • Percent increase on number of departments utilizing CORE facilities • Ratio of revenue to total expense of R1/R1A/R2 	RCA Facilities Management Office of the Provost
Provide infrastructure to support high-impact research	<ul style="list-style-type: none"> • Provide plan for support for Library • Support High Performance and Advanced Computing, Informatics and data visualization • Allocate funds for equipment matches 	<ul style="list-style-type: none"> • Number of active users of CCAST • Number of funded equipment grants • Percent increase in Library services 	RCA Office of the Provost Facilities Management
Affirm the importance of coordination among offices that support research	<ul style="list-style-type: none"> • Create mechanism for Research Foundation, Development Foundation, RCA, University Relations, and RTP to work together to support research mission • Align strategic plans of RCA, Research Foundation, Development Foundation, and RTP with NDSU Strategic Plan 	<ul style="list-style-type: none"> • Percent increase in coordinated activities 	RCA RTP University Relations NDSURF

Provide up-to-date research data to Deans and Chairs for decision-making purposes	<ul style="list-style-type: none"> • Implement electronic research administration • Work with Connect ND staff to find fields in PeopleSoft that can be used for increased data input related to proposal submission • Work with Connect ND to ensure appropriate queries exist to extract research data 		RCA
Increase national prominence of NDSU researchers	Nominate faculty, staff, and students for national awards and committee memberships	Number of award recipients	Academic Colleges RCA
Increase national prominence of NDSU as a research University	Establish a President's or Provost's Lectureship Series to bring key national and international leaders to campus	Number of invited lectures	President Provost
Ensure Developmental Leave policy is aligned with the Research and Discovery Vision	<ul style="list-style-type: none"> • Assess current programs • Propose new program as needed 	Number of faculty taking development leave to increase research productivity	Research Council Office of the Provost Faculty Senate
Improve coordination of graduate education with the research vision	<ul style="list-style-type: none"> • Increase communication between Graduate School and RCA • Increase number of co-sponsored programs/activities/events 	Number of co-sponsored activities	Graduate College RCA
Articulate the impact of a leading, public research university on the state, region, nation, and world	Coordinate activities between University Relations, the Graduate College and the VPRCA in creating research message	<ul style="list-style-type: none"> • Number of news releases focused on research per month • Number of hits per release 	University Relations RCA
Elevate status of research faculty, graduate faculty status, professor emeriti	Review policies and criteria governing Research Faculty, Professor of Practice, Graduate Faculty status and Professor Emeriti for alignment with NDSU expectations	<ul style="list-style-type: none"> • Increased number of research faculty and professor emeriti • Percent change in graduate faculty number 	Academic Colleges Research Council Provost
Ensure PTE is aligned with the evolving research, creative activity and discovery enterprise	<ul style="list-style-type: none"> • Review and modify current PTE policy 	PTE policy is reviewed	Faculty Senate Provost

Objective: Improve campus climate

Metric: Improvement in communications assessment in COACHE survey

Metric: Increase percentage of faculty from underrepresented groups

Strategy	Tasks	Metric	Responsible Office
Improve communication among faculty, staff, students, and administrators	Create multiple methods of communication with campus		Provost VPs
Provide timely information on institutional budgets, planning, and institutional policies	Create accessible information on NDSU budget		VP for Finance Administration
Report annually on progress towards strategic plan goals	<ul style="list-style-type: none"> Highlight progress in President’s State of the University address Update Strategic Vision regularly 		Office of the President University Relations
Improve communication channels with external constituencies			
Streamline policies and procedures	<ul style="list-style-type: none"> Move to paperless PTE process Align assessment and annual reporting with achieved benefits 		Vice Provost for Faculty Faculty Senate
Provide training and support for chairs, heads and directors	Provide leadership development heads and chairs, and for high-potential leaders on campus		Vice Provost for Faculty Faculty Senate
Provide a welcoming environment for faculty, staff and students from diverse backgrounds and perspectives	<ul style="list-style-type: none"> Analyze results from Campus Climate Survey and create goals in this area Conduct campus climate survey on a regular basis 	Improvements on campus climate survey	VPSA Vice Provost for Faculty Faculty Senate

Abbreviations:

OIRA: Office of Institutional Research and Analysis

OTL: Office of Teaching and Learning

VPSA: Vice President for Student Affairs