STRATEGIC VISION 2015-2020

STUDENT SUCCESS AND LEARNING

OBJECTIVE: INCREASE GRADUATE STUDENT ENROLLMENT

Metric: Graduate students comprise 20% of student body

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

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

OBJECTIVE: IMPROVE UNDERGRADUATE GRADUATION RATES

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

OUTREACH AND ENGAGEMENT

OBJECTIVE: IMPROVE COMMUNICATION WITH CITIZENS OF NORTH DAKOTA

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

OBJECTIVE: WHEN APPROPRIATE, TIE RESEARCH MISSION TO NEEDS OF NORTH DAKOTA

Metric: Number of partner companies increases

OBJECTIVE: INCREASE THE EDUCATIONAL REACH OF NORTH DAKOTA;

Metric: Number of North Dakota citizens enrolled in distance programs

RESEARCH AND DISCOVERY

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

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

OBJECTIVE: STRATEGICALLY IMPROVE CAMPUS CLIMATE

OBJECTIVE: INCREASE RESEARCH CAPACITY

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

Metric: Increase number of quality grant proposals by 10%
Student Success and Learning

Objective: Increase graduate student enrollment

Metric: Graduate students comprise 20% of student body

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<th>Strategy</th>
<th>Tasks</th>
<th>Metric</th>
<th>Responsible Office</th>
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<tbody>
<tr>
<td>Attract qualified graduate students to NDSU</td>
<td>Provide health insurance for graduate students</td>
<td>% of students receiving health insurance</td>
<td>Graduate College VP Finance Administration</td>
</tr>
<tr>
<td>with competitive packages</td>
<td>• Define which students are eligible</td>
<td></td>
<td>Human Resources</td>
</tr>
<tr>
<td></td>
<td>• Define level of benefits</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Provide competitive stipends</td>
<td>% of students receiving competitive stipend</td>
<td></td>
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<tr>
<td></td>
<td>• Document current stipends</td>
<td></td>
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<tr>
<td></td>
<td>• Define which students are eligible for waivers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Define “competitive stipend”</td>
<td></td>
<td></td>
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<tr>
<td>Expand recruitment activities nationally and</td>
<td>Create focused enrollment plan</td>
<td>Plan is created</td>
<td>Graduate College</td>
</tr>
<tr>
<td>internationally</td>
<td></td>
<td></td>
<td>Academic Colleges</td>
</tr>
<tr>
<td>Increase enrollment in current programs</td>
<td>Establish a Ph.D. Fellowship Program for Grand Challenge areas</td>
<td>Number of students pursuing Ph.D. in grand challenge area</td>
<td>NDSU Foundation</td>
</tr>
<tr>
<td>related to the Grand Challenges</td>
<td></td>
<td></td>
<td>Academic Colleges</td>
</tr>
<tr>
<td>Create new professional and applied master’s</td>
<td>Perform market analysis on potential programs</td>
<td>Market analysis is complete</td>
<td>Graduate College</td>
</tr>
<tr>
<td>master’s programs in areas related to the</td>
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<td>Academic Colleges</td>
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<tr>
<td>Grand Challenges</td>
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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

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<tr>
<td>Hold programs and colleges accountable for</td>
<td>Establish goals for persistence and completion rates by college and</td>
<td>% of programs with established metrics</td>
<td>Academic Colleges</td>
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<tr>
<td>success of students</td>
<td>program</td>
<td></td>
<td>Department Chairs</td>
</tr>
<tr>
<td>Provide adequate access to the space,</td>
<td>• Create inventory of spaces available to graduate students</td>
<td>Inventory and environmental scan are completed</td>
<td>Graduate College</td>
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<tr>
<td>technology, library resources, and</td>
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<td>Facilities Management</td>
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</table>
other infrastructure that supports graduate student work

- Perform environmental scan of other support services, benchmark against comparable institutions

Enhance professional development services

- Develop plan for graduate and professional career services
- Support professional development for teaching assistants

| Objective: Strategically Increase Undergraduate Student Enrollment |
|---|---|---|---|
| Strategy | Tasks | Metric | Responsible Office |
| Establish a Strategic Enrollment Management process to guide undergraduate enrollment | Create SEM executive committee | Committee is in place and meeting regularly | 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 | Number of prospects in markets increases by 20% | 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 | Conduct capital campaign focusing on scholarships | Increase new student scholarship endowment to a minimum of $100M | Development Foundation Student Financial Services Office of Admission |
| Attract high achieving students to NDSU | Define an honors program for NDSU | % of eligible students joining honors program | Director of Honors Program Academic Colleges AVPEM Office of Admission |

METRIC: Undergraduate enrollment of 15,000 students
METRIC: Average composite ACT rises to 24.4; average high school GPA rises to 3.5
**Objective:** Improve undergraduate graduation rates  

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

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| Improve first year retention                                             | • Designate a person responsible for retention  
• Implement early alert system                                           | • 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                                    | • 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 | • Create research experiences for undergraduates in the Grand Challenge areas  
• Develop coursework accessible to undergraduates in the Grand Challenge areas | • Percentage of undergraduates participating in research  
• Number of courses in Grand Challenges areas                           | Academic Colleges  
VPSA                                              |
| Ensure adequate resources are available to colleges and departments to support undergraduates | • 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 | • Reduce number of courses taught on overload  
• 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 | • Number of high impact practices  
• Percentage of students participating in high impact practices          | OTL  
VPSA  
Academic Colleges                                                        |
| Encourage and facilitate graduation in eight semesters                  | • Identify factors that prevent students from graduating in eight semesters  
• Expand “15 to Finish” campaign                                         | • Four-year and six-year graduation rates  
• Percentage of students taking 15 or more credits                      | Advisors  
Academic Colleges                                                        |
| Improve pedagogical practices                                            | • 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 | • 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
- Implement advising system for scheduling and note-taking
- Provide advisor training
- 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
- Create a classroom design manual based on best practices in configuring modern learning environments
- Allocate funds for deferred maintenance of teaching spaces
- 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

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| Create mechanisms for listening to the public. | • 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 | • 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

Objective: When appropriate, tie research mission to needs of North Dakota

Metric: Number of partner companies increases

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<tbody>
<tr>
<td>Encourage companies to partner with NDSU on research opportunities</td>
<td>Expand the support for the Business Development unit in RCA to provide one-stop shopping for services for companies</td>
<td>Number of partner companies</td>
<td>RCA</td>
</tr>
<tr>
<td>Communicate the strengths and capabilities of the NDSU community to potential companies</td>
<td>Develop communications plan</td>
<td>Plan is developed</td>
<td>RTP University Relations</td>
</tr>
</tbody>
</table>
| Enhance entrepreneurship and innovation programming | • Develop entrepreneurship certificate
• Support Innovation Challenge, Clinton Global Scholars and other such activities | • 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

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<tbody>
<tr>
<td>Develop new programs that serve citizen of ND</td>
<td>Market analysis of programs that meet needs of ND and are in an area of strength for NDSU</td>
<td>Enrollment in online programs</td>
<td>OTL/DCE Academic Colleges</td>
</tr>
<tr>
<td>Promote current educational opportunities to place-bound citizens through distance and online education.</td>
<td>Marketing of online programs to place-bound citizens</td>
<td>Enrollment in online programs</td>
<td>University Relations OTL/DCE</td>
</tr>
</tbody>
</table>
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;

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<tbody>
<tr>
<td>Target new faculty hiring in Grand Challenge areas</td>
<td>Fund interdisciplinary research teams</td>
<td>Number of new faculty hired</td>
<td>Office of the Provost</td>
</tr>
<tr>
<td>Provide resources necessary to support research growth</td>
<td>Ensure support for CORE labs</td>
<td>Amount of funding available to support research efforts</td>
<td>Office of the Provost</td>
</tr>
<tr>
<td>Increase and support research faculty</td>
<td>Streamline process for hiring post-docs and visiting scientists</td>
<td>Amount of time required to hire post-docs and visiting scientists</td>
<td>Office of the Provost</td>
</tr>
<tr>
<td>Invest in multidisciplinary NDSU seed grant and large initiative development grant programs related to the grand challenges</td>
<td>Solicit proposals for large-scale interdisciplinary research clusters</td>
<td>RFP is issued</td>
<td>Office of the Provost</td>
</tr>
<tr>
<td>Establish an Endowed Chair and Professorship program in the Grand Challenge areas</td>
<td>Seek development support for endowed chairs/professorships</td>
<td>Criteria are established</td>
<td>President</td>
</tr>
<tr>
<td></td>
<td>Seek development support for Faculty Fellows program at Associate Professor Level</td>
<td>Number of chairs, professorships, and fellows</td>
<td>Research Council</td>
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</table>
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.

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<tbody>
<tr>
<td>Proactively nominate faculty for national level, prestigious awards</td>
<td>• Establish a database of all national level of awards&lt;br&gt;• Centrally locate nomination process</td>
<td>• Number of yearly nominations submitted&lt;br&gt;• Number of yearly awards won</td>
<td>RCA Office of the Provost Deans</td>
</tr>
<tr>
<td>Elevate exposure of NDSU to other research institutions</td>
<td>• Establish a President’s or Provost’s Lectureship Series to bring key national and international leaders to campus&lt;br&gt;• Increase number of NDSU undergraduates accepted into graduate school at higher-ranking institutions</td>
<td>• Number of lectures per year</td>
<td>RCA Office of the Provost Academic Colleges</td>
</tr>
<tr>
<td>Increase number of presentations at prestigious national conferences</td>
<td>• Create travel grant program focused on national conferences</td>
<td>• Quality of conferences at which research or creative works are presented</td>
<td>Academic Colleges Office of the Provost</td>
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</table>
### Objective: Streamline processes and align policies to support the research vision

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

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<tr>
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<tbody>
<tr>
<td>Improve service to campus for research activities</td>
<td>Review current organizational structure of the Office of Research and Creative Activity and the Research and Technology Park</td>
<td>Staffing in RCA, RF and RTP are appropriate in topic area and quantity to provide expanded service</td>
<td>RCA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Streamlined organizational structure</td>
<td>Office of the Provost</td>
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<tr>
<td></td>
<td></td>
<td>• Increased corporate engagements and signed contracts</td>
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<tr>
<td></td>
<td></td>
<td>• Increased disclosures converted to patents</td>
<td></td>
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<td></td>
<td></td>
<td>• Increased patents licensed</td>
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</table>
| Streamline the intellectual property and patent process | • 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 | | RCA |
| Increase the efficiency of the pre-award and compliance processes | Implement electronic research administration  
Hire additional support staff | • 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%

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</table>
| Hire faculty with a strong research focus | • Ensure availability of faculty start-up packages  
• Establish focused programs to help junior faculty build a research portfolio | • 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 | • Pursue support and mentoring structures  
• Establish focused workshops to help this group build its research portfolio | • 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 | • Develop university-wide programs for mentoring of faculty in obtaining grants  
• Support equipment matches on research grants through central funding | • 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 | • Hire an NDSU Federal Relations staff person  
• Provide travel grants for visits to program officers  
• Streamline process for faculty to engage with congressional delegation | • 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 | • 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 | • 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 | • Provide plan for support for Library  
• Support High Performance and Advanced Computing, Informatics and data visualization  
• Allocate funds for equipment matches | • 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 | • 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 | • Percent increase in coordinated activities | RCA RTP University Relations NDSURF |
| Provide up-to-date research data to Deans and Chairs for decision-making purposes | • 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 |  |  
| 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 | • 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 | • 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 | • 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 | • 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 | • 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

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<tbody>
<tr>
<td>Improve communication among faculty, staff, students, and administrators</td>
<td>Create multiple methods of communication with campus</td>
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<td>Provost VPs</td>
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<tr>
<td>Provide timely information on institutional budgets, planning, and institutional policies</td>
<td>Create accessible information on NDSU budget</td>
<td></td>
<td>VP for Finance Administration</td>
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<tr>
<td>Report annually on progress towards strategic plan goals</td>
<td>• Highlight progress in President’s State of the University address</td>
<td></td>
<td>Office of the President University Relations</td>
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<tr>
<td></td>
<td>• Update Strategic Vision regularly</td>
<td></td>
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<tr>
<td>Improve communication channels with external constituencies</td>
<td>• Move to paperless PTE process</td>
<td></td>
<td>Vice Provost for Faculty</td>
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<tr>
<td></td>
<td>• Align assessment and annual reporting with achieved benefits</td>
<td></td>
<td>Faculty Senate</td>
</tr>
<tr>
<td>Streamline policies and procedures</td>
<td>Provide leadership development heads and chairs, and for high-potential leaders on campus</td>
<td></td>
<td>Vice Provost for Faculty</td>
</tr>
<tr>
<td>Provide training and support for chairs, heads and directors</td>
<td>Provide leadership development heads and chairs, and for high-potential leaders on campus</td>
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<td>Faculty Senate</td>
</tr>
<tr>
<td>Provide a welcoming environment for faculty, staff and students from diverse backgrounds and perspectives</td>
<td>• Analyze results from Campus Climate Survey and create goals in this area</td>
<td>Improvements on campus climate survey</td>
<td>VPSA</td>
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<td></td>
<td>• Conduct campus climate survey on a regular basis</td>
<td></td>
<td>Vice Provost for Faculty</td>
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<td></td>
<td>Faculty Senate</td>
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**Abbreviations:**

OIRA: Office of Institutional Research and Analysis  
OTL: Office of Teaching and Learning  
VPSA: Vice President for Student Affairs