

Strategy Plan Goals 2017-2018

Student Success and Learning

Objective: Expand graduate student enrollment in support of NDSU's research mission

> > > > > **Strategy:** *Attract qualified graduate students to NDSU with competitive packages*

Provide competitive stipends	Definition of a competitive stipend established
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> > > > > **Strategy:** *Expand recruitment activities nationally and internationally*

Develop enrollment plan	Each program has an established enrollment goal
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> > > > > **Strategy:** *Increase enrollment in current programs related to the Grand Challenges*

Establish a Ph.D. Fellowship Program for Grand Challenge areas	Number of graduate students funded in grand challenge area.	Fund nine graduate assistantships in 2018-2019.
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> > > > > **Strategy:** *Create new professional and applied master's programs
Create programs that serve the needs of North Dakotans*

Establish financial model to support such programs.	Task force report is implemented.	Taskforce report submitted Spring 2017.
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Objective: Offer graduate and professional degrees that meet students' aspirations

> > > > > **Strategy:** *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	Data will be available in Tableau and SSC for Fall 2017. 25% of programs have metrics defined.
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> > > > > **Strategy:** *Provide adequate access to the space, technology, library resources, and other infrastructure that supports graduate student work*

Create inventory of spaces available to graduate students	Inventory and environmental scan are completed	Not started.
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Student Success and Learning

> > > > > **Strategy:** *Enhance professional development services*

Provide professional development for teaching assistants	% of teaching assistants who participate	Waitlist for program is eliminated.
Develop career services for graduate students	% of graduate students who participate	20% participation

Objective: Enroll a diverse and prepared body of students who are likely to succeed at NDSU

> > > > > **Strategy:** *Establish a Strategic Enrollment Management process to guide undergraduate enrollment*

SEM plan is implemented	SEM plan is implemented.	SEM report was submitted in August 2017. Implementation will begin in 17-18.
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> > > > > **Strategy:** *Focus student recruitment in areas that align with the research and creative activity 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 in SEM plan: Increase FYR and TRN by 5% per year. Stabilize online and international enrollments.
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> > > > > **Strategy:** *Expand recruitment activities beyond North Dakota and Minnesota*

Expand name buys in prospective markets for first-year students.	Number of prospects in markets increases by 15%; Number of applicants in markets increases by 10%	16-17: Prospects increase by 49%; applicants increased by 26%.
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> > > > > **Strategy:** *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.)	SEM plan sets goals for enhancing diversity of student body. Goal is to mirror ND/MN demographics by 2025.	Strategies to be developed in 2017-2018.
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> > > > > **Strategy:** *Increase the quantity and size of scholarships*

Conduct capital campaign focusing on scholarships	Increase new student scholarship endowment to a minimum of \$100M	Will be focus of next capital campaign
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Student Success and Learning

Coordinate awarding of first-year scholarships between financial aid and colleges

Number of college-specific scholarships awarded as part of overall financial aid package

> > > > > **Strategy:** *Attract high achieving students to NDSU*

Expand enrollment in honors program

% of eligible students joining honors program

10% of eligible students enrolled in honors

Market Presidential and McGovern scholarship programs

Yield on scholarship offers exceeds overall yield

Baseline is 50% for ND students; 25% for MN students

Objective: Commit to undergraduate student success by offering affordable and attractive degrees

> > > > > **Strategy:** *Improve retention rates*

Create SSC campaigns targetting at-risk students

Four campaigns are run and assessed

Undergraduate degree programs engage in assessment of student learning outcomes.

Percentage of programs submitting reports on time; % of programs deemed proficient.

Set retention goal

2nd to 3rd year retention rate

Base rate is 78%. Class of 2016: 79.6%. Goal to increase to 81.6%.

1st to 2nd year retention rate

Baseline: 68.6%. Goal to increase to 69.7%

Evaluate registration holds for effect on progress; work to reduce number of holds.

Percentage of students with holds in May 2018 compared to May 2017

Develop University-wide advising for at-risk students

Increased percentage of at-risk students who received contact

> > > > > **Strategy:** *Create a bridge between the undergraduate experience and NDSU's research and creative activity foci*

Student Success and Learning

Expand research opportunities for undergraduates

RCA Internal Awards to support research activities of NDSU Explore students

SERU: 40% of students participated in research opportunity outside of class.

Percentage of undergraduates participating in research

NDSU Explore participation Fall 2015: 96 undergraduates

NDSU Explore participation Fall 2016 : 103 undergraduates

6 internal UG Explore awards \$8,552 in FY2017 awards were awarded

> > > > > **Strategy:** *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

Student-Faculty Ratio (IPEDS)

Maintain at base rate of 19-1.

Establish metrics to measure departmental contribution to SCH

Dashboard is created

> > > > > **Strategy:** *Support high impact practices (study abroad, research or creative activity with faculty, service learning and peer mentoring)*

Increase student participation in high-impact practices

Increase % of students participating in a high-impact practice

Available in SERU data.

> > > > > **Strategy:** *Encourage and facilitate graduation in eight semesters*

Create curricular maps to guide students in major

% of departments with completed maps

Monitor graduation rates

Four-year and total graduation rates

Base four-year rate is 30.2%; goal is 35.7% by 2023. Department data distributed to colleges.

Expand "15 to Finish" campaign

Percentage of first-year students taking 15 or more credits

Baseline in Fall 2016 = 71%.

> > > > > **Strategy:** *Improve pedagogical practices*

Student Success and Learning

Increase incentives for faculty members to participate in pedagogical development opportunities and programs	Number of faculty participating in programs	First two years of Gateways-ND grant to provide incentives and financial support to 78 faculty. 50 faculty participated in Peer Collaboration program. 30 faculty expected at workshops in 2017-2018
Expand the use of active and engaged learning, supported by appropriate digital technologies	Reduction in number of high DFW (>30%) courses	Baseline is 17 courses in 2016-2017
Emphasize face-to-face instruction over online delivery for foundational courses	Number of faculty participating in workshops for face-to-face instruction	250 participants in faculty dev. Workshop

> > > > > **Strategy: Develop a university-wide advising system**

Provide advisor training	Expand training to all advisors
Expand use of advising system to support offices	Tutoring, writing and career center added to system

> > > > > **Strategy: Improve teaching facilities**

Allocate funds for deferred maintenance of teaching spaces	Amount of funding devoted to classroom improvement	Baseline is \$200,000 allocated by Provost.
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Objective: Communicate the value of NDSU to the citizens of North Dakota

> > > > > **Strategy: Create mechanisms for listening to the public.**

Create advisory boards for programs	Number of colleges with active advisory boards
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> > > > > **Strategy: Improve access for individuals trying to obtain assistance from NDSU**

Expand use of Scholar Profile and Equipment database	Number of database "hits"	Scholar Profile and Equipment databases created by RTP and RCA.
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Links to databases are available from the RTP and Business Development websites

Outreach and Engagement

> > > > > **Strategy:** *Communicate NDSU's mission and value both internally and externally*

Complete update of NDSU website RFP is issued; consultant is hired.

Objective: Ensure that the research and creative activity mission of NDSU supports the needs of North Dakotans

> > > > > **Strategy:** *Encourage companies to partner with NDSU on research and creative opportunities*

Expand the support for the Business Development unit in RCA to provide one-stop shopping for services for companies

Number of partner companies

New Projects with industry - 72 for FY2016

Companies with Active Projects - 125

> > > > > **Strategy:** *Communicate the strengths and capabilities of the NDSU community to potential companies*

Redesign of RCA Business Development Website to be more Industry-Friendly

Redesign RCA Business Development Website

Website has been redesigned in Spring 2017

> > > > > **Strategy:** *Enhance entrepreneurship and innovation programming*

Provide opportunities for student entrepreneurship

Certificate program is approved for Fall 2018

Stage I approved; Stage II in progress

Objective: Expand the educational reach of NDSU by offering programs that meet the needs of North Dakota

> > > > > **Strategy:** *Develop new programs that serve citizens of ND*

Develop financial model to support creation of such programs

Task force report recommendations are implemented

Task force report submitted Spring 2017

> > > > > **Strategy:** *Promote current educational opportunities to place-bound citizens through distance and online education.*

Market RN to BSN and MBA program

Enrollment increase in MBA and RN-BSN programs

Objective: Increase research and creative activity strength in focused areas of excellence

> > > > > **Strategy:** *Target new faculty hiring in Grand Challenge areas*

Research and Discovery

Expand support for interdisciplinary research (grand challenge) teams

Allocate five faculty lines to grand challenge areas

> > > > > **Strategy:** *Provide resources necessary to support growth in research and creative activities*

Provide funding for startup packages, equipment matches; seed awards and travel to sponsoring agencies

Expand funding over 2016-2017

Baseline is \$130,000

Implement electronic research submission

ERM is fully implemented on campus

Anticipate launch of first of six modules in early CY2018; Anticipate launch of first of six modules in early CY2018

Ensure support for CORE labs

Amount of funding allocated to CORE labs

Additional \$72,000 provided in FY2017 for CORE facility equipment repairs/personal

> > > > > **Strategy:** *Increase the number of and support for faculty who excel at research and creative activities*

Provide competitive funding for research faculty enabling them to undertake activities not covered by grants

Maintain funding for seed grant program

Goal is \$100,000

Focus new hiring on tenure-track lines

Number of new tenure-track faculty hired

Target is 20 new hires in line with strategic plan

> > > > > **Strategy:** *Invest in interdisciplinary NDSU seed grant and large initiative development grant programs related to the grand challenges*

Assess progress and success of Grand Challenge research groups

Provide support based on assessment and progress of research groups

Allocate faculty lines based on research success

Target is five faculty lines

> > > > > **Strategy:** *Establish an Endowed Chair and Professorship program in the Grand Challenge areas*

Research and Discovery

Seek development support for Faculty Fellows program at Associate Professor Level	Number of fellowships developed	To be included in gift campaign.
Seek development support for endowed chairs/professorships	Case studies are created	To be completed Fall 2017
Create criteria for awarding chairs/professorships/fellowships	Criteria for awarding positions are established	To be completed in 2017-2018 with case studies

> > > > > **Strategy:** *Increase level and type of research and creative activity data available to Deans and Chairs*

Improve useability and clarity of Power BI dashboards	Review completed
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> > > > > **Strategy:** *Establish Ph.D. Fellowship program for competitive recruiting*

Seek development support for program	Fellowship program is included in capital campaign	To be completed in 2016-2017
Develop policies/protocols for awarding fellowship	Protocols are developed	To be completed after capital campaign

Objective: Increase national prominence of NDSU as a research and creative university

> > > > > **Strategy:** *Proactively nominate faculty for national level, prestigious awards*

Nominate faculty for national awards	Number of nominations	
Establish a database of all national level of awards	Database is established	Not started

> > > > > **Strategy:** *Elevate exposure of NDSU to other Research-intense institutions*

Research and Discovery

Increase number of NDSU undergraduates accepted into graduate school at higher-ranking institutions

Number of undergraduates attending graduate school outside of NDSU

Need to determine how to gather this information.

> > > > > **Strategy:** *Increase number of presentations at prestigious national conferences*

Create travel grant program focused on national conferences

Number of prestigious conferences at which research or creative works are presented

11 internal travel awards (\$15,387) for conference presentations were provided in FY2017

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

> > > > > **Strategy:** *Improve service to campus for research and creative activities*

Review organizational structure of the Office of Research and Creative Activity

Review is completed

Working with NCURA on potential Peer Review visit. Cost of review = \$35,000.

> > > > > **Strategy:** *Streamline the intellectual property and patent process*

Review organizational structure of the technology transfer, business development and research foundation

Review is completed

Review to be completed by December 2017.

Benchmark all patenting and licensing processes against peer research universities

Increased disclosures converted to patents;
Increased patents licensed

Review and update contracting templates to streamline process and provide clarity for sponsored research

Increased corporate engagements and signed contracts

Underway. Several templates created.

Templates created and available on Business Development section of RCA website

> > > > > **Strategy:** *Increase the efficiency of the pre-award and compliance processes*

Implement electronic research administration

Percentage increase in throughput of proposals;
Percentage decrease in processing time of compliance protocols

Contract with Novelution signed. Start of implementation in September 2016.

Internal Project Team meets weekly to provide content, assist with design of functionality, and testing of Novelution deliverables. Anticipated launch of first of six modules in early 2018

Research and Discovery

> > > > > **Strategy:** *Simplify the PTE process*

Implement Digital Measures and workflow

Percentage of PTE files submitted via Digital Measures

All files were submitted via DM.

Objective: Increase NDSU's research and creative activity capacity

> > > > > **Strategy:** *Hire and retain faculty with a strong research or artistic focus*

Establish programs to help junior faculty build a research portfolio

Percent of junior faculty successfully obtaining funding in first-third year; Percent of junior faculty successful at obtaining funding in fourth-sixth year

Baseline to be set Fall 2016. Workshops being developed.

Report of junior faculty success is being developed

Ensure availability of faculty start-up packages

Funds allocated to startup packages

EPScor Faculty Start-Up Package Competition will be re-established for fall 2017

> > > > > **Strategy:** *Increase participation of women and other underrepresented groups in STEM disciplines*

Monitor institutional barriers

Number of new faculty hired who are women and/or underrepresented

Establish baseline.

> > > > > **Strategy:** *Increase the quantity and quality of submitted grants*

Develop university-wide programs for mentoring of faculty in obtaining grants

Increased number of submitted proposals

Establish baseline.

Support equipment matches on research grants through central funding

Dollars allocated to equipment matches

\$200,000 allocated to equipment matches (later reduced due to budget cuts)

\$54,000 allocated to equipment match for FY2018 - Impacted by budget cuts

> > > > > **Strategy:** *Build relationships with federal agencies and to monitor congressional activities and funding directions*

Streamline process for faculty to engage with congressional delegation

Increased federal funding [by 30%]

Provide travel grants for visits to program officers

Number of program officer visits

Research and Discovery

> > > > > **Strategy:** *Create a coordinated, university-wide plan for physical infrastructure to support the research and creative activity vision*

Develop a plan for active use, payment and maintenance of the R1/R1A and R2 facilities

Ratio of revenue to total expense of R1/R1A/R2

Underway. Internal / external rental document created in FY2017

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

CORE lab guidelines formulated and approved

Annual reports to be reviewed by research council. CORE lab guidelines created by Dec 2017.

> > > > > **Strategy:** *Provide infrastructure to support high-impact research and creative activity*

Support High Performance and Advanced Computing, Informatics and data visualization

Dollars allocated to equipment match

56 active users FY2016

Number of active users of CCAST

\$200,000 in FY17

> > > > > **Strategy:** *Affirm the importance of coordination among offices that support research and creative activity*

Align strategic plans of RCA, Research Foundation, Development Foundation, and RTP with NDSU Strategic Plan

Strategic plans are created

RCA strategic plan being developed during summer 2017

> > > > > **Strategy:** *Provide up-to-date research data to Deans and Chairs for decision-making purposes*

Power BI Dashboards

Update Dashboards Monthly

Dashboards are updated Monthly

Refine reports for clarity and useability

Review reports with Dean's Council and Charis/Heads

> > > > > **Strategy:** *Improve coordination of graduate education with the research and artistic vision*

Increase number of co-sponsored programs, activities and events

Number of co-sponsored activities

Two programs in FY2017.

Research and Discovery

Increase communication between Graduate School and RCA

Increase communication between Graduate School and RCA

Twice monthly meetings between VPRCA and Dean continue

Objective: Strive to create a campus climate that supports NDSU's mission

> > > > > **Strategy:** *Improve communication among faculty, staff, students, and administrators*

Create effective methods of communication on campus

Communication plan is created

Not started.

> > > > > **Strategy:** *Provide timely information on institutional budgets, planning, and institutional policies*

Provide accessible information on NDSU budget

Develop mechanism for delivering appropriate information

> > > > > **Strategy:** *Report annually on progress towards strategic plan goals*

Update Strategic Vision regularly

Plan is updated annually

Plan updated August 2017

> > > > > **Strategy:** *Streamline policies and procedures*

Align assessment and annual reporting with achieved benefits

Reduction in number of reports submitted

Assessment reports streamlined.

> > > > > **Strategy:** *Provide training and support for chairs, heads and directors*

Provide leadership development for heads and chairs

Number of participants; Evaluations of workshops, seminars and other activities

Chairs & Heads meeting incorporated training opportunities.

> > > > > **Strategy:** *Provide a welcoming environment for faculty, staff and students from diverse backgrounds and perspectives*

Analyze results from Campus Climate Survey and create goals in this area

Improvements on campus climate survey