

STRATEGIC PLAN 2021-2026

Aspirational Implementation Plan Year 1

GOAL: DIVERSITY, INCLUSIVITY, AND RESPECT

Create and maintain an open and collegial environment to promote inclusivity and diversity as a cornerstone of education, research, and outreach.

SUB-GOAL: Continuously improve the university climate for students, faculty, staff, and all stakeholders, with additional consideration of underrepresented groups as evidenced by regular assessment.

ACTIONS ITEMS

- Facilitate conversations among students, faculty, and staff about the campus climate and ways to better support student success. For example, SPARK, where students write letters to faculty about their experiences on campus and faculty discuss them and ways to address them.
- Disseminate trainings for new staff and faculty that includes content about the unique experiences of diverse students on campus.
- Make Campus Climate Survey data more accessible to campus; increase communication about Campus Climate survey results.
- Make institutional Diversity data available to units.

SUB-GOAL: Strengthen and secure an accessible and equitable university for our diverse body of students, faculty, staff, and administration.

ACTIONS ITEMS

- Clarify roles and responsibilities on campus in regard to diversity and inclusion efforts and monitoring the progress toward identified metrics.
- Communicate these roles and responsibilities with campus and regularly share progress on efforts to increase diversity and inclusivity.
- Explore alternative recruitment practices for diverse hires across departments.
- Examine student admission process to maximize inclusivity.
- Develop content and processes for delivering training in best practices for recruitment of diverse students.
- Explore funding and sustainability mechanisms for supporting diversity and inclusion initiatives.
- Ensure offices that support Diversity, Equity, Inclusion and Respect have adequate staff and resources to support multi-cultural students and for providing programming in DIR areas.

SUB-GOAL: Design and implement additional programming, curriculum, outreach opportunities, and policies that uphold inclusivity, diversity, respect, and connection.

ACTIONS ITEMS

- Embed DIR concepts into curriculum at various levels including service learning opportunities.
- Examine the need and feasibility of implementing a required DIR course or other training during the first semester.
- Communicate regularly about DIR activities and progress towards strategic goals.
- Offer inclusive opportunities to build relationships with others of diverse backgrounds.
- Summarize and highlight existing and new inclusive excellence initiatives and employee trainings on the website and through social media.
- Encourage learning and exposure to DIR values beginning with admission, orientation, and welcome week, and continuing through their academic career.
- Encourage learning and exposure to DIR values beginning with the search process for employees.
- Make DIR and collegiality a required component of faculty and staff annual evaluations.
- Create DIR Ambassador program for faculty and staff with campus recognition for ambassadors.

GOAL: STUDENT SUCCESS AND ACHIEVEMENT

Provide transformational experiences for students from diverse backgrounds through high-quality education and opportunities for personal and professional development.

SUB-GOAL: Provide inclusive and collaborative opportunities to prepare them to be successful in a diverse and globally connected world.

ACTIONS ITEMS

- Increase faculty and staff training to provide more inclusive and collaborative learning activities.
- Establish campus-wide services for key underrepresented groups (e.g., religious and ethnic minorities, women in STEM majors, international students, Indigenous and Native American students, LGBTQ+ students, first-generation students, veterans, etc.).

SUB-GOAL: Improve our students' academic success with outcome-based, experiential learning opportunities and vital student-support services.

ACTIONS ITEMS

- Systematically use student outcome data to inform changes across programs, colleges, and the university.
- Encourage and provide training to increase use of active and experiential learning opportunities.
- Invest in classroom renovations and learning assistants to support active learning pedagogy.

SUB-GOAL: Provide students opportunities for personal and professional development to support their life and career goals.

ACTIONS ITEMS

- Increase study abroad and international experiences through global internships, and instructor-led or independent abroad programs, as well as integration of study abroad within curricula.
- Integrate career development opportunities within program curricula.

SUB-GOAL: Foster a supportive environment focused on all students' well-being.

ACTIONS ITEMS

- Develop and enhance support for students under academic warning and probation.
- Enhance referral and support capacity for campus mental health services.
- Establish expectations and training for inclusive, effective and consistent outcome-based student advising.

GOAL: RESEARCH AND CREATIVE ACTIVITIES

Advance NDSU's stature as a nationally and internationally recognized research university, engage in transformative research and creative activity, and increase the quality and quantity of scholarly activities to generate new insights and knowledge that will benefit the state and address central challenges of our global future.

RESEARCH

SUB-GOAL: Increase the commitment of financial resources to support sustainable research growth with public impact.

SUB-GOAL: Enhance the diversity of undergraduate, graduate, and faculty researchers.

SUB-GOAL: Integrate and strengthen centralized administrative and academic support for research and creative activity.

SUB-GOAL: Create an administrative framework to encourage and support multidisciplinary research teams.

SUB-GOAL: Prioritize highly effective mission-relevant research programs through strategic and systematic resource reallocation.

SUB-GOAL: Support and ensure high-quality research education for postdoctoral fellows, graduate, and undergraduate students.

ACTIONS ITEMS

- Identify areas of sustainable research growth with public impact and provide the financial resources they might need.
- Investigate and recommend options available for the University to encourage graduate student participation in research with enhanced financial support.
- Strengthen connections with local and regional high schools to demonstrate NDSU's commitment to an inclusive higher education/research experience.
- Evaluate current administrative and academic support for research and creative activity and create a framework to support key areas.
- Compile a comprehensive list of research projects to understand the effectiveness of current and past multidisciplinary research teams.
- Break down the siloed academic structure to work on big ideas.
- Identify and prioritize existing mission-relevant research programs.

GOAL: EDUCATION, EXTENSION AND OUTREACH

Provide innovative, student-centered education and conduct transformative research that impacts the state through meaningful outreach.

PEDAGOGY

SUB-GOAL: Increase educational achievement and improvement through ongoing assessment of student learning outcomes across the University.

SUB-GOAL: Increase the use of innovative instructional methods and delivery options for career-ready students.

ACTIONS ITEMS

- Support and incentivize the use of innovative teaching methods.
- Assess general education goals and outcomes and programs for HLC accreditation.
- Invest in academic support services for diverse learners.

TECHNOLOGY/DELIVERY

SUB-GOAL: Establish a university-wide infrastructure and support for cutting-edge technology and digital tools to meet the needs for education, research, and outreach.

ACTIONS ITEMS

- Increase digital scholarship and technology for research and creative activities.
- Increase technology support for online courses, degree programs, and micro-credentials.

PROGRAMS

SUB-GOAL: Optimize resource allocation to enhance existing programs targeted at meeting labor force demands regionally and nationally.

ACTIONS ITEMS

- Increase enrollment in accelerated master's programs.
- Define baseline cost, demand, and productivity data points to evaluate programs
- Prioritize academic programs and redesign, consolidate, or phase out programs based on current and evolving needs.

EXTENSION AND OUTREACH

SUB-GOAL: Broaden partnerships with citizens, communities, and businesses to address the educational, cultural, and technical needs of North Dakota and the region.

SUB-GOAL: Increase public awareness of innovative education and disseminate research to benefit North Dakota and the region.

ACTIONS ITEMS

- Invest in instructional technologies for University and Extension outreach.
- Officially partner with the CORE Project open-access platform to enhance economics curriculum delivery at the undergraduate and graduate levels. Become a "CORE University" (necessary to partner with specific business such as Cargill).
- Improve access to extension and outreach programs through digital technologies
- Cultivate media partnerships locally and nationally (reach out to regional, national, international news outlets and publications of university educational and research activities).
- Focus on supporting marketing and branding needs of campus units to advertise and promote their programs and activities and capitalize on the university's strengths and successes.

GOAL: RESOURCE PLANNING AND DEVELOPMENT

Support and enhance innovation and excellence through strategic investments in sustainable infrastructure.

SUB-GOAL: Prioritize resources for institutional effectiveness based on strategic plan initiatives.

ACTIONS ITEMS

- Develop a reinvestment and reallocation model that emphasizes and prioritizes inter-department collaboration to meet strategic plan initiatives.
- Increase collaboration and partnerships that lead to the development of a diverse and skilled workforce for the state and region.

SUB-GOAL: Provide support and incentives for units to innovate and be entrepreneurial.

ACTIONS ITEMS

- Develop and implement a budget model that provides incentives based on outcomes that are well-defined and transparent.
- Perform market research to identify areas of opportunity for programmatic development and growth that supports strategic plan initiatives.
- Assure faculty tenure criteria provide flexibility to meet strategic plan initiatives.

SUB-GOAL: Develop and implement an institution-wide strategy for technology, data, and information use that improves student education and experiences, enhances research capabilities and supports organizational decision-making.

ACTIONS ITEMS

- Access to institutional data through web services to improve the student experience and institutional decision making.
- Provide ongoing professional development training for digital technology.
- Continuous improvement in utilization of the high-flex model with expanded program delivery.



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