Creating Transformational Change

2015-2020 SBHE Strategic Planning Retreat
July 31, 2014
Celebrating Our Success

Kirsten Diederich, Ph.D.
SBHE Chair
Tooting Our Horn

- **Best state for college grads** Forbes, 7-1-14
  - Modest tuition increases one of factors

- **Best state for young adults** Moneyrate.com, 6-3-14
  - College cost one of factors

- **One of best in educational attainment, ages 25-44** Forbes, 4-1-14

- **Best Bang for Buck** Payscale.com, 2-13-14
  - **NDSU**, 9.5% ROI; **UND**, 7.4% ROI
Tooting Our Horn

- **VCSU**, #2 Public Regional College in Midwest; Best College, 16th year U.S. News & World Report
- **NDSCS, NDSC, WSC, WSC #18, DCB, DCB, #27 in two-year colleges (among 700)** Washington Monthly
- **NDSU**, one of top 108 public and private universities Carnegie Commission on Higher Education
- **UND**, one of top public universities with Best ROI in Midwest Bestvalueschools.com
- **MaSU**, a 2014 Best in the Midwest Princeton Review
Tooting Our Horn

- **LRSC** considered a premier center for technological applications in North American agriculture
- **DSU** one of top 10 most affordable schools for out-of-state tuition – BestColleges.com
- **BSC** ranked as Military Friendly School four years running – G.I. Jobs Magazine
- **MiSU** first-time pass rate on certification exams: 95-100% in social work, teacher education, nursing, athletic training
Collaboration Success

- Collaborating internally and externally to offer extraordinary opportunities
  - UND, NDSU, LRSC, State of ND, GF Air Force Base, city of Grand Forks – test site for unmanned aerial systems
    - First operational flying occurred on May 5 at NDSU Carrington Research Extension Center
  - Theodore Roosevelt Center at DSU
    - Creating first comprehensive digital presidential library in nation
Meeting State’s, Students’ Needs

- Developing programs to prepare students to meet growing demands of energy industry/healthcare needs
  - MaSU RN to BSN online nursing, NDSU/Sanford nursing, Dakota Nursing Program involving BSC, LRSC, DCB and WSC
Meeting State’s, Students’ Needs

- **NDSCS** partnered with RDO on John Deere initiative for diesel tech program, completed expanded facility; partnered with Komatsu on diesel tech program
- **DCB** adding wash/pack facility to Entrepreneurial Center for Horticulture
- Significant corporate gifts ($29M) at **UND** helping fund Petroleum Engineering program, $500,000 from alums to **MiSU** empowering entrepreneurs to find opportunities in Bakken
  - Matching funds from Higher Ed Challenge Fund
Science, Technology, Engineering, Math Jobs are in Demand, ND #2 in % of STEM Degrees Awarded

- **VCSU** completed extensive renovation of Rhoades Science Center
  - Great Plains STEM Education Center, **VCSU/DCB** Collaborative Nursing Program, labs, classrooms
- **MiSU** and **MaSU** hosting programs to develop STEM teachers/students
- **NDSU** broke ground on STEM Center in Research and Technology Park ($1 M grant)
- **UND** broke ground on $122 M School of Medicine and Health Sciences for education and research
Where We’ve Been, Where We’re Going

Larry C. Skogen, Ph.D.
Interim Chancellor

“We are trying to build the state we want to live in, not settle for what we have.” – NDUS Student
Pathways 2012

- **Access**
  - Admissions standards and index

- **Quality**
  - ND High School to College Success Report

- **Affordability**
  - Needs-based aid and support for adult learners

- **Learning**
  - Remedial courses
  - Dual credit courses

- **Accountability**
  - Tuition modeling
2009-2013 Strategic Plan

- **Educational Excellence** - ND will rank #1 in the nation (North Dakota is #3 in nation in educational attainment)

- **Accessible System** - NDUS is accessible (6.6% of ND population 25-44 enrolled in NDUS institutions)

- **Funding** - NDUS is affordable (ND is #2 in nation in per capita support for higher education)

- **Economic Development Connection** - NDUS increases the overall vitality of the state (TrainND served nearly 17,000 people in 2013; satisfaction level 99%)

- **Flexible and Responsive System** - The 11 institutions of NDUS work together (74% of NDUS community college grads successfully transferred and completed degrees)
Process, Stakeholder Engagement

Connie Sprynczynatyk
Director of Strategic Planning
“Strategic planning has to be needs-driven, customer-driven. Process is at least as important as product in higher education, and that means all those who think they have a stake in it need to feel they were involved, heard, and part of what is decided.”

- Eddie Dunn, Former NDUS Chancellor
NDUS STRATEGIC PLAN DEVELOPMENT

Mission

Shared Vision

Priorities

Goals

SBHE, Presidents, Senior Staff
(July 31, 2014)

Objectives, Metrics

Presidents, Senior Staff
(Aug-Sep, 2014)

Dashboard

Presidents’ Goals

BSC, DCB, DSU, LRSC, MaSU, MiSU,
NDSCS, NDSU, UND, VC SU, WSC
(Nov, 2014)

Campus Plans

NDUS STRATEGIC PLAN 2015-2020

Creating Transformational Change

(Approved Oct 2, 2014)

Stakeholder Input

Education Inspiration Transformation

NORTH DAKOTA UNIVERSITY SYSTEM
Agenda

- Celebrating Success
- Review of 2009-13 and 2012 Plans
- Opportunities
- State of the State (Demographics, 10 Year Jobs Forecast, Business & Industry Alignment)
- State of NDUS
- Vision and Mission Discussion (small groups)
- Goals
- Next Steps
Expectations

- Please engage in creative thinking
- Respect diverse viewpoints
- Clarify when necessary
- Seek consensus – no votes
- Celebrate creative spelling
- Ditch all digital devices
Broad Stakeholder Engagement

INTERNAL

- Students
  - Campus visits
  - Twitter chat
  - NDSA survey

- Young Professionals
  - YP Network survey

- Presidents, Faculty & Staff
  - Campus visits
  - Faculty & staff survey

EXTERNAL

- Legislators

- Business Focus Groups

- Executive Branch

- Others
  - Community leaders
  - Former SBHE
  - Former NDUS
  - Foundation leaders

PARTNERS

- Tribal college
- Regional Training Institute
Mixed Methods Research

- In-depth interviews (100+) in single and group settings during exploratory phase
- Focus groups to gather initial group data and narrative
- Triangulation of data from multiple sources (e.g., interviews, Twitter chat with students, YP Network survey and business focus groups) to develop NDUS survey questions
- Open-ended questions related to strengths, opportunities and weaknesses posed via Qualtrics to all NDUS employees
- Large sample of survey coded for key words, concepts
- Nvivo software used to analyze themes
NDUS Survey by the Numbers

1,674 participants
1,894,125 characters
370,162 words
22,583 lines
620 pages

Priceless advice
Nvivo Analysis: NDUS is Student Focused
“This moment in North Dakota history is a rare opportunity to create impact and change that can be felt for generations to come.”

North Dakota’s Moment

Linda Donlin
Director of Communications and Media Relations
Strengths, Opportunities

“To set the stage for the future, we need to look at how we compete on a worldwide basis. Higher education needs to consider how we provide the flexibility for future learning on a continual basis.”
Strengths, Opportunities

- Students
- Talent pool
- Collaboration
- Partnerships
- Quality
- Affordability
- Technology, research
- Communication
- Access
- Community
- Robust economy
“It **starts** and **ends** with **students**. Who’s going to want to go to any university that doesn’t **focus** on students?”

“Our **enrollment** is the **highest** it has ever been …”

“… our **funding** needs to be increased in order to keep up with the **growing student population**.”

“Our **focus** is on the **whole student** because they’re here for more than **classes**. We’re interested in developing **well-rounded individuals**, and lots of people on campus understand this. They **care** about … the **whole person**.”

“We have a **task force** for **student advising**. We want to do as **much as possible** for students.”
“I love this place. It feels like family. You have to work hard not to have friends here, and my mom loves it that I like this place.”

“There are good people working within the 11 institutions. The need to get this message to legislators as well. … Stand up for your institutions.”

“I have met some truly talented and dedicated instructors who are very supportive of students. They encourage students to reach their potential, but don’t accept less than the student’s best. … I hope measures are in place to express appreciation.”

“I polled our faculty and everyone said they enjoy teaching and they appreciate the ability to teach in an environment that values students. Every faculty I contacted told me they enjoy working here.”
Collaboration

“These collaborative efforts – it’s remarkable what happens. Then it feels like a system.”

“Please help build a culture of collaboration with lawmakers and university officials.”

“We worked like crazy the last two sessions to get workforce funding for the tribal colleges. ... it’s historic what we did ... and NDUS was behind us. We like partnerships and collaboration.”
Partnerships

“Foster and strengthen collaborative partnerships with statewide and global businesses.”

“We expect business and industry to recruit with us. We need business to invest with us, starting at the high school level, not when they’re shaking my hand at diploma time.”

“Alignment with new wealth-generating enterprises is important. Let’s look for those opportunities and provide the education that’s needed.”
Quality

“This is a great system and should not be approached with an intent to ‘fix’ it.”

“Continue to support the need for high quality learning with staff that is knowledgeable and has a real connection to the workforce.”

“NDUS has an opportunity to be a premier group of institutions that offer high quality programs to those in pursuit of jobs in the workforce, whether it be for oilfield related or non-oilfield related.”
“... affordable and sustainable high-quality educational system for all North Dakotans”

“We provide quality and it’s truly affordable. We’re putting a number to it: it costs $3,500 per year. We can make it possible for everyone to get a degree. That’s powerful.”

“Our tuition is $4,000 per year, we give students an average of $1,400 in scholarships and we have a 99% placement rate of our graduates.”
"NDUS will be a leader in the delivery of education, technology, and discovery in the areas of distance/online education and sustainable energy, materials, and products."

"... a leader in the research and development, to be able to compete with the top research universities."

"... the NDUS technology team specifically needs to be expanded to support all 11 campuses."

"... attract the best human capital while leveraging technology to make education more accessible and affordable."

"... show that it is not simply a [system of] regional public universities, but is a university system that has the vision, people, skills, and facilities necessary to become a real player in expanding areas of academics and research."

"Embrace disruptive technologies – MOOCs, drones, virtual reality, 3D printing"
“We North Dakotans are taught not to brag—we have to learn it’s ok to tell our story. To talk about all the good work that our students, faculty and staff do.”

“We need to tell the story of what is happening on campus every day. Each campus should have an education machine that is active in the legislature.”

“The state and its citizens need to be made aware of the important things we do that impact their lives now and in the future. Funding universities is not an expense, it’s an investment.”
Access

“We have an opportunity to market our **11 points of access** to a **young and expanding population**. Let’s not **squander** this opportunity.”

“**Eleven campuses** working **cooperatively** within one **system** to provide **access to quality education** for residents and nonresidents.”

“Keep education **affordable** and **accessible** for **all who desire** it.”

“**NDUS** is **vital** to the future of the state; it can be a **model for the nation** in providing **accessible, affordable** public **education**.”

“**Accessible, cost-efficient, high quality education.**”
“… a campus community where all truly believe in the mission and vision, and contribute to it honestly and passionately.”

“The business community loves higher education; we see it as workforce development, the next step into technical training, a driver of diversification within our economy … cultural enrichment, diversity and vibrant community life.”

“… each institution is supported for its individual mission, programs and strengths within the system and that each institution also be supported to provide local education opportunities in the communities in which they are located. Each campus is an important component in its community.”
Robust Economy

“This is the time to invest.”

“This moment in North Dakota history is a rare opportunity to create impact and change that can be felt for generations to come.”

“I have an idea: Our state is so wealthy we could give every ND student $10,000 each year if they graduate. Not every student needs it, but make it available.”
What’s Missing?

Results of group discussion:
1. Student engagement
2. Our people (faculty, staff)
3. History of providing access to higher education
4. State has resources to diversify and invest
5. Size – we can move, change
6. Alumni base, especially in state
7. North Dakotans value education
8. Diversity within structure of NDUS
9. We have a story to tell
10. Business engagement
11. K-12 partnerships
12. Enhanced scholarship opportunities
13. Faculty salary alignment with other institutions
14. One system, one board, one common platform to resolve issues and needs
15. Have technology we can exploit
16. Students get an education and a job
17. Collaborative efforts are stronger
18. Healthy pressure: with state’s success, the eyes of the nation are on us
19. Can expand faculty development
20. Can eliminate bureaucracy
State of the State

Demographics
Kevin Iverson, ND Commerce Department

Ten Year Jobs Forecast
Mike Ziesch, Job Service ND

Jobs of the Future
Wayde Sick, ND Commerce Dept.
“We lead North Dakota’s efforts to attract, retain and expand wealth.”

Kevin Iverson
North Dakota Census Office
North Dakota
Estimate Annual Population Since 2000

<table>
<thead>
<tr>
<th>Year</th>
<th>Population (Thousands)</th>
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<tr>
<td>2000</td>
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<tr>
<td>2001</td>
<td>639</td>
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<td>2011</td>
<td>685</td>
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<tr>
<td>2012</td>
<td>701</td>
</tr>
<tr>
<td>2013</td>
<td>723</td>
</tr>
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</table>
CHANGE IN POPULATION BY COUNTY
2010 to 2013

Estimated Change in Statewide Population: 50,802

-232 to -100
-99 to 0
0 to 4,013
4,014 to 7,197
7,198 to 13,051

Prepared by: North Dakota Census Office, Mar 2014
What Does 2015 through 2020 Hold for North Dakota?

- Population topping 800K
- Center of population shifting west – east and west nearly balanced by 2020
- Large cohort of younger adults (Ages 20 – 34) due to in-migration
  - may provide opportunities for non-traditional education
- Cohorts reaching age 17 little changed till 2018, growing by 2020
- Increasing racial and ethnic diversity and continued urbanization
- The ability of the state’s resident population to fulfill demand for workers remains constrained:
  - Highest labor force participation rate
  - Baby boomers exiting labor force (~ 1/3 of Labor Force over age 50)
  - Cohorts reaching work force age smaller than those reaching retirement age
  - Expanding demand
“We lead North Dakota’s efforts to attract, retain and expand wealth.”
Ten Year Jobs Forecast

Mike Zesch
Job Service ND
Wayde Sick, Director Workforce Division

“We lead North Dakota’s efforts to attract, retain and expand wealth.”
New Startups or Expansions
Energy Industry

• Dakota Spirit Ag Energy
• Dakota Prairie Refinery
• Basin Electric Power Cooperative
• ONEOK
New Startups or Expansions
Advanced Manufacturing

• Prinsco Inc.
• Bobcat
• Cirrus Design Corp.
• Steffes
• John Deere
New Startups or Expansions
Technology Based Business

• Intelligent Insites
• Appareo
• Aldevron
New Startups or Expansions
Value Added Agriculture

• Dakota Spirit Ag Energy
• Abbiamo Pasta LLC
• Cando Pasta
• United Pulse
• Baker Boy
• Cargill
Emerging Industries
Unmanned Aircraft Systems
New Skill Sets

• Designing and Manufacturing UAS sensors
• Algorithm writing – collect and organize data
• Image and data analyzing – interpret and report on collected data
• Maintaining UAS and sensors
Moving Forward

• Continue to build partnerships with business and industry

• Target Veterans as potential students
  – Highly Trained and motivated
  – High unemployment among younger veterans
  – ND Century Code lists veterans under "Resident" student definition
Wayde Sick
Workforce Division – Director
Department of Commerce
(701) 328-5345
wsick@nd.gov
State of the ND University System

Larry C. Skogen, Ph.D.
Interim Chancellor
Highest Educational Attainment of Adults over 25

Bachelor’s Degree or Higher Educational Attainment by Age Group

HIGHEST EDUCATIONAL ATTAINMENT
PERCENT OF POPULATION WITH A BACHELOR'S DEGREE OR HIGHER BY AGE GROUPS

## National Student Clearinghouse Information on Student Completion in Six Years

<table>
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<tr>
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<th>Completion</th>
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<tbody>
<tr>
<td>ND</td>
<td>U.S.</td>
</tr>
<tr>
<td>Public Universities</td>
<td>57%</td>
</tr>
<tr>
<td>Community/2 Year Colleges</td>
<td>61%</td>
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Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Public Two-Year Institutions

Source: NCES, IPEDS Completions and Finance Surveys; U.S. Census Bureau, American Community Survey
Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Public Bachelor’s & Master’s Colleges & Universities

Source: NCES, IPEDS Completions and Finance Surveys; U.S. Census Bureau, American Community Survey
Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Public Research Universities

Source: NCES, IPEDS Completions and Finance Surveys; U.S. Census Bureau, American Community Survey
Credential & Degrees Awarded Per $100,000 of Education & Related Expenditures – Total: Public Colleges & Universities

Source: NCES, IPEDS Completions and Finance Surveys; U.S. Census Bureau, American Community Survey
Educational Appropriations per FTE Percent Change by State, Fiscal 2007-2012

Note: Dollars adjusted by 2012 HECA, Cost of Living Adjustment, and Enrollment Mix Index.
Source: State Higher Education Executive
## Funding

<table>
<thead>
<tr>
<th>FY2003 (per FTE)</th>
<th>State Appropriation</th>
<th>Net Tuition</th>
<th>Total Educational Revenue</th>
</tr>
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<tbody>
<tr>
<td>ND</td>
<td>$5,381</td>
<td>3,564</td>
<td>$8,944</td>
</tr>
<tr>
<td>Nat’l Avg</td>
<td>$7,838</td>
<td>3,741</td>
<td>$11,549</td>
</tr>
<tr>
<td>ND as % of Nat’l Avg</td>
<td>68.65%</td>
<td>95.27%</td>
<td>77.44%</td>
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<tr>
<td>Rank</td>
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<td>31&lt;sup&gt;th&lt;/sup&gt;</td>
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<table>
<thead>
<tr>
<th>FY2013 (per FTE)</th>
<th>State Appropriation</th>
<th>Net Tuition</th>
<th>Total Educational Revenue</th>
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<tbody>
<tr>
<td>ND</td>
<td>$6,561</td>
<td>$6,489</td>
<td>$13,049</td>
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<tr>
<td>Nat’l Avg</td>
<td>$6,105</td>
<td>$5,475</td>
<td>$11,523</td>
</tr>
<tr>
<td>ND as % of Nat’l Avg</td>
<td>107.47%</td>
<td>118.52%</td>
<td>113.24%</td>
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<tr>
<td>Rank</td>
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<td>19&lt;sup&gt;th&lt;/sup&gt;</td>
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Source: State Higher Education Finance, SHEEO Report
## Faculty Salaries

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<tr>
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<th>FY2003</th>
<th>FY2013</th>
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<td>Doctoral</td>
<td>Comprehensive</td>
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<tr>
<td>ND</td>
<td>$53,400</td>
<td>$44,300</td>
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<tr>
<td>Nat’l Avg</td>
<td>$70,400</td>
<td>$58,400</td>
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<tr>
<td>ND as % of Nat’l Avg</td>
<td>76%</td>
<td>76%</td>
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<tr>
<td>ND</td>
<td>$75,900</td>
<td>$57,400</td>
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<tr>
<td>Nat’l Avg</td>
<td>$89,700</td>
<td>$69,200</td>
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<tr>
<td>ND as % of Nat’l Avg</td>
<td>85%</td>
<td>83%</td>
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</table>

_Source: AAUP, Academe_
Tuition Has Increased Sharply at Public Colleges and Universities
Tuition and Fees Percentage Increase at Public Two-Year Institutions in the WICHE Region

2003-04 to 2013-14 ND Residents

Source: http://www.wiche.edu/info/tuitionAndFees/2013/2013-14%20T-F.pdf
Undergraduate Tuition and Fees Percentage Increase at Public Four-Year Institutions in the WICHE Region

Source: http://www.wiche.edu/info/tuitionAndFees/2013/2013-14%20T-F.pdf
Graduate Tuition and Fees Percentage Increase at Public Four-Year Institutions in the WICHE Region

Source: http://www.wiche.edu/info/tuitionAndFees/2013/2013-14%20T-F.pdf
Average 2013-14 In-State Tuition and Fees at Public Institutions by State

Source: The College Board, Trends in College Pricing 2013, Figure 7
ND K-12 Public School Enrollments

Source: http://www.dpi.state.nd.us/resource/directry/index.shtm
K-12 Public School Enrollment by Age Group

North Dakota Public High School Graduates by Race/Ethnicity, 1996-97 to 2008-09 (Actual), 2009-10 to 2027-28 (Projected)

Source: http://www.wiche.edu/info/knocking-8th/profiles/nd.pdf
Focus on the Future

“The weakness is [our] timidness, let’s take some chances.”
Role of SBHE

- Articulate the **Vision**
- Focus on the **Mission**
- Adopt **Goals, Policies**
- **Hold** Chancellor and Presidents **Accountable** for Implementation
Mission (Who we are, what we do)

“To enhance the quality of life for all those we serve and the economic and social vitality of North Dakota through the discovery, sharing and application of knowledge.” SBHE 100.4

By discovering, applying and sharing knowledge, we enhance the economic and social vitality of North Dakotans. (NDUS website)
Mission Statements (Food for thought)

- USO lifts the spirits of America’s troops and their families
- The increase and diffusion of knowledge (Smithsonian)
- Serving individuals and families in the poorest communities in the world (CARE)
- To create content that educates, informs and inspires (PBS)
- Celebrating animals, comforting cruelty (Humane Society)
- Spreading ideas (TED)
- We educate our future (NDUS survey)
Vision (Picture of the desired future state)

“... we need a **shared vision** for the direction of our universities”

“Be **courageous** enough to take a **bold stand** ...”

“A **true university system**, not a job training system or political bureaucracy ...”

“Use higher education to **entice young people into this state**. It should be a **magnet**”

“Higher education should be a **magnet** for **top faculty** and **staff** and **students**.”

“Our state has such a unique opportunity to build a **world-class system** of higher education.”

“NDUS is the **vital link** to a **brighter future**.”
Vision: Mostly Cloudy

- “Better than Mississippi, but not by much”
- “To make it more adorable (sic) for students”
- “Unlimited potential, embroiled in politics, and we have the bureaucracy to prove it”
Vision (Food for thought)

- "Leading the nation in educational attainment through access, innovation and excellence.“ SBHE 100.4
- “Preparing 21st century thinkers for an active role in solving world problems”
- “Focused on education, ingenuity, creativity, service and delight”
- “Leading center of innovation in education where students want to live and learn”
- “Learning, curiosity and growth”
- “A beacon of education, innovation and engagement”
- “Achieving greatness”
- “Pioneering new approaches to problem solving and creating a wave of innovation”
Teams (Small group discussions)

Lisa F
Kristie

Lisa J
Becky

Linda
Rebecca

Connie
Chelsea

Murray S
Steve S
Dean B
Margaret D
Kari R
Chris M
Eric M
Dave C
Gary H
Ken G
Larry S
Grant S
Rich L
Kirsten D

John R
Doug D
Janice H
Cynthia G
Kathleen N
Kevin M
Tim C

Tom D
DC C
Ray N
Terry H
Don M
Sonia C
Laura G
Mission and Vision 2015-2020

Results of discussions:
Mission: Unleashing potential

Vision: Inspiring our future
Lunch and Food for Thought

“The board cannot fail ... the decisions it makes will impact thousands of lives. ... Please use common sense and good judgment. Neglect political and personal bias and realize you are making decisions with enormous repercussions ... Perform due diligence and treat each university according to its own requirements for growth. Myself and the people of North Dakota pray that you make good, wise decisions.”
Issues - Weaknesses

“We have to find the balance between meeting competencies ... and educating well-rounded individuals.”
Issues, Weaknesses

- Shared vision, working as a system
- Public trust and relationships
- Forward focused, nimble
- Support, appreciation for institutions
- Cooperation, collaboration
- Duplication
- Responsive to business needs
- Meeting students’ needs
- Student debt
- Facilities
Shared Vision, Working as a System

“... set an agenda for cooperation, strategic improvement, and an effort toward supporting advancement while recognizing individual institutional goals and local control.”

“We need to be mindful that what we put into our institutions today impacts the future of our state, region, nation and world. Money for research, recruitment, and funding for stipends is vital to keep the momentum going.”

“Stay ahead of changes in our economy and in higher education. Look at innovations and figure out how to stay ahead of the game.”

“We need the unconditional backing of the Higher Ed board. ... Don’t pull back. Allow us to continue on a path of improvement. We will prove ourselves worthy. Then stand back and watch us impress the world.”
Public Trust, Relationships

“Make yourselves relevant to the State through your actions. Make the case to the Legislature that higher education is essential to the state economy, and make the Board indispensable to the process. The political winds are blowing, and we don’t want the Board to disappear.”

“Part of the problem is the legislature doesn’t know what it wants. Plus we have shot ourselves in the foot on occasion … The board needs to repair the relationship with the legislature.”

“The money the legislature has invested in higher education is tremendous, but trust is not high.”

“Crucial is winning back public trust and approval. Hard work and good business decisions will do that.”
"To set the stage for the state’s future, we need to look at how we compete on a worldwide basis. Higher education needs to consider how we provide the flexibility for future learning on a continual basis."

"Diversity is really an issue in ND – we are the last bastion of beige. Higher education needs to give our kids an international perspective and integrate that so the next generation of leaders understands the world’s challenges."

"The biggest push from the business side is being nimble enough to respond in a timely manner to changing job requirements."
Support, Appreciation for Institutions

“... more **vocal support** accentuating the **positive contributions** and **achievements** of individual institutions would help the most.”

“[We need **respect**]... for our institutions and what we do.”

“We need the state board [to show] the **courage** of its convictions, an **understanding** of North Dakota, and **deep respect** for those of us in the trenches, and that includes the students ...”

“The board and NDUS staff need to **push back** and argue for the **social value** of public education, for the **intrinsic value** of liberal arts as well as practical education, and we need to make the case for **accountability** to the public ...”
Cooperation, Collaboration

“The system isn’t a system. Each institution acts with almost impunity. This will result in greater intervention by the state legislature.”

“We need to improve the one unified system concept. Schools across the state are not working together as they should.”

“NDUS needs to demonstrate the return on investment to the state’s citizens and position itself to be the engine of growth and the chief problem solver in the state. Faculty needs to take more ownership of how to serve the state …”

“It would be helpful to have a culture of cooperation and shared values on every campus.”
“We have **too many** colleges and universities in this state with too much **duplication** of programs, leading to many **mediocre** programs of study. **Consolidate** for excellence!”

“A system designed to **minimize** the **duplication** services/programs across campuses, while providing a **path** for all North Dakotans to receive a college **education** regardless of their location.”

“If we **eliminated** the **duplication** we would have more **resources available** to address faculty and staff pay, reduce college costs for students, reduce costs for facilities, etc.”

“We have **seven nursing programs**. Why don’t we have one program with **options** to attend **any campus**?”
Responsive to Business

“We need ... a [lifelong learning] system ... where a person will have an opportunity for a major retooling partway through their lifetime or career.”

“We are offering a 1980s education when employers need a 2020 education.”

“The business community can’t handle the glacial pace of change in higher education. Nothing changes radically or quickly.”
Meeting Students’ Needs

“We’ve heard loudly and clearly that classes need to be taught when students can take them. Students try to work full time and go to school full time; they need flexibility rather than 9 a.m. to 3 p.m. The 2020 & Beyond report will include language about creating a continual learning environment across the state. Classes have to be available nights, weekends and online.”

“Classes delivered only during traditional hours is a problem. We should be delivering classes in the evening and on weekends. We need to fix this. We need to go where students are.”

“This is an upbeat campus between the hours of 9 and 3, then it’s pretty quiet.”
“Legislators understandably seem concerned that the cost of an education is increasing far beyond inflation. They don’t see a correlation between cost increases and value. They pour money in, and still tuition and fees go up.”

“… It seems unfair that students leave school with this much debt. How are we expected to save money and invest in retirement … If the cost of education keeps increasing, more and more people will choose not to seek higher education.”

“I just wrote out the check for my student loans and thought, ‘Was it worth $80,000 in debt?’”

“… help students get out of college with as little debt as possible. [We need] innovative tuition and scholarship models.”
Facilities

“Space! We need more classrooms and we need to update technology and workspace in many areas.”

“We have some laboratories on campus that are so out-of-date as to be safety hazards.”

“Buildings are looking shoddy. Dorms are not up to 21st century standards.”

“We look like a nursing home.”

“Severe lack of funding for the library/research resources and building updates.”
What is Missing from the List?

Results of group discussion:
1. Structured, regular communication with governor, legislators, editorial boards
2. Disconnect among legislators, business and constituencies regarding funding
3. Common definitions (institute, center, schools)
4. K-12 relationships
5. Morale, salaries
6. Experiential learning, enhanced scholarship and research
7. Unified voice
8. Best of the best
9. System infrastructure (training and support)
10. Consolidation of services
11. Online education
12. Grant management and compliance
13. Lack of resources in system office
Priorities

“One of the hallmarks of strategic planning is fresh, bold approaches that break through barriers.”

Strategic Planning in the University, Kathleen A. Paris, 2003
Priorities (Food for thought)

- Educational excellence
- Economic and social vitality
- Innovation
- Access
- Affordability
- Efficiencies and effectiveness
- Investments in people and places
- System capacity to meet changing needs
- Student success
- Relationships
- Unified voice
- Employer of choice
- Nimble system
Priorities

Results of group discussion:
1. Educational excellence/student success
2. Unified system
3. Affordability
4. Access/availability
Goals

“... A great hockey player plays where the puck is going to be.” - Wayne Gretzky

“If nothing changes, we may as well stop talking about an excellent this and exceptional that.”
Sample Goal and Objectives

- **Deliver educational excellence system-wide.**
  - Increase graduation and retention rates at each institution
  - Create admission requirements that reflect best practices in student success
  - Promote research and applications
  - Support teaching excellence [2020&Beyond]
  - Strengthen advising and counseling services
Food for Thought from Stakeholders

- “Use state’s surplus to set up an endowment for higher education” - 2020 & Beyond

- “Look at the TN model where all two-year programs are free” - Business Focus Group

- “Create a pool of funding for innovation to attract top professors” - Staff/Faculty Survey

- “The state says, ‘Here’s a billion dollars to invest in our grandchildren – what would higher education do with it?’” - Business Focus Group
**Teams** *(Small group discussions)*

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Goals 2015-2020

Results of group discussion:
Goal 1. Provide programs people want, where and when they need them

Goal 2. Deliver an affordable education

Goal 3. Ensure student success

Goal 4. Maximize the strength of the unified system
Partnerships

“Try being unique, try doing things that no other institution is doing, start forming big partnerships, and make them grow.”
Strategic Partnerships

Results of group discussion:
1. Governor and legislators
2. Business and industry
3. Veterans
4. Native Americans
5. K-12
6. Alumni
7. Foundations
8. Corporations interested in developing a program similar to the Starbucks College Achievement partnership with ASU
9. Higher Learning Commission
Leading with Unity

“The board should know that students and staff ... crave consistency from leadership ...”
Next Steps

What are some elements that should be in the objectives?

What do we need to move forward?

How will we hold ourselves accountable to the stakeholders?
Presidents' Goals
BSC, DB, DSU, LRSC, MaSU, MiSU, NDSCS, NDSU, UND, VCSU, WSC
(Nov 2014)

NDUS STRATEGIC PLAN 2015-2020
Creating Transformational Change
(Approved Oct 2, 2014)

NDUS STRATEGIC PLAN DEVELOPMENT
Mission  |  Shared Vision  |  Priorities  |  Goals
SBHE, Presidents, Senior Staff  |  (July 31)

Objectives, Metrics
Presidents, Senior Staff
(Aug-Sep 2014)

Dashboard

Stakeholder Input

Education  Inspiration  Transformation

North Dakota University System
Accountability Tools

Lisa Feldner, Ph.D.
Vice Chancellor, Research and IT
Graduation & Retention

4-YEAR RESEARCH

4-YEAR REGIONAL

2-YEAR COMMUNITY COLLEGE

What metric do you want to see?
100% Graduation
150% Graduation
Retention

*2006 cohort data for 4-year institutions is not yet available through IPEDs
Review: Elements of a Strong Plan

- Broad stakeholder input (internal, external)
- Shared vision
- Concise mission
- Prioritized initiatives
- Clear goals
- Measureable objectives
- Quantified outcomes
- Results reported annually
- Plan revisited annually with major updates every 5 years

Strategic Planning in the University, Kathleen A. Paris, 2003