

**NDUS STRATEGIC PLAN AND OBJECTIVES, 2009-13  
with Related Action Steps for 2009-2010**

**THE VISION:** The North Dakota University System drives economic and social vitality for state residents by educating the population to the highest level in the nation.

**THE OBJECTIVE:** North Dakota will rank #1 in the nation in the education of our population.

**Goal 1:** The North Dakota University System is accessible, a view held by all North Dakotans.

**Goal Owner:**

Objectives, 2009-2013 (Base year is 2008-2009)	Action Steps, 2009-2010 (Must prioritize; some may be 2010-11)	Lead	Start Date	Completion Date
1.1 Increase the percentage of recent North Dakota high school graduates enrolled in NDUS institutions by at least 5 percentage points.	Create pilot programs to deliver remedial instruction through the institutions working together (e.g., Launch! and Pathway programs).	MH		
	Act on program needs (including certificate and technical programs) identified through the recent assessment.	MH		
1.2 Increase the percentage of North Dakota's total young adult population (25-34) enrolled in NDUS institutions to 6%.	Increase college awareness and reduce barriers to attendance (preparation, financial, geographic), with special focus on underrepresented, older-than average, and other non-traditional students.	MH/MK		
1.3 Increase the percentage of North Dakota's total population (35-44) enrolled in NDUS institutions to 2%.	Increase access to identified programs through on-line instruction/distance delivery.	MH/RT		
	Increase program flexibility to better serve student and state needs (e.g., evening classes, accelerated programs, 24-7 learning, etc.).	MH		

Key:

Goal – green ~ Objective – orange ~ Action steps – purple ~ SBHE's highest priority action steps - red

Objectives, 2009-2013 (Base year is 2008-2009)	Action Steps, 2009-2010 (Must prioritize; some may be 2010-11)	Lead	Start Date	Completion Date
1.4 Increase the total number of certificates, associate, and baccalaureate degrees awarded by 4%.	Improve access to and awareness of support services to increase student retention and completion (advising, career counseling, mental health services, etc.).	MH		
1.5 Increase the total number of graduate and professional degrees awarded by 3%.	Increase student access to higher-level degree programs after completing an undergraduate degree.	MH		
1.6 Tuition and required fees at community colleges should represent no more than 40% of the lowest quintile per capita (median family) income.	Analyze tuition and fees (including on-line tuition) as part of the long term finance plan model (see 2.1).	LG		

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**Goal 2: North Dakotans recognize that the North Dakota University System is affordable at a level that can be sustained.**

**Goal Owner:**

Objectives, 2009-2013 (Base year is 2008-2009)	Action Steps, 2009-2010 (Must prioritize; some may be 2010-11)	Lead	Start Date	Completion Date
2.1 North Dakota will rank in the top 20% of states in per capita support for higher education, a level that is both achievable and sustainable.	Analyze the Long Term Finance Plan, including tuition and fees, financial aid, capital projects, revenue streams, rewarding desired outcomes (e.g., student success, collaboration, etc.), and focusing investments to achieve strategic goals.	LG/BG		
2.2 North Dakota will rank in the top 10% of the most productive states in total funding per degree/certificate awarded.	Analyze national reports.	LG/BG		
2.3 The Strategic Plan guides allocation of resources to achieve the vision.	Develop a budget request for 2011-13 based on the strategic plan and vision.	LG/BG		

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**Goal 3: The North Dakota University System increases the overall vitality of the state through exceptional education, research, training, and service.**

**Goal Owner:**

Objectives, 2009-2013 (Base year is 2008-2009)	Action Steps, 2009-2010 (Must prioritize; some may be 2010-11)	Lead	Start Date	Completion Date
<b>3.1 Increase completions in targeted, high potential programs by _____ %.</b>	<b>Identify four to six System priority areas that meet shared student, state, and regional needs (e.g., teacher education, agriculture, energy, environment, health care, business).</b>  <b>Begin to develop statewide curricula in these areas.</b>	MH  MH		
<b>3.2 Increase the number of certificates and associate degrees awarded in vocational and technical fields at community colleges by 5%.</b>	<b>Increase awareness of opportunities available in vocational and technical fields.</b>  <b>Promote the Technology Occupations loan forgiveness and other financial assistance programs.</b>	DA/MH/ MK  LG/MH/ MK		
<b>3.3 Increase the percentage of all bachelor's degrees awarded in STEM fields by 2 percentage points.</b>	<b>Increase awareness of opportunities available in STEM fields.</b>  <b>Implement the new STEM loan forgiveness program.</b>	DA/MH/ MK  LG/MH		
<b>3.4 NDUS students will perform at or above the national average on all nationally recognized examinations.</b>	<b>Analyze and compile institutional data.</b>	MH/MK		
<b>3.5 NDUS students will exceed the national average first-time pass rates on all professional licensure examinations.</b>	<b>Analyze and compile institutional data.</b>	MH/MK		
<b>3.6 Increase the percentage of all graduate degrees awarded in STEM fields by 2 percentage points.</b>	<b>Analyze and compile institutional data.</b>	MH/MK		
<b>3.7 UND and NDSU research activities will, at a minimum, demonstrate progress on several research criteria based on an</b>	<b>Analyze and compile institutional data.</b>	LG/MK		

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Objectives, 2009-2013 (Base year is 2008-2009)	Action Steps, 2009-2010 (Must prioritize; some may be 2010-11)	Lead	Start Date	Completion Date
external evaluation including collaborations in and outside of ND, patents, proposals, publications, and new faculty hires.				
3.8 The Centers of Excellence will, at a minimum, meet expectations according to the criteria established for the annual Department of Commerce review.	Increase NDUS research and development activities.	MK/MH		
3.9 NDUS alumni and students will report levels of satisfaction with preparation in their selected major, acquisition of specific skills, and technology knowledge and abilities that exceed the national average.	Analyze and compile institutional data.	MH/MK		
3.10 Employers will report high/increased levels of satisfaction with the preparation of recently hired NDUS graduates benchmarked against historical trends.	Analyze and compile institutional data.	MH/MK		
3.11 Increase the number of businesses served by trainND workforce training by at least 4%.	Analyze and compile institutional data.  Analyze potential areas for increase through the workforce training study required in SB 2019 (2009 session).	MK		

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**Goal 4: The eleven institutions comprising the North Dakota University System work together to achieve the vision effectively.**

**Goal Owner:**

Objectives, 2009-2013 (Base year is 2008-2009)	Action Steps, 2009-2010 (Must prioritize; some may be 2010-11)	Lead	Start Date	Completion Date
4.1 The NDUS will report the number of students who successfully transfer into a degree program at another NDUS institution.	<p>Identify and reduce barriers to students' ability to transfer to different programs and institutions, including:</p> <ul style="list-style-type: none"> <li>- immunization</li> <li>- electronic transcripts</li> <li>- criminal history check</li> </ul>	MH		
4.2 North Dakota University System institutions will benchmark the number of student credit hours delivered to students attending another NDUS institution against historical data.	<p>Identify additional areas for collaboration among NDUS institutions as well as with tribal colleges and with other state systems.</p> <p>Identify opportunities for professional development activities using collaborative technologies:</p> <ul style="list-style-type: none"> <li>- Sponsor workshop to showcase enhanced teaching and learning through collaborative technologies.</li> <li>- Sponsor professional development for K-12 teachers</li> </ul>	MH/LG/ RT/BG  MH/RT		
4.3 Integrate the role of each NDUS institution within the overall system mission and strategic plan.	<p>Update and revise the strategic plan and strategic planning process (NDCC 15-10-14.2).</p> <p>Ensure that President's goals and campus goals align with the system strategic plan</p> <p>Analyze institutional missions.</p> <p>Identify ways to increase efficiency and effectiveness as all institutions work together, for example using technology such as ConnectND.</p>	MK/BG  BG  MK/BG  BG/LG/ RT		

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Objectives, 2009-2013 (Base year is 2008-2009)	Action Steps, 2009-2010 (Must prioritize; some may be 2010-11)	Lead	Start Date	Completion Date
	Analyze the Capital Budget process.	LG/BG		
4.4 Increase awareness of the System and its institutions through a common, consistent message.	Redesign the NDUS website.	DA/RT		
	“Tell the story” through state, regional, and international marketing.	DA		
	Develop strategies to increase communication with internal stakeholders (students, faculty, staff, administrators) <ul style="list-style-type: none"> <li>- Identify strategic policy topics for Cabinet discussion</li> </ul>	DA/BG		
	Develop strategies to increase communication with external stakeholders (legislators, executive branch, other policymakers, interim legislative committees, K-12 educators, state agencies, private sector, economic developers, general public, media, etc.).	DA/BG		
	Support state education policy-related discussions, for example: <ul style="list-style-type: none"> <li>- Legislative Interim Higher Education Committee</li> <li>- Legislative Interim Workforce Committee</li> <li>- Commission on Education Improvement</li> </ul>	BG		
4.5 Increase SBHE opportunity for discussion of strategic policy topics.	Identify strategic policy topics for discussion at each regular SBHE meeting.	BG		
	Create time for strategic thinking by the SBHE.	BG		

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