Strategic Plan Progress Report

Under each Objective and Strategy, the first column provides the task to be completed, the second provides the metric, and the third describes progress on that metric.

Student Success and Learning

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

Attract qualified graduate students to NDSU with competitive packages

Provide competitive stipends

% of students receiving competitive stipend	*Establish baseline in 2016-2017*

Provide health insurance support for graduate students

% of students receiving health insurance	*Establish baseline in 2016-2017*

Expand recruitment activities nationally and internationally

Create focused enrollment plan

Plan is created	*Assigned to Dean of GIS*

Increase enrollment in current programs related to the Grand Challenges

Establish a Ph.D. Fellowship Program for Grand Challenge areas

Number of students pursuing Ph.D. in grand challenge area	*Establish baseline in 2016-2017*

Create new professional and applied master's programs in areas related to the Grand Challenges
Create programs that serve the needs of North Dakotans

Perform market analysis on potential programs

Market analysis is complete	*Taskforce report due December 2016.*

■ Offer graduate and professional degrees that meet students' aspirations

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	*Not started.*

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	*To be completed 2016-2017*

Enhance professional development services

Develop plan for graduate and professional career services

% of teaching assistants participating in professional development	*Establish baseline in 2016-2017 by OTL.*

Support professional development for teaching assistants

Placement rates for graduate students	*Reports requested from departments.*

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

Establish a Strategic Enrollment Management process to guide undergraduate enrollment

Create SEM executive committee

Committee is in place and meeting regularly; SEM plan is created	*Committee appointed in December 2015 and is meeting regularly.*

■ *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 are in place for first year, on-line, international, and transfer students | *SEM committee to report by May 2017* |

■ *Expand recruitment activities beyond North Dakota and Minnesota*

■ Expand name buys in prospective markets

| Number of prospects in markets increases by 20%; Number of applicants in markets increases by 15% | *Name buys have increased in prospective markets due to new recruitment tactics. Prospect baseline for applicants - 371 (fall of 2016) and prospects - 5620 (fall of 2017). Expanded to IA, NE, MT, SD, WI.* |

■ *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 | *Recommendations submitted to Provost by May of 2017* |

■ *Increase the quantity and size of scholarships*

■ Phase out one-time scholarship awards

| Number of dollars allocated through renewable scholarships | *Accomplished in June of 2016.* |

■ Conduct capital campaign focusing on scholarships

| Increase new student scholarship endowment to a minimum of $100M | *Will be focus of next capital campaign* |

■ Determine the right mix of need-based versus merit based scholarships

| Data analysis is performed | *OIRA is conducting analysis* |

■ *Attract high achieving students to NDSU*

■ Define an honors program for NDSU

| % of eligible students joining honors program | *Baseline established for entering class 2016.* |

■ Create signature scholarship program

| % of students accepting merit scholarship | *Baseline established for entering class 2016 (Presidential)* |

■ Provide honors advisors

| % of eligible students meeting with honors advisor | *Not started.* |

■ Commit to undergraduate student success by offering affordable and attractive degrees

■ *Improve retention rates*

■ Set retention goal

| 1st to 2nd year retention rate | *Base rate is 78%. Goal to increase to 81.6%.* |

■ Implement early alert system

| Percentage of at risk students contacted; % of advisors using early alert system | *Early alert system (SSC) implemented; establish baseline in Fall 2016.* |

■ Set retention goal

| Second to third year retention rate | *Baseline is 68.6%. Goal to increase to 69.7%* |

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

■ Expand research opportunities for undergraduates

 Percentage of undergraduates participating in research

NDSU Explore partipation increased by 54% from a base of 65 in F14.

■ *Ensure adequate resources are available to colleges and departments to support undergraduates*

 ■ Reduce number of courses taught on overload

 Number of courses taught on overload

Establish baseline

 ■ 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.

 ■ Create a formula that allocates a portion of resources based on student credit hours

 Budget reflects SCH taught

Summer funds based on SCH; budget reduction determined in part on SCH.

■ *Support high impact practices (study abroad, research or creative activity 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

Calculate from SERU data.

■ *Encourage and facilitate graduation in eight semesters*

 ■ Identify factors that prevent students from graduating in eight semesters

 Four-year and total graduation rates

Base four-year rate is 30.2%; goal is 35.7% by 2023. Departments have been asked to calculate overall graduation rate and set goals by program.

 ■ Expand "15 to Finish" campaign

 Percentage of first-year students taking 15 or more credits

Baseline in Fall 2016 = 71%.

■ *Improve pedagogical practices*

 ■ Increase incentives for faculty members to participate in pedagogical development opportunities and programs

 Number of faculty participating in programs

First year of Gateways-ND grant to provide incentives and financial support to 78 faculty. 50 faculty participated in Peer Collaboration program. 75 - 80 faculty expected at workshops in 2016-2017

 ■ Support the Office of Teaching and Learning as it champions 21st-century teaching methods, including active and engaged learning

 Number of faculty partipating in workshops.

250 participants in faculty dev. Workshop

 ■ Emphasize face-to-face instruction over online delivery for foundational courses

 Number of faculty participating in workshops for face-to-face instruction

OTL is now responsible for all pedagogical workshops

■ *Develop a university-wide advising system*

 ■ Implement advising system for scheduling and note-taking

 Percentage of advisors with access to advising system

SSC implemented summer 2016. All advisors have access.

 ■ Provide advisor training

 Percentage of professional advisors participating in training

100% trained to use SSC.

■ *Improve teaching facilities*

- Create a classroom design manual based on best practices in configuring modern learning environments

    Design manual is created   *LSEC on a draft for AY17.*

- Allocate funds for deferred maintenance of teaching spaces

    Amount of funding devoted to classroom improvement   *Baseline is $200,000 allocated by Provost.*

Outreach and Engagement

■ Communicate the value of NDSU to the citizens of North Dakota

- *Create mechanisms for listening to the public.*
    - Create advisory boards for programs

        Number of colleges with active advisory boards

- *Improve access for individuals trying to obtain assistance from NDSU*
    - Create a database of outreach services and expertise

        Database is created.   *Scholar Profile and Equipment databases created by RTP and RCA.*

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

- *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

- *Communicate the strengths and capabilities of the NDSU community to potential companies*
    - Develop communications plan

        Plan is developed

- *Enhance entrepreneurship and innovation programming*
    - Develop entrepreneurship certificate

        Number of students enrolled in certificate program   *Certificate program to be created in AY16-17*

- *Improve integration of the Research and Technology Programs with campus*
    - Develop integration and communications plan

        Plan is developed

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

- *Develop new programs that serve citizens of ND*
    - Market analysis of programs that meet needs of ND and are in an area of strength for NDSU

        Enrollment in online programs   *Task force to provide report on budget models by December 2016.*

- *Promote current educational opportunities to place-bound citizens through distance and online education.*
    - Marketing of online programs to place-bound citizens

        Percentage increase in the number of professional   *Establish baseline 2016-2017*
        development courses offered

Research and Discovery

■ Increase research and creative activity strength in focused areas of excellence

- *Target new faculty hiring in Grand Challenge areas*
  - Fund interdisciplinary research teams

Number of new faculty hired	*Delayed due to budget reduction.*

- *Provide resources necessary to support growth in research and creative activities*
  - Ensure support for CORE labs

Amount of funding available to support research efforts	*Under discussion.*

  - Implement electronic research submission

Timeline is developed for implementation	*Novelution contract has been signed.*

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

Dollars set aside for funding these iniatives	*Set baseline in 2016-2017*

- *Increase and support faculty who excel at research and creative activities (research faculty, faculty in the arts, post-doctoral students, visiting scholars and scientists)*
  - Streamline process for hiring post-docs and visiting scientists

Time and paperwork required to hire post-docs and visiting scientists	

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

Seed grant program established	*Not started*

- *Invest in interdisciplinary NDSU seed grant and large initiative development grant programs related to the grand challenges*
  - Assess progress and success of Grand Challenge Initiative

Assessment plan is in place	*To be created in 2016-2017*

  - Solicit proposals for large-scale interdisciplinary research clusters

RFP is issued	*RFP was issued; two proposals were chosen.*

- *Establish an Endowed Chair and Professorship program in the Grand Challenge areas*
  - Seek development support for endowed chairs/professorships

Criteria for such funds are established	*To be completed Fall 2016.*

  - Create criteria for awarding chairs/professorships/fellowships

Criteria for awarding positions are established	*To be completed in Fall 2016. Baseline is 3 endowed professorships.*

  - Seek development support for Faculty Fellows program at Associate Professor Level

Number o fellows appointed	*To be included in gift campaign.*

- *Align PTE policies to encourage interdisciplinary work*
  - Review and modify current PTE policy to align with interdisciplinary focus

Number of successful PTE cases involving interdisciplinary faculty	

- *Increase level and type of research and creative activity data available to Deans and Chairs that shows interdisciplinary research*
  - Implement electronic research administration

Contract is signed	*Contract signed June 2016*

  - Work with Connect ND to ensure appropriate queries exist to extract research data

Queries are created	*Proposal and awards received reports created. Working on access to PowerBI*

- ■ *Invest in interdisciplinary graduate programs*
  - ■
    - Number of students enrolled in interdisciplinary programs

- ■ *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*

■ Increase national prominence of NDSU as a research and creative university

- ■ *Proactively nominate faculty for national level, prestigous awards*
  - ■ Establish a database of all national level of awards
    - Database is established — *Not started*
  - ■ Centrally locate nomination process
    - Number of nominations submitted

- ■ *Elevate exposure of NDSU to other Research-intense institutions*
  - ■ 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.*
  - ■ Establish a President's or Provost's Lectureship Series to bring key national and international leaders to campus
    - Number of lectures per year — *Funding requested.*

- ■ *Increase number of presentations at prestigious national conferences*
  - ■ Create travel grant program focused on national conferences
    - Number of prestigous conferences at which research or creative works are presented

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

- ■ *Improve service to campus for research and creative activities*
  - ■ Review current organizational structure of the Office of Research and Creative Activity and the Research and Technology Park
    - Staffing in RCA, RF and RTP are appropriate in topic area and quantity to provide expanded service — *Will have NCURA visit in Spring 2017.*

- ■ *Streamline the intellectual property and patent process*
  - ■ Review organizational structure of the technology transfer unit, business development unit and research foundation
    - Streamlined organizational structure — *Discussions are underway.*
  - ■ Review and update contracting templates to streamline process and provide clarity for sponsored research
    - Increased corporate engagements and signed contracts — *Underway. Several templates created.*
  - ■ Benchmark all patenting and licensing processes against peer research universities
    - Increased disclosures converted to patents; Increased patents licensed

- ■ *Increase the efficiency of the pre-award and compliance processes*

- ■ Implement electronic research administration

Deployment of electronic research administration	*Contract with Novelution signed. Start of implemention in August 2016.*

- ■ Hire additional support staff

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

- ■ *Simplify the PTE process*
  - ■ Implement Digital Measures and workflow

Percentage of PTE files submitted via Digital Measures	*Baseline to be set Fall 2016.*

■ Increase NDSU's research and creative activity capacity

- ■ *Hire faculty with a strong research or artistic focus*
  - ■ Ensure availability of faculty start-up packages

    Funds allocated to startup packages

  - ■ Establish focused 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.*

- ■ *Increase participation of women and other underrepresented groups in STEM disciplines*
  - ■ Mointor institutional barriers

Number of new faculty hired who are women and/or underrepresented	*Establish baseline.*

  - ■ Establish focused workshops to help this group build its research portfolio

    Number of sponsored grants obtained by this group

- ■ *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*

- ■ *Build relationships with federal agencies and to monitor congressional activities and funding directions*
  - ■ Hire an NDSU Federal Relations staff person

    Staff is hired

  - ■ Provide travel grants for visits to program officers

    Number of program officer visits

  - ■ Streamline process for faculty to engage with congressional delegation

Increased federal funding [by 30%]	*Request form created for faculty; D. Lee and N. Crockett assist faculty in scheduling meetings.*

- ■ *Create a coordinated, university-wide plan for physical infrastructure to support the research and creative activity 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

Ratio of revenue to institution subsidy	*Underway. Annual reports to be reviewed by research council. Working on CORE lab guidelines.*

- 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. Draft document created.*

- *Provide infrastructure to support high-impact research and creative activity*
  - Support High Performance and Advanced Computing, Informatics and data visualization

Number of active users of CCAST	

  - Support High Performance and Advanced Computing, Informatics and data visualization

Dollars allocated to equipment match	*$200,000 in FY17*

- *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	*In progress.*

- *Provide up-to-date research data to Deans and Chairs for decision-making purposes*
  - Implement electronic research administration

ERA is implemented	*Contract with Novelution is signed; implemention will begin in Sept '16.*

  - Work with Connect ND staff to find fields in PeopleSoft that can be used for increased data input related to proposal submission

Research data is made accessible	*RCA is working to provide data via Power BI*

- *Ensure Developmental Leave policy is aligned with the Research and Discovery Vision*
  - Propose new program as needed

Number of faculty taking development leave to increase research productivity	*Baseline =*

  - Assess current leave program

Program is assessed	*New program has been created.*

- *Improve coordination of graduate education with the research and artistic vision*
  - Increase communication between Graduate School and RCA

Increase communication between Graduate School and RCA	*Regular meetings are occuring between VPRCA and Dean.*

  - Increase number of co-sponsored programs/activities/events

Number of co-sponsored activities	*Inprogress; visited EPSCoR sites together. Co-sponsored collaborative workshop*

- *Elevate status of research and artistic 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

Policy is reviewed	*Delayed*

- *Ensure PTE is aligned with the evolving research, creative activity and discovery enterprise*
  - Review and modify current PTE policy

PTE policy is reviewed	*Delayed.*

Campus Climate

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

- *Improve communication among faculty, staff, students, and administrators*

■ Create effective methods of communication on campus

Communication plan is created	*In progress*

■ *Provide timely information on institutional budgets, planning, and institutional policies*

■ Provide accessible information on NDSU budget

Information is provided	*Budget information available on Provost's website.*

■ *Report annually on progress towards strategic plan goals*

■ Highlight progress in President's State of the University address

President's address contains information on strategic plan	*To be completed in October.*

■ Update Strategic Vision regularly

Plan is updated annually	*Plan updated August 2016.*

■ *Streamline policies and procedures*

■ Move to paperless PTE process

Number of PTE files submitted using Digital Measures	*Baseline is zero.*

■ Align assessment and annual reporting with achieved benefits

Reduction in number of reports submitted	*In progress.*

■ *Provide training and support for chairs, heads and directors*

■ Create faculty fellowship program for high potential leaders

Number of faculty fellows appointed.	*Not started due to budget reduction.*

■ Provide leadership development for heads and chairs

Number of participants; Evaluations of workshops, seminars and other activities	*Use FORWARD as baseline.*

■ *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	

■ Conduct campus climate survey on a regular basis