

# Strategy Plan Progress Report 2016-2017

## 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

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Provide health insurance support for graduate students	% of students receiving health insurance	Not started.
Provide competitive stipends	% of students receiving competitive stipend	Establish baseline in 2016-2017

> > > > > Strategy: Expand recruitment activities nationally and internationally

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Create focused enrollment plan	Plan is created	Assigned to Dean of GIS
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> > > > > Strategy: Increase enrollment in current programs related to the Grand Challenges

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Establish a Ph.D. Fellowship Program for Grand Challenge areas	Number of students pursuing Ph.D. in grand challenge area	Not started.
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> > > > > Strategy: Create new professional and applied master's programs in areas related to the Grand Challenges  
Create programs that serve the needs of North Dakotans

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Perform market analysis on potential programs	Market analysis is complete	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

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Establish goals for persistence and completion rates by college and program	% of programs with established metrics	To be developed in Tableau and SSC for Fall 2017.
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## Student Success and Learning

>>>>> *Strategy: Provide adequate access to the space, technology, library resources, and other infrastructure that supports graduate student work*

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Create inventory of spaces available to graduate students

Inventory and environmental scan are completed

Not started.

Perform environmental scan of other support services, benchmark against comparable institutions

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

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Support professional development for teaching assistants

Placement rates for graduate students

Reports requested from departments.

Develop plan for graduate and professional career services

% of teaching assistants participating in professional development

Program has reached capacity at 112 grad students.

## 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*

Create SEM executive committee

Committee is in place and meeting regularly; SEM plan is created.

SEM report to be submitted Summer 2017

>>>>> *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 are in place for first year, on-line, international, and transfer students

Goals are set. First-year and transfer: increase by 5% per year; online and international enrollment remains stable.

>>>>> *Strategy: Expand recruitment activities beyond North Dakota and Minnesota*

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Expand name buys in prospective markets

Number of prospects in markets increases by 20%; Number of applicants in markets increases by 15%

Applications increased 25% in markets outside of MN and ND.

## Student Success and Learning

### >>>>> 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.)

Goals are in place for percentage of students from diverse backgrounds

Recommendations submitted to Provost by May of 2017

### >>>>> Strategy: Increase the quantity and size of scholarships

Phase out one-time scholarship awards

Number of dollars allocated through renewable scholarships

Institutional awards are now renewable.

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

Data analysis is performed

Not started.

Conduct capital campaign focusing on scholarships

Increase new student scholarship endowment to a minimum of \$100M

Will be focus of next capital campaign

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

Create signature scholarship program

% of students accepting merit scholarship

Baseline established for entering class 2016 (Presidential)

Define an honors program for NDSU

% of eligible students joining honors program

10% of eligible students enrolled in honors

Provide honors advisors

% of eligible students meeting with honors advisor

Not started.

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

### >>>>> Strategy: Improve retention rates

Set retention goal

Second to third 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%

## Student Success and Learning

Implement early alert system	Percentage of at risk students contacted; % of advisors using early alert system	90% of advisors trained. 65% of students have advisor using SSC.
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> > > > > *Strategy: Create a bridge between the undergraduate experience and NDSU's research and creative activity foci*

Expand research opportunities for undergraduates	RCA Internal Awards to support research activities of NDSU Explore students  Percentage of undergraduates participating in research	SERU: 40% of students participated in research opportunity outside of class.  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
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> > > > > *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.
Reduce number of courses taught on overload	Number of courses taught on overload	Not calculated.
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.

> > > > > *Strategy: 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	Available in SERU data.
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> > > > > *Strategy: Encourage and facilitate graduation in eight semesters*

Expand "15 to Finish" campaign	Percentage of first-year students taking 15 or more credits	Baseline in Fall 2016 = 71%.
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## Student Success and Learning

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. Department data distributed to colleges.

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

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

Percentage of major and general education courses offered face-to-face

Not calculated.

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

250 participants in faculty dev. Workshop

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

> > > > > *Strategy: 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.

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

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Allocate funds for deferred maintenance of teaching spaces

Amount of funding devoted to classroom improvement

Baseline is \$200,000 allocated by Provost.

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

Number of classrooms meeting best practices defined in manual

Completed and available on Provost website..

Design manual is created

## Outreach and Engagement

### Objective: Communicate the value of NDSU to the citizens of North Dakota

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

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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

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Create a database of outreach services and expertise	2 Databases were created by RTP and RCA	Scholar Profile and Equipment databases created by RTP and RCA. Links to databases are available from the RTP and Business Development websites
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>>>>> Strategy: Use the Extension network for general university outreach

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>>>>> Strategy: Increase interaction with underserved communities (urban communities in North Dakota; Tribal communities; people who have recently moved to North Dakota)

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>>>>> Strategy: Communicate outreach interests and efforts both internally and externally

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### 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
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## Outreach and Engagement

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

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Develop communications plan

Plan is developed

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*

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Develop entrepreneurship certificate

Number of students enrolled in certificate program

Certificate program to be created in AY16-17

> > > > > *Strategy: Improve integration of the Research and Technology Programs with campus*

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Develop integration and communications plan

Plan is developed

RTP strategic planning is underway for summer 2017

### 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*

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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.

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

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Marketing of online programs to place-bound citizens

Percentage increase in the number of professional development courses offered

Establish baseline 2016-2017

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

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

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Fund interdisciplinary research teams

Number of new faculty hired

Delayed due to budget reduction.

## Research and Discovery

> > > > > *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

Dollars set aside for funding these initiatives

Set baseline in 2016-2017

12 internal seed awards for \$53,477 were provided

5 internal equipment match awards for \$47,162 were provided

6 internal research support service awards for \$5,850 were provided

2 equipment repair awards for \$6,374 were provided

2 supplemental Awards for \$20,000

Implement electronic research submission

Timeline is developed for implementation

Novelution contract has been signed.

Initial project team of SPA and GCA representatives meet weekly to provide input on design and functionality

Testing the first deliverables from Novelution has begun

Anticipate launch of first of six modules in early CY2018

Ensure support for CORE labs

Amount of funding available to support research efforts

Under discussion.

Funding impacted by budget reduction in FY17-19

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

> > > > > *Strategy: 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



## Research and Discovery

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

Seed grant program established

A Seed Grant Program was launched in Fall 2016

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

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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. \$90,000 provided in FY2017, \$50,000 in FY18

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

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Seek development support for endowed chairs/professorships

Criteria for such funds are established

To be completed Fall 2016.

Seek development support for Faculty Fellows program at Associate Professor Level

Number o fellows appointed

To be included in gift campaign.

Create criteria for awarding chairs/professorships/fellowships

Criteria for awarding positions are established

To be completed in Fall 2016. Baseline is 3 endowed professorships.

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> > > > > *Strategy: Align PTE policies to encourage interdisciplinary work*

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Review and modify current PTE policy to align with interdisciplinary focus

Number of successful PTE cases involving interdisciplinary faculty

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

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## Research and Discovery

Implement electronic research administration

Enhanced reporting functionality is included in the first module, anticipated launch early 2018

Contract signed June 2016

Contract is signed

Implement Power BI dashboards summarizing proposal, award and expenditure data

Fine tune report for interdisciplinary research

Deans trained and granted access December 2016

Implemented in December 2016

In Progress

Quarterly Reports of Normalized Data

Develop report

In Progress (expected May 2017)

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

Access to Power BI Implemented

>>>>> *Strategy: Invest in interdisciplinary graduate programs*

Number of students enrolled in interdisciplinary programs

>>>>> *Strategy: Establish Ph.D. Fellowship program for competitive recruiting*

Develop policies/protocols for awarding fellowship

Protocols are developed

To be completed after capital campaign

Seek development support for program

Fellowship program is included in capital campaign

To be completed in 2016-2017

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

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

Centrally locate nomination process

Number of yearly awards won

Number of nominations submitted

## Research and Discovery

Establish a database of all national level of awards	Database is established	Not started
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> > > > > *Strategy: 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.
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Establish a President's or Provost's Lectureship Series to bring key national and international leaders to campus	Number of lectures per year	Not funded.
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> > > > > *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
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### 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 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. (Postponed)
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Working with NCURA on potential Peer Review visit. Decreased Institutional budgets may impact resources available to support Peer Review (est. \$35,000)

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

Review and update contracting templates to streamline process and provide clarity for sponsored research	Increased corporate engagements and signed contracts	Underway. Several templates created.
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Templates created and available on Business Development section of RCA website

## Research and Discovery

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

Streamlined organizational structure

Development Plan is underway.

Benchmark all patenting and licensing processes against peer research universities

Increased disclosures converted to patents; Increased patents licensed

NDSURF and the NDSU TTO have improved the patent evaluation process with a patent attorney on staff.

NDSURF has also enlisted part time student help

NDSURF can make better patent decisions with early evaluation of inventions.

NDSURF performs well in terms of licensing and licensing income relative to other land grant peers

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

Hire additional support staff

Hire additional Budget and Program Officer

Delayed.

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

Second Budget and Program Officer hired

Implement electronic research administration

Deployment of electronic research administration

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

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

Implement Digital Measures and workflow

Percentage of PTE files submitted via Digital Measures

All files were submitted via DM.

## Research and Discovery

### Objective: Increase NDSU's research and creative activity capacity

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

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Establish focused programs to help junior faculty build a research portfolio

Junior faculty programs

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

NSF Career proposal Development program was established in 2016, consisting of workshops, group sessions on various application topics, and one-on-one assistance for proposal development.

NSF CAREER programs - FY2017 - 14 participants, 3 group sessions, 1 Live Webinar Workshop: Writing Successful Proposals to NSF CAREER (presented by Academic Research Funding Strategies), One on one assistance for proposal development/review

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

RCA Provided \$75,000 in FY2017 for new faculty hire

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

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Establish focused workshops to help this group build its research portfolio

Number of sponsored grants obtained by this group

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

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## Research and Discovery

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

Monthly Gear-Up-For-Grants seminars are held during the academic year on various topics related to sponsored activity

Proposal writing workshops are being sponsored annually

Increased number of submitted proposals

Establish baseline.

Interactive Proposal Development Workshop - presented by Academic Research Funding Strategies (31 Attendees)

Faculty Prof Development / New Faculty Orientations - participated in New Faculty Orientation Fair and presented three sessions (SPA presented on two topics and RD on one) 72 attendees over all sessions;some repeat attendees

6 sessions, total participations: 169 attendees - Topics: Proposal Budgets, Technology Transfer/IP, Working with Industry, Education Outreach with K-12, FM Area Foundations, NIH COBRE informational session.

7 sessions, total participation: 27 attendees - Coordinated funding agency webinars (NASA, NEA, NSF(2), The Foundation Center, CUR, FFAR).

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

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

Support equipment matches on research grants through central funding

Dollars allocated to equipment matches

> > > > > *Strategy: 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

## Research and Discovery

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.

Programmatic Request form online

> > > > > *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

Ratio of revenue to institution subsidy

Underway. Annual reports to be reviewed by research council. Working on CORE lab guidelines.

Core lab guidelines developed and reviewed by the Research Council in FY217

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

Provide plan for support for Library

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*

## Research and Discovery

Implement electronic research administration	ERA is implemented	Contract with Novelution is signed; implementation will begin in Sept '16. Enhanced reporting functionality is included in the first module, anticipate launch early 2018
Power BI Dashboards	Update Dashboards Monthly	Dashboards are updated Monthly
Quarterly Report (Normalized Data)	Develop Quarterly Report	In Progress (Expected May 2017)
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 Data released to Deans in December 2016

> > > > > *Strategy: 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 and put into use in Spring 2016

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

Increase number of co-sponsored programs/activities/events	Number of co-sponsored activities	2 for FY2017; visited EPSCoR sites together. Co-sponsored collaborative workshop which culminated in a course being developed and offered by the Graduate Center for Writers
Increase communication between Graduate School and RCA	Increase communication between Graduate School and RCA	Twice monthly meetings, established in 2016, are occurring between VPRCA and Dean.

> > > > > *Strategy: Articulate the impact of a leading, public research university on the state, region, nation, and world*



## Research and Discovery

Coordinate activities between University Relations, the Graduate College and the VPRCA in creating research message

> > > > > *Strategy: Elevate status of research and artistic faculty, graduate faculty status, professor emeriti*

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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
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> > > > > *Strategy: Ensure PTE is aligned with the evolving research, creative activity and discovery enterprise*

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Review and modify current PTE policy	PTE policy is reviewed	Delayed.
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### 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.
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> > > > > *Strategy: Provide timely information on institutional budgets, planning, and institutional policies*

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Provide accessible information on NDSU budget	Information is provided	Budget information provided on Provost's website and to Faculty Senate budget committee
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> > > > > *Strategy: Report annually on progress towards strategic plan goals*

Update Strategic Vision regularly	Plan is updated annually	Plan updated August 2017
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Highlight progress in President's State of the University address	President's address contains information on strategic plan	To be completed in October.
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## Campus Climate

### >>>>> Strategy: Streamline policies and procedures

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Move to paperless PTE process	Number of PTE files submitted using Digital Measures	All PTE candidates supported in moving to Digital Measures. Xx% submitted files using DM.
Align assessment and annual reporting with achieved benefits	Reduction in number of reports submitted	Assessment reports streamlined. Simplified annual report in place.

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

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Provide leadership development for heads and chairs	Number of participants; Evaluations of workshops, seminars and other activities	Chairs & Heads meeting incorporated training opportunities.
Create faculty fellowship program for high potential leaders	Number of faculty fellows appointed.	Not started due to budget reduction.

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

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Conduct campus climate survey on a regular basis		
Analyze results from Campus Climate Survey and create goals in this area	Improvements on campus climate survey	