

I am pleased to share with you a copy of the North Dakota University System's Strategic Plan. This is a forward-looking plan that focuses on creating a dynamic future for North Dakota through a highly educated population. This Strategic Plan was developed in accordance with North Dakota *Century Code 15-10-14.2*:

"The state board of higher education shall adopt a strategic planning process and develop a strategic plan to define and prioritize university system goals and objectives. The Board shall provide an annual performance and accountability report regarding performance and progress toward the goals outlined in the university system's strategic plan and accountability measures."

As a result of its July 2009 retreat, the State Board of Higher Education expressed the need to develop a compelling new strategic plan for the University System. Board members emphasized the importance of defining clear and concise goals with related objectives that are specific, measurable, and actionable.

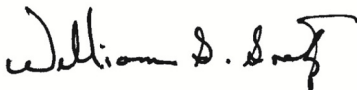
The attached document outlines the resulting vision, four goals, and measurable objectives associated with each goal. These goals emerged through a convergence of common themes from the Board's 2009 retreat, the work of the Higher Education Roundtable (October 2008), Legislative Interim Higher Education Committees (2007-08, 2009-10), NDUS Strategy Forum (June 2009), Presidential group meetings (May and June 2009), and the Chancellor's Cabinet retreat (June 2009). The common themes reflected by the four goals are: *access, funding/affordability, economic development, and flexibility and responsiveness*. They are united by the overarching theme of *increasing the educational attainment of the state*.

Progress toward each of these goals will be assessed through specific objectives. The majority of these stated objectives are directly linked to the required accountability measures outlined in SB 2038 adopted during the 2009 legislative session. The major policy areas addressed by each of the goals also are listed as an indication of the concrete initiatives the State Board of Higher Education believes are critical areas of focus.

A strategic plan is a living, evolving document that must respond to inevitable changes in the environment if it is to remain current and viable. The State Board of Higher Education will annually assess this strategic plan to evaluate progress toward the objectives, determine whether any changes are required, and develop action steps for the year.

Thank you for your support of North Dakota public higher education.

Sincerely,



William Goetz
Chancellor

2009-13 NDUS Strategic Plan and Objectives

Our Vision: Leading the nation in educational attainment through access, innovation and excellence

Roundtable Cornerstone: **Education Excellence**

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

Roundtable Cornerstone: **Accessible System**

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

Objectives, 2009-13

- 1.1 Increase the percentage of recent North Dakota high school graduates enrolled in NDUS institutions by 5 percentage points
- 1.2 Increase the percentage of North Dakota's total young adult population (25-34) enrolled in NDUS institutions for credit to 6 percent
- 1.3 Increase the percentage of North Dakota's total population (35-44) enrolled in NDUS institutions for credit to 2 percent
- 1.4 Increase the total number of certificates, associate, and baccalaureate degrees awarded by 4 percent
- 1.5 Increase the total number of graduate and professional degrees awarded by 3 percent
- 1.6 The percentage of family income in North Dakota needed to pay for community college after deducting grant aid will decrease to the national average.

Policy Focus Areas:

- Improve preparation for college
- Promote college awareness
- Better serve working adults
- Increase outreach to underrepresented students
- Expand access to on-line delivery
- Expand flexible program delivery
- Enhance student support services
- Improve student retention and completion

Roundtable Cornerstone: **Funding**

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

Objectives, 2009-13

- 2.1 North Dakota will rank in the top 20 percent of states in per capita support for higher education, a level that is both achievable and sustainable.
- 2.2 North Dakota will rank in the top 10 percent of the most productive states in total funding per degree/certificate awarded.
- 2.3 The Strategic Plan guides allocation of resources to achieve the vision.

Policy Focus Areas:

- Maintain affordability
- Support productivity improvements
- Leverage technology to increase efficiencies

Roundtable Cornerstone: **Economic Development Connection**

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

Objectives, 2009-13

- 3.1 Increase completions in targeted, high potential programs (agriculture, energy, health care, life sciences, advanced technology) by 5 percent
- 3.2 Increase the number of certificates and associate degrees awarded in vocational and technical fields at community colleges by 5 percent
- 3.3 North Dakota will rank first in the nation for the percentage of degrees and certificates awarded in Science, Technology, Engineering and Math (STEM) fields.
- 3.4 NDUS students will perform at or above the national average on all nationally recognized examinations.
- 3.5 NDUS students will exceed the national average first-time pass rates on all professional licensure examinations.
- 3.6 UND and NDSU research activities will, at a minimum, demonstrate overall progress on several research criteria based on an external evaluation including collaborations in and outside of North Dakota, patents, proposals, publications, and new faculty hires.
- 3.7 The Centers of Excellence will, at a minimum, meet expectations according to the criteria established by the Centers of Excellence Commission for the annual review.
- 3.8 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.
- 3.9 Employers will report high/increased levels of satisfaction with the preparation of recently hired NDUS graduates benchmarked against historical trends.
- 3.10 Increase the number of businesses served by TrainND workforce training by at least 4 percent
- 3.11 Demonstrate progress in knowledge transfer and commercialization through increased performance in the majority of defined metrics (IP licenses, licensing income, agreements, etc.)
- 3.12 Increase the number of NDUS students involved in the statewide network of entrepreneurial resources and activity in partnership with the Department of Commerce and other certified entrepreneurial centers throughout the state

Policy Focus Areas:

- Ensure educational quality
- Maximize economic impact
- Promote career and technical programs
- Increase workforce training
- Promote STEM careers
- Expand research related to state needs
- Maintain student and employer satisfaction

Roundtable Cornerstone: **Flexible and Responsive System**

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

Objectives, 2009-13

- 4.1 The NDUS will report the number of students who successfully transfer into a degree program at another NDUS institution.
- 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.
- 4.3 Integrate the role of each NDUS institution within the overall system mission and strategic plan
- 4.4 Increase awareness of the System and its institutions through a common, consistent message
- 4.5 Increase SBHE opportunity for discussion of strategic policy topics

Policy Focus Areas:

- Proactively serve state needs
- Seek stakeholder input
- Incentivize collaboration
- Focus on vision for the future
- Ensure seamless transfer
- Increase technological efficiencies
- Assess general education core
- Use Strategic Plan as a guide
- Clarify institutional missions
- Foster open communication