

**NDUS Strategic Planning**  
 Summary of Proposed Changes for SBHE  
 September 2017

**INTRODUCTION:** The NDUS Strategic Plan is now two-years old, and there is an opportunity to revise and update some of the metrics to better measure progress. Metrics for the Strategic Plan should allow the SBHE to identify status and progress in areas that have been identified as important. The challenge is, of course, finding metrics that are easily understandable, maintainable, and relevant. One of the challenges of strategic plan metrics is making sure the measures do not become the goals. This is a particular danger with quantitative indicators. The metrics for the NDUS strategic plan, still relatively young, needs some development, especially with the addition of some qualitative measures that are able to encompass the more complex realities of higher education. To this end, NDUS staff have identified some possible replacement metrics to substitute for those that are obsolete or not working as the SBHE and NDUS staff thought they would. New and revised metrics will better help the SBHE lead the eleven institutions in addressing the strategic goals that have been identified for higher education in the state of North Dakota. And finally, it must be remembered that the institutions have just taken a substantial budget reduction; some of the growth metrics may no longer be possible as envisioned two-years ago.

<b>Goal 1: Deliver degrees that are the best value in the nation</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
<i>1.1 – Ensure the Price to attend NDUS institutions is clearly stated and regionally competitive</i>		
1.1A – Easy to understand tuition model fully implemented by Fall 2017	Timeline of progress made	SBHE approved Tuition Model Principles Oct. 27, 2016.  Modify year from Fall 2017 to Fall 2019.  Remove this metric when appropriate and/or when a new metric is developed.
1.1B – Affordability of tuition and fees at or below regional average	Comparison of NDUS averages to regional averages by tier	Keep this metric
1.1C – Ability of lowest income ND families to afford net price is at or below regional average	Net price to attend	Remove this metric

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<b>Goal 1: Deliver degrees that are the best value in the nation</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
1.2A – Tuition task force recommendations fully implemented by Fall 2019	Timeline of progress made	SBHE approved Tuition Model Principles Oct. 27, 2016.  Modify year from Fall 2017 to Fall 2019  Consider a transition of metric to a monitoring of student fees
1.3A – increase faculty use of open educational resources	2014 survey results	Remove this metric. OER can be migrated to Objective 2.3

<b>Goal 2: Provide programs people want, where and when they need them</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
<i>2.1 – Ensure programs are relevant, valuable and timely</i>		
2.1A – Increase number of degrees awarded	Chart of degrees awarded by institution over time	Remove this metric. Possibly replace with pie chart representing degree levels awarded to show variety. (Breakout by degree type)
2.1B – Increase number of degrees awarded in areas of state’s greatest needs	Count over time	Rewrite Objective and move from quantitative to qualitative. Possibly include number of teacher loan forgiveness applications  Dr. Rothaus and the Chancellor can be available to assist with drafting the language.
2.1C – Increase number of businesses receiving TrainND training	Number and percent of businesses over time.	Remove this metric and possibly replace with 1) ratio of state TrainND investment to fees collected or 2) trend line to show general direction and activity  Adjust the objective language to reflect what NDUS can control. (Maybe in areas of greatest need?)
<i>2.2 – Meet North Dakota’s workforce needs through recruitment of students from traditional and non-traditional audiences, both in and out of state</i>		
2.2A – Increase the number of ND high school graduates attending NDUS institutions	Percentage over time	Modify Wording - Monitor and show improvement in proportion of high school graduates attending NDUS institutions

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<b>Goal 2: Provide programs people want, where and when they need them</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
2.2B – Increase the number of nonresident students	Number over time	Keep this metric
2.2C – Increase percentage of ND adults with associate degrees or high to 65% by 2025	Percent over time	Modify Wording - Increase percentage of ND adults with postsecondary credentials to 65% by 2025 (Perhaps SBHE will decide insitutions have specific goals for types of completion)
<b><i>2.3 – Expand access to instructional opportunities through non-traditional delivery methods</i></b>		
2.3A – Increase the number of degree and certificate programs offered through non-traditional delivery methods	Number of programs offered	Modify Wording - Utilize e-learning, online, and hybrid courses, and open educational resources in response to demand, when appropriate
2.3B – Increase number of students participating in courses via non-traditional delivery methods	Number of students taking non-traditional courses by tier	Replace with - Easier access to students to participate in online and hybrid courses via full implementation of Blackboard.

<b>Goal 3: Equip Students for Success</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
<b><i>3.1 – Improve admission standards at institutions</i></b>		
3.1A – Revised admission standards fully implemented by Fall 2018	Revised admission standards	Completed – remove this metric.
<b><i>3.2 – Increase students’ overall attainment rates through increased participation, retention and completion rates</i></b>		
3.2A – Improve IPEDS retention rates	IPEDS retention rates by institution over time	Keep this metric.
3.2B – Improve IPEDS 100% graduation rates	IPEDS 100% graduation rates by institution over time	Keep this metric.
3.2C – Improve IPEDS 150% graduation rates	IPEDS 150% graduation rates by institution over time	Keep this metric.

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<b>Goal 3: Equip Students for Success</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
3.2D – Improve SAM graduation rates	SAM rates by institution over time	Keep this metric.
3.2E – increased total degrees and certificates awarded to Pell grant recipients	Number over time	Modify wording - Monitor and improve total degrees and certificates being awarded to Pell grant recipients (Pell grant completion %)
3.2F – First time pass rates for professional licensure exams will meet or exceed national averages	Pass rates for programs that meet licensure exam description and have more than 7 examinees reported by institution and overall	Remove the section
<b><i>3.3 – Remove barriers to registering and advising students</i></b>		
3.3A – increase percentage of transfer students who complete bachelor degrees (as measured by SAM rates)	SAM rates for transfer students over time	Modify wording – Monitor and improve percentage of transfer students who complete bachelor degrees

<b>Goal 4: Maximize the strengths of the unified system</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
<b><i>4.1 – Increase academic collaboration among the institutions</i></b>		
4.1A – Increase the number of collaborative students	Number of collaborative students over time	Replace with – Institutions will monitor and report retention and graduation rates for formal collaborative programs, and report annually on new and innovative academic collaborations
<b><i>4.2 – Create efficiencies through shared services where cost-savings and/or performance enhancements are achievable</i></b>		
4.2A – Increase programs and services delivered collaboratively	List of shared services and collaborative programs	Modify metric to identify three system-wide shared services and track implementation, such as blackboard, PAR, and others that come out of shared services study.
<b><i>4.3 – Strengthen the system’s ability to respond quickly to changing needs</i></b>		
4.3A – Annual improvement on streamlined policies and procedures	List of updated policies and procedure	Keep this metric and update the metric semi-annually rather than annually

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<b>Goal 4: Maximize the strengths of the unified system</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
<i>4.4 – Enhance the research reputation of the research institutions</i>		
4.4A – Annual improvement in research and development expenditures in science and engineering fields	Dollars over time as reported in NSF HERD	Move to Goal 5
4.4B – Annual improvement in research and development expenditures in non-science and non-engineering fields	Dollars over time as reported in NSF HERD	Move to Goal 5
4.4C – Annual improvement in science and engineering research staff	Number of staff over time	Modify/Move to Goal 5
4.4D – Annual improvement in doctoral conferrals in social science, STEM, and other fields	Number of PhD conferrals over time	Move to Goal 5

<b>Goal 5: Research Excellence and Innovation (Formerly 4.4)</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
<i>5.1 – Establish data infrastructure to adequately support NDUS research initiatives</i>		
5.1A – Fully implement research reporting standards and database by Summer 2019, with data reporting period starting in Summer 2018.	Time to implement reporting standards and research database (Digital Measures for UND/NDSU, Qualtrics for others)	Consensus reached by campuses, Chancellor approves
<i>5.2 – Improve research efficiencies</i>		
5.2A – Increase external research dollars per FTE of both tenure tracked faculty and non-faculty Ph.D. research staff.	External research dollars per FTE of both tenure tracked faculty and non-faculty Ph.D. research staff over time	Consensus reached by campuses, Chancellor approves

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<b>Goal 5: Research Excellence and Innovation (Formerly 4.4)</b>		
<b>OUTCOME</b>	<b>METRIC</b>	<b>RECOMMENDATION</b>
<i>5.3 – Improve research reputation of research institutions</i>		
5.3A – Annual improvement in research and development expenditures in science and engineering fields and non-science and engineering fields	Dollars over time as reported in NSF HERD	Consensus reached by campuses, Chancellor approves
5.3B – Annual improvement in Ph.D. conferrals in social science, STEM and other fields	Number of PhD conferrals over time	Consensus reached by campuses, Chancellor approves
5.3C - Annual increase in Ph.D. level research staff in social science, STEM and other fields (non-tenured/non-tenure-track)	Number of research staff over time	Consensus reached by campuses, Chancellor approves