

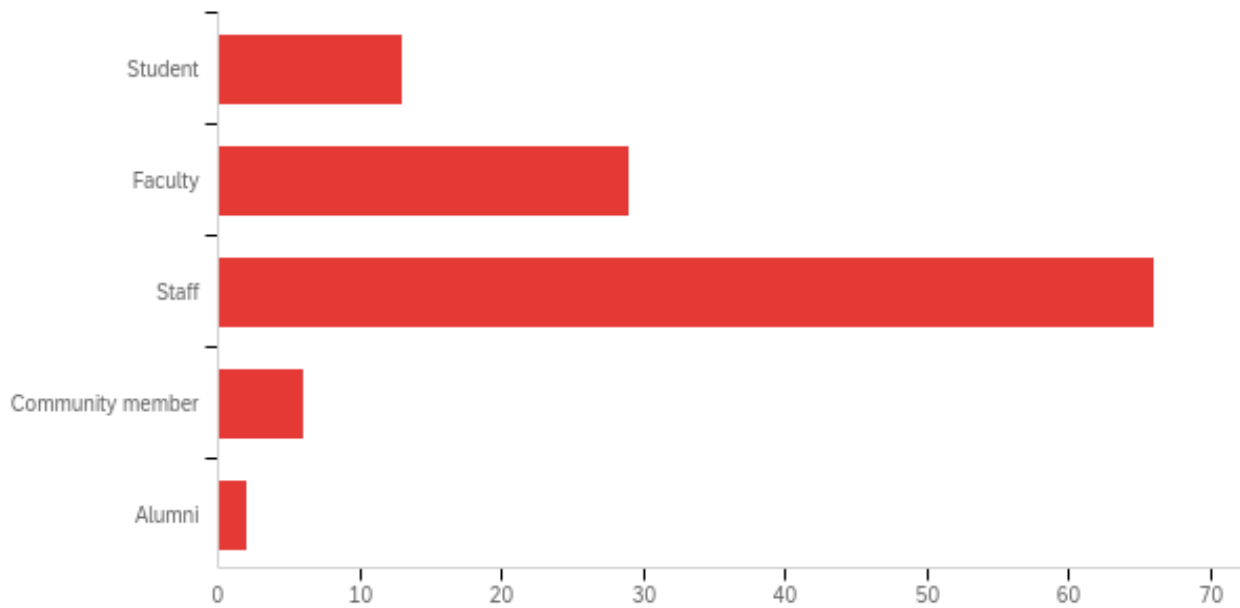
Brags, Worries, Wonders, and Bets – Qualtrics Survey Responses ONLY

March 21st 2022, 8:41 am MDT

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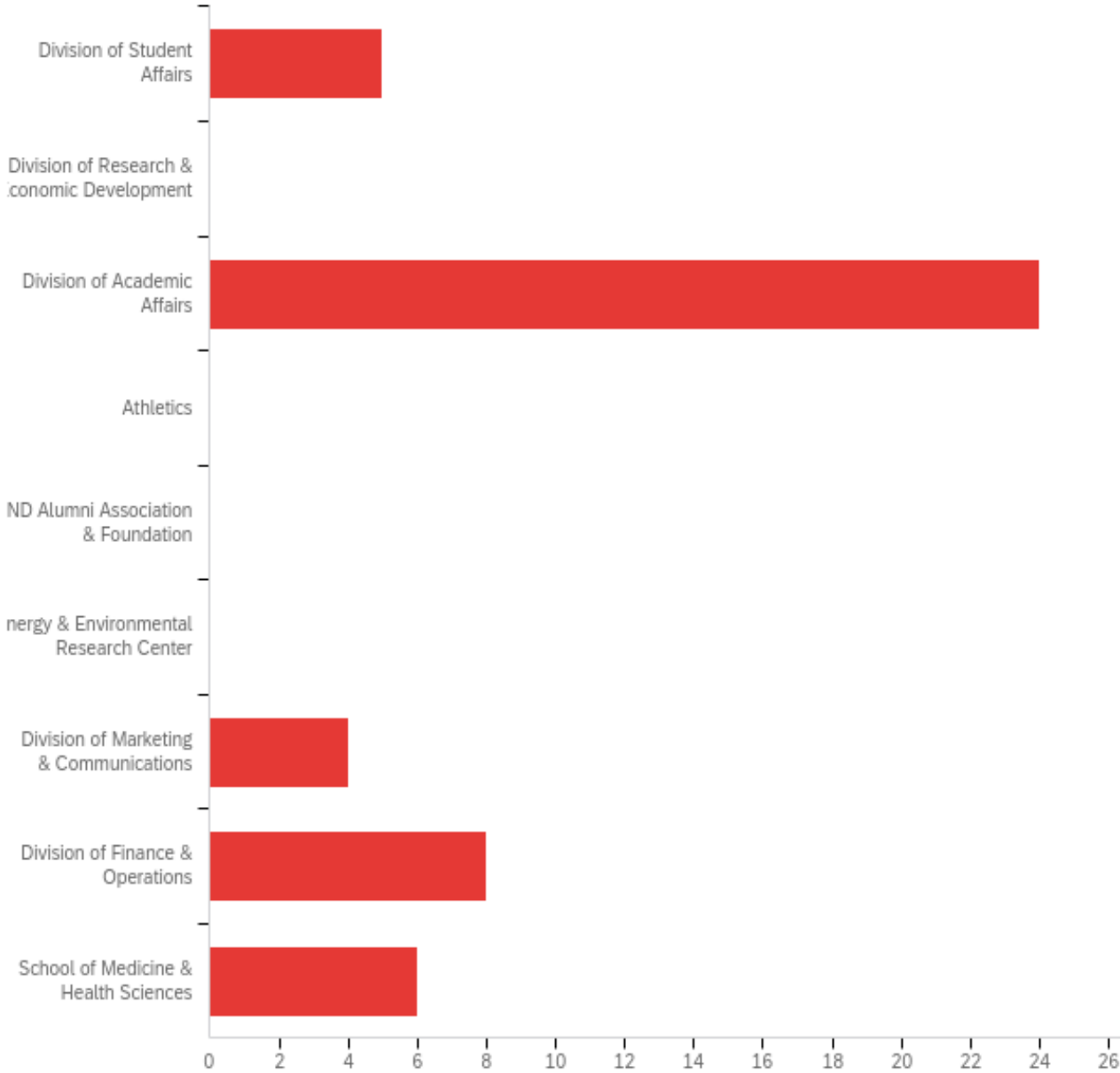
NOTE: All names, titles, and/or descriptions clearly identifying an individual(s) were replaced with "INFORMATION REDACTED".

What is your affiliation with UND?



#	Answer	%	Count
1	Student	11.21%	13
2	Faculty	25.00%	29
3	Staff	56.90%	66
4	Community member	5.17%	6
5	Alumni	1.72%	2
	Total	100%	116

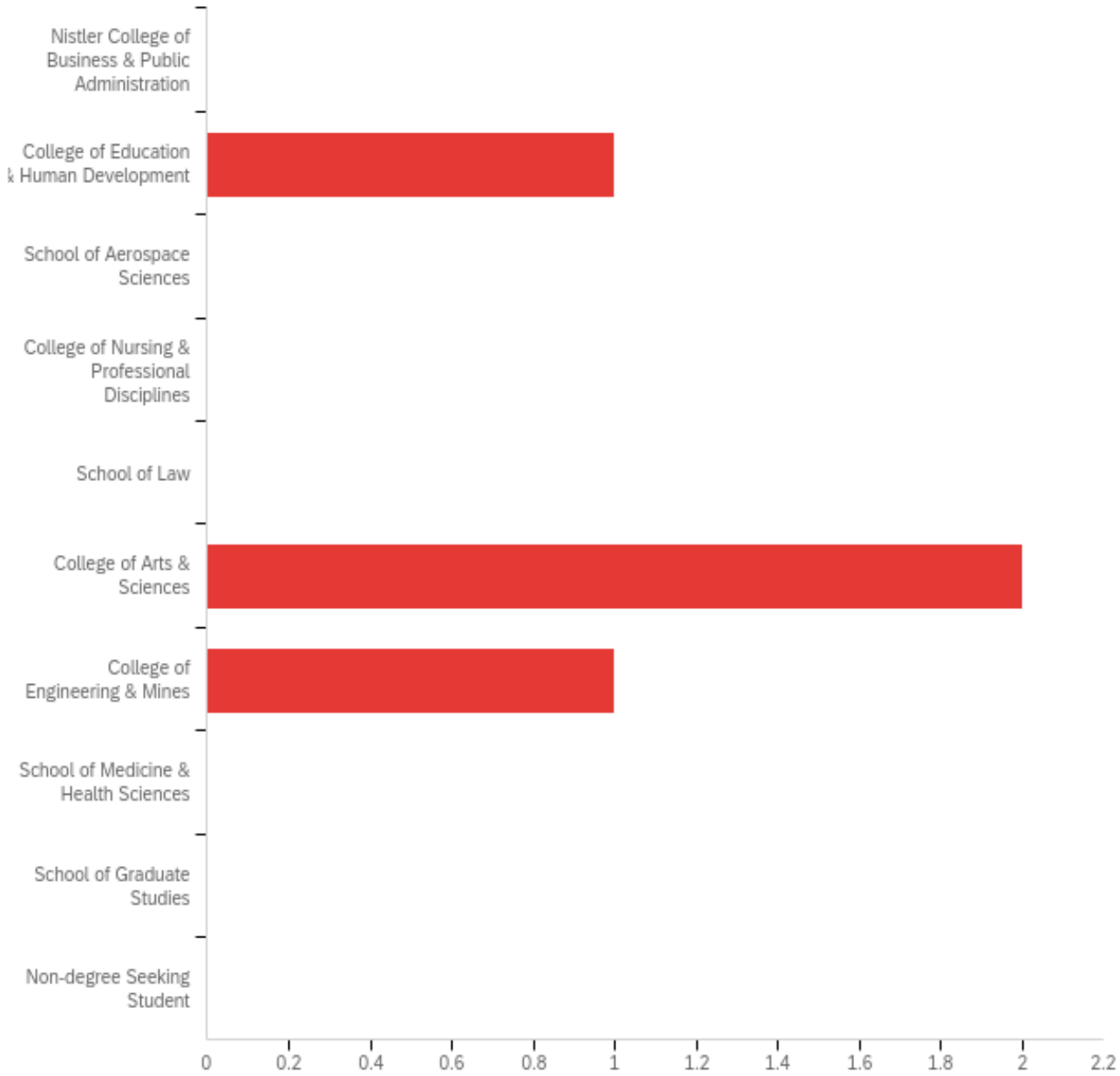
As a UND faculty or staff member, what division are you affiliated?



#	Answer	%	Count
4	Division of Student Affairs	10.64%	5
5	Division of Research & Economic Development	0.00%	0
6	Division of Academic Affairs	51.06%	24
7	Athletics	0.00%	0
8	UND Alumni Association & Foundation	0.00%	0
9	Energy & Environmental Research Center	0.00%	0

10	Division of Marketing & Communications	8.51%	4
11	Division of Finance & Operations	17.02%	8
12	School of Medicine & Health Sciences	12.77%	6
	Total	100%	47

As a UND student, what college/school is your primary program located?



#	Answer	%	Count
1	Nistler College of Business & Public Administration	0.00%	0
2	College of Education & Human Development	25.00%	1
3	School of Aerospace Sciences	0.00%	0
4	College of Nursing & Professional Disciplines	0.00%	0
5	School of Law	0.00%	0

6	College of Arts & Sciences	50.00%	2
7	College of Engineering & Mines	25.00%	1
8	School of Medicine & Health Sciences	0.00%	0
9	School of Graduate Studies	0.00%	0
10	Non-degree Seeking Student	0.00%	0
	Total	100%	4

Brag: What does UND excel at that you want to reinforce or grow? [Please number each brag within the text box below]

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Focus on students. Professional staff.

1) Excellent faculty, staff, students who care deeply about the University and giving 120% (although this cannot be sustained long term) 2) Rebuilding of community trust thanks to INFORMATION REDACTED's efforts 3) Quality programs

1. I am glad that UND has strong financial standing at present. 2. Historically, UND has had excellent student-faculty relationships. Maintaining that tradition must be critical - more resources devoted to fostering those encounters and opportunities.

1. World Renowned Aerospace Programs--especially Aviation 2. Hockey program 3. Liberal arts academic focus to prepare leaders of the future 4. Med School and Law School 5. . RAIN program

1. World renown Aerospace College (Aviation) 2. Nationally recognized RAIN (Recruitment & Retention of American Indians in Nursing) program 3. Outstanding Hockey Program 4. Both a Med School and Law School on Campus 5. Outstanding Liberal Arts offerings (Psych, Sociology, etc)

We have strengths in Aerospace, EERC, Rural Health, Space, UAS. The interdisciplinary work in happening in Space studies across JDO, A&S, CEM is great to see. We have a strong liberal arts college. Love the work coming out of CFL on OER. We have strong Centers with EERC, TtADA, and Innovation. These are areas that really make UND stand out.

1. High quality online distance education with options for hybrid/hyflex courses. 2. A world class aviation-related college that includes UAS, AtSc, and other units that promote research and applications. 3. A topnotch medical school. 4. The NDUS's best programs focused upon Native American people's concerns.

1. Staff Wellness - Allowing for schedule flexibility and understanding when sick time is needed. 2. Esports - Amazing initiatives have been started both recreationally and competitively. I would really like to see more visibility in these areas on campus!

INFORMATION REDACTED A particular strength within the Physics & Astrophysics Department is the opportunity for students, undergraduate and graduate, to have one-to-one access to the faculty and play an active role in research in condensed matter and astrophysics. Research in the department addresses quantum information, structure and distribution of galaxies, basic physics related to nanostructured devices.

Top regional university Business school Aviation school Med school

Currently we have excellent leadership. UND has to navigate through all kinds of awkward situations without alienating people. The INFORMATION REDACTED's genuine quality as demonstrated in the past 19 months of INFORMATION REDACTED careful listening and facilitating has made UND stand out. It has inspired the UND community and enabled it to move forward. Thanks to the current leadership, UND is now evolving into a more genuine institution, Inspiring, inclusive, open to everyone.

Not athletics; please, I pray to your highest Lord!

1. Communication INFORMATION REDACTED, continue video messages and town halls

1. Storytelling! I feel like we've made a real effort in the last several years to do more/better storytelling through UND Today, ND Today (tv), the Alumni Association, etc. We need to do more "bragging"! There is so much great stuff happening on campus because of our faculty, staff, and students. 2. Teaching. As a relatively recent graduate, I've spent time in classes at UND and know that we have some incredible faculty who are engaging and supportive and who care about their students. 3. The Writers Conference.

In my department, they offer tuition waiver and assistantship for most of the MSc students which is something very distinctive and very few universities across the US are doing the same thing. Friendly staff, faculty and

1. Work together to solve problems. (within my department I can't speak for the rest of campus) 2. Safe environment to work in. (with in my department I can't speak for the rest of campus) 3 Respectful of cultures (UND as a whole)

1. Desire to be better 2. Welcoming Atmosphere despite what some would have you believe 3. Strong community and alumni ties

Sense of community and family.

Our greatest strength is that we are big enough to offer a wide range of programs, but small enough that we can get to know students. Opportunities for experiential learning, research experiences, etc are possible for all students that seek those opportunities. We should reinforce this by making sure faculty have the bandwidth to accommodate all students seeking these kinds of high-impact experiences.

1. I love the Writer's Conference 2.The Wacipi Time Out events

1. Support for staff development. 2. Community support and interaction.

1. INFORMATION REDACTED, have given the campus reason for optimism.

1. Reputation, 2. Quality education 3. Beautiful facilities that provide enhanced student experiences 4. Dedicated faculty

1. INFORMATION REDACTED is much more transparent and caring. I think it's important for the continuation of this culture and encouragement to all divisions to adopt similar cultures across campus.

1. Putting people first - Majority of faculty and staff and UND truly care about students 2. Campus renovations look amazing and make UND a place people want to be 3. UND hockey and football help reach people who otherwise may not have heard about UND. 4. Professional degrees are well known and respected - Aerospace, Med School, School of Law, Engineering, etc.

The focus on cultivating pluralism.

Having an awesome Writer's Conference every year, with nationally and internationally recognized writers, artists, and speakers, along with book reads. It is the event I most look forward to at UND each year. We could be nationally known for this level of engagement with outstanding writers, poets, artists, and scholars. It helps to educate the broader regional community, too.

1. I like that UND has new energy efficient buildings 2. It is cool that there is public transportation like the busses, there should be more attention drawn to this to encourage more students and faculty to use it.

1) New Housing 2) MIRA budget model 3) Accounting program and job placement 4) strong and accepted INFORMATION REDACTED who gain consensus and make change

UND needs to focus on research, the INFORMATION REDACTED basically made it so all faculty lost hope in the research aspect and they do not have much faith INFORMATION REDACTED. It should be all colleges not just the med school.

UND excels in the area of energy, engineering, aviation, space studies, and health. We also excel at focusing on the student and being a leader in both educating students and research in the state and region.

1. Quality education 2. Our importance to the region/state of ND and Northern Minnesota, not just Grand Forks.

1. Teaching, especially to undergraduates. Faculty expertise as teacher scholars has felt more valued in the past; therefore, a return to that small faculty:student ratio in the classroom, equal value placed on those smaller seminars (forever threatened by minimum enrollment emails from the dean) would be a good thing. 2. Town-Gown relationships. Recent dust-ups that impact the longstanding good relationship between the city government and the university are unproductive. UND and Grand Forks must remain inclusive communities, collaborating to evolve as a vibrant university town. 3. Breadth of academic programs as the flagship university. We are the liberal arts destination campus in this state. Foster those departments and disciplines that provide the

counter-weight to (also important) UND departments and disciplines that would define us solely as a technical school.

1. Serving ND high school students well with programs at affordable prices. 2. Listening to concerns of legislators.

1 - Starting to get back to connecting that the people who study and work here are humans first and a part of the workings of the institution second. 2 - Sharing stories about who we are to our audiences.

1) Aerospace, aviation, space, UAS - we need to invest in the areas that are showing student demand, rather than cutting off enrollment. 2) UND has improved its "first impression" greatly over the last several years with new building, branding, website, etc. and we need to keep investing in those important areas for recruitment and student retention.

1. Regionally recognized as a higher education institute that delivers quality education programs. 2. Has expanded online degree programs that has been important for today's students. 3. Has great faculty development opportunities for effective pedagogy. Many faculty committee opportunities. 4. Appreciate the opportunity for faculty not located in Grand Forks to participate in committees, task forces, etc. by use of zoom and other technology. There are getting to be more faculty working at a distances. This is important.

1. Community leadership as an anchor institution 2. Letting employees know they are valued 3. Strong core leadership 4. Value of academics

Online. Need to embrace reality while still having a fantastic traditional campus option.

1. UND has a world-class aviation program. 2. SMHS is a leader with regards to its InMed program and outreach to indigenous populations. 3. Our people are nice and (generally) helpful. 4. The College of Engineering and Mines does some cool stuff.

Updating campus/buildings

Developing leaders/leaders in action. Training healthcare professionals for ND and the region.

Hard working healthcare students and staff

Flexibility, promoting diversity, and research.

1. UND is great about bragging about student/faculty accomplishments after they've made them. 2. Finding grant funds.

1. Provide all different modes for courses

UND does well at balancing teaching and research. While questions remain whether UND will pursue R1 status (rightly or wrongly), teaching should not be sacrificed at the expense of research.

1. Honors Program 2. DEI

1. Grow our efficiency and sustainability practices.

1. Nice buildings and classrooms. 2. Great professors in the biology and english programs. 3. Starcher hall is nice.

There is an error in this question says worry instead of brag. 1. Keep the Grand Challenges. We need some continuity and faculty and researchers have build their research programs around them for the long-term. 2. Skyways between library, Merrifield and Nistler is a great idea. Do more of that. Tunnels, skyways, or anything to make winter more bearable at UND.

Excellent delivery in rural healthcare by MD graduates.

small size, talented students

Worries: What are some concerns at UND that you want addressed, improved, or remedied? [Please number each worry within the text box below]

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Better collaboration between departments and divisions.

1) The budgeting model seems to discourage interdisciplinarity and collaboration 2) INFORMATION REDACTED needs to communicate about our progress with the academics in relations to the current Strategic Plan goal 3) Budget is opaque - how do allocations match institutional priorities and how is this being assessed?

1. I worry that we don't "say what we do". The new mission statement is diffuse and doesn't offer concrete deliverables that correspond to our values - such as teaching excellence. 2. I worry that state appropriations and the forecast for the state economy will threaten the balance of the funding equation when ND meets the coming headwinds.

1. MIRA model--15.8% tax way too high and support unit costs keep increasing 2. Decrease emphasis on research and the goal of reaching R-1 status 3. Reduction in tenure track positions/faculty governance 4. Too much spending on infrastructure and not enough on high quality faculty 5. Too much focus on administrative centralization 6. Bring back high quality status of the Graduate School--similar to other top tier R-1 universities (internal graduate dean search appears suspect and not moving the university forward)

1. MIRA Model -- Ex. the taxation, support unit costs are not realistic to sustain academic programs 2. Lack of Research Focus so R1 status is not being reached 3. Decrease number of tenure track hires so programs are forced to close 4. Lack of faculty input and governance 5. Misspending: Ex.-- extra clutter going down university avenue (plants, fences, etc) and not able to keep faculty and staff with adequate salaries to keep them at UND. 6. Temporary administrative positions that go on for years and years (eg. INFORMATION REDACTED). 7. Lack of IT support -- starting with INFORMATION REDACTED. 8. The inequitable model of faculty and staff "working remotely" is inequitable and a disaster. 9. The internal hiring process for INFORMATION REDACTED looks suspect and biased.

Our new plan should be a big picture blueprint for the future of the university. Focus on strengths that we need to grow. Keep plan flexible so it can make shifts depending on circumstances.

1. Absence of presence across North Dakota in same fashion as NDUS Extension. 2. Reluctance to engage seriously in handling deferred maintenance so to better be focusing on adaptive reuse of buildings. 3. Restoration of the tunnel between the Student Memorial Union and McCannel Hall or at least a protected walkway between the structures.

1. LGBTQIA+ protections - It is a shame that the policy got shut down (I know it was out of your hands), but I worry that the local and state climate will not allow for policies/protocols to be put in place to protect and support our queer population. 2. "Followers" - As a state institution, I feel that there is too much focus on "Where has this been done before?", or "Who has already done this?" (outside of aerospace). I would encourage us to be as innovative as possible and not be afraid to fail! It's much more impactful to be at the forefront of a new field/study/policy/etc. than to just jump on the bandwagon. 3. Losing flight students - So many flight students that I talk to have had to take additional semesters to complete their flights, simply because there were not enough CFIs or due to weather cancellations, factors completely out of their control. I worry about the integrity of the program if we continue to admit new students at a rate that exceeds our capability to serve them properly and make sure they complete their studies on time.

1. Integrity: The last time I taught a lecture section of INFORMATION REDACTED, shortly before the epidemic, I became aware of some startling structural problems. This began in earnest during an examination, when there seemed to be a distant conversation going on somewhere in the room, just barely audible. It sounded very faint, perhaps located near the front of the lecture room. Since my hearing is poor, I asked the class if anyone else could hear it. There was a stifled snicker, and a few students seemed amused, but no one spoke up. I noticed one student whose previous, perfect test score had impressed me was not writing. Strange, since usually a good

student will want to be working right along during a test. She seemed to be the source of the strange sound, I walked away and watched from a distance. Soon she turned her head as if listening to the exam sheet, like a bird looking into a worm hole. All of this was puzzling. After the exam I began to do some internet research and to ask around. It turned out that several of the students were aware of a high-tech infrastructure for cheating, which of course they had nothing to do with themselves. See for example The Guardian:

<https://www.theguardian.com/education/2017/apr/10/more-university-students-are-using-tech-to-in-exams>.

After reading the Guardian article, just type, "high-tech cheating devices," into Google and watch the ads go by.

2. Collaboration: Currently, as in several time periods previously, collaboration between investigators in different fields is perceived as being a good idea. It can be good if the fields are not too disparate and if the faculty members themselves initiate it. Otherwise in my experience it can be a bad idea. Here are two examples. The first is good, the second not as good. INFORMATION REDACTED In summary, I think collaborative efforts, when they happen, should be a natural result of overlapping professional interests among two or more researchers. They should be reinforced and supported when they occur, but should not be planned externally by a faculty committee or structured by fiat based on perceived strengths of the university or what's currently fashionable.

1. Budget 2. Future leading programs 3. Long term capital funding 4. Virtual learning 5. Expand student success and global opportunities post graduation

I trust students generally have great potential as, INFORMATION REDACTED showed in his presentation. In order to help nurture students potentials, I offer a few comments and voice a few concerns. 1. Cheating: The students today are very different from older generations. For many of incoming students, mastering cheating successfully is their main goal. Sometimes they do not feel there's anything wrong with it. Decades ago, cheating was a serious matter and sometimes led to the student being expelled from the University. We seem to have learned that this approach does often correct a student's behavior. But punishing students for cheating led some students to develop an adversarial feeling against the University, causing a guilt complex, which is somewhat opposite to the aim of a university education. We tried to convince students to play by the rules by telling them cheating is actually hurting them in their occupation. But this didn't always work either, sometimes because they were so focused on mastering cheating technology and tricks. Many incoming students often tend to treat learning as a game against their instructors. For many of them this is because of a gaming culture, which is exacerbated by the covid epidemic. They are nice and appear to be civil, but their value system is different from that of older generations. To a considerable extent they do not believe the importance of learning, say for instance in Physics, which is my area. Instead of trying to understand physics, the alternately motivated students spend so much time and effort toward getting correct answers in tests, homework or in-class activities without really learning. There are sophisticated cheating technologies out there. They spend hours learning how to use those devices/tricks. If they noticed teachers are not aware of cheating, they look down at their teachers for being so clueless in the modern world, with no intension of listening what these instructors are actually trying to say. Of course, there can be serious repercussions if you try to confront a student who you catch using one of these cheating strategies. I hear similar reports from faculty members in other disciplines. UND should take a good look at this trend and its cause and should make effort to break their mindset, or at least hack into it, as soon as the students arrive at the University. If cheating becomes common practice for the society, in many ways it is now, democracy and our whole way of life will not survive. 2. Amnesia: Perhaps because students are not paying attention in ways we would like, it appears student's short-term memory is lucking. This is an empirical fact. As for example in physics, the knowledge base has to be built on the previous knowledge but since they do not remember what they did a week ago or what they read in the previous paragraph, we end up going back to the same point addressed in the previous week. We try to overcome this by enhancing review, revisit and refine approach but it seems it is not effective either. Why is this happening and how to correct? Some students would say "AI is helping us everything we really need to learn anything. We just have to get by." I understand AI's tremendous potential, but if AI starts to control our lives, which is already happening to some extent, we may have to think twice. It needs attention from multiple viewpoints.

A university is different from a trade school. What differentiates the two is that the prior is not focused on churning out people who get the highest paying jobs but the latter is. A university should be focused on churning out thoughtful, considerate, well-read people who become the best members of our society. If the prior claim is accepted, then we must invest substantially more in quality teaching and require students to take harder courses

that require deep reading and discussion of all topics -no topic being taboo. This will require the state -not just the university to financially support non-science and non-professional areas just as much as the areas of science, engineering, law and medicine. I sincerely doubt if we can make this happen unless our focus shifts from being merely driven by finances of everything. Apropos finances, let me say that I am not for disregarding the bottom line. However, think of this. How can a country such as Germany afford free education for everyone? yes, you guessed it, they use tax dollars. Our tax dollars are not being put to such use. Our legislature continues to either use it elsewhere or (apparently) save for a rainy day when we are in the middle of an unrelenting storm. Figure that. Address the fact that our student cannot understand basic science, economics, civics, and fail to appreciate the value of a good society.

1. Centralized advising, too many colleges doing different things, not concise for student success. 2. LGBTQIA+ access and resources 3. UND depends on state legislature too much 4. Cost of living/Salary adjustments to reflect community growth 5. Paying students a livable wage; subpar 15 per hour is not sustainable

1. I worry that folks (faculty and staff) are not open to thinking differently about higher education and the needs of our (current and future) students. Faculty especially need to be open to adapting their teaching to effectively engage with today's (and the future) students. We absolutely have to re-think how we get students engaged and learning in new ways. 2. In terms of DEI efforts, I worry there is a whole population of staff at UND who are left out of critical events, growth, and other opportunities for building community. learning, and leading. The Dining teams and Facilities teams, and particularly those who work the overnight shift, are often not encouraged or supported in participating in things like UND-led book reads, taking classes, or any number of opportunities that other staff have easier access and support to participate. 3. Staff equity is a real worry. The morale of staff and the inequities (or inconsistencies) in staff expectations and how staff are managed needs to be addressed. I worry that staff will not buy in to the strategic plan if staff morale is not addressed.

-UND buses are quite few, I think it will be better to have more (small dodge buses) rather than having few large buses , because there aren't a lot of students using the bus at the same time, (increase the frequency and decrease the bus size, to save fuel), also there are no night buses on Friday, and as a graduate student who works till late night, that is a big struggle walking for a mile or more when it is -30 - Restrictions for Graduate students not to work more than 20 hours if they have assistantship in the summer is unfair since we can participate in part time internships in the summer which will allow us to both keep the research going and get the industry experience. - International student laws prohibit engineers to participate in Full time CO-OPs as we aren't allowed to get full time CPT during the academic year semesters(Fall, spring) regardless our academic progress(for my case, I don't have any course at all in the fall, and I got an offer to work as a CO-OP on the extension of the largest pizza plant for Schwan(one of the biggest food companies) but I won't be able to make it because I'm only allowed to work CPT full time in the summer only and they need to me to work full time from May to December (so summer+Fall)

1. Candidates for staff positions are hired by "degree" and not skill set needed for position. 2. Pay equity is not being observed when you are a "staff member" or "non degree" holder. 3. Hiring is not done from within a skilled department. 4. Failure to listen to staff. HR has a systemic problem in relating what job codes are for. 5. There is no audit of the HR department and it's procedures and practices. 6. Staff are retiring early taking the "buy out" and moving to better paying jobs in the region. 7. UND loses the knowledge and experience of these workers.

Instead of focusing on who we are and being the best version of ourselves, we try to be like someone else.

Parking difficulties turn off a lot of parents and prospective students, as well as new students. Parking needs to be more friendly, especially for campus events. Administration is gradually being moved off central campus. I worry that they are becoming distanced from students. It's good for everyone to mingle.

1. We are really thin in many areas. Many departments are short-staffed and may not be able to offer the full range of courses that students want. Faculty are spread thin too and may not have the bandwidth/energy to mentor students one-on-one, although we can create mentorship teams involving multiple faculty and our grad students. We have been asked to do more with less for years. We need to start investing to sustain what we have and develop emerging opportunities. 2. I would like to see more support for development of inter-departmental, interdisciplinary opportunities. 3. No department or program can succeed on their own. Engineering does not teach communication or art, yet both benefit engineering students (for example). We need

to see the campus as an integrated whole, and not as a set of isolated parts, and administrative structures should enable that, not inhibit it. 4. The push from the state or internally to focus on economic development. Economic development is important, but in some minds that translates into immediate ROI. Education does not work that way. 5. Will the political environment we operate in interfere with our core missions? Declining enrollment or SCH in some programs - will that lead to reduced investment in what are still essential programs? 6. We've seen DEIJ getting more attention recently. My concern is that will not translate into necessary systemic changes that produce better outcomes. 7. More specifically, will we improve our support for AIS, AIC, and make higher ed more affordable, accessible, and successful for Indigenous students? A land acknowledgement is just words. What actions will we take?

1. Staff evaluations, the numbering system really brings moral down when one year you may have received a 4 and the following year, you receive a 3. Staff feel this shows a downward move rather than a positive move.

1. Support for BIPOC, LGBTQIA+ communities and inclusion on campus. 2. Support for victims of sexual assault in the community, including a large emphasis on training, not victim blaming, supporting male, female, and nonbinary victims of SA. 3. Student engagement with campus life and organizations

1. In recent years UND has created pathways for students to avoid a genuinely well-rounded liberal arts education and have thus undermined a core pillar of its educational mission. The Essential Studies curriculum, because it is skills based, has resulted in students being able to fulfill these requirements within a relatively narrow set of disciplinary fields of study instead of getting exposure to diverse methods and discourses. 2. Faculty in some disciplines do not respect and even denigrate the work of their colleagues in other disciplines, even going so far as to discourage students from taking courses in those other disciplines. The students can be quick to mimic these dismissive attitudes and actions, and therefore it undermines the liberal arts mission of the university. 3. The MIRA model has fostered and increased a sense of competition, resentment, and even animosity between departments, programs, and colleges. 4. Quality is being sacrificed for the sake of quantity at UND. The necessity of running the university as a business (increased dependence on enrollments) is a threat to pedagogical standards. That is, grade inflation, so as not to deter or lose students, has resulted in many students being passed even though they clearly have not learned what they should have (e.g., students in advanced courses who are unable to write proper essays even though they have completed their English/Writing ES requirements). This can also apply to the easing of DUO and transfer credits. 5. The emphasis on "doing" and "action" is duly noted. However, shouldn't UND equally champion "thinking" and "deliberation"? It is false to assume that all "doers/actors" have properly deliberated. Thinking, I realize, doesn't photograph or film well (unlike, say, students in labs and spacesuits), but curiosity (which a lot of students seem to lack beyond their major and the prospect of a career) and contemplation are, or at least ought to be, the bedrock of all such endeavors.

1. Initiatives are not always inclusive of departments/programs impacted by the initiatives (ie collaboration with other facilities that impact your program). There is some improvement noted with recent change in leadership, however, they are still areas crucial to student experiences that can be improved. 2. Communication can be improved in areas like new student orientation, soliciting student feedback (program completion surveys), and recruitment messages. In summary, communication and planning with appropriate departments before initiative is developed or initiated is lacking. Results in miscommunication and duplication of efforts. We can do a better job of soliciting input to improve experiences and communication.

1. Worried about over-emphasis on career prep versus academic exploration and enrichment. We are not a technical school. Students should be supported and encouraged to explore new ideas and investigate perspectives different from their own on a journey to becoming a fulfilled human being and collaborative citizen. 2. Worried about the influence of politics on funding and therefore academic exploration and tolerance of disparate ideas.

1. Students do not always feel valued - some of the systems at UND -holds on accounts, confusion about technology, etc. may create barriers for students. Students don't know where to go for help and are bounced around to various areas. 2. Accessibility and parking are huge concerns that need to be addressed. 3. Cold winters may discourage students from wanting to physically attend UND - How can we make this easier for students? 4. It still feels like UND has many silos and we need better communication across departments/units. This will result in less time and money spent on reinventing the wheel.

That the University operates in a series of silos-to truly cultivate pluralism we need to cultivate healthy interactions between different groups-such as in the case of the gender equity situation, people need to be

brought together in facilitated affinity and difference groups to cultivate understanding and identification if shared values.

It seems students are enrolling less and less in the critical disciplines that comprise the backbone of a great liberal arts education -- philosophy, history, English, languages, the arts. This downturn also affects the number of students who will be intellectually compared and competitive for national/international scholarships, like the Rhodes, Fulbright, etc.

1. The amount of single waste plastic that gets used and discarded at the dining halls, and common space buildings like the union is excessive and not recycled. Single use plastic needs to be phased out and discouraged. 2. When plastic is absolutely necessary, it should all be the same type of plastic so it can be easily recycled. 3. UND needs to have a larger emphasis on sustainability. Students are pushing for it but progress is slow.

1) Students do not complete faculty surveys because they do not think it makes a difference or fear of retaliation from faculty 2) sufficient resources to obtain the best team members for support areas including finance, student enrollment, one-stop, financial aid

The med school is frankly horrible to work with. I would love it if they were taught some basic practices of dealing with people in the workplace.

Inability to keep pace with inflation for salaries and operations. I fear we will lose staff. Competition for students also will increase, and we need to invest in 1) marketing, 2) admissions, 3) financial aid/scholarships for students, 4) student services.

1. Every person that works at the University is here for one reason.....The students. Without them we are not a university. At times I feel administratively we forget this. We need to think about our decisions and how they directly or indirectly affect the students. 2. In talking with students, UND's application is complicated compared to others. Can we simplify. 3. Essential studies - Needs to be simplified as it is confusing for students and faculty.

1. Reinstate trust in the VPAA office. Years of suspicion, doubt, and playing favorites has tarnished the relationships between faculty and administrators. Believe in the faculty, support them, and stop treating them as whiny children. Release those in the staff who continue to "rewrite" the narrative to cover up their failures and claim success and hire folks who restore the integrity of the office. Continue to rebuild faith in shared governance and demonstrate it at work on campus. 2. Chaos in Bismarck impacts our work as a campus. Continue to do the good work of higher education (teaching, research, service) while retaining autonomy from the state government and anti-science, exclusionary trend among some elected officials and some taxpayers. 3. Recruiting and retaining diverse faculty, staff, and students to UND in this climate remains challenging. Stop overlooking our international faculty and staff in DEI efforts, where American citizens' racial diversity feels the primary focus of our work. Employ more Native Americans across campus.

1. Heavy reliance on first year freshman from the regional area with changing demographics resulting in increased competition 2. Slow pace at which programmatic changes are made (both in launching and closing programs) 3. Lack of university-wide program review to analyze demand and success (potentially measured by count of graduates over time)

1 - Some decisions are made based on immediate results that carry little value versus long-term strategic goals. 2 - We will always have our weather/location to overcome when recruiting students, staff and faculty.

1) UND's ability to recruit and retain students, faculty and staff to Grand Forks. I understand the importance of online learning and remote work, but I also am concerned about the loss to our local community when we have employees working in 48+ states and not giving back to our local economy. 2) Competition from other colleges for fewer students. My guess is that NDSU INFORMATION REDACTED will go "all in" on online learning to get their enrollment up, giving us more competition regionally in an area we have traditionally been leaders in. 3) The K-12 teacher shortage and how the lack of interest in those careers will impact our ability to recruit new students into those programs.

1. The current funding model (MIRA) which inhibits college collaborations with course offerings since it affects funding. 2. No support for service, especially for clinical faculty and/or those faculty not on the tenure or tenure track. All faculty should have the opportunity to participate in service and include time in contracts each academic year. 3. The increase in teaching load requirement. Faculty are required to teach more credits and this impacts their ability to facilitate student learning. Larger class sizes. 4. Also those that facilitate a section in the OPM courses receive 1/2 workload credit when compared to those that are the course lead. It takes just as much work to

facilitate a section as lead a course! 5. Lack of support for all scholarly projects and research. For some reason some research (such as those funded by NIH) receive more recognition. Faculty are completing other research in which they are recognized internationally and are successfully publishing and disseminating. 6. Lack of support for clinical faculty and/or those not tenure line workload to pursue research interests. Lack of internal funding for research. 6. More faculty seed grant funding is needed. 7. More support is needed to research effective pedagogies, teaching and learning practices at UND. 8. Need to higher faculty salaries to be competitive with other universities and colleges. We need to attract faculty. 9. Overall, more transparency 10. Lack of support for faculty who want to advance in leadership opportunities and UND careers. It still seems to be "who you are" when individuals are promoted to leadership positions either on committees or job positions. If you are not a member of the "good old boys" club you do not stand a chance.

1. It would be beneficial if there was more support from the state and state leadership as we are one of the largest economic drivers in said state. 2. Media coverage by local media has recently been more geared to selling views rather than reporting fairly. Would be good to get better representation from local outlets. 3. Maintaining competitive pay in a state that seems to be valuing education less and less 4. Maintaining UND as an attractive university when its surrounding community is doing less and less to support the arts and education

Not at UND, but frustrated with GF Herald and other local media seemingly targeting UND. UND helps the city of Grand Forks in so many ways. I was particularly upset with the INFORMATION REDACTED, writing about UND focusing on "academic rigor" and something about preparing students for the workforce, as if this hasn't been occurring at UND for generations. I invite INFORMATION REDACTED to visit any of our fine departments at UND to observe academic rigor. Perhaps INFORMATION REDACTED didn't see this while INFORMATION REDACTED at UND.

1. Accountability: we don't hold each other accountable to even mediocre standards. There should be accountability and measurable standards for every employee, department, and division. If those standards aren't met, then there should be a plan for improvement or, if needed, other actions. Relatedly, Sub-par work is publicly praised. Have standards. 2. UND needs to be right-sized if it is to be viable. This means that difficult decisions will need to be made and implemented, but doing so is a key part of leadership. 3. We often don't employ best practices or make decisions that are informed by relevant data, and often our attempts to collect data via surveys are flawed. 5. The Strategic Plan process is rushed. 6. The University is divided, between faculty and staff, between the College of Arts and Sciences and other colleges, and between tenured/tenure-track faculty and non-tenure track. 7. The process for who leads isn't always clear. Sometimes it seems like the same people - with questionable objective qualifications - are repeatedly selected behind closed doors.

1. All employees should be working back on campus. Not really fair that some are required to be on campus and others have the ability to work from home. This is creating unhappy employees. 2. What is going to happen to the permit prices for those of us required to be on campus when so many are not. Will we be picking up the cost of their permits as well since there has got to be a revenue loss for parking.

Growth of administrative positions and change-over in key administrative positions. Aging faculty and staff

Lack of student access to higher education due to costs and time commitment

Enrollment, engaging alumni, and funds.

1. Loss of academic faculty - English, for example, is down 10+ unreplaced faculty members over the last 5 years. How can students major in something that doesn't have faculty? How can we maintain MA & PhD opportunities without faculty support? 2. How can we create thought-leaders if we don't have qualified (ie not just grad students) faculty to teach writing and communication and history? Industry begs for workers that can read/write/think/speak well -- we need English, Philosophy, History, and the liberal arts for that. STEM leans toward technical only education at the bachelor's level - can we produce what industry needs/wants if we don't expand our LA offerings and requirements?

1. Acceptance of all views and ethnicities

1. Relations and links with indigenous communities will not be properly addressed (e.g. re-launch of the AIC). 2. Diversity, equity, and inclusion will be handled only in a cursory manner. 3. External constituencies (state

legislature, mayor, donors) will push back and limit UND's ability to reach our goals if it goes against their partisan interests.

UND's inability to properly manage property and personnel. Please see the many buildings removed as well as the voluntary separation that had been going on for multiple years.

1. We need to put students first. 2. The amount of raises given to VPs and other executives in 2020 versus the campus workforce. 3. More professional development for everyone so that career advancement is possible.

1. Building efficiency has been described by our partners is exceeding the rest. We do not subscribe to organizations such as, Second Nature Climate Commitment, or aashe to name a few. Facilities can only do such much on their own to reduce energy consumption. Student involvement in sustainability is growing. A small investment may lend to additional recognition in an era that seems to be heading for climate action.

1. The chemistry program is flawed and not student orientated. The professors are unapproachable and don't understand how to approach education besides reading off a slide show. I have better luck learning from youtube videos, and those don't cost 10K a year. 2. The parking is a nightmare. Why am I paying almost \$150 to walk ten minutes to class in -30°F weather, or not to park at all. 3. Why is there no printers or working printers in necessary buildings? I should not be wandering campus all day trying to find a functioning printer because you can't put one in chemistry or physics buildings. Where is my money going if I can't park, can't learn, and can't print? 4. Your advisors are useless. If I send an email, I want an email back. Stop setting up appointments for yes or no questions. I'm busy. Don't waste my time. 5. Give me back my starbucks in O'kelly.

1. Please don't tear down any more buildings!!! There is nothing wrong with Columbia Hall and you just renovated it recently. 2. Students are demanding to do class their way (in-person, hybrid, or online). Why is UND demanding that everyone be in-person? It also isn't ideal from a COVID perspective. 3. No respect for UND's history. Tore down numerous buildings. 4. Lack of sustainability focus. Landfilled countless historical buildings. 5. My #1 brag about UND used to be that we excel as both a teaching and research institution with a nice balance between the two. In our quest to become a more research-oriented institution, I no longer think we excel as a teaching institution. I would like to see reasonable class sizes and the support staff that goes along with a "high touch" university, again. 6. Killing music therapy and industrial technology were big mistakes. Bring them back, particularly the former. Also, liberal arts and the honors program need attention. 7. The Memorial Union is not visitor friendly. The old Union was with the horseshoe driveway in front. Couldn't we have free 1 hour visitor parking in the ramp so that the community could go utilize the Union and generate revenue through their purchases? 8. Parking needs a better strategy. Think from the customer's point of view. I'm sure your AE firm(s) will tell you that parking should be on the perimeter of a university campus. However, this was not the culture (and competitive advantage) of UND. Importantly, what about disabled and elderly?? Getting into the Union or Gamble Hall is now a nightmare for them. Also, our weather is probably the harshest anywhere. Make our campus more accessible and parking friendly for students, faculty, and community. This is going to be hard to do since you took out access points with all the new construction, but figure something out. Find other ways to bring in revenue other than parking. 9. UND cancelled Scrubs Academy for kids because of COVID??? This makes no sense. Bring it back for summer 2022.

1. Loss of Catholic high school students choosing UND, due to the perception that dorm living could involve being assigned a roommate who may or may not be your same biological sex, and that asking about a roommate's gender would be out of line or even not allowed. 2. The campus "all faith" week, which did have some representation from Christus Rex, did not have even a panel member, etc, representing the Catholic faith. Nothing at Newman Center, either. 3. I feel Catholicism is not welcome on campus. That excludes a huge number of North Dakota residents, including high school students.

Research lab space is inadequate to say the least

Wonders: What topics/issues are you curious about that may impact performance at UND? [Please number each wonder within the text box below]

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The effort around student and employee wellness should be strengthened and a primary focus of our strategic plan. We have some great facilities, services, and programs, but an emphasis on the overall importance of wellness for our campus community belongs to everyone who works at UND.

1) Continue to grow/fund appropriate the current strategic initiatives 2) Concern that still in a budget-cutting mode vs growth mode

1. I wonder what UND's plan for enrollment management is, given the national birth rate problem. What is UND's plan to turn around enrollment? Will we hire enrollment professionals to craft a plan? I worry that we are going to be hamstrung from having no vision in this critical unit. 2. I wonder if UND could lead within NDUS to create a set of stackable certificates that would start students in a 2-year online capacity and move them into an in-person environment for their final 2-years in person at the state intuition that best aligns with student need.

1. Refreshing approach of INFORMATION REDACTED ability to listen to campus stakeholders gives promise to the future direction of UND 2. The MIRA model was intended to put more resource allocation authority to the Deans--it certainly has not happened and wonder what it would be like if this had happened. 3. The working remotely model during covid appears to be negatively impacting UND's overall performance. All faculty and staff need to come back to work.

1. It appears the INFORMATION REDACTED is a good hire (INFORMATION REDACTED is positive and seems to have common sense when approaching topics and people). 2. Require everyone to come back to work-- since it is now impossible for researchers and faculty to have adequate support (IT, reimbursements, etc) under the current conditions. 3. Processing of grant expenditures is currently being done in a climate that makes the investigator feel like a criminal. There must be a better way! 4. Hire faculty with terminal degrees and in tenure line positions. (Right now our dept is 90% temporary hires-- we are doomed to fail!)

How are we strategically recruiting UND students? Who are our current students and who do we want our students of the future to look like? Are we looking at how to recruit students to the state and retrain these graduates in ND and the region. Are we linking our enrollment strategies with key programs that will help grow the economy of the state and keep graduates employed here? How are our enrollment strategies linked with our scholarship programs to help with recruitment/retaining of students. Are we only educating the top students (academically) or are we looking at other attributes as well (leadership, entrepreneurship skills, etc.)

1. Why are there mixed messages regarding the importance of the liberal arts, i.e., claiming the disciplines are important but then allowing departments such as Anthropology to languish and be on the verge of disappearance? 2. Why is there such reliance on out-of-state consultants for dealing with campus-based issues such as parking that could be handled by faculty with background?

1. LGBTQIA+ rights - I am interested to see what is decided nationwide regarding our queer population and their rights in sports/recreation/etc. and the route UND will go to protect them. 2. Commercial space travel - I think that UND is poised to be a front-runner in this new field and I would really like to see us develop the first few pilots in commercial space travel!

My best suggestion would be to contact active members of my former department, especially INFORMATION REDACTED. There are exciting things going on.

1. Student success 2. Attracting professor talent 3. Budget limitations 4. ND university board structure and legislature / restrictive 5. Athletics and campus spirit

1. Simplify: Reduce the amount of paperwork. There is too much assessment and reporting responsibility to faculty members. These piles of paperwork suffocate and taking resources/time away from faculty's time toward their aspiration. 2. Mitigate constraints: Too many regulations and too much concern for potential legal problems. Partly this due to the trend in the USA as a whole, that society is moving away from resolving matters

by conversation toward rigid legal confrontation. UND's online training actually helps. However, UND has moved into much tighter legal restriction of what faculty and staff can do and cannot. Each department has to navigate so as not to fall into legal traps; basically, people stop questioning in order to avoid troubles. 3. Some students tend to think of rushing to a law suit whenever they receive poor grades. To avoid legal trouble and pressure, some faculty members appear to assign unjustifiable, easy grades. Grade C was defined in the catalogue as the average grade in the 1980s. Now students expect A. Companies are finding straight A students from some institution cannot perform as they expected. We need to rethink our grading methods to reflect students' real ability to perform. Each instructor should be able to figure out and decide how to grade. The key is to make students work to receive true rewards. 4. Refocus: We have often heard that students are customers. The customer-first approach went somewhat too far. Yes, we should treat students with respect and work toward the best results for their growth. Nevertheless, University is not a commercial profit taking entity. If the student is viewed as the customer, the product provided should be a genuine certification of merit. It should be possible to fail, pass or excel based on well-defined criteria. At the end the students should be able to do and to understand certain things. In some instances, this learning may require more effort than expected. The University is an educational institution.

UND can and should become a leading Institution within region for improving access for Foster Care Youth entering education; nationally only around 3% actually graduate and programs around the country are slim. (Aprox 10 programs)

1. Community. There is so much opportunity around building community, both internally across campus, and in the larger community. As faculty and staff - and students! - we live in this community and there is so much more to our lives outside of UND but often times we are not encourage to engage (going to the State of the City event for example) in the community and represent UND in doing so. That's a win-win for UND and the staff/faculty member, their respective department at UND AND the community at-large! I wonder how we can address community and connecting in the strategic plan and then really "do it".

Keeping enough fund to complete my degree

1. Is the hiring process as a whole serving the students of UND? 2. Is tangible work being done from those who are allowed to work from home?(quantify) 3. When Hiring remote workers do tax payer dollars stay in local area? North Dakota and Western Minnesota and benefit the UND community and it's students? 4. If I was hired to work "physically" on campus "implied" as part of the process to be employed at UND should policy be changed on future hires to reflect what is asked of future employees? 5. How much does parking make from events and where does the money go? Estimated 15k-20k per at home series for hockey. The REA was built 20 years ago why are employees still paying for parking? (some parking \$\$ does go to REA but not all) 6. If from a marketing stand point the new new "hawk logo" is so great why is the "non hawk" merchandise selling better? 7. Why isn't there a new design of the "hawk logo"?

Inflation Current governmental affairs at the federal level especially with midterms around the corner.

Legislative actions - need to keep good relations

The balance between online versus on-campus. Each has different needs, which further divides our effort and resources.

1. Some liberal arts programs such as Music, Languages, Philosophy.

1. Regional and national political movements. 2. Educational standards and meeting community needs

1. The growing tides of political extremism locally, nationally, and internationally.

1. Budget is always a concern. How do we make sure we are fiscally responsible and still maintain quality education and experiences?

1. Online education - we need to deliver high-quality, rigorous content.

1. Post-COVID, I wonder what the future of higher education in the state of North Dakota will look like. Students and employees are used to working and going to school in a hybrid format. UND will need to adapt in order to

retain students and good employees who can now work/go to school anywhere in the world without relocating. Salaries and tuition will also need to be more competitive. 2. With increased wages for hourly and trade positions, will fewer students be willing to invest in the cost for a 4 year degree? Will UND need to look at expanding to offer more certificates, two-year programs, or workforce training to meet student needs?

I don't know what you mean by performance-performance in what way?

I wonder if overhauling the current Essential Studies program to a different paradigm of general education requirements would help bolster enrollments in liberal arts disciplines and the number of students becoming finalists for major awards and fellowships. There has been such a shift towards generic "skill sets," that we've moved away from content/substance being the focus (which also reflects the broader cultural/societal denigration of expertise).

1. I am curious about a future recycling center on campus and how it would make us leaders in sustainability and show that we are self sufficient while also providing jobs to the UND community. 2. I am curious about composting on campus, the possibility, the amount of compost matter we would collect.

1) staying competitive 2) online is here to stay 3) To be able to walk campus in the winter via above-ground tunnels 4) hiring the best to ND 5) corralling the naysayers (faculty and staff) so continuous improvement can happen 6) empower staff and faculty to advocate for and implement change knowing not everything will work but we tried

I wonder if philanthropy could play a bigger role in creating funds for student scholarships and for staffing. I have seen philanthropic funds used at other institutions to allow salaries to keep up with the market. This would require large endowments - perhaps at the naming of building levels.

1. Over the past decade online education has gained more and more momentum. As the pandemic forced students and faculty to do more online or hybrid teaching, student feedback to our program was they preferred face to face when it could be done. Online instruction is flexible however face to face and human element that goes with it is important. As is the "college experience" that goes with living in the dorms, various clubs, activities, etc. How does instruction combine with these other aspects as society changes?

1. I wonder how we can better support UND workers with young children. Amend the structure of the University Children's Learning Center so that it becomes a place connected to our early education programs, with spaces for young children of UND employees. Prioritize serving UND parents with infant, toddler, and pre-school children to ease childcare burdens on families with young children and increase the productivity of this population. Pandemic parenting has been VERY HARD. 2. I wonder how we can improve our relationships with Canadian partners, especially in Winnipeg and Manitoba, to foster Red River Valley partnerships across the border and along the watershed. 3. I wonder how we can unite students and faculty around the joy of learning through the Essential Studies program. Shed the check-box mentality and foster the wonderment of learning new things.

1. How are programs engaging in creativity and discovery that will attract students to the institution? 2. How does the university assess programs in demand from both student and industry perspectives? 3. What barriers are in place that prevent UND from addressing program demands from students/industry in a timely manner?

1 - How will UND authentically continue to address DE&I on campus so that we can confidently market an inclusive and diverse campus to potential students and faculty. 2 - Will we be able to maintain future legislative support.

1) Employee, student morale and mental health after a pandemic. 2) How inflation and salary pressures will impact our bottom line and ability to hire/retain employees.

1. The continuing pandemic. It has changed higher education forever. 2. The changing demographics of students at present and future. What do students want in their course work? 3. We need to meet the needs of the workforce.

1. Inflation 2. Decline in students 3. Conservative backlash against education

1. We should use the cool things about ND to our advantage! Snow isn't always bad. 2. I'm curious about how our work with the space consortium will develop. 3. I would like to see how our work regarding indigenous peoples grows.

Legislative financial support of UND Movement toward virtual working and online classes

1. funding 2. scholarships 3. research dollars and scientists leave after they get their research grants here

opportunities for professional growth/managerial skills.

1. Lack of mandatory programming/support check-ins for 1st year students - how does it impact retention 2. What is college for? Creating engaged, thoughtful citizens? Improving society? Job training and placement? How does our understanding of what we are meant to be doing impact what we do?

I wonder what types of metrics will be chosen to assess our success of the strategic plan. While we are not focusing on an end date, it would be good to have midpoint check-ins to see how we are doing so that we can make adjustments along the way.

1. The amount of administrative bloat. 2. More instruction staff would benefit the student experience. 3. Having clear, achievable goals that do not have everyone trying to do everything.

1. If UND went to a 4 day instructional/work week, could we reduce operating expenses while providing the same level of education and service? Could it provide students, faculty and staff additional flexibility? Could it provide a solution to fill staffing gaps? Could it provide greater utilization of our spaces while the doors are open?

No.

Are we still trying to be an R1 institution? Why? What is the point of that?

How interested will high school students be, in moving to campus, after Covid affected our social lives and having fun for 2 years?

Research facilities need to be improved

Bets: What predictions do you have regarding where UND could/should move in the future? [Please number each bet with the text box below]

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Providing a flexible working environment for staff. Ensuring that staff are productive, but today's world is changing and UND should embrace and be a part of the change in a way that helps to support to do work effectively with flexibility.

1. I bet that UND will spend capital to "improve" campus buildings that won't improve the student-faculty relationship.

1. UND needs to have a renewed focus on research and the goal of achieving R-1 status 2. UND needs to provide more support for Ph.D. programs to achieve R-1 status 3. Aerospace College has the potential to be the world leader in aerospace education and research with proper support and investment

1. Promote support for PhD programs to succeed! 2. Have a renewed emphasis to support research on campus! 3. Equitably provide support to all of the colleges on campus not just the Med School, Business School, and Chester Fritz Library.

Would love to see stronger ties to workforce. Give all students an experiential learning opportunity. Stronger ties between faculty and industry in both the classroom and research.

1. UND should press the NDUS SBHE to have the same presence in dual credit courses as the four-year/two-year institutions; collaboration is needed with NDSU! 2. UND should review the relationship with the REA which, while legal to have the "Fighting Sioux" logo, there really undermines efforts to move out of the past and into the "Fighting Hawk" era of sports nicknames/mascots.

1. Recreational spaces on campus - There have been some great strides made in creating/renovating spaces on campus to serve the students. I think it is time to utilize our outdoor spaces! A recreational sports field that is open to the students/intramural sports leagues would be a great way to get students out and active, as well as draw some community involvement and create a great image of campus.

As far as I'm concerned, the direction should be determined mostly by the research and other scholarship currently in progress based on the expertise and work of the faculty members and whatever new directions they find to pursue. That will be the strongest course. Don't superimpose too much extra structure.

1. Undisputed virtual leader 2. Executive mba and post graduate education expansion / programs 3. Network all ND institutions to feed UND vs stand alone universities 4. Lead in business school - must up talent in staff, classes, and students for greater post graduate success

1. Climate change is real. IPCC report (Aug. 2021). The code is red. UND should make every effort to reduce use of energy. Our new buildings should be made of energy efficient materials. The university should be setting an example, as many institutions do. For instance, I see no solar panels anywhere. Install solar rooves as possible. 2. Governor's carbon neutral by 2030 is a good-sounding goal but how to accomplish this goal? The details the state has provided should be examined carefully. In some cases, the technology is not yet there. Our students should be able to contribute our state goal. Young people are moving out from carbon heavy jobs into green jobs. After all, as more negative effects become clear, economic force will push carbon heavy industry out unless more serious effort is devoted toward reducing carbon emission and including carbon capture. UND students will see ample opportunities to contribute the national green effort. UND should show regional leadership toward this goal. 3. UND should revisit the possibility of reviving a student operated media program. A successful program existed in the past but was cancelled during the previous administrations. It was the place where media students getting job experience, the place where news flows in and out of UND, a place for interviews, place to discuss current issues in depth, and a place for voices from UND community. I listen to Prairie public radio via KUND 89.3 (FM) to learn about North Dakota through which we can listen to our own INFORMATION REDACTED. But other than this, I haven't heard topics coming from UND very much. Studio-One is long gone. I hope the UND committee will consider the feasibility of bring a renewed program back to the campus. Of course, an important

question here is, with the current environment, whether such a program can still draw an audience. 4. Living in a rapidly changing world, the students will likely to face many unexpected challenges, thus they should be prepared. Sometimes it is critical that the community acts together and is able to think through things together. Modern people should have critical-thinking and problem-solving skills. This is often said, but the meaning sometimes needs to be made clearer. Many of INFORMATION REDACTED's goals address this idea. Now the question is how to pursue them. 5. In general, people are better at dealing with the immediate problems but they tend to miss considering long term effects. Once they take major steps, it is difficult to correct the direction. UND should help students learn to think ahead, beyond next few minutes or the problems of next hour. Think ahead and always make room for a plan B.

Each student should study a good bit of literature to figure out the compromises one makes in becoming a productive member of a society and know, appreciate and be able to use math & some coding. Coding skills must be part of gen ed/ essential studies requirement.

1. R1 designation

1. Technology and digital innovation will play a key role in how we move forward as an institution. 2. Obviously research is a critical piece to UND's mission, but I bet we will see a need to really celebrate and enrich teaching.

If UND can increase the research work so it can become R1 university rather than R2, this will attract more students to apply and work for the university which in return will help building up better reputation for the university and the graduates

1. None of the questions I raised will be addressed in a manner that will benefit "staff". 2. Wages will not be addressed for equity for staff members or non degree holders. 3. INFORMATION REDACTED is looking at the wrong data for this area in Eastern North Dakota and Western Minnesota and will not believe everything is not alright and that there is a problem.

We will find there will need to be a balance between online education and work, and having folks on campus. I think in part this will come if we start to see an effect on the community. Some sort of partnership with fufeng if they end up coming to town. Higher ed is expensive and continues to become more expensive. We will see folks start pursuing other avenues to get their education. We may want to start looking at cost-efficient options. Also, I think having a better way of demonstrating what something is going to cost when students take things on would be a good idea. Take a menu approach.

Need to keep building community. That and excellent academics will ensure our success

1. I see with the current administration that UND seems to have new life pumped into it. 2. Staff and faculty alike are starting to feel a little hopeful. 3. Moral seems to be coming up if even just a little.

1. UND should create an entirely new general education curriculum; the current Essential Studies curriculum is failing our students and the extended community. 2. UND should require all students take a course in Ethics. 3. UND should create an incentive for students to double major in two distinct disciplines or colleges (e.g., Engineering and Art & Design; Philosophy and Computer Science; Nursing and Communications; Business and Sociology; Aerospace and Music, etc.). There should be special recognition of students who fully embrace and actualize an interdisciplinary, lifelong learner model through such a program. 4. UND should require all students to take a foreign language for at least 2 years. 5. UND should require all students to take an introductory course in logic.

1. Being innovative in meeting the needs of individual programs and students. Avoiding the one size fits all approach. UND could be leaders in an innovative model that looks more closely at program delivery unique to each program. Time to use what we learned with the pandemic. Maximize online modalities and enhance in person experiences. 2. UND is moving toward improving the oncampus experience for students. New union, updated housing, and programing can set us apart. The whole experience can be a strength.

I predict that in the somewhat near future North Dakota will not need 11 different campuses within the University System. UND could/should take an active role in creating stronger partnerships with some of the smaller 2 year institutions in ND to create more feeder programs. Similar to what UND-Lake Region was in the past.

I would like to see more concrete actions to cultivate pluralism rather than simply speaking about it. 1. Create a portable display board for use at every event the Land Acknowledgement is read. Explain the Land

Acknowledgement's purpose and provide clear next steps: resources for self-education, local/regional indigenous businesses/artisans/writers people can patronize, a history of our region that extends to the time prior to colonization. 2. Create affinity and difference groups so people can process moves toward pluralism and gain education. 3. Investigate schools with regular or high faculty turnover and make structural changes to address the forces that drive staff to burnout or departure from the university 4. Support student mental health by ensuring the UCC has sufficient resources. Currently they have greater load than can be adequately managed by current staff. Explicitly promote group therapy or support groups to de-stigmatize them - this will allow current staff to treat more students with current resource expenditures.

I think UND could really harness the creative and humanistic elements it has going and foreground those more. We could think about interdisciplinary centers -- like a "Center for Creativity and Innovation" and have faculty from areas like the fine arts, theater, philosophy, literature work on specifically developing students' creative abilities to apply to a wide range of issues. This would be great for entrepreneurship, innovation, preparing students for graduate schools, humanizing medicine, and more. I think it would also make for happy faculty, students, and staff who would be a part of such a collaborative and creative enterprise.

1. UND should push to be leaders in sustainability. If we focus on this, we are more than capable. Being leaders in sustainability would also save the school a lot of money in the ways I have listed above.

We are on track with current momentum to continue our existence. I think many HE institutions are going to fail in the next 10 years. We need to continue on the path of improvement in all areas.

UND will be a national leader in defense and space sciences. This will create brand awareness on a national and global level, attract research dollars, AND support economic development within the state and region.

1. There has been a tremendous push for online education which is understandable. Online or hybrid education was forced on faculty and students so it has progressed. There will be more online education in the future. I am betting we will need less housing so the question is what is the "right size" for UND when it comes to housing.

1. I think UND can continue to push for a green wave (energy) in city transportation (train along dike avenue?), bike/walkability, and energy efficient buildings. (Listen and pause in Twamley-Merrifield renovations!) 2. I want UND to live up to its promise to be the flagship university in ND with a liberal arts heart. 3. Keep pushing the Hawks as our new athletics image to create distance to the historical image.

1. UND will be more flexible in its offerings to students and nimble in its ability to serve the needs of its constituents

1 - Scholarship and student support will become a selling point if the right things happen. 2 - We will have the most beautiful and branded campus in ND.

1) Continue to push hard to grow in aerospace programs along with engineering, healthcare and nursing.

1. Continue to change education programs, etc. based on needs of workforce. 2. Expand appreciation and support for all innovative research and scholarship. 3. Meet the learning needs of diverse students. the demographics continue to change. 4. Support faculty's commitment to service opportunities. 5. Offer more online, hybrid, etc. education programs.

1. UND should focus on Academics and liberal arts to expand both research and artistic endeavors to make that our big draw. We should stop relying on the myth that athletics draw a larger student body. 2. UND should work as hard as possible to join forces with other community partners (Altru, Sanford, Airforce, etc.) to support Grand Forks to help get our population growth back on track and create the sort of vibrant community in which a college could thrive.

Expand online while highlighting our vibrant campus. In marketing, it's important to let people across the nation/world know that we aren't some online only school (since they have a bad reputation as degree mills...see U of Phoenix or Grand Canyon or other big advertisers).

UND will become less relevant because it doesn't have a strong identity. We will try to keep everyone here happy, stretching ourselves too thin and eventually falling behind NDSU.

Increase in level of scholarly activity production and funding Leadership development of students, staff, and faculty.

Strong online programs, strong healthcare majors

More flexibility, stronger community, more innovative, stronger retention and graduation rates

I predict that UND will choose to be the "big fish in a small pond" by wanting to be a strong R2 rather than weak R1 (thus eliminating the risk of falling back to R2 status).

1. It is continually going to be difficult to sustain enrollment with the decline of new freshmen graduating high school. 2. We should look at additional online and transfer-in programs to sustain enrollment (and, possibly grow).

Hopefully a functioning chemistry program. is that too much to hope for?

Offer more programs fully online to keep up with competitors.

1.UND will be perceived as too liberal for a good chunk of ethically sound students who are good citizens, good leaders from respectable homes and communities. 2.UND needs to send sound ethical messages, not just "let anyone behave however they wish, in the name of tolerance and blindness to right-vs-wrong " Compassion and hate don't have a place on campus, but neither does "no accountability because I want this temporary thing that makes me feel good for 2 minutes "

Transform UND into a research intensive university, research areas that impact the people of North Dakota and surrounding states.

Please provide additional feedback you would like to leave for the Strategic Planning Committee.

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Please follow the money and watch the narrative that grows from how UND spends and prioritizes spending.

please keep the process extremely transparent and good luck!

Good Luck!

Good luck. I look forward to staying involved in the process.

Change is hard, but it is achievable if the changes are producing more than a patina of supposed "best practices" at best or an actual reverse of productivity. Too often this campus has been inclined to forget the end user in many recent initiatives. The Romans were right: make haste slowly.

Keep up the good work! I know it is hard to get all of the ideas from everyone and work to cover everything, and I appreciate the time and effort it takes!

Maintain as much journal access--including archival access--as possible. It's a poor plan to discard paper holdings unless it is unavoidable.

Regional leadership in more colleges beyond national aviation success. Should be 8-10 state leading academic institution with ranked top 5 position in 8-10 region.

Work with diligence but disregard to political pressures. Develop a plan that directs us asymptotically to greatness, not in achieving it tonight for there is no such thing.

As we see the future of Grand Forks grow I hope UND will also in regards to paying employees "staff" and "non degree" a fair wage. Fufeng Group, General Electric Wind Energy, Cirrus Aircraft, Amazon (Fargo) and Marvin Windows (Grafton) are sure to make it hard to recruit labor that is not dependent on having a degree. Fair market value for labor will only increase.

The grass isn't always greener. Remember who we are and how we got to where we are today. Don't just focus on what needs to be fixed, but also what needs to be better showcased, or perhaps provided a little more attention. I always hear, 'we are here for the students', 'we need to meet the student's needs or desires. I partially agree. 1. Did you know what was good for you out of high school through your 20s? That being said let the college students be college students find the balance. 2. I think we also have an equally important responsibility to the world outside of our little community and provide it the best in whichever fields the students are pursuing. Sometimes to get to that you may need to go against student wishes.

thank you for all your hard work! I love UND and want to see it succeed well into the next century.

I really like the idea of this being an open ended plan to be able to expand and change with the times as we move forward. I feel that the input coming from all areas, staff, students, faculty, community is a really insightful plan and getting input from a variety of different people.

Stop building new all the time and do the needed renovations in older buildings.

I would like to note how pleased I am with the INFORMATION REDACTED: they have made it clear that this is a collaborative, open process, with no fait accompli (pre-designed). My sense is that campus input is really being heard and considered. This is new. And this provides hope for many of us.

Go Green! (:

Thank you for agreeing to serve on the committee!

Sadly, the nickname change is still hurting UND. The "Fighting Sioux Forever" crowd/movement is a major issue. I believe the hockey program and REA need to help with this, but have no hope that they will. I think the answer

will be to retain the current Fighting Hawks logo as a secondary logo, and spend the money and time to develop a new logo to use as the primary one. Select a firm, based in ND or the region (that wasn't done before and you saw the backlash) to design some options for a new Fighting Hawk primary logo, then have an extensive voting process that involves the campus, community, alumni, and other stakeholders to select. Put that logo on the front of the hockey jersey, the current logo on the shoulder and/or helmet, and get buy-in from the hockey program/REA. The selection of the current logo was seen as a unilateral selection by INFORMATION REDACTED. I realize this may not be seen as the appropriate place to voice this opinion, so please forward if necessary.

Please do not confuse a strategic plan with a vision or mission statement. I am afraid to submit my email because I feel as if any constructive criticism is met with hostility from the administration. Legitimate concerns seem to be pushed aside, even if they would make the end product better should they be incorporated or addressed.

Working as teams, everybody is good at something, more ways to promote people besides PhD and research

I would like the Strategic Plan to include working to ensure that the beautiful Ralph Engelstad Area does not come under the control of UND as Grand Forks doesn't want to see this landmark of our town to suffer from UNDS history of failing to maintain property.

We must put students first. If we do not do this, we cannot say that we are passing a torch. Rather, we are putting our interests above that of future generations.

Many Universities are going to the Hybrid office model. In fact many are advertising their new positions as Hybrid with the potential of out of state workers, as a way to attract talent. This may be an opportunity for UND to dive into areas that can be efficient from this type of model. Many hybrid office scenarios remove dedicated office spaces with shared common spaces to accommodate the in office time periods, therefore reducing the square footage required. Many departments have not embraced the Hybrid concept. Some say we may lose the water cooler collaboration, although we may need to reinvent the water cooler. This concept may have a positive impact on many areas such as staffing, parking and the growing energy costs. The Hybrid model can reduce the amount of emissions created from commuters. Commuters in this region increase pollution as we see the vehicles warming up each evening before the end of each cold day.

You're worried about the wrong things. Stop shutting down when its 15 degrees out, and start figuring out more efficient parking systems.

The letter that the ND Catholic Schools sent to their students this winter will probably have a huge negative impact on those students choosing UND. It will be nearly impossible to know how many students who "narrowed it down to 2" choices for college ruled OUT choosing UND. Sadly, students from Catholic high schools are typically quite successful in college and beyond, and, now that pool of successful leaders will have a different alma mater. University of Mary and University of Jamestown will benefit greatly from UND's proposed gender-inclusion policies. Many UND alumni are also markedly angry and somewhat wounded by that issue, even with the end result of "dropping" development. The message was sent and heard nationwide.

The BSL3 facility at UND is the only in the state(S) of ND,SD,Wyoming and Montana that can be made available for academic research. This facility should be made available for use ASAP.