

# UND LEADS

**A STRATEGIC VISION FOR THE  
UNIVERSITY OF NORTH DAKOTA**



**TODAY • TOMORROW • FOREVER**

**UND** UNIVERSITY OF  
**NORTH DAKOTA**  
LEADERS IN ACTION.



Since arriving on campus, I've seen the talent, creativity, and passion from the entire UND community—our students, faculty, staff, alumni, and partners from Grand Forks and across the state of North Dakota. It only made sense that, as we created our vision for the future, it should arise from this collective group. The elements of this strategic plan are rooted in the aspirations of many from the UND community.

The result of 11 months of hard work by thousands of people across the campus and the community is this incredible plan called **UND LEADS — TODAY, TOMORROW, AND FOREVER**. I hope that everyone at UND envisions themselves taking part in this plan and working to develop their own goals to move UND forward. We all share in UND's success and are all responsible for carrying out UND's mission to **provide exceptional educational experiences that enrich the lives of North Dakotans and the global community through excellence in teaching, innovative research, and meaningful engagement**.

Leaders are not defined by their titles, but by the characteristics they embody and the unique perspectives they share. We each have the capacity to lead, and it will take all of us leading in unique ways to get the work done. As the planning process unfolded, the key strategic themes coalesced into five pillars that fit nicely into the acronym **LEADS**.

**UND LEADS** does not have an end point. Its five pillars, **Learning, Equity, Affinity, Discovery, and Service**, will be UND's foundation for years to come; the strategies and priorities for each Pillar may change, but our commitment to these underlying principles will not. This plan focuses on the ultimate outcome of an exemplary public research University fulfilled by UND's collective vision to **inspire a sense of wonder, a love of discovery and a commitment to serve**.

**UND LEADS** is a reflection of who we want to be as an institution. Its strategic pillars highlight achievements for meeting our mission while moving forward to realize our vision and accomplish our objectives. As such, it focuses on the sense of aspiration from which strategic initiatives can arise.

**UND LEADS** provides no formula for specific work to be done. Every college and division should see its work as a way to form detailed initiatives aligning with the aspirational vision for UND, helping to move the institution forward.

Let me offer my deepest gratitude for our strategic planning committee chairs, Lynette Krenelka and Jim Mochoruk, as well as the tremendous administrative support provided over these eleven months by Anna Clark and Rob Carolin. The full list of team members is on the final page of the plan. They, too, deserve our appreciation for their commitment to the future of the university. May this plan set a standard for excellence—today, tomorrow, and forever!

With gratitude,

A handwritten signature in black ink, appearing to read "A. P. Armacost". The signature is fluid and cursive, written over a white background.

Andrew P. Armacost, UND President



The University of North Dakota was founded by people who wanted to make a difference—to better their lives and the lives of others. **UND LEADS** builds on this legacy and reflects the wisdom and dreams of our entire UND community. It represents our history and guides our future: a future where people are empowered to make a difference and where the torch of knowledge, reflected in the symbol of our Eternal Flame, will be passed on to those who can help lead the way. **AT UND, WE LEAD.**

# UND LEARNING EQUITY AFFINITY DISCOVERY SERVICE

**“It is hard to be a leader if you are not listening. The world keeps changing. It requires a leader to listen and put themselves in the position of being a curious student before they put themselves in the position of being a boss.”**

**GREG PAGE, BSBA '73, HON '16**  
Retired Chairman and CEO of Cargill  
2022 Morrison Leadership Summit Key Speaker  
Nistler College of Business and Public Administration

## MISSION

**To provide exceptional educational experiences that enrich the lives of North Dakotans and the global community through excellence in teaching, innovative research, and meaningful engagement.**

## VISION

**To inspire a sense of wonder, a love of discovery, and a commitment to serve.**

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A **sense of wonder** reflects our belief that critical thinking and dynamic educational experiences are rich soil for cultivating engaged citizens who will be lifelong learners. By fostering a **love of discovery**, we advance creativity, research, and innovation as ways to overcome our greatest challenges. And by affirming our **commitment to serve**, we aspire to help make our communities better. None of this would be possible without a deep commitment to our students, employees, alumni, and greater community. We express this commitment by ensuring the University of North Dakota is a place where everyone knows they **belong**; a place that **embraces diverse peoples, perspectives, and ideas**.

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This plan will take a collective effort, one in which each of us leads as we are able. As leaders we're defined by the characteristics we embody and the unique perspectives we share with the world. We all have the capacity to lead, as evidenced by our community's **civic engagement, sense of responsibility, willingness to try new ideas and adapt**—and most important, our ability to **listen to and value the perspectives of others** and lead with **integrity**.

# LEADS LEADS LEADS LEADS LEADS LEADS

## LEARNING

Encourage a lifelong sense of wonder by providing educational experiences essential for living intellectually curious, personally fulfilling, and socially responsible lives.



### Discovering Her Path

Sarah Owens credits the support she received from her professors, student organizations, and Living Learning Community for helping her discover a degree path that fit her passions. “UND has an incredible support system, especially for first-year students. I had a whole network, and everyone made me feel connected. I do not think that I would have gotten that kind of support and reassurance anywhere else,” she said. Today, Owens is working on her private pilot’s license as well as earning her bachelor’s degree in Business Administration in Airport Management with a minor in Sustainability Studies.

**“I am so happy because I was able to put together two things I really love: aviation and caring for the environment. There is so much innovation and technology that hasn’t been discovered yet and so many different challenges and paths I can take.”**

#### SARAH OWENS

Airport Management Major  
Sustainability Studies Minor  
Hometown: Eagan, Minn.

## EQUITY

Enhance pathways to higher education and establish supportive learning structures that help all people realize their full potential. Embrace the evolving diversity of perspectives, peoples, and ideas as a core strength.



### A “Non-Traditional” Trajectory

Stephanie Yarnell’s life has followed what many would describe as a “non-traditional” trajectory. Following high school, her plan was to pursue a degree in biomedical sciences, but health challenges interfered, preventing her from attending college in-person, or even following a fixed online schedule. UND’s flexible Self-Paced Enroll Anytime (SPEA) courses allow her to work toward a college degree in Psychology, at a pace that meets her needs throughout the year.

**“In general, people with non-traditional backgrounds are often denied opportunities in society, not just educationally, but in many areas of life—something with which I have had first-hand experience. I am excited that UND works to cultivate an inclusive and equitable environment—one in which all students have the same access and opportunities—and strongly believe UND’s online and SPEA programs are crucial in achieving this goal.”**

#### STEPHANIE YARNELL

Psychology Major  
Hometown: Rochester, Minn.

## AFFINITY

Foster a sense of belonging and a campus culture that celebrates the unique ways we connect and contribute to UND.



### Finding Her Place

Lauren McCreary was the fourth child in her family to go to UND. “I had grown up knowing UND all my life,” McCreary said. Even so, the transition to college wasn’t always easy. As a freshman she would often turn to her housing resident assistant (RA) for advice and support. Initially somewhat reserved, McCreary said she never would have dreamed that one day she would serve as a student ambassador, be awarded two internships, or lead as a housing resident assistant. Today, as a UND junior majoring in Business Management, McCreary is the one paving the way for others.

**“At UND, I never felt judged. Everyone was so supportive. And I think because they believed in me, I believed in myself. I found confidence I never knew I had. Now that I’m an RA, I really want to give back and be that person to lean on and make everyone feel welcome and at home.”**

**LAUREN McCREARY**  
Business Management Major  
Hometown: Grand Forks, N.D.

## DISCOVERY

Advance research, creative activity, and scholarship through our spirit of inquiry and our desire to better understand the world around us.



### For the Love of Space

As Vincent Ledvina grew up, his fascination with the Northern Lights bloomed. Majoring in physics at UND, and armed with his camera, he has become an authority in astrophotography—the art of taking images of celestial events.

**“UND really encourages students to get involved with research right away.”**

**VINCENT LEDVINA**  
Physics & Astrophysics Major  
Hometown: Maplewood, Minn.

His studies combined his passions for both the arts and sciences, and he was able to participate in research studying solar flares and radio bursts that can hurt satellites and astronauts. Through UND, Ledvina was involved in the Astronomical Society, the Northern Sky Astronomical Society and the North Dakota Space Grant Consortium. Ledvina is contemplating a career in space and solar research with an emphasis on national defense.

## SERVICE

Engage in collaborations that serve the evolving needs of our people, tribal nations, the state of North Dakota, and our global community.



### A Call to Serve

UND’s Accelerated Bachelor’s/J.D. program means Chandon Pierre is on a fast track to earning his law degree and answering the call to make a difference.

**“I feel like I have a duty to represent the underrepresented. That’s what I want to make out of my career. I want to fight for equal rights and social justice and fair educational and economic opportunities.”**

**CHANDON PIERRE**  
Accelerated 3+3 Criminal Justice and Law Major  
Hometown: Reno, Nev.

Navigating a busy schedule between his classes and his position as a defensive lineman with the Fighting Hawks, Pierre maintains his motivation to excel by focusing on his goal: being able to impact “as many people’s lives as possible through the work of law.”

# LEARNING

Encourage a lifelong sense of wonder by providing educational experiences essential for living intellectually curious, personally fulfilling, and socially responsible lives.

## A Sense of Wonder

UND aims to support all students by being responsive to their unique goals and aspirations, and by providing dynamic, flexible educational experiences that are high-quality and student-centered. Learning and discovery occur not only in the classroom and the laboratory—both physical and virtual—but also through professional development opportunities, engagement in our university community and experiences beyond our physical campus. A growing online population and a greater number of part-time students means we must be adaptable to meet the needs of a student body with a more diverse set of experiences and needs.

We are committed to providing curricular, co-curricular, and experiential learning opportunities where students can practice and refine essential skills needed for successful careers and engaged lives as global citizens. We will highlight connections between classroom learning and workforce needs, ensuring our students are prepared to interact with a rapidly diversifying world. To encourage this hands-on learning, we will provide proactive student support, unambiguous communication, and intentional outreach.

Creating a sense of wonder is important not only for students, but also for UND employees. Faculty and staff should feel inspired and bring a sense of curiosity to their work; everyone should see themselves making a difference at UND. We will encourage UND employees to create new ideas, seek new skills, model creativity, and try new and innovative approaches to their work.

**UND leads** by providing a *sense of wonder through promoting a culture of exploration, discovery and real-life problem solving* that helps students and UND employees *develop their talents and showcase their skills*. We will:

- **Cultivate experiential learning opportunities** with real-world applications, rewarding collaborations that are built on applied learning.
- **Foster a global perspective** to prepare students for engagement and leadership, by promoting experiences that expand horizons even as they build skills.
- **Promote digital technologies** for engaged learning and value-added opportunities for students, faculty, staff, alumni and collaborators.
- **Serve the whole student** with foundational learning opportunities that support their growth and creativity. Promote core competencies of life skills, including the abilities to set and achieve goals, work on a team, and make responsible choices.
- **Enhance physical and virtual learning spaces** to ensure faculty and students have the tools and resources necessary for productive and enriching educational experiences.
- **Expand individualized advising and mentoring**, to help students see how skills can be transferred across courses and extra-curriculars. Provide opportunities for students to document learning, showcase their work and disseminate research and ideas.
- **Infuse dynamic learning approaches, environments and student-centered pedagogy** (e.g. competency-based, project-based, high impact practices, etc.) in the core curriculum. Enhance the goals of fostering creative expression, critical inquiry, and interdisciplinary learning.
- **Create more pathways to certificate or degree attainment** for students of all ages, incomes and backgrounds.
- **Provide credit and non-credit learning opportunities** for campus and online students, UND employees, alumni and community members through innovative programming, rural and urban community outreach, and cross-disciplinary and cross-institutional collaborations.

**“The day I stepped onto campus, I was really not so confident in my abilities, but then I met several mentors who helped me gain confidence. They helped me believe in myself. I feel like there are just a lot more opportunities [at UND]. At a bigger school, you really have to search for those opportunities, but here, they’re a lot more readily available.”**

**MERRICK MCMAHON '22**

Biology Major (Pre-Dentistry).

Recipient of the Udall Scholarship and the Indian Health Service Scholarship, and three-time recipient of the national Cobell Scholarship.

Hometown: Minot, N.D.



Photo courtesy of the State of North Dakota Media Library



### **Improving Transportation through Applied Learning**

The future of transportation is the focus of a new partnership between UND and the North Dakota Department of Transportation (NDDOT). Under the leadership of Dr. Daba Gedafa, the [Transportation Technology Research Initiative](#) will use UND’s expertise in engineering, computer science and autonomous technologies to help NDDOT develop and maintain a modern transportation system. Students will gain applied research experience by helping to design, build, operate and maintain intelligent, resilient, and sustainable transportation-related structures. Advanced materials and tools such as autonomous systems and artificial intelligence will be used to improve transportation-related technologies.

**“This win-win partnership between UND and NDDOT will help us recruit, retain, train, and graduate students who are ready for 21st-century jobs and make a difference in the quality of life for society.”**

**DR. DABA GEDAFA**

Michael and Sitney Lodoen Endowed Professor  
Chair of Civil Engineering

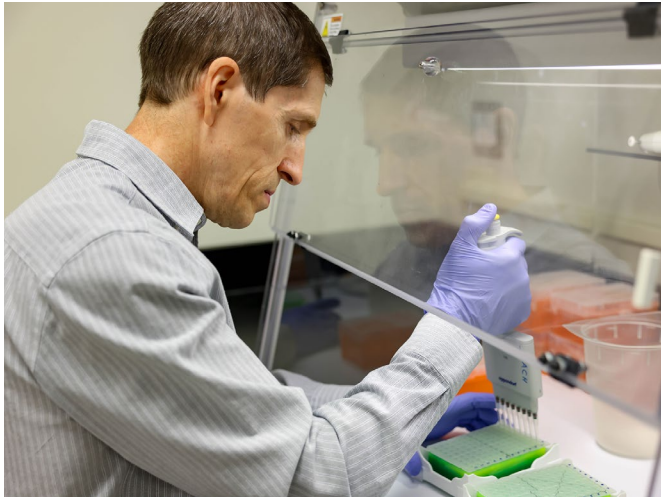
### **Preparing Citizen-Scholars: UND Honors**

The [UND Honors Program](#) combines the love of learning with the desire to apply our knowledge in a way that improves the world around us. Honors classes challenge students to dig deeper and be active participants in the learning process, to problem solve across disciplines, and to participate in civic engagement. The program is filled with highly motivated students, from majors across the university, who value creativity, inquiry, and collaboration. These students display a natural sense of wonder and love of discovery while embracing meaningful service to better our communities.

**“Working with Honors students is a joy because I get to learn from and be inspired by some of the most creative and thoughtful people on campus. I love how Honors students synthesize ideas from their diverse classes, especially in designing their unique capstone projects!”**

**DR. REBECCA ROZELLE-STONE**

Professor of Philosophy and Religious Studies  
Director of the Honors Program



### A Sense of Wonder

Vasyl Tkach, Professor of Biology and Chester Fritz Distinguished Professor, is one of the top parasitologists in the world. His contributions are global in scope, and he does research on all continents. His innate curiosity and his sense of wonder about the beauty and complexity of the natural world are clearly inspiring. Students marvel not just at his research accomplishments but at his passion for teaching and the way he encourages students to be intellectually curious about what they are learning.

**“He talked about parasites with such enthusiasm. There are not too many people in this world who can find the beauty in parasites, but it soon became one of my favorite classes. His excitement for learning and all things nature was contagious.”**

**DR. LEANNE FROESE '05**  
Former Student



### Living your Passion

Zachary Fischer, standout Music Education major and sergeant with the North Dakota Army National Guard's 188th Army Band, has a passion to spread his love of music to as many people as he can. He was drawn to UND by the faculty's professionalism, excellence and high level of concern for their students. His professors challenged and inspired him to dig deeper and embrace his lifelong passion of sharing music in new ways with his students. “They create such a great family dynamic, and the students really connect as well. We're such a tightknit group, and I've made a lot of connections with people whom I'll stay in touch with for life.” Fischer said.

**“Music really is my passion, so my time in the practice room doesn't feel like it's something I have to do. It's something that I want to do.”**

**ZACHARY FISCHER '22**  
Music Education Major  
Hometown: Horace, N.D.

**“I believe the key to effective teaching begins with developing ongoing relationships with our students. By actively and passionately engaging students with narrative or storytelling lectures, I was able to model my lively sense of sociological imagination and inspire students to think critically about a wide range of social issues. During my entire career, I never forgot that teaching is a privilege, and our students were our greatest resource.”**

**FRANK WHITE, MA '88**  
Assistant Professor of Sociology, retired





### **Flexible Pathways for Career Advancement**

A Carnegie Project on the Higher Education Doctorate-inspired program, UND offers a 100% online [Doctor of Education in Educational Practice and Leadership \(Ed.D.\)](#) degree, designed for working educators who want to advance their careers.

**“The flexibility this program offers by being fully online and asynchronous allows us, as faculty members, to develop cohorts of students from all over the world. This adds a richness to the array of diverse viewpoints and experiences, which is one of the unique things about this degree that our students appreciate the most.”**

**DR. SHANNON GRAVE, MEd '08, PhD '16**

Clinical Associate Professor, Doctor of Education in Educational Practice and Leadership; Program Director

With an interdisciplinary core, the program focuses on innovation, equity, and leadership that meets the needs of diverse educational environments. “Most of our students are ‘weekend warriors’—people who work full time jobs, often already as leaders in their fields. This unique program allows them to connect and learn from each other, while being supported along the way by their UND professors, advisors, and committees.”

### **Continuing Education: Flexibility for Career Progression**

UND offers online or correspondence courses where students can earn a credential of Certified Dietary Manager, Certified Food Protection Professional (CDM, CFPP). Through the [Office of Extended Learning of the Teaching Transformation and Development Academy](#), the program allows students to enroll anytime, work at their own pace, and earn a credential without leaving their current positions or the community in which they live. Jenny Bratlie, a recent graduate, returned to North Dakota in 2008, after her husband retired from the U.S. Marine Corps. The CDM credential allowed her to start her second career, after raising her two daughters.

**“I wanted to become a CDM-CFPP because of the opportunities it would allow me to advance. The credential has given me the opportunity to keep learning. I am very thankful and appreciative for the people who I have met on this journey. I have received nothing but support and encouragement from everyone.”**

**JENNY BRATLIE**

Certified Dietary Manager, Certified Food Protection Professional

**“I feel so fortunate to work at a university where I am continually engaged in conversations that inspire me, challenge my perspective, and expand my understanding of the world. Every day I get to ask, “what if,” explore the possibilities, and imagine something new.”**

**ANNA KINNEY, BA '10, MA '15**

Coordinator, University Writing Program

# EQUITY

## Opportunities for Success

Enhance pathways to higher education and establish supportive learning structures that help all people realize their full potential. Embrace the evolving diversity of perspectives, peoples and ideas as a core strength.

We value diverse peoples, perspectives and ideas, and we support actions that are inclusive of all members of the UND community and promote fair and equitable living, learning and working environments. We value differences between people and promote the benefits of recruiting diverse students and employees by establishing programs that help them succeed at UND.

Creating more just and equitable opportunities allows all people to realize their potential—one of the great goals of any public university. Students who are indigenous, non-traditional, rural, military-affiliated, people of color, international, queer and trans, first-generation, historically marginalized, people with disabilities—and the list goes on—deserve the same access and opportunities as everyone else, whether in-person or online. The same can be said for UND’s diverse employees, alumni and community members. Everyone deserves the unquestioned right to have their voices heard, for free speech has been—and continues to be—the cornerstone of discourse on our campus.

**UND Leads** by building an *inclusive culture* that recognizes *diverse perspectives* and *promotes equitable opportunities*. We will:

- **Promote diverse perspectives and inclusive worldviews** by offering inclusive teaching methods, high impact practices, professional development programs and opportunities to understand diverse populations and meet their changing needs.
- **Frame Essential Studies and the Liberal Arts as foundational to diversity, equity, inclusion, and accessibility (DEIA) learning**, enabling us to value and appreciate both our collective identity as humans and the tremendous variation within our humanity.
- **Reduce barriers to higher education** by increasing affordability through scholarships, need-based aid, and Open Educational Resources. Invest in support services with the aim of boosting retention and degree completion.
- **Ensure equity in our online learning environment** by increasing support for online, hybrid and blended learning and access to the various student services and opportunities of traditional UND students.
- **Establish cooperative relationships** with the surrounding communities and Indigenous nations, seeking their guidance in embracing restorative justice that empowers all communities through a collaborative process. Work to become a premier institution for Indigenous Studies.
- **Invest in diverse area studies, programs and initiatives** that will help faculty, staff, and departments enhance DEIA efforts.
- **Implement flexible working and learning options** that make UND more accessible to a broader, more diverse population. Work to meet the changing needs of our students and employees with a commitment to access and inclusion.

**“I want to be a role model for first-generation students, the families of refugees and immigrants, and anyone who aspires to receive an education. I don’t want to just be an advocate. I want to be a person who actually does something about it.”**

**MICHELLE NGUYEN '21**

Political Science, Economics; Dream Award, McNair Scholars Program  
Hometown: Eden Prairie, Minn.

## Tribal Judicial Institute

Founded in 1993, the Law School's [Tribal Judicial Institute \(TJI\)](#) began training Tribal court employees in the Dakotas and Minnesota. TJI is now one of the principal technical assistance and training providers for a variety of Department of Justice programs, including the Tribal Court Assistance Project, the Tribal Violent Crime initiative, the Tribal Justice System Infrastructure Program, the Tribal Civil and Criminal Legal Assistance Program, the Intergovernmental Law Enforcement Collaboration Project, the Tribal Court Probation and Reentry project, and an assortment of other important projects.



**“Since its inception TJI has brought in over 20 million dollars in federal funding to UND. This success can be tied to the efforts of long-time employees as well as the dozens of UND law students who have worked for TJI as both employees and externs, many of whom have gone on to become attorneys and judges for numerous Indian tribes nationwide.”**

**BJ JONES**

Director of the Tribal Judicial Institute  
School of Law

## Reducing Barriers to Resources

UND has focused on using Open Educational Resources (OERs) to increase access and affordability to our students. This initiative, led by the University Senate and Chester Fritz Library, now has more than 90 faculty from every school and college adapting, adopting or creating OERs to replace costly textbooks, saving students \$11 million since 2015. UND was honored for its innovative use of Open Educational Resources with the [2022 Colleagues' Choice Innovation Award](#) from the [Western Academic Leadership Forum](#).



**“Many institutions promote and work with OERs, but UND has been particularly innovative and sustained extremely high levels of interest. UND faculty have been creative in the way they've built and implemented OERs by developing exciting resources that engage their students by using video, audio, 3D scans, and more. I've never seen this level of support; it has been an institution-wide priority.”**

**STEPHANIE WALKER**

Former Dean of Libraries & Information Resources

## Training and Supporting Indigenous Health Care Professionals

UND has three of America's most successful programs related to the training of Indigenous health care professionals: [Indians Into Medicine \(INMED\)](#), [Recruitment & Retention of American Indians into Nursing \(RAIN\)](#), and [Indians into Psychology Doctoral Education \(INPSYDE\)](#).



INMED is ranked first in the nation for graduating American Indian/Alaska Native physicians. In honor of INMED's upcoming 50th anniversary, the School of Medicine & Health Sciences recently launched the [largest campaign of its kind for Indigenous medical education](#). In the College of Nursing & Professional Disciplines, RAIN provides culturally appropriate support for American Indian students seeking nursing degrees. The RAIN Mentor Model guides and empowers students to become Nurse Leaders in Indigenous communities. And thanks to INPSYDE, UND has produced more Native American/First Nations Ph.D. clinical psychologists than any other American Psychological Association-accredited program. The College of Arts & Sciences program strives to boost the number of Indigenous practitioners with doctoral degrees in psychology.

## Online Opportunities of a Lifetime

Mid-way into her career, [Laura Christian](#) decided to go back to school to pursue a degree in Strategic Communication and revive her childhood dream of learning Norwegian, the language of her great-grandfather. Christian found she could do both through UND's online program. She was able to use UND's Study Abroad program to travel to Denmark, Sweden, and Norway to explore Viking history, and she returned to Scandinavia for a trip organized through one of her courses at UND.



**“Online learning works really great for me as an older adult. How UND has set up these online classes is really well done. The interactions, the homework we have to do are all built on our ability to learn. This is the highlight of my life right now, and it would have been impossible if it wasn't for UND.”**

**LAURA CHRISTIAN '20**

Strategic Communication Major  
Hometown: Olympia, Wash.

# AFFINITY

Foster a sense of belonging and a campus culture that celebrates the unique ways we connect and contribute to UND.

## A Sense of Belonging

UND people—students, employees, alumni, and partners—make this university strong. Together, we are UND. We embrace a culture that welcomes all members of our community, uplifts voices, fosters collaboration, and sustains the characteristics that UND values—such as curiosity, responsibility, adaptability, inclusivity, and integrity. By celebrating different perspectives, experiences and identities, UND will better position itself to meet the evolving needs of our UND community and broader society. We will promote an environment in which students, employees, alumni, communities, and external partners can connect, collaborate, be supported, and know they belong.

When our people feel heard, supported, and connected to UND, our communities and state benefit. By attending to the well-being, development and support of our UND community, we demonstrate how we value each individual's dedication to achieving our collective university mission. We recognize the vital role the physical and online campus environments have in influencing behavior, impacting success, and building traditions. UND will be a leader in creating accessible and welcoming environments that foster a meaningful sense of belonging for all. We will celebrate the unique contributions that each of us bring to UND and build a campus culture that can adapt to meet the changing needs of our UND community.

**UND leads** by embracing *people as the true drivers of excellence and environments that promote belonging*. We will:

- Cultivate physical and online **campus environments that are welcoming, safe, healthy, and inclusive**. Promote sustainable practices critical to the long-term health, well-being, and success of the University community.
- **Recruit and retain a robust UND work force**. Provide equitable resources and opportunities for success, acknowledge the valuable contributions of UND team members, and include employee voices in decision making.
- **Establish a First Year Experience** for new students and enhance programs for all faculty and staff that will cultivate a sense of belonging at the University of North Dakota.
- **Strengthen athletic excellence** at UND by supporting our student athletes and enhancing our athletic facilities.
- **Globalize our campus community** by increasing recruitment and retention efforts and support for international students studying at UND and for domestic students who participate in study abroad. We will embrace environments where people from unique cultures and backgrounds can interact, be valued, and know they belong.
- **Enhance UND's military-friendly environment** in which we recruit, welcome and retain military-affiliated students and families. We will increase educational pathways and programs in support of our military-affiliated students, employees, and community members.

**“I really love language study, and I really love interacting with people. UND's International Studies is everything that I love all lumped into one. I want to bring people together by breaking linguistic barriers.”**

**CHEYDEN PAULSON**

International Studies and Spanish Majors; Recipient of the U.S. Department of State Critical Language Scholarship  
Hometown: Richardton, N.D.



UND Bus Tour



Brannon Residence Hall

## Celebrating Employee Excellence

At UND, we are committed to fostering an environment where employees feel supported and valued. “This starts from Day One, making sure that employees feel welcomed on campus and in the community,” said Peggy Varberg, Associate Vice President of Human Resources & Payroll Services. For some faculty and administrators, this starts with a 3-day bus tour across North Dakota to gain a better understanding of the University’s home state and its people. The Alice T. Clark Scholars Mentoring Program welcomes new faculty to the University, matching them with seasoned professors. Mentoring programs are also offered for clinical faculty and UND staff. Employee recognition events happen throughout the year, including the annual Staff Recognition Ceremony and UND Founders Day, celebrating years of service and excellence in areas such as teaching, research, creative activity, and advising.

**“Recognizing the excellent work of our employees is paramount. This includes celebrating employee success, providing professional development opportunities, and fostering connections. It is also done through responding to the changing needs of our employees, including work flexibility, well-being programs, and ensuring compensation is market-based.”**

**PEGGY VARBERG**

Associate Vice President of Human Resources & Payroll Services

## Environments that Encourage Belonging

The physical landscape at UND has been rapidly changing. Working alongside faculty and staff, UND has been hard at work creating spaces that encourage belonging and collaboration. Between the amazing renovations at the Chester Fritz Library, O’Kelly Hall and Brannon Hall, and the building of the Memorial Student Union, Nistler Hall, and McVey Hall, UND is creating environments that support learning, encourage collaborations, promote belonging, and enhance the experiences of our students, employees, alumni, and greater community. An example of this can be found in UND’s Living Learning Communities (LLC’s).

**“These are a wonderful way to broaden a student’s learning experiences outside of the classroom. Providing environments where students of common majors or interests can more easily interact with each other, and their faculty, helps them form relationships which often extend well beyond the first year. We know student engagement is an important indicator for retention, so helping them make these connections early on at UND is a core aim for all of us in Student Affairs.”**

**TROY NOELDNER**

Director of Housing and Residence Life

In addition to revitalizing the physical campus, UND is constantly improving our online education infrastructure so our students joining us virtually have access to the same supportive environment. We are proud to be nationally recognized as a leading online university in which all students can interact and learn in environments, both physical and virtual, where they can succeed and accomplish their goals.



### Cultivating Safe, Healthy Environments

The Green Bandana project is a student-led initiative, brought to UND by student athletes and supported by Student Government, that promotes mental health awareness and suicide prevention. The program trains students on ways to work with their peers to fight against the stigma surrounding mental health.

**“I was so impressed with how invested the students are in becoming peers and advocates who want to help people who are struggling with mental health. We had no idea if it was just going to be 10 people who showed up for the Green Bandana training, and it was over 300. I was really blown away by that.”**

**CAROLYN BRODEN, '16, '18**

Assistant Director of UND's Counseling Center

The Green Bandana training was made possible through the support of the John A. Hauser Mental Health in Aviation Initiative fund set up within the UND Alumni Association & Foundation in memory of John.



Rendering: ICON Architects

### The Standard of Athletic Excellence

Every student-athlete is asked to do three things during their time at UND: (1) Earn a degree, (2) Be a leader—in action, and (3) Perform at the highest level they can in their sport. The late Fritz Pollard Jr., easily accomplished all three as an elite UND student-athlete who earned degrees in Education and Law. He was a bronze medalist at the 1936 Berlin Olympic Games and served as a Special Services officer for the U.S. Army in World War II. The final addition to the Frederick “Fritz” D. Pollard Jr. Athletic Center will complete a state-of-the-art facility for our student athletes. It will provide them with a place to learn and grow, so they can follow in the footsteps of the building’s namesake and perform at their highest level, in sport and in life.

**“Fritz D. Pollard Jr. embodied everything that UND has ever asked of its student-athletes and left quite a legacy for our current and future student-athletes.”**

**BILL CHAVES**

UND Athletic Director

**“UND has long been recognized as a leader in aviation and aerospace education, and is now leading the way to support the mental health of aviation students and professionals alike. With the support of the John A. Hauser Mental Health in Aviation Initiative endowment and fund, the University is partnering with mental health professionals and the FAA, fellow aviation schools, the airline industry, and the military to increase access to these vital resources.”**

**ROBERT KRAUS**

Dean of the John D. Odegard School of Aerospace Sciences



Feast of Nations



## Celebrating Global Cultures

UND's [Feast of Nations](#) is a chance to celebrate the cultures and diversity on campus and around the world.

**“The students take so much pride in their culture, and it’s so rewarding to help them with their planning so they can come together and share their culture with the whole community.”**

**MONICA EVAVOLD '95**  
Events & Projects Coordinator

UND also encourages students to experience the world through [study abroad](#), and helps them compete for [prestigious scholarships and internships](#), which offer unmatched learning experiences and career opportunities. [Sydney Menne](#), recipient of the prestigious Marshall Scholarship which funds up to three years of graduate study in the United Kingdom, will be able to continue her studies and research overseas.

**“Conducting research internationally is a big dream of mine, and I am so excited and thankful for the opportunity.”**

**SYDNEY MENNE**  
Math and Physics Major  
Hometown: Shoreview, Minn.

## UND: A Military and Veteran Friendly Environment

Fresh out of high school, [Jonathan Wirkkala](#) became an avionics technician with the U.S. Air Force. While still on active duty, he enrolled in UND's online bachelor's program in electrical engineering. He began his online studies while stationed in South Korea, and found that the knowledge he gained in his classes could be immediately applied to his job. Even though he was 6,000 miles from Grand Forks, Wirkkala felt supported.

**“It was always easy to feel a part of UND while I was not physically on campus.”**

**JONATHAN WIRKKALA '22**  
Electrical Engineering Major  
Hometown: Hanover, Minn.

Once he left the Air Force, in 2019, Wirkkala shifted to in-person instruction. Facilitated by the [UND Veteran & Military Services Office](#), the transition was easy, he said. “UND offered tons of resources,” he said. “I showed up and, three days later, I was in classes.” UND is nationally recognized as a top online education provider for military and veterans due to its convenience, accessibility, and flexible schedules.

**“Having lived and served in over 10 different locations, and having visited 47 states and multiple countries through a military career spanning more than two decades, I can say UND, Grand Forks and the State of North Dakota are the most military and veteran friendly places I have had the fortune to know as home. I have appreciated being a part of a community that embraces the unique experiences of our military, veterans and their family members.”**

**RODNEY E. CLARK**  
Associate Vice President for Public Safety and Chief of Police  
U.S. Army, Major (Ret.)

# DISCOVERY

Advance research, creative activity, and scholarship through our spirit of inquiry and our desire to better understand the world around us.

## A Love of Inquiry and Creativity

As a nationally recognized public research institution, UND cultivates excellence in creativity, research and innovation. As North Dakota's flagship university, with nine colleges and schools—as well as several centers and institutions—it is our responsibility to both serve and lead the region in our distinctive areas of expertise and excellence. Rooted in the liberal arts traditions of critical thinking, problem-solving and intellectual risk-taking, our commitments to the principles of innovation and creativity are reflected in our research, partnerships, creative work and teaching. We value the breadth of scholarly work that is being produced all across UND. It is this which makes possible the interdisciplinary collaboration that is essential for addressing complex problems. This breadth, combined with the depth embodied by UND's Grand Challenges, is what helps propel North Dakota toward new horizons.

We will cultivate an inclusive environment where creative expression, intellectual risk-taking, critical inquiry, research excellence and a spirit of wonder flourish. By removing barriers between disciplines and communities, we can engage in substantive public discourse, intentional research and focused actions aimed at finding cutting-edge solutions and building a more inclusive world. We value academic freedom, free speech, creative expression, critical inquiry and innovative thinking, and we will forge partnerships that lead the way in developing responsible solutions to pressing problems.

**UND Leads** by fostering a *culture of creativity, research and innovation; preparing students for the workplace* through hands-on research, inspiring *collaboration and cross disciplinary work*, and *uniting UND with partners* in the community, state and beyond. We will:

- **Coordinate and manage resources** to support the strategic balance of breadth and depth of research, creative activity, and scholarship happening across campus.
- **Foster innovative teaching, applied learning, and transformative research** that exemplifies discovery, as shown by experimenting, researching, drafting, writing, prototyping, rehearsing, etc.
- **Infuse creative expression, critical inquiry, and innovation** across the students' learning journeys by supporting comprehensive curricular and co-curricular participation in research.
- **Enhance and deepen UND's Grand Challenge** areas which foster and sustain cross-disciplinary teams dedicated to identifying solutions to pressing challenges. Be open to the addition of new Grand Challenges to help meet society's changing needs.
- **Facilitate and enhance connections**, where new and existing partners—including industry, government, and inter-institutional collaborations, among others—can easily engage, and where internal efforts to foster partnerships can be supported and flourish.
- **Strengthen service units** that support creativity, research and innovation in all stages, from program development to promotion and beyond.
- **Further empower departments and units** to establish appropriate and measurable outcomes for creative activity and research. These outcomes should be specific to each department's professional discipline and incorporated into the evaluation process and faculty tenure and promotion standards.

**"I feel what I do at work has a positive impact for humanity. That's one of the most rewarding things about the job: knowing that what I help research and develop has the potential to shape the future and also make our life here on Earth better."**

**STEFAN TOMOVIC, '18, '21**

B.S., Electrical Engineering; M.S., Space Studies

Research Engineer, NASA's Kennedy Space Center. At UND: UND Rocket Team, Inflatable Lunar/Mars Habitat assistant.

Hometown: Cold Spring, Minn.





# UND WRITERS CONFERENCE

EST. 1970

## A LITERARY FESTIVAL ON THE PRAIRIE

### The First Egyptian to Reach Space

Sara Sabry, a doctoral student in Aerospace Sciences, was the first Egyptian to reach space. Sabry was drawn to UND by the collaborative nature of the Department of Space Studies in the John D. Odegard School of Aerospace Sciences. That's where she works with Space Studies Professor Pablo de León, who has an extensive history of spacesuit design and testing. Designing and evaluating a spacesuit is an interdisciplinary activity that involves experts in Space Studies, Biomechanics, Kinesiology and as such, it blends Sabry's interests in medical and mechanical engineering.

**"We have been attracting the best students from all over the world and the fact that Sara Sabry selected UND to do her Ph.D. is clear proof of that."**

**PABLO DE LEÓN**

Chair and Professor of Space Studies

### An Unmatched UND Experience

First started in 1970 and the recipient of numerous grants from organizations including the National Endowment for the Arts, the annual [UND Writers Conference](#) remains one of the nation's best-known public literary events of its kind. Since its founding, the Conference's mission has been to provide free and open access to the arts to those in Grand Forks and the region. Now, its ever-expanding digital collection has made the UND Writers Conference and its invaluable archives available to researchers, writers, and students all over the world.

**"Ask a UND alumnus or local community member about the UND Writers Conference and you'll often see a picture of a person with Truman Capote or a group with Viet Thanh Nguyen, hear about a chat they had with Tony Kushner, or learn about their conversations with some nationally or internationally renowned author/artist."**

**CRYSTAL ALBERTS**

Director of UND Writers Conference  
Professor of English

**"UND supported my travel across the country to visit monuments and research archival records about their creation. This enabled me to write the first comprehensive study—and now award-winning book—of 150 years of US pioneer monuments. The University then made it possible to share the knowledge I gained with local communities."**

**CYNTHIA C. PRESCOTT**

Professor and Chair of History and American Indian Studies

Author of "[Pioneer Mother Monuments: Constructing Cultural Memory](#)," which received the 2020 Gita Chaudhuri Prize from the Western Association of Women Historians



### Augmented Reality for Humvees

North Dakota ingenuity will help keep American soldiers safer, thanks to UND research that's developing advanced "heads up" windshield displays for the U.S. Army. UND and its research partners, Applied Research Associates and the Department of Defense, are developing augmented reality (AR) systems for Army ground vehicles. These will enable soldiers operating or riding in High Mobility Multipurpose Wheeled Vehicles—the legendary Humvees—to see a broad range of battlefield data projected as an AR heads-up display on the windshield.

**"With this work, UND is going to be right at the cutting edge of Heads-Up Display technology. There will be no one with any more advanced technology than we'll have, as this project proceeds."**

**JEREMIAH NEUBERT**  
 Professor of Mechanical Engineering  
 Project Principal Investigator



### The Power of Endowed Faculty

From music to medicine, from student recruiting to faculty retention, endowed professorships give UND a competitive edge. Alexandra Sickler, a tenured professor at the UND School of Law, recently received the Archie Unterseher Endowed Professorship, established through an endowment created by the Oxbow Foundation of Minneapolis. Professor Sickler is known as a highly innovative teacher with a dedication to her students' learning, as well as to showing the practical value of the knowledge and skills the students develop in her courses.

**"I'm honored to have been selected for recognition in this way and hope to leverage this support to bolster student knowledge in ways that will ultimately contribute to critical economic and industry sectors in the region."**

**ALEXANDRA SICKLER**  
 Professor, School of Law

**"More than any other factor, the quality and dedication of faculty shape the UND student experience. Endowed professorships are a proven way to attract and retain students, keep great faculty, and ensure groundbreaking research."**

**DEANNA CARLSON ZINK '86**  
 CEO of the UND Alumni Association & Foundation

## Grand Challenges

The University of North Dakota's culture of creativity, research, and innovation leads us to discover new knowledge and enrich the lives of our local, state, national and global community. Our diverse scope of scholarship and expertise empowers UND to forge partnerships that generate knowledge communities across traditional and digital platforms, and to lead the way in devising responsible solutions to the pressing challenges of today and tomorrow. UND's spirit of inquiry sustains our creative activity, scholarship, and research, so that we may inspire future innovation and foster discovery as an element of lifelong learning.

In 2017 UND identified five areas of historical strengths where we are well-positioned to find interdisciplinary solutions to complex problems with substantial social impact. These Grand Challenges, or targeted areas of research, were designed to help grow and diversify the North Dakota economy, and address pressing needs in the state and nation. After five years, we are proud to say:

### We rose to the challenge.

UND has led the way in **energy security** and **environmental sustainability**; tackled **health challenges** such as Parkinson's, Alzheimer's, multiple sclerosis, stroke, cancer, and drug addiction—health issues **that strike North Dakotans** more than anyone else; supported **rural community health** by partnering with state, community, and industry leaders **to foster an equitable, vibrant, and healthy state**; driven **world-changing developments of autonomous systems**, setting the pace for groundbreaking technology; and provided **robust data analysis** for North Dakota, with a focus on converting data into actionable information.

### And we are not done.

We remain committed to serving North Dakota and the greater global community by advancing research, creative activity and scholarship in ways that help identify solutions to society's most pressing needs. In 2021 UND identified a sixth Grand Challenge in **National Security and Space**, working on projects alongside NASA, the U.S. Space Force, and the U.S. Space Command.

The world is constantly changing, as is the research, scholarship, and creative activity at UND. Our Grand Challenges must continue to evolve and grow to meet these needs. We seek new perspectives and expertise for these Grand Challenges so that we can expand the productivity, participation, and impact of our research. As the world changes, new challenges will present themselves and UND will rise to meet these demands. **UND has tremendous strength across all our disciplines** including in the arts, humanities, pedagogy, and our various professional fields, **and we know that complex problems demand interdisciplinary solutions**. By supporting both the breadth and depth of our scholarship, UND will lead the way in developing responsible, sustainable solutions to our grandest challenges.

### At UND the Challenge is Accepted.

UND faculty, staff, and student researchers have been collaborating across disciplines and with external partners to find solutions to some of the world's most pressing issues:



Energy & Environmental Sustainability



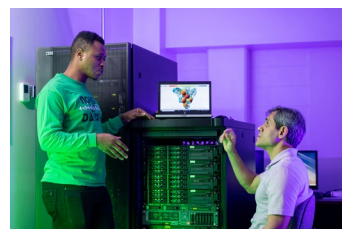
Human Health



Rural Health & Communities



Autonomous Systems



Computational & Data Science



National Security & Space

### UND's Grandest Challenge:

UND researchers across every discipline are united in pursuit of a shared goal. From physics to philosophy, from English to electrical engineering, academic life at the University represents a search for truth and understanding—the grandest challenge of them all.

# SERVICE

Engage in collaborations that serve the evolving needs of our people, tribal nations, the state of North Dakota, and our global community.

## A Commitment to People and Communities

The people of UND strive to serve, using our talents and resources to make our campus and broader communities better. We are committed to embracing the strengths of others, building on what we share and valuing differences as opportunities to grow and learn. Through our world-class faculty and staff experts who bring knowledge, research, artistic endeavors and a passion to serve, UND supports cultural, economic and educational collaborations that can help build a better future.

We will prepare students for a rapidly changing workforce; expand economic opportunities that retain talent in the state; and contribute to the cultural and educational vibrancy that make our communities strong. We will encourage opportunities for students to embrace meaningful service while they are at UND and help them discover ways in which their academic goals are tied to responsible global citizenship. By embracing collaboration and cross-disciplinary work, we will meet the unique needs of our students and communities across the entire state of North Dakota, the nation, and the world.

**UND Leads** by *servicing our students, community, and state*. We will:

- **Address the health, educational, safety, cultural, economic, and workforce needs** of our community, state and region via research and educational collaborations.
- **Expand innovation and entrepreneurship** to bring about the creation of new jobs and economic opportunities.
- **Cultivate North Dakota partnerships** that highlight our national and global leadership in areas such as Rural Health, Autonomous Systems, Energy and Environment, Space Studies and National Security.
- **Promote the arts and humanities**, which contribute to the cultural vibrancy of the state and help attract and retain talent in our communities.
- **Create “front doors”** to UND, helping streamline ways for people and partners to engage and collaborate. Embrace practices that allow flexibility and encourage positive risk taking.
- **Strengthen services and cultivate programs** for recruiting, mentoring and advancing historically underserved and marginalized students and employees.
- **Provide lifelong-learning opportunities** that appeal to community members of all ages, and capitalize on the expertise at UND. Provide curricular and co-curricular opportunities for UND students to give back and serve their communities.
- **Engage UND alumni** as community ambassadors, guest lecturers and thought leaders.

**“I knew that being a teacher was something I wanted to do. I also had great teachers growing up, and I knew I wanted to do what they did. Because they made work look fun; they made teaching look like the best job — which it is.”**

**TAYLOR WRIGHT**

Elementary and Middle Level Education Major  
Hometown: Chaska, Minn.

UND's College of Education & Human Development has launched an Office of Teacher Recruitment and Retention to address teacher shortages throughout North Dakota and nationwide.

# NORTH DAKOTA SMALL BUSINESS DEVELOPMENT CENTERS

*Your Ideas - Our Expertise - Your Success*

## Growing the Economy, Meeting Workforce Needs

As UND helps grow and diversify the state's economy, we also rise to meet the workforce demands with our highly educated, adaptable graduates who can respond to industry needs. Through helping expand North Dakota's economy in the fields of Energy, UAS, Space, and National Security, we also work to support new and growing businesses across the state. Out of the Nistler College of Business & Public Administration, the [North Dakota Small Business Development Center](#) helps small businesses across the state get started and grow. Since 2021, the Center has helped create or support more than 7,000 North Dakota jobs resulting in over \$73 million in client capital formation.

**"If you are unsure or overwhelmed with the process of starting a business, I would 100% recommend starting your journey with the ND SBDC."**

**SHILOH LUJAN**

Arc Royalties, Dickinson



## Engaging UND Alumni

Since 1889, when the first eight graduates of the University of North Dakota formed the UND Alumni Association, the University has had the strong backing of our alumni who support the institution's ongoing growth and development. For more than 130 years, UND alumni and friends have shown a passion and enthusiasm as they find ways in which to give back to their alma mater and support new generations of students.

**"If we want to see the organizations that we care about continue to succeed, we need to support them and contribute to their brighter futures. I hope my gifts challenge and inspire others to give back to the University that has given us so much."**

**JACK MARCIL, '63, '68**

Partner at Serkland Law Firm

## North Dakota: a Global Leader in Energy

North Dakota is internationally recognized as a leader in energy, thanks in large part to the work done at [UND's Energy & Environmental Research Center \(EERC\)](#). CEO Charlie Gorecki and the EERC team partner with communities and industries across the state, region, and world to ensure that North Dakota continues

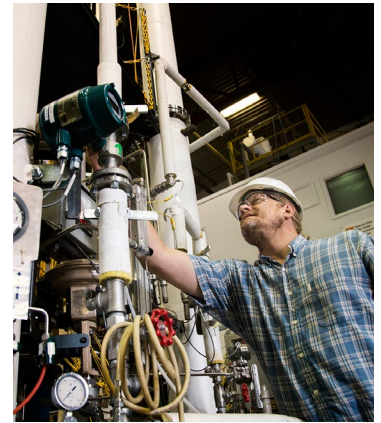


Photo courtesy of EERC

to be a global leader in this field. The Red Trail Energy ethanol plant near Richardton, N.D., is the site of an EERC project that's drawing just that kind of interest. This summer, Red Trail Energy announced that thanks to EERC technology, nearly all of the industrial carbon dioxide being produced by the Richardton plant is being captured and injected more than a mile underground, greatly reducing the carbon intensity of the ethanol.

**"The significance of implementing this project cannot be overstated. From the beginning, we wanted to set Red Trail Energy apart from other ethanol plants, and this puts us ahead of the curve."**

**GERALD BACHMEIER**

Red Trail Energy CEO

## Encouraging Collaboration

Innovative ideas happen when people from different disciplines and backgrounds come together to work on a problem. "At UND, we must create opportunities to facilitate collaborations that welcome diverse thought, conversation, and expertise," said Amy Whitney, Center for Innovation Director. By creating environments where industry and community partners collaborate with our faculty, staff, and students, we know that innovation can happen. We need to facilitate ways in which partners who want to engage with UND can easily connect.



**"UND can be a leader in creating opportunities where all voices come together to solve complex challenges and promote entrepreneurial activity as a key driver of innovative solutions. This culture of collaboration will improve the quality of life and drive solutions in the communities we live in across North Dakota and the country."**

**AMY WHITNEY**

Director of Center for Innovation

# STRATEGIC PLANNING COMMITTEE MEMBERS

The UND Strategic Planning process was led by co-chairs **Dr. Lynette Krenelka**, Executive Director of Teaching Transformation and Development Academy, and **Dr. Jim Mochoruk**, Professor of History and Chester Fritz Distinguished Professor.

The work was informed by thoughtful feedback from University Senate members, led by President **Dr. Bob Newman** and former President **Dr. Cristina Oancea**, Staff Senate President **Paula Cox** and former President **Brian Schill**, and Student Government President **Faith Wahl** and former President **Kaelan Reedy**. We are incredibly thankful to the **President's Executive Council** and **College Deans** for their guidance and support. We extend our appreciation to the **Taskforce on Higher Education at UND** and the **Taskforce on Diversity, Equity and Inclusion** committee members for their reports, which were used to inform the development of this plan.

We would like to thank and acknowledge the more than 700 individuals who participated in one of our Strategic Planning events, the more than 900 survey respondents, and the almost 500 people who joined one of the 50 targeted focus groups. All the information collected during this process can be found on the [UND Strategic Planning website](#).

Project support was provided by **Rob Carolin**, '89, '00, Chief of Staff and **Anna Clark**, Director of Planning and Communication for Academic Affairs and assisted with staff support from **Chloe Aamodt**, **Taylor Hanson-Wald**, '14, **Crystal Kahl**, and **Chris Naas**. A special thank you to **Matthew Sebby**, '20, **Megan Wasylow**, '10, and the **Memorial Union team** who offered tremendous logistical support throughout the process.

## STRATEGIC PLANNING COMMITTEE

### CO-CHAIRS

**Lynette Krenelka**, '91, '98, '05

Executive Director of Teaching Transformation and Development Academy

**Jim Mochoruk**

Professor of History, Chester Fritz Distinguished Professor

### MEMBERS

**Tamba-Kuii Bailey**

Special Assistant to the President for Diversity and Inclusion

**Jennifer Berger**

Director of Emergency Management

**Bailey Bubach**, '12

Assistant Dean for Student Affairs, College of Engineering & Mines

**Angie Carpenter**, '01, '08

Director of Special Student Populations

**Stephanie Christian**, '85, '94, '21

Chair/Clinical Associate Professor, College of Nursing & Professional Disciplines

**Aaron Flynn**, '07, '09

Assistant Director of Memorial Union Facilities & Operations

**Sadie Hanson**

Undergraduate Student

**Meloney Linder**

Vice President of Marketing and Communications

**Mike Mannausau**, '99, '03

Vice President of Development, UND Alumni Association & Foundation

**Casey Ozaki**

Chair/Professor of Education, Health & Behavior

**Darius Quansah**

Graduate Student

**Jennifer Stoner**

Associate Professor, Marketing

**Jeffrey VanLooy**

Associate Professor, Earth System Science & Policy

**Ryan Zerr**, '96, '98

Chair/Professor Mathematics/ Associate Dean of Arts & Sciences

## COLLABORATION AND ENGAGEMENT

### CO-CHAIRS

**Tiffany Ford**, '05, '18

Director for the UND Center for Business Engagement & Development

**Thomasine Heitkamp**, '75

Behavioral Health Research Specialist, Chester Fritz Distinguished Professor Emeritus

### MEMBERS

**Pat Bertagnoli**

Executive Director of Job Service North Dakota

**Brian Bjella**, '75, '79

Senior Counsel with Bozeman Montana Office of Crowley Fleck, PLLP

**Maria Effertz-Hanson**, '93

Director of the Division of Community Services, ND Commerce

**Tom Erickson**, '88, '90

Director, Exploratory Research, IP and Technical Commercialization for the Energy & Environmental Research Center

**Nick Hacker**, '06

President/CEO of the ND Guaranty and Title Company, Member of the State Board of Higher Education, and former State Senator

**Carma Hanson**, '88

Coordinator of Safe Kids for Grand Forks Altru Health Systems

**Peter Johnson**, '81, '82

Director of Government Relations & Public Affairs, UND Alumni Association & Foundation

**Judy Lee**, '64

ND State Senator

**Monica Mayer "Good Medicine"**, '95

Mandan Hidatsa, and Arikara Nation Tribal Council Woman, North Segment

**Chris Nelson**

Dean of UND Graduate Studies and Associate Professor

**Kylie Oversen**, '11, '12, '16

Attorney, Schneider Law, former ND State Representative and UND Student Body President

**Daphne Pedersen**

Department Chair of Sociology and Chester Fritz Distinguished Professor

**Kaelan Reedy**, '22

Executive Director of Evolve Grand Forks, Former UND Student Body President

**Kenneth Ruit**

Associate Dean of Education and Faculty Affairs, School of Medicine and Health Science and Associate Professor

**Kristine Sande**

Associate Director of the UND Center for Rural Health

**Will Semke**

Associate Dean for Academic Affairs, College of Engineering & Mines, and Professor

**Thomas Swoyer, Jr**

President and Chief Executive Officer at Grand Sky Development Company

**Terry Traynor**

Executive Director of the North Dakota Association of Counties

**Kristen Votava**, '00, '13

Early Childhood Education Graduate Director and Associate Professor

**Danny Weigel**, '18

Police Lieutenant, and Public Information Officer at UND, Grand Forks City Council Member

## CREATIVITY, DISCOVERY, AND INNOVATION

### CO-CHAIRS

**Patrick Henry**

Assistant Professor, English

**Amy Whitney**

Director, Center for Innovation

### MEMBERS

**Ryan Adams**

Department Chair, Director, SEECs

**Mark Askelson**, '93

Associate Vice President for Research: National Security

**Sandy Braathen**, '87, '89

Professor, Entrepreneurship & Management

**Becca Baumbach**, '09, '11

Executive Director, Community Foundation of Grand Forks, East Grand Forks & Region

**Kevin Fickenscher**, '73, '75, '78

President/CEO, CREO Strategic Solutions

**Surojit Gupta**

Associate Professor, Mechanical Engineering

**Sarah Heitkamp**, '14, '17

UND Art Collections Curator

**Paul Korus**, '78, '80

Director, Chord Energy Corporation

**Beth Kurz**

Director for Analytical Solutions

**Soizik Laguette**

Department Chair, Associate Professor, Earth System Science & Policy

**Dan Laudal**, '06, '17

Director of Institute of Energy Studies

**Michael Mann**, '81, '88, '97

Associate Dean for Research, College of Engineering & Mines

**Madhavi Marasinghe**, '16, '19

CIO, University IT

**Nuri Oncel**

Professor, Physics & Astrophysics

**Scott Sandberg**, '01

Department Chair, Associate Professor, Music

**Shawnda Schroeder**, '09, '12

Faculty, Educator Scholar, Department of Indigenous Health

**Robert Stupnisky**

Director of Grad Certificates in Learning Analytics and Quant Research Methods; Education, Health, & Behavior

**Chih Ming Tan**

Associate Dean for Research; Professor and Page Endowed Chair in Applied Economics

**Stephanie Walker**

Dean of Libraries and Information Resources

**Zeineb Yousif**

Digital Initiatives Librarian

## FOSTERING EQUITY AND INCLUSIVE EXCELLENCE

### CO-CHAIRS

**Stacey Borboa-Peterson, '16**

Director of Student Diversity and Inclusion

**Anne Kelsch**

Director of Faculty Development, Professor

### MEMBERS

**Justin Berg**

Associate Professor, Sociology

**Tom Berry**

Friend of UND

**Mallory Bernhard**

Head Coach Women's Basketball, UND Athletics

**Jacoba de Boer**

Learning Specialist, AVP Student Success

**Roberto DeMagalhaes**

Assistant Professor, Accountancy

**Cerynn Desjarlais, '16, '20**

Clinical Asst. Professor; Director of Online Counseling Program; Internship Placement Coordinator; Education, Health, & Behavior

**Charles Henry, '22**

Graduate Student

**Laine Lyons, '16**

Director of Development, College of Arts & Sciences, UND Alumni Association & Foundation

**Jon Maskaly**

Assistant Professor, Criminal Justice

**Caitlan Milera**

Director, ND Space Grant Consortium and ND NASA EPSCoR, Space Studies

**Helen Ramon-Vega**

Undergraduate Student

**Kaisa Siipola, '22**

Undergraduate Student

**Donna Smith, '92, '06**

Assistant Vice President Equal Opportunity & Title IX

**Jake Vivier, '17**

Academic Core Advisor

## COMMUNICATION, OUTREACH, AND ANALYTICS

### CO-CHAIRS

**Meloney Linder**

Vice President of Marketing & Communications

**Amanda Moske**

Chief Data Officer

### MEMBERS

**Tom Dennis**

Associate Director of UND Communications and Editor of UND Today

**Jessica Kinneberg, '08, '13**

Assistant Director of Brand & Creative Strategy

**Aimee Halstenson, '05**

Web Manager

**Sarah Prout, '07**

Vice President for Marketing & Communications, UND Alumni Association & Foundation

**Precious Dada**

UND Student Government Association

**Vaafusuaga Boese**

A/V Specialist, University Information Technology

## STUDENT SUCCESS BEYOND THE CLASSROOM

### TRI-CHAIRS

**Sara Kaiser, '09**

Director, Office of Student Rights & Responsibilities and Disability Services for Students

**Anna Marie Kinney, '10, '15**

Coordinator of University Writing Program

**Andrew Williams**

Assistant Professor, Public Health

### MEMBERS

**Robyn Bancroft, '04, '13**

Director of the Office of Student Services, Nursing

**Kristen Borysewicz**

Research Skills Instruction Coordinator, Reference Librarian

**Carolyn Broden, '16, '18**

Assistant Director Substance Use Services & Outreach

**Tyler Burmeister**

Director of Student Athlete Development

**Jessica Doty**

Director of Student Health

**Emily Dougherty, '19**

Study Abroad Coordinator

**Chris Ehrhart**

Assistant Director, Residence Life

**Marjorie Evers, '85**

Student Relations Manager, One Stop

**Myra Henderson**

Undergraduate Student

**Casey Hutton**

EAPC Architects Engineers

**Karina Knutson, '08**

Assessment/Accreditation Spec, Undergraduate Student Success; Instructor, Nutrition & Dietetics

**Alena Kubatova**

Chair/Professor, Chemistry; Adjunct Professor, Chemical Engineering, Chester Fritz Distinguished Professor

**Jack Muhs, '87**

Senior Vice President – AOD, FedEx Express

**Kristi Okerlund, '05, '07**

Director of Student Involvement & Parent Programs

**Devon Olson, '13**

Research and Education Librarian

**Kerry Toups**

Graduate Student

**Marilyn Vetter, '88**

UND Alumnus

**Jonathan Wirkkala, '22**

UND Alumnus

## STUDENT SUCCESS THROUGH ACADEMIC EXCELLENCE

### CO-CHAIRS

**Zarrina Azizova**

Assistant Professor, Education, Health & Behavior

**Heather Terrell**

Director of Undergraduate Psychology Programs

### MEMBERS

**Tim Burrows**

Director of Assessment and Accreditation

**Michael Herbert, '19**

Graduate Student

**Gabe Kilzer**

Teaching Assistant Professor, Sociology

**Erin Lauckner, '18, '20**

Clinical Instructor, Nutrition & Dietetics

**Chelsea Mellenthin, '11, '16**

Assistant Director Career Services & Advising

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**Ryan Summers**

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**Alfred Wallace**

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