

Survey Results
Roundtable on Higher Education Recommendations
and Potential Legislative Agenda for the
North Dakota University System

Prepared by the
North Dakota University System
at the Request of
Senator Holmberg, Chair
Roundtable on Higher Education

December 2004

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Executive Summary

Fifteen recommendations were developed by the Roundtable on Higher Education during the group's annual meeting June 15, 2004. Following the meeting, a survey was sent to the roundtable members to determine the extent of agreement with each of the recommendations. Survey results showed a high level of agreement among roundtable members on all 15 recommendations.

The State Board of Higher Education (SBHE) developed a draft legislative agenda based on the May 25, 2000, Report of the Roundtable, the SBHE strategic plan and the major recommendations from the June 15, 2004, roundtable meeting. The draft agenda was distributed to roundtable members to obtain their input on the level of importance concerning the assumptions and potential components.

Roundtable members agreed that all of the basic assumptions and potential legislative action items were of high importance. Specifically, all 13 basic assumptions and/or potential components of the draft legislative agenda rated above four on a five-point scale. Assumptions and components that scored the highest overall, based on the average of all stakeholder groups, include:

- The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative and non-legislative action relating to creating a university system in North Dakota for the 21st century;
- Continue the concept of flexibility with accountability in budgeting and in reporting requirements to further unleash the potential of the University System;
- Review the higher education accountability measures and change as needed;
- Provide funding for the creation of economic development centers of excellence which are focused on expanding the state's economy and creating employment in high-priority industry growth clusters;
- Provide funding to the University System consistent with the Long-Term Finance Plan, which was developed as a legislative request and in cooperation with the roundtable.

Some variation in the ratings are evident among the stakeholder groups. However, all stakeholder groups assigned a relatively high level of importance to all 13 basic assumptions and potential legislative action items.

Two meetings of the private sector roundtable members were held to review potential legislation related to the recommendations from the June 15 roundtable meeting. Views expressed at these meetings were consistent with the survey responses.

The State Board of Higher Education used both the survey results and feedback from the private sector meetings to revise and finalize the 2005 legislative agenda for the North Dakota University System. A copy of the legislative agenda is included on Page 10 of this report.

Survey Results
Roundtable on Higher Education
Recommendations and Potential Legislative
Agenda for the North Dakota University System
December 2004

I. Roundtable Meeting:

The Roundtable on Higher Education used several sources at its June 15, 2004, meeting to examine the progress and impact of their work on higher education and on North Dakota. The sources used included: a panel comprised of private sector members of the roundtable; a panel involving the presidents of the colleges and universities on the roundtable; a competitive analysis of North Dakota in relation to other states provided by consultant Dennis Jones, president, North Central Higher Education Management Systems, and; discussion sessions involving six breakout groups.

Fifteen recommendations were developed by the six breakout groups for consideration by the full roundtable. A survey was sent to the roundtable members on October 6, 2004, to determine the extent of agreement with each of the 15 recommendations. Survey results showed a high level of agreement among the roundtable members on the 15 recommendations developed. Specifically, all 15 recommendations scored well above the midpoint of 3.0 on a 5-point scale (see Appendix for survey results).

The State Board of Higher Education (SBHE) developed a draft legislative agenda based on the May 25, 2000, Report of the Roundtable, the SBHE strategic plan and the major recommendations from the June 15, 2004, roundtable meeting. The draft agenda was distributed to the roundtable members to obtain their input on the level of importance concerning the assumptions and potential components.

II. Private Sector Meetings:

At the June 15, 2004, roundtable meeting, the private sector members of the roundtable expressed an interest in meeting again prior to the 2005 Legislative Session to review potential legislation relating to the recommendations in the Report of the Roundtable and the recommendations from the June 15 meeting. Senator Raymond Holmberg, chair of the Roundtable on Higher Education and chair of the Interim Committee on Higher Education, arranged for two meetings involving the private sector members. One meeting was held in Bismarck on October 19, 2004, for those located in the western part of North Dakota. A second meeting was held in Fargo on October 20, 2004, for those in the eastern part of the state. The dinner meetings were hosted by Microsoft Business Solutions and the Greater North Dakota Chamber of Commerce (GNDCC).

The primary purpose of the meetings was “to give the private sector members an opportunity to review and discuss the major legislation being considered for the 2005 Legislative Session which relates to the overall goal and expectations of the roundtable.” Eleven of the 14 private sector members attended the meetings along with Senator Holmberg, Interim Committee Vice Chairman Bob Martinson, SBHE President Bruce Christianson, NDUS Chancellor Robert Potts, NDUS Vice Chancellor Eddie Dunn, GNDCC President Dave Maclver, GNDCC Vice President of Governmental Affairs

David Straley and North Dakota Legislative Council Budget Analyst and Auditor Jim Smith.

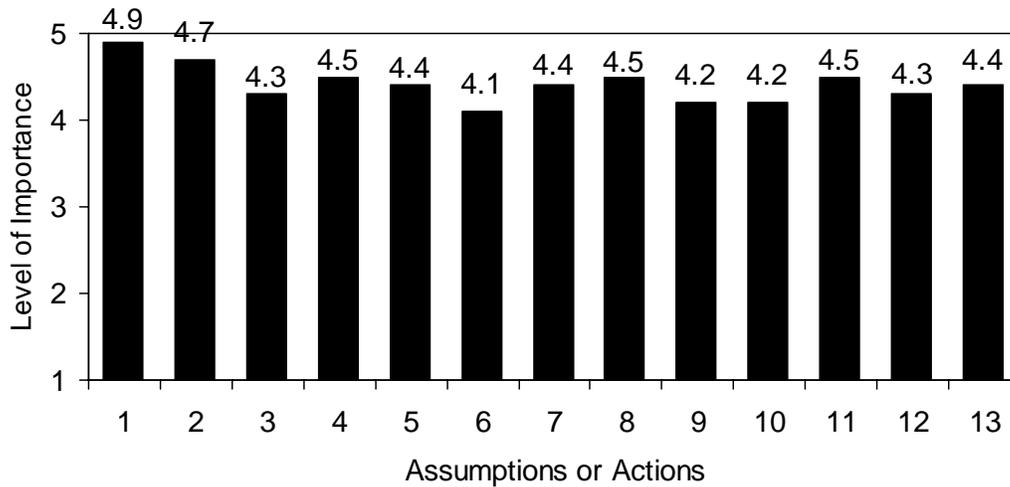
The private sector members reviewed the survey results and discussed the potential legislative agenda developed by the Interim Committee on Higher Education and by the SBHE. The views expressed at the meetings were consistent with the responses provided earlier by private sector members on the survey described below and in the Appendix. The one major exception relates to the definition and criteria for economic development centers of excellence. There is strong support for the concept of economic development centers of excellence. However, the private sector members hold the view that the term “excellence” should be reserved for centers that have distinguished themselves nationally and/or globally. It was suggested there be two categories of centers, particularly for funding purposes: one with standards and expectations for centers which are appropriate to the research institutions in North Dakota and the second appropriate to the creation of centers which may not be recognized nationally or internationally but which are critical to addressing the economic enhancement needs and opportunities of the respective regions of the state where the institutions are located.

III. Draft Legislative Agenda:

As indicated in the following graph, the roundtable members consider all of the basic assumptions and potential legislative action items to be of high importance. Specifically, all 13 basic assumptions and/or potential components of the draft legislative agenda scored above four on a five-point scale regarding level of importance. The assumptions and components that scored the highest overall, based on the average of all stakeholder groups, include:

- **Item #1:** The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative and non-legislative action relating to creating a university system in North Dakota for the 21st century. This item scored 4.9 out of a possible 5, which is equivalent to 98 percent;
- **Item #2:** Continue the concept of flexibility with accountability in budgeting and in reporting requirements to further unleash the potential of the University System (score of 4.7 out of a possible 5, which is equivalent to 94 percent);
- **Item #4:** Review the higher education accountability measures and change as needed (score of 4.5 out of a possible 5, which is equivalent to 90 percent);
- **Item #8:** Provide funding for the creation of economic development centers of excellence which are focused on expanding the state’s economy and creating employment in high-priority industry growth clusters (score of 4.5 out of a possible 5, or 90 percent);
- **Item #11:** Provide funding to the University System consistent with the Long-Term Finance Plan, which was developed as a legislative request and in cooperation with the roundtable (score of 4.5 out of a possible 5, or 90 percent).

Basic Assumptions and Potential Legislative Actions Average of All Stakeholder Categories



1. The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative & non-legislative action relating to creating a University System in ND for the 21st Century.
2. Continue the concept of "flexibility with accountability" in budgeting and in reporting requirements to further unleash the potential of the University System.
3. Use the two-pronged approach to funding the NDUS.
4. Review the higher education accountability measures and change as needed.
5. Continue to use the agreed-upon accountability measures in place of different or additional accountability measures for the University System.
6. Review and possibly revise the process regarding legislative requests for information.
7. Develop a statewide and uniform student internship program that benefits both students and employers and provides incentives for students and faculty.
8. Provide funding for the creation of economic development centers of excellence that are focused on expanding the state's economy and creating employment in high-priority industry growth clusters.
9. Increase emphasis on identifying and responding to education and training needs, including those in the soft-skills area, for business and industry.
10. Invest and engage in more aggressive recruitment of out-of-state and international students.
11. Provide funding to the University System consistent with the Long-Term Finance Plan that was developed as a legislative request and in cooperation with the roundtable.
12. Provide funding to the State Board of Higher Education to support and reward collaboration among higher education institutions.
13. Expand the workforce training system to allow the system to meet the increasing demands for training by business and industry.

Key - Level of importance: 5 = high, 4 = medium high, 3 = medium, 2 = low, 1 = very low

IV. Level of Importance by Roundtable Category:

Overall: The basic assumptions and potential action items which rated the highest overall (the five listed on page 2) tend to be those where there also is a relatively high level of agreement among the stakeholder groups represented on the Roundtable on Higher Education; i.e., among legislators, private sector members, the State Board of Higher Education, campus presidents and those in the “all others” category. Conversely, the basic assumptions and potential action items that scored lower overall tend to be those where there also is a wider range in agreement among the stakeholder groups. The graphs starting on page 6 illustrate the ranges in agreement among the various stakeholder groups concerning each of the basic assumptions and potential legislative action items.

Legislators: The assumptions/legislative action items which legislators rated the highest regarding level of importance include:

- **Item #1** – The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative and non-legislative action (4.5 out of 5)
- **Item #13** – Expand the workforce training system to allow the system to meet the increasing demands for training (4.5 out of 5)
- **Item #5** – Continue to use the agreed-upon accountability measures in place of different or additional accountability measures (4.3 out of 5)
- **Item #7** – Develop a statewide and uniform student internship program (4.3 out of 5)

Private Sector: The assumptions/legislative action items the private sector members rated the highest regarding level of importance include:

- **Item #1** – The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative and non-legislative action (4.9 out of 5)
- **Item #2** – Continue the concept of flexibility with accountability in budgeting and in reporting requirements (4.9 out of 5)
- **Item #4** – Review the higher education accountability measures and change as needed (4.7 out of 5)
- **Item #3** – Use the two-pronged approach to funding the NDUS with one prong focused on the core functions and the second on enhancing the economy of North Dakota (4.6 out of 5)
- **Item #8** – Provide funding for the creation of economic development centers of excellence (4.6 out of 5)

SBHE: The SBHE assigned the highest ratings to:

- **Item #12** – Provide funding to the SBHE to support and reward collaboration among higher education institutions (5 out of 5)
- **Item #1** - The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative and non-legislative action (4.9 out of 5)
- **Item #2** – Continue the concept of flexibility with accountability in budgeting and in reporting requirements (4.9 out of 5)

Presidents: Campus presidents considered the following assumptions/legislative action items to be the most important:

- **Item #1** – The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative and non-legislative action (5 out of 5)
- **Item #2** – Continue the concept of flexibility with accountability in budgeting and in reporting requirements (5 out of 5)
- **Item #6** – Review and possibly revise the process regarding legislative requests for information (5 out of 5)
- **Item #11** – Provide funding to the University System consistent with the Long-Term Finance Plan (to bring funding of all NDUS campuses to within 85 percent of their peer institutions in other states within six years and to within 95 percent in 12 years) (5 out of 5)

All Others: Roundtable members in the “all others” category rated the following assumptions/legislative action items the highest:

- **Item #1** – The central goal of the roundtable is still relevant and should continue to serve as the basis for legislative and non-legislative action (4.9 out of 5)
- **Item #2** – Continue the concept of flexibility with accountability in budgeting and in reporting requirements (4.7 out of 5)
- **Item #4** – Review the higher education accountability measures and change as needed (4.5 out of 5)
- **Item #7** – Develop a statewide and uniform student internship program (4.5 out of 5)
- **Item #8** – Provide funding for the creation of economic development centers of excellence (4.5 out of 5)
- **Item #10** – Invest and engage in more aggressive recruitment of out-of-state and international students (4.5 out of 5)
- **Item #11** – Provide funding to the University System consistent with the Long-Term Finance Plan (to bring funding of all NDUS campuses to within 85 percent of their peer institutions in other states within six years and to within 95 percent in 12 years) (4.5 out of 5)

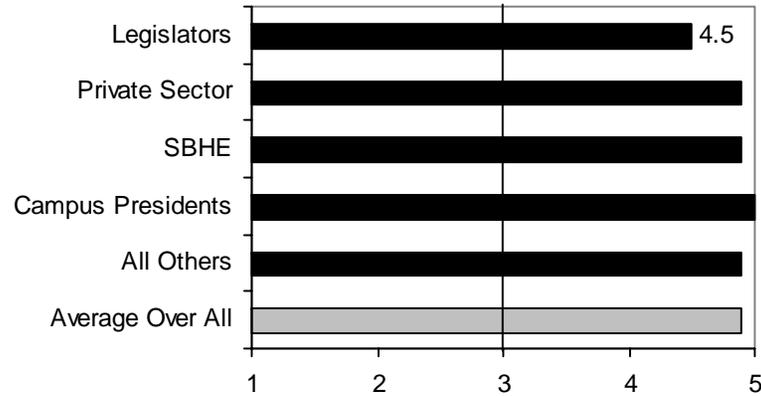
V. 2005 NDUS Legislative Agenda:

The State Board of Higher Education used the survey results to revise and finalize the 2005 legislative agenda for the North Dakota University System. See copy on Page 10.

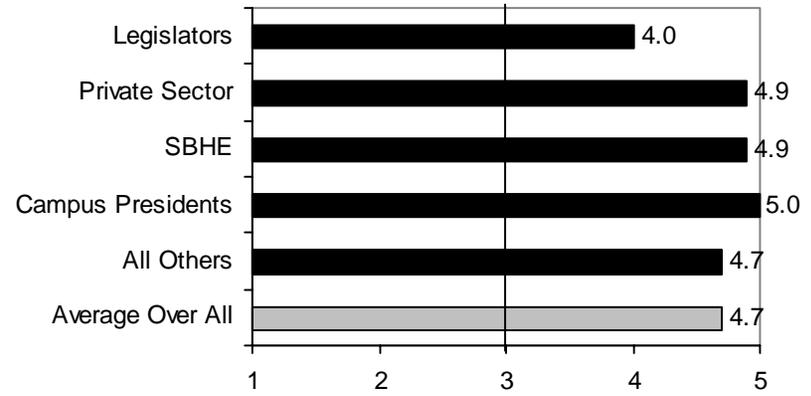
Basic Assumptions and Potential Legislative Actions

Results of Survey of Roundtable Members October 6, 2004

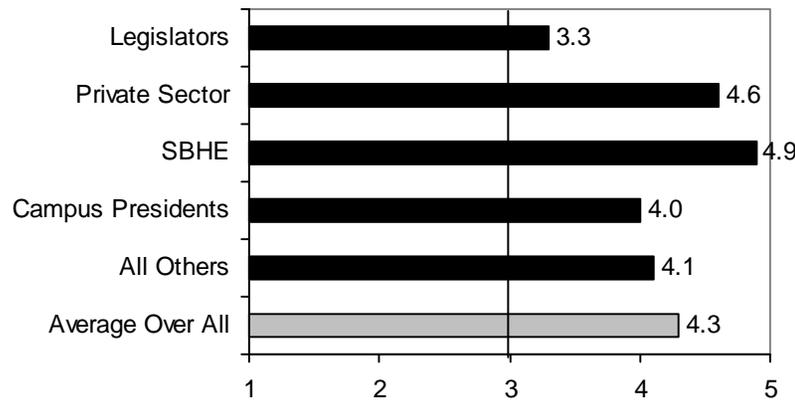
1. The central goal of the Roundtable is still relevant and should continue to serve as the basis for legis. and non-legis. action relating to creating a University System in ND for the 21st Century.



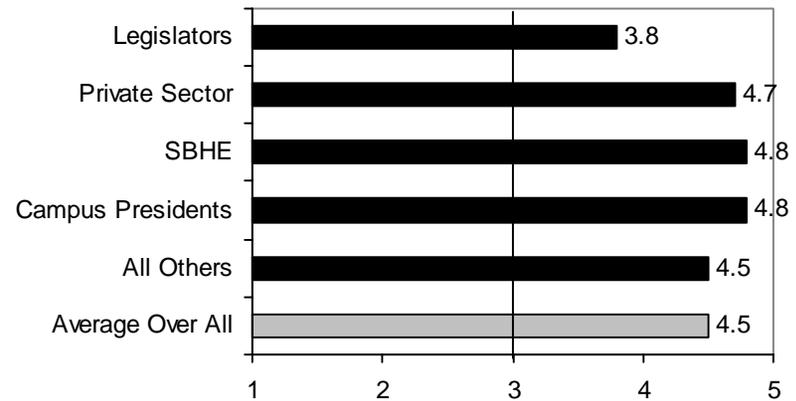
2. Continue the concept of "flexibility with accountability" in budgeting and in reporting requirements to further unleash the potential of the University System.



3. Use the two-pronged approach to funding the NDUS

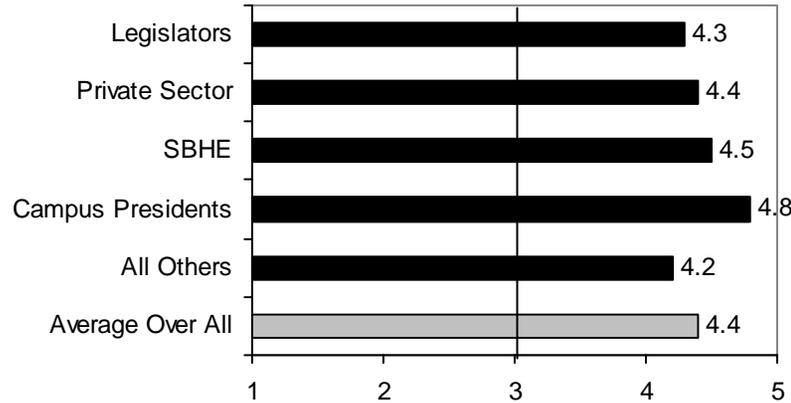


4: Review the higher ed. accountability measures & change as needed

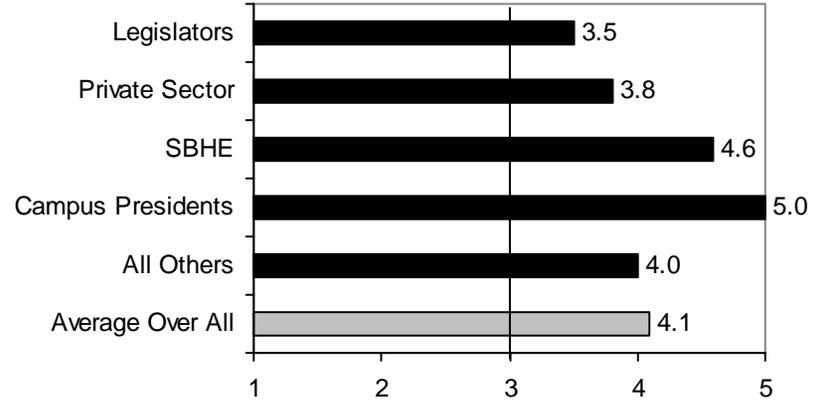


Key - Level of importance: 5 = high, 4 = medium high, 3 = medium, 2 = low, 1 = very low

5. Continue to use the agreed-upon accountability measures in place of different or additional accountability measures for the University System.

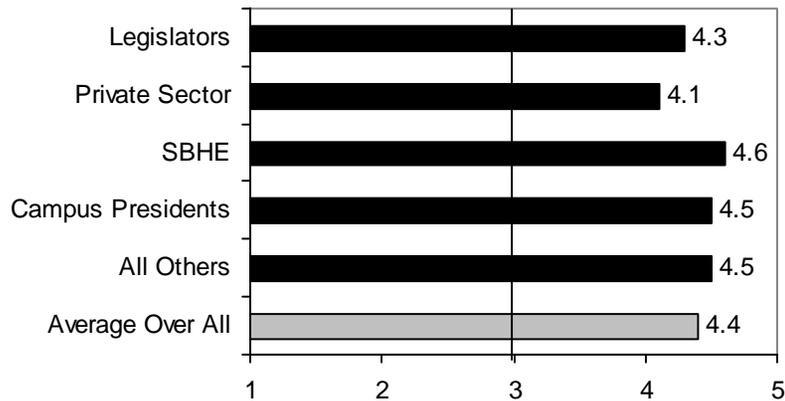


6. Review and possibly revise the process regarding legislative requests for information.

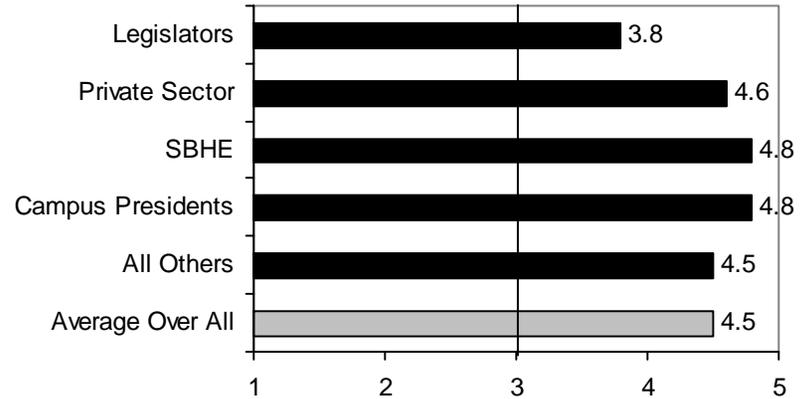


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7. Develop a state-wide and uniform student internship program that benefits both students & employers & provides incentives for students & faculty.

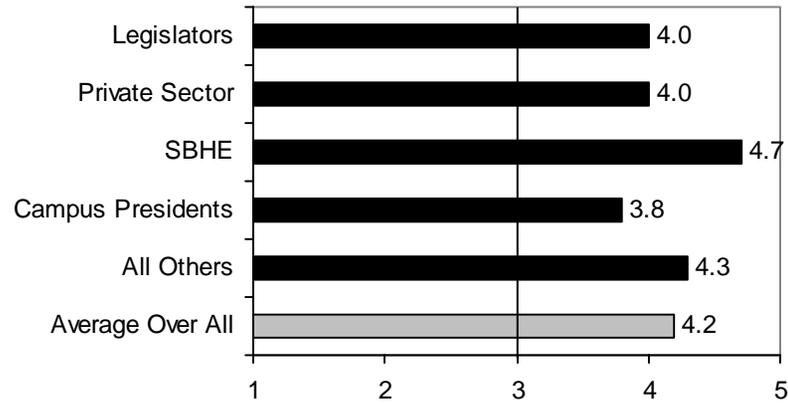


8. Provide funding for the creation of economic development centers of excellence which are focused on expanding the state's economy and creating employment in high-priority industry growth clusters.

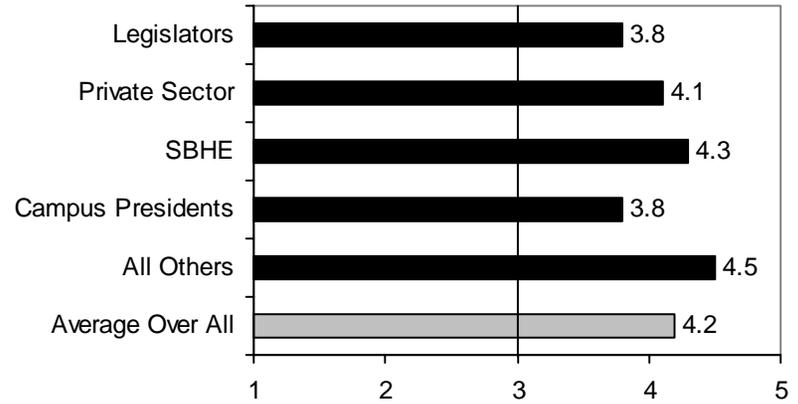


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9. Increase emphasis on identifying and responding to education and training needs, including those in the soft-skills area, for business & industry

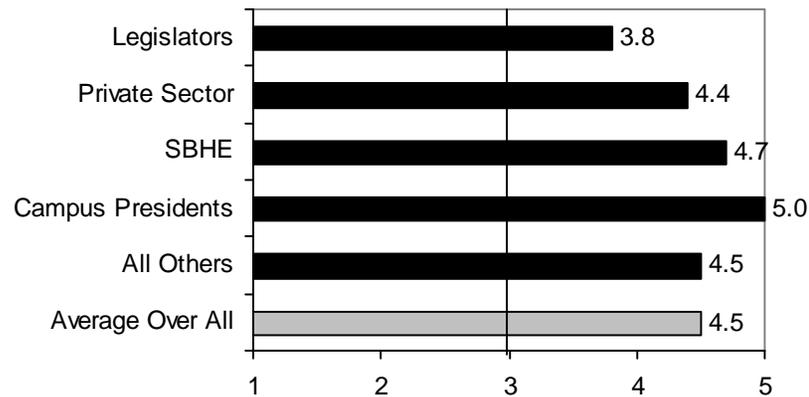


10. Invest and engage in more aggressive recruitment of out-of-state and international students.

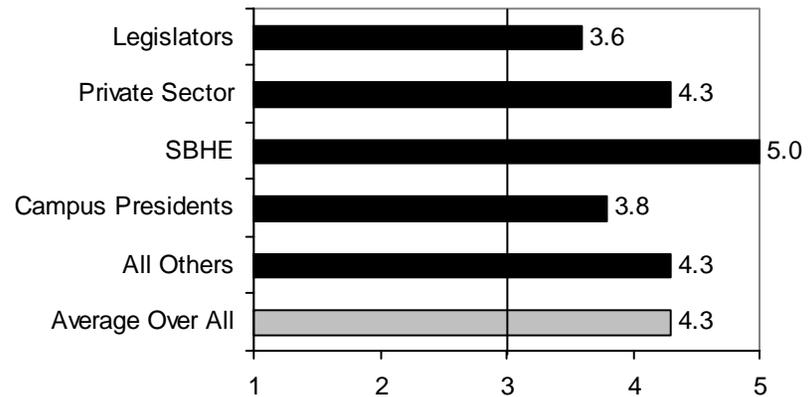


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11. Provide funding to the University System consistent with the Long-Term Finance Plan which was developed as a legislative request and in cooperation with the roundtable.

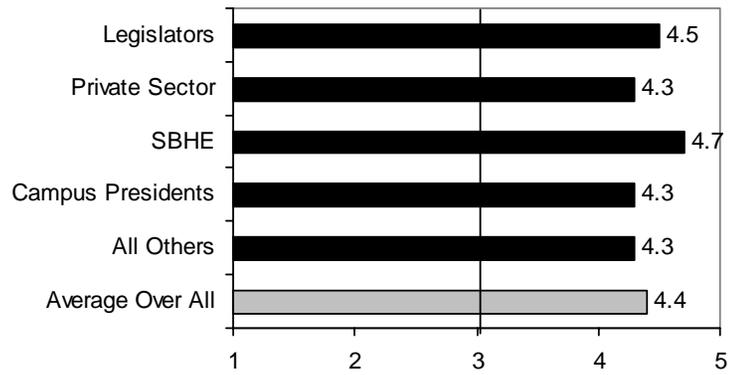


12. Provide funding to the State Board of Higher Education to support and reward collaboration among higher education institutions.



Key - Level of importance: 5 = high, 4 = medium high, 3 = medium, 2 = low, 1 = very low

13. Expand the workforce training system to allow the system to meet the increasing demands for training by business and industry.



Key - Level of importance: 5 = high, 4 = medium high, 3 = medium, 2 = low, 1 = very low

Summary of the 2005 NDUS Legislative Agenda

An Agenda for North Dakota's "Brighter Future"

The Roundtable on Higher Education

recognizes that an investment in the North Dakota University System is an investment in a brighter future for North Dakota.

Fulfilling a Dual Mission

The Roundtable on Higher Education charged the NDUS with:

- Continuing to provide high-quality education
- More directly and strategically applying the tremendous power and potential of the University System to enhance the economy of North Dakota

Focusing on the Fundamentals

Six key facts are fundamental to achieving the University System's dual mission:

- The North Dakota University System is essential to enhancing the economy of North Dakota.
- Flexibility with accountability has unleashed the tremendous capacity of the University System; strategic investments will be needed to further realize the system's full potential.
- Public/private partnerships and collaborations are shaping North Dakota's future; continued strengthening of these relationships will benefit all of North Dakota.
- Student learning and research are integral to economic development.
- Funding the Long-Term Finance Plan is critical to the University System's core functions of student learning, research and public service.
- Funding high-quality, accessible higher education is a shared responsibility; funding sources include the state, the students and campus-generated income.

Dual Mission: *Success of the University System's two-pronged legislative agenda will be essential to fulfilling the dual mission envisioned by the Roundtable on Higher Education.*

Continued Emphasis on the University System's Core Functions

The NDUS 2005-07 budget request includes funding to sustain and further enhance the quality of education, sustain broad and affordable access to post-secondary education for North Dakota citizens and continue to expand NDUS research consistent with the state's needs.

This is accomplished through four major funding components as outlined in the Long-Term Finance Plan:

- **Parity Funding** (the cost to continue) to sustain the quality of academic and support service programs currently available to students and the current level of research and outreach
- **Equity Funding** (determined by a comparison of each NDUS institution to its national peer group) to enhance programs and services to students and the state; to increase national competitiveness in attracting students, faculty and research investments
- **SBHE Initiative Funds** for investments in statewide and systemwide priorities that utilize the collective assets of the NDUS in meeting the needs of the state
- **Major Capital Asset Investments** to provide students and business with up-to-date facilities for education and training

Increased Investments in Economic Enhancement

Three major initiatives will further contribute to the state's economic growth:

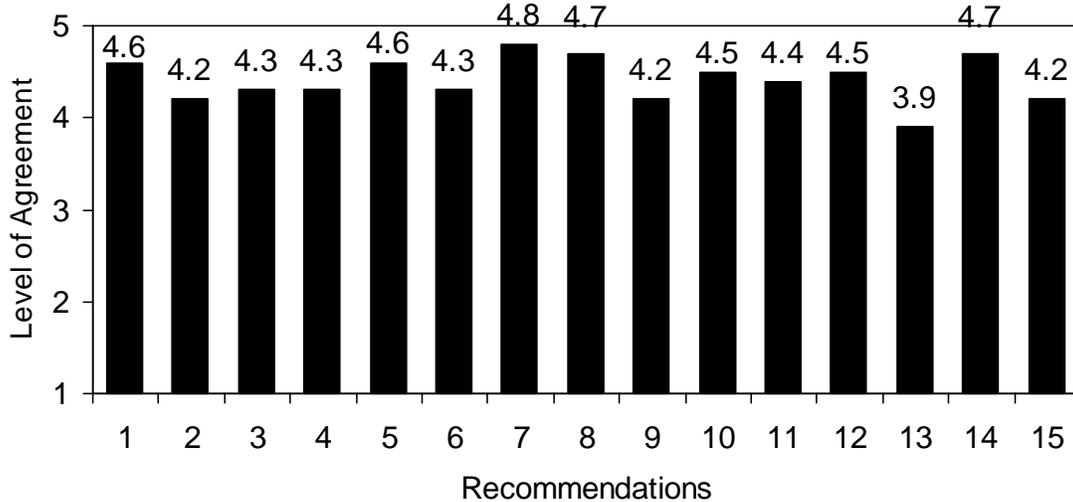
- **Economic Development Centers of Excellence** focusing on the creation and support of industry clusters, resulting in new, high-quality employment and economic growth in North Dakota
- **Expansion of Workforce Training** needed to respond to the increased demand for business and industry training, which is essential to sustaining and growing North Dakota's business sector (This funding is provided through the Department of Career and Technical Education.)
- **Attraction of Students and Retention of Graduates** by enhancing student internship opportunities, retaining North Dakotans by providing financial aid assistance to the most financially needy students and launching an aggressive recruitment plan for attracting non-resident students

To better serve students and the state, progress on the Long-Term Finance Plan is the #1 Priority of the NDUS in the 2005 Legislative Session.

Without progress on the plan, an increasing and disproportionate share of the cost of education will continue to be shifted to students, and the NDUS and state will lose momentum in achieving the goals of the Roundtable on Higher Education.

APPENDIX

Roundtable Discussion Group Recommendations



Average of all Stakeholder Categories

1. Review the higher education accountability measures and make changes as necessary
2. Identify "soft skills" needed by the private sector & incorporate the teaching of those skills into the curriculum for academic programs and into training.
3. Develop a uniform student internship program that benefits both students and the employer and provides incentives for students and faculty.
4. Provide funding to the SBHE to encourage and reward collaboration among higher education institutions.
5. Continue to promote higher education centers of excellence.
6. Market the benefits of the Roundtable to the general public.
7. Continue to provide for investments in higher education (investments which will continue to move ND forward and significantly increase the economic competitiveness of the state).
8. Continue to emphasize the building of trusting relationships.
9. Review the state's process regarding legislative requests for information.
10. Integrate the vision of the roundtable into all levels of the NDUS and the general public.
11. Continue the roundtable concept by convening a roundtable (at least the private sector) meeting before the 2005 legislative session.
12. Continue the roundtable concept by having two meetings per year with a half-day orientation session for new members.
13. Increase faculty representation on the roundtable by including, at a minimum, the president of the NDUS CCF.
14. Continue the budgetary flexibility granted to the higher education institutions by the Legislative Assembly.
15. Allow new or expanding businesses to access the statewide information technology network for a limited period and to deliver workforce training to the more rural areas of the state.

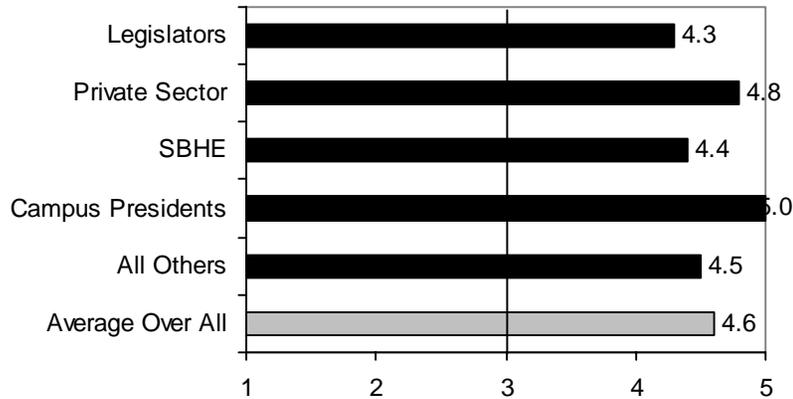
Key: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree

Roundtable Discussion Group Recommendations

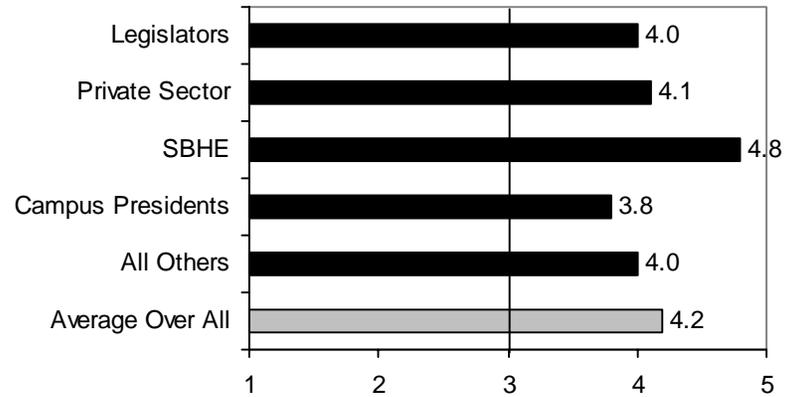
From the June 15, 2004 Meeting

Results of Survey of Roundtable Members October 6, 2004

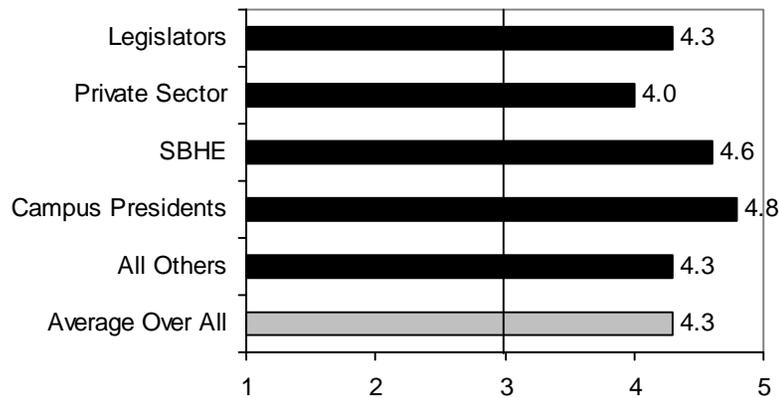
1: Review the higher ed accountability measures & make changes as necessary



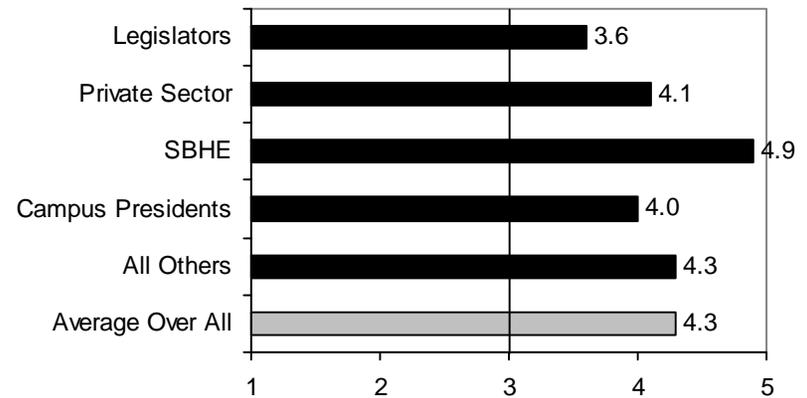
2: Identify "soft skills" needed by the private sector & incorporate the teaching of those skills into the curriculum for academic programs and into training



3: Develop a uniform student internship program that benefits both students & the employer & provides incentives for students & faculty.

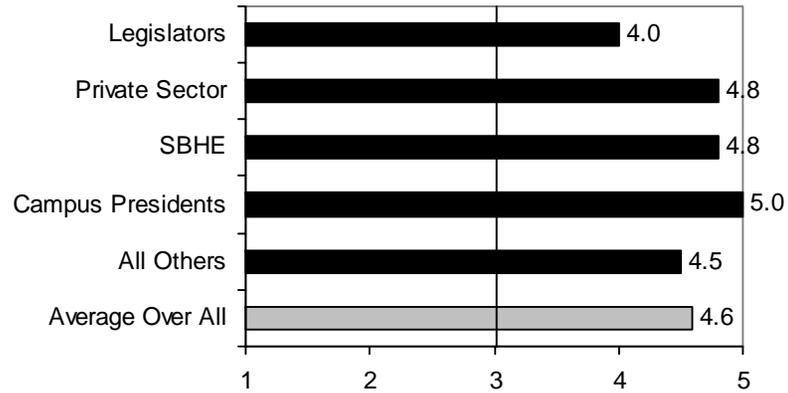


4: Provide funding to the SBHE to encourage & reward collaboration among higher education institutions

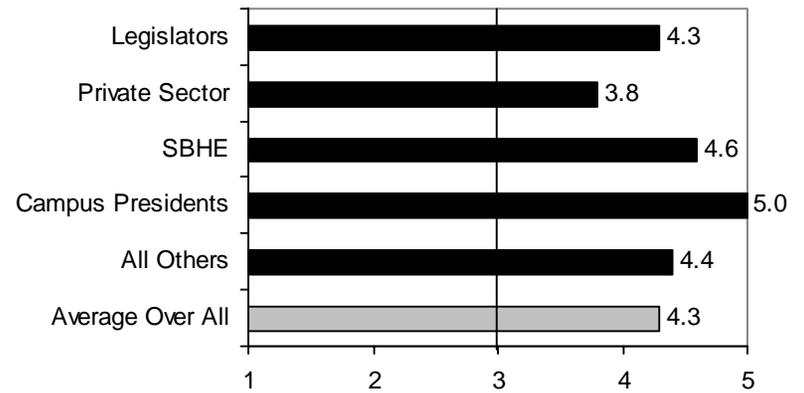


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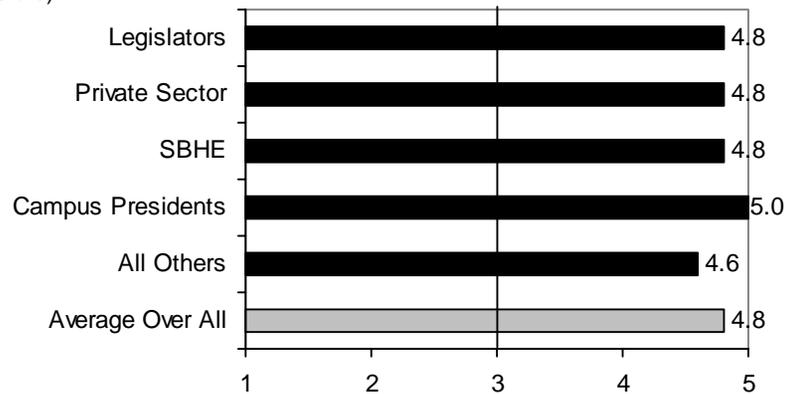
5: Continue to promote higher education centers of excellence



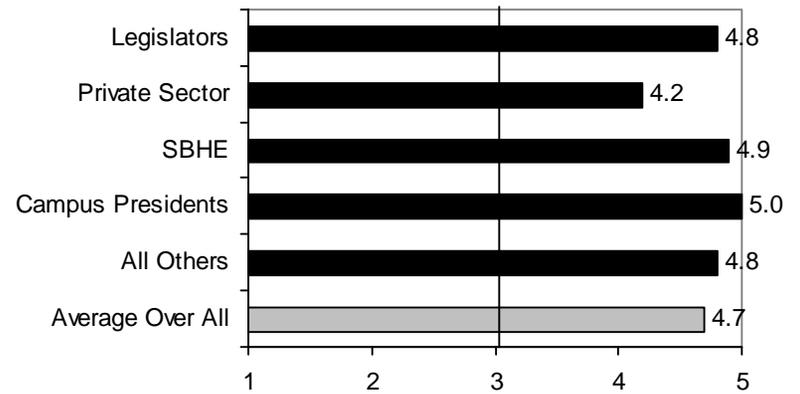
6: Market the benefits of the roundtable to the general public



7: Continue to provide for investments in higher education (investments which will continue to move ND forward & significantly increase the economic competitiveness of the state)

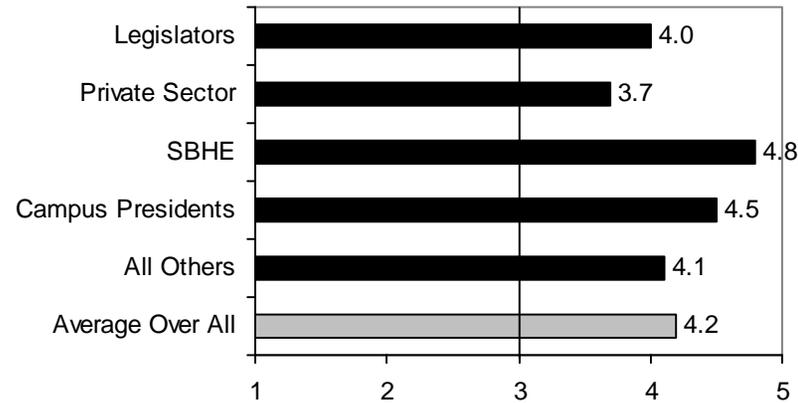


8: Continue to emphasize the building of trusting relationships

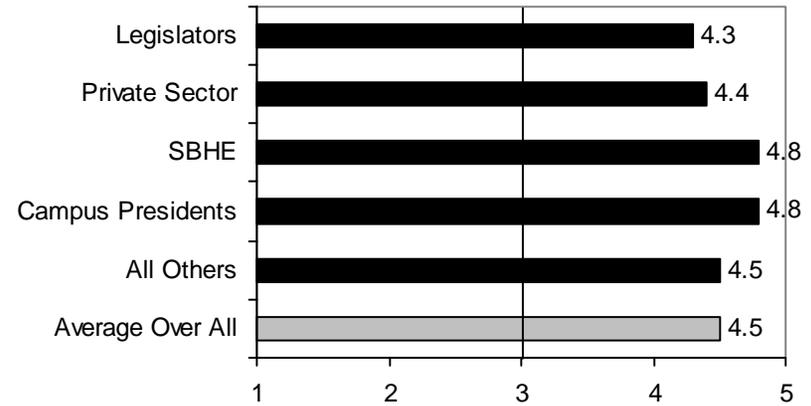


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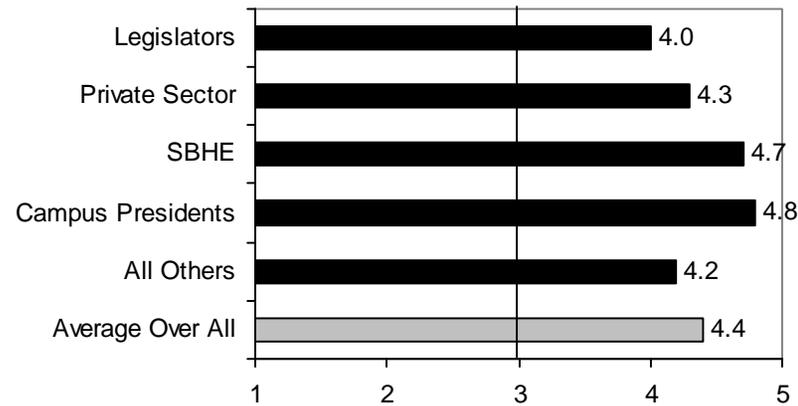
9: Review the state's process regarding legislative requests for information



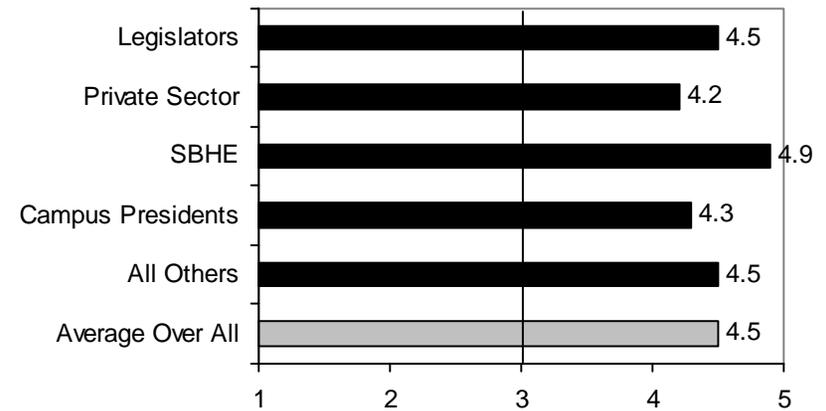
10: Integrate the vision of the roundtable into all levels of the NDUS and the general public



11: Continue the roundtable concept by convening a meeting (at least the private sector) before the 2005 legislative session

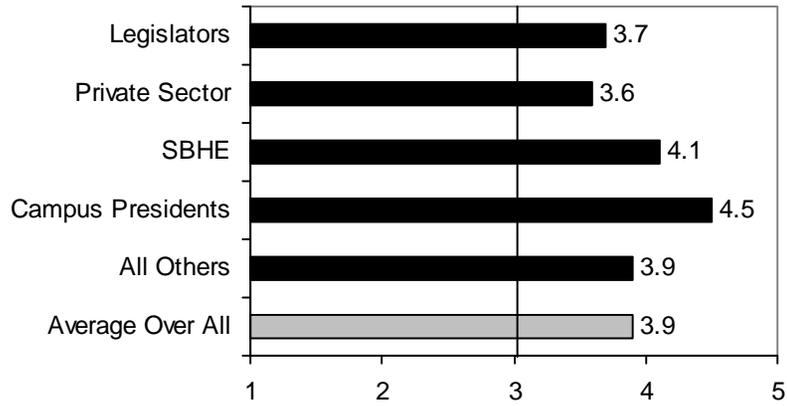


12: Continue the roundtable concept by having two meetings per year with a half-day orientation session for new members

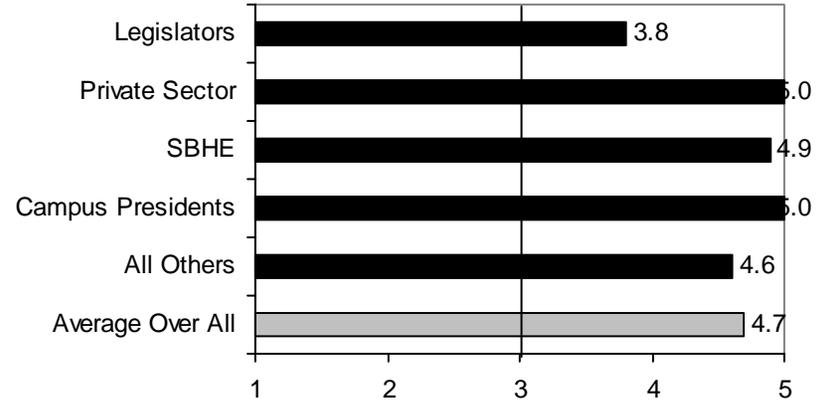


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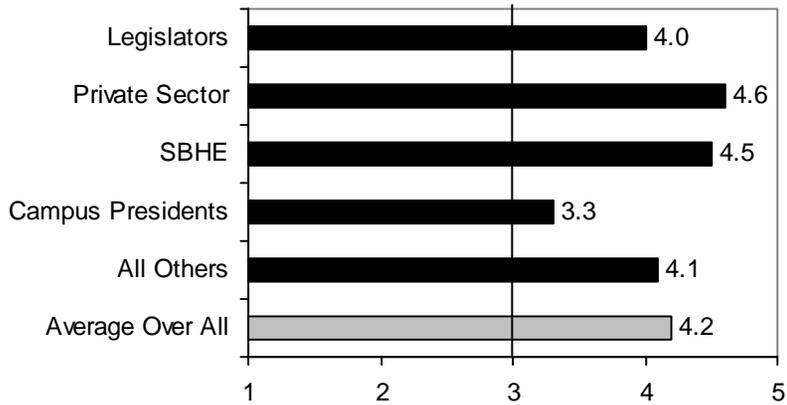
13: Increase faculty representation on the roundtable by including, at a minimum, the president of the NDUS CCF



14: Continue the budgetary flexibility granted to the higher education institutions by the Legislative Assembly



15: Allow new or expanding businesses to access the statewide information technology network for a limited period and to deliver workforce training to the more rural areas of the state



Key: 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree

Additional Comments or Suggestions From Survey of Roundtable Members October 6, 2004

- There is a direct relationship between North Dakota's future and support of the Legislative Roundtable.
- I would prefer we not spend a lot of time and energy attempting to reduce or change accountability measures. Put energy into more proactive efforts (Re: Basic Assumption and Legislative Action item #10)
- Continue the concept of "flexibility with accountability." This should take precedence over the two-pronged approach to funding the NDUS (Re: Basic Assumptions and Legislative Action item #3)
- The Higher Education Roundtable cornerstones need to remain the core of public higher education policy in ND and implemented to the fullest extent possible
- Helping achieve implementation of Long-Term Finance Plan needs to be a high priority (Re: Basic Assumptions and Potential Legislative Action item #11)
- Centers of Excellence are not well defined. Need a better definition or guidance on that from either Gov's office or legislature (Re: Discussion Group Recommendation #5)
- Recruitment of International Students depends on the costs (Re: Basic Assumption and Legislative Action item #10)
- Fund the Long-Term Plan as adopted in 2002 (Re: Basic Assumption and Legislative Action item #11)
- Provide equity funding to institutions below 55 percent of their peers (Re: Basic Assumption and Legislative action #11)
- My hope is that the Roundtable dialogues will remain viable and conducive to review as stakeholders come to see their implications for higher education and economic growth. Clearly, faculty skepticism and disregard should be addressed in order that universities and colleges will find that all constituents share in this enterprise (Re: Discussion Group Recommendation #10)
- The Centers of Excellence initiative needs to be more clearly defined (Re: Discussion Group Recommendation #5)
- Provide single appropriation to the SBHE (Re: Discussion Group Recommendation #14)
- Concerning orientation for RT members, at least one like the orientation for new board members (Re: Discussion Group Recommendation #12)
- Support the Long-Term Finance Plan called for in the Roundtable Report
- Promote more state agency and service provider collaboration (Re: Basic Assumption and Legislative action #12)
- Do recruitment of out of state and international students through a state-wide collaborative effort (Re: Potential Legislative Action item #10)
- Prepare for international students before recruiting (Re: Potential Legislative Action item #10)
- Examine peer review (Re: Potential Legislative action #11)
- I think support should be provided, however, reward should not be expected; collaboration should be expected. (Re: Potential Legislative action #12).

- UND has a great program for interns. Look at the Kauffman internship program. I highly recommend a meeting for the private sector members along with some legislators who can make it after the Nov 2nd election and before the session begins. This meeting will ensure the roundtable continues to be proactive and give input especially considering the next session is almost here (Re: Basic Assumption and Legislative Action item #7)
- I am bothered by the term, "soft" skills; while I think students need help with interpersonal and group communication skills, can we work toward a label that doesn't sound unimportant? (Re: Basic Assumption and Legislative Action item #9)
- Funding is not the problem with support and reward collaboration among higher education institutions (Re: Basic Assumption and Legislative Action item #12)
- Continue to promote centers of excellence, as redefined -- redefined to reflect excellence in relation to national and/or global markets (Re: Discussion Group Recommendation #5)
- Increase equity funding