North Dakota State Board of Higher Education
Minutes of the October 2, 2014, Meeting
NDSCS (Fargo location)

Board Chair Diederich called the meeting to order at 8:35 a.m. CT.

Members present:

Dr. Kirsten Diederich, Board Chair  
Mr. Grant Shaft  
Dr. Kevin Melicher  
Dr. Eric Murphy, Faculty Advisor  
Ms. Kari Reichert  
Dr. Terry Hjelmstad, Vice Chair  
Ms. Janice Hoffarth, Staff Advisor  
Mr. Don Morton  
Mr. Chris McEwen  
Ms. Kathleen Neset

Interim Chancellor present: Dr. Larry C. Skogen

Institution Presidents or Representatives present:

Dr. Ken Grosz, Dean, DCB  
Dr. D.C. Coston, President, DSU  
Dr. Doug Darling, President, LRSC  
Dr. Gary Hagen, President, MaSU  
Dr. John Richman, President, NDSCS  
Dr. Dean Bresciani, President, NDSU  
Dr. Robert Kelley, President, UND  
Dr. Steve Shirley, President, MiSU  
Mr. David Clark, Interim President, BSC  
Dr. Margaret Dahlberg, Interim President, VCSU  
Ms. Laurie Furuseth, Interim VP for Business Services, WSC

NDUS senior staff present:

Dr. Lisa Feldner, Vice Chancellor for Information Technology and Institutional Research  
Mr. Murray Sagsveen, Chief of Staff and Director of Legal Services  
Ms. Laura Glatt, Vice Chancellor for Administrative Affairs  
Ms. Linda Donlin, Director of Communications and Media Relations  
Ms. Connie Spryneczynatyk, Director of Strategic Planning  
Dr. Sonia Cowen, Interim Vice Chancellor for Academic and Student Affairs  
Mr. Rick Tonder, Director of Facilities Planning  
Ms. Cynthia Goulet, General Counsel  
Ms. Kristie Hetzler, Executive Assistant to the State Board of Higher Education

Approval of Board agenda
McEwen moved, Hjelmstad seconded, to approve the Board agenda.

Neset, Morton, Hjelmstad, Shaft, McEwen, Reichert, Melicher, and Diederich voted yes. The motion carried.

**Approval of Minutes**

McEwen moved, Morton seconded, to approve the following Board meeting minutes:

- June 26, 2014
- July 30 and 31, 2014
- April 28, 2014

Hjelmstad, Shaft, McEwen, Reichert, Melicher, Neset, Morton, and Diederich voted yes. The motion carried.

**Board Chair’s Report**

Board Chair Diederich stated the Board’s initial vision and robust planning discussions were undertaken with the Pathways to Student Success plan helped, in fact it was the gateway, which got us where we are today. She stated they have already accomplished some of the Pathways elements such as the High School to College Readiness Report that is now provided through the Statewide Longitudinal Data System. The Board also achieved alignment on core courses and an agreement regarding dual credit with the Department of Public Instruction; and that more elements will be incorporated into the plan that we are reviewing today.

**Interim Chancellor’s Report**

Dr. Tom DiLorenzo, and Dr. Josh Riedy from UND Provost gave a presentation on UND’s implementation of UND’s implementation of (PAR). PAR is a “massive data” analysis effort using predictive analytics to identify drivers related to loss and momentum and to inform student loss prevention.

Ms. Katherine Rand, the dean of UND’s School of Law, informed the Board that the first-time pass rate on the July 2014 North Dakota bar exam was 56% for UND graduates and 64% graduates of all law schools. Although this is above the minimum standard required for law schools by the American Bar Association (ABA), it is an unacceptably low pass rate for School of Law graduates. Accordingly, the School of Law is working to better prepare its graduates for the bar exam. UND appointed a new Director of Bar Passage and Academic Success in August 2014. The Director will develop a new bar preparation course to be offered in spring 2015. The Director also is developing and implementing other strategies to provide academic support to law students. UND can now obtain UND graduates’ bar exam scores to make informed decisions about how best to prepare its students for the bar exam.

Dr. Joshua Wynne, the Dean of UND’s School of Medicine, explained that the Liaison Committee on Medical Education (LCME) determined that certain elements of the medical education program were in compliance with accreditation standards but requiring ongoing monitoring was and others were not in compliance with accreditation standards. The elements of the program identified as problematic can be grouped into three broad categories: technical, curricular and organizational. On the basis of the LCME’s
findings, five working groups of faculty and administration have been refining the action plan to match the expectations of each of the referenced accreditation standards. On September 11 and 12, 2014, two representatives of the LCME visited the school to assist the working groups in the development of the action plan, which will be submitted to the LCME by December 1, 2014, for its approval. By that time, the school expects that each of the technical elements of the medical education program identified as problematic will be corrected. Progress on each of the remaining curricular and organizational elements will also be documented with a specific timeline provided for completion. All elements will be corrected before the late summer/fall 2015 LCME survey visit. The date of that visit has not been determined.

North Dakota Student Association (NDSA)
North Dakota Student Association President Conner Swanson stated the NDSA Measure 3 Research Sub-Committee concluded that it is extremely important to have a voting student position in any governance structure to ensure that the students are best represented and the system is working in the best interest of the students.

Board Business
Ms. Connie Sprynczynatyk proposed a NDUS Strategic Plan. She stated that the plan was developed with input from internal and external stakeholders, including legislators, campus presidents, community and business leaders, and students. The following goals were an outcome of that feedback and a two-day Board retreat in July, when the presidents also participated:

Goal 1: Deliver degrees that are the best value in the nation “NDUS is vital to the future of the state; it [is] a model for the nation in providing accessible, affordable public education.”

NDUS Staff-Faculty Survey

Strategies 1.1 Ensure the price to attend NDUS institutions is clearly stated and regionally competitive

- A Key Indicator Easy-to-understand tuition model (Pathways Accountability Initiative) Outcome Tuition Task Force recommendations fully implemented by Fall 2017
- B Key Indicator Affordability of tuition and fees for all North Dakota families Outcome Tuition and fees at or below regional average
- C Key Indicator Net price to attend for lowest income North Dakota families (Pathways Affordability Initiative) Outcome Net price for lowest family income quintile at or below regional average
- Standardize categories of mandatory fees and strengthen fee policies relative to charge, use, approval and oversight
- A Key Indicator Tuition Task Force recommendations (Pathways Accountability Initiative) Outcome Fully implemented Fall 2017
- Increase use of open educational resources
- A Key Indicator Faculty use of open educational resources Outcome Increase faculty usage
- Rank among most productive states in total funding per degree and certificate awarded
- A Key Indicator Degrees awarded per $100,000 of state and local appropriations Outcome Rank at or above national average
Goal 2: Provide programs people want, where and when they need them “We’ve heard loudly and clearly that classes need to be taught when students can take them. Students try to work full time and go to school full time; they need flexibility rather than 9 a.m. to 3 p.m.” Business Leader Interview

Strategies 2.1 Ensure programs are relevant, valuable and timely

- 2.1 A Key Indicator Degrees awarded at all levels consistent with institutional missions Outcome Increased number of degrees awarded
- 2.1 B Key Indicator Degrees awarded at all levels in areas of state’s greatest needs, including those reflected in loan forgiveness programs (e.g., STEM, healthcare) Outcome Increased number of degrees awarded in areas of state’s greatest needs
- 2.1 C Key Indicator Businesses in each region receiving TrainND training Outcome Increased number and percentage of businesses receiving training
- 2.2 Meet North Dakota’s workforce needs through recruitment of students from traditional and non-traditional audiences, both in and out of state
- 2.2 A Key Indicator Proportion of NDUS attendance among ND high school graduates Outcome Increased proportion of ND high school graduates attending NDUS institutions
- 2.2 B Key Indicator Number of non-resident students to meet North Dakota’s workforce needs Outcome Increased enrollment of non-resident students
- 2.2 C Key Indicator Percentage of adults age 25-64 in North Dakota with at least an associate’s degree (April 2014 Lumina Foundation Report) Outcome 54.5% by 2020
- 2.3 Expand access to instructional opportunities through non-traditional delivery methods
- 2.3 A Key Indicator Degree and certificate program offerings through non-traditional delivery methods Outcome Increased number of degree and certificate programs offered through non-traditional delivery methods
- 2.3 B Key Indicator Students participating in courses through non-traditional delivery methods Outcome Increased number of students participating in non-traditional delivery methods

Goal 3: Equip students for success “Our focus is the whole student because they’re here for more than classes. We’re interested in developing well-rounded individuals, and lots of people on our campus understand this. They care about … the whole person.” NDUS Staff Interview

Strategies 3.1 Improve admissions standards at NDUS institutions (Pathways Access Initiative)

- 3.1 A Key Indicator New admission standards for first-time freshmen Fall 2016 Outcome Full implementation by Fall 2018
- 3.2 Increase students’ overall attainment rates through increased participation, retention and completion (Pathways Access Initiative) 6
- 3.2 A Key Indicator Integrated Post-secondary Education Data System (IPEDS) first-time, full-time retention rates Outcome Improved IPEDS retention rates
- 3.2 B Key Indicator IPEDS 100% graduation rates Outcome Improved IPEDS 100% graduation rates
- 3.2 C Key Indicator IPEDS 150% graduation rates Outcome Improved IPEDS 150% graduation rates
- 3.2 D Key Indicator Student Achievement Measure (SAM) graduation rates Outcome Improved SAM graduation rates
- 3.2 E Key Indicator Degrees and certificates awarded to Pell Grant recipients Outcome Increased total degrees and certificates awarded to Pell Grant recipients
• 3.2 F Key Indicator First-time pass rates on professional licensure examinations Outcome Pass rates will meet or exceed national average
• 3.3 Remove barriers to registering and advising transfer students
• 3.3 A Key Indicator Transfer students who complete a bachelor’s degree Outcome Increased percentage of all transfer students who complete bachelor’s degrees

Goal 4: Maximize the strengths of the unified system “Eleven campuses working cooperatively within one system to provide access to quality education for residents and non-residents—that’s opportunity.”

NDUS Staff-Faculty Survey

Strategies 4.1 Increase academic collaboration among the institutions

• 4.1 A Key Indicator Number of collaborative students Outcome Annual improvement in number of collaborative students
• 4.2 Create efficiencies through shared programs and services where cost-savings and/or performance enhancements are achievable
• 4.2 A Key Indicator Programs and services delivered collaboratively Outcome Annual improvement in number of shared services and collaborative programs
• 4.3 Strengthen the system’s ability to respond quickly to changing needs
• 4.3 A Key Indicator Streamlined policies and procedures Outcome Annual improvement
• 4.4 Enhance the research reputation of the research institutions
• 4.4 A Key Indicator Research and development expenditures in science and engineering fields Outcome Annual improvement
• 4.4 B Key Indicator Research and development expenditures in non-science and non-engineering fields Outcome Annual improvement
• 4.4 C Key Indicator Science and engineering research staff (postdoctoral appointees and other non-faculty research staff with doctorates) Outcome Annual improvement
• 4.4 D Key Indicator Doctoral conferrals in humanities fields, in social science fields, in STEM and in other fields such as business, education, public policy, social work Outcome Annual improvement

Shaft moved, Hjelmstad seconded, to approve this strategic plan. The plan shall supersede and replace existing strategic plans and shall now be the vehicle for implementation of the Pathways to Student Success Initiative, components of which have been incorporated into this plan; with this approval, the Board authorizes the Strategic Planning committee to make language and numerical changes per Board discussion today; the Board does not adopt the admissions task force recommendation at this time and that the Strategic Plan continue to make appropriate reference the Pathways Initiative.

That the effective date of this plan shall be October 3, 2014; and that the SBHE shall annually evaluate progress implementation and appropriate updates to the plan.

McEwen, Reichert, Melicher, Neset, Morton, Hjelmstad, Shaft, and Diederich voted yes. The motion carried.

2015 Board Meeting Schedule
McEwen moved, Morton seconded, to approve 2015 Board Meeting Schedule
Melicher, Neset, Morton, Hjelmstad, Shaft, McEwen, Reichert, and Diederich voted yes. The motion carried.

**SBHE Meeting Venue Change**
Reichert moved, Neset seconded, to approve a SBHE meeting venue change from Bismarck State College to Dakota College Bottineau on December 18, 2014.

**Special Board Meeting**
Mr. Sagsveen stated that if Measure 3 passes, it will trigger a series of events with the Higher Learning Commission. If Measure 3 fails, it will trigger the search for a new Chancellor. He indicated that either way the process will have a tight timeline. Mr. Sagsveen stated that it would be beneficial to have a meeting scheduled to initiate actions triggered by the general election.

Hjelmstad moved, Shaft seconded, to approve a special board meeting in Bismarck on November 6, 2014, to take appropriate action based upon the vote on Measure 3.

Morton, Hjelmstad, Shaft, McEwen, Reichert, Melicher, Neset, and Diederich voted yes. The motion carried.

**SBHE Academic and Student Affairs Committee**
Committee Chair Reichert stated the committee recommends consent approval for the following:

- **Stage II – Program Terminations**
  - Lake Region State College’s (LRSC) request for a program termination: Certificate Program and A.A.S. in Paralegal, effective fall 2014.
  - North Dakota State College of Science’s (NDSCS) request for a program termination: A.A.S. in Mental Health Care Associate, effective fall 2014.
  - North Dakota State College of Science’s (NDSCS) request for a program termination: Certificate in Health Information Technician, effective fall 2014.
  - University of North Dakota’s (UND) request for a program termination: B.S. in Physical Therapy, effective fall 2014.
McEwen moved, Morton seconded, to approve the SBHE Academic and Student Affairs Committee recommendations.

Morton, Hjelmstad, Shaft, McEwen, Reichert, Melicher, Neset, and Diederich voted yes. The motion carried.

**Tenure Requests**
- Dr. Michael John Hill
- Dr. Xiaodong Zhang

McEwen moved, Morton seconded, to approve the tenure requests submitted by University of North Dakota.

Morton, Shaft, Hjelmstad, Reichert, Melicher, Neset, McEwen and Diederich voted yes. The motion carried.

**SBHE Budget and Finance Committee**
Committee Chair Morton stated the SBHE Budget and Finance Committee recommends approval of the following:
- Approve 2013-2015 Deficiency Appropriation request.
- Approve Systemwide Facility Master Plan study implementation plan.
- Approve ratifying Chancellor’s interim authorization for VCSU to proceed with the Hillside Slope Failure project at an estimated cost of $601,831 to be funded up to $480,510 appropriated funds, $100,000 2011-2013 biennium capital repair and replacement funds, and $21,321 SBHE capital projects contingency pool funds.
- Approve ratifying Chancellor’s interim authorization increasing spending authority for the UND School of Medicine and Health Sciences (SMHS) new construction project from $122,450,000 to $123,757,957, to be funded from the SBHE capital project contingency fund; and, further authorize transfer of $1,307,957 from the SBHE capital project contingency funds to UND.
- Approve ratifying Chancellor’s interim authorization increasing the UND Law School renovation and addition project from $13,907,488 to $14,413,316, an increase of $505,828 to be funded by the SBHE 2013-2015 capital project contingency fund; and, further authorize transfer of $505,828 from the SBHE capital project contingency funds to UND.

**Other Financial and Facility Consent:**
- Approve renaming of the REAC building (Research Enterprise and Commercialization Building) to UND Tech Accelerator.
- Approve Williston Park Board and Campus Building Change of Names.
- Approve ratifying interim Chancellor’s authorization to proceed with the replacement of the roof on NDSU Loftsgard Hall at an estimated cost of $400,000 to be funded from appropriated operating funds; furthermore, authorize the transfer of $400,000 from the 2013-2015 operations to the capital assets line item as per SB2003 (2013), Section 35.
- Authorize NDSU to proceed with the Walster Hall Laboratory Renovation Project at an estimated cost of $525,000 funded from 2013-2015 appropriated operations funding; furthermore, authorize
the transfer of $525,000 from 2013-2015 operations to the capital assets line item per section 35 of SB2003.

- Authorize NDSU to proceed with the Waldron Hall Laboratory Renovation Project at an estimated cost of $410,000 to be funded from 2013-2015 appropriated operations funding; furthermore, authorize the transfer of $410,000 from 2013-2015 operations to the capital assets line item per section 35 of SB2003.
- Authorization NDSU to proceed with construction of the Quentin Burdick Building (QBB), formerly Industrial Agriculture Communication Center (IACC), electrical infrastructure upgrades phase II project at an estimated cost of $1,000,000 to be funded from 2013-2015 appropriated operations funding; furthermore, authorize the transfer of $1,000,000 from 2013-2015 operations to capital assets line item per SB2003 (2013), Section 35.
- Authorize NDSU to rename the Animal Nutrition & Physiology Center (ANPC) “annex” to the Parking Office building as per SBHE policy 902.12.
- Authorize NDSU to proceed with the E. Morrow Lebedeff Hall Window Replacement Project at an estimated cost of $650,000 to be funded from 2015 appropriated operating funds; furthermore, authorize the transfer of $650,000 from operations to capital assets per SB2003 (2013), Section 35 – Transfer Authority.
- Approve UND to name the proposed aerospace and UAS research, training, and education building “Robin Hall”.

Shaft moved, Melicher seconded, to approve the items recommended by the SBHE Budget and Finance Committee and other financial and facility consent items.

Hjelmstad, Melicher, Reichert, McEwen, Morton, Neset, Shaft, and Diederich voted yes. The motion carried.

**SBHE Audit Committee Recommendations**

Committee Chair Neset stated the SBHE Audit Committee recommends approval for the following:

- Implementation of summary of proposed action for Board agenda items.
- Common Data Definitions and Common Chart of Accounts to be implemented system wide by July 1, 2015.

Ms. Neset explained the summary will be utilized for all future Board agenda items. It requires the requestor to address ten areas of possible issues or concerns of the Board members.

1. Issue: [One sentence]
2. Proposed motion: [Exact language for the minutes.]
3. Background: [Explanation of the reason for the proposed action by the SBHE.]
4. Financial implications: [Explain the financial implications of the proposal, if any.]
5. Academic implications: [Explain the academic/student implications of the proposal, if any.]
6. Legal/policy issues: [Explain the legal/policy issues, if any.]
7. Review Process: [List the councils and individuals who have reviewed the proposal.]
8. Enclosures: [List any enclosures.]
Ms. Neset stated the SBHE Audit the committee members unanimously agreed to utilize common data definitions and common chart of accounts system-wide by July 1, 2015. She indicated it will create a more efficient and systemic process for financial reporting.

Shaft moved, McEwen seconded, to approve the summary of proposed action to be implemented immediately, and common data definitions and a common chart of accounts to be implemented by July 1, 2015.

Reichert, McEwen, Morton, Neset, Shaft, Hjelmstad, Melicher, and Diederich voted yes. The motion carried.

Memorandum of Agreement between NDSU and NDSCS
Dr. Richman and Dr. Bresciani explained how the agreement between the two institutions better serves the students, communities, and industries. It puts a shared philosophy between the two institutions in writing for full disclosure; however, the agreement is nonbinding and will not exclude relationships with other ND institutions. The Memorandum of Agreement between NDSU and NDSCS is only to formalize the agreement and to inform the SBHE of the agreement.

UND Harrington Hall
UND’s President Kelley requested an increase for UND Harrington Hall lab renovation from $364,914 to $384,414 an increase of $19,500 due to higher than estimated construction bids, with increased funding of $19,500 from local funds ($334,414 local and $50,000 gift funds).

Melicher moved, Morton seconded, to approve increase for UND Harrington Hall lab renovation from $364,914 to $384,414.

Morton, Neset, Shaft, Hjelmstad, Melicher, Reichert, McEwen, and Diederich voted yes. The motion carried.

UND Aerospace Program
UND’s Dean of Aviation, Dr. Bruce Smith, explained the partnership between UNDS’s Aerospace program and the Grand Forks International airport. The request to amend the 2015-2017 NDUS Capital Budget Request is due to safety issues. The request is to include $16 million in state funds for repair and reconstruction of Grand Forks International Airport apron/ramp (aircraft parking area) in support of UND’s Aerospace Program.

Shaft moved, Hjelmstad seconded, to approve amendment to the 2015-2017 NDUS Capital Budget request to include $16 million in state funds for repair and reconstruction of Grand Forks International Airport apron/ramp (aircraft parking area) in support of UND Aerospace Program.
Shaft, Hjelmstad, Melicher, Reichert, McEwen, Morton, Neset, and Diederich voted yes. The motion carried.

**New Board Orientation**
Following the regular Board meeting, new Board members attended a Board orientation. Presidents from each institution presented Board members with the following highlights:

- Mission statement;
- Signature programs;
- Collaborative programs;
- Competitive position (regional/national);
- Strengths, challenges, needs and priorities;
- Organization and governance structure;
- Faculty/staff statistics;
- Student Demographics;
- IPEDS graduation rate; and
- Financials.

The Chancellor’s senior staff for audit, academic and student affairs, public relations, information technology, and administrative affairs gave Board members a brief overview of their departments.

McEwen moved to adjourn at 1:45 p.m. CT.

Approved on November 20, 2014, by the State Board of Higher Education.