North Dakota Board of Higher Education
Meeting Notice and Agenda
November 6, 2014

The State Board of Higher Education will meet on Thursday, November 6, 2014, 1:00 p.m. CST, North Dakota Heritage Center, 612 E Boulevard Ave, Bismarck, ND 58501. The live video stream can be viewed at: http://www.ndus.edu/board/live-stream/

Call to Order

1. Approval of Agenda*
   *per N.D.C.C. section 44-04-20(6), topics which may be considered at a special meeting are limited to those set forth in the notice of the special meeting

2. Approve Process for Selecting next Chancellor

3. Discuss Chancellor Search Timeline
Summary of Proposed Action
SBHE Meeting – November 6, 2014

1. Issue: The search for the next chancellor.

2. Proposed motion:
   a. The State Board of Higher Education (SBHE) shall initiate a search for the next chancellor of the North Dakota University System (NDUS).
   
   b. The search shall be conducted by a search committee consisting of the following members:
      ▪ Chair: Dr. Kirsten Diederich
      ▪ SBHE members: Christopher McEwen, Don Morton, and Kathleen Neson
      ▪ SBHE advisor(s): Dr. Eric Murphy and Janice Hoffarth
      ▪ Presidents: Dr. Bresciani, Dr. Kelley, Dr. Shirley, and Mr. Clark
      ▪ Chancellor: Dr. Larry Skogen
      ▪ Committee members appointed by the committee chair after consulting the chancellor:
         ▪ Tribal college representative: TBD
         ▪ Department of Public Instruction: TBD
         ▪ Former SBHE member(s): TBD
         ▪ Foundation executive director: TBD
         ▪ Private University representative: TBD
         ▪ Not more than three public members
   
   c. The chancellor shall, after a request for proposals process (RFP), contract with a consultant to assist the search committee.
   
   d. The next chancellor shall be selected at a board meeting on May 14, 2015, in Bismarck.

3. Background: The SBHE appointed Dr. Larry Skogen as the acting interim chancellor on June 20, 2013, and reappointed him as the interim chancellor on September 25, 2013. In October Interim Chancellor Skogen signed a contract that included the following paragraphs 1 and 2:

   1. Term
   The term of this Agreement will commence after the appointment of an interim president for Bismarck State College by the SBHE and no later than November 1, 2013. The Agreement will terminate on June 30, 2015.

   2. Return to the Presidency of Bismarck State College
   The Interim Chancellor will not be considered as a candidate for the permanent Chancellor position. Upon the completion of the Interim Chancellor term, the
Interim Chancellor will return to his previous position as President of Bismarck State College. His salary and benefits at that time will revert to the salary and benefits set forth in his President’s Contract dated August 23, 2013, plus a salary increase to be negotiated with the SBHE or its appointed representative.

On November 4, the voters defeated Constitutional Measure 3, which would have replaced the SBHE and the chancellor with a three-member commission. Accordingly, the SBHE should begin the search for the next chancellor.

4. **Financial implications:** Terry Meyer has estimated the search cost for the next chancellor to be $120,000. The search cost in 2011 was $114,000.

5. **Academic implications:** N/A

6. **Legal/policy issues:** Article VIII, Section 6(7), of the North Dakota Constitution states:

   a. The state board of higher education shall, as soon as practicable, appoint for a term of not to exceed three (3) years, a state commissioner of higher education, whose principal office shall be at the state capitol, in the city of Bismarck. Said commissioner of higher education shall be responsible to the state board of higher education and shall be removable by said board for cause.

   b. The state commissioner of higher education shall be a graduate of some reputable college or university, and who by training and experience is familiar with the problems peculiar to higher education.

   c. Such commissioner of higher education shall be the chief executive officer of said state board of higher education, and shall perform such duties as shall be prescribed by the board.

The SBHE has listed the responsibilities of the chancellor in SBHE Policy 304.1.

7. **Review Process:** Chancellor’s senior staff.

8. **Enclosures:**
   - Draft Chancellor Search Committee Timeline/Process
   - Draft Request for Proposals

9. **Key contact person(s) concerning issue:** Chancellor Larry Skogen.

10. **Chancellor’s Recommendation:** Recommend approval.
# DRAFT

## Chancellor Search Committee

**Timeline/Process**

Approved by Chancellor Search committee *(date)*

<table>
<thead>
<tr>
<th>Date</th>
<th>Task</th>
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<tbody>
<tr>
<td>11/6/14</td>
<td>SBHE approves RFP to seek consultant for search, selects board member(s) to serve on search committee, appoints a board member to serve as chair of the committee, and appoints (upon the recommendation of the Chancellor) the remaining committee members.</td>
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<tr>
<td>11/7/14</td>
<td>Publish RFP for search consultant</td>
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<td>11/21/14</td>
<td>Due date for consultants to submit a proposal</td>
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<td>11/24-26/14</td>
<td>Chancellor evaluates consultants and select one</td>
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<td>12/9/14</td>
<td><strong>First Meeting</strong></td>
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<tr>
<td></td>
<td>• Introductions</td>
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<td>• Legal Counsel reviews presidential search policy/procedure, open records and meeting laws with Committee</td>
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<td>• Chair outlines Chancellor Search Committee charge</td>
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<td>• Committee/Consultants review timeline and process</td>
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<td>• Committee establishes dates for future meetings</td>
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<td>• Consultant provides recommended communication plan</td>
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<td>• Committee provides input for position profile</td>
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<td>• Consultant discusses recruitment options</td>
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<td>• Chair discusses means of communication with Committee</td>
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<td>No later than</td>
<td>• Consultants deliver draft advertisement and profile to Committee</td>
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<td>1/5/15</td>
<td>• Chair for final approval, then shared with Committee members</td>
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<td>• Consultants/Committee Chair/Chancellor finalize draft advertisement</td>
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<td>12/9/14-1/5/15</td>
<td>• NDUS Office develops website presence for Committee/public access</td>
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<td>1/9/15</td>
<td>• Chancellor search is launched</td>
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<td>• (Approved reduced, block advertisement for <em>Chronicle of Higher Education</em> submitted)</td>
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<td></td>
<td>• Approved advertisement posted with application deadline 3/17/15</td>
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<td>• Advertisement and Profile placed on Consultant’s website</td>
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<td>1/9/15-3/17/15</td>
<td>• Consultants actively recruit candidates</td>
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<td>• Consultants receive inquiries/applications/nominations</td>
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<td>• Consultant creates website for all applications</td>
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<td>• <em>Chronicle of Higher Education</em> advertisement, ____ edition</td>
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<td>3/17/15</td>
<td>• Application deadline for best consideration</td>
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<td>3/20/15</td>
<td>• Applications released to Search Committee for review</td>
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<td>3/31/15</td>
<td><strong>Second Meeting</strong></td>
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<td>Date</td>
<td>Task</td>
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|                    | • Committee meets to identify top candidates for IVN interviews  
|                    | • Consultants provide draft interview questions for Committee consideration, as requested                                                                                                                                                           |
| Following 3/31/15  | • Consultants contact top candidates, re: interview process for IVN interviews, April 14; dates given for on-campus meetings/interview with Search Committee in the event they are selected for semifinalist interviews  
| meeting            | • Consultants conduct reference checks on top candidates                                                                                                                                                                                                   |
| 4/14/15            | **Third Meeting**  
|                    | • Committee interviews top candidates via IVN  
|                    | • Consultants deliver report on reference checks  
|                    | • Committee narrows list to semifinalists for office meetings/Search Committee interview                                                                                                                                                                |
| Following 4/14/15  | • Consultants contact semifinalists and candidates not selected  
| meeting            | • Consultants conduct off-list reference checks  
|                    | • Consultants provide draft interview questions, as requested                                                                                                                                                                                         |
| 4/28-30/15         | **Fourth Meeting**  
|                    | • Semifinalists meet with broad-based internal and external constituencies  
|                    | • Committee hears/considers off-list reference check information  
|                    | • Committee narrows list to final candidates  
|                    | • Committee forwards list of unranked candidates to State Board of Higher Education for further consideration by the SBHE.  
|                    | • Committee concludes formal work                                                                                                                                                                                                                   |
| Following 4/30/15  | • Consultants contact finalists and semifinalists not selected  
| meeting            | • Consultant requests background checks with approval of finalists; report delivered to Chair (or designee)  
|                    | • Consultants provide interview questions and other support to Chancellor, as requested                                                                                                                                                               |
| Following 4/30/15  | • Finalists recommended to the SBHE  
| Meeting            | • Consultants contact finalists                                                                                                                                                                                                                     |
| 5/14/15            | • SBHE meets and interviews finalists and appoints next chancellor of NDUS  
|                    | • Chair (or designee) receives background check reports from AGB Search Consultants  
|                    | • Feedback from constituency meetings is reported to the SBHE  
|                    | • Offer extended to successful candidate                                                                                                                                                                                                               |
| 5/14/15            | • Consultants assist NDUS Office with communication plan/announcement, as requested  
|                    | • Consultants assist with transition plan, as requested                                                                                                                                                                                                 |
| On 7/1/15          | • Next Chancellor assumes office  
|                    | • Consultants remains available to NDUS for one year following appointment ????                                                                                                                                                                           |
REQUEST FOR PROPOSALS
CONSULTING SERVICES IN CONNECTION WITH
SYSTEM CHANCELLOR SEARCH

The North Dakota University System (NDUS) invites proposals for consulting services on an NDUS Chancellor search. The consultant or consultants will assist the North Dakota State Board of Higher Education and search committee in identifying, screening and selecting candidates for this position. The board expects to select the next chancellor by mid-May 2015.

Reorganized as a unified system of higher education in 1990, the NDUS includes 11 public colleges and universities governed by the North Dakota State Board of Higher Education with total Fall 2014 enrollment of 47,660 students. NDUS includes two research universities, two master’s institutions, two baccalaureate universities, and five community colleges that offer associate degrees and career/technical programs. The 10-member board is the policy-setting body for the NDUS and includes seven citizen members who serve four-year terms and are appointed by the governor as well as one student member appointed by the governor for a one-year term. The NDUS Council of College Faculties selects a non-voting faculty advisor and the NDUS Staff Senate selects a non-voting staff advisor to the board. The chancellor is the NDUS chief executive officer.

North Dakota is one of few states in the nation that has experienced significant state revenue growth over the past several years; this revenue growth is expected to continue. The NDUS has benefited by receiving sizable state budget increases each biennium since 2005-07, thereby allowing limited tuition rate increases the past four years. According to the College Board, NDUS tuition has increased only 9.3 percent between 2008 and 2013, compared to the U. S. average of 26.6 percent.

The state has also experienced significant population growth connected to its economic boom. After 80 years of population decline, the state is growing and is expected to reach 800,000 people by 2020. North Dakota’s elementary schools are bulging, and secondary schools are growing. That bubble is expected to start hitting our colleges and universities by 2020.

North Dakota ranks No. 2 in the nation in the percentage of young adult degree attainment, and ranks above the national average in degrees awarded per $100,000 of state and local appropriations.

See www.ndus.edu/ for more information about the NDUS.

Interested firms are invited to submit a proposal for consulting services. The firm selected must have, and will be evaluated on, extensive experience assisting public governing boards in chief executive searches, including experience in North Dakota or the surrounding region, a national reputation and the ability to generate highly qualified candidates. Cost also is an important consideration, but may not be the determining factor in selecting a search consultant. The NDUS reserves the right to negotiate terms and the option of requiring in-person on-site presentations.
Proposals should incorporate and include specific tasks (and timelines) related to the following services:

1. Assistance in identifying desired skills and qualifications;
2. Solicitation of input from interested constituents;
3. Preparation of an executive search profile and a system overview;
4. Identification and recruitment of candidates;
5. Candidate appraisal, including reference checks, interviews and preparation of experience summaries;
6. Assistance in development and implementation of a screening process to narrow the list of candidates;
7. Assistance to and collaboration with the search committee in arranging and scheduling interviews;
8. Assistance completing in-depth evaluations and checking references and background of semi-finalists and finalists;
9. Assistance with visits of finalists and interviews by the board; and
10. Assistance negotiating a compensation package and employment terms and other customary or requested assistance in connection with the search.
11. Assist with a smooth and orderly transition to the position.

Proposals should include a statement of fee for services (payable in installments) and estimated expenses, along with a well-defined process and timeline.

**Proposals must be received in the NDUS Office no later than 12:00 pm (CT) Friday, November 21, 2014. Proposals sent by regular mail are acceptable, but submission via email to terry.meyer@ndus.edu is encouraged.**

Proposals may be mailed to:
Terry Meyer  
North Dakota University System  
600 E. Boulevard Ave., Dept. 215  
Bismarck, ND 58505-0230  
701-328-2963

Proposals or amendments received after the deadline will not be opened or accepted for evaluation. North Dakota is an open meetings and open records state. All proposals become a public record after the award is made, and are then open and accessible to the public upon request. All employment applications, nominations, reference letters and other documents received or created by Board members, NDUS employees, search committee members or their agents in connection with this search are public records. Meetings of the search committee and Board are open to the public, and notice of meetings and posting of agendas are required.