

SUMMARY OF INFORMATION INCLUDED IN THE HIGHER EDUCATION FUNDING AND ACCOUNTABILITY STUDY PROPOSALS RECEIVED AS OF AUGUST 24, 2005

Summary Proposal Information	JBL Associates, Inc.	Association of Governing Boards of Universities and Colleges - Center for Public Higher Education Trusteeship and Governance	MGT of America, Inc.	Pappas Consulting Group, Inc.	Kaludis Consulting
Company profile	JBL Associates, Inc., based in Bethesda, Maryland, specializes in postsecondary education policy research and analysis.	The Association of Governing Boards of Universities and Colleges (AGB) is a national, tax-exempt, and nonprofit organization based in Washington, D.C. The AGB created the Center for Public Higher Education Trusteeship and Governance in January 2000 to strengthen relationships between public higher education and state government leaders by serving as a broker, convener, and provider of technical and consulting services on governance and related matters.	MGT of America, Inc., is a national management research consulting firm headquartered in Tallahassee, Florida.	Pappas Consulting Group, Inc., based in Connecticut, works exclusively with educational and nonprofit institutions to serve their financial and strategic management needs.	Kaludis Consulting, based in Washington, D.C., specializes in higher education consulting.
Lead contact	Dr. John B. Lee, President, JBL Associates, Inc.	Mr. Richard Novak, Executive Director, Center for Public Trusteeship and Governance	Dr. Kent Caruthers, Senior Partner, MGT of America, Inc.	Dr. Alceste T. Pappas, President and CEO, Pappas Consulting Group, Inc.	Mr. Elliott J. Haugen, Senior Vice President, Kaludis Consulting
Team members	JBL Associates, Inc., staff - Ms. Suzanne B. Clery, Senior Research Associate; research and clerical support Consultants - Ms. Brenda Albright, independent consultant; Dr. Robert Toutkoushian, Associate Professor, Department of Educational Leadership and Policy Studies, Indiana University; Dr. James Mingle, independent consultant	AGB Center for Public Higher Education Trusteeship and Governance staff - Mr. Neal Johnson, Deputy Executive Director Consultants - Ms. Jane Wellman, Senior Associate, Institute for Higher Education Policy; Ms. Nancy Shulock, Executive Director, Institute for Higher Education Leadership and Policy of California State University, Sacramento	MGT of America, Inc., staff - Dr. Mary McKeown-Moak, Partner; Ms. Kristina M. Cragg, Senior Analyst; other staff as necessary Consultant - Mr. Robert Holloway, independent consultant	Pappas Consulting Group, Inc., staff - Mr. Scott Hughes, Consulting Associate; Dr. Parker Chesson, Jr., Consulting Associate; Ms. Louise Hudson, Consulting Associate	Kaludis Consulting staff - Dr. Glen Stine, Vice President; Dr. William Fenstermacher, Senior Consultant; Dr. George Kaludis, Chairman and President; Ms. Gwenn Weaver, Vice President
Project plan and schedule	The proposal includes a timetable by which the vendor would begin the study by September 15, 2005, and complete the study by March 15, 2006.	The proposal includes a timetable by which the vendor would begin the study in September 2005 and complete the study by March 15, 2006.	The proposal includes a timetable by which the vendor would begin the study by September 19, 2005, and complete the study by March 15, 2006.	The proposal includes a project schedule by which the vendor would begin the study on October 1, 2005, and complete the study by March 15, 2006.	The proposal indicates the vendor will complete the study by March 15, 2006.
Legislative Council member notes:					

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<p>Expertise and experience</p> <p>Legislative Council member notes:</p>	<p>The proposal indicates the vendor has completed higher education financing projects in Oregon, Kentucky, Connecticut, Arizona, and Washington. The proposal also includes summaries of recent reports completed by the vendor. (Samples of similar higher education studies and the status of recommendation implementation will be requested of the vendor and available at the Legislative Council meeting on September 8, 2005.)</p>	<p>The proposal includes descriptions of recent higher education studies and projects conducted by the vendor. The proposal also includes samples of summaries of higher education studies completed by the vendor. A copy of the samples is on file in the Legislative Council office.</p>	<p>The proposal indicates the vendor has worked in 44 states on matters related to formula development, funding equity analysis, peer selection and analysis, and interstate comparisons of funding levels and practices for state systems of higher education. The proposal also includes summaries of recent engagements that are relevant to the requirements of the study. (Samples of similar higher education studies and the status of recommendation implementation will be requested of the vendor and available at the Legislative Council meeting on September 8, 2005.)</p>	<p>The proposal includes descriptions of higher education studies and reviews conducted by the vendor. (Samples of similar higher education studies and the status of recommendation implementation will be requested of the vendor and available at the Legislative Council meeting on September 8, 2005.)</p>	<p>The proposal indicates the vendor has been hired to deal with complex higher education issues and to offer assistance and advice to high-level governance entities, leadership, and executives. The proposal also includes summaries of recent systems-related engagements. (Samples of similar higher education studies and the status of recommendation implementation will be requested of the vendor and available at the Legislative Council meeting on September 8, 2005.)</p>
<p>Methodology</p>	<p>The proposal includes a list of questions that the vendor would address in the study and the following tasks for completing the study:</p> <ul style="list-style-type: none"> • General organizing meeting. • Review of existing plans and procedures. • Collection of data and information for evaluating peer institutions, state comparisons, and allocation procedures. • Interviews with North Dakota elected officials and higher education stakeholders. • Preliminary draft. • Final review and presentation of results and recommendations. • Final draft. 	<p>The proposal includes a list of questions that the vendor would address in the study. The vendor would analyze related written reports, studies, and documents and conduct extensive interviews with members of the Legislative Assembly, executive branch, North Dakota University System, and the Higher Education Roundtable and other public and private stakeholders to address the scope of the work outlined in the request for proposal.</p>	<p>The proposal includes a proposed methodology consisting of the following tasks:</p> <ul style="list-style-type: none"> • Finalize work program. • Develop consensus on guiding principles for funding and criteria for peers; obtain broad-based input. • Identify sources of information and describe the state of higher education. • Assess the long-term financing plan and the appropriateness of the peers. • Evaluate previous Higher Education Roundtable recommendations. • Evaluate accountability measures and benchmarks. • Develop options and recommendations. 	<p>The proposal includes a detailed work plan with major work steps relating to the following study objectives:</p> <ul style="list-style-type: none"> • Initiate the study and reaffirm scope of work and deliverables. • Evaluate the long-term financing plan for the North Dakota University System. • Describe the state of higher education in the United States and relate to North Dakota. • Evaluate previous Higher Education Roundtable recommendations. • Evaluate the accountability measures and benchmarks in terms of appropriateness and adequacy. • Submit draft reports, receive comments, and issue final report. 	<p>The proposal indicates the vendor will conduct a comprehensive onsite input process, a thorough peer financial/funding analysis, evaluation of long-term financing plans, and a communication-based feedback effort.</p>

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			• Prepare reports.		

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<p>Proposal cost (\$175,000 was appropriated)</p> <p>Legislative Council member notes:</p>	<p>The vendor's proposed budget for completing the study is \$149,938, including:</p> <table border="1" data-bbox="397 597 806 764"> <tr> <td>Personnel (1,142 hours)</td> <td>\$139,338</td> </tr> <tr> <td>Travel (10 trips at \$1,000 per trip)</td> <td>10,000</td> </tr> <tr> <td>Incidental expenses</td> <td>600</td> </tr> <tr> <td>Total</td> <td>\$149,938</td> </tr> </table>	Personnel (1,142 hours)	\$139,338	Travel (10 trips at \$1,000 per trip)	10,000	Incidental expenses	600	Total	\$149,938	<p>The vendor's proposed budget for completing the study is \$175,000, including:</p> <table border="1" data-bbox="827 597 1236 764"> <tr> <td>Personnel</td> <td>\$130,500</td> </tr> <tr> <td>Administrative cost recovery</td> <td>24,500</td> </tr> <tr> <td>Travel and lodging</td> <td>20,000</td> </tr> <tr> <td>Total</td> <td>\$175,000</td> </tr> </table>	Personnel	\$130,500	Administrative cost recovery	24,500	Travel and lodging	20,000	Total	\$175,000	<p>The vendor's proposed budget for completing the study is \$174,980.</p>	<p>The vendor's proposed budget for completing the study is \$174,635.</p>	<p>The vendor's proposed budget for completing the study is \$170,000, including:</p> <table border="1" data-bbox="2118 597 2526 878"> <tr> <td>Comprehensive onsite input process</td> <td>\$40,000</td> </tr> <tr> <td>Thorough peer financial/funding analysis</td> <td>20,000</td> </tr> <tr> <td>Evaluation/development of long-term financing plans</td> <td>90,000</td> </tr> <tr> <td>Communication-based feedback</td> <td>20,000</td> </tr> <tr> <td>Total</td> <td>\$170,000</td> </tr> </table>	Comprehensive onsite input process	\$40,000	Thorough peer financial/funding analysis	20,000	Evaluation/development of long-term financing plans	90,000	Communication-based feedback	20,000	Total	\$170,000
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