



History of the North Dakota University System 1938-2006

1938 constitutional amendment

- Initiated measure of the citizens
- Response to political meddling
- SBHE created...one governing board
- SBHE given broad authority/ responsibility
- Beginning of a unified system
- Constitutional provision requiring SBHE to submit a unified budget is first reference to "unified" as it applies to higher education

1939-1990

- 8 state institutions until 1984
- 7 board members serving 7 year terms
- Usually one board member from each campus region
- Board members were designated as campus "liaisons"
- Individual campus agendas dominate board agenda

1939-1990 (continued)

- Board focused on regulation (examples)
 - Approve hirings and salaries of deans and above
 - Heavy construction oversight
 - Board approves architects, designs and contractors
 - Board office approves all change orders
 - Budget detail, detail
 - All employment actions for every position approved by board office
 - Board focus is mainly administration of campuses

1939-90 (continued)

- Commissioner plus President's Council advises board. President's council chaired by president
- Non-voting student member added to board in late 70's
- Campuses have separate board agenda times (other campuses stay out of room during this)
- Focus is on separate campus agendas and less on state public agenda

1939-1990 (continued)

- However, there are some steps in evolution of system:
 - Starting in late 60's, all campus budget requests based on a formula primarily based on credit hour production (workload)
 - Establishment of Higher Education Computer Network (HECN) in late 70's
 - Establishment of statewide library system in 80's (ODIN). All campuses except one.
 - In mid 80's board begins submitting prioritized capital construction budget request encompassing all campuses
 - Statewide interactive video network begins in late 80's

1939-90 (continued)

- In 1984 the Legislature and vote of people places 3 more two-year campuses under board governance
 - No more one board member per campus
- New issues emerge
 - Collaboration
 - Different campus missions more evident
 - Went from 6 four year campuses, one two-year campus and one branch campus, to 6 four year campuses and five two year campuses

1939-90 (continued)

- 1983-84 legislative study of higher education budgeting:
 - Committee develops separate input formulas for:
 - Instruction (based on credit hour production/workload)
 - Student services
 - Academic Support
 - Institutional Support/administration
 - Physical plant operations
 - Physical plant repairs

1939-90 (continued)

- 1986... first Bush Foundation study of higher education in ND
 - Create a cohesive system
 - Shared vision for higher education needed
 - Link higher ed. to economic development
 - Board should focus on long-range planning
 - Create higher education centers
 - Flexible funding needed
 - Build coalitions

1939-1990 (continued)

- State University of North Dakota (SUND) created by Board in mid 80's in attempt to respond to Bush Foundation study
- However, 1987 legislature gives 'university' status to four campuses and renames them, and makes community college in Devils lake a branch of UND. Result is undoing of SUND
- In late 80's legislature enacts law requiring board to develop six year plans in line with earlier Bush Foundation study recommendations
- Several times during the 80's and early 90's, the board supports constitutional amendment to remove names, locations or missions of institutions. These proposals are rejected by the legislature

1939-90 (continued)

- During 1981-90 there are several interim reductions of appropriations because of state revenue shortfall creating continual financial uncertainty
- In 1986/1987, board challenges governor's authority to impose mid-biennium reductions based on board's constitutional authority to manage appropriated funds even though board plans to voluntarily comply. Case is not resolved.
- By early 1990, the budget formulas adopted in 1984 are not closely adhered to because of low state revenues

December 1989

- Voters reject tax increases
- Major confidence and financial crises
- Board holds meetings on creating a "true state system" as recommended in 1986
- Supported publicly by many legislators and governor
- Policy makers frustrated with no clear focused agenda and spokesperson

1990 Board creates NDUS

- Policies defined on role of board, chancellor, presidents
- From Commissioner to Chancellor
- More responsibility given to presidents to manage institutions
- Current commissioner declines to become permanent chancellor of new system
- New administrative and reporting systems recommended (seed of Connect ND)
- Collaboration on academic and administrative issues is stressed

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Why the System was created

- Board recognized that ND higher education is comprised of very diverse campuses and there was growing concern among policy makers about the need for a focused, coordinated, and collaborative higher education enterprise
- Board believed that this diversity was a strength that can bring value to all of North Dakota citizens through collaboration when needed and when it makes sense
- The system was created to use the diverse collective capacity of the campuses to serve citizens wherever they lived and provide administrative efficiency where it makes sense. i.e. nursing program, workforce training, on-line programs payroll, library system, skills training center. It was not created to make campuses look alike.

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Why System was created (cont.)

- Board recognized that a system of diverse campuses is also huge challenge requiring different approaches, policies, time and attention of board
 - Size (from 400 students to over 12,000 students)
 - Location (Small town to small cities)
 - Missions
 - Students
 - Focus was on collaboration, not regulation

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October 1990-June 1994

- Significant turnover of leadership
 - UND President Clifford is appointed chancellor from Oct. 1990-June 1991
 - New chancellor from July 1991-Feb. 1994
 - Several long-term presidents retire
 - Co-interim chancellors from Feb-June 1994
 - June 1994....search for chancellor fails
 - July 1994....Board appoints vice-chancellor as new chancellor

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1991-1999

- Board member terms reduced to 4 years
- Legislature gives student member a vote
- Legislature creates faculty representative to board
- Chancellor's cabinet replaces President's Council
- Legislature and governor continue push for "focused" state higher education policy agenda
- Board eliminates/streamlines more administrative policies

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1991-99 (continued)

- College Tech. Ed. Council (CTEC) created in 1992
- Board establishes presidential goal and evaluation process
- In 1995 board engages in major effort to focus campus missions by creating "principal participating institutions" to focus diverse campus missions to better serve all of North Dakota
- Major legislative oversight is focused on inputs
- UND and NDSU presidents resign in 1998

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1991-1999 (continued)

- Second Bush governance study in 1996-97
 - Board needs to elevate its role...enhance its leadership position...develop a public agenda
 - Board appointments process should change
 - Legislature should reduce oversight
 - Resolve number of institutions issue
 - Need better information infrastructure for decision making
 - Use collective resources to serve all of ND
 - Empower campus leaders
 - Change budget structure

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1991-99 (continued)

- 1998-voters reject constitutional amendment to remove campus names, locations and mission
- NDUS is codified in statute
- Board acts to retain authority for presidential employment
- Atmosphere of collaboration is taking hold
 - More collaborative academic programs implemented
 - Common course numbering system implemented
 - Major workforce training effort begins in late 90's that is a major success

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1999-2003

- Roundtable created from 1999 legislation
- Major laws and policies changed
 - Board and legislature embrace roundtable recommendations
 - Recommits to unified system
 - Lump sum campus budgets
 - Accountability reporting defined
 - Board charged with helping define and connecting to a public agenda

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1999-2003 (continued)

- Major laws and policies change (cont)
 - Board given full authority to set tuition
 - Legislature makes Lake Region and Williston independent campuses (no longer UND branches)
 - Board charged with developing new finance plan
 - Peer funding model developed
 - Board and campus alignment planning process tied to Roundtable goals (replaces six year planning process)
 - New System vision and mission statements developed ("The NDUS is the vital link to a brighter future")

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1999-2003 (continued)

- Major laws and policies change (cont)
 - Board reviews policies that are "barriers"
 - 2002 annual accountability reports begin
 - In 2003, Board again defines roles and responsibilities and system core values
 - Centers of Excellence program begins with funding in 2003

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Governance observations: Attributes of successful systems

- Governing board is focused on state policy issues and developing public agenda
- Governing Board is charting system path
- System is flexible and responsive to changing conditions that present opportunities

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**Governance observations:
Attributes of successful systems**

- Successful systems are based on structure and, as importantly, on building relationships:
 - Open communication and input from Board, system CEO, campus CEO's, employees, students
 - Confidence of and communication with governor & legislative leaders critical
 - Significant coalition building both internally and externally

**Governance observations:
Attributes of Successful Systems**

- Governing board provides leadership to create and communicate expectations and desired results
- Entire enterprise is student focused plus focused on enhancing the economic and social vitality of the state

2003-2006

- Two separate board task forces review roles and responsibilities and board reaffirms unified system structure with presidents reporting to chancellor

**North Dakota University System Office
Position History - July 1st for FY2006-2010**

<u>Position</u>	Fiscal YR 05-06	Fiscal YR 06-07	Fiscal Yr 07-08	Fiscal Yr 08-09	Fiscal Yr 09-10
Director Of Public Affairs/Marketing	1.0	1.0	1.0	1.0	1.0
Director of Financial Reporting	1.0	1.0	1.0	1.0	1.0
Director College Access Grant				1.0	1.0
Secretary/Computer Support	1.0	1.0	1.0	1.0	1.0
Secretary/Academic and Articulation	1.0	1.0	1.0	1.0	1.0
Secretary/MN Reciprocity Processor	1.0	1.0	1.0	1.0	1.0
Chancellor	1.0	1.0	1.0	1.0	1.0
SAA Office Support		0.5	1.0	1.0	1.0
Vice Chancellor of Admin Affairs	1.0	1.0	1.0	1.0	1.0
Asst. General Counsel					1.0
Vice Chancellor for Acad & Student Affairs	1.0	1.0	1.0	1.0	1.0
Secretary/Legal Asst.	1.0	1.0	1.0	1.0	1.0
Vice Chancellor Strategic Planning			1.0	1.0	1.0
Director ND Univ System Online	1.0	1.0	1.0	1.0	1.0
Director of Finance	1.0	1.0	1.0	1.0	1.0
Exec. Asst. to Chancellor/Office Manager	1.0	1.0	1.0	1.0	1.0
Director of FINDET			1.0	1.0	1.0
Office Accountant	1.0	1.0	1.0	1.0	1.0
Asst. Director of Financial Aid					1.0
Director of Articulation & Transfer	1.0	1.0	1.0	1.0	1.0
Admin Sec. to SBHE	1.0	1.0	1.0	1.0	1.0
Grant Developer					1.0
Director of State Approving Agency/Multi-Cultural	1.0	1.0	1.0	1.0	1.0
Academic Affairs Assoc. Director/Director of Research	1.0	1.0	1.0	1.0	1.0
Temp Law Clerk			0.5		
General Counsel	1.0	1.0	1.0	1.0	1.0
Financial Aid Assistant	1.0	1.0	1.0	1.0	1.0
System Office Support	1.0				
Dir HE Consortium for Subst Abuse Prev. 1/	1.0	1.0	1.0	1.0	1.0
Director of Financial Aid/Federal Relations	1.0	1.0	1.0	1.0	1.0
TOTAL	22.0	21.5	24.5	25.0	28.0

Note: NDUS Office has contracted for CIO services since June 2006, funded from the SITS pool in the NDUS Office budget

1/ Previously included in UND's budget, this position funding was transferred to the NDUS Office in 09-10

NDUS Office Staffing Overview

Prepared for the Interim HE Committee, June 2010

Chancellor: Serves as the chief executive officer of the Board and chief executive officer of the University System.

Executive Assistant to the Chancellor/Office Manager provides support to the Chancellor and communicates information on behalf of the chancellor to various groups/individuals within the office and university system, SBHE members, state government and the public. This position is also the NDUS Office manager supervising five secretarial support positions.

Director of public affairs and marketing is responsible for coordinating, preparing and disseminating information to the public, the legislature, the media, prospective students and other constituencies of the State Board of Higher Education and the North Dakota University System.

Administrative Secretary to SBHE provides secretarial support to the State Board of Higher Education (SBHE), SBHE Subcommittees, Chancellor's Cabinet and NDUS Office staff.

General Counsel. The General Counsel provides a broad range of legal services to the SBHE, chancellor and chancellor's staff (including SITS employees located in Grand Forks and Fargo) and 9 of the 11 NDUS colleges and universities and their officers and employees (NDSU and UND have separate legal counsel offices). Duties of the General Counsel include legal research and advice, drafting or reviewing legislation, policies and procedures, drafting and reviewing all contracts and other legal documents for the system and 9 institutions, legal or policy analysis, assistance with HR functions and advice regarding personnel matters, representation of institution officers at disciplinary and other hearings and responsibility for loss control and risk management functions. The General Counsel also serves as SBHE Secretary (a constitutionally-mandated position) and supervises one full-time Assistant General Counsel.

Assistant General Counsel. The Assistant General Counsel assists the General Counsel with a broad range of legal services for the SBHE, chancellor and chancellor's staff and 9 of the 11 NDUS colleges and universities and their officers and employees. Currently, the Assistant General Counsel devotes the majority of her time to campus personnel matters and contract drafting and review.

Secretary/Legal Counsel provides secretarial support to the Vice Chancellor for Strategic Planning/ Executive Director of the College Education Technical Council (CTEC) and General and Assistant General Counsel.

Secretary/Computer and Network Support provides computer support for the NDUS Office and members of the SBHE, assists the office manager in keeping the web site updated, and assists the director of public affairs with major publications produced by the office.

Vice Chancellor for Academic and Student Affairs oversees all academic and student affairs functions within the North Dakota University System through policy development, implementation management and multi-agency coordination.

Academic Affairs Assoc. and Director of Research assist the Vice Chancellor for Academic Affairs including academic program review, admission requirements; reporting, including accountability reporting; develop and maintain research on student retention, persistence, migration, transfer, and graduation rate statistics.

Director of Articulation and Transfer leads successful development and implementation of the State Board of Higher Education's policies and initiatives to improve the transfer and admissions experiences for students enrolled in the North Dakota University System.

Director of the North Dakota University System Online (NDUSO) is responsible for the planning and facilitation of online initiatives throughout the NDUS. Included in these initiatives is the accreditation with the Higher Learning Commission. The Director is also responsible to establish and nurture relationships within the NDUS as well as to explore and establish relationships with other state and regional online initiatives.

Director for the ND State Approving Agency (SAA) and Coordinator for Multi-Cultural Education administers applicable state and federal statutes and contractual obligations with the U.S. Department of Veterans Affairs, Veterans Administration Division, in a manner that will best serve the veteran or eligible person participating in a program of education leading to a predetermined educational, professional or vocational objective; and, assists with the development, planning, and implementation of strategies to create and maintain an all-inclusive multicultural campus community in support of the NDUS diversity goals, including recruitment, retention, and the academic success of all students of color. Administer the ND Indian Scholarship Program. Serve as Liaison and a Resource to the tribal and NDUS communities on diversity matters.

SAA Part-time Office Assistant provides support to the SAA Director, including secretarial and administrative support.

Director Higher Education Consortium for Substance Abuse Prevention coordinates the prevention efforts of colleges and universities throughout the state and promotes college and community environmental factors that support healthy and safe norms.

Director of Follow-up Information on Education and Training (FINDET) directs, manages, conducts, and reports follow-up research on education and training programs using raw data sources provided or obtained from state agencies, U.S. Government sources, contracted resources, and state sponsored to design studies, validate and correct raw data, match data across data sources, compile research data sets, statistically analyze complex data using appropriate statistical procedures and report results using tables, figures, and detailed narrative explanations that allow subsequent analysis.

Secretary /Academic and Articulation-Transfer Assistant provides secretarial support to the Vice Chancellor for Academic and Student Affairs, Director of Articulation and Transfer and the Academic Affairs Associate/Director of Research.

Vice Chancellor for Administrative Affairs oversees all administrative, financial, and information technology functions within the North Dakota University System through policy development, implementation management and multi-campus coordination. Reporting directly to the Chancellor, the Vice Chancellor manages the following areas: financial, accounting, budgeting, purchasing, capital construction, audit, financial aid, human resources, and information technology.

Director of Financial Aid and Federal Relations Coordinator oversees and administers state-funded financial aid programs, including State Grant, Scholar's, Career/Technical Education and Academic Scholarship Programs, the Professional Student Exchange Program (PSEP), ND/KSU admission committee, and Education Incentive programs (i.e., Teacher Shortage and Technology Occupations (Stem) Student Loan forgiveness programs, as well as Doctoral program); develops and monitors System financial aid policies and programs in cooperation with the campus financial aid directors; coordinates positive federal relations as directed by the Chancellor; assists in coordinating student exchange programs through regional consortiums (WICHE and MHEC).

Asst. Director of Financial Aid assists the Director of Financial Aid in the general administration of student financial aid programs administered by the NDUS Office, especially the Career/Technical Education and Academic Scholarship Program, in compliance with state and federal laws and regulations.

Financial Aid Assistant provides support in administering several financial aid programs administered by the North Dakota University System Office in compliance with state and federal regulations.

Director of Finance This position is responsible for assisting in the development of and monitoring policies and activities for all budget related matters for the North Dakota University System.

Director of Financial Reporting The position prepares the consolidated annual financial statements for the North Dakota University System; and, in cooperation with the campus Controllers and Chief Accountants, leads System accounting and auditing activities to ensure compliance with accounting, auditing, state and federal requirements.

Office Accountant is responsible for the administration and maintenance of office accounting, payroll, financial and budget monitoring for the North Dakota University System Office.

Secretary, MN Reciprocity Processor provides high-level support to the Vice Chancellor for Administrative Affairs and provides assistance to the Coordinator of Multicultural Education on the NDISP program.

Vice Chancellor for Strategic Planning and Executive Director of the College Technical Education Council (CTEC) is responsible for leadership and support to the State Board, the NDUS Office and the campuses in developing and implementing a comprehensive strategic plan, and related accountability, which aligns the NDUS with the needs of students and the state. The Vice Chancellor also coordinates Roundtable on Higher Education (Roundtable) activities, in cooperation with legislative leadership. The position focuses on statewide workforce issues through the ND Workforce Development Council and provides leadership and coordination for the two-year colleges in the University System. The primary objective of CTEC is to achieve cooperative planning for improved effectiveness in the delivery of technical education in North Dakota.

Grant Developer identifies, develops, and secures external grants on behalf of North Dakota University System institutions, with special focus on the state's public community colleges and regional baccalaureate and master's universities. The position will manage the grant development process, prepare proposals, and work in collaboration with campus personnel to successfully compete for federal and foundation funds.

Director, College Access Challenge Grant, this federally funded position fosters partnerships aimed at increasing the number of low-income students prepared to enter and succeed in college. The director is responsible for overall coordination and management of the grant program in North Dakota, including leadership of a statewide steering committee, and outreach to educational institutions and groups.

CIO is responsible for providing overall leadership, vision, strategy, management, and accountability for systemwide information technology services. In carrying out these responsibilities, the CIO must ensure that the infrastructure and applications provide an environment that is cost-effective and responsive to student needs and addresses the mission of the NDUS and its institutions. (currently a contract position, managing about 80 FTE))

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