

## POTENTIAL STUDY PLANS FOR THE HIGHER EDUCATION COMMITTEE

This memorandum provides information regarding studies assigned to the Higher Education Committee and potential study plans for each of the studies.

### STUDY OF HIGHER EDUCATION GOVERNANCE

#### Study Overview

House Concurrent Resolution No. 3046 (2015) provides for a study of public higher education in North Dakota for the purpose of developing and implementing a governance model that articulates:

- The role and function of the State Board of Higher Education and that of its Chairman and other members, including the board's objectives and the monitoring responsibilities necessary to ensure that its objectives are achieved;
- The role and function of the Commissioner of Higher Education, including the Commissioner's relationship with the board, the Commissioner's responsibility for implementing the board's objectives, and for meeting the board's expectations regarding organizational performance; and
- The role and function of each institution's president, including the authority and responsibility to supervise and direct the efficient operation of the institution, to execute all directives from the Commissioner of Higher Education, and to report directly to the Commissioner regarding the operation and management of the institution, and the execution of the directives.

#### Potential Study Plan

1. Review constitutional and statutory provisions regarding higher education governance and the role of the Commissioner of Higher Education.
2. Review the current and potential roles of the State Board of Higher Education, Commissioner of Higher Education, and institution presidents.
3. Review personnel policies and procedures of the North Dakota University System including performance assessments of the Commissioner of Higher Education, campus presidents, and University System office staff; compensation increases for the Commissioner of Higher Education and institution presidents; and termination and contract buyout processes.
4. Receive reports on policies and procedures related to University System auditing and legal services functions.
5. Receive updates on strategic action plans and facility master plans developed by the University System.
6. Receive information regarding higher education governance models.

### STUDY OF ADMINISTRATIVE COSTS

#### Study Overview

Section 47 of 2015 House Bill No. 1003 provides for a study of administrative costs at institutions under the control of the State Board of Higher Education. The study must include a review of the number of administrator positions at each institution, the number of new administrator positions added at each institution during the previous five academic years, the total salaries and benefits associated with the administrator positions, the average salaries and benefits for administrator positions at each institution for each of the previous five fiscal years, the percentage of overall institution operating costs attributable to administration, and options to provide future increased legislative appropriations to institutions specifically for instructional purposes.

#### Potential Study Plan

1. Request the Legislative Council staff work with the University System office to prepare a report for distribution in January or February 2016 which:
  - a. Defines higher education institution "administrative costs."
  - b. Details administrative costs by revenue function, including administration positions funded by operating funding, grant funding, and auxiliary funding.
  - c. Provides information regarding the number of administrators at each institution, the number of new administrators added in the past five years, and salaries of administrator positions.
2. Request the University System office to provide comments regarding the administrative costs report.

3. Compare University System administration costs to regional and national averages.
4. Review potential options relating to the study, including options to provide new higher education operations funding for instructional purposes only.

## **STUDY OF INSTITUTION MISSIONS**

### **Study Overview**

Section 46 of 2015 House Bill No. 1003 provides for a study of the missions of all two-year institutions and the missions of any other institutions under the control of the State Board of Higher Education, as determined by the Legislative Management, including the feasibility and desirability of the institutions offering only workforce and career and technical education programs. The study must review the current missions of the institutions, current and projected course and program enrollments, projected workforce needs, including how the institutions can serve the needs, and options to increase operating efficiencies.

### **Potential Study Plan**

1. Review constitutional and statutory references to institutional missions.
2. Receive presentations by representatives of institutions regarding institution missions and anticipated future missions of the institutions.
3. Review projected state workforce needs and options to expand or reduce campus missions based on workforce needs.
4. Review funding levels of the TrainND program.
5. Review options to provide funding for program collaboration among institutions serving different regions of the state.

## **STUDY OF COURSE DELIVERY METHODS**

### **Study Overview**

Section 45 of 2015 House Bill No. 1003 provides for a study of the delivery methods of higher education courses offered by institutions under the control of the State Board of Higher Education. The study must include a review of current methods of distance education offered by institutions, options to improve delivery methods, revenue generated by each type of delivery method, and how course delivery methods may affect future campus infrastructure needs and must include a study of the components of the higher education funding formula established in North Dakota Century Code Chapter 15-18.2, including the uses of funding provided through each of the components for costs-to-continue, salary adjustments, and other inflationary adjustments and tuition waivers.

### **Potential Study Plan**

1. Receive information regarding current course delivery methods at each institution.
2. Receive information regarding revenue generated by each type of course delivery method.
3. Receive information regarding enrollment trends by course delivery method and projected infrastructure needs.
4. Receive presentations regarding innovations in course delivery.
5. Receive information regarding how the higher education funding formula may be affected by changes in course delivery methods.
6. Receive information regarding the history of dual-credit courses and future growth and options for dual-credit courses.
7. Review the quality and control of higher education delivery methods such as courses delivered through state authorization reciprocity agreements.