North Dakota State Board of Higher Education
Governance Committee
May 17, 2018, Meeting Minutes

The State Board of Higher Education Governance Committee met on Thursday, May 17th, at 3:30 p.m. CT., at the State Capitol, 10th floor, NDUSO conference room, 600 E Blvd. Ave., Bismarck, ND 58505.

Chair Neset called the meeting to order at 3:30 p.m. CT.

Members Present:
      Ms. Kathleen Neset, Chair
      Mr. Mike Ness
      Mr. Nick Hacker
      Dr. Birgit Pruess, Facility Advisor

Others Present:
      Chancellor Hagerott
      President Bresciani, NDSU
      President Darling, LRSC
      Mr. Corry Kenner, LRSC
      Ms. Laura Schratt, NDUS
      Ms. Karol Riedman, NDUS
      Ms. Kristie Hetzler, NDUS
      Mr. Nick Vaughn, AG
      Mr. Darin King, CTS
      Ms. Billie Jo Lorius, NDUS

1. **Agenda**
   Committee member Ness requested to add a discussion item regarding the North Dakota University System office structure.

   Ness moved, Hacker seconded, to approve the agenda with an amendment to add a discussion regarding the executive structure of the system office.

   Ness, Hacker, and Neset voted yes.

2. **Meeting Minutes**
   Ness moved, Hacker seconded, to approve the April 20, 2018, meeting minutes.

   Ness, Hacker, and Neset voted yes.

3. **Policy 302.5 Governance Committee**
Hacker moved, Ness seconded, to recommend approval of policy 302.5.

Hacker, Ness, and Neset voted yes.

4. **Policy 302.4 Councils**
Ms. Tammy Dolan reviewed proposed amendments to policy 302.4. She explained that changes to SBHE policy and procedures move through a structured process that includes review by NDUS Staff, NDUS councils, institution presidents, and SBHE committees before consideration by the full SBHE. Currently, the council with primary responsibility to provide the official recommendation for approval is not clearly identified, nor was the council chairperson. This leads to confusion and frustration amongst all parties, and can cause delays in making necessary changes.

Proposed changes:
a. Identify the Administrative Affairs Council, Academic Affairs Council, Student Affairs Council, Human Resource Council and Chief Information Officer Council as primary councils. HRC and CIOC will adjust meeting schedules to align with the other councils that meet the first week of each month;
b. Clarify that the NDUSO council representative (generally the Vice Chancellor) is the council chair;
c. Identify which SBHE Policies & related procedures are assigned to each council;
d. Require a roll call vote from the primary council for policy & procedures changes.

The Committee discussed the importance of first and second readings and refrain from waiving second at full Board meetings to allow adequate input.

Ness moved, Hacker seconded, to recommend table amendment to policy 302.4 until the next Committee meeting.

Ness, Hacker, and Neset voted yes.

5. **Chancellor's Evaluation**
Ms. Riedman reviewed a proposed process for the Chancellor's Evaluation. The members discussed the various options.

Ness moved, Hacker seconded, to recommend approval for the proposed Chancellor's evaluation using a three tier Likert scale with ratings as follows:
☐ Exceeds expectations
☐ Equals expectations
☐ Short of expectations

Ness, Hacker, and Neset voted yes.

6. **General Data Protection Regulation (GDPR)**
Darin King gave a brief update on the status of general data protection regulation (GDPR) and indicated more information will be presented at a future meeting.

7. **Blackboard/UND**
   Committee members requested the institutions that are requesting an individual tenant, outside the shared system tenant, present their rationale at a future full Board meeting.

8. **Envision 2030**
   Chancellor Hagerott gave an update on Envision 2030.

   Additional discussion
   Mr. Ness requested an open discussion on a restructure of the North Dakota University System office. The discussion included but was not limited to the Governor's taskforce currently in place, system governance, policy 304.1-Chancellor's authority and responsibilities, and the Constitution.

The meeting adjourned at 4:48 p.m. CT.

Approved September 20, 2018.

SUBJECT: GOVERNANCE AND ORGANIZATIONS   **EFFECTIVE:** January 26, 2017

Section: 302.5 Governance Committee

1. The ~~State Board of Higher Education~~SBHE establishes the ~~g~~Governance ~~c~~Committee to ensure the effectiveness of SBHE~~board~~ governance through thoughtful, focused attention placed on strategic governance and improved SBHE~~board~~ performance.

2. The ~~g~~Governance ~~c~~Committee shall consist of three voting members of the SBHE and the Chancellor shall serve, ex officio, as a non-voting member of the committee ~~Board~~. The SBHE~~Board~~ ~~p~~President will appoint committee members as well as the ~~a~~ committee chair by June 30th of each year to serve one-year terms starting July 1st. The SBHE president may also appoint a~~A~~dditional members~~, including institution presidents, may also be appointed so long as they~~ to serve~~, in an~~ ex -officio~~,~~ as non-voting members of the committee~~capacity~~. ~~The Board President shall appoint the members at the same time the Board elects its officers with terms beginning July 1 of each year and lasting one year each.~~ I~~f~~n the event a vacancy on the committee occurs before June 30th~~the next scheduled election~~, the SBHE ~~p~~President shall appoint a voting~~new~~ member of the SBHE to fill the vacancy no later than the next regular meeting of the SBHE after the vacancy occurs~~Board~~. ~~The Chancellor shall serve as an ex-officio member of the Committee.~~

3. The governance ~~c~~Committee shall set a meeting schedule for the year at the committee's first meeting after July 1st ~~meet at the call of the Chair as necessary to fulfill its duties~~. Meetings shall comply with all applicable laws, including the necessary posting of notice ~~of meetings~~, the preparation of agendas in advance of meetings, and ~~as well as~~ the recording ~~compilation~~ of minutes for each meeting.

4. The governance ~~c~~Committee shall be responsible for leading the ongoing assessment and improvement of SBHE~~Board~~ performance by actively engaging in activities such as:

    a. Assisting the SBHE~~Board~~ ~~p~~President in developing and implementing meaningful orientation programs for new SBHE~~board~~ members;
    b. Developing goals for SBHE~~Board~~ performance and benchmarks for measuring SBHE~~Board~~ effectiveness t~~hat would then~~ o be considered by th~~ee full~~ SBHE~~Board~~;
    c. Conducting regular SBHE~~Board~~ self-assessments and reporting results to the SBHE~~full Board~~;
    d. Providing recommendations to the SBHE~~Board~~ on how the annual evaluations of both the institution presidents and the Chancellor are conducted;
    e. Identifying areas where the SBHE~~Board~~ may wish to propose or support legislation;
    ~~c.~~f. Offering suggestions to the SBHE~~Board~~ on how to address information technology issues that impact the NDUS; and

d.g. Creating opportunities for continuing SBHEBoard education.

HISTORY: New Policy, SBHE minutes, January 26, 2017.

1. **Issue: SBHE Policy 302.4 - Councils** authorizes the Chancellor to establish advisory councils to conduct research, prepare reports and make recommendations to the Chancellor concerning assigned areas of responsibility. Existing policies do not explicitly identify the primary councils responsible for recommending policy and procedure changes. Council chairpersons are also not identified in the policy.

2. **Proposed actions:** Approve recommended edits to SBHE Policy 302.4 to recognize five primary councils responsible for recommending changes to policies & procedures, and identify the NDUS representative as the council chairperson.

3. **Background information:** Suggested changes to SBHE policy and procedures move through a structured process that includes review by NDUS Senior Staff, councils, institution presidents, and SBHE committees before consideration by the full SBHE. Currently, the council with primary responsibility to provide the official recommendation for approval is not clearly identified, nor was the council chairperson. This leads to confusion and frustration amongst all parties, an often times causes delays in making necessary changes.

   Proposed changes
   a. Identify the Administrative Affairs Council, Academic Affairs Council, Student Affairs Council, Human Resource Council and Chief Information Officer Council as primary councils. HRC and CIOC will adjust meeting schedules to align with the other councils that meet the first week of each month;
   b. Clarify that the NDUSO council representative (generally the Vice Chancellor) is the council chair;
   c. Identify which SBHE Policies & related procedures are assigned to each council;
   d. Require a roll call vote from the primary council for policy & procedures changes;

4. **Financial implications:** None

5. **Legal/policy issues:** None

6. **Academic issues:** None

7. **Coordination:** Cabinet

8. **Attachments:** Council structure schedule, NDUS policy & procedure flowchart

9. **Contact information:** Tammy Dolan, Vice Chancellor for Administrative Affairs & CFO. Tammy.dolan@ndus.edu 701-328-4116

10. **Chancellor's Recommendation:** Approve

SUBJECT: GOVERNANCE AND ORGANIZATION   **EFFECTIVE:** September 30, 2015

Section: 302.4 Councils

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1. TIn order to assist the Chancellor and institution officers in management of the NDUSuniversity system, policy development and to conduct research, prepare reports and make recommendations to the Chancellor and institution officers concerning assigned areas of responsibility, the Chancellor may establish system advisory councils, such as an academic affairs council, administrative affairs council, student affairs council, human resource council, chief information officers council or such additional councils as the Chancellor deems necessary or appropriate.

2. The membership of the councils shall include institution campus officials, generally the chief institutioncampus officer in the relevant area of responsibility, and a NDUS university system office representative, or such other or additional members as the Chancellor   may designate. The NDUS office representative shall serve as the chair of the council.

3. The councils shall have such duties and responsibilities as the Chancellor may delegate to them. Institution officers and employees shall cooperate with and assist the work of the councils.

4. The administrative affairs council, academic affairs council, student affairs council, human resources council and chief information officers council are designated the primary councils for additions, deletions and modifications to policies and procedures in their respective areas. The primary council's recommendation for changes to policies and procedures in their respective areas must be documented through a recorded roll call vote. Non-primary councils may provide input on all policy and procedure changes, but do not provide the official recommendation.

5. SBHE policy areas assigned to the primary councils are identified on the attached schedule. The policy areas assigned in the schedule may be adjusted depending on the subject matter of individual policies.

6. Ad hoc user groups may be established to assist on special projects. These user groups may provide multiple forums throughout the year to collaborate system wide and share information pertaining to special projects. The user group offers an environment for members to network and share information and best practices with one another.

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2018 Chancellor Evaluation Process and Timeline - _DRAFT_

Evaluation Activity	_Proposed Date(s)_
Governance Committee approves Process and Survey Tool	May 17, 2018
SBHE approves 2018 process	May 23, 2018
Chancellor has been preparing his self-assessment of goals; these responses are finalized and inserted into the survey tool.	May 25, 2018
Survey sent to SBHE voting members	May 28, 2018
Members complete survey, also may contact SBHE Chair Don Morton directly with additional input	May 28, 2018 – June 8, 2018
Survey closes, reports are prepared	June 8, 2018 11:59 pm
Report of survey results provided to Board Chair Morton.	June 13, 2018
Chair Morton contacts each Member individually as a final opportunity for input. Chair Morton may contact other stakeholders for input at his discretion.	June 13 2018 – June 17, 2018
Chair Morton prepares a letter-type summary of evaluation input.	June 18, 2018
Chair Morton meets with Chancellor to share and discuss evaluation.	June 19, 2018
Evaluation summary letter and report of survey results sent to SBHE. Subject to Open Records Request at this time.	June 20, 2018
SBHE discusses and votes on Chancellor contract renewal	June 27/28 2018

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Chancellor Evaluation Survey Draft

The following is a draft of the survey which will be used to gather Board input on the Chancellor's goals.

After each Goal statement, the Chancellor's self-assessment of that goal will be inserted for convenience in your review.

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EMAIL INTRODUCTION -

In preparation for the Chancellor's annual performance evaluation, Board input is desired regarding the Chancellor's progress toward attaining his stated goals. This survey presents each goal and the Chancellor's self-assessment of his progress for your review and response. Choices of "Exceeds Expectations", "Meets Expectations" and "Short of Expections" are provided, and the summary of these results will be presented in total, as a percentage. A space for written comments is provided for each goal, and comments will be included in the survey report, identified by the author.

The survey responses are not anonymous, and the report will be an open record.

The link to the survey is unique to each participant. The link can only be used once. The survey is expected to take 20-30 minutes, depending on the written comments entered. The survey will be open until {date}.

Follow this link to the Survey:
Take the Survey

Or copy and paste the URL below into your internet browser:
https://ndus.co1.qualtrics.com/jfe/form/SV_aYkD8qQYa8QNkcR?Q_DL=6G24Fr7kyVWsyFf_aYkD8qQYa8
QNkcR_MLRP_6ffSc7zSAfqRGRf&Q_CHL=email

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Chancellor Evaluation – (20180510 draft)

1. Goals for the System of the NDUS Office, Budget processes

A. Enhance Stakeholder Engagement. The need for the chancellor to continue to build stakeholder support for the Higher Education enterprise has only increased in importance this past year. In the wake of the recently concluded legislative session, I will visit various regions of the state similar to the *Listen and Learn* tour I conducted in 2015, but this time with a focus on understanding the impact of budget reductions and the changing needs of the work place. I will establish a calendar to meet with government leaders, legislators, business and community leaders, faculty, staff and students around the state and listen to their ideas and concerns regarding the North Dakota University System (note: this will be combined with ENVISION 2030 and SBHE TF study meetings as much as possible). It should be noted that with regard to stakeholders in the legislature, we were successful in rebuilding relationships of trust. This will continue to be a priority in the year ahead.

- ○ Exceeds expectations
- ○ Equals expectations
- ○ Short of expectations

Please provide additional input on Goal 1A

[ ]

1. Goals for the System of the NDUS Office, Budget processes

B.   Improve system office functionality. My next goal is to continue to improve functioning of system office staff, to make us more data driven, professional, and recognized as an office that is apolitical. It is my goal that we will be known as an office of servant leaders which treats our staff with respect, and displays the utmost courtesy and professionalism to entities outside Bismarck, whether they be the constituent campuses, the campus' faculty and staff, or interstate consortia. I will also make changes to CTS governance such that, with the Board's support, a SBHE subcommittee of Governance will exercise increased review authority over CTS policies, especially those pertaining to the privacy and security questions of networks that only grow in importance and complexity with each year. The proposed Governance IT sub-committee innovation may also provide an important mechanism of support to the Vice Chancellor of IT when navigating the inevitable tradeoffs as we further integrate IT systems. I want to express my appreciation to VC IT/CIO Darin King for his early work on potentially important policy changes, changes that are helpful in maintaining trust of the campuses as their research and IT services grow increasingly integrated.

The budget has stabilized at a new, lower funding level. The recent downsizing continues to create challenges, and reduces our ability to act proactively. In general, current staffing levels limit the office's capabilities to core functions and existing initiatives (though we are taking on significant additional responsibilities with the legislatively mandated SBHE study), and do not allow the office to bring about changes that could streamline system-wide operations and create widespread efficiencies and cost savings. In some areas staffing levels have fallen to perilously low levels, for example, we still have not rebuilt our research support, such as the former Director of Academic Programs, Research and Accreditation. Moreover, the current CFO should, as resources allow, be reclassified to its former position which accurately represents her duties, that of Vice Chancellor. I have developed a plan to effectively administer the office within the funding approved by the Legislature for the biennium, to include a "System Office Reserve," establishment of Divisional Budgets, and improved reporting.

- ○ Exceeds expectations
- ○ Equals expectations
- ○ Short of expectations

Please provide additional input on Goal 1B

[ ]

2. Goals for System Policy Development.

Over the past year in support of the SBHE annual plan and the Legislature's interim studies, we have completed three studies and integrated one other into the SBHE TF. Therefore, two assignments to the Chancellor's Cabinet remain:
• Governance
• Retention and Attainment

Though the Chancellor's Cabinet Tuition Study was complete, we must continue to monitor the implementation of the new tuition model, including monitoring reporting on waivers, updated policy/procedures, monitoring impact of model changes.
While the PAR program has been installed on most campuses, the next priority is for campuses to attain competency in the use of PAR. This is a major goal and will require the establishment of a multi-campus learning effort, mostly staffed by volunteers, but may also include the hiring of additional staff personnel.
A major accomplishment of the Chancellor's Cabinet Mission study was the adoption of a Research Goal for the Board's "NDUS EDGE" strategy, and the adoption of new, more robust metrics. It will be a major priority in the coming year for the research campuses to begin use of digital measures to better allow the monitoring of research performance, as noted above.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 2

[   ]

3. System Office Operations Select Initiatives:

A. System Office Budget Accountability Innovation:
We have implemented a system which places more accountability and responsibility on the components of the NDUS system. This restructuring process began in July '17, and budgets rolled out in September, to include a modest "System Reserve". This new structure is now in place, and will be monitored throughout the biennium. The key metric will be monthly updates on expenditure rates by the components.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 3A

[   ]

3. System Office Operations Select Initiatives:

B.   NDUS Office/K12 Collaborative Institutional Research and DPI Reporting:
 The implementation of a collaborative IR research capability and DPI Reporting began in the new fiscal year. NDUS/CTS began building out this capability in July and continues into the Fall 2017. Two hires have been completed; office space provided. This is one of our highest priorities. Key milestones: K12 School District Profiles to dashboards, Nov 17; K12 School District Accountability dashboards released Feb '18; IR SAM reporting present to Nov '18; IR Fall IPEDS reports Oct '17; IR Winter IPEDS Feb '18; IR Spring IPEDS April '18. (Note: NDUS office has recently directed one employee to shift from NDUS Strategy component to provide support Dr. Weber on an 'as needed basis'.)

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 3B

[   ]

3. System Office Operations Select Initiatives:

C.   NDUS Staff and Chancellor's Cabinet Climate Management:
A new staff survey is in the process of being finalized and expected to be distributed the last week of October. A similar instrument is expected to be distributed to the Chancellor's Cabinet anticipated for December 2017. In addition, I will hold periodic staff "Listening" sessions, either individually or small group, on a quarterly basis, Oct-Dec 17; Jan-Mar 18; Apr-June 18.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 3C

[   ]

3. System Office Operations Select Initiatives:

D. NDUS office Audit/Compliance expansion: A system office goal is to support an expanded internal audit function which reports to the SBHE Audit committee. The process of building out this operational capability is in process, having begun in middle Summer '17. We have provided additional office space on the 10th floor, hired one staff, and are completing the second hire at the time of writing this report. The Audit and Compliance plans are now in implementation, as is the Enterprise Risk Management (more detailed information on these can be provided if desired).

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 3D

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3. System Office Operations Select Initiatives:

E. Chancellor's Presidential Evaluation System: As the CEO of an eleven campus system, the evaluation of the presidents is a major function of the NDUS office. In 2017-2018, I seek to implement a modified approach to evaluation timing for the 2 year presidents. Assuming continued SBHE and Cabinet support, this will phase in sequentially in Spring 2018 and be complete by October 30, 2018. Supporting EXCEL materials have been provided to SBHE Governance committee, and I can provide copies as desired.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 3E

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4. Goals for the System of Campuses

Overseeing, advising Presidents' goal achievement. I will be working with the Presidents to ensure that your overarching goals are met during the 2017-2018 timeframe. The Presidents' goals are becoming more detailed and more metric-driven. Each is responsible for ensuring that there is progress made in *Student Success, Affordability, Accessibility and "System-ness" (e.g., Shared*

Services), and *Research*. Some of the campus priorities on which I will focus are listed below; other priorities in the above four areas are addressed individually.

•   Implement the Lumina grant, both for identifying barriers to affordability (financial aid) and accessibility.

•   Some of our campuses have achieved national acclaim for the distance education. Other campuses which have been slower to embrace distance education will be encouraged to do so, where market factors are promising.

•   I will work with Dickinson State University in particular to explore ways it may assist with work force training, perhaps in closer partnership with BSC. This may be eventually be a finding and goal that will be adopted thru the framework of both ENVISION 2030 and the legislatively mandated SBHE TF on work force.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 4

[   ]

5. Research Program Initiatives (Implement New SBHE GOAL 5 Metrics and EPSCOR Restructure):

 A major new initiative is an expansion of RESEARCH as Goal 5 of the SBHE Annual Strategy, which was coordinated and staffed from the end of the June retreat and finished in September 2017. The metrics will be phased in over the coming year, and begin to populate SPOL in the new Fiscal Year. EPSCOR program restructuring as a shared service is also a major goal for 2017-18. We began to work to restructure this important program before the new fiscal year. But, due to delays at some campuses, it was not until August that the new structure was put in place. A key step is the combining of the Steering Committee and State Advisory Board into a single body (completed August). Adequate changes were thus put in place such that we just received reports that NDUS EPSCOR essentially 'passed' the NSF visit in a just received October '17 report. This was a major accomplishment. We are now in the hiring process, and have in September completed one of several sequential hires. We expect to complete the build-out of the System office, housed at NDSU campus by January 2018.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 5

[   ]

6. **ENVISION 2030:**

Please see attached Spreadsheet which provides key milestones/times. This process of thinking/planning for the medium to long term is expected to complete in June 2018, but will include ten advisory reports (now in draft form), a Chancellor's Cabinet Retreat on December 6, 2017, a SBHE briefing in February 2018, a Legislative Briefing/Feedback session in March 2018, a proposed Higher Education Summit with the Governor in May 2018. The Envision 2030 work will be cross-indexed to the SBHE Task Forces (SB2003 study), Higher Ed Interim Committee Legislative work, as well as several other recently completed studies or initiatives to achieve as much integration/commonality that is appropriate.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 6

[ ]

7. **Legislative Preparations**:

Important steps are planned in three areas with regard to the upcoming legislative session. First, the NDUS staff will continue to build relations with legislature through attendance and support of all Interim Committee meetings, ENVISION 2030 advisory group meetings, as well as another round of 'listen and learn' sessions I will conduct in the state. This visit schedule is being built around the idea of monthly sessions outside of Bismarck, and as times/places are finalized, I will keep SBHE informed. Second, my senior staff and I are reviewing the process requirements for the upcoming legislative session, from expanded role of Board members to the need for additional staff hires or other support to facilitate the 'day to day ' work needed during session. Third, is the cooperative development of new legislation to be proposed for the upcoming session. I have already held meetings with several legislators, members of the governor's staff, and other members of the governor's cabinet on several subject areas. The exact timing and milestones of the development of this potentially new legislation is dependent on several of these stakeholders and I will keep SBHE leadership informed as progress continues.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 7

[ ]

8. Legislative Studies:

The following were major studies coming out of the recently concluded Legislative session. We are also working closely with the Higher Education Interim Committee on emergent requests for information, briefings, or analysis, as well as executing the more day-to-day legislative related tasking (e.g., Challenge Grant administration).

- Nursing: NDUS partnered and participated with the Governor's Nursing Workforce Shortage Planning Team. We worked with the team through the Spring and Summer, and the report has been completed and briefed to the SBHE on September 28, 2017. Using an accompanying Action Plan prepared by the team, the NDUS will address specific responsibilities assigned to the College and University Nursing Education Administrators (CUNEA) and the System Office. This is now being staffed and expected to be complete in late Spring 2018.

- Research Networks and Computing: Given the complexity and some disagreement surrounding current network structures (e.g., Northern Tier), NDUS has been tasked to consider opportunities for innovation in this area. I have already convened a Digital Initiative with the Governor's office, ITD Director, the research university CIOs, and CTS leadership. The initial meetings have been held in August '17 to establish the Digital Initiative group; Sep '17 the hire of the new High Performance Computing Director was complete (he will report in November); October '17 a briefing to SBHE Governance on IT threshold reporting requirements which should smooth major IT decisions and acceptance by campuses; and following milestones will be developed by the group made up of campus, governor staff, and CTS personnel. Monthly progress updates will be provided with a goal of completed report of recommendations (which may include status quo in some areas if funding is lacking) by June 2018.

- The "2 Year Study" (SB2003) or what is now the SBHE Task Forces: The NDUS office serves in a support and integrative role for the SBHE led TF work. I expect the work of the various TF to overlap and/or complement the already considerable work done such as WEAC study, ENVISION advisory groups, and even the Governor's Work Force Development Council, K-12 Initiative, and MAINSTREET. I will seek to work with the various TF leads and respective SBHE members, as well as the three consultants, to identify overlap or opportunities for integration across the groups. Key milestones as follows: August '17: organizational meetings with three consultants; September '17: Kickoff and five TF initial discussions of work plans; Dec '18 Initial Report by TF; Jan-Mar '18 TF work sessions, either in person or by distance; April '18 Interim Report; April-June '18 Follow up work sessions by TF; June '18 Final Report. The timing of the SBHE TF projects align well with the ENVISION longer term effort, in that both will conclude in time for the June '18 SBHE Strategy Retreat, and this coincides with Interim Education Committee calendar and initial budget submissions for the upcoming legislative session.

- ○ Exceeds expectations

- ● Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 8

9**. UAS and C-UAS:**

There are now two considerable efforts in the field of UAS: the UND led effort, and the LTGOV Task Force on Counter-UAS. I will assist both groups, specifically, I will help advise the UND Research Institute for Autonomy Studies and I will serve on the LTGOV TF in a similar capacity. This is a highly dynamic field and goals for progress are evolving. However, a personal goal is to support high level visits by the Department of Transportation and serve as a liaison between NDUS/State of ND and key parts of the Department of Defense UAS teams and several leading research universities which are leaders in this field; and to facilitate and monitor increased levels of collaboration by NDSU and UND in these evolving fields. More specific and directive goals assigned to the campuses, which may include provision of additional legislative support, is a hoped for outcome of ENVISION 2030 and the Emerging Technology Initiative.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 9

10. IT Integration/CTS Issues:

As stated in my goals, we have a system imperative for greater integration of IT related systems. We are already moving out in this direction, with the adoption of a cloud solution for Blackboard, for example, six campuses (BSC, LRSC, WSC, UND, VCSU, NDSCS) completed in August 2017. However, as in any complex system, we must carefully revisit planned steps in light of system performance during earlier stages of deployment. As such, there is some evidence we may need to slow the integration of remaining campuses to later into 2018. I have met with senior leaders of IT companies and they are working closely with CTS and campuses to attempt to improve product performance. I will adopt a 'wait and see' approach at this point to observe system performance and collect detailed feedback from campus presidents. To facilitate better and more collaborative efforts, I have proposed and SBHE Governance committee agreed, to exercise an increased role in major IT related initiatives. In addition, the PeopleSoft software advisory group has been reestablished. If further CTS information pertaining to IT systems initiatives is desired, (e.g., ODIN library; KASPERSKY security issues which lend themselves to no easy, quick solution), I am happy to accommodate.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 10

11. **Cyber Security Education and Training:**

The shortfall in cyber workforce has been identified by multiple stakeholder groups as the highest priority need. To that end I have established leadership at NDSU, MiSU, and BSC to produce academic programing to support the creation of this workforce. Each campus has done this without any additional funding. While my direction has been firm, it is dependent on campus reprogramming of financial resources, and thus is contingent on the ability of campuses to be able to continue to find funding, grants, and business partners. I have made it a goal to establish a BAS in Cyber at BSC, a proposal which has passed through the Chancellor's Cabinet and waiting review by SBHE. I expect approval in Fall 2017, and if funding raising is successful (I actively engage supporting BSC in this role), the first program classes may begin as early as Fall 2018. NDSU has been asked to produced ABET accredited cyber programming; apply for and be awarded a NSA certification of "Center of Academic Excellence" in Research; and I expect the request to approve the NDSU Cyber Center should come before the SBHE in late 2017 or early 2018. The first classes in support of the cyber certificates (masters level) are in process, the first recipients expected late 2018 or early 2019. Finally, the training and education of students is not the only pedagogical priority. NDUS is teaming with the Department of Homeland Security and WICHE to hold the first campus-president training session for cyber security, due to be complete in the first quarter of 2018.

- ○ Exceeds expectations

- ○ Equals expectations

- ○ Short of expectations

Please provide additional input on Goal 10