

**North Dakota State Board of Higher Education**  
Ad Hoc Committee *renamed* Efficiency and Opportunity Committee  
Meeting Minutes of February 6, 2023

The State Board of Higher Education Ad Hoc Committee met Monday, February 6<sup>th</sup> at 1:00 p.m. CT, via Teams/conference call.

Committee Chair Hacker called the meeting to order at 1 p.m. CT.

SBHE Ad Hoc Committee members participating:

Mr. Nick Hacker (Chair)  
Dr. John Warford  
Mr. Kevin Black

Institution Representatives Present:

President Van Horn, MaSU  
President Steve Shirley and Mr. Brent Winiger, MiSU  
Dean Carmen Simone, DCB  
President Doug Darling, LRSC  
Dr. John Carroll, BSC  
Mr. Bruce Bollinger and Ms. Karin Hegstad, NDSU  
President Andy Armacost, UND  
Ms. Erica Buchholz, VCSU  
Dr. John Miller, DSU

NDUS Staff Participating:

Chancellor Mark Hagerott  
Ms. Lisa Johnson  
Mr. Darin King, CTS  
Ms. Terry Meyer  
Mr. Jerry Rostad  
Mr. David Krebsbach  
Ms. Billie Jo Lorus  
Ms. Dina Cashman  
Mr. Chris Pieske

Others Participating:

Ms. Meredith Larson, Assistant AG

**Committee Business**

1. Agenda
2. November 28, 2022, Meeting Minutes

Warford moved, Black seconded to approve the Agenda and the November 28, 2022, meeting minutes. Black, Warford and Hacker voted yes. The motion passed.

### 3. Ad Hoc Committee

Chair Hacker reported that the survey that was circulated recommended the name of “Efficiency and Opportunity Committee” for this committee.

Mr. Black commented that the survey was geared towards operational efficiency of the system; thus, efficiency is appropriate and an opportunity to execute the university’s business, hence both those terms are important, applicable, and simple. Dr. Warford concurred.

Warford motioned, Black seconded to approve changing the name of this Committee from Ad Hoc Committee to the **Efficiency and Opportunity Committee**.

Warford, Black and Hacker voted yes. The motion passed.

## **Committee Discussion**

### 4. Review Survey Responses

Chair Hacker stated there were fifty-four (54) pages of recommendations that came from the survey with additional comments from the Red Tape Reduction process with some overlap in the two categories. He suggested reviewing the priorities and deciding on potential next steps. The SBHE has never taken on anything of this nature in the past, thus input from committee members is important. Mr. Black agreed on the importance of determining the process and agreed with the idea of starting with the survey responses first as that will cover the actionable items of Red Tape Reduction. Dr. Warford said he reviewed the survey results, noting the many responses and nuances. He agreed that the necessary course of action is an important task to complete that will result in an action to be forwarded to the SBHE for them to address. Mr. Black recommended dividing the topics into sections or categories. Chair Hacker concurred categories such as priority effort, value, and cost may be designated with a scoring format. Chancellor Hagerott commented that a scoring mechanism would be appropriate. He stated that the legislators are adapting to the concepts of responsiveness of new academic programs. Dr. Warford said that topics of priority should include retention and recruitment; include topics that save money, thus, fiscal efficiencies; and admission efficiencies.

Chair Hacker stated he concurs with the plan to discuss the recommendations. One other item will be to develop or recommend a scoring mechanism along with a referral mechanism of those items that would be referred out to other SBHE committees that would be more qualified to handle any item. Included in the process will be to rely on the universities at times. Mr. Rostad commented that he may need to ask for clarification on the scoring mechanism whereas if there is, one (strong) response from one university that does not pertain to the other ten universities – how would that be prioritized? Chancellor Hagerott stated that there will need to be a mechanism in place to account for fairness to those smaller campuses. Chair Hacker stated that as this committee starts to look at the items, it should be able to clarify and provide directions for Mr. Rostad on certain requests. There already is a numbering scheme in place for the survey results noting that as the committee moves forward, the priorities can change, thus the numbering format will be used to keep track of the items.

## **Priority 1**

### **Input 1.1**

Campus Level

*Aligning schedules with the Audit Committee.*

Chair Hacker stated that all campuses have audit functions. UND and NDSU have their own internal auditors, thus they only respond to system-wide audits versus campus level audits. This item is an administrative request to create a calendar. Chancellor Hagerott recommended routine audit activities be completed within one year. John Miller, DSU, stated he was the author of this item with the thought that people be more visionary when an audit is coming, and that proper notification is given. He recommended that there be a published calendar that CFO's and the Presidents could manage in advance because that would benefit everyone. Ms. Cashman stated her office would conduct the annual audit and will request feedback. The audit would then be submitted to the Audit Committee in May or June at which time the President would be aware of the audit plan for the upcoming year. Mr. Black recommended this item be referred to the Audit Committee to create a calendar that will accommodate all the institutions. Chair Hacker and Dr. Warford concurred with the recommendation. This was approved by consensus.

### **Input 1.2**

System Level

*Consolidation Policy is highly inefficient.*

Chair Hacker stated that this is a topic that comes up with IT and CTS, as to how it is administered and governed at a system level. Network security will have to balance responsibility will have to be custom developed for safety of IT and security of network system. There is no CTS Committee, thus, this committee will need to address this. Dr. Warford recommended discussing this with the CTS team for their recommendations of what they could accomplish now while working on the security piece. Mr. Black concurred with the recommendation that this item be addressed by this group and have its own dedicated meeting. He recommended submitted questions to Chair Hacker that could then be distributed to Vice Chancellor King and his team that would ensure a productive meeting. This would be opened to the campuses for the committee to hear the issues they are dealing with. In addition to submitting questions and requesting the campuses who wish to participate, they also provide feedback about the software they use regularly.

Chair Hacker inquired if ERP includes PeopleSoft? Mr. King explained the ERP enterprise includes PeopleSoft and that is the generic term the industry uses wherein PeopleSoft is one of the providers within that. The focus will be to stay on ERP since it is operational in nature versus Blackboard being a learning management system which is more faculty and student focused which is quite different from the business operations of teaching and education. Chancellor Hagerott recommended as one of the first steps of red tape reduction or efficiency opportunities group is to get a decision process at a higher level. Chair Hacker commented that this topic is part of the Governance Committee responsibilities.

Chair Hacker recommended that this committee review this matter further and request that Mr. King discuss this dialogue with the Chair of the Governance Committee to assure they agree with this committee drilling down deeper. Mr. Black concurred with the recommendation indicating that this committee has the survey information and feedback available. Mr. Rostad will develop a scoring mechanism.

Dr. Armacost referred to "X-1" and stated it addresses the same issues of the unprioritized and prioritized UND list. Mr. Rostad explained "X-1" is on the database report. Chancellor Hagerott commented that all campuses are working hard with the goal of keeping this simple and manageable. Chair Hacker stated there is consensus that this item should be maintained as a priority.

Moving forward, Chair Hacker recommended all ERP items be consolidated and separated out into the Blackboard items. Mr. Black agreed that the management system should be kept separate from ERP and suggested that a simple table be created that would show all the different software's that fall under ERP classification (name and function). Mr. King stated there is a table of that nature already in place.

Chair Hacker recommended reviewing the list and moving any item that pertains to this, into Input 1.2. Mr. Rostad offered to place the items under their respective topic. Chair Hacker recommended separating ERP from Learning Management Systems, as discussed.

### **Input 1.3**

Campus Level

*All employees are required to complete the state fraud, theft, waste, and conduct training.*

Mr. Pieske said he has not started reviewing the compliance guidelines yet and as part of his review he will recommend having the training conducted annually. Mr. Rostad will develop the scoring mechanism. It was recommended this item be resolved within the next couple of months.

### **Input 1.4**

Campus Level

*There is no clear process and consistent path to onboarding a new employee.*

Ms. Lisa Johnson suggested this topic be delegated to the HR Council that handles hiring and adopt a best practices policy for all campuses to follow. Chair Hacker recommended that this item be referred to HRC. Black and Warford agreed with the recommendation to forward this item to HRC.

### **Input 1.5**

Campus Level

*The course fee elimination policy results in inefficiencies and is cumbersome to administer, and the elimination should be revisited.*

Chair Hacker reported that over a 5-year period, the NDUS worked on model tuition plans for every institution. Mr. Winiger, MiSU, recommended reversing the Board's directive on course fees. Mr. Black stated he is not in favor of a reversal of the Board's prior decision and suggested coming up with an accounting fix to make the process less labor intensive. Chair Hacker suggested finding a way to access the funds internally (to avoid the audit issue) over to the department so the department would have the flexibility to spend those funds as needed, and to carry over. Chair Hacker stated there is no policy or procedure outside of the model tuition that this committee could change to help make the process more efficient. It was recommended that Mr. Winiger discuss workarounds to resolve this issue with campus or university financial individuals. Chair Hacker recommended, and Black and Warford agreed to tabling this matter until the next meeting.

### *Anti-Gifting for Student Clubs*

Mr. Winiger stated that there are clubs that want to go out and raise funds and they have been allowed to put those funds into accounts in the general ledger at MiSU and then turn around and donate those funds to specific groups they did the fundraising for. It then became an issue because on the general ledger those are considered as public funds and there is no gifting allowed on public funds. Chris Pieske clarified that fundraising dollars when deposited into a public entity bank account do become public money and cannot be used for gifting purposes. He explained that there is current legislation to change that process to allow student clubs or foundations to draw that money out would not violate the anti-gifting clause. The recommendation is to wait to see what the legislature will do and depending on the outcome, revisit the possibility of revising that procedure.

HB 1392 Deposit Money into Institution Accounts at the Bank of North Dakota. An amendment was adopted on February 2, 2023.

**Input 1.6**

System Level

*Changes in State Board of Higher Education member selection when an incumbent is running for their second term.*

Mr. Rostad said this item will require legislative action to put it out for a vote of the people required to change it. Mr. Black stated he believes this matter is out of this committee's scope. Chair Hacker concurred with Mr. Black and recommended this item be removed from this committee. Dr. Warford agreed this matter does not fall under the purview of this group. It was recommended this item be removed.

**Input 1.7**

Campus Level

*A request to change allowing graduating dual credit seniors to register for degree-seeking courses without completing another application.*

Ms. Lisa Johnson recommended this item be reviewed when the larger student information regarding student enrollment is addressed. Mr. John Carroll stated this is an efficiency issue with students because dual credit students are full time students at institutions and then they are required to re-apply. That also pertains to reapplying at the institution where they already are enrolled. It was recommended this matter be forwarded and consolidated with Input 1.2 (PeopleSoft software application process). It was also recommended to forward this matter to the NDUS Admissions User Group and request their feedback and input for resolution. Chair Hacker, Black and Warford agreed with the recommendations.

**Input 1.8**

Campus Level

*Create a uniform goal submission process that works best with both campuses and system workflow and does not create additional workload for campuses.*

Chair Hacker stated that Strategic Planning Online (SPOL) is a massive data program that tracks goals down to the entire staff level across the system related to the president's performance reviews. He recommended Ryan Jockers (IT) demonstrate SPOL to understand what this feedback might relate to. The request to review this process came from a president who suggested finding an easier way to complete this (performance evaluation) process. Per this committee's direction, Mr. Rostad offered to continue investigating alternatives for resolution and he will seek campus president's input. Chair Hacker recommended this Committee seek resolution since it came from one of the campus presidents and that it remains anonymous. He encouraged the individual that brought this matter forward to seek out one of the three board members of this committee to discuss it further. This matter should remain under the purview of this committee, and they will look at what SPOL is used for. The final recommendation was to table this matter until one of the president's contacts one of the Board members to get a better understanding of the issues. Hacker, Black and Warford concurred with the recommendation(s).

The meeting adjourned at 3:08 p.m. CT.

Approved March 6, 2023.