

North Dakota State Board of Higher Education

April 27, 2023, Meeting Minutes

The State Board of Higher Education met on Thursday, April 27, at 8:30 a.m., via Teams Live

Chair Ryan called the meeting to order at 8:30 a.m. CT.

SBHE Members participating:

Dr. Casey Ryan, Chair
Ms. Danita Bye
Ms. Sadie Hanson
Mr. Kevin Black
Dr. Lisa Montplaisir, Faculty Advisor

Mr. Tim Mihalick, Vice Chair
Mr. Jeffry Volk
Mr. Nick Hacker
Mr. Michael Linnell, Staff Advisor

Chancellor present: Dr. Mark Hagerott

Institution Representatives Present:

Dr. David Cook, President, NDSU
Dr. Steve Shirley, President, MiSU
Dr. Bernell Hirning, President, WSC
Dr. Carmen Simone, Dean, DCB
Dr. Doug Darling, President, LRSC
Dr. Rod Flanigan, President, NDSCS
Dr. Doug Jensen, President, BSC
Mr. Steve Easton, J.D., President and Ms. Laura Fetting, DSU
Dr. Andy Armacost, President and Mr. Mike Pierper, UND
Dr. Alan LaFave, President, VCSU

NDUS Senior Staff Participating:

Ms. Lisa Johnson, NDUS
Mr. Darin King, CTS
Ms. Terry Meyer, NDUS
Ms. Kristie Hetzler, NDUS
Mr. Jerry Rostad, NDUS
Ms. Tammy Dolan, NDUS
Mr. Chris Pieske, NDUS
Mr. David Krebsbach, NDUS
Ms. Jane Grinde, NDUS

Others Participating:

Ms. Meredith Larson, AG's Office

1. Agenda

Bye moved, Hacker, seconded, to approve the agenda, as presented.

Bye, Hanson, Volk, Mihalick, Hacker, Black, and Ryan voted yes. Motion passed.

Board Consent (2 - 11)

2. March 30, 2023, meeting minutes

SBHE Academic and Student Affairs Committee

3. Tenure Recommendations & Faculty Appointments

SBHE Budget and Finance Committee

4. Lake Region State College to initiate a fund-raising campaign for the purpose of constructing a new Athletics Performance Center, with authority commensurate with the estimated project costs as determined when fundraising is completed.
5. NDSCS to begin a formal fundraising campaign for installation of artificial turf on the NDSCS Football Field with an estimated maximum cost of \$1,300,000, and proceed with construction once the funds are in place and ready for use. Further authorize NDSCS to solicit approval for construction from the Interim Budget Section of the Legislature.
6. UND to proceed with construction of an addition to the Frederick "Fritz" D. Pollard Jr. Athletic Center at an estimated cost of \$20,000,000 to be funded from donated funds/unexpended tax-exempt bond proceeds.
7. BSC – Ratify Chancellor's approval of the transfer of \$425,693 and \$500,000, respectively, from the NDUS System Office Tier II and Tier III capital building fund appropriation line to the BSC capital building fund appropriation line.
8. MiSU – Ratify Chancellor's approval of the transfer of \$572,801 and \$500,000, respectively, from the NDUS System Office Tier II and Tier III capital building fund appropriation line to the MiSU capital building fund appropriation line.

SBHE Audit Committee

9. Updated FY23 Internal Audit plan
10. 2023 Compliance Plan and Priorities

SBHE Research and Governance Committee

11. Dakota College at Bottineau Mission Statement Update

Black moved, Bye seconded, to approve the consent agenda, items 2 – 11.

Hacker, Black, Volk, Bye, Hanson, Mihalick, and Ryan voted yes. Motion passed.

SBHE Policy

First Reading(s):

12. SBHE Policy 461, Digital Literacy

Ms. Lisa Johnson reviewed a new policy regarding digital literacy requirement, Policy 461; she explained that in 2018, the ND State Board of Higher Education directed the colleges and universities of the NDUS to begin discussing implementation of a digital literacy requirement for NDUS graduates. Institutions are provided latitude in how they choose to implement digital literacy at their respective campus. The policy includes digital literacy learning outcomes, transferability to other NDUS institutions, and a timeline of implementation. There is a recent initiative in the primary education system (K12) to implement digital literacy/cyber security into

their curriculum. Ms. Johnson noted ASAC agreed to move the policy forward to the Board, gather further input from all Board members, and return to ASAC for further discussion.

The following are possible amendments the committee will continue to discuss and consider:

- Students having the option to bypass by testing out.
- A self-paced module.
- Designated courses through the Dakota Digital Academy.
- Adding language that restricts increasing credit requirements to graduate.
- Additional flexibility for campuses to adjust the timeline of implementation due to limited resources.

Bye moved, Black seconded, to approve 1st reading of Policy 461 and further direct it back to ASAC for further consideration prior to the full Board 2nd read and final adoption.

Hacker, Black, Volk, Bye, Hanson, Mihalick, and Ryan voted yes. Motion passed.

Mr. Chris Pieske reviewed proposed amendments to Policy 330, it has been revised to clarify the roles of the NDUS office and its legal counsel in making non-substantive changes to SBHE policies.

13. SBHE Policy 330, Policy Introduction, Amendment, Passage

- Policy and Procedure Flow Chart

The Board discussed and requested that a word change from shall to must in paragraph 1, subsection a.

- (1. The Chancellor, a SBHE member, the faculty advisor or the staff advisor may propose a new policy or policy amendment by requesting that it be placed on the agenda for an upcoming SBHE meeting.
 - a. A new policy or policy amendment **must** comply with the SBHE drafting manual and formatting template.)

Bye moved, Mihalick seconded, to approve 1st reading of Policy 330, with amendment, as discussed.

Mihalick, Hacker, Black, Volk, Hanson, Bye, and Ryan voted yes. Motion passed.

14. SBHE Policy 302.7, Research and Governance Committee

Mr. Jerry Rostad reviewed the proposed amendments to Policy 302.7, Research and Governance Committee. He noted the previous amendment has been incorporated, to change terms from four to five-year term and an additional amendment was requested in section 4, removing language that the term will begin in odd numbered years:

4. The representative referenced at paragraph 2(d) of this policy will serve at most two five-year terms, ~~which begin in an odd-numbered year~~. The election of a new representative will be coordinated by the outgoing representative. The Presidents of the regional/dual mission and 2-year/polytechnic institutions shall submit nominations no later than June 1st of the final year of the representative's term. The Presidents of all regional/dual mission and 2-year/polytechnic institutions shall then vote on the nominated individuals no later than June 30th, and the nominee with the most votes shall be appointed to a five-year term beginning on July 1st. In the event of a tie, the Presidents shall hold a second vote on the tied individuals.

Mihalick moved, Hanson seconded, to approve 1st reading of Policy 302.7, with amendment, as discussed.

Mihalick, Hacker, Black, Volk, Hanson, Bye, and Ryan voted yes. Motion passed.

15. SBHE Policy 100.6, Authority & Responsibility of the State Board of Higher Education

Mr. Jerry Rostad SBHE Policy 100.6, Authority & Responsibility of the State Board of Higher Education. He stated the Policy review was triggered as it met the threshold from when it was last reviewed (ten plus years). The Board requested that Policy 100.6 be reviewed annually or biannually due to the continuous moving components covered in this policy, and it directly impacts the Board's authority and responsibilities. Mr. Rostad explained that it has gone through the review process cycle a couple of times:

Section 1 was left unchanged.

Section 2 has had a number of edits, mostly language cleanup, nothing substantive.

Section 3 there was a new paragraph added that describes the SBHE as a policy based governance board that sets strategic direction.

Section 4 is mostly just clean up edits.

- There was a question at the RGC, regarding 4d capital building promotes the equitable funding of NDUS facilities. There was some uncertainty in terms of what equitable means, it could change it to say dealing fairly and equally if the board so desires.

Section 5 is a new paragraph that states SBHE members will not serve on other NDUS campus based boards or campus foundation boards, to ensure the SBHE operates in an ethical and transparent manner, and further avoids the appearance of conflict of interest with.

The Board discussed the intent and clarification of section 5. There was concern that limiting Board members serving on campus Boards goes against the long precedent set by the board to have members involved with campuses. They also noted that serving in an advisory role is much different than an authority/fiduciary role on boards. Board members do fill out a disclosure statement and are responsible for recusing themselves when necessary. Chancellor Hagerott explained that it was incorporated into policy based on some concerns he had heard from legislators regarding SBHE members serving on an individual campus foundation board(s). He stated that it is more appropriate in SBHE policy rather than having it written into a legislative bill without having input on how or what the intent of that language could be. The board inquired where the policy originated from; Mr. Rostad explained that Policy 100.6 was reviewed at RGC in March and forwarded to the Board in March for 1st reading. Ms. Bye requested the policy be pulled from the agenda and circulated through the process for further discussion and input; that was completed. Another concern raised was striking procedures in section 2c, inquiring who has the authority to set procedures. Mr. Rostad explained that SBHE policies are approved by the Board, and procedures are driven by the and the campuses; however, the Board ultimately has authority over all NDUS components. Historically, the Board is not involved in procedures; the procedures are written to support a board policy. The procedures are more detailed and written to implement the policy; they are vetted through the councils, and the Chancellor's Cabinet to get their feedback, and the Chancellor will put in place. The Board requested assurance that by striking that portion out of policy 100.6, they aren't relinquishing their authority over procedures. The Board concluded that Policy 100.6 should be returned to RGC for further discussion and consideration.

Bye moved, Hacker seconded, to return Policy 100.6 to the SBHE Research and Governance Committee for further consideration to specific sections, as discussed.

Mihalick, Hacker, Black, Volk, Hanson, Bye, and Ryan voted yes. Motion passed.

The Board requested that Policy 100.6 be reviewed by the SBHE on an annual or at minimum a biannual basis and requested the system office document the request.

16. SBARE Appointments

Black moved, Hanson seconded, to approve the nominations of Mr. Scott Ouradnik and Mr. Jim Bahm to a four-year term on the State Board of Agricultural Research and Education (SBARE), beginning July 1, 2023.

Mihalick, Hacker, Black, Volk, Hanson, Bye, and Ryan voted yes. Motion passed.

17. SBHE Self-Assessment

Mr. Chris Pieske explained the objective of the SBHE self-assessment is to strengthen Board culture, increase effectiveness, create a vehicle for feedback, and address concerns. This report summarizes all responses, including comments received from the anonymous survey. The SBHE self-assessment survey was developed from the SBHE Board Development Instrument (BDI) document approved by the full SBHE on March 22, 2023. This BDI is the same as the BDI that was used in 2020 and 2022, with minor (no substantive) wording changes. A version of this BDI with some additional questions was used in 2017, 2018, and 2019. No SBHE self-assessment was conducted in 2021. At the March 22, 2023, SBHE Governance Committee meeting, the Committee determined it would conduct the SBHE self-evaluation process, utilizing the previously approved BDI. Board members were given the option to either complete the survey through Qualtrics or have a phone interview with the Chief Compliance Officer. One Board member completed the survey by phone and the rest completed it via the anonymous Qualtrics survey. The survey was open from March 27 through April 13, 2023. All ten board members completed the 2023 SBHE self-assessment.

The Board discussed and Mr. Volk stated his concerns regarding not having all the available data/responses in raw form to review. Other Board members deemed the process, outputs/executive summary, and the RGC Committee as the lead, with the system office administering the survey is appropriate and follows best practice. Mr. Pieske will send additional information at the request of individual Board members, including a table comparing the numerical data over time from 2017 to 2023.

The RGC Committee will take the next step to formulate the priorities and present those to the Board at their next meeting.

Bye moved, Hanson seconded, to approve the Board Self-assessment, as presented.

Mr. Volk stated he looked at the previous couple of years of self-assessments and two years ago an appendix with all comments was included and was part of the record that gets distributed to all Board members. Chair Ryan inquired if member Volk is offering an amendment to the motion.

Member Volk moved to amend the motion to include an appendix with all comments incorporated into the Board Self-assessment, dated April 19, 2023.

Motion to amend failed due to lack of second.

Chair Ryan requested roll call on the original motion made by member Bye and seconded by member Hanson to approve as presented, and to provide additional data to individual Board members, if requested.

Hanson, Bye, Mihalick, Hacker, Black, and Ryan voted yes. Volk voted no. Motion passed 6 -1.

18. Executive Session – Investment Consultant RFP

Mihalick moved, Black seconded, at 9:30 a.m. CT. to enter Executive Session to consider Investment Consultant RFP recommendation made by committee 1) process overview— Attorney Godsoe 2) consider recommendation from the evaluation committee and action to award. The executive session shall be limited to members of the Committee, members of the evaluation committee, the Chancellor and staff, Board counsel, and outside counsel.

The legal authority for closing this portion of the meeting is the North Dakota Century Code sections 44-04-19.1 and 44-04-19.2. 19.1(2).

Hacker, Mihalick, Black, Volk, Hanson, Bye, and Ryan voted yes. Motion passed.

SBHE Members participating:

Dr. Casey Ryan, Chair

Ms. Danita Bye

Ms. Sadie Hanson

Mr. Kevin Black

Dr. Lisa Montplaisir, Faculty Advisor

Mr. Tim Mihalick, Vice Chair

Mr. Jeffry Volk

Mr. Nick Hacker

Mr. Michael Linnell, Staff Advisor

Chancellor present: Dr. Mark Hagerott

Institution Representatives Present:

Dr. David Cook, President, NDSU

Dr. Steve Shirley, President, MiSU

Dr. Bernell Hirning, President, WSC

Dr. Carmen Simone, Dean, DCB

Dr. Doug Darling, President, LRSC

Dr. Rod Flanigan, President, NDSCS

Dr. Doug Jensen, President, BSC

Mr. Steve Easton, J.D., President, DSU

Dr. Andy Armacost, President, and Mr. Mike Pierper, UND

Dr. Alan LaFave, President, VCSU

NDUS Senior Staff Participating:

Ms. Lisa Johnson, NDUS

Mr. Darin King, CTS

Ms. Terry Meyer, NDUS

Ms. Kristie Hetzler, NDUS
Mr. Jerry Rostad, NDUS
Ms. Tammy Dolan, NDUS
Mr. Chris Pieske, NDUS
Mr. David Krebsbach, NDUS
Ms. Jane Grinde, NDUS

Others Participating:

Ms. Meredith Larson, AG's Office
Mr. John Godsoe, Bond, Schoeneck, and King (Attorney)

The executive session adjourned at 9:50 a.m. CT.

Volk moved, seconded, to award Global Retirement Partners LLC., as the NDUS retirement plan investment advisor, and authorize execution of contract negotiations and to bring forward to the board for final approval.

Black, Volk, Hanson, Hacker, Bye, Mihalick, and Ryan voted yes. Motion passed.

Vice Chancellor King reviewed the NDUS IT and CTS Strategic Plans. He explained that the IT plan is required to be presented to the SBHE by Century Code and does contain an NDIT component as a requirement. The plans are completed every other year and follow best practice. They are created in collaboration with representatives/CEOs from all NDUS institutions.

19. 2023-2025 NDUS IT Strategic Plan

Mr. Darin King 2023-2025 NDUS IT Strategic Plan
And

20. 2023-2025 CTS Strategic Plan

Mr. Darin King 2023-2025 CTS Strategic Plan

The Board discussed if the timing to accept the plans was appropriate due to the review of the NDUS IT structure and governance discussions that are currently ongoing. They also noted that the May 22nd Board retreat will provide additional information that will be helpful to review.

Bye moved, Mihalick seconded, to approve the IT and CTS Strategic Plan as a fluid document, with the caveat that both plans will return to the Board at a future meeting, after the SBHE Efficiencies and Opportunities Ad Hoc Committee has an opportunity to continue their review/work on IT.

Mihalick, Hanson, Bye, and Ryan voted yes. Hacker, Black, and Volk voted no.
Motion passed 4 - 3.

The Board received the following reports (21 – 25)

21. SBHE Academic and Student Affairs Committee presented by Mr. Kevin Black.
SBHE Policy 461 was discussed and recommended to go back to the council for further discussion; the committee will review it again at a future meeting.
22. SBHE Research and Governance Committee presented by Dr. Casey Ryan and Ms. Danita Bye.

Co-chair Ryan informed the Board that there will be a working group reviewing post tenure review, however, there are no final details to share yet; the working group will work collaboratively, open, and transparent. Dr. Montplaisir added that CCF has been discussing it the entire time it's been in legislation this session. They are actively collecting data on post tenure data. She agreed to provide a brief at the May or June Board meeting, depending on the agenda load.

23. SBHE Budget and Finance Committee presented by Mr. Tim Mihalick.
24. SBHE Audit Committee presented by Mr. Nick Hacker.
25. SBHE Efficiency and Opportunity Ad Hoc Committee presented by Mr. Nick Hacker. Committee Chair, Nick Hacker requested that submissions to the committee for review/discussion that submissions have an individual associated with it; anonymous submissions are challenging to review if there are not enough details and/or the committee has questions.

Chancellor Report

26. Legislative Update

Chancellor Hagerott, Vice Chancellors, and Ms. Tammy Dolan provided a recap on Legislation.

27. Strategy Retreat (May 22nd 9:00 – 5:00)

Chancellor Hagerott and Mr. Jerry Rostad provided the Board with components of Envision 2030 and the upcoming Envision 2035; the groundwork is currently being established, there has been discussions regarding the process and next steps moving forward. The document is a fluid as the subject matter working groups are established; the board will continue to be provided updates via email and/or discussed at future meetings.

Other Reports:

28. NDSA presented by Ms. Sadie Hanson; the North Dakota Student Association completed their elections. She informed the Board that the NDSA wrote and approved a resolution in opposition to banning TikTok on NDUS campuses.
29. CCF presented by Dr. Lisa Montplaisir; the last meeting of CCF they discussed currently passed legislation, the learning management system, and seeking clarification on the digital literacy course requirement.
30. Staff Senate presented by Mr. Michael Linnell; the last meeting focused on HB1003, regarding staff salaries and compensation benefits. They also discussed staff professional development, mental health, and team building events.
31. Public Comment – none.
32. Assessment of Meeting and Future Agenda Items
33. Mihalick moved, Black seconded, to adjourn at 11:50 a.m. CT.

The meeting adjourned at 11:50 a.m. CT.

Approved June 27, 2023.



State Board of Higher Education Summary

Title: Tenure Candidates and Faculty Appointment Report

Proposed Action: NDUS institutions requesting approval for tenure candidates effective the start of Academic Year 2023-2024.

Background Information: NDUS institutions have submitted their recommendations for tenure for review by the State Board of Higher Education (SBHE). In each case, criteria for tenure have been identified and reviewed by each institution's respective internal process, concluding with the following candidate recommendations.

The [2022-2023 academic year faculty appointment report](#) by institution and 5-year summary are available for reference.

Financial matters: Associated expenses related to tenured faculty are the fiscal responsibility of each respective institution for academic year 2023-2024 and thereafter.

Legal/Policy Matters: Refer to SBHE Policy 605.1

Academic Matters: Refer to SBHE Policy 605.1

Review Process: Each tenure recommendation was reviewed by the institution and approved by the institution president.

Cabinet	04/12/2023
ASAC	04/19/2023
SBHE	04/27/2023

Chancellor's Recommendation: Chancellor Hagerott recommends approval.

Contact Information:

Lisa A. Johnson, Vice Chancellor for Academic and Student Affairs
Phone 701.328.4143
Email lisa.a.johnson@ndus.edu

Click on each institution to view the candidate(s) recommendation detail.

[Bismarck State College](#)

Marko Davinic, Ph.D.	Agriculture
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[Dickinson State University](#)

Deborah Secord, Ph.D.	School of Education
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[Minot State University](#)

Angie Bischof, M.S.N.	Nursing
Rebecca Daigneault, M.S.W.	Addition Studies, Psychology, Social Work
Kayla Fisher, M.S.	Communication Sciences & Disorders
Megan Fixen, D.B.A.	Business Administration
Nancy Gordon, M.S.W.	Communication Sciences & Disorders
Erin Holt, M.S.	Communication Sciences & Disorders
Robyn Walker, Ph.D.	Communication Sciences & Disorders
Zebulon Wallace, Ph.D.	Social Science
Charles Young, D.M.A.	Performing Arts
Wenjing Zheng, Ph.D.	Special Education

[North Dakota State College of Science](#)

Karl Bakkum, M.F.A.	Academic Services
Jan Kompelien, M.Ed.	Mathematics

[North Dakota State University](#)

Marc Devine, Ph.D.	Theatre Arts
Heidi Eukel, Ph.D.	Pharmacy Practice
Adam Gladen, Ph.D.	Mechanical Engineering
Andrew Green, Ph.D.	Plant Sciences
Elizabeth Hilliard, Ph.D.	Health, Nutrition, & Exercise Sciences
Travis Hoffman, Ph.D.	Animal Sciences
Dan Hsu, Ph.D.	Management & Marketing
Jiha Kim, Ph.D.	Biological Sciences
Jeremy Mattson, Ph.D.	Transportation, Logistics & Finance
Mary McCall, Ph.D.	English
Laura Parson, Ph.D.	School of Education
Elizabeth Skoy, Ph.D.	Pharmacy Practice
Jeremy Straub, Ph.D.	Computer Science
Xin Sun, Ph.D.	Agricultural & Biosystems Engineering
Danling Wang, Ph.D.	Electrical & Computer Engineering
Di Wu, Ph.D.	Electrical & Computer Engineering
Yao Yu, Ph.D.	Civil, Construction & Environmental Engineering

Click on each institution to view the candidate(s) recommendation detail.

[University of North Dakota](#)

Zarrina Azizova, Ph.D.	Education, Health & Behavior Studies
Catherine Finley, Ph.D.	Atmospheric Sciences
Sean Hammond, Ph.D.	Earth System Science & Policy
Laura Link, Ed.D.	Teaching, Leadership & Professional Practice
Sandeep Singhal, Ph.D.	Pathology

[Valley City State University](#)

Kenneth Jimenez, D.M.A.	Music
Tammy Katuin, M.B.A.	Business

Faculty Appointment Report

5 Year Summary

Academic Year	Ranked Faculty							Non-Ranked Faculty			Tenure Candidates ⁶	Total Ranked & Non-Ranked
	Tenured ¹	%	Tenure Track ²	%	Non- Tenure Track ³	%	Total Ranked Faculty	Other Benefited Instructional ⁴	Temp Non- Benefited Instructional ⁵	Total Non- Ranked Instructional		
2022-2023	994	51%	374	19%	574	30%	1,942	163	1,312	1,475	38	3,417
2021-2022	1027	52%	382	19%	555	28%	1,964	147	1211	1,358	55	3,322
2020-2021	1,027	52%	418	21%	517	26%	1,962	165	1,162	1,327	62	3,289
2019-2020	1,044	53%	422	21%	512	26%	1,978	159	1,100	1,259	66	3,237
2018-2019	973	58%	363	22%	337	20%	1,673	175	841	1,016	55	2,689

¹ All faculty with tenure

² Tenure track faculty currently being recommended for tenure

³ Faculty not on a tenure track but have faculty rank, i.e., instructors (not lecturers), assistant professors, associate professors, or professors

⁴ Lecturers whose appointments warrant fringe benefits

⁵ Temporary and very part-time, usually teaching 1-2 courses/year

⁶ Faculty currently being recommended for tenure

Faculty Appointment Report

Academic Year 2022-2023

Institution	Ranked Faculty							Non-Ranked Faculty			Tenure Candidates ⁶	Total Ranked & Non-Ranked
	Tenured ¹	%	Tenure Track ²	%	Non-Tenure Track ³	%	Total Ranked Faculty	Other Benefited Instructional ⁴	Temp Non-Benefited Instructional ⁵	Total Non-Ranked Instructional		
Bismarck State College	67	66%	23	23%	12	12%	102	0	263	263	1	365
Dakota College at Bottineau	6	19%	3	10%	22	71%	31	8	55	63	0	94
Dickinson State University	35	54%	10	15%	20	31%	65	2	75	77	1	142
Lake Region State College	16	41%	8	21%	15	38%	39	4	66	70	0	109
Mayville State University	19	43%	8	18%	17	39%	44	12	19	31	0	75
Minot State University	66	45%	62	42%	18	12%	146	23	79	102	10	248
ND State College of Science	68	63%	37	34%	3	3%	108	11	160	171	2	279
North Dakota State University	369	61%	128	21%	107	18%	604	67	124	191	17	795
University of North Dakota	295	43%	65	9%	330	48%	690	33	344	377	5	1,067
Valley City State University	35	43%	25	31%	21	26%	81	1	67	68	2	149
Williston State College	18	56%	5	16%	9	28%	32	2	60	62	0	94
Totals	994	51%	374	19%	574	30%	1,942	163	1,312	1,475	38	3,417

¹ All faculty with tenure

² Tenure track faculty currently being recommended for tenure

³ Faculty not on a tenure track but have faculty rank, i.e., instructors (not lecturers), assistant professors, associate professors, or professors

⁴ Lecturers whose appointments warrant fringe benefits

⁵ Temporary and very part-time, usually teaching 1-2 courses/year

⁶ Faculty currently being recommended for tenure



BISMARCK
STATE COLLEGE

**North Dakota's
Polytechnic Institution**

1500 Edwards Avenue
PO Box 5587
Bismarck, ND 58506-5587
701.224.5400

March 20, 2023

Ms. Lisa A. Johnson
Vice Chancellor for Academic and Student Affairs
North Dakota University System
600 E. Boulevard Avenue
Bismarck, ND 58505

Re: Faculty Appointment Report and Tenure Recommendation

Dear Ms. Johnson:

As specified in SBHE Policy 602.2, Bismarck State College is providing a Faculty Appointments Data Report to the North Dakota University System office on the current number of tenured, probationary, and other faculty appointments.

In addition, we are including a Candidate Recommendation for Dr. Marko Davinic, Assistant Professor of Agriculture, Technology, and Natural Resources, who is eligible for tenure this year.

This faculty member has successfully met the criteria for tenure established in SBHE 605.1. We are pleased to recommend Dr. Davinic for this honor.

Sincerely,

Douglas J. Jensen, Ed.D.
President

Bismarck State College
Tenure Recommendation 2022-23

First Name	Last Name	Degrees	Tenure Unit
Marko	Davinic	Doctor of Philosophy, Plant and Soil Science (2012) Master of Business Administration, General Business (2009) Master of Science, Microbiology (2008) Bachelor of Science, Biology (2004)	Agriculture

CANDIDATE RECOMMENDATION FORM

Institution: Bismarck State College

Tenure Unit: Agriculture

Tenure Candidate Name: Marko Davinic

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: PhD, Plant and Soil Science, Texas Tech University;
MBA, General Business, Texas Tech University; MS, Microbiology, Texas Tech University; BS,
Biology, Northwestern State University of Louisiana

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

 4. “The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution’s procedures, to any person appointed to the faculty who has not met the eligibility requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or professional gained through research, scholarly or professional activities, or service.” Use of paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Substantiation for the tenure recommendation:

Dr. Davinic began his position at Bismarck State College in 2016 as Assistant Professor of Agriculture, Technology, and Natural Resources. He came to the college with agronomy experience from employment at Western Ag Professional Agronomy and Babco Soil Services.

While attending Northwestern State University, he worked as a teaching assistant, and then later worked as a research assistant while attending Texas Tech University.

Dr. Davinic has served the BSC campus community as a member of the Embracing Diversity Committee, BSC Institutional Review Board, and search committees for the BSC President and BSC Polytechnic Coordinator. He also serves as advisor of the BSC Agriculture Club.

Professionally, he has been a member of the Soil and Water Conservation Society since 2013 and the Soil Science Society of America since 2009.

Dr. Davinic delivers courses in soil science, plant science, and agricultural economics at BSC. He recently developed curriculum for an International Study Tour, which includes a nine-day trip to Germany and Holland. He is a co-principal investigator of a National Science Foundation grant in the amount of \$1,368,264 to support scholarships for students in BSC STEM programs (2022-2027).

Dr. Davinic received several academic and professional honors to include the Soil and Water Conservation Society North Dakota Chapter Horizon Award (2015), Texas Tech University TEACH Fellowship (2011-2012), A.W. Young Graduate Student Endowed Support Scholarship (2010-2012), and Texas Tech University Provost Doctoral Fellowship (2009-2010).

Highly committed to his students, Dr. Davinic puts forth endless effort to keep his students engaged by organizing BSC Ag Club events, such as tailgating, bowling, movies, trip to Big Iron Ag Show, welcome back barbeques, Halloween and Valentine dances, and more. He volunteers his personal time to support student activities on campus, for example, preparing pancakes for a final exam study session. One of his students stated, "He explains what we need to do every day for us to be successful." He was selected as a Bismarck State College Professor of Influence in 2022 by the BSC student athletes.

A colleague of Dr. Davinic's indicated, "He is always ready to help students and fellow faculty and is a self-starter, dependable and accountable." Another colleague mentioned, "He has a remarkable ability to stimulate students with his dynamic teaching style."

In the local community, Dr. Davinic has performed speaking engagements in 2021 and 2022 for the Bismarck-Mandan Leadership Class. In 2019, he helped organize the Salted Lands Conference and wrote a "Worm Juice" analysis and report for Burleigh County Soil Conservation Menoken Farm. Dr. Davinic has presented at numerous conferences throughout the United States.

He earned a Food Handling Certificate in 2022 recognized by the ND Department of Health and Human Services.

This highly accomplished faculty member is recommended by Bismarck State College for tenure and promotion to Associate Professor.

NDSU NORTH DAKOTA STATE UNIVERSITY

March 17, 2023

Lisa Johnson
Vice Chancellor of Academic and Student Affairs
North Dakota University System

Re: Tenure Recommendations – North Dakota State University

Dear Vice Chancellor Johnson,

The faculty members listed below have met criteria for tenure in their designated department as determined by the unit's promotion and tenure evaluation committees, Chair and Dean, as well as the Provost and President:

- 1) Marc **Devine**, Ph.D., Department of Theatre Arts
- 2) Heidi **Eukel**, Ph.D., Department of Pharmacy Practice
- 3) Adam **Gladden**, Ph.D., Department of Mechanical Engineering
- 4) Andrew **Green**, Ph.D., Department of Plant Sciences
- 5) Elizabeth **Hilliard**, Ph.D., Department of Health, Nutrition, and Exercise Sciences
- 6) Travis **Hoffman**, Ph.D., Department of Animal Sciences
- 7) Dan **Hsu**, Ph.D., Department of Management and Marketing
- 8) Jiha **Kim**, Ph.D., Department of Biological Sciences
- 9) Jeremy **Mattson**, Ph.D., Department of Transportation, Logistics and Finance
- 10) Mary **McCall**, Ph.D., Department of English
- 11) Laura **Parson**, Ph.D., School of Education
- 12) Elizabeth **Skoy**, Ph.D., Department of Pharmacy Practice
- 13) Jeremy **Straub**, Ph.D., Department of Computer Science
- 14) Xin **Sun**, Ph.D., Department of Agricultural and Biosystems Engineering
- 15) Danling **Wang**, Ph.D., Department of Electrical and Computer Engineering
- 16) Di **Wu**, Ph.D., Department of Electrical and Computer Engineering
- 17) Yao **Yu**, Ph.D., Department of Civil, Construction and Environmental Engineering

I recommend to the State Board of Higher Education that they are awarded tenure within their respective units at North Dakota State University.

Sincerely,



David J. Cook
President

OFFICE OF THE PRESIDENT

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701.231.7211 | Fax 701.231.8722 | www.ndsu.edu

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Theatre Arts

Tenure Candidate Name: Marc Devine

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 5

Number of years of tenure credit awarded for previous professional experience: 1

Academic Credentials and Institution: M.F.A. in Contemporary Performance, Naropa University, Boulder, CO

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Professor Marc Devine came to NDSU in 2018. He received his Master of Fine Arts degree in Contemporary Performance from Naropa University, Boulder, CO in 2013. Prior to coming to NDSU, he served as Assistant Professor at Ball State University, Muncie, IN between 2014 and 2018. Professor Devine’s current 9-month appointment is 60% Teaching, 30% Creative activity/Research, and 10% Service.

Instruction: Professor Devine has taught numerous undergraduate courses including Advanced Voice for the Actor, Voice & Movement for the Actor, World Theater, Theatre Foundations, Acting, Devising, Acting Styles, Advanced Realism, Advance Movement, Acting for the Camera, Acting the Song, and Dramatic Literature & Style. His teaching was peer reviewed by three colleagues (in 2018, 2019, 2020). He serves as academic adviser to seven to 15 undergraduate students per year. He has mentored nine capstone projects. Student feedback on his teaching and advising is consistently positive. Professor Devine has been active in curriculum development; he has revised eight courses in the theatre curriculum. Reviewers noted that Professor Devine is an “excellent teacher, mentor, and director,” and he “creates a safe studio and rehearsal environment” and “models professionalism for his students working both in traditional and devised modes of theatre production and emphasizing community building theatre.”

Research/Creative Activity: Professor Devine’s research and creative work center on physical theatre forms, including Site-Specific Performance, Devised Theatre, Movement and Vocal Training for the Actor, and Wellness Practices for Artists. At NDSU his work has resulted in nine national conference presentations (double-blind, peer-reviewed) at the Association of Theatre Movement Educators (ATHE) Conference. He has also directed four plays for the NDSU Theater Department. Reviewer’s noted that Professor Devine “relates his work directly to the Fargo-Moorhead community by highlighting local stories and experiences.”

Service: Professor Devine has served on several departmental and college level committees. Professor Devine has served as the faculty advisor for Newfangled Theatre Company, an NDSU Student Organization. He has served his profession as Treasurer and Executive Board Member with the Association of Theatre Movement Educators (ATME). He has served as intimacy coordinator for productions at NDSU and the local community.

Professor Devine is a successful teacher and highly regarded advisor. He is a reputable creative artist. His service to NDSU and his profession is valuable.

Professor Devine has positive support from all levels of PTE review. **NDSU Recommends Professor Devine for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Pharmacy Practice

Tenure Candidate Name: Heidi Eukel

Current Rank: Associate Professor

Number of years of tenure credit earned at current institution (including current year): 4

Number of years of tenure credit awarded for previous professional experience: 2

Academic Credentials and Institution: Doctor of Pharmacy, North Dakota State University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Heidi Eukel began her faculty employment at NDSU in 2009. She received her Doctor of Pharmacy degree from NDSU in 2008. Her position was converted to a tenure track faculty position in 2019. She was promoted to Full Professor in 2021. Dr. Eukel's current 10-month appointment is 65% Teaching, 25% Research, and 10% Service.

Instruction: Dr. Eukel has taught a number of courses including Pharmacy Practice Laboratory I-III, Introduction to Pharmacy Practice and Healthcare Systems, Introduction to Pharmacy Practice II, and Contemporary Pharmacy Practice I-II. Student feedback on her teaching is consistently positive. Dr. Eukel advises approximately eight to nine 1st through 3rd year professional pharmacy students each year, and serves as a preceptor for pharmacy students completing their Advanced Pharmacy Practice Experiences at her clinical site, Thrifty-White Concept Pharmacy. Dr. Eukel has mentored 10 professional pharmacy students as they competed undergraduate research projects. She has served on leadership roles in the School of Pharmacy curriculum committee. Reviewers noted that Dr. Eukel is an “an enthusiastic and dedicated teacher ... exhibits a genuine concern for students and their learning, and puts significant effort into her teaching” and that her “record of advising and mentoring students, from first year through fourth year professional pharmacy students, is both extensive and of the highest quality.” Dr. Eukel is nationally recognized as an expert in pharmacy skills education. Dr. Eukel received several awards including NDSU University Mentoring Excellence Award in 2019 and the American Pharmacists’ Association Generation Rx Award in 2022.

Research/Creative Activity: Dr. Eukel’s research focuses on evaluation of educational methodology in health professions education and prevention of opioid use disorder and accidental overdose. Her research has resulted in over 40 peer-reviewed publications, many in well-respected journals, 14 articles in practitioner-focused magazines and journals, and numerous presentations and invited talks. One of the papers co-authored by Dr. Eukel received the *Research in Social and Administrative Pharmacy* Best Paper Award in 2021. Dr. Eukel has been active in grant writing. Of particular note, she is PI on a recent ND Department of Human Services grant (for \$444,717). Dr. Eukel received the American Association of Colleges of Pharmacy (AACP) Public Health Publication Award and the International Sigma Global Nursing Excellence Distinguished Presenter recognition

in 2019. Dr. Eukel “is a national leader in the areas of skills laboratory-based pharmacy education, opioid safety, and advancement of community pharmacy practice.”

Service: Dr. Eukel has served on institutional committees at all levels, including NDSU Strategic Plan and University Residence Life Advisory Board. She has served her profession in numerous leadership roles with AACP and the Nonprescription Medicines Academy (NMA), and as a peer reviewer for various journals. She has served as advisor to the National Community Pharmacists Association student chapter. Her community service includes helping develop the ONE Rx program and the medication therapy management clinic offered to staff on campus, and providing immunizations to faculty, staff and students. She has provided service to K-12 students in showcasing pharmacy careers.

Dr. Eukel is an innovative instructor and nationally recognized for her scholarship of teaching and learning. She has established a nationally recognized research program. Her service to NDSU and her profession is valuable.

Dr. Eukel has positive support from all levels of PTE review. **NDSU Recommends Dr. Eukel for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Mechanical Engineering

Tenure Candidate Name: Adam Gladen

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 7
(Adam was given a 1 year probationary period extension in 2020.)

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Mechanical Engineering, University of Minnesota, Minneapolis, MN

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Adam Gladen came to NDSU in 2016. He received his Ph.D. in Mechanical Engineering from the University of Minnesota in 2014, where he also completed postdoctoral work between 2014 and 2015. Dr. Gladen’s current 9-month appointment is 40% Teaching, 40% Research, and 20% Service.

Instruction: Dr. Gladen teaches a number of undergraduate and graduate courses, primarily in the area of thermal-fluids. He has attended several professional development presentations and programs including Gateways-ND and National Effective Teaching Institute Conference (NETI-1). Student feedback on his teaching and advising is consistently positive. His teaching was peer reviewed by three colleagues (in 2017 and 2022). Reviewers noted that Dr. Gladen “is highly regarded among students in the program as one of the top instructors from responses in course evaluations and graduate exit interviews” and “he has demonstrated not only a high degree of effectiveness in the classroom, but also as a role-model for continual improvement of educational activities.” Dr. Gladen has also contributed to curriculum development, including development of a new upper-level course in energy storage technology. Dr. Gladen has mentored 14 capstone design project teams, one post-doctoral researcher, and two M.S. students to graduation. He serves as academic adviser to around 35 undergraduate students per semester. He has provided opportunities for 18 undergraduate students to carry out research under his supervision. Dr. Gladen received the 2021 the Excellence in Teaching Award from NDSU IITΣ International Honor Society of Mechanical Engineers in recognition of outstanding teaching, inspirational guidance and genuine interest in student progress.

Research/Creative Activity: Dr. Gladen’s research program is focused on energy storage and systems. Dr. Gladen’s research has resulted in six journal papers, three conference proceedings articles, and numerous presentations. He was also awarded two best paper awards, one from the Solar Energy Journal and one from an ASME Energy Sustainability Conference. Dr. Gladen has been successful in acquiring significant funding from a variety of sources, including USDA, DOE, NSF. Of particular note, he was PI on a grant from DOE (for \$1,741,747). Reviewers noted Dr. Gladen’s collaborations and success in securing funding to support his research and the Thermal Fluids Laboratory.

Service: Dr. Gladen has served on several departmental and college level committees. He has served his profession by being a reviewer for SME Journal of Thermal Science and Engineering Applications. His outreach activities include hosting lab tours for summer camps, serving as a judge for high school competitions, and mentoring a high school student from the Governor's Scholar Program.

Dr. Gladen is an effective instructor. He has developed a funded research program involving graduate and undergraduate students. His service and outreach activities are valuable.

Dr. Gladen has positive support from all levels of PTE review. **NDSU Recommends Dr. Gladen for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Plant Sciences

Tenure Candidate Name: Andrew Green

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 7
(Granted one-year COVID-19 automatic extension of probationary period.)

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Agronomy, Kansas State University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Andrew Green came to NDSU in 2016. He received his Ph.D. in Plant Breeding from Kansas State University in 2016. Dr. Green’s current 12-month appointment is 5% Teaching and 95% Research.

Instruction: Dr. Green has taught the required undergraduate Applied Plant Breeding and Research Methods course for the Crop and Weed Sciences degree program. Enrollment for this course ranged from 44 to 69 students. His teaching was peer reviewed by one colleague (in 2019). Student feedback on his teaching is positive and has improved. Reviewers noted Dr. Green’s redesign of this course through effective ‘introduction of computer technology, discussion of recent plant breeding literature, and the adoption of the "flipped classroom" methodology.’”

Research/Creative Activity: Dr. Green’s research focuses on the development of spring wheat varieties that are adapted to North Dakota, are agronomically superior and accepted by farmers, provide robust disease resistance, and have desirable end-use quality parameters. Dr. Green has released three hard red spring wheat varieties (ND VitPro, ND Frohberg, and ND Heron). Dr. Green’s research has been disseminated through 12 journal papers (11 while at NDSU) and numerous presentations. Dr. Green has been successful in acquiring significant funding from a variety of sources, including MN Wheat Research and Promotion Council, DuPont Pioneer, SBARE and ND Wheat Council, ND Wheat Commission, US Wheat and Barley Scab Initiative, Ardent Mills, USDA CAP, and USDA-NIFA. Of particular note, he is co-PI on a grant from USDA-NIFA CAP (for \$15 million). Reviewers noted that Dr. Green “made the bold decision to reimagine the spring wheat breeding program as one that focuses on multiple traits with a particular emphasis on a stronger wheat architecture” and in a short period of time he refocused the program to one that “supports the modern needs of producers on the largest and smallest scales.”

Service: Dr. Green has served on institutional committees at all levels, including Faculty Senate. He has served his profession by being a reviewer for Journal of Plant Registrations, Crop Science, Euphytica, and serving as a member of multiple wheat technical and improvement committees. His outreach activities include giving presentations on NDSU wheat improvement programs and wheat productivity. He has also worked with

industry through NDSU Agriculture Wheat Innovation Team. Reviewers noted Dr. Green's "stellar reputation with industry which contributes to NDSU's very strong reputation with those industry representatives."

Dr. Green has built a strong, funded, and productive research program on wheat breeding and genetics. His service to NDSU and his profession is valuable.

Dr. Green has positive support from all levels of PTE review. **NDSU Recommends Dr. Green for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Health, Nutrition and Exercise Sciences

Tenure Candidate Name: Elizabeth Hilliard

Current Rank: Associate Professor

Number of years of tenure credit earned at current institution (including current year): 4

Number of years of tenure credit awarded for previous professional experience: 2

Academic Credentials and Institution: Ph.D. in Exercise Science and Nutrition, North Dakota State University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Elizabeth Hilliard started her tenure-track appointment at NDSU in 2019. She received her Ph.D. degree in Exercise Science and Nutrition from NDSU in 2018. Dr. Hilliard has been an International Board-Certified Lactation Consultant since 2019; Licensed Registered Dietitian with the State of North Dakota since 2013; and a Registered Dietitian with the Commission on Dietetic Registration since 1998. Dr. Hilliard’s current 9-month appointment is 53% Teaching and Advising, 37% Research, and 10% service.

Instruction: Dr. Hilliard teaches undergraduate and graduate courses for the Nutrition Science Program and graduate courses for the Exercise Science and Nutrition Graduate degrees. Her teaching was peer reviewed by one colleague in 2018. Dr. Hilliard has mentored one Ph.D. and five M.S. students to graduation. She serves as academic adviser to seven to 22 students per year. She has provided opportunities for four undergraduate students to carry out research under her supervision. Student feedback on her teaching and advising is consistently positive. She has contributed to curriculum development by continually modifying and updating her courses in response to student feedback. Dr. Hilliard has added new clinical sites to the DEP program, creating opportunities for students to work with diverse audiences in a wide range of geographic areas. Dr. Hilliard has received several awards for her teaching including the HSE Outstanding Teacher Award in 2016 and the North Dakota Academy of Nutrition and Dietetics Outstanding Educator award for a Coordinated Program in Dietetics in 2015.

Research/Creative Activity: Dr. Hilliard’s research focus is on maternal and child health. Her work contributes to both the research and land-grant missions of NDSU by addressing the needs of breastfeeding mothers, an important health issue in the state of North Dakota and country. Her research has resulted in seven journal papers and numerous presentations at various professional organizations. Dr. Hilliard has been active in seeking funding from a variety of sources. Most recently, she was PI on a grant from North Dakota Department of Health (for \$42,801).

Service: Dr. Hilliard has served on institutional committees at all levels, including Faculty Senate. Dr. Hilliard has been active in professional and public service, including serving as Volunteer with Baby Café through Sanford Health, member on the ND and Fargo Moorhead Area Breastfeeding Coalitions, as ND Delegate to the Academy of Nutrition and Dietetics, and Award Chair for the Women’s Health Dietetic Practice Group.

Dr. Hilliard is a respected teacher. Her research and service contributions are important.

Dr. Hilliard has positive support from all levels of PTE review. **NDSU Recommends Dr. Hilliard for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Animal Sciences

Tenure Candidate Name: Travis Hoffman

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 7
(Granted one-year COVID-19 automatic extension of probationary period.)

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Meat Science, Colorado State University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Travis Hoffman came to NDSU in 2016. He received his Ph.D. in Meat Science from Colorado State University in 2015. Prior to coming to NDSU, he served as instructor at South Dakota State University between 2015 and 2016. He serves as the NDSU/University of Minnesota Extension Sheep Specialist for North Dakota and Minnesota. Dr. Hoffman’s current 12-month appointment is 3% Teaching, 25% Research, 70% Extension (reported under teaching below), and 2% Service.

Instruction: Dr. Hoffman’s Extension focus is on educational programming on topics necessary for improvements for both North Dakota and Minnesota sheep and goat producers. His Extension work has resulted in 170 face-to-face events, 49 guest lectures, 70 other educational events (including field days, seminars, and workshops), 67 webinars, and 36 YouTube videos. Dr. Hoffman has been successful in disseminating his work widely. His face-to-face events provided education for 26,513 people, guest lectures reached 1,980 students, webinars provided outreach for 5,221 attendees, YouTube videos reached 19,440 people, and one of his retail meat infographics was accessed over 2.5 million times. His videos focusing on Lamb Quality are used by the American Lamb Board and Premier 1 Supplies. Feedback on his Extension program is positive. Reviewers noted Dr. Hoffman’s “strong relationships with the ND Lamb and Wool Producers Association and the MN Lamb and Wool Producers.” Dr. Hoffman has mentored four M.S. students to graduation. He has provided opportunities for three undergraduate students to carry out research under his supervision.

Research/Creative Activity: Dr. Hoffman’s research focus is on direct marketing, lamb carcass cutability, achieving ideal market weights and meeting consumer demands. His research work has resulted in six refereed journal articles, six research videos, five research reports, three Extension bulletins, five abstracts at national meetings, over 160 media contributions, and several national and international presentations. Dr. Hoffman has been successful in acquiring funding from a variety of sources; most recently from ND SBARE. External evaluators noted “the positive impact of Extension programming conducted by Dr. Hoffman and his level of service activities to the department and industry.”

Service: Dr. Hoffman has served on institutional committees at all levels, including University Athletics Committee. He serves as faculty advisor for Collegiate Farm Bureau and helps with the NDSU Judging Club.

Dr. Hoffman has been actively involved in national activities within the sheep industry. He has served as a professional livestock judge in over 30 states. Reviewers noted that Dr. Hoffman “has developed into a recognized leader and expert within the United States sheep industry.”

Dr. Hoffman has established a productive and recognized sheep Extension program that spans two states. His service is valuable.

Dr. Hoffman has positive support from all levels of PTE review. **NDSU Recommends Dr. Hoffman for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Management and Marketing

Tenure Candidate Name: Dan Hsu

Current Rank: Associate Professor

Number of years of tenure credit earned at current institution (including current year): 4

Number of years of tenure credit awarded for previous professional experience: 2

Academic Credentials and Institution: Ph.D. in Business Administration, Syracuse University

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Dan Hsu came to NDSU in 2019. He received his Ph.D. in Business Administration from Syracuse University in 2011. Prior to coming to NDSU, he served as tenured associate professor in the Department of Management at Ball State University. He had previously been a tenured associate professor in the Department of Management at Appalachian State University. Dr. Hsu’s current 9-month appointment is 40% teaching, 40% research, and 20% service.

Instruction: Dr. Hsu has taught many different undergraduate courses in his previous positions. At NDSU, he has taught required and elective courses for business majors and students in the Entrepreneurship minor and certificate programs, including International Business, Strategic Management, Small Business Management, and Entrepreneurship Capstone. Dr. Hsu has incorporated a variety of teaching strategies in his classes, including the use of case studies, simulations, and group projects. Student feedback on his teaching is positive. Dr. Hsu has contributed to curriculum development and improvement. He developed a new course on international entrepreneurship for the Entrepreneurship minor/certificate program. Reviewers noted Dr. Hsu’s strong commitment to quality teaching and curriculum development.

Research/Creative Activity: Dr. Hsu’s research focuses on investors’ investment decisions, entrepreneurship education, nascent entrepreneurs, entrepreneurial persistence, business exit, business failure, and serial entrepreneurship. Dr. Hsu’s research has been widely disseminated. His research has resulted in over 20 journal papers and numerous presentations. Dr. Hsu received a best conference paper award from the Research Methods Division, 2020 Academy of Management annual meeting and the 2020 best paper award from NDSU Department of Management and Marketing. Reviewers commented that Dr. Hsu “continues to pursue rigorous academic research at a strong pace” and “his work quality is recognized as evidenced by his ability to publish in “A” journals on a consistent basis and the fact that high quality scholars seek him out as a collaborator.”

Service: Dr. Hsu has served on institutional committees at all levels including the General Education Committee. He is involved in leadership roles in his professional associations including serving as Associate Editor of the New England Journal of Entrepreneurship and Editorial Review Board Member of the Journal of Business Venturing and the International Journal of Entrepreneurship Behaviour & Research. He has served his profession by being a reviewer for numerous journals and conferences,

In 2019, Dr. Hsu was offered and accepted a position as Associate Professor with tenure, subject to SBHE approval. He received positive support from all levels of PTE review for his tenure in Spring 2019. However, we have no record of recommending to SBHE that he be awarded tenure at that time. This academic year, Dr. Hsu received full support from all levels of PTE review for his promotion to Full Professor. NDSU is now recommending that he be awarded tenure. As there is no record of NDSU recommending to SBHE that he be awarded tenure in 2019, we are submitting our recommendation now.

Dr. Hsu is a dedicated teacher and impactful researcher. His service contributions to NDSU and his profession are valuable. **NDSU Recommends Dr. Hsu for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Biological Sciences

Tenure Candidate Name: Jiha Kim

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Cellular Biology, University of Georgia

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Jia Kim came to NDSU in 2017. She received her Ph.D. in Cellular Biology from the University of Georgia in 2006. Prior to coming to NDSU, she completed postdoctoral work at the University of Georgia in between 2007 and 2008 and at Harvard Medical School between 2008 and 2013, and served as instructor at UT MD Anderson, Cancer Center, Houston, TX between 2013 and 2017. Dr. Kim’s current 9-month appointment is 45% Teaching, 45% Research, and 10% Service.

Instruction: Dr. Kim teaches a number of undergraduate courses, including upper division elective courses, in cell biology and cellular mechanisms of disease. She has attended several professional development presentations and programs including Gateways-ND. Her teaching was peer reviewed by two colleagues (in 2019 and 2022). Her reviewers noted the exceptional amount of work she has put into developing her courses and improving student learning outcomes. Dr. Kim “is passionate about cell biology and brings that excitement to her classroom” and she has “implemented high impact practices in teaching” including clicker questions, short case studies, small group activities, and role-playing in case studies. Dr. Kim has mentored two M.S. students to graduation. She serves as academic adviser to four to five undergraduate students per year. Student feedback on her teaching and advising is consistently positive. She has provided opportunities for 13 undergraduate students to carry out research under her supervision. Her students have received Undergraduate Research Award in Physiology (NDSU EXPLORE Showcase) and the Barbara Ann Earwicker Award at NDAS annual conference. Dr. Kim has received NDSU Bison Ambassador’s Apple Polisher Award in 2020.

Research/Creative Activity: Dr. Kim’s research program focuses on understanding the cross-communication between cancer cells and the tumor microenvironment in pancreatic cancer, breast cancer, and brain cancer for both better treatments and earlier detection. Dr. Kim’s research has been widely disseminated. Her research has resulted in 18 journal papers (eight during her time at NDSU), numerous presentations at regional, national and international conferences, and two invited talks. Dr. Kim has been successful in acquiring funding. Most recently, she was PI on a grant from NIH/NIGMS DaCCoTA (for \$580,000). Reviewers noted that Dr. Kim has been pursued as a collaborator by senior researchers at NDSU and has been competitive in her quest for extramural funding.

Service: Dr. Kim has served on institutional committees at all levels, including Institutional Animal Care and Use Committee. She has been a reviewer for several journals and funding programs. She has been also active in outreach; she has served as a judge for undergraduate and graduate research forums.

Dr. Kim is an experienced instructor committed to providing high quality learning experiences for her students. Dr. Kim has established herself as a respected scholar who is advancing the field of tumor microenvironments and cancer detection. She has developed a funded research program involving graduate and undergraduate students. Her service to NDSU and her profession is valuable.

Dr. Kim has positive support from all levels of PTE review. **NDSU Recommends Dr. Kim for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Transportation, Logistics and Finance

Tenure Candidate Name: Jeremy Mattson

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Transportation and Logistics, North Dakota State University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Jeremy Mattson started his tenure-track appointment at NDSU in 2017. He received his Ph.D. in Transportation and Logistics from NDSU in 2017. Dr. Matson has been serving as Associate Research Fellow at NDSU Upper Great Plains Transportation Institute since 2007. Dr. Matson’s current 12-month appointment is 15% Teaching, 80% Research, and 5% Service.

Instruction: Dr. Mattson has taught graduate-level, in-person and asynchronous online courses for the Transportation and Logistics, Supply Chain Management, and Transportation and Urban Systems programs. Student feedback on his teaching has been consistently positive. He has also contributed to curriculum development, including the development of two new Transportation and Logistics courses. Dr. Matson has mentored one Ph.D. student to graduation. Reviewers noted that Dr. Mattson “takes his teaching seriously” and “devotes considerable time to course preparation and attending to student needs.”

Research/Creative Activity: Dr. Mattson’s research is focused on serving the public transit industry, understanding the needs of transportation-disadvantaged populations, and researching mobility solutions in small urban and rural communities. Dr. Matson’s research has been widely disseminated. His research has resulted in 27 journal papers (14 during probational period) and numerous presentations. His dissemination efforts include using communication tools that are accessible to wider audiences, including practitioners. He disseminated research results through SURCOM’s blog, YouTube videos, and practitioner-oriented conferences and webinars. Dr. Mattson has been successful in acquiring funding from a variety of sources. Most recently, he was PI on a grant from North Dakota Department of Transportation (for \$29,346).

Service: Dr. Mattson has served on several departmental committees. He has served his profession as a reviewer for several journals and conferences, as an editorial board member for the *Journal of Public Transportation*, and as a committee member for the International Professional Association for Transport and Health.

Dr. Mattson is an effective instructor and adviser. His research is impactful. His service to NDSU and his profession is valuable.

Dr. Mattson has positive support from all levels of PTE review. **NDSU Recommends Dr. Mattson for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: English

Tenure Candidate Name: Mary McCall

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: _____

Academic Credentials and Institution: Ph.D. in Rhetoric and Composition, Purdue University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Mary McCall came to NDSU in 2017. She received her Ph.D. in Rhetoric and Composition from Purdue University in 2017. Dr. McCall’s current 9-month appointment is 40% Teaching, 40% Research, and 20% Service.

Instruction: Dr. McCall has taught a wide range of undergraduate and graduate courses, including Introduction to Writing Studies, Writing in the Technical Professions, Writing in the Health Professions, Contemporary Women Writers, Research and Writing Grants & Proposals, Usability and User Experience, Composition Theory, Topics in Rhetoric, Writing and Culture, and Teaching Upper Division Writing. Her teaching was peer reviewed by eight colleagues (in 2017, 2018, 2019, 2021, and 2022). Student feedback on her teaching is consistently positive. Dr. McCall has also contributed to curriculum development, including the development of the Professional Writing Certificate. Dr. McCall has mentored two Ph.D. students to graduation. She has advised six English capstone projects and one honors capstone project. Dr. McCall received the NDSU Department of English Vogel Teaching Award in 2019. Reviewers noted Dr. McCall’s “proficiency in assignment design [and] high-impact pedagogies” and that “pedagogies that promote accessibility and equity are central to [her] courses and pedagogy.”

Research/Creative Activity: Dr. McCall’s research explores writing as a method of learning and as a means of identity formation through the practice of discipline-specific conventions. Dr. McCall’s research has resulted in six journal papers, one refereed conference proceedings article, two book chapters, and several presentations at international and national conferences. Dr. McCall received the 2020 Conference on College Composition and Communication Best Article on Pedagogy or Curriculum in Technical or Scientific Communication Award. Reviewers noted that Dr. McCall’s research is methodologically innovative, pedagogically informative, and impactful.

Service: Dr. McCall has served on several departmental committees. She has served her profession as a reviewer for several journals, and as treasurer and an elected executive board member for the Council of Writing Program Administrators. Her outreach activities include contributing to a summer camp for students completing grades 4-8.

Dr. McCall is an excellent teacher and productive scholar. Her service to NDSU and her profession is valuable.

Dr. McCall has positive support from all levels of PTE review. **NDSU Recommends Dr. McCall for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Education

Tenure Candidate Name: Laura Parson

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 3

Number of years of tenure credit awarded for previous professional experience: 3

Academic Credentials and Institution: Ph.D. in Teaching & Learning, University of North Dakota

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Laura Parson came to NDSU in 2020. She received her Ph.D. in Teaching & Learning from University of North Dakota in 2016. Prior to coming to NDSU, she served as Coordinator and Assistant Professor at Auburn University between 2017 and 2020. Dr. Parson served as Educational and Organizational Leadership Program Coordinator in the School of Education between 2021 and 2022. Dr. Parson’s current 9-month appointment is 30% Teaching, 60% Research, and 10% Service.

Instruction: Dr. Parson has taught graduate courses in higher education law, organizational culture, administration of higher education, and educational innovation and change. Dr. Parson has mentored two M.S. students to graduation at NDSU. Student feedback on her teaching and advising is positive. Dr. Parson has been active in curriculum development where she has designed, redesigned, or updated several courses. As Program Coordinator of the Educational & Organizational Leadership program, Dr. Parson oversaw six graduate degree programs.

Research/Creative Activity: Dr. Parson’s research focus is on equity in higher education and application of policy and curriculum to promote equitable and effective learning spaces. Dr. Parson’s research has been widely disseminated. Her research has resulted in over 20 journal papers (seven during her time at NDSU), five edited books, and numerous national and international presentations. Dr. Parson has been successful in acquiring funding. Of particular note, she was PI on a grant from Department of Defense (via US Air Force) (for \$1,014,905.00).

Service: Dr. Parson has served on several NDSU committees, including President’s Council for Diversity, Inclusion, and Respect. She is involved in leadership roles in her professional associations including serving as Editorial Board member for the Journal of Women and Gender in Higher Education.

Dr. Parson is a dedicated instructor. She has established herself as a respected scholar and has developed a funded research program. Her service to NDSU and her profession is valuable.

Dr. Parson has positive support from all levels of PTE review. **NDSU Recommends Dr. Parson for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Pharmacy Practice

Tenure Candidate Name: Elizabeth Skoy

Current Rank: Associate Professor

Number of years of tenure credit earned at current institution (including current year): 4

Number of years of tenure credit awarded for previous professional experience: 2

Academic Credentials and Institution: Doctorate of Pharmacy, North Dakota State University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Elizabeth Skoy began her faculty employment at NDSU in 2009. Her position was converted to a tenure-track faculty position in 2019. She received her Doctor of Pharmacy degree from NDSU in 2007. She was promoted to the rank of Associate Professor in 2015. Dr. Skoy serves as Center for Collaboration and Advancement in Pharmacy Director since 2020. She has been a staff pharmacist at Thrifty White Pharmacy since 2016. Dr. Skoy’s current 12-month appointment is 60% Teaching, 25% Research, and 15% Service.

Instruction: Dr. Skoy teaches a number of undergraduate and graduate courses, including Pharmacy Practice Laboratory I- IV, Pharmacy Based Immunization Delivery, and Point of Care Testing. Her teaching was peer reviewed by several colleagues, most recently in 2021. Dr. Skoy has attended several professional development presentations and programs including Gateways-ND. Dr. Skoy advises approximately eight to nine 1st through 3rd year professional pharmacy students per year. Student feedback on her teaching and advising is consistently positive. Reviewers noted her innovations in teaching and assessment of learning, quality of her course materials, her effective use of a variety of different clinical strategies, and effective delivery of her lectures. Dr. Skoy’s “integration of teaching, service, and scholarship is a constant throughout her work.” Dr. Skoy received the Chamber of Commerce Distinguished Faculty Service Award in 2021.

Research/Creative Activity: Dr. Skoy’s research is in the areas of immunization delivery, naloxone distribution, point of care testing, and advancement of community pharmacy practice. Dr. Skoy’s research has been widely disseminated. Her research has resulted in over 35 journal papers, 40 peer-reviewed poster presentations and numerous presentations. Reviewers noted that her research work has been published in well-respected journals in pharmacy education and in public health pharmacy. Dr. Skoy has been successful in acquiring significant funding from a variety of sources. Most recently, she was PI on a grant from the North Dakota Department of Health (for \$406,838). Dr. Skoy received the Research in Social and Administrative Pharmacy Best Paper Award, 2020.

Service: Dr. Skoy has served on institutional committees at all levels, including Presidential Search and University Curriculum Committee. She has served as faculty advisor for the NDSU Chapter of the American Pharmacists Association's Academy of Student Pharmacist. She is involved in leadership roles in her professional associations including serving as a national expert for the American Pharmacists Association, to

the National Pharmacy Technician Certification Board, and to the American Pharmacists Association Collaborative. She leads outreach and service advancement for pharmacists. She has been a reviewer for several journals. Dr. Skoy received the Chamber of Commerce NDSU Distinguished Faculty Service Award in 2021.

Dr. Skoy is an excellent teacher who is committed to innovative pedagogy, and excels in the classroom and as a mentor. Dr. Skoy has developed a remarkable record of sustained and independent scholarship. Her service efforts are highly impactful and have been widely recognized.

Dr. Skoy has positive support from all levels of PTE review. **NDSU Recommends Dr. Skoy for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Computer Science

Tenure Candidate Name: Jeremy Straub

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 7
(Granted one-year COVID-19 automatic extension of probationary period.)

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Scientific Computing, University of North Dakota

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Jeremy Straub came to NDSU in 2016. He received his Ph.D. degree in Scientific Computing from the University of North Dakota in 2016. Dr. Straub has been serving as Director of the NDSU Institute for Cyber Security Education and Research since 2020. Dr. Straub’s current 9-month appointment is 30% Teaching, 50% Research, and 20% service.

Instruction: Dr. Straub teaches a number of undergraduate and graduate courses in a wide range of areas from cybersecurity to robotics to networking. He has attended several professional development presentations and programs including Gateways-ND. His teaching was peer reviewed by three colleagues (in 2019 and 2022). He has contributed to curriculum development, including development of six new courses. He has also contributed to the development of a robotics minor. Dr. Straub has mentored two Ph.D. and eight M.S. students to graduation. He serves as academic adviser to 20 to 25 undergraduate students per year.

Research/Creative Activity: Dr. Straub’s research focuses on cybersecurity and Artificial Intelligence (AI). In particular, Dr. Straub applies AI techniques in areas where decision making is needed such as robotic control, cybersecurity assessment, and medical applications. Dr. Straub’s research has been widely disseminated. His work has resulted in 85 journal papers, over 100 peer reviewed proceedings articles, several popular press articles, and numerous presentations. Dr. Straub has been successful in acquiring significant funding from a variety of sources. Of particular note, he was PI on an NSF REU award (for \$360K) and the recently received funding from DoD Missile Defense Agency (for \$2,020,546).

Service: Dr. Straub has served on institutional committees at all levels, including Conflict of Interest Committee. He serves as faculty advisor for the NDSU cybersecurity student organization. He has served his profession as a reviewer for numerous journals, as track chair for multiple AIAA conferences, as editorial board member for several journals, and as guest editor. His outreach activities include participation in the North Dakota K-20W initiative and leading GenCyber and BisonCyber summer camps. Dr. Straub received the Governor’s Award for Excellence in Public Service in 2019.

Dr. Straub has compiled a significant record of accomplishment at NDSU in research, teaching and service.

Dr. Straub has positive support from all levels of PTE review. **NDSU Recommends Dr. Straub for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Agricultural and Biosystems Engineering

Tenure Candidate Name: Xin Sun

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 4

Number of years of tenure credit awarded for previous professional experience: 2

Academic Credentials and Institution: Ph.D. in Agriculture Engineering, Nanjing Agricultural University, China

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Xin Sun came to NDSU in 2015. He received his Ph.D. in Agricultural Mechanization Engineering from Nanjing Agricultural University in 2013. Dr. Sun’s current 12-month appointment is 40% Teaching and 60% Research.

Instruction: Dr. Sun teaches a number of undergraduate courses in the area of precision agriculture. Dr. Sun has participated in the Gateways-ND program to improve his teaching effectiveness. His teaching was peer reviewed by one colleague (in 2021). He has also been active in curriculum development; he has developed five new precision agriculture courses and has served on the curriculum committee. Student feedback on his teaching and advising is consistently positive. Dr. Sun has advised 19 undergraduate students. He has also provided opportunities for 18 undergraduate students to carry out research under his supervision. He has mentored four postdoctoral researchers, seven visiting scholars, and six M.S. and two Ph.D. students to graduation. Dr. Sun has hosted more than 30 visitors from 10 different countries, helping gain international exposure for his program. In recognition of his dedication to advising, the Career and Advising Center awarded Dr. Sun a Certificate of Recognition for Outstanding Student Advising in 2021.

Research/Creative Activity: Dr. Sun has developed a research program in precision agriculture with three focus areas: precision livestock, precision crop production, and precision food production. Dr. Sun’s research has been widely disseminated. His research has resulted in numerous presentations and 28 journal papers, with graduate students or postdocs serving as first author on many of his publications. Further, Dr. Sun’s research has been highlighted many times in local and regional newspapers, agricultural publications, television, and radio. Dr. Sun has been successful in acquiring funding from a variety of sources. Of particular note, he was co-PI on a grant from USDA-ARS (for \$4.6M). Reviewers commented that Dr. Sun is “skilled at the collection of imagery and sensor data from different platforms, processing this data using various artificial intelligence models, and training of and predicting with these models for the application to row crops and animal agriculture.” External reviewers noted the quality and quantity of Dr. Sun’s accomplishments.

Service: Dr. Sun has served on several departmental and college level committees. He serves as faculty advisor for the NDSU Precision Ag Club. He has served his profession as a frequent reviewer for several journals and funding agencies, and as guest editor for two special issue journals. Dr. Sun's outreach activities include participation in high school career fairs, the Fargo city airshow, extension field days, and the Red River Valley farm show. Dr. Sun is also engaged in public service; he serves on the Future Farmer Magazine Advisory Board and the Fargo-Moorhead Science Museum Planning Committee. Reviewers noted that Dr. Sun's enthusiasm "encourages others to become excited about those same activities."

Dr. Sun is an engaging and dedicated instructor. He has developed a funded research program involving graduate, undergraduate students, and visiting scholars. His service to NDSU and his profession is valuable.

Dr. Sun has positive support from all levels of PTE review. **NDSU Recommends Dr. Sun for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Electrical and Computer Engineering

Tenure Candidate Name: Danling Wang

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 7

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Physics, Peking University, Ph.D. in Electrical Engineering, University of Washington

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Danling Wang came to NDSU in 2016. She received a Ph.D. in Physics from Peking University, China in 2003 and a Ph.D. in Electrical Engineering from the University of Washington in 2013. Prior to coming to NDSU, she completed postdoctoral work at the University of Wisconsin-Madison from 2003 to 2005 and at the University of Washington, Seattle, WA from 2005 to 2008. Dr. Wang held a SEED Research Fellow position at the University of Washington, Seattle, WA between 2014 and 2016. Dr. Wang’s current 9-month appointment is 40% Teaching, 40% Research, and 20% Service.

Instruction: Dr. Wang teaches a number of undergraduate and graduate courses, including large enrollment circuits and electrical engineering courses, and courses with intensive physics backgrounds (introduction of semiconductor devices, optics for scientists and engineers, and applied electromagnetics). She has attended several professional development presentations and programs including Gateways-ND and ASEE NETI-3. She has also contributed to curriculum development, including development of a new graduate course in nanomaterials and nanotechnology for sensor development. She serves as academic adviser to 17 to 30 undergraduate students per year. Student feedback on her teaching and advising is positive. Dr. Wang has mentored four Ph.D. and two M.S. students to graduation. She has provided opportunities for 15 undergraduate students to carry out research under her supervision. Dr. Wang has received the NDSU College of Engineering Early Career Teaching Excellence Award in 2021.

Research/Creative Activity: Dr. Wang’s research focuses on functional nanomaterials, nanosensor fabrication, and advanced nanotechnology. Dr. Wang’s research has been widely disseminated. At NDSU, her research has resulted in 21 peer-reviewed journal papers, 10 peer-reviewed conference papers, four book chapters, one patent application, and numerous presentations. Dr. Wang has been highly successful in acquiring funding from a variety of sources including NSF, Sanford, and NDSU Foundation. Of particular note, she was PI on a grant from NSF (for \$1,483,582) in 2022. Reviewers noted that Dr. Wang “has established a reputable and productive research program in the areas of nanomaterial synthesis and characterization for sensors.”

Service: Dr. Wang has served on institutional committees at all levels, including Institutional Review Board and Women in Research. She has served her profession by being a reviewer for several journals and funding agencies, and serving as editor or editorial board member for nine journals. Her outreach activities include mentoring several K-12 students through the uCodeGirl program.

Dr. Wang is a good educator. She has developed a funded research program involving graduate and undergraduate students. Her service to NDSU and her profession is extensive.

Dr. Wang has positive support from all levels of PTE review. **NDSU Recommends Dr. Wang for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Electrical and Computer Engineering

Tenure Candidate Name: Di Wu

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Electrical Engineering, Zhejiang University, Hangzhou, China; Ph.D. in Electrical and Computer Engineering, Polytechnic University of Turin, Turin, Italy

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Di Wu came to NDSU in 2017. He received his first Ph.D. degree in Electrical Engineering from Zhejiang University, Hangzhou, China in 2017 and his second Ph.D. degree in Electrical and Computer Engineering from Polytechnic University of Turin, Turin, Italy in 2011. Prior to coming to NDSU, he completed postdoctoral work at the University of Oklahoma, Norman, OK in 2017. Dr. Wu’s current 9-month appointment is 40% teaching, 40% research, and 20% service.

Instruction: Dr. Wu teaches one undergraduate-level core course in energy conversion and one graduate-level course in power distribution. He has attended several professional development presentations and programs including Gateways-ND. Dr. Wu has mentored three Ph.D. students to graduation and one visiting fellow. He has also advised six senior design teams. He serves as academic adviser to 13 to 27 undergraduate students per year. Student feedback on his teaching and advising is consistently positive.

Research/Creative Activity: Dr. Wu’s research is in the area of power systems. His research focuses on developing innovative techniques to analyze and address emerging grid stability and security issues, aimed at helping grid operators and power utilities manage such issues to provide higher-quality, more reliable and cleaner electricity to millions of customers across the United States. Dr. Wu’s research has been widely disseminated. His research has resulted in over 40 (29 at NDSU) journal papers, over 35 refereed conference articles (25 at NDSU), and numerous presentations. Dr. Wu has been successful in acquiring funding from a variety of sources. Most recently, he was PI on a grant from NSF (for \$191,781). Dr. Wu, along with his students, received several awards for his research, including four best paper awards at IEEE conferences. He also received the Early Career Research Excellence Award in the College of Engineering at NDSU in 2019.

Service: Dr. Wu has served on institutional committees at all levels, including University Curriculum Committee. Dr. Wu is involved with student recruitment activities, including Discover NDSU and student visit tours. He serves as faculty advisor for the NDSU student chapter of the Institute of Electrical and Electronics Engineers. Dr. Wu has served his profession by being a reviewer for several journals and conferences, as guest editor for the Frontiers in Electronics journal, and as co-chair for a symposium.

Dr. Wu is a good instructor. He has developed a well-funded research program involving graduate students. His service to NDSU and his profession is valuable.

Dr. Wu has positive support from all levels of PTE review. **NDSU Recommends Dr. Wu for tenure.**

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State University

Tenure Unit: Civil, Construction and Environmental Engineering

Tenure Candidate Name: Yao Yu

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 7

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D. in Computational Science and Engineering, North Carolina A&T State University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Qualifications: Dr. Yao Yu came to NDSU in 2016. He received his Ph.D. in Computational Science and Engineering from North Carolina Agricultural and Technical State University in 2014. Prior to coming to NDSU, Dr. Yu worked as an Energy Engineer at dbHMS Design Build Engineering (USA) between 2014 and 2015. Dr. Yu’s current 9-month appointment is 50% Teaching, 40% Research, and 10% Service.

Instruction: Dr. Yu teaches a number of undergraduate and graduate courses in sustainable building design and construction, and electrical and mechanical design and construction. He has attended several professional development presentations and programs including Gateways-ND and ASEE NETI-3D. His teaching was peer reviewed by two colleagues (in 2021). Peer-reviewers commented that Dr. Yu “combines expert knowledge with an excellent course organization and makes significant attempts to support the success of his students.” Reviewers noted Dr. Yu’s dedication to curriculum development and improved learning experiences for students. Dr. Yu was instrumental in NDSU’s inclusion in the U.S. Green Building Council’s Leadership in Energy and Environmental Design (LEED) Lab Program. He has developed a new course on green building concepts and knowledge, and energy efficiency and building performance. Dr. Yu has also made significant contributions to development of the accelerated program for undergraduate students to pursue the Master of Construction Management degree. Dr. Yu has mentored one Ph.D. and two M.S. students to graduation. He serves as academic adviser to 40 to 50 undergraduate students per year. Student feedback on his teaching and advising is consistently positive. He has provided opportunities for over 10 undergraduate students to carry out research under his supervision.

Research/Creative Activity: Dr. Yu’s research focuses on building science with expertise in developing innovative systems, models, and materials to advance green building technologies for better indoor environmental quality (IEQ), energy efficiency, and less/zero greenhouse gas emissions. Dr. Yu’s research has been widely disseminated. His research has resulted in 28 (18 while at NDSU) journal papers, 16 conference proceedings articles, and numerous presentations at various international, national, and local conferences. Dr. Yu has been successful in acquiring funding from a variety of sources, including DOE, EPA, MnDOT, NDDoC. Most recently, he was PI on a grant from MN Department of Transportation (for \$187,201).

Service: Dr. Yu has served on institutional committees at all levels, including University Conflict of Interest Committee. Dr. Yu serves as the advisor for the NDSU Sigma Lambda Chi (SLC) International Construction Management Honor Society Chapter Pi-II and the NDSU Chinese Students & Scholars Association, and co-advises NDSU Student Chapter of the US Green Building Council. He has served his profession as a reviewer for numerous journals, conferences, and funding agencies; as a member of several technical committees; and as Guest Editor for the Special Issue on Applications of Renewable Energy Technologies on Buildings of Sustainability. Dr. Yu also serves as a Board member of the U.S. Green Building Council (USGBC), North Dakota Chapter and has organized three state-level conferences and one Lunch-and-Learn event. His outreach activities include participation in Earth Day activities.

Dr. Yu has made important contributions in all three areas of teaching, research, and service.

Dr. Yu has positive support from all levels of PTE review. **NDSU Recommends Dr. Yu for tenure.**

STATE BOARD OF HIGHER EDUCATION
April 2023

The North Dakota State College of Science requests that tenure be granted to the following faculty members:

Karl Bakkum, M.F.A.
Assistant Professor, Academic Services
Arts, Science and Business Division

Jan Kompelien, M.Ed.
Assistant Professor, Mathematics
Arts, Science and Business Division

These individuals have received positive recommendations from their respective departments and Vice President. The College Tenure and Ranking Committee has reviewed their portfolios which include evaluations, professional development, resume and other supporting documentation. The Committee has recommended to the President that these candidates be granted tenure.

A Candidate Recommendation sheet is provided for these candidates.



Dr. Rod Flanigan
President
North Dakota State College of Science

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State College of Science

Tenure Unit: Academic Services

Tenure Candidate Name: Karl Bakkum

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 3

Number of years of tenure credit awarded for previous professional experience: 3

Academic Credentials and Institution: Master of Fine Arts, Creative Writing, Non-Fiction
Emphasis from Minnesota State University Moorhead.

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

 x 3. "The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society.

 4. "The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution's procedures, to any person appointed to the faculty who has not met the eligibility requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or profession gained through research, scholarly or professional activities, or service." Use of paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Substantiation for the tenure recommendation:

Karl Bakkum has been a valued employee of NDSCS since 2014. He served as an adjunct instructor teaching reading, writing and English at NDSCS Fargo until 2020 when he was hired as a full-time faculty member in the Academic Services Department at NDSCS Wahpeton.

Mr. Bakkum is a well-respected instructor on campus, within the department and with his students. He continues to receive positive feedback from colleagues and his students. He has had excellent performance reviews and contributes to his committees/teams on campus and within the department.

Karl currently serves on the Assessment Team and the Rewards and Recognition Team where he served as master of ceremonies for the last few events. Karl is an executive board member of the North Dakota Association for Career and Technical Special Needs Educators (NDACTSNE). He is also active in his community.

Within his classroom, Mr. Bakkum provides a welcoming and positive atmosphere where students are actively engaged in their learning. Karl has many wonderful qualities that make him an excellent teacher, especially at the developmental level. He is kind, patient and willing to work with students to ensure they are learning the required knowledge and skills to be successful moving forward in their education.

The NDSCS Tenure and Ranking Team recommends Mr. Karl Bakkum for tenure.

CANDIDATE RECOMMENDATION FORM

Institution: North Dakota State College of Science

Tenure Unit: Mathematics

Tenure Candidate Name: Jan Kompelien

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 3

Number of years of tenure credit awarded for previous professional experience: 3

Academic Credentials and Institution: Bachelor's in Elementary Education and Mathematics-
University of North Dakota; Master's in Education-Tevecca Nazarene University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

☒ 3. "The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution." Use of paragraph 3 requires only a brief substantiation.

☐ 4. "The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution's procedures, to any person appointed to the faculty who has not met the eligibility requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or profession gained through research, scholarly or professional activities, or service." Use of paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Substantiation for the tenure recommendation:

Following policy 605.1, Paragraph 3, NDSCS recommends Mrs. Jan Kompelien for tenure.

Jan is a respected and valued member of the Mathematics and Science Department in Wahpeton. Jan is an instructor that teaches the student in front of her. No matter the difficulty level of the class or the mathematics preparation of the student, Jan patiently works with students both in class and outside of class to help them succeed. This skill and her dedication to student success are invaluable in her primary role of providing mathematics courses for many of our Career and Technical Education (CTE) Students as part of their graduation requirements. Feedback from her students and from faculty in our CTE programs consistently reflects appreciation for Jan as a technical math instructor. Her dedication and support of students extends beyond the classroom. As an academic advisor she has developed a unique collection of tools for communicating with advises and for tracking student progress toward graduation.

Jan has always been an active member of the department and the campus. As a full-time employee her involvement has grown to include a variety of committees including NDSCS Faculty Senate and representing NDSCS in the NDUS Math Pathways Working Group in May 2022 and in discussions since then with the Academic Discipline Group for Mathematics.

The NDSCS Tenure and Ranking Committee and college administration recommends Mrs. Jan Kompelien for tenure.

Office of the President

Twamley Hall, Room 300
264 Centennial Dr Stop 8193
Grand Forks, ND 58202-8193
Phone: 701.777.2121
Fax: 701.777.3866

March 10, 2023

Dr. Mark Hagerott, Chancellor
North Dakota University System
State Capitol
600 East Boulevard Ave, Dept 215
Bismarck, ND 58505-0230

Dear Chancellor Hagerott:

I am pleased to recommend to you and the State Board of Higher Education the following individuals are granted tenure to their respective units at the University of North Dakota.

Zarrina Azizova, Ph.D. – Department of Education, Health & Behavior Studies
Catherine Finley, Ph.D. – Department of Atmospheric Sciences
Sean Hammond, Ph.D. – Department of Earth System Science & Policy
Laura Link, Ed.D. – Department of Teaching, Leadership & Professional Practice
Sandeep Singhal, Ph.D. – Department of Pathology

I have enclosed tenure candidate recommendation forms for each candidate which detail their accomplishments.

Sincerely,



Andrew P. Armacost
President

APA/thw
Enclosures

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: University of North Dakota

Tenure Unit: Education Health & Behavior Studies

Tenure Candidate Name: Zarrina Azizova

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution:

Ph.D., Oklahoma State University
Major: Educational Leadership and Policy Studies

M.S., Oklahoma State University
Major: Higher Education Administration

B.A., Uzbek State University of World Languages
Major: English philology

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

☒ 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

☐ 4. “The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution’s procedures, to any person appointed to the faculty who has not met the eligibility requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or professional gained through research, scholarly or professional activities, or service.” Use of

paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Reference(s): SBHE Policy 605.1

Teaching: Dr. Azizova's teaching evaluations have consistently exceeded College and programmatic expectations over time. She was the recipient of the Excellence in Graduate Teaching in the College of Education & Human Development for 2022, and the students who nominated her spoke to the long-lasting impact she has had on their development. Dr. Azizova's excellence in teaching is further supported by her very high SELFIE scores, her peer observation feedback, and her demonstrated grasp of theoretical and applied content. In addition, Dr. Azizova is an active and dedicated advisor, working with Master's, PhD, and EdD students. She has successfully chaired 6 dissertations so far and has several more currently underway.

Research: As a researcher and scholar, Dr. Azizova clearly meets the level of "scholarly accomplishment" required for promotion to Associate Professor. She has met the tenure and promotion expectations of the College of Education & Human Development based on her allocation of effort to research. She has 7 articles in well regarded and influential outlets, and both external reviewers commented on not only the observed impact of these publications, but the likely potential of lasting impact on higher education. Dr. Azizova has also sought out external funding opportunities and been an active member on NSF-funded projects. Dr. Azizova is active on editorial boards for two journals in her profession.

Service: Dr. Azizova's contributions to service are quite simply exceptional. She is an active member of the program, department, College, University, and regional community, in addition to being fully engaged in her profession. Her work on the UND Future of Education Task Force is particularly notable, and she willingly responds to multiple requests to participate in and lead campus-wide activities for TTaDA, the ATC program, and many others.

Dr. Azizova is a valued member of our faculty and is to be commended for her accomplishments in Teaching, Scholarly Activity, and Service. Based upon her performance, Dr. Azizova meets all the requirements and is recommended for the award of tenure.

UND recommends Dr. Azizova for tenure.

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: University of North Dakota

Tenure Unit: Atmospheric Sciences

Tenure Candidate Name: Catherine Finley

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 5

Number of years of tenure credit awarded for previous professional experience: 2

Academic Credentials and Institution:

Ph.D., Colorado State University
Major: Atmospheric Science

M.S., University of California at Davis
Major: Atmospheric Science

B.S., Iowa State University
Major: Meteorology

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

☒ 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

☐ 4. “The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution’s procedures, to any person appointed to the faculty who has not met the eligibility requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or professional gained through research, scholarly or professional activities, or service.” Use of

paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Reference(s): SBHE Policy 605.1

This recommendation for tenure and promotion is made in Dr. Finley's fifth year at UND. Dr. Finley received two years of tenure credit when hired, based on her previous academic and research experience and accomplishments. Dr. Finley also received a one-year extension to her probationary period due to the COVID pandemic.

Teaching: Dr. Finley is highly motivated to provide the highest level of education to our students, which is well reflected in all her SELF scores. These successes in teaching are the result of deliberate development efforts and vast prior experience in teaching university coursework at two prior institutions. She has played a major role in teaching upper-level classes for the department, including five different math-heavy upper-level undergraduate and graduate-level classes. She developed a new course aimed at helping our students choose future careers in professional meteorology, which was a valuable addition to the very scientific based curriculum. Dr. Finley's educational activities also included the mentoring of graduate and undergraduate students, chairing 1 Ph.D. and 3 M.S. committees, serving on 17 others, and through mentoring of 7 capstone thesis projects.

Research: In the area of research, Dr. Finley has made outstanding contributions to our understanding of the nature of severe thunderstorms and tornado formation. Her work uses supercomputing resources from around the country to study the mechanisms of tornado dynamics, which should help scientists understand the physics of these dangerous storms and lead to improved severe weather warnings for the public. Her collaborative research in both tornado studies and wind energy has appeared in 6 recent peer-reviewed publications, with 1 manuscript now in review, another manuscript close to submission, and several others in preparation associated with current students. In addition, she has led or assisted with 7 presentations at national conferences. The National Science Foundation (NSF) has provided her with a considerable amount of both funding and computing time at national supercomputing centers. Her research has also been supported by the National Weather Service and the North Dakota Established Program to Stimulate Competitive Research (EPSCoR). She also prepared several other proposals in her efforts to procure extramural funding.

Service: Dr. Finley's service to the department and college is greatly valued. She has served on numerous committees at the department level such as in the Tenure and Promotion Committee, the Graduate Program Committee, and two recent faculty search committees. Dr. Finley has given back to her discipline by serving as a reviewer for 8 major scientific journals, a reviewer for NSF proposals, and sharing her research to a wide public audience.

Dr. Finley is a valued member of our faculty and is to be commended for her accomplishments in Teaching, Scholarly Activity, and Service. Based upon her performance, Dr. Finley meets all the requirements and is recommended for the award of tenure.

UND recommends Dr. Finley for tenure.

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: University of North Dakota

Tenure Unit: Earth System Science & Policy

Tenure Candidate Name: Sean Hammond

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 7

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution:

Ph.D., Cornell University
Major: Botany

M.S., Cornell University
Major: Plant Cell and Molecular Biology

M.S., University of Maryland
Major: Applied Molecular Biology

B.S., Rochester Institute of Technology
Major: Biotechnology

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

☒ 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

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requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or professional gained through research, scholarly or professional activities, or service.” Use of paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Reference(s): SBHE Policy 605.1

Teaching: Dr. Hammond's teaching record is excellent. On Annual Evaluations he has exceeded expectations 6 years out of the seven years of his probationary period. Dr. Hammond is the main instructor for the undergraduate courses ESSP 160- Sustainability & Society, of which he teaches two sessions out of three, and ESSP 330- Environmental Change - Adaptation & Mitigation. He is also the main instructor for the graduate courses ESSP 504 - The Biosphere (former ESSP 501-Earth System Science & Policy I - The Biosphere Block), and ESSP 520- Earth System Modeling. He is a co-instructor for the one credit course ESSP 590- Colloquium. Since he joined the ESSP Department Dr. Hammond has developed three curricula, ESSP 504- The Biosphere, ESSP 520- Earth System Modelling, and ESSP 330- Environmental Change -Adaptation & Mitigation. He has also adapted the course curriculum for the sessions of ESSP 160- Sustainability and Society that he is teaching.

Research: Dr. Hammond has established, developed, and continues to strengthen a solid research agenda. His research effort on his annual evaluations exceeded expectations five years out of the seven years of his probationary period. Dr. Hammond has put a constant effort to seek external funding to support both his and his students research activities. He submitted 18 grant proposals to various agencies, for a total amount \$1,280,750.

Service: Dr. Hammond's service to the department, college and university is greatly valued. During the past six years he has taken an active role on many department and college level committees, including serving as a college representative on the University Senate, serving on the college Promotion and Tenure committee, and serving as the department liaison with the UND library. He is always engaged and active in UND Aerospace Community Day where we give back to the local community by setting up a pop-up science museum. He has also helped lead the UND Urban Community Garden which has been a resounding success bringing in undergraduate and graduate students, along with faculty and staff to make a sustainable and fruitful garden on university grounds. Dr. Hammond is a reviewer for several scientific journals in scientific areas relevant to his research activities as well.

Dr. Hammond is a valued member of our faculty and is to be commended for his accomplishments in Teaching, Scholarly Activity, and Service. Based upon his performance, Dr. Hammond meets all the requirements and is recommended for the award of tenure.

UND recommends Dr. Hammond for tenure.

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: University of North Dakota

Tenure Unit: Teaching, Leadership & Professional Practice

Tenure Candidate Name: Laura Link

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 1

Number of years of tenure credit awarded for previous professional experience: 3

Academic Credentials and Institution:

Ed.D., University of Memphis
Major: Leadership & Policy Studies

M.S., University of Georgia
Major: Educational Administration

M.S., North Georgia College & State University
Major: Secondary English Education

B.S., Florida State University
Major: English Language and Literature

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

✓ 4. “The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution’s procedures, to any person appointed to the faculty who has not met the eligibility

requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or professional gained through research, scholarly or professional activities, or service.” Use of paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Reference(s): SBHE Policy 605.1

Dr. Link was hired in a tenure-track position in the Fall of 2021. She brought in 3 years of tenure credit, and based on her documented record of outstanding achievement, she is pursuing tenure and promotion in year 5.

Teaching: Student comments clearly indicate that Dr. Link’s courses are rigorous, challenging, and rewarding. They appreciate her engagement and commitment to regular communication. Her evaluations by students and peers provide evidence of her high-quality teaching, and her reflective statement clearly indicate that she is thoughtful and intentional in her course preparation and delivery.

Dr. Link is currently advising seven doctoral students, serving on eight dissertation committees in progress, and is serving as a committee member for a recently graduated doctoral student. Dr. Link is also currently an advisor to six master’s students. Dr. Link is currently serving as dissertation chair and committee member for 22 TOTAL graduate students. Through Dr. Link's leadership, the MSTL was re-envisioned; she facilitated adding additional specializations and submitted all curriculum materials, completed webpage updates, and designed two graduate certificates approved by the faculty. Additionally, she developed a new course, EDL 512: Leading K-12 Classroom Assessment & Grading which will be offered in the summer of 2023.

Research: Dr. Link has established an impressive national scholarly profile in the areas of classroom assessment and grading practices from both empirical and practitioner journals. Her work has appeared in highly visible and highly selective outlets including Educational Leadership, the American School Board Journal, Assessment in Education, and the Journal of Research in Education. She draws on a wide range of data and methodological approaches highlighting both the rigor of her work and her fluency as a scholar. Since 2015, Dr. Link has published 2 book chapters in edited volumes (with another accepted and in development) and 11 peer-reviewed articles (with two more under review). Additionally, Dr. Link has published editorials and commentaries, presented over a dozen papers at national and international conferences, and been invited to present her research more than fourteen times. In sum, Dr. Link has an impressive record that already earns national recognition.

Service: Dr. Link is an active member of the College, Department, and Educational Leadership program. She has assumed a leadership role in the growth of the MSTL program and has been closely involved in the outreach to rural school districts to promote mastery learning and assessment via new certificates.. She was elected to chair the committee conducting a national search for the next TLPP department chair, served on the CEHD Graduate Curriculum Committee, and serves on the UND Presidential Leadership Committee. In the profession, Dr. Link served on the Learning Forward steering committee, and as a board member. She has

reviewed manuscripts for several scholarly journals as well as new program proposals for the State of Indiana's DOE Educational Leadership Program.

Dr. Link is a valued member of our faculty and is to be commended for her accomplishments in Teaching, Scholarly Activity, and Service. Based upon her performance, Dr. Link meets all the requirements and is recommended for the award of tenure.

UND recommends Dr. Link for tenure.

NORTH DAKOTA UNIVERSITY SYSTEM
Procedure Manual

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: University of North Dakota School of Medicine and Health Sciences

Tenure Unit: Department of Pathology

Tenure Candidate Name: Sandeep Singhal, Ph.D.

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 4

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ph.D., The Université libre de Bruxelles, Belgium

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Reference: SBHE Policy 605.1

CANDIDATE RECOMMENDATION FORM

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Substantiation for the tenure recommendation:

Overall: Dr. Sandeep Singhal has a productive, independent research program with strong extramural support, excellence in teaching, and highly distinguished local, state, and national professional service. Dr. Singhal’s accomplishments in four years fully meets and exceeds those expected in six years for promotion and award of tenure within the University of North Dakota (UND). The international reputation Dr. Singhal has developed reflects most positively on UND and NDUS.

Scholarly Activity: Dr. Singhal is supported by various extramural and highly competitive grants, most of which offer salary returns. His highly cited research involves cancer, health equity, and unique biomarkers in non-Caucasian patients. Dr. Singhal is an international leader in the emerging field of bioinformatics, “big data,” and extracting meaningful insight from millions of complex records and data points. This mastery of cutting-edge technology is precisely what is needed by emerging tech companies – giving North Dakota companies and students a local resource of immeasurable, internationally sought value.

Grants:

- NIH, (#5P20GM103442) NIH 8/1/2020 – 4/30/2025. ND INBRE, Bioinformatics Core Director
 - PI for Supplement grant: Cloud-Based Multi-Omics Platform Development with Google (2022 – 2023)
 - PI for Supplement to ND INBRE: Health and the Environment (2021 - 2022)

- NIH, NCI: R01 CA266040; Co-PI, Site PI: The Role of Kaiso as a predictive breast cancer biomarker in Africa and across the African Diaspora 12/01/2022 - 11/30/2027
- NIH, NCI/ERA: ERAC0005628; Co-PI, Site PI: The Role and Mechanism of GP78 in Breast Cancer Progression and Survival Based on Racer. 07/01/2023 - 06/30/2028
- NIH, NCI: R01CA277862; Co-PI, Site PI: Understanding the Role of Adiposity and Adipokine-Related RNA Expression in the Tumor Microenvironment on Breast Cancer Outcomes in a Racially and Ethnically Diverse Sample. 2/01/2022 – 11/30/2027

Internal awards

- NIH, (U54 GM128729) Dakota Community Collaborative on Translational Activity (DaCCoTA) Scholar Project. Artificial Intelligence to Correlate Proteomic and Genomic Data Together with Clinicopathologic and Demographic Attributes to Predict Breast Cancer Outcome.
- UND, VP Research. Postdoctoral Seed Funding Program. 2020-2022
- NSF, 1920011: MRI: Acquisition of FlashTAIL - An All-NVMe Flash Storage Instrument for the Talon Artificial Intelligence & Machine Learning Cloud

Publications: Dr. Singhal has published 33 peer-reviewed articles, many in extremely prestigious journals such as Nature, J Clinical Investigation, PLoS, J Clinical Oncology, and others. He has 15 peer-reviewed manuscripts, one textbook, and two book chapters in his four years at UND. His citation indexes include 6323 citations, an h-index of 20, and an i10 index of 23. This is exceptional performance and is normally seen only at a full Professor level.

Invited presentations, national/international: Dr. Singhal was an invited speaker at eight conferences since his appointment at UND.

Teaching: Dr. Singhal is an integral part of the teaching mission in both the UND SMHS Pathology Department and UND College of Engineering and Mines. Dr. Singhal designed and initiated BME 690, a graduate course entitled, Computational Biology and is taught annually. He also developed Special Topics in Population Health, and Introduction to Health Informatics. Both Dr. Singhal and the courses receive high evaluations from students and demonstrate solid, increasing enrollment. Dr. Singhal mentors ten (10) UND graduate students and is on the Ph.D. dissertation committee for seven (7) bioinformatics students. He also contributes guest lectures for several courses in bioinformatics, public health, and medicine. He is active in STEM, the bioinformatics pipeline for North Dakota students, contributing to high school science fairs, talking to junior and senior high school students, and is the Career and Technical Education instructor/advisory committee member at Central High School, Grand Forks, ND.

Service: Dr. Singhal has an exceptional record of professional service; he was a special editor for Precision Oncology, serves on the editorial board of two clinical translational research journals, and annually reviews several manuscripts for publication. He gave extraordinary amounts of time to the State in modeling potential COVID responses in the early phases of the pandemic; his modeling proved the most accurate of the ones utilized, allowing North Dakota to be one of the best COVID managed states during the pandemic. This model was utilized by the ND Department of Health, ND Governor's Office, and Grand Forks Public Health to manage resources in the early months of the pandemic and gained national stature. Dr. Singhal serves as

an internal reviewer for the UND DaCCoTA grant review committee. He also serves on departmental committees in both the School of Medicine and Health Sciences as well as the College of Engineering and Mines.

Summary: Dr. Singhal is a valued member of the UND Faculty and is commended for his exceptional accomplishments in Teaching, Scholarly Activity, and Service. Based on his performance, Dr. Singhal meets and exceeds all requirements and is recommended for promotion to Associate Professor with the award of tenure.

**Dickinson State University Tenure Candidates for SBHE
Review – 2023**

Deborah Secord, PhD, School of Education

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format
Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Dickinson State University

Tenure Unit: School of Education

Tenure Candidate Name: Dr. Deborah Secord

Current Rank: Associate Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ed.D. Liberty University

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

 x 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

 4. “The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution’s procedures, to any person appointed to the faculty who has not met the eligibility requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or professional gained through research, scholarly or professional activities, or service.” Use of paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Reference(s): SBHE Policy 605.1

CANDIDATE RECOMMENDATION FORM

Institution: Dickinson State University

Tenure Unit: School of Education

Tenure Candidate Name: Dr. Deborah Secord

Current Rank: Associate Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: Ed.D. Liberty University

Policy 605.1 -- Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

x 3. "The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution." Use of paragraph 3 requires only a brief substantiation.

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If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Substantiation for the tenure recommendation:



DICKINSON STATE UNIVERSITY

STEPHEN D. EASTON, J.D.

President

(701) 483-2326

steve.easton@dickinsonstate.edu

February 28, 2023

Dr. Deborah Secord
291 Campus Drive
Dickinson, ND 58601

Dear Dr. Secord:

Pursuant to receiving your application for promotion and tenure, I reviewed the materials submitted by you and the additional information in your promotion and tenure file related to your performance as a member of the Dickinson State University faculty. Furthermore, I considered the recommendations of the Departmental Promotion and Tenure Committee, the Chair of the School of Education, the Dean of the College of Education, Business and Applied Sciences, the Promotion and Tenure Council, and the Provost/Vice President for Academic Affairs.

Having completed this analysis, I am pleased to inform you that I am granting your promotion to the rank of Professor. Your elevation in rank will be effective with the next contract period (2023-2024 academic year). A promotion stipend of \$3,500 will be awarded to you and reflected in your 2023-2024 contractual base salary.

I will be asking the State Board of Higher Education at its April 27, 2023 meeting for approval to grant tenure per your request. I will notify you of the Board's official decision on tenure following the meeting.

Let me be the first to congratulate you on your success in nearing the attainment of the rank of Professor at Dickinson State University. Thank you for your continued support and dedication.

Sincerely,

A handwritten signature in blue ink that reads 'Steve Easton'.

Stephen D. Easton, JD
President

Cc: Dr. John Miller, Provost and Vice President for Academic Affairs
Dr. Holly Gruhlke, Dean, College of Education, Business & Applied Science
Ms. Reba Olsen, Chair, Promotion and Tenure Council
Dr. Joan Aus, Chair, School of Education
Departmental Committee (Dr. Deborah Dragseth, Dr. Pam Krueger, Ms. Jeri Braunagel, and Dr. Kevin Moberg)
Ms. Krissy Kilwein, Director of Human Resources



President's Office

March 20, 2023

Ms. Claire Gunwall
NDUS
600 E. Blvd Ave Dept. 215
Bismarck ND 58505

RE: Tenure Recommendations

Dear Ms. Gunwall:

Candidate Recommendations for the following professors:

Name:	Degree:	Tenure Unit:
Angie Bischof	MSN, RN, CNE	Nursing
Rebecca Daigneault, Assistant Professor	MSW	Addiction Studies, Psychology, Social Work
Kayla Fisher, Assistant Professor	MS	Communication Sciences and Disorders
Megan Fixen, Assistant Professor	D.B.A.	Business Administration
Nancy Gordon, Assistant Professor	MSW	Addiction Studies, Psychology, Social Work
Erin Holt, Assistant Professor	MS	Communication Sciences and Disorders
Robyn Walker, Assistant Professor	Ph.D.	Communication Sciences and Disorders
Zebulon Wallace, Assistant Professor	Ph.D.	Social Science
Charles Young, Assistant Professor	DMA	Performing Arts
Wenjing Zheng, Assistant Professor	Ph.D.	Special Education

These faculty members have successfully met the criteria for tenure established in SBHE 605.1 and I recommend them for tenure within their respective units.

Sincerely,

A handwritten signature in black ink, appearing to read "Steve Shirley".

Steve Shirley, PhD
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Education and Health Sciences – Nursing

Tenure Candidate Name: Ms. Angie Bischof

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.S., Minot State University; M.S, University of North Dakota

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

X 3. “The criteria for tenure evaluation shall include teaching, contribution to a discipline or profession through scholarships, research or professional activities, and service to the institution and society. . . Eligibility for tenure requires a probationary period of six years of continuous academic service to the institution.” Use of paragraph 3 requires only a brief substantiation.

Ms. Bischof unitizes an array of teaching techniques to meet the multiple learning styles of her students. Her understanding of diversity in the student population is central to her teaching strategies. She uses a flipped classroom to ensure student engagement in the classroom. The course includes theory, laboratory skill days, and nursing simulations with both low and high-fidelity mannequins, and student clinicals at a local long-term care facility. She has great expectations of her students to foster the professionalism and critical thinking that is essential not only for nursing students, but for our future nurses.

Ms. Bischof has presented poster presentations at the state level as well as the national level. She has had a published work with the “Correlation of Preadmission Testing to Nursing Student Success and has successfully submitted and secured funds for grant proposals with an aim to recruit for the Department of Nursing and the nursing profession. She was recently recognized by her peers in the profession of nursing by successfully passing the Certified Nurse Educator exam.

Ms. Bischof is active with several committees within the department as well as on the university level. She is committed to her students, the MSU campus community and the surrounding communities. She has engaged youth in the world of nursing through various College for Kids programs. She also participates in the Minot Area Career Expo where high school students are able to learn more about nursing.

Without reservation I strongly support Ms. Bischof’s application for tenure



Steven W. Shirley, PhD
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Education and Health Sciences – Department of Addiction Studies, Psychology, Social Work

Tenure Candidate Name: Ms. Rebecca Daigneault

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.S., M.S., Minot State University; MSW, New Mexico State University

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Ms. Daigneault is passionate about the field of social work and educating students. She has a good rapport with her students, uses a variety of teaching techniques, and inspires them to be involved in the community. She has respect for students, values them as competent learners, and has high educational and behavioral expectations for them. Along with teaching courses, she is also the field education director and provides administrative oversight of the student’s field experiences for the Minot, Bismarck, and Fargo social work program sites. Her expertise in curriculum and instruction has led to her developing four online versions of a social work core course.

Ms. Daigneault is actively engaged in scholarship; she has written and worked on several grants, been awarded a diversity fellowship grant, a planning grant, and an implementation grant. This has led to poster presentations at national conferences. She has two published articles in the Journal of the American Academy of Special Education Professions.

She is actively engaged in service to the community and the university. She has worked on projects with Access Services, Diversity Council, Faculty Elections Committee, and serves on the Curriculum Committee. Ms. Daigneault is the advisor to the student social work organization and assists them with their projects such as Freezing for a Reason, Take Back the Night, and their annual spring symposium. She volunteers at the Domestic Violence Crisis Center and has presented at North Central Human Service Center.

Without reservation I strongly support Ms. Daigneault’s application for tenure



Steven W. Shirley, PhD
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Education and Health Sciences – Department of Communication Sciences and Disorders

Tenure Candidate Name: Ms. Kayla Fisher

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.S. and M.S., Minot State University

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Ms. Fisher teaches multiple undergraduate classes and one graduate class in addition to serving as clinical supervisor and faculty advisor. She works consistently to improve her classes and to incorporate hands-on and active learning opportunities. She is a strong clinical educator primarily supervising the adult clinical practicum. She actively listens to her students and encourages them to think critically and take risks. She helps students find their own clinical style while pushing them to be evidence-based

Ms. Fisher has been a co-author with four awarded Speak Out! Grants. These grants provide fantastic training opportunities for our faculty and students and provide a valuable service to our community. She has presented on a national level and as a result, has been invited to submit a presentation for publication.

Ms. Fisher’s service activities are extensive. She was instrumental in preparation for the site visit for accreditation, the annual program assessment, and at recruiting events. She supports the campus community by serving on various committees. She has developed a partnership with the Program of All-Inclusive Care for the Elderly (PACE program) and student clinicians. This program assists those 55 years old and older to stay in their homes and communities and to maintain their health and independence as long as possible.

Without reservation I strongly support Ms. Fisher’s application for tenure



Steven W. Shirley, Ph.D.
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Business – Department of Business Administration

Tenure Candidate Name: Megan Fixen, D.B.A.

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: A.A., Williston State College; B.S., M.S., Minot State University; Ph.D., Grand Canyon University

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Dr. Fixen is a dedicated and caring professor as evidenced by the scores and comments in her teaching evaluations. Students appreciate the inclusion of current trends and techniques gathered from her years of teaching experience into her lectures and projects. She has attended many conferences and workshops to enhance her pedagogy skills ensuring that the style of learning for this generation of students is appropriate. As advisor of the DECA chapter she is very supportive of the students’ needs and is active in helping them meet their goals.

Dr. Fixen is an active researcher with publications in Tier 1 journals and several presentations. She has also engaged co-authors from other disciplines to produce scholarly works.

Dr. Fixen excels in the area of service. Her enthusiasm for committee work and service manifests by having served on faculty committees, service to the department, service to the discipline, and service to the community by serving as a board member to the Minot Area Council of the Arts.

Without reservation I strongly support Dr. Fixen’s application for tenure



Steven W. Shirley, PhD
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Education and Health Sciences - Department of Addiction Studies, Psychology, Social Work

Tenure Candidate Name: Ms. Nancy Gordon

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.S., MSW, University North Dakota; M.A., Eastern Illinois University

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Ms. Gordon does well in her teaching; her teaching evaluations have been positive, and her student course ratings are typically above a 4 on a scale of 1-5. She focuses on relevant information and skills students need to become competent social workers. She maintains high expectations in her courses because she knows the importance of graduating well educated social workers. She manages the social work program at three sites - Fargo, Minot, and Bismarck – all with different processes. The Fargo site is a dual degree program which requires coordination with NDSU; the Bismarck site serves mostly transfer students from BSC which requires collaboration with BSC advisors; and the Minot program is a traditional B.S.W. program.

Ms. Gordon’s scholarship has included dissemination of disciplinary knowledge at the Council on Social Work Education 67th Annual Program Meeting to state mental health professionals during the Student Social Work Organization Symposium in 2021. She has written a small grant proposal which was funded. She has presented nationally and at a state level in addition to completing a three-volume self-study of the social work program. She plans to focus her scholarship on human trafficking along with continuing to disseminate discipline knowledge to other professionals.

Ms. Gordon is the advisor to the Bismarck Student Social Work Organization, and they are very active within the community. She has served on various faculty committees and stays engaged with her department. She is a member of the Dakota Outright Board of Directors and is a member of the BSC ArtsQuest committee.

Without reservation I strongly support Ms. Gordon’s application for tenure



Steven W. Shirley, Ph.D.
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Education and Health Sciences – Department of Communication Sciences and Disorders

Tenure Candidate Name: Ms. Erin Holt

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.S., M. S., Minot State University

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Ms. Holt has taught numerous undergraduate and graduate level classes and consistently receives “meets or exceeds expectations” on her Student Perception of Learning forms. She works to improve her classes based not only on student feedback, but also on the pedagogical principles she has learned through her professional development. She incorporates many hands-on and active learning opportunities into her classes. In addition, she is one of the clinical educators for the department. She has a hands-on approach with clinical education and meets the clinicians at their personal level of competence. In addition to teaching and clinical supervision, she is a dedicated advisor.

Ms. Holt has become increasingly more involved with her scholarship. She has presented on two different topics at the North Dakota Speech-Language Hearing Association conference. She was accepted to present at the ND Autism Spectrum Disorders Conference as well as the American Speech-Language Hearing Association.

Ms. Holt’s service activities are extensive. She has helped with a site visit for accreditation, annual program assessment, and recruiting events. She participated in the Minot Area Career Expo event and traveled to Devils Lake to present to high school students. She currently serves on multiple university committees and was recently re-appointed to the State Board of Examiners for Speech-Language Pathology and Audiology by Governor Burgum.

Without reservation I strongly support Ms. Holt’s application for tenure



Steven W. Shirley, Ph.D.
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Education and Health Sciences – Department of Communication Sciences and Disorders

Tenure Candidate Name: Robyn Walker, Ph.D.

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.S., M. S., Minot State University; Ph.D., University of North Dakota

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Dr. Walker teaches a range of courses from undergraduate clinical courses to graduate medical based courses. She consistently works to improve and update her courses and sets high personal expectations for improvement. Recognizing that students learn better through experiential learning, she has added hands-on opportunities, such as swallowing labs and other case-based learning experience into her courses. Additionally, she is responsible for clinician/client dyad groups for supervision. She routinely takes students to the Adult Learning Center to help expand their clinical skills for an often-overlooked aspect of the field with accent modification and English language learning collaboration. Dr. Walker is the clinical supervisor who routinely treats individuals with ALS and other debilitating conditions requiring intensive clinical work.

Dr. Walker has collaborated on and presented research with colleagues on multiple occasions at both regional and national conferences. She has been an active collaborator on four SPEAK OUT! Grants for voice therapy for people with Parkinson’s Disease. She continues to seek out grant and research opportunities.

Dr. Walker is an active and engaged participant in departmental and university committees. She continues to help members in our local community and the university by expanding our clinical practicum opportunities. Students are able to visit area preschools for hearing, speech, and language screenings as well as the local Adult Learning Center.

Without reservation I strongly support Dr. Walker’s application for tenure



Steven W. Shirley, Ph.D.
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Arts and Sciences – Division of Social Science

Tenure Candidate Name: Zebulon Wallace, Ph.D.

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.S., M.S., University of North Alabama; Ph.D., University of Memphis

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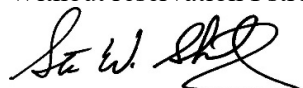
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Dr. Wallace’s teaching is innovative and effective, in part because he reviews student comments thoughtfully, tries new techniques, and thinks carefully about how to engage and encourage students. Student responses and comments on all his courses, from surveys to advanced GIS or topics in Geography, are consistently positive. He is not afraid to experiment with new modes of teaching. He taught a First Year Experience with GIS, and over the past years has built GIS into a sequence of courses with rising enrollments and significant potential to grow into a certificate program.

Dr. Wallace has published two peer-reviewed articles with a third article that has been accepted for publication. He contributes to his discipline through at least one peer-reviewed conference presentation every year at regional and national geography meetings, and through additional outreach activities to area geography teachers in local schools.

Dr. Wallace has engaged in at least seven different campus committees over the past six years, serving institutional and faculty senate needs as well as divisional projects such as recruiting and assessment. He has been a co-coordinator of the New Faculty Orientation for the past few years and his efforts in mentoring first-year faculty has been a valuable contribution to junior faculty retention efforts. He is not afraid to share his talents on stage in an opera, dancing in a fundraiser for special needs children, or to assist with the Covid testing site on the Minot State Campus.

Without reservation I strongly support Dr. Wallace’s application for tenure



Steven W. Shirley, Ph.D.
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Arts and Sciences – Performing Arts

Tenure Candidate Name: Charles Young, D.M.A.

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.M., University of Mississippi; M.M., University of Southern Mississippi;
D.M.A., University of Georgia

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Dr. Young’s teaching responsibilities include a number of undergraduate courses, which most recently, includes teaching applied woodwind lessons, directing the MSU Jazz Ensemble, and teaching courses in the music theory/musicianship sequence. He has shown an ability to create trust and a working relationship with students and has fostered a culture of success within his woodwind studio. His reputation as a teacher has earned him invitations to teach at selective music camps including the International Music Camp and Dakota Chamber Music.

The number of performances Dr. Young has completed is impressive on its own, but what really sets him apart from other performers is that he is often invited to be a guest soloist and chamber musician with symphony orchestras, jazz ensembles, and professional groups performing throughout the region. This is the equivalent of going through the peer-review process in scholarly publications. Dr. Young was recently published in the North Dakota Music Educator for his article, Improving Well-Intentioned Feedback Commonly Given to Single Reed Players.

Dr. Young has been an integral part of discussion, policy and form creations, and the evolution of the Performing Arts undergraduate curriculum. He has served on several university committees and has sought membership on larger campus bodies. He is an incredibly strong asset for Minot State University and the greater Minot community.

Without reservation I strongly support Dr. Young’s application for tenure



Steven W. Shirley, Ph.D.
President

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Procedure Manual**

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: Minot State University

Tenure Unit: College of Education and Health Sciences – Department of Special Education

Tenure Candidate Name: Wenjing Zheng, Ph.D.

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 6

Number of years of tenure credit awarded for previous professional experience: 0

Academic Credentials and Institution: B.A., Ocean University of China; M.S., Ph.D., Indiana University; Ph.D., Xiamen University

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In terms of teaching, Dr. Zheng is a very effective instructor. She has high expectations for her students but at the same time, she matches this with a high level of support for student learning. She is knowledgeable about the content that she is teaching, and she has a very engaging and energetic style that captures students’ attention and interest. She received the 2020 Students’ Choice Faculty Award.

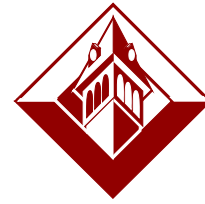
Dr. Zheng has been very productive in the area of scholarship. She has been active in research and is committed to involving students and mentoring them in her research activities. She has shared her research and publications at several national conferences. She has written several grants that have been successfully funded. She received funding of more than one million dollars to establish a lab in which students have hands-on opportunities to learn about assistive technology that can be used by special educators and other professionals to support individuals with learning disabilities.

Dr. Zheng takes an active role in many departmental and university committees. She serves as the Program Director for our Bachelor of Science degree in Special Education. She is able to lead faculty members in a way that promotes collaboration and team work to achieve a common goal. She has been active in the community as well, by visiting schools to share information about her culture with elementary-aged students.

Without reservation I strongly support Dr. Zheng’s application for tenure



Steven W. Shirley, Ph.D.
President



VALLEY CITY
STATE UNIVERSITY

March 16, 2023

Lisa Johnson, Vice Chancellor for Academic & Student Affairs
North Dakota University System
600 East Boulevard Ave., Dept 215
Bismarck, ND 58505-0230

Dear Lisa,

Valley City State University is submitting the following Candidate Recommendations to the North Dakota State Board of Higher Education for tenure consideration. The faculty members listed below have successfully met the criteria for tenure established in SBHE Policy 605.1:

- Dr. Kenneth Jimenez, D.M.A., Assistant Professor, Music
- Ms Tammy Katuin, M.B.A., Assistant Professor, Business

The candidates have received positive recommendations from their department. The members of the Valley City State University Tenure Evaluation Committee have reviewed each candidate's portfolio which includes evaluations, professional development, curriculum vitae, and other supporting documentation.

I am pleased to recommend the above faculty members for the honor of tenure at Valley City State University. Consideration of the request by the State Board of Higher Education will be appreciated.

Sincerely,

Alan D. LaFave, D.M.A.
President

Enclosures

jlh

NORTH DAKOTA UNIVERSITY SYSTEM
Procedure Manual

Procedure: 605.1 Tenure Recommendation Format

Effective: September 11, 2019

CANDIDATE RECOMMENDATION

Institution: VCSU

Tenure Unit: Music Department

Tenure Candidate Name: Dr. Kenneth Jimenez

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 5

Number of years of tenure credit awarded for previous professional experience: 1

Academic Credentials and Institution: D.M.A. in Trumpet Performance from North Dakota State University, ND

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

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Dr. Jimenez worked as an adjunct instructor during the 2016-17 academic year and had a one year special appointment 2017-18. Given this experience and per SBHE Policy 605.1(6)(a)(i), Dr. Jimenez was awarded one year toward tenure.

Dr. Jimenez is a natural teacher, evidenced by his ability to connect positively with his students, design and implement outstanding learning opportunities in the classroom, utilize appropriate technology to support student learning. He is knowledgeable and enthusiastic as well as responsive to feedback from his students and colleagues. He has done more than expected for a faculty member in their sixth year having served as Faculty Senate Secretary for five years. His service to the Music Department is also noteworthy. He has assisted in writing of the self-study to maintain NASM accreditation, collaborated on the design of the Recording Workroom, and continues to be a “go-to” person for technology needs. He uses his expertise to provide service to the community by offering individual lessons through the Community

School of the Arts and by performing at events in the area. He also fosters student research within his classes, ensembles, and the SOAR program. He remains active as an orchestral and jazz musician, with several regional performances a year but also positively impacting his teaching.

Reference: SBHE Policy 605.1

CANDIDATE RECOMMENDATION FORM

Institution: VCSU

Tenure Unit: Department of Business

Tenure Candidate Name: Ms. Tammy Katuin

Current Rank: Assistant Professor

Number of years of tenure credit earned at current institution (including current year): 5

Number of years of tenure credit awarded for previous professional experience: 1

Academic Credentials and Institution: M.B.A. from University of North Dakota, ND

Policy 605.1 – Provide substantiation for the tenure recommendation and indicate the paragraph being referenced. Use additional sheets if necessary. (Check one)

X 4. “The Board may, following review and recommendations made pursuant to the procedures established at an institution award tenure in exceptional circumstances, defined by the institution’s procedures, to any person appointed to the faculty who has not met the eligibility requirements of subdivisions 3(b) and 3(c) of this policy, provided that the person has a documented record of outstanding achievement and consistent excellence in a discipline or professional gained through research, scholarly or professional activities, or service.” Use of paragraph 4 requires a reference to specific institutional policy requirements and a description as to how the candidate satisfies the institution criteria.

If the recommendation of the institution's chief executive differs from the consensus of the campus review, the chief executive is to explain the basis for her/his recommendation.

Substantiation for the tenure recommendation:

Prior to VCSU, Ms. Katuin had previous teaching experience at Agape College of Business and Science during 2015-2018. Given this experience and per SBHE policy 605.1(6)(a)(i), Ms. Katuin was awarded one year toward tenure.

Ms. Katuin incorporates simulations and hands-on projects in her courses wherever possible to ensure her students are gaining the types of experiences that will make them successful after graduation. She brings years of professional experience, her enthusiasm for that work and her teaching. She prioritizes student learning and works to infuse her classes with learning opportunities that will help her students succeed. She is serving in her second year on Faculty Senate and has previously served on the Teaching and Learning Committee as well as other short-term task forces. At the department level, she chairs the Business Department Marketing Committee which recruits marketing interns and works with them to promote the department.

She has also assisted with the accreditation process for the department. She maintains a large number of advisees and takes an active approach to advising. Ms. Katuin has fostered student research by mentoring a team of student interns who prepared a marketing plan for the local library as well as by mentoring a student SOAR project. She has earned multiple certificates of completion from Stukent, which positively impact her teaching activities. She has also developed a Sports Marketing Certificate and a Digital Marketing Certificate within the Business Department.

Summary of Proposed Action State Board of Higher Education Meeting – April 27, 2023

1. **Issue:** Lake Region State College wishes to construct a new Athletics Performance Center.
2. **Proposed actions or motion:** Authorize Lake Region State College to initiate a fund-raising campaign for the purpose of constructing a new Athletics Performance Center, with authority commensurate with the estimated project costs as determined when fundraising is completed.
3. **Background information:** Currently utilizing the nearby Devils Lake High School gymnasium as the Royals home court, Lake Region State College (LRSC) is lacking the basic necessities to support their athletic programs. Current athletic facilities are not adequate, aging, and below collegiate (NJCAA) standards making recruiting and retainment of student athletes extremely difficult.

In an effort to address these shortcomings LRSC is embarking on an energetic fundraising campaign that will showcase a new, state-of-the-art facility in an effort to generate interest, public support, and secure project funding.

4. **Financial implications:** Cash and in-kind gifts from alumni, regional business and community members will cover all project costs.
5. **Legal/policy issues or implications:** Construction of athletic facilities has been in the campus Master Plan since at least 1981. In 2014 and 2017 LRSC collaborated with the City of Devils Lake and Devils Lake Park Board and took a project to the voters. LRSC's students voted to assess a student fee to pay annual membership costs for all students. SBHE approved the fee contingent on the approval of the project by taxpayers on the ballot measure. Neither project was approved.
6. **Academic issues or implications:** None
7. **Review Process:** University System office staff.
8. **Attachments:** Agenda Item
9. **Contact information:** Doug Darling, President, doug.darling@lrsc.edu, 701-662-1506
10. **Chancellor's recommendation:** Chancellor Hagerott recommends approval.

Request Authority for Fundraising Including Legislative Requests for General Fund Appropriations or Revenue Bond Financing – SBHE Policy 902.1 and 902.3

Lake Region State College, SBHE Meeting Date April 27, 2023

REQUESTED ACTION: Authorize Lake Region State College to initiate a fund-raising campaign for the purpose of constructing a new Athletics Performance Center, with authority commensurate with the estimated project costs as determined when fundraising is completed.

Project Description

Currently utilizing the nearby Devils Lake High School gymnasium as the Royals home court, Lake Region State College (LRSC) is lacking the basic necessities to support their athletic programs. Current athletic facilities are not adequate, aging, and below collegiate (NJCAA) standards making recruiting and retainment of student athletes extremely difficult. Lacking a sense of pride for Royals athletics, major shortcomings are:

- a. Existing locker rooms are in the basement – prone to flooding – and over time have become unhealthy/unsafe environments for athletes to utilize.
- b. Converted classrooms are used as team changing areas due to the condition of existing locker rooms. Showering post practice and games are done in student dormitories.
- c. Home games are played on Wednesdays and Sundays at the local high school gymnasium. Poor/no home court advantage.
- d. Practice gym is aging and too small to support current athletic programs – basketball, volleyball, baseball, softball etc.
- e. Strength and conditioning is done off-site in a third-party facility – extremely inconvenient for student athletes.
- f. Sports training is available on site, however, not conveniently located to support practice and post workout support.

In an effort to address these shortcomings and bring a sense of pride back to campus, LRSC has identified the need for a new Athletic Performance Center with the purpose of supporting and developing student athletes and college programs. To support such a facility, LRSC is embarking on an energetic fundraising campaign that will showcase a new, state-of-the-art facility in an effort to generate interest, public support, and secure project funding.

Consistency with Campus Facility Master Plan and Budget

Construction of athletic facilities has been in the campus Master Plan since at least 1981. Recent additions and upgrades to academic facilities have the instructional side of the house in good shape. Now it is time to address the lack of athletic performance facilities and inadequate practice facilities.

SBHE and/or Legislative History

In 2014 and 2017 LRSC collaborated with the City of Devils Lake and Devils Lake Park Board and took a project to the voters. LRSC's students voted to assess a student fee to pay annual membership costs for all students. SBHE approved the fee contingent on the approval of the project by taxpayers on the ballot measure. Neither project was approved.

Estimated Total Purchased or Donated Costs (ALL costs should be included in the estimate, unless specifically noted otherwise).

	Amount
Planning, Permits and Insurance (design costs associated with current project, OMB preplanning revolving funds, architect, and engineer fees, permits, insurance)	\$971,250.00
Land/Building Preparation and Purchase or Donated Costs (land acquisition and site preparation/development)	\$0.00
Demolition and Disposal	\$0.00
Construction (foundation and building construction or renovation, including fixed equipment, landscape, infrastructure, and utilities, mechanical and electrical, parking and driveways or roadways)	\$15,799,000.00
Institutional work (value of work completed by institutional trade staff)	\$0.00
Hazardous Material Abatement	\$0.00
Other, including 3rd party costs (please describe)	\$0.00
SUBTOTAL (if total exceeds \$700,000, requires SBHE approval)	\$16,770,250.00
FF&E, if funded as part of legislatively authorized project	\$323,750.00
TOTAL	\$17,094,000.00

Future Operating/Improvement Costs and Funding Sources

Operating costs will be determined at the conclusion of fundraising, during project design development.

Source and Availability of Funds

Cash and in-kind gifts from alumni, regional business and community members.

Estimated FF&E, NOT reported above (informational only)

Project Management Oversight (consistent with 9/25/13 SBHE approved guidelines) LRSC plans to utilize CMAR per SBHE policy.

Estimated Project Timeline and Completion Date

We are estimating it will take 3 years to raise the funds required and then 18-24 months of construction. Fundraising will begin in the Summer of 2023, with construction planned to begin in 2026 and completion in 2028.

SBHE Capital Criteria (address each of the criteria below)

- **Project addresses current life, health, and safety issues.**
Current on campus facilities do not have locker rooms with showers. Inadequate strength and conditioning facilities. Locker rooms not in use due to health and safety issues.
- **Project addresses compliance with local, state, or federal law or other requirements.**
Not applicable.
- **Project corrects significant deferred maintenance.** New facility – doesn't address deferred maintenance.

- **Project addresses a critical maintenance need defined by situations which must be addressed, and which, if neglected, could result in substantial damage to the structural integrity of the building**
Not applicable.
- **Project meets a compelling programmatic or accreditation justification consistent with campus mission and strategic goals.** Athletic teams are a major factor in student athletes' decision process in selecting a college to attend. LRSC doesn't have any of its own competition facilities – they are all leased from DLPS and Devils Lake Park Board. LRSC has had construction of athletic facilities in it's facilities master plan since at least 1981.
- **Project has been partially funded by the legislature in a previous biennium, but is not yet complete.** This project has received no funding from the legislature.
- **Project is supported by significant outside funding.** The project is funded with outside funding.
- **Space will be used to advance a specific program or activity that is a high priority of the state.** Both the Peace Officer Training Program AND Fitness Trainer programs with utilize the strength and conditioning facilities for their programs.
- **Project addresses an urgent infrastructure need**
Not applicable.
- **Project is consistent with campus master plan and is highly rated by the campus.** The project was rated as the number 1 need by campus faculty and staff. It has been in campus master plan since at least 1981.
- **Project is necessary based on clearly demonstrated condition of existing space.**
LRSC has no athletic competition facilities. There is a small practice gym (not regulation size for basketball and extremely limited seating for spectators <150). The facility doesn't have locker rooms with showers available. All home athletic contests are at rented facilities from DLPS or DL Park Board.
- **Project fosters the consolidation of services or enhances operating efficiencies.**
Currently athletic department staff have to haul and do game day setup at the rented facilities. Having the games on campus will cut the set up /tear down and hauling time by 2/3. We currently contract for off site custodial services for each game. With the on campus facility, campus custodial services will clean after games.
- **Project enables the institution to remove obsolete or unnecessary facilities**
Not applicable.

**Summary of Proposed Action
State Board of Higher Education
Meeting – April 27, 2023**

1. **Issue:** NDSCS wishes to replace the natural grass on the NDSCS Football Field with artificial turf.
2. **Proposed actions or motion:** Authorize NDSCS to begin a formal fundraising campaign for installation of artificial turf on the NDSCS Football Field with an estimated maximum cost of \$1,300,000, and proceed with construction once the funds are in place and ready for use. Further authorize NDSCS to solicit approval for construction from the Interim Budget Section of the Legislature.
3. **Background information:** This project would remove the natural grass currently in place, build up a sub-base, and then install artificial turf over the entire field. NDSCS and Wahpeton High School both play on this field. When Wahpeton High School plays a Friday night game the field is often in rough shape for the NDSCS Saturday game the next day. In rainy, or snowy conditions, it is even worse. This project will also provide the NDSCS softball team with a better playing surface during spring season when their regular field is under water.
4. **Financial implications:** All funding will be raised in a joint effort between the NDSCS Foundation and the Wahpeton High School Foundation.
5. **Legal/policy issues or implications:** None
6. **Academic issues or implications:** None
7. **Review Process:** University System office staff.
8. **Attachments:** Agenda Item
9. **Contact information:** Rod Flanigan, President, rod.flanigan@ndscs.edu , 701-671-2222
10. **Chancellor's recommendation:** Chancellor Hagerott recommends approval.

Request Authority for Fundraising Including Legislative Requests for General Fund Appropriations or Revenue Bond Financing – SBHE Policy 902.1 and 902.3

North Dakota State College of Science, April 27, 2023

REQUESTED ACTION: Authorize NDSCS to begin a formal fundraising campaign for installation of artificial turf on the NDSCS Football Field with an estimated maximum cost of \$1,300,000, and proceed with construction once the funds are in place and ready for use. Further authorize NDSCS to solicit approval for construction from the Interim Budget Section of the Legislature.

Project Description: Currently, the playing surface on the NDSCS football field is natural grass. This project would remove the natural grass, build up a sub-base, and then install artificial turf over the entire field. NDSCS and Wahpeton High School both play on this field. When Wahpeton High School plays a Friday night game the field is often in rough shape for the NDSCS Saturday game the next day. In rainy, or snowy conditions, it is even worse. This project will also provide the NDSCS softball team with a better playing surface during spring season when their regular field is under water.

NDSCS engaged Zerr-Berg Architects, who have worked on many similar projects throughout the state, to provide an estimated total cost for the project of \$1.2 - \$1.3 million.

Consistency with Campus Facility Master Plan and Budget

This project is included in the 2022 NDSCS Master Plan as a potential improvement to the facility. The NDSCS budget will not be affected by this proposal.

SBHE and/or Legislative History

None

Estimated Total Purchased or Donated Costs (ALL costs should be included in the estimate, unless specifically noted otherwise).

	Amount
Planning, Permits and Insurance (design costs associated with current project, OMB preplanning revolving funds, architect, and engineer fees, permits, insurance)	\$85,025
Land/Building Preparation and Purchase or Donated Costs (land acquisition and site preparation/development)	\$
Demolition and Disposal	\$
Construction (foundation and building construction or renovation, including fixed equipment, landscape, infrastructure, and utilities, mechanical and electrical, parking and driveways or roadways)	\$1,152,250
Institutional work (value of work completed by institutional trade staff)	\$
Hazardous Material Abatement	\$
Contingency	\$62,725
SUBTOTAL (if total exceeds \$700,000, requires SBHE approval)	\$
FF&E, if funded as part of legislatively authorized project	\$
TOTAL	\$1,300,000

Future Operating/Improvement Costs and Funding Sources: Current maintenance funds will be used; it is expected that costs will be reduced after the turf installation.

Source and Availability of Funds: All funding will be raised in a joint effort between the NDSCS Foundation and the Wahpeton HS Foundation.

Estimated FF&E, NOT reported above (informational only)
None.

Project Management Oversight (consistent with 9/25/13 SBHE approved guidelines)
David Cooper; NDSCS Maintenance and Utilities Manager

Estimated Project Timeline and Completion Date

Assuming NDSCS can raise all the funds by December 2023, construction will begin in the spring, 2024 and plan to have use of the field by August 2024.

SBHE Capital Criteria (address each of the criteria below)

- **Project addresses current life, health, and safety issues**
Installation of turf will provide a more consistent playing surface for student athletes.
- **Project addresses compliance with local, state, or federal law or other requirements**
Not applicable.
- **Project corrects significant deferred maintenance**
Installation of turf will mitigate the cost of maintaining a natural grass field.
- **Project addresses a critical maintenance need defined by situations which must be addressed, and which, if neglected, could result in substantial damage to the structural integrity of the building**
Not applicable.
- **Project meets a compelling programmatic or accreditation justification consistent with campus mission and strategic goals**
Not applicable.
- **Project has been partially funded by the legislature in a previous biennium, but is not yet complete**
Not applicable.
- **Project is supported by significant outside funding**
Project will be funded entirely by donations.
- **Space will be used to advance a specific program or activity that is a high priority of the state**
Not applicable.
- **Project addresses an urgent infrastructure need**
Not applicable.
- **Project is consistent with campus master plan and is highly rated by the campus**
The turf installation project is included in the 2022 NDSCS Master Plan.
- **Project is necessary based on clearly demonstrated condition of existing space**
The existing grass field is frequently in poor condition, due to high utilization.
- **Project fosters the consolidation of services or enhances operating efficiencies**
The turf installation will provide flexibility supporting the use of the field by the NDSCS football and softball teams and Wahpeton High School.
- **Project enables the institution to remove obsolete or unnecessary facilities**
Not applicable.

Summary of Proposed Action SBHE Meeting – April 27, 2023

1. **Issue:** UND plans to commence construction of a second phase/addition to Pollard Athletic Center (PAC) to include 40,000 gross square foot (GSF) connected to the western exterior wall of the existing building and east of the outdoor track.
2. **Proposed motion:** Authorize UND to proceed with construction of an addition to the Frederick “Fritz” D. Pollard Jr. Athletic Center at an estimated cost of \$20,000,000 to be funded from donated funds/unexpended tax-exempt bond proceeds.
3. **Background:** The addition will allow Athletics to consolidate their existing space needs into new construction and reduce athletics overall assigned square footage. The project is also a critical component of an overall plan to tactically remove an estimated 300,000 GSF of existing space, remove an estimated \$27,000,000 in capital renewal needs and open up a site in the academic core of campus for a new academic building. The project will start in FY2023 and will be completed in FY2025.
4. **Financial implications:** Funds for this project come from approved UND gift funds.

Future operating/improvement costs will be offset with other athletic space coming offline, all budget adjustments are reflected in future UND budgets.
5. **Academic implications:** None
6. **Legal/policy issues:** Fundraising for the addition (HPC2) was approved by the 66th Legislative Assembly, HB1003. SBHE approved the renaming of HPC as Fritz Pollard Jr. Athletic Center (PAC) in February 2021. SBHE approved the use of unexpended tax-exempt bond proceeds (University Facilities Bond, Series 2021) issued by the University of North Dakota Alumni Association & Foundation to finance the construction of PAC2 in December 2022.
7. **Review Process:** Tonder
8. **Enclosures:** SBHE agenda item
9. **Contact person:** Karla Mongeon-Stewart, VP for finance and operations/chief operating officer, karla.stewart@UND.edu, 701-777-3511
10. **Chancellor’s Recommendation:** Chancellor Hagerott recommends approval.

University of North Dakota April 27, 2023

Request authorization to proceed with construction of an addition onto the Frederick "Fritz" D. Pollard Jr. Athletic Center (former High-Performance Center or HPC).

Project Description: On September 5, 2013, UND broke ground on a new athletic center, opening the 157,551 gross square foot (GSF) HPC in 2015. This request is to complete the planned addition for athletic support spaces (i.e., weight room, locker rooms, athletic training, nutrition center, offices).

The addition is estimated at 40,000 GSF with a total construction cost of \$23.5M. To reduce overall cost, inflation contingencies, expedite long lead time orders, and leverage the full 2023 construction season, UND is requesting \$20M in construction authority to execute bid package #1, estimated at \$10M, while compiling the remaining construction project documentation. It is anticipated the final bid, or bid package #2, will be ready in August 2023.

Consistency with Campus Facility Master Plan and Budget: This project coincides with the goals of the UND Campus Facility Master Plan.

SBHE and/or Legislative History: Fund raising authority (\$35M) for the project was approved by the 66th Legislative Assembly, HB1003 amendments adopted February 8, 2019. In February 2021, SBHE approved the renaming of HPC as Fritz Pollard Jr. Athletic Center (PAC). In December 2022, SBHE approved the use of unexpended tax-exempt bond proceeds (University Facilities Bond, Series 2021) issued by the University of North Dakota Alumni Association & Foundation to finance the construction of PAC2.

Estimated Total Purchased or Donated Costs: \$20,000,000

	Amount
Planning, Permits and Insurance (design and preplanning costs, architect and engineer fees, permits, insurance, commissioning)	\$2,100,000
Land/Building Preparation and Purchase or Donated Costs	\$0
Demolition and Disposal	\$0
Construction (foundation and building construction, infrastructure, and utilities, mechanical and electrical)	\$14,500,000
Furniture and Equipment (fixed or movable appliances, furniture, and equipment)	\$200,000
Other third-party costs	\$0
Institutional work (value of work completed by institution staff and billed to the project)	\$200,000
Contingency	\$3,000,000
Hazardous Material Abatement	\$0
TOTAL	\$20,000,000

No other work, other than that specified within this request, is required for the completion of the project nor is other work planned to supplement this project using funding or authority not included within this request.

Future Operating/Improvement Costs and Funding Sources: Future operating/improvement costs will be offset with other athletic space coming offline, all budget adjustments are reflected in future UND budgets.

Source and Availability of Funds (*including FF&E*): Funds for this project are derived from fundraising.

Estimated FF&E NOT reported above (information only): \$0.00

Project Management Oversight (consistent with 9/25/13 SBHE approved guidelines): UND has retained a construction manager at risk (CMaR) services for this project which will reduce overall project management requirements. UND's Director for Construction Management has significant project management experience and, together with the CMaR, will ensure project management needs are met.

Estimated Project Timeline and Completion Date: Construction will start in FY2023 and will be completed in FY2025 (15-18 months).

Summary of Proposed Action SBHE Meeting – April 27, 2023

1. **Issue:** BSC has met the matching requirements to access the \$925,693 Tier II and Tier III capital building funds as designated in SB2003, section 6, and is requesting the NDUS System Office transfer the following amount to its capital building fund: \$425,693 Tier II and \$500,000 Tier III.
2. **Proposed motion:** Ratify Chancellor's approval of the transfer of \$425,693 and \$500,000, respectively, from the NDUS System Office Tier II and Tier III capital building fund appropriation line to the BSC capital building fund appropriation line.
3. **Background:** SB2003, section 6 provides \$19 million from the strategic investment and improvements fund. Tier II capital building fund pool requires \$1 in matching funds from operations or other sources for each \$1 in state funds. Tier III capital building fund pool requires \$2 in matching funds from operations or other sources for each \$1 in state funds. Carryover capital building funds have the same matching requirements. Funds transferred to an institution must be placed in that institution's capital building fund line item.

BSC will use the Tier II and Tier III dollars for purchasing and installing key card access and security cameras; replacing the Werner Hall boiler; and several projects each under \$50,000. Projects include parking lot improvements, electrical repairs/upgrades, HVAC repairs, etc. BSC will use its American Rescue Plan Act federal funds from its Polytechnic building project to meet the match requirements.

4. **Financial implications:** The transfer assists BSC to purchase and install key card access and security cameras; replacing the Werner Hall boiler; and several projects each under \$50,000, including parking lot improvements, electrical repairs/upgrades, HVAC repairs, etc.
5. **Academic implications:** None.
6. **Legal/policy issues:** None.
7. **Review Process:**
8. **Enclosures:**
9. **Contact person:** David Krebsbach, Vice Chancellor for Administrative Affairs, david.krebsbach@ndus.edu, 701-328-4116; Sonya Koble, Chief Financial Officer, sonya.koble@bismarckstate.edu, 701-224-5434.
10. **Chancellor's Recommendation:** Chancellor Hagerott recommends approval.

Summary of Proposed Action SBHE Meeting – April 27, 2023

1. **Issue:** MiSU has met the matching requirements to access the \$1,072,801 Tier II and Tier III capital building funds as designated in SB2003, section 6, and is requesting the NDUS System Office transfer the following amount to its capital building fund: \$572,801 Tier II and \$500,000 Tier III.
2. **Proposed motion:** Ratify Chancellor's approval of the transfer of \$572,801 and \$500,000, respectively, from the NDUS System Office Tier II and Tier III capital building fund appropriation line to the MiSU capital building fund appropriation line.
3. **Background:** SB2003, section 6 provides \$19 million from the strategic investment and improvements fund. Tier II capital building fund pool requires \$1 in matching funds from operations or other sources for each \$1 in state funds. Tier III capital building fund pool requires \$2 in matching funds from operations or other sources for each \$1 in state funds. Carryover capital building funds have the same matching requirements. Funds transferred to an institution must be placed in that institution's capital building fund line item.

MiSU will use the Tier II and Tier III dollars for deferred maintenance of the Student Center first floor, including restore flooring, wallboards, electrical, data, ceiling grid, lights, and HVAC; and for replacing fume hoods in Cyril Moore Science Building. MiSU will use American Rescue Plan Act federal funds from its Hartnett Hall project to meet the match requirements.

4. **Financial implications:** The transfer assists MiSU for deferred maintenance of the Student Center first floor, including restore flooring, wallboards, electrical, data, ceiling grid, lights, and HVAC; and for replacing fume hoods in Cyril Moore Science Building.
5. **Academic implications:** None.
6. **Legal/policy issues:** None.
7. **Review Process:**
8. **Enclosures:**
9. **Contact person:** David Krebsbach, Vice Chancellor for Administrative Affairs, david.krebsbach@ndus.edu, 701-328-4116; Brent Winiger, Vice President of Administration and Finance, brent.winiger@minotstateu.edu, 701-858-3321.
10. **Chancellor's Recommendation:** Chancellor Hagerott recommends approval.

North Dakota University System
FY23 Risk Based Internal Audit Plan
As of 06/30/2022

On an annual basis, data is gathered from NDUS institutions, industry best practices and emerging risks to create the internal audit plan.

FY23 General description of Audit, Assessment or Follow-up	Approximate % of Total	Comments
Follow-Up Reviews and PNI Process		
MISU Freshman Admissions		
NDSCS-Admission process audit		
MaSU-HR and Payroll		
WSC-Asset Inventory		
DSU-Asset Inventory		
DCB-Asset Inventory		
Total Projected Follow-up Reviews and PNI Hours	4%	
Follow-Up Audits		
System-wide Title IX Follow-up Audit		
VCSU-Bookstore Operations		
System-wide Background Checks		
DCB HR/Payroll Follow-up Audit, focus on I-9		
WSC HR/Payroll Follow-up Audit, focus on I-9		
DSU HR/Payroll Follow-up Audit, focus on I-9		
Total Projected Follow-up Audit Hours	22%	
System-wide Audits		
Procurement of large capital projects to the ND Institutions		request to transfer to FY24
Safety and Security		
Total Projected System-wide Audit Hours	26%	
Specific Entity Audit Engagements		
BSC-Consulting services surrounding Contracts		
LRSC-Admission Process		
MaSU-Consulting services for assessing the MaSU Financial Services Structure		
Total Projected New Audit Area Hours	10%	
Data Driven Regular Reporting		
Continuous Review (<i>vendor, P-card, access, new/other</i>)		
Advanced Filtering (<i>data analytics, PowerBI, other</i>)		
Total Data Driven Regular Reporting Hours	10%	
Other Audit Responsibilities		
Enterprise Risk Management Assessment		
NDUS Risk Assessment including IT		
Audit Planning		
Fraud Risk Assessment		
Annual Internal Control Training Update		
Quality Assessment Improvement Process (QAIP)		
Miscellaneous - (<i>ad hoc, emergency, unannounced, unassigned</i>)		
Total Other Audit Responsibility Hours	22%	
Administrative Responsibilities		
Professional Development		
New staff training		
Council/Committee/Board Meetings (<i>incl. prep time</i>)		
Total Administrative Responsibility Hours	6%	

IMPORTANT: The NDUS Internal Audit plan for the FY23 is based on known circumstances and certain areas requiring routine audit coverage. Portions of the plan are unannounced or unplanned to allow internal audit flexibility to respond to events that transpire; and to add, delay or eliminate audits throughout the year.

**North Dakota University System
Office of Compliance and Ethics
2023 Proposed Compliance Plan/Priorities**

1. Process Compliance Reports
 - a. Review reports
 - b. Assign investigators
 - c. Investigate reports involving Presidents, compliance contacts, and system-wide concerns
2. Communicate with Campuses
 - a. Respond to questions
 - b. Discuss issues with Presidents and compliance contacts
3. Communicate with Chancellor's Cabinet and Board Committees
 - a. Present to the Audit, Governance, and Efficiencies and Opportunities Committees
 - b. Coordinate surveys including Cabinet survey for the Chancellor's assessment and Board self-assessment
4. Coordinate Training
 - a. Track completion of mandatory training
 - b. Develop multi-year training plan
 - c. Coordinate new training methods and topics
5. Monitor Policies and Procedures
 - a. Collaborate with NDUS staff to track the progression of policies and procedures through senior staff, councils, Chancellor's Cabinet, Board committees, and the full Board
6. Working Toward Becoming a Certified Compliance and Ethics Professional (CCEP)
 - a. Attend Society of Corporate Compliance and Ethics (SCCE) sponsored trainings
 - b. Take the exam to obtain a CCEP license after serving as NDUS Chief Compliance Officer for at least one year



March 23, 2023

Chancellor Mark Hagerott
ND University System
c/o E-Mail: jerry.rostad@ndus.edu

Dear Chancellor Hagerott:

In compliance with SBHE Policy 100.7 Institution Mission Statements, Dakota College at Bottineau requests approval of the mission statement below adopted by DCB in 2023.

New Mission Statement:

Dakota College at Bottineau provides a quality education in a caring environment.

Replacing this Mission Statement:

Dakota College at Bottineau provides students with a quality education in a caring environment. The institution values diversity and personal enrichment by promoting engaged learning for employment and university transfer. With the help of a supportive community, Dakota College at Bottineau emphasizes nature and technology to accomplish its mission through an array of curricula, programs, and services.

- Liberal arts education provides students the knowledge and tools to continue their education, to serve as good stewards of the environment, and to function as responsible citizens.
- Career/technical education provides students with the knowledge and skills required to succeed by utilizing natural, human, and technological resources.
- Distance delivery provides students increased access to education and career opportunities.
- Community education provides diverse life-long learning experiences.
- Support services provide opportunities for individual growth and success.
- Campus activities provide for interpersonal development.
- Campus outreach provides area schools and groups access to college resources.
- Workforce training and development provides the human resources for economic development.
- All programs provide a greater understanding of human diversity.

Thank you for your review and consideration of this request.

Sincerely,



Dr. Carmen M. Simone, Campus Dean/CEO

DAKOTA COLLEGE AT BOTTINEAU

105 SIMRALL BOULEVARD • BOTTINEAU, ND 58318-1198 • 701-228-5480 • FAX 701-228-5468 • WWW.DAKOTACOLLEGE.EDU

Title: Policy 461 Digital Literacy

Proposed action: Approve/deny the new SBHE Policy for Digital Literacy.

Background information: In 2018, the ND State Board of Higher Education directed the colleges and universities of the NDUS to begin implementation of a digital literacy requirement for NDUS graduates. Institution presidents have been charged with implementation of a digital literacy requirement at their respective institution. Institutions are provided latitude in how they choose to implement digital literacy at their respective campus.

Financial matters: N/A

Legal/policy matters: N/A

Academic matters: Expected timeline for implementation:

May 15, 2023	Documented campus determination of what approach will be adopted to implement a digital literacy requirement at the institution
May 22-23, 2023	Each campus will share a summary of their implementation progress and future plans at the SBHE Retreat
July 1, 2024	2024 institution academic catalogs and corresponding degree audits software/forms will reflect how students meet the digital literacy requirement
May 2026	All graduates of associate-level degrees will have met the published digital literacy requirement.
May 2028	All graduates of baccalaureate-level programs will have met the published digital literacy requirement.

Review Process:

Legal Review	03/21/2023	Recommends moving forward
Senior Staff	03/27/2023	Recommends moving forward
AAC	04/04/2023	
Admin	04/04/2023	Informational only
SAC	04/04/2023	Informational only
Cabinet	04/12/2023	Recommends moving forward

Chancellor's recommendation:

Committee Review

ASAC	04/19/2023	
SBHE	04/27/2023	1 st Read
	05/23/2023	2 nd Read

Contact information:

Lisa A. Johnson, Vice Chancellor of Academic and Student Affairs, 701-328-4143, lisa.a.johnson@ndus.edu

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Policy Manual**

Policy: 461 Digital Literacy

Effective: TBD, 2023

NEW POLICY

-
1. **DEFINITION:**
 - a. Digital literacy is the ability to use technology to find information, evaluate sources, create content, and communicate with others effectively. It's a skill set used to navigate the new technological paradigm in which society operates.
 2. Each institution must have a digital literacy requirement for all associate and baccalaureate-level programs.
 3. These requirements may be accomplished through any of the following instructional methods:
 - a. A specific course requirement ranging from 1-3 semester credits;
 - b. Adding or embedding within an existing course;
 - c. Presented through a series of self-paced modules with documentation of a completed series; or
 - d. Designated courses offered through the Dakota Digital Academy.
 4. Learning outcomes include:
 - a. Evaluate and interpret the accuracy, credibility, and relevance of digital information;
 - b. Discuss the ways in which society and culture interact with digital technology;
 - c. Demonstrate the knowledge to use digital technology safely and ethically at a basic level;
 - d. Develop a foundational knowledge of computers and programming;
 - e. Discuss careers related to digital literacy.
 5. Documentation of a completed digital literacy requirement at a NDUS institution will be honored in transfer to another NDUS institution.
 6. Each institution must meet the following program implementation deadlines:
 - a. By July 1, 2024, all institution academic catalogs and corresponding degree audit materials must reflect how students meet the digital literacy requirement;
 - b. By May 2026, first-year students with a term to enter of fall semester, 2024, graduating from an associate-level program must meet the published digital literacy requirement.; and
 - c. By May 2028, first-year students with a term to enter fall semester, 2024, graduating from a baccalaureate-level program must have met the published digital literacy requirement.

Title: Policy 330 Policy Introduction, Amendment, Passage

Proposed action: Approve/Deny the revised SBHE policy on Policy Introduction, Amendment, Passage.

Background information: The policy has been revised to clarify the roles of the NDUS office and its legal counsel in making non-substantive changes to SBHE policies.

Financial matters: N/A.

Legal/policy matters: The revision emphasizes legal counsel's responsibility to advise the NDUS and SBHE, and the NDUS and SBHE's authority to revise SBHE policies.

Academic matters: N/A.

Review Process:

Legal Review	3/29/2023	Recommends moving forward
Senior Staff	3/27/2023	Recommends moving forward
AAC	4/04/2023	Informational only
Admin	4/04/2023	Informational only
SAC	4/04/2023	Informational only
Cabinet	4/12/2023	Recommends moving forward

Chancellor's recommendation: Chancellor Hagerott recommends approval.

Committee Review

RGC	4/19/2023	
SBHE	4/27/2023	1 st Read
	5/23/2023	2 nd Read

Contact information:

Chris Pieske, Chief Compliance Officer, 701-328-3303, christopher.pieske@ndus.edu

NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Policy Manual

Policy: 330 Policy Introduction, Amendment, Passage

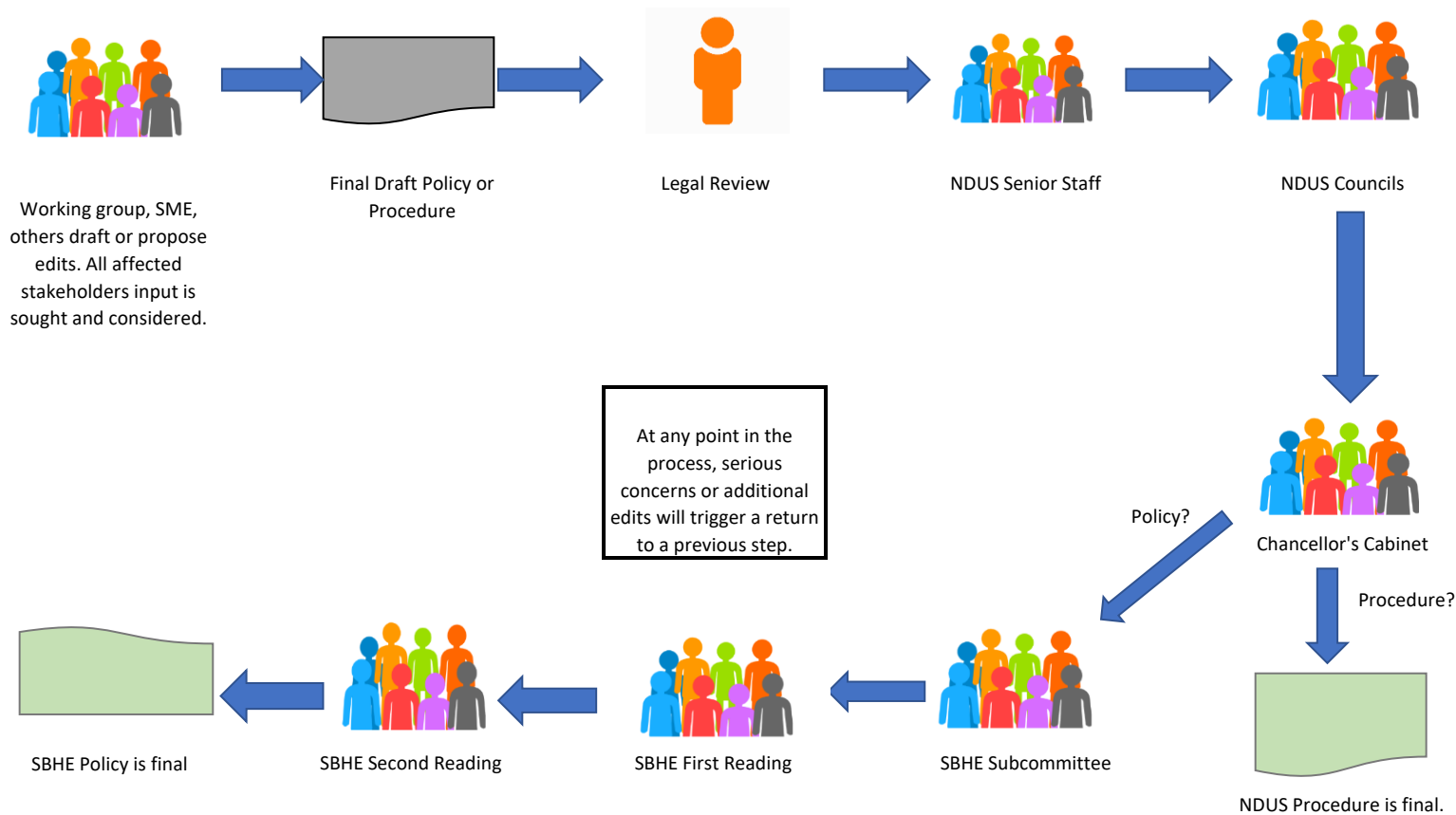
Effective: March 28, 2018

1. The Chancellor, a SBHE member, the faculty advisor or the staff advisor may propose a new policy or policy amendment by requesting that it be placed on the agenda for an upcoming SBHE meeting.
 - a. A new policy or policy amendment ~~shall~~must comply with the SBHE drafting manual and formatting template.
2. The SBHE legal counsel will review or draft the proposed policy or amendment to be considered by the SBHE.
3. The SBHE generally will conduct both a first reading and a second reading of any proposed policy or amendment.
 - a. First reading: During the first reading, the SBHE will obtain a summary of the proposed policy or amendment. The SBHE will vote on whether to approve the proposed policy or amendment for a second reading. Upon such approval, the proposed policy or amendment will be placed on the agenda of a future SBHE meeting for the second reading.
 - b. Second reading: During the second reading, the SBHE may provide an opportunity for interested parties to comment on the proposed policy or amendment. After any necessary SBHE discussion, the SBHE may take final action on the proposed policy or amendment.
4. The SBHE may waive a second reading of a proposed policy or amendment by a majority vote supporting the waiver.
5. At any time before final action on a proposed policy or amendment, SBHE members may propose and consider amendments to the proposed policy or amendment.
6. If the SBHE adopts a proposed policy or amendment, the new policy or amendment will take effect immediately upon SBHE approval, unless otherwise specified by SBHE motion.
7. If the ~~NDUS system office, in consultation with the SBHE legal counsel,~~ determines that a proposed revision of an existing policy is minor in nature, is necessary to ensure consistency or accuracy, and does not substantively change the policy, the ~~SBHE legal counsel~~NDUS system office may make the proposed revision without action taken by the SBHE. Any revision made under this paragraph must be reviewed by legal counsel and reported to the SBHE within thirty days of the change. If a member of the SBHE objects to the proposed revision, the policy will be placed on the agenda of a future SBHE meeting.

Policy & Procedure Process: Standard Review

New Policies & Substantive Revisions to Existing Policies/Procedures

April 2023

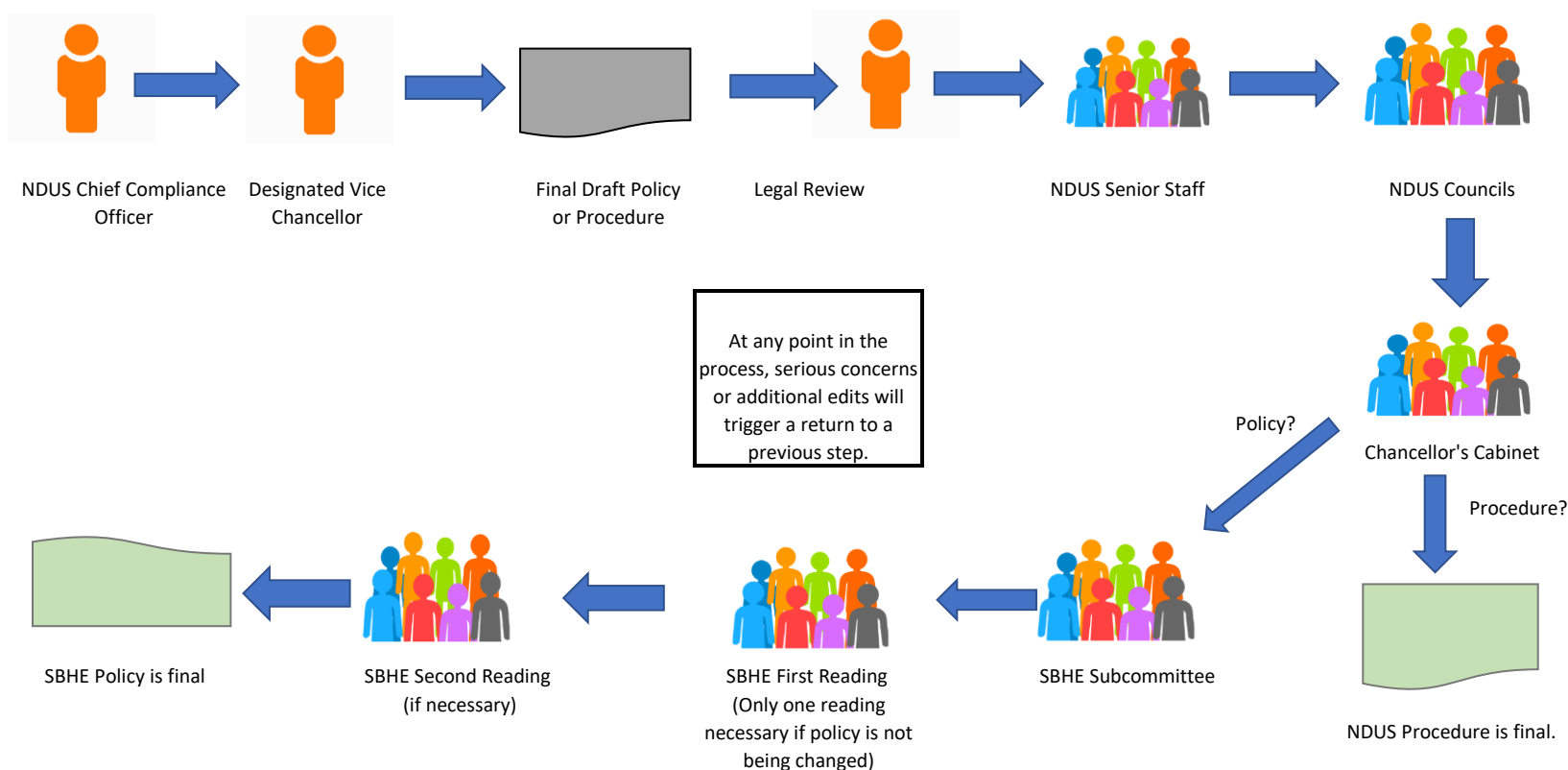


- 1 Working group, SME, others draft or propose edits. All affected stakeholders input is sought and considered.
- 2 Once it is final and all stakeholders input has been implemented and considered, the draft is sent to Legal
- 3 Legal Review
- 4 Legal approves, contacts Chris and Anita to put on Senior Staff
- 5 Senior Staff reviews, picks liason, council, and committee if policy
- 6 Red header is added
- 7 Goes to main council, other councils as informational
- 8 Goes to Cabinet
- 9 If procedure, Anita accepts changes, records history, adds to matrix, and posts to ndus.edu website. If associated with a moving policy, gets posted once policy has been approved by SBHE.
- 10 If policy, goes to appropriate SBHE Committee, summary needed
- 11 Goes to SBHE for 1st read
- 12 Goes to SBHE for 2nd read (if SBHE does not waive second read)
- 13 Anita accepts changes, records history, adds to matrix, and posts to ndus.edu website
- 14 Anita sends out approved policy/procedure email to Policy/Procedure listserv

Policy & Procedure Process: Periodic Review

Five & Ten Year Review of Existing Policies/Procedures

April 2023



- 1 NDUS Chief Compliance Officer reviews policy or procedure five and ten-years after adoption, forwards to designated Vice Chancellor
- 2 Vice Chancellor reviews and makes any necessary revisions, then forwards to Legal
- 3 Legal Review
- 4 Legal approves, contacts Chris and Anita to put on Senior Staff
- 5 Senior Staff reviews, picks liaison, council, and committee if policy
- 6 Red header is added
- 7 Goes to main council, other councils as informational
- 8 Goes to Cabinet
- 9 If procedure, Anita accepts changes, records history, adds to matrix, and posts to ndus.edu website. If associated with a moving policy, gets posted once policy has been approved by SBHE.
- 10 If policy, goes to appropriate SBHE Committee, summary needed
- 11 Goes to SBHE for 1st read (only one read is necessary if policy is not being changed)
- 12 Goes to SBHE for 2nd read (if SBHE does not waive second read)
- 13 Anita accepts changes, records history, adds to matrix, and posts to ndus.edu website
- 14 Anita sends out approved policy/procedure email to Policy/Procedure listserv



State Board of Higher Education Policy Summary

Title: Policy 302.7 Research and Governance Committee

Proposed action: Approve/Deny Policy 302.7 Research and Governance Committee

Background information: Two primary edits/updates:

- Section 4 clarifies the membership terms of the regional/dual mission and 2-year/polytechnic institutions representative to the committee. It also outlines process for nomination and election process for identifying a new representative.
- Section 8.d adds the Vice Chancellor of IT and Chief Information Officers council to the governance function for leading the ongoing assessment and improvement.

Financial matters: N/A

Legal/policy matters: N/A

Academic matters: N/A

Review Process:

Legal Review	3/27/2023	Recommends moving forward
Senior Staff	3/27/2023	Recommends moving forward
AAC	4/04/2023	Informational only
Admin	4/04/2023	Informational only
SAC	4/04/2023	Informational only
Cabinet	4/12/2023	Recommends moving forward

Chancellor's recommendation: Chancellor Hagerott recommends approval.

Committee Review

RGC	4/19/2023	amended section 4 (five-year term)
SBHE	4/27/2023	1 st Read
	5/23/2023	2 nd Read

Contact information:

Jerry Rostad, Vice Chancellor for Strategic Engagement, 701-969-9229, jerry.rostad@ndus.edu

**NORTH DAKOTA
STATE BOARD OF HIGHER EDUCATION
Policy Manual**

Policy: 302.7 Research and Governance Committee

Effective: June 30, 2020

1. The SBHE research and governance committee is established to ensure that the SBHE and NDUS are serving the research needs of the institutions which make up the NDUS, including primarily the University of North Dakota and North Dakota State University, as well as to ensure the effectiveness of SBHE governance through thoughtful, focused attention placed on strategic evaluation and improved SBHE performance.
2. The research function of the committee shall consist of no fewer than three voting members of the SBHE and the Chancellor shall serve, ex officio, as a non-voting member of the committee. The research committee shall also have the following non-voting members:
 - a. From the University of North Dakota, 3 members: the President, the vice president responsible for research, and one faculty member appointed by the faculty senate;
 - b. From North Dakota State University, 3 members: the President, the vice president responsible for research, and one faculty member appointed by the faculty senate;
 - c. From the North Dakota University System, 1 member: the Vice Chancellor of Academic Affairs (or her designee); and
 - d. From the regional/dual mission and 2-year/polytechnic institutions, 1 member.

The committee chair may, as a matter of discretion, invite guests from the community or industry to participate in committee meetings.

3. The SBHE president will appoint SBHE committee members and designate the committee chair by June 30th of each year to serve one-year terms starting July 1st. If a member of the committee is no longer able to serve on the committee prior to June 30th, the vacant positions shall be filled as follows:
 - a. If an SBHE member, by the SBHE president;
 - b. If a non-faculty representative of the University of North Dakota or North Dakota State University or the North Dakota University System, by the successor to the duties of the vacant position (including any acting or interim appointee);
 - c. If a faculty representative of the University of North Dakota or North Dakota State University, at the next meeting of the respective faculty senate;
 - d. If the representative of the regional/dual mission and 2-year/polytechnic institutions,

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following the procedure set forth in paragraph 4, below, except that the new representative shall serve out the remainder of the vacant term.

4. The representative referenced at paragraph 2(d) of this policy ~~shall be from a regional/dual mission institution for will serve at most two five~~one-year terms ~~which begin in an odd-numbered year, and shall be from a 2-year/polytechnic institution for one-year terms which begin in an even-numbered year. The election of a new representative will be coordinated by the outgoing representative.~~ The Presidents ~~of the regional/dual mission and 2-year/polytechnic institutions of institutions eligible to have a representative on the research committee in a given year~~ shall submit nominations no later than June 1st ~~of the final year of the representative's term.~~ The Presidents of all regional/dual mission and 2-year/polytechnic institutions shall then vote on the nominated individuals no later than June 30th, and the nominee with the most votes shall be appointed to a ~~four-five~~ one-year term beginning on July 1st. In the event of a tie, the Presidents shall hold a second vote on the tied individuals.
5. The governance function of the committee shall include the three voting SBHE members assigned by the SBHE president, and the Chancellor shall be a non-voting member.
6. The research and governance committee shall set a meeting schedule for the following year at the committee's first meeting after July 1st. Meetings shall comply with all applicable laws, including the necessary posting of notice, the preparation of agendas in advance of meetings, and the recording of minutes for each meeting. The agenda may be divided into separate research and governance functions, as necessary.
7. The research function of the committee shall be responsible for leading the ongoing assessment and improvement of NDUS system-wide research performance, and for reviewing and recommending SBHE action, studies and reports related to research matters, such as
 - a. Accountability
 - i. Review and report on system-wide and institution-level research activities, metrics and overall performance, with the exception of research compliance and audit activities, which remain the responsibility of the Audit Committee.
 - b. Advisory
 - i. Communicate institutional needs or problems related to research and the research environment to the SBHE;
 - ii. Promote dissemination to the public of information about research at the institutions;
 - iii. Receive and report on information on issues that impact research at NDUS institutions;
 - iv. Advise the SBHE on the implementation of policies, procedures, and programs, at the system and institution level, instituted for the support of research; and
 - v. Serve as a forum for the discussion of improvement and expansion of research activity.

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c. Integration/Collaboration

- i. Promote cooperation and collaboration between institutions, state and federal agencies, and the private sector on research and research-related issues; and other research-related issues as brought to the committee's attention by the institutions or other stakeholders;
- ii. Originate and suggest amendments to research related SBHE policies, including, but not limited to, changes to the scope and duties of the research committee;
- iii. Promote cross-institution collaboration in research; and
- iv. Promote and facilitate the commercialization of research results and intellectual property held by the institutions and the NDUS.

d. Strategic Guidance

- i. Promote the well-being of faculty and staff involved with research activity;
- ii. Make recommendations for the coordination of programs to enhance research and the research environment; and
- iii. Develop a bi-annual strategy focused on research.

8. The governance function shall be responsible for leading the ongoing assessment and improvement of SBHE performance by actively engaging in activities such as:

- a. Assisting the SBHE chair in developing and implementing meaningful orientation programs for new SBHE members;
- b. Developing goals for SBHE performance and benchmarks for measuring SBHE effectiveness to be considered by the SBHE; and
- c. Providing recommendations to the SBHE on how the annual evaluations of both the institution presidents and the Chancellor are conducted.

~~e.d.~~ Receiving regular updates and recommendations from the Vice Chancellor of IT and Chief Information Officer on related issues, initiatives, and priorities, as well as pertinent matters addressed at the Chief Information Officers councils.

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Title: Policy 100.6 Authority and Responsibility of the State Board of Higher Education (dated 2012)

Proposed action: Approve/Deny the above policy

Background information: All SBHE policies are required to be reviewed after 10 years. Policy 100.6 reached the 10-year mark this past year. The policy was reviewed and updated in late 2022 and was routed through the appropriate councils and SBHE committees, landing on the March SBHE monthly agenda. However, Member Bye asked to pull policy 100.6 off the agenda so that additional inputs/edits could be accomplished. The updated policy is now ready to go forward. Specifically since the previous review, section 3 was added, section 4.d was edited, and section 5 was added.

Financial matters: NA

Legal/policy matters: NA

Academic matters: NA

Review Process:

Legal Review	12/06/2022; 04/17/2023	Recommends moving forward
Senior Staff	12/12/2022;	Recommends moving forward
AAC	01/03/2023	Recommends moving forward
Admin	01/03/2023	Recommends moving forward
SAC	01/03/2023	Recommends moving forward
Cabinet	01/12/2023	Recommends moving forward

Chancellor's recommendation:

Committee Review

RGC	01/18/2023; 3/22/2023; 4/19/2023		
SBHE	1/26/2023	1 st Read	Returned to RGC
	4/27/2023	1st Read	Revised policy
	5/22/2023	2 nd Read	

Contact information:

Jerry Rostad, Vice Chancellor for Strategic Engagement, 701-969-9229, jerry.rostad@ndus.edu

**NORTH DAKOTA STATE BOARD OF HIGHER EDUCATION
POLICY MANUAL**

SUBJECT: INTRODUCTION

EFFECTIVE: September 26, 2012

Section: 100.6 Authority and Responsibility of the State Board of Higher Education (SBHE), Chancellor and Institution Presidents

1. The SBHE was established by an initiated measure approved by the voters in 1938 (now Ar. VIII, § 6 of the North Dakota Constitution). Art. VIII, §6 states the SBHE “shall have the control and administration of” all of the state institutions established in the state constitution at that time and “such other state institutions of higher education as may hereafter be established.” Further, the SBHE “shall have full authority over the institutions under its control” and “full authority to organize or reorganize within constitutional and statutory limitations, the work of each institution under its control, and do each and everything necessary and proper for the efficient and economic administration of said state educational institutions.” The SBHE shall appoint a commissioner of higher education as its “chief executive officer.” In 1990, the SBHE established a unified system of higher education, with its Commissioner/Chancellor as the system’s chief executive officer. Later, the state legislature enacted North Dakota Century Code § 15-10-01.2, which states:

The institutions of higher education under the control of the state board of higher education are a unified system of higher education, as established by the board, and are designated as the North Dakota ~~U~~niversity ~~S~~ystem (NDUS).

2. Holding the NDUS in its trust, the SBHE:
 - a. ~~Establishes the mission, vision and goals of the~~ Ensures the NDUS achieves the purposes of its mission and goals;
 - b. ~~Hires and evaluates the Chancellor and institution presidents~~ Ensures the NDUS is properly led and managed;
 - c. ~~Maintains the quality of academic programs;~~
 - d. ~~c.~~ Provides responsible governance policies and procedures for proper governance;
 - e. ~~d.~~ Safeguards NDUS assets;
 - f. ~~e.~~ Honors the mission and integrity of each institution and its people;
 - g. ~~f.~~ Champions ~~Serves as a catalyst to create more~~ efficient and effective programs and services through partnership and resource sharing;
 - h. ~~g.~~ Maintains student affordability;
 - i. ~~h.~~ Represents the institutions to the public and vice versa, assisting where appropriate in the understanding of each other’s needs;
 - j. ~~i.~~ Ensures effective stewardship of its financial, physical, and intellectual assets;
 - k. ~~Achieves cost savings due to economies of scale, where appropriate;~~
 - l. ~~j.~~ Secures cooperative and planning advantages;
 - m. ~~k.~~ Shapes, supports, and achieves complementary institution missions;
 - n. ~~Ensures excellence in programs, faculty, and students;~~
 - o. ~~l.~~ Minimizes unnecessary duplication through cooperative endeavors;
 - p. ~~m.~~ Gains public and legislative support for the NDUS through unified efforts; and

n. Shields institutions from direct political and other outside interference.

3. The SBHE is a policy-based governance board that focuses on setting strategic direction and broad policies, rather than managing day-to-day operations. The board's role is to ensure that all NDUS institutions are achieving their mission and objectives while adhering to ethical and legal standards. The board delegates operational responsibilities to the executive leadership team and monitors their performance against established policies and goals.

In fulfilling its mission and vision, the SBHE will govern the institutions in the NDUS in accordance with the North Dakota Constitution and state statutes and will be guided by the belief statements and core values adopted by the SBHE. The people of North Dakota created the SBHE through the North Dakota Constitution to ensure the institutions and their employees were protected from political interference. Recognizing the legitimacy and importance of such protection and believing each institution properly retains substantial responsibility for its own affairs, the SBHE and the NDUS honor the integrity of each institution and its people. The SBHE will provide the leadership and governing environment necessary to maximize the opportunities for the NDUS institutions to be successful in fulfilling their individual missions and enhancing the economic and social vitality of North Dakota.

3.4. The North Dakota Constitution provides the SBHE with broad powers and specifies the SBHE retains any powers it does not specifically delegate to the institutions. The SBHE has adopted the following guiding principles regarding the responsibility of the SBHE, as stewards of the NDUS, and the institutions.

- a. SBHE approval for new or discontinued programs and organizational units ensures the overall pattern of service to the state is coherent and efficient.
- b. ~~SBHE review of institutional and program quality ensures the institutions provide positive educational experiences and seek continually to improve. Academic program quality and faculty quality determinations are made by faculty peers and institution administrators. The SBHE's responsibility is to support,~~ provides oversight, and holds the institutions accountable for institutional and program quality that ensures positive educational experiences that continually seeks improvement for results.
- c. SBHE budget guidelines and final approval of budget requests promote equity and appropriate investment of state resources throughout the NDUS.
- d. SBHE priority-setting of capital/building facility requests promotes the equitable funding of NDUS facilities funding on a systemwide, prioritized process. the based on statewide need.
- e. On matters that involve major costs for equipment or facilities which could be shared effectively among institutions, such as computing and telecommunications, the SBHE expects and will help facilitate such sharing.
- f. The SBHE sets NDUS priorities regarding all requests of the legislature and executive branch. Those representing the institutions are not to undermine those priorities.
- g. The SBHE is the appointing authority for institution presidents and has final authority concerning contract terms. The SBHE shall exercise this authority in consultation with the Chancellor and has delegated to the Chancellor authority to conduct searches and recommend a candidate and contract terms to the SBHE.

- h. The SBHE delegates substantial authority and responsibility to each institution's president through the Chancellor, as defined in SBHE Policy 305.1, and holds each accountable for performance.
- i. The SBHE shall have access to information about students, programs, faculty, staff, and finances of each institution to carry out its responsibilities.
- j. The Chancellor shall alert the SBHE when ~~'s attention any~~ difficulties in the application of any of the above responsibilities ~~that~~ threaten to impede institutional effectiveness or efficiency. The SBHE is committed to free and fair inquiry and just resolution of such difficulties.
- k. General education courses and programs are central to the mission of all NDUS institutions and overlap among institutions is expected and necessary. However, the SBHE will continue to guard against unnecessary program duplication and collaborative delivery will be encouraged where the quality of the program can be maintained and the total cost of delivery can be reduced.
- l. Professional, technical, vocational, and graduate courses and programs require institutional and SBHE judgments regarding their number and missions.
- m. The SBHE retains authority for naming, professorship and endowed chairs, physical structures, ~~a~~ and academic units including a college, school, department, center or institute and academic units including a college, school, department, center or institute.

5. Members of the SBHE shall not serve on other NDUS campus-based boards or campus-based foundation boards. This ensures that the SBHE operates in an ethical and transparent manner and avoids the potential for competing interests that may influence decision-making or create the appearance of a conflict of interest.

4-6. Within the framework of the NDUS is a division of labor between the Chancellor and the services operating at each institution. In addition to a strong SBHE and Chancellor, achieving the advantages and purposes of a multi-institution NDUS require the energies, leadership, and talent of equally strong presidents who are dedicated to the mission and goals of their respective institution. While the principal role of the SBHE and Chancellor lie in policy, overall direction, and planning, the leadership demanded of the presidents is primarily focused on implementation and direct operational control. Generally, system-level services exist only when there is a strong rationale justifying cost efficiencies and unnecessary duplication of functions. These include academic policy, planning, and quality assessment; capital planning and construction; budgeting; human resources policy and compliance; institutional research; risk management; auditing; legal services; information technology systems and services shared among the institutions; and legislative and community relations.

5-7. The Chancellor is the chief executive officer of the SBHE and NDUS and exercises such powers as are necessary for SBHE and NDUS governance and functions. Chancellor duties and responsibilities are delegated in SBHE Policy 304.1 and other SBHE policies or directives.

6-8. A president is the chief executive officer of their respective institution and a member of the Chancellor's executive staff. The presidents report to and are responsible to the Chancellor. This designation includes the right and responsibility to manage the institution within the overall policies and directives issued by the Chancellor and SBHE. Presidents' duties and responsibilities are delegated in SBHE Policy 305.1 and other SBHE policies or SBHE or Chancellor directives.

REFERENCE: N.D. Const. Art. VIII, § 6; N.D.C.C. § 15-10-01.2; SBHE Policy 304.1, 305.1.

HISTORY: New policy, SBHE minutes, March 30, 2001; Amendment, SBHE minutes, April 15, 2004; Amendment, SBHE minutes, September 26, 2012; Revised by legal counsel, April 30, 2018.

Summary of Proposed Action State Board of Higher Education Meeting – April 27, 2023

1. **Issue:** Appointments to State Board of Agricultural Research and Education (SBARE).
2. **Proposed actions:** Motion to appoint Scott Ouradnik to a four-year term on the State Board of Agricultural Research and Education beginning July 1, 2023, representing southwestern North Dakota.
3. **Background information:** The State Board of Agricultural Research and Education (SBARE) is a statutory board ([NDCC 15-12.1-14](#)), which is responsible for budgeting and policymaking associated with the [North Dakota Agricultural Experiment Station](#) and [NDSU Extension](#). The SBHE is authorized to appoint members who are nominated by the ND Ag Coalition (five board members) and the geographic areas represented by NDSU Extension's multicounty program units (five board members). The term of office for each SBARE member is four years, beginning on July 1st. An individual may be reappointed to a second four-year term.
4. **Financial implications:** N/A
5. **Legal/policy issues:** The SBHE has implemented NDCC 15-12.1-14 by adopting [SBHE Policy 350.1 – State Board of Agricultural Research and Education](#).
6. **Academic issues:** N/A
7. **Coordination:** NDSU Extension shall coordinate a search and interview process within the geographic area and submit a list of one or more names from which the SBHE shall appoint a successor.
8. **Attachments:** Memo dated March 22, 2023 from Jim Gray, District Director, NDSU Extension
9. **Contact information:** Jim Gray, District Director, NDSU Extension and Greg Lardy, Vice President for Agricultural Affairs, NDSU
10. **Chancellor's recommendation:** Chancellor Hagerott recommends approval.

NDSU NORTH DAKOTA STATE UNIVERSITY

March 22, 2023

Chancellor Mark Hagerott
North Dakota University System
600 E. Boulevard Ave, Dept. 215
Bismarck, ND 58505-0230

Dear Chancellor Hagerott,

Subject: State Board of Agricultural Research and Education (SBARE)

On behalf of NDSU Extension, the North Dakota Agricultural Experiment Station, and southwestern North Dakota, the SBARE (State Board of Agricultural Research and Education) search committee recommends the appointment of Scott Ouradnik of Amidon, North Dakota, to SBARE, representing Multicounty Program Units 9 and 10. This includes Adams, Billings, Bowman, Dunn, Golden Valley, Grant, Hettinger, McLean, Mercer, Morton, Oliver, Sioux, Slope and Stark counties. Mr. Ouradnik's term would be effective July 1, 2023 upon approval from the State Board of Higher Education.

Mr. Ouradnik is a cattle producer and runs a cow-calf ranching operation in Slope County. He has utilized a variety of practice promoted by NDSU Extension, including the implementation of rotational grazing practices during the recent drought. He is also a licensed real estate agent. Mr. Ouradnik has served in a variety of leadership roles in his community, including serving as a Slope County Commissioner for 14 years, where he currently serves as chair. He recently served as president of the North Dakota Association of Counties and used that role to educate policy makers on the importance of NDSU Extension and work done by the ND Agricultural Experiment Station. He has also served as a board member and chair of the North Dakota Insurance Reserve Fund Board. His involvement with farming and ranching keeps him connected to the issues affecting agriculture producers, and his involvement with the North Dakota Association of Counties keeps him connected with the issues facing counties and communities across North Dakota.

The SBARE interview committee felt that Mr. Ouradnik's leadership skills and experiences with the ND Association of Counties made him an excellent choice to represent the ND Agricultural Experiment Station and NDSU Extension on SBARE. He is an active community member, strong communicator, and thoughtful leader.

Mr. Ouradnik's address and phone number follows:

Scott Ouradnik

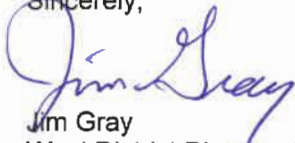
[REDACTED]

Amidon, ND 58620

Daytime phone: 701-[REDACTED]

Thank you for your consideration of Mr. Ouradnik's appointment to this four-year term on SBARE.

Sincerely,



Jim Gray

West District Director, NDSU Extension

cc: Sarah Lovas, SBARE Chair
Greg Lardy, VP for NDSU Ag Affairs

NDSU EXTENSION | WEST DISTRICT OFFICE

2718 Gateway Ave | Suite 304 | Bismarck ND 58503

701.328.9716 | Fax 701.328.9721 | www.ndsu.edu/agriculture/extension

Summary of Proposed Action State Board of Higher Education Meeting – April 27, 2023

1. **Issue:** Appointments to State Board of Agricultural Research and Education (SBARE).
2. **Proposed actions:** Motion to appoint Jim Bahm to a four-year term on the State Board of Agricultural Research and Education beginning July 1, 2023.
3. **Background information:** The State Board of Agricultural Research and Education (SBARE) is a statutory board ([NDCC 15-12.1-14](#)), which is responsible for budgeting and policymaking associated with the [North Dakota Agricultural Experiment Station](#) and [NDSU Extension](#). The SBHE is authorized to appoint members who are nominated by the ND Ag Coalition (five board members) and the geographic areas represented by NDSU Extension's multicounty program units (five board members). The term of office for each SBARE member is four years, beginning on July 1st. An individual may be reappointed to a second four-year term.
4. **Financial implications:** N/A
5. **Legal/policy issues:** The SBHE has implemented NDCC 15-12.1-14 by adopting [SBHE Policy 350.1 – State Board of Agricultural Research and Education](#).
6. **Academic issues:** N/A
7. **Coordination:** ND Ag Coalition shall coordinate a search and interview process within the organization and submit a list of one or more names from which the SBHE shall appoint a successor.
8. **Attachments:** Memo dated April 18, 2023 from Darrell Oswald, Chairman, ND Ag Coalition
9. **Contact information:** Alyssa Glass, Administrator, ND Ag Coalition
10. **Chancellor's recommendation:** Chancellor Hagerott recommends approval



P.O. Box 1091
Bismarck, ND 58502
(701) 355-4458
FAX (701) 223-4645

VOTING MEMBERS

Independent Beef Association
of ND
Milk Producers Association of ND
Minn-Dak Farmers Cooperative
ND Ag Aviation Association
ND Agricultural Association
ND Ag Consultants
ND Agri-Women
ND Barley Council
ND Beekeepers Association
ND Corn Growers Association
ND Corn Utilization Council
ND Crop Improvement & Seed
Association
ND Dry Bean Council
ND Elk Growers
ND Ethanol Producers Association
ND Farm Credit Council
ND Farmers Union
ND Grain Dealers Association
ND Grain Growers Association
ND Irrigation Association
ND Lamb & Wool Producers
ND Oilseed Council
ND Pork Council
ND Soybean Growers Association
ND State Soil Conservation
Committee
ND Stockmen's Association
ND Wheat Commission
Northern Canola Growers
Association
Northern Plains Potato Growers
Association
Northwest Landowners
Association
Red River Valley Sugarbeet
Growers
U.S. Durum Growers Association
Winery Association of ND

NON-VOTING MEMBERS

Ellingson Companies
Garrison Diversion Conservancy
District
ND Association of Ag Educators
ND Association of Soil
Conservation Districts
ND Beef Commission
ND Department of Ag
ND Farm Management Education
Association
ND Grazing Lands Coalition
ND Rural Water Systems
Association
ND Soybean Council
ND State Seed Commission
NDSU Agricultural Affairs
ND Water Resource Districts
Association
Northern Crops Institute

MEMO

To: Chancellor Mark Hagerott, State Board of Higher Education

Cc: Dr. Greg Lardy, Vice President of Agricultural Affairs, NDSU
Sarah Lovas, Chair, SBARE
Kristie Hetzler, Executive Assistant, State Board of Higher Education

From: Darrell Oswald, ND Ag Coalition Chairman

Date: April 18, 2023

Re: Nominations for SBARE

As per North Dakota law: section 4-05.1-16 of the 1997 supplement to the North Dakota Century Code establishing the State Board of Agricultural Research and Education, the North Dakota Ag Coalition is forwarding **Jim Bahm** as its nominee to the State Board of Agricultural Research and Education.

The Ag Coalition nominates Mr. Jim Bahm for a four-year term, which would begin July 1, 2023. Attached is Mr. Bahm's application and letters of nomination.

If you have any questions or need additional information, please contact Alyssa Glass at the ND Ag Coalition Office at 701-355-4458 or alyssa@clearwatercommunications.net.

February 24, 2023

TO: Alyssa Glass, Administrator
ND Ag Coalition

RE: Jim Bahm SBARE Nomination Letter

My wife, Labeth, and I farm south of New Salem where we produce hard red spring wheat, corn, soybeans, flax, canola and sunflower on a minimum till/no-till operation.

Before coming home to the farm, I was a certified crop advisor consultant for a company in Minot. Working with many growers on most crops such as small grains, oil seeds, potatoes (irrigation), sugar beets and alfalfa. With this company we also did research efficacy studies on pesticides. A lot of this was reregistration of herbicides in 1995. We did residue studies on new and old herbicides which also went on to the EPA. I really enjoyed the research work, which has sparked my interest in SBARE.

I am serving on my third term of the North Dakota Wheat Commission board representing wheat growers in the southwest portion of the state and I also serve on the Morton County Weed board. I currently serve on the SBARE board as vice-chairman, am a member of the North Dakota Stockmen's Association and North Dakota Grain Growers Association. I have been on past boards of Morton County Crop Improvement, the local school board and a past member of the North Dakota Independent Crop Consultant Association.

I represent the Wheat Commission on Northern Crops Institute, and serve on the executive committee of the ND Ag Coalition.

In conclusion, I feel we need to continue the great research and advance the technology and would like to be involved in the communications with others to go forward with this critical research.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Bahm", with a stylized, flowing script.

Jim Bahm



February 24, 2023

Ms. Alyssa Glass, Administrator
North Dakota Ag Coalition
PO Box 1091
Bismarck, ND 58502

Dear Alyssa,

This letter is to provide support for Jim Bahm to serve a second term on the State Board of Ag Research and Education (SBARE). Jim's wide array of experience on the farm, ranch and ag research levels make him an excellent choice for this very important position for North Dakota agriculture.

All of you are very aware of Jim's vast agricultural experience. He is an active member of both the North Dakota Wheat Commission, North Dakota Ag Coalition, serves as vice-chairman of SBARE and chair of Northern Crops Institute. He grows small grains and row crops on his farm. He is involved with soil science as well as ag research. In summary this wide array of agricultural experience will serve SBARE, the North Dakota Ag Coalition and the North Dakota agricultural industry amazingly well.

Therefore, it is with great pleasure that the North Dakota Wheat Commission recommends to the North Dakota Ag Coalition the re-election of Jim Bahm to the Coalition's position on SBARE.

Sincerely,

Philip Volk, Chairman
ND Wheat Commission

SBARE Application Form

Individuals interested in applying for a four-year term (July 1, 2023-June 30, 2027) on the State Board of Agricultural Research and Education (SBARE) should complete and submit this form **by Friday, Feb. 24, 2023**, to:

North Dakota Ag Coalition
PO Box 1091
Bismarck, ND 58502
701-355-4458
701-223-4645 (fax)
alyssa@clearwatercommunications.net

Selection criteria:

- Participation in and knowledge of the agriculture industry in North Dakota.
- Local and statewide leadership experience.
- Willingness to serve on SBARE, which includes monthly board meetings, subcommittee assignments, preparation for board meetings and involvement with decision makers.
- Willingness to communicate with other groups in the area about the workings of SBARE.

Applicant information:

Ag Coalition member endorsing the nomination: ND Wheat Commission

Applicant Name: James (Jim) Bahm

Address: [REDACTED]

Phone: [REDACTED]

E-mail: [REDACTED]

Please address the following on an additional sheet:

1. Details on your farming and/or ranching involvement.
2. A brief statement describing your interest in serving on SBARE.
3. Your qualifications as they relate to selection criteria.

A letter of endorsement from an Ag Coalition member organization must accompany this application.

North Dakota

COALITION

2023

**North Dakota
State Board of Higher Education**

NDUS Office of Compliance and Ethics
April 19, 2023

SBHE Self-Assessment

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Office of Compliance and Ethics
600 East Boulevard Avenue, Dept. 21
Bismarck, ND 58505
Email: compliance@ndus.edu

April 19, 2023

Ms. Danita Bye, SBHE Governance Committee Co-Chair
North Dakota State Board of Higher Education Governance Committee

As requested, I have facilitated the SBHE self-assessment with members of the Board, and the summary of the results are attached.

Any questions or comments regarding this report may be directed to me at christopher.pieske@ndus.edu or (701) 328-3303.

I would like to thank the Board members for taking the time to participate in the assessment.

Respectfully submitted,

Christopher S. Pieske

Christopher S. Pieske, J.D.
NDUS Chief Compliance Officer

CC: North Dakota State Board of Higher Education
Dr. Mark Hagerott, Chancellor, NDUS
Mr. David Krebsbach, Vice Chancellor of Administrative Affairs/CFO, NDUS
Mr. Darin King, Vice Chancellor of IT, Chief Information Officer, NDUS
Mr. Jerry Rostad, Vice Chancellor of Strategy and Strategic Engagement, NDUS
Ms. Lisa Johnson, Vice Chancellor of Academic and Student Affairs, NDUS

Background

Objective - The objective of the SBHE self-assessment is to strengthen Board culture, increase effectiveness, create a vehicle for feedback, and address concerns. This report summarizes all responses, including comments received from the anonymous survey.

The SBHE self-assessment survey was developed from the SBHE Board Development Instrument (BDI) document approved by the full SBHE on March 22, 2023. This BDI is the same as the BDI that was used in 2020 and 2022, with minor nonsubstantive wording changes. A version of this BDI with some additional questions was used in 2017, 2018, and 2019. No SBHE self-assessment was conducted in 2021.

At the March 22, 2023, SBHE Governance Committee meeting, the Committee determined it would conduct the SBHE self-evaluation process, utilizing the previously approved BDI. Board members were given the option to either complete the survey through Qualtrics or a phone interview with the Chief Compliance Officer. One Board member completed the survey by phone and the rest completed it via the anonymous Qualtrics survey.

The survey was open from March 27 through April 13, 2023. All ten board members completed the 2023 SBHE self-assessment.

Executive Summary

The following are summaries of the responses provided by Board members.

Policy:

This section addresses the alignment of policy and practice. Board members rated positively that they understood the mission and vision of the Board, that the SBHE has clear goals, that Board leadership effectively perform their roles, and that the SBHE regularly reviews the progress of the strategic plan. One Board member commented on the strength of the SBHE's mission, goals, and leadership.

Board members also noted opportunities for improvement. One Board member noted that they did not feel that the SBHE regularly reviews the strategic plan, and that progress relating to the strategic plan could be brought back to the SBHE for discussion more regularly. Another Board member noted that they felt more discussion could occur regarding the key drivers of success for the system, specifically enrollment, retention, and program development of high demand workforce fields. Other opportunities for improvement included the following: review vision and mission in a public meeting annually, and help Board members to understand their role on the Board. One Board member noted that it can be difficult to keep up during the first few months as a Board member.

Relationship with the Chancellor:

This section addresses the Board's relationship with the Chancellor. Overall, respondents agreed that the relationship between the SBHE and the Chancellor is a strong partnership. Board members overall also believe that the Board agreed on the goals and priorities for the Chancellor to achieve. Many Board members expressed appreciation to the Chancellor for his engagement, his communication with Board members in order to keep them informed, and his working with the legislature and different groups within the NDUS.

Board members also asserted there are opportunities to improve communication. One Board member commented that they feel there is a lack of discussion on what the Chancellor's priorities should be. While the Board did approve the Chancellor's goals, it was with little Board discussion, the goals are not measurable, and the Board has not discussed progress on those goals.

Meeting Process/Effectiveness:

This section addresses meeting effectiveness. Statements regarding the Board's decision-making processes as being effective, and Board members maintaining neutrality when deliberating policy or actions, received very positive ratings. In an improvement over previous SBHE self-evaluation surveys, the majority of Board members felt comfortable with the current structure of committees. Respondents noted that meeting materials are adequate, and the NDUS staff will dig deeper if asked to.

Board members also pointed out areas in which Board meetings might be improved. A Board member noted that it seems there have been a number of decisions that the Board did not thoroughly discuss, nor have all available options to consider. As a policy board, deliberation about both system-wide and long-term impact is important. Another Board member explained that providing more information on the work and deliberation of the committees available to all Board members would be helpful. The importance of Board members working as a team was also noted by one respondent.

Communication:

This section addresses communication. Members agreed that conflict on the Board is managed productively. Most Board members answered that they believe that Board members effectively represent the SBHE to the community. One Board member commented that it is helpful to understand that the Board Chair is the spokesperson for the SBHE on high profile and controversial matters.

Results were mixed when asked if the quality of communication among Board members is high. One Board member noted that communication between Board members varies. Communication in between meeting continues to be difficult due to the requirements of open meeting laws.

Significant accomplishments made by the SBHE during the past year:

This section addresses the Board's accomplishments. Board members noted a number of accomplishments including taking a stance on bills that had a direct effect on the SBHE's ability to govern, great strategic planning, improved focus on recruitment and retention, institutions thinking innovatively on new programs, college presidents showing unity, great focus on budget, strong legislative support and staff support at legislature, and the Chancellor being very engaged. Several Board members cited the hiring of and working with new presidents as an accomplishment.

Future challenges or new issues the SBHE should address:

This section addresses challenges or issues the Board may face in the future. Several Board members mentioned student outcomes, including graduation, retention, and enrollment rates. Other Board members noted issues that arose during the legislative session, including tenure and strategic investments into programs that address high-demand jobs. Multiple respondents stated recruitment and retention of faculty and staff as a future challenge. Evolving technology, including artificial intelligence and online education, were also named as issues to address. One Board member would like to revisit the goals of the 1990s-2000s Roundtable on Higher Education.

Other comments regarding your experience as a member of the SBHE:

Finally, respondents made comments regarding the experience as a member of the SBHE. One Board member acknowledges that every Board member is very committed and focused on serving the taxpayers. Another respondent appreciates seeing the presidents work together as a team. Another Board member expressed appreciation for working with and being supported by SBHE members, the Chancellor, legislators, and the Governor.

Other Board members raised concerns. One noted the general lack of engagement with institution leadership during committee and board meetings. Board members expressed a desire for improvements to the onboarding process as new Board members. Another Board member emphasized the importance of maintaining focus on the students.

For additional information regarding this report, please contact:

*NDUS Office of Compliance and Ethics
600 East Boulevard Avenue, Dept. 21
Bismarck, ND 58505
Email: compliance@ndus.edu*



ACCESS. INNOVATION. EXCELLENCE.

Information Technology **Strategic Plan 2023 – 2025**

Presented by
Darin King
Vice Chancellor for Information Technology/CIO

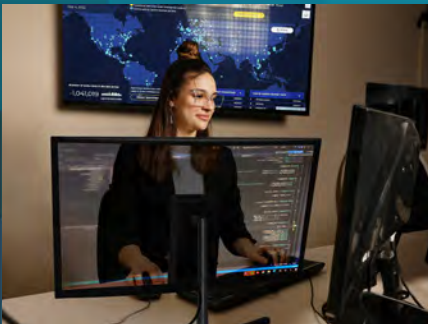


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Executive Summary



Core Technology Services (CTS) is the technical arm of the North Dakota University System (NDUS) and facilitates the development of the NDUS Information Technology Strategic Plan in collaboration with the information technology staff from NDUS institutions. This plan represents the strategic direction for all the institutions that make up the NDUS.

The CTS mission is *to provide trusted technical and professional services to support the strategic goals of the North Dakota State Board of higher Education*. In support of that mission, CTS worked together with the NDUS CIO Council to create a strategic plan ensuring that it supports the goals of the State Board of Higher Education and the institutions. The four strategic goals identified include infrastructure, digital transformation, user experience, and enhanced collaborative efforts.

At CTS, our vision is *to foster an organizational culture that delivers exceptional service, secure infrastructure, and access to information*. This vision is supported through the initiatives identified by the CIO Council which include academic services, information security, operational efficiency and effectiveness, IT service management, and infrastructure. These initiatives are focused on supporting the business of higher education at NDUS institutions by providing the best possible experience across the entire enterprise for students, faculty, and staff.

CTS is committed to continued collaboration with stakeholders and strategic partners as we move forward to execute initiatives that support our strategic direction and align with the goals of the North Dakota State Board of Higher Education.

A handwritten signature in black ink, appearing to read 'Darin King'.

Darin King

SBHE GOALS

N.D.C.C. 15-10-44.c requires the State Board of Higher Education (SBHE) to manage and regulate information technology plans and services, including the integration of higher education information technology planning and reporting with the Board's strategic planning process. View more information about the current North Dakota SBHE's Strategic Plan at: <https://ndus.edu/strategic-plan>.

The SBHE's strategic goals for 2021-2026 are as follows:

Goal 1 Financials

Optimize student affordability while maintaining campus financial health

Goal 2 Responsive

Provide access to programs people want, where and when they need them

Goal 3 Student Success

Prepare students for success

Goal 4 Unified System

Maximize the strengths of the unified system

Goal 5 Research

Research Excellence and Innovation

Goal 6 Workforce

Workforce Development



The NDUS Information Technology Strategic Plan aligns with and supports the SBHE Strategic Plan brought forward by the Chancellor and approved by the State Board of Higher Education.

The following section of the strategic plan identifies the four NDUS IT goals and their purpose, demonstrates alignment to the current SBHE Strategic Plan, and indicates the strategy objectives to meet each goal.

1

GOAL ONE: SUPPORT THE NORTH DAKOTA UNIVERSITY SYSTEM'S INFRASTRUCTURE NEEDS.

Purpose

This goal provides the foundation for Information Technology (IT) in support of NDUS's business processes. Infrastructure integrates and links information technology systems and allows those systems to communicate with each other over a network. Infrastructure includes such things as security and access control for which guidelines must be developed and updated as needed. Enterprise architecture provides a blueprint for establishing information technology policies, procedures, and guidelines to promote effective use of information technology.

Alignment with SBHE Strategic Plan

Goal 1 - Financials: Optimize student affordability while maintaining campus financial health

Goal 2 - Responsive: Provide access to programs people want, where and when they need them

Goal 3 - Student Success: Prepare students for success

Goal 4 - Unified System: Maximize the strengths of the unified system

Goal 5 - Research: Research Excellence and Innovation

Goal 6 - Workforce: Workforce Development

Strategy Objectives

1. Offer reliable, cost-effective, and appropriate network services for NDUS's institutions.
2. Provide tools and technologies to help people more easily use networked resources and services while ensuring security and privacy of information.
3. Provide tools and technologies to enhance data and system security to reduce the impact of cyber threats.
4. Utilize the network infrastructure for the convergence of voice, data, and video along with other collaboration tools.
5. Enable libraries to provide easy access to licensed electronic information.
6. Provide leadership for IT enterprise architecture, IT planning, project management, organizational change management, and service management.
7. Provide linkage through STAGEnet, Internet2, and other national and international research and development networks.
8. Provide a centralized IT infrastructure where efficiency and effectiveness can be maximized to meet the NDUS's institutional needs.



2

GOAL TWO: FACILITATE DIGITAL TRANSFORMATION OF SYSTEMS AND SERVICES.

Purpose

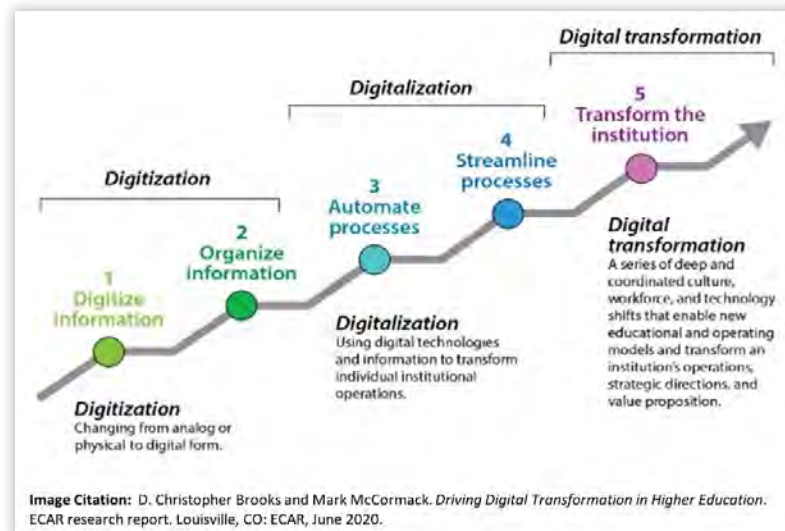
Digital transformation enables cost reduction and operational agility, resulting in improved productivity, customer service, governance, and compliance. To remain competitive, the NDUS will facilitate and provide opportunities for digital transformation.

Alignment with SBHE Strategic Plan

- Goal 1 - Financials:** Optimize student affordability while maintaining campus financial health
- Goal 2 - Responsive:** Provide access to programs people want, where and when they need them
- Goal 3 - Student Success:** Prepare students for success
- Goal 4 - Unified System:** Maximize the strengths of the unified system
- Goal 5 - Research:** Research Excellence and Innovation
- Goal 6 - Workforce:** Workforce Development

Strategy Objectives

1. Support efforts to organize and convert physical information into digital formats (digitization).
2. Encourage automation to streamline business processes (digitalization).
3. Enable more efficient education and operating models due to shifts in culture, workforce, and technology as a result of digitalization (digital transformation).
4. Enhance the ability to access systems anywhere, anytime, and from any device.
5. Promote systemwide data and analytics management and governance.
6. Assess the current state of the NDUS to identify opportunities for digital transformation.
7. Educate the NDUS community on the meaning of digital transformation.



8. Create a competitive advantage by leveraging efficiencies gained through digital transformation to support flexible learning and work environments.

GOAL THREE: PROVIDE A USER EXPERIENCE THAT IS RESPONSIVE TO CHANGING NEEDS AND EXPECTATIONS.

Purpose

In the rapidly evolving world, the needs and expectations of our users - students, faculty, staff, North Dakota residents, and affiliates worldwide - are continuously changing. The North Dakota University System must be responsive in recognizing and addressing those needs and expectations by providing modernized systems and services to enhance the user experience.

Alignment with SBHE Strategic Plan

Goal 1 - Financials: Optimize student affordability while maintaining campus financial health

Goal 2 - Responsive: Provide access to programs people want, where and when they need them

Goal 3 - Student Success: Prepare students for success

Goal 4 - Unified System: Maximize the strengths of the unified system

Goal 5 - Research: Research Excellence and Innovation

Goal 6 - Workforce: Workforce Development

Strategy Objectives

1. Leverage systems and services that are available anytime, anywhere, on any device.
2. Take reasonable actions to enhance the NDUS's digital environment, making it accessible and inclusive for all individuals.
3. Continuously improve standards, policies, procedures, and services that facilitate seamless, integrated learning.
4. Solicit feedback from the NDUS user community to understand their experiences and expectations to improve systems and services.
5. Collaborate with NDUS institutions to identify, evaluate, and respond to business needs in a timely manner.
6. Provide effective, efficient, and highly available IT support services while extending self-help resources.



4

GOAL FOUR: IMPROVE AND ENHANCE THE NORTH DAKOTA UNIVERSITY SYSTEM'S COLLABORATIVE EFFORTS.

Purpose

By working together, and with the State, K-12, and other constituents, the NDUS is able to implement, integrate, and support systems and services that further the mission of each NDUS institution.

Alignment with SBHE Strategic Plan

Goal 1 - Financials: Optimize student affordability while maintaining campus financial health

Goal 2 - Responsive: Provide access to programs people want, where and when they need them

Goal 3 - Student Success: Prepare students for success

Goal 4 - Unified System: Maximize the strengths of the unified system

Goal 5 - Research: Research Excellence and Innovation

Goal 6 - Workforce: Workforce Development

Strategy Objectives:

1. Collaborate to maximize economies of scale in support of student affordability.
2. Continually improve communication and partnerships with all stakeholders.
3. Identify where converged services are appropriate and work with NDUS institutions to deploy services to enhance collaboration.
4. Enable collaboration among learners by providing easy, efficient, and reliable access to learning resources and systems anytime and anywhere.
5. Leverage educational resources and IT systems to minimize barriers between institutions, libraries, and other sources of learning.
6. Promote Internet2, InCommon, and research-level infrastructure.
7. Collaborate with business and industry to identify opportunities for innovations and workforce development.
8. Facilitate collaboration by enhancing digital identity.
9. Collaborate and partner with NDIT to ensure reliable, efficient, and seamless services.



Strategic Plan

The North Dakota University System's Core Technology Services and CIO Council collaborated to identify five major areas that influence the quality of the student, faculty, and staff experience: Academic Services, Information Security, Operational Efficiency and Effectiveness, IT Services Management, and Infrastructure. These areas create a service framework comprised of several systemwide and campus initiatives benefitting NDUS stakeholders and, when applicable, will be at the forefront of a continued effort to comply with the State Board of Higher Education's (SBHE) digital accessibility policy. The following sections illustrate a handful of these initiatives, which will build upon NDUS's current service foundation and support the IT goals of the University System over the 2023-2025 biennium.



Academic Services

Academic Services develops and provides technologies, learning spaces, classroom support, and services that enhance teaching, learning, and research within the North Dakota University System. The NDUS recognizes these services are critical in creating a positive learning and teaching experience for both students and faculty. As education has shifted to include more online learning and teaching opportunities, it is essential that the entire campus community is aware of the academic and administrative services that are available to support their needs.

The following initiatives align with:

NDUS IT Goal #2 – *Facilitate Digital Transformation of systems and services.*

NDUS IT Goal #3 – *Provide a user experience that is responsive to changing needs and expectations.*

- ◆ Increase the use of customizable communication and engagement methods, such as a scalable, secure desktop and mobile campus platform, to provide a unified, digital student experience. Through continuous improvement, expand functionality to include tailored experiences and communication for faculty, staff, and alumni.
- ◆ Leverage existing student data, captured in a comprehensive display, to provide campus service units with a holistic, 360-degree view of a student's academics, organizations, and activities to personalize the assistance and support given to each student.
- ◆ Create an augmented reality classroom test bed for faculty to experiment with interactive teaching and learning methods to modernize and enhance their teaching pedagogy.
- ◆ Explore additional features and functionality available in the existing learning management system to make academic content more accessible, including standardizing course templates, to become more learner-focused.
- ◆ Evaluate software and tools used by students throughout their entire education lifecycle to uncover actual university operational and maintenance costs associated with each product as compared to the value added to the student experience.



Information Security

Information security is defined as a set of practices intended to keep data secure from unauthorized access or alterations during storage or transmission. These methods can include monitoring activities to identify system threats and vulnerabilities, in addition to evaluating and mitigating risks through prevention and response measures. The NDUS recognizes information security as being a top concern for every new project, upgrade, or enhancement, and continues to strengthen existing security infrastructure to stay ahead of potential risks that could affect systems utilized by the NDUS students, faculty, and staff.

The following initiatives align with:

NDUS IT Goal #1 – *Support the North Dakota University System's infrastructure needs.*

NDUS IT Goal #3 – *Provide a user experience that is responsive to changing needs and expectations.*

- ◆ Expand security awareness and phishing assessment programs to educate students, faculty, and staff on security risks, including safeguarding NDUS data and resources, as well as how to better protect themselves from possible threats.
- ◆ Enhance and strengthen current systems to provide intelligence for potential threats, facilitate quick responses, and offer analysis of the valuable log data generated by NDUS systems.
- ◆ Implement privileged access management for password management, privileged session management, and vendor privileged access management to improve controls for those who have broad access to applications and systems in the NDUS data center.
- ◆ Implement backup and recovery solutions for major enterprise systems to provide protection, management, control, and accessibility of critical data in the event of a cyber-attack, unrealized/accidental file deletion, or if otherwise unable to be recovered.
- ◆ Address increased security threats from email-based attacks through technology-based solutions.
- ◆ Review Data Classifications and ensure that encryption is in use on sensitive data systems.



Operational Efficiency and Effectiveness

The NDUS supports a wide range of business applications and systems, ranging from Enterprise Resource Planning (ERP) to collaborative and communication technologies. As new needs arise and technological improvements emerge in the marketplace, the NDUS works collaboratively to manage growing requirements with effective solutions. The objective is to provide the best possible solution by assessing institutional functionality needs, capabilities of existing technologies, and/or solutions available in the market to enable more efficient and effective operations.

The following initiatives align with:

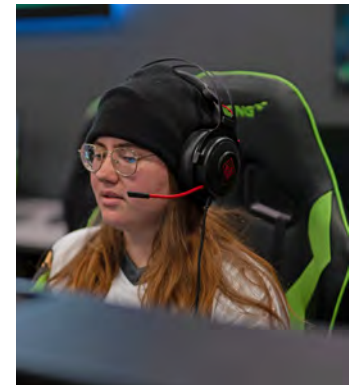
NDUS IT Goal #1 – *Support the North Dakota University System's infrastructure needs.*

NDUS IT Goal #2 – *Facilitate digital transformation of systems and services.*

NDUS IT Goal #3 – *Provide a user experience that is responsive to changing needs and expectations.*

NDUS IT Goal #4 – *Improve and enhance the North Dakota University System's collaborative efforts.*

- ◆ Enable additional functionality of current systems and/or implement integrated complementary systems to maximize process efficiencies, data integrity and security, and user experience.
- ◆ Compare existing operational tools and systems with newer, updated technologies; make informed purchasing decisions that will result in improved, cost-effective solutions and modern services to support all stakeholders.
- ◆ Improve digital accessibility by working to remove barriers that can hinder access to or navigation of systems.



IT Service Management

Providing a supportive, service-oriented environment can have significant impacts on the success and overall user experience for NDUS students, faculty, and staff. Customer satisfaction can be increased through focused education and training, active collaboration, positive interaction, timely delivery, and by enhancing service offerings. It is important for the NDUS to regularly communicate with stakeholders to better understand their needs and challenges and to respond by making continuous improvements to the services we offer.

The following initiative aligns with:

NDUS IT Goal #2 – *Facilitate digital transformation of systems and services.*

NDUS IT Goal #3 – *Provide a user experience that is responsive to changing needs and expectations.*

NDUS IT Goal #4 – *Improve and enhance the North Dakota University System's collaborative efforts.*

- ◆ Expand enterprise service management systems to provide a more cohesive experience to NDUS constituents.



Infrastructure

The NDUS's technology infrastructure serves as the core in delivering a positive learning and teaching experience for our students and faculty; continuous improvements are key in supporting up-to-date, secure educational environments. Staying current with infrastructure allows for students to learn or faculty to teach from any location, providing the opportunity for flexibility, availability, collaboration, and access. The expansion of security measures to further monitor and control network traffic, as well as detect and deter malicious activity, can keep the work of our students, faculty, and staff better protected.

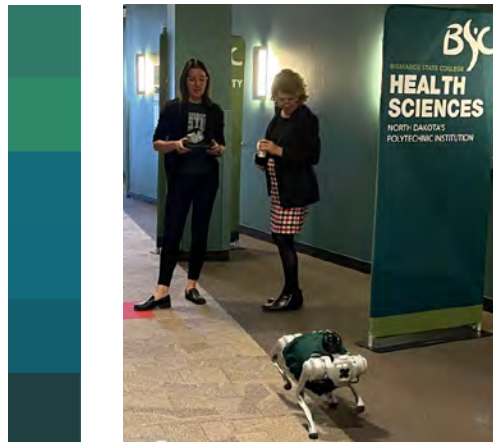
The following initiatives align with:

NDUS IT Goal #1 – *Support the North Dakota University System's infrastructure needs.*

NDUS IT Goal #3 – *Provide a user experience that is responsive to changing needs and expectations.*

NDUS IT Goal #4 – *Improve and enhance the North Dakota University System's collaborative efforts.*

- ◆ Update campus wireless to meet the demands of increased usage of personal computing and mobile devices.
- ◆ Upgrade campus core and building networks to ensure bandwidth and resiliency meets the campus stakeholder's needs.
- ◆ Support Wide Area Network (WAN) services to campuses, in collaboration with North Dakota Information Technology (NDIT), ensuring that campus demand is met and diverse paths to campuses are available.
- ◆ Implement modern communication services to meet the needs of the community while managing costs.





2023-2025



Summary

This plan outlines a series of strategic goals and initiatives that will drive the NDUS IT roadmap throughout the next biennium. The focus on Academic Services, Information Security, Operational Efficiency and Effectiveness, IT Service Management, and Infrastructure is designed to support students, faculty, staff, and stakeholders, while aligning with and supporting the strategic goals approved by the North Dakota State Board of Higher Education.

Core Technology Services and the CIOs of NDUS's eleven institutions plan to achieve these goals through outstanding teamwork, excellent customer service, collaboration, dedicated leadership, inspiration, and growth opportunities.



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CORE TECHNOLOGY SERVICES

STRATEGIC PLAN

2023 - 2025



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MESSAGE FROM VICE-CHANCELLOR/CIO DARIN KING



Dear Colleagues,

Core Technology Services (CTS) provides secure information management and technology services to the North Dakota University System (NDUS), links academic and business services within the NDUS community, and connects users to the information and educational resources needed to accomplish their goals. Our organization is committed to continuously improving our information technology processes and services; by regularly engaging with our stakeholders, we can align our support and service offerings to match their needs.

For the 2023-2025 biennium, CTS has identified three overarching goals and related strategic objectives that will guide our operational efforts. Each goal highlights an associated security-based objective to further define our organization's continued commitment to exploring and implementing technologies that expand our ability to detect and respond to security incidents and strengthen the protection of our people, systems, and data.

Delivering exceptional, dynamic, and vital services to the NDUS community has become a top priority for CTS. As our ServiceOne program matures, we will continue to engage consistently, listen carefully, and thoughtfully consider the needs of our Customers and Technology Partners.

As we look to expand the capabilities and services provided to NDUS institutions, ensuring effective, efficient, and secure access to information remains highly important to CTS. Through thoughtful evaluation of our technical systems and solutions, maturing our business intelligence and analytics capabilities, and continued adaptation towards a hybrid cloud NDUS datacenter, we can ensure information is accurate, comprehensive, and secure while being responsibly accessed and used by NDUS institutions.

To effectively achieve these goals, we must focus on our greatest asset — the staff who make up the CTS organization. We are committed to hiring and retaining quality team members, providing opportunities for professional growth and development, and investing in leadership throughout the organization. We aspire to build a culture of teamwork, empowerment, competency, and achievement through communication, collaboration, and continual improvement.

We look forward to maintaining our collaborative relationship with NDUS stakeholders as we execute initiatives that align with our strategic plan and support the goals of the North Dakota University System.

A handwritten signature in black ink, appearing to read 'Darin King'. The signature is fluid and cursive, with a large, sweeping 'D' and 'K'.

Darin King

ABOUT THE CTS STRATEGIC PLAN

The 2023-2025 Core Technology Services' (CTS) Strategic Plan identifies strategic goals and objectives, tied to identified areas of focus, that are essential for taking a proactive approach in response to the frequent changes that surround the organization. Each focus area is meant to guide the organization's work, relationships, and opportunities while keeping security at the forefront of operations. These efforts are dynamic, therefore open to modification as CTS observes shifts, addresses challenges, and realizes progress within higher education. This strategic plan aligns with the six goals of the North Dakota State Board of Higher Education:

- ◆ **Optimize student affordability while maintaining campus financial health**
- ◆ **Provide access to programs people want, where and when they need them**
- ◆ **Prepare students for success**
- ◆ **Maximize the strengths of the unified system**
- ◆ **Research Excellence and Innovation**
- ◆ **Workforce Development**

Prior to establishing strategic objectives for the new biennium, the CTS Leadership Team evaluated the organization's existing mission statement drafted in 2015 and produced an updated version to simplify and clarify its business purpose. To support this mission, the team defined a vision statement that reveals a common goal and direction intended to inspire and motivate CTS employees over the next several years. It is this vision that became the catalyst for the 2023-2025 CTS Strategic Plan.

CTS MISSION STATEMENT

To provide trusted technical and professional services to support the strategic goals of the North Dakota State Board of Higher Education.

CTS VISION STATEMENT

To foster an organizational culture that delivers exceptional service, secure infrastructure, and access to information.

WORKPLACE CULTURE

Culture is defined as a *way of life*; it is the sum of attitudes, ideas, knowledge, experiences, and beliefs that distinguishes one group of people from another. In the workplace, culture becomes a key factor in shaping the methods by which a business grows and operates through leadership styles, behavior, and interactions. Having a positive organizational culture can attract talent, drive engagement and retention, increase happiness and satisfaction, and improve performance. Influencing positive workplace culture can be challenging, but it is recognized as being critical to the success of the organization. CTS strives to provide a working environment that favorably impacts the safety, health, and well-being of employees and where staff feel respected and recognized for the work they do. The following areas of focus and related strategic objectives will guide CTS in a direction toward improving and enhancing workplace culture.



STAFF HIRES & RETENTION

CTS's recruitment goal is to attract and retain well-qualified staff who can best contribute to the mission and vision of the organization. It is recognized that today's workforce is changing rapidly, and the organization must be open to meeting the expectations of new candidates and current employees. CTS offers flexible work schedules to promote work-life balance and extends variable work options, including hybrid or telework arrangements, to meet increasing demand. A highly remote workplace culture presents new challenges; training and development opportunities, along with professional standards, are provided to promote a more collaborative virtual environment.

CTS offers work-based learning programs through internships and apprenticeships. Student interns and apprentices assist the organization by filling positions that have been difficult to recruit and hire, increasing job satisfaction for departmental staff who help mentor these new IT professionals. CTS has been successful in maintaining a strong internal workforce by hiring interns and apprentices into full-time positions upon graduation.



Retention is a high priority for the organization; turnover is costly and can negatively impact employee morale, effectively changing the dynamics of the workplace culture. CTS works to respect its employees and values their input. One method used to obtain feedback is through a satisfaction survey completed by employees, which offers an opportunity to express opinions, share experiences, and suggest improvements. Leadership frequently engages with staff to ensure that their feedback and opinions are heard.

CTS leadership works collaboratively to sustain a competitive market salary strategy and an administration plan to attract and retain qualified staff. Future strategies will include inflationary salary research, an emphasis on total rewards, and working with the state legislature to advocate for staff compensation as related to current economic trends.

COMMUNICATION

Effective communication in the workplace is key to boosting employee morale, engagement, productivity, and satisfaction, and lays the foundation for successful collaboration amongst organizational teams. Communication is also important for building relationships with stakeholders. Since the pandemic, communication has changed significantly for CTS, both internally and externally. Due to the varied working arrangements of employees, face-to-face interaction has become less common; instead, there has been a greater reliance on instant messages (IMs), virtual calls and meetings, and other tools to communicate with others.



While necessary, these changes can impact the way people approach communication with others and the level of urgency perceived by employees and the stakeholders served by the organization. IMs are considered less formal than email, but the sender may expect an immediate response. Alternatively, those receiving an IM may feel a sense of urgency to reply quickly, which can interrupt work or lead to multitasking and further distractions. Virtual calls and meetings can feel impersonal, especially when cameras are turned off, resulting in reduced participation and input.

Organizational Change Management (OCM), one of the ITIL practices recently implemented by CTS, will help guide the organization toward more effective methods of maintaining connections through feedback, training, professional development, and mentoring.

EMPLOYEE EMPOWERMENT & ENGAGEMENT

CTS supports internal recruitment procedures that provide professional growth opportunities for current employees. Through a staff externship program, employees can spend time working in other CTS departments to learn new skills, enhance their current job function, or gain knowledge and experience for a different role they may be considering within the organization. A focus on well-trained staff will expand by exploring opportunities to develop mentorships and virtual engagement groups for new employees.

LEADERSHIP

CTS is committed to developing and investing in leadership throughout all levels of the organization by providing professional development and mentoring opportunities. Effective leadership can improve productivity, increase motivation, and strengthen morale and confidence for all employees.

CONTINUAL IMPROVEMENT

Continual improvement is the ongoing effort of making incremental adjustments to an organization's processes and services, aiming to align with shifting business needs. Whether large or small, CTS seeks to incorporate positive changes that will provide greater value to its mission and vision through professional development, training, feedback, and analysis. CTS leadership emphasizes that providing consistent processes and services, allowing flexibility when appropriate, and ensuring accountability is vitally important to the success of and support for its Customers, Technology Partners, users, and workplace culture.



Consistency is the maintenance of regular patterns or the quality of always behaving or performing in a similar manner; it is essential when defining and executing processes and procedures. By implementing standards and best practices, errors are reduced, risks are mitigated, and desired outcomes are more often achieved. In addition, consistency allows for the ability to create measures to inform data-driven decisions.

Flexibility is the ability to change or compromise. Flexibility is important, as each situation can be different with a set of unique needs. CTS is respectful of these differences; therefore, while working within the organization's standardized processes and procedures, adjustments may need to be considered to meet the needs of its stakeholders.

Accountability is the obligation or willingness to accept responsibility for a particular action. As a professional organization, CTS holds itself accountable for the services provided to its Customers, Users, and Technology Partners and for the support, promotion, and prioritization of the culture that it values. Supervisors are responsible for ensuring staff are holding themselves to the right level of accountability by setting expectations and goals, providing ongoing feedback, coaching, mentoring, and conducting performance evaluations. While accountability is essential for continual improvement, it is important to remember that CTS also values flexibility in its effort to meet the needs of the organization and its stakeholders.

Consistency is built when customers see a usual, expected approach.

Flexibility emerges when there's a change to that approach in response to a situation or an individual need.

Accountability ensures that standardized processes are being followed.

SECURITY FOCUS - PROTECTING PEOPLE



CTS is committed to creating a cybersecurity-focused culture where every employee keeps security practices and behaviors at the forefront of everything they do. CTS seeks to engage and empower employees to be active participants in securing the systems and data that have been entrusted to the organization by the NDUS. This will be accomplished, in part, through continued efforts to provide employees and NDUS institutions cybersecurity training, security awareness activities, and the necessary security tools and technology.

SERVICE SATISFACTION

Providing a secure, supportive, service-oriented environment can have significant impacts on the success and overall user experience for CTS's Customers and Technology Partners. Service satisfaction can be increased by providing user-focused education and training, actively collaborating and positively interacting with those who are served, and resolving issues and security concerns in a timely manner. It is important for CTS to regularly communicate with stakeholders to better understand their needs and challenges and to respond by making continuous improvements to service offerings.

SERVICEONE

To improve communication and consistency between Core Technology Services and the NDUS institutions, CTS has begun to implement a series of nine Information Technology Service Management (ITSM) practices collectively known as the program ServiceOne. Successful utilization of these practices will result in the ability to deliver and support IT products and services more consistently and efficiently to better serve the NDUS.



While the main focus of ServiceOne is process standardization, CTS is partnering with the NDUS institutions to deliver a more customized approach to effectively address their evolving needs. As of the end of 2022, five ServiceOne practices have been formally implemented: Organizational Change Management, Relationship Management, Problem Management, Incident Management, and Service Desk.

Organizational Change Management (OCM) is the practice of transitioning people through change by managing its effects through communication, training, and understanding their readiness level for that change. This practice ensures the changes in an organization are smoothly and successfully adopted and sustained by those who are impacted, so that forecasted organizational benefits of the change are achieved. OCM will be incorporated into the implementation of each ServiceOne practice for the duration of the program and will become an integral part of future CTS projects.

Relationship Management establishes and nurtures the links between the organization and its stakeholders at strategic and tactical levels. It includes the identification, analysis, monitoring, and continual improvement of relationships between stakeholders. Implementation of this practice has resulted in more conversations between CTS and the institutions by way of structured communication channels, including Town Hall forums and liaisons, which provide opportunities to share information and gather input in effort to strengthen working relationships within the NDUS.

Problem Management includes the analyzing and determining the root cause of one or more incidents (unplanned outages), managing known errors and workarounds, and facilitating the identification of a permanent, cost-effective solution. Effective Problem Management will result in increased availability of CTS' products, systems, and services, elevated productivity of CTS personnel, and a strengthened technology infrastructure.

Incident Management is a series of steps taken to identify, analyze, and resolve incidents to minimize the impact of unplanned outages on business operations and maintain quality by restoring normal operations as quickly as possible. This methodology will result in increased availability of CTS' products, systems, and services, leading to increased user satisfaction.

Service Desk provides a single point of contact for NDUS personnel to report incidents and submit service requests related to systemwide applications and services. This practice includes the development and implementation of a sustainable Service Desk methodology to improve customer service and to ensure incidents and service requests are properly prioritized and categorized to provide accurate reporting.

Additional ServiceOne practices to be launched by CTS include Service Request Management, Change Enablement, and Service Level Management. Early implementation efforts for these practices are underway and involve focus groups comprised of NDUS campus staff who provide feedback on current processes and proposed changes to those processes. The changes introduced in these practices will show immediate benefit to campuses and CTS staff. As each practice is implemented, the focus will be on long-term sustainment and customer service. KPIs and metrics are agreed upon at the start of each practice implementation and will be used to measure progress and success.

SECURITY FOCUS - DETECT & RESPOND



Having the ability to detect security events and respond in a timely and effective manner is a top strategic priority for CTS. Continuing to grow staff and mature the NDUS Security Operations Center (SOC) is a key initiative for developing this capability. Other security service initiatives include implementing automated detection and response technologies and developing the capability to collect and securely store critical security logs and event data from CTS and the NDUS institutions.

INFORMATION ACCESS

Out of necessity to remain agile and do more with less, many educational institutions are making significant adjustments to their business and operating models. The need to adapt and change quickly requires immediate access to information to make data-informed business decisions.



With a greater reliance on data comes the need for true data governance. Implementation of defined standards, procedures, and best practices for handling data ensures an organization's most important asset is secured, trustworthy, documented, managed, and audited effectively. A strong data governance can lead to improved data quality, minimized risks, and reduced operational costs.

Continuous evolution and modernization of technologies can provide elevated functionality to systems already in place and help drive digital transformation of an organization. Advancements such as process automation can result in potential cost-savings through increased operational productivity, allowing for greater focus on the student, faculty and staff experience. A hybrid cloud ecosystem allows for seamless movement of applications and data between on-premises and the cloud, expedites access to new data, and provides increased storage capacity for high data growth.

DATA GOVERNANCE

CTS established the NDUS Information and Data Governance (IDEG) to develop, implement, and oversee enterprise-level information and data management and reporting standards, best practices, and repeatable processes. In addition, the IDEG provides expert advice and support concerning data quality, usage, ownership, protection, privacy, classification, and retention across the University System. The governing body comprises representatives from CTS, the System Office, and NDUS institutions to provide guidance for review and alignment of resources and priorities, inform relevant stakeholders of changes introduced and/or implemented by the IDEG, and model and promote ethical use of data.

To ensure a sustainable framework to mature the NDUS's BI capabilities, including enablement of self-service Business Intelligence (BI) reporting and analysis for CTS and the NDUS institutions, the IDEG is working to identify and address the University System's operational gaps surrounding BI and data management at the enterprise level. Strategic initiatives include exploring cost-effective, modern technologies to expand appropriate access to curated and trusted data, promoting the education and use of existing BI development and analytical tools, and evolving the NDUS enterprise data and analytics ecosystem to prepare for advanced technologies such as machine learning and artificial intelligence.

EXPANDING SYSTEM FUNCTIONALITY

CTS supports a wide range of academic and business technologies, including student, finance, and human resources systems, learning management applications, and collaboration and communication tools. As new requirements arise and technological improvements emerge in the marketplace, CTS works collaboratively with the NDUS institutions to connect impending needs with promising solutions. The overall objective is to ensure the current systems provide the best available functionality to effectively serve students, faculty, and staff.

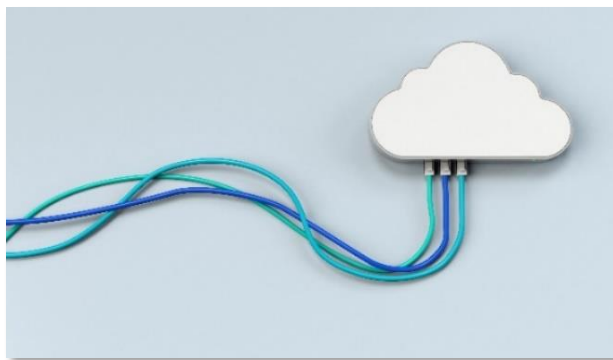


Automation capabilities are important when considering expansion of system functionality. The automation of technical systems to promote efficient provisioning and management is critical in providing timely and appropriate services to stakeholders. Automation of functional systems, generally thought of as workflows, can increase the efficiency of daily operations for staff and other stakeholders. It is imperative as an organization to stay informed on the advancements made in automation and continue to modernize and expand the capabilities of NDUS systems and applications.

CTS provides the option for institutions to utilize the robust private cloud in the NDUS Data Center, at a cost-effective rate, as an opportunity for additional functionality and consolidation. This modern and sophisticated facility is built to Tier III specifications and monitored 24 hours a day, seven days a week. Within the Data Center is a hyper-converged compute and network environment available to the NDUS. This enterprise-level infrastructure offers exceptional performance, ease of management, native security, and low operational costs. All systems, service offerings, and applications must comply with enterprise standards to ensure agility and reliability when fulfilling the NDUS's IT strategic goals.

HYBRID CLOUD

CTS continues to be cloud-opportunistic while striving towards a true hybrid cloud archetype. New and existing services and applications are continually analyzed to determine where each may best fit with respect to cloud offerings. The primary drivers for utilizing cloud services include new or enhanced features, business continuity/disaster recovery, and potential cost-savings. This analysis is done through careful examination of the following areas: data involved, security and compliance requirements, availability and reliability requirements, infrastructure, skills and roles of CTS personnel, and required and desired integrations. If there are no impediments discovered within these areas, a systematic approach is used for the cloud transition. While our existing NDUS private cloud is integrated with the public cloud, CTS aims to seamlessly shift between the two as warranted, which is the defining characteristic of a true hybrid cloud environment.



SECURITY FOCUS - PROTECTING DATA & SYSTEMS



CTS recognizes that protecting data, systems, and applications from ever evolving and increasing threats must remain a vital component of our strategic plan. This includes initiatives to protect against sophisticated email-based attacks, implementing data classification, protection, and loss prevention technologies, identifying and addressing vulnerabilities, and securing accounts and passwords, with a focus on protecting accounts with privileged access. CTS also places a priority on conducting risk management, security assessment, and penetration testing activities.

CONCLUSION

With a focus on three major areas, Workplace Culture, Service Satisfaction, and Information Access, this CTS Strategic Plan outlines a series of strategies designed to support students, faculty, staff, and System Office stakeholders. Feedback provided by Customers and Technology Partners will serve as inspiration to further define the goals and objectives that CTS will strive to achieve throughout the 2023-2025 biennium.

CTS is committed to recruiting and retaining a talented, qualified workforce to deliver consistent, high-quality systems and services to the NDUS community. By engaging and empowering staff to help drive organizational efforts, CTS can achieve its goals through exceptional teamwork, dedicated leadership, ongoing inspiration, and growing opportunities.

NDUS Legislative Update 4/26/2023

Bill Number	Short Title	Legislative Actions	Bill Summary	NDUS Position (as of 4/26/2023)
HB1003	NDUS 2023-2025 Appropriation	House 69.23 Senate 45-2 Conference committee report adopted	See separate document	SBHE supports, except opposes Sections 19 & 20.
HB1030	Administrative updates to financial aid programs	House 91-1 Senate 46-1 Governor signed 4/12	Interim committee bill for non-substantive administrative updates to the Academic/CTE/ND Scholarship, Dual Credit, Scholars, and Native American financial aid programs.	Support
HB1040	PERS Defined Benefit Retirement Plan Closure`	House 76-17 Senate 28-19	<p>Closes the PERS DB plan to new hires effective 1/1/2025. New employees would be required to participate in the State's defined contribution plan. To help cover the DB plan unfunded liability, employer DB contributions increase by 1% on 1/1/2024 and again on 1/1/2026 by an estimated 30.5%. Increased rates will continue for about 30.5 years. Additionally, oil & gas tax revenues of \$65 million per biennium and a \$135 million transfer from SIIF will help reduce the unfunded liability.</p> <p>The State DC plan required contribution rates are 9.26% (5.26% employer / 4% employee). Employees can contribute up to another 3%, which will be matched by the employer. Maximum contribution rate of 15.26%. Provides \$3,333/year additional state contribution (max (\$9,999) to encourage employees with 5 or less years of service to move to the State's DC plan.</p> <p>The NDUS has about 2,400 employees participating in the State's DB plan. These individuals work in the Technical & Paraprofessional, Office Support, Crafts/Trades and Services broadband classifications. New NDUS employees in those classifications hired on or after 1/1/2025 would be in the State's DC plan. The bill does not impact the higher education retirement plan.</p>	Neutral & request amendments

HB1155	Sanctuary status	House 80-11 Senate 40-4 Governor signed 4/7	Prohibits SBHE institutions, other state entities and political subdivisions from cooperating with federal agencies to report the immigration status of individuals and from granting noncitizens the right to lawful status in the state, political subdivision or institution.	Neutral
HB1178	CTE Center board membership	House 90-0 Senate 47-0 Governor signed 4/10	Provides the option that boards of career and technology centers may include members from universities, parochial or private schools, and private sector entities.	Support
HB1200	COVID-19 vaccination limitations	House 78-13 Senate 6-41 Failed	Prohibits state entities & political subdivisions from requiring private businesses to obtain vaccinations status for vaccinations with emergency use FDA authorizations. Amendments removed language to prohibit the SBHE from requiring the COVID-19 vaccine for enrollment/attendance and prohibited promotion of COVID-19 vaccinations for students.	Neutral with amendments
HB1205	Prohibits public libraries from maintain or promoting certain books	House 70-22 Senate 39-7 Governor signed 4/25	Initially, higher ed libraries were included in this bill; however, amendments removed the impact on NDUS libraries. Prohibits public (city or county) libraries from maintaining explicit sexual material (as broadly defined in the bill) in their children's collections. Requires libraries to develop a policy & process to review library collections by 1/1/2024 and provide a compliance report by 5/1/2024.	Oppose
HB1226	Confidentiality of NDUS Compliance Officer working papers	House 92-0 Senate 46-0 Governor Signed 3/15	Gives the NDUS Compliance Officer the discretion to declare working papers exempt or confidential.	Support
HB1241	Workforce education innovation program	House 80-13 Senate 46-1 Governor Signed 3/30	Creates the workforce education innovation program to help expand program offerings to support ND's workforce needs. Funds may be used to develop new curriculum, purchase equipment and technology, modify facilities, install equipment, hire and/or train faculty, and promote new programs. While the program was created in statute, funding was not provided in HB1241 or the NDUS appropriation, HB1003.	Support

HB1256	Penalty for false allegations of sexual harassment or discrimination	House 53-41 Senate 8-39 Failed	Makes it a Class A misdemeanor for making allegations of sexual harassment or of discrimination based on sex, gender, sexual orientation, race disability or religious affiliation under the policy of a public institutions or Title IX if the allegation is found to have no basis in fact or law.	Neutral
HB1341	Study of restrictions of firearms & dangerous weapons	House 93-0 Senate 41-6 Conference committee report adopted	Required legislative study of restrictions on carrying firearms and weapons dangerous weapons in the state. The study must include input from a number of public entities, including the NDUS (the Chancellor or a designee).	Neutral
HB1379	Legacy Earnings Fund Distributions	House 76-14 Senate 46-0 Conference committee report adopted by House	<p>Effective 7/1/2023, the bill directs all legacy fund earnings required to be transferred to the general fund at the end of each biennium be immediately transferred into the legacy earnings fund and provides that all interest and earnings remain in the fund. Establishes that 7% of the five-year average market value (POMV) of legacy fund assets are available for appropriation each biennium.</p> <p>The 2023-2025 funding stream is as follows:</p> <ol style="list-style-type: none"> 1. \$102,624,000 or lesser amount needed to pay debt service to legacy sinking and interest fund 2. \$225 M for Tax Relief 3. \$100 M to the Legacy Earnings Highway Distribution Fund for allocations 4. Any remaining dollars distributed: <ol style="list-style-type: none"> a. 50% to the general fund b. 50% to strategic investment & improvements (SIIF) fund <p>If legacy earnings allocations exceed the POMV, equal amounts are transferred to the general fund and SIIF.</p>	Support
HB1382	ND Scholarship use for apprenticeships	House 94-0 Senate 47-0 Governor signed 4/11	Allows the ND Scholarship earned while in high school to be used for a registered apprenticeship program, in addition to ND institutions of higher learning.	Support

HB1392	Foundation & student groups deposits to institutions' BND accounts	House 93-0 Senate 46-0 Governor signed 4/6	Allows higher education institutions to deposit funds from its nonprofit organization/foundation and student organizations into an institution's account at BND and subsequently disburse those dollars, without the funds being considered a gift under section 18 of Article X of the ND Constitution.	Support
HB1446	Tenured faculty review pilot program	House 66-27 Senate 21-23 Reconsideration failed Failed	Requires the SBHE to implement a program of post-tenure review at BSC & DSU, effectively immediately upon the Governor's signing of the bill. Amendments removed language that indicated this was a pilot program	SBHE Opposes & requests joint study with legislature
HB1473	Institutions' dormitories or living facilities designated restrooms & shower rooms	House 78-14 Senate 42-5 Governor signed 4/25	Requires that dormitory restrooms or shower rooms must be designated for use by either exclusively males or exclusively females and may only be used by members of that sex. This applies to dormitory or dormitory floors where residents are segregated by sex or gender. Dormitory administrators may still provide reasonable accommodations for transgender or gender-nonconforming residents. The bill also creates similar requirements for correctional facilities, the youth correctional center, and the state penitentiary.	Neutral
HB1474	Vital statistic collection on gender	House 75-15 Senate 35-12 Conference committee report adopted by House	The bill defines the terms female, male, and sex as they relate to collection of vital statistics. House Bills 1254, 1489, 1249 and 1139, which were previously passed, were corrected to align with the definition of sex in this bill. "Sex" means the biological state of being female or male, based on an individual's nonambiguous sex organs, chromosomes, or endogenous hormone profile at birth."	Neutral

HB1489	College/university sports team designated as male or female	House 75-18 Passed 40-7 Governor signed 4/11	<p>Requires intercollegiate or intramural athletic teams or institution-sponsored sports be expressly designated as male/men/boys, females/women/girls or coed/mixed. Teams designated for females/women/girls may not be open to students of the male sex. Exceptions are provided for interscholastic or intramural sports.</p> <p>Sex is defined as biological state “based on an individual’s non ambiguous sex organs, chromosomes or endogenous hormone profile at birth.”</p> <p>The bill provides that a licensing organization, accrediting organization, government entity or athletic association may not take adverse action against an institution for maintaining separate teams for students of the female sex.</p> <p>Creates a civil cause of action for students who suffer harm for violations of this law or reporting violations of the law. Institutions have a private cause of action for injunctive relief for direct or indirect harm suffered because of this law.</p>	Neutral
HB1519	UAS grants from including to Train ND Northwest	House 83-10 Senate 46-1 Conference Committee	<p>Senate Version: Provides \$750,000 to CTE for a grant to Train ND Northwest (WSC) to create workforce training programs related to the UAS industry and drone operation.</p> <p>House Version: Provides a total of \$5 million federal fiscal relief funds multiple state agencies for grants to promote widescale adoption and use of Unmanned Autonomous Systems (UAS) in the state. Agencies include: Department of Transportation, Health & Human Services, Career & Technical Education (CTE), Department of Agriculture, and Industrial Commission.</p> <p>The CTE funds would be granted to Train ND Northwest (WSC) to create workforce training programs related to the UAS industry and drone operation.</p>	Support

HCR3002	Constitutional amendment to allow sports betting	House 49-44 Failed 16-30 Failed	If approved by the electors in the 2024 general election, would authorize sports betting in the state and provide for state licensing & regulation. The 2025 Legislative Assembly would need to establish licensing & regulation requirements.	Oppose
SB2015	OMB 2023-2025 appropriation bill, includes salary equity funding	Senate 40-6 House 67-24 Conference Committee	In addition to the budget for OMB, the bill includes \$75 million (\$41M general fund / \$34M special fund authority) for targeted market equity adjustments. A portion of this amount is directed to higher education institutions & entities.	Support
SB2025	Deficiency appropriation bill	Senate 47-0 House 91-2 Governor Signed 4/12	Funds 2021-23 budget shortfalls for various state agencies. The bill includes \$99,768 for DCB for an education program reimbursement that could not be paid by DPI before the end of the 2029-21 biennium. Effective immediately after the Governor's signature.	Support
SB2033	Teacher Loan Forgiveness Program at DPI	Senate 45-1 Failed 7-80 Failed	Establishes a \$3 million student loan forgiveness program administered by the Department of Public Instruction. The program is directed at grade levels, content areas and in geographical locations with a teacher shortage or critical need.	Neutral
SB2122	Workforce training center funding distribution	Senate 46-0 House 78-14 Governor Signed 3/14	Requires an interim legislative study of the Department of Career & Technical Education's workforce training center funding distribution model and make necessary recommendations for change.	Support
SB2140	Public employee insulin drug & supplies benefits	Senate 38-6 House 57-33 ECC failed Governor Signed 4/14	Defines insulin drug and medical supplies for insulin dosing and administration. Reduces out-of-pocket expenses for insulin & certain covered supplies, by implementing \$25 monthly cost share limits for each category. Restricts the use of a formulary to determine coverage and clarifies the limitations of cost-sharing for public employees plans only. The bill has an emergency clause and will expire on 6/30/2025.	Neutral
SB2161	Increases State Energy Research Center funding (EERC)	Senate 46-0 House 89-3 Sent to Governor	Increases from \$5 million to \$7.5 million per biennium the portion of the state share of oil & gas revenues appropriated to the State Energy Research Center (SERC) Fund at EERC. The SERC fund continuing appropriation is effective through June 30, 2029.	Support

SB2171	Employee paid enhanced health insurance coverage option	Senate 45-0 House 31-62 Failed	Directs PERS to offer an enhanced coverage option for eligible state employees. The new plan would cover services mandated by the federal Affordable Care Act. Employees would pay premium costs.	Support
SB2197	Re-energize ND Scholarship	Senate 35-10 House 7-85 Failed	Creates the Re-energize ND Scholarship to recruit & retain individuals working in ND's oil & gas industry. Employees & their family members who are ND residents and have worked in the industry for at least 12 months in the last 3 years would be eligible for up to \$12,000 to attend an NDUS institution. Recipients must remain in the state & maintain academic progress to continue receiving the scholarship. No more than \$24,000 may be awarded to one family. Contains a \$5 million scholarship appropriation and \$125,000 for program coordination & marketing.	Support
SB2200	ND Governor's School funding for UND & NDSU	Senate 45-0 House 84-6 Governor Signed 4/21	Provides \$500,000 to the Department of Public Instruction (DPI) for grants for ND Governor's Schools to be conducted once a summer alternating annually between NDSU & UND. NDSU & UND may each be awarded up to \$250,000 per year.	Support
SB2231	Preferred pronoun discriminatory practice definitions & policies	Senate 34-12 House 60-32 Governor Veto 3/29/23 Veto sustained	Prevents government entities from requiring employees to designate or use preferred pronouns in work-related communications. Enables individuals to file a claim for violations of this law. Also adds definitions of "expressed gender" and "sex" in the DPI statute for K-12 schools.	Neutral
SB2239	Retains PERS DB retirement plan with contribution increases	Senate 34-13 House 19-74 Failed	Effective 1/1/2024, increases employer contributions by 4% and employee contributions by 1%. Employer contributions increase by another 3.6% effective 7/1/2025. Transfers \$250 million on 7/1/2023 from the general fund to the PERS DB retirement plan to reduce the unfunded liability.	Support with amendments

SB2247	Defines specified concepts & prohibits training on the concepts at institutions	Senate 40-7 House 50-39 Governor Signed 4/24	<p>Defines race or sex scapegoating, race or sex stereotyping and other specified concepts related to race or sex. Prohibits discrimination of students or employees for their endorsement or opposition to specified concepts. Prohibits SBHE institutions from requiring training on specified concepts, using training programs or materials that include a specified concept, or using state funds to incentivize faculty to include specified concepts into their academic curriculum. For all Diversity-specific employees, SBHE institutions must include “efforts to strengthen & increase intellectual diversity” in job duties.</p> <p>Clarifies that this law does not prohibit responding to a question about a specified concept or training students & employees on compliance with federal or state antidiscrimination laws. The law must not “limit or restrict the academic freedom of faculty or prevent them from teaching researching or writing publications about the specified topics.”</p> <p>Finally, the law does not authorize an institution to infringe on free speech protected by the First Amendment.</p>	SBHE Opposes
SB2274	Vaccine & infection information	Senate 29-17 House 87-3 Governor Signed 4/18	Amends NDCC 23-12-20 relating to vaccination and infection information for businesses. Higher Education retains an exemption. The sunset clause was removed; this is now permanent in the public health chapter (NDCC 23-12-20).	Monitor
SB2288	Nursing program academic matching grants	Senate 43-1 House 8-84 Failed	Appropriates \$250,000 for the SBHE to provide matching grants for the advancement of academics for nursing programs. Requires a 1:1 match. All ND accredited institutions are eligible, not just NDUS institutions.	Support

SB2328	K-12 School Funding Task Force	Senate 47-0 House 93-0 Sent to Governor	<p>Creates a legislative school funding task force facilitated by a nonpartisan leadership organization. The purpose is to study the K-12 funding formula; however, the duties include the following: “Analyze higher education funding sources to determine whether the sources may be used in whole or in part for the kindergarten through grade twelve system”</p> <p>Legislators stated that the language refers to dual credit funding and the potential use of a sliding scale similar to the higher ed varied rates by institutional tier. SBHE should monitor this task force closely to limit negative impacts to the funding formula.</p>	Monitor
SB2343	Information access for SBHE members and open records for confidential hearing records	Senate 30-16 House 71-21 Sent to Governor	<p>Requires the SBHE to establish a policy ensuring transparent communications between board members. Also requires that each board member have equal access to all current & historical information related to the board’s duties. A reporting requirement was amended into the bill.</p> <p>The conference committee added language prohibiting the SBHE from limiting board member access to closed or confidential records, unless otherwise prohibited by law. Other state boards & commissions may still control such access pursuant to NDCC 44-04-19.2</p>	SBHE Opposes
SCR4019	Removes the one mill statewide property tax levy for the UND SoMHS	Senate 29-18 House 40-47 Failed	<p>If approved by the electors in the 2024 general election, would remove the one mill statewide property tax levy that supports the UND SoMHS. The change would be effective with taxable years beginning after 12/31/2026. The 2025 Legislative Assembly would need to replace the \$11 million currently used to fund the medical school.</p>	Monitor



Envisioning 2035 May Retreat Primer

ENVISION  **2035+**

Envision 2030 Recap

ENVISION  2035+

Major State Industries

1. Agriculture
2. Energy
3. Healthcare
4. Law & Legal Systems
5. Manufacturing
6. Technology

Non-Academic Needs of Students

1. Diversity
2. Liberal Arts & Humanities
3. Tomorrow's Student
4. The Whole Student

Business/Industry/Campus

ENVISION  2035+

- Tammy Barstad
- Gaylon Baker
- Howard Dahl
- Jennifer Dahl
- Steve Deal
- Tom DiLorenzo
- Diane Hadden
- Dr. Jen Janecek-Hartman
- Rhonda Fairfield
- Justin Forde
- Jane Hovda
- Kevin Iverson
- Aaron Johnson
- Kevin Kaeding
- Mark Kinzler
- Andrew Laws
- Tabitha Lang
- Kay Meier
- Scott Meske
- John Nagel
- Jeremy Neuharth
- Ken Nygard
- Ty Orton
- Prakash Ranganathan
- Ed Schafer
- Robin Schmidt
- Grant Shaft
- Dane Skow
- Steve Swiontek
- Troy Walker
- Mark Watson
- Mike Weber
- Dan Wogsland
- True White
- Robert Vallie

Federal/State Leadership

ENVISION  2035+

- Senator Heidi Heitkamp
- Office of the Governor
- Kirsten Baesler
- Sheri Gietzen
- Doug Goerhing
- Jon Godfread
- Michelle Kommer
- Shawn Riley
- Jay Schuler
- Wayde Sick
- Rep. Jake Blum
- Rep. Glenn Bosch
- Sen. David Hogue
- Rep. Dennis Johnson
- Rep. George Keiser
- Rep. Lawrence R. Klemin
- Rep. Kim Koppelman
- Rep. Lisa Meier
- Rep. David Monson
- Rep. Emily O'Brien
- Rep. Brandy Pyle
- Rep. Mark Sanford
- Rep. Cynthia Schrieber-Beck
- Rep. Robin Wiese
- Sen. Brad Bekkedahl
- Sen. Ray Holmberg
- Sen. Judy Lee
- Sen. Carolyn Nelson
- Sen. Dave Oehlke
- Sen. Merrill Piepkorn
- Sen. Jim Roers
- Sen. David Rust
- Sen. Jessica Unruh
- Sen. Rich Wardner

NDUS/Tribal Leadership

ENVISION  2035+

- Dr. Twyla Demaray-Baker
- Dr. Dean Bresciani
- Dr. Margaret Dahlberg
- Dr. Doug Darling
- Dr. Jim Davis
- Dr. Gary Hagen
- Dr. Cynthia Lindquist
- Hon. Mark Kennedy
- Dr. Jerry Migler
- Dr. John Miller
- Dr. Tom Mitzel
- Dr. John Richman
- Dr. Steve Shirley
- Dr. Larry C. Skogen
- Dr. Russ McDonald
- Dr. Laurel Vermillion