

***North Dakota State Board of Higher Education***

September 18, 2023, NDUS Presidential Compensation Study Committee Meeting Minutes

The North Dakota University System Presidential Compensation Study Committee met via Teams on September 18, 2023, at 2:30 p.m. CDT.

State Board of Higher Education Members:

- ☒ Casey Ryan, SBHE Committee Chair
- ☒ Kevin Black, SBHE Committee Member
- ☒ David Krebsbach, NDUSO Committee Member
- ☒ Lisa Montplaisir, SBHE Faculty Advisor

Colleges and Universities Representatives:

- |                                      |                                  |                                 |
|--------------------------------------|----------------------------------|---------------------------------|
| <b>BSC</b> – President Jensen        | <b>DCB</b> – Dean Simone         | <b>DSU</b> – President Easton   |
| <b>LRSC</b> – President Darling      | <b>MaSU</b> – President Van Horn | <b>MiSU</b> – President Shirley |
| <b>UND</b> – President Armacost, UND | <b>VCSU</b> – President LaFave   | <b>WSC</b> – President Hirning  |

North Dakota University System Office/Core Technology Services:

Mark Hagerott, Chancellor  
Terry Meyer, Chief of Staff  
Lisa Johnson, Vice Chancellor of Academic and Student Affairs  
Jane Grinde, Director of Human Resources  
Meredith Larson, Assistant Attorney General

Others:

Mr. Alan Crist, Association of Governing Boards

Committee Chair Ryan called the meeting to order at 9:30 a.m. CT.

1. **Agenda**

Approved by consensus.

2. **Meeting Minutes**

Black moved, Krebsbach seconded, to approve the July 10, 2023, meeting minutes, as presented.

Black, Krebsbach, and Ryan voted yes. Motion passed.

3. **Peer and Aspirant Lists for Groups 1, 2, 3, and 4 and Peer list for Group 5**

Dr. Alan Crist stated that he has reviewed the information with each of the NDUS Presidents and/or their staff members. He noted that the additional polytechnic group was added at President Jensen's request. Mr. Crist and the committee discussed several components that could factor into identifying which peer and aspirant groups are most appropriate. Factors such as campus size, enrollment numbers,

size of endowments, individual missions, technical vs. transfer colleges, and other factors were considered.

Other components discussed:

- Challenges in the process of identifying peer and aspirant groups for specific NDUS institutions.
- Median salary range vs. average.
  - Regional/demographic salary ranges (North Dakota average salary).
- Unique variables/specific components by each group/institution.
- Institutional research and ranking
- Average longevity of NDUS Presidents and comparisons:
  - Dr. Crist will investigate the data available and report back.

Bismarck State College President Jensen provided his perspective on why the committee should consider other peer and aspirant comparisons for BSC that are polytechnic institutions. The committee members stated that the proposed group of polytechnics are 4-year institutions and currently BSC is a 2-year, and further noted that other NDUS institutions also offer polytechnic courses/degrees. The committee members acknowledged BSC's unique mission and agreed to have Mr. Crist investigate comparisons that are 2-year institutions and closer in size to BSC; Mr. Crist agreed and will follow-up with the committee members.

Member Ryan requested that Mr. Crist confirm the data on enrollment numbers is accurate and update, if necessary, Crist agreed and will report back.

#### 4. **Next Steps**

Mr. Crist explained that once the committee approves the peer and aspirant groups, the next step will be to get additional data from CUPA and develop a data table. He noted that going forward there will need to be agreements in place with all the institutions outlined in the data.

Black moved, Krebsbach seconded, to move forward in the process with the list of peer and aspirational institutions provided by Mr. Crist, as discussed, with flexibility to adjust as needed, and the polytechnic contingent on follow-up discussions.

Black, Krebsbach, and Ryan voted yes. Motion passed.

The meeting adjourned at 10:35 a.m. CT.

Approved November 7, 2023.

## **Step 1 Report to NDUS Presidential Compensation Study Committee on Recommended Peer/Aspirant Groups – 9-10-23**

The 10 NDUS institutions considered for this study are grouped as follows:

1. Very High Research (R1): North Dakota State University, Fargo, ND
2. High Research (R2): University of North Dakota, Grand Forks, ND
3. Comprehensive Master's: Minot State University, Minot, ND
4. Regional:
  - Dickinson State University, Dickinson, ND
  - Mayville State University, Mayville, ND
  - Valley State University, Valley City, ND
5. Community Colleges:
  - Bismarck State College, Bismarck, ND
  - Lake Region State College, Devils Lake, ND
  - North Dakota State College of Science, Wahpeton, ND
  - Williston State College, Williston, ND

Selection of peer groups for each of the five sets of institutions was initiated in July 2023 with separate conversations with each of the 10 presidents. Following these conversations, Dr. Crist developed lists of potential peers and potential aspirants for each of Groups 1-4. A set of potential aspirant institutions was not identified for the Community Colleges (Group 5). However, at the request of Bismarck State College leadership, a comparison was made with a set of polytechnic institutions.

The sets of potential peer and potential aspirant institutions were reviewed with each of the presidents resulting in minor clarifications and adjustments to the proposed lists. The lists of potential peer/aspirant institutions were developed using the Integrated Postsecondary Education Data System (IPEDS) of the U.S. Education Department's National Center for Education Statistics (NCES) based on the following factors:

- Carnegie Classification
- Percent of Undergraduate Students Awarded Pell Grants
- Student/Faculty Ratio
- 12 Month FTE Enrollment (total)
- Institution Budget Per FTE Enrollment
- Endowment Assets per FTE Enrollment
- Average Faculty Salary
- Total Price - F/T Living on Campus (in State students)

**The attached lists of potential peers and aspirants are presented for approval from the Study Committee before moving to Step 2: Analyzing Base Salary Data.**

Once approved, the lists of peers/aspirants will serve as the starting point for analysis. Checks are made throughout the process to ensure enough institutions provide the requisite number of data points for comparative analysis. The lists are narrowed down by eliminating institutions that did not participate in the relevant "CUPA-HR Administrators in Higher Education Survey" and for which, as a result, reliable and current salary figures are not available.

## **Attachments to Step 1 Report to NDUS Presidential Compensation Study Committee on Recommended Peer/Aspirant Groups – 9-10-23**

### **Group 1 - North Dakota State University**

- List of Potential Peers and Aspirants
- Factor Analysis Spreadsheet of Potential Peers
- Factor Analysis Spreadsheet of Potential Aspirants

### **Group 2 - University of North Dakota**

- List of Potential Peers and Aspirants
- Factor Analysis Spreadsheet of Potential Peers
- Factor Analysis Spreadsheet of Potential Aspirants

### **Group 3 - Minot State University**

- List of Potential Peers and Aspirants
- Factor Analysis Spreadsheet of Potential Peers
- Factor Analysis Spreadsheet of Potential Aspirants

### **Group 4 - Dickinson State, Mayville State, and Valley State**

- List of Potential Peers and Aspirants
- Spreadsheet of Showing Calculation of Three Institutions Average Values
- Factor Analysis Spreadsheet of Potential Peers
- Factor Analysis Spreadsheet of Potential Aspirants.

### **Group 5 - Bismarck State, Lake Region State, NDS College of Science, and Williston State**

- List of Potential Peers
- Spreadsheet Showing Calculation of Four Institutions Average Values
- Factor Analysis Spreadsheet of Potential Peers
- List of Comparative Polytechnic Institutions (For Information Only)
- Factor Analysis Spreadsheet Comparing Bismarck State to Selected Polytechnic Institutions

**GROUP 1**  
**North Dakota State University**  
**(9-10-23)**

**Potential Peers**

Auburn University  
Clemson University  
Kansas State University  
Mississippi State University  
New Mexico State  
Oklahoma State University  
University of Alaska Fairbanks  
University of Idaho  
University of Maine Orono  
University of Nevada (Reno)  
University of Wyoming  
Colorado State University – Fort Collins\*  
University of Nebraska – Lincoln\*  
Oregon State University\*

**Potential Aspirants**

Iowa State University  
Louisiana State University  
The University of Arizona  
University of Arkansas Fayetteville  
University of Georgia  
University of Kentucky Lexington  
University of Minnesota -Twin Cities  
University of Missouri Columbia  
University of Tennessee Knoxville  
Washington State University (Pullman)

\*Non-participants in the CUPA-HR Administrator Salary Survey





**GROUP 2**  
**University of North Dakota**  
**(9-10-23)**

**Potential Peers**

Boise State University  
Colorado School of Mines  
Kansas State University  
New Mexico State University  
Northern Arizona University  
Northern Illinois University  
The University of South Dakota  
The Utah State University  
University of Alabama Huntsville  
University of Idaho  
University of Montana-Missoula  
Wichita State University  
University of Wyoming  
University of Alaska Fairbanks  
University of Nevada Reno

**Potential Aspirants**

Kansas State University  
Northern Arizona University  
The Utah State University  
University of Buffalo-SUNY  
University of Iowa  
University of Tennessee Knoxville  
University of Utah  
University of Wyoming







**GROUP 3**  
**Minot State University**  
**(9-10-23)**

**Potential Peers**

Bemidji State University  
Eastern Oregon University  
Fort Lewis College  
Indiana University South Bend  
Lake Superior State University  
Minnesota State University Moorhead  
Missouri Western State University  
Northern State University  
Southwest Minnesota State University  
Truman State University  
University of Wisconsin – River Falls  
Wayne State College

**Potential Aspirants**

Emporia State University  
Northern Michigan University  
Pittsburg State University  
St. Cloud State University  
The University of South Dakota  
University of Minnesota Duluth  
University of Wisconsin – Eau Claire  
University of Wisconsin – Green Bay  
Winona State University





**GROUP 4**  
**Regional Universities**

**Dickinson State University**  
**Mayville State University**  
**Valley City University**  
**(9-10-23)**

**Potential Peers**

Adams State University  
 Black Hills State University  
 Bluefield State University  
 Colorado Mountain College  
 Dakota State University  
 Lewis-Clark State College  
 Northern State University  
 Snow College  
 The University of Montana-Western  
 University of Minnesota-Crookston  
 University of Minnesota-Morris

**Potential Aspirants**

Chadron State University  
 Dakota State University  
 Fort Lewis College  
 Lake Superior State University  
 Northern State University  
 Peru State College  
 Shawnee State University  
 Snow College  
 University of Minnesota-Crookston  
 University of Minnesota-Morris  
 University of Wisconsin-Superior

GROUP 4 AVERAGES OF THREE INSTITUTIONS (9-10-23)									
	State	Carnegie Classification	Percent of UG Students Awarded Pell Grants	Student / Faculty Ratio	FTE Enrollment	Budget per FTE Enrollment	FTE Endowment	Average Faculty Salary	Tuition & Fees
GROUP 4 INSTITUTIONS									
Dickinson State University	ND	B-Diverse Fields	24%	13	1,128	24,896	8,468	62,201	20,322
Mayville State University	ND	B-Diverse Fields	25%	14	870	32,143	12,391	54,998	20,677
Valley City State University	ND	B-Diverse Fields	18%	13	1,249	22,373	10,630	56,387	20,016
Average			22%	13	1,082	26,471	10,496	57,862	20,338







**GROUP 5**  
**Community Colleges**

**Bismarck State College**  
**Lake Region State College**  
**North Dakota State College of Science**  
**Williston State College**  
**(9-10-23)**

**Potential Peers**

Alexandria Technical & Community College  
Central Lakes College-Brainerd  
Century College  
Dakota County Technical College  
Dawson Community College  
Lake Superior College  
Minneapolis Community and Technical College  
Minnesota State Technical and Community College  
Miles Community College  
Normandale Community College  
North Central Michigan College  
Northland Community and Technical College  
Rochester Community and Technical College  
State Technical College of Missouri

GROUP 5 AVERAGES OF FOUR INSTITUTIONS (9-10-23)									
	State	Carnegie Classification	Percent of UG Students Awarded Pell Grants	Student / Faculty Ratio	FTE Enrollment	Budget per FTE Enrollment	FTE Endowment	Average Faculty Salary	In-State Tuition & Fees
<b>GROUP 5 INSTITUTIONS</b>									
Bismarck State College	ND	B/A - Associate's Dominant	26%	18	2,496	19,042	7,491	71,589	5,804
Lake Region State College	ND	Associate's: Mixed Transfer/Career & Technical-High Nontraditional	26%	18	2,583	19,129	7,233	71,360	5,800
North Dakota State College of Science	ND	Associate's: High Career & Technical - High Traditional	26%	18	2,530	18,698	6,591	71,332	5,766
Williston State College	ND	Associate's: Mixed Transfer/Career & Technical-High Traditional	26%	17	2,595	18,722	6,190	71,287	5,749
<b>Average</b>			<b>26%</b>	<b>18</b>	<b>2,551</b>	<b>18,898</b>	<b>6,876</b>	<b>71,392</b>	<b>5,780</b>



**POLYTECHNIC COMPARISON GROUP****Bismarck State College****(9-10-23)****For Information Only**

Arkansas Tech University  
Colorado School of Mines  
Ferris State University  
Michigan Technology University  
Minnesota State University - Mankato  
Missouri University of Science and Technology  
Montana Tech University  
Pennsylvania College of Technology  
State Technical College of Missouri  
Tennessee Technological University  
University of Wisconsin - Stout  
California State Polytechnic University-Humboldt  
Worcester Polytechnic Institute  
Rensselaer Polytechnic Institute  
SUNY Polytechnic Institute

