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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:

BSC - President JensenDCB - Dean SimoneDSU - President EastonLRSC - President DarlingMaSU - President Van HornMiSU - President ShirleyUND - President Armacost, UNDVCSU - President LaFaveWSC - 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:
 - o 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.



Advancing Higher Education Leadership

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 1 -	POTENT	IAL PEERS	(9-10-23))									
	State	Carnegie Classification*	Percent of UG students awarded Pell grants	% Difference of Client	Student / Faculty Ratio	% Difference of Client**	FTE Enrollment	% Difference of Client	Budget per FTE Enrollment	% Difference of Client	FTE Endowment	% Difference of Client	Average Faculty Salary	% Difference of Client	Tuition & Fees***	% Difference of Client	Overall Average % of Client	Number of Outliers	P e e r	A s p i r a n t
Client	NID	D4	100/		10		11 200		20.004		20.011		04.000		22.070					
North Dakota State University Potential Peers	ND	R1	19%		18		11,299		39,694		39,011		84,686		23,879					
Auburn University	AL	R1	13%	68%	20	111%	29,525	261%	41,861	105%	33,665	86%	99,349	117%	33,650	141%	111%	4	х	
Clemson University	SC	R1	15%	79%	16	89%	25,620	227%	45,738	115%	39,374	101%	96,424	114%	34,164	143%	109%	3	х	
Kansas State University	KS	R1	20%	105%	19	106%	17,919	159%	45,000	113%	48,025	123%	87,236	103%	25,730	108%	102%	2	х	
Mississippi State University	MS	R1	31%	163%	17	94%	22,048	195%	37,083	93%	31,662	81%	82,612	98%	26,460	111%	104%	2	х	
New Mexico State	NM	R2	44%	232%	15	83%	12,186	108%	60,372	152%	4,255	11%	81,714	96%	24,192	101%	98%	3	х	
Oklahoma State University	OK	R1	27%	142%	18	100%	21,949	194%	41,491	105%	24,074	62%	85,479	101%	24,770	104%	101%	3	х	
University of Alaska Fairbanks	AK	R2	22%	116%	12	67%	4,379	39%	89,629	226%	34,049	87%	86,144	102%	22,438	94%	91%	3	х	
University of Idaho	ID	R2	28%	147%	16	89%	8,897	79%	44,394	112%	42,014	108%	88,712	105%	22,254	93%	92%	2	х	↓
University of Maine Orono	ME	R1	24%	126%	16	89%	10,224	90%	38,742	98%	43,848	112%	91,510	108%	26,968	113%	92%	1	х	<u> </u>
University of Nevada (Reno)	NV	R1	26%	137%	17	94%	18,515	164%	35,855	90%	25,316	65%	93,304	110%	26,796	112%	97%	3	х	—
University of Wyoming	WY	R2	20%	105%	14	78%	10,060	89%	61,333	155%	76,432	196%	88,677	105%	21,805	91%	102%	3	х	₩
Additional Institutions (Non-participants in the CUPA-HR Administrator Salary Survey)																				
Colorado State University-Fort Collins	CO	R1	21%	111%	17	94%	27,604	244%	41,830	105%	20,942	54%	95,539	113%	28,346	119%	105%	2	х	
University of Nebraska -Lincoln	NE	R1	22%	116%	16	89%	22,378	198%	46,358	117%	60,697	156%	104,448	123%	26,316	110%	114%	3	х	
Oregon State University	OR	R1	23%	121%	18	100%	27,481	243%	47,472	120%	32,762	84%	96,469	114%	29,402	123%	113%	3	х	<u> </u>
Average			24%	126%	17	92%	18,485	164%	48,368	122%	36,937	95%	91,258	108%	26,664	112%	102%	2.64		
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*R1: Doctoral - Very high research activity																				₩
R2: Doctoral - High research activity																				
**Student/Faculty Ratio % Difference of Clie than 100% indicates a lower student/faculty while a percentage more than 100% indicate faculty ratio than the client	ratio th	an the client ner student																		
***Total price for in-state students living on	campu	s.																		

						GF	ROUP 1 -P	OTENTIA	L ASPIRAN	TS (9-10-2	23)									
	State	Carnegie Classification*	Percent of UG students awarded Pell grants	% Difference of Client	Student / Faculty Ratio	% Difference of Client**	FTE	% Difference of Client	Budget per FTE Enrollment	% Difference of Client	FTE Endowment	% Difference of Client	Average Faculty Salary	% Difference of Client	Tuition & Fees***	% Difference of Client	Overall Average % of Client	Number of Outliers	P e e r	A s p i r a n t
Client																				-
North Dakota State University	ND	R1	19%		18		11,299		39,694		39,011		84,686		23,879					\vdash
Potential Aspirants																			_	
Iowa State University Louisiana State University	LA	R1 R1	20% 24%	105% 126%	18 22	100% 122%	29,060 31,388	257% 278%	43,524 41.471	110% 104%	48,288 22,368	124% 57%	106,378 92,454	126% 109%	22,152 33,836	93% 142%		4		X
The University of Arizona		R1	24%	153%	17	94%	44,717	396%	49,666	104%	28,188	72%	102,791	109%	30,686	129%		4		x
University of Arkansas Favetteville	AR	R1	18%	95%	19	106%	25,565	226%	35,398	89%	65,793	169%	90.406	107%	26,978	113%		2	$\overline{}$	X
University of Arkansas rayettevine	GA	R1	19%	100%	17	94%	40,891	362%	41,882	106%	44,481	114%	106,774	126%	27,946	117%		2	$\overline{}$	×
University of Kentucky Lexington	KY	R1	21%	111%	16	89%	27,540	244%	141,435	356%	67,675	173%	98,993	117%	31,690	133%		4		X
University of Minnesota Twin Cities		R1	16%	84%	17	94%	47,686	422%	68,553	173%	108,115	277%	112,620	133%	29,416	123%		5		X
	МО	R1	21%	111%	18	100%	27,325	242%	95,921	242%	49,788	128%	96,296	114%	28,653	120%		3		x
University of Tennessee Knoxville	TN	R1	24%	126%	17	94%	29,555	262%	44,033	111%	34,914	89%	105,104	124%	32,658	137%	118%	4	$\overline{}$	х
Washington State University (Pullman)	WA	R1	27%	142%	15	83%	29,423	260%	39,324	99%	44,468	114%	92,732	110%	28,767	120%	116%	4		х
Average			22%	115%	18	98%	33,315	295%	60,121	152%	51,408	132%	100,455	119%	29,278	123%	129%	3.70		
																				L
*R1: Doctoral - Very high research activity													-							
R2: Doctoral - High research activity																			<u> </u>	
**Student/Faculty Ratio % Difference of Clier than 100% indicates a lower student/faculty while a percentage more than 100% indicates faculty ratio than the client	ratio th	an the client																		
***Total price for in-state students living on	campu	5.																		

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 2	- POTENT	IAL PEERS	(9-10-23)	1									\neg
	State	Carnegie Classification*	Percent of UG students awarded Pell grants (SFA2021)	% Difference of Client	Student / Faculty Ratio	% Difference of Client**	FTE Enrollment	% Difference of Client	Budget per FTE Enrollment	% Difference of Client	FTE Endowment	% Difference of Client	Average Faculty Salary	% Difference of Client	Tuition & Fees***	% Difference of Client	Overall Average % of Client	Number of Outliers	P e e r	A s p i r a n t
Client	ND	R2	17%		17		11.609		47.072		20.766		02.400		24.764					
University of North Dakota Potential Peers		R2	1/%		17		11,609		47,072		29,766		83,499		24,764					
Boise State University		R2	21%	124%	20	118%	18.297	158%	23,721	50%	8,488	29%	77,880	93%	27,095	109%	85%	5	х	-
Colorado School of Mines		R1	14%		16	94%	6.567	57%	34.868	74%	54.701	184%	113,830	136%	38,203		98%	6	x	
Kansas State University		R1	20%	118%	19	112%	17.919	154%	45,000	96%	48.025	161%	87.236	104%	25,730		106%	3	x	×
New Mexico State University		R2	44%	259%	15	88%	12,186	105%	60,372	128%	4,255	14%	81.714	98%	24,192		99%	4	X	
Northern Arizona University	AZ	R2	32%	188%	21	124%	29,268	252%	19,541	42%	9,301	31%	80,061	96%	28,854	117%	106%	5	х	х
Northern Illinois University	IL	R2	43%	253%	15	88%	14,125	122%	40,448	86%	7,329	25%	85,852	103%	27,218	110%	98%	3	х	
The University of South Dakota	SD	R2	20%	118%	14	82%	7,458	64%	29,187	62%	41,391	139%	74,898	90%	23,857	96%	81%	4	х	
The Utah State University	UT	R1	29%	171%	21	124%	22,731	196%	38,584	82%	23,006	77%	86,658	104%	21,944	89%	105%	4	х	х
University of Alabama Huntsville	AL	R1	24%	141%	19	112%	8,645	74%	34,764	74%	11,605	39%	88,375	106%	28,708	116%	83%	5	х	
University of Idaho	ID	R2	28%	165%	16	94%	8,897	77%	44,394	94%	42,014	141%	88,712	106%	22,254	90%	96%	4	х	
University of Montana - Missoula	MT	R1	31%	182%	15	88%	7,984	69%	44,041	94%	34,272	115%	75,479	90%	23,036	93%	91%	3	х	
Wichita State University		R2	31%	182%	19	112%	11,599	100%	37,557	80%	29,034	98%	74,338	89%	26,060		96%	1	х	
University of Wyoming		R2	20%	118%	14	82%	10,060	87%	61,333	130%	76,432	257%	88,677	106%	21,805		108%	2	х	Х
University of Alaska - Fairbanks		R2	22%		12	71%		38%	89,629	190%	34,049	114%	86,144	103%	22,438		92%	5	х	
University of Nevada - Reno	NV	R1	26%	153%	17	100%	18,515	159%	35,855	76%	25,316	85%	93,304	112%	26,796		99%	4	х	
Average			27%	159%	17	99%	13,242	114%	42,620	91%	29,948	101%	85,544	102%	25,879	105%	96%	3.87		
*R1: Doctoral - Very high research activit R2: Doctoral - High research activity **Student/Faculty Ratio % Difference of Cli than 100% indicates a lower student/facult while a percentage more than 100% indica faculty ratio than the client ***Total price for in-state students living o	ient: A ty ratio tes a hi	than the client gher student																		

						G	ROUP 2 -	POTENTIA	AL ASPIRAI	NTS (9-10-	-23)									
	State	Carnegie Classification*		% Difference of Client	Student / Faculty Ratio	% Difference of Client**	FTE Enrollment	% Difference of Client	Budget per FTE Enrollment	% Difference of Client	FTE Endowment	% Difference of Client	Average Faculty Salary	% Difference of Client	Tuition & Fees***	% Difference of Client	Overall Average % of Client	Number of Outliers	P e e r	A s p i r a n t
Client													,							
University of North Dakota	ND	R2	17%		17		11,609		47,072		29,766		83,499		24,764					
Potential Peers																				
Kansas State University	KS	R1	20%	118%	19	112%	17,919	154%	45,000	96%	48,025	161%	87,236	104%	25,730	104%	106%	3	х	х
Northern Arizona University	AZ	R2	32%	188%	21	124%	29,268	252%	19,541	42%	9,301	31%	80,061	96%	28,854	117%	106%	5	Х	х
The Utah State University	UT	R1	29%	171%	21	124%	22,731	196%	38,584	82%	23,006	77%	86,658	104%	21,944	89%	105%	4	х	х
University of Buffalo - SUNY	NY	R1	32%	188%	13	76%	30,850	266%	36,699	78%	33,065	111%	99,300	119%	30,240	122%	120%	5		х
University of Iowa	IA	R1	19%	112%	15	88%	28,909	249%	141,086	300%	107,677	362%	106,372	127%	26,358	106%	168%	5		х
University of Tennessee Knoxville	TN	R1	24%	141%	17	100%	29,555	255%	44,033	94%	34,914	117%	105,104	126%	32,658	132%	121%	5		х
University of Utah	UT	R1	22%	129%	18	106%	29,860	257%	202,518	430%	45,616	153%	102,141	122%	24,263	98%	162%	5		х
University of Wyoming	WY	R2	20%	118%	14	82%	10,060	87%	61,333	130%	76,432	257%	88,677	106%	21,805	88%	108%	2	х	х
Average			25%	146%	17	101%	24,894	214%	73,599	156%	47,255	159%	94,444	113%	26,482	107%	125%	4.25		
																				<u> </u>
*R1: Doctoral - Very high research activ	ity																			<u> </u>
R2: Doctoral - High research activity																				<u> </u>
**Student/Faculty Ratio % Difference of 0																				
less than 100% indicates a lower student,	,																			
client while a percentage more than 1009	% indica	tes a higher																		
student faculty ratio than the client																				<u> </u>
***Total price for in-state students living	on cam	pus																		

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

						G	GROUP 3 - I	POTENTIA	AL PEERS (9-10-23)										
	State	Carnegie Classification*	Percent of UG Students Awarded Pell Grants	% Difference of Client	Student / Faculty Ratio	% Difference of Client**	FTE Enrollment	% Difference of Client	Budget per FTE Enrollment	% Difference of Client	FTE Endowment	% Difference of Client	Average Faculty Salary	% Difference of Client	Tuition & Fees***	% Difference of Client	Overall Average % of Client	Number of Outliers	P e e r	A s p i r a n t
Client																				
Minot State University	ND	M2	22%		11		2,376		25,218		17,280		66,154		19,806					
Potential Peers																				
Bemidji State University	MN	M3	27%	123%	16	145%	3,705	156%	21,123	84%	9,500	55%	80,186	121%	22,856	115%	100%	6	Х	
Eastern Oregon University	OR	M3	39%	177%	15		2,287	96%	29,904	119%	7,033	41%	70,480	107%	24,669	125%	100%	4	Х	
Fort Lewis College	CO	B - Diverse Fields	36%	164%	14	127%	2,936	124%	24,608	98%	5,047	29%	64,959	98%	25,970	131%	96%	4	х	
Indiana University South Bend	IN	M2	39%	177%	12		4,044	170%	16,674	66%	8,340	48%	59,565	90%	21,293	108%	96%	4	х	
Lake Superior State University	MI	B - Diverse Fields	30%	136%	16		1,681	71%	27,616	110%	22,368	129%	62,075	94%	27,666	140%	103%	6	Х	ш
Minnesota State University Moorhead	MN	M3	28%	127%	18		4,736	199%	20,554	82%	7,615	44%	84,422	128%	23,884	121%	108%	5	Х	
Missouri Western State University	MO	M3	32%	145%	17		3,405	143%	19,517	77%	12,170	70%	63,600	96%	22,745	115%	100%	5	Х	-
Northern State University	SD	M3	14%	64%	16		1,833	77%	24,718		20,488	119%	67,517	102%	23,495	119%	90%	4	Х	-
Southwest Minnesota State University	MN	M1	10%	45%	16		3,344	141%	16,677	66%	4,867	28%	85,672	130%	22,718	115%	84%	6	Х	-
Truman State University	MO	M2	18%	82%	13		3,947	166%	26,967	107%	17,207	100%	64,038	97%	22,802	115%	98%	3	Х	-
University of Wisconsin - River Falls	WI	M2	23%	105%	19		5,326	224%	17,882	71%	-,	32%	72,567	110%	18,896	95%	101%	5	Х	
Wayne State College	NE	M1	31%	141%	20		3,548	149%	16,778		8,847	51%	70,228	106%	20,822	105%	100%	5	Х	
Average			27%	124%	16	145%	3,399	143%	21,918	87%	10,754	62%	70,442	106%	23,151	117%	98%	4.75		
*M1: Master's Colleges and Universities - Larg	ger Prog	rams																		
M2: Master's Colleges and Universities - Med	dium Pr	ograms					,													
M3: Master's Colleges and Universities - Sma	II Progr	ams																		
B-Diverse: Baccalaureate Colleges - Diverse F	ields																			
**Student/Faculty Ratio % Difference of Client 100% indicates a lower student/faculty ratio to percentage more than 100% indicates a highe	han the	client while a																		
the client ***Total price for in-state students living on co	amnus																			

						GF	ROUP 3 - P	OTENTIA	L ASPIRAN	TS (9-10-	23)									\neg
	State	Carnegie Classification*	Percent of UG Students Awarded Pell Grants	% Difference of Client	Student / Faculty Ratio	% Difference of Client**	FTE Enrollment	% Difference of Client	Budget per FTE Enrollment	% Difference	FTE Endowment	% Difference of Client	Average Faculty Salary	% Difference of Client	Tuition & Fees***	% Difference of Client	Overall Average % of Client	Number of Outliers	P e e r	A s p i r a n t
Client																				
Minot State University	ND	M2	22%		11		2,376		25,218		17,280		66.154		19,806					
Potential Aspirants							_,						,							
Emporia State University	KS	M1	33%	150%	17	155%	4,999	210%	18,014	71%	20,162	117%	62,218	94%	21,413	108%	113%	6		x
Northern Michigan University	MI	M2	30%	136%	19	173%	6,509	274%	25,431	101%	3,176	18%	74,954	113%	27,266	138%	119%	6		х
Pittsburg State University	KS	M1	33%	150%	15	136%	6,707	282%	16,274	65%	16,887	98%	66,533	101%	21,054	106%	117%	5		х
St. Cloud State University	MN	M1	24%	109%	16	145%	8,212	346%	22,868	91%	5,373	31%	89,429	135%	22,317	113%	121%	5		х
The University of South Dakota	SD	R2	20%	91%	14	127%	7,458	314%	29,187	116%	41,391	240%	74,898	113%	23,857	120%	140%	5		х
University of Minnesota Duluth	MN	M1	19%	86%	16	145%	9,460	398%	23,286	92%	29,986	174%	75,697	114%	26,194	132%	143%	6		х
University of Wisconsin - Eau Claire	WI	M2	21%	95%	20	182%	9,958	419%	17,384	69%	7,314	42%	74,047	112%	21,212	107%	128%	5		х
University of Wisconsin - Green Bay	WI	M2	25%	114%	23	209%	6,469	272%	16,312	65%	7,704	45%	63,759	96%	19,889	100%	113%	4		х
Winona State University	MN	M2	24%	109%	16	145%	6,546	276%	22,658	90%	9,184	53%	84,165	127%	22,994	116%	115%	5		х
Average			25%	116%	17	158%	7,369	310%	21,268	84%	15,686	91%	73,967	112%	22,911	116%	123%	5.22		
*R2: Doctoral - High research activity																				
M1: Master's Colleges and Universities - La	_																			ldot
M2: Master's Colleges and Universities - N																				ш
**Student/Faculty Ratio % Difference of Cli																			ı	1
than 100% indicates a lower student/facult	•																		ı	i l
while a percentage more than 100% indicat	es a hig	her student faculty																	ı	i l
ratio than the client																				igspace
***Total price for in-state students living or	n campı	JS																		1 1

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

Gi	ROUP	4 AVERAGES	OF THREE	INSTITUT	TIONS (9-1	0-23)			
	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 4	- POTEN	TIAL PEERS	(9-10-23	1								—	
			1	1			GROOF 4	FOILN	IIAL FLLIV	5 (3-10-23	1	I I			1	1	1	1		_
		Carnegie	Percent of UG Students Awarded	% Difference	Student / Faculty	% Difference of Group	FTE	% Difference	Budget per FTE	% Difference	FTE	% Difference	Average Faculty	% Difference		% Difference	Overall Average % of	Number of	P e e	A s p i r a n
Craum 4	State	Classification*	Pell Grants	of Group 4	Ratio	4**	Enrollment	of Group 4	Enrollment	of Group 4	Endowment	of Group 4	Salary	of Group 4	Fees***	of Group 4	Group 4	Outliers		Ψ.
Group 4							4.6								00.0				_	
3 Institution Average Values Potential Peers			22%		13		1,082		26,471		10,496		57,862		20,338				_	_
Adams State University	СО	M1	37%	168%	11	85%	2,534	234%	15,855	60%	25	0%	58,186	101%	23,797	117%	109%		х	
Black Hills State University	SD	M3	22%	100%	17	131%	2,534	234%	19,148	72%	8.341		65,584	101%	22,100	109%	119%	5	X	+-
Bluefield State University	WV	B-Diverse	48%	218%	13	100%	1.004	93%	21,950	83%	4,299		59.048	102%	22,100	113%	107%	3	×	
Colorado Mountain College	СО	Mixed B/A	12%	55%	13	100%	3,256	301%	16,955	64%	6,417		79,264	137%	18,156	89%	115%	6	×	—
Dakota State University	SD	M2	20%	91%	18	138%	2,206	204%	23,726	90%	9,112		77,017	133%	22,855	112%	122%	4	×	¥
Lewis-Clark State College	ID	B-Diverse	27%	123%	15	115%	2,460	227%	20,754	78%	4,766		61,048	106%	19,042	94%	113%	5	X	Ť.
Northern State University	SD	M3	14%	64%	16	123%	1,833	169%	24,718	93%	20,488		67,517	117%	23,495	116%	125%	5	х	х
Snow College	UT	B-A: Associate's	23%	105%	21	162%	3,919	362%	15,731	59%	3,493		55,039	95%	12,232	60%	125%	6	х	х
The University of Montana - Western	MT	B-Diverse	39%	177%	14	108%	1,298	120%	22,112	84%	5,873		63,472	110%	18,530	91%	106%	4	х	
University of Minnesota-Crookston	MN	B-Diverse	21%	95%	16	123%	1,679	155%	21,149	80%	14,576	139%	72,443	125%	25,086	123%	120%	6	х	х
University of Minnesota- Morris	MN	B- A & S Focus	29%	132%	11	85%	1,254	116%	37,668	142%	18,813	179%	68,653	119%	25,562	126%	128%	5	х	х
Average			27%	121%	15	115%	2,175	201%	21,797	82%	8,746	83%	66,116	114%	21,257	105%	117%	4.9		
																				$oxed{oxed}$
*M1: Master's Colleges and Universities -																				<u> </u>
M2: Master's Colleges and Universities -																				<u> </u>
M3: Master's Colleges and Universities -																				<u> </u>
B-Diverse: Baccalaureate Colleges: Diver																				₩
B-A Associate's: Baccalaureate/Associate																				<u> </u>
Mixed B/A: Baccalaureate/Associate's Co																				<u> </u>
**Student/Faculty Ratio % Difference of 0																				
lower student/faculty ratio than the clien		a percentage more	than 100% i	ndicates a																
higher student faculty ratio than the clien																				₩
***Total price for in-state students living	on cam	ipus																		<u></u>

							GROUP 4 -	POTENTI	AI ASPIRA	NTS (9-10)-23)									\neg
	State	Carnegie Classification*	Percent of UG Students Awarded Pell Grants	% Difference	Student / Faculty Ratio	% Difference of Group 4**	FTE Enrollment	% Difference of Group 4		% Difference	FTE	% Difference of Group 4	Average Faculty Salary	% Difference of Group 4	Tuition & Fees***	% Difference of Group 4	Overall Average % of Group 4	Number of Outliers	P e e	A s p i r a n t
Group 4	State	Classification	Pell Grants	or Group 4	Ratio	4	Elifolillelit	Group 4	Elifolillelit	or Group 4	Endowment	or Group 4	Salary	or Group 4	rees	or Group 4	Group 4	Outilers		Ė
3 Institution Average Values			22%		13		1,082		26,471		10,496		57,862		20,338					
Potential Aspirants			,										0.700=							
Chadron State College	NE	M2	34%	155%	16	123%	1,904	176%	20,602	78%	14,456	138%	67,375	116%	23,992	118%	129%	6		х
Dakota State University	SD	M2	20%	91%	18	138%	2,206	204%	23,726	90%	9,112	87%	77,017	133%	22,855	112%	122%	4	х	х
Fort Lewis College	CO	B-Diverse	36%	164%	14	108%	2,936	271%	24,608	93%	5,047	48%	64,959	112%	25,970	128%	132%	5		х
Lake Superior State University	MI	B-Diverse	30%	136%	16	123%	1,681	155%	27,616	104%	22,368	213%	62,075	107%	27,666	136%	139%	4		х
Northern State University	SD	M3	14%	64%	16	123%	1,833	169%	24,718	93%	20,488	195%	67,517	117%	23,495	116%	125%	5	Х	х
Peru State College	NE	M2	43%	195%	20	154%	1,598	148%	18,616	70%	12,487	119%	65,451	113%	19,060	94%	128%	4		х
Shawnee State University	ОН	M3	36%	164%	16	123%	3,038	281%	17,132	65%	7,380	70%	64,213	111%	25,114	123%	134%	7		х
Snow College	UT	B-A: Associate's	23%	105%	21	162%	3,919	362%	15,731	59%	3,493	33%	55,039	95%	12,232	60%	125%	6	х	х
University of Minnesota-Crookston	MN	B-Diverse	21%	95%	16	123%	1,679	155%	21,149	80%	14,576	139%	72,443	125%	25,086	123%	120%	6	х	х
University of Minnesota- Morris	MN	B- A & S Focus	29%	132%	11	85%	1,254	116%	37,668	142%	18,813	179%	68,653	119%	25,562	126%	128%	5	Х	х
University of Wisconsin - Superior	WI	M2	32%	145%	16	123%	2,772	256%	18,752	71%	12,258	117%	60,328	104%	19,740	97%	131%	5		х
Average			29%	131%	16	126%	2,256	209%	22,756	86%	12,771	122%	65,915	114%	22,797	112%	128%	5.18		
																				╙
* M2: Master's Colleges and Universit																				
M3: Master's Colleges and Universit																				
B-Diverse: Baccalaureate Colleges: I																				<u> </u>
B-A Associate's: Baccalaureate/Asso			's Dominant																	<u> </u>
B-A & S Focus: Baccalaureate Colleg	_																			<u> </u>
**Student/Faculty Ratio % Difference lower student/faculty ratio than the c a higher student faculty ratio than the	lient w	hile a percentage m																		
***Total price for in-state students liv	ing on	campus	-				-													

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 AVER	AGES OF FO	UR INSTITU	TIONS (9-10-2	3)			
	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
GROUP 5 INSTITUTIONS									
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
Average			26%	18	2,551	18,898	6,876	71,392	5,780

						GF	ROUP 5 - P	OTENTIA	L PEERS (9-1	10-23)									—	
	State	Carnegie Classification	Percent of UG Students Awarded Pell Grants	% Difference of Group 5	Student / Faculty Ratio	% Difference of Group 5*	FTE Enrollment	% Difference of Group 5	Budget per FTE Enrollment	% Difference of Group 5	FTE Endowment	% Difference of Group 5	Average Faculty Salary	% Difference of Group 5	In-State Tuition & Fees	% Difference of Group 5	Overall Average % of Group 5	Number of Outliers	P e e r	A s p i r a n t
Group 5																				
Average of 4 Institutions			26%		18		2,551		18,898		6,876		71,392		5,780					
Potential Peers																				
Alexandria Technical & Community College	MN	Associate's: High Career & Technical-High Nontraditional	19%	73%	20	111%	1,690	66%	16,744	89%	2,091	30%	75,179	105%	5,910	102%	82%	3	Х	
Central Lakes College-Brainerd	MN	Associate's: Mixed Transfer/Career & Technical- High Nontraditional	16%	62%	18	100%	2,547	100%	15,460	82%	4,069	59%	75,092	105%	5,954	103%	87%	3	Х	
Century College	MN	Associate's: Mixed Transfer/Career & Technical- Mixed Traditional/Nontraditional	32%	123%	23	128%	5,558	218%	14,931	79%	886	13%	77,703	109%	5,907	102%	110%	6	Х	
Dakota County Technical College	MN	Associate's: High Career & Technical - High Traditional	29%	112%	21	117%	1,818	71%	18,757	99%	1,195	17%	74,254	104%	6,208	107%	90%	4	Х	
Dawson Community College	MT	Associate's: High Transfer- High Nontraditional	29%	112%	13	72%	387	15%	27,555	146%	7,084	103%	50,362	71%	5,745	99%	88%	5	Х	
Lake Superior College	MN	Associate's: High Career & Technical-High Nontraditional	21%	81%	19	106%	2,775	109%	16,165	86%	334	5%	71,916	101%	5,616	97%	83%	1	Х	
Minneapolis Community and Technical College	MN	Associate's: Mixed Transfer/Career & Technical- Mixed Traditional/ Nontraditional	38%	146%	22	122%	4,219	165%	15,574	82%	1,015	15%	76,499	107%	5,906	102%	106%	6	Х	
Minnesota State Community and Technical College	MN	Associate's: High Career & Technical-Mixed Traditional/ Nontraditional	27%	104%	22	122%	3,433	135%	14,941	79%	1,974	29%	74,161	104%	5,862	101%	96%	4	Х	
Miles Community College	MT	Associate's: Mixed Transfer/Career & Technical- High Nontraditional	31%	119%	12	67%	454	18%	25,614	136%	3,516	51%	50,511	71%	6,090	105%	81%	6	Х	
Normandale Community College	MN	Associate's: High Transfer- High Nontraditional	27%	104%	24	133%	6,565	257%	13,287	70%	126	2%	75,795	106%	5,789	100%	110%	5	Х	
North Central Michigan College	MI	Associate's: High Transfer- High Nontraditional	46%	177%	16		997	39%	18,890	100%	5,309	77%	87,613	123%	6,916	120%	103%	5	Х	
Northland Community and Technical College	MN	Associate's: High Career & Technical -Mixed Traditional/Nontraditional	26%	100%	17	94%	1,763	69%	18,732	99%	2,141	31%	74,157	104%	6,052	105%	86%	2	X	
Rochester Community and Technical College	MN	Associate's: Mixed Transfer/Career & Technical- Mixed Traditional/ Nontraditional	29%	112%	20	111%	3,365	132%	16,898	89%	2,371	34%	77,348	108%	5,372	93%	97%	3	х	
State Technical College of Missouri	МО	Associate's: High Career & Technical-High Traditional	35%	135%	16	89%	2,041	80%	19,690	104%	240	3%	52,225	73%	7,095	123%	87%	4	Х	
Average			29%	111%	19	104%	2,687	105%	18,088	96%	2,311	34%	70,915	99%	6,030	104%	93%	4.071429		
*Student/Faculty Ratio % Difference of Client Indicates a lower student/faculty ratio than t than 100% indicates a higher student faculty	he clien	nt while a percentage more																		

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

			BISN	MARCK ST	ATE COLI	EGE - PO	LYTECHNI	C COMPA	RISON GR	OUP (9-10	-23)						
	State	Carnegie Classification*	Percent of UG Students Awarded Pell Grants	% Difference of Client	Student / Faculty Ratio	% Difference of Client**	FTE Enrollment	% Difference of Client	Budget per FTE Enrollment	% Difference of Client	FTE Endowment	% Difference of Client	Average Faculty Salary	% Difference of Client	Tuition &	% Difference of Client	Overall Average % of Client
Client																	
Bismarck State College Comparison Group	ND	B/A - Associate's Dominant	15%		14		2,608		20,897		9,331		56,953		16,883		
Arkansas Tech University	AR	M1	36%	240%	18	129%	7,799	299%	18,429	88%	8.097	87%	61,565	108%	21,421	127%	154%
Colorado School of Mines	CO	R1	14%	93%	16	114%	6,567	252%	34,868	167%	54,701	586%	113.830	200%	38,203	226%	234%
Ferris State University	MI	D/PU	35%	233%	15	107%	9,078	348%	24,855	119%	12,784	137%	88,132	155%	25,970	154%	179%
Michigan Technology University	MI	R2	20%	133%	13	93%	6,381	245%	39,512	189%	23,745	254%	98,206	172%	32,210	191%	183%
Minnesota State University - Mankato	MN	M1	23%	153%	21	150%	13,172	505%	19,619	94%	5,640	60%	87,996	155%	22,528	133%	179%
Missouri University of Science and Technology	МО	R2	21%	140%	19	136%	6,247	240%	33,053	158%	42,171	452%	101,070	177%	24,951	148%	207%
Montana Tech University	MT	M3	26%	173%	13	93%	1,547	59%	39,961	191%	28,622	307%	73,653	129%	23,760	141%	156%
Pennsylvania College of Technology	PA	B/A - Mixed	35%	233%	14	100%	3,933	151%	37,838	181%	7,384	79%	88,863	156%	34,609	205%	158%
State Technical College of Missouri	МО	Associate's: High Career & Technical High Traditional	35%	233%	16	114%	2,041	78%	19,690	94%	240	3%	52,225	92%	18,595	110%	104%
Tennessee Technological University	TN	R2	33%	220%	18	129%	8,899	341%	22,331	107%	10,817	116%	75,349	132%	25,332	150%	171%
University of Wisconsin - Stout	WI	M1	24%	160%	19	136%	6,646	255%	20,895	100%	12,063	129%	68,424	120%	20,773	123%	146%
California State Polytechnic University-Humboldt	CA	M1	51%	340%	16	114%	5,838	224%	34,682	166%	6,224	67%	88,155	155%	24,818	147%	173%
Worcester Polytechnic Institute	MA	R2	9%	60%	14	100%	6,505	249%	45,464	218%	97,547	1045%	116,251	204%	74,271	440%	331%
Rensselaer Polytechnic Institute	NY	R1	18%	120%	13	93%	8,069	309%	49,512	237%	132,060	1415%	119,791	210%	77,763	461%	406%
SUNY Polytechnic Institute	NY	M1	39%	260%	13	93%	2,510	96%	180,892	866%	2,956	32%	90,249	158%	25,352	150%	236%
Average			28%	186%	16	113%	6,349	243%	41,440	198%	29,670	318%	88,251	155%	32,704	194%	201%
*R1: Doctoral Universities - Very High Research Acti	vity																
R2: Doctoral Universities - High Research Activity																	
D/PU: Doctoral/Professional Universities																	
M1: Master's Colleges and Universities - Larger Pro	_																
M3: Master's Colleges and Universities - Small Pro																	
B/A Mixed: Baccalaureate/Associate Colleges - Mix																	
B/A Associate's Dominant: Baccalaureate/Associat																	
**Student/Faculty Ratio % Difference of Client: A p																	l
student/faculty ratio than the client while a percent	age more th	nan 100% indicates a	higher														ĺ
student faculty ratio than the client																	
***Total price for in-state students living on campu	S																i