

North Dakota State Board of Higher Education

RFP Ad-Hoc Committee Meeting Minutes

The State Board of Higher Education RFP Ad-Hoc Committee met via Teams on February 20, 2025, at 3:00 p.m. CT.

SBHE Audit Committee Members

- ☒ Mr. Jeffry Volk, Co-chair
- ☒ Dr. Casey Ryan, Co-chair
- ☒ Mr. DJ Campbell
- ☒ VC. Jerry Rostad
- ☒ Mr. Mark Gorenflo

System Office/CTS/Guests

NDUS Ms. Caitlin Magilke, Ms. Sharon Schwartzbauer **CTS** Mr. Dirk Huggett, Ms. Pamela Nielsen
AG Ms. Meredith Larson

Call to Order

Co-chair Volk called the meeting to order at 3:01 p.m. CT

1. Agenda
 - a. Ryan moved, Campbell seconded, to approve the agenda, as presented. Motion passed by consensus 5-0.
2. # Approval of January 21, 2025, [Meeting Minutes](#)
 - a. Campbell moved, Ryan seconded, to approve January 21, 2025, meeting minutes as presented. Motion passed by consensus 5-0.

Committee Business

3. [Draft RFP](#) Update – Ms. Pam Nielsen
 - a. Mr. Dirk Huggett shared with committee members that they will still need to identify the funding mechanism. Generally, CTS and the NDUS do not release an RFP if there is no funding on the table. Mr. Huggett asks that committee members and the SBHE work with VC. David Krebsbach to determine what type of funding will be available.
 - b. Member Campbell asked if Co-chairs Ryan and Volk were able to speak with SBHE Chair Mihalick on the specific scope of the RFP. Co-chair Ryan stated that he had talked to Chair Mihalick and asked him to review the draft RFP to ensure it aligns with the work the ad hoc committee should be working on. Co-chair Volk stated that he also reached out to Chair Mihalick but has not yet received a response.
 - c. Scope of Work: Ms. Pam Nielsen reviewed the proposed edits to the description.
 - i. The paragraph states: The State Board of Higher Education (SBHE) seeks a qualified consultant or consulting firm to support the SBHE to undertake listening sessions to gather feedback from statewide interests to assess the

- future needs and structure of governance for the North Dakota University System.
- ii. Member Campbell recommended removing 'of governance' from the statement. All committee members agree to remove that portion from the Scope of Work description.
- d. Member Campbell recommended moving Phase I, item 5, Governance Review, down into Phase II and potentially renaming it.
- i. Committee members agreed to move Phase I 5, a-b under Phase II. Co-chair Volk recommended moving this item between Phase II items 1, a and b. Committee members concurred.
 - ii. Co-chair Ryan recommended moving Phase II item 1, b – "Evaluate the role, structure, and effectiveness of the SBHE in overseeing the NDUS," up into Phase I as item #6. Furthermore, Co-chair Ryan recommended removing the title "Final Recommendations" from Phase I item 5. Member Campbell recommended changing the title to "Draft Analysis". Committee members concurred.
 - iii. Mr. Huggett recommended changing Phase II item 1 to read as "Present draft analysis to the SBHE." Committee members concurred.
 - iv. Co-chair Ryan asked if the 2004 evaluation is listed anywhere within the RFP. Ms. Nielsen stated that it is included in the background information of section 2.
- e. Member Campbell recommended removing the defined Phase I and Phase II titles from the document and instead listing those out on a different document for the board. This would change Phase II, item 1, to item 6. Mr. Huggett stated that Phase I and Phase II can be listed in the contract where the work will be broken out with separate deliverables.
- f. Co-chair Ryan shared his concerns with verbiage in Phase I item 1, b and believes 'best practices' should not be in this item. Mr. Huggett recommended removing 'Identify best practices and,' so that the item reads "Identify innovations and government leadership and operational efficiency." Co-chair Ryan further recommended adding a statement that relates to regional institutions in item 1, a. Co-chair Volk stated that the committee is tasked at looking at the board, the Chancellor, and Presidents and not at the governance structure of campuses. Co-chair Ryan commented that he believes it is important for both the committee as well as the vendors reviewing the RFP to know what is going on with the regional campuses. Committee members agreed to change Phase I item 1, a to read "Study organizational designs, governance structures, and operational models of higher education systems, regionally and nationally.
- g. Co-chair Ryan stated in Phase I item 2 a, vi, State Legislators and policymakers may be too broad. Co-chair Ryan recommends adding Interim Higher Education Legislators as they have been working closely with the NDUS and SBHE. Co-chair Volk asked if this is something that could be flushed out through vendor proposals. Mr. Huggett stated that it is something that can be added to the statement of work. Additionally, the vendors will have the opportunity to ask questions and if they are requesting more information, they can ask for that at that time.
- h. Mr. Mark Gorenflo recommended removing the sub-bullets beneath Phase I item 2, so that it would state "Identify and interview a diverse group of stakeholders

across North Dakota," which allows a vendor to share what types of stakeholders they would anticipate meeting with.

- i. Member Campbell recommended removing from Phase I item 2, b, 'current challenges and opportunities,' because it can lead towards negativity in that the NDUS/SBHE is trying to fix something. Phase I item 2, b will now read "Synthesize stakeholder input to understand perceptions of the NDUS." Committee members are in agreement.
- j. Mr. Gorenflo recommends adding 'possible' to Phase I item 3, b so that it reads "Identify possible redundancies, inefficiencies, and gaps in the system."
- k. Mr. Huggett asked if it makes sense to move Phase I item 3, c "Propose strategies to improve collaboration and operational alignment among campuses and system offices," into what is now item 6. Member Campbell stated that Phase I item 3 – Analysis of Organizational Efficiency would make more sense to move after Phase II. Committee members agreed to move Phase I item 3 into Phase III for the time being.
- l. Member Campbell recommended leaving the updated Phase I item 3 – Executive Leadership Evaluation as is and reword item 3, b to read "Provide recommendations for potential optimization." Mr. Huggett further recommended changing the item to read as "Provide analysis for potential optimization to meet the needs of the State, institutions and system." Mr. Campbell recommended moving this item under Phase I item 4, a.
- m. Co-chair Ryan asked if Phase III will be included in the RFP. Mr. Huggett stated that it will be and it will be made clear that Phase III will include additional items that may be requested from the vendor in the future as separate statements of work.
- n. Co-chair Ryan asked that a clean version of the draft RFP be sent to committee members for their review. Mr. Huggett stated that he and Ms. Nielsen will work together on the edits to the RFP and will send a clean copy to all committee members.
- o. Mr. Huggett stated that the Applicable Directives section gives vendors awareness of things they should be researching in order to better understand the NDUS and SBHE.
- p. Mr. Huggett stated that he and Ms. Nielsen will put together the clean version of the draft RFP that can be shared with the SBHE at their next meeting on February 27, 2025. Furthermore, Co-chair Volk reminded committee members to send any suggested edits to Mr. Huggett and Ms. Nielsen directly. Mr. Huggett and Ms. Nielsen will then determine if another committee meeting is required or if they are minor enough that the edits can be made without a committee meeting.

Adjourn

Co-chair Volk adjourned the meeting at 4:32 p.m. CT.

Addendum

[Clean copy of Scope of Work submitted to the SBHE](#)