

## **Board Expectations of and Direction for Executive Director Beran**

1. Advocate. Educate. Market. Higher education has a powerful story to tell, from individual student advantages to workforce readiness to macro-economic impacts to broader societal contributions. Both on behalf of Regents and in partnership with other post-secondary education partners, go forth and tell it. Help us tell it. Help our partners tell it. Just get it told.
2. Attainment goal movement through partnership. Develop and execute an aggressive action plan on attainment goal, using it as a mission around which to rally a meaningful partnership alliance with other post-secondary attainment contributors. The SDBOR and other South Dakota education leaders have endorsed a 65% state attainment goal of some post-secondary credential to include technical certificates or certification indicating job readiness, associate degrees, or baccalaureate degrees for all citizens. The attainment goal is an excellent vehicle to bring together the various contributors to post-secondary education for a common goal that can simultaneously strengthen all our institutions and the state we serve, leading us more toward a public service partnership and away from historic turf skirmishes. Potential BoR education partners in this effort include technical institutions, tribal colleges, private colleges and universities and other qualified certificate issuers. The Board recognizes this as a long range state-wide goal that will take considerable coordinated effort and energy to obtain. But we expect immediate, concrete and coordinated steps that will give it a path to reality and that can produce measurable improvement towards that goal very soon. Good groundwork has been laid to overcome past obstacles to true partnerships that can effectively serve our state. Now we need to see recognizable action in this goal's execution and movement in the numbers that define it. Reach out to our partners, solidify relationships and develop a common plan that is achievable. Then together reach out to potential students, parents, industry and the public to achieve the common objectives.
3. Permanent partners. Beyond the attainment goal efforts, the SDBOR expects the Executive Director to establish and maintain coordinated connections among the state Technical Institutions and other partners and with K-12 so that degree articulations, career paths, and advising among and between the Tribal colleges, state technical institutions, K-12 schools, the Regental Universities and others is coordinated and organized in way that leads to individualized initiatives and overall student recruitment, retention and graduation. As a public Board, our priority is to work with others to provide opportunities for our citizens and enhance the state's societal structure, not engage in counterproductive competition with our public service partners.
4. Dakota Promise. The SDBOR expects the Executive Director to develop a practical approach for packaging the Dakota Promise needs-based scholarship program in a public/private initiative that maximizes its chances for success in the upcoming legislature. This includes making the case to the Legislature and Administration and ensuring a clear and verifiable mechanism for the Regental universities to raise

contingent matching funds to supplement and enhance these need-based scholarships. The groundwork for private match has been laid with a number of Presidents and foundations, but you will need to develop and package its specifics so that it is readily understood as an honest and true match (e.g., clear measures to provide confidence that the match of private money is proved through a clear and transparent mechanism to verify the availability of the private match before any draw of public dollars and to return to the general fund any money for which individual university foundations cannot raise a private matching amount).

5. Tap into SD's at-risk population growth. One of the truly clear and immediate challenges of higher education is to revitalize its power to deliver the American dream. South Dakota's projected population growth is comprised mostly of at-risk population youth. Find ways to actively and effectively engage our newest and fastest growing population of immigrant and first generation at-risk high school students, develop metrics that measure the difference between success and failure, and find ways to reach these students early and often. Succeeding in this effort will materially improve South Dakota workforce readiness and profoundly improve many individual lives. Failure will be at a great cost to the state and the equivalent of missing a real American dream opportunity that is available to thousands. This is another initiative that requires a concentrated and focused effort with our other state education partners. The SDBOR Board believes that the increase in recent high school graduates can create a positive recruitment metric for post-secondary enrollment. This increase in students, however, is based on an increase in at-risk populations who need to understand their opportunities early enough to capitalize on them, and who are more likely to need financial support and efficient, fast, and effective remediation in math and writing skills. Thus the SDBOR Board expects the Executive Director to work with K-12 and our post-secondary partners, industry and others to find complementary strategies to help students find the resources and develop the knowledge base, in particular, for advanced math skills, thereby helping them to be college ready upon high school graduation. This target population is another of the many areas that require effective engagement and coordination with our other education partners, most notably Technical institutions and Tribal colleges.
6. Increase research. Increasing research is critical to economic development and entrepreneurial opportunity in South Dakota, and fulfilling our educational mission to its citizenry. It is a powerful means of support for and attraction of advanced degree and undergraduate students alike. The SDBOR expects the Executive Director to work with the University Presidents where appropriate to stimulate an increase in scientific and technological research. This is an effort that will vary from institution to institution, and is the primary responsibility of the President. But the Board expects the Executive Director to set and monitor goals and expectations and to facilitate success. This effort includes outreach to our congressional delegation and other state leaders in a focused effort to increase research activity throughout the state.

7. Efficiencies. The SDBOR expects the Executive Director to aggressively review operations and wherever possible find meaningful efficiencies in the Board office and on the respective Regental campuses. The Board expects a demonstrable and palpable approach to prioritizing limited resources and adjusting to the reality of past reductions in public support for higher education. Aggressively seek out and reduce or eliminate activities that do not address the strategic initiatives as set out by the Board. The Board recognizes that these decisions and changes do not come without institutional pain, but the Board office and the constituent campuses must work together to make tough choices about what is most important with the limited resources we have available. We must undertake a thorough system-wide review to seek out efficiencies where they can be found. This effort should include specific outreach to administration and legislative leaders for suggestions based on their experience and perspectives. As this process unfolds, we would like to see a series of transparent, honest reports on what we can and cannot do improve efficiencies, along with analysis of the pros and cons involved in the tough choices that need to be considered. We need information to inform the discussion on the best ways to manage and improve system-wide efficiencies.
8. Facilities Management. Fundamentally, this is a key fiduciary obligation to look after an incredibly valuable and important array of state buildings and other facilities throughout the system. The SDBOR expects the Executive Director to hold the system Presidents accountable for efficient and effective facilities management – including more deliberate and clear M&R practices and more efficient facility utilization. The Presidents are ongoing a process of reviewing M&R and space utilization. This is first and foremost a Presidential responsibility on each campus. But it has been wanting and needs more accountability. Please review carefully the long stagnant trends of most all of our institutions falling far short of reasonable industry standards on space utilization. By year's end, please provide a report as to progress made towards jump-starting that objective and getting it moving towards a path that demonstrates more effective space utilization of classroom and non-classroom facilities. Also, please review the updated M&R plans of each university and provide a report as to their adequacy.
9. 'Formula Funding' fairness. Following up on the information reviewed at the August Board meeting, we would like your review of and report on best practices to help ensure fairness in the allocation of resources between our institutions, taking into account their many differences and similarities and sound management incentive alignment. Please provide us with a detailed, defensible report for further consideration by the Board and our other state policy leaders.
10. Evidence. The existing system Fact Book and Economic Impact Book are both great resources. But as new issues arise there is a need to update these with more contemporary data on new and evolving issues (e.g., comparative statistics on state funding in critical areas, M&R practices, utilization rates, pay, etc.). This update is

necessary to be able to legitimately and authoritatively demonstrate to the administration, legislature and other partners true measures of BoR performance and support relative to peers. The Board office needs to be able to produce verifiable analytics to improve the SDBOR “story” and to be able to market to the public and other important stakeholders such as business and industry. Specific measures will become clear as priorities unfold.

11. Strategic initiatives review. Review the existing BoR strategic plan and specific initiatives within it, and provide a report on the progress or lack thereof in each category relative to achievement of the goal within the metric and timeframe for each. In particular, please review the recruitment, retention and completion goals for the system and each institution’s progress with respect to them. As the current strategic plan approaches completion, please provide insight toward its update.
12. Financial Management. Develop a clearer and more transparent means of assessing the system budget and finances and management reports that will help all managers (system and institution) do their job more effectively.
13. University Centers. We have spent a great amount of time and resources in an attempt to make our two University Centers more relevant to their local communities and the system, and more economically viable. We stand well short of success on that effort. Develop a mission and glidepath for the two Regental University Centers (Rapid City & Sioux Falls) that either get them to sustainable viability or develop alternative missions for these incredible resources. It is our belief that no true long-term success is possible without relevance and support from the local communities affected. With respect to the non-Regental University Center in Pierre, verify that the arrangements to date have achieved a “break-even” point for each regental institution still participating there, and report on the same.

This direction will be distributed publicly to welcome and encourage feedback from and dialogue with the public we serve and our policy partners in that service. It will be updated and adjusted as circumstances and Board direction warrant.

Adopted and directed by the Board this 9<sup>th</sup> day of August, 2018.