

Honors History 220

Higher Education and Budgets
Course Document Reader

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1. Universities as Complex Institutions

The documents below generally employ comparative methods to outline concerns of universities across the country. The problems of restrictive budgets and resource allocation are by no means unique to North Dakota, and these documents demonstrate national trends in funding decisions, models, sports, and other areas of necessary decision making. While the first piece discusses the cuts specifically, it also goes into detail regarding trends in budget decisions and the broader role of universities, a topic additionally explored by the AAAS piece. These documents can shape a necessary understanding that guides further inquiry.

Leachman, Michael, Nick Albares, Kathleen Masterson, and Marlana Wallace. "Most States Have Cut School Funding, and Some Continue Cutting" Center for Budget and Policy Priorities, January 25, 2016.

<https://web.archive.org/web/20170921131121/https://www.cbpp.org/sites/default/files/atoms/files/12-10-15sfp.pdf>

"Public Research Universities: Understanding the Financial Model." The Lincoln Project: Excellence and Access in Public Higher Education. Cambridge: American Academy of Arts and Sciences, 2016.

https://web.archive.org/web/20171205032430/https://www.amacad.org/multimedia/pdfs/publications/researchpapersmonographs/PublicResearchUniv_FinancialModel.pdf

Sutton, Bethany Zecher. "Higher Education's Public Purpose." Association of American Colleges and Universities, June 20, 2016.

<https://web.archive.org/web/20170921131735/https://www.aacu.org/leap/liberal-education-nation-blog/higher-educations-public-purpose>

"Trends in College Spending 2003-2013." Delta Cost Project. American Institutes for Research. January 2016.

<http://www.deltacostproject.org/sites/default/files/products/15-4626%20Final01%20Delta%20Cost%20Project%20College%20Spending%2011131.406.P0.02.001%20....pdf>

2. University and Recent North Dakota History

The budget cuts at the University of North Dakota ought to be understood in their historical moment. After a near decade of unprecedented growth and prosperity, the North Dakota energy market collapsed, which among other factors, led to statewide budget shortfalls and cuts to higher education. These decisions led to the wide-sweeping budget cuts at the university. Budget cuts cannot be singularly blamed on sparse government resources, but these issues are key in understanding the subsequent events.

Baganz et al. *Defending History: The Graduates' Manifesto*. The Digital Press at the University of North Dakota. 2017.

https://web.archive.org/web/20170921125808/https://mediterraneanworld.files.wordpress.com/2017/05/dfhistory_v1_1.pdf

Caraher, William R. "History at the University of North Dakota, 1885-1970." Unpublished Document, 2009.

<https://web.archive.org/web/20170921132602/https://hcommons.org/deposits/objects/hc:11496/datastreams/CONTENT/content>

Nowatski, Mike. "Budget Cuts, Special Session Possible as North Dakota Tax Revenues Fall Short Again." *Grand Forks Herald*. June 16, 2016.

<https://web.archive.org/save/http://www.grandforksherald.com/news/politics/4056109-budget-cuts-special-session-possible-north-dakota-tax-revenues-fall-short>

Hageman, John. "Burgum releases budget plan to legislative leaders calling for more cuts than Dalrymple." *Grand Forks Herald*, Jan 16, 2017.

<https://web.archive.org/save/http://www.grandforksherald.com/news/4200274-burgum-releases-budget-plan-legislative-leaders-calling-more-cuts-dalrymple>

Scheyder, Ernest. "Plains Crash: In North Dakota's Oil Patch, A Humbling Comedown," *Reuters*. May 18, 2016.

<https://web.archive.org/web/20170921130304/http://www.reuters.com/investigates/special-report/usa-northdakota-bust/>

3. Strategic Plans

Universities and colleges are constantly in the process of strategic planning. Reading these plans offers a view of both the priorities of an institution as well as the process whereby these priorities are established.

University of North Dakota. "Strategic Plan: 2017-2022." May, 2017

<https://web.archive.org/web/20171124053822/http://blogs.und.edu/strategicplanning/wp-content/uploads/sites/75/2017/05/UND-Strategic-Plan-1.pdf>

University of North Dakota, College of Arts and Sciences, "Strategic Plan: 2017-2022."

<https://web.archive.org/web/20180109172710/https://arts-sciences.und.edu/about/a-s-2017-22-strategic-plan.pdf>

4. The Budget Crisis

The following documents outline specific moments from the budget cuts. They demonstrate the scope and effect of the cuts as well as the type of reactions and personal struggles related to these historical moments. These documents will be useful in creating a timeline of the events and tracing responses to those events. The community responses give individual depictions of those touched by the cuts and their thoughts on the processes moving forward.

Kelley, Robert. "University Letter: President Kelley provides an update on University Budget."

UND Blog. University of North Dakota January 12, 2016.

<https://web.archive.org/web/20170419203319/http://blogs.und.edu/uletter/2016/01/president-kelley-provides-update-on-budget/>

Burleson, Anna. "Suspension of UND Music Therapy Program Strikes a Sour Note with Supporters." Inforum News. March 15, 2016.

<https://web.archive.org/save/http://www.inforum.com/news/3987106-suspension-und-music-therapy-program-strikes-sour-note-supporters>

Springer, Patrick. "North Dakota University System Told to Brace for More Budget Cuts."

Grand Forks Herald. September 29, 2016.

<https://web.archive.org/web/20170921124836/http://www.grandforksherald.com/news/4126081-north-dakota-university-system-told-brace-more-budget-cuts>

Haffner, Andrew. "Longtime UND professors choose retirement in face of academic cuts."

Grand Forks Herald. February 27, 2017.

<https://web.archive.org/save/http://www.grandforksherald.com/news/4225907-longtime-und-professors-choose-retirement-face-academic-cuts>

Perez, AJ. "University of North Dakota loses three varsity sports due to deep budget cuts." USA Today. March 29, 2017.

<https://web.archive.org/web/20170419203935/https://www.usatoday.com/story/sports/college/hockey/2017/03/29/north-dakota-cutting-swimming-diving-womens-hockey-programs/99793466/>

State Board of Higher Education

The North Dakota State Board of Higher Education regularly releases newsletters regarding board business and news. Compiled below are selected posts from the board, beginning with a review of the budget from the entire system in 2015, the beginning of the biennium of the cuts. The updates highlighted public opinion regarding system-wide changes, focused on the future, and sought to steer conversations in a positive direction. Their use to the budget project is that of a view from above the intricacies of one specific campus by the governing body of all public institutions in the state.

Sate Board of Higher Education. "SBHE Budget Committee Reviews System Budget." June 23, 2015.

<https://web.archive.org/web/20170920162844/http://blog.ndus.edu/1578/sbhe-budget-committee-reviews-system-budget/>

SBHE. Board Talks Budget, Other Issues. March 16, 2016.

<https://web.archive.org/web/20170920163553/http://blog.ndus.edu/2341/board-talks-goals-budget/>

SBHE. "New Year, New Possibilities." December 2016.

<https://web.archive.org/web/20170920161539/http://blog.ndus.edu/2994/new-year-new-possibilities/>

SBHE. "Board Reviews Budget Outlook." December 2016.

<https://web.archive.org/web/20170920161906/http://blog.ndus.edu/2991/board-reviews-budget-outlook/>

SBHE. "Board Talks Budget Guidelines, Faculty Leave." May 17, 2017.

<https://web.archive.org/web/20170920162144/http://blog.ndus.edu/3213/board-talks-budget-guidelines-faculty-leave/>

SBHE. "Envision 2030 Enters a New Phase" June 30, 2017.

<https://web.archive.org/web/20171205015211/http://blog.ndus.edu/3308/envision-2030-enters-new-phase/>

5. UND as a Research Institution and Understanding Support Units

At the heart of this inquiry lies an understanding of university roles and models. While much of the rest of the reader focuses on the budget cuts and the events leading up to specific moments, the documents to follow outline the future for the university. The Fiscal Planning Outline succinctly outlines immediate goals and strategies within the changing university landscape. The biggest change comes via the implementation of MIRA (Model for Incentive-based Funding Allocation). These documents will be key in shaping future ideas regarding UND and its budget.

UND Budget, Restructuring, and Reallocation Committee Minutes, March 4, 2017.

<https://web.archive.org/web/20170419202621/http://und.edu/university-senate/4-4-sbrcc-minutes.pdf>

“Model for Incentive-based Resource Allocation.” University of North Dakota, 2017.

<https://web.archive.org/save/http://und.edu/mira/>

“Executive Committee Charter- Model for Incentive-based Resource Allocation.” University of North Dakota, November 13, 2015.

<https://web.archive.org/web/20170921145814/http://und.edu/mira/files/docs/2015-11-executive-budget-committee-charter.pdf>

6. Student Guide to the Budget

Since one of the purposes of this endeavor is to create a student guide to recent budget cuts at the university, it is important to explore student voices on the subject. Below are articles from staff writers and opinion submissions from the student newspaper, The Dakota Student. These documents are illuminating on a couple of levels. First, they provide basic information necessary to chronicle the narrative of events of 2015-2017. Second, they demonstrate a possible level of understanding that could be loosely applied to the wider student body. While this is not a compilation of every Dakota Student document on the budget cuts, it serves as a snapshot to record student reactions, opinions, and arguments surrounding the cuts.

Kofiah, Ekram. "Budget Cuts or Arts and Humanities Cuts." Dakota Student. April 1, 2016.
<https://web.archive.org/web/20170921134921/https://dakotastudent.com/7968/opinion/budget-cuts-or-arts-and-humanities-cuts/>

Gunderson, Adam. "Budget Cuts Affect More than the Bottom Line." Dakota Student. April 16, 2016.
<https://web.archive.org/web/20170921135201/https://dakotastudent.com/8196/sports/budget-cuts-affect-more-than-the-bottom-line/>

Chinnell-Mateen, Amina. "More Budget Cuts Means More Pain on Campus." Dakota Student. April 22, 2016.
<https://web.archive.org/save/https://dakotastudent.com/8255/opinion/more-budget-cuts-means-more-pain-on-campus/>

"University Closing on Final Budget." Staff Report. Dakota Student. April 29, 2016.
<https://web.archive.org/web/20170921134028/https://dakotastudent.com/8361/news/university-closing-in-on-final-budget/>

Kacher, Liz. "Budget Cut Blues Felt Campus Wide." Dakota Student. February 24, 2017.
<https://web.archive.org/web/20170304025408/http://dakotastudent.com/10031/news/budget-cut-blues-felt-campus-wide/>

7. Responses to Cuts and Issues in Higher Education

The University of North Dakota holds extreme importance for the people of Grand Forks, across the state, and beyond. These documents highlight the ways in which individuals responded to the changes. From finger pointing at administration to regret and sadness to plans to revival, the diversity of reactions reflects the intellectual diversity of universities as a whole and the communities they serve.

Petros, Tom. "Letter: Save money by streamlining North Dakota University System." Grand Forks Herald. May 11, 2017.

<http://web.archive.org/web/20170511144806/http://www.grandforksherald.com/opinion/letters/4265233-letter-save-money-streamlining-north-dakota-university-system>

Rakow, Lana. "Retired UND professor: Don't give up UND's mission without a fight." Grand Forks Herald. March 25, 2017.

<https://web.archive.org/web/20170921133215/http://www.grandforksherald.com/opinion/op-ed-columns/4240596-rretired-und-professor-dont-give-unds-mission-without-fight>

Slaathaug, Laura. "Budget cuts cost UND a piece of its soul." Grand Forks Herald, April 13, 2017.

<http://web.archive.org/web/20170529145055/http://www.grandforksherald.com/opinion/letters/4250116-letter-budget-cuts-cost-und-piece-its-soul>