

NDSU NORTH DAKOTA
STATE UNIVERSITY

STUDENT FOCUSED • LAND GRANT • RESEARCH UNIVERSITY

Why NDSU Transform?

Our operational structures have not kept pace with our enrollment declines and we must make hard decisions to ensure NDSU's continued success.

NDSU Transform

- Financial situation
- Re-organizing our operations through college mergers
- Proposed strategic reductions
- Proposed strategic investments
- New incentivized budget model

- Future public forums for feedback
- Feedback by February 15th

State Funding Formula: 2023-2025

- State Appropriation Biennium:
 - \$7.6M shortfall based on SCH revenue reduction

College Mergers

- Rolled out college merger models in November
- Public comment process
- Interim Provost and Deans finalized plan in January
- New college structure will be implemented effective 7/1/23

College Mergers

NDSU 5 Colleges

Arts and Sciences	
AHSS	School of Design, Architecture and Art
	- Architecture
	- Landscape Architecture
	- Visual Arts
HSE	- Interior Design (from ARMD)
SM	Biological Sciences
SM	Chemistry & Biochemistry
SM	Coatings & Polymeric Materials
SM	Earth, Environmental & Geospatial Sciences
SM	Physics
SM	Psychology
SM	Statistics
SM	Mathematics
AHSS	Communication
AHSS	Criminal Justice
AHSS	Emergency Management
AHSS	Sociology & Anthropology
AHSS	Political Science & Public Policy
HSE	School of Education
	- Educational and Organizational Leadership
	- Teacher Education
AHSS	School of Humanities
	- History
	- Philosophy
	- Religious Studies
	- Modern Languages
AHSS	Women & Gender Studies
AHSS	English
AHSS	Division of Performing Arts
	- Challey School of Music
	- Theatre Arts
AHSS	University Studies

Health Professions and Human Sciences	
HP	Allied Sciences
HSE	Counseling Education (from SoE)
HSE	Health, Nutrition & Exercise Sciences
HSE	Human Development & Family Science
HP	Nursing
HP	Pharmaceutical Sciences
HP	Pharmacy Practice
HP	Public Health

Business	
BUS	Accounting & Information Systems
HSE	Apparel & Hospitality Management
BUS	Management & Marketing
BUS	Transportation, Logistics & Finance

Agriculture, Food Systems and Natural Resources	
AFSNR	Agribusiness & Applied Economics
AFSNR	Agricultural & Biosystems Engineering
AFSNR	Animal Sciences
AFSNR	Microbiological Sciences
AFSNR	Plant Pathology
AFSNR	Plant Sciences
AFSNR	School of Natural Resource Sciences

Engineering	
ENG	Aerospace Studies
ENG	Agricultural & Biosystems Engineering
ENG	Civil, Construction & Environmental Engineering
ENG	Computer Science
ENG	Electrical & Computer Engineering
ENG	Industrial & Manufacturing Engineering
ENG	Mechanical Engineering
ENG	Military Science

Proposed Academic Strategic Reductions

- Program teach outs
- Mergers
- Efficiencies
- Criteria used
 - High cost, low enrollment programs
 - High cost, large enrollments with large enrollment drops over time
 - Cost to educate spreadsheet
 - Academic portfolio scorecard spreadsheet
 - Alignment with core Mission

Ongoing **Academic** Teach Outs, Mergers and Inactivations

- Advanced Athletic Training MS
- Emergency Management MS and PhD
- Entomology MS and PhD
- Food Protection Graduate Certificate
- Food Safety MS and PhD
- French Major
- French Education Major
- French Minor
- French Studies Minor
- Manufacturing Engineering MS
- Materials & Nanotechnology MS
- Range Science MS and PhD
- Soil Science MS and PhD
- Transportation & Urban Systems MS and MTUS

Potential Strategic **Academic** Reduction Impact

- 34.5 FTE could potentially be eliminated
 - 26 FTE in current faculty and staff positions could be reduced.
 - 8.5 FTE in vacant faculty positions could be eliminated.

Newly Proposed **Academic** Teach Outs and Inactivations

- Hospitality & Event Management, Major
- Hospitality & Event Management, Minor
- Geology, Major
- Geology, Minor
- Geography, Minor
- Environmental Geology, Minor
- GIS and Remote Sensing, Cert
- German, Minor
- German Studies, Minor
- Ag Systems Management, Major

Non-Academic Strategic Reductions

- Proposed non-academic cuts:
 - Real estate lease
 - Operational budget reductions
 - Athletics budget reductions
 - Auxiliary budget reductions
 - Other efficiencies

Proposed Strategic Investments

5 Strategic Priority Areas

1. Enhancing **enrollment, retention** and **student success**
2. Prioritizing NDSU's **Research-1** Carnegie classification status as a top research institution
3. Investing in the **well-being** of the people across the NDSU community
4. Building a stronger culture of **diversity, inclusion** and **respect**
5. Embracing NDSU's critical role as a **land-grant university**

Proposed Academic Strategic Investments

- Enrollment

- Executive MBA
- Cyber Security
- Data Science
- Project Management
- Interdisciplinary Studies degree completion
- Strategic Communications
- Robotics
- Health Communication
- Information Technology
- Electrical Engineering
- Energy Stewardship
- Criminal Justice
- Social Work
- Special Education
- Pharmacy Technician
- Post-Baccalaureate Nursing
- Early-Entry courses for High School Students

New and Proposed Strategic Investments

- **Retention**
 - Established President's Council on Retention
 - Appointed a Special Assistant to the President for Retention
 - Professional Advising for all 1st and 2nd year students
 - Military/Veterans Advisory Services
 - Improvements to 1st-Year Experience across NDSU
 - Mentoring/Learning Assistants
 - Better teaching with enhanced professional development

New and Proposed Strategic Investments

- **Research 1 Carnegie Classification**
 - Moved VPR to direct report to President
 - Authorized 1 new senior leader and 1 support staff FTEs
 - Established Faculty Research Council
 - IT Network Infrastructure (legislative request)
 - Legacy Fund Research Initiative (legislative request)
 - Re-envisioning Research Park
 - Re-envisioning commercialization and corporate sponsorship efforts
 - Invested modest funding for faculty research fund
 - Moved EPSCOR under VPRs office

New and Proposed Strategic Investments

- **Well-Being**
 - Remote work and flexible work hours
 - Equitable faculty and staff workload percentages
 - Behavioral Health Initiative (legislative request)
 - Inflationary salary increases (legislative request)
 - Inflationary operations increases (legislative request)
 - Child care proposal with Sanford and Fargo Public Schools
 - Pending Staff Senate recommendations
 - Pending Student Government recommendations

New and Proposed Strategic Investments

- **DIR**

- Appointed a Special Assistant to the President for DIR
- Enhanced President's Council on DIR
- Bison Bridge Program: Summer program for local Pell-eligible, first-generation and students of color in the fall of 2023
- Pending President's Diversity Council recommendations
- Proposed retention efforts will benefit first generation, Pell-eligible and students of color

New and Proposed Strategic Investments

- **Land Grant**
 - Commitment to academic programs to meet ND workforce needs
 - Commitment to research priorities that impact the state
 - Commitment to outreach to every ND county

New Incentivized Budget Model

- Implementing new incentivized budget model
- Re-organizing structure for the delivery of financial services
- Based on University of Minnesota and University of Nebraska-Lincoln budget models
- Will provide efficiencies and effectiveness over time
- Assisted by Huron Consulting, which has extensive prior experience

Next Steps

- Please provide feedback on these proposals by February 15th via the [survey](#).
- Anticipate final plan by the end of February.
- Material can be found on the President's Website: [Office of the President](#).
- Additional material can be found on the Provost's website: https://www.ndsu.edu/provost/ndsu_transform/