

FY 2019

**NDSU** NORTH DAKOTA  
STATE UNIVERSITY  
STUDENT FOCUSED LAND GRANT RESEARCH UNIVERSITY

**DIVISION OF FINANCE & ADMINISTRATION**



**Annual Report**

*For the Fiscal Year Ending June 30, 2019*

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# TABLE OF CONTENTS

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<b>INTRODUCTION</b>	<b>4</b>
Message from NDSU <b>President Dean Bresciani</b>	
<b>ENROLLMENT UPDATES</b>	<b>7</b>
<b>TUITION, FEES &amp; FINANCIAL AID</b>	<b>10</b>
<b>NDSU AT A GLANCE</b>	<b>14</b>
<b>NDSU FY2019 ANNUAL BUDGET HIGHLIGHTS</b>	<b>16</b>
<b>RESEARCH OVERVIEW</b>	<b>19</b>
<b>MAJOR CAPITAL IMPROVEMENTS</b>	<b>24</b>
<b>NDSU FOUNDATION &amp; ALUMNI ASSOCIATION</b>	<b>25</b>
<b>DIVISION OF FINANCE &amp; ADMINISTRATION</b>	<b>26</b>
<b>FINANCIAL INFORMATION</b>	<b>35</b>
<b>CONTACT INFORMATION</b>	<b>37</b>

*NDSU does not discriminate in its programs and activities on the basis of age, color, gender expression/identity, genetic information, marital status, national origin, participation in lawful off-campus activity, physical or mental disability, pregnancy, public assistance status, race, religion, sex, sexual orientation, spousal relationship to current employee, or veteran status, as applicable. Direct inquiries to Vice Provost, Title IX/ADA Coordinator, Old Main 201, (701) 231-7708, [ndsueoaa@ndsu.edu](mailto:ndsueoaa@ndsu.edu).*

# INTRODUCTION

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NORTH DAKOTA STATE UNIVERSITY

## MESSAGE FROM NDSU PRESIDENT

*Dr. Dean L. Bresciani*

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We are proud to be our state's first and still only institution to be named to the top category of the Carnegie Commission on Higher Education, and similarly, the only North Dakota university in the National Science Foundation's top 100 institution rankings. NDSU is the state's land-grant institution, which means we have a longstanding commitment to bringing education and research solutions to the people of North Dakota; NDSU's access and affordability are exceptional among our peer universities. And even more importantly, it means we welcome and carefully nurture our students. I have served at a number of universities around the country, and I can tell you from experience that North Dakota State University uniquely combines commitment to students, citizens and research in a way few of our nationally top-ranked research university peers do. We truly are a student-focused, land-grant, research university.

***We are proud to be our state's first and still only institution to be named to the top category of the Carnegie Commission on Higher Education, and similarly, the only North Dakota university in the National Science Foundation's top 100 institution rankings.***

We are privileged to work in a prosperous state, and so our potential to be one of the most compelling factors changing our state's future path toward success is continuing to grow. Students here seek a traditional "in class" and rigorous research university environment leading to graduation and job placement in their field of study—and no university in the state is more successful at providing that opportunity. Our students learn from the best, in classroom and laboratory settings, working directly with top faculty. Complementing our academic offerings, we offer a breadth of student organizations that proportionally matches the best university in the nation, are plentiful and varied, and offer great options for learning as part of a team as well as leadership experience. NDSU also happens to have one of the most successful NCAA Division I athletics programs in the nation, both in terms of student-athlete academic success and the breadth of sports that succeed well into post-season championship play.

I invite you to explore the many facets of NDSU.

## MAJOR ACCOMPLISHMENTS

**Interim Provost Named.** NDSU President Dean L. Bresciani announced **Dr. Ken Grafton** has accepted the role of interim Provost. Grafton was named NDSU's Vice President for Agricultural Affairs in 2011 and dean of the College of Agriculture, Food Systems and Natural Resources in 2005. He became director of the North Dakota Agricultural Experiment Station in 2002 and has held all three roles concurrently.

"Dr. Grafton has extensive senior administrative experience and a proven record of success in these leadership roles. He will begin work August 16 and remain until a search for a permanent provost is completed next year," Bresciani said in an email to campus.

Grafton succeeds Beth Ingram, who stepped down to take up a tenured faculty position in the Department of Transportation, Logistics and Finance.

**NDSU School of Nursing Listed Among Nation's Top Nursing Schools.** NDSU's School of Nursing has been named one of the **nation's top nursing schools** by NursingSchoolsAlmanac.com. In the comparison of programs across the U.S., NDSU's School of Nursing in Fargo, together with NDSU Nursing at Sanford Health in Bismarck, are listed as:

- No. 8 overall in the Plains region, which includes Iowa, Kansas, Minnesota, Missouri, Nebraska, North and South Dakota
- No. 40 among public nursing schools

Criteria for the NursingSchoolsAlmanac.com listing included:

- Breadth and depth of nursing programs offered
- Student success, particularly on the NCLEX (National Council Licensure Examination for the licensing of nurses in the U.S.)
- Perceived value and academic prestige of institution

Carla Gross, associate dean of NDSU's School of Nursing and Fargo site chair states, "We continue to be committed to responding to meet the state's crucial need for health care professionals."

There are 4,030 total projected openings for registered nurses in North Dakota through 2024, according to a Job Service North Dakota Labor Market Information Center report.

**NDSU Professor Named to World Climatology Team.** F. Adnan Akyuz, professor of climatological practice and state climatologist, has been selected as an **expert representing the United States** by the World Meteorological Organization Commission on Climatology.

According to commission president M. Brunet, the group's management group identified experts for its various working structures, and Akyuz was named to the Expert Team on Communication and Outreach.

The committee meets once a year in Geneva, Switzerland. The Commission for Climatology advises and guides the activities of the World Climate Services Program, including climate applications, data and monitoring. Its vision is to provide global leadership in climatology expertise and cooperation.

**NDSU Launches \$50 Million Challey Institute for Global Innovation and Growth.** A transformative, interdisciplinary research institute focused in areas of global innovation, trade and economic growth has been launched at NDSU, thanks to leadership philanthropy from Sheila and Robert Challey, the Charles Koch Foundation and other benefactors.

Known as the **"Sheila and Robert Challey Institute for Global Innovation and Growth"**, the program will be administered through NDSU's College of Business. The Challey Institute will support the hiring of 15 tenure-track/tenured faculty members, more than 20 doctoral and master's degree seeking students annually, and numerous other programs and activities focused on advancing the institute's mission.

Initial gifts of more than \$30 million have been secured, already resulting in the largest collection of philanthropic support focused solely on supporting faculty and student scholarship in institutional history. The institute has a goal of raising \$50 million for up to 15 years of programming, which will catalyze new discovery, learning, and service to the state, region and world.

**NDSU Agri-Marketing Team Wins National Championship.** NDSU's National Agri-Marketing Association (NAMA) marketing team has claimed **the national championship**. This year's competition was held April 8-12 at the group's 2019 Agri-Marketing Conference in Kansas City, Missouri.

The NAMA marketing competition is an intense competition that brings together 30-to-35 schools each year, including institutions such as the University of Wisconsin, University of Minnesota, Ohio State University, University of Tennessee, Auburn University, Texas A&M, Kansas State University and Iowa State University.

The competition helps students gain practical marketing and research experience, while meeting with business professionals in agri-business and marketing. Each year, students take a new product idea and write a five-page marketing plan, which they turn into a 20-minute presentation for the competition.

This year, the NDSU team developed a marketing launch plan for a new product, an oat-milk ice cream called North Dakota Nice Cream. The product would serve a need for consumers, particularly lactose-intolerant customers, while providing benefits to North Dakota oat producers.

Over the last four years, the NDSU team previously finished in third place twice and sixth place once.

*Source: NDSU News 4/18/2019*



**NDSU to Name New Building in Honor of Aldevron.** What started in 1998 by Michael Chambers and John Ballantyne, two bright and ambitious NDSU students working toward degrees in biotechnology and pharmaceutical sciences, is about to become a permanent part of the NDSU campus. Since its beginnings in a small lab at NDSU, Aldevron has grown into **a world-class service organization** specializing in nucleic acid and protein production, antibody development, and custom services with operations in the U.S. and



Europe. Aldevron Tower, the addition to Sudro Hall, will be the result of philanthropic support provided by alumni, businesses and friends who are funding the entire construction of the project, up to \$28 million. The project is

historic because it will be the largest privately-funded, academic facility on campus.

Construction of the approximately 74,000-square foot, six-story tower addition to Sudro Hall is anticipated to be completed by January 2020, providing space for collaborative learning, expanded research and service capabilities that will help in meeting the region's growing need for health care professionals. Once the expansion project is complete, enrollment in the College of Health Professions' School of Pharmacy, School of Nursing, Department of Allied Sciences and the Department of Public Health will be able to expand, allowing all of the college's programs to be housed in Sudro Hall and Aldevron Tower, bringing together the next frontier of experiential learning and team-based healthcare for future generations of students and researchers.

**Inaugural Deanship Established for NDSU's College of Business.** A first-of-its kind deanship at NDSU has been established through the NDSU Foundation and Alumni Association to support the College of Business, thanks to a \$3 million investment that will elevate the growth and stature of the region's premier business school. The endowed fund is named in honor of Ronald G. and Kaye S. Olson of Wayzata, MN. It establishes the first permanent, self-sustaining source of philanthropic support to enhance the college's strategic operations and its service to citizens in the Upper Midwest.

Scott Beaulier will become the inaugural holder of the **Ronald G. and Kaye S. Olson Dean of the College of Business**. Endowed deanships, such as this, support the vision and goals established by college deans. Only one deanship can be established for each college, and the Ronald G. and Kaye S. Olson Dean of Business is the first at NDSU.

Olson graduated from NDSU in 1962 with a degree in economics and is president of the Minnesota-based NTY Franchise Company, a family of resale franchise brands that include Clothes Mentor, Children's Orchard and Device Pitstop.

"This endowment will have a transformative impact on our students, programs and faculty", said Beaulier of the Olson's gift. "With this source of sustained funding, we can invest in student scholarships, innovative teaching methods and unique learning experiences while also advancing discovery and outreach that help set our students apart in the ever-changing world of business."

NDSU's College of Business is accredited by the Association to Advance Collegiate Schools of Business, the highest distinction that business schools can achieve worldwide.

**NDSU Graduates First Medical Diagnostic Sonography Class.** The first-ever NDSU graduating class in medical diagnostic sonography is 100 percent employed and achieved 100 percent pass rates on their national board exams. The nationally accredited program began in 2017 and is the only one of its kind in North Dakota in a partnership with NDSU and Sanford Health. Students complete two or more years of courses at NDSU, followed by a 21-month full-time internship at Sanford Medical Center Fargo. Students graduate with a baccalaureate degree and major in radiologic sciences from NDSU and receive certificates of specialization in radiography, echocardiography or diagnostic medical sonography from Sanford without having to seek such specialization outside of the state.

**NDSU Named National Center for Cybersecurity Academic Excellence.** NDSU has been recognized by the National Security Agency and Department of Homeland Security as a National Center of Academic Excellence in Cyber Defense Research. The award was presented during the 2019 CAE Executive Leadership Forum in Pensacola, Florida.

NDSU is leading the state's efforts in cybersecurity through the NDSU Institute for Cyber Security Education and Research within the Computer Science Department. The Department offers a 12-credit graduate certificate in cybersecurity as well as an option in cybersecurity as part of its master's and doctoral programs in both computer science and software engineering. NDSU also offers a focus on cybersecurity education within its computer science doctoral program, designed to help respond to the shortage of skilled university-level instructors across North Dakota, the upper great plains and nationally. In addition, NDSU offers a departmental recognition in cybersecurity at the undergraduate level.

The recognition will aid NDSU's educational and research activities in the cybersecurity field that are extensive, ranging from answering questions of system trust and privacy, to algorithm development for intrusion detection, to solving cybersecurity challenges related to robotics and drones.

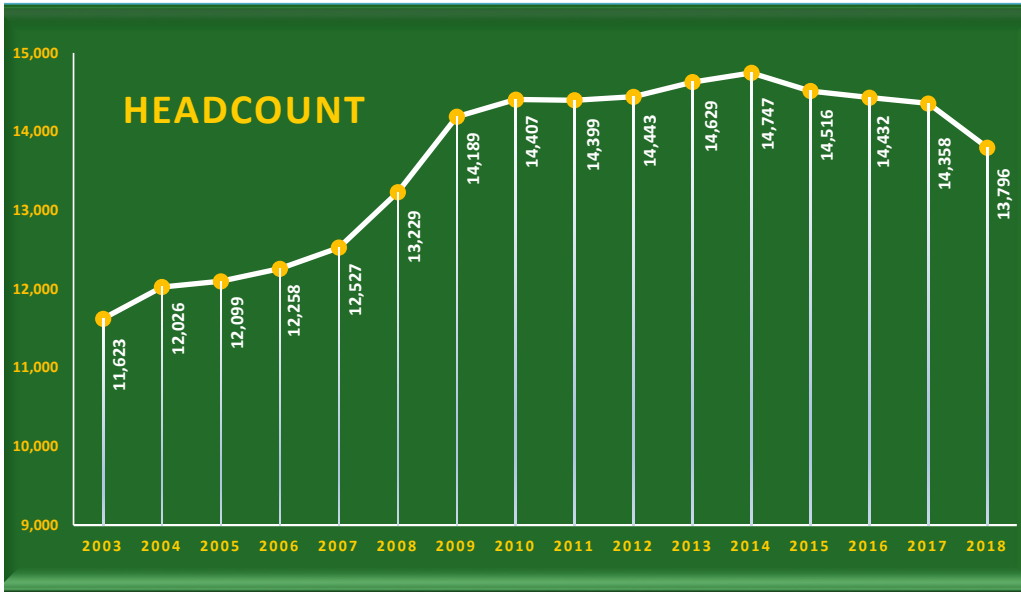
Through the award, NDSU gains access to resources available through the two federal agencies. There also will be increased opportunities for communications and collaboration with federal researchers, related to cybersecurity topics.

"Being recognized by the National Security Agency and Department of Homeland Security is a key validation of the importance of the work being performed at NDSU," said Jeremy Straub, assistant professor of computer science and associate director of the institute. "It shows that we are performing research that is important at a national level."

# FALL ENROLLMENT UPDATES

## 13,796 UNDERGRADUATE, GRADUATE AND PROFESSIONAL STUDENTS

NDSU's official fourth week enrollment for Fall 2018



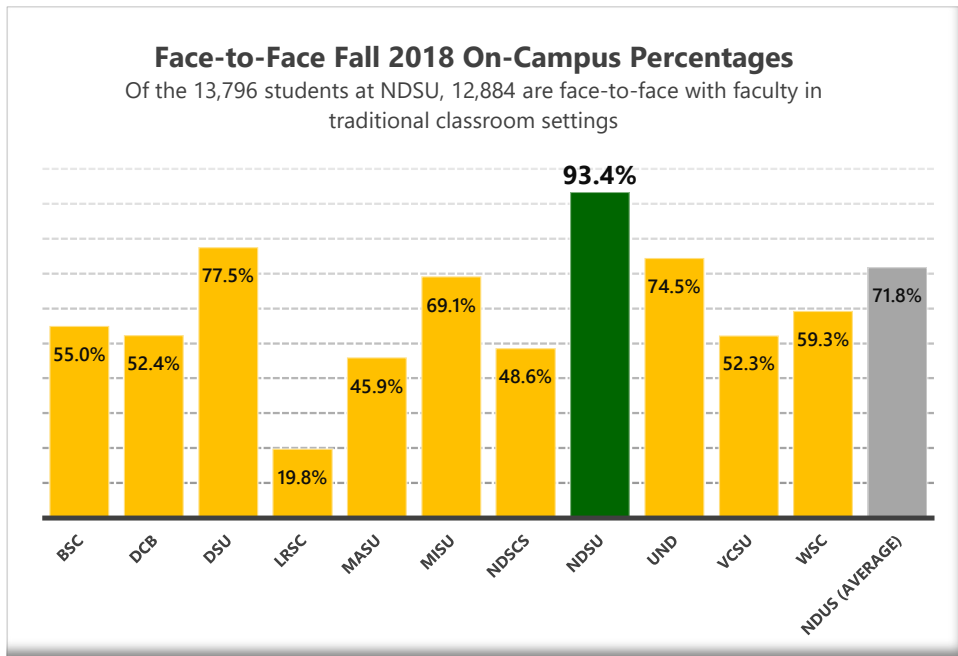
Fall	FT	FTE
2003	9,177	9,701
2004	9,536	10,073
2005	9,894	10,132
2006	10,053	10,890
2007	10,342	11,221
2008	11,004	11,794
2009	11,679	12,576
2010	11,857	12,708
2011	11,675	12,606
2012	11,733	12,707
2013	11,798	12,797
2014	11,917	12,934
2015	11,684	12,834
2016	11,680	12,783
2017	11,768	12,784
2018	11,269	12,394

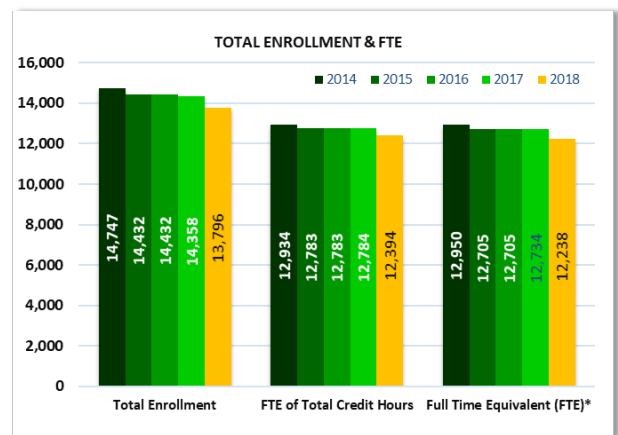
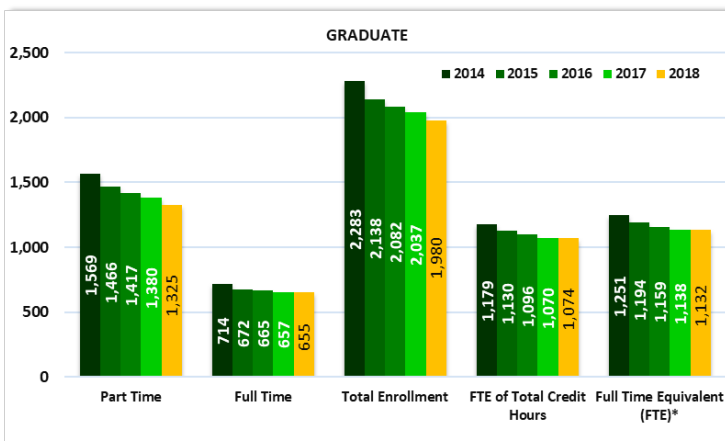
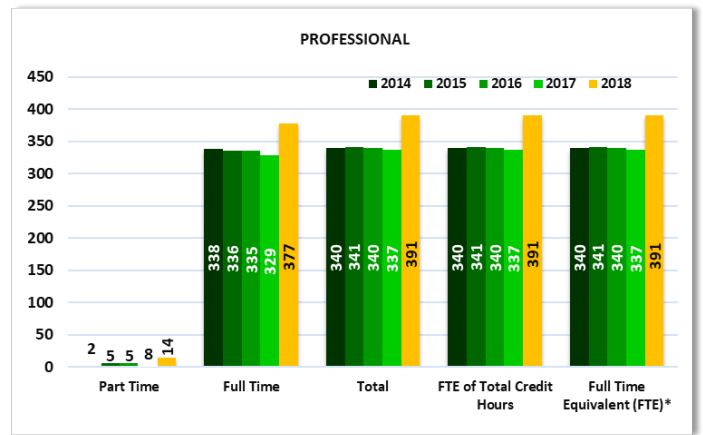
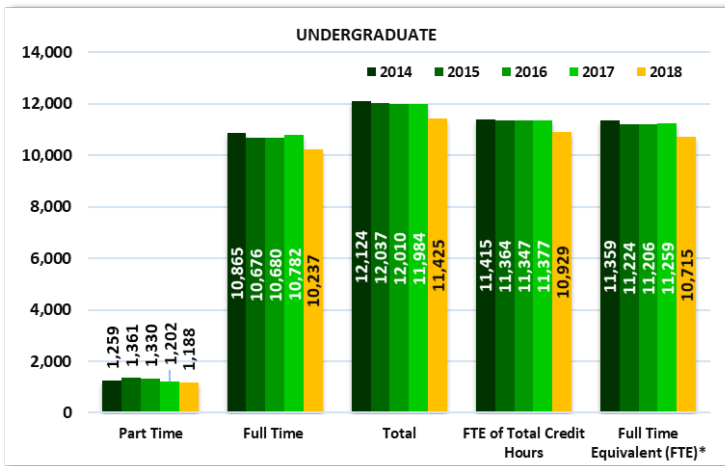
**Headcount:** All students, regardless of number of credit hours

**Full-Time (FT):** Students enrolled in 12 credit hours or more

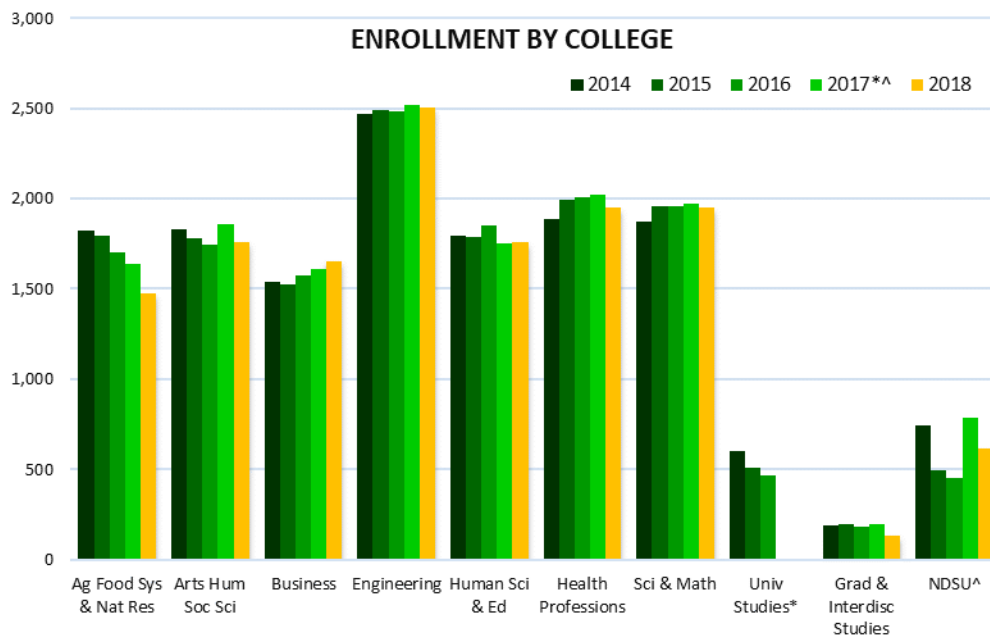
**Full-Time Equivalent (FTE):** UDRD student credit hours divided by 15 = FTE; GRAD student credit hours divided by 12 = FTE (FTE of Total Credit Hours)

Source: NDUS Headcounts & FTE Enrollments - Institution Totals Report





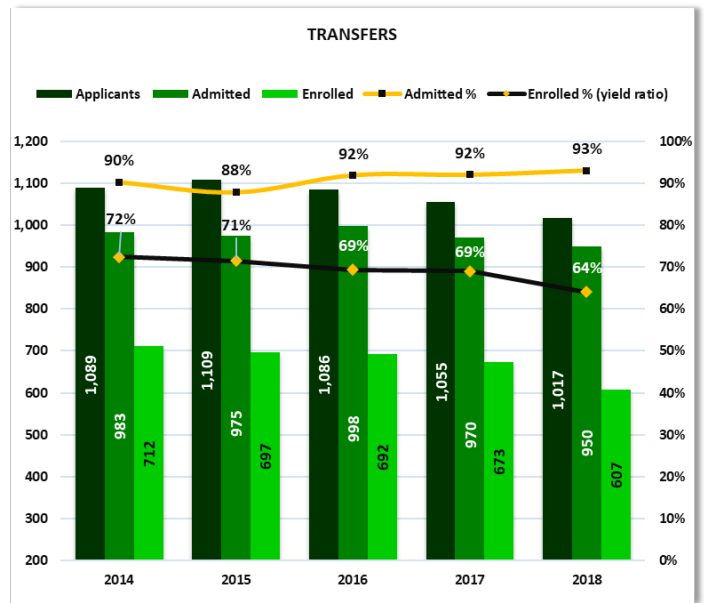
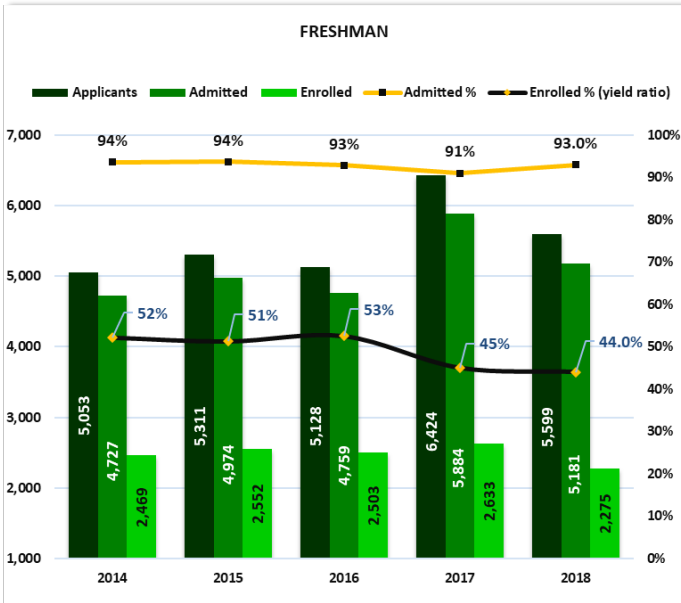
\* Full Time Equivalent (FTE) = Total FT + FTE of Part Time



\* University Studies moved to College of Arts, Humanities & Social Sciences Fall 2017; no longer a university department  
 ^ NDSU (formerly NDSU Special) includes Undeclared, Tri-College & Collaborative



# APPLICANTS, ACCEPTANCES, ENROLLMENTS

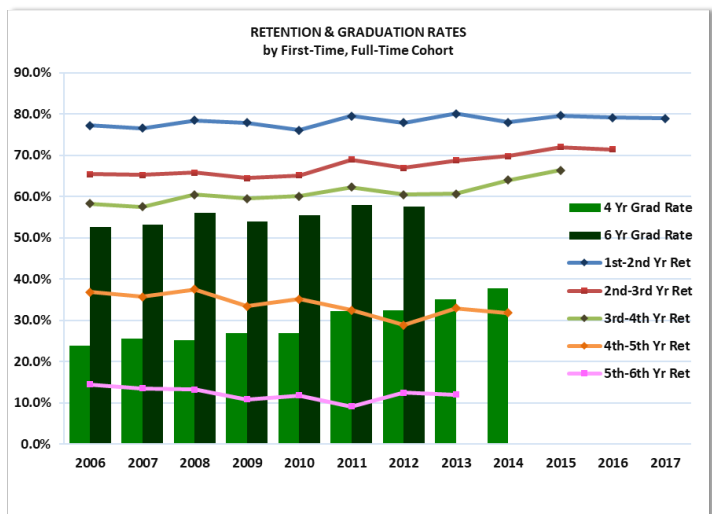
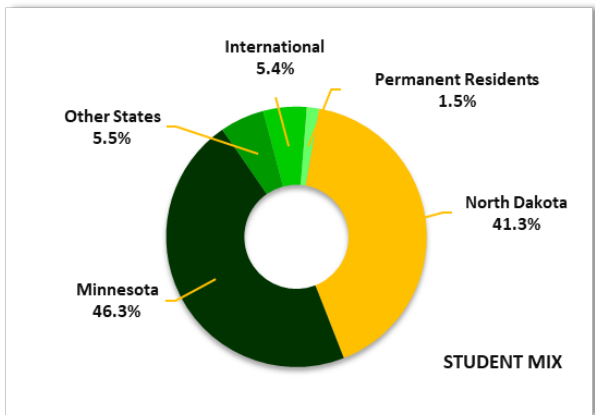
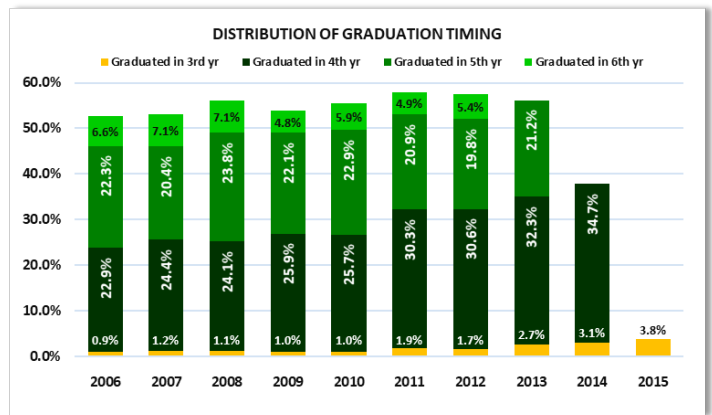


GRADUATE APPLICATIONS		FY15 <sup>A</sup>	FY16	FY17	FY18	FY19
DOMESTIC	Applications	1,459	1,111	1,056	887	995
	Admitted	1,182	777	748	676	749
	% Admitted	81%	70%	71%	76%	75%
INTERNATIONAL	Applications	1,413	1,276	1,175	983	950
	Admitted	443	356	345	334	331
	% Admitted	31%	28%	29%	34%	35%
MASTER'S	Applications	1,335	1,245	1,274	1,054	1,060
	Admitted	676	640	655	622	632
	% Admitted	51%	51%	51%	59%	60%
DOCTORAL *	Applications	880	932	768	681	686
	Admitted	303	294	260	260	260
	% Admitted	38%	32%	34%	38%	38%
NON-DEGREE	Admitted	607	172	151	105	146
TOTAL	Applications	2,872	2,387	2,231	1,870	1,945
	Admitted	1,625	1,178	1,093	1,010	1,080
	Enrolled	548	693	606	547	613
	% Admitted	57%	49%	49%	54%	56%
	(Yield Ratio) % Enrolled	34%	58%	55%	54%	57%

<sup>A</sup> FY15 Graduate Level Data from Graduate School 10/2015  
 \* Includes PhD, EdD, DMA and DNP

Fiscal Year (FY) = July 1 through June 30

# RETENTION & GRADUATION RATES



# TUITION, FEES & FINANCIAL AID

FALL 2018, SPRING 2019 & SUMMER 2019

North Dakota State University

Fall 2018, Spring 2019 and Summer 2019

UNDERGRADUATE Tuition Rates and Student Fees

## FULL-TIME UNDERGRADUATE TUITION RATES

(13 or more credits)

	North Dakota Resident	Minnesota Resident*	Contiguous, Alumni Dpndt.	U.S. Non-Resident, WUE, MSEP	International	Approx. First Year of Enrollment Assessed	Internships (per credit, not capped)	Key
Base Rate	\$3,978.50	\$4,456.00	\$4,774.00	\$5,968.00	\$6,962.50		\$327.46	
<b>Differential Tuition Rates (replaces base rate above)</b>								
Architecture	\$5,293.00	\$5,928.00	\$6,351.50	\$7,939.50	\$9,262.50	Sophomore	\$435.65	A
Business	\$4,167.50	\$4,667.50	\$5,001.00	\$6,251.50	\$7,293.00	Sophomore	\$343.03	C,D
Business Minor (addtl. fee)	\$15.57/busn credit	\$17.44/busn credit	\$18.68/busn credit	\$23.36/busn credit	\$27.25/busn credit			
Engineering	\$4,378.00	\$4,903.50	\$5,253.50	\$6,567.00	\$7,661.50	Freshman	\$360.35	B
Nursing	\$4,607.00	\$5,160.00	\$5,528.50	\$6,911.00	\$8,062.50	Sophomore	\$379.21	A
Pharmacy	\$7,747.50	\$8,445.00	\$9,297.00	\$11,621.50	\$13,558.00	Sophomore	\$637.68	A

## PART-TIME UNDERGRADUATE TUITION RATES

(12 or less credits)

	North Dakota Resident	Minnesota Resident*	Contiguous, Alumni Dpndt.	U.S. Non-Resident, WUE, MSEP	International	Approx. First Year of Enrollment Assessed	Internships	Key
Base Rate	\$327.46	\$366.76	\$392.95	\$491.19	\$573.06		\$327.46	
<b>Differential Tuition Rates (replaces base rate above)</b>								
Architecture	\$435.65	\$487.93	\$522.78	\$653.48	\$762.39	Sophomore	\$435.65	A
Business	\$343.03	\$384.19	\$411.64	\$514.55	\$600.30	Sophomore	\$343.03	C,D
Engineering	\$360.35	\$403.60	\$432.42	\$540.53	\$630.61	Freshman	\$360.35	B
Nursing	\$379.21	\$424.71	\$455.05	\$568.82	\$663.62	Sophomore	\$379.21	A
Pharmacy	\$637.68	\$695.07	\$765.22	\$956.52	\$1,115.94	Sophomore	\$637.68	A

### STUDENT FEES

	Full-Time	Per-Credit
<b>NDSU Student Fees</b>		
Activity Fee	\$155.52	
Union Bond Fee	\$46.20	
Student Health Fee	\$75.48	
Wellness Center Fee	\$150.68	
Career Services Fee	\$22.00	
Library Fee	<del>\$43.20</del>	
	\$493.08	\$41.09
<b>NDSU Technology Fee</b>	\$108.78	\$9.07
<b>ND University System Fees</b>		
NDSA Fee	\$0.48	
ConnectND Fee	<del>\$66.00</del>	
	\$66.48	\$5.54
<b>Fall/Spring Fees</b>	<b>\$668.34</b>	<b>\$55.70</b>
<b>Summer Fees (reduced activity fee)</b>	<b>\$612.36</b>	<b>\$51.03</b>

### COURSE FEES

Equine	
Field/Study Trips	
Study Abroad	
Student Teaching Practicum	
Music Lessons	
Aviation	
<i>Note: Each course fee is unique and charged based on actual cost.</i>	

### GPIDEA Per-Credit Rate

\$359.30 (1-12 credits)
\$415.00 (13+ credits)

#### KEY:

- A Architecture, Nursing and Pharmacy differential tuition rates are assessed on all credits of students admitted into the professional programs.
- B Engineering differential tuition is assessed on all credits of students enrolled in pre-Engineering and Engineering programs for: Agriculture & Bio Systems, Civil, Computer, Construction Engineering/Management, Electrical, Environmental, Industrial, Mechanical and Manufacturing
- C College of Business differential tuition is assessed on all credits of students admitted to a primary or secondary undergraduate major of: Accounting, Business Administration, Finance, Management, Management Information Systems, Marketing and Global Business. Students that were admitted to the program as a pre-major will be automatically enrolled in to the professional major when the admission requirements (e.g. 2.5 cumulative GPA, completed/enrolled in five core courses) are met. Students requesting not to be admitted must opt out by the deadline established by the College of Business.
- D Students with majors outside the College of Business, who have declared a minor or certificate within the College of Business, will be charged tuition in accordance with their declared major. However these students will be charged additional tuition only on credits offered through the College of Business, which will be capped at 13 credits per semester. This additional rate will be applied to students who are not enrolled in a College of Business major but have been admitted to a minor in Accounting, Business Administration, Fraud Investigation, Logistics or Management Information Systems; or a Certificate in Entrepreneurship or Professional Selling.
- \* All Minnesota rates are per the MN Reciprocity Agreement except the Pharmacy Program, which is excluded from the agreement. Minnesota residents who have not been approved by the state of Minnesota for the Reciprocity rates will be charged the MSEP tuition rate.

**Contiguous Provinces & States:** Manitoba, Saskatchewan, Montana, South Dakota.

**WUE States/Territories:** Alaska, Arizona, California, Colorado, Hawaii, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, and the Commonwealth of the Northern Marianas Islands.

**MSEP States:** Illinois, Indiana, Kansas, Michigan, Minnesota\*, Missouri, Nebraska, Ohio, Wisconsin. \*MN students not approved for the MN Reciprocity Rate.

**Audit Rate:** 50% of the base residency rate.

North Dakota State University  
 Fall 2018, Spring 2019 and Summer 2019  
**GRADUATE Tuition Rates and Student Fees**

**PER-CREDIT GRADUATE TUITION RATES**

	North Dakota Resident, WRGP **	Minnesota Resident*	U.S. Non-Resident, MSEP	International	Internships and TLA (per credit, not capped)***	Key
Base Rate	\$360.21	\$457.47	\$540.31	\$630.37	\$360.21	
<b>Differential Tuition Rates (replaces base rate above)</b>						
Architecture	\$479.21	\$608.60	\$718.82	\$838.62	\$479.21	A
MBA/Certificate	\$544.71	\$691.78	\$817.07	\$953.24	\$544.71	B
Engineering	\$396.39	\$503.42	\$594.58	\$693.68	\$396.39	C
Nursing	\$417.13	\$529.76	\$625.69	\$729.98	\$417.13	
Public Health	\$750.00	\$952.50	\$1,125.00	\$1,312.50	\$750.00	

**CAPPED GRADUATE TUITION RATES**

(13 or more credits)

	North Dakota Resident	Minnesota Resident*	U.S. Non-Resident, MSEP	International	Internships	Key
Architecture	\$5,822.00	\$7,394.00	\$8,733.50	\$10,188.50	\$479.21	

**STUDENT FEES**

		Max Rate	Per Credit
<b>NDSU Student Fees</b>			
Activity Fee	\$155.52		
Union Bond Fee	\$46.20		
Student Health Fee	\$75.48		
Wellness Center Fee	\$150.68		
Career Services Fee	\$22.00		
Library Fee	\$43.20		
	\$493.08	\$493.08	\$41.09
<b>NDSU Technology Fee</b>	\$108.78	\$108.78	\$9.07
<b>ND University System Fees</b>			
NDSA Fee	\$0.48		
ConnectND Fee	\$66.00		
	\$66.48	\$66.48	\$5.54
	<b>Fall/Spring Fees</b>	<b>\$668.34</b>	<b>\$55.70</b>
	<b>Summer Fees (reduced activity fee)</b>	<b>\$612.36</b>	<b>\$51.03</b>

**COURSE FEES**

Equine  
 Field/Study Trips  
 Study Abroad  
 Student Teaching Practicum  
 Music Lessons  
 Aviation

Note: Each course fee is unique and charged based on actual cost.

**GPIEDA Per-Credit Rate**

\$524.30 (1-12 credits)  
 \$580.00 (13+ credits)

**KEY:**

- A Architecture students with both Undergraduate and Graduate credits will have their tuition capped at the Graduate tuition rate. Graduate tuition waivers do not apply to undergraduate credits.
- B Business differential tuition is assessed on the Master of Business Administration and related certificate programs
- C Engineering differential tuition is assessed on all credits of students enrolled in Engineering programs for: Agriculture & Bio Systems, Civil, Computer, Construction Engineering/Management, Electrical, Environmental, Industrial, Mechanical and Manufacturing
- \* All Minnesota rates are per the MN Reciprocity Agreement. Minnesota residents who have not been approved by the state of Minnesota for the Reciprocity rates will be charged the MSEP tuition rate.
- \*\* WRGP applies to students enrolled in the following programs: 1) M.S. or Ph.D. in Coatings and Polymeric Materials or 2) Grad Certificate or Master of Public Health.
- \*\*\* Internship credits and graduate credits offered through the School of Education at participating K-12 schools (Teacher Leadership Academy) are not included in the tuition cap and are billed at the ND resident per-credit rate.

**MSEP States:** Illinois, Indiana, Kansas, Michigan, Minnesota\*, Missouri, Nebraska, Ohio, Wisconsin. \*MN students not approved for the MN Reciprocity Rate.

**WRGP States/Territories:** Alaska, Arizona, California, Colorado, Hawaii, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, and the Commonwealth of the Northern Mariana Islands

**Audit Rate:** 50% of the base residency rate.

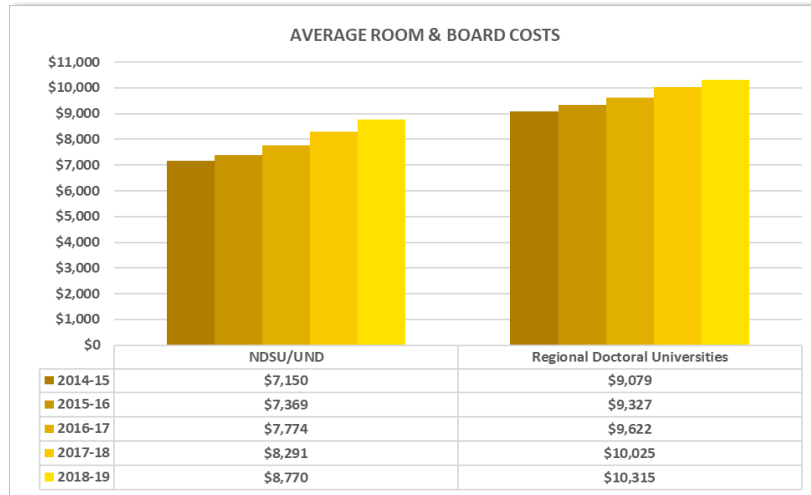
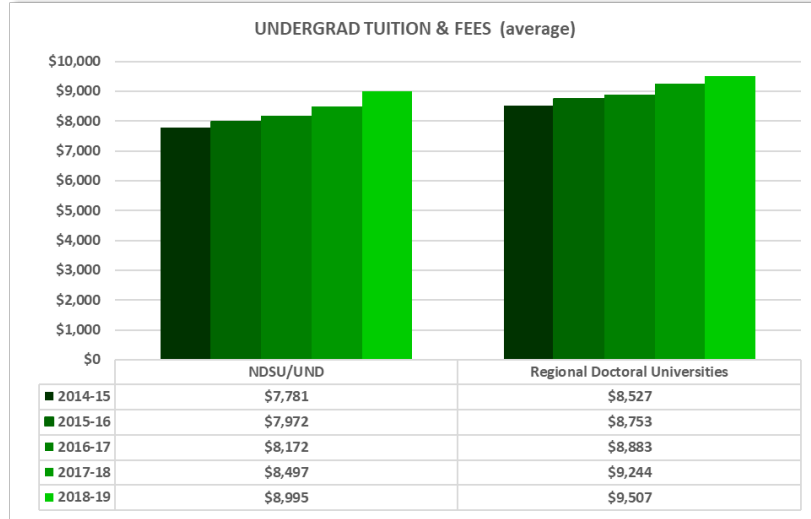
## A COMPARISON OF NDUS CAMPUSES TO REGIONAL AVERAGES

College affordability is a significant factor in student access, retention and completion. Tuition and fee rates are a major component of affordability, as is the availability of financial aid programs from federal, state, institutional and private sources. Strategically designed approaches to college affordability can better assist families in preparing for post-secondary education, accessing programs and attaining educational goals. This information outlines key affordability factors.

Source: NDUS 2019 Affordability Report

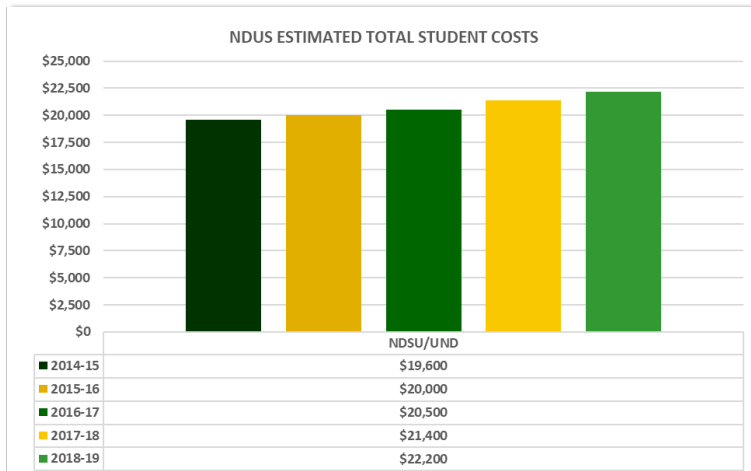
### Tuition, Mandatory Fees, Room and Board

The average of tuition and fees, and room and board for NDUS doctoral, masters and four-year universities continue to be less than the regional peer institutions in 2018-19. Regional comparisons included peer institutions from Arizona, Colorado, Idaho, Minnesota, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington and Wyoming.



### Estimated Total Student Cost

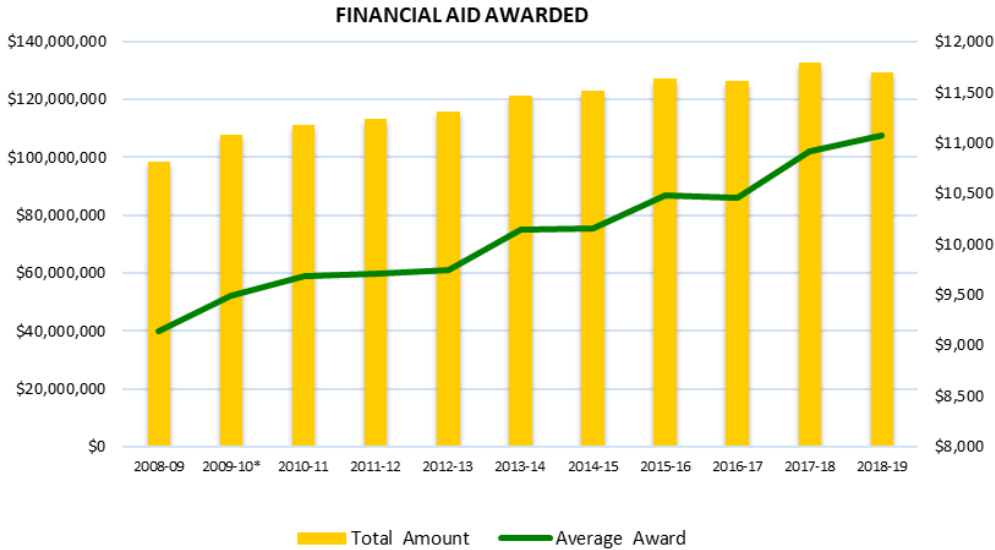
Estimated total student costs for 2018-19 at the research universities totaled approximately \$22,000. Tuition and mandatory fees comprised 40% of the total cost for NDSU/UND. Room and board represent another 40% and the remaining costs consist of educational-related indirect expenses, including books, supplies, transportation. Actual indirect costs may vary.



## STUDENT FINANCIAL AID SUMMARY

### Financial Aid Awards

The following represents a description and summary of the amounts provided to NDSU students under various federal, state and institutional financial assistance programs over a period of years. This is the most recent Financial Aid composite to date, and the table below indicates the average awards given.



Total Amount Awarded					
Academic Year	Total Amount	No. of Students	Enrollment % of Total	Total	Average Award
2008-09	\$98,487,230	10,775	81.50%	13,229	\$9,140
2009-10*	\$107,776,019	11,358	80.10%	14,189	\$9,489
2010-11	\$111,206,574	11,483	79.70%	14,407	\$9,684
2011-12	\$113,340,991	11,681	81.10%	14,399	\$9,703
2012-13	\$115,785,552	11,878	82.20%	14,443	\$9,748
2013-14	\$121,299,012	11,959	81.75%	14,629	\$10,142
2014-15	\$123,114,018	12,121	83.50%	14,516	\$10,157
2015-16	\$127,254,862	12,135	85.87%	14,132	\$10,487
2016-17	\$126,452,756	12,086	83.74%	14,432	\$10,463
2017-18	\$132,605,880	12,143	84.57%	14,358	\$10,920
2018-19	\$129,479,183	11,698	84.79%	13,796	\$11,068

\* Beginning with the 2009-10 and forward, veterans benefits were no longer considered a resource for financial aid purposes; therefore, total aid from 09-10 and forward does not include veterans benefits

2018-19 Financial Aid Breakdown			
Type of Aid	Amount	%	Categories
Grants	\$13,801,024	10.7%	Federal Pell Grant, Federal Supplemental Grant, Student Support Services Grant, ND State Grant
Loans/Work Study	\$77,669,971	60.0%	Federal Direct Loan, Federal Perkins Loan, Private Alternative Loans, Work Study
Scholarships	\$34,985,641	27.0%	Institutional, Private, State
Other Paid Tuition	\$3,022,547	2.3%	National Guard, Other Third Party Paid Tuition
<b>Total 2018-19</b>	<b>\$129,479,183</b>		

# NDSU AT A GLANCE

*Student Focused, Land Grant, Research University*

## CAMPUS DEMOGRAPHICS

	Number
Buildings	94
Acres	261
Research Extension Centers	8
Research Extension Acres	19,869

## FALL 2018 EMPLOYEE STATISTICS

	Number
Administrators	74
Ranked Faculty & Lecturers	733
Part-Time Academic Staff	133
Graduate Assistants & Fellows	930
Program Administrators & Coaches	59
Extension Educators, Experiment Station & Other Researchers	205
Professional, Technical, Office, Trades & Service Staff	1,367
Temporary Workers (including Students)	2,509
Total Employees	6,010
Full-Time	2,302
Part-Time	3,708
FTE	3,708

## FALL 2018 FACULTY STATISTICS

	Number
Total Faculty	782
Full-Time	673
Part-Time	109

Percent Tenured (of full-time faculty)	59.9%
Percent Holding Doctorates (of full-time faculty)	84%

Faculty counts include: Professors, Associate/Assistant Professors, Instructors, Lecturers/Sr. Lecturers, Part-Time Academic Staff\*

\*Part-Time Academic Staff can be full-time working 40 hours per week or part-time working less than 40 hours per week and can be in temporary or permanent position

Source: HR/Payroll pay period end date 9/30/2018; HR PeopleSoft Queries, 11/1/2018



## NDSU PRESIDENT & PRESIDENT'S CABINET

<b>PRESIDENT</b>	Dean L. Bresciani
<b>Executive Assistant to President</b>	Stephanie Wawers
<b>Chief of Staff</b>	Christopher Wilson
<b>Provost</b>	Ken Grafton (interim)
<b>VP, Agricultural Affairs</b>	Greg Lardy (interim)
<b>VP, Finance &amp; Administration</b>	Bruce Bollinger
<b>VP, Information Technology</b>	Marc Wallman
<b>VP, Research &amp; Creative Activities</b>	Jane Schuh (interim)
<b>V. Provost, Student Affairs &amp; Enrollment Management</b>	Laura Oster-Aaland
<b>Assoc. VP, University Relations</b>	Laura McDaniel
<b>Director, Athletics</b>	Matt Larsen
<b>Senate Presidents:</b>	
<b>Faculty Senate</b>	Erin Gillam
<b>Staff Senate</b>	Amanda Booher
<b>Student Government</b>	Chase Grindberg

## NDSU Foundations: (Liaisons to Cabinet)

<b>Foundation &amp; Alumni Association</b>	John Glover, President/CEO
<b>Research &amp; Technology Park</b>	Brian Kalk, Exec. Director
<b>Research Foundation</b>	Jolynn Tschetter, Exec. Director

## FALL 2018 STATE OF THE UNIVERSITY ADDRESS HIGHLIGHTS

### **Recent Economic Impact Study Demonstrates NDSU Creates Value.**

Every dollar of state money that comes to NDSU is returned to the state seven-fold in terms of our economic impact. On an internal basis, NDSU:

- Increases consumer spending in the region, benefiting local businesses
- Supplies qualified, trained workers into the workforce as the state's main source
- Benefits state taxpayers through increased tax receipts that get deployed across the state
- Generates a variety of savings through the improved lives of our students, who ultimately become taxpaying citizens and civic leaders
- Students work the equivalent of roughly 3,100 full-time workers in the Fargo-Moorhead area or 123,000 hours of labor per week while attending school

NDSU's students also enjoy a 14.4 percent rate of return on their educational investments. All costs, including tuition, fees and foregone wages, are recovered on average in 10.6 years.

Externally, NDSU draws more than \$150M in research funds from sources outside of our state that are expended in state while increasing our economic diversification. That downstream economic diversification is exciting and the state, as a whole, benefits from the creation of a more prosperous economy.

**Enrollment Downturn at National Research Universities.** NDSU has noted the national downturn of enrollments at U.S. research universities. In response to it, an aggressive 10-point plan has been put in place here:

1. Reorganizing Enrollment Management's oversight and operations.
2. Contacting prospective students earlier and more often.
3. Announcing scholarship awards earlier.
4. Changing an admissions process to accelerate the acceptance notice to only a few days.
5. Pursuing the ability to simplify the application process to be more competitive with neighboring states.
6. Putting more emphasis on scholarship awards and having more to offer due to donor support.
7. Opening new housing options.
8. Increasing the number of admission recruiters in key geographic areas.
9. Mobilizing Alumni to increase the number of personal contacts to students.
10. Launching a new mobile-friendly web site for prospective students.

**Joint Bio-informatics Venture with Sanford Health.** Sanford recognizes the impact genetics has on diagnosing and treating many health conditions and has begun integrating genetic medicine into primary care. As this revolutionary approach is introduced in North Dakota, the demand for graduates to study and analyze the resulting data will increase. Sanford's approach to genetic level medicine will create an enrollment opportunity and workforce demand and NDSU, in partnership with them, is working to meet it. Sanford approached NDSU because of our long-standing collaborative relationship with theM and NDSU's existing programs in those areas as well as the unique computing capacity available on the NDSU campus.

Spin offs of this new venture may include developing a minor in genetics at NDSU, as well as potential graduate level certificate programs for the members of the existing health care workforce. NDSU's expertise in big data and data security, assessing health and economic outcomes, and workforce development are expected to be part of this effort. These human genetics and genomics studies will ensure that future treatment of health conditions are tailored to the individual needs of patients. And NDSU students and researchers may play a role in helping to develop this personalized approach to health care.

**Summer Construction on Campus.** This has been a busy summer on campus in terms of new construction and a variety of major renovation projects. Well over \$100M is going in to some 20 major new or renovated facilities on or proximal to campus, utilizing sources ranging from appropriated deferred maintenance support, local sources, and private sources. These facilities will improve enrollment, teaching and research capacities as NDSU heads into the future.

One of these projects, the much-needed and privately funded Sudro Hall expansion, will allow NDSU to expand offerings in the College of Health Professions including the launch of a bachelor's degree in health sciences next fall. This program is in response to an increasing demand for graduates who can serve in areas of health care administration.



**NDSU Smart Farm Initiative with Microsoft.** The NDSU Smart Farm is the first of its size in the nation, using unmanned aerial systems along with a range of other crop science analytical functions handled by technology. Its goal is to use technology to operate a full size farm. Microsoft approached NDSU due to existing and increasing use of drones in precision agriculture activities, our unique high performance computing capacities, and because Fargo is home to the state's largest number of firms and individuals licensed for commercial drone activities.

# NDSU FY2019 ANNUAL BUDGET HIGHLIGHTS

## New investments, allocations, reallocations/reductions assisting the institution in carrying out goals set forth in the State Board of Higher Education and campus strategic plans.

### **Investing in the Research Mission**

The NDSU strategic plan delineates three themes that will guide strategic research investments – Food Systems and Security; Healthy Populations and Vital Communities; and Sustainable Energy, Environment and Societal Infrastructure. These themes represent areas of strength at NDSU and are of vital importance to the future of ND citizenS. NDSU will:

- Continue to support the Center for Engineered Cancer Test Beds Grand Challenge with small grants and funding for graduate students and two strategic faculty hires. This will contribute to our ability to compete for large federal research grants in biomedical research, to train undergraduate and graduate students in emerging areas, and to address issues facing ND citizens.
- Invest in the Cybersecurity effort with one new faculty line to Dept. of Computer Science.
- Provide funding for CCAST (Center for Computationally Assisted Science and Technology) and for operating and infrastructure costs associated with access to Internet 2 through Northern Tier Network - North Dakota.
- Continue Electronic Research Administration implementation through the Novolution contract in joint effort with UND that streamlines grant approval and submission.

*(No new FY19 investments.)*

### **Investing in Student Learning**

NDSU is committed to increasing retention of students, reducing time to degree and raising graduation rates through the following initiatives:

- Fully implanted a University-wide advising and early alert system, Student Success Collaborative, that provides a seamless student experience in working with advisors, changing majors, seeking academic assistance, and understanding curriculum, identifies "at risk" students in real time, provides access to best practice research and network of colleagues, and future implementation of a student-facing app (Guide) for mobile device access to resources.
- Launched a student-focused re-enrollment campaign to encourage undergraduates in good standing to register for fall courses.
- Designed the new STEM educational building classrooms with active-learning pedagogies in mind to promote student success, learning, knowledge retention and its application.
- Provided faculty development support through an NSF grant to extend techniques used in gateway courses to more faculty and courses.
- Continue to support faculty adoption of Open Educational Resources (OER) and to further the use of OERs on the NDSU campus.
- Revamped College of Business MBA program to provide flexible degree for working adults.
- Launched Teacher Leader Academies to provide graduate education to teachers on-site in their school/district through

cohort model; creating additional professional master's programs through the Graduate School to meet needs of ND citizens.

*(Expected revenue enhancement = \$200,000)*

### **Finding Efficiencies and Implementing Cost Reductions**

NDSU has implemented Academic Performance Solutions (APS) to "empower academic and financial leaders with the department-specific performance and cost data, as well as reliable peer benchmarks, they need to make more effective decisions." The available data in the platform is being used to assess costs and find efficiencies in academic operations. In response to an expected decline in Fall 2018 enrollment, NDSU will seek permanent reductions through:

- Identifying opportunities for eliminating low enrollment courses to reduce appropriated funding being deployed for part-time academic and contingent instructors, thus providing salary savings.
- Further reducing operating budgets.
- Reducing or eliminating functions and programs that are less central to NDSU's mission.

*(Expected savings=\$2.4 million)*

### **Tuition Rate Increase for 2018-19**

The State Board of Higher Education (SBHE) approved a tuition rate increase of 10.5% for NDSU. The rate reflects the changes due to implementation of the approved tuition model as noted below.

*(The model effects are revenue neutral to NDSU.)*

### **Tuition Model Implementation**

The SBHE Budget and Finance Committee gave NDSU approval to implement a new tuition model that provides increased simplicity and transparency beginning Fall 2018. The model includes the Chancellor's overarching principles for tuition and fees; tuition flat rate capped at 13 credits; blends non-mandatory fees together with tuition where possible; consistent residency rates and categories for on-campus and on-line tuition rates. The FY19 budget has been prepared using this new model.

*(The model effects are revenue neutral to NDSU.)*

### **Shared Services**

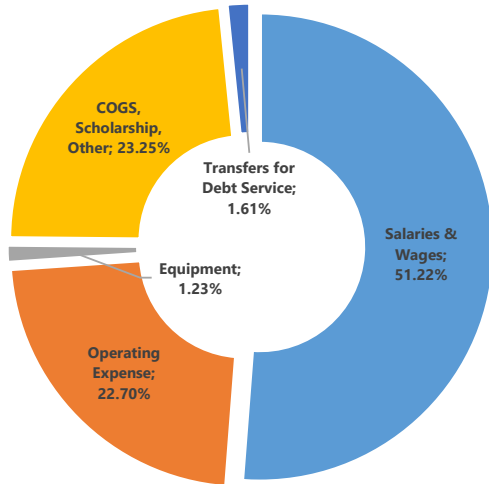
With a continued emphasis on system-wide efficiencies, NDSU currently provides shared back-end processing/administrative services for Human Resources and Payroll to the ND State College of Science (NDSCS) and Valley City State University (VCSU). Discussion and evaluation with NDSCS and VCSU, as well as other ND University System campuses, will continue to determine if there are other administrative areas where efficiencies can be gained.

**The FY2019 NDSU Annual Budget Report can be found in its entirety at:**

[www.ndsu.edu/fileadmin/vpfa/reports/budget/FY19\\_Budget\\_Book.pdf](http://www.ndsu.edu/fileadmin/vpfa/reports/budget/FY19_Budget_Book.pdf)

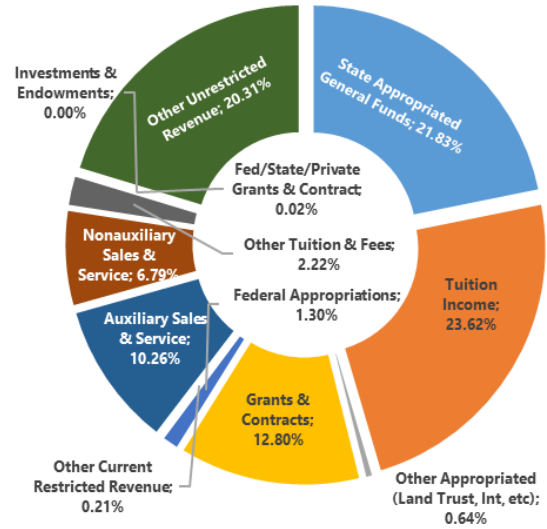


**FY2018-19 Budgeted Expenses - \$521,783,000**



BUDGETED EXPENSES	AMOUNT	%
Salaries & Wages	\$ 267,242,139	51.22%
Operating Expense	\$ 118,441,315	22.70%
Equipment	\$ 6,423,180	1.23%
COGS, Scholarship, Other	\$ 121,299,593	23.25%
Transfers for Debt Service	\$ 8,376,773	1.61%
<b>Total</b>	<b>\$ 521,783,000</b>	<b>100.00%</b>

**FY2018-19 Budgeted Revenue - \$516,830,626**



BUDGETED REVENUE	AMOUNT	%
State Appropriated General Funds	\$ 112,804,502	21.83%
Tuition Income	\$ 122,100,000	23.62%
Other Appropriated (Land Trust, Int, etc)	\$ 3,306,000	0.64%
Grants & Contracts	\$ 66,157,940	12.80%
Federal Appropriations	\$ 6,714,160	1.30%
Other Current Restricted Revenue	\$ 1,062,237	0.21%
Auxiliary Sales & Service	\$ 53,034,829	10.26%
Nonauxiliary Sales & Service	\$ 35,107,713	6.79%
Other Tuition & Fees	\$ 11,493,006	2.22%
Fed/State/Private Grants & Contract	\$ 92,725	0.02%
Investments & Endowments	\$ 200	0.00%
Other Unrestricted Revenue	\$ 104,957,314	20.31%
<b>Total</b>	<b>\$ 516,830,626</b>	<b>100%</b>

**Ongoing NDSU General Fund Appropriations by the North Dakota Legislature**

**NDSU Main Campus**

Fiscal Year	Salaries, Operating & Equipment	Capital Improvements	Yearly Grand Total	Biennial Total
2019	63,196,991	1,366,122	64,563,113	129,126,235
2018	63,197,000	1,366,122	64,563,122	
2017	71,378,716 <sup>1/</sup>	4,022,991 <sup>2/</sup>	75,401,707	172,322,984
2016	72,644,964	24,276,312 <sup>3/</sup>	96,921,276	
2015	67,839,185	38,315,656 <sup>4/</sup>	106,154,841	176,840,714
2014	68,767,355	1,918,518	70,685,873	
2013	77,445,495	1,993,813	79,439,308	133,875,594
2012	48,235,092	6,201,194 <sup>5/</sup>	54,436,286	
2011	54,470,160	9,425,072 <sup>5/</sup>	63,895,232	125,996,580
2010	54,835,385	7,265,963 <sup>5/</sup>	62,101,348	
2009	55,197,103	5,591,680 <sup>5/</sup>	60,788,783	110,952,354
2008	47,046,090	3,117,481 <sup>5/</sup>	50,163,571	
2007	41,761,958	258,497	42,020,455	86,793,615
2006	43,299,070	1,474,090	44,773,160	
2005	38,154,841	706,168	38,861,009	79,749,610
2004	40,182,433	706,168	40,888,601	
2003	40,226,452	992,388	41,218,840	80,543,682
2002	38,579,702	745,140	39,324,842	
2001	37,111,009	683,188	37,794,197	74,921,622
2000	35,170,058	1,957,367	37,127,425	

Budget amounts for this information include appropriated, local and grant/contracts for all institutional functions. Above amounts include ND Agriculture Experiment and Research Stations and other similar separately appropriated agencies. Excludes capital projects and extraordinary repair funding.

**FUNDING NOTES**

- Unexpended FY17 Capital Improvements will be carried over to FY18
- 1/ Drawdown schedule as of March 2017. Reflects reduction due to Aug 2016 allotment.
- 2/ **Total Includes:**  
 \$1,750,000 (1/2 \$3.5M DM pool)  
 \$1,366,122 (1/2 ExtraOrdinary Repairs Base - \$2,732,244)  
 \$337,600 (1/2 Campus Security - \$675,000)  
 \$569,269.23 (Carryover DM 2013-15 transfers)
- 3/ **Total Includes:**  
 \$15,424,741 (STEM Building Project Carryover)  
 \$5,097,849 (Carryover projects)  
 \$1,366,122 (1/2 ExtraOrdinary Repair Base of \$2,732,244)  
 \$300,000 (Transfer from operations for DM match)  
 \$377,600 (1/2 Campus Security of \$675,200)
- 4/ \$29,367,709 (State funding for STEM Building Project)
- 5/ \$17,500,000 (State funding for Minard Hall Project)

## PREVIOUS & CURRENT ND HIGHER EDUCATION FUNDING METHODS

### Long-Term Financing Plan and Resource Allocation Model (2001-03 Biennium through 2011-13 Biennium)

The 1999-2000 Higher Education Roundtable recommended the State Board of Higher Education and the Chancellor of the North Dakota University System develop a long-term financing plan and resource allocation model. As a result, the board contracted with the National Center for Higher Education Management Systems (NCHEMS) for assistance with the development of the plan and model. The board reviewed the recommendations of the NCHEMS and adopted a long-term financing plan consisting of base operating funding, incentive funding, and capital asset funding components. The following is a description of the long-term financing plan and resource allocation model that was used prior to the 2013-15 biennium appropriation.

**Base operating funding component.** The base operating funding component of the long-term financing plan included funding for each higher education institution to support core campus functions, such as instruction, research, and public service. The funding for each institution was based on the institution's current state general fund appropriation with general fund appropriation increases to address parity and equity. Parity funding was to be used to continue current programs and services, including salaries, benefits, and inflationary increases. Equity funding was to be distributed to institutions based on a funding comparison to peer institutions.

**Incentive funding component.** The incentive funding component of the long-term financing plan included funding for the State Board of Higher Education to support state and system priorities consistent with the goals of the Higher Education Roundtable.

**Capital asset funding component.** The capital asset funding component of the long-term financing plan provided funding to each of the higher education institutions for maintenance and replacement of facilities and infrastructure. The funding provided to each of the institutions was left to the discretion of the institution with appropriate approvals by the State Board of Higher Education for projects greater than \$250,000. Institutions were given the authority to allocate funds for repair and replacement priorities for both deferred maintenance and regular repair and replacement projects as determined by the institution. Institutions were allowed to continue unspent capital assets funding from one biennium to the next in order to complete the projects started in one biennium but not completed until the next and to accumulate funds to complete large projects that require multi-year funding. The capital asset funding component was applied to new state buildings built on campuses; however, no new operating funds were added to the base operating budget for operating costs if the operating base was already at the benchmark target.

### Adjusted Student Credit-Hour Funding Method (2013-15 Biennium through 2017-19 Biennium)

The Legislative Assembly, through 2013 Senate Bill No. 2200, adopted a new higher education funding method beginning with the 2013-15 biennium based on an adjusted student credit-hour calculation. The calculation involves multiplying a base amount per student credit-hour by an adjusted student credit-hour calculation for each institution. The resulting equalized base budget is then adjusted for inflation to determine total funding for an institution.

The adjusted student credit-hour amount for an institution is determined as follows:

1. Completed student credit-hours are determined for each institution. A completed credit-hour is one for which a student met all institutional requirements and obtained a passing grade.
2. A weighted completed student credit-hour calculation is determined by multiplying each institution's completed student credit-hours by an instructional program classification factor. The factor amount for each program classification is based upon historical costs of instruction in each program.
3. The weighted completed student credit-hour amount for each institution is then adjusted for:
  - A credit completion factor which is based on total credits completed at an institution. Institutions that have a lower credit-hour output receive a greater weighting factor.
  - An institutional size factor based on the square footage of facilities at an institution. Institutions that have a large amount of infrastructure may receive an additional factor adjustment.

The adjusted student credit-hours are then multiplied by a base per credit amount which varies based on institutions type. The table below is a summary of the base rates for each institution.

Through June 30, 2019, an institution may not receive less than 96% of the state funding to which the institution was entitled during the previous biennium. Under the adjusted student credit-hour funding method, funding for major capital projects is appropriated separately from the formula.

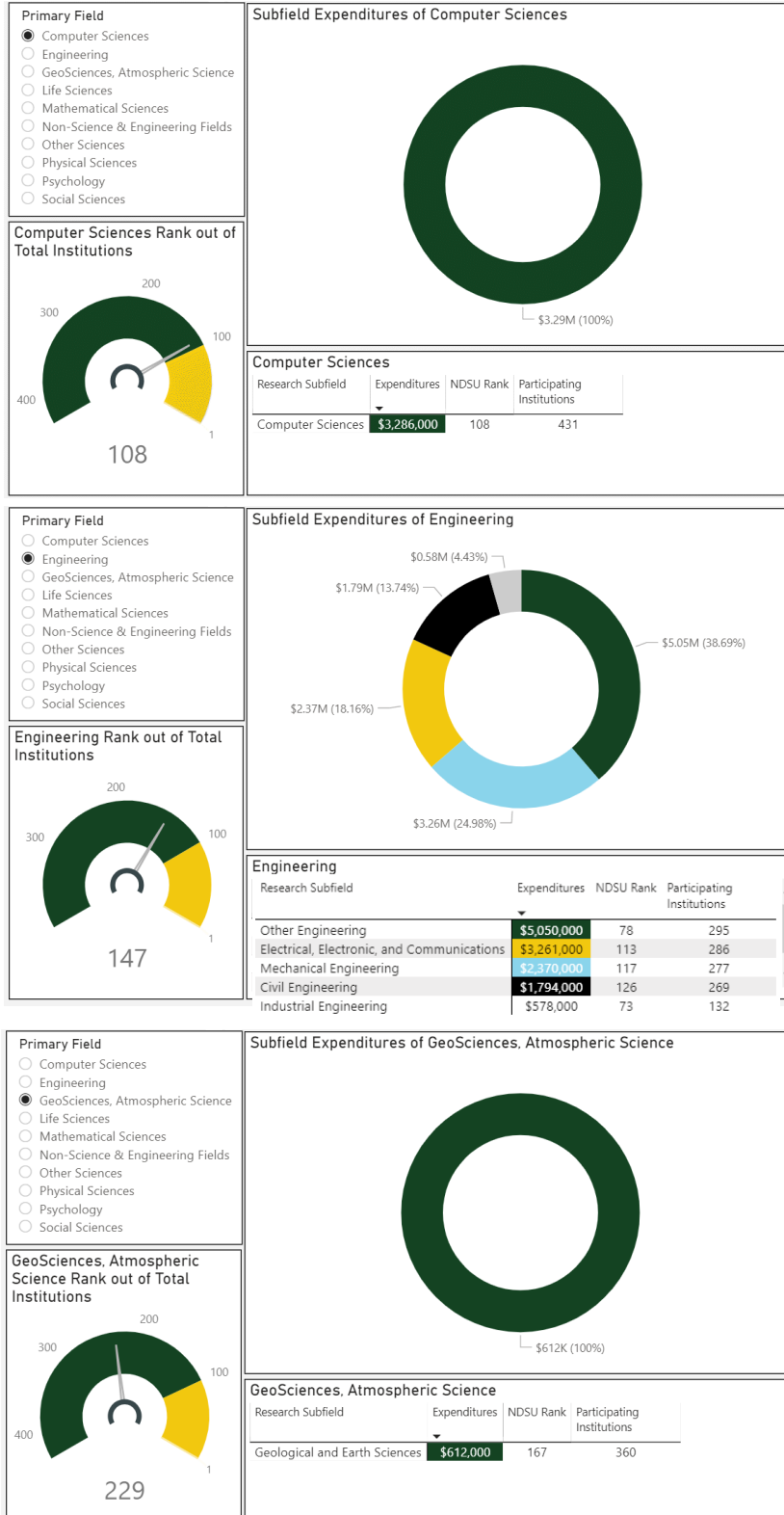
(Source: ND Legislative Council, Higher Education Committee, August 2017. 19.9077.01000)

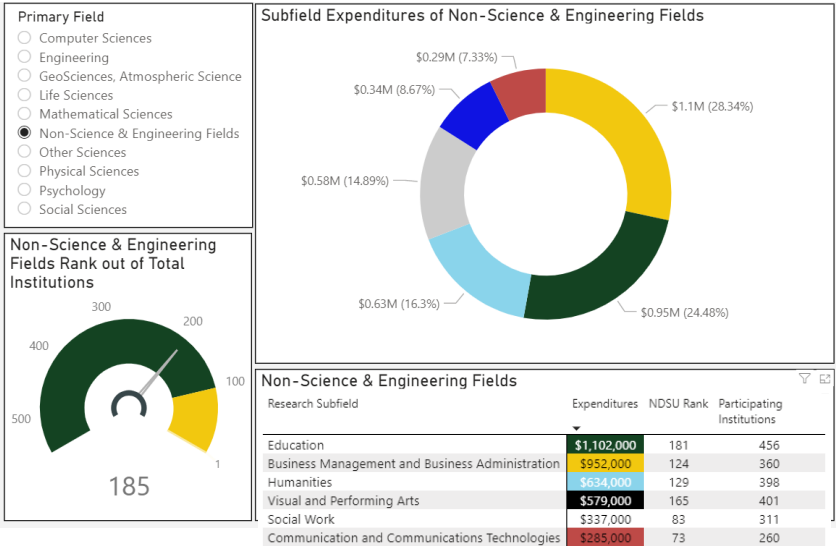
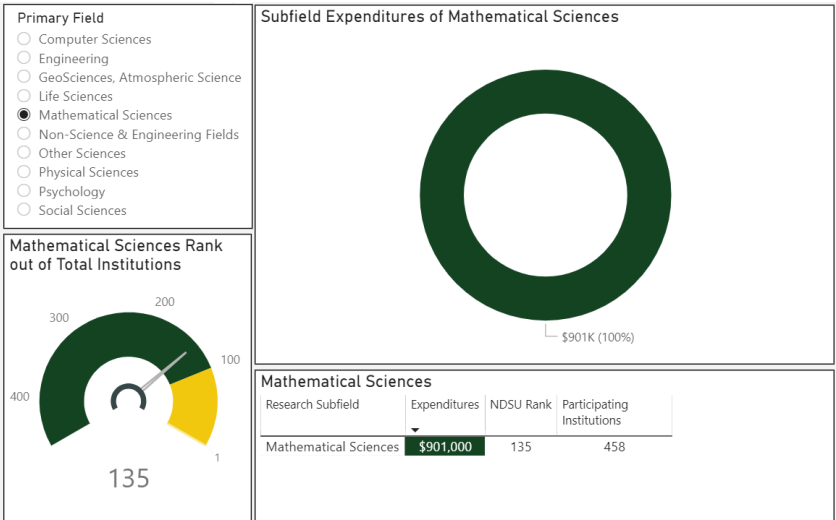
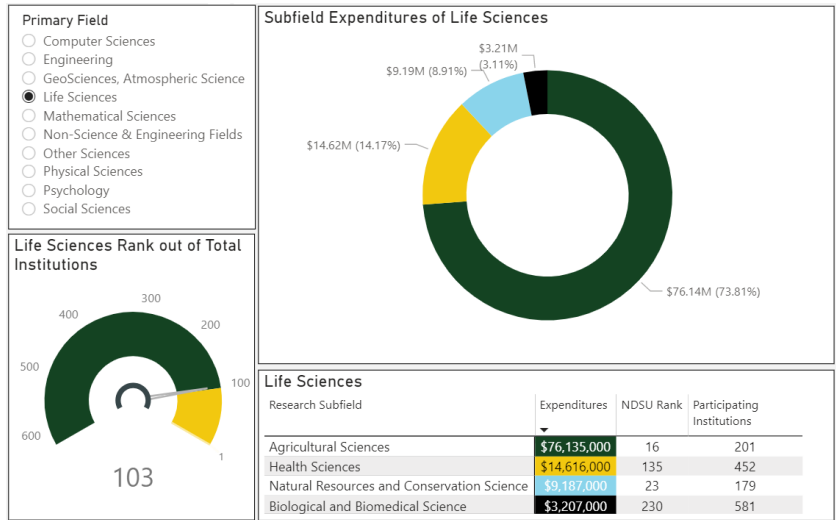
Institutions	Biennial Base Rate per Credit-Hour		
	2013-15	2015-17	2017-19
NDSU, UND	\$66.35	\$72.63	\$58.65
DSU, MaSU, VCSU	\$95.57	\$107.33	\$86.95
MiSU	\$98.75	\$107.33	\$86.95
BSC, DCB, LRSC, NDSCS	\$101.73	\$114.88	\$93.03
WSC	\$104.88	\$114.88	\$93.03

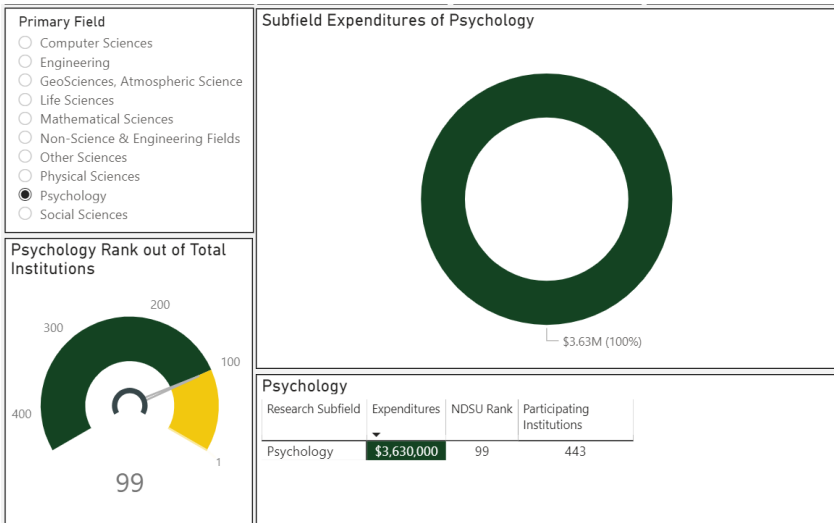
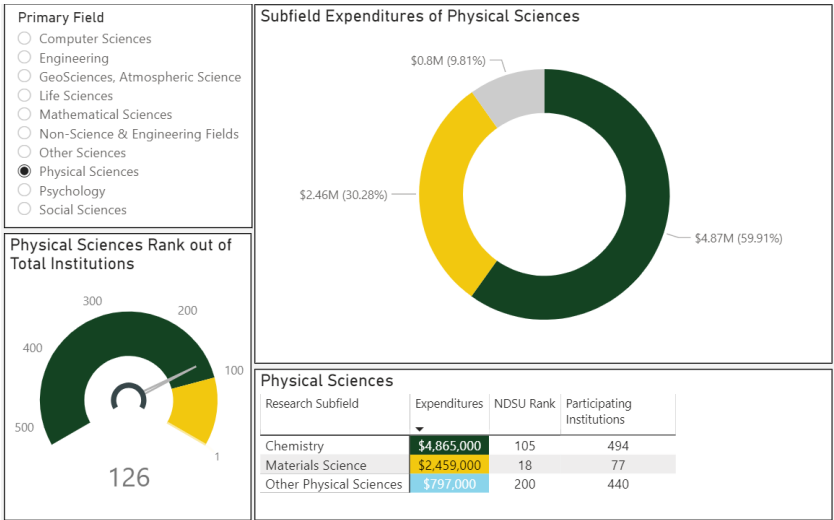
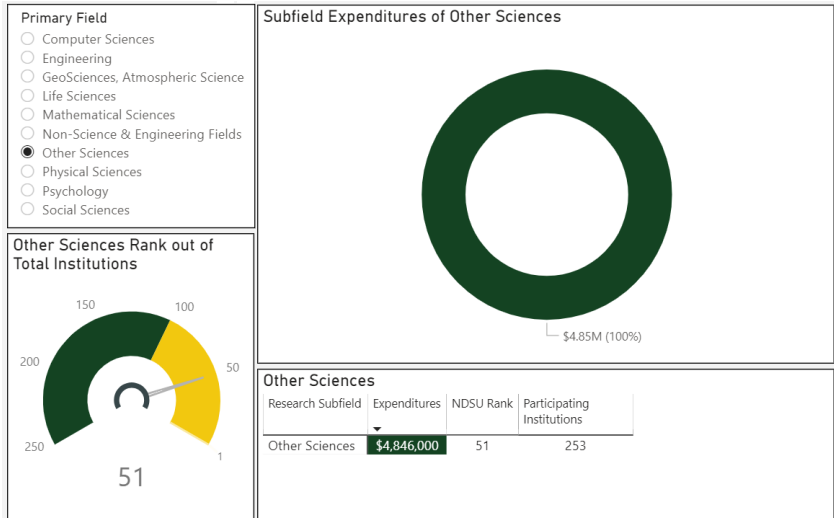
# RESEARCH OVERVIEW

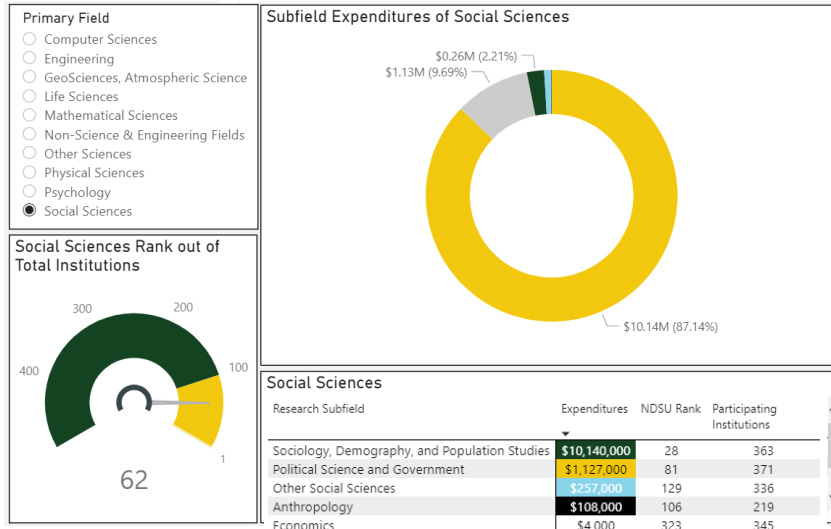
## NATIONAL SCIENCE FOUNDATION (NSF) HIGHER EDUCATION RESEARCH & DEVELOPMENT SURVEY (HERD)

For FY17 (most recent year available), NDSU ranked **91** out of 400 public institutions, **100** out of non-medical institutions, and **130** out of 644 all institutions. **All institution total = \$153,119,000**









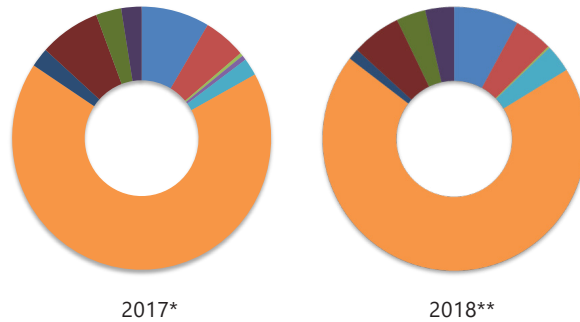
Source: [https://www.ndsu.edu/research/about\\_rca/rca\\_reports\\_and\\_data/](https://www.ndsu.edu/research/about_rca/rca_reports_and_data/)

**NDSU Research Expenditures (HERD Survey)**

CATEGORY	FY2017*		FY2018**	
Engineering	\$ 13,053,000	9%	\$ 11,555,000	8%
Physical Sciences	\$ 8,121,000	5%	\$ 6,900,000	5%
Environmental Sciences	\$ 612,000	0%	\$ 296,000	0%
Mathematical Sciences	\$ 901,000	1%	\$ 38,000	0%
Computer Sciences	\$ 3,286,000	2%	\$ 4,900,000	3%
Life Sciences	\$ 103,145,000	67%	\$ 100,736,000	69%
Psychology	\$ 3,630,000	2%	\$ 1,979,000	1%
Social Science	\$ 11,636,000	8%	\$ 8,857,000	6%
Other Sciences (Interdisciplinary)	\$ 4,846,000	3%	\$ 5,246,000	4%
Non-Sci & Eng	\$ 3,889,000	3%	\$ 5,162,000	4%
<b>TOTAL</b>	<b>\$ 153,119,000</b>	<b>100%</b>	<b>\$ 145,669,000</b>	<b>100%</b>

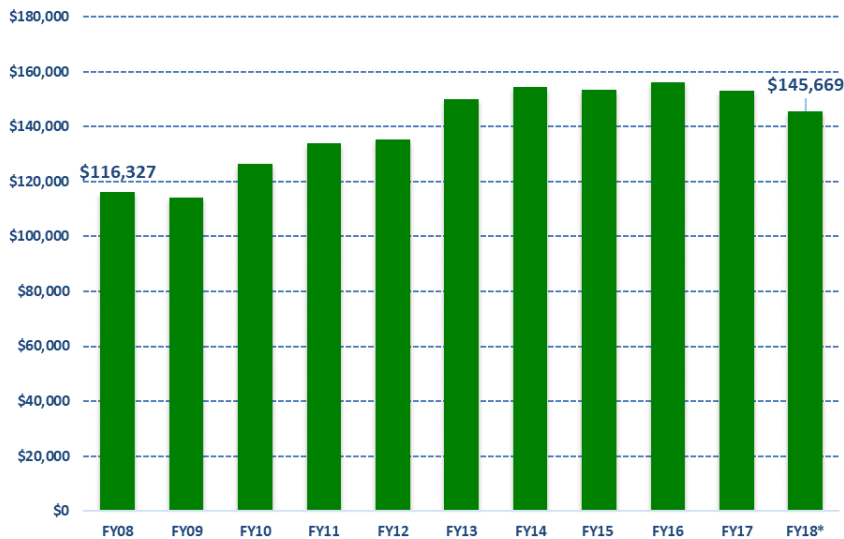
\* Data for FY2017 has been finalized by NSF, updates are shown here

\*\* Preliminary data submitted to NSF - subject to change



**Growth of NDSU Research & Development Expenditures**

(in thousands)



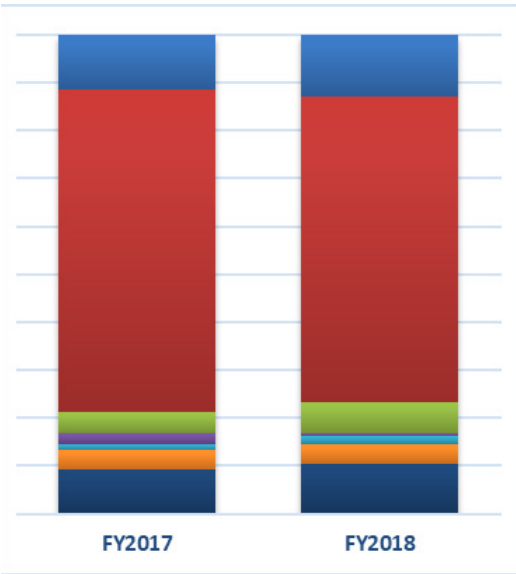
\*FY18 reported to and accepted by National Science Foundation but not yet published

Source: National Science Foundation Higher Education Research & Development Survey (HERD)

The research and creative activity enterprise at NDSU plays an integral role in our mission to serve the citizens of North Dakota. The collective efforts and energy of our faculty, staff and students establish the success of this enterprise, while enhancing student learning, generating knowledge and discovery, and contributing to sustained economic growth in the region. The commitment of NDSU faculty, students and staff to generating knowledge and discovery, is reflected in the continued high volume of proposals submissions, which in FY2018 topped \$255 million.

The biggest source of external funding support for NDSU remains the federal government. However, this year saw increases in five of the seven funding sources, including Foundation/Non-Profits (43%), Other Government Agencies (35%), and Commodities (3%).

Source: SPA Annual Report of External Funding Awards-2018



SOURCES of EXTERNAL AWARDS	FY2017**		FY2018	
Commodity	\$ 7,131,060	12%	\$ 7,349,043	13%
Federal	\$ 41,483,645	67%	\$ 36,419,530	64%
Foundation/NonProfit	\$ 2,610,918	4%	\$ 3,744,115	7%
Other	\$ 1,606,226	3%	\$ 327,720	1%
Other Governmental Office	\$ 696,603	1%	\$ 942,663	2%
Private	\$ 2,419,278	4%	\$ 2,429,380	4%
State	\$ 5,769,860	9%	\$ 5,873,577	10%
<b>TOTAL</b>	<b>\$ 61,717,590</b>	<b>100%</b>	<b>\$ 57,086,028</b>	<b>100%</b>

Federal formula funds and state appropriated dollars are NOT included.

\*\* Adjustments were made to the previously published FY2017 source totals and External Awards totals; adjusted totals are included here

#### External Awards and Federal Formula Funds by Category

BY CATEGORY	FY2017	FY2018
<b>Total External Awards</b>	<b>\$ 61,717,564</b>	<b>\$ 57,086,028</b>
Hatch/McIntire-Stennis Funds	\$ 3,144,546	\$ 3,148,467
NDSU Extension Service Smith-Lever Formula Funds	\$ 3,977,043	\$ 3,970,860
Student Financial Aid	\$ 10,538,815	\$ 11,968,163
<b>Total Federal Formula Funds</b>	<b>\$ 17,660,404</b>	<b>\$ 19,087,490</b>
<b>Grand Total</b>	<b>\$ 79,377,968</b>	<b>\$ 76,173,518</b>

Source: RCA Reports & Data ([https://www.ndsu.edu/research/about\\_rca/rca\\_reports\\_and\\_data/#c603381](https://www.ndsu.edu/research/about_rca/rca_reports_and_data/#c603381))

# MAJOR CAPITAL IMPROVEMENTS

## WEST DINING CENTER (WDC) - PHASE II

### (\$2,400,000 Auxiliary Funds)

The previously approved West Dining Center Phase I project is under construction and includes a new ADA accessible entrance on the east side of the building, as well as an addition for expanded seating on the SW corner of the building. This proposed project is the second phase of WDC renovations. The design will improve the efficiency and flow through the servery and kitchen, in addition to helping keep future operating costs down by allowing shared staffing responsibilities. The front-of-the-house cooking theme will showcase food preparation that demonstrates the freshness desired by today's customers.

Once completed, the facility will be a full-service, state-of-the-art dining center offering a food court atmosphere, along with the expanded food variety options requested by both students and employees. Proposed food stations being considered are:

- **Global:** Serving a variety of meals from around the world
- **The Bakery:** Fresh baked goodies, straight from the oven
- **Clean Eats:** Clean eating, free of the top eight allergens
- **Pizza:** More variety, plus new flatbreads
- **Smoothies:** Fresh fruit, real ingredients, for a superfood smoothie experience
- **Homestyle:** All your favorite comfort foods in one place
- **Salad/Panini/Deli:** Amazing new selection, plus ready-to-eat items
- **The Grill:** Burgers, brats and more

The WDC will be NDSU's allergen-friendly dining center, with all items served within it made without peanut or tree nut ingredients. The work is planned for completion by fall 2019.



## CAMPUS DEFERRED MAINTENANCE

### FY 2018, 2018-19, 2019

Project Type	Cost	State	Funding Source			
			State/Match*	Campus	One Time	Auxiliary
ROOFS	\$ 1,785,148.59	\$ -	\$ 1,720,514.00	\$ 64,634.59	\$ -	\$ -
TUCKPOINTING/CAULKING	\$ 278,313.00	\$ -	\$ 86,720.00	\$ 41,480.00	\$ -	\$ 150,113.00
WINDOWS	\$ 72,662.00	\$ -	\$ 72,662.00	\$ -	\$ -	\$ -
DOORS	\$ 47,132.29	\$ -	\$ -	\$ 47,132.29	\$ -	\$ -
ELEVATORS	\$ 330,605.65	\$ -	\$ 32,850.00	\$ -	\$ -	\$ 297,755.65
FIRE ALARMS	\$ 52,902.00	\$ -	\$ 52,902.00	\$ -	\$ -	\$ -
BATHROOMS	\$ 95,475.80	\$ -	\$ 86,198.00	\$ 9,277.80	\$ -	\$ -
HVAC / ELECTRICAL	\$ 493,680.50	\$ -	\$ 84,114.00	\$ 143,405.50	\$ -	\$ 266,161.00
PAVING/LIGHTING	\$ 41,094.14	\$ -	\$ -	\$ 41,094.14	\$ -	\$ -
PARKING LOTS	\$ 640,000.00	\$ -	\$ -	\$ -	\$ -	\$ 640,000.00
RENOVATIONS	\$ 1,319,553.62	\$ -	\$ 534,326.00	\$ -	\$ -	\$ 785,227.62
MAJOR RENOVATIONS	\$ 9,291,213.00	\$ -	\$ -	\$ -	\$ -	\$ 9,291,213.00
WATER/SEWER	\$ 901,651.00	\$ -	\$ 901,651.00	\$ -	\$ -	\$ -
STEAM LINE	\$ 2,642,995.00	\$ -	\$ 2,642,995.00	\$ -	\$ -	\$ -
OTHER	\$ 172,250.85	\$ 25,242.54	\$ 102,177.00	\$ 44,831.31	\$ -	\$ -
<b>GRAND TOTAL</b>	<b>\$ 18,164,677.44</b>	<b>\$ 25,242.54</b>	<b>\$ 6,317,109.00</b>	<b>\$ 344,723.34</b>	<b>\$ -</b>	<b>\$ 11,430,470.27</b>

\*SB2003 (2017-2019) requires that institutions "shall provide two dollars of matching funds from operations or other sources for each one dollar of extraordinary repairs funding".



# NDSU FOUNDATION & ALUMNI ASSOCIATION

## NDSU Foundation Reports Strong Philanthropic Support in 2018.

North Dakota State University's alumni and friends donated more than \$48 million in private support through the NDSU Foundation and Alumni Association last year. With current and deferred gift commitments received in 2018, NDSU's benefactors have set a five-year record of philanthropy by providing more than \$228 million since 2014.

In 2018, NDSU benefactors provided \$30.5 million in cash and pledges, including \$886,000 in cash received during NDSU Giving Day and more than \$385,000 raised during the annual Bison Bidders Bowl. The Foundation's 2018 philanthropic support also included \$17.6 million in deferred gift commitments.

"The generosity of our alumni, friends, businesses and charitable foundations makes a lasting impact in our students' lives and the university's ability to advance its mission," NDSU President Dean L. Bresciani said.

Spencer and Carol Duin, of Asheville, N.C., were among NDSU's major benefactors in 2018. The Duins established a faculty fellowship within the College of Engineering to advance research, educational programming and outreach. Spencer said his NDSU degree in industrial engineering "opened doors to many opportunities" during his distinguished career so they created the fellowship to support other students and to acknowledge the value of his NDSU education.

*"The generosity of our alumni, friends, businesses and charitable foundations makes a lasting impact in our students' lives and the university's ability to advance its mission"*

- President Dean Bresciani

While increasing its endowment, which ensures a permanent, self-sustaining source of funding, the NDSU Foundation transferred more than \$14.1 million to the university in 2018. The transferred funds, comprised of spendable endowment earnings and expendable funds, include about \$6.4 million for building projects and equipment; more than \$5 million to increase student scholarship opportunities (a record level); about \$1.8 million to enhance educational programming and about \$780,000 for faculty advancement.

The value of the NDSU Foundations' permanent endowment totaled more than \$207 million on December 31, 2018, compared to about \$201 million on the same day in 2017.

Last year's gifts represent transformational investments in NDSU students and faculty and include: the Freeman Family Scholarship Endowment, the Timothy Welch and Donna LaQua-Welch Engineering Fellowship and the Ron and Kaye Olson College of Business Deanship. NDSU faculty fellowships, professorships and deanships support advances in educational programs and enrich the university's academic environment and stature, which attracts the brightest faculty and students. The funds propel research and discovery, support hands-on learning and enable NDSU faculty to collaborate with leading scholars around the world.

Sanford Health, Aldevron and many other supporters also continued to provide charitable support for the construction of Aldevron Tower, a six-story addition to Sudro Hall that will expand the College of Health Professions' research capacity, nurture collaborative learning and bring together all of the college's healthcare programs.

"NDSU benefactors are excited about the many advancements taking shape throughout the university and that excitement is reflected in their incredible generosity," said Mike Krueger, chair of the NDSU Foundation's executive governing board. "Moving forward, we expect private support to play an increasingly important part in a larger vision to strengthen students' educational experiences and to build on the university's distinguished research and outreach activities."

Below are the NDSU Foundation's fundraising totals for the past five years:

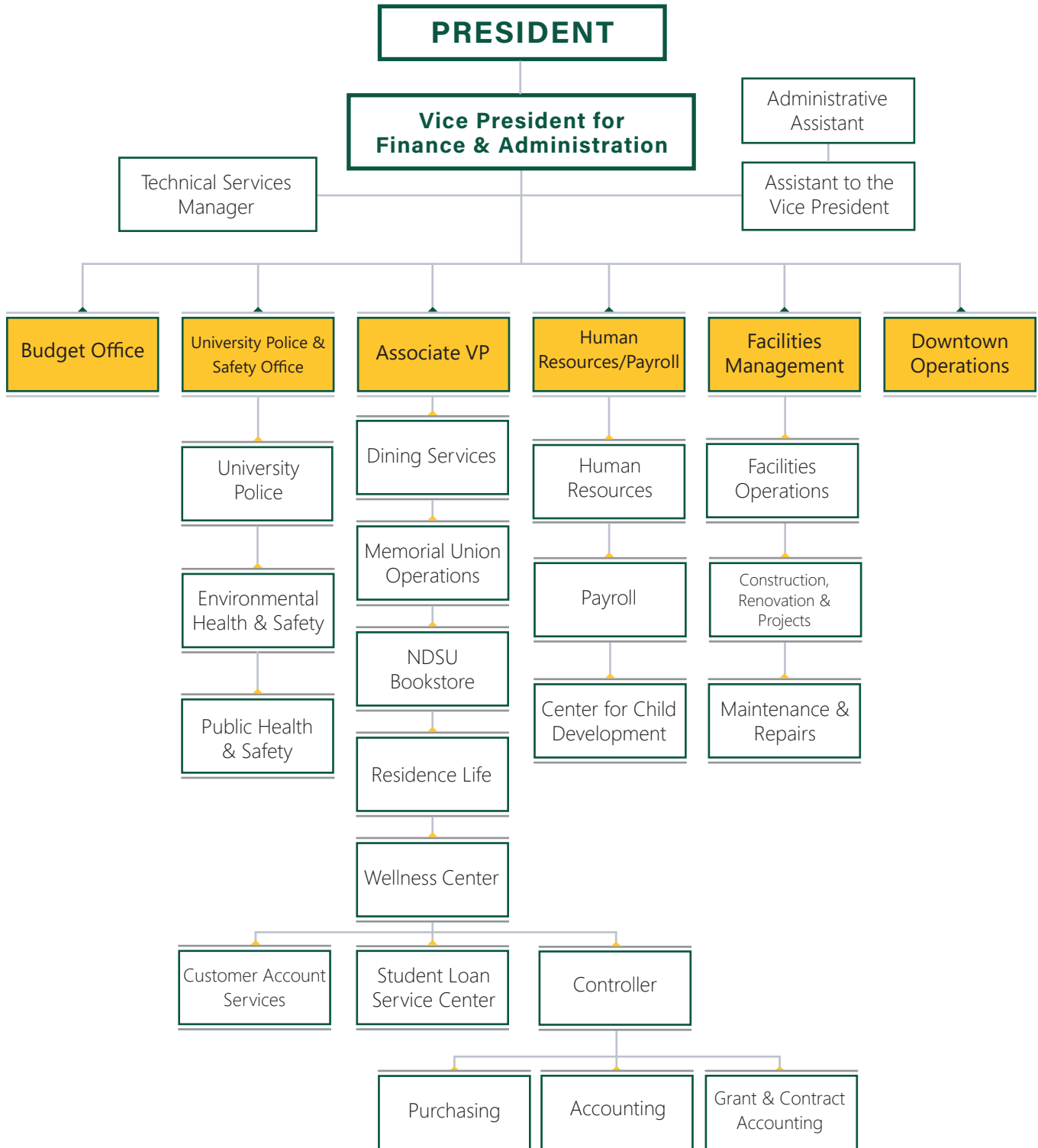
- 2018 \$48.2 million
- 2017 \$59.9 million
- 2016 \$52.3 million
- 2015 \$28.6 million
- 2014 \$39.0 million

The NDSU Foundation builds enduring relationships that maximize advocacy and philanthropy in support of North Dakota State University.

(Source: [ndsufoundation.com/2019/year-end-press-release](https://ndsufoundation.com/2019/year-end-press-release) February 8, 2019)



# DIVISION OF FINANCE & ADMINISTRATION



*The Division of Finance and Administration coordinates the efforts of all auxiliary, facilities, financial, and operational business functions across campus.*

The Division of Finance and Administration provides fiscal and administrative counsel to the executive offices of the University, assuring that the institution operates within the legal and regulatory parameters of the State Board of Higher Education (SBHE) and the North Dakota University System (NDUS). We provide human resources services, fiscal management, coordination of University-wide planning, institutional budgeting and policy analysis. The Division is also responsible for maintaining the physical campus environment, ensuring the safety of students, faculty, and staff, and overseeing the institution's self-sustaining auxiliary services departments.

**Vision**

Finance and Administration strives to be a resourceful partner by providing direct and advisory services while promoting accountability to the University and its extended community

**Mission**

**Finance and Administration is a critical pillar of the University, providing supportive learning and partnership**

**Core Values**

Our division is committed to excellence and we demonstrate that through our innovative problem solving, cooperative relationships, and focus on customer service.

**Bruce A. Bollinger  
Vice President**

[bruce.bollinger@ndsu.edu](mailto:bruce.bollinger@ndsu.edu)  
701.231.8412

**Vice President for Finance and Administration**

Mailing Address: NDSU Dept. 3000, P.O. Box 6050, Fargo, ND 58108-6050  
Physical Address: NDSU, 1340 Administration Avenue, Old Main 11, Fargo, ND 58102  
Department Phone: 701.231.8411 [ndsu.edu/vpfa](http://ndsu.edu/vpfa)

**Karin Hegstad  
Associate Vice President**

[karin.hegstad@ndsu.edu](mailto:karin.hegstad@ndsu.edu)  
701.231.8422

**Gina Haugen  
Assistant to the VP**

[gina.a.haugen@ndsu.edu](mailto:gina.a.haugen@ndsu.edu)  
701.231.6177

**Kim Matzke-Ternes  
Administrative Assistant**

[kim.matzketernes@ndsu.edu](mailto:kim.matzketernes@ndsu.edu)  
701.231.7080

**Nathan Johnson  
Technical Services Manager**

[nate.mark.johnson@ndsu.edu](mailto:nate.mark.johnson@ndsu.edu)  
701.231.9764

**FINANCE & ADMINISTRATION REPORTING UNITS**

**Accounting Office**

**Gary Wawers  
Controller**  
[gary.wawers@ndsu.edu](mailto:gary.wawers@ndsu.edu)  
701.231.8210  
[ndsu.edu/accounting/](http://ndsu.edu/accounting/)

*Department Services:* accounts payable; general ledger; financial systems training; banking; investments; capital asset management; long-term debt; taxes; external audits coordination; financial reporting

**Bookstore**

**Kimberly Anvinson  
Director**  
[kimberly.anvinson@ndsu.edu](mailto:kimberly.anvinson@ndsu.edu)  
701.231.9822  
[ndsubookstore.com](http://ndsubookstore.com)

*Department Services:* course materials; school supplies; art materials; NDSU apparel & gifts; Herd Shop convenience store; technology products (computers, cables, backpacks, headphones & cell phone accessories)

**Budget Office**

**Cynthia Rott  
Director**  
[cynthia.rott@ndsu.edu](mailto:cynthia.rott@ndsu.edu)  
701.231.7458  
[ndsu.edu/budget/](http://ndsu.edu/budget/)

*Department Services:* fiscal management process; NDSU comprehensive annual & biennial budgets preparation; budgeting systems/activities; long range planning; capital project review & monitoring; management of budgetary needs as per NDSU & SBHE guidelines, procedures & policies

## Center for Child Development

### **Debra Habedank** **Director**

debra.habedank@ndsu.edu  
701.231.8281  
ndsu.edu/childcenter/

*Department Services:* high-quality early childhood programs that provide safe & nurturing environment, while promoting physical, social, emotional, & intellectual development of young children

## Customer Account Services

### **Dorreen Kramer** **Director**

dorreen.kramer@ndsu.edu  
701.231.7710  
ndsu.edu/cas/

*Department Services:* cash handling; credit card acceptance; department deposits; draws & cash requests; Marketplace; financial reporting & reconciling; corporate & student account billing process; AR policies

## Dining Services

### **Katie Tarter** **Director**

kathryn.tarter@ndsu.edu  
701.231.7005  
ndsu.edu/dining/

*Department Services:* provides dining experience with three all-you-care-to-eat dining centers, five full-service coffee shops & food court with six eateries; catering; meal plans

## Facilities Management

### **Michael Ellingson** **Director**

michael.ellingson@ndsu.edu  
701.231.7307  
ndsu.edu/facilities/

*Department Services:* campus maps; campus master plan; construction & maintenance; facilities operations; parking & transportation; space management & key/card access for all buildings

## Grant & Contract Accounting

### **Ann Young** **Director**

ann.young@ndsu.edu  
701.231.8356  
ndsu.edu/grants/

*Department Services:* federal audit coordination; award invoices & payment; financial reporting; grant account auditing; grant rebudgeting/extension; new grant account initiation; effort reporting

## Human Resources/Payroll

### **Jill Spacek,** **Interim Director**

jill.spacek@ndsu.edu  
701.231.9686  
ndsu.edu/HR/

*Department Services:* benefits; recruitment & retention; employee training & development; employee relations; salary administration; all aspects of payroll process functions; Oracle/PeopleSoft HRMS

## Memorial Union Operations

### **Paul Wraalstad** **Director**

paul.wraalstad@ndsu.edu  
701.231.8236  
ndsu.edu/mu/

*Department Services:* design & sign printing & promotional services; meeting, conference & event services; art gallery exhibitions; game room area with recreation games, bowling alley & eSports Lab

## Purchasing

### **Stacey Winter** **Director**

stacey.winter@ndsu.edu  
701.231.8954  
ndsu.edu/purchasing/

*Department Services:* equipment, goods & services procurement; excess/surplus property redistribution & disposal; mailing & shipping services

## Residence Life

### **Rian Nostrum** **Director**

rian.nostrum@ndsu.edu  
701.231.7890  
ndsu.edu/reslife/

*Department Services:* provide students with a living environment & a place to grow, learn, connect, explore and make an impact.

## Student Loan Service Center

### Kelly Bisek Director

kelly.bisek@ndsus.edu  
701.231.9547  
slsc.ndus.edu

*Department Services:* loan servicing (monitoring, reporting & collecting) on institutional loans issued by the 11 state colleges and universities in the ND University System (NDUS)

## University Police & Safety Office

### Mike Borr Director

mike.borr@ndsus.edu  
701.231.9535  
ndsus.edu/police\_safety/

*Department Services:* communications call center; emergency management; environmental health & safety; public health & safety; safety awareness notices; training; university police

## Wellness Center

### Jobey Lichtblau Director

jobey.lichtblau@ndsus.edu  
701.231.7672  
ndsus.edu/wellness/

*Department Services:* state-of-the-art aquatics center, fitness facility & equipment; innovative fitness, recreation & aquatic programming; safety education; child care

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## 2018-19 DIVISION HIGHLIGHTS

Over the last fiscal year, the employees in the Division of Finance and Administration continued to foster and build teams within the division and throughout the campus in order to fulfill the core mission of NDSU and the division.

We continue to maintain a solid base of financial stability for NDSU. Per the calculated composite financial index (CFI), NDSU had a 3.03 index in FY2019. This financial stability has also been noted in the ratings report to management by the rating agencies of Moody's Investors Service and Standard & Poor's. The University was rated **Aa3 with a stable outlook** and **'AA-'/Stable**, respectively, by the agencies.

The following will highlight some of the major accomplishments achieved by the division as indicated by VPFA directors:

### Accounting/Financial Services

- No formal or informal audit findings in the financial audit for FY18, which was facilitated in FY19. No federal audit issues arose during FY19. No audit adjusting entries were needed to the FY18 NDSU financials. This demonstrates outstanding quality control in general accounting and financial reporting.
- Completed implementation of a new PeopleSoft journal entry workflow approval and document attachment process. The workflow approval provides a more efficient and effective method of processing all journals in PeopleSoft. Attaching the supporting documents to journals posted in PeopleSoft provides a more transparent and efficient tool for all users to retrieve and view the support.
- Started pilot departments on a new PeopleSoft Accounts Payable

Voucher workflow approval and document attachment process. This implementation will likely span a couple of years because of the complexity and changes needed in PeopleSoft.

- Assisted the Payroll department in facilitating an IRS employment tax audit. Our international tax improvements in FY18 served to make the audit go smoother. As a result of the audit there were no IRS penalties or findings regarding the independent contractor issues, 1099 reporting, or W9 collection processes.
- Accounting recognized and adjusted to the change interest rate environment in the second half of FY19. With the Federal Reserve increasing rates in December 2018, Bank of North Dakota (BND) CD rates increased to 1.95% for a short period. During this time we did two early withdrawal transactions

totaling \$25 million. Reinvesting at the new higher rate will increase interest income for NDSU in future years. After the last transaction (7/3/2019), the BND immediately began lowering rates again. The current rate is 1.65%. In addition, during FY19 it became advantageous to purchase 30 day CDs for additional income. Beginning in FY21 interest income will increase over \$700,000 per year, largely because of these transactions.

- Accounting picked up Dickinson State University's supplier maintenance duties. This involved shared services where we are assisting DSU with setting up suppliers for accounts payable purposes.

### Center for Child Development

*The mission of the Center for Child Development is to serve and act on behalf of the needs, rights and well-being of all children, their families and*

university students.

- Accredited Early Childhood Program through the National Association for the Education of Young Children, recognizing high quality early childhood programs providing a safe and nurturing environment while promoting the physical, social, emotional and intellectual development of young children.
- Licensed through the ND Department of Human Services.
- A Bright & Early ND 4-STAR Award program.
- Awarded two grants including the Jr. Master Gardeners Grant and USDA Child and Adult Care Food Program.
- Partners with Fargo Public Schools multi-million dollar Striving Readers Literacy Grant.
- Provided full time early education to children ages 6 weeks-5 years in a 12-month program at full capacity.
- Developed a cooperative working relationship with the NDSU Wellness Child Care Program.
- Provided support and coordination to NDSU faculty on research with young children and families.
- Provided university students hands-on experiences with children and families through courses in Nursing, Health Nutrition and Exercise Science, Human Development and Family Science, Psychology, Dietetics, Theater Department, Early Childhood and Elementary Education, Social Work and Work Study Students.
- Developed and maintain partnerships with community agencies such as: Pediatric Partners, Minnesota State University-Moorhead, Fargo Public Schools-Got No Milk through our Caring and Sharing Community Giving Project, ND Lion's Organization, Re-thinking Mental Health, Child Care Award, USDA Child and Adult Care Food Program, Fargo Cass Public Health, Fargo Police Department, NDSU Dining Services, Fargo Public Schools and Area Preschool Advocates.
- Provided tours of the Center for Child Development to high schools including West Fargo,

Moorhead, Fergus Falls, and to NDSU faculty, staff and students.

### Customer Account Services

*During the fiscal year, Customer Account Services continued to develop new methods of using existing systems to increase efficiency while maintaining a positive student experience.*

- Created an electronic past due balance exception agreement for students to utilize that streamlines the process and saves time for both the student and the department.
- Redesigned the monthly payment plan to create a more easily accessible enrollment process and real-time installment updates. Also implemented a listserv for open enrollment notifications to be sent to students/parents.
- Collaborated with other NDSU departments to review recent student withdrawals for future re-enrollment opportunities.
- Worked with NDUS Core Technology Services to institute an automated process for generating payment receipts and delivering to students via email.
- Collaborated with the Graduate School to develop an electronic workflow for tuition waivers including safeguards to assist with ensuring that all eligibility requirements are met.
- Started conversations with all NDUS institutions regarding a revision to the 1098-T statement process which will significantly reduce the number of annual tuition statements sent by mail and decrease both printing/postage costs and staff resources required to fulfill this task. Also eliminates the possibility of misdirected mailings to students.

### Dining Services

- Reviewed opportunities through an RFP process for Mexican concept at the Memorial Union. Twisted Taco was selected and to be implemented in summer 2019.
- Reviewed opportunities through RFP process for a new coffee concept. Caribou Coffee was selected and will

be implemented in January, 2020.

- Collaborated with Residence Life on sharing a marketing assistant director and a marketing specialist/graphic designer for improved and cohesive marketing.
- Established and hired staff in culinary positions to include Chef Managers at all 3 dining centers, along with establishing an Associate Director of Culinary Operations position. Created and added additional full time staff position: Assistant Cooks.
- Began working with additional Supported service agencies in the community, Productive Alternatives and Connections, to continue to grow our part time staffing with diverse needs and abilities.
- Expanded food offerings for opening move-in weekend in August, 2018 to include all 3 dining centers and retail food court operations; open to families/students/staff/faculty for lunch on Saturday, August 18, 2018.
- Implemented time clocks for full time hourly staff, July 2018.
- Implemented scheduling software for student employee scheduling to increase efficiencies, improve staffing and enable students to find coverage for missed shifts, trades, etc.
- Evaluated and added student internship positions in accounting and hospitality and tourism management to current internships in dietetics.
- Made website improvements to University website template.

### Facilities Management

- Completed additions to and full renovation of West Dining Center (WDC).
- Added a full building generator to WDC so we have a place to serve students if there's a power outage (needed twice already).
- Completed construction and opened Catherine Cater (residence) Hall.
- Replaced asphalt in HR and AR parking lots with new concrete.
- Construction on Aldevron Tower is coming to an end with faculty and staff moving in December.

- Fit-up an area in the Memorial Union for the Bison TV Network, transferring them from a leased space
- Fit-up space in the food court for Twisted Taco.
- Reconstructed the street along Albrecht and the Library and added a roundabout.
- Remodeled the bathrooms in South Weible.
- Re-roofed South Weible.
- Replaced the upper section of roof at RDC (had a water issue last winter).
- Replaced the elevator in Johnson Hall.
- Completed tuckpointing on Seim Hall.
- Tuckpointed the older sections on Minard.
- Updated the south section of Thorson for Grants and Contract Accounting to move in beginning of December.
- Demoed and renovated the volleyball offices in the basement of BBFH.
- Updated front desk and exam rooms in Student Health in the Wellness Center
- Beginning design on Science Hall – to replace Geosciences and Dunbar.
- Beginning design on Hastings Hall – move HR and Payroll out of SGC and back onto campus.
- Beginning renovation for Caribou Coffee in the Memorial Union.
- Took Indoor Practice Facility as far as we could go – waiting for donations.
- Started design process for new indoor facility for softball.
- Our HV crew is now assisting with weekly boiler inspections and maintenance in the University Village.
- We have multiple staff on the HV crew that do work for Dining. There is a primary contact person, but we have staff who can provide backup when he's gone. He also provides assistance on other areas of campus.
- Reduced WDC/RDC custodians from three to two.
- Switched out dining cleaning supplies to a different vendor, saving close to \$8,000 annually.
- Rebid the coal contract with a price reduction that could save us \$40,000 annually based on previous consumption.
- Reallocated Residence Life custodial staff to Cater Hall without adding additional staff.

### Human Resources and Payroll

- Assisted in the implementation and administration of the Faculty and Staff Voluntary Incentive Separation Program. 69 applications were submitted for the program. There were a total of 29 approved for NDSU, Upper Great Plains Transportation, NDSU Extension Services, North Dakota Agriculture Experiment Station and North Dakota Forest Service.
- Initiated the process to implement applicant tracking system within PeopleSoft. This will reduce costs by \$20,000-\$30,000 and integrate the process within PeopleSoft, reducing administrative time for applicant and HR. Roll out scheduled for Spring 2020.
- In January 2019, implemented two paperless DocuSign workflow processes for departments to submit Graduate Student changes to Payroll and for employees to submit Remote Workplace requests and agreements for approval.
- Negotiated a Payroll Shared Services agreement with Dickinson State University and Williston State University in January 2019. The NDSU Payroll Office performs most of the back office payroll services for these campuses, in addition to NDSCS and VCSU.

- In January 2019, implemented two paperless DocuSign workflow processes for departments to submit Graduate Student changes to Payroll and for employees to submit Remote Workplace requests and agreements for approval.
- Negotiated a Payroll Shared Services agreement with Dickinson State University and Williston State University in January 2019. The NDSU Payroll Office performs most of the back office payroll services for these campuses, in addition to North Dakota State College of Science and Valley City State University.
- Conducted the following training sessions:

<b>Training</b>	<b>Date</b>	<b>Attending</b>
Ins & Outs of Time Entry	7/17/18; 8/7/18	31
Queries & Reports	8/2/18	27
PS Mgr Self-Service Time & Labor	10/11/18	60
New Employee Orientation	multiple dates	89
Responsibility Reviews	multiple dates	128
Online Empl System & HR Recruitment	3/12/19	11

### Memorial Union Operations

- Memorial Union estimated visitors: 1,670,275 (5% reduction from FY18)
- Total reservations processed: (Includes MU, Rec Center and promotional spaces): 11,840
- Total event space reservations: 6,646 (76% departmental)
  - Estimated value to campus departments for free/reduced fee room use: \$1,187,796
- Design & Sign assumed responsibility for all large-format printing on campus (through agreement with IT to transfer their equipment & service to MU.)
- Gallery coordinator wrote & received a grant to launch a Virtual gallery space.
- MU Director wrote & received a TFAC grant to fund the launch of an eSports lab to be located in the Rec & Outing Center.
- Conference & Event services planned and prepared for a very large convention to take place in July 2019.

### Improved Processes:

- Created Carpentry on-call list. The former Residence Life maintenance crew had a small rotation of 3-4 staff. This provides a much larger pool for better rotation and gives us reliable backup for doors, window, and other general off-hour emergency repairs.
- Our Carpentry maintenance crew has received training from our lockshop on better ways to repair and maintain locks.
- The Carpentry maintenance crew is a combination of former Residence Life staff and current Facilities carpentry staff – they do work all across campus instead of specifically concentrating on the Residence Life or the academic areas of campus.

- Implemented a shared accountant position with bookstore.
- Building safety/security: Added "Stop the Bleed" kits to the building and conducted trainings for staff to improve emergency preparedness. Critical incident training & CPR/AED training continue to be provided to all student and professional staff in the department.
- Capital projects/building improvements:
  - Carpet replacement for Student Activities Office area & US Bank space.
  - LED lighting conversion for main hallway lights throughout the facility with an estimated savings of \$3,000/year.
  - Ballroom chair reupholstery (project to continue into FY20)
  - Audio/Visual system replacement for Century Theater & Meadowlark.

### **Purchasing**

- There are currently 685 active cardholders and 134 credit card administrators. The annual spend on the procurement card went from \$15.4M to over \$17M.
- Managed the 150+ Time and Materials service contracts used by the Facilities Management Department, including advertising for some of the trades.
- Provided Purchasing training for the following departments: Ag Directors, Mandan Research Center, Carrington Research Center.
- Provided mail service for campus for part of the year and moved the mail service to the Bookstore in September 2018. Installed Neopost for tracking student packages. Continue to assist with receiving of packages on busy days, such as Mondays and the days after holidays.
- Entered into an eight-year agreement with Case IH for the lease of tractors for \$0.01 each. Currently have an inventory that is worth \$14M that we pay pennies to use. This program has been in place for NDSU Ag since 2005.
- Conducted monthly surplus sales and coordinated surplus property disposal for departments.
- Work with Facilities Management on updating NDSU building and property values for State Fire and Tornado (SF&T).
- Renewed the following insurances: flood on all NDSU Buildings; agriculture equipment; NTN huts; athletic turf; athletic lease vehicles; student health insurance; athletics sports bubble; UAS's
- Managed vending relationships with Coke and Pepsi. Received a check from Pepsi for \$30,000 that is available to NDSU each year of the agreement.
- Assisted departments with leases using the Master Lease program through Wells Fargo.
- Provided Risk Management assistance for NDSU. This included the following: flood; equipment coverage for items not covered by SF&T for Facilities Management, Ag; equipment liability list calculations to SF&T; athletic vehicles reported to SF&T.
- Contract approval in conjunction with IT Security Office, in-house legal counsel, outside acquired legal counsel, vendors.
- Held third annual Vendor Fair with 65 vendors participating and over 400 attendees from NDSU. Received great feedback from both.
- Worked with Accounting on Voucher Workflow process.
- Assisted MaSU with RFP for athletic apparel.
- Implemented process for tracking Conflicts of Interest and notifying departments of any that have been disclosed.
- Request for proposals (RFPs) and larger bids for many commodities and services, such as: Seim envelope improvements; Athletics licensing vendor; Gold Star Marching Band uniforms; Mexican food vendor for Dining; coffee vendor for Dining; banking for Memorial Union; Carrington REC plot combine; tractor lease; ND Forest Service fire trucks; IT equipment for classrooms; bulk liquid nitrogen; air emissions testing; coal; CREC dust control system; Reed/

Johnson park reconditioning; BBFH re-roof; parking lot ID signs; CREC electrical work; University Village irrigation/landscaping; Athletics Bubble inflation/deflation; Cater Hall furniture; pay loader; CREC air emissions testing; VDL sign; Residence Life refrigerators; OIRS row crop planter; sports medicine; asbestos abatement.

### **Residence Life**

#### Apartments:

- Implemented Gender Neutral Housing to better respond to customer demand.
- Launched on line apartment application.
- Introduced "My College Roomie" software to assist residents looking for apartments and roommates.

#### Facility Projects:

- Identified and ordered necessary furnishings for Cater Hall completion.
- Began South Weible bathroom remodeling (completed by August 2019.)
- Upgraded Johnson freight elevator to a passenger elevator.
- Coordinated the recycling of 11,996 pounds of cardboard on opening weekend.

#### Residential Curriculum:

- National Residence Hall Honorary partnered with TNT Fitness and had 200+ students that cheered on athletes during FargoMania Event.
- Since implementing the most recent iteration of residential curriculum in 2016, our conduct consultations and hearings have lowered by 67.5% and 53.7% allowing student and professional staff more time on developing community.

#### Operations & Marketing:

- Merged marketing efforts for Dining and Residence Life.
- Provided conference housing for 9,726 participants and 46,358 bed nights.
- Successfully bid to host our regional housing organization conference with Concordia and Minnesota State University-Moorhead for October 2020 that will include opportunity to welcome leadership team of 100+ professionals to our campus



during Summer 2020. This will result in additional conference revenue for the campus.

#### Student Loan Service Center

- North Dakota lawmakers passed an amendment to add the Student Loan Service Center to the list of North Dakota agencies who can intercept state income tax refunds for borrowers with past due debt.

#### Technical Services

- *DocuSign Inter-divisional and Intra-divisional Initiatives:* A significant number of forms were added to DocuSign to make it easier to collect data, signatures, and information. By implementing the Graduate Assistant Payroll Change Form, the completion time for the forms was decreased making the process more efficient. Additional forms included International Student and Study Abroad Services, making it easier to collect information and signatures from students who may be out of the country, Wellness Center childcare forms making it simpler and more efficient to collect signatures from busy parents, as well as additional Human Resources forms such as employee tuition waiver forms.
- *Transition to NDSU Hosted Moodle:* With the deprecation of the NDUS Moodle environment, NDSU was tasked with establishing and hosting our own Moodle platform, which is used for online training. The process involved setting up and configuring the Moodle application from scratch, exporting all of our existing Moodle training courses, content, and completion history from the NDUS system, and importing all needed courses, all while making the transition as seamless as possible for the end user. Once the courses were migrated, go live times were coordinated with the course trainers and owners, and the training URL's were updated to reflect the new location of the courses. Having our own Moodle environment gives us more flexibility and control over content as well as the completion history and data.

- *Upgrades to Track Training:* Significant changes were made to Track Training during fiscal year 2019. Of the more noticeable changes is the training completions that are done in Moodle are automatically imported into Track Training within twenty-four hours. The process dramatically increases efficiency and accuracy of tracking completion information. The previous method of updating Track Training involved a tedious manual process of downloading the completion data, formatting it to the proper file format required, and uploading the data to the appropriate course in Track Training. This tedious labor-intensive process was done, at best, once every two weeks, and sometimes up to a month between uploads. Now the process for updates is automated, saving hours of work and increasing the accuracy of the training record.

#### University Police & Safety Office

- Conducted or assisted with a number of safety and awareness training sessions focused on both personal safety and risky behaviors. Totalling over 30 sessions, they included topics such as Personal Safety and Multi Hazard Response, Freshman Parent Orientation Sessions, Alcohol and Sexual Violence Awareness, Alcohol and Risk Mitigation, Active Shooter Response, Basic Narcotics Awareness, and Self Defense class for women Rape Aggression Defense (RAD).
- The NDSU Police Department has been the recipient of Federal Awards that are provided by the NDDOT. The Distracted Driving grant provides police personnel in conjunction with other agencies in the SE region of North Dakota and enables more officers to be available for patrol to assist with curbing certain behaviors. The NDSU Police Department has participated in this multi-agency regional safety effort since the fall of 2010.
- Continued successful work on the Worker's Compensation Experience Rate Modification and Discount

Programs resulting in significant premium reductions of over \$600,000 from our gross premium amount, a greater than 60% reduction. This is a direct reflection of the successfully implemented effective safety programs.

- The department completed implementation of processes for the One Mind Campaign, one of the two participating agencies in the state of North Dakota. The One Mind Campaign seeks to ensure successful interactions between police officers and persons affected by mental illness. Agencies that demonstrate a serious commitment to implementing required strategies gain public recognition as members of the One Mind Campaign and this recognition was received during the course of the past year.
- Developed and implemented a process to support a timely response to our fire and safety inspection reports. With the implementation of a process that involves escalation to administration if violations aren't addressed within the 30 day period, we are seeing a positive response from all departments to the identified deficiencies.
- The 24/7 Communications Call Center staffing and administration underwent structural reorganization. This change optimized staffing levels, reducing the need for overtime shifts to the greatest extent possible. This team continues to provide for a continuous presence as the first line operator for informational calls into the university, at the same time providing the critical service of dispatching our University Police and Safety responder personnel.
- An electronic chemical inventory system was procured and the initial steps of installation occurred at the end of the fiscal year period. This system will eventually be used to inventory all chemicals on campus, allowing researchers the ability to quickly retrieve safety information for any chemical in the inventory.
- Continuing the aggressive effort of the previous fiscal period to address laboratory spaces and safe use of chemicals, numerous

actions were undertaken to reduce and remove hazardous chemicals from laboratory spaces to include 27 major lab clean outs and five significant chemical spill responses.

- Last year, lab infrastructure safety checks were performed in the following areas:
  - 410 fume hoods (91.2% functioning within specification at the time of inspection)
  - 434 eyewash stations (99.3% functioning within specification at the time of inspection)
  - 251 safety showers (100% functioning within specification at the time of inspection)
- The continuity of operations basic plan was rewritten and a framework created to capture the important details from divisions across campus that will enhance each area's ability to maintain critical services and continue functioning during times of adversity. This framework for data collection will be optimized in the next few months so that divisions can then provide the information to populate the CoOP plan for their respective areas.

#### Wellness Center

- Awarded a \$5,000 NDSU Technology Fee Advisory Committee Grant (TFAC). This provided the addition of FusionGo, a mobile application that integrates with our membership system offering multiple benefits and features for students and members. The most popular feature has been the electronic NDSU ID used from a mobile device to access the Wellness Center.
- Welcomed 304,809 total facility visits from students and members. The busiest day was Monday, August 27, 2018 with 2,092 visits. On average, Tuesdays were the busiest days with an average of 1,539 visits.
- Hosted the National Intramural Recreation and Sports Association (NIRSA) State Workshop welcoming 75 attendees from North Dakota, Minnesota, Iowa, South Dakota, and Nebraska.
- Opened new membership

opportunities by allowing NDSU Alumni and all North Dakota State College of Science students the ability to purchase a Wellness Center membership.

- Provided 151 memberships to the Bismarck Aquatic and Wellness Center for NDSU Sanford Nursing at Bismarck students.
- Provided quality care and education for 127 children of NDSU students. The Wellness Center Child Care participated and achieved a Step 2 Bright and Early North Dakota Quality Rating after passing the Environmental Rating Scale. In addition to reservation care, the Wellness Center Child Care added 10 full-time spots.
- Purchased new fitness equipment including: Adaptive Motion Trainer (1), Ellipticals (9), Recumbent Bikes (2), and Upright Bikes (2). This new equipment is directly connected to data and has the ability to access and track personal workout data as well as connect via Bluetooth to popular streaming services such as Hulu and Netflix.
- Improved mid-semester student employee retention by as much as 25% through training programs, an increase in hourly pay rates, and effective mentoring relationships with area supervisors. The Wellness Center employs over 200 student employees from a variety of majors and backgrounds.
- Conducted a non-user survey to determine the top 3 reported reasons students do not use the Wellness Center: (1) students were too busy (2) location of the Wellness Center, and (3) parking at the Wellness Center.
- Provided 861 hours of reserved space for NDSU Student Organizations, Departments, and Conference Programs.
- Collaborated with NDSU Athletics and held the Intramural Basketball Championship Night at the Sanford Health Athletic Complex (SHAC) and the Intramural Volleyball Championship at the Bentson Bunker Fieldhouse. Students enjoyed the atmosphere of competing at

NCAA Division I Athletic facilities.

- Expanded the NDSU Swim Academy (Red Cross Swim Lessons) to a year-round program by adding Saturday mornings in the fall and spring semesters. This change increased the number of swim lesson participants by 52% while generating additional revenue.

# FINANCIAL INFORMATION

NDSU's overall financial standing continues to be sound with total assets of \$722 million and total liabilities of \$264 million, resulting in a net position total of \$477 million, an increase of \$15 million over the previous fiscal year. The University has done well in managing its financial resources and is better off as a result of the current year's activities.

The financial information for this annual report consists of a series of financial statements. The Statement of Net Position, the Statement of Revenues, Expenses, and Changes in Net Position, and the Statement of Cash Flows provide information on the University as a whole and present a long-term view of the University's finances. The statements assist in answering the question "Is the University as a whole financially better off or worse off as a result of the year's activities?". The Statement of Net Position and the Statement of Revenues, Expenses, and Changes in Net Position report information in a way that helps answer this question. The Statement of Cash Flows summarizes transactions affecting cash during the fiscal year. It also provides information about the ability of the University to generate future cash flows necessary to meet its obligations and to evaluate its potential for additional financing.

Other non-financial factors, such as the condition of the campuses infrastructure, changes in legislative funding and changes in student enrollments, need to be considered in order to assess the overall health of the System.

## Fiscal 2019 Financial Highlights *Overall - Strong Financial Position, Stable Trends*

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### Key Ratios Viewed by NDUSO & SBHE

- Overall key ratios show very little change in fiscal 2019.
- All financial ratios are in line with NDUS average.

### HLC Financial Index

- With Component Units (foundations): Composite Financial Index (CFI) decreased from 3.06 to 2.43, mainly due to NDSU Foundation activity. NDSU Foundation fiscal year-end 12/31/2018 investment market losses are likely a factor.
- Without Component Units (University only – requested by SBHE): CFI's without Foundation figures increased slightly.

### Balance Sheet (Statement of Net Position)

- Short-term (current) investments increased primarily due to an early redemption of Bank of ND Certificates of Deposit on July 3 to achieve a long-term interest income gain. This increase improves the current ratio in fiscal 2019, but this will likely be a temporary (one-year) event.
- Fiscal 2019 was highly unusual in that no new long-term debt was issued to acquire capital assets. Principal payments reduced outstanding long-term debt.
- The pension liability had a much smaller increase in fiscal 2019 compared to previous years.
- Unrestricted net position remained relatively stable during the last two years, despite increases in the pension liability.

### Income Statement (Statement of Revenues, Expenses and Other Changes in Net Position)

- Very little notable fluctuations in revenues and expenses from fiscal 2018 to 2019.
- Grant revenues (federal, state and private) are holding relatively steady the past five years.
- Auxiliary revenues decrease is due to reduced student demand for bookstore, dining and housing services.
- Interest on long-term debt is lowered by \$1.7 million on capitalized interest on construction projects. This capitalization will stop in fiscal 2020, raising the interest expense on this statement in future years.

### Cash Flow Statement

- This is a required statement by generally accepted accounting

principles, but it is not very helpful for governmental entities. Generally, it shows cash flows from NDSU's own operations are significantly negative (\$115 million in fiscal 2019), because appropriation subsidies are needed to balance operations. Cash from appropriations is shown in the Cash Flows from Noncapital Financing Activities section.

### Long-Term Liabilities

- Fiscal 2018 long-term liabilities increased significantly due to new construction financing.
- No new capital debt was issued in fiscal 2019, including no new capital leases or special assessments. Principal payments on debt during the year reduced the outstanding balances.

### Indirect (Facilities & Administrative) Cost Recoveries & Grant Expenses

- This is a required schedule for bond issues.
- Very little fluctuation in grant expenditures and indirect costs recovered.

### Housing & Auxiliary System Income Statement

- This is a statement required by bond resolutions.
- Continued strong debt service coverage – required coverage is 1.10, current coverage is 2.16.
- Auxiliary Facilities System revenues are down in fiscal 2019; fortunately, there were similar decreases in operating expenses.
- **Note:** Beginning in fiscal 2020, debt service expenditures will increase by about \$2 million annually because of the Series 2017 bonds issued for construction of Cater Hall and 1701 Apartments. No principal debt payments were scheduled during the construction period for these bonds. Further student demand decreases could significantly impact the debt service coverage. Again, a coverage ratio of 1.10 is required by the bond covenants.
- Because of recent uncertainty on student demand, we will wait until late September to forecast future years revenue/expenditure activity for the Housing & Auxiliary Facilities System.

### Unrestricted Net Position

- Overall, there is little change in total unrestricted net position.
- The increase in tuition carryover in university appropriated funds offsets auxiliary fund reductions.

### Athletics

- The fiscal 2019 subsidy required from central university funds to balance Athletics' operating results decreased from \$3.5 to \$2.9 million.

*For detailed financial information, please see [NDSU's Annual Financial Report, June 30, 2019](#).*

## BOND RATING

A bond rating is the measure of quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments. "AAA" is the best possible rating and "D" is the worst. Bond ratings are requested when the University plans to issue or refinance debt. For NDSU, the following are its most recent bond ratings with the respective rating agencies.

### Aa3 / Stable: Moody's Investors Services

The rating reflects "the university's strong growth of flexible reserves providing sound coverage of debt and sound flexibility to absorb declines in state operating support. The Aa3 is further supported by NDSU's recognition as top research institution within its five state region with growing STEM programming and projections for continued solid student demand due to favorable demographics in the Fargo area. The housing and auxiliary facilities revenue bonds will continue to have a very strong debt service coverage. Offsetting credit factors include ongoing state funding pressure with the State of North Dakota (Aa1 negative), a growing fixed cost base and highly competitive research funding environment at a time when the university is working to expand its research profile."

The stable outlook incorporates "expectations of growing net tuition revenue and stable cash flow margins of 7-8% providing solid debt service coverage of over 2 times despite constrained state funding." Other factors supporting the rating reflect Moody's view of the university:

- Good student demand as North Dakota's land grant university with considerable regional reach and located in economically and demographically vibrant Fargo area.
- Expanding research profile supported by higher NSF national rankings and increased focus on STEM programming.
- Growing financial reserves add financial flexibility.
- Historical solid state support of capital, creating favorable operating and financial leverage relative to peers.

Market Profile: Solid student demand with growing research profile, strong regional recognition for STEM programs.

Operating Performance: Thinning operations with strategic reserve use and state cuts, but continued healthy debt service coverage.

Wealth and Liquidity: Strong recent reserve growth adds flexibility and cushion for capital plans.

Leverage: Favorable leverage through good state capital support.

Governance and Management: Good strategic positioning bolstered by careful planning.

### AA- / Stable: S&P Global Ratings

S&P Global Ratings assessed NDSU's enterprise as "very strong, characterized by a modest decline in enrollment, solid matriculation rates, and good geographic diversity, which has helped offset local demographic pressures. We assessed the university's financial profile as very strong, characterized by solid available resources, good financial policies, and a low debt burden." In their opinion, "the 'AA-' rating on the university's bonds better reflects NDSU's very low debt levels and available resources compared with medians and with those of peers."

The 'AA-' rating reflects S&P's assessment of NDSU's strengths:

- Healthy financial resource ratios for the rating category and low maximum annual debt service burden, at 1.9% of fiscal 2018 adjusted operating expenses;
- Positive operations on GAAP basis for fiscal 2018; and
- Relatively broad geographical draw for a public flagship institution, as demonstrated by NDSU's large out-of-state and international student populations (59% of total enrollment in fall 2018).

Somewhat offsetting factors, in S&P's opinion, include:

- NDSU's relatively small endowment size and limited fundraising history compared with those of similar rated public flagship institutions and the rating category;
- Declining high school demographics within the state that have started to pressure NDSU's enrollment as a result of negative demographics trends; and
- A volatile state funding environment due to the state's significant economic ties to agriculture and the oil and gas industry, which could affect financial operations.

The stable outlook reflects S&P's expectation that, over the outlook period, NDSU's enrollment will be stable and financial operations and available resource ratios will remain at current levels or better. Also expected is that the university will maintain positive operations on a full-accrual basis, due to healthy increases expected in state funding.



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