

**DIVISION OF FINANCE & ADMINISTRATION**



**FY 2020**

**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

## **Annual Report**

*For the Fiscal Year Ending June 30, 2020*

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**STUDENT FOCUSED**



**LAND GRANT**



**RESEARCH UNIVERSITY**

**ADVANCEMENT OF LAND-GRANT IDEALS THROUGH INNOVATIVE EDUCATION, RESEARCH, AND OUTREACH**

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*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 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

**NDSU 2019 Fall First Day Enrollment.** NDSU's first day enrollment included a freshman class of 2,240, on par with the previous year's first year class. Overall, the first day enrollment was 13,135 with the official census data available September 25. The academic profile of the first year students continued to be strong, with an average ACT of 24 and average high school grade point average of 3.5. First day graduate student enrollment was also on par with previous years, with 302 new graduate students and a total of 1,866.

Laura Oster-Aaland, Vice Provost for Student Affairs and Enrollment Management, indicated that enrollment numbers have declined some nationally in the past couple of years, due primarily to demographics and more competitive market conditions. She also identified a number of other key activities that influence the overall enrollment number, particularly the positive increase in graduation rates. From Fall 2013 to Fall 2018, NDSU's four-year graduation rates increased 11 percentage points (26.9 to 37.8 percent). "That is an enormous increase in such a short time period," Oster-Aaland said.

**NDSU Joins National Alliance for Inclusive and Diverse STEM Faculty.** NDSU is one of 20 universities joining a three-year institutional change effort to develop inclusive faculty recruitment, hiring and retention practices. The Association of Public and Land-grant Universities co-leads the effort, known as Aspire: The National Alliance for Inclusive and Diverse STEM Faculty. The new cohort joins an inaugural set of 15 institutions that began working together to advance such work earlier this year. The National Science Foundation funds the effort as part of its INCLUDES initiative.

The effort is aimed at ensuring all science, technology, engineering and mathematics (known as STEM) faculty use inclusive teaching practices and that institutions increase the diversity of their STEM professoriate. Participating universities begin their work with a self-assessment of current practices and assets, and will then develop and implement campus action plans to drive change across all STEM programs.

The Aspire Alliance is engaging the new cohort of 20 universities through its Institutional Change (IChange) Network. The network provides universities with comprehensive support and resources for institutional change, including access to national partners in a concierge-style approach to technical assistance.

A 2019 NSF analysis revealed that underrepresented minority faculty occupied only 9 percent of professorships in STEM fields at four-year institutions. Other research shows when underrepresented students are taught by diverse faculty members they achieve at significantly higher rates; as much as 20 to 50 percent of the course achievement gaps between minority and majority students are eliminated.

In addition to NDSU, other universities in the new cohort are Auburn University, Ball State University, Central Michigan University, Florida International University, Iowa State University,

South Dakota State University, University of Tennessee-Knoxville, University of Texas at Austin, University of Arkansas, University of California-Davis, University of Cincinnati, University of Florida, University of Georgia, University of Missouri, University of Nebraska-Lincoln, University of North Carolina at Charlotte, University of North Texas, University of South Florida, and Western Michigan University.

**Challey Institute Names Faculty Fellows.** The Sheila and Robert Challey Institute for Global Innovation and Growth has announced its 2021-2022 Faculty Fellows. The fellows are a group of NDSU faculty who will educate and engage students, conduct policy-relevant research and participate in outreach activities to further the Challey Institute's mission.

The 2021-2022 Faculty Fellows reflect the Challey Institute's focus on interdisciplinary collaboration, with faculty members from seven NDSU departments and four NDSU colleges.

"The Challey Institute's faculty fellows program highlights the strong interdisciplinary talent at NDSU," said John Bitzan, Menard Family Director of the Challey Institute. "I'm excited about the work these fellows will do to further our mission of enhancing economic opportunity and flourishing." For more information regarding the the Institute and its list of the 2019-2020 group of Challey Institute Faculty Fellows, see [www.ndsu.edu/challeyinstitute/](http://www.ndsu.edu/challeyinstitute/)



**Dean Named Interim Provost.** Margaret Fitzgerald, Dean of NDSU's College of Human Sciences and Education, assumed the duties of interim Provost and the university began a national search for a permanent provost, President Dean L. Bresciani announced Nov. 25. He also said Ken Grafton, who was currently serving as interim Provost, requested a return to the faculty at the end of the 2019 calendar year.

Fitzgerald earned her bachelor's degree at NDSU, master's degree from Arizona State University and doctorate at Iowa State University.

"She has proven to be an exceptional leader, in particular since being named Dean of the College of Human Sciences and Education in 2016. She has led efforts to expand the Education Leadership program throughout the state, continues to enhance the Great Plains-IDEA consortium efforts on campus, and is engaged with faculty on new program development to enhance enrollment growth," Bresciani said in an email to campus. "Dean Fitzgerald is a strong advocate for diversity and inclusivity, is committed to shared governance and supports interdisciplinary teaching and research collaborations."



Bresciani also praised Grafton, who came to NDSU in 1980 as a post-doctoral fellow after earning his doctorate at the University of Missouri. "He is also one of our most recognized and respected representatives with industry leaders, civic leaders and state legislators across the entire state. Their respect for his experience, wisdom and calm demeanor is resounding," Bresciani said.



**NDSU Vice President for Agricultural Affairs Named.** NDSU President Dean L. Bresciani named Greg Lardy as NDSU's next vice president for agricultural affairs. Bresciani made the announcement Dec. 20.

"Dr. Lardy has an impressive record of leadership and advancement in his career, and has earned the respect of the many key stakeholder groups," Bresciani said. "We are fortunate to have had a very strong pool of highly-qualified candidates, and even more fortunate to have Dr. Lardy accept the role."

The comprehensive role encompasses the positions of vice president for agricultural affairs, dean of the College of Agriculture, Food Systems, and Natural Resources, director of the North Dakota Agricultural Experiment Station, and director of NDSU Extension.

Lardy has been acting director of the North Dakota Agricultural Experiment Station at NDSU since August 2018, and also has been interim director of the NDSU Extension since July 2018. Since 2015, he has had a 30 percent appointment as associate vice president of agricultural affairs in NDSU's College of Agriculture, Food Systems, and Natural Resources. He was head of the Department of Animal and Range Sciences at NDSU from 2009 to 2018.

Lardy earned his doctorate in animal sciences at the University of Nebraska-Lincoln, master's degree in animal sciences at the University of Missouri, Columbia, and bachelor's degree in animal and range sciences at NDSU.

**NDSU Releases 2019 Career Outcomes Report.** NDSU graduates are highly sought by employers. That's the bottom line of the newly-released 2019 Career Outcomes Report which captures information regarding how new college graduates fare in their careers within six months of graduation.

According to the National Association of Colleges and Employers, this report provides clear, concise and consistent data on the outcomes associated with a college education on a national scale. The report contains information arranged by major on employment rates, continuing education enrollment rates, starting salaries and other data.

President Dean L. Bresciani presented highlights of the report, including an overall success rate of 93 percent. Of the 1,835 undergraduate responses, 86 percent reported that they were employed and 7 percent reported they are continuing their education. NDSU was the top choice for students deciding to further their degree.

Top employers include Sanford Health, Essentia Health, West Fargo Public Schools, John Deere, Bobcat Company, Target Corp., Fargo Public Schools and Aldevron. The median salary is \$48,000 and the median bonus is \$4,000.

The Career Outcomes Report indicates strong retention of students in our state. More than 40 percent of respondents reported North Dakota as their home state, and 77 percent of the respondents are now employed here.

"NDSU educates future leaders to provide the state, region, nation and the world with a strong workforce that will create solutions to shape a better world," Bresciani said.

**NDSU Awarded \$20 Million Grant for Cancer Research, Industry Collaboration.** NDSU has received a five-year, \$20-million grant from the National Science Foundation through the North Dakota Established Program to Stimulate Competitive Research, known as ND EPSCoR. The funding has two goals: research to better understand cancer and its interactions with bone, and an industry partnership to grow North Dakota's bioscience and technology sectors.

The award brings together researchers in computational science, material science and engineering, and cellular systems. The long-term goal is the development of technologies and therapies that better address the treatment of metastasized cancer.

An exciting piece of this effort is the contribution from researchers and students at several North Dakota higher education institutions. Beginning July 1, the grant will fund a collaborative Center for Cellular Biointerfaces in Science and Engineering among 10 campuses. The center will integrate education efforts, build a diverse workforce and enhance partnerships and collaborations that strengthen research infrastructure and competitiveness.

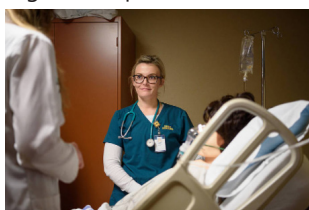
NDSU University Distinguished Professor Kalpana Katti and University of North Dakota Distinguished Professor Colin Combs will co-lead the center. A total of 27 faculty members will be assisted by both graduate and undergraduate student researchers.

"We are incredibly excited to have landed this grant from the National Science Foundation," said NDSU President Dean L. Bresciani. "The funds awarded to NDSU will not only help advance crucial research, but also have an enormous impact on the well-being of our great state during these challenging economic times. Now more than ever, the contribution of our research universities is an absolutely crucial underpinning to the future of our state."

*(Source: NDSU News, unless otherwise noted)*

**A Decade of NDSU Highlights.** As the year comes to a close, we wanted to reflect on the expansions and accomplishments at NDSU over the last decade. Here are 10 noteworthy happenings from 2010-2019:

1. **A. Glenn Hill Center** *(opened January 2016)*
  - A student-focused environment made up entirely of classrooms, labs, and study areas, with an emphasis on science, technology, engineering and mathematics.
  - Designed for hands-on learning that is a differentiator in the education environment at NDSU.
2. **West Dining Center Remodel** *(opened summer 2019)*
  - A fully remodeled dining center on campus featuring International cuisine, a bakery, food free of top eight allergens, a stone hearth pizza oven, a DIY smoothie bar, homestyle classics, grill, salad/panini/deli, the grill, cooking classes, fireplace with soft seating and charging stations.
3. **Cater Residence Hall** *(opened summer 2019)*
  - From modern architectural planning to innovative residence hall design, the 148,000 square foot Cater Hall provides a state-of-the-art living environment for NDSU's students with eight community lounges, 10 conversation nooks and 10 study spaces with floor-to-ceiling views.
  - Cater Hall offers two suite options, co-ed floors, central air and tunnel access to the WDC.
4. **Aquatics Addition to Wallman Wellness Center** *(opened September 2016)*
  - The \$11 million project includes a leisure pool, lap pool, sauna, fire pit, a "wet classroom" for activities such as scuba instruction, gender-neutral locker rooms and additional women's and men's locker rooms.
5. **Nursing in Bismarck**
  - The Sanford College of Nursing was acquired in June 2014 and is now known as NDSU Nursing at Sanford Health. Since the acquisition, 352 NDSU Nursing at Sanford Health students have graduated from the program.
6. **Sanford Health Athletic Complex** *(opened November 2016)*
  - The new complex houses the NDSU Athletic department offices, sports medicine, strength and conditioning, equipment room, and the Bison Ticket Office.
  - There is also an academic center, student-athlete lounge and a fueling station within the weight room that offers nutritious snacks for before and after workouts.
7. **Doosan Bobcat and McGovern Scholarships Were Introduced.**
  - 2015: Doosan and Bobcat Company announced their continued support of innovation in education by



- donating \$3 million to NDSU to fund a STEM-related scholarship program. The State of North Dakota also committed to a matching donation, adding \$1.5 million. The combined gift of \$4.5 million is the single largest gift to establish a scholarship endowment in NDSU history.
- 2016: Harry D. McGovern, a 1966 civil engineering graduate who grew up in Erie, ND, committed current gifts and estate planning of more than \$13.5 million to establish the Harry D. McGovern Scholarship. A portion of the current gift has been matched by \$1.2 million from the State of North Dakota Challenge Grant program, resulting in a total investment in students of more than \$14.7 million.

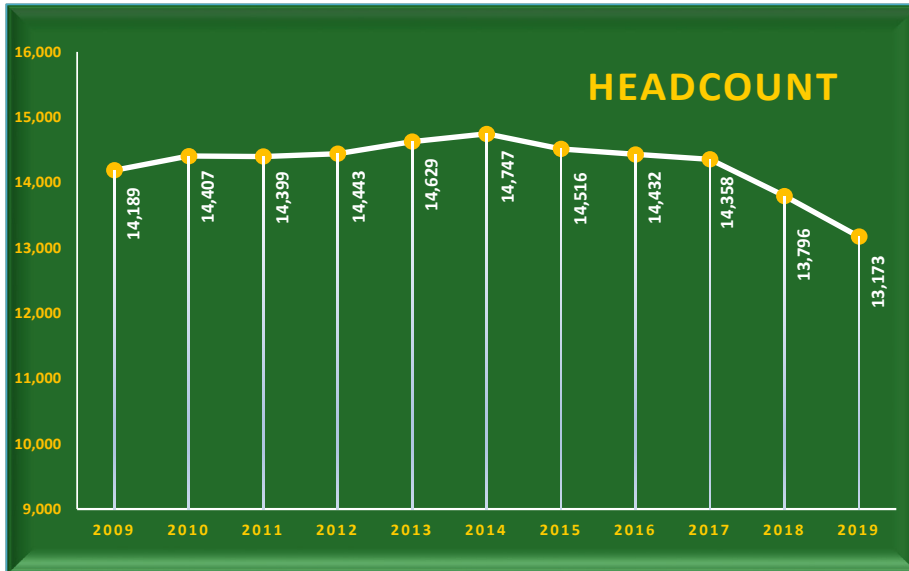


8. **Career Center Success Rates**
  - Every year for the last 10 years, our success rates have consistently been between 74-94 percent.
  - Success rate is defined by post-graduation percentage of students who are employed plus percentage continuing education.
9. **Gifts to NDSU**
  - NDSU had a record-setting Giving Day in 2019 when 1,088 alumni and friends of the university made gifts in support of scholarships, faculty, facilities, and programs totaling \$931,278.
  - Benefactors gifted \$36,058,778 in scholarships and established 684 new scholarships for NDSU and gifted \$76,616,448 for buildings and equipment across campus in the past decade.
10. **Three Minute Thesis Competition**
  - On February 4, 2015, the NDSU Graduate School hosted its first Three Minute Thesis competition. The Three Minute Thesis Competition challenges students to present their work clearly and concisely. Graduate students compete to be the best presenter of their research and its significance, in terms anyone can understand and in only three minutes. NDSU Three Minute Thesis is now held every year in February.

# FALL ENROLLMENT UPDATES

**13,173 UNDERGRADUATE, GRADUATE AND PROFESSIONAL STUDENTS**

*NDSU's official fourth week enrollment for Fall 2019*



Fall	FT	FTE
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
2019	10,659	11,704

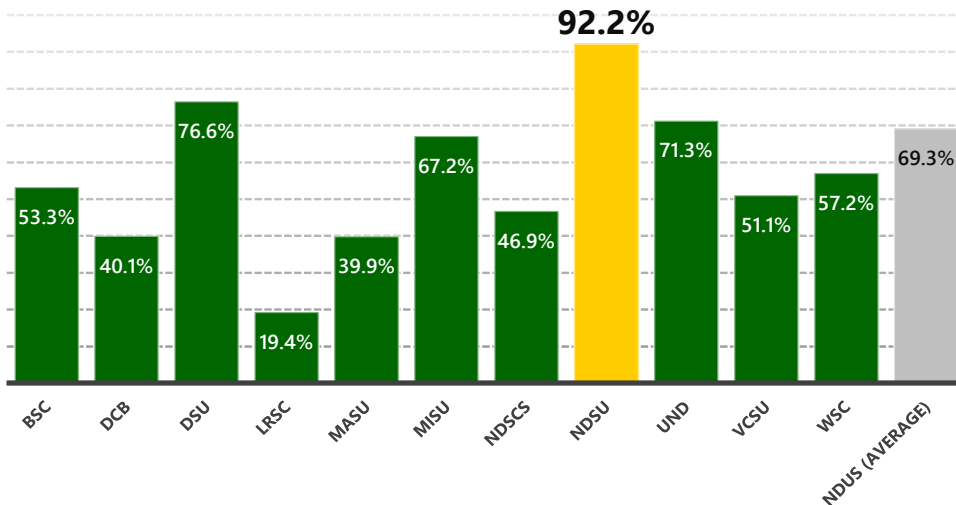
**Headcount:** All students, regardless of number of credit hours

**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)

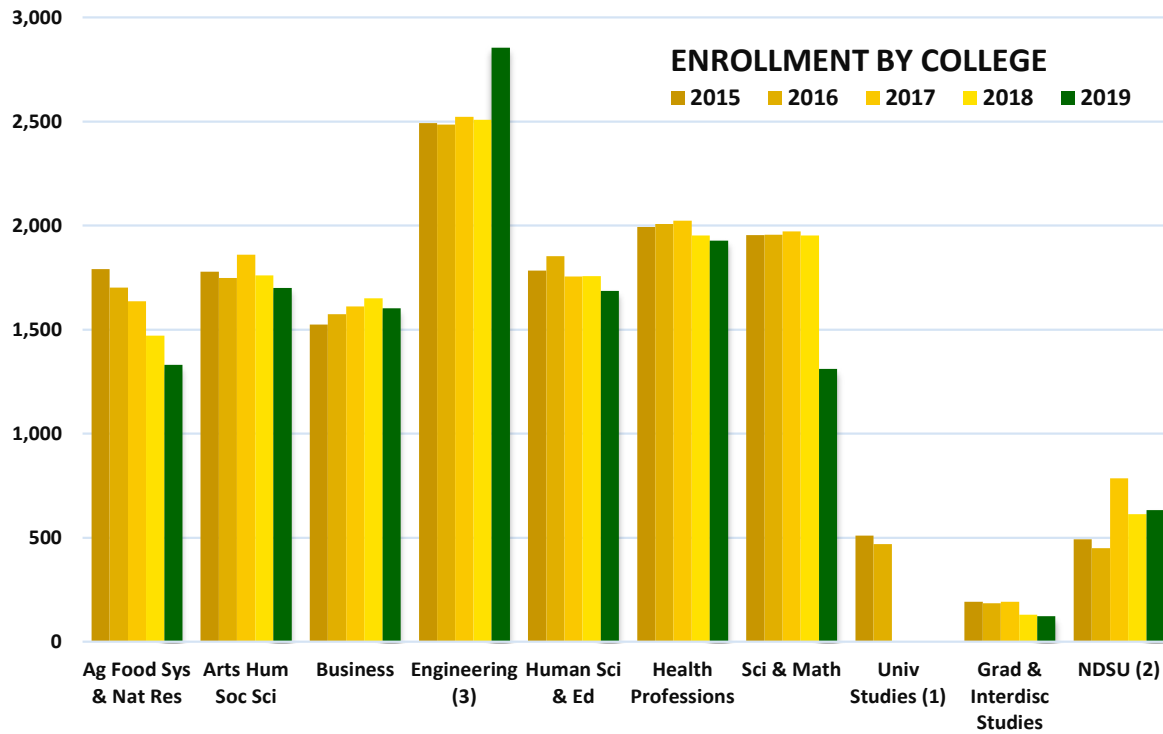
## Face-to-Face Fall 2019 On-Campus Percentages

Of the 13,173 students at NDSU, 12,150 are face-to-face with faculty in traditional classroom settings



Source: NDUS Headcounts & FTE Enrollments - Institution Totals Report



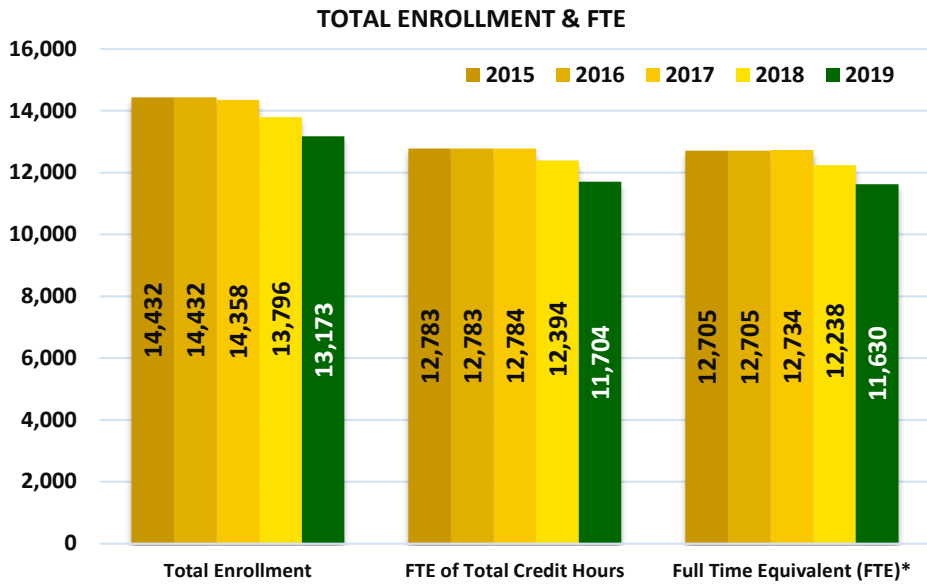


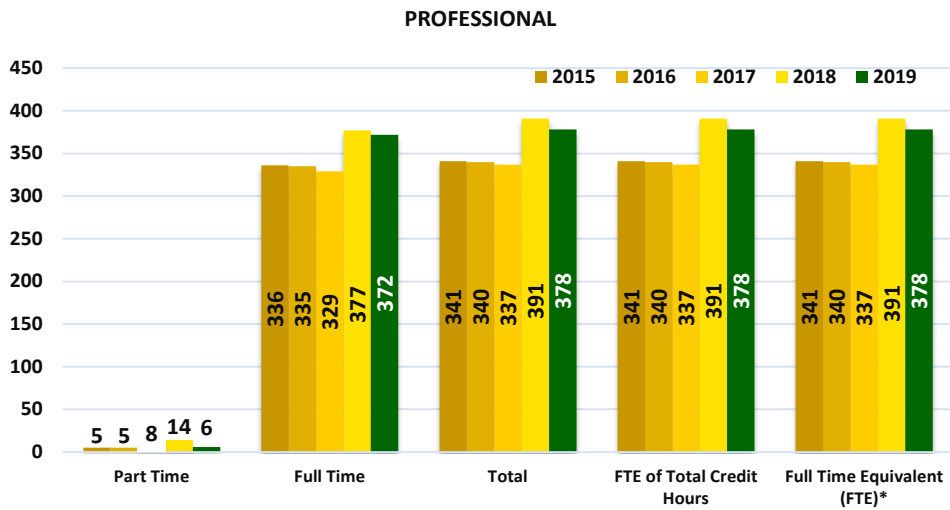
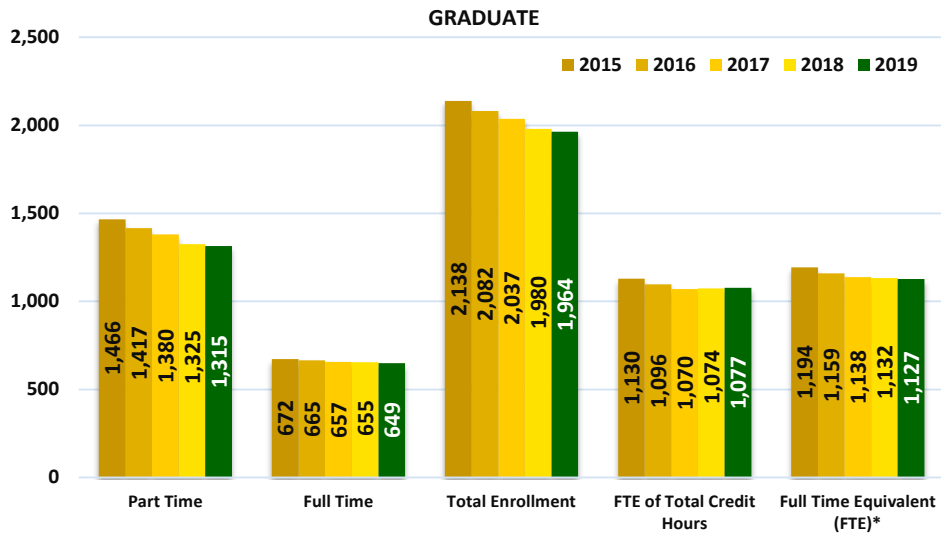
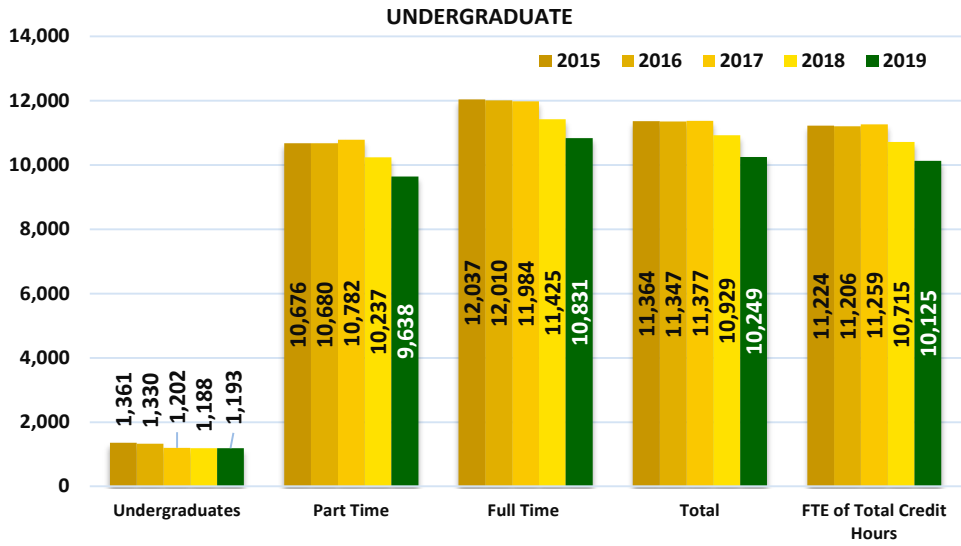
Source: [www.ndsu.edu/data/enrollment/summaries/](http://www.ndsu.edu/data/enrollment/summaries/)

(1) University Studies and Undeclared Majors moved to College of Arts, Humanities & Social Sciences in Fall 2017; no longer a university department

(2) NDSU (formerly NDSU Special) includes Tri-College, Collaborative & Non-Degree

(3) Computer Science moved from College of Science & Math to College of Engineering in Fall 2019

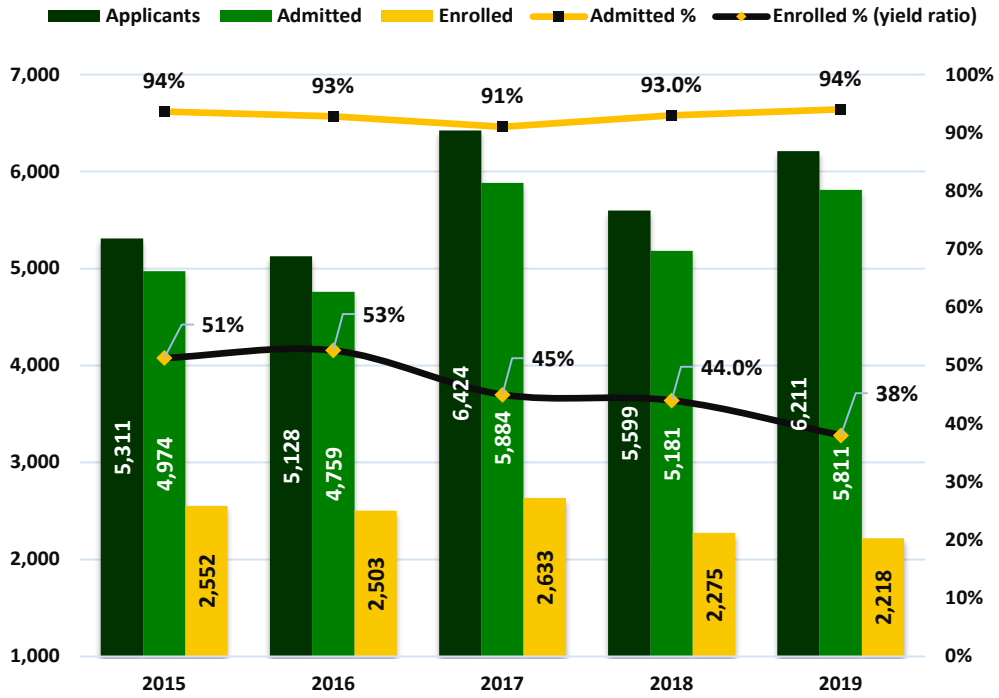




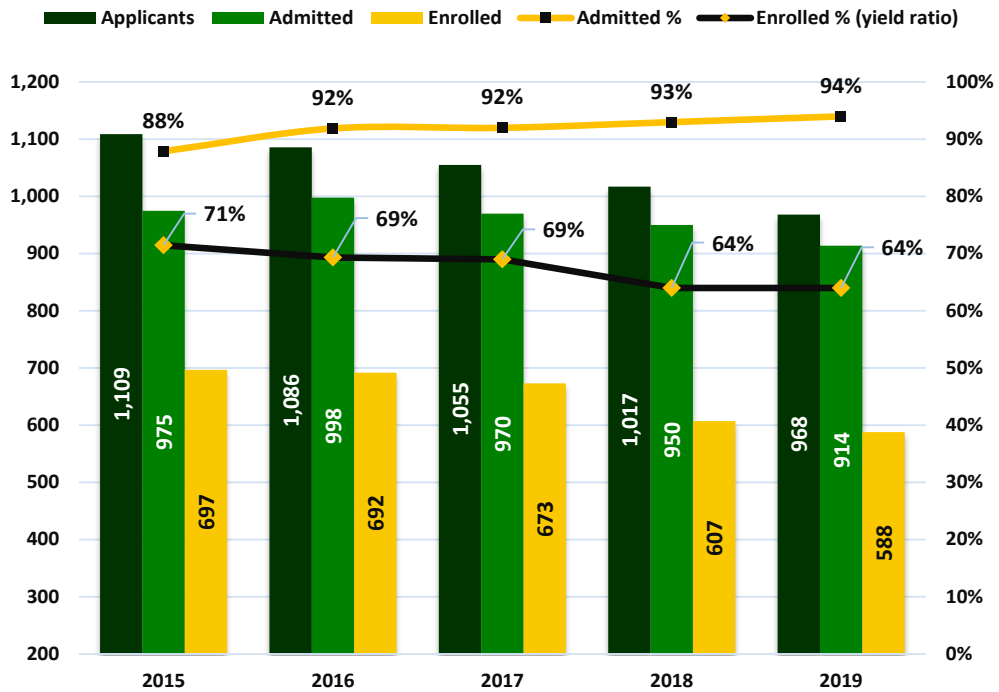
\* Full Time Equivalent (FTE) = Total FT + FTE of Part Time

# APPLICANTS, ACCEPTANCES, ENROLLMENTS

## FRESHMAN

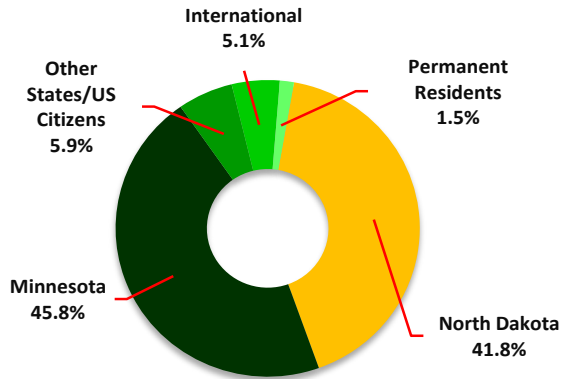


## TRANSFERS



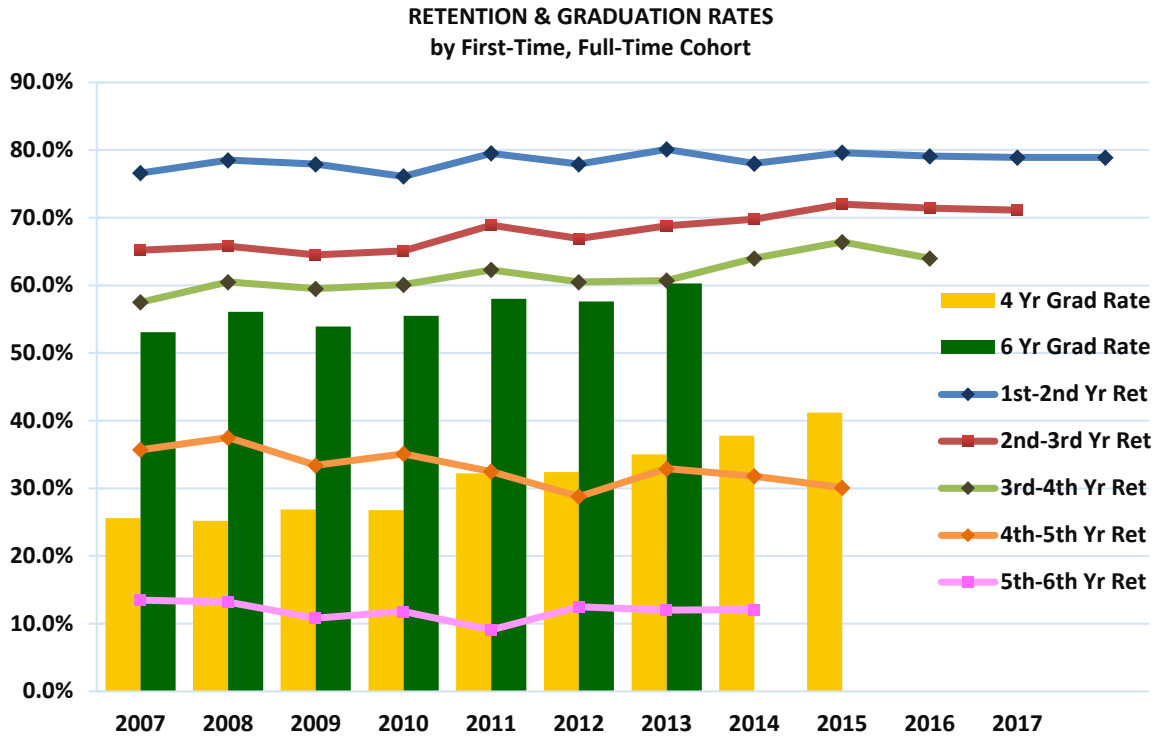
GRADUATE APPLICATIONS		FY16	FY17	FY18	FY19	FY20
<b>DOMESTIC</b>	Applications	1,111	1,056	887	995	958
	Admitted	777	748	676	749	776
	% Admitted	70%	71%	76%	75%	81%
<b>INTERNATIONAL</b>	Applications	1,276	1,175	983	950	1,079
	Admitted	356	345	334	331	389
	% Admitted	28%	29%	34%	35%	36%
<b>MASTER'S</b>	Applications	1,245	1,274	1,054	1,060	1,241
	Admitted	640	655	622	632	776
	% Admitted	51%	51%	59%	60%	63%
<b>DOCTORAL *</b>	Applications	932	768	681	686	647
	Admitted	294	260	260	260	249
	% Admitted	32%	34%	38%	38%	38%
<b>NON-DEGREE</b>	Admitted	172	151	105	146	108
<b>TOTAL</b>	Applications	2,387	2,231	1,870	1,945	2,307
	Admitted	1,178	1,093	1,010	1,080	1,165
	Enrolled	693	606	547	613	597
	% Admitted	49%	49%	54%	56%	57%
	<i>(Yield Ratio)</i> % Enrolled	58%	55%	54%	57%	51%

Fiscal Year (FY) = July 1 through June 30  
 \* Includes PhD, EdD, DMA and DNP

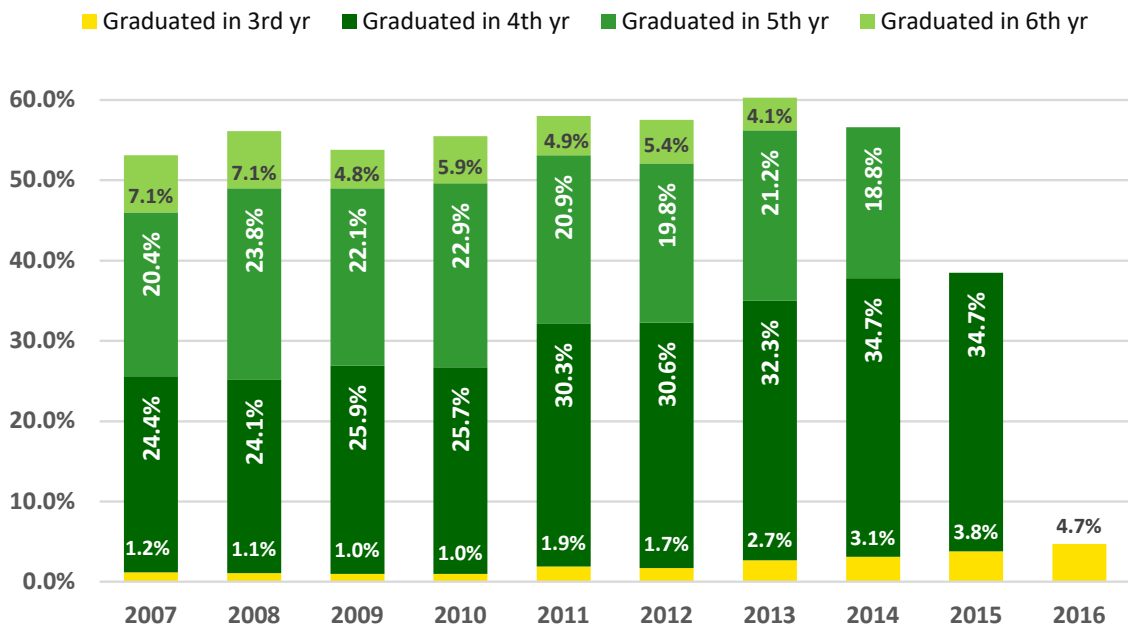


STUDENT MIX	Fall 2019
North Dakota	5,501
Minnesota	6,034
Other States/US Citizens	773
International	672
Permanent Residents	193
<b>Total</b>	<b>13,173</b>

## RETENTION & GRADUATION RATES



## DISTRIBUTION OF GRADUATION TIMING





# TUITION, FEES & FINANCIAL AID

FALL 2019, SPRING 2020 & SUMMER 2020

North Dakota State University

Fall 2019, Spring 2020 and Summer 2020

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	\$4,137.50	\$4,634.00	\$4,965.00	\$6,206.50	\$7,241.00		\$340.56	
<b>Differential Tuition Rates (replaces base rate above)</b>								
Architecture	\$5,504.50	\$6,165.50	\$6,605.50	\$8,257.00	\$9,633.50	Sophomore	\$453.08	A
Business	\$4,334.00	\$4,854.50	\$5,201.00	\$6,501.50	\$7,585.00	Sophomore	\$356.74	C,D
Business Minor	\$16.18/busn. credit	\$18.12/busn. credit	\$19.42/busn. credit	\$24.27/busn. credit	\$28.31/busn. credit			
Engineering	\$4,553.00	\$5,099.50	\$5,463.50	\$6,829.50	\$7,968.00	Freshman	\$374.76	B
Nursing	\$4,791.50	\$5,366.00	\$5,749.50	\$7,187.00	\$8,384.50	Sophomore	\$394.36	A
Pharmacy	\$8,057.50	\$8,783.00	\$9,669.00	\$12,086.50	\$14,100.50	Sophomore	\$663.20	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	\$340.56	\$381.43	\$408.67	\$510.84	\$595.98		\$340.56	
<b>Differential Tuition Rates (replaces base rate above)</b>								
Architecture	\$453.08	\$507.45	\$543.70	\$679.62	\$792.89	Sophomore	\$453.08	A
Business	\$356.74	\$399.55	\$428.09	\$535.11	\$624.29	Sophomore	\$356.74	C,D
Engineering	\$374.76	\$419.73	\$449.71	\$562.14	\$655.82	Freshman	\$374.76	B
Nursing	\$394.36	\$441.68	\$473.23	\$591.54	\$690.13	Sophomore	\$394.36	A
Pharmacy	\$663.20	\$722.87	\$795.84	\$994.80	\$1,160.59	Sophomore	\$663.20	A

### STUDENT FEES

#### NDSU Student Fees

	Full-Time	Per-Credit
Activity Fee	\$159.24	
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>	
	\$496.80	\$41.40

#### NDSU Technology Fee

	\$108.78	\$9.07
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#### ND University System Fees

NDSA Fee	\$0.48	
ConnectND Fee	<del>\$66.00</del>	
	\$66.48	\$5.54
<b>Fall/Spring Fees</b>	<b>\$672.06</b>	<b>\$56.01</b>

<b>Summer Fees (reduced activity fee)</b>	<b>\$614.73</b>	<b>\$51.23</b>
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### 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.

### GPIDEA Per-Credit Rate

\$358.99 (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 as well as Computer Science.
  - 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.
- \* MN residents not approved by the MNDHOE to receive the discounted tuition rate will be charged as MSEP. The pharmacy program is excluded from the ND/MN reciprocity agreement. Pharmacy students from MN will be charged the MSEP rate unless approved for the MN rate as undergraduates.

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 2019, Spring 2020 and Summer 2020  
**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	\$374.62	\$475.76	\$561.92	\$655.58	\$374.62	
<b>Differential Tuition Rates (replaces base rate above)</b>						
Architecture	\$498.39	\$632.95	\$747.58	\$872.18	\$498.39	A
Business	\$568.00	\$721.36	\$852.00	\$994.00	\$568.00	B
Engineering	\$412.25	\$523.56	\$618.38	\$721.44	\$412.25	C
Nursing	\$433.82	\$550.95	\$650.73	\$759.19	\$433.82	
Public Health	\$780.00	\$990.60	\$1,170.00	\$1,365.00	\$780.00	

**CAPPED GRADUATE TUITION RATES**

(13 or more credits)

	North Dakota Resident	Minnesota Resident*	U.S. Non-Resident, MSEP	International	Internships	Key
Architecture	\$6,055.00	\$7,690.00	\$9,083.00	\$10,596.50	\$498.39	

**STUDENT FEES**

	Max Rate	Per Credit
<b>NDSU Student Fees</b>		
Activity Fee	\$159.24	
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>	
	\$496.80	\$41.40
<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>\$672.06</b>	<b>\$56.01</b>
<b>Summer Fees (reduced activity fee)</b>	<b>\$614.73</b>	<b>\$51.23</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**

- \$523.99 (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), Masters of Accountancy, and Masters of Managerial Logistics.
- 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 as well as Computer Science.
- \* 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.
- \*\* Effective Fall 2019, WRGP rates are available to all Graduate programs/majors.
- \*\*\* 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.

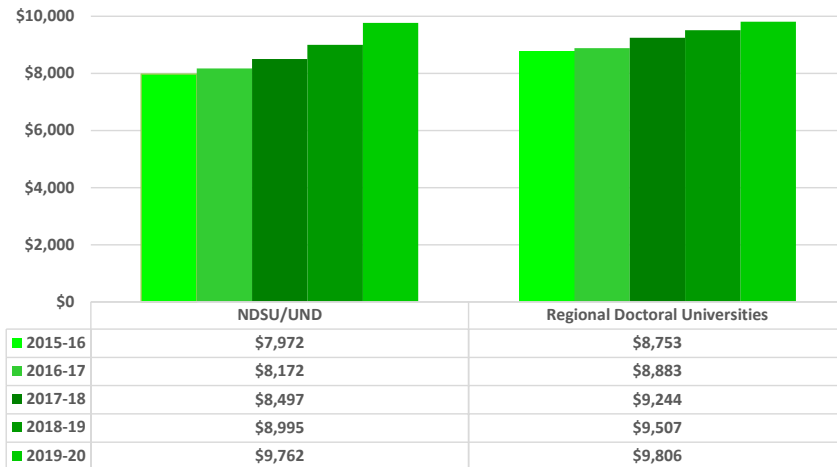
**WRGP States/Territories:** Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington, Wyoming, and the Commonwealth of the Northern Marianas Islands

**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.

UNDERGRAD TUITION & FEES (average)



### 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 2019-20. The two-year colleges for both categories of costs continue to trend above the regional comparisons. Regional comparisons include peer institutions from Arizona, Colorado, Idaho, Minnesota, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington and Wyoming.

ROOM & BOARD COSTS (average)



NDUS ESTIMATED TOTAL STUDENT COSTS



### Estimated Total Student Cost

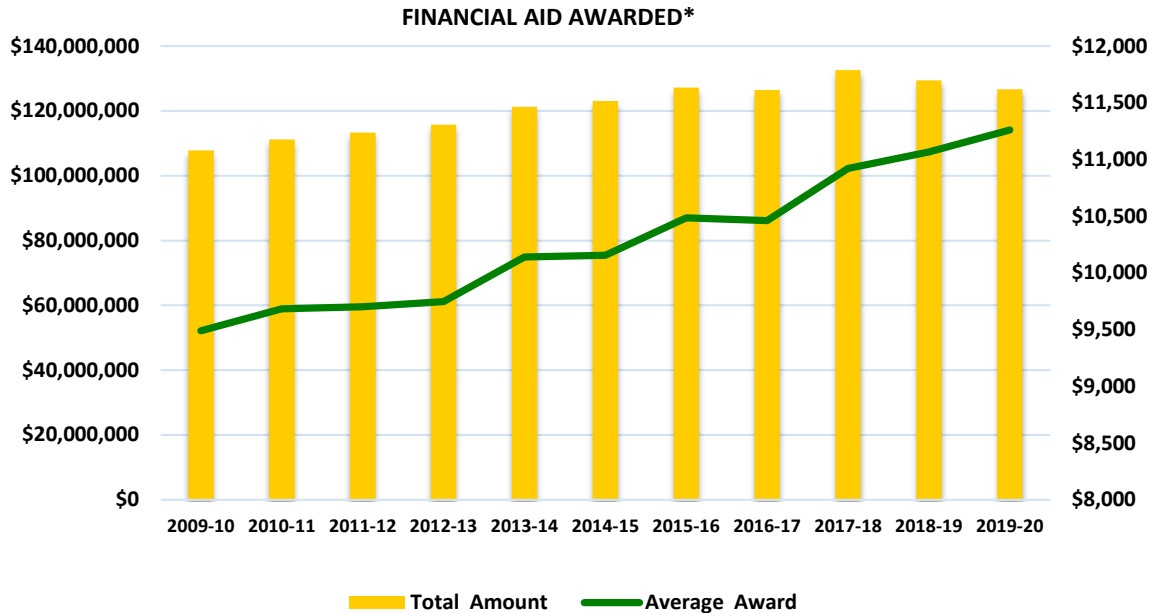
Estimated total student costs for 2019-20 at the research universities totaled approximately \$23,600. Tuition and mandatory fees comprised 41% of the total cost for NDSU/UND. Room and board represent another 39% and the remaining costs consist of educational-related indirect expenses, including books, supplies, transportation. Actual indirect costs may vary.

Source: NDUS 2020 Affordability Report

## 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.



\* 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

### Total Amount Awarded

Academic Year	Total Amount	No. of Students	Enrollment		Average Award
			% of Total	Total	
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
2019-20	\$126,717,545	11,253	85.42%	13,173	\$11,261

### 2019-20 Financial Aid Breakdown

Type of Aid	Amount	%	Categories
Grants	\$13,580,381	10.7%	Federal Pell Grant, Federal Supplemental Grant, Student Support Services Grant, ND State Grant
Loans/Work Study	\$73,715,569	58.2%	Federal Direct Loan, Federal Perkins Loan, Private Alternative Loans, Work Study
Scholarships	\$36,557,229	28.8%	Institutional, Private, State
Other Paid Tuition	\$2,864,366	2.3%	National Guard, Other Third Party Paid Tuition
<b>Total 2019-20</b>	<b>\$126,717,545</b>		

# NDSU AT A GLANCE

*Student Focused, Land Grant, Research University*

<b>CAMPUS DEMOGRAPHICS</b>	<b>Number</b>
Buildings	97
Acres	261
Research Extension Centers	8
Research Extension Acres	19,869

<b>FALL 2019 EMPLOYEE STATISTICS</b>	<b>Number</b>
Administrators	71
Ranked Faculty & Lecturers	723
Part-Time Academic Staff	135
Graduate Assistants & Fellows	932
Program Administrators & Coaches	59
Extension Educators, Experiment Station & Other Researchers	204
Professional, Technical, Office, Trades & Service Staff	1,363
Temporary Workers (including Students)	2,562
Total Employees	6,049
Full-Time	2,302
Part-Time	3,708

<b>FALL 2019 FACULTY STATISTICS</b>	<b>Number</b>
Total Faculty	789
Full-Time	671
Part-Time	118
Percent Tenured (of full-time faculty)	54.6%
Percent Holding Doctorates (of full-time faculty)	84.5%
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 9/30/2019; HR PeopleSoft Queries, 11/1/2019



## **NDSU PRESIDENT & PRESIDENT'S CABINET**

<b>PRESIDENT</b>	Dean L. Bresciani
<b>Executive Assistant</b>	Stephanie Wawers
<b>Chief of Staff</b>	Christopher Wilson
<b>Provost</b>	Margaret Fitzgerald
<b>Vice Provosts:</b>	
<b>Faculty &amp; Equity</b>	Canan Bilen-Green
<b>Student Affairs &amp; Enrollment Management</b>	Laura Oster-Aaland
<b>Vice Presidents:</b>	
<b>Agricultural Affairs</b>	Greg Lardy
<b>Finance &amp; Administration</b>	Bruce Bollinger
<b>Information Technology</b>	Marc Wallman
<b>Research &amp; Creative Activities</b>	Jane Schuh (Interim)
<b>University Relations</b>	Laura McDaniel
<b>Director of Athletics</b>	Matt Larsen
<b>Senate Presidents:</b>	
<b>Faculty Senate</b>	Molly Secor-Turner
<b>Staff Senate</b>	Elizabeth Cronin
<b>Student Government</b>	Mason Rademacher
<b>NDSU Foundations (Liaisons to Cabinet):</b>	
<b>NDSU Foundation, President/CEO</b>	John Glover
<b>Research &amp; Technology Park, Executive Director</b>	Brian Kalk
<b>Research Foundation, Executive Director</b>	Jolynn Tschetter



## FALL 2019 STATE OF THE UNIVERSITY ADDRESS HIGHLIGHTS

A quick review of the past 10 years by NDSU President Dean Bresciani in his 10<sup>th</sup> State of the University Address.

NDSU 10 YEARS AGO	NDSU TODAY
NDSU's per-student state appropriated funding was the lowest of any four-year college in North Dakota and the second lowest of all 11 campuses.	NDSU is now funded similarly and equitably with its state peers through an equitable performance-based funding formula.
There was no single endowed faculty or dean position on the NDSU campus.	NDSU has a steadily growing number of endowed professorships and chairs, an endowed dean, several endowed program leaders and a burgeoning number of endowed faculty fellowships.
NDSU had possibly the smallest student scholarship endowment of any major research university in the nation.	The University's endowment has grown by more than 170 percent and is anticipated to exceed \$250 million within the next year.
NDSU's graduation rates were at national averages.	University graduation numbers have trended upward over the past 10 years, well exceed national averages now and lead the state's public higher education system. In the past six years, NDSU has increased its four-year graduation rate by 15 percent.
Few women held full professor and senior administrative positions on campus.	Women are well represented in virtually every area of the campus' scholarly and administrative leadership and the numbers are still increasing. In collaboration with the National Science Foundation's sponsorship of the Advance/FORWARD program at NDSU, the University has become a national model for improvement on that front.
NDSU was in a financial position so poor that the university's accreditation was at risk and its non-existent reserves were damaging our credit.	Today, NDSU's Standard & Poor's and Moody's Investors Service bond ratings remain strong. The University has established and standardized strategic planning, business practices and reserve levels commanding that position.
NDSU had, by outside evaluation, the most run down and depleted campus infrastructure in the state of North Dakota.	Updated campus infrastructure now and in the future includes: <ul style="list-style-type: none"> <li>• A. Glenn Hill Center (new)</li> <li>• Aldevron Tower Addition (new)</li> <li>• Catherine Cater Residence Hall (new)</li> <li>• Dunbar Hall &amp; Geosciences Building replacement (new)</li> <li>• Athletics: Sanford Health Athletic Complex (new); Shelly Ellig Indoor Track (new); Tharaldson Softball Complex (renovation); Dacotah Field (renovation)</li> <li>• Sweeping infrastructure improvements from grounds through roadways to electrical and sewer systems</li> </ul>

**"What we do isn't about NDSU. What we do is about improving the quality of life for every single citizen we serve. That is how we must define and measure the success of North Dakota State University.**

**The future really is ... in our hands." — Dr. Dean Bresciani, NDSU President**

# NDSU FY2020 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 current NDSU strategic plan delineates three themes that will guide strategic research investments: 1) Food Systems and Security, 2) Healthy Populations and Vital Communities, and 3) 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. In addition, NDSU is implementing key strategies to address workforce challenges and economic development by identifying new programmatic areas of vital importance to the state and region.

- Enhanced our Precision Agriculture Program with several new lines for faculty and research support staff, increased capacity to manage and utilize metadata through campus coordinated research efforts, and enhanced efforts in entrepreneurial and innovation activities as a result of philanthropic efforts.
- Embarked on a new in-depth, inclusive strategic planning process to ensure that the university is well positioned to best serve our students, the state, and its citizens.
- Realigned CCAST (Center for Computationally Assisted Science and Technology) with Information Technology Services for greater efficiencies and to ensure that we can maintain our research mission.
- Continued support for operating and infrastructure costs associated with access to Internet 2 through Northern Tier Network-North Dakota and implementation of Electronic Research Administration through our contract with Novelution, a joint effort with UND.
- Dunbar Hall Replacement. The 66<sup>th</sup> Legislative Assembly provided \$48 million in general and bond funds for construction of Dunbar II, a replacement for Dunbar Hall (total authorization \$51.2 million). Dunbar II will provide a state-of-the-art research and teaching facility with worker and student safety as a paramount feature. Active learning laboratories, classrooms, and research laboratories for Chemistry, Coatings and Polymeric Materials, and Geosciences will provide the university and state with the needed foundational infrastructure to remain preeminent in STEM-related fields.

## ***Investing in Student Learning***

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

- Fully implemented a University-wide advising and early alert system, the 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, a network of colleagues, and a future implementation of a student-facing app, Guide, for mobile device access to resources that is a companion to Student Success Collaborative.

- Continuing a student-focused re-enrollment campaign to encourage undergraduates in good standing to register for fall courses. The effort had great success last year and our goal this year is to exceed 93% re-enrollment.
- Continue to invest in faculty and course development, faculty learning communities, graduate assistant training and pedagogical workshops to ensure that gateway courses in all fields use appropriate pedagogical principles; also participated in the Digital Fellows, a Gates Foundation funded effort to support use of adaptive learning technologies in gateway classes.
- Continue to support faculty adoption of Open Educational Resources (OER) and this fall will use a state-funded grant to further the use of OERs on the NDSU campus.
- Merged the Student Advising Center with the Career Center to create a seamless bridge between a student's academic career and their professional career.
- Received more than \$30M of a \$50M goal to establish the highly interdisciplinary Challey Institute for Global Innovation and Growth, headquartered in the College of Business. Faculty and students in all participating colleges will investigate ways to stimulate growth and innovation in the state and region, while studying the underlying principles of economic success.
- Received approval for 13 new academic programs that will allow students to be more successful in their careers and address workforce needs.
- Transferred the Department of Computer Science from the College of Science and Math to the Department of Engineering, resulting in a more efficient and student-oriented approach to better coordinate teaching and research efforts throughout the College of Engineering with latest advances in Computer Science.

## ***Salary Increases***

Salary increase guidelines approved by the State Board of Higher Education for the 2019-21 biennium: FY2019-20 increases averaging 2% with a minimum increase of \$120/month and a maximum increase of \$200/month for permanent employees, subject to satisfactory employee performance and availability of funds. In addition, with available funding and performance documentation on file, the President approved salary adjustments for: 1) promotion; 2) performance (above legislative amount); and 3) market for employees whose salary is below recognized market benchmarks for the position.

**Tuition Rate Increase for 2019-20**

The State Board of Higher Education (SBHE) approved a tuition rate increase of 4% for NDSU. As necessary, NDSU may request additional tuition increases for differential tuition purposes.

**Extraordinary Repairs – Tier I Funds**

HB1003 Section 25 requires that institutions “shall provide two dollars of matching funds from operations or other sources for each one dollar of extraordinary repairs funding.”

General funds allocated for base extraordinary repairs for the 2019-21 biennium are \$2,732,244. To fulfill the legislative matching requirements, NDSU intends to provide from available appropriated operating or local funds an estimated \$2,848,910 in FY2020 and \$2,615,578 in FY2021 for total matching funds of \$5,464,488. Projects and campus needs continue to be evaluated and prioritized; specific sources for matching funds will be identified at the time the project is approved.

**Capital Building Funds Tier II & Tier III**

HB1003 Sections 29-31 include Tier II and Tier III capital building funds that require institution matching funds. Projects and campus needs continue to be evaluated and prioritized; specific sources for matching funds will be identified at the time the project is approved.

**Major Capital Projects**

The projects approved and authorized for the 2019-21 biennium are:

- Dunbar Hall \$51,200,000
- Agricultural Products Development Center \$60,000,000
- University Village Replacement Ph II \$37,600,000
- Barry Hall Remodel \$3,000,000
- Indoor Practice Facility \$37,200,000
- Softball Indoor Facility \$2,000,000

The FY2020 NDSU Annual Budget Report can be found in its entirety at: [www.ndsu.edu/fileadmin/vpfa/reports/budget/FY20\\_Budget\\_Book.pdf](http://www.ndsu.edu/fileadmin/vpfa/reports/budget/FY20_Budget_Book.pdf)

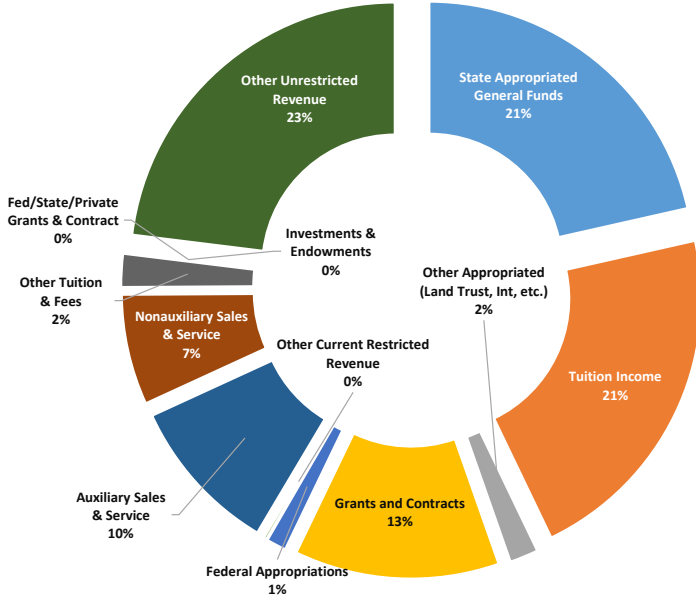
Ongoing NDSU General Fund Appropriations by the North Dakota Legislature						
NDSU Main Campus						
Fiscal Year	Salaries, Operating & Equipment	Capital Improvements	Yearly Grand Total	Biennial Total	% Change	
2023	\$ 68,934,313	\$ 1,366,122	\$ 70,300,435	\$ 138,556,325	4.4%	
2022	\$ 66,889,768	\$ 1,366,122	\$ 68,255,890			
2021	\$ 64,991,370	\$ 1,366,122	\$ 66,357,492	\$ 132,714,983	2.8%	
2020	\$ 64,991,369	\$ 1,366,122	\$ 66,357,491			
2019	\$ 63,196,991	\$ 1,366,122	\$ 64,563,113	\$ 129,126,235	-12.0%	
2018	\$ 63,197,000	\$ 1,366,122	\$ 64,563,122			
2017	\$ 71,378,716	\$ 1,366,122	\$ 72,744,838	\$ 146,755,924	2.6%	
2016	\$ 72,644,964	\$ 1,366,122	\$ 74,011,086			
2015	\$ 70,824,185	\$ 1,563,726	\$ 72,387,911	\$ 143,073,784	7.4%	
2014	\$ 68,767,355	\$ 1,918,518	\$ 70,685,873			

## NDSU Annual Budgets FY 2014-20\*

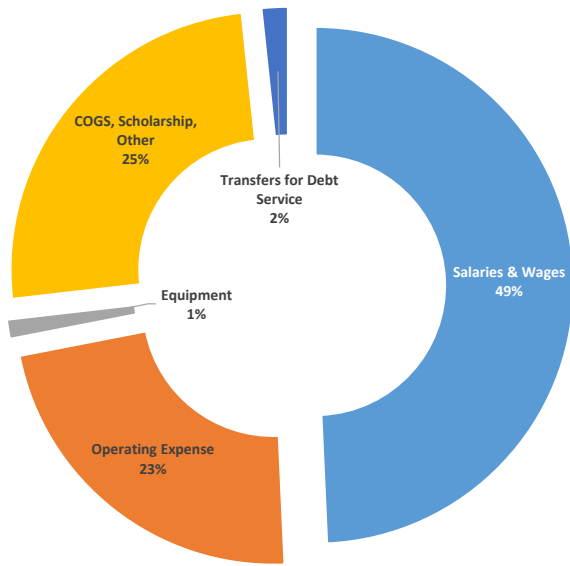
	19-20	% Change over prior year	18-19	% Change over prior year	17-18	% Change over prior year
<b>Revenue:</b>						
State appropriated	117,886,845	4.51%	112,804,502	-1.85%	114,925,667	-6.81%
Tuition income	117,510,000	-3.76%	122,100,000	-0.45%	122,651,614	2.44%
Other (land, interest, etc)	9,642,695	191.67%	3,306,000	-18.68%	4,065,501	36.38%
Auxiliary Sales & Service (FS,HS,etc)	52,774,654	-0.49%	53,034,829	-0.39%	53,239,817	-14.20%
Nonauxiliary Sales & Service	37,085,688	5.63%	35,107,713	3.41%	33,951,536	29.76%
Other Unrestricted Revenue	126,504,549	20.53%	104,957,314	47.48%	71,169,050	-12.41%
Federal appropriations	6,685,657	-0.42%	6,714,160	2.69%	6,538,308	-2.10%
Tuition & Fees	11,177,810	-2.74%	11,493,006	-9.54%	12,704,755	9.90%
Fed/State/Private Grants & Contracts	82,325	-11.22%	92,725	205.77%	30,325	-77.11%
Investments & Endowments	200	0.00%	200	0.00%	200	-99.96%
Grants and Contracts	68,675,151	3.80%	66,157,940	15.52%	57,267,328	-5.91%
Other restricted revenue	1,014,590	-4.49%	1,062,237	28.51%	826,605	62.33%
<b>Total budgeted revenues</b>	<b>549,040,164</b>	<b>6.23%</b>	<b>516,830,626</b>	<b>8.27%</b>	<b>477,370,706</b>	<b>-3.70%</b>
<b>Expenditures:</b>						
Salaries, wages and benefits	270,580,826	1.25%	267,242,139	3.11%	259,176,326	-5.49%
Operating expenses	124,342,444	4.98%	118,441,315	4.64%	113,186,753	-1.87%
Equipment	6,776,733	5.50%	6,423,180	-10.61%	7,185,577	12.42%
COGS, Scholarship, Other	138,046,302	13.81%	121,299,593	31.48%	92,253,676	-7.89%
Transfers for Debt Service	9,215,384	10.01%	8,376,773	24.60%	6,722,760	2.76%
<b>Total budgeted expenditures</b> <i>-excluding capital improvements</i>	<b>548,961,689</b>	<b>5.21%</b>	<b>521,783,000</b>	<b>9.04%</b>	<b>478,525,092</b>	<b>-4.80%</b>
	16-17	% Change over prior year	15-16	% Change over prior year	14-15	
<b>Revenue:</b>						
State appropriated	123,327,423	-7.96%	133,995,267	7.99%	124,078,698	
Tuition income	119,730,197	1.92%	117,474,021	1.80%	115,391,843	
Other (land, interest, etc)	2,980,980	19.38%	2,497,000	34.83%	1,852,000	
Auxiliary Sales & Service (FS,HS,etc)	62,050,753	7.73%	57,599,268	4.48%	55,128,460	
Nonauxiliary Sales & Service	26,165,488	6.42%	24,587,750	17.40%	20,944,329	
Other Unrestricted Revenue	81,250,165	9.01%	74,531,939	76.17%	42,305,946	
Federal appropriations	6,678,469	0.10%	6,671,837	13.80%	5,862,581	
Tuition & Fees	11,559,914	-0.54%	11,622,781	0.63%	11,549,660	
Fed/State/Private Grants & Contracts	132,500	-85.68%	925,000	33.67%	691,997	
Investments & Endowments	450,200	240.54%	132,200	0.15%	132,000	
Grants and Contracts	60,865,142	4.71%	58,127,816	-10.91%	65,245,044	
Other restricted revenue	509,201	-20.28%	638,700	15.92%	551,000	
<b>Total budgeted revenues</b>	<b>495,700,432</b>	<b>1.41%</b>	<b>488,803,579</b>	<b>10.16%</b>	<b>443,733,558</b>	
<b>Expenditures:</b>						
Salaries, wages and benefits	274,239,893	3.03%	266,187,019	6.67%	249,537,827	
Operating expenses	115,345,736	0.54%	114,722,479	-5.75%	121,722,656	
Equipment	6,391,995	-28.23%	8,905,850	27.93%	6,961,750	
COGS, Scholarship, Other	100,155,109	6.71%	93,856,231	52.30%	61,627,325	
Transfers for Debt Service	6,542,000	27.47%	5,132,000	32.13%	3,884,000	
<b>Total budgeted expenditures</b> <i>-excluding capital improvements</i>	<b>502,674,733</b>	<b>2.84%</b>	<b>488,803,579</b>	<b>10.16%</b>	<b>443,733,558</b>	

\* Budget amounts include appropriated, local and grant/contracts for all insitutional functions. Above amounts include ND Agriculture Experiement Station and Research Extension Centers, and simillar separately appropriated agencies. Exludes capital projects and extraordinary repair funding.

**2019-20 Budgeted Revenue: \$549,040,164**



FY2019-20 BUDGETED REVENUE	AMOUNT
State Appropriated General Funds	\$ 117,886,845
Tuition Income	\$ 117,510,000
Other Appropriated (Land Trust, Int, etc.)	\$ 9,642,695
Grants and Contracts	\$ 68,675,151
Federal Appropriations	\$ 6,685,657
Other Current Restricted Revenue	\$ 1,014,590
Auxiliary Sales & Service	\$ 52,774,654
Nonauxiliary Sales & Service	\$ 37,085,688
Other Tuition & Fees	\$ 11,177,810
Fed/State/Private Grants & Contracts	\$ 82,325
Investments & Endowments	\$ 200
Other Unrestricted Revenue	\$ 126,504,549
<b>TOTAL</b>	<b>\$ 549,040,164</b>



**2019-20 Budgeted Expenses: \$548,961,689**

FY2019-20 BUDGETED EXPENSES	AMOUNT
Salaries & Wages	\$ 270,580,826
Operating Expense	\$ 124,342,444
Equipment	\$ 6,776,733
COGS, Scholarship, Other	\$ 138,046,302
Transfers for Debt Service	\$ 9,215,384
<b>TOTAL</b>	<b>\$ 548,961,689</b>

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.



## 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 2019-21 Biennium)

The Legislative Assembly, through Senate Bill No. 2200 (2013), 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 shown is a summary of the base rates for each institution.

Through June 30, 2019, the calculation of funding through the adjusted student credit-hour funding method was to ensure an institution would not receive less than 96 percent of the state funding to which the institution was entitled during the previous biennium. The minimum amount payable requirement resulted in an additional \$710,879 appropriation for Minot State University for the 2019-21 biennium, \$2,309,626 for Dickinson State University for the 2017-19 biennium, and \$972,723 for Dickinson State University for the 2015-17 biennium. The minimum amount payable requirement was not continued by the 2019 Legislative Assembly for use in the funding formula calculation for the 2021-23 biennium.

Under the adjusted student credit-hour funding method, funding for major capital projects is appropriated separately from the formula. In addition to appropriating funding for specific capital projects, the 2019 Legislative Assembly

established a capital building fund program for the 2019-21 biennium, including one-time appropriations of \$17 million from Bank of North Dakota profits and \$2 million from the general fund which are to be matched by other institutional funds.

During the 2017-18 interim, the University System reported to the interim Higher Education Committee that potential adjustments to the funding formula may include:

- Removing the expiration date on North Dakota Century Code (N.D.C.C.) Section 15-18.2-06, to provide a minimum amount payable of 96 percent of the previous biennium formula funding;
- Providing equalization payments to adjust for funding received by certain campuses from permanent land trust funds; and
- Providing performance funding to reward institutions that improve in various areas, including job placement, professional licensure examination pass rates, certificates or degrees awarded for high-demand jobs, research, graduation and retention rates, and enrollment and completion by various at-risk demographic groups.

The 2019 Legislative Assembly allowed N.D.C.C. Section 15-18.2-06, relating to the minimum amount payable, to expire on June 30, 2019. The 2019 Legislative Assembly did not provide equalization payments or performance funding to University System institutions; however, changes were made to certain instructional program classification factors to increase funding for credits completed at the University of North Dakota School of Law and to remove funding for the University of North Dakota School of Medicine and Health Sciences residency program from the formula.

**Higher Education Funding Formula Review Committee Interim Committee Study Responsibilities**

Pursuant to House Bill No. 1029 (2019), the 2019-20 interim Higher Education Funding Formula Review Committee shall study the higher education funding formula. The study must include the appropriateness of certain credit-hour weighting factors and the potential or need for additional weighting factors. The Higher Education Funding Formula Review Committee is to report to the interim Higher Education Committee regarding the study.

(Source: ND Legislative Council, Higher Education Committee, August 2019 21.9062.01000)

**SUMMARY OF BIENNIAL BASE RATE BY NDUS INSTITUTION**

<u>Institutions</u>	<u>Type</u>	<u>Biennial Base Rate per Student Credit Hour</u>				
		<u>2013-15</u>	<u>2015-17</u>	<u>2017-19</u>	<u>2019-21</u>	<u>2021-23</u>
NDSU, UND	Doctoral Research	\$ 66.35	\$ 72.63	\$ 58.65	\$ 60.87	\$ 61.81
DSU, MaSU, VCSU	Four year University	\$ 95.57	\$ 107.33	\$ 86.95	\$ 90.98	\$ 92.60
MiSU	Four year University	\$ 98.75	\$ 107.33	\$ 86.95	\$ 90.98	\$ 92.60
BSC, DCB, LRSC, NDSCS	Two Year College	\$ 101.73	\$ 114.88	\$ 93.03	\$ 97.06	\$ 98.84
WSC	Two Year College	\$ 104.88	\$ 114.88	\$ 93.03	\$ 97.06	\$ 98.84

# 2019-21 MAJOR CAPITAL PROJECTS REQUESTS

Ranked NDSU capital projects approved by the 2019-2021 66th North Dakota Legislative Assembly:

## DUNBAR II

(Priority #1)

**\$51,200,000**

**State Bonding (\$40,000,000); General Fund Appropriations (\$8,000,000); Other Funds (\$3,200,000)**

The current Dunbar (Chemistry) building was completed in 1964. This new replacement facility will be an approximately 106,000 square-foot, four story laboratory intensive building located on the corner of Centennial and Albrecht. Once construction is complete, the existing Dunbar will be demoed and the area will be turned into plaza to connect the west entry of the Memorial Union to the newly created green spaces.

Building features will include:

- Separate research labs and teaching labs sized effectively for teaching and research environments
- Graduate student work space separate from the labs
- Office space accessibility without the need to enter research labs
- Classroom spaces
- Student study and meeting spaces
- Support space for all building activities
- Proper fire protection and alarms
- Energy efficient building design for all building aspects, from the envelope to the mechanical systems
- An elevator and other building components necessary to meet current ADA requirements
- Expanded electrical and cooling capacity to meet today's teaching and research equipment needs
- New fume hoods with the latest controls to replace the current ones that are obsolete and very difficult to maintain
- New chemical storage room with proper ventilation and chemical suppression
- Proper chemical storage in labs
- Loading area for building deliveries
- Generator backup to protect sensitive research equipment
- Connecting skywalks between the Memorial Union, Ladd and Dunbar Hall

Estimated completion date of the building is late fall 2022.



## AG PRODUCTS DEVELOPMENT CENTER

(Priority #2)

**\$60,000,000**

**State Bonding (\$20,000,000), General Fund Appropriation (\$20,000,000) and Special Funds (\$20,000,000)**

NDSU proposes the construction of a new, state-of-the-art facility called the Agricultural Products Development Center. This building will replace the current Harris Hall and the Meats Research Laboratory to better serve students and the agriculture industry of today and tomorrow.

The Agricultural Products Development Center will accelerate transformational discovery, empowering faculty scientists, students and the agriculture industry to more effectively tackle some of the most perplexing issues facing crop and livestock production, food systems and the development of new agricultural products.

The center will house analytical laboratories with advanced equipment that will fully support the college's cereal chemistry and crop quality program, one of only two such programs in the nation. It will support a wider range of research involving food science, meat science, muscle biology, food safety, nutrition, consumer sensory traits and the development of new agricultural products. Designed to meet federal and state food processing and food handling regulations, the center's labs will expand research grant opportunities and partnerships with federal and state agencies.

The center also will eliminate costly and ongoing maintenance issues as well as safety concerns throughout Harris Hall and the Meats Research Laboratory. Plans are to demolish Harris Hall and repurpose the college's Meats Research Laboratory, which is housed in Sheppard Arena. Sheppard Arena will continue to host the Little International Livestock Show and other events.

Supporting transformative learning experiences and research within NDSU's College of Agriculture, Food Systems and Natural Resources is an investment in agriculture and the common good – an investment that will pay dividends for years to come.



Non-state funded unranked capital projects included in NDSU's 2019-2021 Capital Project Priority list:

## **R. H. BARRY HALL SPACE REPURPOSE & RENOVATION**

**\$3,000,000**

### ***Private Funds***

The Richard H. Barry Hall opened in August 2009 as home to the College of Business, the Department of Agribusiness and Applied Economics, the Center for Global Initiatives and Leadership, and the ND Trade Office. The proposed renovation creates a large event space for NDSU downtown that advances greater external engagement opportunities and provides a shared space that supports program activities in Architecture, Agriculture, and the Arts. The space also has the potential to become an active learning classroom to help enhance the students' experience.

The project will include renovating the former ND Trade Office area into a flexible event space, incorporating movable tables and chairs, and projectors for speaking engagements.

The project will include the following:

- Completely renovating the second floor area above the Ag Country Auditorium.
- Removing the current offices and creating an open space for events.
- Creating a premier event room with the upgrades of a new ceiling, lights, HVAC modifications, carpet, and other finishes.
- Expanding and shifting the existing restrooms to provide a staging area.

- Improving the first floor entry and adding a dish room, while adding space for the catering kitchen on second floor.
- Upgrading the elevator as required to add a stop to second floor.
- Enlarging the windows to enhance the look and feel of the space.
- Upgrading mechanical and electrical systems as required.

Estimated completion date of the project is in spring 2021.



## **INDOOR PRACTICE FACILITY**

**\$37,200,000**

### ***Private Funds***

NDSU has a storied history of athletic success since 1965 that includes national team championships in football, women's basketball, wrestling, softball, men's cross country and women's indoor track and field, plus numerous individual championships. As with many NCAA Division 1 institutions located in regions where outdoor athletic practice can be hampered by seasonal weather conditions, NDSU is facing similar problems. The proposed Indoor Practice Facility will provide a state-of-the-art training facility for NDSU's football program and will also include capacity for women's soccer, men's and women's golf, baseball, softball, and men's and women's track and field that are all affected by North Dakota's changing climate throughout the year.



The new facility will be located adjacent to the Shelly Ellig Indoor Track and Field Facility and the Sanford Health Athletic Complex. The approximately 117,000 square foot building will be a climate controlled space that includes a practice field, weight room space, meeting locations, locker rooms and recruiting area. The facility will feature state-of-the-art lighting, AV, and filming space for the various teams to utilize along with:

- Two artificial turf fields (one indoors and one outdoors) utilizing oversized operable doors for direct connections between the indoor field and outdoor field
- Camera decks and elevated viewing areas for recruits and guests
- Scoreboards, game clocks, and play clocks on both fields

Constructing a modern indoor practice facility will allow NDSU teams freedom of schedule to practice year around, and will greatly enhance athletic achievement, which in turn benefits the academic success of the athlete.



Additional major capital project approved by the State Board of Higher Education:

## **HASTINGS HALL RENOVATION**

**\$2,500,000**

**Base 2019-21 Extraordinary Repair Funds & Matching Operating Funds \***

Hastings Hall has been the location of several departments since its construction in 1956, including the State Seed Department, Animal and Range Science, the NDSU Herbarium, and the Upper Great Plains Transportation Institute programs. The building will be fully renovated to relocate and accommodate the departments of Human Resources and Payroll that are currently located in a leased facility off-campus. Not only will this result in cost savings, but it will place HR and Payroll back on the main campus for better availability.

The project will include the following:

- Completely abating asbestos from the building.
- Demolishing the interior to fit-up office space, conference rooms, and a training room.
- Installing new bathrooms to meet current codes and accessibility requirements. (The existing piping has reached the end of its life and will be replaced.)
- Creating a small addition to make room for an elevator because the building has a split entrance with stairs going both up and down.
- Replacing doors, ceilings, lights, and all finishes.

- Replacing the current HVAC, electrical, and fire alarm system that are past their useful life.
- Installing new windows to replace the old, inefficient ones. This will result in energy savings.

*\*HB1003 (2019-2021) requires that institutions "shall provide two dollars of matching funds from operations or other sources for each one dollar of extraordinary repairs funding".*

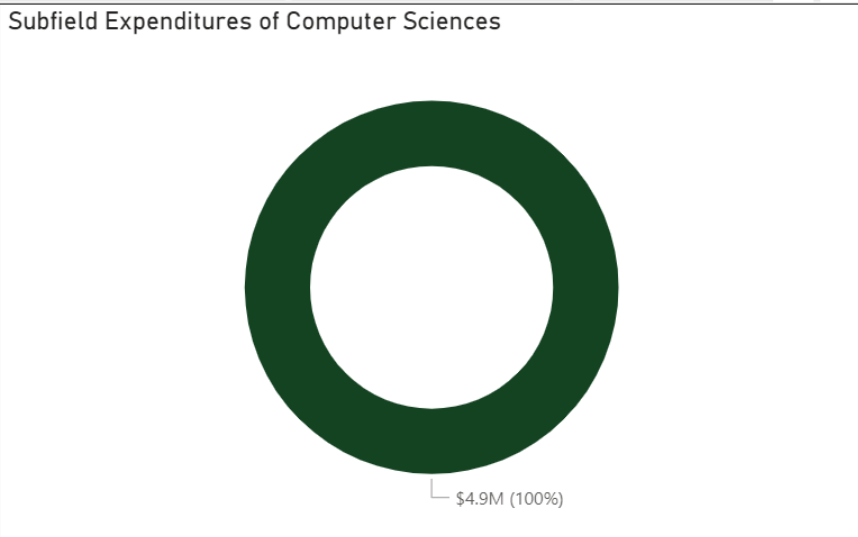
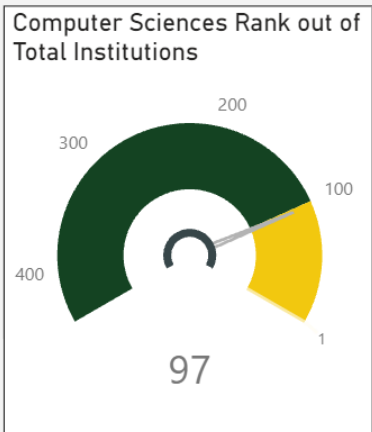


# RESEARCH OVERVIEW

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

For FY18 (most recent year available), NDSU ranked **94** out of 408 public institutions, **110** out of non-medical institutions, and **138** out of 646 all institutions. **All institution total = \$145,669,000**

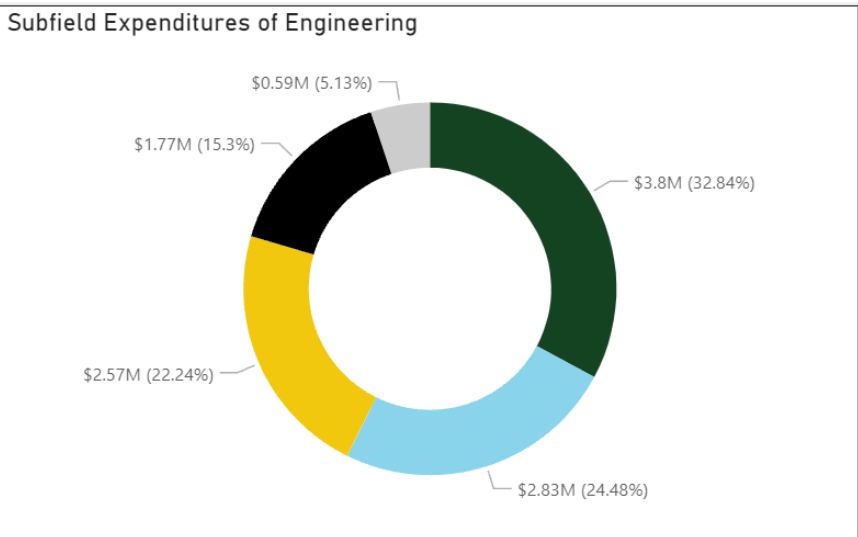
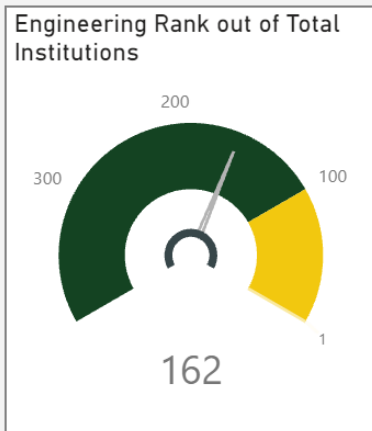
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- Computer Sciences
  - Engineering
  - GeoSciences, Atmospheric Science
  - Life Sciences
  - Mathematical Sciences
  - Non-Science & Engineering Fields
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  - Physical Sciences
  - Psychology
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**Computer Sciences**

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Computer Sciences	\$4,900,000	97	439

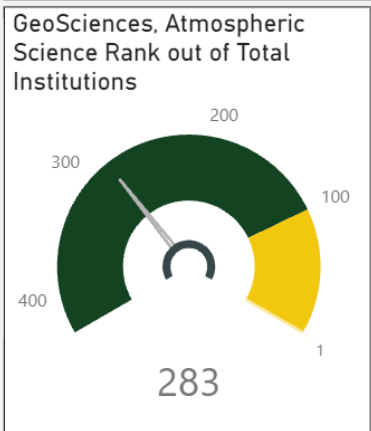
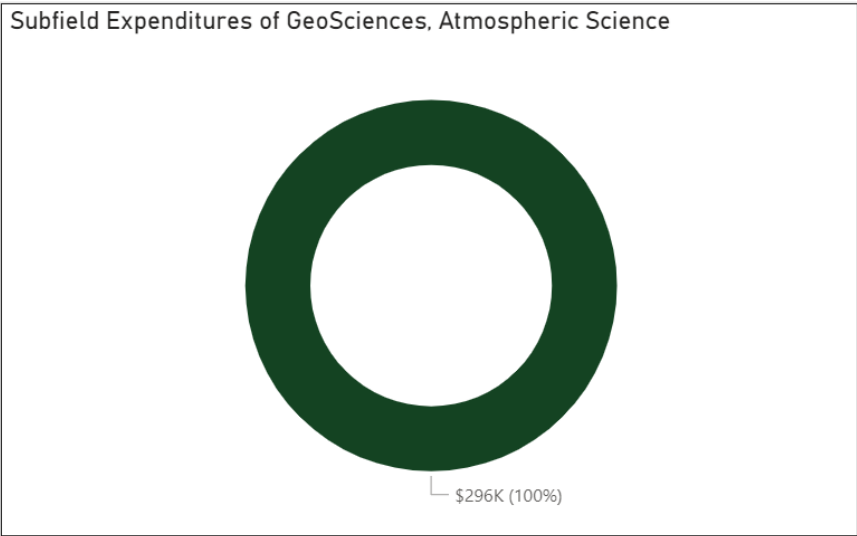
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**Engineering**

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Other Engineering	\$3,795,000	89	304
Electrical, Electronic, and Communications	\$2,829,000	128	292
Mechanical Engineering	\$2,570,000	112	276
Civil Engineering	\$1,768,000	134	266
Industrial Engineering	\$593,000	73	131

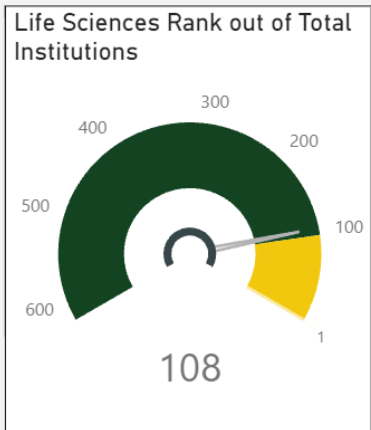
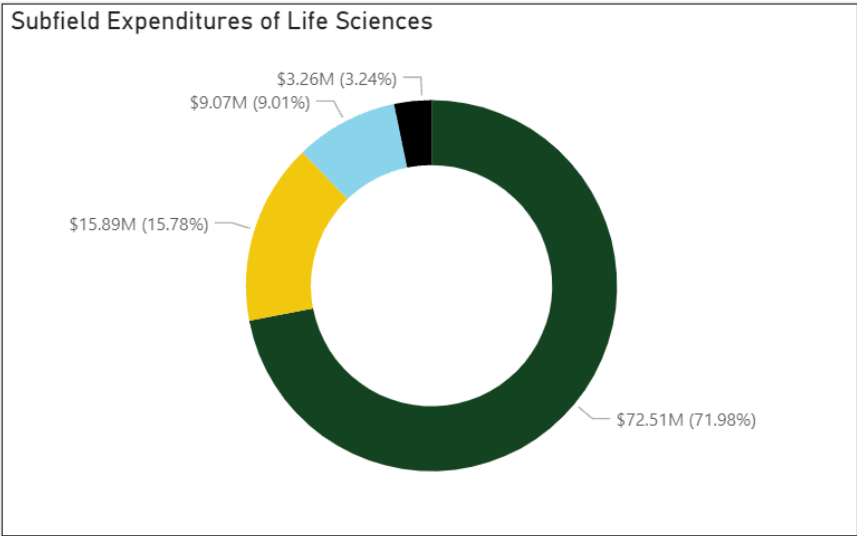
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### GeoSciences, Atmospheric Science

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Geological and Earth Sciences	\$296,000	203	351

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- Computer Sciences
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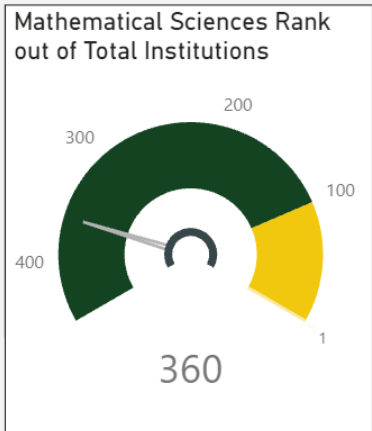
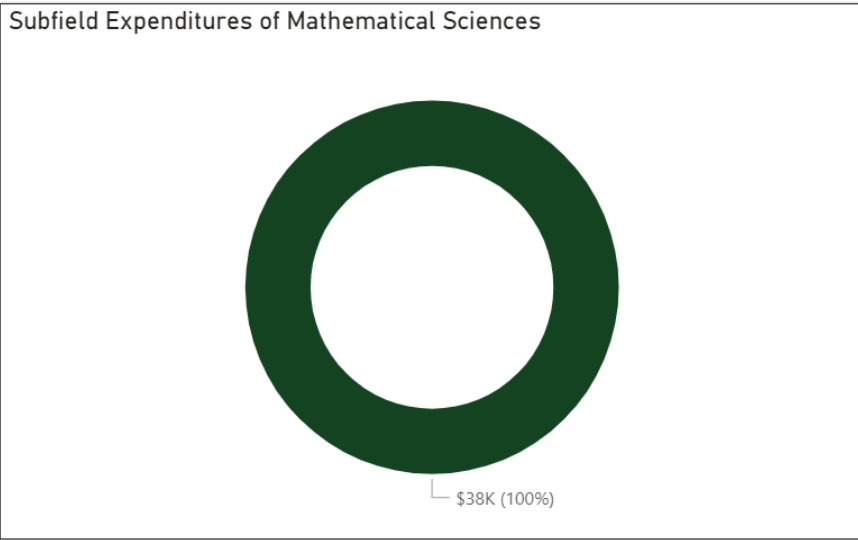


### Life Sciences

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Agricultural Sciences	\$72,506,000	16	206
Health Sciences	\$15,894,000	133	459
Natural Resources and Conservation Science	\$9,074,000	25	203
Biological and Biomedical Science	\$3,262,000	235	578



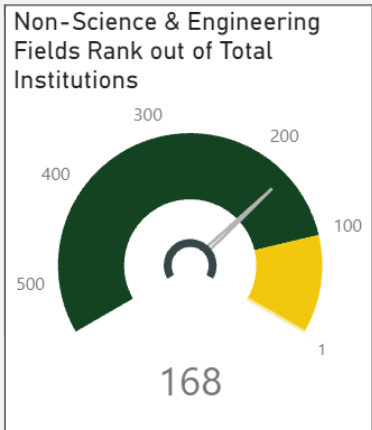
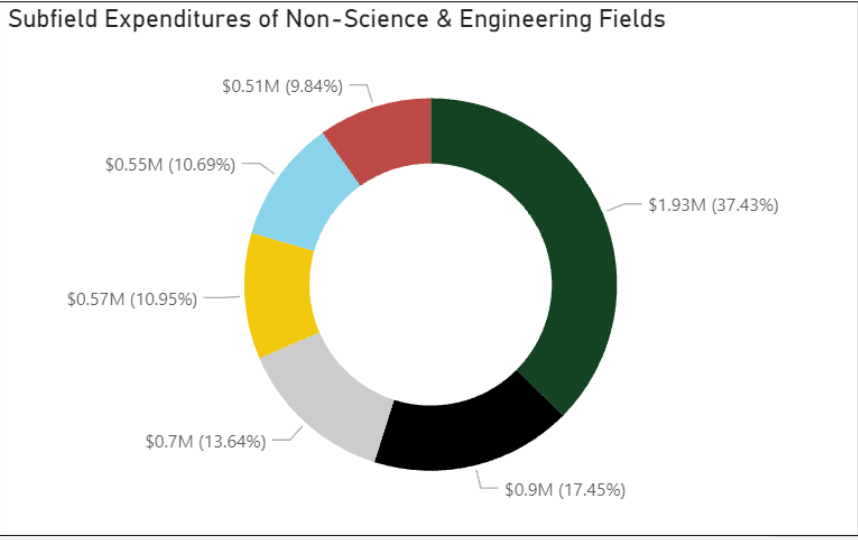
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### Mathematical Sciences

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Mathematical Sciences	\$38,000	360	447

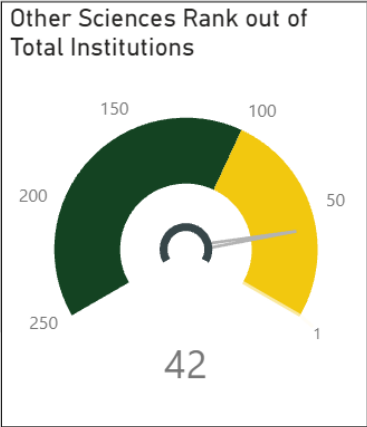
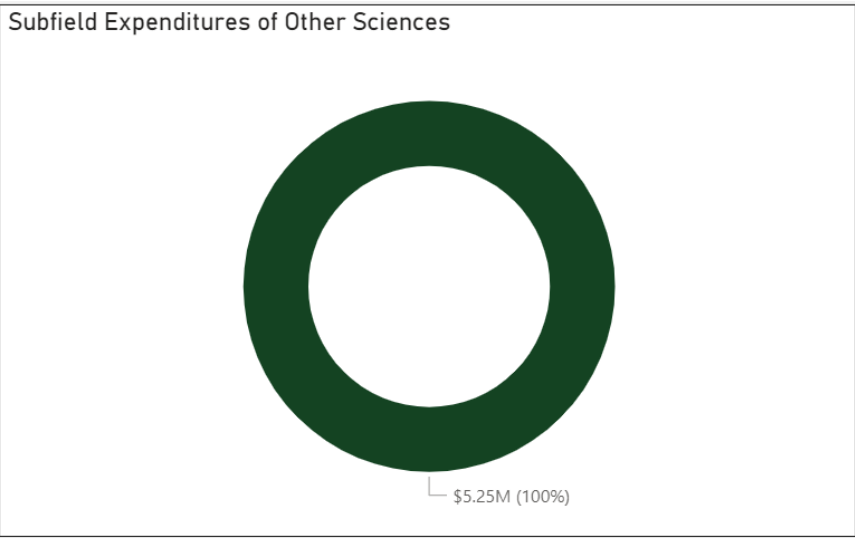
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### Non-Science & Engineering Fields

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Business Management and Business Administration	\$1,932,000	88	370
Other Non-S&E Fields	\$901,000	149	423
Visual and Performing Arts	\$704,000	60	312
Education	\$565,000	239	458
Humanities	\$552,000	145	396
Communication and Communications Technologies	\$508,000	61	251

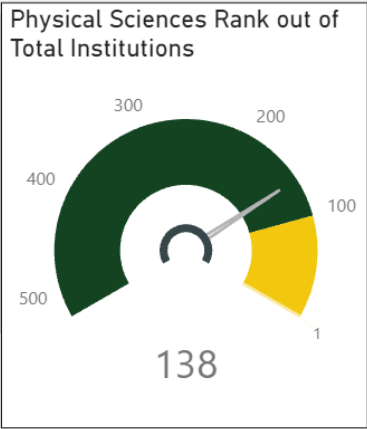
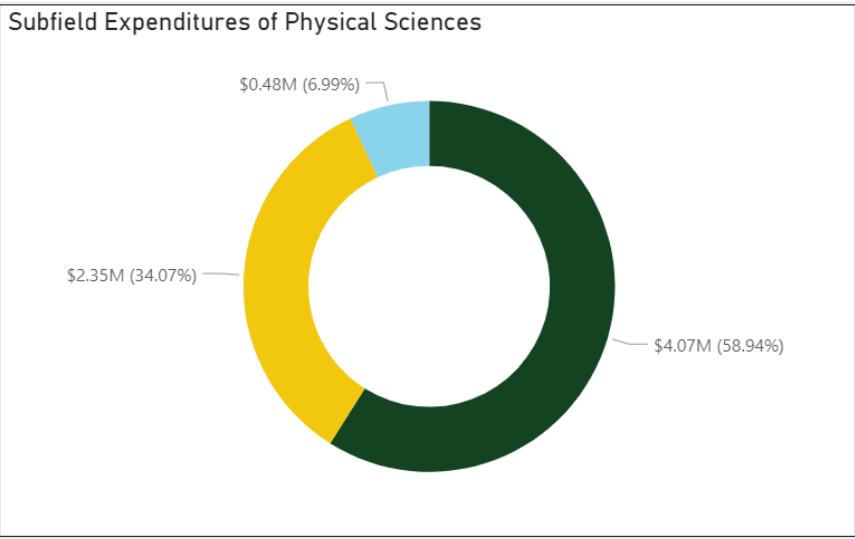
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### Other Sciences

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Other Sciences	\$5,246,000	42	251

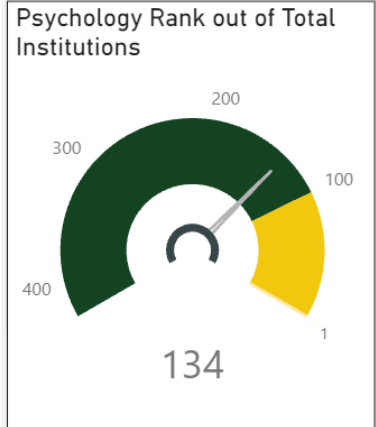
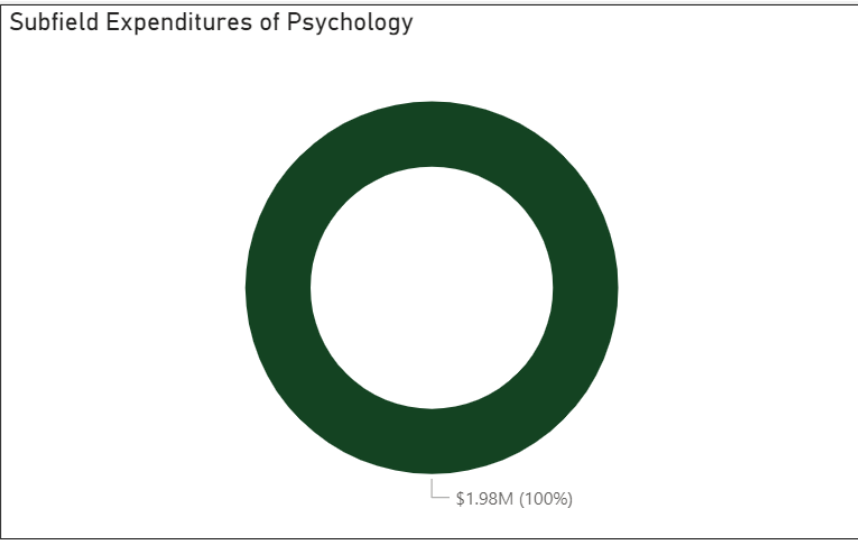
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### Physical Sciences

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Chemistry	\$4,067,000	119	489
Materials Science	\$2,351,000	22	75
Physics	\$482,000	223	430

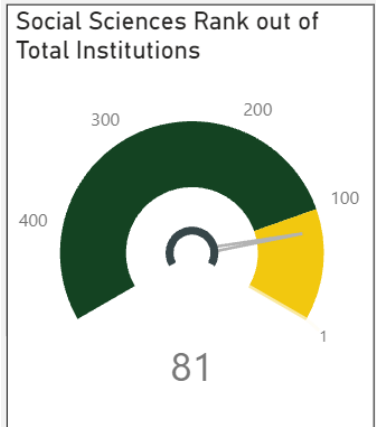
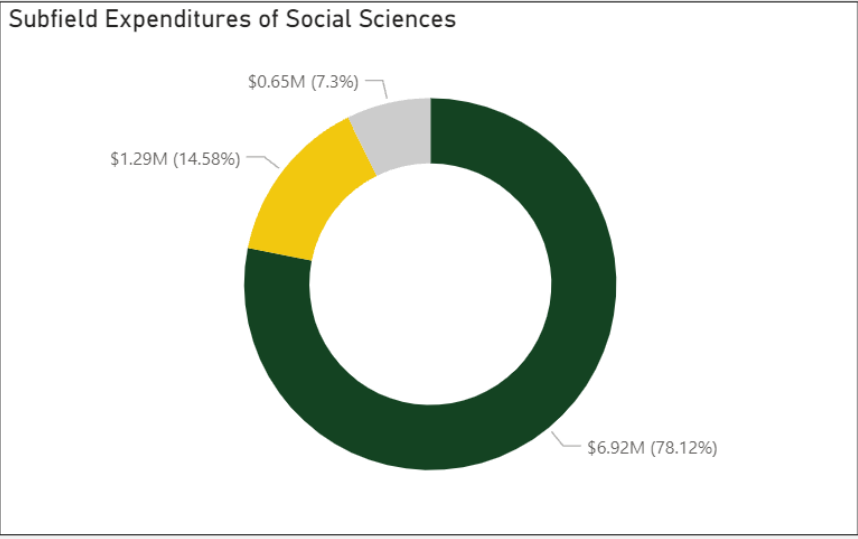
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**Psychology**

Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Psychology	\$1,979,000	134	425

- Primary Field**
- Computer Sciences
  - Engineering
  - GeoSciences, Atmospheric Science
  - Life Sciences
  - Mathematical Sciences
  - Non-Science & Engineering Fields
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  - Physical Sciences
  - Psychology
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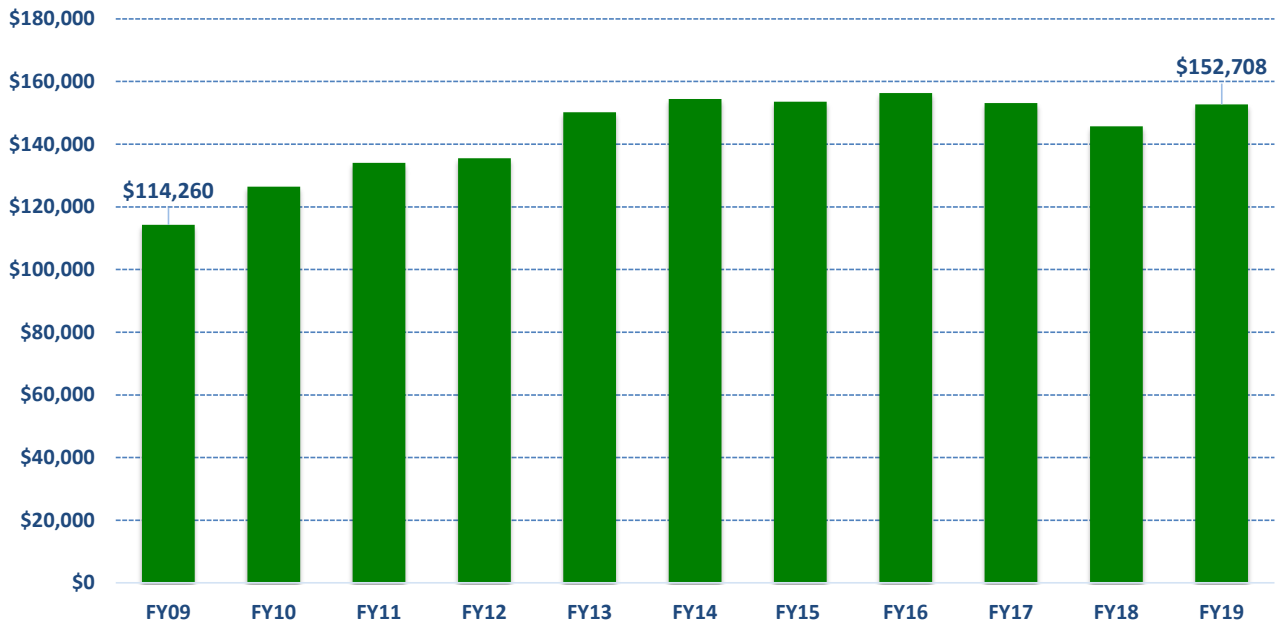


**Social Sciences**

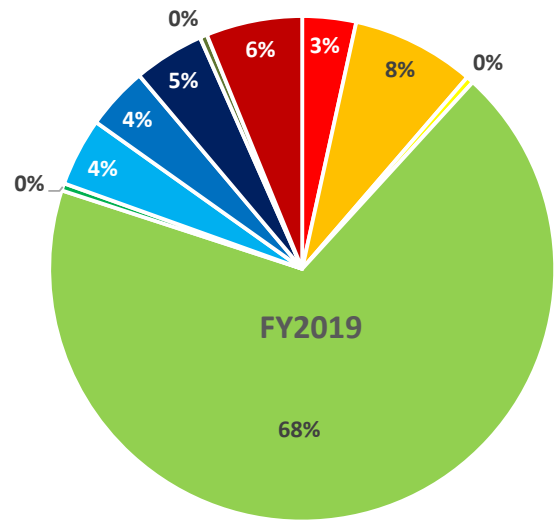
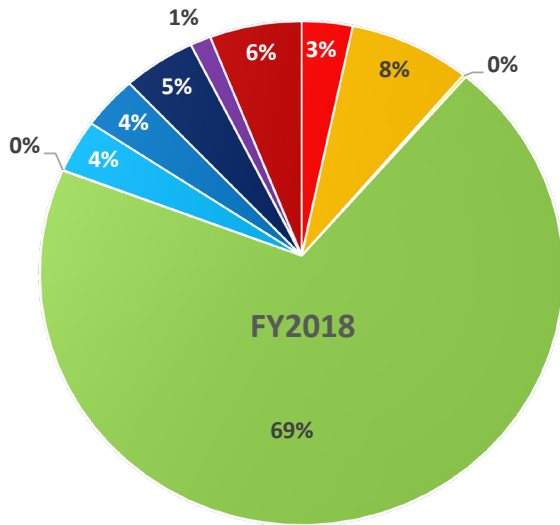
Research Subfield	Expenditures	NDSU Rank	Participating Institutions
Other Social Sciences	\$6,919,000	37	375
Sociology, Demography, and Population Studies	\$1,291,000	80	360
Political Science and Government	\$647,000	94	346

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

**Growth of NDSU Research & Development Expenditures**  
(shown in thousands)



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



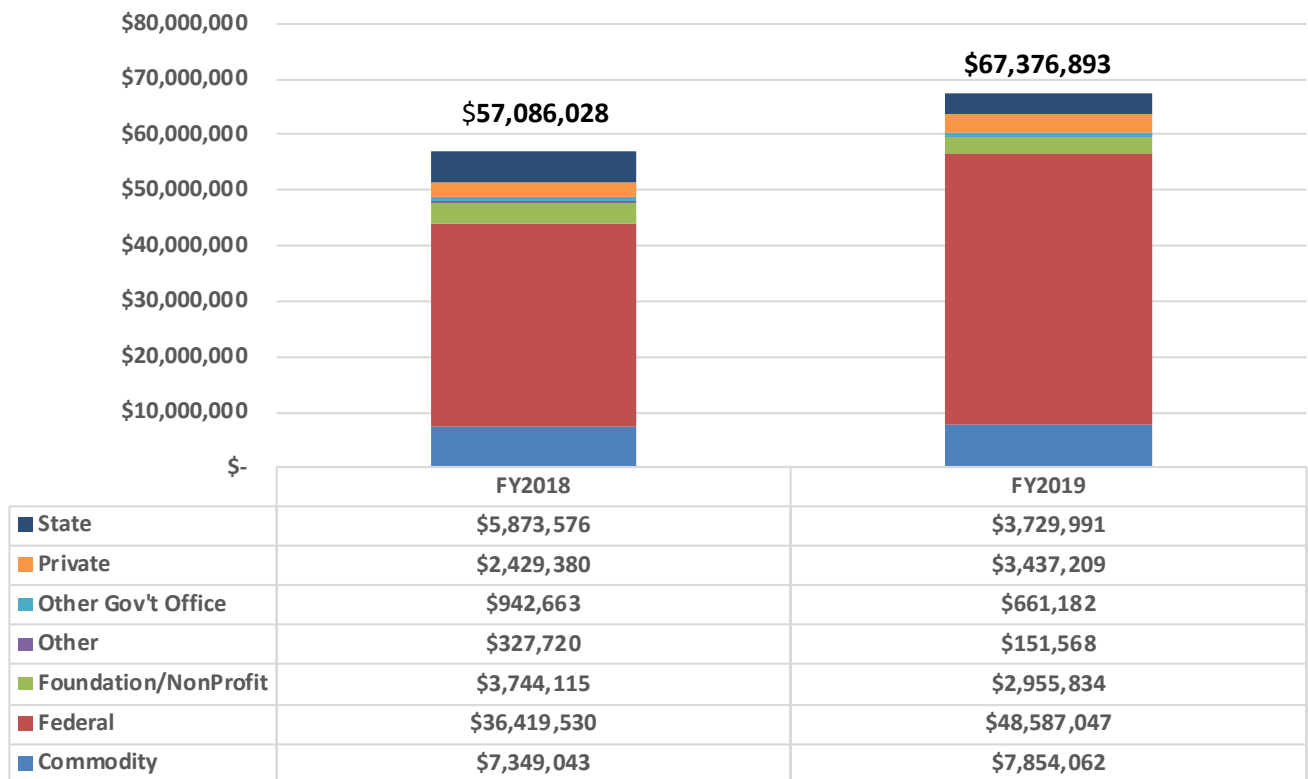
**NDSU Research Expenditures (HERD Survey)**

CATEGORY	FY2018		FY2019	
	Amount	Percentage	Amount	Percentage
Computer Sciences	\$ 4,900,000	3%	\$ 5,246,000	3%
Engineering	\$ 11,555,000	8%	\$ 12,030,000	8%
Environmental Sciences	\$ 296,000	0%	\$ 714,000	0%
Life Sciences	\$ 100,736,000	69%	\$ 104,204,000	68%
Mathematical Sciences	\$ 38,000	0%	\$ 714,000	0%
Non-Sci & Eng	\$ 5,162,000	4%	\$ 6,658,000	4%
Other Sciences (Interdisciplinary)	\$ 5,246,000	4%	\$ 6,129,000	4%
Physical Sciences	\$ 6,900,000	5%	\$ 6,903,000	5%
Psychology	\$ 1,979,000	1%	\$ 714,000	0%
Social Science	\$ 8,857,000	6%	\$ 9,396,000	6%
<b>TOTAL</b>	<b>\$ 145,669,000</b>	<b>100%</b>	<b>\$ 152,708,000</b>	<b>100%</b>

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 FY2019 totaled almost \$244 million. The biggest source of external funding support for NDSU remains the federal government, as noted in the information below.

Source: RCA Reports & Data [www.ndsu.edu/research/about\\_rca/rca\\_reports\\_and\\_data/#c723703](http://www.ndsu.edu/research/about_rca/rca_reports_and_data/#c723703)

### Sources of External Awards



### External Awards and Federal Formula Funds by Category

BY CATEGORY	FY2018	FY2019
<b>Total External Awards</b>	<b>\$ 57,086,028</b>	<b>\$ 67,376,893</b>
Hatch/McIntire-Stennis Funds	\$ 3,148,467	\$ 3,330,042
NDSU Extension Service Smith-Lever Formula Funds	\$ 3,970,860	\$ 4,115,515
Student Financial Aid	\$ 11,968,163	\$ 11,701,556
<b>Total Federal Formula Funds</b>	<b>\$ 19,087,490</b>	<b>\$ 19,147,113</b>
<b>Grand Total</b>	<b>\$ 76,173,518</b>	<b>\$ 86,524,006</b>

# NDSU FOUNDATION & ALUMNI ASSOCIATION



**NDSU Foundation Reports Historic Fundraising Year in 2019.** Building on achievements of the previous three years, philanthropy through the North Dakota State University Foundation reached an unprecedented milestone in 2019, recording more than \$160 million in new gifts and commitments.

Fueled by the public launch of *In Our Hands: The Campaign for North Dakota State University*, the Foundation bested its previous high of \$59.9 million set in 2017. The new support included more than \$37 million in cash gifts and more than \$56.6 million in pledge commitments, benefiting every area of campus. Other philanthropic support included more than \$62 million in deferred gifts and more than \$5.2 million in gifts in kind.

In October, the University publicly launched *In Our Hands*, a \$400 million comprehensive campaign to support and enhance the student experience. This is the largest fundraising effort in North Dakota higher education history. The campaign's advanced gift phase began Jan. 1, 2016. As of Dec. 31, 2019, the campaign raised more than \$352.7 million, putting the campaign's completion two years ahead of schedule.

The campaign counts all gifts and commitments received through the NDSU Foundation and Team Makers, the annual fundraising organization for NDSU athletics.

"I am gratified by the incredible generosity of our donors and their commitment to help transform the lives of our students," NDSU President Dean L. Bresciani said. "I very much appreciate that our donors believe in the mission of North Dakota State University – to improve the lives of students and citizens across the state, region and nation. The success of the *In Our Hands* campaign is extremely exciting."

More than 11,000 benefactors have contributed to the campaign since the start of the advanced gifts phase. "It's exciting that we've engaged a broad spectrum of people and a lot of the people who've been very successful appreciate what NDSU did for them early on with their education and their career and have given back in a very big way," Mike Krueger '71, chair of the NDSU Foundation's executive governing board, said. "The size of *In Our Hands* and its success means students, for a long, long time, are going to be feeling the benefits of this campaign."

*In Our Hands* campaign co-chairs Robert '67 and Sheila Challey announced a leadership gift of \$75 million at the public launch event. The commitment includes a number of projects, such as the Sheila and Robert Challey Institute for Global Innovation and Growth, scholarship and faculty support for the Challey School of Music, and future projects to be determined.

*In Our Hands* campaign co-chairs Steve '78 and Mary Anne '77 Swiontek have also provided significant support to NDSU, and they helped to facilitate Gate City Bank's unique low-interest financial gift to support Aldevron Tower, valued at more than \$2.5 million.

"The Challeys' and Swionteks' support has catalyzed this campaign to another level," John R. Glover, president and CEO of the NDSU Foundation, said. "We are grateful for their tremendous support and how they all continue to inspire others to get involved."

***"The size of In Our Hands and its success means students, for a long, long time, are going to be feeling the benefits of this campaign."***

- Mike Krueger, Chair, NDSU Foundation Executive Governing Board

The Foundation's endowment, which ensures a permanent, self-sustaining source of funding, is also growing dramatically. As of Dec. 31, 2019, the endowment value was more than \$248 million, increasing more than \$41 million from the prior year. The endowment has been fueled by new gifts and strong returns over the past four years, nearly doubling in value (\$134 million as of Dec. 31, 2015).

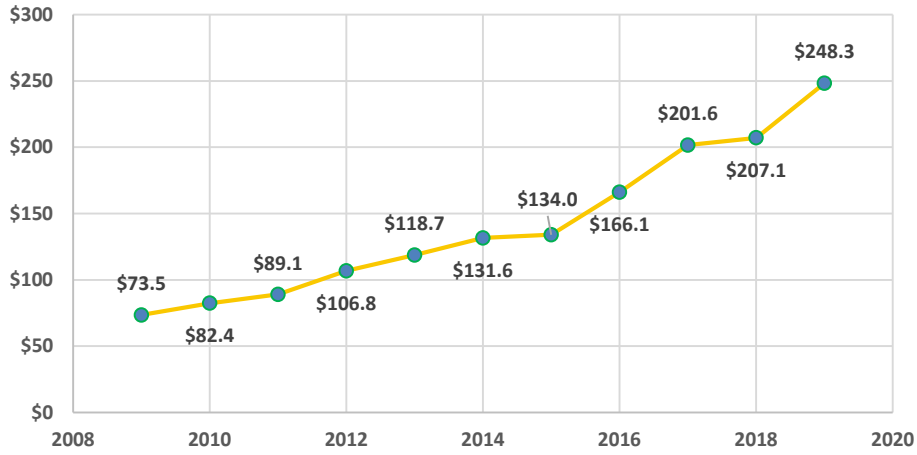
In 2019, the Foundation transferred more than \$25.4 million to campus, an increase of more than \$11 million from 2018. The transferred funds, comprised of spendable endowment earnings and expendable funds, included more than \$5.9 million for student scholarships, \$1.8 million to support faculty, \$1.7 in support of programs and \$16 million for facilities.

Source: [www.inourhandsndsdu.com/year-in-review-press-release/](http://www.inourhandsndsdu.com/year-in-review-press-release/) (February 7, 2020)

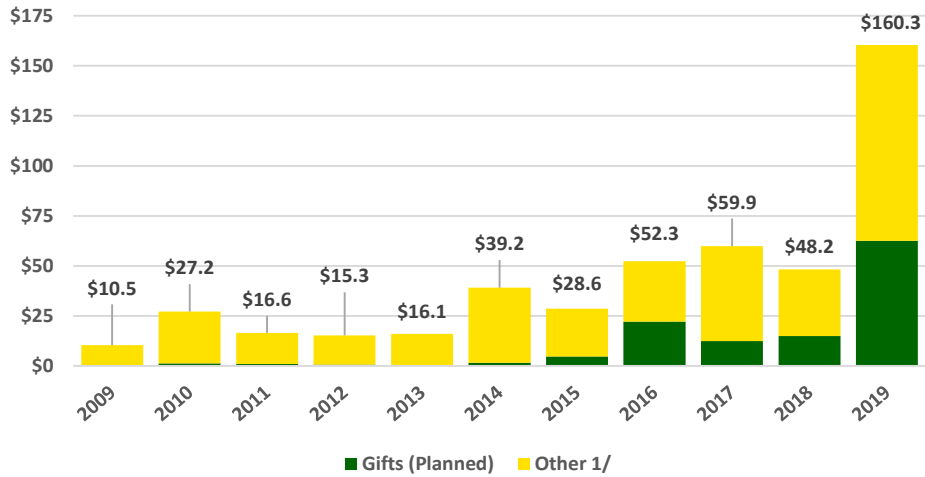
## The future of NDSU is *In Our Hands*

<b>In Our Hands</b> <b>\$400 million</b>
<b>\$165 million</b> <b>SCHOLARSHIPS</b>
<b>\$55 million</b> <b>FACULTY</b>
<b>\$90 million</b> <b>FACILITIES</b>
<b>\$90 million</b> <b>PROGRAMS</b>

### ENDOWMENT VALUE (in millions)

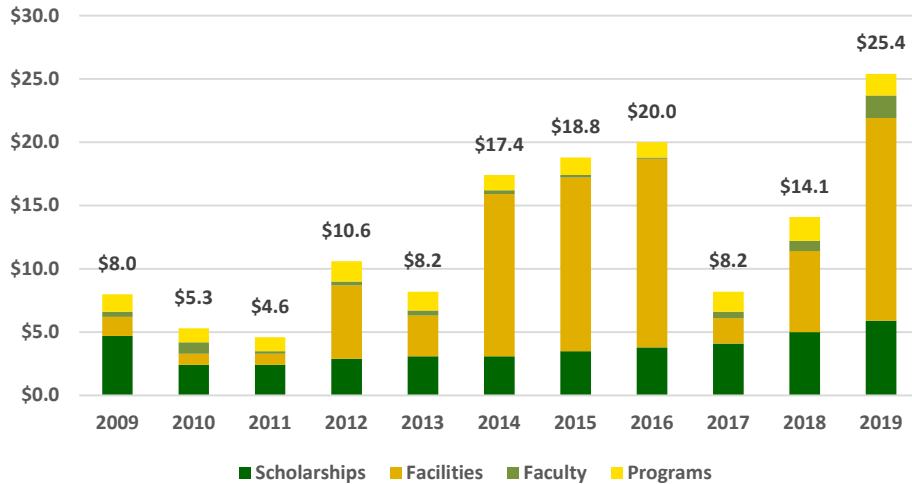


### ANNUAL PHILANTHROPIC SUPPORT TOTALS (in millions)



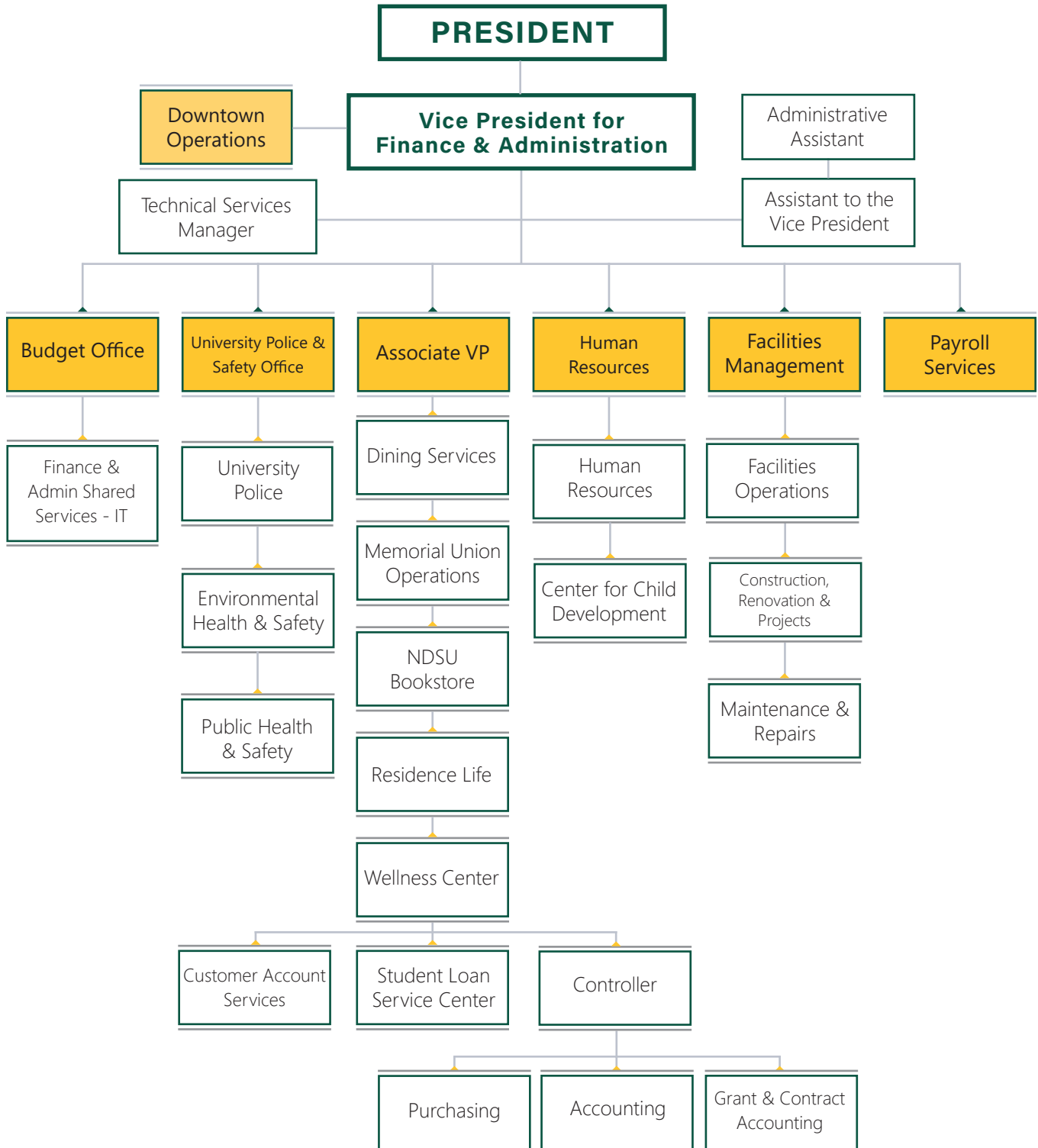
<sup>1/</sup> Includes cash donations, pledge commitments, stock/property, gifts-in-kind

### SUPPORT TO CAMPUS (in millions)





# 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** [ndsu.edu/vpfa](http://ndsu.edu/vpfa)  
 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

**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  
[ndsbookstore.com](http://ndsbookstore.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 a 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:*  
Provide 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  
Oracle/PeopleSoft HRMS  
All aspects of payroll process functions

## 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@ndsu.edu  
701.231.9547  
slsc.ndsu.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@ndsu.edu  
701.231.9535  
ndsu.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@ndsu.edu  
701.231.7672  
ndsu.edu/wellness/

#### Department Services:

State-of-the-art Aquatics Center, Fitness Facility & Equipment  
Innovative Fitness, Recreation & Aquatic Programming  
Safety Education  
Child Care

## 2019-2020 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 4.60 index in FY2020. 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 FY19, which was facilitated in FY20. No federal audit issues arose during FY20. No audit adjusting entries were needed to the FY19 NDSU financials. This demonstrates outstanding quality control in general accounting and financial reporting.
- Continued implementation of the PeopleSoft Accounts Payable Voucher workflow approval and document attachment process. At the end of FY20, approximately 50% of all departments were using the AP Voucher workflow process in PeopleSoft. This process provides a more efficient method of processing AP vouchers, especially those that require additional approvals from other departments. In addition, attaching the supporting documentation in PeopleSoft provides an efficient way for users to view the support when needed.
- Accounting successfully adapted to a mostly remote working environment with the onset of the COVID-19 pandemic while still providing accounting services to campus. Processes were adjusted to allow electronic signatures and submittals of accounting forms due to the majority of campus working remotely. Schedules were coordinated to ensure our office remained open for any necessary in-person business. Trainings and meetings shifted to virtual formats to allow for communication and learning to continue during the pandemic.

### Bookstore

- Each year, the ICSR Awards Committee reviews ICSR Survey results in each product category and identifies stores that have achieved sustained high performance. The Awards Committee considers sales, gross margin, inventory turns, and other key performance metrics. The Committee also interviews the management teams at these high performing stores to get additional insight into strategies and decisions that led to success. The ICSR Awards are announced and award-winning stores are recognized at the Annual ICBA Conference. NDSU Bookstore received the award for **EXCELLENCE in Expense Management**:

ICBA 2021 Virtual Conference

Home Agenda by Day Sessions Exhibitors Strategic Partners

ICSR Awards & ICBA Success Stories

### EXCELLENCE in Expense Management

From 2015-16 to 2019-20:

- Sales up from prior year
- Expenses down 21% from prior year
- 2015 expense/sales = 30.2%
- 2020 expense/sales = 19.7%

And the award goes to...

**NDSU** NORTH DAKOTA STATE UNIVERSITY

### **Budget Office (including IT Division Business Unit)**

- Supervised annual budget preparation process for the University
- Supervised process to capture budget savings for central university administration
- Supervised and prepared University biennial budget, including legislative hearing materials
- Supervised and coordinated self-support budgeting activities for differential tuition, Career Center and Summer School with active involvement with the individual units
- Prepared annual and biennial budget status updates for management decision making
- Performed monthly review of OMB appropriation status report and reconciliation of any changes in authorization
- Reviewed and coordinated position budgeting during annual budget process and recruit requests
- Promoted best business practices with Accounting, Customer Account Services, HR/Payroll in order to continue further understanding of process in each area with focus on coordination of efforts
- Continued emphasis on establishing/maintaining working relationships with University administrative staff, University System Office staff, OMB staff
- Capital project budget and expenditure review and tracking, including match requirement reconciliation, tracking and reporting
- Point of contact for coordination of various information requests from legislative committees, university system and other constituent groups
- Prepared, reviewed and analyzed mandatory fee requests in coordination with requesting departments, student government, SFAB and System Office. Coordinated tuition requests with Colleges and System Office.
- Represented Administrative Affairs Council on the PeopleSoft Governance Committee, providing all system institutions a point of contact to voice issues and concerns with PeopleSoft/ERP
- Continued to research and review higher education budgetary models
- Coordinated Enterprise Risk Management reporting

#### Information Technology Division:

- Provided guidance to the IT Business Unit for the continued implementation of a new software solution intended to streamline division recharge billing and inventory processes
- Assisted IT Division with analysis and change management associated with a potential new billing model for institutional voice, data and network services
- Provided indirect supervision for Telcom business staff due to the IT Division reorganization
- Provided leadership, guidance and supervision to the IT Business Unit to strengthen communication and consistency of business processes within the division.

### **Center for Child Development**

- 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 three grants including the Jr. Master Gardeners Grant, COVID-19 Emergency Operating 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 to 5 years in a 12-month program at full capacity; obtained the latest edition of the Creative Curriculum for Infants, Toddlers & Preschoolers
- 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 maintained partnerships with community agencies such as: Pediatric Partners, Minnesota State University Moorhead, NDSU Food Pantry through our Caring and Sharing Community Giving Project, ND Lion's Organization, Child Care Aware, 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, Oak Grove and to NDSU faculty, staff and students

### **Customer Account Services**

- Changed the 1098-T tuition tax statement delivery method from primarily paper statements to electronic, requiring students to opt out of the electronic option to receive a paper statement. This modification eliminated the need to print and mail paper statements which saves not only printing and postage costs but time resources as well.
- Re-evaluated and updated the timing of student account holds as a result of past due balances at the start of the fall and spring semesters. This change was a positive improvement to the student/parent experience and reduced unnecessary calls to NDSU departments.
- Assisted with the distribution of CARES Act (HEERF I) funds to students including processing, communication, and reporting.
- Worked with the Graduate School to revamp the Graduate

Assistant tuition waiver workflow, implementing a requirement that all MN residents apply for tuition reciprocity with the MN Office of Higher Education prior to the approval of the waiver.

## Facilities Management

- Aldevron Tower completed; Nursing moved from SGC into the building
- Grant and Contract Accounting suite in Thorson finished – moved their team from SGC into Thorson
- Entered a maintenance agreement with NDSU Harry D. McGovern Alumni Center to handle building repairs and custodial services
- Created new exterior south entrance for Ceres
- Renovated Volleyball office suite in BBF
- Moved BIN into the Memorial Union that help reduced off campus leasing
- Demolished Geosciences, started construction on Sugihara Hall
- Renovated QBB 448 suite so UGPTI/NDDOT could move out of Hastings
- Completed design and started construction on Hastings Hall
- Completed design and started construction on Louise S. Barry Auditorium
- Finished renovation for Caribou Coffee in the Memorial Union
- Reconstructed the steam tunnel and street from Centennial to the RDC
- Designed new kitchen and support space for the RDC
- Fit up a space for Twisted Taco in Memorial Union
- Piped Hultz/Morrill chillers together to run more efficiently and save on utility costs
- Replaced the Library chiller
- At the end of FY20, began planning for COVID response for campus – reviewing barriers, HVAC, and touchless plumbing fixtures
- Awarded Tree Campus Award again
- Added 1 additional external custodial customer.
- Successfully procured, warehoused and issued +/- \$600k of COVID related items for the campus.
- Continued to grow parking payment technology for greater cash-free transaction options in the pay lot.
- Successfully cleaned isolation and quarantine Residence Life spaces without incurring a known COVID positive employee case
- Furloughed 50+ staff for 60 days and successfully brought them back to work without material attrition.
- Created a plan to distance our trades staff to reduce the risk of COVID spreading and shutting down an entire shop.
- Found PPE and created a process to allow our staff to safely go into living spaces where someone was quarantined, isolated, or positive for COVID

## Human Resources

- February 2020 – Launched the NDSU HR Virtual Tour of Campus for new employee onboarding. This assists new employees with navigating their surroundings and provides them with

important information regarding on-campus services available to employees.

- Processed 538 requests for COVID leave (includes students)

### Organizational Development:

- Developed and implemented the NDSU Leadership Development Program that 85 employees participated in virtually.

### Department Training:

(done virtually for team building/morale during COVID)

- *Real Colors*: various departments (continued to facilitate workshops into 2021)
- *Effective Communication*: various departments, Staff Senate
- *Emotional Intelligence*: various departments, Staff Senate
- *Conflict Management*: various departments, Staff Senate
- *QBQ: Question Behind the Question, Practicing Personal Accountability at Work and in Life*: various departments
- *Customer Service Training*: various departments

### COVID Training & Resources March/April 2020:

- Developed and presented training for employees on the Families First Coronavirus Response Act (FFCRA).
- Created and implemented processes and procedures with limited information for the FFCRA.
- Developed and provided trainings to supervisors and employees on Remote Work (Managing Remote Workers and Working Remotely).
- Created and presented Return to Workplace training for NDSU employees (June 2020)

### New Employee Orientation (NEO) sessions:

- March 2019 with 19 invitees
- May 2019 with 37 invitees
- September 2019 with 32 invitees
- December 2019 with 30 invitees
- March 2020 with 46 invitees

## Memorial Union Operations

### Building Usage

Memorial Union estimated visitors numbers have been significantly impacted by COVID:

- FY 2019: 1,670,275
- FY 2020: 1,297,854 (down 22% from FY19)

Total reservations processed have also been impacted.

- FY19: 11,840
- FY20: 10,020 (down 15% from FY 19)
- These include Memorial Union, Rec Center and promotional spaces
- Many of these reservations were cancelled due to COVID
- Total event space reservations: FY20: 6, 337 (70% departmental)

Estimated value to campus departments for free/reduced fee room use at around \$1,200,000/yr. (excluding COVID impact)



## **Departmental Updates**

### MU Admin & Accounting:

- Reduced 1 FTE within Administrative support and transitioned duties to other staff members
- Fully integrated change to shared Bookstore/Memorial Union accounting position resulting in a reduction of 0.5 FTE for the Memorial Union

### Conference & Event Services Updates:

- Facilitated NJCL National Conference in July 2019 with 1,200 attendees
- Assisted event planners with understanding and incorporating the often-changing guidelines related to COVID and managing events.
  - Managed the changes to room capacity and social distancing requirements
  - Worked with catering to facilitate changes to food service guidelines

### Building Operations - Safety/Security:

- Remained open throughout the entire pandemic, managing all items related to COVID including signage, cleaning/disinfecting, moving furniture/reducing capacity of Union spaces, policy enforcement
- Critical incident training & CPR/AED training continue to be provided to all student and professional staff in the department.

### Design & Sign:

- Served the NJCL conference with a substantial variety of printing services including conference programs, daily newsletters, and other various items
- Met a significant campus need for all types of signage related to COVID

### Gallery:

- Adjusted programming due to COVID, incorporating virtual receptions & shows, improving remote access to gallery programming and collection, and still being open for guests to come in person.
- Incorporated a new gallery app – CUSEUM – to allow better access to gallery collection and shows (Search app store for Memorial Union Gallery)
- Gallery Coordinator named to the Tapestry of Inclusion for his work promoting Diversity & Inclusion

### Rec & Outing Center:

- Launched eSports lab

### Capital Projects/Building Improvements:

- Ballroom chair reupholstery project completed along with additional reupholstery of lounge furniture pieces.
- Replaced digital signage system; transitioned to 4Winds in conjunction with Dining Services
- Replaced door counters with new system which is more accurate and reliable

## **Payroll Services**

- Completed 2020 Voluntary Separation Incentive Program (VSIP) processing and payouts

- Negotiated a Payroll Shared Service agreement with Mayville State University with a start date of July 1, 2019
- Implementation of the DocuSign process for Twelve Month Pay Program
- Worked with Facilities and Human Resources in the design of the Hastings Hall Remodel
- On September 1, 2019, Payroll Services was created as a separate department from Human Resources
- Patricia Hanson, Director of Payroll Services, was named chair of the NDUS HRMS Users group for 2019-2020
- During FY20 year and extending into FY21, a significant amount of time was spent on all aspects of working through a pandemic:
  - Payroll Staff successfully transitioned in less than two weeks to working remotely for their safety.
  - Payroll Services assisted with the University furlough plan and the disbursement of the information to employees;
  - Processing and tracking COVID Leave through a manual reporting process; and
  - Assisting numerous employees as they dealt with work-related COVID issues
- Negotiated new Payroll Shared Service agreements with four NDUS Campuses: NDSCS, VCSU, MASU and WSC, as of July 1, 2020. Total income generated per year is currently \$83,366.00.
- Logan Johnson was hired as a Benefits Associate working with Shared Services campuses and available to serve as a backup for NDSU benefits.
- Director of Payroll Services worked with the Provost Office and Nate Johnson to implement DocuSign Faculty Contracts for the Human Science and Education College. This was used as a test College with excellent results and will be implementing across campus for FY22.

## **Purchasing**

- Administration of the procurement card. Currently, there are 703 active cardholders and 125 Credit Card administrators. The annual spend on the procurement card was \$20,315,212.82.
- There were 39,842 transactions on the procurement card.
- Worked with departments on bidding items to prep campus for students and staff to return to campus after remote learning and working from home due to COVID.
- Single Use Account (SUA) transactions are now put on the Procurement card through the PeopleSoft System. There were 232 SUA transactions for a total of \$390,697.06
- Managed the 175+ Time and Materials service contracts used by the Facilities Management Department. This included advertising for some of the trades.
- Implemented Amazon Business for departments with special pricing and a savings of \$5000+ in shipping costs across campus. Managed vending relationship with Coke and Pepsi. Received a check from Pepsi for \$30,000.00 This is available to NDSU for each year of the agreement.
- Assist the Bookstore with the mail service for the students and



departments.

- Continue supporting the Case IH/NDSU Farm equipment rental lease program. The list of equipment has grown to over 200 pieces of farm equipment for \$0.01 per unit and \$1,498.00 for skid steers.
- Conducted monthly Surplus sales and coordinated surplus property disposal for departments.
- Implemented the Master Lease program with Bank of America.
- Held the 4th annual vendor fair with 75 vendors and 400+ attendees.
- Worked with Accounting on Voucher Workflow
- Request for Proposals (RFP's) and larger Bids for many commodities and services. Some of the larger ones were:
  - CNC Mold Machine
  - RDC Roof
  - CREC Corral system
  - Hultz and Morrill Hall Chilled Water Project
  - Aldevron Tables and Seating
  - Virtual Campus Tour
  - Plasma Table
  - Outdoor Air Handling Unit
  - Aldevron AVI Equipment
  - Asbestos Consultant
  - Generator Maintenance
  - 3D Printer
  - Oakes Chemical Storage and Handling Facility
  - Loft, Refrigerators and Microwave Rentals
  - Library Chiller Upgrades
  - Parking Lot Striping
  - Heating Plant Reroof
  - NDSU Web Ag Hub Development Phase 2
  - Roll-Off Dumpster Service
  - Ironworker
  - CNC Wire EDM
  - ND AES Hay Storage Facility
  - Sudro Hall Generator
  - Customer Account Services Collection Services
  - Hastings Hall Steam Service Replacement
  - Dining Services Upgrade and POS Migration
  - AES Greenhouse Cooling Tower Modifications
  - R2 Ultra Pure Water System Replacement
  - 2020-2021 Sports Medicine annual bid for supplies
  - Air Purification Systems
  - Intercollegiate Multimedia Rights
  - Online Orientation Software
  - NDSU Enrollment Search and Fulfillment
  - Executive Search Firm for Provost
  - NDSU Web Ag Hub Development
  - Tractor for HREC
  - CREC Skid Steer
  - CREC Resurface Feedlot
  - Optical Color Sorter – NCREC
  - Air Screen – NCREC

- Millwright – NCREC
- Seed Electrical – NCREC

## Residence Life

### Apartments:

- Increased occupancy in Niskanen Expansion 2-bedroom, 2-bathroom units by 10% while maintaining high occupancy rates in all other properties
- Implemented revised COVID-19 vacating/check-out procedures for apartment residents
- Provided exceptional customer service to residents during COVID closing by granting automatic releases without penalty for students wishing to move back home for remaining spring/summer semesters.

### Facility Projects:

- Successfully opened the new Cater Residence Hall above 90% occupancy despite lower than expected enrollment
- Expanded availability of gender-neutral restrooms in two residence halls

### Residential Curriculum:

- Showcase institution for ACPA Institute for the Curricular Approach
- Provided social connections and programming to all on campus students after COVID closure via virtual platforms

### Operations & Marketing:

- Developed marketing campaigns that increased retention rates for upper division students in residence halls and apartments, with the use of email marketing, online advertising social media, print materials, digital advertising and internal training
- Transitioned to a new conduct software (Maxient). Trained all appropriate staff on the new software, converted old files to the new system, and implemented new processes and forms accordingly for entire campus
- Created and implemented scheduled, contactless checkouts for all residence hall students due to COVID shutdown

## Student Loan Service Center

- The Student Loan Service Center recovered \$50,512 in the first year through ND State Income Tax Intercepts from 383 delinquent borrowers.
- The loan collections through the Student Loan Service Center totaled approximately 7.4 million dollars.
- 2,385 loans were closed out during the fiscal year.

## Technical Services

- **DocuSign Inter-divisional and Intra-divisional Initiatives:** In a continuation from FY19, additional forms were converted over to DocuSign to create more efficient workflows throughout the entire campus. A total of 31 additional forms were converted to DocuSign. Most notably, the Facilities Use Agreement form being

digital now allowed quicker approvals (less than a day) as compared to the old process where it could take a week to collect all the necessary approval and signatures from Dining, Facilities Management, Building Managers, and Police & Safety. Furthermore, the Additional Pay form used by Payroll and Human Resources allowed quicker response time for pay changes across the entire campus. Lastly, a test run was completed for signing Faculty Contracts through DocuSign and appeared to be successful, with significant improvements in completion time. The intent is to complete all faculty contracts using DocuSign next fiscal year (over 600 total). The biggest highlight of DocuSign arrived during the COVID-19 pandemic in allowing digital signatures to be collected on many official documents. A total of 16,615 documents were signed using DocuSign in FY20.

### University Police & Safety Office

- Continued successful work on the Worker’s Compensation Experience Rate Modification and Discount Programs resulting in reductions in over \$610,000 from our gross premium amount. This is a direct result of our successfully implemented and effective safety programs.
- The building inspections reporting and correction procedure put into place in FY19 continues to see violations addressed in a timely manner. For any departments in which there are past due responses for violations, our process of a first reminder and then if necessary moving it up the supervisory chain, has proven to be an effective system to ensure any noted violations are being corrected.
- Last year, lab infrastructure safety checks were performed in the following areas:
  - 410 fume hoods (82.1% functioning within specification at the time of inspection)
  - 434 eye wash stations (99.3% within specification at the time of inspection)
  - 249 safety showers (100% within specification at the time of inspection)
  - 19,963 hazardous waste laboratory inspections (97.9% compliant)
  - 40,247 pounds of hazardous chemical waste from research activities properly handled
  - 11,701 pounds of hazardous biological waste from research activities properly handled
- The NDSU Police Department has been the recipient of several Federal Awards that are provided by the NDDOT. The Alcohol Enforcement grant, Click It or Ticket grant, Underage Drinking Enforcement grant and more recently, the Distracted Driving grant provide police personnel in conjunction with other agencies in the SE region of North Dakota. These grants enable 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.
- Conducted or assisted with a number of safety and awareness training sessions focused on both personal safety and risky behaviors. Totalling over 32 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 (RAD) Rape Aggression Defense.

### Wellness Center

- Welcomed 242,271 total facility visits from students and members. This was only a 20% decrease compared to 2019. The decline was a direct result of the impact of the ongoing COVID-19 pandemic. The Wellness Center closed for use on March 18, 2020 and re-opened on May 18, 2020. The facility was continually staffed in-person during 8:00 a.m. to 5:00 p.m. during the closure to help members retrieve items from lockers and discuss membership options.
- Processed multiple refunds for spring and summer programming including: Swim Academy, CPR/AED/First-Aid, and Childcare.
- Offered membership extensions for the period of time we were closed.
- Offered virtual group fitness classes to students and members during the closure and implemented a new program titled, “Fit from Home”. This program consisted of instructional workout videos posted daily that required the use of household items and items found in residence halls as a part of the workouts.
- Offered students a 31% discount on summer memberships to show appreciation for their support during the ongoing COVID-19 pandemic.
- Developed a phased operational plan with extensive policies and procedures that allowed the Wellness Center to open and operate as safely as possible during the ongoing COVID-19 pandemic.
- Eliminated the use of the 2nd floor track by moving all cardio and strength equipment 12 feet apart to follow COVID-19 guidelines. This allowed students and members the opportunity to use all previous equipment without having to remove any pieces.
- Provided 980 hours of reserved space for NDSU student clubs and organizations, a 13% increase from FY19, even with a 2-month closure for the ongoing COVID-19 pandemic.
- The busiest day was on Tuesday, January 28, 2020 with 2,071 facility visits. On average, Tuesdays were the busiest days with an average of 1,664 facility visits.
- Instagram account was launched.
- Group fitness saw an increase of 65% compared to FY19.
- Launched our “Beginner Group Fitness Series” that helped students feel more comfortable in group fitness classes. 48 students attended the beginner series and 83% of those students continued to participate in additional group fitness classes.

- Purchased new fitness equipment including: 1 Hammer Strength Straight Barbell set 20-110 pounds, 1 Life Fitness Powermill (stair stepper) giving us a total of 3, 5 Life Fitness Treadmills, 1 Seated Calf Raise, 2 Decline Benches, 1 Hip Adduction/Abduction machine.
- 3,066 participations in Intramurals.
- 3,126 climbing wall visits.
- Provided quality care and education for 64 children, a decrease of 50% compared to 2019. The decline was a direct result of the ongoing COVID-19 pandemic. The Wellness Center Child Care participated and achieved a Step 3 Bright and Early North Dakota Quality and received a \$2,812.00 grant.
- Offered quality care and education to 10 children for the first time during spring break.
- The Wellness Center Child Care was awarded \$77,349.60 through the Childcare Emergency Operating Grant by remaining open and offering care and education during the ongoing COVID-19 pandemic.
- The Wellness Center Child Care hired two lead teachers with 38 years of combined early childhood experience.
- Floaty Night continued to be the most well attended program in Aquatics. A total of 458 students participated during fall and spring semesters.
- There were numerous maintenance and facility improvements including: repainting the basketball courts and childcare; drained, cleaned and replaced lights in the leisure and lap pools; and NDSU Facilities Management completing HVAC upgrades to provide a safer and healthier environment in the Wellness Center.

# FINANCIAL INFORMATION

NDSU's overall financial standing continues to be sound with total assets of \$713 million and total liabilities of \$234 million, resulting in a net position total of \$478 million. The net position is nearly identical to the previous fiscal year. The University has done well in managing its financial resources during difficult times.

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 2020 Financial Highlights

*Overall - Strong Financial Position, Mostly Stable Trends, Downward Trends in Certain Revenue Lines*

### Key Ratios Viewed by NDUSO & SBHE

- No significant changes - should still be in line with NDUS averages

### HLC Financial Index

- *With Component Units* (foundations): Composite Financial Index (CFI) increased from 2.43 to 4.11, mainly due to NDSU Foundation activity. NDSU Foundation figures for calendar year 2019 had improved investment returns compared to 2018. Donations improved as well.
- *Without Component Units* (University only – requested by SBHE): CFI's without Foundation figures decreased slightly

### Balance Sheet (Statement of Net Position)

- Short-term (current) investments decreased primarily due to a temporary increase at the end of fiscal 2019. This decrease reduces the current ratio in fiscal 2020.
- Fiscal 2020 was highly unusual in that almost no new long-term debt was issued to acquire capital assets (only \$185,000 in equipment capital leases). Principal payments reduced the outstanding long-term debt. Some special assessments were retired early, although new specials were added.
- The pension liability had a reduction in fiscal 2020, primarily due to improved investment return assumptions.
- Despite improvement in the pension liability, unrestricted net position remained fairly steady.

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

- Continued downtrends in competitive federal grants and contracts, tuition and fees, auxiliary revenues.
- Federal Cares Act revenue is shown under the Non-operating section. Cares Act spending on student stipends is reported separately in the operating expenses.
- Interest on long-term debt is increased due to the new bonds for Cater Residence Hall. A portion of the interest was capitalized, so the full impact will be seen in fiscal 2021.

### Cash Flow Statement

- This is a required statement by generally accepted accounting principles. Generally it shows cash flows from NDSU's own

operations are significantly negative (\$139 million in fiscal 2020), 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.
- Very little new capital debt was issued in fiscal 2019 and 2020. Principal payments on debt during the year reduced the outstanding balances.

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

- Required schedule for bond issues
- Reduction in indirect cost recoveries in fiscal 2020, more than total grant expenditures would justify. This may be, in part, due to no indirects were allowed on the Cares Act grants.

### 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 1.75 – still well above the required 1.10 coverage by the bond resolutions.
- Auxiliary Facilities System revenues are down again in fiscal 2020 – fortunately there were similar decreases in operating expenses. Auxiliary reserves increased in fiscal 2020.
- **Note of Caution:** Beginning fiscal 2020, debt service expenditures increased by about \$2 million annually because of the Series 2017 bonds issued for construction of Cater Residence Hall & 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.

## Athletics

The fiscal 2019 subsidy required from central university funds to balance Athletics' operating results increased from \$2.9 to \$3.5 million. This is the reverse of the prior year decrease.

## 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.

**For detailed financial information, please see NDSU's Annual Financial Report, June 30, 2020, at:**

[www.ndsu.edu/accounting/financialreports/annual\\_ndsu\\_financial\\_reports/](http://www.ndsu.edu/accounting/financialreports/annual_ndsu_financial_reports/)

### 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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