

North Dakota State Board of Higher Education

June 15, 2023, Special Budget and Finance Committee Meeting Minutes

The State Board of Higher Education Budget and Finance Committee met via Teams on June 15th, at 1:00 p.m. CT.

Chair Mihalick called the meeting to order at 1:00 p.m. CT.

SBHE Budget and Finance Committee members participating:

Mr. Tim Mihalick, Chair
Mr. Nick Hacker
Mr. Jeffry Volk
Ms. Danita Bye
Mr. Kevin Black

Other participants:

Chancellor Hagerott
Mr. David Krebsbach, NDUS
Ms. Jamie Wilke, NDUS
Ms. Jane Grinde, NDUS
Ms. Robin Putnam, NDUS
Mr. Darin King, CTS
Mr. Rick Tonder, NDUS
Ms. Meredith Larson, AG Office
Mr. John Godsoe, Bond, Schoeneck & King
Ms. Sonya Koble, BSC
Dean Carmen Simone, DCB
President Easton, Mr. Leslie Wietstock, DSU
President Darling, Ms. Joann Kitchens, LRSC
President Van Horn, Ms. Amber Hill, MaSU
Mr. Brent Winiger, MiSU
Mr. Keith Johnson, NDSCS
President Cook, Mr. Bruce Bollinger, Ms. Cynthia Roth, Mr. Michael Ellingson, NDSU
Ms. Loretta Forsberg, Mr. Thomas Claeyes, Forest Service
Ms. Karla Stewart, Ms. Odella Fuqua, Mr. Michael Pieper, UND
President LaFave, VCSU
President Hirning, Ms. Krista Lambrecht, WSC

1. SBHE & System Office FY24 & FY25 operating budget & campus assessments

Vice Chancellor Krebsbach provided a thorough review of the SBHE & System Office FY24 & FY25 operating budget & campus assessments. The committee discussed each component and the system office provided clarification, as needed. Member Volk made suggestions on formatting and specific areas that could be clearer if broken down and/or further differentiated within the budget proposal.

Bye moved, Black seconded, to recommend approval of the SBHE & System Office FY24 & FY25 operating budget & campus assessments, as presented.

Member Volk requested addition language to the motion:

- Providing a quarterly report on the system office and CTS budget to the SBHE Budget and Finance Committee

Members Bye and Black accepted the addition language to the original motion and second.

Roll call on motion to recommend approval of the SBHE & System Office FY24 & FY25 operating budget & campus assessments, as presented, with a quarterly report on the system office and CTS budget to the SBHE Budget and Finance Committee.

Bye, Black, Volk, Hacker, and Mihalick voted yes.

The meeting was adjourned at 2:05 p.m. CT.

Approved August 16, 2023.

**Summary of Proposed Action
State Board of Higher Education Meeting
June 27, 2023**

1. **Issue:** SBHE & System Office FY24 & FY25 operating budgets & campus assessments exceeding \$10,000 require board approval.
2. **Proposed actions:** Approve the SBHE & System Office FY24 & FY25 operating budgets & campus assessments
3. **Background information:** SBHE policy 802.6 (g) requires the SBHE to approve the Board and system office operating budgets. SBHE policy 302.3 requires SBHE approval of any proposed campus assessments exceeding \$10,000. The memo and related attachments explain in detail the FY24 & FY25 operating budgets for the System Office & SBHE. Attachment 2 shows the proposed campus assessments & group billings; and Attachment 3 highlights the Board budget.
4. **Financial implications:** SBHE & System Office FY24 & FY25 Budgets.
5. **Legal/policy issues:** None
6. **Academic issues:** None
7. **Coordination:** NDUS Office
8. **Attachments:** Memo, Attachments 1, 2, & 3
9. **Contact information:** David Krebsbach, Vice Chancellor for Administrative Affairs, david.krebsbach@ndus.edu, 701/328-4116
10. **Chancellor's recommendation:** Chancellor Hagerott recommends approval.

TO: Members, State Board of Higher Education

FROM: David Krebsbach, Vice Chancellor for Administrative Affairs

DATE: June 15, 2023

RE: 2023-25 Biennial Budget for NDUS Office and SBHE

The 2023-2025 (FY24 and FY25) biennial budget (**ATTACHMENT 1**) was developed in accordance with the guidelines approved by the BFC on 5/17/2023. The \$225.3 million proposed budget for the 2023-2025 biennium is a \$48.2 million increase from the 2021-2023 anticipated expenditures. Significant components of the change include:

- +\$9.4 million increase in ND Career Builders and Dual Credit Scholarships;
- +\$8.9 million increase in ND Higher Education Challenge Fund;
- +\$8.8 million increase in Tier II & Tier III Capital Building Fund Pool;
- +7.8 million increase in Core Technology Service for salaries and operating;
- +\$6.1 million Student Financial Assistance Grant program award increases;
- +\$3.5 million increase in Academic & Technical Education Scholarships carryover;
- +\$1.9 million increase in System Governance for salaries and operating;
- +\$0.9 million increase in Professional Student Exchange Program carryover; and
- -\$2.1 million decrease in bond payments for campus buildings.

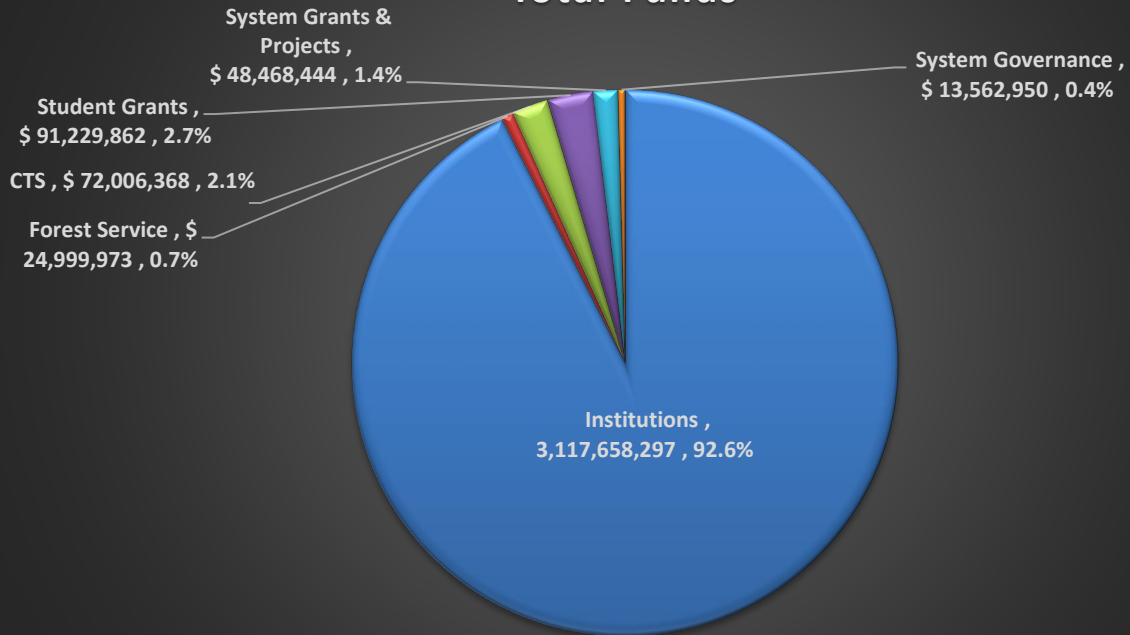
The 2023-2025 biennial budget is funded with \$159.9 million from the state general fund (including carryover dollars) and \$65.3 million in special and federal funds.

Special funds are comprised of Connect ND fees and campus group billings, which support the CTS budget (\$24.8 M), \$24.0 M of State Investments & Improvements Fund (SIIF) dollars for Tier II and Tier III capital building funds and \$11.9 M (\$8.3 M BND Profits & \$3.6 M carryover BND Profits) in ND Career Builders and Dual Credit Scholarships. Campus group billings (**ATTACHMENT 2**), as well as a small amount of DHHS Vaccination grant carryover funds make up the remaining special fund budget.

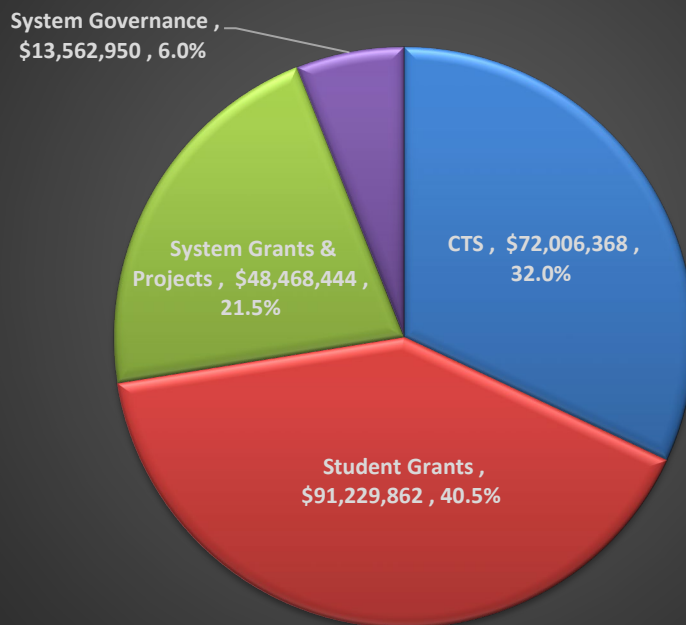
This proposal includes approximately \$90,600 budget (**ATTACHMENT 3**) for SBHE operations for each year of the biennium. This budget has been adjusted to better reflect historical actual expenditures. The amount provides for per diem and travel expenses for board members including the student member, staff, and faculty advisors, as well as cost for the SBHE annual retreat, legal counsel travel expenses, and SBHE related operating expenses.

The major components of the budget by funding source are shown on the following page.

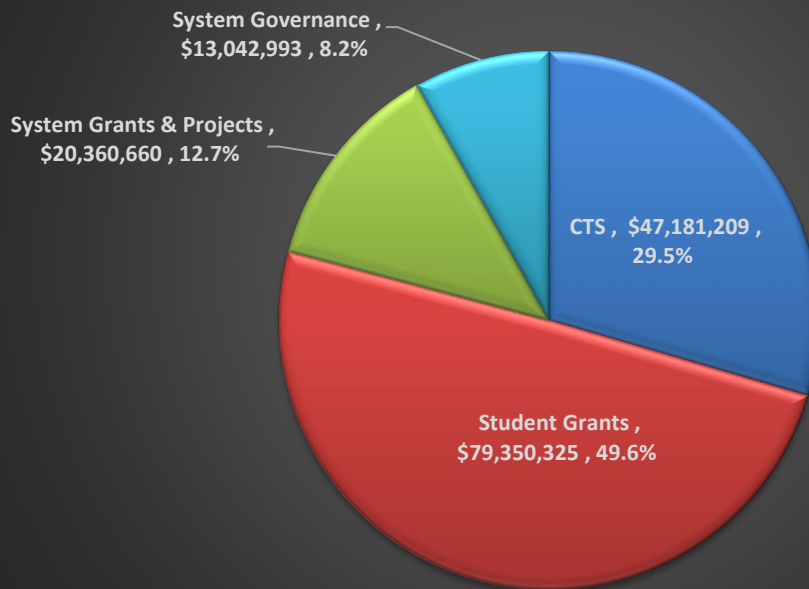
NDUS - 2023-25 Biennial Budget \$3.4 billion - Total Funds



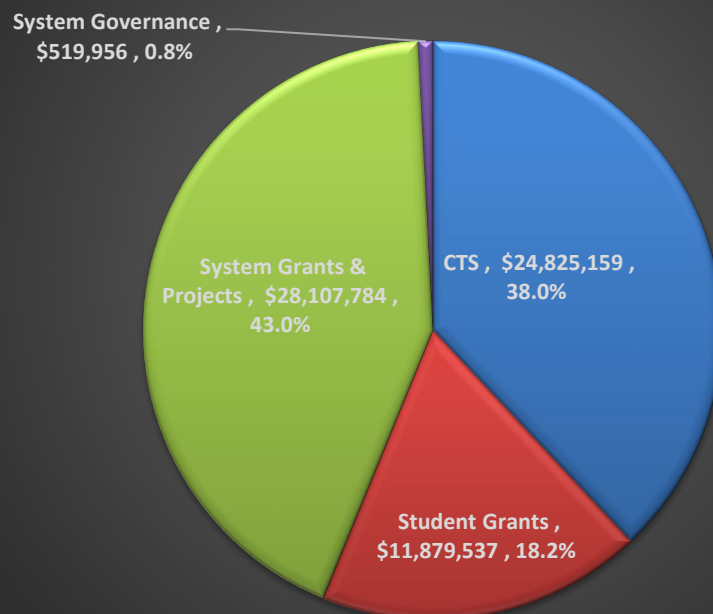
NDUSO - 2023-25 Biennial Budget \$225.3 million - All Funds



NDUSO - 2023-25 Biennial Budget \$159.9 million - General Fund



NDUSO - 2023-25 Biennial Budget \$65.3 million - Special/Federal Funds



System Office and Board Operations

System Governance – The 2023-25 budget anticipates expending the full \$12.5 million 2023-25 appropriation. A 5% operating reserve has been set aside for unanticipated expenditures. The System Governance budget includes the operations of the SBHE, NDUS office, which includes the Audit & Compliance departments. Significant items planned for the biennium include:

- Salaries & benefits comprise 75.4% of the biennial appropriation, leaving about \$1.1M for other operating expenses and an additional \$1.9M appropriated for the purchase and implementation of a financial aid processing system. The budget assumes continuation of all positions and filling the vacant Executive Assistant, Internal Auditor, and a new Academic position.
- In accordance with the budget guidelines, employees are budgeted to receive a general salary increase averaging 6% in FY24 and 4.0% in FY25.
- **SBHE Operating, Per Diem, and Travel (ATTACHMENT 3)** – The proposed 2023-25 budget for SBHE per diem and travel is approximately \$90,600 per year, which reflects expected expenditures with the anticipated automatic reimbursement for virtual meetings. The budget is comprised of:
 - Per diem pay and taxes along with travel expenses for members to attend board, committee and legislative meetings, as well as professional development and conference travel;
 - Travel expenses only for the student member, who receives a tuition and fee waiver during the SBHE service term; and,
 - \$4,500 each for the campuses of the faculty and staff advisors to cover release time, compensation, or other accommodations necessary for time spent on SBHE duties.
 - Additionally, annual retreat costs are budgeted at approximately \$7,500 per year; legal counsel travel reimbursement of approximately \$2,000 per year; and other SBHE meeting operating expenses of \$17,900 per year.

Anticipated Carryover - \$733,000 of general funds is anticipated to be unspent in the 2021-23 biennium and carried forward to 2023-25. The carryover dollars resulted from vacant positions, less for NDIT services, other operating expenses, a budget reserve instituted by the Chancellor, and remaining carryover from the 2019-21 biennium. The remaining carryover from the 2019-21 biennium is approximately \$372,000 of which \$367,000 is to be paid to NDSU per 2023 HB 1003 Section 6.

These **one-time funds** will be utilized when necessary for contracts, studies, and technology needs. The funds may also be used for strategic engagement services or to cover other unanticipated expenses.

Student Grant Programs

Highlights of the individual programs include the following:

State Grant – The ND Legislature appropriated \$29.9 million (an increase of \$6 million from the 2021-23 biennium) for the ND need-based state grant program. Approximately \$520,000 will be carried forward from 2021-23. Grant awards will increase to \$1,375 per semester, or \$917 per quarter (previously \$1,100 per semester, or \$733 per quarter). Students are limited to 8 semesters, or 12 quarters of eligibility based on full-time enrollment. Approximately 6,100 full and part-time students will be funded per year in the 2023-25 biennium.

ND Scholars – Appropriated funds total \$1.8 million for the 2023-25 biennium, the same level as last biennium. This funding and approximately \$430,000 carryover will allow the continuation of all upperclassmen, plus approximately 30 new freshmen per year.

Native American Scholarship – Appropriated funds increased by \$444,677 in the 2023 Legislative session bringing the total appropriated funds to \$1 million and carryover funds total \$4,100 for this scholarship program. The program provides merit or need-based awards not to exceed \$2,000 per academic year to eligible students. The Native American Scholarship Board administers the program and establishes annual award levels. Approximately 250 undergraduate and 20 graduate awards are made each year.

ND Academic/Career & Technical Education/ND Scholarship – Approximately \$18.7 million (\$17.2 million appropriation and \$1.5 M carryover) is available for the 2023-25 biennium; the Legislative Assembly increased this appropriation by \$1 million to cover the growth in expected awards for the program in the 2023-25 biennium.

Students meeting multiple rigorous statutory requirements earn up to a \$6,000 scholarship, which is paid as \$750 per semester or \$500 per quarter or clock-hour term. Students have up to 6 years following high school graduation to use the award. Approximately 5,230 students per year will receive a scholarship payment.

Dual Credit Tuition Scholarship – \$1.5 million was appropriated from Bank of ND profits. This program provides a scholarship of up to \$750 per recipient for post-secondary enrollment. The award is based on completing dual credit coursework from an NDUS institution in high school.

ND Career Builders Scholarship (Skilled Workforce Scholarship Program) - \$5 million (\$3.4 million appropriated from Bank of ND profits in 2023-25 biennium, \$1.6 million carryover from Bank of ND profits continuing from 2021-23 biennium). This program requires private sector donations prior to any state funds being awarded. The maximum award is \$17,000 per recipient under the ND Career Builders Scholarship & Loan Repayment programs. Awards are based upon an individual entering a program that leads to a high-need occupation within ND. Recipients must live and work within ND for at least 3 years following program completion or repay scholarship dollars awarded.

ND Career Builders Loan Repayment (Skilled Workforce Student Loan Repayment Program) - \$5.4 million (\$3.4 million appropriated from Bank of ND profits in 2023-25 biennium, \$2 million carryover from Bank of ND profits continuing from 2021-23 biennium). This program requires private sector donations prior to any state funds being awarded. The maximum award is \$17,000 per recipient under the ND Career Builders Scholarship & Loan Repayment programs. Awards are based upon an individual living within ND and working in a high-need occupation within ND.

Professional Student Exchange Program (PSEP) - The \$3.7 million appropriation and estimated \$1.2 million carry-over will continue to fund current and new students in WICHE, Iowa State, University of MN, and Kansas State. The estimated new slots per year are 7 dentistry, 8 optometry and 12 veterinary medicine, plus continuing students.

Education Incentive Program – Appropriated funding is \$260,000 for the biennium. Of this amount, the doctoral programs at UND and NDSU will each receive \$130,000 to promote doctoral program advancement at these schools.

Tribal Community College Grants – This program provides supplemental grant assistance to tribal colleges in North Dakota for non-beneficiary student enrollment. The 2023-25 appropriation is \$1,400,000, which is \$400,000 increase over the 2021-23 biennium.

System Grant Programs and System Projects

The Legislature appropriated the following funds for 2023-25:

- Veterans assistance grants - \$454,875: The appropriation will be transferred to & expended by NDSU in support of the Veteran's Bound program which serves the NDUS systemwide. Program directives are to provide assistance to veterans enrolled or in the process of enrolling in an institution of higher learning within the state, or an adjacent state with a course exchange agreement. An increase of \$177,000 was appropriated for the 2023-25 biennium to support increasing staffing to 3 full-time equivalent employees, which will expand services across the State.
- ND Higher Education Challenge Fund – \$20,000,000: The 2023-25 appropriation is \$20,000,000 from the general fund, an increase of \$8,850,000. The Challenge Grant is to advance the enhancement of academics, including research, scholarships, technology, endowed chairs, and investments in educational infrastructure. Additionally, the State Board of Agriculture, Research, and Extension (SBARE) was added as an eligible program participant with expanded flexibility to include capital projects.
- Capital Bond Payments - \$11,197,896: This budget is based solely upon estimates provided by the Industrial Commission. Payments cover appropriation bonds issued by the State in prior biennia.
- Established Program to Stimulate Competitive Research (ND EPSCoR)- \$5,685,750: EPSCoR funds are budgeted at 50% per year and used to operate the EPSCoR State Office and to match National Science Foundation grants at UND and NDSU. Funds are transferred to the State Office and expended by the appropriate institution.

- National Aeronautics and Space Administration(NASA) EPSCoR - \$342,000: Funds are budgeted at \$171,000 per year and are used for NASA EPSCoR grants.
- Student Mental Health - \$456,800: This appropriation includes \$284,400 from the general fund and estimated carryover funds of approximately \$172,400 for campus staff training. This program provides after-hours crisis intervention and psychiatric service for students.
- Core Technology Services (CTS) - \$72,006,368: This budget includes \$47,181,209 from the general fund and \$24,825,159 of special fund authority. CTS supports the continued operations of PeopleSoft, ancillary campus systems, learning management systems, security systems and services, document imaging and data center systems for campuses, continued implementation of data analytics, Starfish, Standard Application, Email Consolidation/Archiving, Identity Access Management, and consolidated security services leveraging the relationship with NDITD. 2023-25 expenses are higher due to the Legislative Assembly support for increased IT contract costs, Security Operation Center additional staffing, providing general funds to keep the Connect ND fee at the same rate, and increased salary and benefits of 6% in FY24 and 4% in FY25.
- Shared Campus Services - \$872,181: The appropriation includes \$800,000 from general funds and estimated carryover funds of approximately \$72,181. Approximately \$600,000 is for WICHE & MHEC dues. Funds are also used for Open Educational Resource (OER) development and other shared services.
- Tier II and Tier III Capital Building Fund - \$27.6 million (includes \$3.6M carryover of Tier III funds): Funds will be distributed to the campuses for extraordinary repair, deferred maintenance, and building projects. Institutions must provide one dollar of matching funds for each dollar spent for Tier II and two dollars of matching funds for each dollar spent from Tier III this pool.
- Nursing Education Consortium - \$1,356,000: Supports nursing programs in North Dakota to advance nursing programs at all universities across the state with funding provided for simulator equipment and adequate faculty.
- Dakota Digital Academy - \$500,489: The appropriation includes \$450,000 from general funds and estimated carryover funds of approximately \$50,489 in Federal American Recovery Plan Act (ARPA) funding. Coordinates, expands and enhances educational opportunities in computing and cyber-related sciences throughout NDUS to address anticipated workforce needs in automation, artificial intelligence, identity management and financial tech, among other workforces.
- Economic Diversification Research Grant - \$500,000: Purpose of this grant is to stimulate economic activity across the state through innovation of new technology, concepts, and products to promote job creation and career and wage growth, to enhance health care outcomes, to address loss of revenue and provide experiential learning opportunities for students. The \$500,000 at the System is to be awarded to the nine non-research institutions.

**NORTH DAKOTA UNIVERSITY SYSTEM OFFICE
2023-25 BIENNIAL BUDGET**

					Increase (Decrease) from 2021-23 Expenditures	
	Estimated 2021-23 Expenditures	2023-25 Budget includes estimated carryover	2023-24 Budget	2024-25 Budget	\$ Change from Estimated 2021-23 Expenditures	% Change from Estimated 2021-23 Expenditures
Salary and Fringe Benefits	7,693,581	9,401,392	4,624,186	4,777,207	1,707,812	22.20%
Operations	3,194,837	3,428,553	2,566,757	861,796	233,716	7.32%
Prior Biennium Carry Over	494,759	733,004	550,002	183,002	238,245	48.15%
Total System Governance	11,383,177	13,562,950	7,740,944	5,822,005	2,179,773	19.15%
System Governance Federal Funds	2,807,657	335,171	335,171	-	(2,472,485)	-88.06%
System Governance Special Funds	304,603	184,785	92,237	92,547	(119,818)	-39.34%
System Governance General Funds	8,270,917	13,042,993	7,313,536	5,729,458	4,772,076	57.70%
Student Financial Assistance Grants	24,353,976	30,437,421	15,218,711	15,218,711	6,083,445	24.98%
Scholars Program	1,844,610	2,239,889	1,119,945	1,119,945	395,279	21.43%
ND Indian Scholarship Program	574,269	1,004,151	502,076	502,076	429,882	74.86%
Professional Student Exchange Program	4,032,099	4,876,963	2,438,481	2,438,481	844,863	20.95%
Education Incentive Programs	260,000	260,000	130,000	130,000	-	0.00%
Academic and Technical Education Scholarships	15,178,750	18,677,026	9,338,513	9,338,513	3,498,276	23.05%
Tribal Community College Grants	1,000,000	1,400,000	700,000	700,000	400,000	40.00%
Veterans Assistance Program	277,875	454,875	454,875	-	177,000	63.70%
ND Career Builders - Dual Credit Scholarships*	2,420,463	11,879,537	5,939,768	5,939,768	9,459,074	390.80%
ND Higher Education Challenge Fund	11,150,000	20,000,000	10,000,000	10,000,000	8,850,000	79.37%
Total Student Grants	61,092,042	91,229,862	45,842,368	45,387,493	30,137,819	49.33%
Core Technology Services*	64,158,004	72,006,368	37,847,377	34,158,991	7,848,364	12.23%
EPSCoR	5,685,750	5,685,750	2,842,875	2,842,875	-	0.00%
NASA EPSCoR	342,000	342,000	171,000	171,000	-	0.00%
Student Mental Health	181,440	456,834	228,417	228,417	275,393	151.78%
Shared Campus Services	748,534	872,181	436,090	436,090	123,647	16.52%
Nursing Education Consortium	1,356,000	1,356,000	678,000	678,000	-	0.00%
Dakota Digital Academy	-	500,489	250,245	250,245	500,489	100%
Economic Diversification Research Grants	-	500,000	250,000	250,000	500,000	100%
Capital Assets-Bond Payments	13,329,707	11,197,896	5,598,948	5,598,948	(2,131,811)	-15.99%
Tier II & III Capital Building Fund Pool*	18,777,544	27,557,295	13,778,648	13,778,648	8,779,751	46.76%
Total System Grants & Projects	104,578,979	120,474,812	62,081,599	58,393,213	15,895,833	15.20%
Total Other Appropriation	165,671,022	211,704,674	107,923,967	103,780,706	46,033,652	27.79%
Other Appropriation Federal Funds	207,581	50,489	50,489	-	(157,092)	0.00%
Other Appropriation Special Funds	46,011,573	64,761,991	31,238,559	33,523,432	18,750,418	40.75%
Other Appropriation General Funds	119,451,867	146,892,194	76,634,919	70,257,274	27,440,326	22.97%
Total Appropriation	177,054,198	225,267,624	115,664,912	109,602,712	48,213,425	27.23%
Total Appropriation Federal Funds	3,015,237	385,660	385,660	-	(2,629,577)	-88.1%
Total Appropriation Special Funds	46,316,176	64,946,776	31,330,796	33,615,979	18,630,600	1.4%
Total Appropriation General Funds	127,722,785	159,935,188	83,948,455	75,986,732	32,212,402	25.22%
	177,054,198	225,267,624	115,664,912	109,602,712	50,843,002	26.6%

2023-25 Proposed Campus Assessments

	2021-2023 Estimated Assessments	FY24 Budget	FY25 Budget	2023-25 Budget
Campus Group Billings				
Lightcast Licenses	61,000	30,000	30,000	60,000
Controllers Group- Training	8,512	8,500	8,500	17,000
CUPA HR Subscription	34,166	18,500	18,500	37,000
Title IX Training	-	20,000	20,000	40,000
Total Proposed Assessments	\$ 103,678	\$ 77,000	\$ 77,000	\$ 154,000

SBHE Policy 302.3 requires Budget & Finance Committee approval of proposed campus assessments exceeding \$10,000.

ATTACHMENT 3

Proposed 2023-2025 SBHE Budget					
	Per Diem	Campus Release Funds¹	Travel	Total	
7 SBHE Board Members	\$ 53,956		\$ 42,500	\$	96,456
SBHE Student Member			4,000		4,000
SBHE Staff Advisor		9,000	4,000		13,000
SBHE Faculty Advisor		9,000	4,000		13,000
Total	\$ 53,956	\$ 18,000	\$ 54,500	\$	126,456
Other SBHE Operating Expenses					
Annual Retreat				\$	15,000
Legal Counsel Travel				\$	4,000
SBHE Meeting/Operating Expenses				\$	35,800
Total				\$	181,256

¹Release funds are to cover release time, compensation or other accommodations necessary for time spent on SBHE duties.



Attachment 4: Supplemental Information to NDUSO FY24 & FY25 Annual Budgets

June 15, 2023

600 E Boulevard Department 215
Bismarck, North Dakota 58505-0230
Website: www.ndus.edu

TABLE OF CONTENTS

Student Financial Aid.....	1-10
Challenge Grant Appropriation Allocations.....	11
Outstanding Capital Bond Payments.....	12
Established Program to Stimulate competitive Research (EPSCoR).....	13-17
2023-25 Tier II and Tier III Capital Building Fund Allocations.....	18
2019-21 & 2021-23 Tier II and Tier III Capital Building Fund Carryover.....	19
Nursing Education Consortium.....	20-22
Dakota Digital Academy.....	23-24



Student Financial Assistance Programs

Student Financial Assistance Program (ND State Grant)

- Need-based grant awarded to undergraduate ND resident students with the highest financial need.
- Application is through the Free Application for Federal Student Aid (FAFSA).
- Must attend a qualifying post-secondary North Dakota institution, unless special services or facilities only offered outside of the state are required.
- Awarded for up to the equivalent of 8 fulltime semesters, or the attainment of a 1st bachelor's degree, whichever occurs first.
- Must maintain satisfactory academic progress at enrolling institution to qualify.
- Maximum grant is \$1,100 per semester or \$733 per quarter. Part-time enrolled student may qualify for a pro-rated award amount down to 1/4 time.
- **Average # awarded per year is 6,100.**
- Award formula excludes other state, institutional or private scholarships or grants.
- 2021-23 projected expenditures: \$24.4 million.
- 2023-25 budget request: Maintain the current funding level of \$23,917,306, based on the maximum award amounts noted above.

ND State Grant					
Biennium	General Fund (GF) Appropriation (post-allotment)	Prior Biennium Carryover	Total Available	Actual or Est. GF Expenditures	Actual or Est. Carryover
2007-09	\$ 5,823,497	\$ 364,300	\$ 6,187,797	\$ 5,634,251	\$ 553,546
2009-11	\$ 19,025,594	\$ 553,546	\$ 19,579,140	\$ 17,358,587	\$ 2,220,553
2011-13	\$ 19,025,594	\$ 2,220,553	\$ 21,246,147	\$ 20,097,526	\$ 1,148,621
2013-15	\$ 21,245,679	\$ 1,148,621	\$ 22,394,300	\$ 18,363,111	\$ 4,031,189
2015-17	\$ 23,886,160	\$ 4,031,189	\$ 27,917,349	\$ 22,120,356	\$ 796,993
*2017-19	\$ 21,917,306	\$ 796,993	\$ 22,714,299	\$ 19,720,372	\$ 2,993,927
**2019-21	\$ 23,917,306	\$ 2,993,927	\$ 26,911,233	\$ 23,454,448	\$ 956,785
2021-23	\$ 23,917,306	\$ 956,785	\$ 24,874,091	\$ 24,400,000	\$ 474,091
2023-25	\$ 23,917,306	\$ 474,091	\$ 24,391,397	\$ 24,391,397	\$ -

*2017 Legislative Assembly directed \$5.0 million carryover to be turned-back at end of 2015-17 biennium.

**The Emergency Commission and Legislative Budget Section approved a transfer to \$2.5 million to the ND Academic & CTE Scholarship to cover shortfall in that program in 2019-21 biennium.

North Dakota Scholars Program

- Premier merit-based scholarship providing full regular (basic) undergraduate tuition scholarships to the top-ranked ND resident high school graduates based on national test scores on the ACT or SAT.
- National test must be taken in the junior year of high school, prior to July 1 preceding the start of the senior year in high school.
- Students ranked in the top 95th percentile of all test-takers in the state are considered for the award (215 in top 95th in 2022 cohort).
- Must attend qualifying post-secondary North Dakota institution unless special services or facilities only offered outside of the state are required.
- Awarded for maximum of 8 semesters or the attainment of a bachelor's degree, whichever occurs first.
- Must enroll as a fulltime student (12 credits) and maintain a 3.50 cumulative grade point average for renewal.
- Retention rates from year-to-year are 87%.
- **Current appropriation provides for approximately 30 new awards per year.**
 - The 6-year period through 2014/15 produced an average of 49 new awards per year. The subsequent 6-year average dropped to 31 new awards per year.
 - Beginning in the 2023-25 biennium, current appropriation will only support 28-29 new Scholars per year.
- 2021-23 projected expenditures: \$1.9 million.
- 2023-25 budget request: Maintain the current funding level of \$1,807,115.

ND Scholars Program					
Biennium	General Fund (GF) Appropriation (post-allotment)	Prior Biennium Carryover	Total Available	Actual or Est. GF Expenditures	Actual or Est. Carryover
2007-09	\$ 1,478,566	\$ 185,018	\$ 1,663,584	\$ 1,320,342	\$ 343,242
2009-11	\$ 2,113,584	\$ 343,242	\$ 2,456,826	\$ 2,060,990	\$ 395,836
2011-13	\$ 2,113,584	\$ 395,836	\$ 2,509,420	\$ 2,282,580	\$ 226,840
2013-15	\$ 2,113,584	\$ 226,840	\$ 2,340,424	\$ 2,157,742	\$ 182,682
2015-17	\$ 2,113,584	\$ 182,682	\$ 2,296,266	\$ 2,029,436	\$ 266,830
2017-19	\$ 1,807,115	\$ 266,830	\$ 2,073,945	\$ 1,694,730	\$ 379,215
2019-21	\$ 1,807,115	\$ 379,215	\$ 2,186,330	\$ 1,716,060	\$ 470,270
2021-23	\$ 1,807,115	\$ 470,270	\$ 2,277,385	\$ 1,850,451	\$ 426,934
2023-25	\$ 1,807,115	\$ 426,934	\$ 2,234,049	\$ 1,970,649	\$ 263,400

ND Academic, ND CTE and North Dakota Scholarships

- Merit-based scholarship providing \$750 per semester or \$500 per quarter or clock-hour scholarship to ND resident students for meeting challenging academic and technical criteria in high school
- The new North Dakota scholarship was created by the 2021 Legislative Assembly. Students graduating in 2022, 2023, or 2024 can qualify via the Academic or CTE scholarship requirements, or the new North Dakota scholarship requirements. Starting with the graduating class of 2025, students can only qualify under the new North Dakota Scholarship requirements.
- Awards capped at \$6,000 over a maximum of six years following high school graduation to undergraduate and graduate/professional students.
- Must maintain a 2.75 grade point average and meet degree-progress requirements during post-secondary enrollment.
- Must be enrolled full time as defined by the institution.
- Must attend an accredited public, private or tribal institution of higher education with a physical presence in this state, including accredited private career schools.
- Approximately 23% of high school seniors qualify. High school graduates are anticipated to grow through 2032, peaking at 10,620 graduates (*Western Interstate Commission for Higher Education, Knocking at the College Door, 10th Edition, 2020.*)
- **The 5-year average # awarded per year (unduplicated) is 5,230.**
- \$2.5 million transferred from the need-based state grant program to cover shortfall in 2019-21 biennium. Anticipating \$1 million shortfall in 2023-25 biennium. Pro-rating awards is not provided for in statute.
- 2021-23 projected expenditures: \$15.8 million.
- 2023-25 budget request: \$17,216,749 includes a \$1 million increase to cover anticipated shortfall.

Academic, CTE and ND Scholarships					
Biennium	General Fund (GF) Appropriation (post-allotment)	Prior Biennium Carryover	Total Available	Actual or Est. GF Expenditures	Actual or Est. Carryover
2009-11	\$ 3,000,000	\$ -	\$ 3,000,000	\$ 1,870,896	\$ 1,129,104
2011-13	\$ 10,000,000	\$ 1,129,104	\$ 11,129,104	\$ 6,970,842	\$ 4,158,262
2013-15	\$ 10,000,000	\$ 4,158,262	\$ 14,158,262	\$ 11,182,609	\$ 2,975,653
2015-17	\$ 13,134,096	\$ 2,975,653	\$ 16,109,749	\$ 12,677,219	\$ 3,432,530
2017-19	\$ 12,016,749	\$ 3,432,530	\$ 15,449,279	\$ 14,705,750	\$ 743,529
**2019-21	\$ 12,016,749	\$ 743,529	\$ 12,760,278	\$ 14,838,000	\$ 422,278
2021-23	\$ 16,216,749	\$ 422,278	\$ 16,639,027	\$ 15,932,524	\$ 706,503
2023-25	\$ 16,216,749	\$ 706,503	\$ 16,923,252	\$ 17,509,610	\$ (586,358)

**The Emergency Commission and Legislative Budget Section approved a transfer to \$2.5 million to the ND Academic & CTE Scholarship to cover shortfall in that program in 2019-21 biennium.

North Dakota Indian Scholarship Program

- Provides merit (3.50 GPA or higher) or need-based (2.00-3.49 GPA) scholarships.
- The statutory maximum award is \$2,000 per academic year to eligible ND resident students.
 - FY 22 maximum awards \$1,130 undergraduate and \$2,000 graduate, based on appropriation level and number of qualifying applications.
- Applications submitted annually to the North Dakota University System (NDUS) with a July 15th priority date.
- Completion of the FAFSA required for need-based award determination.
- Undergraduate, graduate, & professional students may qualify.
- May attend any institution of higher learning, or state career and technical education program within this state.
- Must be enrolled full time (undergraduate 12 credits and graduate 9 credits), except for the final term to graduate.
- **5-year average number of awardees through FY22 is 274.**
- 2021-23 projected expenditures: \$.56 million.
- 2023-25 budget request: Maintain the current funding level of \$555,323.

North Dakota Indian Scholarship					
Biennium	General Fund (GF) Appropriation (post-allotment)	Prior Biennium Carryover	Total Available	Actual or Est. GF Expenditures	Actual or Est. Carryover
2007-09	\$ 380,626	\$ 666	\$ 381,292	\$ 380,117	\$ 1,175
2009-11	\$ 381,292	\$ 1,175	\$ 382,467	\$ 382,250	\$ 217
2011-13	\$ 574,267	\$ 217	\$ 574,484	\$ 556,400	\$ 18,084
2013-15	\$ 649,267	\$ 18,084	\$ 667,351	\$ 666,751	\$ 600
2015-17	\$ 649,267	\$ 600	\$ 649,867	\$ 644,056	\$ 5,811
2017-19	\$ 555,323	\$ 5,811	\$ 561,134	\$ 550,006	\$ 11,128
2019-21	\$ 555,323	\$ 11,128	\$ 566,451	\$ 543,354	\$ 23,097
2021-23	\$ 555,323	\$ 23,097	\$ 578,420	\$ 578,420	\$ -
2023-25	\$ 555,323	\$ -	\$ 555,323	\$ 555,323	\$ -

Dual Credit Tuition Scholarship

- This program was created by the 2021 Legislative Assembly. It rewards college students for taking college coursework for credit as a high school student.
- \$1.5 million Bank of ND funds allotted to the program (one-time funding).
- Must have completed at least one dual credit course provided by an NDUS institution while enrolled in ND high school or a ND program of home education.
- Must have completed at least one semester, quarter, or term at an institution of higher education in the state.
- Must be enrolled at a ND state public, private, tribal, or proprietary institution.
- Maximum award \$750
 - o May not exceed 50% of the cost of the dual credit course(s) taken while in high school.
 - o May not exceed tuition and fees for the semester, quarter, or term the scholarship applies.
- Total awards and pending applications to-date are \$1.43 million to 2,668 students (as of 1/17/2023).
- 2021-23 projected expenditures: \$1.5 million.
- 2023-25 budget request: Maintain the current funding level of \$1.5 million.
 - o ND Career Builders funding level not sufficient to support both the DC Tuition Scholarship and ND Career Builders.

Dual Credit Tuition Scholarship (One-Time Funding)

Biennium	General Fund (GF) Appropriation- BND Funds	Prior Biennium Carryover	Total Available	Actual Exp. And Est. New Awards	Actual or Est. Carryover
2021-23	\$ 1,500,000	\$ -	\$ 1,500,000	\$ 1,500,000	\$ -

Skilled Workforce Scholarship and Skilled Workforce Loan Repayment (ND Career Builders)

- Workforce development program designed to attract and retain talent into high-need and emerging occupations in the state.
- \$2.25M scholarship and \$2.25M loan repayment - Bank of ND funds allotted to the program.
- Requires a private sector match dollar-for-dollar to award state funds.
- Eligible recipients may qualify for the scholarship &/or loan repayment, not to exceed a maximum of \$17,000 total (50% private sector funds & 50% state funds)
- Administrative cost allowance provided for marketing (1.5% effective 7/1/21 and 0.05% effective 7/31/23).
- As of 12/22/2022, 269 individuals have been awarded under the program and are either currently working, seeking employment, or enrolled in an eligible program of study.
- Scholarship criteria:
 - Students must be admitted into a qualifying program in the state.
 - Qualifying programs are associate degree or lower credential, including certificates.
 - Requires a cumulative GPA of 2.50 or higher for payment.
 - Student agrees to live in ND and work in a high-need or emerging occupation for 3 years following program completion – Recipient signs a Scholarship Award Agreement.
 - Failing to complete program of study or meet residency/employment guidelines for a minimum of 3 years following program completion will result in student repaying funds to the state.
- Loan Repayment criteria:
 - Applicants hired into a qualifying position in ND within 24 months of application may qualify.
 - Must have an earned degree (any institution) and hold a balance on qualifying student loan(s).
 - Must live in ND and work in ND in a high-need or emerging occupation.
 - Annual award limited to \$5,667, lifetime limit of \$17,000.
 - No repayment provision as recipient earns the award as requirements are met.
- 2021-23 actual expenses and future obligations (state-funded dollars only): \$1.2 million.
- 2023-25 budget request: Maintain the current funding source from the Bank of ND to support workforce development in the state, to include ongoing funding for marketing the program.
 - Assuming a 57% growth rate, estimated combined scholarship and loan repayment balance at the end of the 23-25 biennium is \$5.5 million.

ND Career Builders Scholarship					
Biennium	General Fund (GF) Appropriation-BND Funds	Prior Biennium Carryover	Total Available	Expenses (actual/obligated/new)	Actual or Est. Carryover
2019-21	\$3,000,000	\$-	\$3,000,000	\$194,439	\$2,805,562
2021-23 est.	\$-	\$2,250,000	\$2,250,000	\$708,877	\$1,541,123
2023-25 est.	\$-	\$1,541,123	\$1,541,123	\$1,850,417	\$(309,294)
2025-27 est.	\$-	\$(309,294)			
ND Career Builders Loan Repayment					
Biennium	General Fund (GF) Appropriation-BND Funds	Prior Biennium Carryover	Total Available	Expenses (actual/obligated/new)	Actual or Est. Carryover
2019-21	\$3,000,000	\$-	\$3,000,000	\$27,525	\$2,972,475
2021-23 est.	\$-	\$2,250,000	\$2,250,000	\$295,441	\$1,954,559
2023-25 est.	\$-	\$1,954,559	\$1,954,559	\$1,095,217	\$859,342
2025-27 est.	\$-	\$859,342	\$859,342	\$6,749	\$852,593

²Expenditures reflect only the state funded portion.

³Estimated growth 57%.

Professional Student Exchange Program (PSEP):

- Secures admission opportunities for North Dakota resident students seeking professional training in veterinary medicine, dentistry, or optometry at out-of- state institutions.
 - Western Interstate Commission for Higher Education (WICHE) in the content areas of veterinary medicine, dentistry, and optometry.
 - University of Minnesota in veterinary medicine and dentistry.
 - Iowa State University in veterinary medicine.
 - Kansas State University in veterinary medicine.
- Budgeted new slots per year:
 - Veterinary Medicine (University of MN-2, Iowa State-4, WICHE-1, KSU-5)
 - Optometry (WICHE-8)
 - Dentistry (University of MN-5 and WICHE-2).
- Applications submitted annually to the NDUS by October 15 proceeding the first year of professional studies receive priority consideration.
- Awards support a portion of the student's tuition cost in the professional programs for 4 years.
- 10-year return to ND rates (all sites): Veterinary Medicine 50%; Optometry 45%; Dentistry 52%.
- 2021-23 projected expenditures: \$4.2 million.
- 2023-25 budget request: Maintain current funding level of \$3,699,342.

PSEP					
Biennium	General Fund (GF) & Student Loan Trust Fund Appropriation (post-allotment)	Prior Biennium Carryover	Total Available	Actual or Est. GF Expenditures	Actual or Est. Carryover
2007-09	\$ 2,199,566	\$ 53,564	\$ 2,253,130	\$ 2,008,731	\$ 244,399
2009-11	\$ 2,346,129	\$ 244,399	\$ 2,590,528	\$ 2,147,774	\$ 442,754
2011-13	\$ 2,856,131	\$ 442,754	\$ 3,298,885	\$ 2,647,045	\$ 651,840
2013-15	\$ 3,809,708	\$ 651,840	\$ 4,461,548	\$ 3,910,071	\$ 551,477
2015-17	\$ 3,941,754	\$ 551,477	\$ 4,493,231	\$ 3,719,775	\$ 773,456
2017-19	\$ 3,699,342	\$ 773,456	\$ 4,472,798	\$ 3,439,771	\$ 1,033,027
2019-21	\$ 3,699,342	\$ 1,033,027	\$ 4,732,369	\$ 3,221,991	\$ 1,510,378
2021-23	\$ 3,699,342	\$ 1,510,378	\$ 5,209,720	\$ 4,098,370	\$ 1,111,351
2023-25	\$ 3,699,342	\$ 1,111,351	\$ 4,810,693	\$ 4,806,111	\$ 4,582

Education Incentive Programs

- **Doctoral Graduates Program**
 - UND and NDSU awarded \$130,000 each to promulgate additional doctoral level graduates and doctoral programs within the state.
 - 2023-25 budget request maintains the doctoral program funding of \$260,000.

Program Statistics 2/23/2023	SCHOLARSHIP	LOAN REPAYMENT
# Applicants Awarded & Active	85	86
# Graduated (Scholarship)	117	-
# Lost Eligibility (Loan Repayment)	-	5
# Paid in Full (Loan Repayment)	-	2
# Scholarship Applicants in Repayment (# & \$)	23 in repayment totaling \$89,324; \$33,900 recovered to date	-
Private Sector \$ Received by NDUS (<u>NOT</u> Matched to Students)	\$15,000	\$0
Committed \$ - Private Sector & State Match (Excl. those in scholarship repayment)	\$1,566,280	\$1,358,551
Average Award (Excl. those in scholarship repayment)	\$7,754	\$14,608
# Unique Donors	92	30
Programs Enrolled (Scholarship) (Exclude those in scholarship repayment)	Agriculture or Ag & Technology (Agronomy) (12) Architectural Drafting & Estimating Technology (1) Associate Degree Nurse (1) Auto Body Repair & Refinishing Technology (2) Automotive Technology (5) Building Construction Technology (1) Carpentry Residential (3) Caterpillar Dealer Service (14) CDL (4) Construction Management Technology (1) Culinary Arts (1) Cyber Security & Computer Networks (3) Dental Assisting (1) Diesel Technology (13) Early Childhood Education (1) Electrical Technology (14) EMS-Paramedic EMT Technology (1) Energy Services and Renewable Technician (1) Farm & Ranch Mgmt. / Agribusiness Mgmt. (5) Full Stack Engineering (5) Human Resource & Organizational Leadership (1) Heating, Ventilation & AC/HVAC/R Tech (16) Instrumentation and Control Technology (10) John Deere Ag Tech (5) Land Surveying & Civil Engineering Technology (4) Lineworker (Electrical) (15) Massage Therapy (1) Meat Processing (2) Mechanical Maintenance Technology (6) Medical Billing & Coding (1) Medical Assistant (1) Medical Laboratory Technician (2) Peace Officer (1) Pharmacy Technician (3) Plumbing (2) Power Plant Technology (2) Powersports Technology (1) Practical Nurse/Nursing (9) Precision Machining Technology (1) Process Plant Technology/Process Technology (6) Surgical Technology (3) Web Page Development & Design (1) Welding / Welding Technology (20)	Accountant & Auditor (1) Aircraft Mechanic & Service Technician (1) Bus & Truck Mechanic (1) Cardiovascular Technologist/Technician (2) Career & Tech Ed Teachers (2) Carpenter (1) Childcare Worker (2) Civil Engineer (1) Construction Manager (1) Dental Assistant (1) Diagnostic Medical Sonographer (3) Diesel Technician (1) Electrician (1) Farm Equipment Mechanic & Service Tech (3) Industrial Machinery Mechanic (2) Licensed Practical Nurse (1) Marketing Manager (2) Mechanical Engineer (2) Middle School Teachers (3) Mobile Heavy Equipment Mechanic (6) MRI Technologist (1) Pharmacy Technician (1) Police/Patrol Officer (1) Preschool Teacher (1) Radiologic Technologist (17) Registered Nurse (24) Respiratory Therapist (2) Sales Engineer (1) Secondary School Teacher (1) Teaching Assistant (1) Veterinary Technologist & Technician (1)
-OR- High-Need Occupation Filled (Loan Repayment) (Exclude those who lost eligibility)		

ND Career Builders Private-Sector Contributors
(Donors with funds remitted and/or committed to NDCB)

Aasheim Enterprises, Inc.	Scholarship	Toasted Frog	Scholarship
American Bank Center	Scholarship	True North Equipment	Scholarship
Apex Well Servicing (USA)	Scholarship	TrueNorth Steel	Scholarship
Arthur and Edith Pearson Foundation	Scholarship	Underwood School	Scholarship
BisMan Autoworx	Scholarship	Walsh County Job Development	Scholarship
Blake Marine	Scholarship	Wild Rice Auto Parts	Scholarship
Bosch Lumber Company	Scholarship	Wold Engineering	Scholarship
Brosz Engineering, Inc.	Scholarship	YES LLC, ENETK LLC	Scholarship
Butler Machinery Company	Scholarship	20 Private-Sector Donors - No Release	Scholarship
Carrington Economic Development	Scholarship		
Cavalier Do It Best Lumber	Scholarship	Altru Health System	Loan Repayment
CHS Foundation	Scholarship	Cavalier County Health District	Loan Repayment
Churchill Pharmacy Holding, Inc.	Scholarship	City of Grafton	Loan Repayment
Clark Equipment Company dba Doosan	Scholarship	Executive Air Taxi Corporation	Loan Repayment
Comstock Construction, Inc.	Scholarship	Forward Devils Lake Development Corp.	Loan Repayment
Cottingham Insurance	Scholarship	General Equipment & Supplies, Inc.	Loan Repayment
Crossroads Repair LLC	Scholarship	Golden Valley Veterinary Clinic	Loan Repayment
D & B Motors	Scholarship	Grafton True Value & Lumber	Loan Repayment
Dakota Community Bank & Trust	Scholarship	Heart of America Medical Center	Loan Repayment
Dakota Pharmacy	Scholarship	Houston Engineering, Inc.	Loan Repayment
Dakota Refrigeration	Scholarship	Langdon Community Drug	Loan Repayment
Dale Pahlke	Scholarship	Leading Edge Equipment	Loan Repayment
DMG Inc., dba Malloy Electric	Scholarship	Legacy CPA	Loan Repayment
First Care Health Center	Scholarship	Magnum Electric	Loan Repayment
Fisher Industries	Scholarship	Mowbray & Son Plumbing and Heating,	Loan Repayment
FM Heating and Air, LLC	Scholarship	Nelson County Health System	Loan Repayment
Forward Devils Lake Development	Scholarship	Nelson International dba Nelson Leasing,	Loan Repayment
General Equipment & Supplies	Scholarship	North Valley CTE Technology Center	Loan Repayment
Great River Energy	Scholarship	Pro Mark Services, Inc.	Loan Repayment
Grotberg Electric, Inc.	Scholarship	Rugby Job Development Authority	Loan Repayment
Gusiaas Electric, LLC	Scholarship	Sanford Health – Bismarck	Loan Repayment
H.A. Thompson & Sons	Scholarship	Sanford Health – Fargo	Loan Repayment
Heat Transfer Warehouse	Scholarship	Sanford Medical Center – Fargo	Loan Repayment
Home Heating, Plumbing & AC, Inc.	Scholarship	Stantec Consulting Services, Inc.	Loan Repayment
ICON Architectural Group	Scholarship	True North Equipment	Loan Repayment
Johnston & Sons Electric	Scholarship	Walsh County Job Development	Loan Repayment
Karen Oster-Lloyd Ritchie Memorial	Scholarship	4 Private-Sector Donors – No Release	Loan Repayment
Keller Paving & Landscaping, Inc.	Scholarship		
Korber Medipak Systems NA	Scholarship		
Kountry Kids 4H	Scholarship		
Lake Chevrolet Buick GMC	Scholarship		
Leading Edge Equipment	Scholarship		
LG Homes	Scholarship		
Marathon Petroleum	Scholarship		
Marketplace Motors	Scholarship		
MDU Resources	Scholarship		
Microsoft	Scholarship		
Modern Auto Body	Scholarship		
ND Association of County Engineers	Scholarship		
ND Beef Commission	Scholarship		
ND State Electrical Board	Scholarship		
Nelson County Health System	Scholarship		
NODAK Electric	Scholarship		
North Country Marine	Scholarship		
Otter Tail Power Company Foundation	Scholarship		
Porter Farms	Scholarship		
Sanford Health – Bismarck	Scholarship		
Sanford Health – Jamestown	Scholarship		
Schmitt's Plumbing, Heating &	Scholarship		
Scott's Electric	Scholarship		
Service Tire, Inc.	Scholarship		
Shakti Moon Healing, Wellness, Beauty	Scholarship		
Sheyenne Mechanical	Scholarship		
Titan Machinery	Scholarship		

ND Career Builders - High-Need & Emerging Occupations

The High-Need and Emerging Occupations list is used to determine eligibility for the ND Career Builders Scholarship and Loan Repayment programs. The list is reviewed annually by the ND Workforce Development Council (NDWDC) and Job Service ND (JSND). The occupations listed below were approved by NDWDC and JSND in 2020 through 2022. The occupations approved in these years will be used in determining eligibility for ND Career Builders. Occupations designated with a red asterisk (*) will remain eligible for ND Career Builders consideration at least through June 30, 2023. Questions regarding the program? Contact the NDUS at 701-328-2906 or at ndfinaid@ndus.edu

EDUCATION

- Career/Tech Ed Teachers, Secondary School (2022)
- Elementary School Teachers (2022)
- Health Specialties Teachers, Postsecondary (2022)
- Instructional Coordinators (2022)
- Kindergarten Teachers, Except Special Education (2022)
- Librarians & Media Collections Specialists (2022)
- Middle School Teachers, Except Special & Career/Tech Ed (2022)
- Preschool Teachers, Except Special Education (2022)
- Secondary School Teachers (2022)
- Special Education Teachers (KG, Elementary, Secondary School) (2022)
- Teaching Assistants, Except Postsecondary (2022)

ENGINEERING & ARCHITECTURE

- Civil Engineer (2022)
- Civil Engineering Technologists & Technicians (2022)
- Electrical Engineers (2022)
- Mechanical Engineers (2022)
- Electrical & Electronic Engineering Technician (2020)
- Mining & Geological Engineer (2020)
- Petroleum Engineer (2020)
- Transportation Engineer (2020)

FINANCIAL

- Accountant & Auditor (2022)
- Bookkeeping, Accounting & Auditing Clerks (2022)
- Financial Manager (2022)
- Management Analysts (2022)
- Operations Research Analysts (2022)
- Statisticians (2022)
- Tax Preparers (2022)
- Compensation & Benefits Manager (2020)
- Financial Analyst (2020)
- Personal Financial Advisors (2020)

HEALTHCARE

- Athletic Trainers (2022)
- Cardiovascular Technologist & Technician (2022)
- Clinical Laboratory Technologists & Technicians (2022)
- Dental Assistants (2022)
- Dental Hygienists (2022)
- Diagnostic Medical Sonographer (2022)
- Dietitians and Nutritionists (2022)
- Emergency Medical Technicians & Paramedics (2022)
- Massage Therapists (2022)
- Medical Assistants (2022)
- Nuclear Medicine Technologists (2022)
- Nurse-Licensed Practical & Licensed Vocational Nurses (2022)
- Nurse-Registered Nurses (2022)
- Nursing Assistants (2022)
- Occupational Therapists (2022)
- Occupational Therapy Assistants (2022)
- Ophthalmic Medical Technicians (2022)
- Pharmacy Technicians (2022)
- Phlebotomists (2022)
- Physical Therapy Assistants (2022)
- Psychiatric Aides (2022)
- Radiologic Technologists & Technicians (2022)
- Respiratory Therapists (2022)
- Skincare Specialists (2022)

- Surgical Technologists (2022)
- Veterinary Technologists & Technicians (2022)
- Medical Lab Technologist/Technician (2020)
- MRI Technologist (2020)

INFORMATION TECHNOLOGY

- Computer & Information Systems Managers (2022)
- Computer Network Support Specialists (2022)
- Computer Programmers (2022)
- Computer Systems Analysts (2022)
- Computer User Support Specialists (2022)
- Information Security Analysts (2022)
- Intelligence Analysts (2022)
- Software Developers and Software Quality Assurance Analysts and Testers (2022)
- Telecommunications Equipment Installers & Repairers, Except Line Installers (2022)
- Web Developers & Digital Interface Designers (2022)
- Actuaries (2020)
- Clinical Data Manager (2020)
- Database Administrators (2020)

MANAGEMENT

- Construction Manager (2022)
- General & Operations Manager (2022)
- Industrial Production Manager (2022)
- Medical & Health Services Manager (2022)
- Sales Manager (2022)
- Marketing Manager (2020)

PROFESSIONAL / OTHER

- Compliance Officer (2022)
- Human Resources Manager (2022)
- Human Resources Specialist (2022)
- Market Research Analysts and Marketing Specialist (2022)
- Paralegal and Legal Assistant (2022)
- Public Relations Specialist (2022)
- Training & Development Specialist (2022)
- Soil and Plant Scientist (2020)

SALES

- Securities, Commodities & Financial Services Sales Agents (2022)
- Sales Rep.-Wholesale & Manufacturing of Technical & Scientific Products (2022)
- Sales Engineer (2020)

SKILLED TRADE

- Automotive Service Technicians & Mechanics (2022)
- Butchers & Meatcutters (2022)
- Carpenters (2022)
- Chefs & Head Cooks (2022)
- Crane & Tower Operators (2022)
- Diesel Technician:
 - o Bus & Truck Mechanic and Diesel Engine Specialist (2022)
 - o Farm Equipment Mechanic & Service Technician (2022)
 - o Industrial Machinery Mechanic (2022)

- Electrician (2022)
- Firefighter (2022)
- Hairdresser, Hairstylist & Cosmetologists (2022)
- Heating, Air Conditioning & Refrigeration Mechanics, and Installers (HVAC) (2022)
- Machinist (2022)
- Plumber, Pipefitter and Steamfitter (2022)
- Power Plant Operator (2022)
- Precision Agriculture Technician (2022)
- Welder, Cutter, Solderer & Brazer (2022)
- Wind Turbine Service Technician (2022)
- Aircraft Mechanic & Service Technician (2020)
- Bus & Truck Mechanic (2020)
- Construction Building Inspector (2020)
- Electrical Powerline Installer & Repairer (2020)
- Environmental Scientist & Specialist (2020)
- Gas Plant Operator (2020)
- Maintenance & Repair Worker (2020)
- Mobile Heavy Equipment Mechanic (2020)
- Petroleum Pump System Operator, Refinery Operator & Gauger (2020)

SOCIAL SERVICES

- Child, Family & School Social Worker (2022)
- Childcare Worker (2022)
- Community & Social Service Specialist (2022)
- Educational, Guidance & Career Counselors & Advisors (2022)
- Healthcare Social Workers (2022)
- Marriage & Family Therapists (2022)
- Mental Health & Substance Abuse Social Worker (2022)
- Police & Sheriff Patrol Officers (2022)
- Social & Community Service Manager (2022)
- Social & Human Service Assistant (2022)
- Substance Abuse, Behavioral Disorder & Mental Health Counselor (2022)

TRANSPORTATION

- Commercial Pilots (2022)
- Heavy & Tractor-Trailer Truck Drivers (2022)

Updated 8.23.202

Challenge Grant Summary		
	2021-23 Appropriation	2023-25 Appropriation
BSC	\$950,000	\$1,700,000
DCB	350,000	600,000
DSU	700,000	1,100,000
MaSU	700,000	1,100,000
MiSU	950,000	1,700,000
NDSU	1,700,000	2,700,000
NDSU-SBARE		2,200,000
UND	1,700,000	2,700,000
* UND School of Law	250,000	
NDSCS	950,000	1,700,000
LRSC	350,000	600,000
VCSU	700,000	1,100,000
WSC	350,000	600,000
UND SMHS	1,500,000	2,200,000
Grand Total	\$11,150,000	\$20,000,000

* *UND School of Law - \$250,000 included with UND.*

Summary of Outstanding Bond Indebtedness Issued by ND Building Authority for North Dakota University System

Projects Funded	Bond Issue	Bond Maturity Date	Outstanding Principal June 30, 2023	Debt Service General Fund Payment 2023-25	Debt Service Special Fund Payment 2023-25	Debt Service Energy Savings Payment 2023-25
Authorized in 2005*	2005 Series A/2017 Series A	12/1/2023	\$1,183,045	\$975,396	\$0	\$207,649
University of North Dakota Energy Conservation Projects (\$2,331,554)						
North Dakota State University - Hazardous material handling and storage facility (\$3,500,000)						
North Dakota State College of Science - Electrical Distribution (\$736,000)						
Dickinson State University - Murphy Hall (\$4,100,557)						
Minot State University - Bottineau - Thatcher Hall addition (\$2,500,000)						
Authorized in 2019**	2020 Series A	12/1/2040	\$83,175,000	\$10,222,500	\$3,823,875	\$0
Dickinson State University - Pulver Hall (\$4,000,000)						
North Dakota State University - Dunbar Hall (\$40,000,000)						
University of North Dakota - Gamble Hall (\$6,000,000)						
University of North Dakota - Deferred Maintenance (\$30,000,000) - Special Fund						
Valley City State University - Communication & Fine Arts Building (\$30,000,000)						
Total			\$84,358,045	\$11,197,896	\$3,823,875	\$207,649

*The bonds authorized in 2005 included several other State Agencies and NDSU Research Centers the dollars identified in outstanding principle June 30, 2023, debt service general fund payment 2023-25, debt service special fund payment 2023-25, and debt service energy savings payment 2023-25 are the amounts for NDUS institutions only.

**The bonds authorized in 2019 are obligated by the bond agreement to remain until a minimum date of 12/1/2030. Payoff of general fund portion of this bond at 12/1/2030 will be \$55,150,000

State Office Annual Report

FY22

ND EPSCoR State Office
Highlights

Scan the QR code to view the
entire FY 2022 Annual Report
from the ND EPSCoR State Office!



PARTICIPATING
INSTITUTIONS

11

NATURE
COMPONENTS

4

STEM AT HOME
VIDEOS

18

SUNDAY ACADEMY
PARTICIPANTS

221

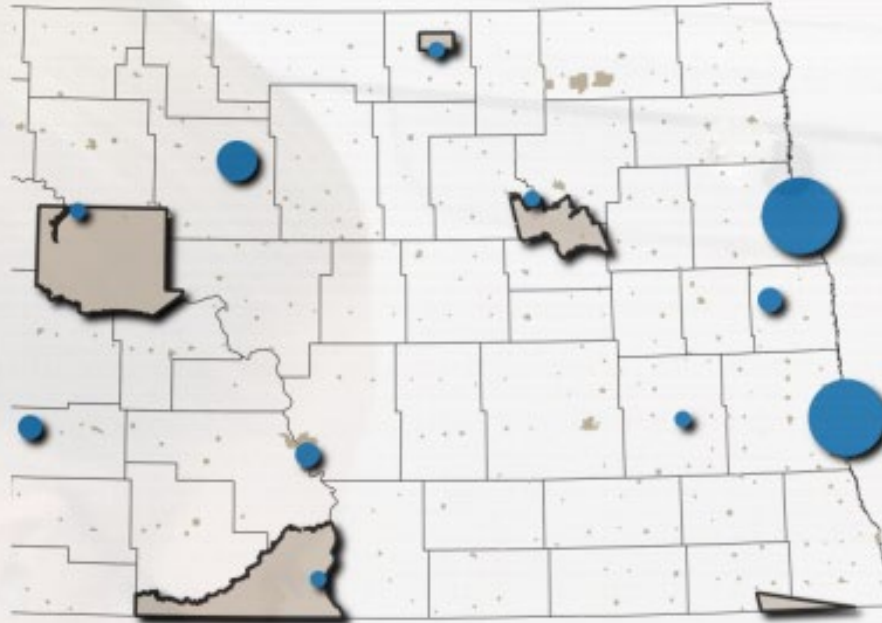
STEM LESSON
PLAN DOWNLOADS

72

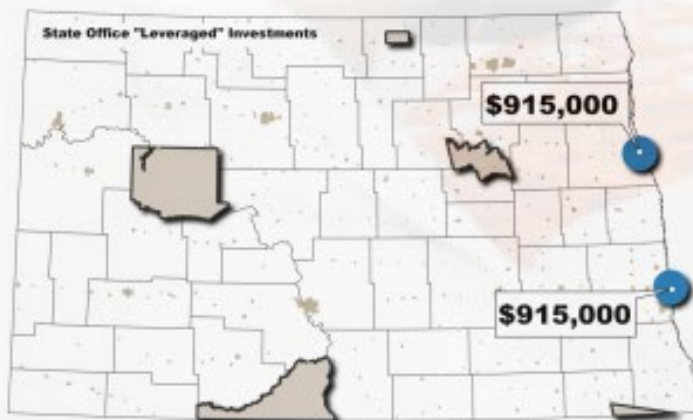
Financial Maps

State Office Funding 2019 - 2021 RFP

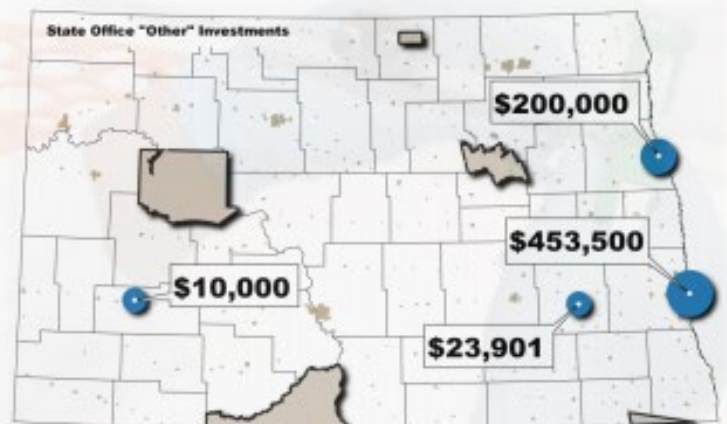
ND EPSCoR SO Funding 2019-2021 RFP



Leveraged Investments



Other Investments



Program Highlights

STTAR: Students in Technology Transfer and Research

In FY22, there were 26 STTAR interns at 12 different ND companies. STTAR provides upper-division students in STEM with an opportunity to use their academic training and experience to address challenging science and technology-based problems faced by ND companies. The STTAR program has steadily grown to include companies from the central and western regions of the state.



Partnership with North Dakota's Gateway to Science



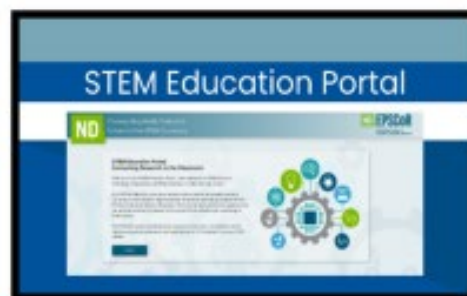
Under a Master Agreement first signed in FY21, the State Office continues to partner with North Dakota's Gateway to Science in providing informal and engaging STEM activities for underrepresented and underserved K-12 students. In FY22, the State Office provided funds for materials and equipment purchases which enhanced STEMzones and led to the development of innovative activities on laparoscopy, mechanical physics, structural engineering, and simple machinery.

NATURE: Nurturing American Tribal Undergraduate Research and Education

NATURE is a long-standing State Office program focused on engaging and encouraging American Indian students in STEM activities. The State Office partners with the tribal colleges and universities in ND to provide pathways for American Indian students into the STEM ecosystem (education and career).

K-12 Education

The State Office continues to make progress in partnering with institutions and organizations to support K-12 programming. Efforts in FY22 included the expansion of digital resources like STEM at Home and the STEM Education Portal.



ND EPSCoR

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FY22 ND EPSCoR Annual Report Executive Summary (ES)

The North Dakota Established Program to Stimulate Competitive Research (ND EPSCoR) State Office (SO) operations and programming activities are funded by state appropriated dollars (via the North Dakota University System [NDUS]). Reporting to the NDUS Chancellor, the SO develops, implements, funds, and manages several statewide programs and activities and administers several federal awards in support of its mission to broaden and diversify ND's STEM workforce pathways, support and grow statewide STEM research capacity and competitiveness, and inform and communicate science to ND stakeholders (see Section I for the structure of the SO, Section II for FY22 SO programs and activities, and Section III for FY22 SO budget and expenditure details).

During FY22, the ND EPSCoR SO budgeted the \$2,842,875 it received from the NDUS into 26 projects across three broad activity pools (Table ES-1):

1. **Programmatic** - funds education, outreach, broadening participation, research, communicating science to the public, workforce development programs, and other activities (see Sections II and III for additional details);
2. **Administrative Services** - costs associated with operating the SO, overseeing programmatic programs and activities, and administering competitive federal awards (see Section II for additional details); and
3. **Leveraged** - provides STEM capacity-building investments at the two research universities (RUs – NDSU and UND [see Appendices A and B, respectively, for additional details]).

Table ES-1. FY22 ND EPSCoR State Office Budgets, Expenditures, Encumbrances, and Rollover (Remaining) Funds.

Activity Pool	Budget	%	Expenditures	Encumbrances	Rollover
Programmatic	\$1,806,242	63.5%	\$664,546	\$761,143	\$380,523
Administrative Services	\$406,633	14.3%	\$250,729	\$0	\$155,904
Leveraged	\$630,000	22.2%	\$299,238	\$330,762	\$0
TOTAL	\$2,842,875	100.0%	\$1,214,514	\$1,091,905	\$536,457

The FY22 programmatic budget (the SO's largest activity pool) contained six budget categories of STEM support. Those categories are identified further detailed in Section II of this annual report.

At the end of each fiscal year (June 30), the combined rollover dollars (programmatic and administrative services pools) are used to fund a next fiscal year competitive statewide request for proposals (RFPs) program designed to build STEM research capacity, education (both formal and informal), and outreach. The rollover (\$536,457) from FY 22 is the smallest dollar amount since the SO was established. This is to be expected as the SO builds to a fully-staffed office with full programming.

Personnel at all 11 ND EPSCoR participating institutions (two research universities - RUs [North Dakota State University and the University of North Dakota]; one master's college/university - MCU [Minot State University]; three primarily undergraduate institutions - PUIs [Dickinson State University, Mayville State University, and Valley City State University]; and five tribal colleges/universities - TCUs [Cankdeska Cikana Community College, Nueta Hidatsa Sahnish College, Sitting Bull College, Turtle Mountain Community College, and United Tribes Technical College]) are eligible to compete for these funds. The ND EPSCoR State Office's mission is to support efforts of participating institutions of higher education across the state that result in increased STEM capacity and competitiveness.

With the exception of two TCUs, where the same faculty member submitted multiple proposals in a single year, 100% of the proposals from the MCU, PUIs, and TCUs have been funded since this program began in Fall 2019. The distribution of funds in FY22 was: NDSU – 35.41%, UND – 36.64%, TCUs – 10.86%, MCU – 9.41%, and PUIs – 7.67%. Appendix D contains fact sheets for each participating campus and in total since 2019. The years indicated in the fact sheets correlate to the fiscal year of the budgeted funds and not the fiscal year of RFP awards made. Year 2021 was an exception. In addition to the \$672,988 of rollover dollars from fiscal year 2021 (awards made in fiscal year 2022), the SO invested reserve funds from past fiscal years to aid institutions in engaging in research, education, and outreach activities during COVID. The reserve funds came mainly from fiscal years 2018/2019 during which time the SO was brand new and still coming up to full staffing and programming.

FY22 National Aeronautics and Space Administration (NASA) EPSCoR activities:

NDSU NASA EPSCoR. During FY22, the NDUS provided \$171,000 to UND for ND National Aeronautics and Space Administration (NASA) EPSCoR activities. The SO administers the NDSU NASA EPSCoR activities and received one-half of appropriated dollars (\$85,500) via a subaward from UND. These funds are used to provide match funding to NDSU faculty on NASA EPSCoR Cooperative Agreement Notices (CAN, including Rapid Response Research [R3]) and Research Infrastructure Development (RID) awards, which are administered by ND NASA EPSCoR at UND. In the event that these dollars are not used to match NASA EPSCoR CAN or RID awards during a fiscal year, they are made available through supplemental project RFPs to NDSU faculty that provide seed funding for contributing and promoting the development of research infrastructure in support of NASA's mission, improving the state's NASA-related capabilities, developing partnerships with NASA, and contributing to the NASA-related education or economic development of the state. During FY22, the NDSU NASA EPSCoR funds were pledged to NDSU faculty.

Final 2023-25 HB1003 Capital Building Fund										
Tier I 1:1 match or 2:1 match; Tier II 1:1 match; Tier III 2:1 match - No Tuition Component										
Total Capital Fund = \$84.0 million										
Tier I - Extraordinary Repairs							Tier III - Capital Building Fund			Totals
Institution	Base Funding Formula allocated to Extraordinary Repairs (General Funds)	2 for 1 Institution Match (Special Funds)	Tier I Appropriation & Required Match	\$10M SIIF Funds	Institution Match at 1 to 1 * (Special Funds)	Tier II Totals	Capital Building Fund (\$9M SIIF)	2 for 1 Match *	Tier III Totals	
BSC	417,673	417,673	835,346	638,540	638,540	1,277,080	500,000	1,000,000	1,500,000	3,612,426
DCB	114,007	114,007	228,014	159,096	159,096	318,192	500,000	1,000,000	1,500,000	2,046,206
LRSC	155,367	155,367	310,734	266,062	266,062	532,124	500,000	0	500,000	1,342,858
NDSCS	1,012,379	1,012,379	2,024,758	751,042	751,042	1,502,084	500,000	1,000,000	1,500,000	5,026,842
WSC	197,801	197,801	395,602	206,920	206,920	413,840	500,000	1,000,000	1,500,000	2,309,442
DSU	409,078	409,078	818,156	403,293	403,293	806,586	500,000	1,000,000	1,500,000	3,124,742
MASU	358,992	358,992	717,984	360,044	0	360,044	500,000	0	500,000	1,578,028
MISU	899,620	899,620	1,799,240	859,202	859,202	1,718,404	500,000	1,000,000	1,500,000	5,017,644
VCSU	408,319	408,319	816,638	463,705	463,705	927,410	500,000	1,000,000	1,500,000	3,244,048
NDSU	2,732,244	5,464,488	8,196,732	4,349,394	4,349,394	8,698,788	2,250,000	4,500,000	6,750,000	23,645,520
UND	4,411,566	8,823,132	13,234,698	6,542,702	6,542,702	13,085,404	2,250,000	4,500,000	6,750,000	33,070,102
TOTAL	11,117,046	18,260,856	29,377,902	15,000,000	14,639,956	29,639,956	9,000,000	16,000,000	25,000,000	84,017,858

*2023 Session HB1003 section 40 exempts the matching requirements in chapter 15-54.1 for the following project use:

Lake Region State College wind turbine gearbox replacement and parking lot repairs	2021-23 Tier III	500,000
	2023-25 Tier III	500,000
Williston State College medical health care building	2021-23 Tier II/III	637,947
Mayville State University old main renovation	2019-21 Tier II/III	610,029
	2021-23 Tier II/III	740,029
	2023-25 Tier II/III	860,044
Valley City State University McCarthy hall renovation	2019-21 Tier III	415,945
	2021-23 Tier II/III	609,137
Dakota College at Bottineau old main renovation	2019-21 Tier III	500,000
	2021-23 Tier III	500,000

2019-21 Capital Building Fund Carryover to 2023-25			
Institution	Tier II	Tier III	Total Remaining
MaSU	\$240,029	500,000	740,029
VCSU	-	415,945	415,945
TOTAL	\$240,029	\$915,945	\$1,155,974

2021-23 Capital Building Fund Carryover to 2023-25			
Institution	Tier II	Tier III	Total Remaining
LRSC	\$177,375	\$0	\$177,375
WSC	\$137,947	500,000	\$637,947
MaSU	240,029	500,000	\$740,029
NDSCS		236,833	\$236,833
VCSU	109,137	500,000	\$609,137
TOTAL	\$664,488	\$1,736,833	\$2,401,321

Nursing Simulation:

Simulation has become an integral part of nursing education and can realistically replicate the clinical environment. It provides strong learning experiences in a safe learning environment that can be translated to clinical practice.

Nursing students who participate in simulated learning experiences tend to make less mistakes in clinical practice and more fully develop essential critical thinking and clinical decision-making skills that improve patient care outcomes.

Nationally, patients are requiring a higher level of care due to increasingly complex healthcare needs. Simulation supports student learning in a safe environment that facilitates development of clinical judgment skills prior to engaging in direct care experiences.

Simulated experiences range from practicing “people skills”, like communication techniques, through low-fidelity case studies or interviews to more technical simulation experiences geared to improve technical skill development like cardiac assessments, and IV placement. Higher-fidelity simulation ties communication, technical, and clinical judgment skills together by using interactive mannequins that “live, breathe and respond” to students’ actions as they deliver comprehensive care.

Simulation education costs have greatly increased in the past 10 years. While \$100,000 may have been sufficient to set up a basic simulation lab 10 years ago, current costs have escalated to where the purchase of one interactive mannequin can currently exceed \$75,000. Computer software, mannequins, equipment, and supplies (gloves, catheters, IV pumps, etc.) are examples of direct costs associated with simulated learning experiences. Indirect costs include equipment warranties, repairs, and maintenance. Additionally, financial support for employment of simulation operation specialists and faculty development are needed to improve to quality and integration of simulation education.

The Nursing Education Consortium (NEC) funding is vital in supporting ongoing simulation education for nursing students in all public and private nursing programs in the state of North Dakota. However, the currently allotted funds typically cover less than half of the total simulation costs in each institution. Increased financial support through NEC funding would allow nursing programs to better prepare students for practice as well as decrease the demand for clinical placements in our healthcare agencies.

Overview:

Collectively, the NEC supported nursing programs noted below currently enroll 1405 undergraduate nursing students. These programs offer an average of 15 (11-21) simulations per program. It is estimated that one, high-fidelity simulation experience can cost the programs between \$480 to \$1174 to run or about \$212 per student/simulation. Every program would like to increase the number of simulated experiences they are able to offer. Currently the programs replace about 11-25% of direct patient care hours with simulated experiences. However, increasing these simulated hours across all programs would help alleviate some of the strain on clinical sites and preceptors and potentially allow undergraduate nursing programs to grow their enrollments. Current research suggests that programs could consistently replace up to 25% of direct patient hours with simulation and continue to graduate well-prepared nurses who can immediately step into practice and serve our communities. Additional NEC funding is needed to support nursing programs’ growth.

Estimated Nursing Simulation Costs

	Total number of UG nursing students/ program	Total number of simulations/ program	Percent of clinical hours using simulation in place of direct patient care	Estimated cost of one high-fidelity simulation experience	Estimated cost of one simulation per student
Bismarck State College	92	19	25%		\$50.00 \$200.00 for satellite sites
Dakota College at Bottineau	72	16	5%		\$100
Dickinson State University	82	10-15	15%	\$480-560	\$125
LRSC	81	46	25%	\$480-520	\$145
Mayville State University	44	2			\$122
Minot State University	96	21	20%	\$1000	\$250
NDSCS	125	10-12	12%	\$700-1000	\$213
NDSU-Fargo	256	14		\$1174	\$293
NDSU-Bismarck	160	17		\$1174	\$293
U of Mary	141	11	13%	\$1062	\$398
UND	256	14	11%	\$1058	\$264

Graduate nursing costs are not included in this overview. Family Nurse Practitioner and Nurse Anesthesia students are also using increasing simulation time in their programs.

Nursing Education Consortium

2021-23 Biennial Budget

Prepared by the North Dakota University System Office

7/1/2021

Each school receiving \$12,500 base each FY

Enrollment & Financial Summary

Program/School	# of students in each Program				TOTAL	% of Enrollment Total	TOTAL AWARD AMOUNT \$ 1,356,000		
	Undergrad		Grad	Less ADN to BSN			Base amount of		
	PN	RN	CRNA				\$25k allocation	To each campus	New Totals
Bismarck State*	55	32	0	0	87	4.5383%	\$ 25,000.00	\$ 46,174.90	\$ 71,174.90
Bottineau*	49	41	0	0	90	4.6948%	\$ 25,000.00	\$ 47,767.14	\$ 72,767.14
Dickinson State	76	46	0	0	122	6.3641%	\$ 25,000.00	\$ 64,751.01	\$ 89,751.01
Jamestown	0	62	0	0	62	3.2342%	\$ 25,000.00	\$ 32,906.25	\$ 57,906.25
Lake Region*	61	43	0	0	104	5.4251%	\$ 25,000.00	\$ 55,197.58	\$ 80,197.58
Minot State	0	145	0	(12)	133	6.9379%	\$ 25,000.00	\$ 70,589.21	\$ 95,589.21
NDSCS	109	24	0	0	133	6.9379%	\$ 25,000.00	\$ 70,589.21	\$ 95,589.21
NDSU	0	640	0	(41)	599	31.2467%	\$ 25,000.00	\$ 317,916.83	\$ 342,916.83
Sitting Bull College	13	0	0	0	13	0.6781%	\$ 25,000.00	\$ 6,899.70	\$ 31,899.70
U Mary	0	246	0	(83)	163	8.5029%	\$ 25,000.00	\$ 86,511.59	\$ 111,511.59
UND	0	333	54	(30)	357	18.6228%	\$ 25,000.00	\$ 189,476.31	\$ 214,476.31
Williston*	33	21	0	0	54	2.8169%	\$ 25,000.00	\$ 28,660.28	\$ 53,660.28
Mayville State University					0		\$ 25,000.00	\$ -	\$ 25,000.00
TOTAL	396	1633	54	(166)	1917	100.0000%	\$ 325,000.00	\$ 1,017,440.00	\$ 1,342,440.00
Administration Fee							1%		\$ 13,560.00
Award TOTAL									\$ 1,356,000.00

Dakota Digital Academy

- I. Purpose: The Dakota Digital Academy is the NDUS answer to the rapid digitization of society, with accelerated **speed** of response while achieving **scale** and statewide **scope**.
- II. Strategic Objectives:
 1. Academic development
 - a. certificate and course development
 - b. alignment of teaching resources with identified gaps
 - c. cross institution collaboration
 - d. K-12 support
 2. Integration/collaboration with industry to address workforce shortages
 - a. Workforce advisory committee
 - Focus on priorities
 - Internships
 - Apprenticeships
 - projects
 - b. Web portal
 - Course offerings
 - Job openings
 3. Discourse, Awareness
 - a. Social/ethical/legal – all things related to the social science aspects in a digital world
 - b. Dakota Digital Review (DDR), along with public talks and forums, will help elevate discussions and debates about digitization, facilitating far better preparation of government and business and of voters to make crucial decisions about our future
 - c. Non-credit delivery of programming (i.e., digital hygiene for senior citizens, digital programming for 4-H youth groups, etc.).
- III. The Way Ahead for the DDA: **Objectives for the next 12 months**
 1. **SBHE Goal #2: Responsive** – Provide access to DDA programs and courses that people want, where and when they need them
 - a. Sponsor Cybercon 2022 conference hosted by BSC
 - b. Work with NDSU Extension Service to create content and citizen-based community events
 - Lessons that can be used with youth in our state. This is the audience that could reach the largest number.
 - Offer train-the-trainer for staff on topics to teach youth.
 - Short videos to share on our YouTube channel and social media for adult audiences
 - c. Develop an OER-based 1-credit gen ed course
 - d. Workforce Advisory Committee
 - Plan and execute quarterly WAC meetings
 - Work to identify and expand Workforce Advisory Council membership
 - Identify and fill internships, apprenticeships, or projects where ND businesses need help and match students to those experiences
 - Review existing certificates and evaluate gaps to be filled

- e. Set up an October retreat in Minot with the NITC campuses to discuss collaboration opportunities
 - f. Continue to work with campuses to advance certificates offered by institutions
 - g. Continue to advance articulation agreements
2. SBHE Goal #3: Student success – **prepare** students for success
- a. Follow up on the grant-funded courses; obtain quantitative and qualitative results and write quarterly summary report until all grants are completed and reported out
 - b. Develop four recruitment videos that promote cybersecurity, computer networking, modern computing technologies, and mobile app development
3. SBHE Goal #4: Unified system - maximize the strengths of the unified system
- a. Dakota Digital Discussions
 - Sept: Nick Datzov, UND Law
 - Oct: Mark Mills, tech pundit
 - Nov: Zahid Anwar, NDSU Prof of Cybersecurity
 - Dec: Marcus Fries, DSU Chair of Math & Comp Sci
 - b. Identify and secure sponsors/donors
 - c. Dakota Digital Review
 - Fall edition
 - Spring edition
 - Spring second edition