DARING TO BE GREAT
THE NDUS EDGE
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<td>North Dakota State College of Science</td>
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<td>27-28</td>
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<td>29-30</td>
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<td>Minot State University</td>
<td>31-32</td>
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<tr>
<td>Dakota College at Bottineau</td>
<td>33-34</td>
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<tr>
<td>North Dakota State University</td>
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</table>
NDUS COLLEGES & LOCATIONS

COMMUNITY COLLEGES
Bismarck State College
Dakota College at Bottineau
Lake Region State College
North Dakota State College of Science
Williston State College

REGIONAL STATE UNIVERSITIES
Dickinson State University
Mayville State University
Minot State University (Master's)
Valley City State University

RESEARCH UNIVERSITIES
North Dakota State University
University of North Dakota
FINANCIAL SNAPSHOT

2014-2015 ANNUAL BUDGET

OTHER CURRENT FUNDS 31.2%
TUITION 21.9%
GRANTS AND CONTRACTS 15.1%
STATE GENERAL FUND 31.8%
SYSTEM SUPPORT & MANAGEMENT 33%
INSTRUCTIONAL AND ACADEMIC SUPPORT 67%

SALARY EXPENDITURES
FY 2013 State and Tuition Salary Expenditures by Function:
Instruction and Academic Support 67% All Other Support (e.g. student, institutional, plant, etc) 33%
2009 - 2014 TUITION INCREASE COMPARISON
College Board

U. S. AVERAGE 17.0%

ND 7.2%

2014-15 ACADEMIC YEAR
NORTH DAKOTA TUITION & FEES VS. REGIONAL AVERAGES

North Dakota 2-Year College: $4,210
Regional 2-Year College: $3,635
North Dakota 4-Year College: $5,874
Regional 4-Year College: $6,649
North Dakota Master’s Average: $6,226
Regional Master’s Average: $7,169
North Dakota Doctoral Average: $7,781
Regional Doctoral Average: $8,527

Per changes made, 2014-15, regional comparisons include public institutions in AZ, CO, ID, MN, MT, NV, NM, OR, SD, UT, WA and WY.
### ENROLLMENT TRENDS

Source(s): Fall Enrollment Reports; Headcount as of Fall term census

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
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<td>4,109</td>
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<td>DCB</td>
<td>637</td>
<td>655</td>
<td>748</td>
<td>863</td>
<td>812</td>
<td>774</td>
<td>793</td>
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<tr>
<td>LRSC</td>
<td>1,520</td>
<td>1,657</td>
<td>1,702</td>
<td>1,913</td>
<td>2,056</td>
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<td>NDSCS</td>
<td>2,417</td>
<td>2,545</td>
<td>2,651</td>
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<td>932</td>
<td>993</td>
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<td>909</td>
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<td>DSU</td>
<td>2,670</td>
<td>2,730</td>
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<td>2,346</td>
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<td>MaSU</td>
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<td>887</td>
<td>982</td>
<td>970</td>
<td>1,020</td>
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<td>VCSU</td>
<td>982</td>
<td>1,019</td>
<td>1,083</td>
<td>1,285</td>
<td>1,384</td>
<td>1,362</td>
<td>1,366</td>
<td>1,378</td>
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<tr>
<td>NDSU</td>
<td>12,527</td>
<td>13,229</td>
<td>14,189</td>
<td>14,407</td>
<td>14,399</td>
<td>14,443</td>
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<tr>
<td>UND</td>
<td>12,559</td>
<td>12,748</td>
<td>13,172</td>
<td>14,194</td>
<td>14,697</td>
<td>15,250</td>
<td>15,143</td>
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<td>NDUS</td>
<td>41,827</td>
<td>43,442</td>
<td>45,817</td>
<td>48,120</td>
<td>48,833</td>
<td>48,203</td>
<td>48,015</td>
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### DISTANCE LEARNING

Source(s): Fall 2014 Enrollment Report

Definition: E-delivery courses include Interactive Video Network (IVN), synchronous and anynchronous internet, and combination courses with include at least 50% of course offered via one of these means. Distance Education courses include all E-delivery courses, off-campus face to face courses, and correspondence courses.

Note: On-campus students are included to clarify that E-learning and Distance Ed courses are also taken by On-Campus student residents.

<table>
<thead>
<tr>
<th></th>
<th>Students taking ONLY DE courses</th>
<th>On-Campus students taking at least one Distance Ed courses</th>
<th>On-Campus students taking ONLY Traditional (face-to-face) courses only</th>
<th>Total On-Campus Students</th>
<th>Total Students</th>
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<td>310</td>
<td>173</td>
<td>270</td>
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<td>260</td>
<td>180</td>
<td>440</td>
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<td>NDSCS</td>
<td>1,424</td>
<td>432</td>
<td>1,177</td>
<td>1,609</td>
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<td>WSC</td>
<td>413</td>
<td>286</td>
<td>184</td>
<td>470</td>
<td>883</td>
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<tr>
<td>DSU</td>
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<td>326</td>
<td>829</td>
<td>1,155</td>
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<tr>
<td>MaSU</td>
<td>455</td>
<td>190</td>
<td>436</td>
<td>626</td>
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<td>10,535</td>
<td>25,059</td>
<td>35,594</td>
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<td>NDUS Percentage</td>
<td>25.3%</td>
<td>22.1%</td>
<td>52.6%</td>
<td>74.7%</td>
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### Total Campuses & SMHS

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<td>2013-15 Base General Funds</td>
<td>$563,008,935</td>
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<tr>
<td>2015-17 House Increase</td>
<td>$26,000,883</td>
<td>$84,765,495</td>
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<td>2015-17 Total Engrossed HB1003</td>
<td>$589,009,818</td>
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<tr>
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### NDUS Office

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<td>2015-17 House Increase</td>
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<td>$29,931,500</td>
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<td>2015-17 Total Engrossed HB1003</td>
<td>$129,319,701</td>
<td>$29,931,500</td>
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### Forest Service

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<td>2013-15 Base General Funds</td>
<td>$4,701,189</td>
<td>-</td>
<td>$4,701,189</td>
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<tr>
<td>2015-17 House Increase</td>
<td>$282,020</td>
<td>-</td>
<td>$282,020</td>
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<tr>
<td>2015-17 Total Engrossed HB1003</td>
<td>$4,983,209</td>
<td>-</td>
<td>$4,983,209</td>
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<tr>
<td>SBHE Request</td>
<td>$5,647,010</td>
<td>-</td>
<td>$5,647,010</td>
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### Total Campuses, SMHS, NDUS Office and Forest Service

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<th>Base</th>
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<th>Total</th>
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<td>2013-15 Base General Funds</td>
<td>$679,271,847</td>
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<td>$679,271,847</td>
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<td>2015-17 House Increase</td>
<td>$44,040,881</td>
<td>$114,696,995</td>
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<td>2015-17 Total Engrossed HB1003</td>
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<td>$114,696,995</td>
<td>$838,009,723</td>
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<tr>
<td>SBHE Request</td>
<td>$816,300,615</td>
<td>$352,576,698</td>
<td>$1,168,877,313</td>
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SYSTEM PRIORITIES

- Student Safety/Security
- Student Success
- Capital Requests and Deferred Maintenance
- Affordability
- Funding Formula Support
- Workforce Needs

HIGHER EDUCATION FUNDING FORMULA

Each piece is important to the future success of our system.
The Board’s five-year plan is based on the formula.
We appreciate the House Appropriations Committee’s actions supporting increased funding for needs-based and merit-based student aid, campus security, special assessments payoff and IT investments that increase security, enhance efficiency and promote student success.

The North Dakota University System is a vital player in the state’s economy. Our institutions produce graduates and train workers for North Dakota jobs, while attracting millions of dollars in external funding to the state. In order to continue that success now and in the future, we ask the Legislature to consider the following changes to Engrossed HB1003:

1. Support the higher education funding formula as originally introduced by Gov. Dalrymple, so that it can work as designed to retain students. The State Board of Higher Education’s 2015-2020 strategic plan is based on the continuation of this formula.

2. Use the inflation factor within the formula to fund compensation increases for NDUS employees and utility cost increases similar to other state entities.

3. At minimum, fund the following:
   a. Capital projects identified with high-priority Flood, Life/Safety issues and critical deferred maintenance needs, such as:
      - VCSU Fine Arts Bldg., including demolition of Foss and McCarthy  $26M
      - VCSU Heating Plant Replacement  $14M
      - NDSU Dunbar Hall II, including demolition of Dunbar  $46M
      - DCB Nelson Science Center Renovation  $1M
      - UND Aircraft Parking Area Repair and Reconstruction  $16M
      - BSC Major Infrastructure Replacement  $2M
      - NDSCS Campus Water, Sewer Infrastructure Replacement  $13M
      - LRSC Switchgear, Electrical Service, and Window Replacement  $2M
      - WSC Workforce Training parking lot shortfall  $1.2M
      - DCB Thatcher Hall Mechanical Upgrade & Water Heater Replacement shortfall  $66K
   b. Extraordinary repairs increase of $6.4 million so additional deferred maintenance issues can be minimized.
   c. Authorize $44.8 million in non-state-funded projects for completion in 15-17 biennium.

4. Eliminate proposal to create a duplicative system for workforce education. This already exists in collaborative career and technical education programs and TrainND in which NDUS participates.

5. Ensure continued governance and management flexibility for the State Board of Higher Education and NDUS, by retaining responsibility for the following, permitting the SBHE to properly carry out its constitutional responsibilities:
   a. Current budget practices;
   b. Authority over locally funded capital projects and employee approval; and
   c. Authority to set tuition and fees, as has been done for most of the past 100 years.
# SBHE REQUEST TO SENATE APPROPRIATIONS

1. Support higher education funding formula, which is included in the Executive Recommendation.

<table>
<thead>
<tr>
<th>Executive Recommendation</th>
<th>Engrossed HB 1003</th>
<th>SBHE Request to Senate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Formula ($10.2 M adjustment for #1 (a-d):</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. Weighting factor for basic skills credits – 2.3</td>
<td>1.0</td>
<td>2.3</td>
</tr>
<tr>
<td>b. Institutional size factor if square feed divided by weight credit hours is 5.0 or greater – 1.8</td>
<td>1.7</td>
<td>1.8</td>
</tr>
<tr>
<td>c. Credit completion factors (various)</td>
<td>1.75, 1.35, 1.15, 1.10, 1.0</td>
<td>1.0, 1.05, &lt;50,000 = 2.0</td>
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<tr>
<td>Applied to weighted credit hours</td>
<td></td>
<td></td>
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<tr>
<td>d. Tier calculation</td>
<td>Average of tier</td>
<td>Average of top two highest in tier</td>
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</table>

2. Continue current $2.5 M base funding for MiSU

3. Security funding increase for 24/7 coverage ($2.4 M)

4. Tuition freeze for 2-year campuses ($2.8 M)

3. At minimum, fund the following capital needs:

### STATE-FUNDED MAJOR CAPITAL PROJECTS

**FLOOD**
- VCSU Fine Arts Bldg, including demolition of Foss and McCarthy
- $25,850,000

**LIFE/SAFETY**
- VCSU Heating Plant Replacement
- $14,289,000
- NDSU Dunbar Hall II, including demolition of Dunbar
- $45,900,000
- DCB Nelson Science Center Renovation
- $1,098,789
- UND Aircraft Parking Area Repair and Reconstruction
- $16,000,000

**DEFERRED MAINTENANCE**
- BSC Major Infrastructure Replacement
- $1,575,000
- NDSCS Campus Water, Sewer Infrastructure Replacement
- $13,298,000
- LRSC Switchgear, Electrical Service, and Window Replacement
- $1,648,423

**OTHER NEEDS**
- WSC Workforce Training parking shortfall
- $1,200,000
- DCB Thatcher Hall Mechanical Upgrade & Water Heater Replacement shortfall
- $65,994
b. EXTRA-ORDINARY REPAIRS

<table>
<thead>
<tr>
<th>Project Description</th>
<th>BSC</th>
<th>LRSC</th>
<th>WSC</th>
<th>UND</th>
<th>NDSU</th>
<th>NDSCS</th>
<th>DSU</th>
<th>MaSU</th>
<th>MiSU</th>
<th>VCSU</th>
<th>DCB</th>
<th>Forest Service</th>
<th>USD Office Pool</th>
<th>Net Requested Change</th>
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<tbody>
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<td></td>
<td>$417,673</td>
<td>$155,367</td>
<td>$197,601</td>
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<td>$2,732,244</td>
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<td>$899,620</td>
<td>$408,319</td>
<td>$114,007</td>
<td>$44,962</td>
<td>($11,162,008)</td>
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<td></td>
<td>$219,002</td>
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<td>$194,957</td>
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<td>$503,247</td>
<td>$145,685</td>
<td>$57,005</td>
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<td>$6,446,971</td>
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<td>$636,675</td>
<td>$296,983</td>
<td>$392,758</td>
<td>$6,683,338</td>
<td>$4,461,355</td>
<td>$1,597,488</td>
<td>$809,741</td>
<td>$513,486</td>
<td>$1,402,867</td>
<td>$554,004</td>
<td>$171,062</td>
<td>$89,222</td>
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4. Restoration of $2 million in current BASE funding to system governance line item.

c. NON-STATE FUNDED PROJECTS

<table>
<thead>
<tr>
<th>Project Description</th>
<th>BSC</th>
<th>LRSC</th>
<th>WSC</th>
<th>UND</th>
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<th>NDSCS</th>
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<th>MiSU</th>
<th>VCSU</th>
<th>DCB</th>
<th>Forest Service</th>
<th>USD Office Pool</th>
<th>Net Requested Change</th>
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<tbody>
<tr>
<td>BSC Student Union Lower Level renovation (Local funds)</td>
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<td></td>
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<tr>
<td>UND Student Engagement Projects ($1.5 M Challenge grant; $4.5 M Private funds)</td>
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<td>$600,000</td>
<td>$6,000,000</td>
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<td>NDSU Aquatic Center expansion ($10 M Revenue bonds; $1 M local funds)</td>
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<td></td>
<td>$11,000,000</td>
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<td>NDSU Minard Hall of Mediation Settlement (Insurance proceeds, legal settlements, possible deficiency appropriation &amp; other available funds)</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>-</td>
<td>600,000</td>
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<tr>
<td>VCSU Health, Wellness &amp; Physical Ed Facility (Private/local funds)</td>
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<td></td>
<td></td>
<td>Private/Local</td>
<td>16,000,000</td>
</tr>
<tr>
<td>DCB Dormitory upgrades/remodeling (Local funds)</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
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<td>3,784,076</td>
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<td>DCB Health &amp; Wellness Facility (Private/local funds)</td>
<td></td>
<td></td>
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<td>6,864,118</td>
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<tr>
<td>ADDITIONS, not requested or included in Exec. Rec.</td>
<td></td>
<td></td>
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<tr>
<td>WSC Teton “Marsh” Wetland</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Private</td>
<td>1,500,000</td>
</tr>
<tr>
<td>WSC Stevens Hall 2nd floor renovation</td>
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<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td>Private</td>
<td>400,000</td>
</tr>
<tr>
<td>WSC Frontier Hall repair</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td>Local</td>
<td>400,000</td>
</tr>
<tr>
<td>WSC Crighton Hall renovation</td>
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<tr>
<td>UND EERC Fuel Storage Facility</td>
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<td></td>
<td></td>
<td>Federal</td>
<td>700,000</td>
</tr>
<tr>
<td>NDSU Lot R Phase II reconstruction</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td>Local</td>
<td>1,600,000</td>
</tr>
<tr>
<td>NDSU AR Lot reconstruction</td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Local</td>
<td>550,000</td>
</tr>
<tr>
<td>NDSU Memorial Union Dining expansion</td>
<td></td>
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<td></td>
<td></td>
<td>Local</td>
<td>1,450,000</td>
</tr>
<tr>
<td>NDSU RDC Kitchen renovation &amp; roof</td>
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<td></td>
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<td></td>
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<td></td>
<td>Local</td>
<td>2,000,000</td>
</tr>
<tr>
<td>NDSU Reed Hall Low Rise Lav Phase V</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Local</td>
<td>1,300,000</td>
</tr>
<tr>
<td>NDSU health plan partial boiler tube replace</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td>Local $200,000 / state extra-ord $200,000</td>
<td>400,000</td>
</tr>
<tr>
<td>DSU Woods Hall, Miller Apts, Altriger Apts, Bosch Apts addressed in HB1139</td>
<td></td>
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</table>

4. Restoration of $2 million in current BASE funding to system governance line item.
### NDUS Office & SBHE Operating

<table>
<thead>
<tr>
<th></th>
<th>Base</th>
<th>One-time</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-15 Base General Funds</td>
<td>$12,377,806</td>
<td>-</td>
<td>$12,377,806</td>
</tr>
<tr>
<td>2015-17 House Decrease</td>
<td>($4,826,031)</td>
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<td>($4,826,031)</td>
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<tr>
<td>2015-17 Total Engrossed HB1003</td>
<td>$7,551,775</td>
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<tr>
<td>SBHE Request</td>
<td>$14,350,835</td>
<td>$60,775</td>
<td>$14,411,610</td>
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### Core Technology Services (CTS)

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<th>Total</th>
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<td>2013-15 Base General Funds</td>
<td>$38,123,114</td>
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<td>$38,123,114</td>
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<tr>
<td>2015-17 House Increase</td>
<td>$4,569,480</td>
<td>$2,821,500</td>
<td>$7,390,980</td>
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<tr>
<td>2015-17 Total Engrossed HB1003</td>
<td>$42,692,594</td>
<td>$2,821,500</td>
<td>$45,514,094</td>
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<tr>
<td>SBHE Request</td>
<td>$45,589,671</td>
<td>$4,076,500</td>
<td>$49,666,171</td>
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### Student Aid Programs

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<tr>
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<th>Total</th>
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<tbody>
<tr>
<td>2013-15 Base General Funds</td>
<td>$42,492,238</td>
<td>-</td>
<td>$42,492,238</td>
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<tr>
<td>2015-17 House Increase</td>
<td>$8,886,250</td>
<td>-</td>
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<tr>
<td>2015-17 Total Engrossed HB1003</td>
<td>$51,378,488</td>
<td>-</td>
<td>$51,378,488</td>
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<tr>
<td>SBHE Request</td>
<td>$51,378,238</td>
<td>-</td>
<td>$51,378,238</td>
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</tbody>
</table>

### Other pass-through funds, NDUS pools and initiatives

(Includes Capital bond payments, EPSCoR, Student mental health, 2-yr campus marketing, Challenge Grant, Campus security & deferred maintenance pools, Open Educational Resources Initiative)

<table>
<thead>
<tr>
<th></th>
<th>Base</th>
<th>One-time</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-15 Base General Funds</td>
<td>$18,568,565</td>
<td>-</td>
<td>$18,568,565</td>
</tr>
<tr>
<td>2015-17 House Increase</td>
<td>$9,128,279</td>
<td>$27,110,000</td>
<td>$36,238,279</td>
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<tr>
<td>2015-17 Total Engrossed HB1003</td>
<td>$27,696,844</td>
<td>$27,110,000</td>
<td>$54,806,844</td>
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<td>SBHE Request</td>
<td>$22,431,676</td>
<td>$33,870,000</td>
<td>$56,301,676</td>
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### Total NDUS Office

<table>
<thead>
<tr>
<th></th>
<th>Base</th>
<th>One-time</th>
<th>Total</th>
</tr>
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<tbody>
<tr>
<td>2013-15 Base General Funds</td>
<td>$111,561,723</td>
<td>-</td>
<td>$111,561,723</td>
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<tr>
<td>2015-17 House Increase</td>
<td>$17,757,978</td>
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<td>2015-17 Total Engrossed HB1003</td>
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<td>$29,931,500</td>
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<tr>
<td>SBHE Request</td>
<td>$133,758,420</td>
<td>$38,007,275</td>
<td>$171,765,695</td>
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</table>
The NDUS System Office provides services for the State Board of Higher Education, the Chancellor and all 11 institutions in the university system; their students, faculty and staff and their related entities.

The System Office consists of the following departments:

- **Academic and Student Affairs** – oversees all academic and student affairs functions including program approval, transfer and articulation, tenure, distance education, authorization of out-of-state institutions, career-technical/P-20 interface, student health, open educational resources.
- **Administrative Affairs** – develops policies and coordinates services for financial, capital planning, budgeting, financial reporting, human resources, state financial aid programs and other administrative functions.
- **Chancellor** – provides advisory and administrative services for the Board and the 11 institutions in the system as well as interfaces with all NDUS stakeholders, including state and federal officials, accrediting agencies, business and community leaders, media and the public.
- **Core Technology Services** – provides secure information management and technology services to NDUS students, faculty, staff and state residents.
- **Internal Audit** – provides objective assessments and consulting aimed at improving the overall effectiveness and efficiencies of NDUS operations.
- **Institutional Research** – provides official and consistent data in a timely manner to help assess the accomplishment of NDUS’ goals and objectives.
- **Legal** – provides legal advice to the Board, Chancellor, the System Office, CTS and the 11 institutions in the university system.
- **Strategic Engagement** – provides strategic planning and communications services for the Board, the Chancellor and the institutions in the university system. Oversees and implements marketing, public relations, media relations and communications efforts.

Accomplishments

- Helped Board and NDUS research, develop, launch, communicate and implement its new strategic plan, the **NDUS Edge**.
- Coordinated two presidential searches, an interim chancellor search and launched the current chancellor search and a new presidential search.
- Launched rigorous and systematic review to update and streamline policies and procedures.
- Worked with Higher Learning Commission on successful site visit and review of Board and NDUS policies and procedures.
- Completed primary phases of systemwide master plan. Used as a basis to prioritize Board’s budget request.
- Integrated all NDUS attorneys into a system-wide “law firm” with more than a century of professional legal experience focused on higher education.
- Awarded more than $20 million in grant funds to students and institutions.
- Completed new IT office building, bringing 100 staff in Grand Forks under the same roof.
- Became second state in the country to become member of State Authorization Reciprocity Agreement through MHEC.
- Beefed up IT security through intrusion detection and threat prevention.
- Coordinated development of a new admissions index, aimed at increasing retention and graduation rates.
Mission:
A national research university that engages in the creation of new knowledge and which fosters scholarship and creative activity, the University of North Dakota maintains its original mission in liberal arts, business, education, law, medicine, engineering and mines; and has also developed special missions in nursing, fine arts, aerospace, energy, and international studies. UND provides a wide range of challenging academic programs for undergraduate, professional and graduate students through the doctoral level. The University encourages students to make informed choices, to communicate effectively, to be intellectually curious and creative, to commit themselves to lifelong learning and the service of others, and to share responsibility both for their own communities and the world.

Degree-Seeking Student Headcount Fall 2014: 14,906
FTE Students Fall 2014: 12,420
North Dakota Residents Fall 2014
Undergraduate: 4,629  Graduate: 1,587  Total: 6,216
Graduation Rate (150%) 2010 Freshman Cohort: IPEDS*: 55%  SAM**: 70%
Retention: 2013: 75%  2014: 80%

Signature Programs:
- Comprehensive Energy Engineering, including the Energy & Environmental Research Center
- Chemical, Civil, Electrical, Geological, Mechanical and Petroleum Engineering
- Aviation, Aerospace, and Unmanned Aircraft Systems
- Medicine, Rural Health, Nursing, and Allied Healthcare programs
- Law
- Music and Performing Arts

<table>
<thead>
<tr>
<th>UND</th>
<th>Base</th>
<th>One-time</th>
<th>Total</th>
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</thead>
<tbody>
<tr>
<td>2013-15 Base General Funds</td>
<td>$154,094,574</td>
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<td>$154,094,574</td>
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<tr>
<td>2015-17 House Increase</td>
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<td>$69,904,275</td>
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<td>2015-17 Total Engrossed HB1003</td>
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<th>SMHS</th>
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<th>Total</th>
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<td>2015-17 Total Engrossed HB1003</td>
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<td>$73,400,602</td>
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</table>

* Integrated Postsecondary Education Data System  
** Student Assessment Measure
• Fisheries and Wildlife
• Educational Leadership
• Contemporary Social Sciences issues related to North Dakota economies
• Doctorate in Nursing Practice; Advanced Practice Nursing
• Doctorate in Physical Therapy
• School of Entrepreneurship

Collaborative Programs:
• Masters of Public Health with North Dakota State University
• Launch Program with Lake Region State College
• Health Care with Williston State College
• MBA Bridge to Master’s Degree with DSU, MaSU, and VCSU
• Behavioral Science collaborations between departments and units within the University

Competitive Position (Regional/National):
• Top 100 Public Schools, U.S. News & World Report
• Top 200 National Universities, U.S. News & World Report
• 337 Best Colleges, Princeton Review
• Best National Universities, Washington Monthly
• America's Best Colleges, Forbes
• Top 25 Universities based on student rankings, RateMyProfessors.com
• One of the 322 Greenest Schools in the nation, Princeton Review
• Named the nation’s 3rd Healthiest College, Greatist.com (2012)
• Ranked #1 in the Top 20 Fittest Colleges, MSN’s fitbie.com
• Military Friendly School since 2010, GI Jobs and Military Advanced Education magazines
• Ranked 2nd in the nation for rural medicine, U.S. News & World Report
• Top 100 Programs for nursing anesthesia, occupational therapy, physical therapy, primary care medicine and social work, U.S. News & World Report
• Top 30 Best Online Colleges, TheBestSchools.org (2014)
• One of the Top 100 Undergraduate and Graduate Degree Producers for Minorities (American Indian students) in the nation, Diverse Issues in Higher Education magazine
• Ranked #1 in the nation for percentage of medical students going into family medicine, American Academy of Family Physicians
• UND Law School ranked #138 in the nation, 2016 U.S. News & World Report Best Graduate Schools

Efficiency Gains:
One-Stop is a collaborative initiative with the Registrar’s Office, Parking Services, Student Account Services, and Student Financial Aid. One-Stop is a reallocation of four FTEs, or $177,000 in salary, to combine the most widely used services by prospective and current students into one convenient location in the Memorial Union. One-Stop is able to assist students without requiring visits to multiple offices and removes most customer service items from offices that have a primary focus on processing. One-Stop tracks and shares all student questions to evaluate trends of where students need more information, provides an avenue for outreach to all incoming freshmen to ensure a positive transition to UND, and provides weekly communications to over 14,000 current students. Instead of referring students back to different offices, the student can talk with One-Stop directly regarding any of the items. Ninety-three percent of students surveyed stated that One-Stop provided them with exceptional service, and 94 percent of students surveyed stated that the One-Stop advisor was able to answer their questions.

The University of North Dakota received a national award in October 2014 from the Central Association of College and Business Officers (CACUBO) for successfully implementing paperless accounts payable. Previously, more than 200 campus departments completed over 65,000 paper vouchers annually. The paper vouchers were sent to a central location, audited centrally, and keyed individually. This resulted in 67 banker boxes of payment documents annually, which had to be retained for 10 years. Now, UND Accounting Services staff scan invoices at their central location or receive electronic invoices. All scans are converted to a digital file and routed via electronic workflow. The average turnaround from receipt of invoice to payment has gone from a minimum of five days to minutes. A department can view their payment in the workflow.
(Efficiency Gains Continued)

process at any time, and the central Accounting Services office can monitor payments. The efficiency did not decrease direct costs; those dollars are now being spent on providing the campus with an extremely efficient and effective service. The benefits include more efficient and accurate bill payments, reduced paper use, lower storage costs, more accessible records for departments and external auditors, secure data storage, and more satisfied departments and vendors. This successful has launched similar paperless processes in Student Account Services, Parking, Transportation, and Student Financial Aid.

Academic advisors, faculty, staff and students now have access to CourseLeaf Academic Catalog Management Software, which was implemented for the 2014-2015 academic catalog. The online catalog provides an electronic, searchable, easy-to-use format to ensure that the academic requirements and policies of the institution are easily accessible by all. The electronic version of the academic catalog has provided cost recovery of $50,000 from printing out thousands of pages of paper academic catalogs not only in dollars but also for the environment. It is updated and released annually, providing more current information to students when program curriculums change, which allowed UND to revise when the catalog would be released.

Strengths, Challenges, Needs and Priorities:

Strengths-
• Strong student services
• Emphasis on liberal arts as a foundation for the professions
• Health and Wellness
• Quality and dedication of faculty
• Quality and dedication of staff
• High percentage of students who are academically prepared
• Extraordinary support and dedication of alumni and friends

Challenges-
• Reductions in the federal budget for research funding
• Increased costs in construction and other sectors related to North Dakota’s changing economy
• Ever increasing and changing regulatory requirements
• Demographics related to location
• Enhancing recruitment and retention of highly qualified faculty and staff

Needs-
• Infrastructure funding
• Deferred maintenance and building infrastructure upgrades
• Classroom upgrades and improved technology support
• Renovation funding
• Balancing access and affordability with adequacy of resources to support delivery of high quality/high value programs
• Identifying and funding high-priority academic initiative aligned with state and regional needs and opportunities
• Aligning admissions and financial aid with academic capacity and strength
• Enhancing recruitment and retention of highly qualified faculty and staff
• Increasing undergraduate and graduate student success
• Building research, innovation, and economic capacity
Priorities-
- Strategic renovations in support of the academic mission
- Recruiting students who are academically prepared for the rigorous environment of a research university
- Forging even better relationships with the business sector
- Forging even better relationships with Preschool-12 education
- Continuous programmatic improvements
- Operationalizing the five priority areas identified in the Exceptional UND strategic visioning initiative

Joel Brown, Watford City, N.D., was one of the first students to graduate from the Petroleum Engineering program at the University of North Dakota, part of the College of Engineering and Mines’ Institute for Energy Studies (IES). “I knew when I went to college that I wanted to come back to the oilfields someday, but there wasn’t a Petroleum Engineering program around here. When I found out UND was going to offer Petroleum Engineering, I hopped right on it because I love North Dakota, I loved being this close to home, I love the state pride of just being from North Dakota and the idea of being the first class of petroleum engineers to graduate from UND,” Brown said. “Some focus more on the technical part of the job and the engineering, but getting students out in the field is so important to your future success in the industry,” Brown said, “That’s what I think is really cool about UND. They did that. And we as students jumped at the chance to do it.”
Mission:
The mission of Mayville State University is to educate and guide students, as individuals, so that they may realize their full career potential and enhance their lives. We do this in an environment that reflects our tradition of personal service, commitment to innovative technology-enriched education and dynamic learning relationships with community, employers and society.

Degree-Seeking Student Headcount Fall 2014: 1,081

FTE Students Fall 2014: 798

North Dakota Residents Fall 2014
Undergraduate: 665   Graduate: 19   Total: 684

Graduation Rate: IPEDS: 36%   SAM: 57%   Retention: 56%

Signature Programs:
• Teacher Education, early childhood-HS prep; Special Ed
• Business Admin. - Bachelor of Science; Bachelor of Applied Science
• Fitness and Wellness, Sports Management; RN to BSN
• Larson Leadership
• Early Head Start - Child Care Partnership Project

Collaborative Programs:
• Nursing collaboration at Mayville with Dakota Nursing Program (LRSC) and articulation agreements with North Dakota State College of Science and the Dakota Nursing Program (LRSC) for the new RN to BSN Program.
• Satellite distance sites at Lake Region State College, Williston State College, North Dakota State College of Science and Bismarck State College
• Heart of the Valley IT Consortium - 25 K-12 schools/50 communities

Competitive Position (Regional/National):
• Affordability
• Personal service approach; opportunity for student participation
• Distance/online options (Best Online Bachelor’s Program, U.S. News & World Report)
• Advanced technology and ubiquitous computer system
• Formal leadership program for all students
• Targeted academic niches
Mandy Haug, West Fargo, N.D., is a practicing nurse enrolled in Mayville State’s new RN to BSN online nursing program. “Having the opportunity to earn a my Bachelor of Science degree in nursing is extremely important to me. Obtaining a BSN degree will result in better patient outcomes for those in my care. After graduating, I hope to work toward earning a Doctor of Nursing degree, and after getting the proper certification, practice as a nurse practitioner.”

Efficiency Gains:
Mayville State has seen a 13% FTE increase since 2008; four times higher than any other campus in the system, and a 37% increase in total enrollment.

Over 22% of our total budget comes from federal grant writing.

New coal-powered heating plant saves approximately $500,000 per year in fuel expense.

Eliminated 43,000 sq. ft. of old, inefficient space.

Reduced deferred maintenance by 66.7%.

MSU has taken the initiative to build a strong foundation in early childhood education programs that continue to meet the varying needs across the state of North Dakota. MSU’s model of comprehensive services provides a unique practicum, student teaching, and internship environment for students preparing to enter the workforce. These programs have been built on federal grants totaling over $20 million.

Strengths, Challenges, Needs and Priorities:

Strengths-
• 99% successful student placement over the past 10 years
• 78% of non-teaching graduates found employment in North Dakota over the past five years
• 80% of teacher education graduates found employment in North Dakota over the past five years
• Private giving has increased by 22% over 2013-14
• Affordability
• Personal service
• Access to non-traditional degree programs
• Strong community and alumni support
• Willingness to collaborate with any campus or entity
• Service to at-risk students
• Flexibility in responding to new needs

Challenges-
• Deferred maintenance
• Providing programs for a changing society
• Preparing high-risk students
• Faculty and staff salaries
• Rapid student growth
• Bonding authority

Priorities-
• Facility upgrades
• Faculty and staff salaries
• Scholarships
• Student housing
• Serving the new needs of the region

Needs-
• Residence hall space
• Upgrade of facilities
• Additional academic space for fastest growing programs.
• Additional student financial assistance and scholarships (annual and endowed)
• Improvements in campus security for students and employees
• Support staff to address student mental health issues
Mission:
Valley City State University is a public, regional university offering exceptional programs in an active, learner-centered community that promotes meaningful scholarship, ethical service, and the skilled use of technology. As an important knowledge resource, the University offers programs and outreach that enrich the quality of life in North Dakota and beyond. Through flexible, accessible, and innovative baccalaureate and master’s programs, VCSU prepares students to succeed as educators, leaders, and engaged citizens in an increasingly complex and diverse society.

Degree-Seeking Student Headcount Fall 2014: 1378

FTE Students Fall 2014: 990

North Dakota Residents Fall 2014
Undergraduate: 757  Graduate: 86  Total: 843

Graduation Rate: IPEDS: 46%  SAM: 62%  Retention: 2013: 64%  2014: 70%

Signature Programs:
- Education programs
- Completely online Master of Education degree
- Fisheries and Wildlife Science
- Athletic Training
- Software Engineering
- Great Plains STEM Education Center
- Prairie Waters Education and Research Center

Collaborative Programs:
- Partnership with Dakota College at Bottineau for student residency, fisheries and wildlife science program
- Bridges Program with Dakota College at Bottineau
- Dakota College at Bottineau delivers developmental courses needed by some VCSU students
- Human development and family science/elementary education program for North Dakota State University students
- Partnership with North Dakota State University and Minnesota State University Moorhead funded by Bush Foundation grant to prepare more effective teachers
- Articulation agreements with several Wyoming community colleges
Tarah Cleveland, a VCSU sophomore majoring in software engineering, visited Microsoft headquarters in Redmond, Wash., as part of her summer 2014 internship on Microsoft’s Dynamics User Experience Research Team in Fargo. The internship was “a great opportunity to put all of my research as well as my communication skills to the test,” said Cleveland, who worked on developing software user personas. “It was a great chance to spend a summer gaining real job experience at a highly successful company.”

Competitive Position (Regional/National):
- Ranked #2 among Top Public Regional Colleges in the Midwest in the 2015 edition of U.S. News Best Colleges, ranked #1 or #2 each of last 6 years
- A U.S. News “Best College” for 17 consecutive years
- Online M.Ed. ranked 42nd among 234 programs, online Bachelor’s ranked 138th of 278 in 2014, U.S. News Best Online Programs
- M.Ed. technology concentrations ranked #6 in TopMastersInEducation.com’s 2014-15 “Best Value” rankings for online Master’s in Educational Technology degree programs
- Online bachelor’s program ranked #7 in College Choice’s 2015 rankings of Most Affordable Online Colleges for Bachelor’s Degrees

Efficiency Gains:
Targeted efforts by VCSU’s Student Affairs and Housing staff have increased residence hall occupancy rates by more than 17 percent in two years. A housing retention plan developed in fall 2013 included increased programming in the halls, a designated signing week for returning students, and a mailing campaign to parents to share the benefits of on-campus living and inform them of the housing process and deadlines. The housing plan was augmented for spring 2015 with an early-decision campaign for incoming students. In addition to the revenue boost the university enjoys from increased hall occupancy rates, students benefit from greater engagement in the campus community, which increases the likelihood of persistence through graduation.

Strengths, Challenges, Needs and Priorities:
Strengths-
- People: energetic students and dedicated faculty and staff
- Personable, collegial environment
- Technology in teaching: laptop campus, teaching academy
- Dynamic programs and expanding market reach
- Historic, picturesque campus and strong relationship with community
- Long-term history of fiscal responsibility and unqualified audits

Challenges-
- Oldest average-aged buildings of NDUS campuses with related significant, large deferred maintenance needs
- Expanding student market to regional population centers
- Turnover in faculty and staff positions
- Social, commercial and wellness infrastructure in community lacking for our growing campus population needs
- Permanent flood control infrastructure
- New Heat Plant
- New Communication and Fine Arts Building
- Facility for HPE growth

Priorities-
- Physical plant improvement
- Faculty and staff wages
- Strategic growth
- Retention
### Mission:
The North Dakota State College of Science is a comprehensive, associate degree-granting college founded on a tradition of quality and integrity. We deliver learner-focused education through a unique and evolving collegiate experience. Using innovative delivery strategies, NDSCS anticipates and responds to statewide and regional workforce needs by providing access to occupational/technical programs, transfer programs, and workforce training.

### Degree-Seeking Student Headcount Fall 2014:
3,033 (1,398 - Wahpeton, 214 - Fargo)

### FTE Students Fall 2014:
2,272

### North Dakota Residents Undergraduate/Total Fall 2014:
2,131
- 70.3% are from ND, from 50 different counties

### Graduation Rate (150%) 2010 Freshman Cohort:
- IPEDS: 47%
- SAM: 58%

### Retention:
- 2012: 63%
- 2013: 71%

### Signature Programs:
- Diesel Technology
- Manufacturing Technology
- Allied Health
- Agriculture/Farm Management

### Collaborative Programs:
- NDSCS/North Dakota State University Pathway Program
- Tri-college Collaboration
- ND Space Grant Consortium
- TrainND

### Competitive Position (Regional/National):
- Lumina Foundation recognized NDSCS in 2012 as one of the top 10% producing two-year colleges in the country
- Third among the nations’ two-year colleges in 2013, Washington Monthly
- Sixth best college in 2014 among large two-year public institutions for college graduation rates, Chronicle of Higher Education
- 2014 College & Career Readiness Award from ACT, Inc., in the career preparedness category

### Financial Summary:

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Brooke, a recent NDSCS grad from the Diesel Technology program, enjoys hands-on learning in this high-demand program. “You can get a job basically anywhere! People are begging you to work for them.”

**Efficiency Gains:**
NDSCS and North Dakota State University are collaborating on “back office payroll” project where NDSU will assume back office payroll processing for NDSCS. To-date, NDSU is processing benefit enrollments in PeopleSoft, premium catch-ups, and adjustments; NDSU is doing vendor balancing and online payments, processing payroll reconciliations at the end of each pay period, and processing all garnishments.

For NDSCS, this re-deployment of a payroll person allows the college to handle needed responsibilities and take advantage of expertise without having to hire an additional person. This includes having customer service for employee payroll questions, having an ACA Compliance and subject matter expert, Flex administration, compensation/classification/annual budgeting employee salaries and benefits, and employee salary comparison to market by category for annual salary increases.

**Strengths, Challenges, Needs and Priorities:**

**Strengths-**
- Student Success – retention, graduation and placement rates
- Business/Industry partnerships

**Challenges-**
- Awareness – broadcasting student success stories, educating young people, their parents, high school personnel and other key stakeholders of the true value of an Associate Degree, and the viable career paths that exist today right here in North Dakota.
Mission:
We enhance lives and community vitality through quality education.

Degree-Seeking Student Headcount Fall 2014: 1,988
FTE Students Fall 2014: 978
North Dakota Residents Undergraduate/Total Fall 2014: 1,685
Graduation Rate: IPEDS: 40%  SAM: 57%  Retention: 52%

Signature Programs:
• FiTT (Fitness Trainer Tech), accredited by ACSM
• Nursing
• Peace Officer Training
• Precision Agriculture
• Simulator Maintenance Technician
• Wind Energy Technician

Collaborative Programs:
• Speech Language Pathology Assistant
• Business Administration
• LAUNCH!
• Dakota Nursing Program

Competitive Position (Regional/National):
• Since 1941, LRSC has provided quality education, career and technical training, workforce training, educational outreach, and lifelong learning. LRSC responds to economic and workforce issues, and has developed strong private and governmental partnerships in its community capacity-building role.

Efficiency Gains:
Lake Region State College addresses student retention with targeted services. Due to these efforts, full-time, first-time, fall-to-fall retention rose from 52 percent in 2012 to 62 percent in 2013. Through the funding model approved last biennium, LRSC was able to address retention practices by adding staff to work with at risk students, and activities at orientation and throughout the academic year to enhance retention were implemented. The college is also working with local veteran support services and has a representative at the college each week.

The TRIO Student Support Services program, funded by a federal grant, is another way LRSC has served at risk students for over a decade. This program been a successful tool.
to reach a large number of students who may be at risk because they are the first generation in their family to attend college. Students may be older and/or of lower income status. Lake Region State College has received federal funding for the TRiO program since 2000 and the latest grant application was submitted in February. Regardless of LRSC’s success with the program, as a federal grant funding isn’t guaranteed, and the process continues to grow more competitive each grant cycle.

Lake Region State College has also increased its footprint in delivering education to the northeast part of North Dakota and statewide. Grand Forks area healthcare facilities requested LRSC to bring nursing education to the Grand Forks area. With State Board of Nursing approval, a practical nursing cohort started in August 2014. Lake Region State College also continues to partner with Mayville State University to deliver nursing education there.

Peace Officer Training also expanded since 2013. Each fall and spring since 1987, LRSC has offered its Peace Officer Training program in Devils Lake. Demand for additional peace officers resulted in requests to deliver the academy in other cities. Summer academies were launched in Fargo in 2002 and Grand Forks in 2009. A spring semester academy was launched in Minot in 2012 and a fall semester academy started in Bismarck in 2014. An academy also continues in Devils Lake in the fall. Such outreach is the results of partnerships with numerous law enforcement agencies and local governments to meet the need for peace officers. With these academies around 100 new licensable peace officers enter the workforce.

**Strengths, Challenges, Needs and Priorities:**

**Strengths-**
- Innovative use of alternative delivery methods to meet student needs
- Strong industry relationships
- Faculty expertise in specialty fields
- One-on-one interaction in classrooms
- Hands on experience
- Incredible community support

**Challenges-**
- Demographics of rural northeast North Dakota
- Full implementation of funding model
- Recruiting on regional and national level
- Statewide recognition of key programs

**Needs-**
- Deferred maintenance
- Additional student housing
- Facilities for precision agriculture on campus
- Wellness center
- Security
- Mental health staff

**Priorities-**
- Assessment
- Retention
- Completion
- Deferred maintenance on facilities
- New program development

Lake Region State College – with the only wind energy technician program in the state – now has a 1.6 megawatt turbine as a live learning lab for students and source of electricity for the college campus. “The tower is really a fantastic thing for the program. It’s like trying to have a flight school without an airplane — you’ve got to have it,” said instructor Jay Johnson. Students complete a variety of tasks in the turbine, all of which are practiced in the ground facility first. The large utility area and two classrooms are filled with equipment, most of which was donated to the college.
Mission:
Bismarck State College, an innovative community college, offers high quality education, workforce training, and enrichment programs reaching local and global communities.

Degree-Seeking Student Headcount Fall 2014: 4,002
FTE Students Fall 2014: 2,909
North Dakota Residents Undergraduate/Total Fall 2014: 3,131
Graduation Rate: IPEDS: 41% SAM: 58% Retention: 69%

Signature Programs:
• National Energy Center of Excellence programs including Power & Process Plant Technology, Instrumentation & Control, Lineworker Program and BAS Energy Management
• STEM transfers
• TrainND

Collaborative Programs:

Academic-
• Dakota Nursing Program partners with Williston State College, Lake Region State College, Dakota College at Bottineau, and BSC
• Bachelor programs at BSC involve students from Dickinson State University and Minot State University

Facilities-
• Bismarck Public Schools – Bismarck Public Schools Career Academy & BSC Technical Center
• Bismarck Parks & Rec – BSC Aquatic & Wellness Center
• Bowl Authority (MDU Resources Community Bowl)
• BSC Foundation-owned facilities

Trend Grants – Federal Department of Labor $24.6 M
• Tribal Colleges – Fort Berthold Community College, Sitting Bull College, and Turtle Mountain Community College
• Williston State College
Competitive Position (Regional/National):
- Meeting ND’s workforce needs with 40+ in-demand technical programs
- National footprint and reputation in online energy training
- Central ND educational hub
- Driving local economy*
  - $151.4M annually in direct economic impact
  - $30.4M student living revenue impact

Efficiency Gains:
BSC’s Career Academy partnership with Bismarck Public Schools (BPS) has provided significant efficiencies to BSC. BSC provided BPS with a land lease that allowed for the construction of the Career Academy on our campus. The facility has 94,263 square feet and cost approximately $12 million to construct.

As part of the partnership, BSC receives approximately 40 percent of the building’s footprint, which allows us to house several programs in this state-of-the-art facility. Graphic Design & Communications, Electronics Technology, Instrumentation & Control, and the Agriculture, Technology, Food & Natural Resources programs all reside in the Career Academy exposing hundreds of high school students to these BSC programs on a daily basis. This spring the BSC headcount enrollment in these programs is 250.

For BSC, the cost to build this facility was $0, yet the space being utilized has a value of $4.8 million and BSC has the opportunity to showcase programs every day to secondary students who may become our future students. This collaboration is a great example of secondary and post-secondary education working together for the benefit of students and the state of North Dakota.

Strengths, Challenges, Needs and Priorities:

Strengths-
- Small class sizes
- Industry partnerships - Energy and healthcare
- Experienced faculty focused on teaching
- Online educational delivery
- Financial stewardship
- Thriving, growing community

Challenges-
- Energy development impacts – maintaining competitive wages, high employee staff turnover, lack of affordable student housing, difficulty attracting CT and STEM faculty
- Strong local economy provides good job opportunities and adversely affects enrollment
- State funding reduction due to enrollment decline
- High cost/high demand programs

Needs and Priorities-
- Competitive compensation
- Deferred maintenance
- Focus on Humanities – Communications & Creative Arts Center
- Security and emergency preparedness
- Student retention
- Workforce development and training in Dickinson

Assistant Professor Mike Myers leads his fourth semester process plant technology students through a distillation lab exercise where they use a binary trainer and small distillation units, similar to the equipment commonly used in ethanol plants, refineries, and chemical processing facilities. Student Nathaniel Harter says he chose Bismarck State College because it best prepared him to enter a job field in need of employees. “It’ll give me a major jump start on everything,” he says of the hands-on education at BSC. “Teachers here like Mike are fantastic.”
Mission:
To provide high-quality accessible programs, promote excellence in teaching and learning, support scholarly and creative activities, and to provide services relevant to the economy, health and quality of life for North Dakota citizens.

Degree-Seeking Student Headcount Fall 2014: 1,479

FTE Students Fall 2014: 1,176

North Dakota Residents Fall 2014
Undergraduate: 1,062    Graduate: 4    Total: 1,066

Graduation Rate: IPEDS: 39%    SAM: N/A    Retention: 55%

Signature Programs:
• Upper-level accounting program, The CPA Experience
• Theodore Roosevelt Honors Leadership Program
• Theodore Roosevelt Center

Collaborative Programs:
• 20 degrees and one certificate, with six of the degree programs also available online at DSU’s distance site at Bismarck State College
• Two degree programs and one certificate offered at Williston State College and online

Competitive Position (Regional/National):
• Located in the heart of the energy boom, DSU is the only four year public regional university in western North Dakota
• Ranked 4th in U.S. News & World Report’s 2015 Best Colleges ranking among Regional Public Colleges in the Midwest
• 2015 Military Friendly school

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Efficiency Gains:
In 2014, DSU switched from the Frontier Athletic Conference to the North Star Athletic Association. The change in conferences provides student-athletes with less travel time and saved the university a significant amount of money. While annual dues increased slightly, application fees were reduced by $45,000, saving the university a total of $42,000 a year.

Strengths, Challenges, Needs and Priorities:

Strengths-
- $20 million in committed funds for the Theodore Roosevelt Presidential Library
- 74% of graduates are working in North Dakota and of those, 94% find employment in oil-impacted counties in ND
- 11:1 student-to-teacher ratio

Challenges-
- Ability to recruit and retain employees
- Outmoded residence facilities
- Lack of affordable housing in region

Needs-
- Facilities for expanded academic programs
- Competitive employee salary & compensation packages

Priorities-
- Expand programs and degree offerings to meet regional needs
- Increase educational access to non-traditional students
Mission:
Where the People Make the Difference.

Degree-Seeking Student Headcount Fall 2014: 883

FTE Students Fall 2014: 579

North Dakota Residents Undergraduate/Total Fall 2014: 706

Graduation Rate: IPEDS: 37%   SAM: N/A   Retention: 58%

Signature Programs:
• Liberal Arts/Transfer
• Dakota Nursing Program
• Massage Therapy
• Petroleum Products Technology

Collaborative Programs:
• Partner with Mayville State University of offer Bachelor of Science in Business Administration, Bachelor of Science in Education-Elementary Education, Bachelor of Science in Education-Early Childhood/Early Elementary Education, Bachelor of Arts in Early Childhood, Associate of Arts in Early Childhood.

Competitive Position (Regional/National):
• Ranked #18 among top Community Colleges, Washington Monthly 2013

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Efficiency Gains:
The Williston State and University of North Dakota’s Financial Aid shared services agreement leverages critical resources utilizing UND expertise to address critical issues related to turnover and knowledge loss at WSC. The shared services arrangement between WSC and University of North Dakota’s Financial Aid Office allows us to leverage our resources and focus our attention here on providing students the high level of customer service they have grown to expect from WSC, while utilizing the depth of financial aid expertise available from UND. Specifically, UND will utilize this knowledge base to execute the many behind-the-scenes processes required each day to ensure students are receiving aid in a timely manner.

Strengths, Challenges, Needs and Priorities:

Strengths-
- Foundation: Tuition, Fees, Books
  Scholarship for all Williams County graduates
- TrainND: Contract Training
- Faculty to student ration
- Geographic location
- Strong community support
- Student athletic opportunities

Challenges-
- Cash Balances/Debt
- Hyperinflation: Cost of Living/Childcare/Housing
- Under current House proposal, 12% cut in appropriated budget
- Unprecedented Enrollment Growth

Needs-
- Completion of Workforce Training Capital Project
- Turnover reduction
- State-supported personnel training
- Relief from inflationary costs

Priorities-
- Cash flow
- Completion of Workforce Training Capital Project

Welding Instructor Shelley Rencher evaluates a student welding project for proper form and fusion. “During this year’s welding program training, I have learned and practiced proper welding processes, which I plan to put to work in the local job market,” said Gustavo Morales, WSC Welding Student.
Mission:
Minot State University is a regional, public institution located in the northwest region of North Dakota. Committed to high academic standards and professional support for students, the university is dedicated to student success, engaged and life-long learning, advancement of knowledge, effective student service and development of students of character. These commitments are grounded in effective and motivated teaching and learning, scholarship and service. The university values critical and creative thinking, vitality of communities and cultures, stewardship of place and the multicultural and global environment. The university honors and supports the dignity and rights of diverse individuals, freedom of expression, academic freedom, ethical and moral behavior, integrity, fairness and honesty.

Degree-Seeking Student Headcount Fall 2014: 3,410

FTE Students Fall 2014: 2,600

North Dakota Residents Fall 2014
Undergraduate: 2,338  Graduate: 145  Total: 2,483

Graduation Rate: IPEDS: 37%  SAM: 59%  Retention: 68%

Signature Programs:
- Communication Disorders
- Nursing
- Teacher Education
- North Dakota Center for Persons with Disabilities
- Severson Entrepreneurship Academy

Collaborative Programs:
- MISU bachelor’s degrees offered at Bismarck State College: Addiction Studies, Criminal Justice, Management, Marketing, Psychology and Social Work (Communication Disorders planned for 2015)
- Social Work offered at North Dakota State University
- RN to BSN option as part of the Dakota Nursing Program and North Dakota State College of Science
- Peace Officer Standards and Training Program with Lake Region State College, Ward County Sheriffs Department and Minot Police Department
- Wildlife Management Program in cooperation with Dakota College at Bottineau and Turtle Mountain Community College
- Passport Program with Dakota College at Bottineau
Competitive Position (Regional/National):
- Affiliation with Dakota College at Bottineau as its branch campus creates unique possibilities for students, including one-year certificates through six-year master's degrees.
- The only ND public institution to be in the NCAA Division II Northern Sun Intercollegiate Conference.
- North Dakota Center for Persons with Disabilities at our University Center of Excellence on developmental disabilities, education, research and services is the only such center in North Dakota.

Efficiency Gains:
MiSU's HR director provides guidance to Dakota College at Bottineau regarding NDUS HR policy, practice, and procedure. MiSU's human resource director has visited the DCB campus approximately once each quarter to work with its Staff Senate, and examined salary administration guidelines, methods, and procedures. The HR director remains on call to the DCB dean to advise in hiring procedures and potential disciplinary matters, fields calls from employees regarding NDUS HR policies and procedures, and communicates with the chief business officer to assist in HR issues and transitions.

The MiSU Advancement Office collaborated with DCB and the DCB Foundation to coordinate fundraising efforts that resulted in $364,027.50 in ND Higher Education Challenge Grant Funds, to review endowment agreements and propose revisions for future agreements, to review investment strategies and policies and recommend options to maintain consistent growth in endowed funds and allow for annual allocations to meet donor designations, and to assist with Challenge Grant audit procedures.

Finally, MiSU’s Business Office assists with a number of processes, such as payroll, including printing paychecks, preparing all monthly and quarterly state and federal reporting, balancing payables and processing payroll vouchers. MiSU Business Office also assists with financial related questions and tasks, such as balancing issues and specific NDUS requests.

Strengths, Challenges, Needs and Priorities:

Strengths-
- Located next to the Bakken oil region
- 50-year relationship with Minot Air Force Base
- Affiliation with Dakota College at Bottineau
- Master's degrees in nine different academic areas
- Excellent facilities and campus grounds

Challenges-
- Declining enrollment due to strong economy and competitive wages
- Higher-than-average cost of living and lack of affordable housing impact recruiting and retention efforts
- Graduation and retention rates have lagged behind aspirational peers
- Aging residence halls

Needs-
- Planning for population growth in northwestern North Dakota
- Offering competitive salaries and wages to faculty and staff
- Continuing to ensure safety on campus

Priorities-
- Increasing enrollment
- Collaborating with two-year schools to meet workforce demands in northwestern North Dakota
- Meeting educational needs of active duty military and veterans

Ethan Fritel, energy economics and finance, from Hazen, was hired on as an oil movement scheduler by Enbridge in Minot after completing his degree. “My MSU degree was instrumental in getting the Enbridge position,” Fritel said. “It provided me with the knowledge to get into this position, and helps with the tasks to be performed. It also prepared me for the networking aspects of the energy industry, because that’s a huge part of the industry. It definitely prepares you and helps you fit in.”
Mission:
Dakota College at Bottineau provides students with a quality education in a caring environment. The institution values diversity and personal enrichment by promoting engaged learning for employment and university transfer. With the help of a supportive community, Dakota College at Bottineau emphasizes nature and technology to accomplish its mission through an array of curricula, programs, and services.

Degree-Seeking Student Headcount Fall 2014: 753

FTE Students Fall 2014: 518

North Dakota Residents Undergraduate/Total Fall 2014: 521

Graduation Rate: IPEDS: 28%  SAM: 40%  Retention: 35%

• Transfer rates have gone from 17% to 32%

Signature Programs:

• Health Professions
  o Medical Coding
  o Practical Nursing - LPN
  o Associate Degree Nurse – RN
  o Paramedic Technology
  o Medical Assistant
  o Health Information Management
  o Medical Administrative Assistant

• Natural Resources
  o Laboratory & Field Technician
  o Natural Resource Management
  o Land Management
  o Floral Design & Greenhouse Technology
  o Landscape Design and Maintenance
  o Recreation Management
  o Sustainable Vegetable Production
  o Urban Forest management
  o Wildlife & Fisheries Technology

• Transfer/Liberal Arts
Collaborative Programs:
- Dakota Nursing Program with DCB, Lake Region State College, Bismarck State College and Williston State College to graduate RN and LPN candidates
- Passport Program eight CTE Programs with Minot State University
- Bridges Program and five CTE programs with Valley City State University
- 285 Developmental Registrations at VCSU and MSU

Competitive Position (Regional/National):
- Unique and broad programming in natural resource and health professions
- Specialized programming efforts for an open admissions learning environment
- Strong and mutually beneficial affiliation with Minot State University
- Benefits provided by a truly small college: strong sense of community, opportunities for interaction with faculty outside of the classroom, anonymity not possible

Efficiency Gain:
- Instruct developmental education courses for Minot State University and Valley City State University
- Extend Practical Nurse and Associate Degree Nurse programs to Valley City State University
- Collaborate with community ambulance service in Minot, ND, to deliver Paramedic Technology program
- Lead the University System in number of courses delivered and received via the interactive video network (IVN)
- Collaborate in delivering programming with eight colleges and universities in the NDUS and with three tribal colleges

Strengths, Challenges, Needs and Priorities:

Strengths-
- Natural setting for natural resource programming
- Outstanding community support
- Dedicated faculty and staff who enjoy students and love teaching

Challenges-
- Competing for students in a small market
- Attracting quality applicants for vacant positions
- Complying with increasing federal regulations

Needs-
- Modernize and update residence halls
- Bringing faculty and staff salaries to market average
- Funding for campus security and safety

Priorities-
- Securing additional classroom and office space
- Rehabilitating aging infrastructure
- Raising graduation and retention rates

Dakota Nursing Program with DCB, LRSC, BSC and WSC to graduate RN and LPN candidates. “The student-to-teacher ratio has to be my favorite [DCB attribute] because you can find professors that are willing to help you at any time,” said Mitchell, a 2014 graduate.
Mission:
With energy and momentum, North Dakota State University addresses the needs and aspirations of people in a changing world by building on our land-grant foundation.

Degree-Seeking Student Headcount Fall 2014: 14,747

FTE Students Fall 2014: 12,934

North Dakota Residents Fall 2014
Undergraduate: 5,374 Graduate: 1,110 Total: 6,484

Graduation Rate: IPEDS: 53% SAM: 72% Retention: 78%

Signature Programs:
• Agriculture (largest research productivity)
• Engineering (largest enrollment, both NDSU and ND)
• Applied Science fields supported by High Performance Computing (fastest emerging in DOD, DOT, DOC, NSF and NIH funding)
• Public Health (Pharmacy, Nursing, Allied Sciences and Master’s of Public Health)

Collaborative Programs:
• Upper Great Plains Transportation Institute between North Dakota State University, Colorado State University, South Dakota State University, University of Colorado Denver, University of Denver, University of Utah, Utah State University and the University of Wyoming
• “Pathways” program with North Dakota State College of Science and collaborative NDSU taught/delivered courses and program with other System institutions
• Master of Public Health program with University of North Dakota

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<td>$9,404,599</td>
</tr>
<tr>
<td>2015-17 Total Engrossed HB1003</td>
<td>$150,886,957</td>
<td>$1,591,426</td>
<td>$152,478,383</td>
</tr>
<tr>
<td>SBHE Request</td>
<td>$169,859,089</td>
<td>$107,327,089</td>
<td>$277,186,178</td>
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$143,073,784 - $143,073,784
$7,813,173 $1,591,426 $9,404,599
$150,886,957 $1,591,426 $152,478,383
$169,859,089 $107,327,089 $277,186,178
Competitive Position (Regional/National):

- North Dakota State University is distinctive as a uniquely student-focused, land-grant, research university.
- Ranked by the Carnegie Commission on Higher Education among the top 108 public and private universities in the country. First and remains the only North Dakota university in that Carnegie Commission elite category of “Research Universities/Very High Research Activity.”
- Ranked by the National Science Foundation as one of the top-100 research universities in the nation (No. 84 compared with a listing of 90 the previous fiscal year). NDSU was the first and remains the only North Dakota university in that category as well.
- The top-ranked college or university in its five state area to the west and south (ND, SD, MT, ID, and WY), Carnegie and National Science Foundation
- Research productivity for the past four years has continued to set new annual records for both the campus and the state; slightly over $150M has been reported for the upcoming NSF survey with license/patent revenues already over $2M.
- Against pervasive national trends, NDSU appears to still be trending upward (research funding is up 13% YTD over the previous year).
- 2014 saw “largest-ever” enrollment while also enrolling the largest number of North Dakota students in the state System, enrolling the largest number of full-time students in the state, enrolling the largest number of full-time students in its five state area, increasing both the average high school GPA to 3.43 and average ACT score to 24.02 of its entering class.
- The average ACT is the highest in the state System.
- Total graduate degrees awarded 2013-14 continues to increase over the past 5 years
- The most students taking face-to-face classes on-campus in the state System
- While nationally recognized as a STEM-oriented university, enrollment distributions among remaining colleges is closely balanced. That balance includes the state’s largest enrollment of students in fine and performing arts fields, and the largest enrollment in health related disciplines.
- Graduates, on almost every measure of comparability between the state’s four year schools, have the highest pass rate on professional licensures and certifications.
- NDSU athletics has for the past several years been ranked as one of the top-ten “winningest” overall NCAA Division-I programs in the nation.
- Overall academic performance of student athletes now exceeds that of the overall student body.
- Standard & Poors credit rating (AA-); new financing practices at NDSU have now been incorporated as System-wide policy.
- 2014 composite financial indicator score (CFI) has now risen from 3.90 last year to 4.25 this year.
- “Student Success Tuition Model,” which combines tuition and fees in a single and understandable cost of attendance, has become a core aspect of the tuition and fees structure of “Pathways to Student Success” being implemented by the SBHE.
- Award-winning 55-acre Research & Technology Park is now nearing “build out,” and the RTP Board has begun study of potential Phase II expansion.
**Efficiency Gains:**
NDSU is exceeding energy cost savings that were projected at the beginning of the energy performance contract with ESG in 2011. The energy upgrades have included retrofitting/removing approximately 3,000 T12 bulbs with T8 bulbs, scheduling HVAC systems for temperatures setback at night and on weekends to save energy, and installing low-flow faucets and toilets in various buildings. Additional efficiency upgrades include the installation of light occupancy sensors in several buildings, the replacement of pneumatic controls to reduce maintenance and to conserve energy, the addition of demand control ventilation in Minard that only uses outdoor air that is needed, and the inclusion of roof insulation in buildings.

Secondly, North Dakota State College of Science and NDSU are collaborating on “back office payroll” project where NDSU will assume back office payroll processing for NDSCS. To-date, NDSU is processing benefit enrollments in PeopleSoft, premium catch-ups, and adjustments; NDSU is doing vendor balancing and online payments, processing payroll reconciliations at the end of each pay period, and processing all garnishments. For NDSCS, this re-deployment of a payroll person allows the college to handle needed responsibilities and take advantage of expertise without having to hire an additional person. This includes having customer service for employee payroll questions, having an ACA Compliance and subject matter expert, Flex administration, compensation/classification/annual budgeting employee salaries and benefits, and employee salary comparison to market by category for annual salary increases.

Finally, NDSU recently issued $24,000,000 in Housing and Auxiliary Facilities Revenue Refunding Bonds, Series 2015A, for the purpose of refinancing the outstanding NDSU Housing and Auxiliary Facilities Revenues Bonds Series 2005, 2006A and 2006B. The combined Gross Savings from the refunding was $12,480,681, with the Net Present Value Savings (net of all costs) being $5,297,981 or 19.68% of the refinanced bonds. The True Interest Cost was 2.53%.

**Strengths, Challenges, Needs and Priorities:**

**Strengths-**
- Agriculture
- Engineering (the largest college in terms of enrollment)
- Biological and physical sciences
- Center for Computationally Assisted Science and Technology is the SBHE’s designated site for high-performance computing, and provides the super-computing facilities and staffing backbone for those data intensive disciplines.
- Largest program of fine and performing arts in our state
- Nationally top-tier program in architecture/landscape architecture
- Emerging state-leading roles in select, non-MD health fields: nursing (the only North Dakota program up to and including an accredited doctorate in nursing practice), pharmacy, allied sciences and public health.
Challenges-
• Substantially understaffed in terms of faculty
• Facilities are the System’s worst in terms of “critical” needs

Needs-
• Immediate and wide-spread attention to the condition of facilities

Priorities-
• Full funding of the state’s HED formula
• Prioritized support for facilities renovation/replacement
• Support for research related initiatives and product/business incubation at both of the state’s research universities

NDSU mechanical engineering students Andy Narvesen and Rachel Smith make adjustments to a four-wheel-drive, four-wheel-steering autonomous robot. When building robots like this for capstone projects, students need to apply everything they’ve learned in areas such as automation, computer programming, machine dynamics and instrumentation. “It’s important to have a foundation in all the engineering disciplines, so it’s great to be part of a project like this one that brings it all together,” Narvesen said. “At NDSU, I’ve learned not only how everything works, but how to make it smarter, faster and better.”