North Dakota Board of Higher Education
Board Member Orientation Agenda
June 24, 2015

The State Board of Higher Education orientation for new members will be Wednesday, June 24, 2015, at Microsoft Corporation, Commons Building, Morton West room, 4550 42nd Street South, Fargo, ND 58104. This orientation session will begin at conclusion of the State Board of Higher Education’s regularly scheduled meeting which is scheduled to begin at 8:30 a.m. on June 24, 2015, in the same room and building on Microsoft campus as this orientation session. The orientation session is designed for new members, and is optional for attendance by other Board members.

Wednesday, June 24, 2015 – Board Orientation

1. Opening Comments – Board Chair Hjelmstad and Interim Chancellor Skogen (approx. 15 minutes)
2. Audio Training on Webcast and SBHE Meetings – Mr. Cole Bernhardt
3. Campus presentations (approx. 2 hours)
   - Two-Year Institutions
     - WSC
     - DCB
     - BSC
     - LRSC
     - NDSCS
   - Regional
     - MiSU
     - DSU
     - VCSU
     - MaSU
   - Doctoral/Research
     - UND
     - NDSU
4. Duties and Responsibilities of Board Members – Murray Sagsveen and Cynthia Wagner Goulet (approx. 1 hour)
   - a. Governance
   - b. Ethics
   - c. Risk Management
   - d. Administrative
   - e. Fiduciary Responsibilities
   - f. Accreditation
   - g. Foundations
5. NDUS Vice Chancellor Overview (approx. 1 hour)
   - a. Academic and Student Affairs – Sonia Cowen
   - b. Administrative Affairs – Laura Glatt
   - c. IT and Institutional Research – Lisa Feldner
   - d. Strategic Engagement – Linda Donlin
6. Budget Overview – Laura Glatt (approx. 15 minutes)
7. Questions

Thursday, June 25, 2015 – Annual Board Planning Retreat:
“Mission Responsiveness and Strategic Engagement”

Association of Governing Boards recommends new Board members have mentors selected from longer-serving members.
Terry Hjelmstad, Board Chair, established the following:
Kathy Neset mentors Mike Ness
Don Morton mentors Greg Stemen
Kari Reichert mentors Nick Hacker
Kevin Melicher mentors Brett Johnson
Eric Murphy mentors Emma Tufte
MISSION STATEMENT: Where the People Make the Difference.

SIGNATURE PROGRAMS:
- Liberal Arts/Transfer
- Dakota Nursing Program
- Massage Therapy
- Petroleum Production Technology

COLLABORATIVE PROGRAMS:
- MAYVILLE STATE UNIVERSITY
  Bachelor of Science Business Administration
  Bachelor of Science Education Elementary Education
  Bachelor of Science Education Early Childhood/Early Elementary Education
  Bachelor of Arts Early Childhood
  Associate of Arts Early Childhood

COMPETITIVE POSITION
(REGIONAL/NATIONAL):
2013 Washington Monthly:
Ranked 18th of top Community Colleges

STRENGTHS, CHALLENGES, NEEDS & PRIORITIES
Strengths:
Foundation
TrainND: Contract Training
Faculty to Student Ratio
Geographic Location
Strong Community Support
Student Athletic Opportunities

Challenges:
Turnover
Childcare/Housing
Cost of living
Cash Balances/Debt

Needs:
Turnover reduction
State-Supported Personnel Training
Relief from Inflationary Costs

Priority: Cash Flow

ORGANIZATION & GOVERNANCE STRUCTURE
President: Dr. Raymond Nadolny
Leadership Team:
  - Dan Artamenko, Athletic Director
  - Kaylyn Bondy, Registrar/Director for Effectiveness
  - Heather Fink, Executive Director for Student Services/Financial Aid
  - Laurie Furuseth, CPA, Chief Financial Officer
  - Angie March, Director for Information Technology
  - Wanda Meyer, Provost/Vice President for Instruction
  - Keith Olson, Director for Small Business Development Center
  - Deanette Piesik, Chief Executive Officer of TrainND
  - Michelle Remus, Director for Human Resources
  - Jenny Wolf, Director for Creative Services

FACULTY/STAFF STATISTICS
- Total Faculty/Staff FTE: 112.53
- Tenured Faculty: 46.66%
- Faculty with Terminal Degrees: 0.00%

STUDENT DEMOGRAPHICS (Fall 2014 as of 9-19-14)
- Full-Time Students: 422
- Part-Time Students: 461
- % of Online Only: 24.35 %
- % of ND Residence: 76.56%

Certificate/Associate:
- Liberal Arts/ Transfer: 224
- Career/Technical Programs (AAS-Cert-Diploma-COC): 353
- Non-Degree Seeking: 306

Undergraduate: 883
Contract Training: 12,000

IPEDS GRADUATION RATE: (From 2013-2014 IPEDS reporting)
- 100%: 26%
- 150%: 35%
- First-Time, Full-Time Retention Rate: 58%

FINANCIALS
- Total Operating Budget: $49,482,840

2014-15 Cost to Attend (Tuition & Fees): $4,445
15 credits at the North Dakota Resident/Non-Resident (excluding Minnesota) Rate
**MISSION STATEMENT:** 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.

**SIGNATURE PROGRAMS:**
- **Health Professions**
  - Associate Degree Nurse – RN
  - Community Paramedic Technology*
  - Health Information Management*
  - Medical Administrative Assistant
  - Medical Assistant
  - Paramedic Technology
  - Practical Nursing – LPN
- **Natural Resources**
  - Aquaponics*
  - Floral Design & Greenhouse Technology
  - Greenhouse Technology
  - Laboratory & Field Technician
  - International Peace Garden*
  - Land Management
  - Landscape Design and Maintenance
  - Natural Resource Management
  - Recreation Management
  - Urban Forest management
  - Wildlife & Fisheries Technology
- **Transfer/Liberal Arts**
  - Dakota College provides a core of liberal arts courses that students may use to satisfy the general education requirements at four-year colleges and universities to which they can transfer. Dakota College also offers lower divisional coursework in specific major areas for those who have chosen the field in which they will earn a bachelor’s degree.

* Prospective Implementation Date = Fall 2016

**ORGANIZATION & GOVERNANCE STRUCTURE**

**Campus Dean**

**Leadership Team:**
- Larry Brooks, Associate Dean of Academic Affairs
- Brandon Colvin, Athletic Director
- Dan Davis, Associate Dean of Student Affairs
- Kayla O’Toole, Learning Center Director
- Laura Pfeifer, Director of Fiscal Affairs

**FACULTY/STAFF STATISTICS**
- Total Faculty/Staff FTE: 79 (excluding adjuncts)
- Tenured Faculty: 19%
- Tenure Track Faculty: 10%
- Faculty with Terminal Degrees: 10%

**STUDENT DEMOGRAPHICS**
- Full-Time Students: 398
- Part-time Students: 508
- Face-to-Face Off Campus: 164
- E-Learning: 318
- % of ND Residence: 68%
- DCB Offers 36 degrees, diplomas, and certificates

**IPEDS GRADUATION RATE:**
Combined graduation and transfer out rates of first time, full time students completing a DCB program in 150% of normal time or successfully transferring to another institution of higher learning.
- Cohort Beginning Fall 2009=68%
- Cohort Beginning Fall 2008=54%
- Cohort Beginning Fall 2007=59%

**FIRST-TIME, FULL-TIME RETENTION RATE:**
- Fall 2011 to Fall 2012 = 43%
- Fall 2010 to Fall 2011 = 41%
- Fall 2009 to Fall 2010 = 55%
COLLABORATIVE PROGRAMS:

- Dakota Nursing Program
  - A joint program among DCB, LRSC, BSC, and WSC to graduate RN and LPN candidates
- Cooperative Program with MSU
  - Deliver face-to-face developmental coursework to MSU students in Minot (Passport Program) as well as eight CTE Programs
- Cooperative Program with VCSU
  - Deliver face-to-face developmental coursework to VCSU students in Valley City (Bridges Program) as well as five CTE programs including associate degree and practical nursing.

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, as follows, e.g., strong sense of community, opportunities for interaction with faculty outside of the classroom, anonymity not possible

STRENGTHS, CHALLENGES, NEEDS & 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

FINANCIALS

Total Operating Budget:
- General Fund: $3,915,492
- Tuition Income: $1,966,828
- Grants/Contracts: $1,056,917
- Auxiliaries: $1,557,740
- Other Income: $810,730
- Total: $9,307,077

Special Budget Considerations:
- Faculty/Staff Salaries
- Residence Hall Modernization
- Safety and Security

2015-16 Cost to Attend (Tuition & Fees):
- Annual Resident Rate: $4181
- Annual Non-Resident Rate: $5871
MISSION STATEMENT: Bismarck State College, an innovative community college, offers high quality education, workforce training, and enrichment programs reaching local and global communities.

SIGNATURE PROGRAMS
- National Energy Center of Excellence programs
- Liberal Arts transfer: 1,178 students (Fall 2014)
- Workforce training: 270 businesses, 3,175 individuals, and 840 training events (FY14)

COLLABORATIVE PROGRAMS
Academic
- Dakota Nursing Program (with WSC, LRSC and DCB)
- Bachelor programs at BSC (with DSU and MISO)
- TrainND

Facilities
- Bismarck Public Schools Career Academy & BSC Technical Center – more than 1,000 secondary students on campus
- Bismarck Parks & Rec – BSC Aquatic & Wellness Center
- MDU Resources Community Bowl
- BSC Foundation – Ritchie and Gate City Bank Residence Halls

TREND Grant
- $14.6 million in 2012 and $9.9M in Sept. 2015 (with Fort Berthold Community College, Sitting Bull College, Turtle Mountain Community College and WSC).

COMPETITIVE POSITION (REGIONAL/NATIONAL)
- Meeting North Dakota’s workforce needs with more than 40 in-demand technical programs
- National reputation for outstanding online energy training
- Education hub for central North Dakota
- Driving local economy
  o $151.4M in direct economic impact annually
  o $30.4M in annual student revenue impact

ORGANIZATION & GOVERNANCE STRUCTURE
President: Larry C. Skogen (7/1/15)
Leadership Team:
  - Dave Clark, Executive
  - Vice President (7/1/15)
  - Gordy Binek, Vice President for College Advancement & Executive Director, BSC Foundation
  - Drake Carter, Provost and Vice President for Academic & Student Affairs
  - Kari Knudson, Vice President, National Energy Center of Excellence

FACULTY/STAFF STATISTICS FALL 2014
Total Faculty/Staff FTE: 337.48
  - Faculty is 127.7 and Staff is 209.78
  - Tenured Faculty: 54.26%
  - Faculty with Terminal Degrees: 13.95%

STUDENT DEMOGRAPHICS FALL 2014
- Full-Time Students: 2,303
- Part-Time Students: 1,699
- % of Online Only: 42%
- % of ND Residents: 77.64%
- Certificate/Associate: 1,052
- Undergraduate: 52

IPEDS GRADUATION RATE
- 100%: 33%
- 150%: 45%
- First-Time, Full-Time Retention Rate: 66%

FINANCIALS
- Total FY15 Operating Budget: $59.6M
MISSION STATEMENT: Bismarck State College, an innovative community college, offers high quality education, workforce training, and enrichment programs reaching local and global communities.

STRENGTHS, CHALLENGES, NEEDS & PRIORITIES

Strengths
- 3rd largest college in NDUS
- $500,000 in scholarships provided annually by the BSC Foundation
  - Four out of five students who apply, receive a scholarship
- Completion of campus-changing capital projects
  - Student housing – Gate City Bank and Ritchie Halls
  - Student Union expansion and remodel
  - Communications & Creative Arts Center
- Humanities focus ($1.5M NEH grant, Conversations at BSC, ArtsQuest, The Dakota Interviews, Symposia)
- Strong support from growing community
- Industry engagement (financial, marketing and advisory)
- Fiscal stewardship
  - Lowest funding per FTE of NDUS two-year colleges
  - 4th lowest number of employees in the system
  - Clean audit reports

Challenges
- Increasing federal compliance requirements
- High cost of high-demand technical programs
- Decline in liberal arts credit production
- Effects of strong local economy
  - High employee turnover
  - Difficulty attracting CT and STEM faculty
  - Maintaining competitive wages
  - Plentiful jobs means diminishing enrollment

Needs & Priorities
- Increase system collaboration and shared resource opportunities
- Space utilization
- Student retention and completion
- Prioritize programs and services
- Competitive compensation
- Security and emergency preparedness

ORGANIZATION & GOVERNANCE STRUCTURE

President: Larry C. Skogen (7/1/15)
Leadership Team:
  - Dave Clark, Executive Vice President (7/1/15)
  - Gordy Binek, Vice President for College Advancement & Executive Director, BSC Foundation
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FACULTY/STAFF STATISTICS FALL 2014
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  - Faculty is 127.7 and Staff is 209.78
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STUDENT DEMOGRAPHICS FALL 2014
Full-Time Students: 2,303
Part-Time Students: 1,699
% of Online Only: 42%
% of ND Residents: 77.64%
Certificate/Associate: 1,052
Undergraduate: 52

IPEDS GRADUATION RATE
100%: 33%
150%: 45%
First-Time, Full-Time Retention Rate: 66%

FINANCIALS
Total FY15 Operating Budget: $59.6M
MISSION STATEMENT: We enhance lives and community vitality through quality education.

SIGNATURE PROGRAMS:
- Precision Agriculture
- Fitness Trainer Technician
- Nursing
- Peace Officer Training
- Wind Energy Technician
- Simulator Maintenance Technician

COLLABORATIVE PROGRAMS:
- Speech Language Pathology
- Business Administration
- LAUNCH! at UND
- 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.

STRENGTHS, CHALLENGES, NEEDS & 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, TRiO Student Support Services program, hands-on experience, community support, strong presence with U.S. Air Force at Grand Forks Air Force Base.

Challenges: NE North Dakota demographics, full implementation of funding model, recruiting regional and nationally, statewide recognition of key programs,

Needs: Deferred maintenance, additional student housing, precision ag center, wellness center, centralized location in Grand Forks.

Priorities: Assessment, retention, completion, deferred maintenance, new program development

ORGANIZATION & GOVERNANCE STRUCTURE
President: Doug Darling, Ph.D.
Leadership Team:
- Lloyd Halvorson, Vice President of Academic and Student Affairs
- Corry Kenner, Vice President of Administrative Affairs
- Laurel Goulding, Vice President of Institutional Advancement

FACULTY/STAFF STATISTICS
Total Faculty/Staff FTE: 127.18
Tenured Faculty: 18%
Faculty with Terminal Degrees: 4%

STUDENT DEMOGRAPHICS
- Full-Time Students: 531
- Part-Time Students: 1458
- % of Online Only: 18%
- % of ND Residence: 85%
- Certificate/Associate: 126/581

IPEDS GRADUATION RATE:
100%: 31%
150%: 41%
First-Time, Full-Time Retention Rate: 62%

FINANCIALS
- Total Operating Budget: $20,466,611
- 2015-16 Cost to Attend (Tuition & Fees):
  - Tuition: $3,260.88
  - Fees: $ 876.72
Programs

Lake Region State College offers unique and varied programs to provide students with exciting job opportunities and advanced positions of responsibilities.

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<th>Diploma</th>
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<td>Precision Agriculture</td>
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<td>Welding and Basic Machining</td>
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<td>Wind Energy Technician</td>
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LRSC is fueled by a culture of innovation. The college is flexible to respond to workforce needs. Leadership supports frequent communication and partnerships with industry. The college utilizes advisory boards of industry experts and internships for students.

Additional Locations

Grand Forks Air Force Base
- AA/AS
- AAS
- Certificates

Peace Officer Training
- Grand Forks – leased facility
- Fargo – leased facility
- Minot – leased facility
- Bismarck – leased facility

Nursing
- Grand Forks – leased facility
- Mayville – MaSU

LAUNCH!
- Grand Forks – UND

TRAINND
- Grand Forks – JSND – leased

Farm & Business Management
- Northwood – leased space
- Langdon – NDSU Extension

Dual Credit
LRSC provides dual credit courses to students in more than 55 ND high schools and career/technology centers.
MISSION STATEMENT: 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.

SIGNATURE PROGRAMS:
• Diesel Technology
• Manufacturing Technology
• Allied Health
• Agriculture/Farm Management

COLLABORATIVE PROGRAMS:
• NDSCS/NDSU Pathway Program
• Tri-college Collaboration
• ND Space Grant Consortium
• TrainND
• NDSCS/NDSU Reverse Transfer Initiative

COMPETITIVE POSITION (REGIONAL/NATIONAL):
• 2012 - Lumina Foundation recognized NDSCS as one of the top 10% producing two-year colleges in the country.
• 2013 - Washington Monthly ranked NDSCS third among the nations’ two-year colleges.
• 2014 - Chronicle of Higher Education ranked NDSCS the sixth best college among large two-year public institutions for college graduation rates.
• 2014 - NDSCS received a College & Career Readiness Award from ACT, Inc. in the career preparedness category.

STRENGTHS, CHALLENGES, NEEDS & PRIORITIES
Strengths:
• Student Success - retention, graduation and placement rates
• Business/Industry Partnerships

Challenges:
• Awareness - educating young people, their parents, high school personnel and other key stakeholders of the true value that an Associate Degree has, and, of the viable career paths that exist today right here in North Dakota.

Needs:
• Accessibility - advancing our learning delivery models - simulation

Priorities:
• NDSCS-Wahpeton at enrollment capacity
• NDSCS-Fargo Expansion

ORGANIZATION & GOVERNANCE STRUCTURE
President: John Richman, Ph.D.
Leadership Team:
Harvey Link, VP Student & Academic Affairs
Dennis Gladen, VP Administrative Affairs

FACULTY/STAFF STATISTICS
Total Faculty/Staff: 517
Tenured Faculty: 26% (77/299)
Faculty with Terminal Degrees: 7%

STUDENT DEMOGRAPHICS (2014)
Full-Time Students: 1,706
Part-Time Students: 1,327
% of Online Only: 7.4%
% of ND Residence: 70.3%

IPEDS GRADUATION RATE: (2010 Cohort)
100%: 38% 200%: 50%
150%: 47%
First-Time, Full-Time Retention Rate: 71%

FINANCIALS
Total Operating Budget:
General fund & other $19,619,930 48.12%
Tuition income 8,300,000 20.37%
Grant and contract 1,654,754 4.06%
Other current funds 11,186,494 27.45%
TOTAL $40,761,633 100%

2014-15 Cost to Attend (Tuition & Fees):
Tuition/Fees $4,438
Room and Board 5,526
Books/supplies 1,000
Annual Total $10,964
CAREER SUCCESS STARTS HERE

98% PLACEMENT RATE*
2014 GRADUATES ARE EMPLOYED OR FURTHERING THEIR EDUCATION

3,000+ ENROLLMENT FOUR YEARS AND COUNTING

80+ ACADEMIC OPTIONS

20+ BUSINESS PARTNERSHIPS

RANKED 3rd AMONG THE NATION’S 2-YEAR COLLEGES
By Washington Monthly Magazine in 2013

Visit us online! NDSCS.edu

Wahpeton | Fargo | Online
800-342-4325

*Taken from the 2014 North Dakota State College of Science Placement Report.
MISSION STATEMENT: 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.

SIGNATURE PROGRAMS:
- Communication Disorders
- Nursing
- Teacher Education
- North Dakota Center for Persons with Disabilities (NDCPD)
- Severson Entrepreneurship Academy

COLLABORATIVE PROGRAMS:
- MiSU bachelor’s degrees offered at Bismarck State College: Addiction Studies, Criminal Justice, Management, Marketing, Psychology, and Social Work
- MiSU Social Work at North Dakota State University
- BSN Completion Program (MiSU has articulation agreements with the Dakota Nursing Program)
- POST (Peace Officer Standards and Training) Program with Lake Region State College, Ward County Sheriff’s Department, and Minot Police Department
- Wildlife Management Program (cooperation with Dakota College at Bottineau and Turtle Mountain Community College)
- Passport Program with DCB

ORGANIZATION & GOVERNANCE STRUCTURE
President: Dr. Steven W. Shirley
Leadership Team:
- Dr. Lenore Koczon, VP for Academic Affairs
- Brian Foisy, VP for Administration and Finance
- Marv Semrau, VP for Advancement
- Kevin Harmon, VP for Student Affairs
- Rick Hedberg, Athletic Director

FACULTY/STAFF STATISTICS
Total Faculty/Staff FTE: 452
Tenured Faculty: 62%
Faculty with Terminal Degrees: 66%

STUDENT DEMOGRAPHICS (fall 2014)
Full-Time Students: UGRD=2,075 GRAD=116
Part-Time Students: UGRD=1,041 GRAD=178
Total Enrollment: 3,410
% of Online Only: 15.84%
% of ND Residence: 73%
Certificate/Associate: 20*
Undergraduate: 652*
Masters/Ed Specialist: 127*
(*total degrees conferred in 2013-14)

IPEDS GRADUATION RATE: (fall 2008 cohort)
100%: 14%
COMPETITIVE POSITION (REGIONAL/NATIONAL):

- MiSU’s affiliation with DCB as its branch campus creates unique possibilities for students, including one-year certificates through six-year master’s degrees.
- MiSU is the only N.D. public institution to participate in the Northern Sun Intercollegiate Conference in NCAA Division II.
- NDCPD at MiSU is a University Center of Excellence on developmental disabilities, education, research and services, and is the only such center in North Dakota.

STRENGTHS, CHALLENGES, NEEDS & PRIORITIES

**Strengths:** MiSU is strategically located next to the Bakken oil region; 50-year relationship with Minot Air Force Base; affiliation with Dakota College at Bottineau; nine specifically accredited academic programs (Teacher Education, Music, Education of the Deaf, Speech-Language-Hearing, Social Work, Business, Nursing, Athletic Training and School Psychologists); master’s degrees in nine different academic areas; excellent facilities and campus grounds

**Challenges:** Higher-than-average cost of living and lack of affordable housing impact recruiting and retention efforts; graduation and retention rates have lagged aspirational peers; aging residence halls

**Needs:** Planning for population growth in northwestern N.D.; offering competitive salaries and wages to MiSU faculty and staff; continuing to ensure safety on campus

**Priorities:** Increasing enrollment; collaborating with two-year schools to meet workforce demands in northwestern N.D.; meeting educational needs of active duty military and veterans

FINANCIALS

**Total Operating Budget:** $60,526,287

**Special Budget Considerations:**
MiSU currently does not have non-resident tuition; all students are charged in-state tuition.

**2015-16 Cost to Attend (Tuition & Fees):** $6,390.24
MISSION STATEMENT: Our mission is 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 the citizens of North Dakota.

SIGNATURE PROGRAMS:
- Theodore Roosevelt Center
- Upper-level accounting program, The CPA Experience
- Theodore Roosevelt Honors Leadership Program

COLLABORATIVE PROGRAMS:
- BSC - 21 degrees and one certificate, with six of the degree programs also available online at DSU’s distance site at Bismarck State College
- NDSU - Engineering with NDSU
- WSC - 2 degree programs and 1 certificate offered at Williston State College and online

COMPETITIVE POSITION (REGIONAL/NATIONAL):
- Only North Dakota institution to have a 2015 Truman Scholar.
- Alumna Gigi Wilz (’90) promoted to Brigadier General and named the NATO commander for the Balkan States.
- Strom Center is a hub for regional information and hosts major conferences on leadership and shale oil development
- CPA Experience received the American Institute for CPA’s international award for outstanding innovation in junior/senior accounting education.

STRENGTHS, CHALLENGES, NEEDS & PRIORITIES
Strengths:
- 11:1 student to teacher ratio
- Opportunities for student internships in growing economy
- Strong student support services for academics and campus life

Challenges:
- Ability to recruit and retain staff

Needs:
- Facilities for expanded academic programs
- Competitive salary and compensation packages to recruit and retain qualified employees

Priorities:
- Expand programs and degree offerings to meet the educational needs of the region
- Increase access to education for non-traditional students

ORGANIZATION & GOVERNANCE STRUCTURE
President: Dr. D.C. Coston
Leadership Team:
Dr. Cynthia Pemberton, Provost/VP for Academic Affairs
Mark Lowe, VP for Finance and Administration
Melanie Tucker, Vice President for Student Affairs and Enrollment Management
Marie Moe, Executive Director of Public Affairs and Communications
Tim Daniel, Director of Intercollegiate Athletics
Dr. Ken Haught, Dean of College of Arts and Sciences
Dr. Dawn Olson, Dean of Business, Education and Applied Science

FACULTY/STAFF STATISTICS
Total Faculty/Staff FTE: 218
Tenured Faculty: 47%
Faculty with Terminal Degrees: 56%

STUDENT DEMOGRAPHICS
Full-Time Students: 980
Part-Time Students: 499
% of Online Only: 15.08%
% of ND Residence: 66.60
Certificate/Associate: 7/182
Undergraduate: 1,475
Professional/Doctorate: 4

IPEDS GRADUATION RATE:
100%: (4-year) 15%
150%: (6-year) 38%
First-Time, Full-Time Retention Rate: 55%

FINANCIALS
Total Operating Budget: $30,864,515
2015-16 Cost to Attend (Tuition & Fees): $6,172.00 (annual cost based on full time enrollment)
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.

SIGNATURE PROGRAMS

Education
- 331 declared Elementary Education majors (January 2015)
- completely online Master of Education (M.Ed.) degree

Fisheries and Wildlife Science
- preparation for careers in wildlife and fisheries management with state and federal agencies, and jobs with conservation organizations and environmental consultants

Athletic Training
- fastest growing program on campus
- real-world clinical and field experiences

Software Engineering
- only undergraduate software engineering program in North Dakota
- partnerships with Microsoft, SAP, and Oracle provide students with hands-on experience with enterprise software

Environmental Studies
- newest VCSU major; program begins Fall 2015

Three Academic Centers
- Don Mugan Career and Technical Education Leadership Center—supports career and technical education to meet North Dakota workforce needs
- Great Plains STEM Education Center—professional development opportunities for K–12 teachers and hands-on, inquiry-based learning opportunities for students
- Prairie Waters Education and Research Center—environmental learning opportunities focused on North Dakota waters for students, teachers, and professionals, and research on aquatic biological resources

COLLABORATIVE PROGRAMS

VCSU and Dakota College at Bottineau
- DCB students reside on VCSU campus and participate in DCB two-year degree and certificate programs
- DCB nursing program is popular; portion of Rhoades Science Center dedicated to program
- collaborate on fisheries and wildlife science program for Bottineau students
- DCB/VCSU Bridges Program allows incoming students not eligible for full admission to VCSU to enroll as DCB students on VCSU campus and then transition to full VCSU student status after successful completion of program

Webmaster

ONLINE DEGREES

- DB delivers developmental courses needed by some VCSU students

VCSU and North Dakota State University
- collaborate on human development and family science/elementary education program for NDSU students
- students who complete program earn degrees from both institutions
- VCSU faculty teach elementary education coursework on NDSU campus

Valley Partnership of VCSU, NDSU, and Minnesota State University Moorhead
- funded by Bush Foundation grant to prepare more effective teachers

Articulation Agreements with Several Wyoming Community Colleges
- offer bachelor’s degree programs in elementary education, English education, history education, and business; deliver instruction on site in Wyoming and via distance-learning technology

COMPETITIVE POSITION (REGIONAL/NATIONAL)
- ranked No. 2 among Top Public Regional Colleges in Midwest in 2015 U.S. News Best Colleges, ranked No. 1 in Midwest for minus 6 years
- a U.S. News “Best College” for 17 consecutive years
- second college/university in nation to issue laptops to all full-time students (began Fall 1996)

STRENGTHS, CHALLENGES, NEEDS AND PRIORITIES

Strengths
1. close-knit, personal campus: students and faculty/staff know each other, work closely together
2. 20-plus years of leadership in teaching technology
3. innovative and responsive program offerings
4. strong town-gown relationship
5. long-term history of fiscal responsibility and unqualified audits
6. highly active, supportive university foundation

Challenges
1. oldest average-aged buildings of NDUS campuses carry significant, large deferred maintenance
2. expanding student market reach
3. recruitment and retention of faculty and staff

Needs
In process: permanent flood control infrastructure, new Heating Plant, new Wellness Center to meet HPE growth (community collaboration); contingency funded: new Communication and Fine Arts Building
1. McFarland Hall (main building) structural issues
2. campus fire safety systems
3. key card campus security system
4. athletic facility renovations to address safety, Title IX and overcrowding issues
5. student center renovations/repurposing
6. select residence hall renovations

Priorities
1. student retention and persistence
2. program optimization process
3. student recruitment
4. physical plant improvement
5. faculty and staff compensation

ORGANIZATION AND GOVERNANCE STRUCTURE

President: Tisa Mason
Leadership Team
- Margaret Dahlberg, VP for Academic Affairs
- Douglas Dawes, VP for Business Affairs
- Vitaliano Figueroa, VP for Student Affairs
- Joseph Tykwyk, Chief Information Officer
- Larry Robinson, Executive Director of University Advancement

FACULTY/STAFF STATISTICS (Fall 2014)
- total faculty/staff FTE: 223
- full-time faculty: 73
- adjunct/part-time faculty: 44
- faculty with terminal degrees: 57 (full-time 42, part-time 15)
- tenured faculty: 37

STUDENT DEMOGRAPHICS

Total Undergraduate Students (Fall 2014): 1,234
- full-time undergraduates: 779
- part-time undergraduates: 455

Total Graduate Students: 144
(Graduate program is entirely online)
- full-time graduate students: 4
- part-time graduate students: 140

Total Headcount: 1,378
Undergraduates Taking Online Classes Only: 34.5%
North Dakota Residents (Undergraduate and Graduate): 60%
Percentage of Student-Athletes (Among Full-Time Undergraduate Students, Academic Year 2014–15): 25%

IPEDS Graduation Rate (Fall 2007 First-Time, Full-Time Cohort)
- 100 percent (within 4 years): 23%
- 150 percent (within 6 years): 48%

First-Time, Full-Time Retention Rate (Fall 2013–Fall 2014): 69.8%

FINANCIALS

Total Operating Budget: $27.7 million

Special Budget Considerations
- Capital Projects
  - two-for-one match to access $408,000 of Capital Repair Funds; results in redirection of $817,000 from other campus priorities
  - McFarland Hall deferred maintenance totaling $13.4 million
  - W.E. Osmon Fieldhouse Phase II, $4.7 million
- Other
  - grants: $1,973,773
  - doing POP (Program Optimization Process) to assist in determining future campus budget decisions

Actual FY 2014 CFI: 4.57

2015–16 Cost to Attend (15 credits)
- Tuition cost (North Dakota resident): $5,153
- Room and board: $5,900
- University and technology fee*: $1,647
*includes laptop for full-time students
As Valley City State University celebrates its 125th anniversary, students, faculty and staff work together to create an outstanding teaching and learning environment, and the university continues to extend its reach throughout North Dakota and beyond. The campus will soon be secured behind permanent flood protection, and funding has been received for a new heating plant; however, a large amount of deferred maintenance remains.

Work has begun on the Valley City Health, Wellness and Physical Education Center. Target date for completion is August 2016.

All full-time VCSU students are issued laptop computers; that’s been the case since 1996 when VCSU became the second laptop university in the nation.

Permanent flood protection with removable inserts will protect the VCSU campus from future flood events.

MCFARLAND HALL NEEDS MORE THAN $13 MILLION IN DEFERRED MAINTENANCE.

VCSU COMMUNICATION AND FINE ARTS BUILDING (DEPENDENT ON CONTINGENCY FUNDING)

Heat Map of Undergraduate Hometowns, Fall 2014

Retention Percentage of First-Year Students

An emphasis on improving retention numbers has shown significant returns in the last couple years.
MISSION STATEMENT: 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.

SIGNATURE PROGRAMS:
- Teacher Education, early childhood through high school preparation and Special Education
- Business Administration - Bachelor of Science and Bachelor of Applied Science
- Fitness and Wellness, Sports Management
- RN to BSN Nursing
- Early Head Start Child Care Partnership Project
- Larson Leadership Program

COLLABORATIVE PROGRAMS:
- Nursing collaboration at Mayville with Dakota Nursing Program and articulation with LRSC, BSC, and NDSCS for the new RN to BSN program
- Satellite distance sites at Lake Region State College (Devils Lake), Williston State College, North Dakota State College of Science (Wahpeton), and Bismarck State College
- Heart of the Valley IT Consortium – 25 K-12 schools/50 communities
- Early Head Start Child Care Partnership Grant

COMPETITIVE POSITION (REGIONAL/NATIONAL):  
- Affordability
- Personal service approach; opportunity for student participation
- Distance and online options (Best Online Bachelor’s Programs, U.S. News & World Report)
- Advanced technology and ubiquitous computer system
- Formal leadership program for all students
- Targeted academic niches

STRENGTHS, CHALLENGES, NEEDS & PRIORITIES
Strengths: Affordability, personal service, access to non-traditional degree programs, strong community and alumni support, private giving increased by 22% over 2013-2014, willingness to collaborate with any campus or entity, service to at-risk students, flexibility in responding to new needs, 99% successful student placement over past 10 years, many graduates employed in N.D.

Challenges: Deferred maintenance, providing programs for a changing society, preparing high-risk students, faculty and staff salaries, rapid student growth, bonding authority.

Needs: Residence hall space, upgrade of facilities, additional space for academic activities in fastest growing areas, 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.

Priorities: Facility upgrades, faculty and staff salaries, scholarships, student housing, serving the new needs of the region.

ORGANIZATION & GOVERNANCE STRUCTURE
President: Dr. Gary Hagen
Leadership Team:
- Dr. Keith Stenehjem  
  Vice President for Academic Affairs
- Dr. Ray Gerszewski  
  Vice President for Student Affairs and Institutional Research
- Steven Bensen  
  Vice President for Business Affairs
- Mike Moore  
  Athletic Director
- John Klocke  
  Executive Director of MSU Foundation

FACULTY/STAFF STATISTICS
Total Faculty/Staff FTE: 184
Tenured Faculty: 39%
Faculty with Terminal Degrees: 43% (25% working on terminal degrees)

STUDENT DEMOGRAPHICS (2014-2015)
Full-Time Students: 635
Part-Time Students: 446
% of Online Only: 42.22%
% of ND Residence: 62.21%
Certificate/Associate: 315 (included in Undergraduate)
Undergraduate: 1,056
Graduate/Professional/Doctorate: 25
1,081

IPEDS GRADUATION RATE:
100%: 19% for 2008 Cohort
150%: 40% for 2008 Cohort
First-Time, Full-Time Retention Rate: 54% for 2013 cohort

FINANCIALS
Total Operating Budget: $22,161,388
Special Budget Considerations: Funding in the areas of emergency preparedness and security, increased extraordinary repairs, deferred maintenance, and major capital projects
2015-16 Cost to Attend:
- Tuition & Fees: $6,380
- Room & Board: $5,904/$6,976
Over the last year, the 125th anniversary of the establishment of a normal school at Mayville, N.D. has been celebrated. A major part of the celebration focused on the historic strength of personal service and personal attention to each and every student. Located in the heart of the Red River Valley, Mayville State was the nation’s first Tablet PC campus. Faculty and staff cater to students who need a smaller school atmosphere and more personal assistance as they begin their college experience. Over the past 10 years, 99% of graduates have been successfully placed. Based on a five-year average, over 80% of teacher education graduates and 78% of non-teaching graduates found employment in North Dakota. Mayville State University strives to place its graduates in North Dakota, where they work, have families, and contribute to North Dakota’s way of life.

Mayville State is nationally identified for teacher education, the largest academic program on campus. Fitness and wellness, sports management, early childhood, and business administration are also popular programs. Students can also earn a degree in the LRSC Dakota Nursing Program by taking classes on the Mayville State campus. A new online RN to BSN program opened last fall. The program is designed with the flexibility to accommodate working RNs who want to become nurses at the baccalaureate level. This degree curriculum is designed to prepare nursing leaders for rural healthcare providers. Graduates of the BSN degree program will have the opportunity to apply for advanced degrees in nursing, which will help to meet the demands for nurse educators and nurse practitioners in North Dakota. Mayville State has articulation agreements with the Dakota Nursing Program (LRSC, BSC, DC-Bottineau-pending, and WSC-pending) and NDSCS for seamless transition into the Mayville State University RN to BSN program.

In the fall of 2014, Mayville State began offering undergraduate majors in special education. The new program ensures that teachers possess adequate and appropriate content knowledge and special pedagogy for the grades and subjects they teach. The undergraduate special education degree is the first to be approved by the State Board of Higher Education since North Dakota law allowed an undergraduate degree in special education.

Many programs have helped K-12 teachers and students explore STEM topics. The STEM Boot Camp is a three-day professional development program that introduces teachers to STEM and helps them implement the topics into their classrooms. The Educational Engineering Institute helps teachers find ways to incorporate engineering concepts into their lessons. STEM College for Kids, for children in grades K-8, is available in the summer. Another valuable contribution of Mayville State’s STEM Education program is the supplementing of curriculum in area schools with kits from Mayville State’s STEM library. The library includes more than 200 kits that help integrate STEM principals into a teacher’s current lessons.

Mayville State offers a variety of extended learning opportunities. Distance students may enroll as non-degree-seekers or pursue degree programs in business administration, early childhood, mathematics, university studies, special education, RN to BSN, computer information systems (CIS), elementary education, early childhood education, and mathematics education. We currently have 445 distance students, and if you count our graduate students and on-campus students taking at least one distance course, our count is 587 students. Of the 445 distance students, 176 are distance degree seekers. Mayville State dual credit offerings mean exciting opportunities for area high school students. One hundred eighty-four students from 19 area schools and over 50 communities are currently enrolled in dual credit courses through Mayville State University.

As a complement to academics, Mayville State offers a campus-wide leadership initiative for all students. Students participate in a four-year program where they learn about leadership, attend workshops, participate in activities, and engage with national speakers. Outgrowths of this concept include the Cometeers, a student group that brings Mayville State’s tradition of personal service to life. The Cometeers are Mayville State University student volunteers who reach out to communities near and far. Some of the volunteer projects the Cometeers have been involved with include: Summerfest, the PTA carnival, May-Port Food Pantry fundraiser, Mayville State festivities, fundraisers for people in need, ‘fill-the-dome’ project, an NDSA system-wide service learning program helping with the professional development event held on MLK day, and a ‘Pay it Forward’ trip.

Mayville State partners with Lake Region State College in Devils Lake, N.D. and Cankdeska Cikana Community College in Fort Totten, N.D. to offer four-year degrees in business administration, elementary education, early childhood, and early childhood education. Mayville State offers similar opportunities in elementary education, early childhood, early childhood education, and business administration on the NDSCS campus in Wahpeton, the WSC campus in Williston, and in the evenings on the Mayville State campus. Mayville State offers opportunities in early childhood, early childhood education, and business administration to Dakota College, Bottineau. In addition, Mayville State has an agreement with DSU and BSC to deliver early childhood and early childhood education.

Mayville State’s largest residence hall on campus has been transformed to provide apartment- and suite-style living accommodations, and the athletic facilities have been extensively updated. The science and library buildings have been updated, and a new addition to the library and science buildings is home to the Division of Education & Psychology. A $2.2 million campus-wide drainage improvement project was completed last summer, and a $5.8 million HPER facility replacement project is underway. Just over $29 million in physical plant improvements has decreased our deferred maintenance by over 65% and created a campus desired by more and more students.
COMPETITIVE POSITION (REGIONAL/NATIONAL):
- Top 100 Public Schools - U.S. News & World Report
- Top 200 National Universities - U.S. News & World Report
- 380 Best Colleges - Princeton Review
- Best National Universities - Washington Monthly
- America's Best Colleges - Forbes
- Top 200 Research Universities, Forbes (2014)
- Best 294 Business Schools, U.S. News & World Reports
- Top 70 Bang for the Buck
- Top 100 Undergraduate and Graduate Degree Producers for Minorities (American Indian students), Diverse Issues in Higher Education Magazine
- Military Friendly School since 2010 - GI Jobs and Military Advanced Education magazines
- The UND School of Medicine and Health Sciences ranked 2nd in the nation for rural medicine - U.S. News & World Report
- The UND School of Medicine and Health Sciences ranked 1st in the country in the percent of the medical school class going into family medicine – American Academy of Family Physicians
- 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)

STRENGTHS, CHALLENGES, NEEDS & PRIORITIES

Strengths:
- Strong student services
- Integrated Studies Program
- Emphasis on liberal arts as a foundation for the professions
- Health and Wellness
- Master Planning/Space Utilization
- 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
- Balancing access and selectivity for admissions standards
- Demographics related to location

Needs:
- Infrastructure funding (example: $12.1 million for a new boiler for the Steam Plant and $10 million to replace the ramps at UND Flight Services ($6 million of the originally $16 million need was allocated by the 64th Legislative Assembly)
- Deferred maintenance and building infrastructure upgrades
- Classroom upgrades and improved technology support
- 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 infrastructure and 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 public education (connecting student preparation and admissions standards and expectations)
- Continuous programmatic improvements
- Operationalizing the five priority areas identified in the Exceptional UND strategic visioning initiative.

FALL 2014 FRESHMAN CLASS:

The University of North Dakota new freshman class has an average ACT score of 23.8 and an average grade point average (GPA) of 3.4 (in both cases, the highest in UND’s history). As a result of deliberate initiatives focused on student success and coupled with the quality of last year’s freshmen, UND retained nearly 80 percent (up from 75 percent last year) of those students, who are now sophomores.
MISSION STATEMENT: 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, human resources, 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 for the world.

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, Healthcare
• Law
• Music and Performing Arts
• Fisheries and Wildlife
• Educational Leadership
• Contemporary Social Sciences issues related to North Dakota economies (e.g., petroleum development)
• Doctorate in Nursing Practice; Advanced Practice Nursing
• Doctorate in Physical Therapy
• School of Entrepreneurship

COLLABORATIVE PROGRAMS:

• Master 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 Dickinson State University, Mayville State University, and Valley City State University
• Behavioral Science, collaborations between departments and units within the University

ORGANIZATION & GOVERNANCE STRUCTURE

President: Dr. Robert O. Kelley
Leadership Team:
Dr. Thomas DiLorenzo, Provost, Vice President, Academic Affairs
Alice Brekke, Vice President, Finance and Operations
Dr. Lori Reesor, Vice President, Student Affairs
Susan Walton, Vice President, University & Public Affairs
Dr. Joshua Wynne, Vice President, Health Affairs
Dr. Barry Milavetz, Interim Vice President, Research and Economic Development

FACULTY/STAFF STATISTICS*
Total Faculty/Staff FTE: 2,710
Tenured (or tenure-track) Faculty: 62%
Faculty with Terminal Degrees: 94%
*As of the Nov. 1, 2014 annual snapshot.

STUDENT DEMOGRAPHICS
Full-Time Students Headcount: 10,786
Part-Time Students Headcount: 4,120
Full-time Equivalent (FTE) Students: 12,420
% of Online Only: 12 percent
% of ND Residence: 44 percent
Undergraduate Headcount: 11,537
Graduate: 2,866
   Masters: 2,074 Masters
   Doctorate: 642
   Non-degree: 150
Professional: 503
   Law: 229
   Medicine: 274
*From the official enrollment for fall 2014.

IPEDS GRADUATION RATE:
100%: 26% (fall 2010 cohort)
150%: 55% (fall 2008 cohort)
First-Time, Full-Time Retention Rate: 80% (fall 2013 cohort), 75% (fall 2012 cohort), 74% (fall 2011 cohort)

FINANCIALS (FY15)
Total Operating Budget: $511,684,175
Special Budget Considerations: See Needs

2014-15 Cost to Attend (Tuition & Fees):
Undergraduate Students, One Semester

<table>
<thead>
<tr>
<th>Residency</th>
<th>Full Time Enrollment</th>
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<tbody>
<tr>
<td>ND Resident</td>
<td>$3,870</td>
</tr>
<tr>
<td>MN Reciprocity</td>
<td>$4,253</td>
</tr>
<tr>
<td>Non-Resident</td>
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</tr>
</tbody>
</table>
MISSION STATEMENT: 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.

SIGNATURE PROGRAMS:
- Engineering (largest enrollment, both NDSU and ND)
- Agriculture (largest research productivity)
- Applied Science fields supported by High Performance Computing (fastest emerging in DOD, DOT, DOC, NSF and NIH funding). When compared with other institutions in the state, NDSU receives the highest amount of funding from the U.S. Department of Defense, the National Science Foundation, the U.S. Department of Agriculture and from other agencies (which would include Dept. of Transportation), as shown in the NSF Higher Education Research and Development Survey for FY13 (the latest year for which comparable statistics are available).
- Health Professions (Pharmacy, Nursing—including the only accredited doctor of nursing practice—Allied Sciences and Master of Public Health, including the only American Indian Public Health specialization in the nation and the only American Indian Public Health Resource Center in the nation)
- The state’s largest enrollment in health related fields.

COLLABORATIVE PROGRAMS:
- A wide variety of funded research collaborations with other leading research universities around the country.
- Upper Great Plains Transportation Institute (a major state/multi-state/federal transportation and logistics research and analysis collaboration including a consortium 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).
- Master of Public Health with UND.
- Reverse Transfer agreement “Pathways” program and other shared services with NDSCS, and collaborative NDSU courses and program with other System institutions (DSU, VCSU, MiSU, etc.).

ORGANIZATION AND GOVERNANCE STRUCTURE

SBHE/Chancellor
President: Dean Bresciani

Leadership Team:
Provost
- VP for Research and Creative Activity
- VP for Information Technology
- VP for Agricultural Affairs
VP for Finance and Administration
VP for Student Affairs
AVP for University Relations
Director of Athletics

Other Affiliated/Cabinet:
- Chief of Staff
- Executive Director, NDSU Research Foundation
- Executive Director, Research and Technology Park
- President/CEO, NDSU Development Foundation/Alumni Assoc.
- President, Faculty Senate
- President, Student Body
- President, Staff Senate

Other Affiliated/Non-Cabinet:
- Director, ND Ag Research Station
- Directors, 8 Research and Extension Centers throughout ND
- Director, ND Extension Service
- Director, Upper Great Plains Transportation Institute
- Director, Northern Crops Institute
- Director, ND State Forest Service
- Director, Agronomy Seed Farm
- Provost, Tri-College
COMPETITIVE POSITION (REGIONAL/NATIONAL):
1) North Dakota State University (NDSU) is distinctive as a uniquely student-focused, land-grant, research university.

2) NDSU is ranked by the Carnegie Commission on Higher Education among the top 108 public and private universities in the country, was the first and remains the only North Dakota university in that Carnegie Commission elite category of “Research Universities/Very High Research Activity.”

3) NDSU is also listed by the National Science Foundation as one of the top-100 research universities in the nation, based on reported research expenditures in several categories. Among 402 public institutions, NDSU is listed as 84th in total R&D expenditures. (Source: NSF FY2013 Higher Education Research and Development Survey*). NDSU was the first and remains the only North Dakota university in the top 100 in this list.

4) Record fall semester enrollments steadily trending up from 1999 to 2014.

5) In terms of both Carnegie and NSF, NDSU is the top-listed college or university in its five-state area to the west and south (ND, SD, MT, ID, and WY).

6) NDSU research productivity continues to steadily climb with new annual records with more than $150M in research expenditures reported for the upcoming NSF survey. License/patent revenues are more than $2.5M as of April 30, 2015, an increase of more than $500,000 over the previous year.

Against pervasive national trends, NDSU appears to be trending upward amid an exceptionally competitive funding landscape. New External Awards to NDSU grew by 13 percent in FY14.
7) NDSU set another enrollment record this fall, with a new “largest-ever” enrollment while also:
   a. Increasing to enroll the largest number of North Dakota students in the state System
   b. Increasing to enroll the largest number of full-time students in ND.
   c. Increasing to enrolling the largest number of full-time students in its five state area
   d. Increasing both the average high school GPA to 3.43 and average ACT score to 24.02 of its entering class. The average GPA and ACT is the highest in the state System.
   e. Total graduate degrees awarded 2013-14 continues to increase over the past 5 years
   f. The most students taking face-to-face classes on-campus in the state System.
   g. In short, NDSU has become the institution of choice for ND high school graduates, and enrolls the most out-of-state high school graduates as well.

8) While nationally recognized as a STEM-oriented university (largest college is Engineering, followed by Pharmacy/Nursing/Allied Sciences and then Science & Math), enrollment distributions among remaining colleges is closely balanced. That balance includes the state’s largest enrollment of students in fine and performing arts fields.

9) Per the NDUS Accountability Report, NDSU graduates, on almost every measure of comparability between the state’s four year schools, have the highest pass rate on professional licensures and certifications.

10) 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. Last year, 9 of its 16 sports won the league and moved on to post-season competition, often at national championship levels, and this year the football team won a record, unprecedented fourth consecutive NCAA Division 1 national championship.
At the same time, the overall academic performance of student athletes has grown to exceed that of the overall student body. Last year, 61 student athletes achieved perfect 4.0 GPAs; 13 of 14 teams posted greater than 3.0 GPA in the past spring semester (with football posting a 2.96); and, NDSU has advanced a conference winner for NCAA Woman of the Year twice in the last three years.

11) New financing best business practices at NDSU have now been incorporated as System-wide policy. Additionally, NDSU’s 2013 System-leading composite financial indicator score (CFI), has now risen from 3.90 last year to 4.29 this year.

12) NDSU’s “Student Success Tuition Model,” which combines tuition and fees in a single and understandable cost of attendance, was introduced several years ago. It has since become a core aspect of the tuition and fees structure of “Pathways to Student Success” being implemented by the SBHE.

13) NDSU’s award-winning 55 acre Research and Technology Park is home to John Deere Electronic Solutions, Appareo Systems, Bobcat/Doosan, Cargill/Feed Management Systems along with a number of startup entities. The park is essentially at “build out” and is in the process of studying expansion locations.

14) If thought of as a business entity, NDSU is one of the largest in the state if not region in terms of budget, staffing, facilities/landholdings and economic impact.
STRENGTHS, CHALLENGES, NEEDS & PRIORITIES

Strengths:
Reflecting its formal mission in both state and federal definitions as the state’s land grant institution, NDSU excels in its support of the state’s leading economic engine of agriculture, while also excelling in engineering (the largest college in terms of enrollment) and both biological and physical sciences. Supporting that strength, and as the SBHE’s designated site for high-performance computing, NDSU’s Center for Computationally Assisted Science and Technology (CCAST) provides the super-computing facilities and staffing backbone for those data intensive disciplines. The opportunities to share that capacity and expertise with other state and federal agencies is an exciting future potential.

That said, and balancing its traditional mission, NDSU now offers the largest program of fine and performing arts in our state; a nationally top-tier program in architecture/landscape architecture, and; emerging state-leading roles in select, non-MD health fields: nursing (the only ND program up to and including an accredited doctorate in nursing practice), pharmacy, allied sciences and public health.

Challenges:
As confirmed by external studies undertaken by the SBHE, NDSU is substantially understaffed in terms of faculty, and its facilities, as also judged by SBHE studies, are the System’s worst in terms of “critical” needs. The new state HED funding formula bodes to provide resolve of the former, but extraordinary and as yet unidentified measures will be required to address the latter.

Needs:
Immediate and wide-spread attention to the condition of facilities; current needs well exceed the potential for any campus-based or existing state-process to address the problem.

Priorities:
1) Full funding of the state’s HED formula.
2) Prioritized support for facilities renovation/replacement at the state’s top ranked and largest university (NDSU).
3) Support for research related initiatives and product/business incubation at both of the state’s research universities.
2015 Department Snapshot | NDUS Academic and Student Affairs (ASA)

- **PURPOSE:** Oversee all academic and student affairs functions within the North Dakota University System, including academic program approval/termination, recruitment/transfer and articulation/degree completion, tenure recommendations, distance education/authorization of out-of-state higher education institutions to operate in ND, academic/student affairs’ organizational changes, policy development, implementation management, and multi-campus/career-technical degree/P-20 coordination. Presently oversee functions of ND State Approving Agency for Veterans Affairs, scheduled to move to ND Veterans Affairs by 1 July 2015. Signatory authority for Title II/Part A of Teacher and Principal Training Recruiting Fund ($1,006,472 FY 13-15) through ND Department of Public Instruction (DPI). Provide staff support to the SBHE Committee on Academic and Student Affairs. Chair, ND Indian Scholarship Board. Oversight of WICHE and MHEC academic initiatives/agreements.

**DEPARTMENT OVERVIEW.** Provide staff support to the SBHE as regards the following SBHE Policies (and related NDUS Procedures, when applicable): 307.1. Institutional Organization Notice and Approval; 307.3 Branch Campus Governance & Organization; 350.2 Work Force Training Boards; 400s Academic Affairs; 500s Student Affairs; 602.2 Report on Faculty Appointments; 605 Faculty; 610 Oaths for Teachers; 611.9 Selection of Textbooks…Materials; 612 Faculty Grievances; 616 Career & Technical Program Instructor…Standards; and, 1914 Centers of Excellence Applications. Implement HB 1103 for ND State Authorization/Exemption for Degree-Granting Post-Sec. institutions.

**RECENT ACCOMPLISHMENTS:**
- Continuing rigorous updating of all NDUS records/logs (i.e. aligned with minutes) regarding SBHE/NDUS actions pursuant to above-cited SBHE Policies/NDUS Procedures.
- Updated inventories (e.g., GERTA, accreditation, academic logs).
- Continuing communication/collaboration with DPI (e.g., Smarter Balanced™, college preparation, P-20).
- New liaison roles—e.g., serving on Steering Committee of 13–state Compact to lessen time for military/vets to complete degrees (MCMC).
- Increased responsibilities of staff.
- Researched and authored a white paper for the SBHE as regards national trends in higher education.

**RECENT CHANGES:**
- Responsibility for locking IPEDs shifted from ASA to VCIT & IR.
- Responsibility for Strategic Planning and Workforce Development (professional staff position) shifted from ASA to new VC of Strategic Engagement.

**CURRENT CHALLENGES:**
- Monitoring adherence of institutional practices and requests for SBHE/NDUS approvals to SBHE policies/NDUS procedures.
- Updating remaining NDUS logs/practices for ASA—e.g., no recent record of institutions’ program reviews—no rotational calendars for reviews or standard comparisons of on-going or duplicated need/demand for NDUS to continue specific academic programs.
- SBHE Policy 610 Oaths for Teachers (via NDCC§15-10-13.2).
- Developing handbooks (FAQ) for AAC, SAC, & SBHE’s Comm. on ASA.
- Create/staff Research Affairs Council (RAC) to enrich Systemwide research collaboration, increase student-led and faculty-student research at all academic levels across NDUS.

**ORGANIZATION STRUCTURE**

Senior Staff Member:
Sonia S. Cowen, Ph.D.,
Interim Vice Chancellor for Academic and Student Affairs (ASA), NDUS

Professional Staff: 5
- Richard Rothaus, Ph.D., NDUS Director of Academic Programs, Research, and Accreditation.
- Lisa Johnson, NDUS Director of Systemwide Student Entry, Transfer, and Retention.
- Becky Lamboley, NDUS Director of Student Affairs.
- Tanya Spilovoy, Ed.D. NDUS Director of Distance Education and State Authorization.
- Rhonda Schauer, Director, ND State Approving Agency for Veterans Affairs (through 30 June 2015).

Administrative Support Staff: 1
- Nancy Green.

SBHE Policy 302.4 Councils: ASA chairs 3 NDUS Councils—
- Academic Affairs Council
- Student Affairs Council
- Diversity Council

ASA is NDUS’s Liaison to ND’s Council on Tech. Educ. & to DPI’s Smarter Balanced™ Initiative; ASA collaborates with ND’s other educational agencies to establish agendas for the Joint Boards’ meetings re: P-20.
PURPOSE: Develop policy and coordinate services for financial, capital planning, budgeting, financial reporting, human resources, state financial aid programs and other administrative functions.

DEPARTMENT OVERVIEW:

- Administer various state funded aid student-based grant and scholarship programs totaling close to $20 million per year to nearly 12,000 students (duplicated)
- Administer loan forgiveness programs for teachers and ND residents employed in STEM-related fields.
- Directs the Professional Student Exchange Program, which provides scholarships for veterinary medicine, optometry and dentistry students to attend colleges out-of-state since programs do not exist within North Dakota
- Oversees the Tribally Controlled Colleges Assistance Grants, delivering $500,000 per year to ND tribal colleges for non-beneficiary enrollments
- Serve as a resource to the eleven state universities and colleges, five tribal school and four private institutions within the state, providing policy, support and information to allow schools to best administer financial aid for the students they serve
- Provide facility planning, construction, and management support for the NDUS and Institutions, including master planning and space utilization
- Facilitate resource sharing between institutions where possible to provide efficiencies, promote communication, and limit potential risks
- Staffing for Chancellor and Presidential Searches
- Produce annual NDUS consolidated financial statement report
- Implement new accounting pronouncements
- Respond to financial and administrative related audit recommendations
- Maintain NDUS accounting manual and work with campus controllers on accounting practices
- Manage employee retirement program
- Work with the Human Resource Council on HR related policies, procedures and operational issues
- Produce interim financial reports including: semi-annual budget variance report; annual campus financial review report; student affordability report; salary reports, etc.
- Provide support for legislative bill tracking system
- Prepare and provide information and testimony for legislative committees, including fiscal notes
- Work with Administrative Affairs Council, and others as appropriate, to develop policies and procedures for appropriate compliance, operations, and reporting
- Develop biennial budget request priorities
- Develop annual budget guidelines, including tuition and fees
- Recommend allocation to SBHE of pool funds appropriated to SBHE
- Provide accounting, accounts payable, payroll and other functions for the NDUS Office
- Complete annual compensation studies
- Allocation of SBHE pooled resources including deferred maintenance and capital contingency pool
- Staff the ND Challenge Fund program, in cooperation with Governor’s Office
- Administer TIAA retirement plan.

ORGANIZATION STRUCTURE

FTE POSITIONS
Senior Staff Member: Laura Glatt, Vice Chancellor
Number of Reporting Staff: (9)

RECENT ACCOMPLISHMENTS:

- ND Application Campaign kicked off in November 2014 at the Magic City Campus. This state-wide project’s goal is to encourage high school students to apply to college through one-on-one help at the high school level. Six sites are planned for 2015.
- FAFSA Completion Project kicked off in spring 2015. The 2016 goal is to provide high school counselors with individual FAFSA completion data on their students. The focus of this project as well as the application campaign is to work more closely with counselors of first-generation and low-income students, giving them tools to encourage their students to consider college as an option following high school
- Awarded close to $16 million in grant funds to students and institutions
- Coordinated implementation of Affordable Care Act
- Completed and issued the FY14 annual financial report
- Completing the system wide master plan
- Developed both 14-15 annual budget and 15-17 biennial budget request guidelines and priorities
- Completed and submitted FY15 annual budget for NDUS Office
- Completed semi-annual budget report and FY14 annual financial review report
- Completed and submitted 15-17 biennial budget request for NDUS Office
- Organized annual Controller Group training provided by Baker Tilly.

CURRENT CHALLENGES:

- Increasing student loan debt
- Meeting financial aid needs of a greater percentage of ND residents, especially low to middle income
- Legislative changes to the ND State Grant
- Aging plant and infrastructure/deferred maintenance
- Increasing expectation for oversight and coordination, with limited staff
- Increasing demands on request for information
- Expected turnover in senior leadership in NDUS Office within next nine months
- Difficulty recruiting highly qualified staff in some areas
- Staff turnover both at System level and administrative areas on campus creates challenges with obtaining timely and accurate information
PURPOSE: Core Technology Services provides secure information management and technology services to North Dakota University System students, faculty, staff, and state residents. CTS links academic and business services with the NDUS community, connecting users to the information and educational resources they need to accomplish their goals.

DEPARTMENT OVERVIEW:

The North Dakota University System Core Technology Services (CTS) is responsible for a wide portfolio of services including, but not limited to the following:

- Data Center
  - Maintains over 600 servers with applications and storage for all institutions
- ConnectND
  - Peoplesoft enterprise solution for human resources, finance, and student information
- Inside.NDUS – Intranet services for NDUS
- Tegrity - Lecture capture software used by faculty
- Learning Management Systems
  - Blackboard and Moodle used by faculty and students
- Office365
  - Used system-wide for email, calendars, and office productivity by faculty, staff, and students
- Online Dakota Information Network (ODIN)
  - Statewide online library system used by both K-12 and higher education and state residents
- ImageNow - System-wide document imaging
- Statewide Longitudinal Data System
  - Data warehouse that includes K12, post-secondary, and workforce data used to make well-informed decisions
- Interactive Video Network (IVN)
  - Support and training for classes held via video
- Training - Offered for faculty and staff
- Blackboard Collaborate
  - Web conferencing, voice tools, instant messaging

ORGANIZATION STRUCTURE

Senior Staff Member: Lisa Feldner
Number of Reporting Staff: 140

FINANCIALS

Total Annual Budget: $35,524,922.

RECENT ACCOMPLISHMENTS:

- New Data Center management
- eTranscripts through SLDS
- Inside.NDUS Intranet
- iDashboards
- Office 365 Student Tenant Consolidation
- Project Management
- Procurement Management
- Security
  - Intrusion Detection/ Threat Prevention
  - Enhanced scanning
- Data Inconsistencies
- Functional Consolidation
- Work Management System
- Email Archiving
- Records Retention
- Predictive Analytics Reporting
- Common Application

CURRENT CHALLENGES:

- Security
  - Strategic Planning
  - Risk Management Planning
  - Policy and Procedures
  - Multi-Factor Authentication
  - Training & Awareness
  - Compliance
  - Endpoint & Data Security
  - Vulnerability Management
  - Incident Management
- Data Inconsistencies
- Functional Consolidation
- Work Management System
- Email Archiving
- Records Retention
- Predictive Analytics Reporting
- Common Application
**PURPOSE:** The Office of Institutional Research serves as a resource to North Dakota University System decision makers by providing official and consistent data, in a timely manner, that can be used to assess the goals and objectives of the North Dakota University System.

**DEPARTMENT OVERVIEW:**
The North Dakota University System Office of Institutional Research is a very successful collaborative effort with UND’s Office of Institutional Research (IR). The team is led by Director Carmen Williams and includes three research analysts from UND and two from NDUS. The team is responsible for institutional research for both UND and NDUS system-wide. The Office conducts studies, maintains datasets, and reports information on topics such as enrollment, retention, degree completion, productivity, and other areas of interest. IR administers several institutional surveys each year and reports detailed findings and trend analysis. The Office provides support for assessment, program reviews, enrollment management, institutional grant applications, accreditations, strategic planning, and responds to a variety of ad-hoc reporting requests. Responsibilities include, but are not limited to the following:

- NDUS Accountability Reports
- NDUS Fall and Spring Enrollment Reports
- Programs Offered/Programs Completed Reports
- NDUS Strategic Plan metrics
- Dashboards
  - UND
  - NDUS
- IPEDS Reporting
- Post Graduation Reporting
- Statewide Longitudinal Data System - Data warehouse that includes K12, post-secondary, and workforce data used to make well-informed decisions. The Vice Chancellor for IR serves as Chair of Executive Committee.
  - Member of Research Committee
  - Member of Workforce Committee

**ORGANIZATION STRUCTURE**
Senior Staff Member: Lisa Feldner
Number of Reporting Staff: 1.8

**FINANCIALS**
Annual Department Budget: $175,201

**RECENT ACCOMPLISHMENTS:**
- Dashboards
- SLDS
  - Fall enrollment
  - Retention Study
- Predictive Analytics Reporting
- Admissions Index Task Force analytics
- Remediation Task Force analytics

**CURRENT CHALLENGES:**
- Acquiring workforce data
- Training new analysts
- Inconsistently recorded/collected data
  - Non-credit enrollment
  - Military
  - Residency
- Standardizing reporting
- Continued dashboard development:
  - Capturing the appropriate data for data-informed decision making
  - Refer data requests to dashboards as much as possible
  - Enhancing the technology to produce near/real-time dashboards
PURPOSE: The purpose of our department is to engage stakeholders in the State Board of Higher Education’s vision for the North Dakota University System and to inform and educate internal and external audiences about the activities of the Board and NDUS, while promoting our 11 unique institutions.

DEPARTMENT OVERVIEW:

- Strategic Planning
  - Coordination of plan development
  - Implementation tracking
  - Communication of plan progress
- Stakeholder Engagement
  - Facilitates engagement opportunities
  - Coordinates communication
- State Board Communications
  - Board newsletter, blog
  - Speeches, editorials, talking points prep
  - Issues management
- Media Relations
  - News conferences, releases
  - Media calls – local, regional, national
  - Editorial Board visits
- Public Relations
  - Internet website, Facebook, Twitter, Linked-in, externally-facing communication, including editing legislative reports
  - Calls, emails from citizens
  - Issues management
- Internal Communications
  - Communications with campuses – presidents, faculty, staff, students
  - Communication with System Office and CTS
  - Intranet website
- Executive Communications
  - Speeches, videos, editorials, talking points
- Marketing and Advertising
  - Community College Awareness Initiative
  - Project Vital Link/NDChoose
- Public Affairs Council
  - Coordinate monthly meetings, annual retreat
  - Organize biennial Legislative Showcase

ORGANIZATION STRUCTURE

Senior Staff Member: Linda Donlin
Number of Reporting Staff: 2
Billie Jo Lorius, Communications Director
Chris Erickson, Communications Specialist

RECENT ACCOMPLISHMENTS:

- Developed and implemented robust strategic plan communication, before, during and after plan approval.
- Helped developed measurement dashboards to track plan
- Implemented Strategic Planning Online tool
- Upgraded communication tools/pieces used with Legislators during 64th Legislative Assembly.
- Launched InsideNDUS, new intranet and document collaboration system
- Revitalized NDUS social media presence, fully using Facebook, Twitter and Linked-In.
- Reinvented Project Vital Link, taking an outdated student recruitment campaign and turning it into cutting-edge resource, called NDChoose.

CURRENT CHALLENGES:

- Budget
North Dakota University System
Summary of General Fund Increases
Final 2015-17 Legislative Appropriation
(Includes Funding from HB's 1003, 1021, 1051, 1151, 1201 and 1020)

<table>
<thead>
<tr>
<th>(1)</th>
<th>(2)</th>
<th>(3)</th>
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<th>(5)</th>
<th>(6)</th>
<th>(7)</th>
<th>(8)</th>
<th>(9)</th>
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</thead>
<tbody>
<tr>
<td>Campuses, Med School, Forest Service &amp; NDUS Office (HB 1003,1021,1051,1151,1201)</td>
<td>$923,026,552</td>
<td>$111,268,555</td>
<td>$1,034,295,107</td>
<td></td>
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<tr>
<td>Less OMB Adjustments:</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2013-15 One-time Funding</td>
<td>(226,858,069)</td>
<td>(8,785,000)</td>
<td>(235,643,069)</td>
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<tr>
<td>2011-13 Carryover</td>
<td>(16,896,637)</td>
<td>(362)</td>
<td>(16,897,004)</td>
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<tr>
<td>Total Base Adjustments</td>
<td>(243,754,706)</td>
<td>(8,785,362)</td>
<td>(252,540,068)</td>
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<tr>
<td>2015-17 Legislative Appropriation</td>
<td>895,524,867</td>
<td>115,878,504</td>
<td>1,011,403,371</td>
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</tbody>
</table>

Total Increase | $216,253,021 | $13,395,331 | $229,648,352 |

Increase Summary:

<table>
<thead>
<tr>
<th>Requested Increase</th>
<th>Increase Funded</th>
<th>Incr over Adj Base Approp</th>
<th>Requested Increase</th>
<th>Increase Funded</th>
<th>Incr over Adj Base Approp</th>
<th>Requested Increase</th>
<th>Increase Funded</th>
<th>Incr over Adj Base Approp</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Base Increase</td>
<td>$ 137,028,770</td>
<td>$ 57,705,753</td>
<td>8.5%</td>
<td>$ 19,003,821</td>
<td>$ 10,635,331</td>
<td>10.4%</td>
<td>$ 156,032,591</td>
<td>$ 68,341,084</td>
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<tr>
<td>One-time Increases</td>
<td>69,017,486</td>
<td>58,638,056</td>
<td></td>
<td>4,118,465</td>
<td>1,260,000</td>
<td></td>
<td>73,135,951</td>
<td>59,898,056</td>
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<tr>
<td>Capital Projects - One-time</td>
<td>283,559,212</td>
<td>99,909,212</td>
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<td>31,633,796</td>
<td>1,500,000</td>
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<td>315,193,008</td>
<td>101,409,212</td>
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<tr>
<td>Total Increase</td>
<td>$ 489,605,468</td>
<td>$216,253,021</td>
<td></td>
<td>$ 54,756,082</td>
<td>$13,395,331</td>
<td></td>
<td>$ 544,361,550</td>
<td>$229,648,352</td>
</tr>
</tbody>
</table>

1HB 1021 includes $175,350 for desktop support for the NDUS Office ($93,600 base & $81,750 one-time). HB 1051 includes $350,000 one-time funds for retention of nonstudent employee electronic mail messages. HB 1151 includes $23.5 million one-time funding for challenge grants ($21 million general fund & $2.5 million from student loan trust fund. HB 1201 includes $4,800 for faculty commendatory grants.

2An additional $1,050,000 contingency appropriation is included in HB 1003 (Sections 3 & 4) for the following: $50,000 for establishment of a unified workforce, vocational and technical program system; $1 million for NDUS Office reorganization, subject to Budget Section approval. Those amounts are not included in the above totals.

#N/A
Sixty-fourth Legislative Assembly of North Dakota
In Regular Session Commencing Tuesday, January 6, 2015

HOUSE BILL NO. 1003
(Appropriations Committee)
(At the request of the Governor)

AN ACT to provide an appropriation for defraying the expenses of the North Dakota university system; to create and enact five new sections to chapter 15-10, chapters 15-62.4 and 15-62.5, and a new subsection to a new section to chapter 54-10 as created in section 5 of Senate Bill No. 2004, as approved by the sixty-fourth legislative assembly, of the North Dakota Century Code, relating to a unified workforce, vocational, and technical education program system, the workforce education advisory council, the required use of electronic mail, file server administration, database administration, application server, and hosting services, audits of higher education computer systems, annual reports regarding scholarships, the student financial assistance program, the scholars program, and higher education audits; to amend and reenact subdivision c of subsection 1 of section 15-10-17, sections 15-18.2-02, 15-18.2-03, 15-18.2-04, 15-18.2-05, 54-12-08, and 54-44.1-04, subsection 4 of section 54-44.1-06, and section 54-44.1-11 of the North Dakota Century Code, relating to university system office personnel, state aid to institutions, attorneys hired by the state board of higher education, budget requests submitted to the office of the budget, preparation of budget data, and the cancellation of unexpended appropriations; to repeal chapter 15-62.2 of the North Dakota Century Code, relating to the student financial assistance program and the scholars program; to provide for the transfer of funds; to authorize the state board of higher education to issue and sell bonds for capital projects; to limit tuition rate increases; to reauthorize projects for North Dakota state university and Minot state university; to provide for budget section reports; to provide for reports to the sixty-fifth legislative assembly; to provide for legislative management reports and studies; to provide an appropriation to the attorney general; to provide contingent appropriations to the state board of higher education; to provide exemptions; to provide legislative intent; and to declare an emergency.

BE IT ENACTED BY THE LEGISLATIVE ASSEMBLY OF NORTH DAKOTA:

SECTION 1. APPROPRIATION. The funds provided in this section, or so much of the funds as may be necessary, are appropriated out of any moneys in the general fund in the state treasury, not otherwise appropriated, and from special funds derived from federal funds and other income to the state board of higher education and to the entities and institutions under the supervision of the board, for the purpose of defraying the expenses of the state board of higher education and the entities and institutions under the control of the board, for the biennium beginning July 1, 2015, and ending June 30, 2017, as follows:

Subdivision 1.

NORTH DAKOTA UNIVERSITY SYSTEM OFFICE

<table>
<thead>
<tr>
<th>Item</th>
<th>Base Level</th>
<th>Adjustments or Enhancements</th>
<th>Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capital assets - bond payments</td>
<td>$10,436,045</td>
<td>($2,067,209)</td>
<td>$8,368,836</td>
</tr>
<tr>
<td>Competitive research program</td>
<td>7,050,000</td>
<td>0</td>
<td>7,050,000</td>
</tr>
<tr>
<td>System governance</td>
<td>12,666,502</td>
<td>(5,139,509)</td>
<td>7,526,993</td>
</tr>
<tr>
<td>Title II</td>
<td>1,006,472</td>
<td>0</td>
<td>1,006,472</td>
</tr>
<tr>
<td>Core technology services</td>
<td>38,652,551</td>
<td>7,318,414</td>
<td>45,980,965</td>
</tr>
<tr>
<td>Student financial assistance grants</td>
<td>21,245,679</td>
<td>4,388,597</td>
<td>25,634,276</td>
</tr>
<tr>
<td>Professional student exchange program</td>
<td>4,275,015</td>
<td>0</td>
<td>4,275,015</td>
</tr>
<tr>
<td>Academic and technical education scholarships</td>
<td>10,000,000</td>
<td>4,054,677</td>
<td>14,054,677</td>
</tr>
</tbody>
</table>
Two-year campus marketing 800,000 0 800,000
Scholars program 2,113,584 0 2,113,584
Native American scholarships 649,267 0 649,267
Tribally-controlled community college grants 1,000,000 0 1,000,000
Education incentive programs 3,349,000 0 3,349,000
Student mental health 282,520 33,480 316,000
Veterans assistance grants 325,000 0 325,000
Deferred maintenance pool 0 8,700,000 8,700,000
Campus security pool 0 3,000,000 3,000,000
Open education resources training 0 110,000 110,000
Internal audit pool 0 300,000 300,000
Total all funds $113,861,635 $20,698,450 $134,560,085
Less estimated income 2,299,912 211,304 2,511,216
Total general fund $111,561,723 $20,487,146 $132,048,869
Full-time equivalent positions 112.91 (8.52) 104.39

Subdivision 2.

BISMARCK STATE COLLEGE

<table>
<thead>
<tr>
<th></th>
<th>Base Level</th>
<th>Enhancements</th>
<th>Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$32,653,654</td>
<td>$3,509,499</td>
<td>$36,163,153</td>
</tr>
<tr>
<td>Capital assets</td>
<td>417,673</td>
<td>2,175,000</td>
<td>2,592,673</td>
</tr>
<tr>
<td>Total all funds</td>
<td>$33,071,327</td>
<td>$5,684,499</td>
<td>$38,755,826</td>
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<tr>
<td>Less estimated income</td>
<td>0</td>
<td>600,000</td>
<td>600,000</td>
</tr>
<tr>
<td>Total general fund</td>
<td>$33,071,327</td>
<td>$5,084,499</td>
<td>$38,155,826</td>
</tr>
<tr>
<td>Full-time equivalent positions</td>
<td>128.96</td>
<td>6.57</td>
<td>135.53</td>
</tr>
</tbody>
</table>

Subdivision 3.

LAKE REGION STATE COLLEGE

<table>
<thead>
<tr>
<th></th>
<th>Base Level</th>
<th>Enhancements</th>
<th>Appropriation</th>
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</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$12,429,097</td>
<td>$2,403,092</td>
<td>$14,832,189</td>
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<tr>
<td>Capital assets</td>
<td>165,367</td>
<td>1,646,423</td>
<td>1,811,790</td>
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<tr>
<td>Total all funds</td>
<td>$12,594,464</td>
<td>$4,051,515</td>
<td>$16,635,979</td>
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<tr>
<td>Less estimated income</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total general fund</td>
<td>$12,594,464</td>
<td>$4,051,515</td>
<td>$16,635,979</td>
</tr>
<tr>
<td>Full-time equivalent positions</td>
<td>40.22</td>
<td>9.97</td>
<td>49.19</td>
</tr>
</tbody>
</table>

Subdivision 4.

WILLISTON STATE COLLEGE

<table>
<thead>
<tr>
<th></th>
<th>Base Level</th>
<th>Enhancements</th>
<th>Appropriation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$12,783,506</td>
<td>($233,042)</td>
<td>$12,550,464</td>
</tr>
<tr>
<td>Capital assets</td>
<td>197,801</td>
<td>0</td>
<td>197,801</td>
</tr>
<tr>
<td>Total all funds</td>
<td>$12,981,307</td>
<td>($233,042)</td>
<td>$12,748,265</td>
</tr>
<tr>
<td>Less estimated income</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total general fund</td>
<td>$12,981,307</td>
<td>($233,042)</td>
<td>$12,748,265</td>
</tr>
<tr>
<td>Full-time equivalent positions</td>
<td>44.15</td>
<td>5.81</td>
<td>49.96</td>
</tr>
</tbody>
</table>

Subdivision 5.

UNIVERSITY OF NORTH DAKOTA
<table>
<thead>
<tr>
<th>Subdivision 6.</th>
<th>NORTH DAKOTA STATE UNIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations</strong></td>
<td><strong>Base Level</strong></td>
</tr>
<tr>
<td></td>
<td>$149,683,005</td>
</tr>
<tr>
<td>Capital assets</td>
<td>4,411,566</td>
</tr>
<tr>
<td>Total all funds</td>
<td>$154,094,571</td>
</tr>
<tr>
<td>Less estimated income</td>
<td>0</td>
</tr>
<tr>
<td>Total general fund</td>
<td>$154,094,571</td>
</tr>
<tr>
<td>Full-time equivalent positions</td>
<td>633.60</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subdivision 7.</th>
<th>NORTH DAKOTA STATE COLLEGE OF SCIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations</strong></td>
<td><strong>Base Level</strong></td>
</tr>
<tr>
<td></td>
<td>$140,341,540</td>
</tr>
<tr>
<td>Capital assets</td>
<td>2,732,244</td>
</tr>
<tr>
<td>Total all funds</td>
<td>$143,073,784</td>
</tr>
<tr>
<td>Less estimated income</td>
<td>0</td>
</tr>
<tr>
<td>Total general fund</td>
<td>$143,073,784</td>
</tr>
<tr>
<td>Full-time equivalent positions</td>
<td>491.21</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subdivision 8.</th>
<th>DICKINSON STATE UNIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations</strong></td>
<td><strong>Base Level</strong></td>
</tr>
<tr>
<td></td>
<td>$38,181,456</td>
</tr>
<tr>
<td>Capital assets</td>
<td>1,012,379</td>
</tr>
<tr>
<td>Total all funds</td>
<td>$39,193,835</td>
</tr>
<tr>
<td>Less estimated income</td>
<td>0</td>
</tr>
<tr>
<td>Total general fund</td>
<td>$39,193,835</td>
</tr>
<tr>
<td>Full-time equivalent positions</td>
<td>171.87</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Subdivision 9.</th>
<th>MAYVILLE STATE UNIVERSITY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operations</strong></td>
<td><strong>Base Level</strong></td>
</tr>
<tr>
<td></td>
<td>$14,364,424</td>
</tr>
<tr>
<td>Capital assets</td>
<td>358,992</td>
</tr>
<tr>
<td>Total all funds</td>
<td>$14,723,416</td>
</tr>
<tr>
<td>Less estimated income</td>
<td>0</td>
</tr>
</tbody>
</table>
North Dakota University System
2014-15 ANNUAL BUDGET HIGHLIGHTS

The 2014-15 operating budget for the North Dakota University System is approximately $1.35 billion. The state general fund supports 31.8 percent of the operations of the NDUS. The remainder is self-generated through tuition and fees, room and board charges paid by students, and private and federal research grant and contract collections. The following chart compares the funding sources for the 2014-15 and adjusted 2013-14 operating budgets.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>2014-15 Operating Budget</th>
<th>2013-14 Adjusted Operating Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Percent of Total Operating Budget</td>
</tr>
<tr>
<td>Tuition Income</td>
<td>$295.98 million</td>
<td>21.9%</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>203.96 million</td>
<td>15.1%</td>
</tr>
<tr>
<td>Other Current Funds</td>
<td>425.00 million</td>
<td>31.2%</td>
</tr>
<tr>
<td>Subtotal</td>
<td>$924.94 million</td>
<td>68.2%</td>
</tr>
<tr>
<td>State General Fund</td>
<td>430.57 million</td>
<td>31.8%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$1.35 billion 1</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

1/Does not include $322.3 million budgeted for capital improvements, deferred maintenance and capital projects (including 11-13 estimated carryover) for 2014-15, and $87.9 million budgeted for 2013-14.

2014-2015 Annual Budget Funding Source

- Tuition Income: 21.9%
- State General Fund: 31.8%
- Grants & Contracts: 15.1%
- Other Current Funds: 31.2%
SUMMARY BY INSTITUTION

BSC
BSC's overall financial position remains good. The CFI and working capital ratio increased from FY2011 while the primary reserve ratio remained at the same level. The viability, primary reserve, current and working capital ratios are fairly consistent. Long-term debt increased 77 percent from FY2011, due to new bonds of $7.0 million issued in FY2012 for the renovation and expansion of the Student Union Building, which will be supported by a student fee increase in the Fall 2013. The oil/energy related activities in the western part of the state and the overall strong North Dakota economy as well as a shortage of affordable housing contributed to a decline in FTE enrollment of 9 percent since FY2011. Issuance of additional long-term debt should be carefully evaluated.

DCB
DCB’s CFI is good and the viability ratio has improved since FY2011. However, the current ratio, working capital, the operating income margin, net income margin have declined since FY2011. The primary reserve ratio remained the same from FY2011. Long-term liabilities have decreased 35 percent from FY2011. FTE enrollment declined one percent from FY2011 to FY2014. DCB operating income margin will need to be carefully monitored to ensure an improvement in the operating income margin in FY15.

DSU
DSU’s financial position remains good. DSU’s viability ratio, current ratio and working capital ratio are very good. Long-term liabilities decreased 44 percent from FY2011. However, the operating income margin was negative the past four years and FTE enrollment decreased 40 percent since FY2011 from 1,959 to 1,176 FTE. In addition, the financial situation of the DSU Foundation is a concern, and the related impact it has on DSU’s CFI.

In June 2014, DSU prepared a plan for the SBHE Budget and Finance Committee to address the negative trends for operating income margin and enrollment. The plan outlined several steps taken by DSU since FY2012 that included reducing operating expenses, reducing FTE through retirements, reorganizations and attrition and enhanced marketing and recruitment efforts to increase enrollment.

Plan Status Update: From fall 2011 to fall 2014, DSU reduced the number of FTE employees by 54 (approximately 20% of the workforce), reduced biennial operating costs by $1.1M and cut equipment expenditures in half. To contain costs in auxiliaries, DSU vacated one residence hall. The operating income margin did improve from FY 2013 to FY 2014 and the remaining negative amount is largely due to depreciation, a non-cash expense. DSU has an aggressive student recruitment plan and did increase headcount enrollment from fall 2013 to fall 2014. Projections for fall 2015 appear to be ahead of enrollment goals at this time.

LRSC
LRSC’s overall financial position is generally good. The CFI increased significantly from FY2013 due to the Bergstrom Technical Center building addition project because it added nearly $4.0 million to net position in FY2014. LRSC expects the CFI to be lower in FY2015 than it was in FY2014 but higher than the FY2013 CFI. In FY2015, the Bergstrom Technical Center project is expected to increase net position by a smaller amount. Long-term debt is slowly decreasing as payments continue on the wind turbine and the revenue bonds. The primary reserve ratio, current ratio and
working capital ratio have been relatively stable. Operating income margin has been negative for the past three years. Long term debt increased 285 percent or $3.9 million from FY2011 as a result of a note payable in FY2012 for the installation of a wind turbine, replacement of a gas fired boiler and an upgrade to the central pumping station. FTE enrollment remained stable with a slight increase from FY2010. Issuance of additional long-term debt should be carefully evaluated. In June 2014, LRSC prepared a plan for the SBHE Budget and Finance Committee to address the negative trends for operating income margin and the increase in long-term liabilities. The plan included reducing large one-time purchases in the short-term and incorporating student retention efforts into the appropriated budget rather than rely on local fund reserves.

Plan Status Update: In FY2015, the cost for more of the total student retention services was included in the appropriated budget. Additionally, large one-time purchases have been reduced.

**MaSU**

MaSU financial condition has improved substantially in recent years after implementation of a financial management plan in FY2006. The CFI, primary reserve ratio, current ratio, working capital ratio and net income margin are good. Meanwhile, long-term liabilities decreased 13 percent from FY2011 and enrollment increased 13 percent from FY2011. The viability ratio has remained below 1.0 each year since FY2010 but is not a concern at this time.

**MiSU**

MiSU’s financial position is good. The working capital ratio is very strong. The CFI, viability, primary reserve, current ratio and working capital ratio are good. Operating income margin has been negative the past four years. Net liquid assets is negative in FY2014. Long-term liabilities have decreased since FY2014. The 2011 Souris River flood and the tight housing market in Minot have negatively impacted enrollment in each of the last four years. A plan should be considered to address the negative operating income margin trend.

**NDSCS**

NDSCS’s financial position is strong. The CFI, viability ratio, primary ratio and current ratio are good. The working capital ratio and net income margin are very good. Operating income margin, although still negative, has improved substantially from FY2011. Long term debt increased 450 percent from FY2011 with the issuance of revenue bonds of $9.0 million for the renovation of Forkner and Riley Residential Halls. Total FTE enrollment decreased 4 percent from FY2011. None of the ratios indicate any concerns at this point, as long as continued positive progress is made on improving the operating income margin. In June 2014, NDSCS prepared a plan for the SBHE Budget and Finance Committee to address the negative trends in operating income margin. The plan included increasing student enrollment and centralizing certain services to better serve and support students.

Plan Status Update: Included in the proposed plan was a retention goal of Fall to Fall of 62 percent to 82 percent. Fall to Spring retention rate for NDSCS was 84 percent. The focus of our plan was to restructure and bolster our Student Success initiative to better service and support the students. At this point in the plan, this goal appears to be tracking. NDSCS will continually measure and monitor this data and the success of this initiative which will be an ongoing effort.

**NDSU**
NDSU’s overall financial position is good. The CFI, primary reserve ratio, current ratio, working capital ratio, operating income margin and net income margin are solid. The viability ratio is slightly below 1.0 at 0.9 but has improved since FY2011 and is not a concern at this time. Long term liabilities decreased 13 percent and enrollment increased 3 percent from FY2011.

Standard & Poor’s affirmed its ‘AA-‘ rating with a stable outlook in a report dated December 17, 2014. According to S&P, “The rating reflects our view of NDSU’s strong enterprise and financial profile, specifically its position as the designated land-grant and flagship institution and leading research university in North Dakota, growing and geographically diverse enrollment base, good operating performance and adequate financial resource ratios for the rating category.

Moody’s affirmed its ‘Aa3’ rating with a stable outlook in a report dated December 22, 2014. According to Moody’s, “The Aa3 rating on the university's housing and auxiliary facilities revenue bonds is based on NDSU's status as the state's land grant university with growing research activity combined with strong state support, and favorable enrollment growth. The stable outlook reflects our expectation of continued enrollment growth, positive operating performance and modest financial resource growth with no material increase in debt.” “As a designated elite research university, NDSU should stand well in at least maintaining its research profile in an intensely competitive research environment.”

UND
UND’s overall financial position is good with adequate reserves and liquidity. The CFI is good and increased in FY2014 compared to FY2013. The viability ratio, current ratio, working capital ratio, net income margin and net liquid assets have increased since FY2011. Long-term liabilities increased 16 percent since FY2011 but are not of a concern. FTE enrollment increased slightly at 1 percent from FY2011.

UND received a Moody’s rating of Aa3 with a stable outlook in April 2014. The rating reflects significant research contributions in aerospace and energy which serve an important role for the state of North Dakota and established market as a flagship university in the state. The report also notes UND’s completion of a successful $300 million capital campaign in 2013 and its significant non-resident draw that enable it to maintain a larger enrollment base and broader program array. The rating also takes into account lower occupancy rates in student housing, and uncertainty around federal research funding. UND received a Standard & Poor’s report dated April 16, 2013 affirming an A+/Positive rating. The outlook reflects their view of the university’s flagship position, history of increasing state support, stable financial operations and strong debt service coverage.

VCSU
VCSU’s viability ratio and net income margin increased from FY2011. The CFI score is solid. The primary reserve ratio, change in net liquid assets and change in long-term liabilities have remained relatively constant and are not of concern. The current ratio and working capital ratios have decreased slightly since FY2011, but are not a concern at this time. The improvement in operating income margin is positive; however, the trend over the past four years has been a negative margin. This is due to depreciation expense, which will likely continue as VCSU does not budget for this non-cash expense. FTE enrollment decreased 2 percent from the peak enrollment in FY2011, but has remained relatively constant for the past three years. Although long term debt decreased slightly since FY2011, issuance of additional long-term debt should be carefully evaluated.
In June 2014, VCSU prepared a plan for the SBHE Budget and Finance Committee to address the negative trends. The plan called for careful monitoring of long-term debt and operating income margin, excluding depreciation.

Plan Status Update: VCSU has improved both its viability ratio by refinancing long-term debt and fulfilling required bond covenants. Additionally, VCSU has significantly improved its operating income margin compared with the previous year; however, it will be a challenge to get into the positive when including the non-cash depreciation expense. It will continue to be VCSU’s intent to utilize appropriations and tuition revenue to support students and will budget so that operating income margin, excluding depreciation, will be positive. VCSU takes bond covenants seriously and will not enter into additional long-term debt commitments in the foreseeable future.

In FY2013, a timing difference occurred related to the refinancing of the 2003 VCSU Kolstoe Bonds. The refinance was substantially completed by June 30th but the repayment from the refinance occurred on July 1, 2013. As a result of this timing difference, GASB accounting standards required both the original debt and the new debt to be reflected in VCSU’s general ledger at June 30, 2013. The second column of the table below represents the actual ratio, as reported. The third column lists the pro-forma ratio which excludes the impact of the timing difference.

<table>
<thead>
<tr>
<th>Ratio</th>
<th>FY13 Actual Ratio</th>
<th>FY13 Proforma Ratio - Adjusted Due to Bond Refinance (timing)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Viability</td>
<td>.7</td>
<td>.7</td>
</tr>
<tr>
<td>Primary Reserve</td>
<td>.3</td>
<td>.2</td>
</tr>
<tr>
<td>Current</td>
<td>1.2</td>
<td>3.1</td>
</tr>
<tr>
<td>Working Capital</td>
<td>2.1</td>
<td>8.8</td>
</tr>
<tr>
<td>Operating Income Margin</td>
<td>-3.4%</td>
<td>-3.4%</td>
</tr>
<tr>
<td>Net Income Margin</td>
<td>20.5%</td>
<td>8.0%</td>
</tr>
<tr>
<td>Net Liquid Assets</td>
<td>-78%</td>
<td>15%</td>
</tr>
<tr>
<td>Change in Long-term Liabilities</td>
<td>146%</td>
<td>74%</td>
</tr>
</tbody>
</table>

WSC
WSC’s primary reserve ratio, viability ratio, current ratio, working capital ratio and operating income margin have decreased from FY2011. While the operating income margin can fluctuate from year-to-year, the decrease in the other ratios is a concern. Net income margin has been very good for the last consecutive four years and the CFI is good; however, WSC’s overall financial status is of concern and should be carefully monitored. Long-term debt has remained at about the same level in FY2011. FTE enrollment decreased 5 percent from FY2011. Issuance of additional long-term debt should be carefully evaluated. In June 2014, WSC prepared a plan for the SBHE
Budget and Finance Committee to address the negative trends in the viability ratio, working capital ratio, operating income margin and increase in long-term debt. The plan includes incurring no additional debt service in the short-term, exploring options to reduce debt service for Frontier Hall and the TrainND building, implementing significant budget cuts and reducing staff turnover.

Plan Status Update: Refinancing the 2010 housing bonds was discussed with bond counsel and was determined to not be a cost-saving opportunity at this time. Additional debt for the building of an expanded TrainND facility will be taken on in fiscal year 2015. Thanks to a partnership between the Alva J Field Trust, WSC Foundation and the ND Higher Education Challenge Fund, graduates of Williams County high schools, who attend WSC, are eligible for free tuition, fees and books for two years. This generous scholarship will have a very positive effect on enrollment and operating income.

Several vacant positions were not filled and the position of Vice-President of Business Services was eliminated in September. In June, the Director of Financial Aid resigned after just one year in the position and the Financial Aid assistant resigned in August. This left WSC with no employees in the Financial Aid area with the fall term about to start. An agreement was reached with UND to administer Financial Aid at WSC. Recently MOUs were signed with UND to continue the administration of Financial Aid and to provide cash reconciliation services to the Finance area. These arrangements with UND will provide critical services and support for WSC, but they do have a significant cost associated with them.

The employee turnover rate at WSC was 41 percent in calendar year 2014. A total of 50 employees left WSC in 2014. From January 2015 through mid-February 2015, only two employees left WSC. There has been an increase in the number of qualified applicants for vacant positions. Although finding highly skilled workers remains a challenge, it appears the turnover rate is decreasing and employee retention is increasing.