

## **Agenda**

### **Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, September 10, 2012*  
*Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of May 7, 2012, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))
  - b. Senate Coordinating Council (SCC)
    - For Information Only:
      - 1) Policy 170: Payment of Meals for Staff and Guests ([Attachment 2](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. L. Brodeur, President of Student Body
- V. Presentation by Ad-hoc Budget Committee
- VI. Senate Committee Reports
  - a. Academic Affairs – M. Harris
  - b. General Education – L. Peterson
  - c. Council of College Faculties – M. Meister
  - d. Senate Coordinating Council – T. Stone Carlson, H. Hatterman-Valenti
    - For Discussion and Vote
      - Policy 823: Financial Conflict of Interest – Public Health Service Sponsored Research ([Attachment 3](#))
- VII. Unfinished Business
- VIII. New Business
  - Proposal to create an ad-hoc committee of the Faculty Senate to research and discuss the creation of an ombudsperson position at NDSU
- IX. Adjournment

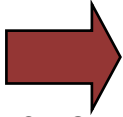
## Academic Affairs Committee Report

### Curricular Recommendations

Program Title Change							
From: Individual and Family Wellness minor				To: Wellness minor			
Track Title Change (Master of Public Health)							
From: Emergency Management				To: Disaster and Emergency Preparedness			
New Courses							
Subject	No.	Title					Crs.
HNES	722	Readings in Sports Medicine					3
MICR	450L/ 650L	Infectious Disease Pathogenesis Laboratory					2
PPTH	457/ 657	Landscape Plant Pathology					3
Course Changes							
From:				To:			
Subject	No.	Title	Crs.	Dept	No.	Title	Crs.
ACCT	422/ 622	Auditing II	3	ACCT	722	Advanced Studies in Auditing	3
BUSN	730	Legal Aspects of Business	3	ACCT	730	Legal Aspects of Business	3
COMM	103	Introduction to Agricultural Communication	3	COMM	133	Introduction to Agricultural Communication	3
New Special Topics							
CE	499/ 696	Groundwater Remediation					3
ECE	499/ 696	RF and Microwave Circuit Analysis and Design for Wireless Systems					3
EDUC	499	AVID Tutorials I: 21 <sup>st</sup> Century Practices					1
UNIV	199	Cultural Diversity Scholars					2
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title			Prerequisite/Corequisite Change		
ACCT	418	Tax Accounting I			ACCT 311 with a grade of C or better Restricted to College of Business professional major or minor, Jr or Sr classification, and a 2.50 minimum NDSU grade point average		
COMM	345	Principles of Broadcast Production			Delete all existing prerequisite/s or corequisite/s		
ECON	481	Natural Resource Economics			Prereq: ECON 201		

# Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed; if not, it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to Melissa Lamp first so that a clean policy can be presented to the committees.*

## SECTION: **170 Payment of Meals for Staff and Guests**

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy). Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).
  - *Policy 170 – Update NDSU Policy 170, to match the content in SBHE Policy 806.1 and SBHE Procedure 806.1*
  - *The source for each part of the NDSU Policy is now carefully documented.*
  - *Most of these changes will have no effect on NDSU's current practices, just an improved matching of NDSU policy to SBHE policy and procedures.*
  - *The most significant change from current practices is the SBHE requirement to document the reasonableness of meal costs. Part 6 of NDSU's Policy 170 addresses the SBHE requirements for upper limit of 125% GSA rate test. However, the detailed examples will be kept out of NDSU policy as they will be available on the NDSU Accounting Office Website.*
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2. This policy was originated by (individual, office or committee/organization):
  - *Gary Wawers, Controller, NDSU Accounting Office, 5/21/2012*
  - *Gary.wawers@ndsu.edu*
3. This policy has been reviewed/passed by the following (include dates of official action):
 

*This portion will be completed by Melissa Lamp*

Senate Coordinating Committee:

Faculty Senate:

Staff Senate:

Student Government:

President's Council:

*If you have any questions regarding this cover sheet, please contact Melissa Lamp at 1-6133 or [Melissa.lamp@ndsu.edu](mailto:Melissa.lamp@ndsu.edu).*

*The formatting of this policy will be updated on the website once the **content** has final approval. Please do not make formatting changes on this copy. If you have suggestions on formatting, please route them to [Melissa.Lamp@ndsu.edu](mailto:Melissa.Lamp@ndsu.edu). All suggestions will be considered, however due to policy format guidelines, they may not be possible. Thank you for your unders*

# North Dakota State University Policy Manual

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## SECTION 170 PAYMENT OF MEALS FOR STAFF AND GUESTS

SOURCE: SBHE Policy Manual, Section 806.1; SBHE Procedure Manual, Section 806.1

1. Payment or reimbursement of employee travel expenses, including meals or per diem, is governed by N.D.C.C. §§ 44-08-04 (lodging and per diem), 44-04-04.1 (per diem for long-term travel), 44-08-04.2 (travel advances), 54-06-09 (mileage) and 54-06-26 (reimbursement of one long-distance call per day). NDSU shall reimburse officers and employees for eligible travel expenses at the rates set forth in those statutes. However, institutions may, pursuant to subsection 7 of N.D.C.C. § 44-08-04, set a rate for travel expenses outside the state lower than the rates set forth in that statute. In addition to expenses for travel out of town, employees are also entitled to reimbursement for meals attended in the city where they normally work if such attendance is required or requested in connection with their duties.

(Source: State Board of Higher Education Policy 806.1, part 1).

(NDSU Interpretation)

- a) *Staff members must pay for their own meals in the community in which they are employed. Exceptions to this policy are provided for the following:*
  - 1.1 *Functions attended at the request of and on behalf of the institution, including recruiting of staff and faculty, business meals with university guests, staff retreats (limited to one retreat per year for any one unit). Meal reimbursement will be at actual cost. Activities are subject to the following:*
    - a) *The primary purpose must be business related.*
    - b) *The employee must have either been required to attend or attendance was approved by his or her supervisor or employer.*
    - c) *There must be at least one university guest present at a business meal. A university guest must be a non-employee of NDSU. (Spouses of employees will normally not qualify).*

- 1.2 *Meals included in the cost of a conference or seminar are guided by Policy 515, part 6.2.*

(Source: State Board of Higher Education Procedure 806.1, part 9.)

b) EXAMPLES of events for which meal expenses may be paid or reimbursed if an employee is required to attend as part of the employee's duties include:

- a. Events associated with recruitment of institution and system employees, including a meal at a local restaurant with a candidate or candidates hosted or attended by a employee as a member of a search committee.
- b. A Chamber of Commerce banquet or similar event.
- c. Annual staff retreat focused on issues specific to planning and assessment.
- d. An organized retirement function.

- e. A meal for the primary purpose of conducting business that is scheduled at or about the same time or in lieu of a meal at a paid conference or other event an employee is attending.
- f. An organized annual banquet or similar event honoring employees or students.

(Source: State Board of Higher Education Procedure 806.1, part 10.)

c) EXAMPLES of events for which meal expenses may not be paid or reimbursed include:

- a. Regular or recurring staff meetings and activities.
- b. Events attended at an employee's choice and not because the employee is required to attend or as part of the employee's duties.
- c. Holiday celebrations and events.
- d. Alcoholic beverages at any function or event.
- e. Expenses for employee spouses or other family members, except as explicitly authorized under applicable policy or procedure.
- f. Expense for an employee meal if an employee elects to not attend a meal paid for or reimbursed as part of a conference fee, unless it is necessary for the employee to miss the scheduled conference meal for a separate meal scheduled at or about the same time for the primary purpose of conducting business.

2. The university may pay expenses, including meals and costs of coffee and other beverages or snacks, for hosting dignitaries, guests, seminars and conferences; however, institutions may not use public funds to purchase alcoholic beverages. The university may pay expenses of coffee or other nonalcoholic beverages and snacks for institutional meetings or other employee functions. (Source: State Board of Higher Education Policy 806.1, part 2).

- a) The expense may be paid or reimbursement may be claimed individually or for a group. The expense must be reasonable, moderate, and withstand the test of public scrutiny. When feasible, documentation demonstrating reasonableness should be submitted. For example, if a NDUS group hosts a conference and in lieu of rental of conference rooms, a specified cost per meal is paid, a cost comparison should be submitted.

(Source: State Board of Higher Education Procedures 806.1, part 5).

(NDSU Interpretation)

- b) *Institutional meetings may include monthly staff meetings where the business purpose of the meeting is clear. The best way to make the purpose clear is to have a formal agenda.*

3. As stated in NDCC § 44-08-04, employees may claim reimbursement for meals that are included as part of a registration fee for a conference, seminar, or other meeting and for meals attended at the request of and on behalf of the university. If a meal is included in a registration fee, the applicable quarter allowance cannot be claimed for that meal. If the reasonable cost of a meal attended at the request of and on behalf of the university exceeds the applicable quarter allowance, an employee may claim reimbursement for the actual, reasonable cost of the meal.

(Source: State Board of Higher Education Policy 806.1, part 3).

3.1 Documentation required for payment or reimbursement of meal expenses for a conference, seminar or other meeting must include:

- a. Nature of event and purpose;
- b. Location;
- c. Date and approximate time;
- d. Meal served (i.e., breakfast, lunch, dinner) and;
- e. Receipt or invoice; and
- f. To the extent it is practical, a list of those in attendance

(Source: State Board of Higher Education Procedure 806.1, part 4.)

4. As permitted in NDCC § 44-08-04 and NDUS HR Policy 31, athletic team or other organized group meal and other travel expenses may be documented and paid for the group and employees are not required to submit separate individual travel reimbursement vouchers for expenses detailed and documented on a team or other organized group report. (Source: State Board of Higher Education Policy 806.1, part 4).

5. NDSU may directly pay the reasonable cost of employee meals, in lieu of individual employee claim for reimbursement of the applicable quarter allowance, for meals attended as part of a conference, seminar or other meeting at the request of and on behalf of the university. For example, if an employee is a member of a system or institution task force or search committee and is expected to attend a meal in connection with task force or search committee duties and responsibilities, the NDUS or NDUS institution may directly pay the actual, reasonable cost of the meal, in which case the employee may not claim the applicable quarter allowance. (Source: State Board of Higher Education Policy 806.1, part 5).

6. The cost of a meal paid or reimbursed by the university under this policy may not in any case exceed a reasonable amount. The chancellor shall adopt an implementing procedure defining what is reasonable. (Source: State Board of Higher Education Policy 806.1, part 6).

6.1 The U.S. General Services Administration (GSA) meal per diem rates shall be used as a guideline for determining reasonableness of cost of meals for which per diem reimbursement is not claimed and payment or reimbursement of actual cost is permitted under Policy 806.1 and this Procedure. As a general rule, a meal for which the cost does not exceed 125% of the GSA rate is considered reasonable. Payment or reimbursement for cost of a meal that exceeds 125% of GSA rates is permitted only with written documentation explaining why the expense was reasonable and justified. Employees are not required to document individual employee orders and calculations may be based on an average cost for all participants.

(Source: State Board of Higher Education Procedure 806.1, part 7).

(NDSU Interpretation)

6.2 The NDSU Accounting Office website will provide further details and examples on applying the reasonableness test in part 6.1, above.

7. Payment or reimbursement of an expense that personally benefits an employee (except to pay or reimburse the reasonable cost of a meal or other expense) is prohibited. (Source: State Board of Higher Education Procedure 806.1, part 6).

(NDSU Interpretation)

~~38.~~ *In situations where the Accounting Office disagrees with a department's interpretation that a payment is an allowable expense under this policy, the payment will be routed to the appropriate Vice President for approval.*

*a) If the Vice President does not support the purchase, the employee will need to personally fund the expense.*

*b) Some expenses may be more appropriately paid for by a source outside of NDSU, such as a foundation or other organization.*

*c) {Payment will not be approved for purchase of food or beverages, including coffee breaks for departmental activity unless the activity meets one of the functions described above.}*

*d. {Names of either the individuals or official groups attending a meal, as well as the purpose of the activity involved, should be included on a Banquets & Meetings Documentation Form. This documentation form must be attached to the Request for Payment form Accounts Payable Voucher or Invoice, if paid in the department, for payment of any meals under this policy.}*

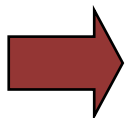
~~NOTE: Statements in parentheses have been added to assist with the administration of the policies.~~

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HISTORY: New July

# Policy Change Cover Sheet

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**SECTION:** *823. Financial Conflict of Interest – Public Health Service Sponsored Research*

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy. Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).

- 1) The current Policy 823 was drafted in response to federal agency Financial Conflict of Interest (FCOI) requirements, including those of the Public Health Service (PHS).
- 2) As of 8/24/2011, PHS has significantly revised its requirements for evaluation of Financial COI in research projects supported by the agency, effective 8/24/2012 (42CFR50, Promoting Objectivity in Research; and 45CFR94, Responsible Prospective Contractors)
- 3) Policy 823 has been changed to reflect the 2011 PHS requirements, and will be limited to only PHS funding at this time.
- 4) An institutional policy is already in place to address overall Conflict of Interest (COI) issues at NDSU – Policy 151.1. FCOI for research sponsored by all other external agencies will be covered under Policy 151.1.

2. This policy was originated by (individual, office or committee/organization):

*NDSU President*

3. This policy has been reviewed/passed by the following (include dates of official action):

*This portion will be complete by Kim Matzke-Ternes*

Policy  
Committee:

University  
Senate:

Staff Senate:

President's  
Council:

*If you have any questions regarding this cover sheet, please contact Kim Matzke-Ternes at 1-7080 or kim.matzke-ternes@ndsu.edu*

*The formatting of this policy will be updated on the website once the content has final approval. Please do not make formatting changes on this copy.*

*If you have suggestions on formatting, please route them to kim.matzke-ternes@ndsu.edu.*

*All suggestions will be considered, however due to policy format guidelines, they may not be possible.*

*Thank you for your understanding!*

## Section 823

### FINANCIAL CONFLICT OF INTEREST –PUBLIC HEALTH SERVICE SPONSORED RESEARCH

SOURCE: SBHE Policy Manual, Section 611.4  
NDSU President

#### 1. INTRODUCTION

- 1.1. The US Public Health Service (PHS) requires institutions to establish standards that promote the objectivity of research by ensuring that the design, conduct and reporting of such research is free from any potential for bias resulting from Investigator financial conflicts of interest. Investigators should conduct their affairs as to avoid or minimize conflicts of interest, and must respond appropriately when conflicts of interest arise.
- 1.2. This policy governing financial conflict of interest applies to all Investigators funded by, or submitting proposals for funding to any agency of the PHS, except for Small Business Innovation Research (SBIR) Program Phase I applications. Investigators are required to disclose any external financial interests related to their NDSU responsibilities for review, and any required management, to ensure the design, conduct or reporting of the PHS research is not biased by a financial conflict of interest. Investigators of sponsored projects funded by any other external agency are referred to [NDSU Policy 151.1, External Activities and Conflicts of Interest](#) to address conflicts of interest, including financial.

#### 2. DEFINITIONS

- 2.1. **Administrative Head:** a Department Chair or Head, Dean, Director, Vice President, President or equivalent officer who has the primary authority for administering an administrative unit, and is responsible for solicitation and review of disclosures of Investigator's Significant Financial Interests (SFI) related to their institutional responsibilities, including interests of an Investigator's family members. When a conflict exists for an Administrative Head, refer the matter to the next level of administrative authority in the normal reporting lines. (See also in [Policy 151.1.](#))
- 2.2. **Conflict of Interest Advisory Committee (CIAC):** a committee comprised of five members recommended by the Faculty Senate Executive Committee and appointed by the President of the Faculty Senate. The CIAC shall serve as an advisory body to the University administration on conflict of interest issues, and shall also hear appeals of decisions in conflict of interest cases. (See also in [Policy 151.1.](#))

- 2.3. **Family:** any member of the Investigator's immediate family, including spouse, parents, siblings, and children.
- 2.4. **Financial Conflict of Interest (FCOI):** a Significant Financial Interest (SFI) that the University reasonably determines could directly and significantly affect the design, conduct or reporting of NDSU research.
- 2.5. **Investigator's Institutional Responsibilities:** the Investigator's responsibilities associated with his or her institutional appointment or position, such as research, teaching, clinical activities, professional practice, institutional committee memberships and service on panels, such as an Institutional Review Board.
- 2.6. **Investigator:** the project director or principal investigator and any other person, regardless of title or position, who is responsible for the design, conduct or reporting of Research funded by the PHS, or proposed for such funding, which may include collaborators or consultants.
- 2.7. **Management:** taking action to address a Financial Conflict of Interest (FCOI), which includes a documented plan to reduce or eliminate the FCOI to ensure, to the extent possible, that the design, conduct or reporting of the project will be free from bias.
- 2.8. **Public Health Service (PHS):** the Public Health Service of the U.S. Department of Health and Human Services, and any components of the PHS to which the authority of the PHS may be delegated. The components of the PHS include, but are not limited to, the Administration for Children and Families, Administration on Aging, Agency for Healthcare Research and Quality, Agency for Toxic Substances and Disease Registry, Centers for Disease Control and Prevention, Federal Occupational Health, Food and Drug Administration, Health Resources and Services Administration, Indian Health Service, National Institutes of Health, and Substance Abuse and Mental Health Services Administration.
- 2.9. **Research:** a systematic investigation, study, or experiment designed to contribute to generalizable knowledge relating broadly to public health, including behavioral and social-sciences research. The term encompasses basic and applied research (e.g., a published article, book or book chapter) and product development (e.g., a diagnostic test or drug).
- 2.10. **Retrospective Review:** a review of a financial interest that was either not disclosed, or not reviewed and managed by the University in a timely manner. The review is conducted to determine whether any PHS research conducted prior to the identification and management of the FCOI was biased in the design, conduct or reporting.

2.11. **Significant Financial Interest (SFI):** anything of monetary value received or held by an Investigator or a Family member, whether or not the value is readily ascertainable, that reasonably appears to be related to the Investigator's Institutional Responsibilities. (Note: this exceeds the definition of SFI in [Policy 151.1](#)). SFI includes:

- 2.11.1. Salary or other payments for services (e.g., consulting fees, honoraria, or paid authorships for other than scholarly works) when the aggregated value received from a *publicly traded* entity during the 12 month period preceding the disclosure, and the value of any equity interest during the 12 month period preceding or as of the date of disclosure, exceeds \$5,000; or
- 2.11.2. Salary or other payments for services, when the aggregated value received from a *non-publicly traded* entity during the 12 month period preceding the disclosure exceeds \$5,000; or
- 2.11.3. Equity interests (e.g., stocks, stock options, or other ownership interests) in a non-publicly-traded company of any value during the 12 month period preceding or as of the date of disclosure; or
- 2.11.4. Income related to intellectual property rights and interests (e.g., patents, trademarks, service marks, and copyrights) not reimbursed through NDSU; and
- 2.11.5. Reimbursed or sponsored travel that is related to Investigator's Institutional Responsibilities. This includes travel that is paid on behalf of the Investigator rather than reimbursed, even if the exact monetary value is not readily available. It excludes travel reimbursed or sponsored by U.S. Federal, state or local governmental agencies, U.S. institutions of higher education, research institutes affiliated with institutions of higher education, academic teaching hospitals, and medical centers.

SFI does NOT include:

- 2.11.6. Salary, royalties, or other remuneration from NDSU;
- 2.11.7. Income from the authorship of academic or scholarly works;
- 2.11.8. Income from seminars, lectures, or teaching engagements sponsored by or from advisory committees or review panels for U.S. Federal, state or local governmental agencies; U.S. institutions of higher education; U.S. research institutes affiliated with institutions of higher education, academic teaching hospitals, and medical centers; or

- 2.11.9. Equity interests or income from investment vehicles, such as mutual funds and retirement accounts, so long as the Investigator does not directly control the investment decisions made in these vehicles.

### 3. DISCLOSURE OF SIGNIFICANT FINANCIAL INTERESTS

- 3.1. Investigators must disclose all SFI related to their Institutional Responsibilities (or certify no SFI) by completing the *PHS SFI Disclosure Form* [\[link to form\]](#) and submit it to their Administrative Head and Dean for initial review.

3.1.1. PHS proposal submission. Investigators must have a current (within the last 12 months) *PHS SFI Disclosure Form* on file with the University prior to submitting a Research proposal to PHS as a principal or subrecipient Investigator. A copy of the *PHS SFI Disclosure Form* is routed with the Proposal Transmittal Form to Sponsored Programs Administration (SPA). (The disclosure does not require review by the Administrative Head and Dean until funding has been awarded, unless otherwise required under Policy 151.1.)

3.1.2. Annual disclosure. Investigators participating in PHS-funded Research are required to submit to their Administrative Head and Dean an updated disclosure at least annually by submission of the *PHS SFI Disclosure Form*. New investigators must disclose within 30 days of their initial appointment or employment. The disclosure must be reviewed, managed, and reported to PHS when necessary, within 60 days of employment.

3.1.3. New SFI. Investigators participating in, or applying for PHS-funded Research are required to submit an updated disclosure within 30 days of discovery or acquisition (e.g., through purchase, marriage, or inheritance) of a new SFI. The disclosure must be reviewed, managed, and reported to PHS when necessary, within 60 days of identification.

3.1.4. Travel. Investigators participating in, or applying for PHS-funded Research are also required to disclose any reimbursed or sponsored travel related to their Institutional Responsibilities as defined under 2.11.5 above. Such disclosures must include, at a minimum: the purpose of the trip, identity of the sponsor/organizer, destination, duration, and monetary value, if known. The Administrative Head determines if additional information is needed (e.g., the monetary value if not already disclosed) to determine whether the travel constitutes a FCOI with the Investigator's Research.

### 4. REVIEW OF SFI DISCLOSURE

- 4.1. Prior to expenditure of PHS funds, the review and management of any FCOI must be complete, and a copy of the documentation forwarded to SPA. SPA will report any identified FCOI to the PHS agency. If the proposal does not result in an award, FCOI disclosures will be returned to the Administrative Head and Dean for further action if required under Policy 151.1.
- 4.2. If the Investigator has certified that he/she has no SFI to disclose, the Administrative Head and Dean, if they are in agreement with the Investigator's disclosure, sign the *PHS SFI Disclosure Form*, acknowledging receipt and agreement, and sending a copy to SPA.
- 4.3. When the Investigator has disclosed SFI, the Administrative Head and Dean must review the *PHS SFI Disclosure Form(s)* before the expenditure of funds. This review is to determine whether:
  - 4.3.1. The SFI reasonably appears to be related to the PHS Research (e.g., if the SFI could be affected by the PHS Research, or is in an entity whose financial interests could be affected by the Research); and
  - 4.3.2. The interest constitutes a FCOI (e.g., a SFI that may directly and significantly affect the design, conduct, or reporting of PHS-supported Research).
- 4.4. If the SFI is either found to not be related to the PHS Research, or does not involve a potential FCOI, the Administrative Head and Dean sign the *PHS SFI Disclosure Form*, forwarding a copy to SPA; no further action is needed.
- 4.5. If the SFI is determined to constitute an actual or apparent FCOI, the Administrative Head and Dean sign the determination, forwarding the *PHS SFI Disclosure Form* to the respective VP, Provost, or the CIAC for additional review and Management, as set forth in Section 5.
  - 4.5.1. Should the VP, Provost or CIAC review result in a determination that no actual or apparent FCOI exists, the final determination is documented on the *PHS SFI Disclosure Form*, a copy is forwarded to SPA, and no further action is required.
  - 4.5.2. In the event the Dean, VP, Provost or CIAC determines that the FCOI cannot be satisfactorily managed, NDSU will refuse the PHS award. The final determination is documented on the *PHS SFI Disclosure Form*, a copy is forwarded to SPA, and no further action is required.

## 5. MANAGEMENT OF FINANCIAL CONFLICTS OF INTEREST

- 5.1. Prior to expenditure of PHS funds, the VP, Provost or CIAC are responsible for development of a Management plan including conditions or restrictions to eliminate, reduce or manage the FCOI. The Investigator, Administrative Head and Dean may also be involved in drafting the plan, including conditions such as:
  - 5.1.1. Public disclosure of the conflict when publishing or presenting Research;
  - 5.1.2. For human Research projects, disclosure of the conflict directly to participants;
  - 5.1.3. Appointment of an independent monitor capable of taking measures to protect the design, conduct and reporting of the Research against bias resulting from the conflict;
  - 5.1.4. Modification of the Research plan;
  - 5.1.5. Change of personnel or their responsibilities, or disqualification from participating in all or a portion of the Research;
  - 5.1.6. Reduce or eliminate the SFI; or
  - 5.1.7. Sever relationships that pose a FCOI.
- 5.2. Upon review and consideration, the Management plan is documented in writing, including:
  - 5.2.1. Role and principal duties of the conflicted Investigator;
  - 5.2.2. Conditions of the Management plan;
  - 5.2.3. How the plan is designed to safeguard objectivity in the Research;
  - 5.2.4. Confirmation of the Investigator's agreement to the Management plan;
  - 5.2.5. How the plan will be monitored to ensure Investigator compliance; and
  - 5.2.6. Any other information relevant to the management of FCOI.
- 5.3. The Dean and the VP or Provost signs the Management plan, and appoints an individual to monitor the project until completion of the PHS-funded Research. SPA receives a copy of the approved Management plan, and reports all instances of FCOI to PHS, or the primary awardee institution, including applicable Management plans.

- 5.4. Where the Research involves human subjects, the Investigator provides a copy of the approved Management plan to the IRB for review with the IRB protocol. The IRB may impose additional, specific conditions or restrictions, where necessary, to ensure protection of the rights and welfare of research participants, but may not alter the Management plan finalized by the VP or Provost.

## 6. TRAINING

- 6.1. Investigator training on FCOI, this policy, and their responsibilities regarding disclosure of SFI is:
  - 6.1.1. Recommended prior to submitting a Research proposal to the PHS;
  - 6.1.2. Required prior to expenditure of PHS funds;
  - 6.1.3. Required every 4 years during the period of award;
  - 6.1.4. Required immediately when the FCOI policy is revised, an Investigator is new to a PHS project, or an Investigator is not in compliance with the policy or Management plan.
- 6.2. Online training modules shall be completed via [www.citiprogram.org](http://www.citiprogram.org). The principal Investigator of each PHS funded project ensures that all applicable individuals involved in the design, conduct or reporting of their Research complete training.

## 7. SUBRECIPIENT REQUIREMENTS

- 7.1. PHS requires the awardee institution take reasonable steps to ensure that any subrecipient complies with FCOI requirements.
  - 7.1.1. Subrecipient awards must specify whether the FCOI policy of NDSU, or that of the subrecipient will apply to the subrecipient's Investigators.
  - 7.1.2. When the subrecipient's Investigators must comply with the subrecipient's FCOI policy, the subrecipient award will certify that the subrecipient's policy complies with PHS regulations, and specify the time period to report all identified FCOI to NDSU, in sufficient time to allow NDSU to report any FCOI to PHS prior to expenditure of funds by subrecipient.
  - 7.1.3. When the subrecipient's Investigators must comply with NDSU FCOI policy, the subrecipient award will specify the time period to report all SFI disclosures to NDSU, in sufficient time for review, management and reporting of any FCOI to PHS prior to expenditure of funds by subrecipient. In such a case, the subrecipient disclosure and review will follow the same process required by NDSU Investigators in Section 3 and 4.

## 8. APPEALS

- 8.1. If Research is determined to be subject to restrictions or conditions due to FCOI, the Investigator may appeal the decision to the Faculty Senate President, as described in [Policy 151.1](#). The CIAC serves to hear appeals of decisions in conflict of interest issues, and shall meet with the appellant Investigator within 15 working days of receipt of the appeal. If a member of the CIAC has any personal or working relationship with the appellant Investigator, that member should recuse him or herself and be replaced by another member appointed by the President of the Faculty Senate. More than one meeting may be scheduled to decide the case, if necessary.
- 8.2. The appellant Investigator has the right to call any witnesses and produce any evidence that could bear on a recommendation to allow the activity, as well as to have an advisor accompany him/her to any CIAC deliberations. The CIAC, however, will come to its conclusions and write its final recommendations in private. The recommendation to either uphold or change the original decision shall be sent to the appropriate Dean, VP or Provost. If the CIAC finds that the original decision should be upheld, then a final appeal may be made to the President of the University. If the recommendation is to change the original decision, the Dean, VP or Provost shall take appropriate action as he or she

deems fit. All records of the proceedings shall be maintained on file in the office of the appropriate Dean, VP or Provost for three (3) years. A copy of the final recommendations shall be provided to the appellant Investigator.

## 9. COMPLIANCE AND SANCTIONS

- 9.1. In the event an Investigator fails to disclose SFI, or the Institution fails to review the disclosure in a timely fashion, PHS requires the Institution to conduct a review within 60 days of knowledge of the failure. If the SFI is found to involve FCOI, an interim Management plan is required, as well as a report to PHS by SPA.
- 9.2. In the event a FCOI is not identified or managed in a timely fashion, or the Investigator fails to comply with terms of a Management plan, PHS requires that the Institution conduct a Retrospective Review. Within 120 days of identification of the noncompliance, the Dean, VP, Provost or CIAC performs the review to determine whether the Research conducted during the period of noncompliance was biased in its design, conduct or reporting. The process and findings of the review are documented, and reported promptly to PHS by SPA.
- 9.3. If bias is found, the Institution is required to notify PHS promptly, and submit a mitigation report. The report is prepared with the assistance of the Investigator, Administrative Head and Dean, and shall include a description of the impact of the bias on the Research project and the plan of action to eliminate or mitigate the effect of the bias.
- 9.4. Violations of this policy shall be subject to disciplinary procedures, including sanctions up to and including suspension and termination of employment at NDSU. In addition, any NDSU employee who has received financial benefit from transactions in violation of this policy shall be liable for repayment (to the appropriate entity) of all financial benefits resulting from such violation. Compliance with this policy may also be enforced through the exercise of administrative oversight of funded Research and management of NDSU facilities and other property. Such enforcement measures may include, but are not limited to:
  - 9.4.1. Freezing Research funds or accounts;
  - 9.4.2. Rescinding contracts entered in violation of this policy or state law; or
  - 9.4.3. Bringing legal action for restitution to the appropriate entity or entities of the amount of financial benefit received by the NDSU employee as a result of the employee's violation of this policy.

## 10. REPORTING

- 10.1. Prior to expenditure of funds, SPA shall report all findings of FCOI to PHS. The report shall include sufficient information to allow the agency to understand the nature of the conflict and appropriateness of the Management plan. It shall include:
  - 10.1.1. Project number; project director or principal Investigator;
  - 10.1.2. Name of Investigator with the conflict, and the entity involved;
  - 10.1.3. Nature of the financial interest (e.g., equity, consulting fee, travel reimbursement, honorarium, etc);
  - 10.1.4. Value of the financial interest (dollar ranges are acceptable), or a statement that value is not readily determined;
  - 10.1.5. Description of how the SFI relates to the PHS Research and the basis for determining that the SFI conflicts with the Research;
  - 10.1.6. Description of the key elements of the Management plan, as described above.
- 10.2. On an annual basis, SPA reports to PHS the status of any previously identified FCOI, and any changes to the Management plan.
- 10.3. SPA submits Retrospective Review and mitigation reports promptly to PHS as necessary.

## **11. RECORDS AND CONFIDENTIALITY**

- 11.1. Records of all disclosures of SFI and of all actions taken to review and manage conflicts will be maintained by the respective Department or College until at least three (3) years after the later of the termination or completion of the award to which they relate, or the resolution of any governmental action involving these records.
- 11.2. The disclosure and supporting documents filed in compliance with this policy will be maintained as confidential to the extent possible under applicable state and federal requirements and the North Dakota Open Records Act. Whenever requests for such information are requested by any external entity, the individual will be notified.

## 12. PUBLIC ACCESSIBILITY

12.1. PHS requires NDSU to ensure public accessibility of SFI information related to PHS Research, including an obligation to respond to any requestor within five business days, with information concerning any SFI that meets all the following criteria:

12.1.1. The SFI was disclosed and is still held by the senior/key personnel;

12.1.2. A determination has been made that the SFI is related to the PHS-funded Research; and

12.1.3. A determination has been made that the SFI constitutes an FCOI.

12.2. The information to be made available shall include the Investigator name, title and role in Research, name of entity involved with the FCOI, nature of the interest, approximate dollar amount of interest, or statement that the value is not readily determined.

12.3. The information must be made available for a period of three (3) years from the date that it was most recently updated.

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### HISTORY:

New	June 1995
Amended	October 1997
Amended	August 2007
Revised	August 2012

## **Agenda Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, October 8, 2012  
Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of September 10, 2012, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))
  - b. Confirmation of May 2012 Graduates ([Attachment 2](#)) and August 2012 Graduates ([Attachment 3](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. J. Beehler, Vice President of Student Body
- V. Behavioral Intervention Team
- VI. Senate Committee Reports
  - a. Academic Affairs – M. Harris
  - b. General Education – L. Peterson
    - The Constitution of The North Dakota General Education Council
  - c. Council of College Faculties – M. Meister
  - d. Senate Coordinating Council – T. Stone Carlson
    - For Discussion and Vote
    - Policy 332: Assessment of Teaching ([Attachment 4](#))
- VII. Unfinished Business
- VIII. New Business
  - a. Inclusive Meeting Time Proposal - for information only ([Attachment 5](#))
  - b. Priorities for Faculty Senate – Open discussion
- IX. Adjournment

## Academic Affairs Committee Report

### Curricular Recommendations

New Transcriptable Option in Ph.D. Statistics							
Sports Statistics							
New Courses							
Subject	No.	Title					Crs.
ADHM	404L	Restaurant Operations Management Laboratory					2
HDFS	185	Financial Survival for College Students					2
NURS	189	Skills for Academic Success					1
PHIL	370	Social and Political Philosophy					3
PHRM	189	Skills for Academic Success					1
Course Changes							
From:				To:			
Subject	No.	Title	Crs.	Dept	No.	Title	Crs.
ADHM	360	Front Office Management	3	ADHM	360	<i>Lodging Operations Management</i>	3
HNES	789	Athletic Training Professional Experience	3	HNES	789	<i>Athletic Training Clinical Experience IV</i>	3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title			Prerequisite/Corequisite Change		
ADHM	384	Beverage Operations			Coreq/Prereq: ADHM 140 or ADHM 141		
ADHM	401	Convention and Meeting Planning			Coreq/Prereq: ADHM 381		
ADHM	404	Restaurant Operations Management			Prereq: HNES 261/261L Coreq/Prereq: ADHM 404L		
ADHM	479	Hospitality Industry Management Strategy			Prereq: ADHM 435, ADHM 360		
HNES	341	Psychosocial Aspects of Health			Prereq: PSYC 111, HNES 160, and HNES 217		
HNES	345	Materials and Concepts of Health Education			Prereq: HNES 160 and HNES 217		

**NORTH DAKOTA STATE UNIVERSITY**

**Spring 2012 Graduates**

**Degree Conferral Date: May 12, 2012**

Attachment 2

***College of Agriculture, Food Systems, and  
Natural Resources***

**Bachelor of Science**

Yogesh Aggarwal  
Victoria Lynn Albers  
Kyle Luther Anderson  
Steven Anderson  
Tsogtbayar Baasandorj  
Jessie K. Bateman  
Kyle William Beaudry  
Adam Reginald Bettenhausen  
Jamison Ernest Boehler  
Gage Bollingberg  
Hannah Elizabeth Bowen  
Benjamin Palmer Brettingen  
Alyssa Jo Breuer  
Garret Ross Brown  
Nathan Edwin Brunken  
Nicki Allen Cain, Jr.  
Nichole Marie Chapel  
Marcus Gordon Christenson  
Landen Charles Cole  
Cole Rollin Czech  
Jessica Jo Davis  
Rebekah Anne Donner  
Callie Ann Eisenbeisz  
Jaclyn Michelle Eldredge  
Mandy Marie Erickson  
Paul Thomas Fenlason  
Kyle Jordan Ferebee  
Briana Lynn Ferguson  
Eden Lana Friedrich  
Cheryl Marie Fuller  
Kyle Curtis Funseth  
Matthew C. Gelvin  
Theresa Marie Goering  
Cole Steven Goodwin  
Jon Michael Griffith  
Brandi Jean Grossman  
Alyse Rachael Haas  
Adam Nels Harildstad  
Joshua Clifford Harildstad  
Jordan Wayne Hegna  
Benjamin Jacob Hegseth  
Beth Theresa Hendrickx  
Logan D. Hoffmann

Kelcey Ann Holm  
Ryan Michael Humann  
Aaron Jay Jackson  
Paras Joshi  
Reed Andrew Kampmeier  
Benjamin Douglas Kettner  
Courtney Marie Kinder  
Karmen Marie Kirkeby  
Marcie Rochel Kohler  
Vincent Joseph Kubischta  
Joshua James Langley  
Janelle Ann Lanoue  
Connor Jon Larson  
Tyler Kurt Larson  
Emily Marie Lasher  
Brett Duane Lien  
Michael J. Lindman  
Erin Ann Loeb  
Jesse Lee Lunde  
Gus William Magnuson  
Naina Maheshwari  
Washington Guaigua Maldonado  
Lindsey Anne Martinsen  
Nicolle Brooke Mathis  
Lindsay Rae McMillan  
Kevin Ross Merwin  
Joseph Eric Mettler  
Jacob Daniel Meyer  
Terry James Midstokke, Jr.  
Brandon Lee Montgomery  
Marissa Kibby Moxness  
Erica Irene Nelson  
Kyle David Nelson  
Laura Christine Nessa  
Keri Ann Niederman  
Heather Jean Olek  
Andrew Michael Otto  
Nicholas Keith Paumen  
Amanda Lee Pavlik  
Kristina Joy Pechacek  
Jena Lee Peine  
Kelsey Jean Phelps  
Luke Joseph Poppel  
Gary Alan Price  
Katie Jean Ramberg  
Thomas Michael Rehling  
Jason Scott Roberts  
Amanda Kay Rothmeier

Bryant Robert Sanderson  
Travis Paul Sanderson  
Daniel Dean Scheve  
Andrew T. Schneider  
Samuel Brian Schneider  
Brady John Schoeler  
Riley R. Schrieffer  
George Michael Schuler  
Fangliang Shi  
Cody Alan Slusher  
Lee Steven Slykerman  
Katherine Lea Sorensen  
Kyle Phillip Speich  
Justin Steven Stamp  
Jill Alicanz Ste Marie  
Aaron John Steckler  
Zachary David Stenstad  
Jessie Hannah Stewart  
Rachel Marie Stewart  
Scott A. Stroh  
Natalie Ann Sturlaugson  
Sai Sugandh  
Jamie Marie Sulflow  
Ryan Douglas Sullivan  
Joshua Allan Tanata  
Kacey Lynn Thielbar  
Bryce William Thingelstad  
Philip Jeffrey Thomas  
David James Thompson  
Aaron Dale Tollefson  
Joshua Andrew Tucker  
Deepti Tyagi  
Micaela Rae Wallace  
Zachary Ben Weckwerth  
Dimuthu Weerasinghe  
Holly Anna Weissenfluh  
Ryan Gregory Weller  
Brandon James Wendlandt  
Sara Kristine White

Devin Allen Wirth  
Fabrice Elaud Wognin

**Master of Science**

Sajin Bae  
Katie Conklin  
Ryan Jay Koslofsky

Nathaniel James David Lungren  
Dante Alejandro Marino  
Jonathan David Neubauer  
Mory Rugg  
Santosh Sharma  
Behzod Tashtemirov

**Doctor of Philosophy**

Javier Delgado  
Hieu Duy Hoang  
Yueqiang Leng  
Magan Lynn Lewis  
James Ryan Loken  
Lawrence Mabasa  
James David Magolski  
Susilo Hambeg Poromarto  
Juan Jose Rodriguez La Torre  
Hongxia Wang

***College of Arts, Humanities, and Social  
Sciences***

**Bachelor of Arts**

Devlin John Allen  
Sara Megan Barutt  
Timothy James Bill  
Gena Noreen Jorgensen  
Sarah Elizabeth Kuntz  
Jessica A. Marts  
Annie Jane McClure  
Emily Sarita McMahon  
Mohamed Mustafa Mohamed  
Jessica Jean Hatti Piek  
Spencer Douglas Ptacek  
Kelsey Ann Schmidt  
Elise Maureen Schoch  
Tyler Scot Thompson  
Anthea Nicole Varriano  
Rachel Amelia Diana Margaret  
Adam Lewis Wohl

**Bachelor of Fine Arts**

Erin Joyce Behrmann  
Sophie Abigail Johnson  
Matthew D. Ness  
Joshua Lynn Zeis

**Bachelor of Music**

Michael Robert Bartunek  
Jessica Lynn Blair  
Peter Marshall Buller  
Sarah Rose Harlow

**Bachelor of Science**

Christopher J. Althoff  
Alex Charles Amiot  
Brett Steven Anderson  
Nicholas Robert Anderson  
Komivi Thomas Avegnon  
Grant Douglas Bartley  
Amanda Rose Berg  
Travis John Berger  
Merrill Adam Binnall  
Carly Jo Bishoff  
Keith Cyril Bistodeau  
Jay Alan Blilie  
Danielle Mae Boldenow  
William LaVance Britt  
Melissa Kay Brown  
Joshua Kain Buerkley  
Lacey B. Bunkelman  
Jennifer Rae Burris  
Audrianna M. Byrd  
Kelsey Lynn Carey  
Spencer Morin Carlson  
Brandon Michael Clark  
Justin Andrew Conant  
Carrie Noelle DeHay  
William J. Devorak  
Marie Joy Dillon  
Seth Michael Eberle  
Eric Nathan Ebersohl  
Jamie Marie Erling  
Meghan Mariel Estenson  
Jill Elaine Falck  
Amber Leah Fetch  
Katie Lynn Finken  
Danielle Nicole Forner  
Zachary George Fowler  
Damien James Girodat  
Benjamin Richard Gjorven  
Katie Jo Goetz  
Kyle Elby Hanson  
Brayden Kevin Harwood  
Vanessa Ann Hellermann  
Michael John Hickcox  
Anna Diane Hilt  
Jordan James Hogness  
Amanda Rose Hopper

Samantha Paige Horab  
Alyda Serene Hultstrand  
John C. Jacobs  
Daniel Joseph Jenniges  
Dane Allen Johansen  
Blain Anthony Johnson  
Evan Russell Johnson  
Kent Charles Johnson  
Joseph Vaughn Kavlie  
Matthew Douglas Kirschenmann  
Brian Daryl Koenig  
Helen Marie Kraft  
Katie Rose Krebsbach  
Anna Rachel Krieg  
Laura Jean Kringler  
Gabriel P. Kuac  
Katherine Rose Laib  
Alysia Sutapa Larson  
Marcus Arnold Lee  
Tyler John Leverington  
Cary Lewis  
Katherine May Loegering  
David Lorbiecke  
Andrew Garrett Lundberg  
Alicia Marie Martel  
Adam Jon Martinson  
Emily Audriene Martwick  
Evan M. Messer  
Mohamed Mustafa Mohamed  
Michael James Nagel  
Matthew James Nelson  
Pamela Nielsen  
Sara Beth Nitschke  
Alisha Colleen Nord  
Thomas John Nygard  
Kelli Marie Oberaigner  
Joel William Odean  
Aja Marie Odegaard  
Courtney Rose Olson  
Jennifer R. Oltman  
Glenn James Parker  
Daniel Joel Parks  
Michael Jon Paulson  
Joseph Ryan Paulus  
Trevor Mark Pollert  
Lisa L. Reinbold  
Austin Ressler  
Jessy Joel Riemann  
Leah Marie Rosenow  
Nicole M. Rustad  
Emily Anne Ryan  
Jamie Lee Schaible

David Edward Scheidegger  
Brock William Schmeling  
Jena Ann Schroeder  
Jacob Edward Schroer  
Samuel Alexander Schultz  
Elliott Richard Schwab  
Justin Scott Siegert  
Ryan Sinclair  
Andrew David Smith  
Joshua Gerald Smith  
Geoffrey E. Solomonson  
Jade Marie Spaeth  
Rachel Renae Strobel  
Carissa Jane Suter  
Breanna Faye Tessin  
Jessie Marie Topp  
Brittney Leigh Traxinger  
Katherine Rebecca Troxell  
Adam Leslie Urbatsch  
Michael John Walleen  
Anna-Alicia Jamika Watson  
Andrew Frank Weinzierl  
Kristen Nicole Whipple  
Michael David Wilde  
Jordan Gereaux Willi  
Oscar Guadalupe Zamora  
Abby Joy Zetocha

**Master of Arts**

Codi Lyn Austreim  
Christopher James Mattix  
Pamela Osterfeld  
Nathan T. Sand

**Master of Music**

Joseph E. Osowski  
Jeffrey Steven Van Oort

**Master of Science**

Christie Mikyla Chappell  
Frank A. Heley

**Doctor of Musical Arts**

Christina Marie Armendarez  
Masashi Kishimoto  
Kyle Matthew Norris  
Erin Marissa Oberlander

**Doctor of Philosophy**

Yolanda Arauza  
Miles Dwight Lewis

***College of Business*****Bachelor of Science**

Kyle Dean Ames  
Ashley Anderson  
Michael J. Attewell  
Erin Nicole Bailey  
Sara C. Bakken  
Ariana Michelle Barnick  
Anne Margaret Bausman  
Carson Sheldon Berger  
Kalani Mary Bertsch  
Stephanie Michelle Beyer  
Erica Michelle Birkeland  
Jesse James Bistodeau  
Aaron John Bitz  
Karen Nayanthara Bopearachchi  
Brian Michael Borr  
Kyle F. Bourgault  
Coulter James Boyer  
Matthew Allan Buchholz  
Marcus Tyler Calkins  
Mark Richard Cameron  
Chelsea Lynn Case  
Justin Loren Cave  
Shan Chen  
Justin Lee Churchill  
Christopher Kim Colwell  
Rebecca Ann Cunningham  
Kyle Phillip Cuppy  
Hemanta Dahal  
Kirti Dahiya  
Nathan Richard Dalbec  
Riley Christopher Dalbey  
Shalinie De Silva  
Ryan Lee Dragt  
Derek Jay Drege  
Justin Scott Duke  
Wayne B. Eastman  
Douglas James Eaton  
Christopher Wayne Elfelson  
Zachary Drew Emerson  
Travis James Emter  
Steven Patrick Engelter  
Hitomi Enguchi  
Brandi Lynn Enzminger  
Matthew Lane Erwin  
Travis John Evink  
Cortney Elaine Feickert  
Michael D. Felch  
Brian Charles Flesberg  
Daniel Harrison Freeman

Steven C. Frith  
Samantha Ann Froelich  
Adam Christopher Fuller  
Erik Matthew Furness  
Laura E. Garske-Hermanson  
Jeremy Tremaine Geditz  
Carson Comford Getzloff  
Nicholas Phillip Graves  
Anthony Joseph Gross  
Jacob Benjamin Gross  
Jacob Andrew Grove  
Austin Dallas Gruebele  
Cheng Gu  
Lucas Donnel Gunkelman  
Joshua Michael Hall  
William Taylor Hangsleben  
Brian Jerome Haugen  
Jacob James Henderson  
Brittany Ann Hoese  
Nicholas Daniel Hoff  
Scott Ryan Houle  
Ashley Lynn Hurley  
Peter R. Johnson  
Alex Karl Kaczor  
Alex John Kasowski  
Drew Joseph Kelly  
Tenielle Marie Klubben  
Breanna Courtney Konz  
Susan Jean Kunert  
Alissa Kay Kuntz  
Maria Ann Kunz  
Ricky Gene Lewandowski  
Daniel Lee Lewis  
Nicholas Yeongwoo Lewis  
Yutao Liu  
David John Lochen  
Chelcie Elizabeth Lueck  
Jesse Dale Maier  
Chelsey Malme  
Jacob Richard Martel  
Brady Andrew Meyers  
Alyssa Renae Miller  
Anthony Yong Mitchell  
Angela Brittany Moe  
Alaere Jennifer Nagberi  
Zachary Christopher Nelson  
Leah Han Nygaard  
Ty Matthew Olschlager  
Tanner Dean Olson  
Tasha Joanne Olson  
Miguel Edwin Ortiz  
Seth Andrew Overly

Danielle Jo Paris  
Benjamin William Pearson  
Briana Marie Peterson  
Hans M. Pettersen  
Kathleen Faye Pitts  
Rebecca Rose Popp  
Jordan David Reh  
Danna Elizabeth Roen  
Steven Robert Rohrich  
Michael Allen Roll  
Zachary Shawn Ronglien  
Tyler Luikart Russell  
Kelsey Rae Ryan  
Nupur Sandlesh  
Anuj Saxena  
Michael Allen Schuldt  
Tiffany Annette Schulstad-Peterson  
Jenna Nicole Schulte  
Eric Martin Schultz  
Justin Gerald Siemieniowski  
Kaia Jo Sisk  
Bradley Douglas Sjolander  
Austin Jay Skarphol  
Carolyn Elizabeth Smette  
Ravinder Solanki  
Justin Dean Solberg  
Tiffany Sue Steidl  
Isaac Paul Joseph Stoll  
Jared Rustin Summers  
Stefanie Ellen Sveum  
Pranay Swamy  
Mitchel Ryan Taralson  
Colin Taubert  
Million Haile Tesfaye  
Samantha Riley Thomas  
Brianna Renee Thompson  
Brittany Taylor Thompson  
Kendra Ann Thompson  
Amy J. Thorne  
David L. Torok  
Melanie Anne Towey  
Tasha Tran  
Cheng-Ying Tsai  
Ryan Michael Tucker  
Scott Michael Tweed  
Christina Marie Tyra  
Ryan Gregg Veldman  
Marshall Vincent Viland  
Jared Michael Vold  
Cory John Vorderbruggen  
Joshua Alan Vrem  
Jared Joseph Wald

Emily Jean Wehlander  
Kevin Bruce Wentz  
Zoe Marie Wergeland  
Megan Rose Wilschewski  
Xiaotian Wu  
Xiaozhou Ye  
Lay Sai Yoe  
Rachel Marie Zahradka  
Xi Zhao

#### **Master of Accountancy**

Andrew Charles Erickson  
Seth Martin Erickson  
Chelsi A. Langehaug  
Rose Ann Nichols  
Mitchell James Olson  
Lori Marie Overman  
Dilnoza Qorchiyeva  
Peter John Sterk  
Jennifer Ann Van Beek  
Kara Michelle Winkelman  
Qiong Yan  
Tenzin Yangkeyi  
Runjie Zhou

#### **Master of Business Administration**

Luke Adam Baker  
Sealani Bali  
Gavin John Benson  
Brady John Braaten  
Vicky Luane Braegelmann  
Andrew G. Christensen  
Danielle Ann Dahl  
John Anthony Fahnhorst  
Sonakshi Garg  
Erik Mark Hjelle  
Srikanth Kaliki  
Heidi Suzanne Konynenbelt  
Scott James Link  
Matthew Bradley Lunde  
Timothy J. Lystad  
Brett Ryan Nelson  
Erin Kathryn Nyren-Erickson  
Suranjan Panigrahi  
Chad Allen Schlemmer  
Jason John Schluter  
Stephanie Ann Schumacher  
Tino Simon  
Kevin J. Teigen

### ***College of Engineering and Architecture***

#### **Bachelor of Landscape Architecture**

Michael Aasen  
Chelsea Renee Akers  
Adam Joseph Bishop  
Alex J. Bossert  
Candice Amber D'Arcangeli  
Steven Eggert  
Danielle Marie Gustafson  
Nathan Virgil Hall  
Ashley Marie Hansen  
Aaron John Hanson  
Vanessa Christine Hefti  
Ryan Andrew Hyllested  
Alex Peter Johnson  
Kristen Marie Ketterling  
Zerek R. Kroll  
Shawn Kummet  
Megann L. Long Voelkner  
Sarah Ann Mauel  
Mohan M. Pai  
Christa Lynn Pojanowski  
Jesse M. Riley  
Jodi Allen Sagvold  
Travis Jarod Steffen  
Michael Patrick Towle  
Kyla Nicole Witz

#### **Bachelor of Science**

Michael Aasen  
Chelsea Renee Akers  
Ari Michael Anderson  
Gabriela Baierle  
Sharlene Faye Balik  
Brittany Marie Bauer  
Brad Steven Benke  
Jeremy M. Bickel  
Adam Joseph Bishop  
Alex J. Bossert  
Seth Dean Brandsrud  
Joseph Richard Conway  
Candice Amber D'Arcangeli  
Luke Daniel Diekman  
Steven Eggert  
Philip Michael Erickson  
Kimberly Ann Farmer  
Whitney Beth Feimer  
Kelly Marie Fichtner  
Paul Andrew Flotterud  
Dustin Peter Froese  
Ryan Patrick Fugleberg

David Norris Fyre  
Michael Lyell Galloway  
Kevin Mark Gamelin  
Rachel Marie Gemlo  
Danielle Marie Gustafson  
Nathan Virgil Hall  
Ashley Marie Hansen  
Aaron John Hanson  
Virginia Lea Hausladen  
Vanessa Christine Hefti  
Amar Ali Hussein  
Ryan Andrew Hyllested  
Alex Peter Johnson  
Jeremiah Johnson  
Mallory Ann Johnson  
Alexis Jenna Kautzman  
Kristen Marie Ketterling  
Elliott James Klinger  
Grant Charles Koenig  
Sara Anne Kolpack  
Zerek R. Kroll  
Shawn Kummet  
Kyle Adam Lacek  
Eric William Lagergren  
Sara Elizabeth Lillegaard  
Joshua Glenn Litwiller  
Sarah Marie Lockwood  
Megann L. Long Voelkner  
Craig Michael Martin  
Amanda Kelly Mauch  
Sarah Ann Mauel  
Blain Alexander Mikkonen  
Dominic Adam Monson  
Lisa Christine Ostlund  
Mohan M. Pai  
David Patnode  
Courtney Ann Pickett  
Christa Lynn Pojanowski  
Shanaka Ranganath Bandara  
Jodi Allen Sagvold  
Lucas R. Schneider  
Matthew David Smith  
Nicholas John Sortland  
Tyler Specht  
Michael Ray Stark  
Andrew John Suby  
Courtney Christine Thompson  
Michael Patrick Towle  
Derek Brandon Twogood  
Emma Jane Wey  
Jacob John Windschitl  
Kyla Nicole Witz

Miriah Lynn Wright

**Bachelor of Science in Agricultural and  
Biosystems Engineering**

Ethan Lyn Dick  
Joshua O. Feil  
Nathaniel Reuben Holmes  
Jesse James Jangula  
Andrew Paul Kuch  
Sandeep Loi  
John Walter Morman  
Jason Alan Pecka  
Nipurn Chetan Sharma  
Blake Allen Wagner  
Wade Michael Woodbury  
Mitchell William Zachman

**Bachelor of Science in Civil Engineering**

Eric Peter Altermatt  
Jason Michael Baker  
Bjorn Anders Berg  
Garrett Randolph Blomstrand  
Kyle James Boger  
Tyler Joseph Brandt  
Dylan Thomas Brown  
Taylor John Bruhschwein  
Alec Robert Bry  
Jacob Daniel Chapek  
Paul Joseph Dieter  
Thomas Michael Eskro  
Michael John Ferrie  
Joshua Howard Forsgren  
Richard Jerome Fritz  
Jarod Roger Griffith  
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Mackenze Drake Grunig  
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Minh Nhat Cong Huynh  
Matthew Alan Indihar  
Jon David Iserman  
Matthew Jack Jacobson-Heck  
Adam S. Johnson  
Aaron Paul Kellerman  
James Stephen Kiedrowski  
Daniel Michael Kieffer  
Caleb Bret Kjetland  
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Jared Ross LaBere  
Ryan O'Dell LaBere  
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Darin Paul Lund  
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Michael Allan Nelson  
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Tyler James Swoboda  
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Derek Vogel  
Coleman Victor Wagner  
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**Bachelor of Science in Computer  
Engineering**

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Ankur Bhardwaj  
Lucas Andrew Brendel  
Derek John Dubbels  
Michael Edward Hammann  
Kaylee Beth Hofschild  
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Derek James Sweet

**Bachelor of Science in Construction  
Engineering**

Joseph Simon DeGrote  
Amir Fazlovic  
Chad Douglas Gillespie  
Jonathan Julian Gonzales  
Benjamin Louis Hamann  
Mathew David Hedger  
Zackary Eldred Kollman

**Bachelor of Science in Construction  
Management**

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James Randy Birchfield

Kellie Marie Case  
Trevor Thomas Dickie  
Alex Jeffrey Fitzgerald  
Ryan Frey  
Michael Scott Gedrose  
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Luther Curtis Holm  
Brenden Grant Honebrink  
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Peter Philip Kraemer  
Ryan Edward Lindberg  
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Daniel Ryan Mehok  
David Andrew Mitchell  
Joseph Leon Skroch  
Blake Cameron Smith  
Alison Catherine Sopp  
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Jordan Alexander Vadnais  
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Jamison Alfred Youngren

**Bachelor of Science in Electrical  
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Layne Albert Berge  
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Feng Guo  
Thomas Arthur Haselhorst  
Travis John Hettwer  
Michael John Hoffman  
Akshay Kansal  
Nathan Gerard Knudsen  
Isha Kukreja  
Jacob Marshall  
Aaron James Olson  
Akshay Raj  
Cody Remboldt  
Breanna Lee Schneider  
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Alysia Nicole Stoffer  
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Bryant Daniel Tauer  
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Matthew K. Williams  
Wenxiao Zeng  
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**Bachelor of Science in Industrial  
Engineering and Management**

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Jie Chen  
Andrew Joseph Dittus  
Aayush Gharty Chhetri  
Alex Bradley Hawkins  
Mark Jeffrey Hendrickson  
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Akash Satija  
Thomas John Schantz  
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Patrick Darwin Whelan  
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Joseph Douglas Zimmerman

**Bachelor of Science in Manufacturing  
Engineering**

Ryan Patrick Adams  
Weichao Chen  
Cody Scott Kofstad  
Brandon Charles Miller  
Eric David Nelson  
Cole Frederick Palloch  
Andrey Yevgenyevich Patselov  
Jonathon Steven Thesing  
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**Bachelor of Science in Mechanical  
Engineering**

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Kevin Michael Beussman  
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Jennifer Ann Blodgett  
Maxwell Alan Blom  
Peter Anderson Bockhaus  
Bevan Leslie Bredeson  
Tryg Vernon Bredeson  
Andrew Lane Bristow  
Michael John Cronin  
Nicholas Paul Ekren  
Mohamed Insaf Fariz  
Alexander Christian Finn  
James R. Fraser  
Jason David Grimm  
John Glenn Imholte  
Mukul Jain  
Andrew Patrick Kohlmeyer  
Paul Leslie Koob  
Jonathan Darwin Kulzer  
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Trent Daniel Wagner  
Ryan John Whitacre  
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Peter Edward Atwood  
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**Doctor of Philosophy**

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***College of Graduate and Interdisciplinary  
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**Master of Natural Resources Management**

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***College of Human Development and Education***

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Krista Hope Michlitsch  
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Anthony J. Schutz  
Katelyn Leigh Schwartzenberger  
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Lauren Paige Semanko  
Koos Abdinasir Sharif  
Ann Elizabeth Siebels  
Saylor Ann Skoglund  
Solveig Ann Skolness  
Tara May Sprague  
Stephanie Rose Stassen  
Amy Lisa Stroud  
Xueting Sun  
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RachealAnn Elizabeth Tretter  
Samantha Audrey Trill  
Elizabeth Patricia Troske  
Rachel Anne Trythall  
Brooke Vanden Bergh  
Donna Mae Vetter  
Kristen Marie Vetter

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**Master of Athletic Training**

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**Doctor of Philosophy**

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**Bachelor of Science in Nursing**

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Jason Michael Dahl  
Mikayla Marlo Dahl  
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Elizabeth Carol Ashley Forsberg  
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Rachel Elaine Kalina  
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Sarah Ann Kiono  
Karl James Koopmeiners  
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Jordan Elizabeth Krahn  
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Nicholee Jean Lange  
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Abbey Christina Moenkedick  
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Christa LaRae Monson  
Dominique Michelle Mosley  
Damien Adam Moulton  
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Carrie Ann Nelson  
Dakota Arne Orvedal  
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Sara Jane Pizzey  
Madeleine Rosa Poce  
Elissa May Riemer  
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**Doctor of Philosophy**

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***College of Science and Mathematics***

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Luke Maverick Floan  
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Michael Joseph Price

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Isaac Darwin Saville  
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Alex Sam Torson  
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Tajae Lynn Viaene  
Laura Vogel-Ciernia  
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Jesse Michael Weiland  
Selja Kjersten Weum  
Ashley Marie Wheeler  
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Samantha Jean Wohler  
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Venkata Santosh Chintamaneni  
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Bethlehem Abera Gronneberg  
Srinivas Reddy Guduru  
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Narendar Reddy Mandala  
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**Summer 2012 Graduates**  
**Degree Conferral Date: August 3, 2012**

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Andrea J. Hilde  
Danielle Hoyum  
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Kelsey Elizabeth Lako  
Laura Elizabeth Larson  
Sarah Elizabeth Loken  
Tiffani Ann Meyhoff  
Rachel Gloria Nicole Mitchner  
John August Mueller  
Jennifer Nguyen  
Madhulika Potukuchi  
Adam John Rutten  
Katie Ann Smith  
Sandra Jean Tuinstra  
Michelle Anne Ustipak  
April Rose Ann Wiedrich

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Robynn Elizabeth Anfinrud  
Erin Burns  
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Jameson Lee Hall  
Daehee Han  
Sharnae Ivon Klein  
B-Mihiri Marini Mendis  
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Emily Beth Schlepp  
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Shane Jeremy Stafslie

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***College of Arts, Humanities, and Social  
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**Bachelor of Arts**

Jasmin Mehinagic  
Danielle Nichole Verhey

**Bachelor of Fine Arts**

Cole Luke La Rocque  
Megan Elizabeth Roberts

**Bachelor of Science**

Jacob M. Bechtold  
Isaac Stephen Bolin  
Shelby Renee Breker  
Sydney Elizabeth Cartwright  
William John Corwin  
Brittany A. Dresser  
Grant Ryan Emerson  
Kimberly Kay Fredricks  
Kyle Christopher Hanson  
Elizabeth Anne Haugen  
Caitlin Ann Johnson  
Lauren Elaine Kirkeby  
Giovanny Leyes  
Matthew Gerard Mertes  
Ashley Erin Montgomery  
Christopher John Nelson  
Benjamin Lee Nicholas  
Rachel Jacqueline Pond  
Tyler Charles Ressler  
Cory James Shelton  
Elizabeth Jacqueline Sienkaniec  
John Martin Timmerman  
Molly Beth Weisenburger  
Andrew P. Wohlhuter

**Master of Arts**

Sarah Jane Adams  
Ramya Chandrasekaran

Brent Alan Gostanzik  
Nigel Douglas Haarstad  
Rebecca Joy Hayes  
Gretchen Therese Junglas  
Chris Aaron Lindgren

**Master of Music**

Ashton Lea Foreman  
Jeremy David Marquardt  
David P. Stoddard

**Master of Science**

Madhurim Thapa

**Doctor of Philosophy**

Michael Edward Burns  
Kai Janovsky Western

***College of Business***

**Bachelor of Science**

Kimberly Ann Aagard  
Vipul Agarwal  
Ali Dhafer Alshehri  
Jennifer Margot Benjaminson  
Nicholas Adam Buck  
Kevin Stewart Docken  
Austen Michael Ellenson  
Ethan Carl Frank  
Zachery Robert Gerardy  
Chris Allen Hanson  
Aaron Philip Haugen  
Yupu Huo  
Brandi Lea Kaber  
Rebecca Anne Lisson  
Yu Liu  
Zachary Mark Ljungren  
Jared Lee Quast  
Tyler Lee Reisch  
Yuki Sato  
Cody Matthew Schenck  
Andrew J. Schrautemyer  
Thomas Grant Uhler  
Michael A. Wald  
Chelsea Ann Wendlandt  
Minami Yamane

Liang Zhu

**Master of Accountancy**

Lori Ann Burns  
Lisa Elizabeth Dolechek  
Alison Joy Green  
Timothy Robert Rude  
Regina Ann Wollin

**Master of Business Administration**

Sheena Bhan-Hawley  
Randall Thomas Erdman  
Sergey Rosliakov  
Nicholas Alan Strom

***College of Engineering and Architecture***

**Bachelor of Landscape Architecture**

Zachary W. Swanson

**Bachelor of Science**

Ali Abdul Mohsen AlQattan  
Aaron Jacob Blaha  
David John Booth  
Justin Fuhs  
Drew A. Kierzek  
Zhe Liu  
Ploiphan Saengporm  
Samantha Danelle Schultz  
Prashanta Singh  
Zachary W. Swanson  
Kris Matthew Thielen  
Ryan Mark Thomsen

**Bachelor of Science in Agricultural and  
Biosystems Engineering**

Adam Marvin Borgerding

**Bachelor of Science in Construction  
Management**

Owen Marcus Bergh  
Thomas Jerome Dahl  
Jared James Friedt  
Lance Allen Piatz  
Ryan Christopher Schuette

**Bachelor of Science in Electrical Engineering**

Faisal Abdulkarim Alshammari  
Ashish Anand  
Thsering Angmo  
Sushanshi Gupta  
Jitao Song  
Nicholas John Welch

**Bachelor of Science in Industrial Engineering and Management**

Alex Anderson  
Cory Scott Trana  
Guangjing You

**Bachelor of Science in Manufacturing Engineering**

Christopher Francis Hoffarth

**Master of Architecture**

Kristopher Loren Kuster  
Samantha Jade Parkinson  
Alex Austin Vos

**Master of Science**

Eshita Ahmed  
Akhilesh Chandra Ambati  
Eric Michieka Atandi  
Yaping Chi  
Kostyantyn Volodymyrovych Koziy  
Ka-Ho Leung  
Abrez Mondal  
Md. Arifur Rahman  
Sayan Roy  
Arash Saboori  
Sai Sharanya Shanbhogue  
Swetha somshekar Sharma  
Ataur Rahiman Syed

**Doctor of Philosophy**

Shanshan Huo  
Sreerama Kasi Somayajula  
Ferdous Sarwar

***College of Graduate and Interdisciplinary Studies***

**Master of Managerial Logistics**

Matthew Lorenza Alvarez  
Nastassia Anne Fay  
Kevin Lee Hoffman  
Ryan Patrick McDonald  
Nicholas John Miller  
Preston James Rutherford  
Robert Lewis Swearingen  
Emanuel Velez  
Joseph Clint Zabaldano

**Master of Science**

Mohammad J. Anar  
Giovana Maranhão Anderson  
Lucas John Bicknell  
Michael John Hargiss  
Andrew John Kubas

**Doctor of Philosophy**

LaToya Tricia Kissoon  
David G. Ripplinger

***College of Human Development and Education***

**Certificate**

Joanna Martinez-Vasquez

**Bachelor of Science**

Tanner Jay Adam  
Peace Kiden Albert  
Andrew Stephen Balzer  
Zanik Joseph Bartelt  
Mardee L. Besette  
Kathryn Maurine Birkel  
Danielle Katherine Bittner  
Whitney Marie Boom  
Maureen Elizabeth Carolan  
Anthony Heath Charbonneau  
Heather Rae Erickson  
Katie Elizabeth Fenna  
Tiffany Marie Giese  
Jens Kristopher Gylland  
Lauren Elizabeth Hall  
Brittni Lea Heiser  
Justin Mathew Hoskins

Ashley Marie Johnsen  
Paige Ashley Johnson  
Amy A. Kelly  
Whitney Anne Klindworth  
Cassie West Krueger  
Joshua Orlin LaMere  
Kristina Marie Lau  
Nian Liu  
Jillian Jadwiga Loos  
Daphne Jean Martin  
Emmali Mina-Kay Montazemi  
Marissa Gail Montgomery  
Brianna Lynn Nelson  
Jonathan Robert Novacek  
Brittany Elizabeth Page  
Randi Kay Parks  
Zachary Nicholas Peters  
Samuel Tucker Pulkrabek  
Laura Marie Rensvold  
Baylee Ann Robinson  
Rachel Michelle Roller  
Jeffrey James Rustvang  
Allison Marie Seifert  
Mackenzie Irene Sepin  
Ryan Anthony Swenson  
Kayla Elizabeth Thompson  
Leslie Erin Thompson  
Stephanie Lynn Wiecezorek

**Master of Education**

Ryan Michael Johnson  
Leah Samara Juelke  
Rory Edward Seeman

**Master of Science**

Jesse Tate Barnacle  
Kyle William Braulick  
Michael Eugene Breker  
Nathan Arthur Knudsen  
Jarett Ryan William Peikert  
Lacie Julaine Silha  
Sarah Elizabeth Thon  
Elijah Marcelle-Ezekiel Westerfield  
Anne Wohl  
Natalie Ann Wolff

**Doctor of Philosophy**

Susan Edith Bornsen  
Judith Ann Konerza  
Bernadette Tiapo

***College of Pharmacy, Nursing, and Allied Sciences***

**Bachelor of Science**

Carly Blaire Aamoth  
Hannah Marlo Aasen  
Diane Elizabeth Adams  
Katie Marie Ahmann  
Mohamed Sheikh Ahmed  
Kayla Elizabeth Anderson  
Ashley Jo Andrew  
Claire Elise Askegaard  
Kayli Ann Bardell  
Nicholas Scott Becher  
Gregory Allan Berg  
Angela Sue Betsch  
Kristin Elizabeth Bloom  
Erianne Siena Bright  
Lindsey B. Bruner  
Shane Matthew Caslavka  
Margo Alison Christopher  
Sarah Elaine Clark  
Kimberly Jo Davidson  
Benjamin Davis  
Dean Derfus  
Matthew Lee Dohman  
Emma Jayne Durkee  
Rebecca Rae Ellingworth  
Alyssa Jo Emerson  
Michelle Terese Enerson  
Michelle Ann Faber  
Michael Jon Fisher  
Andrew John Fiske  
Hannah Stephanie Fundaun  
Jonathan David Funk  
Sarah Ann Gabert  
Hali Jo Gjermundson  
Kathleen Lee Grimes  
Jeremy W. Grindeland  
Tracey Madelyn Haberman  
Jena Joy Hallberg  
Lindsay Elizabeth Hanson  
Tyler Joseph Haugen  
Joseph Sheahan Henning  
William Daniel Hess  
Alyssa K. Holmen  
April Dawn Huschka  
Molly Rae Irsfeld  
Tenzin Jangchup  
Shalynn Vera Jeske  
Paul Stephan Jilek  
Katie Lynn Johnke

Alice Elaine Johnson  
April Marie Johnson  
Joseph Robert Kaiser  
Fidelis Kamuntu  
Amanda Jo Kerr  
Alyssa Marie Klein  
Kayla Marie Kortan  
Micaela Marie Koster  
Katie Marie Kram  
Kyle John Laporte  
Emilie A. Lisburg  
Michelle Jo Luebke  
Derek Maattala  
Michael Douglas Meier  
Corey Scott Melroe  
Samantha Jo Helen Metzler  
Leah Jean Miller  
Patricia Ann Louise Motl  
Kristyn Marie Murphy  
Lane Dalton Nelson  
Trung Tan Nguyen  
Melissa Kaye Nigg  
Heath John Oetken  
Amy Ann Olson  
Tania Marie Peters  
Chase Michael Peterson  
Kevin Pham  
Quang Minh Phan  
Haylee Marie Preabt  
Rebecca Rae Richards  
Erika Lei Ridl  
Jaime Aleeyce Rue  
Sarah Louise Schaaf  
Laura Emily Schleichert  
Brittanie Rose Schmeets  
Megan Elizabeth Shaffer  
Megan Dawn Skiff  
Arthur N. Skrundevskiy  
Carly Marie Smithers  
Nicole Esther Snyder  
Whitney Lynn Streifel  
Carlina Jane Stromback  
Jill Marie Tebbe  
Megan Marie Verhelst  
Kelsey Dallas Voigt  
Alissa Walter  
Brandi Lynn Wersinger  
Marc Velo Westby  
Jordan Severin Westrum  
Tiffany Joy Wiger  
Angela Dawn Williams  
John David Youmans

Alysia M. Young  
Jessica Ann Ziegler

**Bachelor of Science in Nursing**

Robyn Mari Berge

**Doctor of Pharmacy**

Michael A. Miller

***College of Science and Mathematics***

**Certificate**

Nicholas Seva Wilson

**Bachelor of Arts**

Beth Ann Askegaard

Jennifer Elise Buhr

**Bachelor of Science**

Spencer McKay Bliss  
Cristina Marie Borek  
John Charles Bugner  
Fawad Mansoor Dawlaty  
Joseph Michael Erickson  
John Donovan Waite Fielding  
Jenna Rae Frye  
Nathaniel Charles Grosz  
Tyler James Hlibichuk  
Phally Hour  
Sara Jo Huguelet  
Rosemary Louise Hunt  
John Paul Lauman-Beltz  
Marian Clementina Okondo  
Taylor Marie Ruttger  
Robert C. Saxton  
Ashish Sharma  
Tyler Smothers  
Jacob C. Wolf  
Narender Yadav  
Ashley Ann Zondervan

**Master of Science**

Md. Junaid Arafeen  
Kyal Scott Brandt  
Travis Jon Dockter  
Vindhya Jonnalagadda  
Qingrui Li  
Deyan Ivov Mihaylov  
Joshua David Nelson  
Christopher W. Olson

Basudha Pradhan  
Pallavi Roy  
Phani Ganga Bhavani Tirupathi

**Doctor of Philosophy**

Iyad Alazzam  
Omar Ghazi Al-Azzam  
Benjamin John Anderson  
Hanzhen Bao  
Richard Erwin Hasenauer  
Ivan Hevus  
Farah Issa Kandah  
Mallikharjuna Rao Komarneni  
Vinod Upadhyay

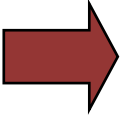
***College of University Studies***

**Bachelor of University Studies**

Amos Allan Buehner  
Taylor Robert Fontaine  
Kerry Marie Frye  
Bobbie Lee Gutzmer  
Shane Williams Hurley  
Jenna Marie Johnson  
Shauntae Michelle Sachs  
MacKenzie P. Ternes  
Daniel James Vatnsdal

# Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed, if not it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to Melissa Lamp first so that a clean policy can be presented to the committees.*

## SECTION: **Policy 332: ASSESSMENT OF COURSES AND INSTRUCTION**

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy. Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).

- *This revision expands the assessment of teaching to include input from the individual faculty member as well as peers while simultaneously clarifying the information collected from students.*

2. This policy was originated by (individual, office or committee/organization):

- *Faculty Senate Policy 332 Ad Hoc Committee*
- *Chris.Ray@ndsu.edu*

3. This policy has been reviewed/passed by the following (include dates of official action):

*This portion will be completed by Melissa Lamp*

Senate

Coordinating

Committee:

Faculty Senate:

Staff Senate:

Student

Government:

President's

Council:

*If you have any questions regarding this cover sheet, please contact Melissa Lamp at 1-6133 or [Melissa.Lamp@ndsu.edu](mailto:Melissa.Lamp@ndsu.edu).*

*The formatting of this policy will be updated on the website once the content has final approval. Please do not make formatting changes on this copy.*

*If you have suggestions on formatting, please route them to [Melissa.Lamp@ndsu.edu](mailto:Melissa.Lamp@ndsu.edu).*

*All suggestions will be considered, however due to policy format guidelines, they may not be possible.*

*Thank you for your understanding!*

# North Dakota State University

## Policy Manual

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### SECTION 332

### ASSESSMENT OF ~~COURSES AND INSTRUCTION~~ TEACHING

SOURCE: NDSU Faculty Senate Policy

#### 1. INTRODUCTION

1.1. The purposes of this policy ~~are~~ is to provide direction for faculty in their ongoing efforts to improve the quality of instruction, ~~and to improve and~~ student learning, ~~for at~~ North Dakota State University. Four guiding principles are emphasized in this policy concerning the purpose of assessment of teaching effectiveness: (1) to clarify and reflect what is meant by teaching effectiveness, including the demonstration of teaching effectiveness; (2) to emphasize the improvement of teaching and learning; (3) to utilize a triangulation approach to measuring teaching effectiveness; and (4) to minimize possible forms of bias such as student motivation and student or instructor demographics.

#### 1.2. Definition of Instructors

1.2.1. For the purpose of this policy, instructors include all individuals, regardless of faculty status (e.g., probationary, tenured/tenure-track, and non-tenure-track faculty, instructors, and graduate teaching assistants) who serve in any teaching capacity as defined below.

#### 1.3. Definition of Teaching

~~1.1.1.~~ 1.3.1. The assessment process reflected in this policy includes all forms of teaching (e.g., classroom, labs, and other instructional supervision activities) at all levels (e.g., undergraduate and graduate). Particular approaches to teaching vary widely, and instructors may demonstrate pedagogical skills in a variety of creative and innovative ways, all of which should be given due consideration.

#### 1.4. Sources of Evidence

1.4.1. The triangulation approach to measuring teaching effectiveness should include data collected from the instructor (see section 2), students (see section 3), and peers (see section 4) for use during faculty appraisals and for other administrative purposes.

#### 2. INSTRUCTOR-PROVIDED MATERIALS

2.1. Individual units should develop a flexible approach to assessment of teaching effectiveness that includes collection of evidence submitted directly by the instructor. It is recommended that this evidence be submitted in the form of a teaching portfolio according to criteria established by the academic unit.

2.2. In addition to the materials submitted for comprehensive peer review (see section 4), the instructor-provided materials may include, but is not limited to, reflective statements concerning the instructor's philosophy of teaching, teaching effectiveness, and course or curricular changes made as a response to teaching assessments; teaching materials developed by the instructor; video recordings of instructional activities; evidence of scholarly activity related to teaching and learning; evidence of student learning; data from knowledgeable peers; evidence of quality advising; and additional feedback from students.

~~2.~~  
~~3. Formative Assessment~~

2.3. During each academic year. Additionally, the instructor will assess instruction ~~in at least one class~~ by soliciting information from students, peers, or both, for the primary purpose of improving instruction. Assistance in selecting appropriate assessment techniques is available from the NDSU Office of Accreditation, Assessment, and Academic Advising. While information from such formative assessments is considered property of the instructor and should not be shared without the instructor's consent, Faculty Senate Assessment Committee. Completion of formative assessments will be noted in annual reports.

2.4. Any materials identified by the instructor as relevant to his or her instructional responsibilities should be considered in the teaching evaluation process.

~~3.1.~~

3. STUDENT INPUT

~~4. Summative Evaluation~~

~~2.1~~

3.1. In accordance with NDUS policy 605.1.6, which states that "evaluations of all teaching faculty must include significant student input," all instructors must be assessed regularly by students in a manner appropriate to the instructional role.

3.2. University-Wide Course Rating Forms

3.2.1. Every section of every class offered at North Dakota State University will be assessedevaluated each term by the students using, as a minimum, the university-wide set of rating items. This set of ratings should consist of items that students are qualified to judge, such as These items will evaluate-student perception of instructor fairness within the course, perception of overall course quality and usefulness, student understanding of the principles in the-subject matter upon course completion, and the instructor's ability to communicate effectively. In addition, each instructor, unit, or college may is encouraged to develop additional items to include as a part of the evaluationcourse assessment form as appropriate to the academic discipline.

~~4.1.1.~~

3.2.2. Departments are encouraged to utilize an electronic course assessment process as an alternative to paper assessments. Departments may contact the Group Decision Center (GDC) to have the university-wide rating form set up electronically. Data on only the university-wide items, aggregated by course level (lower division, upper division, graduate) without reference to specific courses, will be forwarded to the Office of Institutional Research and Analysis.

3.2.3. ~~2.2~~ The university-wide course ~~evaluation-assessment~~ should occur during the final ~~fourth~~ quarter of the term, but not concurrent with examination periods. Someone other than the instructor, ~~(including Graduate Teaching Assistant's, or other individuals under the direct supervision of the instructor)~~ will administer the instrument. A student in the class shall collect the ~~evaluations-assessments~~ and forward them directly to the appropriate department/unit head for analysis. The instructor will not be present while the student rating is being completed. All instructors will receive a copy of the analysis for their courses after final grades are submitted. The departmental/unit office and the dean's office will retain a copy of the analysis ~~for use during the annual faculty appraisals and for other administrative purposes.~~

3.2.4. The assessment form should indicate that student responses to the university-wide rating form may be used for evaluative purposes concerning personnel decisions including tenure, promotion, and salary decisions.

~~4.1.2. Items on the university-wide rating form are subject to approval by the NDSU Faculty Senate and should be examined and controlled for student motivation and other possible bias. Departments are encouraged to utilize an electronic evaluation process as an alternative to paper evaluations. Departments must contact the Group Decision Center (GDC) to have a Student Rating of Instruction set up electronically. The department/unit head will forward data, on only the university-wide items, aggregated by course level (lower division, upper division, graduate) without reference to specific courses, to the Office of Institutional Research and Analysis.~~

~~4.1.3. —~~

~~3.2.5. 2.3~~

3.2.6. All courses ending in 90-series numbers will be exempt from this ~~procedure~~ policy concerning the university-wide rating form.

### 3.3. Additional Student Input

3.3.1. At the discretion of the instructor, other student input may be used to supplement the university-wide ratings. Such supplemental evidence may include, but is not limited to, written comments on the university-wide rating form, student feedback in the form of exit interviews solicited by the department/unit head or immediate teaching supervisor, or other information voluntarily provided by students.

## 4. PEER REVIEW OF TEACHING

- 4.1. In addition to assessment data provided by students, each academic unit should conduct a critical peer review of the instructor's range of teaching activities. The faculty or instructional staff for each academic unit will decide whether this peer review should be conducted by the unit's faculty or whether the review should be delegated to the department/unit head or the academic dean.
- 4.2. For all instructors, this peer review process should include the instructor's knowledge of the subject matter, contributions to the unit's teaching efforts, and any other teaching contributions such as curricular improvements. Materials for peer review may include, but are not limited to: statement of teaching philosophy; direct assessment of classroom performance; cumulative list of courses taught by the instructor; course syllabi, including course objectives; sample instructional materials, assignments, and examinations; student research supervised by the instructor, including theses and dissertations; development of new or innovative course materials; receipt of teaching awards; and materials advancing the scholarship of teaching and learning in the instructor's academic discipline.
- 4.3. This peer-review process should be conducted in a manner appropriate to the academic discipline and should include consideration of instructional activities occurring both within and outside the formal classroom such as traditional instruction, supervision of student research, laboratory instruction, advising, mentoring, and other activities related to student learning.
- 4.4. Instructors should provide evidence of the peer-review process when applying for promotion and/or tenure and every three years thereafter as part of the post-tenure review process.

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HISTORY:

New	December 10, 1973
Amended	April 1992
Amended	June 1994
Amended	January 2004
Amended	July 2, 2009
Housekeeping	February 14, 2011

FORWARD has made a commitment to inclusive meeting scheduling for the 2012-2013 year, which means aiming for times when most, including faculty with families, are able to attend. We encourage other groups and departments to consider doing the same, whenever possible. All stand to benefit, as meetings will run better and less repetition will be needed if there is a quorum or even full attendance and if individuals are not worrying about their other commitments when attending meetings.

Following are some principles and resources you can use if you would like to create schedules that will both encourage participation and respect the importance of balancing personal and professional commitments.

**Principles:** Whenever possible

- Hold meetings between 8:30am and 4:30pm.
- Avoid meetings on days when the public schools are closed.

In addition to holidays observed by the University, consider avoiding scheduling events as much as possible on major holidays of world religions.

**Useful planning resources:**

Fargo Public School calendar:

<http://www.fargo.k12.nd.us/education/components/scrapbook/default.php?sectiondetailid=27428>

Moorhead Public School calendar:

[https://www.moorhead.k12.mn.us/calendar/?calendarid=&Calendar\\_Current\\_Events=1&Calendar\\_Default\\_View=3&incDate=8/01/2012](https://www.moorhead.k12.mn.us/calendar/?calendarid=&Calendar_Current_Events=1&Calendar_Default_View=3&incDate=8/01/2012)

Calendars for major holidays of world religions can be found online in many places; here's one: <http://www.interfaithcalendar.org/>

FORWARD Event Calendar 2012-13:

[http://www.ndsu.edu/fileadmin/forward/resources/CFORW\\_6568\\_Internal\\_EVENT\\_2012-13\\_spot\\_2-\\_CalendarofEvents.pdf](http://www.ndsu.edu/fileadmin/forward/resources/CFORW_6568_Internal_EVENT_2012-13_spot_2-_CalendarofEvents.pdf)

## **Agenda**

### **Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, November 19, 2012*  
*Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of October 8, 2012, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))
  - b. NDSU Policy 812: Allowable Cost Policies – Miscellaneous ([Attachment 2](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. J. Beehler, Vice President of Student Body

- V. Behavioral Intervention Team

- VI. Senate Committee Reports
  - a. Academic Affairs – M. Harris
  - b. General Education – L. Peterson
  - c. Council of College Faculties – J. Miller
  - d. Library Committee – K. Rogers ([Attachment 3](#))

- VII. Unfinished Business

- VIII. New Business
  - a. Inclusive Meeting Time Proposal - for information only ([Attachment 4](#))
  - b. Priorities for Faculty Senate – Open discussion

- IX. Adjournment

## Academic Affairs Committee Report

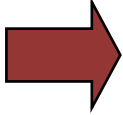
### Curricular Recommendations

New Certificate							
Certificate in Professional Selling							
New Transcriptable MBA Subplan Option							
Supply Chain and Logistics Concentration							
Health Care Industry Concentration							
New Courses							
Subject	No.	Title					Crs.
HDFS	721	Adult Development and Aging					3
LEAD	305	Global Leader Development					2
LEAD	306	Global Leader Experience					1
MATH	144	Mathematics for Business					4
PLSC	200	Career Preparation in Plant Sciences					2
PHYS	220	Physics for Designers					3
POLS	423	Public Policy Analysis					3
POLS	446	Current Topics in International Law					3
Uniform	692	Study Abroad					1-15
Course Deletions							
ARCH	354	Architectural Detailing					3
ARCH	589	Professional Seminar					2
EMGT	489	Capstone in Emergency Management					1
LA	531	Advanced Landscape Architecture Planting Design					4
PPTH	761	Advanced Plant Pathology					2
Uniform	692	Case Studies					1-3
Course Changes							
From:				To:			
Subject	No.	Title	Crs.	Dept	No.	Title	Crs.
HNES	253	Motor Learning and Performance	3	HNES	301	Motor Learning and Performance	3
HNES	300	Curriculum, Standards and Assessment	3	HNES	254	Curriculum, Standards and Assessment	3
PHRM	537	PTDI: Renal Disease/Fluid and Electrolytes	3	PHRM	537	Renal Disease/Fluid and Electrolytes	3
PLSC	341	Landscape Bidding and Contracting	2	PLSC	341	Landscape Bidding, Contracting and Operations	2
PSYC	221	Psychology in Business and Industry	3	PSYC	221	Psychology at Work	3
New Special Topics							
CE	796	Introduction to Intelligent Infrastructure					3
CHEM	199	Chemistry of Renewable Energy and Electric Vehicles					3
MRKT	499	Advanced Professional Selling					1
WGS	199	Sexual Assault on Campus: Taking Action, Creating Change					3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title			Prerequisite/Corequisite Change		
ADHM	385	Global Fashion Economics			Prereq: ADHM 171, ECON 105, ECON 201 or ECON 202		
ADHM	481	Apparel & Textiles Capstone Experience			Prereq: ADHM 385 or ADHM 250; ENGL 320, COMM 216, COMM 271, COMM 308, COMM 315 or COMM 383 Junior Standing		

ARCH	344	Architectural Structures I	Prereq: ARCH 271
ARCH	443	Architectural Structures II	Prereq: ARCH 344 and ARCH 372
ARCH	453	Environmental Control Systems: Passive Principles	Prereq: ARCH 272
ARCH	454	Environmental Control Systems: Active Systems	Prereq: ARCH 453 and ARCH 371
BUSN	341	Business Environment of the European Union	Change in Bulletin Description
CHEM	727	Organometallic Chemistry	Prereq: CHEM 425 or CHEM 625
LA	231	Landscape Architecture Graphics	Prereq: LA major and minor students only Delete ARCH major students
LA	271	Introduction to Landscape Architecture Studio	Prereq: LA major and minor students only
LA	372	Community Planning and Design Studio	Change in Bulletin Description
LA	472	Remediation and Planting Design Studio	Change in Bulletin Description
PHRM	351	Pharmaceutical Care I	Coreq: PHRM 350 and PHRM 351L
PHRM	351L	Pharmaceutical Care Laboratory I	Change in Bulletin Description
PHRM	452	Pharmaceutical Care II	Change in Bulletin Description
PHRM	452L	Pharmaceutical Care Laboratory II	Change in Bulletin Description
PHRM	480	Drug Literature Evaluation	Change in Bulletin Description
PHRM	551	Pharmaceutical Care III	Change in Bulletin Description
PHRM	551L	Pharmaceutical Care Laboratory III	Change in Bulletin Description
PHRM	552	Pharmaceutical Care IV	Change in Bulletin Description
PHYS	252	University Physics II	Prereq: PHYS 251 and PHYS 251L or ME 221 and ME 222 Coreq: MATH 166
PSCI	369	Pharmaceutics II	Change in Bulletin Description

## Policy Change Cover Sheet (Policy 812)

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*If the changes you are requesting include housekeeping, please submit those changes to Melissa Lamp first so that a clean policy can be presented to the committees.*

ION: *Number and Name NDSU POLICY 812 – Allowable Cost Policies - Miscellaneous*

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy). Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).
  - *Type your description of changes here .Add Paragraph 25. This policy addition is to comply with a recommendation from the National Science Foundation following a monitoring review of NDSU grants policy and procedure in June 2012.*
2. This policy was originated by (individual, office or committee/organization):
  - *Gary Wawers, Controller, NDSU Accounting Office*
  - *Karen Hendrickson, Director, Grant and Contract Accounting*
  - *Office/Department Name and the date submitted*
  - *Email address of the person who should be contacted with revisions*
3. This policy has been reviewed/passed by the following (include dates of official action):

*This portion will be completed by Melissa Lamp*

Senate Coordinating

Committee:

Faculty Senate:

Staff Senate:

Student Government:

President's Council:

*If you have any questions regarding this cover sheet, please contact Melissa Lamp at 1-6133 or [Melissa.lamp@ndsu.edu](mailto:Melissa.lamp@ndsu.edu).*

*The formatting of this policy will be updated on the website once the content has final approval. Please do not make formatting changes on this copy. If you have suggestions on formatting, please route them to [Melissa.Lamp@ndsu.edu](mailto:Melissa.Lamp@ndsu.edu). All suggestions will be considered, however due to policy format guidelines, they may not be possible. Thank you for your understanding!*

# North Dakota State University

## Policy Manual

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### SECTION 812

#### ALLOWABLE COST POLICIES – MISCELLANEOUS

SOURCE: NDSU President

1. **ADVERTISING COSTS.** The term advertising costs means the costs of advertising media, such as magazines, newspapers, radio and television programs, direct mail, and exhibits.

Advertising costs for the recruitment of personnel required for the performance of obligations under the sponsored agreement, the procurement of goods and services for the performance of the sponsored agreement, the disposal of scrap or surplus materials acquired in the performance of the agreement, and other specific purposes necessary to meet the requirement of the sponsored agreement are allowable as direct charges to an agreement.

The dates of the advertisement must correspond to the dates of the agreement to be charged.

If an advertisement benefits more than one sponsored agreement, the cost of the advertisement should be allocated between all agreements benefited.

The Accounts Payable Voucher should include the dates of the advertisement and the content of the ad if the information is not clearly provided on the invoice from the vendor.

- 1.1 On federal funds, the only allowable public relations costs are those specifically required by sponsored agreements.

Costs of promotional items and memorabilia including models, gifts and souvenirs are unallowable.

2. **COMMENCEMENT AND CONVOCATION COSTS.** These costs are not allowable as direct charges to sponsored agreements.
3. **COMMUNICATION COSTS.** Costs incurred for long distance telephone calls and facsimiles are allowable on sponsored agreements. If personal calls are made by an individual within a department, the cost of the call must not be allocated to any sponsored agreement.

- 3.1 Local telephone costs, which include purchase, installation, and monthly line charges, should normally be charged to a source other than the federal program. This also applies to the cost of pagers, cellular telephone, and facsimile lines, except where required by the projects' scope of work and approved by the sponsor in the project budget.

- 3.2 Postage should normally be charged to a source other than the federal program, unless the expense can be shown to be a significant part of the project or activity, and the expense is for the sole direct technical benefit of the project. Postage for routine

correspondence, including correspondence with the sponsoring agency should not be direct charged to the project.

4. **CONTINGENCY PROVISIONS.** Contributions to a contingency fund or any similar provision are unallowable against sponsored agreements.
5. **ENTERTAINMENT COSTS.** Costs incurred for amusement, social activities, entertainment, and any items relating, such as meals, lodging, rentals, transportation, and gratuities are unallowable.
6. **MEALS AND MEETINGS.** The costs incurred in hosting official guests are allowable provided the expense incurred has a direct benefit on the agreement being charged. No alcoholic beverages may be reimbursed.

6.1 Costs of meetings and conferences, when the primary purpose is the dissemination of technical information, are allowable. This includes costs of meals, transportation, rental of facilities, and other items incidental to such meetings or conferences.

The request for reimbursement should include names of all attendees, date(s) of meeting, and purpose(s) of the meeting.

7. **FINES AND PENALTIES.** Costs resulting from violations of, or failure of the institution to comply with, Federal, State, and local laws and regulations are unallowable except when incurred as a result of compliance with specific provisions of the sponsored agreement, or instructions in writing from the contracting officer or equivalent.

Late fees and penalties resulting from failure to pay an invoice in a timely manner are also unallowable against sponsored agreements.

8. **INSURANCE AND INDEMNIFICATION.** Costs of insurance required or approved and maintained for a specific sponsored agreement are allowable.

If an agency requires the institution to provide a specified amount of liability insurance during the life of the agreement, the sponsored agreement should be directly charged for the cost of the insurance coverage.

9. **INTEREST, FUND RAISING, AND INVESTMENTS.** Costs incurred for interest on borrowed capital or temporary use of endowment funds are unallowable.

Costs of organized fund raising, including financial campaigns, endowment drives, solicitation of gifts and bequests, and similar expenses incurred solely to raise capital or obtain contributions are unallowable.

10. **MAINTENANCE AND REPAIR COSTS.** Cost incurred for necessary maintenance, repair or upkeep of property which neither add to permanent value nor appreciably prolong its intended life, but keep it in an efficient operating condition, are allowable.
11. **MATERIAL COSTS.** Costs incurred for the purchase of materials, supplies, and fabricated parts directly or indirectly sponsored agreement are allowable.

If the materials used were taken from stockrooms not recognized as specialized cost centers of the University, the cost of the materials charged should be substantiated by referencing the original purchase transaction for verification of the cost charged.

**12. MEMBERSHIPS, SUBSCRIPTIONS, AND PROFESSIONAL ACTIVITY COSTS.** Costs of the institution's membership in business, technical, and professional organizations are allowable. The cost of individuals' memberships, which are incurred primarily to represent the institution in business, technical, and professional organizations are allowable.

Costs of the institution's subscriptions to business, professional, and technical periodicals are allowable. If the subscription is in the name of an individual, the cost is still allowable provided the subscription is received at an on-campus address.

The cost of such memberships, subscriptions, and professional activity costs should be allocated among all activities benefiting from the expense.

When a membership, subscription, or professional activity cost is incurred solely for the benefit of one project, that fact should be explained on the Request for Payment so that clarification is given to the charge.

The dates of the membership, subscription, or professional activity cost should correspond to the effective dates of the agreement. This is not to say that an annual membership for the calendar year may only be charged to a agreement running on the calendar year, but that some benefit from the membership should be recognized during the effective dates of the agreement.

**NOTE:** Under federal agreements, the above mentioned memberships are allowable only if approved in the budget. Memberships in civic or community organizations are unallowable.

**13. OFFICE SUPPLIES:** For grant funding received from federal sources, general purpose office supplies are not normally allowable as direct costs. These costs are considered to be part of University overhead and are to be treated as F & A (facilities and administrative costs). Any direct charges need to be budgeted for and approved by the sponsor.

**14. PROFESSIONAL SERVICES OR CONSULTANT COSTS.** This section applies only to non-employees of North Dakota State University. See Section 805, Compensation for Personal Services, for rules applying to employees.

Costs of professional services rendered by the members of a particular profession who are not employees of the institution are allowable when reasonable in relation to the services rendered.

Certain agencies require prior approval for the use of consultants and/or limit the amount of consultant payments. Contact the Office of Grant and Contract Accounting for assistance.

**14.1** When submitting an Accounts Payable Voucher for professional services, the following information should be provided:

1) the name of the consulting firm or individual consultant;

- 2) the nature of the services rendered and their relevance to the sponsored activity, if not apparent from the nature of the work performed;
- 3) the date the services were performed;
- 4) the basis for calculating the fee paid; e.g., rate per day or hour worked or rate per unit of service rendered; and
- 5) a certification statement from the Principal Investigator as follows:  
"I HAVE REVIEWED AND APPROVED THE WORK PERFORMED BY (name). I FOUND THE WORK TO BE SATISFACTORY AND IN ACCORDANCE WITH THE ESTABLISHED POLICIES OF THE SPONSORED AGREEMENT."

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Signed Principal Investigator

The University will not issue payment for services until the actual work has been performed.

15. PROPOSAL COSTS. Proposal costs are the costs of preparing bids or proposals, including the development of data necessary to support the institution's bids or proposals and the cost of mailing the information to the agency. These costs are to be treated as indirect costs only. They are unallowable as direct charges to a sponsored agreement.
16. PUBLIC INFORMATION SERVICES COSTS. Cost of news releases pertaining to specific research or scientific accomplishment are allowable, when they result from performance of sponsored agreements.
17. REARRANGEMENT AND ALTERATION COSTS. Costs incurred for ordinary or normal rearrangement and alteration of facilities are allowable. Special arrangement and alteration costs incurred specifically for the project are allowable when such work has been approved in advance by the sponsoring agency.
18. RENTAL COSTS OF BUILDINGS AND EQUIPMENT. Rental costs under "sale and lease back" arrangements are allowable only up to the amount that would be allowed if the institution continued to own the property.

Rental costs under "less-than-arms-length" leases are allowable only up to the amount that would be allowed if the institution owned the property.

The Accounts Payable Voucher should state the period of time the rental costs are covering and the cost of the item if it were being purchased instead of being leased.

19. SCHOLARSHIP AND STUDENT AID COSTS. Costs of scholarships, fellowships, and other programs of student aid are allowable only when the purpose of the sponsored agreement is to provide training to selected participants and the charge is approved by the sponsoring agency.

All scholarship and student aid costs should be reported to the Financial Aids Office to be included with the student's financial support records.

20. **STUDENT ACTIVITY COSTS.** Costs incurred for intramural activities, student publications, student clubs, and other student activities, are unallowable, unless specifically provided for in the sponsored agreement.

21. **SPECIALIZED SERVICE FACILITIES.** The costs of institutional services involving the use of highly complex or specialized facilities such as electronic computers and analysis laboratories are allowable, provided the charge for the service meets the following conditions:

- A. the cost of each service normally shall consist of both its direct costs and its allocable share of indirect costs with deductions for appropriate income;
- B. the cost of such institutional services will be charged directly to users, including sponsored agreements based on actual use of the services and a schedule of rates that does not discriminate between federally and non-federally supported activities of the institution.

21.1 Departments operating a specialized service facility must establish a system of tracking all costs incurred in operating the facility. The costs involved in operating the facility should be allocated among the various services performed by the facility. The Controller's Office and Office of Grant and Contract Accounting are available to assist with establishing a system for tracking costs and establishing rates for such facilities.

21.2 Activities funded by external grants or contracts shall be subject to a charge for the use of University computer facilities. The charges will be based on the actual costs of operation of such facilities.

All proposals with activities that require computer use shall include a budget item for the amount of estimated use. Current rates may be obtained from the service provider.

Funded proposals of this nature are communicated to the service provider to establish a unique user account number for charges.

Basing rate charges upon the going rate of other commercial or private enterprises is not an acceptable method of establishing verifiable rates. The rates charged must correspond to the costs of operating the facility.

Rates charged for specialized service facilities which are not based upon a costing method as described above, will be unallowable against federally sponsored agreements.

22. **LOBBYING.** Costs of lobbying activities to influence legislative activity are unallowable. This includes travel costs involved in visiting legislators when the primary purpose of the visit is to seek assistance in securing federal funds. Costs involved in hosting receptions for legislators are also unallowable.

23. **HONORARIA.** Honoraria are unallowable if the primary intent of the cost is to confer distinction on, or to symbolized respect, esteem, or admiration for, the recipient.

Honoraria that constitute a payment for services rendered, such as a speaker's fee are allowable. These costs should be called "Speaker Fees" as opposed to Honoraria when submitting the Accounts Payable Voucher.

23.1 The Accounts Payable Voucher should include the following:

- A. the name of the individual speaking;
- B. the nature of the service provided;
- C. the date the service was performed; and
- D. the basis for calculating the fee paid.

24. MOVING COSTS. Moving costs incurred by new or relocating employees may not be charged to federal funds without specific approval from the awarding agency.

25. PARTICIPANT SUPPORT COSTS National Science Foundation (NSF). The NSF participant support costs budget category is to be used for direct costs for items such as stipends or subsistence allowances, travel allowances and registration fees paid to or on behalf of, participants or trainees (but not employees) in connection with meetings, conferences, symposia or training projects. Participant support allowances may not be paid to individuals receiving compensation from other federal sources while participating in the NSF project.

Amounts allocated in the participant support cost budget category on NSF awards are restricted and may not be reallocated to other budget categories without the written approval of the NSF Program Officer. The participant support cost budget category is also excluded from the indirect cost calculation, but an administrative allowance of 25% of the participant stipend only may be permitted.

To track and manage participant support activity, a separate grant award project which is not coded to incur indirect cost, must be established for any awards containing a participant support cost budget allocation.

Because the participant support cost budget category is restricted and may not be re-allocated to other budget categories, any unexpended balance left in a participant support sub project at the end of the project period will become a de-obligated balance and will not be used to offset expenses in the parent project or any other sub project.

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HISTORY:

New	July 1990
Amended	April 1992
Amended	May 1996
Amended	September 2007
Amended	January 27, 2011

# NDSU Libraries in Crisis: Status and Recommendations for the Future

This document is a statement of deep concern by the NDSU Faculty regarding continued deterioration of the Libraries and the inevitable negative impact of that decline on the University's ability to compete for students and to accomplish its land-grant mission.

## Background

The NDSU library has languished with an inadequate appropriated materials budget for decades. The cumulative effects of this decades-long inadequacy has now manifested in an accelerating decline in the size of the library staff, availability of new resources, and access to existing resources. This decline has put the accessibility of current knowledge and information by NDSU students, faculty and staff far behind that of their peers at other institutions. This includes the University of North Dakota.

Maintenance of even our inadequate holdings has required a growing and increasingly unstable infusion of supplementary funds from the Provost's office near the end of each fiscal year. Table 1 lists the amounts of those "bailout" funds since FY2005. It should be noted here that, in addition to the supplements listed in Table 1, the VPRCATT and Center for Protease Research have made significant contributions to help defray the cost of NDSU's subscription to Scifinder Scholar. Clearly, this stifling mechanism for funding our libraries has a long history that predates extraneous factors such as the fiscal shortfall left by the Chapman administration and the national economic downturn that began in 2008. This history is consistent with the inadequate funding being endemic to NDSU and punctuates the need for a new approach.

In its ongoing effort to maintain some respectability in its electronic subscriptions and holdings, the Library has cut virtually all paper subscriptions, including journals, magazines, and newspapers. Vacated staff positions have gone unfilled and Library personnel have renegotiated database access wherever possible in order to minimize costs over the past four years. The student library fee was doubled in 2011 and, as shown in Figure 1, that fee increase put the fraction of the FY2013 budget funded by student fees at 19%. Despite these and other increased efficiencies, the FY2013 budget fell \$450K short of the cost of the Library's paltry subscriptions. In order to meet the library's contractual obligations, nearly a quarter million dollars was forcibly reallocated from the already pathetic budgets of the colleges. There has been no book budget for the past four years. Additional information regarding the library shortfalls is provided in the Appendix.

In addition to the concern articulated herein, the NDSU Faculty's collective concern was quantified in the 2011-12 COACHE Faculty Job Satisfaction Survey wherein all categories of faculty ranked the NDSU Library in the lowest categories, both among its peers *and* among all COACHE institutions. Additionally, the 2006, 2008 and 2010 Noel-Levitz Student Satisfaction Inventories showed student satisfaction with the Library resources and services to be significantly lower than their sense of its importance.

**Strength of the University.** Focus on growth in recent years by the NDSU Administration and a dedicated Faculty has resulted in the classification of NDSU as a Research University of Very High Research Activity by the Carnegie Commission on Higher Education. The Faculty takes pride in having achieved this recognition, and in the stature it brings to a degree from NDSU.

**Significant Weakness.** However, it is important to recognize that future success of our University is not a foregone conclusion of this classification. In order to continue its grouping with the 108 research universities in this elite category, NDSU will not only have to sustain, but grow the activity and productivity that earned it's

Table 1.

FY	Supplement Amount	Source
2013	\$420,000	Provost/Colleges
2012	\$200,000	Provost
2011	\$400,000	Provost
2010	\$350,000	Provost
2009	\$150,000	President
2008	\$375,000	Provost
2007	\$125,000	Provost
2006	\$40,000	
2005	\$187,500	

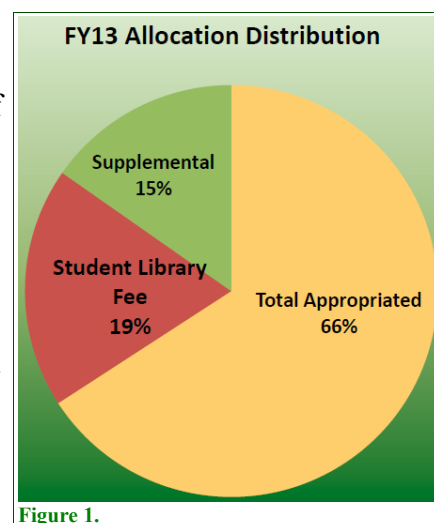
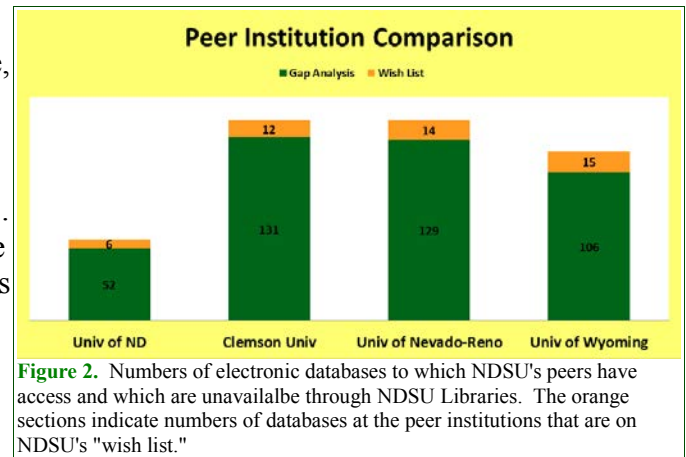


Figure 1.

place in that group. Figure 2 reveals that NDSU's only remaining up-to-date access to the World's knowledge base, its electronic database subscriptions, lags severely behind even its IPED peers. It is worthy of note that *none* of the four institutions in Figure 2 are among the six that are ranked as RU/VH in our IPED group of fifteen universities. Without substantial growth in NDSU's library holdings, the Faculty fears that fulfillment of NDSU's mission, much less maintaining the RU/VH ranking, will soon begin to slip beyond our reach. Hence, we herewith aim to initiate a campus dialog with the goal of developing and implementing a strategy to address the deficiencies in our Libraries.



## The Goal

The Faculty strongly encourages the NDSU Central Administration to implement a strategy (*vide infra*) to grow the library holdings and database access to *at least* the average level of NDSU's IPED peer institutions. This crisis has been long in its growth and we realize that it will not be alleviated overnight. However, as we see this as a matter of considerable urgency, achievement of this goal should be put on a *maximum* time line of five years. In the interest of establishing a stable line of funding for the Library, the Faculty recommends that both appropriated and privately endowed funds be aggressively pursued and dedicated to maintaining competitive library holdings. These budget allocations should be adjusted in real time for inflationary increases in materials costs. Additionally, the Libraries should receive supplemental funding to rebuild its current book holdings in both print and electronic formats.

The Faculty feels it would be sadly inappropriate to grow the Library's resources by compromising the fiscal wherewithal necessary for academic departments and colleges to make effective use of them. Therefore, given that NDSU's academic units are already operating with increasingly inadequate budgets, the Faculty strongly contends that additional support of the Libraries should be accomplished with *new* funds, not by enforcing reallocation of academic department budgets.

## Recommended Strategies

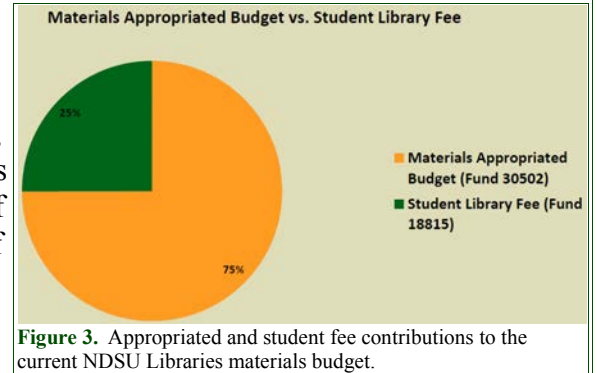
The Faculty suggest that the NDSU Administration vigorously explore at least the following three funding streams. Success in putting any or all of these mechanisms in place would contribute significantly to the management of the Library's fiscal crisis and, therefore, to the continued accomplishment of NDSU's mission. Lest we continue to fall further behind the peers with whom we compete for students and funding, it is critical that allowance be made on an ongoing basis for the effects of inflation on the cost of maintaining the Library's holdings and access to modern databases. As our nation recovers from its economic downturn, NDSU should plan for an annual inflation rate of approximately 8% in the cost of materials and databases.

**Increase appropriated funding through the prospective new higher education funding model.** The Faculty has been made aware that NDSU could see a significant increase in its appropriated budget through the anticipated new higher education funding model. In that event, the Faculty recommends that a fraction of those funds be permanently allocated to the Libraries. It is further suggested that such an allocation be sufficient to put the Libraries on a fiscal trajectory to establish *at least* the average holdings of its peer institutions.

**Increase privately endowed collections and expand private donations to the libraries.** Work with the Development Foundation to launch fund-raising campaigns aimed at establishing endowments for long-term support of the Libraries. The Faculty is aware that there has been hesitancy in launching such campaigns based on the notion that donors do not want to support infrastructure for which the state *should be* appropriating sufficient funds. However, there is precedence for private support of the Libraries. For example, the Germans

from Russia Heritage Collection is privately funded. As the NDSU library's status seems to have declined from crisis to imperiled, the University needs to give serious consideration to private funding as a means of avoiding further erosion of this crucial academic resource. One approach that NDSU and the Development Foundation could take is to name the Libraries after a private donor whose generosity is sufficient to endow some specified fraction of the Library's collections. This would be no different in principle to renaming Stevens Auditorium after the corporate donor who funded the renovation of that basic infrastructure.

***Increase the student library fee.*** Although the student library fee was doubled last year (*vide supra*) it remains but a small fraction of the total student fees. The Faculty recognizes that it is unreasonable to continue raising student fees to manage this crisis, which has been decades in the making. However, in the light of its relatively small stature among other student fees and the gravity of the Library's decline, the Faculty recommends another doubling of the student library fee. Such an increase would raise the student fee contribution to the materials budget above the current level of 25% (Figure 3). However, it would avoid further cuts in holdings and database access for FY2014, thereby providing time for the University to develop and implement a new long-term strategy for funding the Libraries. It is important to recognize that our students have been heroically supportive of their University through its recent budgetary challenges. Therefore, out of respect and appreciation for that support, the Faculty feels that the new funding strategy should not rely on substantial increases in student fees in the near to medium term.



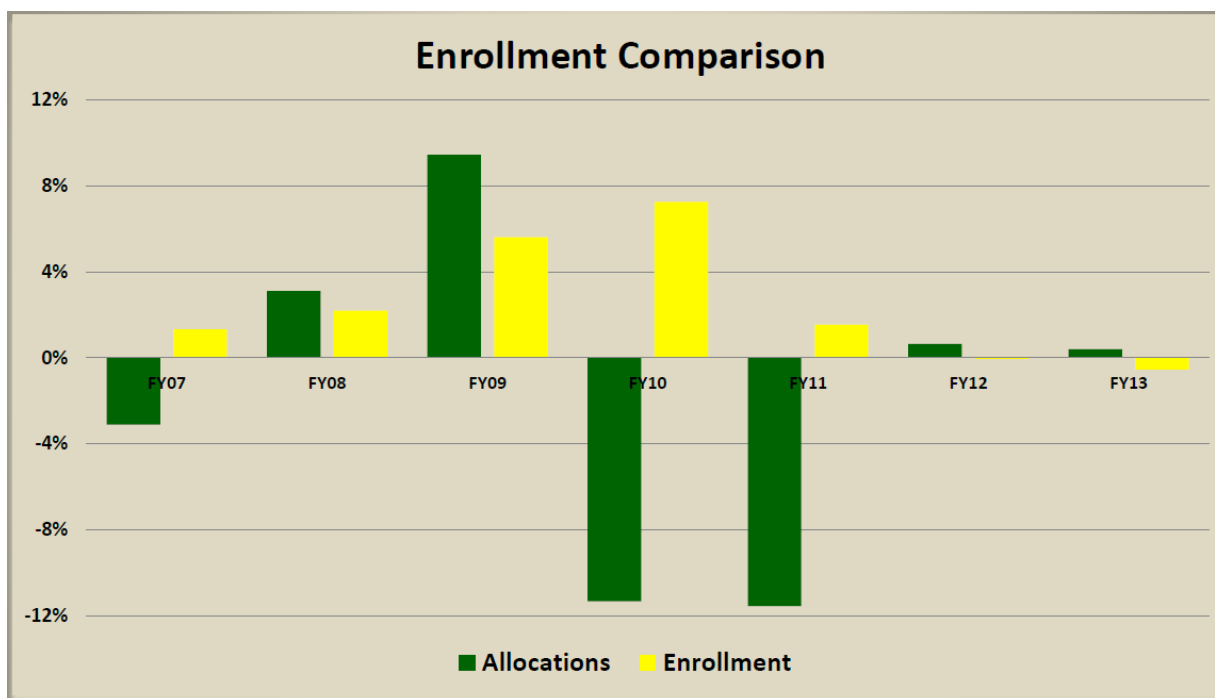
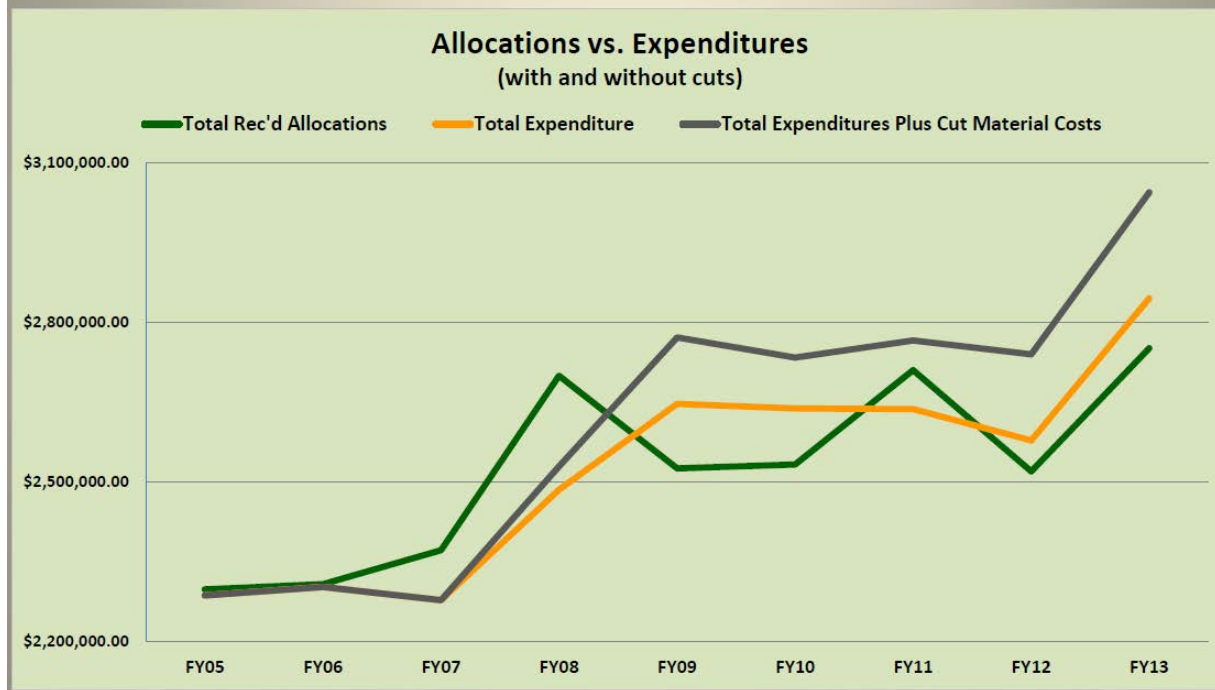
**Figure 3.** Appropriated and student fee contributions to the current NDSU Libraries materials budget.

Respectfully submitted by the Faculty Senate Library Committee.

8 November, 2012

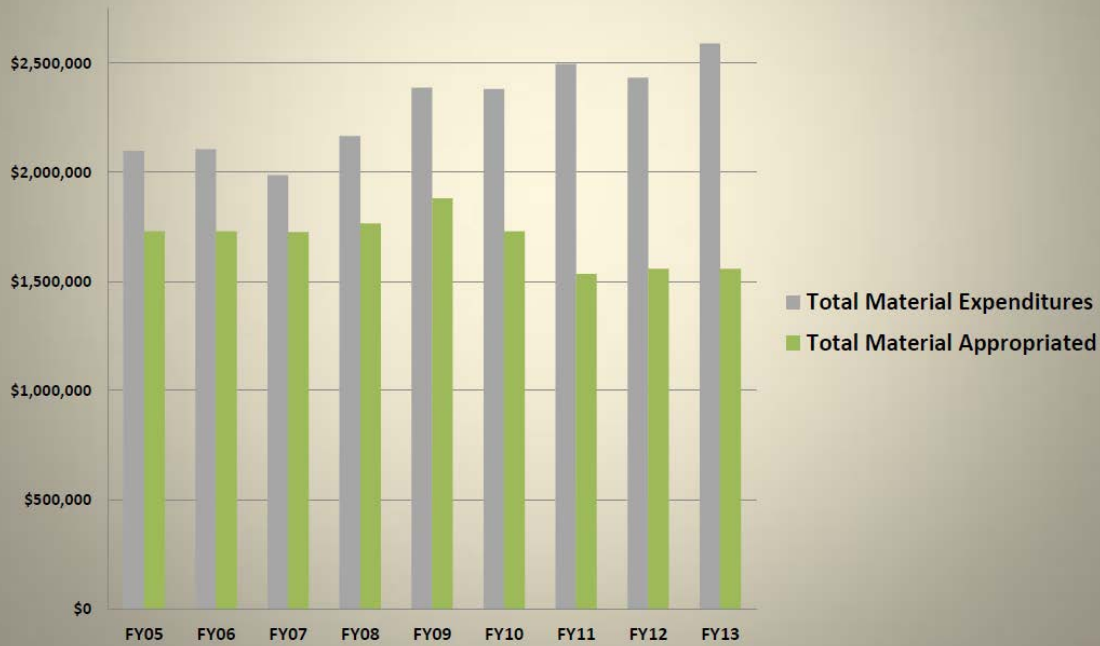
## Appendix

**Total allocations include state appropriations, student library fee, and supplemental from Provost's Office and Colleges**



# Material Budget for FY05-FY13

## Material Expenditures vs. Material Allocations for FY05-FY13



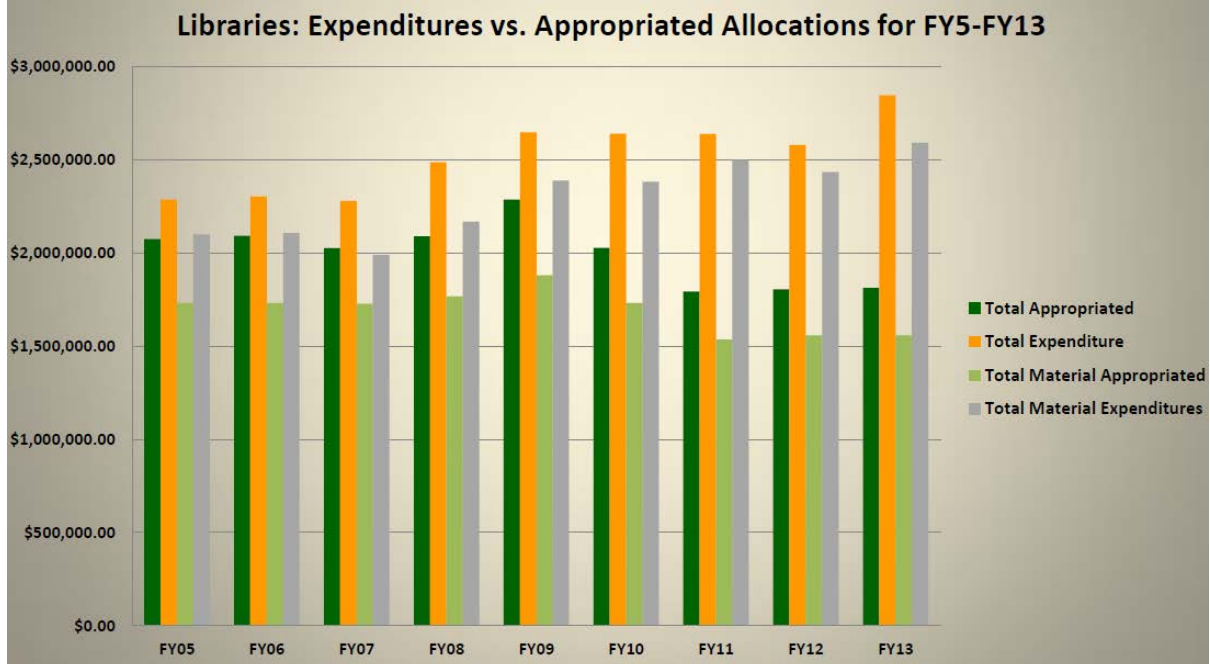
Each year supplemental income becomes more important to the Libraries' budget.

(no supplementals included)

## Libraries: Expenditures vs. Appropriated Allocations



## Total allocations and expenditures vs. total material allocations and expenditures



## FY 2011-2012 Cuts

- In FY11 the Libraries took a 10% cut, which was made permanent in FY12, and lost all salary savings allocations, also eliminating/impacting services:
  - No appropriated book budget (restricted to endowed accounts)
  - Cut hours at Main Library and Branch Libraries
  - Closed Chemistry Branch to key access only
  - Subscription cuts (local newspapers, print periodicals, microfilm and fiche, continuations)
  - But preserved online database subscriptions

## **FY 2013 Materials Budget Shortfall**

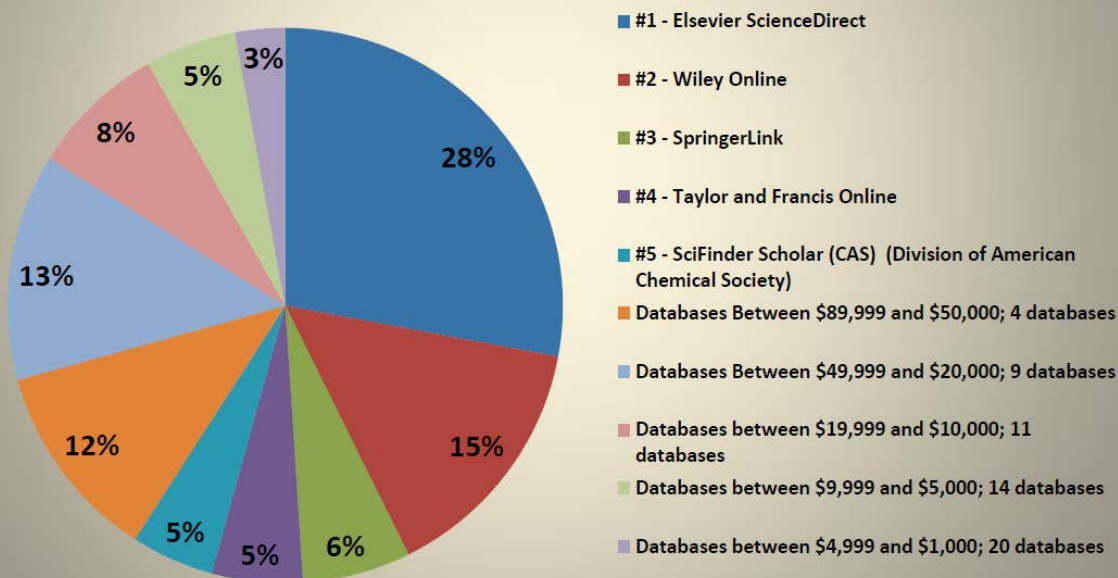
- \$420,000 covered by
  - Provost (\$200,000)
  - Colleges (\$220,000)
- Cut list of print subscriptions \$34,000
- No book budget (4<sup>th</sup> year)
- Gap Analysis – database subscriptions compared with selected peers

## **Supplemental Materials Funding Student Library Fee**

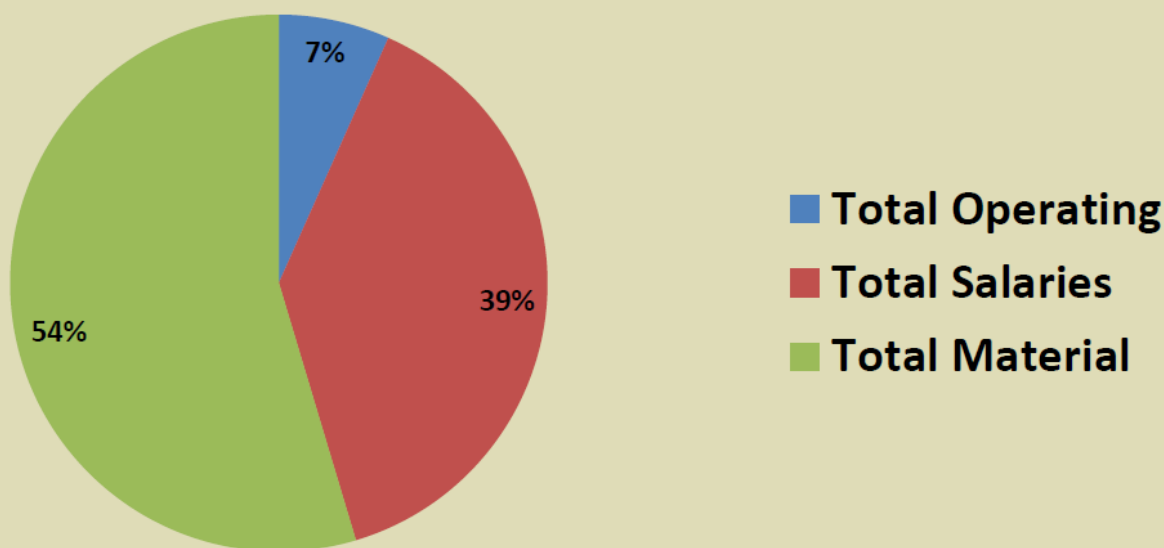
- FY 13: est. \$520,000
- FY 12: \$515, 774
- FY 11: \$517,890
- FY 10: \$256,164

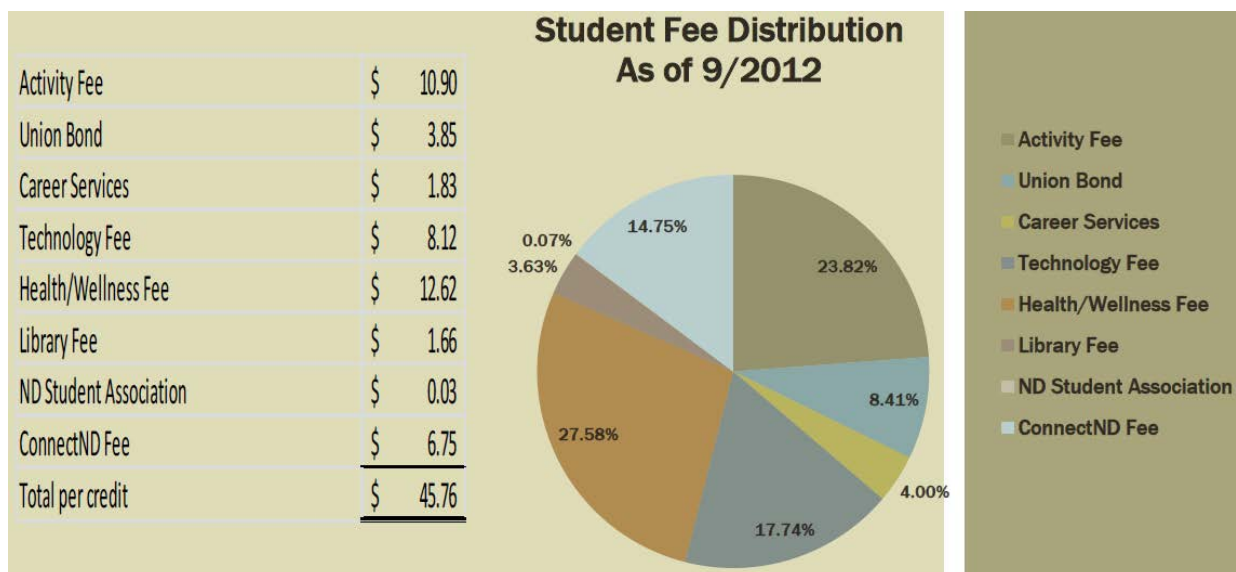
## List of top 63 databases: top 5 take up 59% of budget, or approx \$1.2 million

NDSU Libraries' Most Expensive Databases



FY13 Material Exp vs. Operating Exp





FORWARD has made a commitment to inclusive meeting scheduling for the 2012-2013 year, which means aiming for times when most, including faculty with families, are able to attend. We encourage other groups and departments to consider doing the same, whenever possible. All stand to benefit, as meetings will run better and less repetition will be needed if there is a quorum or even full attendance and if individuals are not worrying about their other commitments when attending meetings.

Following are some principles and resources you can use if you would like to create schedules that will both encourage participation and respect the importance of balancing personal and professional commitments.

**Principles:** Whenever possible

- Hold meetings between 8:30am and 4:30pm.
- Avoid meetings on days when the public schools are closed.

In addition to holidays observed by the University, consider avoiding scheduling events as much as possible on major holidays of world religions.

**Useful planning resources:**

Fargo Public School calendar:

<http://www.fargo.k12.nd.us/education/components/scrapbook/default.php?sectiondetailid=27428>

Moorhead Public School calendar:

[https://www.moorhead.k12.mn.us/calendar/?calendarid=&Calendar\\_Current\\_Events=1&Calendar\\_Default\\_View=3&incDate=8/01/2012](https://www.moorhead.k12.mn.us/calendar/?calendarid=&Calendar_Current_Events=1&Calendar_Default_View=3&incDate=8/01/2012)

Calendars for major holidays of world religions can be found online in many places; here's one: <http://www.interfaithcalendar.org/>

FORWARD Event Calendar 2012-13:

[http://www.ndsu.edu/fileadmin/forward/resources/CFORW\\_6568\\_Internal\\_EVENT\\_2012-13\\_spot\\_2-\\_CalendarofEvents.pdf](http://www.ndsu.edu/fileadmin/forward/resources/CFORW_6568_Internal_EVENT_2012-13_spot_2-_CalendarofEvents.pdf)

## **Agenda**

### **Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, December 10, 2012*  
*Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of November 19, 2012, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))
  - b. NDSU Policy 183: Nonrenewal and Dismissal of Nonbanded, Nonacademic Staff ([Attachment 2](#))
  - c. General Education Recommendation ([Attachment 3](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. J. Beehler, Vice President of Student Body
- V. Senate Committee Reports
  - a. Academic Affairs – M. Harris
  - b. General Education – L. Peterson
  - c. Council of College Faculties – J. Miller
  - d. Library Committee – K. Rogers
  - e. Ad-hoc Omnibudsperson Committee – R. Green ([Attachment 4](#) & [Attachment 5](#))
- VI. Unfinished Business
  - a. Inclusive Meeting Time Proposal (for information only)
  - b. Priorities for Faculty Senate – Open discussion
- VII. New Business
  - a. Ad-hoc Budget Committee
- VIII. Adjournment

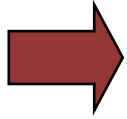
## Academic Affairs Committee Report

### Curricular Recommendations

New Courses							
Subject	No.	Title					Crs.
CJ	327	Drugs and the Criminal Justice System					3
MPH	731	Biostatistics					3
Course Deletions							
ARCH	528	Sociocultural Issues					2
PSCI	416/ 616	Pharmacodynamics and Applied Therapeutics VI					3
Course Changes							
From:				To:			
Subject	No.	Title	Crs.	Dept	No.	Title	Crs.
MUSC	347	Piano Pedagogy I	2	MUSC	<del>423/ 623</del>	Piano Pedagogy I	2
MUSC	348	Piano Pedagogy II	2	MUSC	<del>424/ 624</del>	Piano Pedagogy II	2
MUSC	411/ 611	Form and Analysis	2	MUSC	411/ 611	Form and Analysis	3
PHRM	532/ 632	PTDI: Infectious Disease	3	PHRM	532/ 632	<i>Infectious Disease</i>	3
PHRM	536/ 636	Pharmacotherapy of Disease: Neurology and Psychiatry	3	PHRM	536/ 636	<i>Neurology and Psychiatry</i>	3
PSCI	411/ 611	Pharmacodynamics and Applied Therapeutics I	3	PSCI	411/ 611	<i>Principles of Pharmaco- kinetics/Pharmacodynamics</i>	3
PSCI	415/ 615	Pharmacodynamics and Applied Therapeutics V	3	PSCI	415/ 615	<i>Neuropsychiatry Pharmacodynamics</i>	3
SOIL	444/ 644	Soil Genesis and Survey	4	SOIL	444/ 644	Soil Genesis and Survey	3
New Special Topics							
THEA	299	Scenic Painting					3
PHRM	596	Chronic Illness					3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title			Prerequisite/Corequisite Change		
CJ	406	Crime and Delinquency			Prereq or Coreq: CJ/POLS 325		
CJ	407	Deviant Behavior			Prereq or Coreq: CJ/POLS 325		
CJ	460	Criminalization			Prereq or Coreq: CJ/POLS 325		
CJ	461	Corrections			Prereq or Coreq: CJ/POLS 325		
CJ	465	Women and Minorities in Criminal Justice			Prereq or Coreq: CJ/POLS 325		
CJ	489	Senior Capstone in Criminal Justice			Prereq or Coreq: CJ/POLS 325		
MUSC/ THEA	228	Development of Musical Theatre			Delete all course prerequisites		

# Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed, if not it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to Kim Matzke-Ternes first so that a clean policy can be presented to the committees.*

SECTION: *Section 183 Nonrenewal and Dismissal of Nonbanded, Nonacademic Staff*

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy. Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).

*The Chancellor recommended and the SBHE approved on first reading (waiving second reading) changes to 608.2—NDUS Employees Non-Renewal and Dismissal on September 26, 2012.*

*The change reduces the notice required for ‘without cause termination’ of system and institution officers excluded from the broadbanding system from twelve to six months, if an employee has been in that position for two years or more.*

2. This policy was originated by (individual, office or committee/organization):

- *Office of Human Resources/Payroll – Colette Erickson*
- *Colette.erickson@ndsu.edu*

3. This policy has been reviewed/passed by the following (include dates of official action):

*This portion will be complete by Melissa Lamp*

Policy

Committee:

University

Senate:

Staff Senate:

President's

Council:

*If you have any questions regarding this cover sheet, please contact Melissa Lamp (1-6133 or [melissa.lamp@ndsu.edu](mailto:melissa.lamp@ndsu.edu))*

*The formatting of this policy will be updated on the website once the content has final approval. Please do not make formatting changes on this copy. If you have suggestions on formatting, please route them to [melissa.lamp@ndsu.edu](mailto:melissa.lamp@ndsu.edu).*

*All suggestions will be considered, however due to policy format guidelines, they may not be possible.*

*Thank you for your understanding!*

## North Dakota State University Policy Manual

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### SECTION 183 NONRENEWAL AND DISMISSAL OF NONBANDED, NONACADEMIC STAFF

SOURCE: SBHE Policy Manual, Section 608.2

1. Employees excluded from the broadbanding system who are not members of the academic staff at an institution may be terminated, without cause, pursuant to written notice of termination in accordance with the following schedule:

- a) At least three months, if written notice is given during the first year of service;
- b) At least six months, if written notice is given during the second year of service or  
thereafter;
- ~~c) At least twelve months, if written notice is given thereafter.~~

2. Employees excluded from the broadbanding system who are not members of the academic staff at an institution may be dismissed for just cause or based upon financial exigency as determined by the Board, loss of appropriations, loss of institutional or program enrollment, consolidation of organizational units or program areas or elimination of courses, in which cases the notice requirements of the preceding section shall not apply. If a dismissal other than for just cause is implemented pursuant to this subsection, no less than 90 days notice shall be given the employee.

3. Just cause means just cause for dismissal of staff employees as defined in the North Dakota University System Human Resource Policy Manual. (See NDSU 220.2) Notice of intent to dismiss for cause, stating the reasons for the proposed action, shall be given by a department head or other designated official unless the employee is a vice president or other officer who reports directly to the institution's chief executive, in which case notice shall be given by the chief executive. The notice shall be given at least five calendar days prior to the date of dismissal and the employee has the right, within that time, to respond in writing and request a pre-termination review. Following notice of intent to dismiss and, if requested by the employee, the pre-termination review, the department head or other designated individual, if the notice of intent to dismiss was not given by the chief executive, shall forward a recommendation to the institution's chief executive. The chief executive shall make a final decision and give written notice of that decision.

4. An employee who is dismissed for just cause pursuant to this policy may, within 20 days of dismissal, appeal the decision by filing a notice of appeal, accompanied by a specification of the reasons or grounds upon which the appeal is based, with the institution's chief executive. The chief executive shall appoint a hearing officer to conduct an evidentiary hearing and submit recommended findings, conclusions and a recommended order to the chief executive. The

hearing officer shall conduct the hearing according to appeal procedures governing hearings conducted by a staff personnel board that are set forth in Section 27 of the North Dakota University System Human Resource Policy Manual (*Policy 231 of the NDSU Policy Manual*). The chief executive shall make a final decision and provide written notice of that decision to the hearing officer and the employee within 20 calendar days of receiving the hearing officer's recommendation.

5. This [Except for positions explicitly exempt as stated in this section 5 or 6, this](#) policy applies to all employees excluded from the broadbanding system who are not members of the academic staff and, with respect to their positions as administrators or other non-academic positions, to employees with appointments to the academic staff. This policy applies to coaches unless the employing institution has adopted a different policy governing coaches and that policy is stated or adopted by reference in a coach's employment contract, in which case the institution's policy applies. ~~Members of the academic staff~~ [This policy does not apply to faculty; employees with academic appointments](#) are governed by SBHE Policy Sections 605.1, 605.2, 605.3 and 605.4. Staff employees at the institutions are governed by the North Dakota University System Human Resource Policy Manual.

6. *Dismissal actions of regular staff employees are governed by the NDSU Policies 220, 223, and 232.*

7. *Dismissal actions of temporary staff employees may occur at any time with or without cause (NDUS Human Resource Policy Manual, Section 2).*

8. *Dismissal or non-renewal actions for faculty are governed by NDSU Policy 350.1-350.4 and 352.*

9. [This policy does not apply to the Chancellor and institution presidents.](#) Subsections 1 and 2 do not apply to student residence hall assistants, work-study students and other students employed on a part-time basis for a limited term. The terms and conditions of employment for student residence hall assistants shall be stated in a written contract.

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HISTORY: New June 1994  
Amended May 1996  
Amended February 1998  
Amended July 1999  
Amended December 1999  
Amended January 2000

## General Education Recommendations

**Outcomes Key:**

1. Communicate effectively in a variety of contexts and formats.
2. Locate and use information for making appropriate personal and professional decisions.
3. Comprehend the concepts and perspectives needed to function in national and international societies.
4. Comprehend intrapersonal and interpersonal dynamics.
5. Comprehend concepts and methods of inquiry in science and technology, and their applications for society.
6. Integrate knowledge and ideas in a coherent and meaningful manner.
7. Comprehend the need for lifelong learning.

**Continued Approval (5-Year Renewal) for General Education with No Changes in Outcomes**

<b>Course No.</b>	<b>Course Title</b>	<b>Categories</b>	<b>Outcomes</b>
POLS 120	Terrorism	B, G	3, 6

**Creation of an NDSU Ombudsperson Position****Fall 2012**

Committee: Roger Green (ECE), Charlene Hall (VMS), Virginia Johnson (HDE), Miriam Mara (English)

Document origin: NDSU HD&E, <http://www.jefferson.edu/jmc/faculty/pdf/toaombudsjobcollege.pdf>**Rationale:**

The establishment of an Ombudsperson position will facilitate early-stage, informal dispute resolution. An Ombudsperson can help parties negotiate a solution in a manner that is an alternative to the official university channels. A formal grievance is a public, often adversarial, process where each party becomes invested in “winning”. Thus, filing a formal grievance is an extreme step that can be rancorous, time-consuming and unsatisfying to all parties involved. Private consultation is more likely to help individuals work toward a mutually satisfying solution, and an Ombudsperson can help reduce the number of formal grievances filed. An Ombudsperson also serves as a reliable resource to help individuals locate relevant information and properly understand policies and procedures. Further, an Ombudsperson can help identify areas for improvement within the organization.

**Description:**

An Ombudsperson serves as a confidential, independent, impartial, and informal resource for NDSU faculty, staff, and graduate students. An Ombudsperson reports directly to the NDSU president. The role of an Ombudsperson includes, but is not limited to, assisting with the resolution of conflicts and concerns; providing advice and guidance on the interpretation of policies and procedures; identifying problem areas facing faculty, staff, and graduate students; and recommending areas for improvement to university policies and procedures. An Ombudsperson is not an advocate for individuals or organizations, but rather a facilitator of fairness. An Ombudsperson’s role is not to replace existing, formal resources for conflict resolution. Rather, an Ombudsperson practices neutrality and confidentiality. Many ombudsperson models exist (organizational versus classical, single versus multiple). To improve service continuity, independence, and impartiality, we recommend using two Ombudspersons with staggered two-year terms under an organizational ombudsperson model.

**Qualifications:**

To qualify for an Ombudsperson role, a candidate must:

- understand university governance as well as knowledge of university rules and policies;
- understand established operating procedures and prevalent cultural norms within the institution;
- display integrity, balance, and the ability to be fair and empathetic;
- possess outstanding communication skills and be able to communicate effectively with the diversity of people within the university;
- have excellent problem-solving skills, be able to gather and analyze information, and help develop appropriate options and actions;
- possess exceptional conflict resolutions skills, including the ability to coach people to better manage conflict on their own;
- encourage and foster civility and mutual respect across the campus community;
- be willing to participate in conflict resolution, mediation, and similar training.

**Selection:**

An Ombudsperson is appointed to a two-year term, beginning July 1, by a search committee formed by the faculty senate. The search committee shall include, at minimum, a faculty member, a staff member, and a student member. The university is responsible to provide compensation for an ombudsperson, in

the form of salary or time release, that is commensurate with position work load. Further, the university is responsible to ensure availability of appropriate ombudsperson resources, including meeting space and support staff. Ombudspersons may serve multiple terms, if desired. An Ombudsperson should hold no position in the organization that might compromise independence (perceived or actual).

### **Evaluation and Reporting:**

The performance of an Ombudsperson will be evaluated annually by an evaluation committee created by the faculty senate. By April 15 of each year, each Ombudsperson will provide an activity report to the university president and the evaluation committee. This report will present aggregate data that includes the numbers and types of cases, amount of time spent on cases, and the general outcome of cases. In no way should the report contain information that may breach confidentiality. Individuals using an Ombudsperson's services will be asked to complete an anonymous evaluation. By April 15 of each year, support staff will compile the results of these evaluations for distribution to the Ombudsperson, evaluation committee, and president. Evaluation of an Ombudsperson is to be completed by May 15 and must indicate whether or not an Ombudsperson's performance is satisfactory. If an evaluation indicates unsatisfactory performance, the university president can choose to remove an Ombudsperson from office.

### **Important Notes:**

- The Office of the Ombudsperson is not an office "of record," and speaking to an Ombudsperson does not constitute legal notice to the University that a problem exists. An Ombudsperson does not keep records on behalf of the university; written records that contain identifying information will not be kept.
- An Ombudsperson will keep a record of the number and types of cases and issues, and a log of time spent with each case/issue.
- An Ombudsperson does not perform formal investigations.
- An Ombudsperson will not voluntarily testify or participate in any matters that become the subject of a grievance or legal action.
- An Ombudsperson will help people identify resources, if needed, for formal action and record-keeping.
- An Ombudsperson may decline services in cases where there is a conflict of interest, or if other circumstances exist that would compromise the intent of an Ombudsperson's services.
- Adequate resources are critical to the success of an Ombudsperson including: a neutral and private office; adequate staff support; and staff who can maintain confidentiality.
- An Ombudsperson will provide recommendations for change based on patterns of complaint brought to the office to try to ensure that similar situations will not recur.
- The Office of an Ombudsperson should have a Charter that ensures that an Ombudsperson will function according to the core values of independence, impartiality/neutrality, confidentiality, and informality. The Charter should also specify scope of practice, limitations of authority, and qualifications required for the position.

### **Recommended Document:**

IOA Best Practices: A Supplement to IOA's Standards of Practice (version 2, March 31, 2008)

## Creation of an NDSU Ombudsperson Position

Roger Green (ECE)  
Charlene Hall (VMS)  
Virginia Johnson (HDE)  
Miriam Mara (English)

Fall 2012

**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

## Rationale

- Facilitate early-stage informal dispute resolution
- Can help reduce the number of formal grievances filed
- Reliable resource for faculty, staff and graduate students

**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

## Description

- Confidential, independent, and impartial
- Assists with the resolution of conflicts and concerns
- Provides advice and guidance on the interpretation of policies and procedures
- Identifies and recommends areas for institutional improvement

## Qualifications

- Display integrity, balance, and fairness
- Possess outstanding communication, problem-solving, and conflict resolution skills
- Understand university governance and procedures
- Encourage and foster civility and mutual respect

## Selection

- Search committee formed by the Faculty Senate
- University is responsible to provide compensation and appropriate resources
- Recommend two ombudspersons with staggered two-year terms under an organizational ombudsperson model

## Evaluation and Reporting

- Performance evaluated annually by an evaluation committee created by the Faculty Senate
- Ombudsperson produces annual activity report
- Ombudsperson reports directly to the university President

## Important Notes

- An Ombudsperson does not perform formal investigations and does not provide an “office of record”
- An Ombudsperson may decline services when there is a conflict of interest
- International Ombudsman Association Best Practices document provides excellent guidance and information

## Proposed Senate Motion

The NDSU Faculty Senate recommend that the NDSU Provost and President create an NDSU Ombudsperson Office based on the senate ad-hoc committee’s recommendations and report

**Agenda**  
**Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, January 14, 2013*  
*Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of December 10, 2012, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. J. Beehler, Vice President of Student Body
- V. Senate Committee Reports
  - a. Academic Affairs – M. Harris
  - b. General Education – L. Peterson
  - c. Council of College Faculties – J. Miller
  - d. Other Committee Reports
- VI. Unfinished Business
  - a. Priorities for Faculty Senate – Open Discussion
  - b. Ad-hoc Budget Committee
- VII. New Business
  - a. Addition of Budget Committee to Bylaws – For Information and Discussion ([Attachment 2](#))
- VIII. Adjournment

## Academic Affairs Committee Report

### Curricular Recommendations

Sub-Plan Title Change in HNES D0C0D0U0Program							
From: Community Sport				To: Sport Management			
New Courses							
Subject	No.	Title					Crs.
ARCH	475/ 675	Design Build Studio					6
ECE	705	Stochastic Processes					3
HNES	758	Clinical Aspects of Nutrition Support					3
HNES	759	Nutrition and Immunology					3
Course Deletions							
MPH	700	Public Health as a Team Endeavor					1
MPH	743	Ethics in Public Health					1
Course Changes							
From:				To:			
Subject	No.	Title	Crs.	Dept	No.	Title	Crs.
ARCH	663	Programming/Thesis Prep	3	ARCH	763	Programming/Thesis Prep	3
ARCH	681	Professional Practice	3	ARCH	781	Professional Practice	3
GEOL	420/ 620	Mineralogy	4	GEOL	420/ 620	Mineralogy	3
GEOL	421/ 621	Mineralogy Laboratory	2	GEOL	421/ 621	Mineralogy Laboratory	1
GEOL	422/ 622	Petrology	4	GEOL	422/ 622	Petrology	3
GEOL	423/ 623	Petrography	2	GEOL	423/ 623	Petrography	1
PHRM	534	PTDI: Rheumatology/Endocrinology/ Gastrointestinal	3	PHRM	534	Rheumatology/Endocrinology/ Gastrointestinal	3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title	Prerequisite/Corequisite Change				
ABEN	444/ 644	Transport Processes in Biological & Environmental Systems	Change in Bulletin Description Prereq: MATH 266, CE 309 or ME 352, and ABEN 263				
ACCT	720	Strategic Cost Management	Change in Bulletin Description				
ARCH	728	Sociocultural Issues	Change in Bulletin Description				
FIN	740	Advanced Financial Management	Change in Bulletin Description				
MGMT	750	Advanced Organizational Behavior	Change in Bulletin Description				
MGMT	751	Advanced Operations Management	Change in Bulletin Description				
MIS	770	Information Resources Management	Change in Bulletin Description				
STAT	730	Biostatistics	Change in Bulletin Description Prereq: STAT 661 and STAT 468/768				

**Section 3. Budget Committee**

1. Voting members shall consist of one faculty from each representation unit, and a representative of the Dean of Graduate and Interdisciplinary Studies.
2. Non-voting members shall consist of the Provost (or designee) and Vice President for Finance or (designee).
3. Committee responsibilities include:
  - a. Becoming familiar with the university budget process
  - b. Developing a set of guiding principles which align with strategic priorities, with the intent of informing university budget decisions from a faculty perspective
  - c. Soliciting input regarding the budget process from a wide range of faculty and on an ongoing basis
  - d. Serve as a resource for the Provost in budget matters
  - e. Acting as a conduit of information between faculty and administration for budget discussions and decisions

**Agenda**  
**Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, February 11, 2013*  
*Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of January 14, 2013, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))
  - b. NDSU Policy 129: Salary Administration Policy ([Attachment 2](#))
  - c. Confirmation of December 2012 Graduates ([Attachment 3](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
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- V. Senate Committee Reports
  - a. Academic Affairs – M. Harris
  - b. Council of College Faculties – J. Miller
  - c. Accreditation – L. Peterson
  - d. Other Committee Reports
- VI. Unfinished Business
  - a. Addition of Budget Committee to Bylaws
- VII. New Business
- VIII. Adjournment

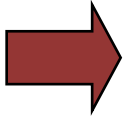
## Academic Affairs Committee Report

### Curricular Recommendations

Dual Major Option							
Double Major in STEM Education with STEM discipline Ph.D.							
New Courses							
Subject	No.	Title					Credits
BIOC	350	Fundamentals of Forensic DNA Analysis					2
HNES	305	Legal Liability and Ethics in Sport					3
MUSC	758	Jazz Methods and Pedagogy in Music Education					3
MUSC	764	Applied Instrumental Literature					1-2
PLSC	779	Study Abroad: Bioenergy Crops – The European View					3
Course Changes							
From:				To:			
Subject	No.	Title	Cr.	Dept.	No.	Title	Cr.
HNES	110	Introduction to Health, Nutrition and Exercise Sciences	1	HNES	110	<i>Introduction to Health, Physical Education and Sport Management</i>	3
HNES	224	Event Management in Sport	3	HNES	224	<i>Sport and Event Management</i>	3
MPH	710	Health Care Systems	3	MPH	710	<i>Healthcare Delivery in the United States</i>	3
MUSC	443/643	Keyboard Literature	2	MUSC	443/643	Keyboard Literature	3
MUSC	721	Advanced Vocal Pedagogy and Repertoire	2	MUSC	721	<i>Advanced Vocal Pedagogy</i>	3
MUSC	722	Advanced Instrumental Music Pedagogy and Literature	2	MUSC	722	<i>Applied Instrumental Pedagogy</i>	1-2
THEA	462	Modern Nonrealistic Styles for the Actor	3	THEA	462	<i>Acting Styles</i>	3
New Special Topics							
CFS	796	Food Systems: Linking Agriculture to Human Health					3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title			Prerequisite/Corequisite Change		
PHYS	252	University Physics II			Change in Bulletin Description Prereq: PHYS 251 or ME 222		

# Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed, if not it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to Melissa Lamp first so that a clean policy can be presented to the committees.*

## SECTION: *Section 129: Salary Administration Policy*

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy. Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).  
*It has been requested, on behalf of the Presidents' Office, that we remove language in the policy that allows for post-probationary increases. Because of the budget constraints we have been under for the past few years, the President has not been allowing this practice. Now it will be formalized in NDSU policy.*
2. This policy was originated by (individual, office or committee/organization):  
*Office of Human Resources/Payroll*  
[colette.erickson@ndsu.edu](mailto:colette.erickson@ndsu.edu)
3. This policy has been reviewed/passed by the following (include dates of official action):  
*This portion will be complete by Kim Matzke-Ternes*  
Policy  
Committee:  
  
University  
Senate:  
Staff Senate:  
  
President's  
Council:  
  
*If you have any questions regarding this cover sheet, please contact Melissa Lamp at 1-6133 or [melissa.lamp@ndsu.edu](mailto:melissa.lamp@ndsu.edu)*

# North Dakota State University Policy Manual

## SECTION 129 SALARY ADMINISTRATION POLICY

SOURCE: NDSU President NDUS Human Resource Policy Manual, Section 5

### 1. Philosophy and Objectives

The primary purpose of salary administration at North Dakota State University is to attract and retain well-qualified individuals who can best contribute to the University's stated mission. Decision-makers in the salary administration process will strive to make salary decisions fairly and communicate them effectively. To provide the University with the ability to use its limited resources most effectively, salary administration aims, in priority order, to:

first, be responsive to market influences with consideration for internal equity (see Definitions portion of this policy);

second, recognize different performance levels among employees;

third, acknowledge the basic financial needs of all employees; and

fourth, take into consideration the costs of turnover (for training, research start-up and indirect as well as direct recruitment) and the adverse effects of inadequate salaries on the need for supervision, employee morale and institutional image.

### 2. Methods and Guidelines

NOTE: The ability to make salary adjustment decisions at the campus level depends on legislative action and State Board of Higher Education (SBHE) guidelines. In years when no campus discretion is authorized, most of the following process will not be applicable.

#### 2.1 Salary adjustments are divided into two main categories:

- a) annual budgeted salary adjustments and
- b) other salary adjustments.

2.1.1 Annual budgeted salary adjustments are based on one or more of the types described in Definitions portion of this policy. When campus-wide salary adjustments are provided by legislative and SBHE action, the campus decision process is as follows:

- a) President's Office provides any relevant legislative or Board directives regarding salary adjustments after consultation with the NDUS office staff and the Chancellor's Cabinet.
- b) The President and Vice Presidents determine priority needs of the institution that require use of salary dollars (faculty promotions, new positions and/or

reallocations) based on information from sources such as deans, directors, department chairs, the Office of Human Resources/Payroll, the Office for Equity, Diversity, and Global Outreach, the Presiding Officer of the Faculty Senate, the President of the Staff Senate, the Program Review Committee, and Planning, Priorities and Resources Committee.

- c) The President and the Vice Presidents establish guidelines, using institutionally recognized market and internal equity data and input from the campus community. They communicate the guidelines to be used in making adjustment decisions, indicating the proportion of salary dollars allocated to each type (see Definitions). These types and proportions are determined according to institutional needs and initiatives whenever campus-wide adjustments are possible.
- d) Once the types and proportions have been determined, the President and Vice Presidents allocate remaining salary adjustment pools to their respective administrative units.
- e) Unit administrators, using the guidelines established by the President and Vice Presidents, allocate the salary pools within their units.
- f) Within the units, each administrator/supervisor develops individual salary adjustment recommendations using performance documentation and other data appropriate to that year's guidelines (institutionally recognized internal equity or market studies, for example).
- g) Unit administrators review and discuss recommendations and documentation for the recommendations (performance documentation, institutionally recognized market or internal equity data) with the administrator/supervisor, adjust the recommendations and/or forward the recommendations to the appropriate vice president.
- h) Prior to recommending the final salary adjustments to the President, each Vice President will consult with the Director of Human Resources/Payroll and/or the Vice President for Equity, Diversity, and Global Outreach to review implications of the recommended adjustments for the campus as a whole and to advise the Vice Presidents on whether there is appropriate documentation for the adjustment, the potential impact on equity generally or whether the proposed adjustment is in compliance with policy.
- i) President presents the budget including salary adjustments to the Chancellor.
- j) Following SBHE approval of the budget, administrators/supervisors, when possible, will inform each employee of his/her salary for the coming fiscal year and the basis for the salary decision prior to the distribution of the University's annual salary notifications.

2.1.2 Other salary adjustments ~~include post-probationary adjustments for staff,~~ job family or band reassignment adjustments (if applicable), promotions (nonfaculty), market, internal equity and responsibility adjustments including interim appointments and significant administrative assignments (see Guidelines for Other Salary Adjustments portion of this policy.).

### 3. Process for Impartial Review of Salary Adjustment Decisions

Current grievance policies are available as a means to provide an impartial review of a salary adjustment decision. An employee who thinks that the decision concerning his/her salary is inappropriate may request a review by choosing one of the following options.

#### 3.1 The first is based on the type of appointment the individual holds:

- a) Staff employees: NDSU Policy Manual, Section 230, Grievance Procedure for Conditions of Employment.
- b) Faculty: NDSU Policy Manual, Section 353, Grievances - Faculty. This grievance procedure is available to instructors, assistant, associate and full professors, lecturers and graduate teaching assistants.
- c) Nonfaculty, nonbanded employees: NDSU Policy Manual, Section 230, Grievance Procedure for Conditions of Employment. The Staff Personnel Board described in Step 4 will consist of other nonfaculty, nonbanded employees.

3.2 The second is available to any employee when his/her salary decision is alleged to have been made on the basis of an employee's race, color, religion, national origin, sex, disability, age, Vietnam Era Veteran's status, sexual orientation, status with regard to marriage or public assistance, or participation in lawful activity off the employer's premises during nonworking hours which is not in direct conflict with the essential business-related interests of the employer: NDSU Policy Manual, Section 156, Equal Opportunity Grievance Procedures.

### 4. Distribution and Communication of the Policy

To facilitate the understanding of salary administration at NDSU, this policy will be included in the NDSU Policy Manual, the Faculty Handbook and any employee handbooks prepared by units within the University. In addition, an annual notice about this policy will be published in an appropriate spring issue of the University's staff and faculty newsletter (currently It's Happening at State).

### 5. Definitions

At NDSU, annual salary adjustments are based on one or more of the following:

5.1 Cost of living adjustment is an across-the-board amount related to—but not necessarily the same as—the changes in the cost of living (determined by the Consumer Price Index which reflects the changes in the cost of various consumer items during the previous 12 month period). Cost of living adjustments become part of an individual's salary base.

5.2 Internal equity is a comparison of salaries for similar positions at NDSU (or in the University System and/or State government when there is a limited basis for comparison at NDSU) based on appropriate and relevant data including these factors: previous related experience outside the university, a sustained change in responsibility that is more or less than what is considered normal for that type of position, education, or responsibility level within a group of similar positions at NDSU. Internal equity adjustments become part of an individual's base salary. NOTE: length of service is relevant for internal equity ONLY in the context of performance; that is, consideration of performance should override length of service in salary decisions.

5.3 Market or external equity is the comparison of NDSU salaries with those of other employers in the applicable recruitment area based on bona fide and relevant data. While NDSU may recruit nationally to fill a position, the salary may be established by using institutionally recognized, regional data. Market or external equity adjustments become part of an individual's base salary.

5.4 Performance adjustment is one based on level of performance identified through documentation, including an established review process. Performance adjustments may be made in one of two ways:

- a) As a one-time payment when performance has been exceptionally meritorious in the preceding year. This type of adjustment does not become part of the salary base and is made as a single payment. The source of salary funding may dictate the availability of this option.
- b) As a range of adjustments based on sustained meritorious performance. This type of adjustment becomes a part of the salary base.

## 6. Guidelines for Other Salary Adjustments

All staff positions are assigned to a salary band. The bands include job families with market levels for each position. (NDUS Human Resource Policy Manual 5.1)

Individual salary adjustments may be made throughout the year for the following reasons:

~~6.1 Post probationary adjustments for broadbanded staff. Upon successful completion of the initial six-month probation period an employee may be eligible for a salary adjustment up to 5%. The amount of the adjustment may vary, depending on such factors as performance, internal equity, initial salary and budget. A responsibility review form must be completed and submitted with the NDSU Change Form 101 requesting approval of the probationary adjustment (NDUS Human Resource Policy Manual 5.1.3).—~~

6.21 Non-broadbanded staff. When an employee moves from one position to another involving an increased level of responsibility, the employee may receive a salary adjustment appropriate for the new level of responsibility. The adjustment must be consistent with internal equity and market and is subject to approval of the appropriate dean/director, vice president and the President.

6.32 The equity adjustments for staff are normally limited to ten percent but may exceed that amount with supportive documentation (NDUS Human Resource Policy Manual 5.1.6).

6.32.1 Equity adjustments. On a case-by-case basis, significant internal inequities may arise outside the annual salary review process described in 2.1. In these unusual situations, a request for an adjustment may be initiated. Factors generally considered are directly related experience, job performance and level of responsibility. The decision to request an equity adjustment should include consultation with the Office of Human Resources/Payroll and/or the Vice President for Equity, Diversity, and Global Outreach, whichever is appropriate, and appropriate documentation should accompany the NDSU Change Form 101.

6.32.2 Market adjustments. A market adjustment is intended to mitigate a documented external inequity using North Dakota University System recognized market data. Market adjustments are normally limited to ten percent but may exceed that amount

with supportive documentation and appropriate administrative approval. Market adjustment proposals must consider institutional internal equity.

**6.43** Responsibility adjustments including interim and administrative appointments

6.4.1 Adjustments for substantial, documented reassignments or changes in the duties/responsibilities within the same position may be initiated after consultation with the appropriate vice president or president. Documentation should accompany the NDSU Change Form 101.

6.4.2 For staff employees, rationale will include changes in the level of responsibility as documented by a Position Description; and changes in band and/or job family.

6.4.3 Adjustments for interim appointments and administrative assignments are limited to the period for which these assignments are made and do not become part of the salary base. For staff interim appointments, increases should not be given for interim periods of less than thirty days and staff employees may not retain the higher compensation level for more than thirty days after the interim period ceases to exist. (NDUS Human Resource Policy Manual 5.1.3.1).

**6.54** The attainment of a degree or license does not automatically result in a salary adjustment. In some cases an adjustment for market and/or internal equity may be appropriate. Such adjustments should be recommended on the basis of the same type of documentation required for other market or internal equity adjustments.

**HISTORY:**

New November 1995 Amended  
November 1996 Amended January  
1997 Amended May 1997  
Amended December 1998  
Amended July 1999 Amended  
August 1999 Amended October  
2005 Amended October 2007  
Housekeeping July 2010 Amended  
October 2010 Housekeeping  
February 14, 2011 Housekeeping  
April 8, 2011

**NORTH DAKOTA STATE UNIVERSITY**  
**Fall 2012 Graduates**  
**Degree Conferral Date: December 14, 2012**

**Attachment 3**

***College of Agriculture, Food Systems, and  
Natural Resources***

**Bachelor of Arts**

Haram Kim

**Bachelor of Science**

Brandon Phillip Abell  
Jessie Brianna Arneson  
Jason Arth  
Alexandra Lynn Barber  
Andrew Scott Bates  
Mitchell James Bauske  
Maria Christine Breker  
Maggie Mae Carlson  
Elim Chin  
Kwang Bog Cho  
Rachel Gray Colwell  
John Nicholas Desautel  
Andrew Grayson Dockter  
Zachary David Duckstad  
Sarah Marie Eslinger  
Travis Jerome Evenson  
Jacob Edward Fannik  
Jordan Paul Fellbaum  
Kyle James Fode  
Courtney Renae Foss  
Jacob Vernon Gehrls  
Nathaniel James Gesme  
Benjamin Wilson Grann  
Dionne Marie Hall  
Levi Robert Hall  
Derek Alan Haug  
Danelle Dawn Hoff  
Bryce Thomas Hogness  
Meredith Lynn Irsfeld  
Adil Nasrat Ismail  
Justin Benedict Jacob  
Anurad Githrenda Jayasooriya  
Brandon William Joos  
Jason David Jordahl  
Sara James Kingrey  
Alyssa Ann Kittelson  
Brittany Joy Korynta  
John Andrew Kritzberger  
Sean Jamison Kveno  
Brett Nicholas Kyser  
Rachel Ann LaCount

Blake Arden Lampert  
Matthew Joel Lau  
Da sul Lee  
Mattia Ann Lein  
Brent Wayne Lende  
Eric Charles Lies  
Yu Liu  
Charithra R. Lokumana  
Andrea Michelle Luther  
Joshua T. Martinez  
Derek Edward Martinson  
Justin Roger Moe  
John Thomas Mortenson  
William Brian Petersen  
Ashley Michelle Randash  
David Allen Renton  
Kelsey Lynn Rheault  
Jadin Leigh Riedesel  
Cole Thomas Robertson  
Kendra Stacia Rodel  
Evan Lee Salsman  
Kriti Samadhia  
Elizabeth Marie Sauer  
Riley Chad Schaefer  
Michael Jay Schild  
Justin David Schrepel  
Jamie Lee Schultz  
Cory Scott Skauge  
Kevin Patrick Sponsler  
James William Steinberger  
Ericka Ann Stoltenberg  
Nicholas Allen Tollefson  
Romano Smith Tuya  
MacKenzie Paul Weigel  
Joseph Michael Weihrauch  
Brittany Helen Wieers  
Diane May Williams  
Brienne Lyn Zaeske  
Marc Simon Ziesmann  
Ian Herbert Zimmerman

**Master of Science**

Darshika Amarakoon Amarakoon  
Naa Korkoi Ardayfio  
Keshav Birla  
Rahel Dubiwak Gemmeda  
Alicia Esther Harstad  
Christen Jackson

Thunyporn Jeradechachai  
Annet Kyomuhangi  
Laura B. Laufmann  
Andre Luis Rodrigues Miranda  
Kondwani Richmond Msango S.  
Robert Mugabi  
Herbert Mukiibi  
Michael Muleme  
Christina A. Schwartz  
BillieJo Mae Armbrust Shae  
Dustin Strong  
Emma Louise Swanson  
Eric W. Viall  
Yan Zhang

**Doctor of Philosophy**

Pragyan Burlakoti  
Kishore Chittem

***College of Arts, Humanities and Social  
Sciences***

**Bachelor of Arts**

Daniel Justin Baldwin  
Megan Elizabeth Davidson  
Lydia Ruth DeMarais  
Alison Driscoll  
Tyler James Fretland  
Blaze H. Harmon  
Iain Robert Harriman  
JuYeon Lee  
Maia Beth Randklev  
Heather Jean Roelike  
Emilee Catherine Ruhland  
Ashleigh Amanda Paige Smith

**Bachelor of Fine Arts**

Tara Kay Fermoyle  
Alison Marie Schaaf

**Bachelor of Music**

Ashley Anne Jacobson  
Evan Ross Montgomery  
Chris James Schuster  
Blake Segerholm

**Bachelor of Science**

Brenna Elizabeth Adams

Jeffrey Dale Alwin  
Feliciano L. Anaya  
Joshua James Anderson  
Taylor Lawrence Arne  
Jason Henry Bedsaul  
Kristin Lee Berg  
Brent Thomas Boeddeker  
Aaron Scott Boerner  
Adam Phillip Boll  
Stephanie Anne Bondhus  
Seth D. Bowman  
Fredrick Jamaal Bussey  
John Charles  
Suzanne Nicole Degrugillier  
Katie Marie Dressler  
Bethany Rose Economos  
Katelyn Elise Ellison  
Andrew Clyde Fjeld  
Kimberly Gail Fleser  
Cailin Marie Foerster  
Kelli Marie Fuchs  
Christine Nicole Gass  
Jill Maureen Guthrie  
Chelsey Marie Hagel  
Luke Edward Hall  
Jacquelyn Vivian Halonen  
Britny Lee Hamblin  
Kate Allison Hauge  
Brittney Marie Hein  
Matthew Robert Houle  
David John Huebner  
Kristopher Jacobs  
Kaylee Blanche Jangula  
Britta Emma Johnson  
Connor B. Johnson  
Katie M. Kapel  
Rebecca Keightley  
Josef Patrick Kloos  
Jeffrey Steven Kopp  
Kelsey Lee Kuller  
Daniel John Lentz  
Sara E. Lyman  
Robert Daniel Mahoney  
Glenn Patrick Manning  
Mamie Lynn Mastenbrook  
Cody Blaine Mattson  
Blake Daniel Nelson  
Rylee Thomas Nelson

Brianna Jean Netter  
Peterson Olivier  
Jason Thomas Pagan  
Daniel Gordon Peterson  
Kasey Jean Pulkrabek  
Matthew Vernon Renfrew  
Andrew Joseph Rheault  
Austin Jacob Richard  
David Andrew Saari  
Jeana Renae Scheffler  
Ashton Kristine Schwinler  
Ashley Kay Smith  
Kelsey Jewell Smith  
Jalyssa Brooke Sorenson  
Rachel Lynn Stokes  
Max Von Stueven  
Jennifer Joan Thomas  
James Lowell Thorson  
Tessa Michele Torgeson  
Allison Jane Well  
Kori Leigh Werner  
Shane Paul White  
Jennifer Rose Wicklander  
Jordan Robert Willgohs  
Benjamin Jordan Willms  
Sophia Michelle Yohannes-Smadi  
Andrew John Young  
Michael Stephen Zastoupil  
Inessa Mary Zimmerman

#### **Master of Arts**

Grael Brian Gannon  
Kelli Marie Muzzy  
Meghan Joy Perry  
Neil Gene Schloesser  
Derek Adam Ystebo

#### **Master of Music**

Karen W. Morrison

#### **Master of Science**

Lisa M. Gulland-Nelson  
Daniel David McCollum  
Courage Chikomborero Mudzongo  
Sarah Jean Sebranek  
Ashley Rae Wiertzema

#### **Doctor of Musical Arts**

Sarah Kaye Prigge

#### **Doctor of Philosophy**

Matthew Attansey

Azad Berwari  
Aaron Dale Quanbeck

#### ***College of Business***

##### **Bachelor of Science**

Nana Akua Agyekum  
John Michael Albus  
Emily Jo Gail Allen  
Ali Yahya Alshehri  
Amy Lee Anderson  
Joseph Timothy Anderson  
Nathan Mark Anderson  
Michael Joseph Arens  
April Lynn Ausk  
Brandi Ann Bader  
Jordan Michael Ballard  
Andrew William Baus  
Matthew David Beneke  
Angela Ann Berntson  
Anushree Bhattarai  
Kayleigh Ann Biloki  
Brock Kevin Bjornson  
Kelly Rachelle Black  
Brandon Boisvert  
Mary M. Brown  
Jordan Lance Bueling  
Amy Lynn Burau  
Nicole Jean Burner  
Jonathan Steven Carr  
Collin Austin Craven  
Melissa Lynn Curfman  
Betsy Lynn Dahlen  
Morgan Celeste DeMike  
Rachel Suzanne Deyle  
Andrew Robert Diederick  
Kyle James Docken  
Mitchell Ralph Domiano  
Randa Janine Dufault  
Jared Allen Finkelson  
Karen Marie Flesberg  
Dustin Jacob Fridgen  
Abdi M. Gedi  
Taylor John Gibson  
Brock William Gion  
Ryan Matthew Goodin  
Kristopher Daniel Graalum  
Tiffany Joy Grossman  
Faith Hannah Halverson  
Jamie Lynne Hart  
Marc Elliot Hartman  
Adam James Hiltner

Aleshia DaRanda Huffman  
Ranganathan Prabakaran Jasothan  
Maribeth Chris Joraanstad  
Jacob Aaron Juettner  
Jeremy Clem Keil  
Kenny Cornelius Keller  
Michael James Kingrey  
Justin David Kinnunen  
Anthony M. Kliniske  
Karlie Lynn Krieger  
Ryan Michael Kuehne  
Karissa Lynn Kuschel  
Krista M. Lambrecht  
Qian Lin  
Iryna Serghivna Lindhag  
Bradley Jordan Meis  
Ross Michael Melby  
Cassandra Ann Meyer  
Iman Deshun Moore  
Emily Elizabeth Moquist  
Lincoln Joseph Mousel  
Kylie Jo Muehlberg  
Kevin James Niccum  
Karina F. Nordsven  
Kristen Leigh Oldyn  
Anna Maria Oleksik  
Leslie LuAnn Olson  
Britani M. Otto  
June Pandey  
Mathew Bryan Parker  
Sarah A. Parkhouse  
Alex Jay Pederson  
Breann Lea Petermann  
Romalde Pierre  
Anthony M. Radermacher  
Brittany Sue Raisanen  
Patrick Michael Redmond  
Spencer Allen Reinert  
Lisa Irene Robinson  
Chelsea Jolene Roehl  
Jordan Michael Rostad  
Jonathan Michael Roswick  
William J. Ryan  
Cory Richard Samson  
Kyla Jo Samuelson  
Travis Stephan Scepaniak  
Michael I. Schenfisch  
Kellan Michael Schmaltz  
Alex Marcus Schmidt  
Isaac Andrew Schmidt  
Robert John Schneider, II.  
Emily Chestine Schreier

Laura Elizabeth Schumacher  
Tyler Scott Schwantes  
Jenny Lynn Skjei  
Thomas Martin Stadum  
Max Morgan Steffes  
Perry Stockwell  
Mathew Stoddard  
Erik Sveum  
Jordan Robert  
Ohman Thornberg  
Ebba Tilahune  
McKenna Jo Tysdal  
Brett Edward Wanner  
Cameron Gordon Wedde  
Amber Jean Welter  
Christopher Michael Will  
Mitchell Alan Wold  
Evan P. Workin  
Fan Yang  
Jonathan Zimprich

#### **Master of Accountancy**

Brittany Marie Anhorn  
Alec H. Grande  
David Lowell McMahon  
Rebecca Joy Menking  
Reed Michael Ystaas

#### **Master of Business Administration**

Tushar Agrawal  
Autumn Louella Austin  
Danielle M. Evenson  
Kelsey Lee Jensen  
Ganesh Kumar Kanjiravila  
Tian Lin  
David D. Monke  
Austin R. Vansickle

#### ***College of Engineering and Architecture***

##### **Bachelor of Landscape Architecture**

Samantha Lott  
Zachary B. Sager

##### **Bachelor of Science**

Thomas Michael Homic  
Samantha Lott  
Zachary B. Sager  
Erik Joseph Schwarzkopf  
Whitney Rae Vogel  
Megan Kyong Un Ward

**Bachelor of Science in Agricultural and Biosystems**

Ethan Curtis Liebswager  
Daniel Kenneth Merritt  
Chad Gene Lee Sietsema  
Roy Charles Swenson

**Bachelor of Science in Civil Engineering**

Alex Edwin Ausk  
John Steven Blenker  
Alysa Clair Emerson  
Kathryn Anne Garceau  
Alex James Goerke  
Kristal Ann Gruba  
Joshua Kevin Hengel  
Suyi Hou  
Chance Burnett Hutchinson  
Steven Craig Jensen  
Brian Mark Knorr  
Shane Lee Koenig  
Megan Diane Lee  
Shuai Liu  
Shawn David Louwagie  
Cameron Peter Miller  
Trent Christopher Parks  
Derek Wayne Pokrzywinski  
Nickolas John Reinke  
Ashley Marie Roder  
Kyle Michael Rule  
James Michael Soltis  
Katy JoAnn Waisanen  
Zachary H. Webber  
Daniel Alan Weber  
Andrew Kent Wellumson  
Doug Alvin Wencil  
Tyler Patrick Yngsdal  
William Anton Zidon

**Bachelor of Science in Computer Engineering**

Jake Lodoen Joraanstad  
Zachary Neil Michel  
Jamie Lynn Ottmar  
Tyler John Pattengale  
Austin W. Vandenberg

**Bachelor of Science in Construction Engineering**

Cade Anthony Krueger  
Thomas Jeffrey Ward

**Bachelor of Science in Construction Management**

Derek Roy Anderson  
Lukas James Robert Dahl  
Joshua Paul Flem  
Jason Richard Foster  
Brendan David Frost  
Jeremy John Host  
Nathan Jeffrey Kemp  
Derek Paul Mathison  
William Reed McCain  
Zachary John Milton  
Lucas William Mol  
Jesse James Morrow  
Caleb Devine Nolte  
Patrick Kenneth Peltier  
Daniel Nathan Sheridan  
Jarrod David Skoog  
Brendan Robert Tarang  
Leland John Zeman

**Bachelor of Science in Electrical Engineering**

Brian Michael Amann  
Nicholas Alan Boldt  
Geetika Chaudhary  
Varun Dabas  
Nicholas Frederick Engel  
Stephanie Fae Erickson  
Joshua Gale Ferguson  
Huy Xuan Ha  
Elliot R. Kirschmann  
Qingyu Meng  
Ahmed E. Musa Alhowajrah  
Garrett Robert Nelson  
Preetanjali Prasad  
Alexander James Schrautemyer  
Dane Ryan Swartz  
Brent James Templin  
Casey Lee Turnwall  
Suhanthan Vethanayagam  
Benjamin Albert Whittier  
Derek D. Wiseman

**Bachelor of Science in Industrial Engineering and Management**

Derek Nycklemoe Anderson  
Melissa Ann Bartholomay  
Jared Michael Comegys  
Duanjian Feng  
Kyle Joe Kramer

Jason Andrew McKeever  
David W. Rokenbrodt  
Tyler Bart Samuelson  
Michael James Schnepf  
Jordan Bryce Sharp  
Hanxiao Tian  
Luisa Fernanda Torres  
Kathryn Lyn Whelan  
Joseph Michael Wolverton, Jr.  
Aaron Michael Woytcke

**Bachelor of Science in Manufacturing Engineering**

Craig Matthew Knochenmus  
Tyler Paul Thompson  
Matthew Allen Walla

**Bachelor of Science in Mechanical Engineering**

Michael Duane Anderson  
Sloan Oscar Balo  
David John Baltes  
Matthew David Beilke  
Brendan Thomas Bohn  
Benjamin Barry Brilz  
Justin Howard Cronin  
Heath Randy Dahl  
Andrew John Dobmeier  
Cody Blaine Erhardt  
Nathaniel John Grobe  
Jacob Floyd Hein  
Jason Gene Hemmer  
Paul Michael Hollermann  
Ross Michael Hollermann  
Jesse Joseph Janson  
Catherine Marie Kempe  
Travis Lee Kunrath  
Samuel Leyk  
Justin Joel Linder  
Ethan Dale Marihart  
Jared Steven Martel  
Joseph William Matlock  
James Allen McTavish  
Victoria Paige Nous  
Ismir Pekmic  
Brett Henry Peterson  
Weitian Qin  
Austin Lee Quade  
Evan Rosu Quist  
Adam Thomas Roubinek  
Gregory James Schiefelbein  
Kyle Joseph Sieberg

Brandon Mitchel Smith  
Chad William Splettstoesz  
Christopher John Strand  
Daniel John Towers  
Jacob William Vigness  
Andrew Weber  
Neysia Ann Wimmer

**Master of Architecture**

Luis Angel Acevedo  
Ankit Rauniyar

**Master of Construction Management**

Chukwumyen Michael Enyi  
Brandon L. Larson  
Jeffery Allan Miller  
Michael Sanford

**Master of Science**

Aydar Rimovich Akchurin  
Kalyan Ram Athmuri  
Vaibhav Mahadev Biradar  
Josh L. Haugsdal  
Sethu Raaj Munusamy  
Md. Zillur Rahman Patwary  
Daniel L. Portlock  
Muniyamuthu Raviprasad  
Binod Rijal  
Michael Robinson  
Nikhil Vijay Shinde  
Juan Manuel Vargas-Ramirez

**Doctor of Philosophy**

Svyatoslav Chugunov  
Justin M. Hoey  
Artur Lutfurakhmanov  
Shashindra Pradhan  
Michael James Schmitz  
Halis Simsek

***College of Graduate and Interdisciplinary Studies***

**Certificate**

William F. Lyons

**Master of Managerial Logistics**

Ciaran Kelly

**Master of Natural Resources Management**

Patrick Ryan Corrigan  
Mark S. Flicker

Daniel Kevin Margarit  
Justin Wade Tabaka

### **Master of Science**

Samantha Marie Brunner  
Aigerim Kenzhebekova  
Shawn Koltes  
Sean Lofgren  
Anthony Ntaate  
Matt P. Stasica  
Gita Thapa  
Nattapong Tuntiwiwattanapun  
Austin R. Vansickle  
Anthony Walekhwa Wamono

### **Master of Transportation & Urban Systems**

Vu Hoang Dang

### **Doctor of Philosophy**

Talal Bakheet Almeelbi  
Dante Battocchi  
Sourin Bhattacharya  
Sumit Ghosh  
Wesley E. Newton  
Ajeeth Kumar Pingili  
Brittany Ann Ziegler

### ***College of Human Development and Education***

### **Certificate**

Andrea Marie Lang

### **Bachelor of Arts**

Megan Bryant  
Naomi Marie Koehler  
Amy Cathleen Marquardt  
Jessie Marie Quaglia  
Jacob Wayne Sundeen

### **Bachelor of Science**

Heidi Jo Bachler  
Sydney Kay Becker  
Keith Cameron Bennett  
Sarah Marie Bieber  
Matthew S. Blum  
Ashley Marie Bolstad  
Shannon Marie Bozovsky  
Kimberly Nicole Braulick  
Briana Jo Burdick  
Carly Marie Camas  
Ashley Kay Campbell

Anne Marie Carlson  
Maxwell James Casper  
Madison Beth Christenson  
Kelly Catherine Cooper  
Amanda Chaput Crockett  
Ashley Jane Dauner  
Jeffrey Daniel Dertinger  
Michael Shawn Dobberstein  
Jaynell DelRae Dockter-Gust  
Bethany Jane Dufault  
Lukas Robert Dykema  
Shari Ann Elsen  
Emily Margaret Eltgroth  
Todd Anthony Frie  
Adam Steven Gronaas  
Sarah Beth Hardesty  
Alissa Jo Heinze  
Heidi Elizabeth Horstmann  
Jessica Michelle Hotchkiss  
Kayla Lynn Hovland  
Yifang Jiang  
Ciarra Lane Jorgenson  
Josephine Sophia Jorris  
Blaise Joseph Kautzman  
Kristen Nichole Killoran  
Bryce Delmarr Knaust  
Mikayla Ruth Koble  
Joseph Thomas Koteles  
Kayla Mae Koth  
Ryan Keith Kuphal  
Elizabeth Erin Kusler  
Carly Tere Lenihan  
Devon Katherine Lura  
Ryan Jeffrey Malmer  
Matthew Joseph Melchior  
Sarah Leah Mertz  
Amy Therese Miller  
Alicia Marie Mogen  
Shawn Matthew Motl  
Trent Joseph Murray  
Whitney Rose Myers  
Colette Kay Nagel  
Crystal Kay Nodsle  
Shelby Ilona Novak  
Lucas John Odegard  
Amanda Kathryn Olson  
Maura Oster  
Mandi J. Palczewski  
Jenny Beth Peterson  
Jaime Leigh Raden  
Alaina Therese Ramstad  
Stephanie Dawn Risser

Mark J. Roe  
Myca Marie Romfo  
Jacob Michael Sailer  
Brandon Tyler Saude  
Matthew Jeffrey Severns  
Jessica Marie Skadberg  
Brendon A. Smith  
Courtney Lee Snyder  
Braidy Scott Solie  
Darin Lynn Spelhaug  
Aleah Dawn Stangeland  
Erin N. Stedman  
Tyler Jason Steen  
Robert Strickland  
Spencer David Timm  
David John Vanyo  
Courtney Elizabeth Weck  
Zachary Douglas Wentz  
Hailey Alena Windels  
Alycia Maureen Woodard

### **Master of Education**

Larry K. Derr  
Lori Ann Fingarson  
Mary Elizabeth Goulet  
Christina Ann Reynolds

### **Master of Science**

Jami Marie Bobby  
Nicolas Aaron Christianson  
Shawn M. Francis  
Emily Catherine Haugen  
Candice Ann Maier  
Tamara Metzen  
Patrick Nicholas Metzger  
Natalie Ann Miklas  
Joanne Mary Powell  
Nicole Lea Roberts  
Kara Lynae Muske Welk  
Michael Woodley  
Kelly Kathleen Wysong

### **Doctor of Philosophy**

Douglas Duane Darling  
Ralph J. Karl  
Anthony Michael Randles  
Glenda R. Reemts  
Bruce Ralph Schumacher  
Janelle L. Stahl Ladbury

### ***College of Pharmacy, Nursing, and Allied Sciences***

### **Bachelor of Science**

Nicollette Josephine DeSautel  
Nidhi Dubey  
Nicholas Scott Gangl  
Rebecca Marie Gemar  
Lalita Jyoti  
Shelly Mae Lux  
Kara Deann Misemer  
Lillian Beth Ratchenski  
John Charles Schwab

### **Bachelor of Science in Nursing**

Lindsay Ann Alexander  
Lydia Joy Berry-Koppang  
Brook A. Bruggeman  
Hunter Allan Bultema  
Amy G. Byars  
Amanda Ann Erickson  
Donald Michael Graening  
Sarah Katharine Hamilton  
Kelly L. Johnson  
Lacey Jane Krueger  
Michelle Elizabeth Larsen  
Jennifer L. Sorensen  
Sarah Jean Stark  
Ashley Jean Steffl  
Erica Nicole Stone  
Lisa Anne Thompson  
Naomi Ruth Tofibam  
Carol L. VanderWeyst  
Rebecca Ann Willits

### **Doctor of Philosophy**

Rinku Dutta  
Yan Gu  
Michael David Scott  
Praveenkumar Chandranath

### ***College of Science and Mathematics***

### **Certificate**

Wesam Abuhammad  
Talal Bakheet Almeelbi  
Aastha Budati  
Julie L. Fudge  
Munmun Gupta  
Febina Mathew  
Elvis Mokake Ndembe  
Erin Kathryn Nyren-Erickson

Mohamed Saif Ur Rahman

**Bachelor of Arts**

Jessica Nicole Deichert  
Michelle Marie Gaffaney

**Bachelor of Science**

Lauren M. Aamoth  
Hannah M. Albrightson  
Luke Douglas Anderson  
Ryan Michael Anderson  
Tricia Lynn Bastian  
Kevin Bruce Beidelman  
Meghan M. Bennett  
Ross Adam Bickle  
Holly Lynn Christian  
Arthur John Christiansen  
Dylan Patrick Church  
Charli Rae Crawford  
Noah Geffe Dahle  
Matthew Paul Dale  
Neil William Dotzenrod  
Jordan Milo Dyke  
Carrie Corinne Fagerland  
Brandi Lee Fearing  
Shashi Agrani Fernando  
Ashton Leigh Fischer  
Jordan Andrew Flaten  
Jamie Leigh Gay  
Tyler Thomas Geffre  
Tiffany A. Glass  
Christopher Richard Hanson  
David Scott Hedden  
Matthew Alan Helfrich  
Kimberly Lynn Herman  
Sonya Marie Hills  
John Henry Hoeven  
Dillon Tyler Hofsommer  
Tyler Vernon Holland  
Caitlin Anna Jensen  
Andrew Burkhard Jones  
Amy Jean Jordahl  
Aaron Adam Josephson  
Shannon Carrie Kerbaugh  
Brandon Aaron Kinzler  
Esra Kose  
Katrina L. Koser  
Kelsey Blythe Kraft  
Jang Mi Lee  
Lindsey Kay Levin  
Katrina Lee Tank Lybeck  
Chase Michael Magalis

Jamil James Maleki  
Jayson Craig Marcusen  
Bryan Richard Marquardt  
Emily Ann Monson  
Ashley Nicole Murphy  
Lovekesh Narang  
Cassey Louann Nelson  
Benjamin Vern Nordsven  
Justin Lee Nygaard  
Nathan Adam Ochsner  
Nicole Marie Opperman  
Magdalene Iyesogie Ovbiebo  
Seyeon Park  
Amanda Jo Parsons  
Jarrod Michael Rademacher  
Heidi Renae Rasmussen  
Josiah Gregory Rauser  
Jordan Edwin Reinbold  
Anna Kirsten Roberts  
Mariah Lynn Saint Augustine  
Elizabeth Andina Schenfisch  
Lacey Lynn Schmaltz  
Darin Lee Slusher  
Brooke Ann Swanson  
Tyler Thorndal  
Kushaagr Thukral  
Taylor James Valnes  
Austin Michael Vetter  
Allison Ann Walker  
Deanna Jo Webster  
Andra Jore Wheeler  
Michelle Krumwiede Willard  
Sylvia Scarlett Ziejewski  
Anthony Zimmerman

**Master of Science**

Haribabu Bavanari  
Ryan Boyd  
Satyanarayana Daggubati  
Michelle Gastecki  
Neha Kale  
Ryan James McCulloch  
Aditi Mohpal  
Elangovan Murugaiyan  
Matthew J. Piehl  
Elizabeth Claire Sand  
Pubudu Ruwanmini Wijeyaratne

**Master of Software**

**Engineering**

Deepak Dhankher  
Parimal Raj Sharma

**Doctor of Philosophy**

Mohammed abd alwahab Akour  
Narayanaganesh Balasubramanian  
Kevin Robert Betts

***College of University Studies***

**Bachelor of University Studies**

Nicona Lynn Burman  
Carol Cherry  
Karli Jo DeSchepper  
Eric James Estes  
David John Gerwood  
Tracy Ann Geske  
Stefan Patrick Ming  
Geoffrey Lynn Parker  
Donald Paul Redding  
Cheyenne Rae Schriefer  
Kelsey Christine Wilberg  
Blair Marisa Winter  
Carter James Woodley

## **Agenda Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, March 18, 2013  
Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of January 14, 2013, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#) and [Attachment 2](#))
  - b. General Education Recommendation ([Attachment 3](#))
  - c. NDSU Policy 129: Salary Administration Policy ([Attachment 4](#))
  - d. Confirmation of December 2012 Graduates ([Attachment 5](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. J. Beehler, Vice President of Student Body
- V. Senate Committee Reports
  - a. Academic Affairs – M. Harris ([Attachment 6](#))
  - b. Council of College Faculties – J. Miller
  - c. Accreditation – L. Peterson
  - d. Senate Coordinating Council, T. Stone Carlson
    - NDSU Policy 133.1: Tuition Discount ([Attachment 7](#))
  - e. Other Committee Reports
- VI. Unfinished Business
  - a. Addition of Budget Committee to Bylaws
- VII. New Business
  - a. Proposal to create an ad-hoc Committee on Curriculum Approval and Review ([Attachment 8](#))
- VIII. Adjournment

## Academic Affairs Committee Report Previously on February 11, 2013 Agenda

### Curricular Recommendations

Dual Major Option							
Double Major in STEM Education with STEM discipline Ph.D.							
New Courses							
Subject	No.	Title					Credits
BIOC	350	Fundamentals of Forensic DNA Analysis					2
HNES	305	Legal Liability and Ethics in Sport					3
MUSC	758	Jazz Methods and Pedagogy in Music Education					3
MUSC	764	Applied Instrumental Literature					1-2
PLSC	779	Study Abroad: Bioenergy Crops – The European View					3
Course Changes							
From:				To:			
Subject	No.	Title	Cr.	Dept.	No.	Title	Cr.
HNES	110	Introduction to Health, Nutrition and Exercise Sciences	1	HNES	110	<i>Introduction to Health, Physical Education and Sport Management</i>	3
HNES	224	Event Management in Sport	3	HNES	224	<i>Sport and Event Management</i>	3
MPH	710	Health Care Systems	3	MPH	710	<i>Healthcare Delivery in the United States</i>	3
MUSC	443/643	Keyboard Literature	2	MUSC	443/643	Keyboard Literature	3
MUSC	721	Advanced Vocal Pedagogy and Repertoire	2	MUSC	721	<i>Advanced Vocal Pedagogy</i>	3
MUSC	722	Advanced Instrumental Music Pedagogy and Literature	2	MUSC	722	<i>Applied Instrumental Pedagogy</i>	1-2
THEA	462	Modern Nonrealistic Styles for the Actor	3	THEA	462	<i>Acting Styles</i>	3
New Special Topics							
CFS	796	Food Systems: Linking Agriculture to Human Health					3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title			Prerequisite/Corequisite Change		
PHYS	252	University Physics II			Change in Bulletin Description Prereq: PHYS 251 or ME 222		

## Academic Affairs Committee Report

### Faculty Senate – March 18, 2013

#### Curricular Recommendations

<b>Suspension of option and minor in Health Education</b>							
Suspend Community Health Education (non-teaching) option within B.S./B.A. in Health Education							
Suspend Health Education minor							
<b>New Program in Psychology Department</b>							
Minor in Managerial Psychology							
<b>New Option in Master of Public Health Program</b>							
American Indian Public Health							
<b>Change in Option Title in Master of Public Health Program</b>							
From: Pharmacy in Public Health				To: <i>Community Health Sciences</i>			
<b>Delete Certificate Program</b>							
Human Resource Management, College of Business							
Marketing, College of Business							
<b>New Courses</b>							
<b>Subject</b>	<b>No.</b>	<b>Title</b>					<b>Credits</b>
ADHM	406	Professional Club Management					3
BIOL/ ZOO	766	Advanced Animal Behavior					3
FIN	413	Finance Service Internship					1-3
FIN	470/ 670	Analysis of Fixed-Income Securities					3
GEOG/ GEOL	480/ 680	Geographic Information Systems Pattern Analysis and Modeling					3
HNES	136	Beginners Open Water Scuba Diving – SSI					2
HNES	304	Sport Promotion and Public Relations					3
MPH	771	American Indian Health Policy					3
MPH	772	American Indian Health Disparities					3
MPH	773	Cultural Competence in Indian Health					3
MPH	774	Research Issues in Tribal Communities					3
MPH	775	Case Studies in Indian Health					3
PHYS	171	Introductory Projects in Physics					1
THEA	277	Costume Design for the Theatre					3
THEA	278	Introduction to Design: Scenic Design					3
THEA	279	Scenic Painting					3
<b>Course Deletion</b>							
THEA	180	Dramatic Literature and Style					3
<b>Course Changes</b>							
<b>From:</b>				<b>To:</b>			
<b>Subject</b>	<b>No.</b>	<b>Title</b>	<b>Cr.</b>	<b>Dept.</b>	<b>No.</b>	<b>Title</b>	<b>Cr.</b>
AGEC	711	Advanced Topics in Econometrics	1	AGEC	711	<i>Applied Risk Analysis I</i>	3
ANSC	488	Dairy Industry and Production Systems	2	ANSC	488	Dairy Industry and Production Systems	3
BUSN	789	Business Policy and Strategy	3	BUSN	789	<i>Advanced Strategic Management</i>	3
FIN	420/ 620	Speculative Markets	3	FIN	420/ 620	<i>Options, Futures, and Other Derivatives</i>	3
GEOG	455/ 655	Introduction to Geographic Information Systems	3	GEOG	455/ 655	Introduction to Geographic Information Systems	4
HDFS	722	Applied Research in Gerontology	3	HDFS	722	<i>Methods and Theories in Gerontology</i>	3

HIST	473/ 673	Mexico I	3	HIST	473/ 673	<i>Colonial Mexico</i>	3
HNES	429	Sport Management Internship	12	HNES	<del>485</del>	Sport Management Internship	12
HNES	430	Socio-Cultural Dimensions of Sport	3	HNES	<del>226</del>	Socio-Cultural Dimensions of Sport	3
HNES	431	Governance in Sport	3	HNES	431	<i>Governance and Policy in Sport</i>	3
HNES	436	Issues in Sport Management Economics	3	HNES	436	<i>Contemporary Issues in Sport Management</i>	3
IME	489	Manufacturing Engineering Capstone	3	IME	489	<i>Industrial and Manufacturing Engineering Capstone</i>	3
PSCI	412/ 612	Pharmacodynamics and Applied Therapeutics II	3	PSCI	412/ 612	<i>Chemotherapeutic/Infectious Disease Pharmacodynamics</i>	3
THEA	461	Period Styles for the Actor	3	THEA	461	<i>Acting Shakespeare</i>	3

#### **Change in Prerequisites/Corequisites and Change in Bulletin Descriptions**

<b>Subject</b>	<b>No.</b>	<b>Title</b>	<b>Prerequisite/Corequisite Change</b>
EDUC	723	Diversity and Educational Policy	Change in Bulletin Description
MRKT	760	Strategic Marketing Management	Change in Bulletin Description
NURS	240	Nursing as a Scholarly Profession	Prereq: NURS 250 and NURS 360
NURS	251	Skills/Concepts for Nursing Practice	Prereq: NURS 250
NURS	252	Gerontologic Nursing	Prereq: NURS 250
NURS	341	Foundations of Clinical Nursing	Prereq: NURS 240, NURS 250, NURS 251, NURS 252, NURS 360 Coreq: NURS 342, PHRM 300
NURS	342	Adult Health I	Prereq: NURS 240, NURS 241, NURS 250, NURS 252, NURS 360 Coreq: NURS 341, PHRM 300
NURS	352	Family Nursing I	Prereq: NURS 341, NURS 342, PHRM 300
NURS	362	Family Nursing II	Prereq: NURS 341, NURS 342, PHRM 300
NURS	402	Mental Health Nursing	Prereq: NURS 341, NURS 342, PHRM 300
NURS	403	Adult Health II	Prereq: NURS 341, NURS 342, PHRM 300
NURS	404	Adult Health III	Prereq: NURS 342, NURS 403
NURS	406	Public Health Nursing	Prereq: NURS 240, NURS 250, NURS 251, NURS 252, NURS 341, NURS 342, NURS 352, NURS 360, NURS 362, NURS 402, NURS 403, NURS 460, NURS 499
NURS	450	Nursing Synthesis and Practicum	Prereq: NURS 240, NURS 250, NURS 251, NURS 252, NURS 341, NURS 342, NURS 352, NURS 360, NURS 362, NURS 402, NURS 403, NURS 460, NURS 499 Coreq: NURS 404, NURS 406
PHYS	252L	University Physics II Laboratory	Change in Bulletin Description Coreq/Prereq: PHYS 252
PHYS	252R	University Physics II Recitation	Change in Bulletin Description Coreq/Prereq: PHYS 252
PLSC	718	Genetics and Plant Improvement	Prereq: PLSC 315; PLSC 315L or equivalent

#### **Rescission of item previously approved by Faculty Senate**

Per department request, rescind Faculty Senate approval (January 14, 2013) of:

Sub-Plan Title Change in HNES, B.A./B.S. Program in Physical Education

From: Community Sport *To: Sport Management*

## General Education Recommendations For Faculty Senate Meeting on March 18, 2013

**Outcomes Key:**

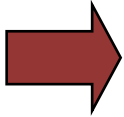
1. Communicate effectively in a variety of contexts and formats.
2. Locate and use information for making appropriate personal and professional decisions.
3. Comprehend the concepts and perspectives needed to function in national and international societies.
4. Comprehend intrapersonal and interpersonal dynamics.
5. Comprehend concepts and methods of inquiry in science and technology, and their applications for society.
6. Integrate knowledge and ideas in a coherent and meaningful manner.
7. Comprehend the need for lifelong learning.

**Courses with Revised Prefixes**

<b>Previous Course No.</b>	<b>Revised Course No.</b>	<b>Course Title</b>	<b>Categories</b>	<b>Outcomes</b>
UNIV 189	PHRM 189	Skills for Academic Success	F	2, 4
UNIV 189	NURS 189	Skills for Academic Success	F	2, 4

# Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed, if not it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to Melissa Lamp first so that a clean policy can be presented to the committees.*

## SECTION: *Section 129: Salary Administration Policy*

1. Effect of policy addition or change (explain the important changes in the policy or effect of this policy. Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).  
*It has been requested, on behalf of the Presidents' Office, that we remove language in the policy that allows for post-probationary increases. Because of the budget constraints we have been under for the past few years, the President has not been allowing this practice. Now it will be formalized in NDSU policy.*
2. This policy was originated by (individual, office or committee/organization):  
*Office of Human Resources/Payroll*  
[colette.erickson@ndsu.edu](mailto:colette.erickson@ndsu.edu)
3. This policy has been reviewed/passed by the following (include dates of official action):  
*This portion will be complete by Kim Matzke-Ternes*  
Policy  
Committee:  
  
University  
Senate:  
Staff Senate:  
  
President's  
Council:  
  
*If you have any questions regarding this cover sheet, please contact Melissa Lamp at 1-6133 or [melissa.lamp@ndsu.edu](mailto:melissa.lamp@ndsu.edu)*

# North Dakota State University Policy Manual

## SECTION 129 SALARY ADMINISTRATION POLICY

SOURCE: NDSU President NDUS Human Resource Policy Manual, Section 5

### 1. Philosophy and Objectives

The primary purpose of salary administration at North Dakota State University is to attract and retain well-qualified individuals who can best contribute to the University's stated mission. Decision-makers in the salary administration process will strive to make salary decisions fairly and communicate them effectively. To provide the University with the ability to use its limited resources most effectively, salary administration aims, in priority order, to:

first, be responsive to market influences with consideration for internal equity (see Definitions portion of this policy);

second, recognize different performance levels among employees;

third, acknowledge the basic financial needs of all employees; and

fourth, take into consideration the costs of turnover (for training, research start-up and indirect as well as direct recruitment) and the adverse effects of inadequate salaries on the need for supervision, employee morale and institutional image.

### 2. Methods and Guidelines

NOTE: The ability to make salary adjustment decisions at the campus level depends on legislative action and State Board of Higher Education (SBHE) guidelines. In years when no campus discretion is authorized, most of the following process will not be applicable.

#### 2.1 Salary adjustments are divided into two main categories:

- a) annual budgeted salary adjustments and
- b) other salary adjustments.

2.1.1 Annual budgeted salary adjustments are based on one or more of the types described in Definitions portion of this policy. When campus-wide salary adjustments are provided by legislative and SBHE action, the campus decision process is as follows:

- a) President's Office provides any relevant legislative or Board directives regarding salary adjustments after consultation with the NDUS office staff and the Chancellor's Cabinet.
- b) The President and Vice Presidents determine priority needs of the institution that require use of salary dollars (faculty promotions, new positions and/or

reallocations) based on information from sources such as deans, directors, department chairs, the Office of Human Resources/Payroll, the Office for Equity, Diversity, and Global Outreach, the Presiding Officer of the Faculty Senate, the President of the Staff Senate, the Program Review Committee, and Planning, Priorities and Resources Committee.

- c) The President and the Vice Presidents establish guidelines, using institutionally recognized market and internal equity data and input from the campus community. They communicate the guidelines to be used in making adjustment decisions, indicating the proportion of salary dollars allocated to each type (see Definitions). These types and proportions are determined according to institutional needs and initiatives whenever campus-wide adjustments are possible.
- d) Once the types and proportions have been determined, the President and Vice Presidents allocate remaining salary adjustment pools to their respective administrative units.
- e) Unit administrators, using the guidelines established by the President and Vice Presidents, allocate the salary pools within their units.
- f) Within the units, each administrator/supervisor develops individual salary adjustment recommendations using performance documentation and other data appropriate to that year's guidelines (institutionally recognized internal equity or market studies, for example).
- g) Unit administrators review and discuss recommendations and documentation for the recommendations (performance documentation, institutionally recognized market or internal equity data) with the administrator/supervisor, adjust the recommendations and/or forward the recommendations to the appropriate vice president.
- h) Prior to recommending the final salary adjustments to the President, each Vice President will consult with the Director of Human Resources/Payroll and/or the Vice President for Equity, Diversity, and Global Outreach to review implications of the recommended adjustments for the campus as a whole and to advise the Vice Presidents on whether there is appropriate documentation for the adjustment, the potential impact on equity generally or whether the proposed adjustment is in compliance with policy.
- i) President presents the budget including salary adjustments to the Chancellor.
- j) Following SBHE approval of the budget, administrators/supervisors, when possible, will inform each employee of his/her salary for the coming fiscal year and the basis for the salary decision prior to the distribution of the University's annual salary notifications.

2.1.2 Other salary adjustments ~~include post-probationary adjustments for staff,~~ job family or band reassignment adjustments (if applicable), promotions (nonfaculty), market, internal equity and responsibility adjustments including interim appointments and significant administrative assignments (see Guidelines for Other Salary Adjustments portion of this policy.).

### 3. Process for Impartial Review of Salary Adjustment Decisions

Current grievance policies are available as a means to provide an impartial review of a salary adjustment decision. An employee who thinks that the decision concerning his/her salary is inappropriate may request a review by choosing one of the following options.

#### 3.1 The first is based on the type of appointment the individual holds:

- a) Staff employees: NDSU Policy Manual, Section 230, Grievance Procedure for Conditions of Employment.
- b) Faculty: NDSU Policy Manual, Section 353, Grievances - Faculty. This grievance procedure is available to instructors, assistant, associate and full professors, lecturers and graduate teaching assistants.
- c) Nonfaculty, nonbanded employees: NDSU Policy Manual, Section 230, Grievance Procedure for Conditions of Employment. The Staff Personnel Board described in Step 4 will consist of other nonfaculty, nonbanded employees.

3.2 The second is available to any employee when his/her salary decision is alleged to have been made on the basis of an employee's race, color, religion, national origin, sex, disability, age, Vietnam Era Veteran's status, sexual orientation, status with regard to marriage or public assistance, or participation in lawful activity off the employer's premises during nonworking hours which is not in direct conflict with the essential business-related interests of the employer: NDSU Policy Manual, Section 156, Equal Opportunity Grievance Procedures.

### 4. Distribution and Communication of the Policy

To facilitate the understanding of salary administration at NDSU, this policy will be included in the NDSU Policy Manual, the Faculty Handbook and any employee handbooks prepared by units within the University. In addition, an annual notice about this policy will be published in an appropriate spring issue of the University's staff and faculty newsletter (currently It's Happening at State).

### 5. Definitions

At NDSU, annual salary adjustments are based on one or more of the following:

5.1 Cost of living adjustment is an across-the-board amount related to—but not necessarily the same as—the changes in the cost of living (determined by the Consumer Price Index which reflects the changes in the cost of various consumer items during the previous 12 month period). Cost of living adjustments become part of an individual's salary base.

5.2 Internal equity is a comparison of salaries for similar positions at NDSU (or in the University System and/or State government when there is a limited basis for comparison at NDSU) based on appropriate and relevant data including these factors: previous related experience outside the university, a sustained change in responsibility that is more or less than what is considered normal for that type of position, education, or responsibility level within a group of similar positions at NDSU. Internal equity adjustments become part of an individual's base salary. NOTE: length of service is relevant for internal equity ONLY in the context of performance; that is, consideration of performance should override length of service in salary decisions.

5.3 Market or external equity is the comparison of NDSU salaries with those of other employers in the applicable recruitment area based on bona fide and relevant data. While NDSU may recruit nationally to fill a position, the salary may be established by using institutionally recognized, regional data. Market or external equity adjustments become part of an individual's base salary.

5.4 Performance adjustment is one based on level of performance identified through documentation, including an established review process. Performance adjustments may be made in one of two ways:

- a) As a one-time payment when performance has been exceptionally meritorious in the preceding year. This type of adjustment does not become part of the salary base and is made as a single payment. The source of salary funding may dictate the availability of this option.
- b) As a range of adjustments based on sustained meritorious performance. This type of adjustment becomes a part of the salary base.

## 6. Guidelines for Other Salary Adjustments

All staff positions are assigned to a salary band. The bands include job families with market levels for each position. (NDUS Human Resource Policy Manual 5.1)

Individual salary adjustments may be made throughout the year for the following reasons:

~~6.1 Post probationary adjustments for broadbanded staff. Upon successful completion of the initial six-month probation period an employee may be eligible for a salary adjustment up to 5%. The amount of the adjustment may vary, depending on such factors as performance, internal equity, initial salary and budget. A responsibility review form must be completed and submitted with the NDSU Change Form 101 requesting approval of the probationary adjustment (NDUS Human Resource Policy Manual 5.1.3).—~~

6.21 Non-broadbanded staff. When an employee moves from one position to another involving an increased level of responsibility, the employee may receive a salary adjustment appropriate for the new level of responsibility. The adjustment must be consistent with internal equity and market and is subject to approval of the appropriate dean/director, vice president and the President.

6.32 The equity adjustments for staff are normally limited to ten percent but may exceed that amount with supportive documentation (NDUS Human Resource Policy Manual 5.1.6).

6.32.1 Equity adjustments. On a case-by-case basis, significant internal inequities may arise outside the annual salary review process described in 2.1. In these unusual situations, a request for an adjustment may be initiated. Factors generally considered are directly related experience, job performance and level of responsibility. The decision to request an equity adjustment should include consultation with the Office of Human Resources/Payroll and/or the Vice President for Equity, Diversity, and Global Outreach, whichever is appropriate, and appropriate documentation should accompany the NDSU Change Form 101.

6.32.2 Market adjustments. A market adjustment is intended to mitigate a documented external inequity using North Dakota University System recognized market data. Market adjustments are normally limited to ten percent but may exceed that amount

with supportive documentation and appropriate administrative approval. Market adjustment proposals must consider institutional internal equity.

**6.43** Responsibility adjustments including interim and administrative appointments

6.4.1 Adjustments for substantial, documented reassignments or changes in the duties/responsibilities within the same position may be initiated after consultation with the appropriate vice president or president. Documentation should accompany the NDSU Change Form 101.

6.4.2 For staff employees, rationale will include changes in the level of responsibility as documented by a Position Description; and changes in band and/or job family.

6.4.3 Adjustments for interim appointments and administrative assignments are limited to the period for which these assignments are made and do not become part of the salary base. For staff interim appointments, increases should not be given for interim periods of less than thirty days and staff employees may not retain the higher compensation level for more than thirty days after the interim period ceases to exist. (NDUS Human Resource Policy Manual 5.1.3.1).

**6.54** The attainment of a degree or license does not automatically result in a salary adjustment. In some cases an adjustment for market and/or internal equity may be appropriate. Such adjustments should be recommended on the basis of the same type of documentation required for other market or internal equity adjustments.

**HISTORY:**

New November 1995 Amended  
November 1996 Amended January  
1997 Amended May 1997  
Amended December 1998  
Amended July 1999 Amended  
August 1999 Amended October  
2005 Amended October 2007  
Housekeeping July 2010 Amended  
October 2010 Housekeeping  
February 14, 2011 Housekeeping  
April 8, 2011

**NORTH DAKOTA STATE UNIVERSITY**  
**Fall 2012 Graduates**  
**Degree Conferral Date: December 14, 2012**

**Attachment 5**

***College of Agriculture, Food Systems, and  
Natural Resources***

**Bachelor of Arts**

Haram Kim

**Bachelor of Science**

Brandon Phillip Abell  
Jessie Brianna Arneson  
Jason Arth  
Alexandra Lynn Barber  
Andrew Scott Bates  
Mitchell James Bauske  
Maria Christine Breker  
Maggie Mae Carlson  
Elim Chin  
Kwang Bog Cho  
Rachel Gray Colwell  
John Nicholas Desautel  
Andrew Grayson Dockter  
Zachary David Duckstad  
Sarah Marie Eslinger  
Travis Jerome Evenson  
Jacob Edward Fannik  
Jordan Paul Fellbaum  
Kyle James Fode  
Courtney Renae Foss  
Jacob Vernon Gehrls  
Nathaniel James Gesme  
Benjamin Wilson Grann  
Dionne Marie Hall  
Levi Robert Hall  
Derek Alan Haug  
Danelle Dawn Hoff  
Bryce Thomas Hogness  
Meredith Lynn Irsfeld  
Adil Nasrat Ismail  
Justin Benedict Jacob  
Anurad Githrenda Jayasooriya  
Brandon William Joos  
Jason David Jordahl  
Sara James Kingrey  
Alyssa Ann Kittelson  
Brittany Joy Korynta  
John Andrew Kritzberger  
Sean Jamison Kveno  
Brett Nicholas Kyser  
Rachel Ann LaCount

Blake Arden Lampert  
Matthew Joel Lau  
Da sul Lee  
Mattia Ann Lein  
Brent Wayne Lende  
Eric Charles Lies  
Yu Liu  
Charithra R. Lokumana  
Andrea Michelle Luther  
Joshua T. Martinez  
Derek Edward Martinson  
Justin Roger Moe  
John Thomas Mortenson  
William Brian Petersen  
Ashley Michelle Randash  
David Allen Renton  
Kelsey Lynn Rheault  
Jadin Leigh Riedesel  
Cole Thomas Robertson  
Kendra Stacia Rodel  
Evan Lee Salsman  
Kriti Samadhia  
Elizabeth Marie Sauer  
Riley Chad Schaefer  
Michael Jay Schild  
Justin David Schrepel  
Jamie Lee Schultz  
Cory Scott Skauge  
Kevin Patrick Sponsler  
James William Steinberger  
Ericka Ann Stoltenberg  
Nicholas Allen Tollefson  
Romano Smith Tuyu  
MacKenzie Paul Weigel  
Joseph Michael Weihrauch  
Brittany Helen Wieers  
Diane May Williams  
Brienne Lyn Zaeske  
Marc Simon Ziesmann  
Ian Herbert Zimmerman

**Master of Science**

Darshika Amarakoon Amarakoon  
Naa Korkoi Ardayfio  
Keshav Birla  
Rahel Dubiwak Gemmeda  
Alicia Esther Harstad  
Christen Jackson

Thunyporn Jeradechachai  
Annet Kyomuhangi  
Laura B. Laufmann  
Andre Luis Rodrigues Miranda  
Kondwani Richmond Msango S.  
Robert Mugabi  
Herbert Mukiibi  
Michael Muleme  
Christina A. Schwartz  
BillieJo Mae Armbrust Shae  
Dustin Strong  
Emma Louise Swanson  
Eric W. Viall  
Yan Zhang

**Doctor of Philosophy**

Pragyan Burlakoti  
Kishore Chittem

***College of Arts, Humanities and Social  
Sciences***

**Bachelor of Arts**

Daniel Justin Baldwin  
Megan Elizabeth Davidson  
Lydia Ruth DeMarais  
Alison Driscoll  
Tyler James Fretland  
Blaze H. Harmon  
Iain Robert Harriman  
JuYeon Lee  
Maia Beth Randklev  
Heather Jean Roelike  
Emilee Catherine Ruhland  
Ashleigh Amanda Paige Smith

**Bachelor of Fine Arts**

Tara Kay Fermoyle  
Alison Marie Schaaaf

**Bachelor of Music**

Ashley Anne Jacobson  
Evan Ross Montgomery  
Chris James Schuster  
Blake Segerholm

**Bachelor of Science**

Brenna Elizabeth Adams

Jeffrey Dale Alwin  
Feliciano L. Anaya  
Joshua James Anderson  
Taylor Lawrence Arne  
Jason Henry Bedsaul  
Kristin Lee Berg  
Brent Thomas Boeddeker  
Aaron Scott Boerner  
Adam Phillip Boll  
Stephanie Anne Bondhus  
Seth D. Bowman  
Fredrick Jamaal Bussey  
John Charles  
Suzanne Nicole Degrugillier  
Katie Marie Dressler  
Bethany Rose Economos  
Katelyn Elise Ellison  
Andrew Clyde Fjeld  
Kimberly Gail Fleser  
Cailin Marie Foerster  
Kelli Marie Fuchs  
Christine Nicole Gass  
Jill Maureen Guthrie  
Chelsey Marie Hagel  
Luke Edward Hall  
Jacquelyn Vivian Halonen  
Britny Lee Hamblin  
Kate Allison Hauge  
Brittney Marie Hein  
Matthew Robert Houle  
David John Huebner  
Kristopher Jacobs  
Kaylee Blanche Jangula  
Britta Emma Johnson  
Connor B. Johnson  
Katie M. Kapel  
Rebecca Keightley  
Josef Patrick Kloos  
Jeffrey Steven Kopp  
Kelsey Lee Kuller  
Daniel John Lentz  
Sara E. Lyman  
Robert Daniel Mahoney  
Glenn Patrick Manning  
Mamie Lynn Mastenbrook  
Cody Blaine Mattson  
Blake Daniel Nelson  
Rylee Thomas Nelson

Brianna Jean Netter  
Peterson Olivier  
Jason Thomas Pagan  
Daniel Gordon Peterson  
Kasey Jean Pulkrabek  
Matthew Vernon Renfrew  
Andrew Joseph Rheault  
Austin Jacob Richard  
David Andrew Saari  
Jeana Renae Scheffler  
Ashton Kristine Schwinler  
Ashley Kay Smith  
Kelsey Jewell Smith  
Jalyssa Brooke Sorenson  
Rachel Lynn Stokes  
Max Von Stueven  
Jennifer Joan Thomas  
James Lowell Thorson  
Tessa Michele Torgeson  
Allison Jane Well  
Kori Leigh Werner  
Shane Paul White  
Jennifer Rose Wicklander  
Jordan Robert Willgohs  
Benjamin Jordan Willms  
Sophia Michelle Yohannes-Smadi  
Andrew John Young  
Michael Stephen Zastoupil  
Inessa Mary Zimmerman

#### **Master of Arts**

Grael Brian Gannon  
Kelli Marie Muzzy  
Meghan Joy Perry  
Neil Gene Schloesser  
Derek Adam Ystebo

#### **Master of Music**

Karen W. Morrison

#### **Master of Science**

Lisa M. Gulland-Nelson  
Daniel David McCollum  
Courage Chikomborero Mudzongo  
Sarah Jean Sebranek  
Ashley Rae Wiertzema

#### **Doctor of Musical Arts**

Sarah Kaye Prigge

#### **Doctor of Philosophy**

Matthew Attansey

Azad Berwari  
Aaron Dale Quanbeck

#### ***College of Business***

##### **Bachelor of Science**

Nana Akua Agyekum  
John Michael Albus  
Emily Jo Gail Allen  
Ali Yahya Alshehri  
Amy Lee Anderson  
Joseph Timothy Anderson  
Nathan Mark Anderson  
Michael Joseph Arens  
April Lynn Ausk  
Brandi Ann Bader  
Jordan Michael Ballard  
Andrew William Baus  
Matthew David Beneke  
Angela Ann Berntson  
Anushree Bhattarai  
Kayleigh Ann Biloki  
Brock Kevin Bjornson  
Kelly Rachelle Black  
Brandon Boisvert  
Mary M. Brown  
Jordan Lance Bueling  
Amy Lynn Burau  
Nicole Jean Burner  
Jonathan Steven Carr  
Collin Austin Craven  
Melissa Lynn Curfman  
Betsy Lynn Dahlen  
Morgan Celeste DeMike  
Rachel Suzanne Deyle  
Andrew Robert Diederick  
Kyle James Docken  
Mitchell Ralph Domiano  
Randa Janine Dufault  
Jared Allen Finkelson  
Karen Marie Flesberg  
Dustin Jacob Fridgen  
Abdi M. Gedi  
Taylor John Gibson  
Brock William Gion  
Ryan Matthew Goodin  
Kristopher Daniel Graalum  
Tiffany Joy Grossman  
Faith Hannah Halverson  
Jamie Lynne Hart  
Marc Elliot Hartman  
Adam James Hiltner

Aleshia DaRanda Huffman  
Ranganathan Prabakaran Jasothan  
Maribeth Chris Joraanstad  
Jacob Aaron Juettner  
Jeremy Clem Keil  
Kenny Cornelius Keller  
Michael James Kingrey  
Justin David Kinnunen  
Anthony M. Kliniske  
Karlie Lynn Krieger  
Ryan Michael Kuehne  
Karissa Lynn Kuschel  
Krista M. Lambrecht  
Qian Lin  
Iryna Serghivna Lindhag  
Bradley Jordan Meis  
Ross Michael Melby  
Cassandra Ann Meyer  
Iman Deshun Moore  
Emily Elizabeth Moquist  
Lincoln Joseph Mousel  
Kylie Jo Muehlberg  
Kevin James Niccum  
Karina F. Nordsven  
Kristen Leigh Oldyn  
Anna Maria Oleksik  
Leslie LuAnn Olson  
Britani M. Otto  
June Pandey  
Mathew Bryan Parker  
Sarah A. Parkhouse  
Alex Jay Pederson  
Breann Lea Petermann  
Romalde Pierre  
Anthony M. Radermacher  
Brittany Sue Raisanen  
Patrick Michael Redmond  
Spencer Allen Reinert  
Lisa Irene Robinson  
Chelsea Jolene Roehl  
Jordan Michael Rostad  
Jonathan Michael Roswick  
William J. Ryan  
Cory Richard Samson  
Kyla Jo Samuelson  
Travis Stephan Scepaniak  
Michael I. Schenfisch  
Kellan Michael Schmaltz  
Alex Marcus Schmidt  
Isaac Andrew Schmidt  
Robert John Schneider, II.  
Emily Chestine Schreier

Laura Elizabeth Schumacher  
Tyler Scott Schwantes  
Jenny Lynn Skjei  
Thomas Martin Stadum  
Max Morgan Steffes  
Perry Stockwell  
Mathew Stoddard  
Erik Sveum  
Jordan Robert  
Ohman Thornberg  
Ebba Tilahune  
McKenna Jo Tysdal  
Brett Edward Wanner  
Cameron Gordon Wedde  
Amber Jean Welter  
Christopher Michael Will  
Mitchell Alan Wold  
Evan P. Workin  
Fan Yang  
Jonathan Zimprich

#### **Master of Accountancy**

Brittany Marie Anhorn  
Alec H. Grande  
David Lowell McMahon  
Rebecca Joy Menking  
Reed Michael Ystaas

#### **Master of Business Administration**

Tushar Agrawal  
Autumn Louella Austin  
Danielle M. Evenson  
Kelsey Lee Jensen  
Ganesh Kumar Kanjiravila  
Tian Lin  
David D. Monke  
Austin R. Vansickle

#### ***College of Engineering and Architecture***

##### **Bachelor of Landscape Architecture**

Samantha Lott  
Zachary B. Sager

##### **Bachelor of Science**

Thomas Michael Homic  
Samantha Lott  
Zachary B. Sager  
Erik Joseph Schwarzkopf  
Whitney Rae Vogel  
Megan Kyong Un Ward

**Bachelor of Science in Agricultural and Biosystems**

Ethan Curtis Liebswager  
Daniel Kenneth Merritt  
Chad Gene Lee Sietsema  
Roy Charles Swenson

**Bachelor of Science in Civil Engineering**

Alex Edwin Ausk  
John Steven Blenker  
Alysa Clair Emerson  
Kathryn Anne Garceau  
Alex James Goerke  
Kristal Ann Gruba  
Joshua Kevin Hengel  
Suyi Hou  
Chance Burnett Hutchinson  
Steven Craig Jensen  
Brian Mark Knorr  
Shane Lee Koenig  
Megan Diane Lee  
Shuai Liu  
Shawn David Louwagie  
Cameron Peter Miller  
Trent Christopher Parks  
Derek Wayne Pokrzywinski  
Nickolas John Reinke  
Ashley Marie Roder  
Kyle Michael Rule  
James Michael Soltis  
Katy JoAnn Waisanen  
Zachary H. Webber  
Daniel Alan Weber  
Andrew Kent Wellumson  
Doug Alvin Wencil  
Tyler Patrick Yngsdal  
William Anton Zidon

**Bachelor of Science in Computer Engineering**

Jake Lodoen Joraanstad  
Zachary Neil Michel  
Jamie Lynn Ottmar  
Tyler John Pattengale  
Austin W. Vandenberg

**Bachelor of Science in Construction Engineering**

Cade Anthony Krueger  
Thomas Jeffrey Ward

**Bachelor of Science in Construction Management**

Derek Roy Anderson  
Lukas James Robert Dahl  
Joshua Paul Flem  
Jason Richard Foster  
Brendan David Frost  
Jeremy John Host  
Nathan Jeffrey Kemp  
Derek Paul Mathison  
William Reed McCain  
Zachary John Milton  
Lucas William Mol  
Jesse James Morrow  
Caleb Devine Nolte  
Patrick Kenneth Peltier  
Daniel Nathan Sheridan  
Jarrod David Skoog  
Brendan Robert Tarang  
Leland John Zeman

**Bachelor of Science in Electrical Engineering**

Brian Michael Amann  
Nicholas Alan Boldt  
Geetika Chaudhary  
Varun Dabas  
Nicholas Frederick Engel  
Stephanie Fae Erickson  
Joshua Gale Ferguson  
Huy Xuan Ha  
Elliot R. Kirschmann  
Qingyu Meng  
Ahmed E. Musa Alhowajrah  
Garrett Robert Nelson  
Preetanjali Prasad  
Alexander James Schrautemyer  
Dane Ryan Swartz  
Brent James Templin  
Casey Lee Turnwall  
Suhanthan Vethanayagam  
Benjamin Albert Whittier  
Derek D. Wiseman

**Bachelor of Science in Industrial Engineering and Management**

Derek Nycklemoe Anderson  
Melissa Ann Bartholomay  
Jared Michael Comegys  
Duanjian Feng  
Kyle Joe Kramer

Jason Andrew McKeever  
David W. Rokenbrodt  
Tyler Bart Samuelson  
Michael James Schnepf  
Jordan Bryce Sharp  
Hanxiao Tian  
Luisa Fernanda Torres  
Kathryn Lyn Whelan  
Joseph Michael Wolverton, Jr.  
Aaron Michael Woytcke

**Bachelor of Science in Manufacturing Engineering**

Craig Matthew Knochenmus  
Tyler Paul Thompson  
Matthew Allen Walla

**Bachelor of Science in Mechanical Engineering**

Michael Duane Anderson  
Sloan Oscar Baló  
David John Baltes  
Matthew David Beilke  
Brendan Thomas Bohn  
Benjamin Barry Brilz  
Justin Howard Cronin  
Heath Randy Dahl  
Andrew John Dobmeier  
Cody Blaine Erhardt  
Nathaniel John Grobe  
Jacob Floyd Hein  
Jason Gene Hemmer  
Paul Michael Hollermann  
Ross Michael Hollermann  
Jesse Joseph Janson  
Catherine Marie Kempe  
Travis Lee Kunrath  
Samuel Leyk  
Justin Joel Linder  
Ethan Dale Marihart  
Jared Steven Martel  
Joseph William Matlock  
James Allen McTavish  
Victoria Paige Nous  
Ismir Pekmic  
Brett Henry Peterson  
Weitian Qin  
Austin Lee Quade  
Evan Rosu Quist  
Adam Thomas Roubinek  
Gregory James Schiefelbein  
Kyle Joseph Sieberg

Brandon Mitchel Smith  
Chad William Splettstoesser  
Christopher John Strand  
Daniel John Towers  
Jacob William Vigness  
Andrew Weber  
Neysia Ann Wimmer

**Master of Architecture**

Luis Angel Acevedo  
Ankit Rauniyar

**Master of Construction Management**

Chukwumyen Michael Enyi  
Brandon L. Larson  
Jeffery Allan Miller  
Michael Sanford

**Master of Science**

Aydar Rimovich Akchurin  
Kalyan Ram Athmuri  
Vaibhav Mahadev Biradar  
Josh L. Haugsdal  
Sethu Raaj Munusamy  
Md. Zillur Rahman Patwary  
Daniel L. Portlock  
Muniyamuthu Raviprasad  
Binod Rijal  
Michael Robinson  
Nikhil Vijay Shinde  
Juan Manuel Vargas-Ramirez

**Doctor of Philosophy**

Svyatoslav Chugunov  
Justin M. Hoey  
Artur Lutfurakhmanov  
Shashindra Pradhan  
Michael James Schmitz  
Halis Simsek

***College of Graduate and Interdisciplinary Studies***

**Certificate**

William F. Lyons

**Master of Managerial Logistics**

Ciaran Kelly

**Master of Natural Resources Management**

Patrick Ryan Corrigan  
Mark S. Flicker

Daniel Kevin Margarit  
Justin Wade Tabaka

### **Master of Science**

Samantha Marie Brunner  
Aigerim Kenzhebekova  
Shawn Koltes  
Sean Lofgren  
Anthony Ntaate  
Matt P. Stasica  
Gita Thapa  
Nattapong Tuntiwiwattanapun  
Austin R. Vansickle  
Anthony Walekhwa Wamono

### **Master of Transportation & Urban Systems**

Vu Hoang Dang

### **Doctor of Philosophy**

Talal Bakheet Almeelbi  
Dante Battocchi  
Sourin Bhattacharya  
Sumit Ghosh  
Wesley E. Newton  
Ajeeth Kumar Pingili  
Brittany Ann Ziegler

### ***College of Human Development and Education***

### **Certificate**

Andrea Marie Lang

### **Bachelor of Arts**

Megan Bryant  
Naomi Marie Koehler  
Amy Cathleen Marquardt  
Jessie Marie Quaglia  
Jacob Wayne Sundeen

### **Bachelor of Science**

Heidi Jo Bachler  
Sydney Kay Becker  
Keith Cameron Bennett  
Sarah Marie Bieber  
Matthew S. Blum  
Ashley Marie Bolstad  
Shannon Marie Bozovsky  
Kimberly Nicole Braulick  
Briana Jo Burdick  
Carly Marie Camas  
Ashley Kay Campbell

Anne Marie Carlson  
Maxwell James Casper  
Madison Beth Christenson  
Kelly Catherine Cooper  
Amanda Chaput Crockett  
Ashley Jane Dauner  
Jeffrey Daniel Dertinger  
Michael Shawn Dobberstein  
Jaynell DelRae Dockter-Gust  
Bethany Jane Dufault  
Lukas Robert Dykema  
Shari Ann Elsen  
Emily Margaret Eltgroth  
Todd Anthony Frie  
Adam Steven Gronaas  
Sarah Beth Hardesty  
Alissa Jo Heinze  
Heidi Elizabeth Horstmann  
Jessica Michelle Hotchkiss  
Kayla Lynn Hovland  
Yifang Jiang  
Ciarra Lane Jorgenson  
Josephine Sophia Jorris  
Blaise Joseph Kautzman  
Kristen Nichole Killoran  
Bryce Delmarr Knaust  
Mikayla Ruth Koble  
Joseph Thomas Koteles  
Kayla Mae Koth  
Ryan Keith Kuphal  
Elizabeth Erin Kusler  
Carly Tere Lenihan  
Devon Katherine Lura  
Ryan Jeffrey Malmer  
Matthew Joseph Melchior  
Sarah Leah Mertz  
Amy Therese Miller  
Alicia Marie Mogen  
Shawn Matthew Motl  
Trent Joseph Murray  
Whitney Rose Myers  
Colette Kay Nagel  
Crystal Kay Nodsle  
Shelby Ilona Novak  
Lucas John Odegard  
Amanda Kathryn Olson  
Maura Oster  
Mandi J. Palczewski  
Jenny Beth Peterson  
Jaime Leigh Raden  
Alaina Therese Ramstad  
Stephanie Dawn Risser

Mark J. Roe  
Myca Marie Romfo  
Jacob Michael Sailer  
Brandon Tyler Saude  
Matthew Jeffrey Severns  
Jessica Marie Skadberg  
Brendon A. Smith  
Courtney Lee Snyder  
Braidy Scott Solie  
Darin Lynn Spelhaug  
Aleah Dawn Stangeland  
Erin N. Stedman  
Tyler Jason Steen  
Robert Strickland  
Spencer David Timm  
David John Vanyo  
Courtney Elizabeth Weck  
Zachary Douglas Wentz  
Hailey Alena Windels  
Alycia Maureen Woodard

### **Master of Education**

Larry K. Derr  
Lori Ann Fingarson  
Mary Elizabeth Goulet  
Christina Ann Reynolds

### **Master of Science**

Jami Marie Bobby  
Nicolas Aaron Christianson  
Shawn M. Francis  
Emily Catherine Haugen  
Candice Ann Maier  
Tamara Metzen  
Patrick Nicholas Metzger  
Natalie Ann Miklas  
Joanne Mary Powell  
Nicole Lea Roberts  
Kara Lynae Muske Welk  
Michael Woodley  
Kelly Kathleen Wysong

### **Doctor of Philosophy**

Douglas Duane Darling  
Ralph J. Karl  
Anthony Michael Randles  
Glenda R. Reemts  
Bruce Ralph Schumacher  
Janelle L. Stahl Ladbury

### ***College of Pharmacy, Nursing, and Allied Sciences***

### **Bachelor of Science**

Nicollette Josephine DeSautel  
Nidhi Dubey  
Nicholas Scott Gangl  
Rebecca Marie Gemar  
Lalita Jyoti  
Shelly Mae Lux  
Kara Deann Misemer  
Lillian Beth Ratchenski  
John Charles Schwab

### **Bachelor of Science in Nursing**

Lindsay Ann Alexander  
Lydia Joy Berry-Koppang  
Brook A. Bruggeman  
Hunter Allan Bultema  
Amy G. Byars  
Amanda Ann Erickson  
Donald Michael Graening  
Sarah Katharine Hamilton  
Kelly L. Johnson  
Lacey Jane Krueger  
Michelle Elizabeth Larsen  
Jennifer L. Sorensen  
Sarah Jean Stark  
Ashley Jean Steffl  
Erica Nicole Stone  
Lisa Anne Thompson  
Naomi Ruth Tofibam  
Carol L. VanderWeyst  
Rebecca Ann Willits

### **Doctor of Philosophy**

Rinku Dutta  
Yan Gu  
Michael David Scott  
Praveenkumar Chandranath

### ***College of Science and Mathematics***

### **Certificate**

Wesam Abuhammad  
Talal Bakheet Almeelbi  
Aastha Budati  
Julie L. Fudge  
Munmun Gupta  
Febina Mathew  
Elvis Mokake Ndembe  
Erin Kathryn Nyren-Erickson

Mohamed Saif Ur Rahman

**Bachelor of Arts**

Jessica Nicole Deichert  
Michelle Marie Gaffaney

**Bachelor of Science**

Lauren M. Aamoth  
Hannah M. Albrightson  
Luke Douglas Anderson  
Ryan Michael Anderson  
Tricia Lynn Bastian  
Kevin Bruce Beidelman  
Meghan M. Bennett  
Ross Adam Bickle  
Holly Lynn Christian  
Arthur John Christiansen  
Dylan Patrick Church  
Charli Rae Crawford  
Noah Geffe Dahle  
Matthew Paul Dale  
Neil William Dotzenrod  
Jordan Milo Dyke  
Carrie Corinne Fagerland  
Brandi Lee Fearing  
Shashi Agrani Fernando  
Ashton Leigh Fischer  
Jordan Andrew Flaten  
Jamie Leigh Gay  
Tyler Thomas Geffre  
Tiffany A. Glass  
Christopher Richard Hanson  
David Scott Hedden  
Matthew Alan Helfrich  
Kimberly Lynn Herman  
Sonya Marie Hills  
John Henry Hoeven  
Dillon Tyler Hofsommer  
Tyler Vernon Holland  
Caitlin Anna Jensen  
Andrew Burkhard Jones  
Amy Jean Jordahl  
Aaron Adam Josephson  
Shannon Carrie Kerbaugh  
Brandon Aaron Kinzler  
Esra Kose  
Katrina L. Koser  
Kelsey Blythe Kraft  
Jang Mi Lee  
Lindsey Kay Levin  
Katrina Lee Tank Lybeck  
Chase Michael Magalis

Jamil James Maleki  
Jayson Craig Marcusen  
Bryan Richard Marquardt  
Emily Ann Monson  
Ashley Nicole Murphy  
Lovekesh Narang  
Cassey Louann Nelson  
Benjamin Vern Nordsven  
Justin Lee Nygaard  
Nathan Adam Ochsner  
Nicole Marie Opperman  
Magdalene Iyesogie Ovbiebo  
Seyeon Park  
Amanda Jo Parsons  
Jarrod Michael Rademacher  
Heidi Renae Rasmussen  
Josiah Gregory Rauser  
Jordan Edwin Reinbold  
Anna Kirsten Roberts  
Mariah Lynn Saint Augustine  
Elizabeth Andina Schenfisch  
Lacey Lynn Schmaltz  
Darin Lee Slusher  
Brooke Ann Swanson  
Tyler Thorndal  
Kushaagr Thukral  
Taylor James Valnes  
Austin Michael Vetter  
Allison Ann Walker  
Deanna Jo Webster  
Andra Jore Wheeler  
Michelle Krumwiede Willard  
Sylvia Scarlett Ziejewski  
Anthony Zimmerman

**Master of Science**

Haribabu Bavanari  
Ryan Boyd  
Satyanarayana Daggubati  
Michelle Gastecki  
Neha Kale  
Ryan James McCulloch  
Aditi Mohpal  
Elangovan Murugaiyan  
Matthew J. Piehl  
Elizabeth Claire Sand  
Pubudu Ruwanmini Wijeyaratne

**Master of Software**

**Engineering**

Deepak Dhankher  
Parimal Raj Sharma

**Doctor of Philosophy**

Mohammed abd alwahab Akour  
Narayanaganesh Balasubramanian  
Kevin Robert Betts

***College of University Studies***

**Bachelor of University Studies**

Nicona Lynn Burman  
Carol Cherry  
Karli Jo DeSchepper  
Eric James Estes  
David John Gerwood  
Tracy Ann Geske  
Stefan Patrick Ming  
Geoffrey Lynn Parker  
Donald Paul Redding  
Cheyenne Rae Schriefer  
Kelsey Christine Wilberg  
Blair Marisa Winter  
Carter James Woodley

## Degree/Graduation Requirements

To receive a baccalaureate degree from NDSU, students must satisfactorily complete two sets of requirements ~~must be met~~: a) university-wide requirements and b) college- or department-level requirements, which include curricular requirements for completing majors and minors. College- and department-level requirements for majors and minors are listed in the college sections of this bulletin under the appropriate college listing, and in curriculum guides available online ~~in Registration and Records~~ and in academic departments. Minimum ~~university~~ degree/graduation requirements are as follows:

1. **Academic major requirements:** Satisfactory completion of all requirements of the curriculum in which one is enrolled.
  - a. Because curricula are subject to change, intended degrees and majors, as well as second majors and minors, must be declared to be official. This may be done at the point of admission or readmission to the University or by submission of a Major Change form to the Office of Registration and Records.
  - b. Students follow the published curricula in place when a major is declared or from the year of admission to a limited- or selective-enrollment program, whichever applies, to graduation provided enrollment at NDSU has not been discontinued for more than one calendar year.
  - ~~c. Students who change or declare additional majors, minors, or degrees are subject to meeting the requirements in effect during the academic year in which the new curriculum was declared.~~
  - d. Students who advance into limited- or selective-enrollment programs will have their academic degree/plan status changed accordingly based on information provided to Registration and Records by the respective academic department.
  - e. Students who discontinue enrollment at NDSU for more than one calendar year are subject to meet the curricular requirements in effect at the time during the term of readmission re-entry.
  - f. Each program of study presented by a candidate for the baccalaureate degree is audited for meeting the degree requirements by the Office of Registration and Records. Degree candidates are certified ~~by the Office of Registration and Records~~ according to total credits and grades earned and other university and degree program requirements.
2. **Total degree credits:** Earn a minimum total of 122 credits in approved coursework. Requirements for some academic programs exceed this minimum.
3. **General education requirements:** Satisfactory completion of the general education requirements as specified by the University and in a student's degree and major.

4. **Scholastic standing requirement:** A minimum institutional grade-point average of 2.00 based on coursework taken at NDSU for which grades have been assigned is required for graduation. When a course is taken and repeated at NDSU, only the last grade and credits earned will be used in computing the cumulative grade-point average; ~~however, all attempts appear on the transcript.~~ Some academic programs require higher minimum grade-point requirements.
5. **Upper-level credit requirements:** At least 37 of the credits presented for graduation must be in courses taken at the 300 and 400 level.
6. **Transfer Students:** Students with transfer credit from another institution must earn a minimum of 60 semester credits from a four-year baccalaureate-degree granting or professional institution. Of these, at least 36 must be NDSU residence credits as defined below ~~above~~. Within these 36 resident credits, minimum requirements include 15 semester credits in courses numbered 300 or above (37 upper-level credits must still be earned in total) and 15 semester credits in the major field of study.
7. **Residence requirements:** Residence credits include credits registered and paid for at NDSU. ~~while attending~~ These may include courses offered on the NDSU campus, via Tri-College, or via NDSU distance education. Ordinarily, the last 30 credits must be earned in residence.

**Exceptions to the Last 30 Credits Requirement:**

- a. Courses taken as part of a NDSU-sponsored study abroad or exchange program count as residence credit. Students must still fulfill all other graduation requirements.
- b. Students admitted to an accredited non-baccalaureate professional degree program (eg., Veterinary Medicine, Chiropractic, etc.) at another institution prior to earning their baccalaureate degree from NDSU may be eligible to subsequently earn an NDSU bachelor's degree through the transfer of earned professional course credits. Professional coursework transferred back to fulfill major requirements must be either department-approved as equivalent to NDSU coursework or be authorized via department-approved substitution form. To be considered for this waiver, students must complete and submit an *Appeal for Exception to Academic Regulations form* to the Office of Registration and Records during their last semester of enrollment at NDSU. Students must still fulfill all other graduation requirements.

- c. Courses taken as a part of a required curriculum in an NDSU-approved dual degree or joint program with another institution (i.e., HDFS/Elementary Education with VCSU).
  - d. Excluding the above exceptions, students who need to complete a limited number of credits (typically not to exceed nine) to fulfill their graduation requirements, and who are unable to take them at or through NDSU may seek an exception by completing and submitting the *Appeal for Exception to Academic Regulations* form to the Office of Registration prior to enrolling at another institution. To fulfill major requirements, transfer coursework must either be evaluated as equivalent to NDSU courses or be authorized via a department-approved substitution form. Students must still fulfill all other graduation requirements.
8. **Financial obligations:** Satisfy all financial obligations owed to the university.
9. **Application for degree:** All candidates for a baccalaureate or Pharmacy Doctorate degree must indicate their intent to graduate when registering for their last semester. The application forms are available in the Office of Registration and Records, or online at [www.ndsu.edu/bisonconnection](http://www.ndsu.edu/bisonconnection). Failure to apply by the published graduation application deadline of the planned semester of graduation may delay the awarding of the degree until the following semester. If a student fails to complete the required courses by the intended graduation term, the student must reapply for graduation in a following term.

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## SECTION 133.1 TUITION DISCOUNT – SPOUSE/Partner AND DEPENDENTS

SOURCE: NDSU President  
SBHE Policy Manual, Section 820.1

The North Dakota State Board of Higher Education allows campuses to adopt tuition waivers which are consistent with an institution's mission. The spouse/partner and dependent tuition discount is intended to help recruit and retain faculty and staff who can best perform or support the teaching, research and public service mission of the University.

1. The spouse/partner and dependents of regular (broadbanded staff must be off probation), benefitted NDSU employees are eligible for the discount effective Fall 2002.

1.1 Dependents are defined as those unmarried children qualifying as dependents under the NDPERS health insurance plan (25 years of age or under if they are a full-time student, otherwise age 22 and under), who rely on the parent(s) for significant financial support.

1.1.1 A spouse/partner or dependent who is also a regular, benefitted employee is only eligible for the employee tuition waiver outlined in Section 133 (Educational Policy).

1.2 The spouse/partner and/or dependents must meet admission standards and register for classes through regular registration procedures.

1.3 The employee must be actively employed on the first day of each semester to be eligible for the discount.

2. The tuition discount is 50% of the tuition for NDSU classes (excluding self-supporting, Continuing Education courses and internships that require tuition to be paid to the site for student placement) per spouse and/or dependent.

2.1 The discount applies regardless of whether paying resident or out-of-state tuition.

2.2 The maximum discount for the dependent of more than one eligible employee is 50%.

2.3 Fees are not discounted or waived.

2.4 The discount applies to both undergraduate and graduate level classes.

2.5 Early Entry students will be eligible according to the terms of this policy.

### 3. Procedure

3.1 A Spouse/Dependent Tuition Discount application needs to be submitted to the Office of Human Resources/Payroll by the Monday two weeks prior to the start of classes for which the

waiver is requested. Given that conditions in this policy may change, it will be necessary to review the conditions of eligibility each term.

3.2 Proof of marriage, domestic partnership, / and/or dependency may be required.

3.2.1 An affidavit of domestic partnership must be filed with Human Resources.

3.3 In accordance with federal regulations, the tuition discount will be used as a financial resource and become part of the student's financial aid package. The Student Financial Services Office may need to adjust aid if the amount of the tuition discount, along with other financial aid, exceeds the total cost of attendance.

3.4 No employee who has an overdue accounts receivable balance with the University may receive a spouse/dependent tuition discount.

3.5 In accordance with IRS regulations, the value of the tuition waived for graduate level classes will be considered taxable income to the employee. Federal, state and social security taxes will be deducted in a lump sum from the employee's last paycheck of the semester, or, at the employee's written request, deducted on a prorated basis throughout the semester.

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HISTORY:

New April 2002

Amended July 2003

Amended April 2005

Amended October 18, 2010

Housekeeping November 17, 2011

### Ad Hoc Senate Committee on Curriculum Approval and Review

Membership shall consist of at least one member from each of the following committees: Academic Affairs, Assessment, General Education, and Program Review. Preference will be given to incoming or recent committee chairs. Additional members from the four committees will be added to ensure one representative from each academic college. The Dean of Graduate and Interdisciplinary Studies will serve as an ex officio member. The Faculty Senate Executive Committee will designate one of its members to chair the committee.

The responsibilities of the Committee are to:

1. Examine the goals for academic programs and the curriculum the four committees share.
2. Consonant with Higher Learning Commission's Criteria for Accreditation Criteria 5.C.2. "The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting," evaluate to what extent these committees and their tasks can be re-structured and re-organized to achieve the shared goals more efficiently, ideally with fewer committees and fewer reports.
3. Report their recommendations to the Faculty Senate.

**Agenda**  
**Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, April 8, 2013*  
*Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of March 25, 2013, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. J. Beehler, Vice President of Student Body
  - g. C. Wichman, Textbook Requests
- V. Senate Committee Reports
  - a. Academic Affairs – M. Harris
  - b. Council of College Faculties – J. Miller
  - c. General Education – A. Mara and S. Ray-Degges ([Attachment 3](#) and [Attachment 4](#))
  - d. Ad-Hoc Committee on Assessment of Teaching – C. Ray
  - e. Faculty Senate, T. Carlson
    - For Discussion and Vote
      - SROI Transition Proposal ([Attachment 2](#))
  - f. Other Committee Reports
- VI. Unfinished Business
- VII. New Business
  - a. Proposed Bylaws Change from Commission on Status of Women Faculty
- VIII. Adjournment

## Academic Affairs Committee Report

### Faculty Senate – April 8, 2013

#### Curricular Recommendations

New Program in Human Development and Family Science Department							
Ph.D. in Couple and Family Therapy (CFT)							
New Courses							
Subject	No.	Title					Cr.
CJ	759	Advanced Research Design in Criminal Justice					3
NURS	460	Management, Leadership and Career Development					3
PHRM	705	Global Health					3
THEA	460	Acting the Song					3
Course Deletion							
PHRM	705	Public Health as a Team Endeavor					1
Course Changes							
From:				To:			
Subject	No.	Title	Cr.	Dept.	No.	Title	Cr.
HNES	426	Sport and Recreation Administration	3	HNES	426	<i>Sport Administration</i>	3
EMGT	720	Emergency Management Theory	3	EMGT	720	<i>Theory, Research, and Practice</i>	3
New Special Topics							
MICR	791	Professional Development					3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title		Prerequisite/Corequisite Change			
AGEC	339	Quantitative Methods & Decision Making		Change in Bulletin Description Prereq: ECON 201, MATH 146 and CSCI 116			
BUSN	487	Managerial Economics		Prereq: BUSN 350, ECON 201, ECON 202, and MATH 144 or MATH 146 Junior standing or above College of Business major or minor 2.5 CGPA			
MATH	760	Ordinary Differential Equations I		Change in Bulletin Description Prereq: MATH 650 or MATH 680 or Consent of instructor			
MATH	784	Partial Differential Equations I		Prereq: MATH 650 or MATH 683 or Consent of instructor			
MGMT	360	Operations Management		Prereq: MATH 144 or MATH 146, MGMT 320, and STAT 330 Junior or senior class College of Business major or minor 2.5 CGPA			
MRKT	434	Sales Management		Prereq: MRKT 320 and MRKT 430 Junior or Senior class College of Business major or minor 2.5 CGPA			
MRKT	450/ 650	Marketing Research		Prereq: MATH 144 or MATH 146, MRKT 320 and STAT 331 Junior standing or above College of Business major or minor 2.5 CGPA			
THEA	272	Drawing for the Theatre		Change in Bulletin Description			

## **Student Ratings of Instruction Transition Proposal**

In 2006, North Dakota State University was ranked second to last from among 222 doctoral institutions in the *AAUP Faculty Gender Equity Indicators* report. One year later, a *Chronicle of Higher Education* article followed up on the report, highlighting a campus climate at NDSU that was “toxic” to female faculty. As one effort to improve campus climate and gender equity, Dr. Joey Sprague was invited to present a pedagogical luncheon on March 11, 2010 entitled “Gender and the evaluation of teaching: What we can’t count can hurt us,” prompting examination of the process utilized for students to evaluate teaching effectiveness.

At the January 23, 2012 Faculty Senate meeting, the Commission on the Status of Women Faculty, an interdisciplinary committee of NDSU faculty, presented results of a research project designed to identify possible bias in the current Student Ratings of Instruction (SROI) items, propose new SROI items, and field-test the new items. The result of the study indicated a need to revise both NDSU policy 332 and the SROI items. While efforts are currently underway to revise policy 332, no changes have yet occurred to the SROI items.

Therefore, a transition process is proposed wherein the five current SROI items are supplemented with the five SROI items that were proposed to the Faculty Senate by the Commission on the Status of Women Faculty in January 2012 and five additional items adapted from research literature according to the following timeline and recommendations. This transition process allows consistency in teaching assessment while simultaneously providing probationary faculty a choice concerning how they will be assessed.

### **Current SROI Items**

*(Scale: Very Good; Good; In Between; Poor; Very Poor)*

- Q1. Your satisfaction with the instruction in this course
- Q2. The instructor as a teacher
- Q3. The ability of the instructor to communicate effectively
- Q4. The quality of this course
- Q5. The fairness of procedures for grading this course

### **Proposed SROI Items<sup>1</sup>**

*(Scale: Strongly Agree; Agree; Neutral; Disagree; Strongly Disagree)*

- Q6. This instructor created an atmosphere that is conducive to learning
- Q7. This instructor provided well-defined course objectives
- Q8. This instructor provided content and materials that were clear and well organized
- Q9. I understood how my grades were assigned in this course
- Q10. I met or exceeded the course objectives given for this course
- Q11. The instructor was available to assist students outside of class
- Q12. The instructor provided feedback to me in a timely manner
- Q13. The instructor provided relevant feedback that helped me learn
- Q14. The instructor set and maintained high standards that students must meet
- Q15. The physical environment was conducive to learning

### **Transition Timeline**

- |                            |  |
|----------------------------|--|
| Fall 2013                  | An 8-year SROI transition phase should be implemented that includes administration of both current and proposed SROI items. The duration reflects the need for SROI consistency among current probationary faculty.    |
| Fall 2013 –<br>Summer 2014 | Data should be collected by the Office of Institutional Research (see below)   |
| Fall 2014                  | A Faculty Senate <i>ad hoc</i> committee should be formed to make a recommendation to the Provost, based upon review of available data, concerning final approval of the proposed SROI items, including any revisions. |
| Fall 2015                  | All faculty hired beginning this date should be required to use the approved items for the duration of their probationary period.  |
| Spring 2021                | The transition phase ends. Only the approved items will be included on the SROI forms after this semester.   |

### **Transition Process Recommendations**

1. Faculty hired before or during the 2013-14 academic year will have the option of reporting data from either the current or proposed SROI items. Faculty selecting the existing SROI items will continue to report data on items 2 and 4 while faculty selecting the proposed SROI items will tentatively report data from items 6, 7, and 8. A final decision must be made after reviewing results from the first set of data and all future reporting must use the same items to ensure consistency. This decision will be documented through a form placed in the instructor's employment file and added to the PTE portfolio. A line will also be added to the policy and procedures checklist for portfolio evaluation to indicate the form is included.
2. Due to the sensitivity of the results to both sample size and outliers, SROI results should be reported as a mean, median, and range, and the number of responses should also be presented in addition to the number of students enrolled in the course.
3. A review process should occur at least every ten years to re-evaluate the Student Rating of Instruction items based upon available data. As indicated in the timeline above, the first review process should occur in the Fall 2015 semester.

### **Data Analysis**

Data should be collected on both the current and proposed SROI rating items, separated by course/section, including, but not limited to, instructor and student gender, instructor race/ethnicity, instructor rank, student classification, academic college, required/elective course, student perception of meeting course outcomes (Q10), and physical environment (Q15) for item analysis purposes. During item piloting, the new and proposed SROI items should be administered in a manner that controls for possible order effects. Statistical analyses also should examine possible biases including, but not limited to gender and race/ethnicity.

<sup>1</sup> Items 6-10 were developed by the Commission on the Status of Women Faculty and field-tested in Fall 2010 in three classes consisting of approximately 500 students.

DATE: April 3, 2013

TO: Members Faculty Senate and Members of the NDSU Community

FROM: Core Undergraduate Learning Experiences (CULE)

RE: Five Core Questions to Frame Learning Outcomes for NDSU Undergraduates

Based on the feedback we received from 14 campus meetings, from approximately 50 pages of email, and from individuals who provided feedback on the Six Core Questions through the Group Decision Center, the members of CULE have revised the proposed Six Core Questions to Frame Learning Outcomes for NDSU Undergraduates. We are recommending the following revised Five Core Questions to Frame Undergraduate Learning Outcomes for NDSU Undergraduates to the Faculty Senate for the April 8, 2013 meeting:

1. How does the world work?
2. How do we create, expand, or discover knowledge and understand its limitations?
3. What does it mean to be human?
4. What values and practices are worth sustaining for the common good?
5. What are the world's challenges and how might they be addressed?

We chose questions as a framework because questions encourage students to be curious and to be active learners. Questions help them understand that knowledge and understanding are not fixed and unchanging. We hope a framework of questions will promote a campus culture that values higher education as a gateway to lifelong learning, not just a credential.

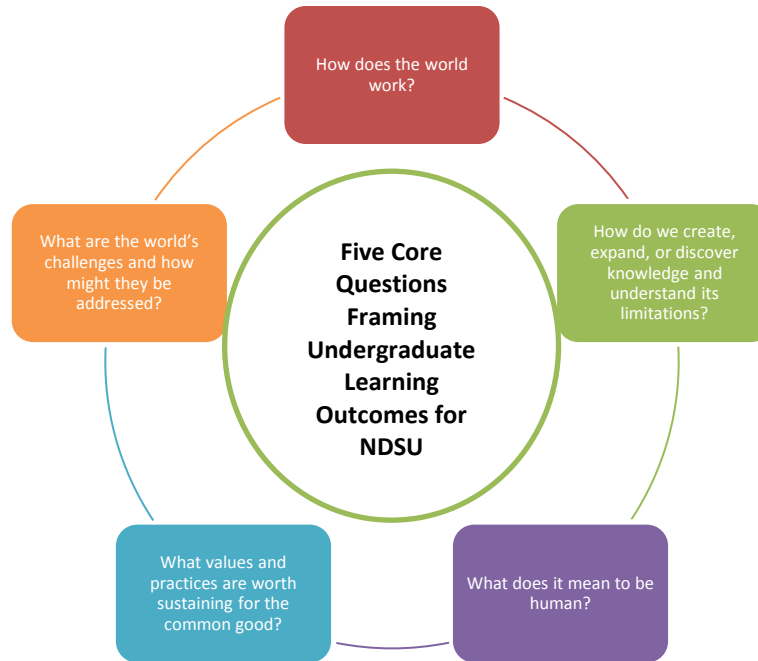
We are continuing to revise, sharpen, and consolidate the individual Learning Outcomes into broader Learning Outcome categories. The provisional Learning Outcome categories are:

- Communication
- Critical Thinking and Problem Solving
- Understanding and Applying Technology
- Understanding Natural and Physical Worlds
- Understanding Human Societies
- Personal and Social Responsibility

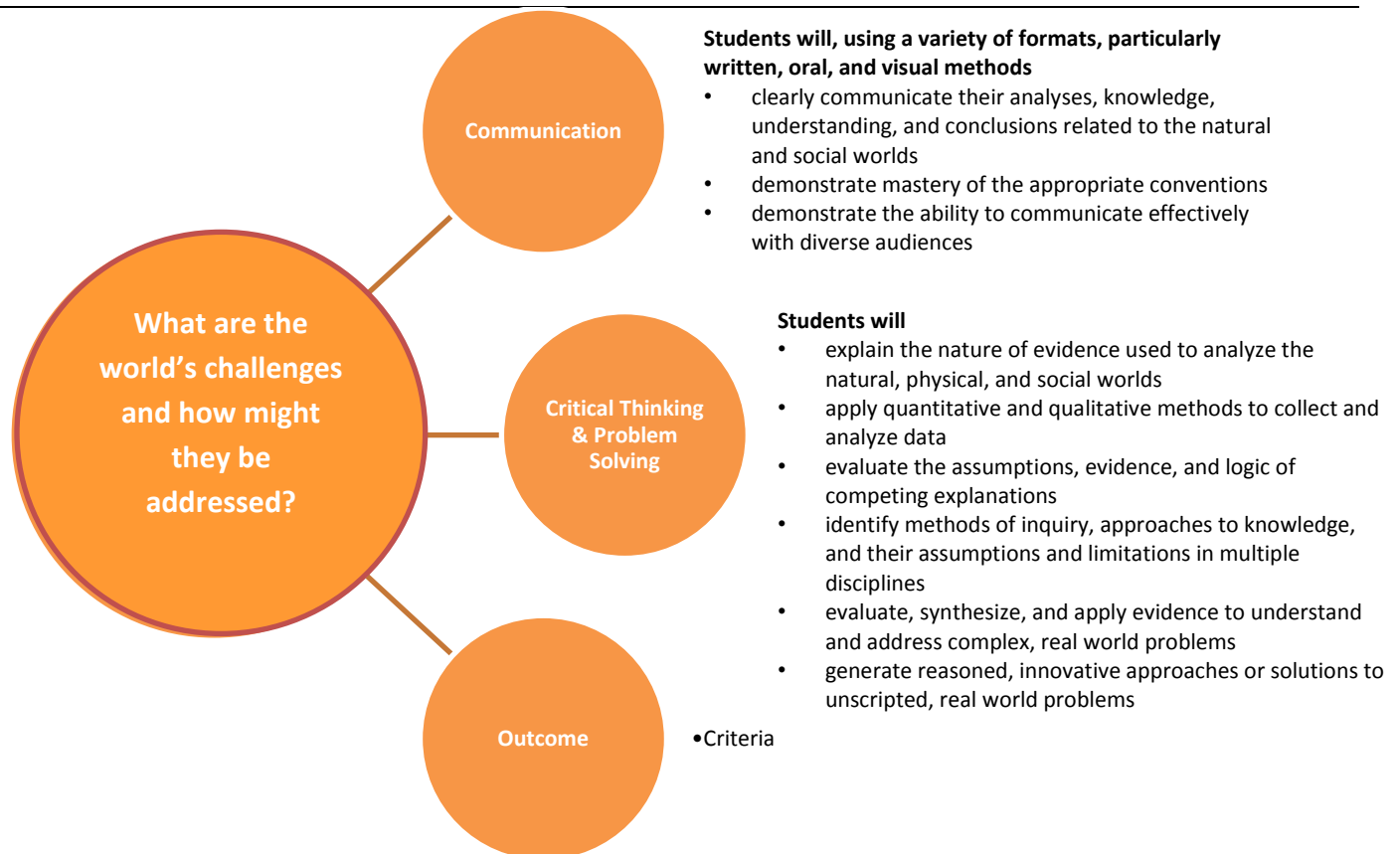
We intend to present the Learning Outcome categories and their associated individual Learning Outcomes to the campus in late April or early May. If the Faculty Senate approves the Five Core Questions and the Learning Outcomes, CULE will develop a model of a GE program to help students fulfill those outcomes and will present this model to the campus for feedback. Based on the feedback, CULE will craft a recommendation for faculty review and the Faculty Senate's approval.

CULE members: Marion Harris (AFSNR), Robert Harrold (Assessment, 2010-11), RaNelle Ingalls (Student Affairs), Rajesh Kavasseri (E&A), Andrew Mara (AHSS), Charlene Myhre (Libraries), Cynthia Naughton (PNAS), Lisa Nordick (DCE), Larry Peterson (Provost/Assessment), Seth Rasmussen (S&M), Susan Ray-Degges (HDE), Kent Sandstrom (Deans' Liaison, replacing Kevin McCaul), Carolyn Schnell (University Studies), and Herbert Snyder (Business).

## Five Core Questions Framing Undergraduate Learning Outcomes for NDSU



### An example of potential learning outcomes linked to one of the five core questions:



## **Agenda Faculty Senate Meeting**

*Meeting place and time: 3:30 pm, Monday, May 6, 2013  
Memorial Union, Prairie Rose Room*

- I. Substitutions - K. Wold-McCormick
- II. Approval of April 8, 2013, Faculty Senate Minutes
- III. Consent Agenda
  - a. Academic Affairs Report ([Attachment 1](#))
  - b. General Education Recommendation ([Attachment 2](#))

*Any Senator can request that an item on the consent agenda be placed on the regular agenda.*

- IV. General Announcements
  - a. President D. Bresciani
  - b. Provost J. B. Rafert
  - c. T. Stone Carlson, President of Faculty Senate
    - Meeting Dates for 2013-2014 Faculty Senate
  - d. H. Hatterman-Valenti, President-Elect of Faculty Senate
  - e. L. DeGeldere, President of Staff Senate
  - f. J. Beehler, Vice President of Student Body
- V. Senate Committee Reports
  - a. Academic Affairs - C. Stevens
  - b. Council of College Faculties - J. Miller
    - Minot State Vote of No Confidence in Chancellor Shirvani, For Discussion  
<http://www.minotstateu.edu/senate/>
  - c. General Education/Accreditation - L. Peterson
    - CULE Learning Outcomes ([Attachment 3](#))
  - d. Senate Coordinating Council - T. Stone Carlson
    - Policy 335: Code of Academic Responsibility and Conduct ([Attachment 4](#))
- VI. Unfinished Business
- VII. New Business
  - a. Proposed Bylaws Change from Commission on Status of Women Faculty
  - b. Guidelines for the Use of Instructional Computing and Social Media Tools ([Attachment 5](#))
  - c. Passing of the Gavel to Incoming Faculty Senate President Harlene Hatterman-Valenti
- VIII. Adjournment

## Academic Affairs Committee Report

### Faculty Senate – May 6, 2013

#### Curricular Recommendations

New Transcriptable Options in Master of Education Degree							
Teacher Licensure							
New Courses							
Subject	No.	Title					Cr.
HIST	352	Museum Collections Management					3
THEA	181	Dramatic Literature & Style II					3
Course Deletions							
ANTH	208	Folklore and Culture					3
ANTH	452/652	North American Indians					3
ANTH	458/658	Indians of the Plains					3
ANTH	461/661	Germans from Russia					3
Course Changes							
From:				To:			
Subject	No.	Title	Cr.	Dept.	No.	Title	Cr.
ANTH	206	Peoples of the World	3	ANTH	206	<i>Introduction to Cultural Anthropology: Peoples of the World</i>	3
CM&E	204	Construction Surveying	2	CM&E	204	Construction Surveying	3
CM&E	260	Soils and Foundations	4	CM&E	260	Soils and Foundations	3
EMGT	715	Emergency Management for Public Health Professionals	3	<i>MPH</i>	715	Emergency Management for Public Health Professionals	3
PLSC	484/684	Plant Tissue Culture and Micropropagation	2	PLSC	484/684	<i>Plant Tissue Culture and Biotechnology</i>	3
PSCI	413/613	Pharmacodynamics and Applied Therapeutics III	3	PSCI	413/613	<i>Endocrine/Respiratory/GI Pharmacodynamics</i>	3
PSCI	414/614	Pharmacodynamics and Applied Therapeutics IV	3	PSCI	414/614	<i>Cardiovascular Pharmacodynamics</i>	3
PSYC	755	Behavior Therapy & Assessment I	4	PSYC	755	<i>Empirically Supported Interventions I</i>	4
PSYC	756	Behavior Therapy & Assessment II	4	PSCY	756	<i>Empirically Supported Interventions II</i>	4
PSYC	770	Advanced Psychological Assessment	3	PSYC	770	<i>Testing and Assessment</i>	3
THEA	180	Dramatic Literature & Style	3	THEA	180	<i>Dramatic Literature &amp; Style I</i>	3
THEA	273	Stagecraft	3	THEA	270	Stagecraft	3
New Special Topics							
WGS	499	Gender and Media					3
Change in Prerequisites/Corequisites and Change in Bulletin Descriptions							
Subject	No.	Title			Prerequisite/Corequisite Change		
ANTH	111	Introduction to Anthropology			Change in Bulletin Description		
BUSN	780	Business Conditions Analysis			Delete all course prerequisites and corequisites		
CM&E	453	Concrete Design and Construction			Change in Bulletin Description		
HNES	256	Professional Preparation in High School Physical Education			Prereq: HNES 110		
HNES	301	Motor Learning and Performance			Req: Professional Level 2, Completion of required 100 & 200 level courses		

HNES	345	Material and Concepts of Health Education	Prereq: HNES 367; Req: Professional Level 2, Instructor Approval
TL	715	Enterprise Resource Planning	Change in Bulletin Description
TL	721	International Logistics Management	Prereq: TL 711
TL	723	Advanced Supply-Chain Planning Across the Enterprise	Prereq: TL 711
TL	725	Technology Advances and Logistics	Prereq: TL 711
TL	727	Organizational Change Management	Delete all course prerequisites and corequisites
TL	729	Adaptive Planning in Logistics Systems	Prereq: TL 711
TL	735	Acquisition Contracts: Law and Management	Delete all course prerequisites and corequisites
<b>Accelerated/Combined Undergraduate to Graduate Programs (For Information Only)</b>			
B.S./B.A. to M.S. Degree in Criminal Justice			
B.S. Degree with a Minor in Coatings and Polymeric Materials to M.S. or Ph.D. in CPM			
B.S. in Electrical or Computer Engineering to M.S./M.E. Degrees in Electrical and Computer Engineering			
<b>Rescission of item previously approved by Faculty Senate</b>			
Per department request, rescind Faculty Senate approval (March 25, 2013) of:			
Deletion of THEA 180: Dramatic Literature and Style			

**For Faculty Senate:**  
**Approved General Education Recommendations**  
**For Faculty Senate Meeting on (month/year): May 6, 2013**

**Outcomes Key:**

1. Communicate effectively in a variety of contexts and formats.
2. Locate and use information for making appropriate personal and professional decisions.
3. Comprehend the concepts and perspectives needed to function in national and international societies.
4. Comprehend intrapersonal and interpersonal dynamics.
5. Comprehend concepts and methods of inquiry in science and technology, and their applications for society.
6. Integrate knowledge and ideas in a coherent and meaningful manner.
7. Comprehend the need for lifelong learning.

**Courses Approved for General Education (New)**

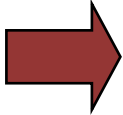
<b>Course No.</b>	<b>Course Title</b>	<b>Recommended Categories</b>	<b>Recommended Outcomes</b>
PHYS 220	Physics for Designers	Sp	5, 6
PHIL 257	Traditional Logic	R	5, 6

## Proposed Undergraduate Learning Outcomes

<b>COMMUNICATION</b>
<p>Students will use a variety of modes, particularly written, oral, artistic, and visual, to</p> <ul style="list-style-type: none"> <li>effectively communicate analysis, knowledge, understanding, expression and/or conclusions</li> <li>skillfully use high-quality, credible, relevant sources</li> <li>demonstrate appropriate conventions in a variety of communication situations</li> <li>demonstrate the ability to communicate effectively with diverse audiences in a variety of contexts</li> </ul>
<b>CRITICAL THINKING, CREATIVE THINKING, AND PROBLEM SOLVING</b>
<p>Students will</p> <ul style="list-style-type: none"> <li>explain the nature of evidence used for analysis</li> <li>apply quantitative and qualitative methods to collect and analyze data</li> <li>apply creativity and divergent thinking</li> <li>evaluate the assumptions, evidence, and logic of competing views and explanations</li> <li>identify methods of inquiry, approaches to knowledge, and their assumptions and limitations in multiple disciplines</li> <li>evaluate, synthesize, and apply evidence to understand and address complex, real world problems</li> <li>generate creative, reasoned, approaches or solutions to unscripted, real world problems</li> </ul>
<b>UNDERSTANDING AND APPLYING TECHNOLOGY</b>
<p>Students will</p> <ul style="list-style-type: none"> <li>apply technology to demonstrate creativity and solve problems</li> <li>use technology to enhance understanding</li> <li>identify the social, aesthetic, and ethical implications of technological decisions</li> <li>analyze how technology shapes, limits, and augments our experiences and understandings</li> </ul>
<b>UNDERSTANDING NATURAL AND PHYSICAL WORLDS</b>
<p>Students will</p> <ul style="list-style-type: none"> <li>analyze the elements and dynamics of natural and physical worlds</li> <li>apply the scientific method to investigate and explain natural and physical worlds</li> </ul>
<b>UNDERSTANDING HUMAN SOCIETIES</b>
<p>Students will</p> <ul style="list-style-type: none"> <li>analyze the components and dynamics of human societies and their artistic, cultural, and historical contexts</li> <li>identify the role of aesthetic and creative activities as expressions of human experience</li> <li>identify values and contributions of diverse societies, both past and present</li> <li>identify how values and contributions of diverse societies provide contexts for individual experiences, values, ideas, artistic expressions, and identities</li> <li>analyze how cultural differences, both domestic and international, contribute to and shape solutions to challenges confronting individuals, groups, societies, or the global community</li> </ul>
<b>PERSONAL AND SOCIAL RESPONSIBILITY</b>
<p>Students will</p> <ul style="list-style-type: none"> <li>examine their own values, biases, and conclusions</li> <li>analyze the ethical basis for and implications of personal, professional, and civic decisions</li> <li>comprehend and demonstrate appropriate standard of professional behavior</li> <li>identify stewardship of the land and its people as integral to a land-grant university</li> <li>analyze human impacts on the world and the importance of sustaining its resources for future generations</li> <li>engage in service learning</li> <li>collaborate with others in diverse interpersonal and intercultural settings</li> </ul>

# Policy Change Cover Sheet

This form must be attached to each policy presented. All areas in **red**, including the header, must be completed; if not, it will be sent back to you for completion.



*If the changes you are requesting include housekeeping, please submit those changes to Melissa Lamp first so that a clean policy can be presented to the committees.*

## SECTION:

1. **Effect of policy addition or change (explain the important changes in the policy or effect of this policy).**  
Briefly describe the changes that are being made to the policy and the reasoning behind the requested change(s).

The proposed change allows for the possibility for dismissal from the Graduate School as a result of academic misconduct covered by this policy. It also clarifies the process for students in graduate interdisciplinary programs and non-degree students.

2. **This policy was originated by (individual, office or committee/organization):** David A. Wittrock, Dean of the College of Graduate and Interdisciplinary Studies.

3. **This policy has been reviewed/passed by the following (include dates of official action):**

*This portion will be completed by Melissa Lamp*

**Senate Coordinating  
Committee:**

**Faculty Senate:**

**Staff Senate:**

**Student Government:**

**President's Council:**

*If you have any questions regarding this cover sheet, please contact Melissa Lamp at 1-6133 or [Melissa.lamp@ndsu.edu](mailto:Melissa.lamp@ndsu.edu).*

*The formatting of this policy will be updated on the website once the **content** has final approval. Please do not make formatting changes on this copy. If you have suggestions on formatting, please route them to [Melissa.Lamp@ndsu.edu](mailto:Melissa.Lamp@ndsu.edu). All suggestions will be considered, however due to policy format guidelines, they may not be possible. Thank you for your understanding.*

# North Dakota State University Policy Manual

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## SECTION 335 CODE OF ACADEMIC RESPONSIBILITY AND CONDUCT

SOURCE: NDSU Faculty Senate Policy

The academic community is operated on the basis of honesty, integrity, and fair play. This trust is violated when students engage in academic misconduct, either inadvertently or deliberately. This policy serves as the guideline for cases in which cheating, plagiarism, or other academic misconduct have occurred in an instructional context (e.g., coursework, exams for degree requirements, practical experience, or fieldwork experience). Depending on the nature of the alleged offense, academic misconduct involving graduate or undergraduate research (e.g., thesis, dissertation, honors thesis), may be handled by either this policy or policy 326, ACADEMIC MISCONDUCT. This policy also serves as the guideline for cases in which there is evidence of student academic misconduct in more than one instance.

Procedures established by an academic college (including the College of Graduate and Interdisciplinary Studies) may exceed the minimum standards outlined in this policy. Academic colleges with an approved and published honor commission (or similar mechanism) may employ alternative procedures; however, the standards of expected behavior shall not be less than those in this policy. In all cases, the procedures presented in this policy for tracking academic misconduct must still be followed; see Sections 5.c and 5.d of this policy.

1. Definitions. In this policy, an “instructional staff member” is defined as anyone who has primary responsibility for a course, or other instructional context to which this policy applies. Examples of instructional staff members include tenured and tenure-track faculty members, professors of practice, teaching assistants who have primary responsibility for a course, teaching fellows, instructors, and lecturers.

In this policy, a “student” is defined as anyone enrolled in undergraduate, professional, or graduate coursework at NDSU. These students include individuals in a non-degree status, such as those taking NDSU courses through a collaborative, consortium, exchange, or early admission program, or in a conditional admit status (e.g., Tri-College, NDUS Collaborative Registration, and Early Entry/dual credit program).

2. Examples of behavior constituting academic misconduct. Academic misconduct (intentional or otherwise) includes but is not limited to the following:

a) Plagiarizing, i.e., submitting work that is, in part or in whole, not entirely one’s own, without attributing such portions to their correct sources;

i. Cases of apparently unintentional plagiarism or source misuse must be handled on a case-by-case basis and in the context of the instructor's policies. Unintentional plagiarism may constitute academic misconduct.

ii. Improper attribution of sources may be a symptom of bad writing and not plagiarism. Instructors are encouraged to recognize that citation skills are developed over time and are contextual.

- b) Receiving, possessing, distributing or using any material or assistance not authorized by the instructional staff member in the preparation of papers, reports, examinations or any class assignments to be submitted for credit as part of a course or to fulfill other academic requirements;
- c) Unauthorized collaborating on individual assignments or representing work from unauthorized collaboration as independent work;
- d) Having others take examinations or complete assignments (e.g., papers, reports, laboratory data, or products) for oneself;
- e) Stealing or otherwise improperly obtaining copies of an examination or assignment before or after its administration, and/or passing it onto other students;
- f) Unauthorized copying, in part or in whole, of exams or assignments kept by the instructional staff member, including those handed out in class for review purposes;
- g) Altering or correcting a paper, report, presentation, examination, or any class assignment, in part or in whole, without the instructional staff member's permission, and submitting it for re-evaluation or re-grading;
- h) Misrepresenting one's attendance or the attendance of others (e.g., by PRS or attendance sheet) in a course or practical experience where credit is given and/or a mandatory attendance policy is in effect;
- i) Fabricating or falsifying information in research, papers, or reports;
- j) Aiding or abetting academic misconduct, i.e., knowingly giving assistance not authorized by the instructional staff member to another in the preparation of papers, reports, presentations, examinations, or laboratory data and products;
- k) Unauthorized copying of another student's work (e.g., data, results in a lab report, or exam);
- l) Tampering with or destroying materials, (e.g., in order to impair another student's performance);
- m) Utilizing false or misleading information (e.g., illness or family emergency) to gain extension or exemption on an assignment or test.

3. The university culture of academic honesty. A primary responsibility of the students, instructional staff members, staff members and administrators is to create an atmosphere in which academic honesty, integrity, and fair play are the norm and academic misconduct is minimized.

- a) Instructional staff members are responsible for providing guidelines concerning academic misconduct at the beginning of each course in each class syllabus, and should use precautionary measures and security to discourage academic misconduct.

b) Students are subject to disciplinary action even when not enrolled in the course where the academic misconduct occurred.

4. Fairness. Instructional staff members and administrators are responsible for procedural fairness to any student accused of academic misconduct. An instructional staff member who suspects that academic misconduct has occurred in his/her class or other instructional context has an initial responsibility to:

a) inform the student involved of his/her suspicion and the suspicion's grounds;

b) allow a fair opportunity for the student to respond;

c) make a fair and reasonable judgment as to whether any academic misconduct occurred; and

d) inform the student of the judgment, penalty (if any), and the student's right to appeal. See also Section 5.c of this policy.

5. Penalties from instructional staff members for academic misconduct. Instructional staff members have the prerogative of determining the penalty for academic misconduct in their classes and other instructional contexts.

a) Penalties may be varied with the gravity of the offense and the circumstances of the particular case. Penalties may include, but are not limited to, failure for a particular assignment, test, or course.

b) If an instructional staff member imposes a penalty, the student may not drop the course in question without the permission of the instructional staff member. (The instructional staff member is responsible for notifying the Registrar to prevent the student from dropping the class.)

c) If an instructional staff member imposes a penalty, the instructional staff member must complete the Student Academic Misconduct Tracking Form and submit copies to the student, the chair/head of the instructional staff member's primary department, or the program director if the student is enrolled in an interdisciplinary program. It is the chair/head or program director's responsibility to forward copies of the tracking form to the dean of the college of the student's primary major, the dean of the instructional staff member's primary college, the Registrar, and the Provost/VPAA. In the case of graduate student academic misconduct, the Dean of the College of Graduate and Interdisciplinary Studies also must receive a copy of the completed Student Academic Misconduct Tracking Form.

d) Within three class days of receiving the Student Academic Misconduct Tracking Form, the Registrar shall enter the information from the Student Academic Misconduct Tracking Form into a FERPA compliant Student Academic Misconduct Database.

e) In cases of particularly egregious academic misconduct, the dean of the college of the student's primary major or the dean of the college where the academic misconduct occurred may recommend suspension or expulsion as outlined in Sections 9 and 10 of this policy.

6. Penalties from instructional staff members for students not enrolled in course. If a student involved in a case of academic misconduct is not enrolled in the course in which the academic misconduct occurred, the instructional staff member teaching that course may recommend a penalty to the dean of the instructional staff member's primary college. If the student is enrolled in a different college, the dean will forward the recommendation to the dean of the college of the student's primary major.

a) The dean of the college of the student's primary major may impose academic warning or probation in the college, according to established college policy.

b) Alternatively, the dean of the college of the student's primary major may recommend suspension or expulsion to the Academic Standards Committee ([http://www.ndsu.edu/fileadmin/vpaa/POLICIES\\_FOR\\_NDSU\\_UNIVERSITY\\_ACADEMIC\\_STANDARDS\\_COMMITTEE-Rev\\_6\\_22\\_10.doc](http://www.ndsu.edu/fileadmin/vpaa/POLICIES_FOR_NDSU_UNIVERSITY_ACADEMIC_STANDARDS_COMMITTEE-Rev_6_22_10.doc)), as outlined in Sections 9 and 10 of this policy.

7. Penalties for students with multiple instances of academic misconduct. If, when entering an instructional staff member's report into the Student Academic Misconduct Database, it is discovered that the student has a prior record of academic misconduct, the Registrar shall notify the Provost/VPAA and dean of the college of the student's primary major about the student's repeated academic misconduct.

a) In case of repeat offenses, the Provost/VPAA and/or the dean of the college of the student's primary major may recommend additional penalties up to and including dismissal, suspension or expulsion, as outlined in Sections 9 and 10 of this policy.

b) In the case of graduate student academic misconduct, the ~~D~~dean of the College of Graduate and Interdisciplinary Studies also must be notified.

8. Non-graduate student appeals for penalties from instructional staff members. A student who has received a penalty from an instructional staff member for academic misconduct may appeal the penalty on one or more of the following bases: the penalty was too severe for the offense; the instructional staff member's decision was made in an arbitrary or capricious manner; the instructional staff member's decision was not substantiated by adequate evidence; or the student's rights were violated.

a) If the student chooses to appeal the instructional staff member's penalty, the student must initiate the appeal process within fifteen class days after the beginning of the following semester. For spring or summer courses, the appeal must be initiated within fifteen class days of the start of the fall semester. The student must appeal the penalty in writing. The appeal must be pursued in the following sequence: the instructional staff member, the chair/head of the instructional staff member's primary department, and the dean of the instructional staff member's primary college.

b) If the appeals outlined in Section 8.a. are not granted, the student may request a hearing by the Student Progress Committee in the college where the academic misconduct occurred to appeal the penalty. The student may request that two additional students be appointed to the

Student Progress Committee for the hearing: one student shall be a member of the Student Court appointed to the Student Progress Committee by the Chief Justice of the Student Court, and the other student shall be a student senator for that college appointed to the Student Progress Committee by the Student Body President.

i. The outcome of the appeal shall be communicated to the Registrar by the Student Progress Committee within three class days after the Student Progress Committee has made its final decision. The decision of the Student Progress Committee is final.

ii. If the Student Progress Committee decides that no academic misconduct has occurred, then the Registrar shall delete all relevant information relating to the case from the Student Academic Misconduct Database. Otherwise, the Registrar shall enter the decision of the Student Progress Committee into the

Student Academic Misconduct Database.

9. Suspension or expulsion at the university level of non-graduate students. In cases of particularly egregious academic misconduct, a student may be suspended or expelled for academic misconduct in accordance with the following procedure:

a) If the dean of the college of the student's primary major or the dean of the college where the academic misconduct occurred decides that suspension or expulsion is warranted, that dean shall recommend suspension or expulsion to the Academic Standards Committee. At the same time, the dean who recommends suspension or expulsion also shall notify the student of this action and inform the student of the hearing and response options described in Sections 9.b. and 9.c. of this policy.

b) The student has five class days after receiving the dean's notification to request a hearing from the Student Progress Committee (or Honor Commission or similar body) in the college of the dean who has recommended suspension or expulsion.

i. Such hearings shall be held in accordance with college policy.

ii. The Academic Standards Committee shall take no action on the case before a hearing is concluded.

iii. The Student Progress Committee (or Honor Commission or similar body) shall forward its decision and appropriate hearing information to the student, the dean who recommended suspension or expulsion, the dean of the college of the student's primary major, and the Academic Standards Committee.

c) The student has five class days after receiving notification to respond to the dean's recommendation and/or the hearing outcome in a written statement submitted to the Academic Standards Committee.

d) If the Academic Standards Committee decides that suspension or expulsion is warranted, the committee chair shall recommend suspension or expulsion to the Provost/VPAA. At the same time, the committee chair also shall notify the student of its decision and inform the student that

he/she has the right to respond to the recommendation, as described in Section 9.e. of this policy.

e) The student has five class days after receiving the Academic Standards Committee's notification to respond to the committee's recommendation in a written statement to the Provost/VPAA.

f) If the Provost/VPAA decides that suspension or expulsion is warranted, he/she shall impose suspension or expulsion. At the same time, the Provost/VPAA shall notify the student of his/her decision and the terms of the decision, and inform the student that he/she has the right to appeal the penalty, as described in Section 9.g. of this policy. At the same time, the Provost/VPAA also shall notify the Registrar and President of the university of the action and its terms.

g) The student may file a written appeal of this penalty with the President of the University within thirty calendar days of receiving the notice of the decision. The President's decision normally will be made within thirty calendar days after receiving the appeal. The President's decision on the matter is final.

h) The Office of the President shall notify the following parties of the results of the final decision on suspension or expulsion: the student, the chair/head of the student's primary major department, the dean who recommended suspension or expulsion, the dean of the college of the student's primary major, the Academic Standards Committee, the Provost/VPAA, and the Registrar.

10. Procedures for cases involving graduate students. Accusations involving academic misconduct of graduate students will follow the procedure described in Sections 4-7 above, with the following exceptions. Appeals of penalties imposed by instructional staff member must be filed in accordance with the policy described in the NDSU Graduate Bulletin. Also, the dean of the college of the student's primary major may recommend an additional penalty (including academic warning, academic probation, dismissal, suspension, or expulsion) to the Dean of the College of Graduate and Interdisciplinary Studies. If the student is enrolled in a graduate interdisciplinary program or is a non-degree student, the associate dean of the College of Graduate and Interdisciplinary Studies will review the case and make a recommendation to the dean of the College of Graduate and Interdisciplinary Studies. The imposition of penalties shall be in accordance with the policy described in the NDSU Graduate Bulletin.

a) The ~~D~~ean of the College of Graduate and Interdisciplinary Studies will provide the student with written notice of the following:

i. additional disciplinary action taken, if any;

ii. description of the graduate student appeal process, as outlined in the NDSU Graduate Bulletin;

iii. the date by which an appeal must be filed by the student, should the student choose to file an appeal.

b) If an appeal is filed, the Dean of the College of Graduate and Interdisciplinary Studies will notify the student of the result following the completion of the appeal process.

c) The following parties shall be notified if the student is dismissed, suspended or expelled: the student, the chair/head of the student's primary major department, the dean who recommended suspension or expulsion, the dean of the college of the student's primary major, ~~the Academic Standards Committee~~, the Provost/VPAA, and the Registrar.

11. Procedures for cases involving individuals who are not NDSU students. If a person who is not an NDSU student (according to the definition in Section 1 of this policy) is involved in academic misconduct, the instructional staff member shall send a written statement describing the academic misconduct to the Provost/VPAA, Vice President for Student Affairs, Registrar, and Director of Admission for appropriate action. Appropriate action may include, but is not limited to, holds being placed on admission or readmission to the university, and notification being sent to the individual's home institution.

12. Rescission of degrees. A degree previously awarded may be rescinded if it is determined that the graduate's actions taken to obtain the degree involved academic misconduct. The degree conferring college reserves the right to recommend to the Provost the rescission of any wrongfully obtained degree(s).

a) Written notice of the concerns and recommendation to rescind the graduate's degree(s) shall be sent via certified mail and email with return receipt to the graduate, with a hold placed on the student's record. The graduate will have 30 days after the notice was received to respond in writing or request a hearing with the conferring college's Student Progress Committee for undergraduate degree holder or the Graduate Council for graduate level

degree holders. A recommendation by the Committee or Council to the Provost whether to rescind the degree(s) shall be made within 30 days after a response is received or hearing is completed.

b) A decision by the Provost shall be made within 30 calendar days after receiving the recommendation. The graduate has 10 business days after receiving the Committee or Council recommendation to respond, in writing, to the Provost. Notice of the decision whether to rescind the degree(s) shall be sent to the respondent via certified mail with return receipt. The respondent may file an appeal of this decision with the President of the University within 30 calendar days of receiving the notice of the decision. The President's decision will normally be made within 30 calendar days after receiving the appeal.

c) The Office of Registration and Records will be notified of the results of the final decision on rescinding the degree(s).

**GUIDELINES FOR THE USE OF Instructional COMPUTING and Social Media TOOLS**

These guidelines are intended to provide assistance and direction to faculty members at NDSU for use of computing and social media resources as educational tools in all courses (online and traditional) at NDSU.

**A. INTRODUCTION.**

NDSU is guided by its Mission, Vision and Core Values, which provide the context through which NDSU makes decisions about its operations and activities. Within its Core Values, NDSU provides the following guidance about *Teaching and Learning*:

We provide a superior teaching and learning environment within and outside of the traditional classroom. We promote and value liberal, graduate and professional education in a collegial environment where divergent ideas can be shared. We foster an environment that promotes life-long learning with individually defined goals.

This Core Value inspires us to recognize technology's value in the educational process for two important reasons. First, computing technology has created many new tools that can be highly effective as pedagogical devices. Second, computing resources are now ubiquitous in our society, and NDSU needs to help train its students in cutting-edge computing technology in order to prepare them for their roles as employees, entrepreneurs and citizens.

Nevertheless, NDSU must be mindful of legal restraints, privacy concerns, and security issues which exist for computing resources, and particularly the internet and social media. As will be discussed in more detail below, the University must comply with: (i) the Family Educational Rights and Privacy Act ("FERPA") which protects a student's educational records, including classroom assignments/projects; and (ii) the Americans with Disability Act ("ADA") which requires NDSU to provide academic adjustments and auxiliary aids and services to otherwise qualified students with disabilities (*e.g.*, readers, interpreters, adaptive equipment for classroom use) if these are needed for equality of opportunity.

Moreover, even when FERPA and the ADA are not implicated in the use of a particular computing tool, NDSU must still be mindful of basic security and privacy concerns associated with our students' information.

It is important to NDSU faculty to provide an innovative, engaging atmosphere for instructional learning and still be mindful of NDSU policy and procedure and all applicable federal and state regulations when creating that environment. To encourage this, the following guidelines have been created and are intended to be flexible enough to foster development of new and exciting computing tools for instructional purposes.

#### **B. WHEN SELECTING YOUR COMPUTING TOOLS.**

The first determination to be made is whether to use a computing tool which is (1) provided by NDSU; (2) acquired by a faculty member specifically for a particular class; or (3) a publicly-available non-NDSU social media computing tool such as Facebook, Twitter, etc. This section will provide guidance regarding each of these options.

**1. NDSU PROVIDED COMPUTING OPTIONS:** NDSU, through its Information Technology Services, provides many tools to support the academic mission. The primary benefits of using NDSU-provided services are the ease of use, cost savings for the instructor, and protection of data. Primarily, these tools are found in Blackboard and present faculty with several instructional benefits including a secure interface for instruction and testing for the students and the faculty that helps support the prevention of cheating or plagiarizing; the ability to facilitate online discussions between students, and between students and the instructor(s); and a secure and safe environment for submitting work.

**2. CLASS-SPECIFIC ACQUIRED COMPUTING OPTIONS:** There may be circumstances when a faculty member opts to use a 3<sup>rd</sup>-party computing tool that is not provided by NDSU. Examples of this might be a facilitative, online interactive or a class specific web-based service, including test-taking/grading options. These services/tools may be used by NDSU faculty; however, 3<sup>rd</sup> party services

raise privacy and security concerns if they are transmitting and receiving student educational records or other protected data. As a result, the University, not the faculty member, will need to enter into an agreement with the 3<sup>rd</sup>-party provider. Faculty members can contact the Vice President for IT or his/her respective chairperson in order to discuss the process involved with acquiring the tool.

3. **PUBLICLY-AVAILABLE THIRD PARTY SOCIAL MEDIA TOOLS:** Some faculty may choose to utilize publicly available social media tools as pedagogical devices for their class (e.g., Facebook, Twitter, etc.). When using these tools, faculty members must be cognizant of privacy and security issues that can occur in this environment. Listed below are basic guidelines for social media usage:

- (a) When using social media tools, alert the students to their use as soon as possible so that the students can consider whether they want to participate in the class. This can be done through the faculty member's syllabus by specifying if and which social media tools will be used. Students also need to be informed if classroom material will be publicly available through a social media site.
- (b) If relevant and reasonable, provide the students with an alternative for participation in a way that does not include the social media participation if (1) the student requests such an alternative; or (2) it is necessary to comply with the Americans with Disability Act as determined by NDSU Disability Services.
- (c) If the students, are required by the site to create an account that requires a login and/or password, and the student does not want to use their real name, or the site could potentially provide information that will identify the student and the student's work to people outside of the classroom, provide a process that permits the students to create an alias or other mechanism (known by the faculty member) that prevents the student from being publicly recognizable.

- (d) Encourage students not to provide information that they would not want publicly known, including personal information, medical information, social security numbers, etc.
- (e) Beyond personal information, faculty and students must be polite and respectful in their discussions and online presence. An educational exercise/assignment using online social media must follow the same rules of decorum and respect that would occur in a face-to-face classroom.
- (f) Many privacy and security issues relate to the fact that these sites can publicly share information such as comments/discussions are available to the public and can be difficult to delete or remove from the site. If possible, when using a social media site for discussion, create a “private group” for the class. Most social media sites have privacy settings; inform the students what those settings are and where they are located. Be sure to explain to them what settings are expected to be used for the duration of the class.
- (g) It is highly recommended that faculty members don’t use their personal social media sites for teaching purposes. If the faculty member chooses to use his/her own social media site(s) as an online media tool for instruction, then he/she should treat the personal environment as an extension of his/her classroom.
- (h) Class discussions may be conducted via social media but, evaluative comments and grades must not be shared publicly or with other members of the class.
- (i) Social media Internet sites have the ability to share information quickly and worldwide, be sure to take precautions to protect all confidential, sensitive, copyright protected and proprietary information to which, you as an NDSU faculty member own or have access to and will be using for the class.

- (j) It is recommended to incorporate the Fair Use Guidelines for Online Learning for materials which you don't own or have formal written permission to use.
- (k) Ensure the terms of the Internet site or services you are using are appropriate for the work you are doing. For example, some services store data in foreign countries, some respond to government requests for data without notice to users, and some retain your data even after your account is closed.
- (l) Be mindful of NDSU policies and procedures when using computing tools to facilitate student learning within your course. The policies and procedures listed below can be found at [www.ndsu.edu/policy](http://www.ndsu.edu/policy).

<u>Number</u>	<u>Policy/Procedure Title</u>
100	Equal Opportunity and Non-Discrimination Policy
100.1	Non-Discrimination on the Basis of Disabilities and Reasonable Accommodation
151	Code of Conduct
158	Acceptable Use of Electronic Communications Devices
162	Sexual Harassment Policy
190	Intellectual Property
325	Academic Freedom
326	Academic Misconduct
331	Classroom Assignments, Class Lists, and Instructor Initiated Drop Policy
331.1	Course Syllabus
600	Family Educational Rights and Privacy Act – FERPA
601	Student Code of Behavior
606	Guidelines for Student Requests for Reasonable Accommodation
712	Contract Review
713	Records Retention
718	Public/Open Records

**NDSU Links and Resources**

Legal: [www.ndsu.edu/general\\_counsel/](http://www.ndsu.edu/general_counsel/)

Fair Use Guidelines: [www.ndsu.edu/its/fair\\_use\\_guidelines\\_for\\_educational\\_multimedia](http://www.ndsu.edu/its/fair_use_guidelines_for_educational_multimedia)

Copyright Guidelines: [www.ndsu.edu/its/copyright](http://www.ndsu.edu/its/copyright)

IT Security Guidelines: [www.ndsu.edu/its/security](http://www.ndsu.edu/its/security)

**Contact Information**

NDSU's general counsel office:

Phone:

Email:

Web site: [www.ndsu.edu/general\\_counsel](http://www.ndsu.edu/general_counsel)

NDSU's information technology security office:

Phone: 231-5870

Email: [ndsu.itso@ndsu.edu](mailto:ndsu.itso@ndsu.edu)

Web site: [www.ndsu.edu/its/security](http://www.ndsu.edu/its/security)

NDSU's Provost for Academic Affairs:

Phone:

Email:

Web site:

Date: February 27, 2013