

Student Activity Fee Proposal

December 26, 2019

In an era of exponential change in higher education, nothing has evolved more fundamentally or more rapidly than academic libraries. Students, faculty, and researchers expect information to be available in multiple formats, at any time, and in any place. Today's academic libraries actively engage students who prefer online access to journals, databases, and all manner of e-resources. They are now expected to include group study rooms, prototype laboratories, and informal work spaces, all with an expanding array of technology. Libraries at leading research universities have invested heavily in new learning spaces, innovative programs, and enhanced digital resources. At NDSU, an austere budget climate has left us falling further and further behind our peers in services, spaces, and collections. In order to meet the needs of our students, NDSU Libraries are asking for a Student Activity Fee increase as of FY21. As the Libraries play a critical role in student success, additional funding will help ensure that we are able to continue to provide excellent service and resources in support of teaching, learning, and research.

I. A clear explanation of the proposed increase

The Libraries are proposing two options for increasing the student fee:

1. **Increase the fee by \$2.50 per credit.** This option would generate approximately \$710,000 per year for the Libraries if student enrollment remains at the Fall 2019 level.
2. **Increase the fee by \$1.50 per credit.** This option would generate approximately \$426,000 per year for the Libraries if student enrollment remains at the Fall 2019 level.

Future potential for higher student impact because of a fee increase

Over the next three to five years, the Libraries would use the fee increase to fund the following (percentages indicate how much of the fee increase would be allocated for each item):

- **Stabilize the materials budget to ensure students have continuous access to necessary resources from year to year (50%).** Due to ongoing budget constraints, over the past several years the Libraries have had to cancel database and journal subscriptions and limit the purchase of new materials. The proposed fee increase would allow the Libraries to continue to subscribe to journal databases and purchase new resources that are requested by students and directly support student learning, such as

streaming video, e-books, journals, and other media. The ability to acquire such resources, particularly those with multi-user access, would help ease the burden of course-related costs for many students.

- **Refresh the public spaces in the Main Library and downtown branch libraries (15%).** Funds would be used to improve public spaces, including increasing the number of electrical outlets in the Main Library (as requested by Student Government), and refreshing furniture, providing students with a more functional, flexible, and comfortable learning environment.
- **Additional funding to increase student assistant, graduate assistant, and intern positions and wages for current student employees (20%).** Working for the Libraries gives students the flexibility of an on-campus job that works with their class schedule while they acquire important skills for the workplace.
- **Expand the Digital Fabrication Lab and Virtual Reality Labs (7.5%).** Located on the first floor of the Main Library, the Digital Fabrication Lab and Virtual Reality Labs are open to all students to create, prototype, and make personal and academic projects. The Libraries plan to expand the Digital Fabrication Lab to make more space for equipment and collaboration, and create additional Virtual Reality Labs on the second floor of the Main Library for student use.
- **Create a Digital Scholarship Lab (7.5%).** The Libraries has launched a new Digital Scholarship Initiative, with the goal of creating a network of services to support researchers in all phases of the digital scholarship lifecycle.¹ One of these new services will be the Digital Scholarship Lab. The Digital Scholarship Lab is envisioned as a multidisciplinary, flexible lab/instruction space with staffing, hardware, and software to support all aspects of digital scholarship.² This includes spatial and numeric data visualization, text mining, online exhibits, projects, publishing, and virtual and augmented reality technology. To be located on the second floor of the Main Library and available to all students and instructors, it will be a shared venue to support teaching and learning.

General explanation of how your department contributes to student life on campus

The NDSU Libraries' mission is to energize and advance research, teaching, and learning in an evolving information environment. Our vision is to grow a vibrant learning and research ecosystem by connecting the local and global communities.

The Libraries serve all students, offering spaces to facilitate learning, studying, and socializing. The Main Library in particular offers extended hours into the evening and on weekends, one of the few buildings open to all students on campus that does so. Our subject librarians are dedicated to helping students succeed, offering individual research assistance, tutorials, and classroom instruction sessions. Our Digital Fabrication Lab and Virtual Reality Labs allow

¹ *Digital Scholarship*, NDSU Libraries, library.ndsu.edu/digital-scholarship

² Digital scholarship is the use of digital evidence, methods of inquiry, research, publication and preservation to achieve scholarly and research goals. *New-Model Scholarly Communication: Road Map for Change*. Scholarly Communication Institute 9, University of Virginia Library, July 13-15, 2011. uvasci.org/institutes-2003-2011/SCI-9-Road-Map-for-Change.pdf

students to learn and use cutting edge technology for their assignments and projects. We provide meaningful student employment and internship opportunities that intentionally maximize individual student growth, development, retention, engagement, and learning. From the incoming freshman to the seasoned graduate student, the Libraries have something for everyone.

Percentage of total budget that is provided by the student fee

In FY19, the percentage of the Libraries' total budget provided by the student fee is 16.5%, up from 14.1% in FY15:

- FY19: 16.5%
- FY18: 17.1%
- FY17: 17.5%
- FY16: 14.6%
- FY15: 14.1%

The Libraries' 5-year budget history by funding source is shown in Figure 1 below.

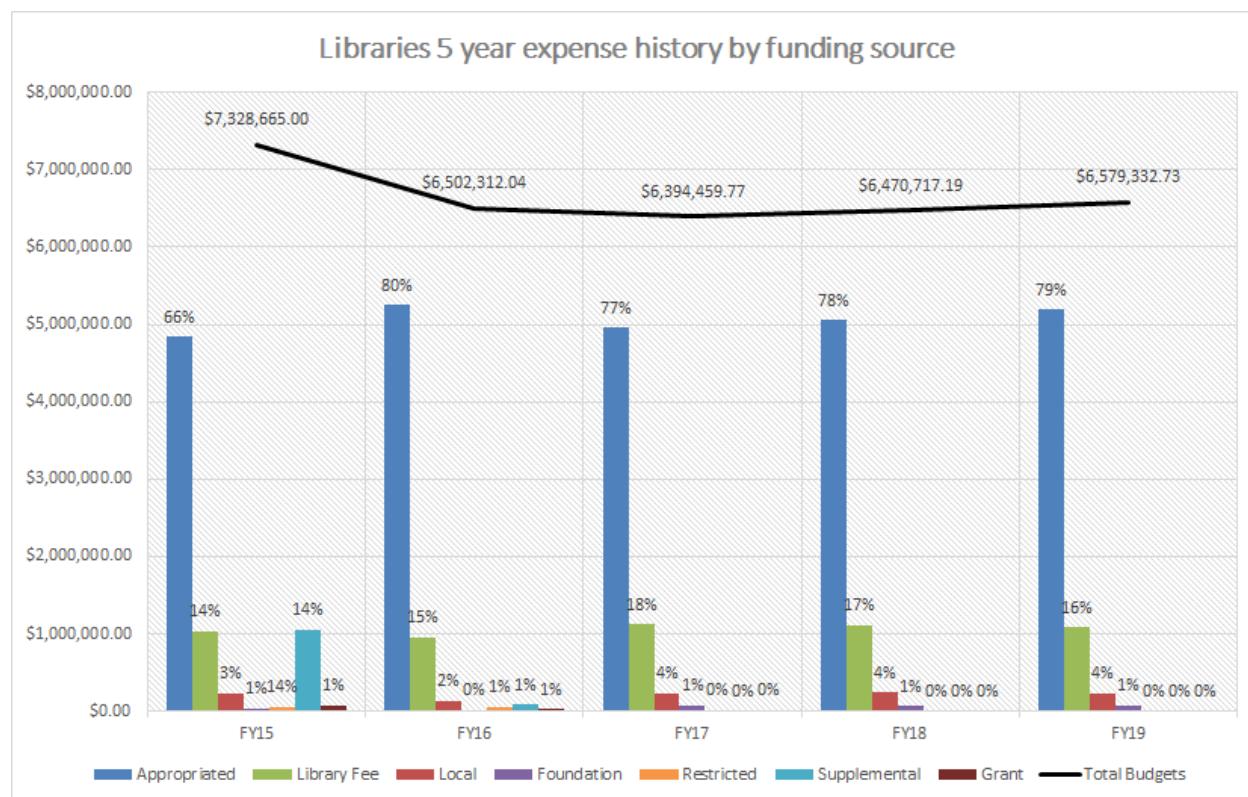
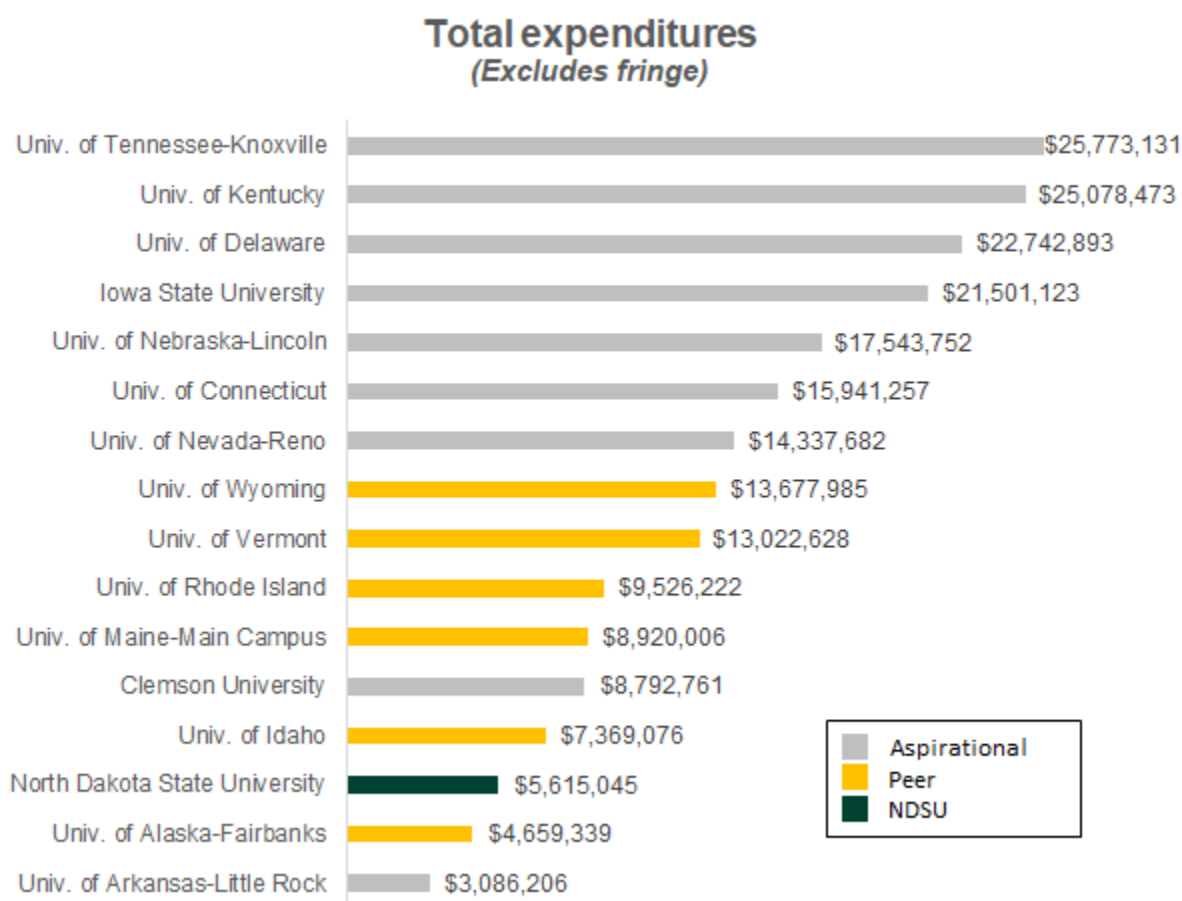


Figure 1: Libraries' 5-year budget history by funding source.

II. A summary pertaining to the reason why the increase is being brought before SFAB, such as:

Current deficiencies in events, activities, and services

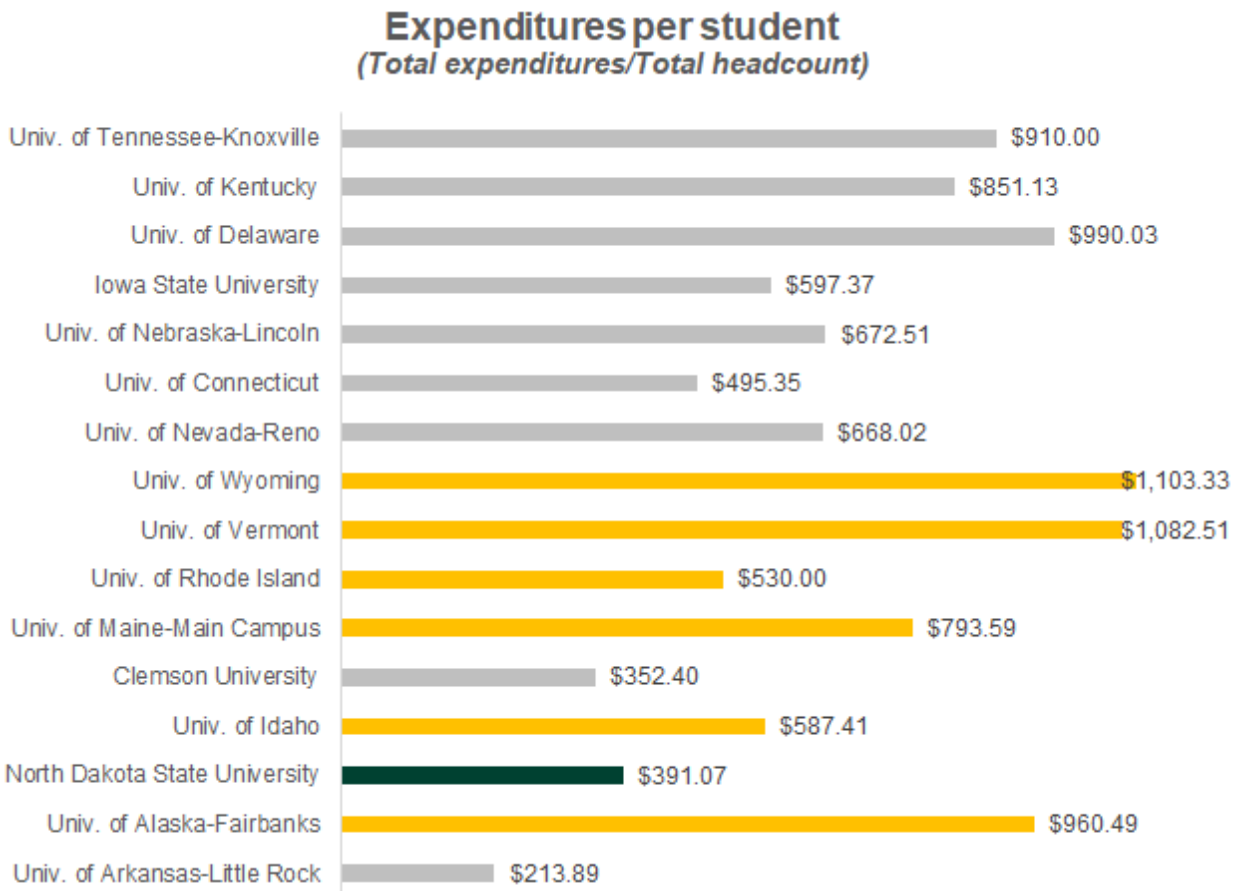
NDSU Libraries are seeking an increase in funding from student fees in part to keep pace with what our peer and aspirational institutions³ are providing for their users. As shown in Figures 2 and 3 below, we are close to the bottom in both our budgetary allocations and the amount we are able to spend on each student. The lack of funding limits the resources and services that students expect and want from us.



Source: 2018 Association of College & Research Libraries Trends and Statistics Survey

Figure 2: Total library expenditures for peer and aspirational land-grant universities and NDSU.

³ Per the Integrated Postsecondary Education Data System (IPEDS):
www.ndsu.edu/oira/ndsu_peer_institutions/



Source: 2018 Association of College & Research Libraries Trends and Statistics Survey

Figure 3: Total library expenditures per student for peer and aspirational land-grant universities and NDSU.

Currently, the majority of our annual budget, including funding received from the student fee, goes towards resources our students and researchers use (see Figure 4). Electronic resources are essential to research, teaching, and learning at NDSU. Unfortunately, they are expensive and subject to annual price increases that are well in excess of inflation. As a result, over the past several years, the Libraries has started each fiscal year with a projected six-figure deficit to our materials budget; at the start of FY20, our projected deficit was \$250,000. To keep up with the costs of making and keeping our current resources available, we have had to:

- Make annual cuts to the electronic resources we provide as their costs continue to rise,
- Put off public space refreshes (our most recent carpet and furniture refresh was from one-time money provided outside of our regular budget),
- Be very selective in how we add or expand services, and
- Fall behind other departments in the compensation we are able to offer for student assistants, graduate assistants, and interns.

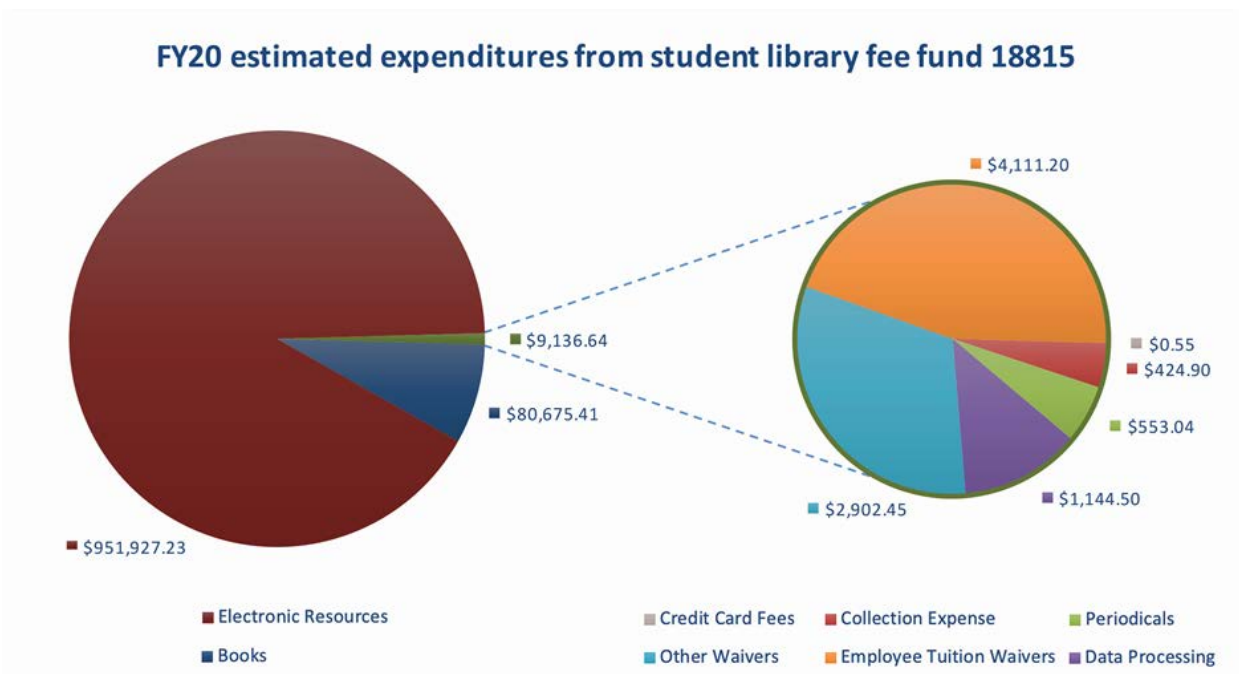


Figure 4: FY20 estimated expenditures from the student library fee.

Department-specific challenges that require additional funding

Perhaps the biggest challenge the Libraries face is the ever-rising costs of journals and databases. With the current fiscal environment, we simply cannot keep up and are forced to make cuts to these resources every year. This means we are providing fewer resources for students and campus research. It also means that we are not able to purchase new resources that support student learning, such as streaming video, e-books, and other media.

Trends in higher education focus on undergraduate research, evidence-based learning, flipped classrooms, and online learning. These trends require libraries to work more collaboratively with faculty and other partners in supporting the student learning experience, and require information to be available to students and faculty in multiple formats, at any time, and in any place. The fact that the Libraries currently cannot afford to provide all of the necessary resources to support teaching and learning has a significant negative impact on students. The Libraries strive to be the asset that our students want, need, and deserve. Without additional financial support, we will continue to fall further behind our peers, locally and nationally.

III. A clear history of departmental fee increase that have previously been approved by SFAB

Time since last fee increase

The Libraries' student fee was last increased in FY18 to \$3.60 per credit. The Libraries' fee increase history since FY10 is shown in Figure 5.

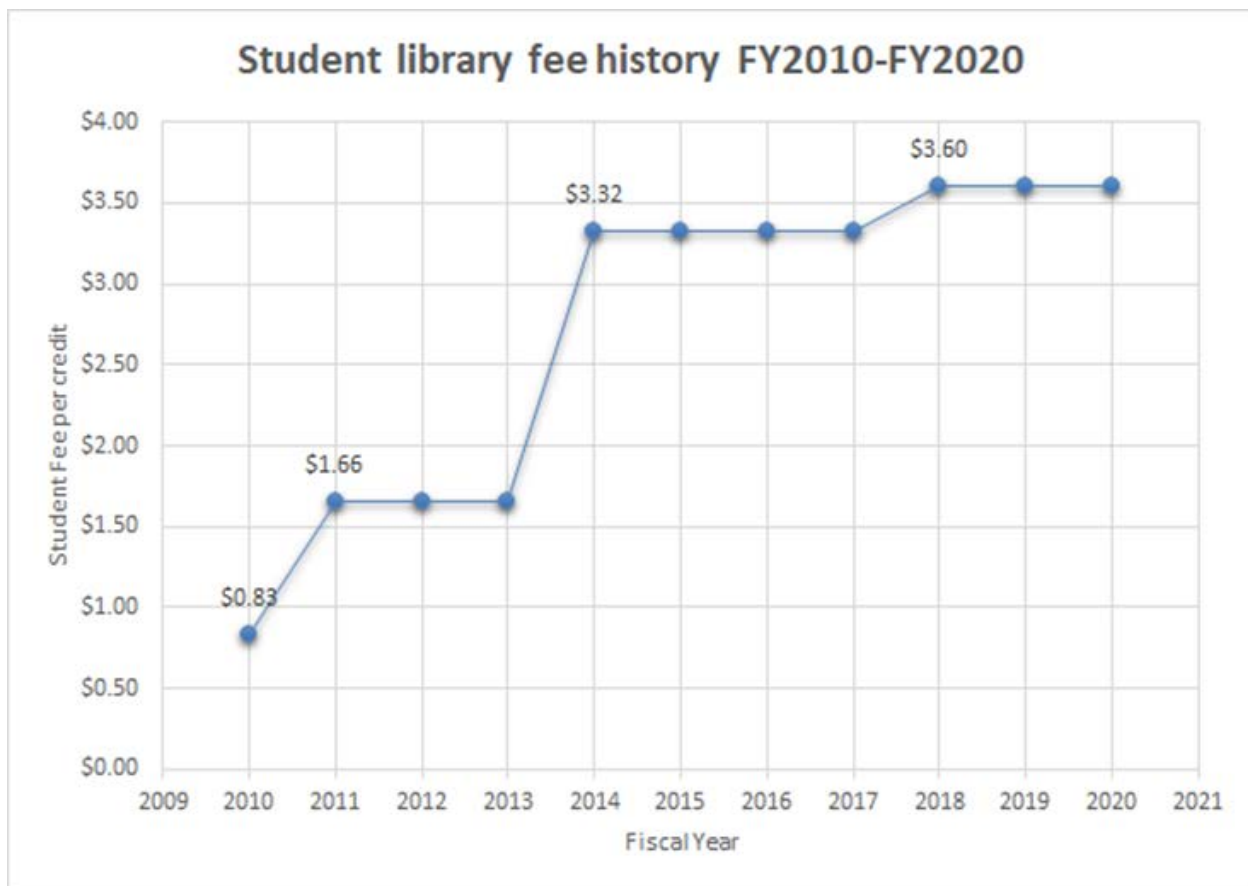


Figure 5: Student library fee history FY10-FY20.

IV. A detailed balance sheet of the previous three years of financial spending within the department. Examples of items to include:

- **Standard Operation Expenses**
- **Year-end balances, including reserves**

See Appendix I: Balance sheets for FY17-FY19.

V. A total of three projected balance sheets (for future years) and how the fee increase will affect your budgets:

See Appendix II: Projected balance sheets.

How this potential increase will increase student benefits

With additional funding, the Libraries would be able to stabilize our materials budget to ensure students have continuous access to necessary resources from year to year. We would also use the additional funding to provide films and other audio-visual resources through streaming media as demand for newer forms of content delivery continues to grow. Acquiring such

resources, particularly those with multi-user access, would help ease the burden of course-related costs for many students.

The Libraries would continue transforming our spaces to inspire learning, creativity, and innovation. Ongoing funding for facilities, furniture, materials, and equipment will allow NDSU Libraries to create multi-year plans to ensure that all of our campus libraries continuously advance and evolve to meet the needs of our current and future students.

In our Main Library, the funding will help us transform the building. We will increase the number of electrical outlets throughout the second floor to provide ready access to power for personal devices. The Digital Fabrication Lab and Virtual Reality Labs will be expanded and updated to continue to meet the needs of our students. We will establish a Digital Scholarship Lab on the second floor that will allow NDSU students, faculty, and staff to access, integrate, and share current and future research across all disciplines with staffing, hardware, and software to support all aspects of digital scholarship.

Finally, the Libraries will use the additional funding to increase our hourly wage for current student employees, and add more student assistant, graduate assistant, and intern positions, which provide students with on-campus employment opportunities to gain practical work experience.

How this fee increase will help to sustain your department

The additional funding will help ensure that we have the funds needed for electronic resources without having to start each fiscal year with a proposed deficit. The rate of inflation for scholarly journals seldom dips below 4% annually. Although subject librarians regularly receive requests for new titles from faculty and graduate students, lack of funds for new titles has made innovative new purchases impossible without cancelling titles on which other researchers depend. These growing costs also mean that we must spend many hours annually reviewing our resources and cutting online subscriptions to cover the rapidly escalating costs of scholarly journals. Additional funding will help ensure that we can continue to meet the research needs of our users.

As the Libraries are open year-round to all students, our furniture and equipment are constantly and heavily used. The additional funding will allow us to ensure that all campus libraries regularly update furniture and equipment as it wears out and/or becomes obsolete.

The Libraries relies on student assistants for a variety of tasks, including staffing service points on evenings and weekends. Additional funding will allow us to increase salaries for these essential employees to a level that is comparable to other departments and create additional student assistant, graduate assistant, and intern positions to support the Libraries' day-to-day operations.

How your department would be impacted if no increase is given

If NDSU Libraries were to receive no increase, the most significant impact would be to our collections of electronic resources and databases. Without an increase, NDSU Libraries will need to continue cutting essential resources as their costs continue to rise and the demand from departments for particular resources grows. This has a direct impact on student learning, as many of the Libraries' resources are used in coursework. In addition, many of our proposals will have to be delayed, perhaps indefinitely, including public space refreshes and offering competitive salaries to student assistants. We would also need to suspend the expansion of the Digital Fabrication Lab and the creation of Digital Scholarship Lab while we pursue other funding sources, which would stifle momentum and innovation at the NDSU Libraries.

A robust, innovative, and well-funded library is essential to the success of a student-focused research university. Ultimately, a lack of additional funding for the Libraries will impact North Dakota State University's ability to remain competitive with other universities for students, faculty, and research grants.

**Appendix I: Balance sheets
for FY17-FY19**

**NDSU Libraries - Balance Sheet
FY17**

	Appropriated 30500 2080 Library Administration	30502 2080 Library Materials	Fee 18815 2080 Library Fee	Local All 2080 All	Foundation All 2080 All	Restricted All 2080 All	Grant All 2080 All	Total
Carryover balance from prior year:	-	-	104,540.55	104,350.47	39.74	2,388.67	6,011.30	217,330.73
Total Revenue:	-	-	1,037,383.80	196,965.31	76,919.00	7,778.70	3,159.53	1,322,206.34
Salary/Fringe Expenses:								
Salaries-Regular - Benefitted	1,645,156.47	-	-	35,769.12	-	-	-	1,680,925.59
Salaries - Other	25,008.17	-	-	23,645.30	2,569.90	-	-	51,223.37
Overtime	734.75	-	-	2,411.84	-	-	-	3,146.59
Salaries - Faculty	-	-	-	-	-	-	-	-
Fringe Benefits	808,860.28	-	4,685.35	22,194.46	4.59	-	-	835,744.68
Salaries - Graduate Assistants	-	-	-	7,294.76	-	-	-	7,294.76
Other Taxable Compensation	-	-	-	-	-	-	-	-
Total Salary/Fringe Expenses:	2,479,759.67	-	4,685.35	91,315.48	2,574.49	-	-	2,578,334.99
Operating Expenses:								
Travel	27,305.80	-	-	21,858.72	-	627.75	149.20	49,941.47
Travel International	-	-	-	-	-	-	-	-
Supplies - IT Software	2,750.08	-	-	230.79	-	-	27.41	3,008.28
Supply/Material - Professional	128,850.06	1,965,937.95	1,085,180.06	12,461.72	42,962.94	1,110.10	5,218.57	3,241,721.40
Food and Clothing	2,059.74	-	-	182.49	-	-	-	2,242.23
Bldg, Grounds, Vehicle Supply	-	-	-	-	-	-	-	-
Miscellaneous Supplies	3,907.63	-	-	4,310.81	-	-	47.29	8,265.73
Office Supplies	2,633.84	-	-	894.16	-	-	-	3,528.00
Postage	4,692.58	-	-	9,143.01	-	765.31	7.08	14,607.98
Printing	12,209.00	-	-	10,387.29	-	6,801.60	2,500.57	31,898.46
IT Equipment under \$5,000	18,439.76	-	-	1,249.00	-	-	353.97	20,042.73
Other Equipment under \$5,000	13,104.97	-	-	10,391.35	30,936.82	-	654.00	55,087.14
Utilities	-	-	-	-	-	-	-	-
Insurance	-	-	-	56.96	5.17	-	-	62.13
Rentals/Leases - Equipment&Other	-	-	-	-	-	-	-	-
Rentals/Leases - Bldg/Land	50.00	-	-	620.00	-	-	-	670.00
Repairs	8,366.95	-	-	215.18	-	-	-	8,582.13
IT - Communications	15,960.43	-	-	903.86	-	-	-	16,864.29
Professional Development	11,845.98	-	-	643.00	-	-	-	12,488.98
Operating Fees and Services	20,814.10	212,463.05	28,799.31	5,382.20	479.32	-	-	267,937.98
Participant Support	-	-	-	-	-	-	-	-
Professional Fees and Services	5,509.84	-	-	35,176.20	-	-	200.00	40,886.04
Subcontracts & Subrecipients	-	-	-	-	-	-	-	-
Medical, Dental & Optical	-	-	-	-	-	-	-	-
Miscellaneous Expenses	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-
Cost of Goods Sold	-	-	-	19,080.33	-	-	-	19,080.33
Waivers/Scholarships/Fellowships	-	-	3,331.24	-	-	-	-	3,331.24
Equipment Over \$5000	3,276.24	-	-	-	-	-	-	3,276.24
IT Equipment Over \$5000	12,502.00	-	-	-	-	-	-	12,502.00
Transfers Out	-	-	-	100.00	-	-	-	100.00
Total Operating Expenses:	294,279.00	2,178,401.00	1,117,310.61	133,287.07	74,384.25	9,304.76	9,158.09	3,816,124.78
Total Expenses:	2,774,038.67	2,178,401.00	1,121,995.96	224,602.55	76,958.74	9,304.76	9,158.09	6,394,459.77
Total Revenue:	-	-	1,037,383.80	196,965.31	76,919.00	7,778.70	3,159.53	1,322,206.34
Total Expenses:	2,774,038.67	2,178,401.00	1,121,995.96	224,602.55	76,958.74	9,304.76	9,158.09	6,394,459.77
Balance to carryover to next fiscal year:	-	-	19,928.39	76,713.23	-	862.61	12.74	97,516.97

NDSU Libraries - Balance Sheet

FY18

	Appropriated 30500 2080 Library Administration	30502 2080 Library Materials	Fee 18815 2080 Library Fee	Local All 2080 All	Foundation All 2080 All	Restricted All 2080 All	Grant All 2080 All	Total
Carryover balance from prior year:	-	-	19,928.39	76,713.23	-	862.61	12.74	97,516.97
Total Revenue:	-	-	1,114,740.41	249,016.96	65,830.36	18.00	684.47	1,430,290.20
Salary/Fringe Expenses:								
Salaries-Regular - Benefitted	1,689,622.26	-	-	39,996.89	-	-	-	1,729,619.15
Salaries - Other	31,571.14	-	-	27,261.79	5,911.65	-	-	64,744.58
Overtime	1,343.66	-	-	2,573.79	1.29	-	-	3,918.74
Salaries - Faculty	791.67	-	-	-	-	-	-	791.67
Fringe Benefits	856,783.96	-	4,667.24	24,497.59	222.26	-	-	886,171.05
Salaries - Graduate Assistants	-	-	-	6,470.97	1,665.00	50.00	-	8,185.97
Other Taxable Compensation	3,000.00	-	-	-	-	-	-	3,000.00
Total Salary/Fringe Expenses:	2,583,112.69	-	4,667.24	100,801.03	7,800.20	50.00	-	2,696,431.16
Operating Expenses:								
Travel	40,154.74	-	-	65,482.71	-	-	-	105,637.45
Travel International	-	-	-	3,933.17	-	-	-	3,933.17
Supplies - IT Software	2,925.71	-	-	498.00	-	-	-	3,423.71
Supply/Material - Professional	16,399.52	2,140,403.00	1,088,147.08	18,318.08	29,130.98	47.85	697.21	3,293,143.72
Food and Clothing	3,903.61	-	-	3,379.75	-	-	-	7,283.36
Bldg, Grounds, Vehicle Supply	-	-	-	-	-	-	-	-
Miscellaneous Supplies	6,809.53	-	-	4,351.36	545.08	-	-	11,705.97
Office Supplies	3,066.26	-	-	438.41	-	-	-	3,504.67
Postage	3,929.58	-	-	10,750.82	-	1.87	-	14,682.27
Printing	15,367.97	-	-	7,421.52	-	43.27	-	22,832.76
IT Equipment under \$5,000	13,985.98	-	-	-	-	-	-	13,985.98
Other Equipment under \$5,000	4,241.04	-	-	-	3,316.00	-	-	7,557.04
Utilities	-	-	-	-	-	-	-	-
Insurance	-	-	-	49.97	9.10	-	-	59.07
Rentals/Leases - Equipment&Other	-	-	-	-	-	-	-	-
Rentals/Leases - Bldg/Land	54.84	-	-	1,840.00	-	-	-	1,894.84
Repairs	4,315.47	-	-	2,005.72	-	-	-	6,321.19
IT - Communications	18,125.13	-	-	643.49	-	-	-	18,768.62
Professional Development	11,935.03	-	-	80.00	-	-	-	12,015.03
Operating Fees and Services	132,599.41	37,998.00	12,423.23	3,898.37	-	-	-	186,919.01
Participant Support	-	-	-	-	-	-	-	-
Professional Fees and Services	13,225.14	-	-	3,360.98	194.00	156.73	-	16,936.85
Subcontracts & Subrecipients	-	-	-	-	-	-	-	-
Medical, Dental & Optical	-	-	-	-	-	-	-	-
Miscellaneous Expenses	-	-	-	-	-	-	-	-
Interest Expense	-	-	-	-	-	-	-	-
Cost of Goods Sold	-	-	-	15,611.26	-	-	-	15,611.26
Waivers/Scholarships/Fellowships	-	-	3,235.06	-	-	-	-	3,235.06
Equipment Over \$5000	-	-	-	-	-	-	-	-
IT Equipment Over \$5000	-	-	-	-	24,835.00	-	-	24,835.00
Transfers Out	-	-	-	-	-	-	-	-
Total Operating Expenses:	291,038.96	2,178,401.00	1,103,805.37	142,063.61	58,030.16	249.72	697.21	3,774,286.03
Total Expenses:	2,874,151.65	2,178,401.00	1,108,472.61	242,864.64	65,830.36	299.72	697.21	6,470,717.19
Total Revenue:	-	-	1,114,740.41	249,016.96	65,830.36	18.00	684.47	1,430,290.20
Total Expenses:	2,874,151.65	2,178,401.00	1,108,472.61	242,864.64	65,830.36	299.72	697.21	6,470,717.19
Balance to carryover to next fiscal year:	-	-	26,196.19	82,865.55	-	580.89	-	109,642.63

NDSU Libraries - Balance Sheet
FY19

	Appropriated 30500 2080 Library Administration	30502 2080 Library Materials	Fee 18815 2080 Library Fee	Local All 2080 All	Foundation All 2080 All	Restricted All 2080 All	Grant All 2080 All	Total
Carryover balance from prior year:	-	-	26,196.19	82,865.55	-	580.89	-	109,642.63
Total Revenue:	-	-	1,078,444.46	220,070.40	70,429.46	1.50	59,453.24	1,428,399.06
Salary/Fringe Expenses:								
Salaries-Regular - Benefitted	1,691,741.13	-	-	42,888.96	1,698.33	-	-	1,736,328.42
Salaries - Other	45,113.85	-	-	20,160.11	7,691.36	-	2,315.70	75,281.02
Overtime	234.94	-	-	3,417.71	-	-	-	3,652.65
Salaries - Faculty	94,999.92	-	-	-	1,250.00	-	-	96,249.92
Fringe Benefits	880,458.92	-	4,111.20	25,200.48	667.80	-	23.96	910,462.36
Salaries - Graduate Assistants	-	-	-	-	-	-	-	-
Other Taxable Compensation	8,000.00	-	-	-	400.00	-	-	8,400.00
Total Salary/Fringe Expenses:	2,720,548.76	-	4,111.20	91,667.26	11,707.49	-	2,339.66	2,830,374.37
Operating Expenses:								
Travel	25,024.23	-	-	67,199.73	-	-	-	92,223.96
Travel International	-	-	-	5,401.33	-	-	-	5,401.33
Supplies - IT Software	4,463.96	-	-	537.00	327.37	-	-	5,328.33
Supply/Material - Professional	22,436.31	2,141,493.00	1,075,372.27	5,321.91	29,092.79	537.62	-	3,274,253.90
Food and Clothing	967.93	-	-	2,341.49	456.32	-	-	3,765.74
Bldg, Grounds, Vehicle Supply	-	-	-	-	683.94	-	-	683.94
Miscellaneous Supplies	9,309.76	-	-	10,940.89	-	-	-	20,250.65
Office Supplies	2,508.49	-	-	196.31	-	-	-	2,704.80
Postage	3,327.97	-	-	10,453.70	-	-	-	13,781.67
Printing	13,022.59	-	-	11,599.55	-	-	-	24,622.14
IT Equipment under \$5,000	4,637.20	-	-	902.19	15,779.96	-	-	21,319.35
Other Equipment under \$5,000	3,569.49	-	-	128.00	2,964.74	-	-	6,662.23
Utilities	-	-	-	-	-	-	-	-
Insurance	-	-	-	48.92	1.64	-	3.93	54.49
Rentals/Leases - Equipment&Other	-	-	-	-	-	-	-	-
Rentals/Leases - Bldg/Land	-	-	-	950.00	-	-	-	950.00
Repairs	9,212.34	-	-	3,511.68	-	-	494.88	13,218.90
IT - Communications	19,025.45	-	-	852.39	-	-	-	19,877.84
Professional Development	6,281.71	-	-	275.00	-	-	-	6,556.71
Operating Fees and Services	155,650.15	36,908.00	1,515.45	2,292.86	6,000.00	-	-	202,366.46
Participant Support	-	-	-	-	-	-	-	-
Professional Fees and Services	9,672.00	-	-	3,140.23	3,200.00	-	800.70	16,812.93
Subcontracts & Subrecipients	-	-	-	-	-	-	-	-
Medical, Dental & Optical	-	-	-	-	-	-	-	-
Miscellaneous Expenses	-	-	-	-	215.21	-	-	215.21
Interest Expense	-	-	-	-	-	-	-	-
Cost of Goods Sold	-	-	-	15,005.33	-	-	-	15,005.33
Waivers/Scholarships/Fellowships	-	-	2,902.45	-	-	-	-	2,902.45
Equipment Over \$5000	-	-	-	-	-	-	-	-
IT Equipment Over \$5000	-	-	-	-	-	-	-	-
Transfers Out	-	-	-	-	-	-	-	-
Total Operating Expenses:	289,109.58	2,178,401.00	1,079,790.17	141,098.51	58,721.97	537.62	1,299.51	3,748,958.36
Total Expenses:	3,009,658.34	2,178,401.00	1,083,901.37	232,765.77	70,429.46	537.62	3,639.17	6,579,332.73
Total Revenue:	-	-	1,078,444.46	220,070.40	70,429.46	1.50	59,453.24	1,428,399.06
Total Expenses:	3,009,658.34	2,178,401.00	1,083,901.37	232,765.77	70,429.46	537.62	3,639.17	6,579,332.73
Balance to carryover to next fiscal year:	-	-	20,739.28	70,170.18	-	44.77	55,814.07	146,768.30

**Appendix II: Projected
balance sheets**

**NDSU Libraries - Balance Sheet
Projected FY20**

	Appropriated		Fee	
	30500	30502	18815	
	2080	2080	2080	
	Library	Library		
	Administration	Materials	Library Fee	Total
Carryover balance from prior year:	-	-	20,739.28	20,739.28
Estimated Revenue:	-	-	1,021,975.00	1,021,975.00
Salary/Fringe Expenses:				
Salaries-Regular - Benefitted	1,677,350.00	-	-	1,677,350.00
Salaries - Other	47,500.00	-	-	47,500.00
Overtime	400.00	-	-	400.00
Salaries - Faculty	96,900.00	-	-	96,900.00
Fringe Benefits	890,000.00	-	4,111.20	894,111.20
Salaries - Graduate Assistants	-	-	-	-
Other Taxable Compensation	-	-	-	-
Total Salary/Fringe Expenses:	2,712,150.00	-	4,111.20	2,716,261.20
Operating Expenses:				
Travel	11,000.00	-	-	11,000.00
Travel International	-	-	-	-
Supplies - IT Software	5,500.00	-	-	5,500.00
Supply/Material - Professional	4,700.00	2,366,996.00	1,033,155.68	3,404,851.68
Food and Clothing	1,700.00	-	-	1,700.00
Bldg, Grounds, Vehicle Supply	-	-	-	-
Miscellaneous Supplies	30,671.00	-	-	30,671.00
Office Supplies	2,500.00	-	-	2,500.00
Postage	3,300.00	-	-	3,300.00
Printing	14,800.00	-	-	14,800.00
IT Equipment under \$5,000	12,000.00	-	-	12,000.00
Other Equipment under \$5,000	3,600.00	-	-	3,600.00
Utilities	-	-	-	-
Insurance	-	-	-	-
Rentals/Leases - Equipment&Other	-	-	-	-
Rentals/Leases - Bldg/Land	-	-	-	-
Repairs	4,600.00	-	-	4,600.00
IT - Communications	19,000.00	-	1,144.50	20,144.50
Professional Development	1,500.00	-	-	1,500.00
Operating Fees and Services	131,000.00	37,000.00	425.45	168,425.45
Participant Support	-	-	-	-
Professional Fees and Services	25,900.00	-	-	25,900.00
Subcontracts & Subrecipients	-	-	-	-
Medical, Dental & Optical	-	-	-	-
Miscellaneous Expenses	-	-	-	-
Interest Expense	-	-	-	-
Cost of Goods Sold	-	-	-	-
Waivers/Scholarships/Fellowships	-	-	2,902.45	2,902.45
Equipment Over \$5000	-	-	-	-
IT Equipment Over \$5000	-	-	-	-
Transfers Out	-	-	-	-
Total Operating Expenses:	271,771.00	2,403,996.00	1,037,628.08	3,713,395.08
Total Expenses:	2,983,921.00	2,403,996.00	1,041,739.28	6,429,656.28
Total Estimated Revenue:	-	-	1,021,975.00	1,021,975.00
Total Estimated Expenses:	2,983,921.00	2,403,996.00	1,041,739.28	6,429,656.28
Balance to carryover to next fiscal year:	-	-	975.00	975.00

NDSU Libraries - Balance Sheet
Projected FY21

	Appropriated		Fee	
	30500	30502	18815	
	2080	2080	2080	
	Library	Library		
	Administration	Materials	Library Fee	Total
Carryover balance from prior year:	-	-	975.00	975.00
Estimated Revenue:	-	-	1,731,680.00	1,731,680.00
Salary/Fringe Expenses:				
Salaries-Regular - Benefitted	1,710,897.00	-	-	1,710,897.00
Salaries - Other	47,500.00	-	65,600.00	113,100.00
Overtime	400.00	-	-	400.00
Salaries - Faculty	98,838.00	-	-	98,838.00
Fringe Benefits	907,800.00	-	15,711.20	923,511.20
Salaries - Graduate Assistants	-	-	69,000.00	69,000.00
Other Taxable Compensation	-	-	-	-
Total Salary/Fringe Expenses:	2,765,435.00	-	150,311.20	2,915,746.20
Operating Expenses:				
Travel	11,000.00	-	-	11,000.00
Travel International	-	-	-	-
Supplies - IT Software	5,500.00	-	-	5,500.00
Supply/Material - Professional	4,700.00	2,141,401.00	1,350,000.00	3,496,101.00
Food and Clothing	1,700.00	-	-	1,700.00
Bldg, Grounds, Vehicle Supply	-	-	-	-
Miscellaneous Supplies	30,671.00	-	-	30,671.00
Office Supplies	2,500.00	-	-	2,500.00
Postage	3,300.00	-	-	3,300.00
Printing	14,800.00	-	-	14,800.00
IT Equipment under \$5,000	12,000.00	-	10,000.00	22,000.00
Other Equipment under \$5,000	3,600.00	-	113,800.00	117,400.00
Utilities	-	-	-	-
Insurance	-	-	-	-
Rentals/Leases - Equipment&Other	-	-	-	-
Rentals/Leases - Bldg/Land	-	-	-	-
Repairs	4,600.00	-	80,000.00	84,600.00
IT - Communications	19,000.00	-	1,150.00	20,150.00
Professional Development	1,500.00	-	-	1,500.00
Operating Fees and Services	131,000.00	37,000.00	500.00	168,500.00
Participant Support	-	-	-	-
Professional Fees and Services	25,900.00	-	-	25,900.00
Subcontracts & Subrecipients	-	-	-	-
Medical, Dental & Optical	-	-	-	-
Miscellaneous Expenses	-	-	-	-
Interest Expense	-	-	-	-
Cost of Goods Sold	-	-	-	-
Waivers/Scholarships/Fellowships	-	-	3,000.00	3,000.00
Equipment Over \$5000	-	-	-	-
IT Equipment Over \$5000	-	-	-	-
Transfers Out	-	-	-	-
Total Operating Expenses:	271,771.00	2,178,401.00	1,558,450.00	4,008,622.00
Total Expenses:	3,037,206.00	2,178,401.00	1,708,761.20	6,924,368.20
Total Estimated Revenue:	-	-	1,731,680.00	1,731,680.00
Total Estimated Expenses:	3,037,206.00	2,178,401.00	1,708,761.20	6,924,368.20
Balance to carryover to next fiscal year:	-	-	23,893.80	23,893.80

NDSU Libraries - Balance Sheet
Projected FY22

	Appropriated		Fee	
	30500	30502	18815	
	2080	2080	2080	
	Library	Library		
	Administration	Materials	Library Fee	Total
Carryover balance from prior year:	-	-	23,893.80	23,893.80
Estimated Revenue:	-	-	1,731,680.00	1,731,680.00
Salary/Fringe Expenses:				
Salaries-Regular - Benefitted	1,745,114.94	-	-	1,745,114.94
Salaries - Other	47,500.00	-	70,600.00	118,100.00
Overtime	400.00	-	-	400.00
Salaries - Faculty	100,814.76	-	-	100,814.76
Fringe Benefits	925,956.00	-	16,111.20	942,067.20
Salaries - Graduate Assistants	-	-	69,000.00	69,000.00
Other Taxable Compensation	-	-	-	-
Total Salary/Fringe Expenses:	2,819,785.70	-	155,711.20	2,975,496.90
Operating Expenses:				
Travel	11,000.00	-	-	11,000.00
Travel International	-	-	-	-
Supplies - IT Software	5,500.00	-	-	5,500.00
Supply/Material - Professional	4,700.00	2,141,401.00	1,350,000.00	3,496,101.00
Food and Clothing	1,700.00	-	-	1,700.00
Bldg, Grounds, Vehicle Supply	-	-	-	-
Miscellaneous Supplies	30,671.00	-	-	30,671.00
Office Supplies	2,500.00	-	-	2,500.00
Postage	3,300.00	-	-	3,300.00
Printing	14,800.00	-	-	14,800.00
IT Equipment under \$5,000	12,000.00	-	10,000.00	22,000.00
Other Equipment under \$5,000	3,600.00	-	85,000.00	88,600.00
Utilities	-	-	-	-
Insurance	-	-	-	-
Rentals/Leases - Equipment&Other	-	-	-	-
Rentals/Leases - Bldg/Land	-	-	-	-
Repairs	4,600.00	-	115,000.00	119,600.00
IT - Communications	19,000.00	-	1,150.00	20,150.00
Professional Development	1,500.00	-	-	1,500.00
Operating Fees and Services	131,000.00	37,000.00	500.00	168,500.00
Participant Support	-	-	-	-
Professional Fees and Services	25,900.00	-	-	25,900.00
Subcontracts & Subrecipients	-	-	-	-
Medical, Dental & Optical	-	-	-	-
Miscellaneous Expenses	-	-	-	-
Interest Expense	-	-	-	-
Cost of Goods Sold	-	-	-	-
Waivers/Scholarships/Fellowships	-	-	3,000.00	3,000.00
Equipment Over \$5000	-	-	-	-
IT Equipment Over \$5000	-	-	-	-
Transfers Out	-	-	-	-
Total Operating Expenses:	271,771.00	2,178,401.00	1,564,650.00	4,014,822.00
Total Expenses:	3,091,556.70	2,178,401.00	1,720,361.20	6,990,318.90
Total Estimated Revenue:	-	-	1,731,680.00	1,731,680.00
Total Estimated Expenses:	3,091,556.70	2,178,401.00	1,720,361.20	6,990,318.90
Balance to carryover to next fiscal year:	-	-	35,212.60	35,212.60

NDSU Libraries - Balance Sheet
Projected FY23

	Appropriated		Fee	
	30500	30502	18815	
	2080	2080	2080	
	Library	Library		
	Administration	Materials	Library Fee	Total
Carryover balance from prior year:	-	-	35,212.60	35,212.60
Estimated Revenue:	-	-	1,731,680.00	1,731,680.00
Salary/Fringe Expenses:				
Salaries-Regular - Benefitted	1,780,017.24	-	-	1,780,017.24
Salaries - Other	47,500.00	-	70,600.00	118,100.00
Overtime	400.00	-	-	400.00
Salaries - Faculty	102,831.06	-	-	102,831.06
Fringe Benefits	944,475.12	-	16,111.20	960,586.32
Salaries - Graduate Assistants	-	-	69,000.00	69,000.00
Other Taxable Compensation	-	-	-	-
Total Salary/Fringe Expenses:	2,875,223.41	-	155,711.20	3,030,934.61
Operating Expenses:				
Travel	11,000.00	-	-	11,000.00
Travel International	-	-	-	-
Supplies - IT Software	5,500.00	-	-	5,500.00
Supply/Material - Professional	4,700.00	2,141,401.00	1,350,000.00	3,496,101.00
Food and Clothing	1,700.00	-	-	1,700.00
Bldg, Grounds, Vehicle Supply	-	-	-	-
Miscellaneous Supplies	30,671.00	-	-	30,671.00
Office Supplies	2,500.00	-	-	2,500.00
Postage	3,300.00	-	-	3,300.00
Printing	14,800.00	-	-	14,800.00
IT Equipment under \$5,000	12,000.00	-	50,000.00	62,000.00
Other Equipment under \$5,000	3,600.00	-	95,000.00	98,600.00
Utilities	-	-	-	-
Insurance	-	-	-	-
Rentals/Leases - Equipment&Other	-	-	-	-
Rentals/Leases - Bldg/Land	-	-	-	-
Repairs	4,600.00	-	75,000.00	79,600.00
IT - Communications	19,000.00	-	1,150.00	20,150.00
Professional Development	1,500.00	-	-	1,500.00
Operating Fees and Services	131,000.00	37,000.00	500.00	168,500.00
Participant Support	-	-	-	-
Professional Fees and Services	25,900.00	-	-	25,900.00
Subcontracts & Subrecipients	-	-	-	-
Medical, Dental & Optical	-	-	-	-
Miscellaneous Expenses	-	-	-	-
Interest Expense	-	-	-	-
Cost of Goods Sold	-	-	-	-
Waivers/Scholarships/Fellowships	-	-	3,000.00	3,000.00
Equipment Over \$5000	-	-	-	-
IT Equipment Over \$5000	-	-	-	-
Transfers Out	-	-	-	-
Total Operating Expenses:	271,771.00	2,178,401.00	1,574,650.00	4,024,822.00
Total Expenses:	3,146,994.41	2,178,401.00	1,730,361.20	7,055,756.61
Total Estimated Revenue:	-	-	1,731,680.00	1,731,680.00
Total Estimated Expenses:	3,146,994.41	2,178,401.00	1,730,361.20	7,055,756.61
Balance to carryover to next fiscal year:	-	-	36,531.40	36,531.40