



NDSU

Division of Finance and Administration
FY2018 Annual Report - June 2018

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NDSU does not discriminate in its programs and activities on the basis of age, color, gender expression/identity, genetic information, marital status, national origin, participation in lawful off-campus activity, physical or mental disability, pregnancy, public assistance status, race, religion, sex, sexual orientation, spousal relationship to current employee, or veteran status, as applicable. Direct inquiries to Vice Provost for Title IX/ADA Coordinator, Old Main 201, NDSU Main Campus, 701-231-7708, ndsuoaa@ndsuo.edu.

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Introduction

North Dakota State University is a truly amazing place, a model for others in higher education to emulate. Our proud university is a shining example of a successful student-focused, land-grant, research institution—and that means NDSU commands a powerful niche.

The rest of the country and the world are noticing our accomplishments.

NDSU is listed at 84 among 402 public universities based on NDSU's research expenditures reported to the National Science Foundation. In addition, NDSU is listed in the National Science Foundation's top 100 in several areas, including: agricultural sciences, social sciences, physical sciences, chemistry, psychology and computer sciences.

NDSU has more than 14,400 students in our undergraduate and graduate programs. We have more than 2,300 graduate and professional students. NDSU student-athletes compete and succeed in the ranks of NCAA Division I.

The level of interest in the university has risen dramatically among students, the public and colleagues around the globe. This institution has evolved and progressed—we have increased our productivity, visibility and contributions to a greater number of constituencies.

We have a strong sense of community and campus pride at NDSU. We are dedicated to the land-grant mission of quality education, leading research and outstanding service. NDSU clearly makes a difference in the lives of students and the vitality of our community, state, region and nation.

The future of the great state of North Dakota is at a point of awakening—and our imagination is the only limit to the future. We at NDSU are poised to help make that future a reality.

I urge to explore the many educational opportunities offered by our university. Join us as NDSU moves forward. The best is yet to come.

Dean L. Bresciani
President



MAJOR ACCOMPLISHMENTS

North Dakota State University is distinctive as a student-focused, land-grant, research university

American Indian Public Health Program awarded major grant.

The Leona M. and Harry B. Helmsley Charitable Trust has awarded NDSU a **\$1.16 million grant** for the “American Indian Public Health Institute and Sustainability Project.” The grant began July 1 and ends June 30, 2020. The grant will benefit NDSU’s American Indian Public Health Resource Center in the Department of Public Health within the College of Health Professions, whose goal is to improve health systems, access to services, and health outcomes in rural, impoverished communities. The department plans to take this work to the next level and join the National Network of Public Health Institutes to enable access to new partners in promoting public health in underserved populations.

BestCollegeValues.com publishes ranking of 50 best value Doctorates of Nursing Practice 2017.

Best College Values published its most recent ranking series highlighting Doctorate of Nursing Practice college and university degree programs that provide both a notably high quality education and affordable tuition rates, with a high return on investment. The ranking assessed only schools that are regionally accredited by one of the six regional accrediting bodies for colleges and schools, including traditional, hybrid, and fully online programs of study. Out of a pool of over 200 highly reputable colleges and universities, the top 50 programs were chosen. Placing first was the University of Virginia in Charlottesville, Virginia. Placing second was the University of Wisconsin in Madison and placing third was **North Dakota State University** in Fargo.

Some of the other reputable universities that made the ranking included Duke, George Washington, John Hopkins, Purdue, Rutgers, Texas A&M-Corpus Christi, University of North Carolina-Chapel Hill, Vanderbilt, and Villanova universities.

Best College Values Editor, Brett Gershon, stated in the article, “...it is important that prospective students of DNP programs know which institutions to look to for a degree of reliable value. The information provided by this ranking will be a valuable resource to nursing professionals that aspire to the highest levels of healthcare practice and leadership.”

SOURCE: *Best College Values*

NDSU’s MBA program nationally ranked. NDSU’s Master of Business Administration program was nationally ranked by *U.S. News and World Report*. NDSU is also the only North Dakota college or university on the list.

The program offers evening, in-person classes at Richard H. Barry Hall in downtown Fargo. Students can take one to four courses at a time and focus on courses in business analytics, digital marketing, leadership and management skills.

The ranking is part of *U.S. News and World Report’s 2019 Best Part-time MBA Programs*. The NDSU College of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB), the highest business accreditation available. AACSB accredited schools make up the top 5 percent of business schools worldwide.

NDSU, NDSU reach agreement allowing students to ‘transfer seamlessly’ between schools. North Dakota State College of Science and North Dakota State University have entered into an agreement signed June 18, 2018 to expand their partnership with the aim of helping to **meet the state’s workforce needs**. The agreement enables students to start at NDSU and end up at NDSU or vice versa.

The new agreement has the goal of keeping students in North Dakota after graduation. “Any student who graduates from either institution will have multiple job opportunities waiting for them”, NDSU President Dean Bresciani said.

NDSU and NDSU have a history of collaboration. They previously partnered to create the Pathway Program, an avenue for students denied admission to NDSU to complete developmental coursework at NDSU while living on NDSU’s campus, and Reverse Transfer, an agreement that allows transfer students enrolled at NDSU to transfer credits back to NDSU for the purpose of attaining a degree there.

Source: *InForum*



Tri-College University surpasses 50,000 students. Tri-College University announced that **more than 50,000 students** have participated in the course exchange program since the consortium was established. The threshold was achieved during the 2018 spring term. The partnership is comprised of Concordia College, Minnesota State University Moorhead, NDSU, Minnesota State Community and Technical College, and North Dakota State College of Science.

The program allows undergraduate students at the named campuses to take courses outside their home campus at any of the partner campuses with no additional tuition. The grades from classes taken at the partner campuses are included on their home campus transcripts. It is estimated that these students and families have saved an estimated \$266 million.

NDSU ranked highly for precision ag education. NDSU is ranked among the **top 25 colleges in the world** for precision agriculture, according to *PrecisionAg Professional* magazine. The program, led by Sreekala Bajwa, professor and chair of agricultural and biosystems engineering, was ranked 18th in a March 21, 2018 article written by reporter Matt Hopkins.

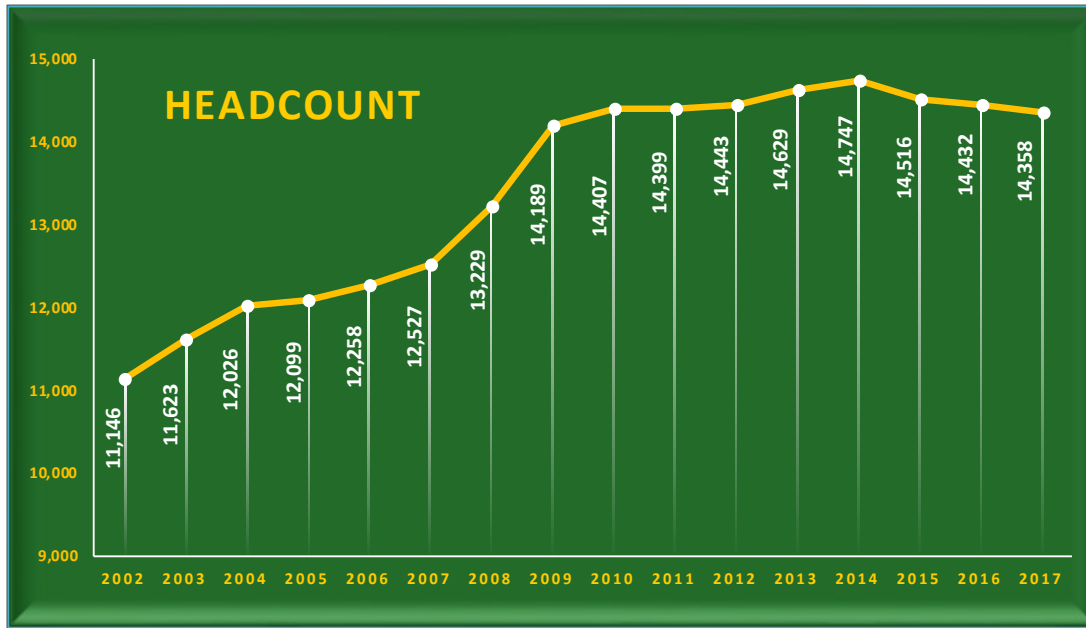
NDSU’s program prepares students for careers that integrate the latest precision agriculture technology with agronomy, machinery systems, data sciences, soils and economics. Approximately 30 students are currently enrolled in the program.

The rankings were based on feedback from industry experts, Internet research and surveys of the heads of the programs.

Enrollment Updates

FALL ENROLLMENT DATA - 2017

NDSU's official fourth week enrollment was **14,358** undergraduate, graduate and professional students



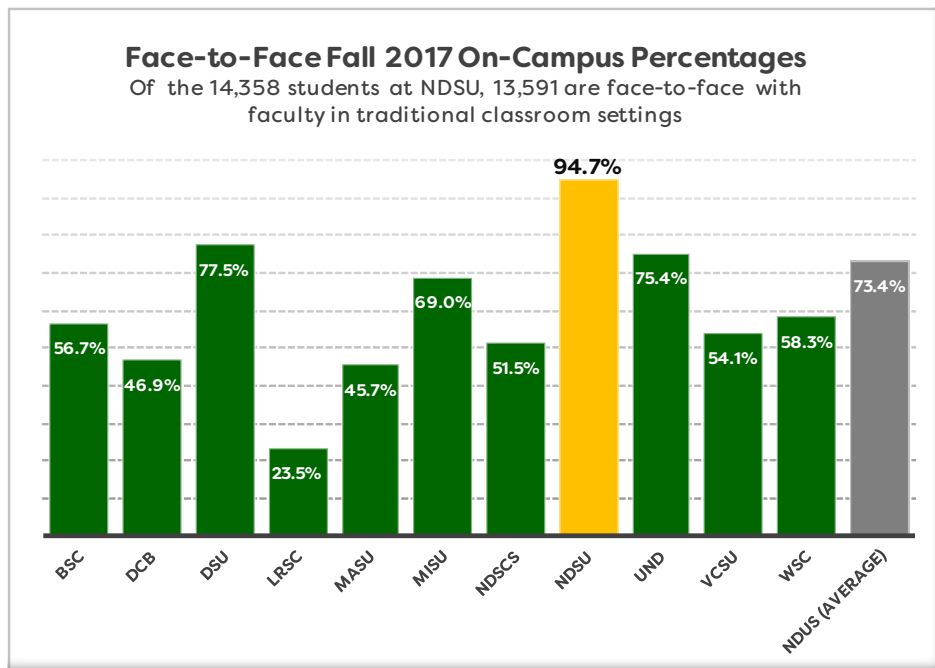
Fall	FT	FTE
2001	8,677	9,056
2002	8,880	9,368
2003	9,177	9,701
2004	9,536	10,073
2005	9,894	10,132
2006	10,053	10,890
2007	10,342	11,221
2008	11,004	11,794
2009	11,679	12,576
2010	11,857	12,708
2011	11,675	12,606
2012	11,733	12,707
2013	11,798	12,797
2014	11,917	12,934
2015	11,684	12,834
2016	11,680	12,783
2017	11,768	12,784

Headcount: All students, regardless of number of credit hours

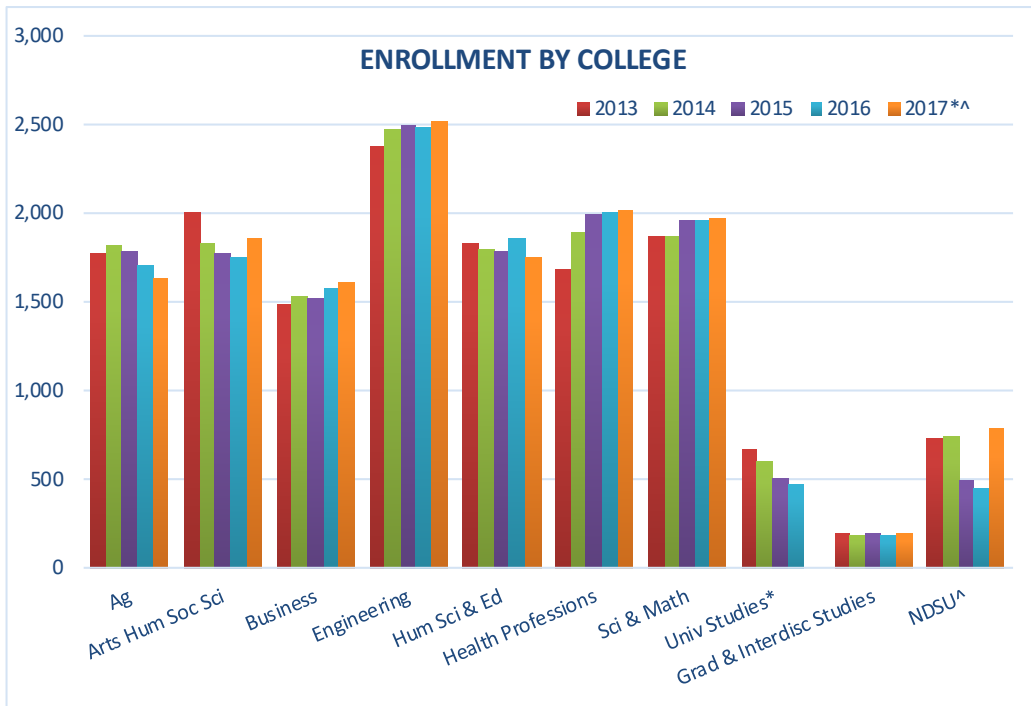
Full-Time (FT): Students enrolled in 12 credit hours or more

Full-Time Equivalent: UGRD student credit hours divided by 15 = FTE; GRAD student credit hours divided by 12 = FTE [FTE of Total Credit Hrs]

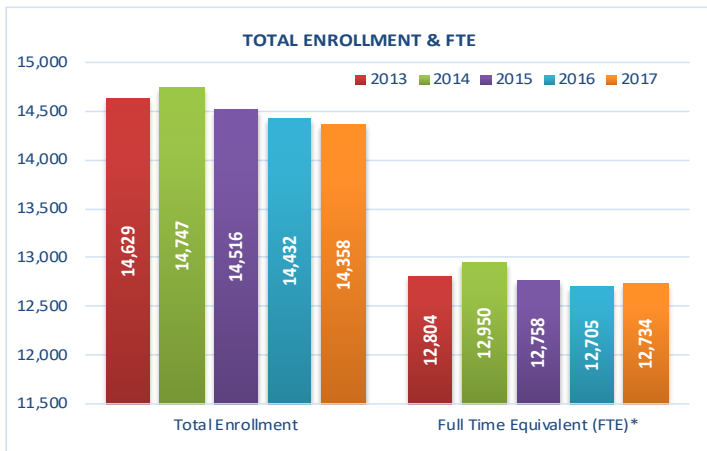
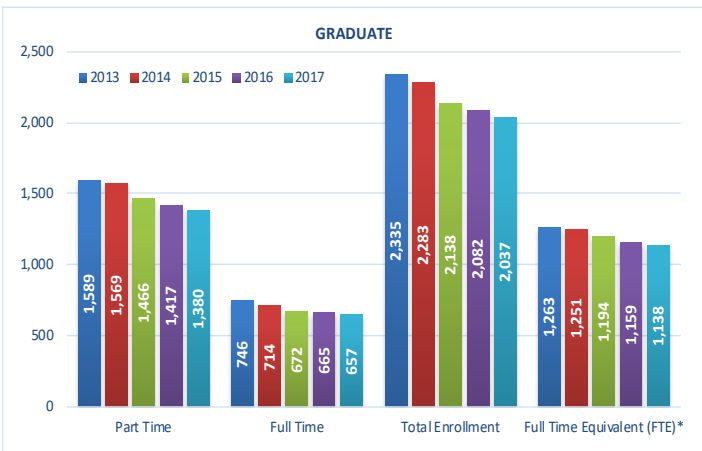
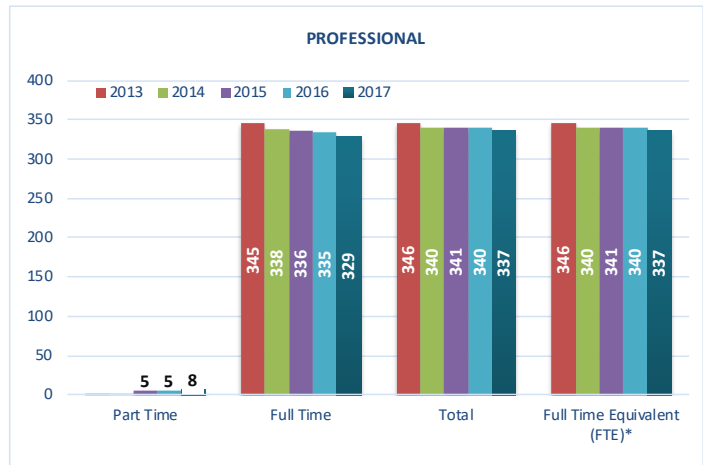
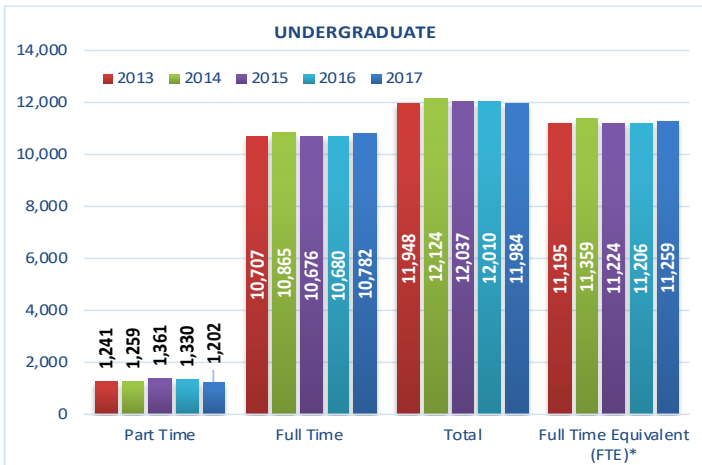
Source : NDSU Headcounts & FTE Enrollments - Institution Totals Report



Source: NDSU Fall 2017 Enrollment Report

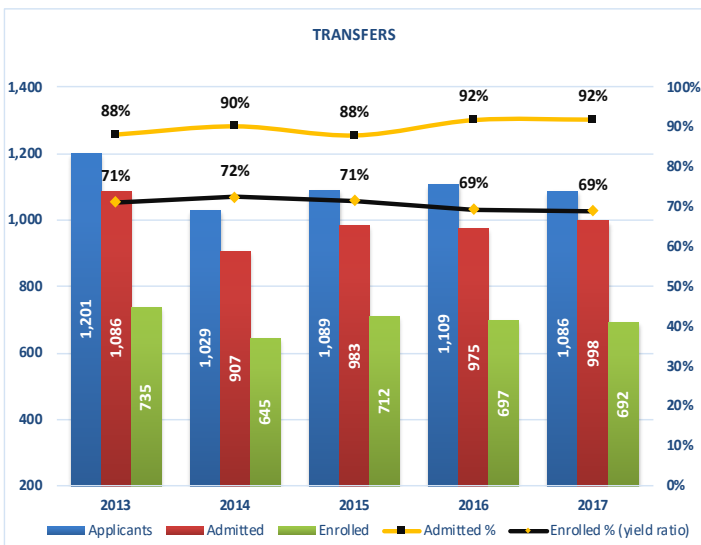
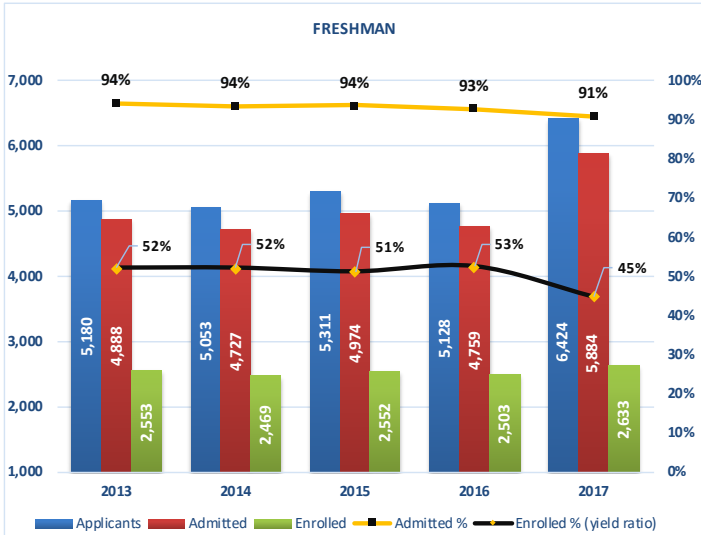


* University Studies moved to College of Arts, Humanities & Social Sciences Fall 2017; no longer a university department
 ^ NDSU (formerly NDSU Special) includes Undeclared, Tri-College & Collaborative



* Source for the FTE numbers in this section: NDUS Headcounts and FTE Enrollments Institutional Totals report - Total FT + FTE of Part Time column

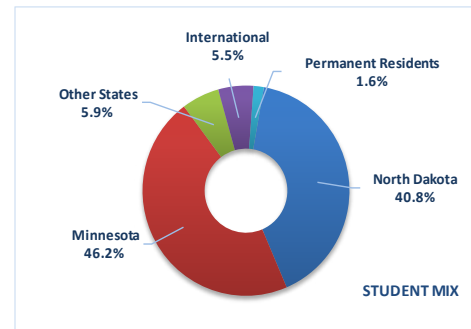
Applicants, Acceptances, Enrollments



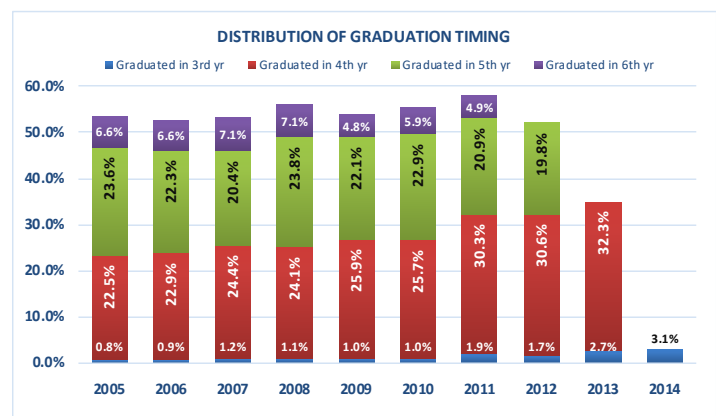
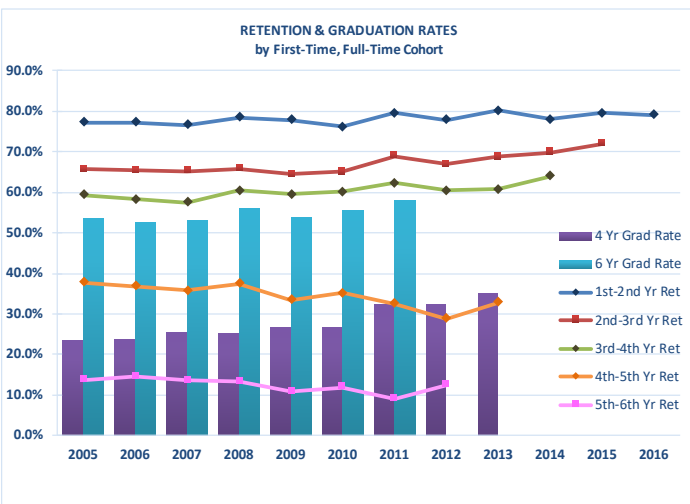
GRADUATE APPLICATIONS		FY14	FY15 [^]	FY16	FY17	FY18
DOMESTIC:	Applications	3,023	1,459	1,111	1,056	887
	Admitted	2,674	1,182	777	748	676
	% Admitted	88%	81%	70%	71%	76%
INTERNATIONAL:	Applications	1,358	1,413	1,276	1,175	983
	Admitted	402	443	356	345	334
	% Admitted	30%	31%	28%	29%	34%
MASTER'S:	Applications	1,440	1,335	1,245	1,274	1,054
	Admitted	724	676	640	655	622
	% Admitted	50%	51%	51%	51%	59%
DOCTORAL*:	Applications	831	880	932	768	681
	Admitted	252	303	294	260	260
	% Admitted	30%	38%	32%	34%	38%
NON-DEGREE:	Admitted	2,057	607	172	151	105
TOTAL:	Applications	4,381	2,872	2,387	2,231	1,870
	Admitted	3,076	1,625	1,178	1,093	1,010
	Enrolled	866	548	693	606	547
	% Admitted	70%	57%	49%	49%	54%
	(Yield Ratio) % Enrolled	28%	34%	58%	55%	54%

* Includes PhD, EdD, DMA and DNP

[^] FY15 Graduate Level Data from Graduate School 10/2015



Retention & Graduation Rates



Effective Fall 2007, graduates from the **Pharm.D.** program are included in the Professional (PROF) category.

Graduate (GRAD) totals include degrees awarded at the masters, doctoral and professional doctorate levels, excluding Pharm.D. degree.

Figures above indicate total number of degrees conferred, not headcounts. Some duplication may exist among students who earned more than one degree type.

Tuition, Fees & Financial Aid

Fall 2017/Spring 2018 Tuition and Fees - Full-Time (Students enrolled in 12 or more credits)

UNDERGRADUATE Full-Time Tuition (rates do not include Student Fees, Program Fees or Course Fees)									
Tuition Rates	Approx First Year of Enrollment Assessed		Regular Rate assessed on Residency status (capped rate)				DCE and Coop per-credit rate (tuition is not capped)	GPIDEA per-credit rate (tuition is not capped)	
			North Dakota	Minnesota *	Contig/WUE/ MSEP/Alumni Dep	Other Non-Resident			
Base Rate	Freshman		\$ 3,600.50	\$ 4,032.50	\$ 5,401.00	\$ 9,613.50	\$ 300.04	\$348.97 (1-11 cr) \$405.00 (12+ cr)	
Differential Tuition Rates (replaces Base Rate):									
Architecture & Landscape Architecture	Sophomore	A	\$ 4,790.00	\$ 5,365.00	\$ 7,185.50	\$ 12,790.00	\$ 399.17		
College of Business Major	Junior	C	\$ 3,771.50	\$ 4,224.00	\$ 5,657.50	\$ 10,070.00	\$ 314.29		
College of Business Minor (add-on fee)	Junior	D	\$14.22/ Bus cr	\$15.92/ Bus cr	\$21.32/ Bus cr	\$37.96/ Bus cr	\$14.22/ Bus cr		
Engineering	Freshman	B	\$ 3,962.00	\$ 4,437.50	\$ 5,943.50	\$ 10,579.00	\$ 330.17		
Nursing	Sophomore	A	\$ 4,169.50	\$ 4,669.50	\$ 6,254.00	\$ 11,132.00	\$ 347.46		
Pharmacy	Junior	A	\$ 7,173.50	\$ 7,816.00	\$ 10,760.50	\$ 19,154.00	\$ 597.79		

GRADUATE Tuition - 12 or more credits (rates do not include Student Fees, Program Fees, Course Fees, IVN Fees or Online Access Fees)									
Tuition Rates			Regular Rate assessed on Residency status (capped rate)				DCE and Coop per-credit rate (tuition is not capped)	GPIDEA per-credit rate (tuition is not capped)	
			North Dakota	Minnesota *	Contig/ MSEP	Other Non-Resident			
Base Rate			\$ 3,862.00	\$ 4,905.00	\$ 5,793.00	\$ 10,311.50	\$ 321.84	\$508.97 (1-11 cr) \$565.00 (12+ cr)	
Differential Tuition Rates (replaces Base Rate):									
Architecture		E	\$ 5,050.50	\$ 6,414.00	\$ 7,576.00	\$ 13,485.00	\$ 475.43		
Engineering			\$ 4,223.50	\$ 5,364.00	\$ 6,335.50	\$ 11,277.00	\$ 352.39		
Nursing			\$ 4,431.00	\$ 5,627.00	\$ 6,646.00	\$ 11,830.00	\$ 391.21		
Public Health (tuition does not cap)			701.20/cr	890.52/cr	1051.80/cr	←MSEP rate	701.20/cr		

Student Fees		
NDSU Student Fees:		
Activity Fee	\$	159.48
Union Bond Fee		46.20
Student Health Fee		75.48
Wellness Center Fee		150.68
Career Services Fee		22.00
Library Fee		43.20
NDSU Student Fees		497.04
NDSU Technology Fee		108.84
ND University System Fees		
NDSA Fee		0.48
ConnectND Fee		66.00
		66.48
Total Student Fees		\$ 672.36

Additional Program Fees	
Athletic Training -MATrg	\$1,368
Advanced Athletic Training - MS	\$1,368
Dietitian Education Program	\$750
Didactic Program in Dietetics (DPD)	\$300
Education	\$875 one-time fee
Health Nutrition & Exercise Sciences	\$285
Health Education	
Exercise Science	
Physical Education	
Sport Management	
Interior Design	\$250

Online Access Fee
Masters of Managerial Logistics students and other students may be assessed an online access fee of \$350/cr on some TL subject courses.

NOTES:
A - Architecture, Nursing and Pharmacy differential tuition rates are assessed on all credits of students admitted into the professional programs.
B - Engineering differential tuition is assessed on all credits of students enrolled in pre-Engineering and Engineering programs for: Agriculture & Bio Systems, Civil, Computer, Construction Engineering/Management, Electrical, Environmental, Industrial, Mechanical and Manufacturing
C - College of Business differential tuition is assessed on all credits of students admitted to a primary or secondary undergraduate major of: Accounting, Business Administration, Finance, Management, Management Information Systems, Marketing and Global Business.
D - Students with majors outside the College of Business, who have declared a minor or certificate within the College of Business, will be charged tuition in accordance with their declared major. However these students will be charged additional tuition only on credits offered through the College of Business, which will be capped at 12 credits per semester. This additional rate will be applied to students who are not enrolled in a College of Business major but have been admitted to a minor in Accounting, Business Administration, Fraud Investigation, Logistics or Management Information Systems; or a Certificate in Entrepreneurship or Professional Selling.
E - Architecture students with both Undergraduate and Graduate credits will have their tuition capped at the Graduate tuition rate.
* All Minnesota rates are per the MN Reciprocity Agreement except the Pharmacy Program, which is excluded from the agreement. Minnesota residents who have not been approved by the state of Minnesota for the Reciprocity rates will be charged the MSEP tuition rate.
** Students enrolled in the following programs: 1) M.S. or Ph.D. in Coatings and Polymeric Materials or 2) Grad Certificate or Master of Public Health.
Contiguous Provinces & States: Manitoba, Saskatchewan, Montana, South Dakota.
WUE States / Territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, Guam and the Commonwealth of the Northern Marianas Islands.
MSEP States: Illinois, Indiana, Kansas, Michigan, Minnesota*, Missouri, Nebraska, Ohio, Wisconsin. *MN students not approved for the MN Reciprocity Rate.
WRGP States / Territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington, Wyoming, Guam and the Commonwealth of the Northern Marianas Islands
Audit Rate: 50% of the ND PT Base ND Resident Rate.

**Fall 2017/Spring 2018 Tuition and Fees - Part-Time
(Students enrolled in 1 - 11 credits)**

UNDERGRADUATE Part-Time Tuition

(all rates are per-credit and do not include Student Fees, Program Fees or Course Fees)

Tuition Rates	Approx First Year of Enrollment Assessed	Regular Rate assessed on Residency status				DCE and Coop	GPIEDA
		North Dakota	Minnesota *	Contig/WUE/MSEP/Alumni Dep	Other Non-Resident		
Base Rate	Freshman	\$ 316.88	\$ 354.90	\$ 475.32	\$ 846.06	\$ 316.88	\$348.97 (1-11 cr) \$405.00 (12+ cr)
Differential Tuition Rates (replaces Base Rate):							
Architecture & Landscape Architecture	Sophomore	A	\$ 469.56	\$ 525.91	\$ 704.34	\$ 1,253.73	\$ 469.56
College of Business Major	Junior	C	\$ 331.09	\$ 370.83	\$ 496.64	\$ 884.02	\$ 331.09
College of Business Minor (add-on fee)	Junior	D	\$14.22/ Bus cr	\$15.92/ Bus cr	\$21.32/ Bus cr	\$37.96/ Bus cr	\$14.22/ Bus cr
Engineering	Freshman	B	\$ 347.42	\$ 389.11	\$ 521.13	\$ 927.62	\$ 347.42
Nursing	Sophomore	A	\$ 386.21	\$ 432.56	\$ 579.32	\$ 1,031.19	\$ 386.21
Pharmacy	Junior	A	\$ 711.12	\$ 775.40	\$ 1,066.68	\$ 1,898.70	\$ 711.12

GRADUATE Tuition - 1 to 11 credits

(rates do not include Student Fees, Program Fees, Course Fees, IVN Fees or Online Access Fees)

Tuition Rates		Regular rate assessed on Residency status				DCE and Coop	GPIEDA
		North Dakota	Minnesota *	Contig/ MSEP	Other Non-Resident		
		WRGP **					
Base Rate		\$ 321.84	\$ 408.74	\$ 482.76	\$ 859.31	\$ 321.84	\$508.97 (1-11 cr) \$565.00 (12+ cr)
Differential Tuition Rates (replaces Base Rate):							
Architecture	E	\$ 475.43	\$ 603.79	\$ 713.14	\$ 1,269.39	\$ 475.43	
Engineering		\$ 352.39	\$ 447.54	\$ 528.59	\$ 940.89	\$ 352.39	
Nursing		\$ 391.21	\$ 496.83	\$ 586.81	\$ 1,044.52	\$ 391.21	
Public Health		\$ 701.20	\$ 890.52	\$ 1,051.80	←MSEP rate	\$ 701.20	

Student Fees (per credit)

NDSU Student Fees:			
Activity Fee	\$	13.29	
Union Bond Fee		3.85	
Student Health Fee		6.29	
Wellness Center Fee		12.56	
Career Services Fee		1.83	
Library Fee		3.60	
NDSU Student Fees		41.42	\$ 41.42
NDSU Technology Fee		9.07	\$ 9.07
ND University System Fees			
NDSA Fee		0.04	
ConnectND Fee		5.50	
		5.54	\$ 5.54
Total Student Fees			\$ 56.03

Additional Program Fees

Athletic Training -MATrg	\$114 / credit
Advanced Athletic Training - MS	\$114 / credit
Dietitian Education Program	\$750 / semester
Didactic Program in Dietetics (DPD)	\$300 / semester
Education	\$875 one-time fee
Health Nutrition & Exercise Sciences	\$285 / semester
Health Education	
Exercise Science	
Physical Education	
Sport Management	
Interior Design	\$250 / semester

Online Access Fee

Masters of Managerial Logistics students and other students may be assessed an online access fee of \$350/cr on some TL subject courses.

NOTES:

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- C** - College of Business differential tuition is assessed on all credits of students admitted to a primary or secondary undergraduate major of: Accounting, Business Administration, Finance, Management, Management Information Systems, Marketing and Global Business.
- D** - Students with majors outside the College of Business, who have declared a minor or certificate within the College of Business, will be charged tuition in accordance with their declared major. However these students will be charged additional tuition only on credits offered through the College of Business, which will be capped at 12 credits per semester. This additional rate will be applied to students who are not enrolled in a College of Business major but have been admitted to a minor in Accounting, Business Administration, Fraud Investigation, Logistics or Management Information Systems; or a Certificate in Entrepreneurship or Professional Selling.
- E** - Architecture students with both Undergraduate and Graduate credits will have their tuition capped at the Graduate tuition rate.

* All Minnesota rates are per the MN Reciprocity Agreement except the Pharmacy Program, which is excluded from the agreement. Minnesota residents who have not been approved by the state of Minnesota for the Reciprocity rates will be charged the MSEP tuition rate.

** Students enrolled in the following programs: 1) M.S. or Ph.D. in Coatings and Polymeric Materials or 2) Grad Certificate or Master of Public Health.

Contiguous Provinces & States: Manitoba, Saskatchewan, Montana, South Dakota.

WUE States / Territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming, Guam and the Commonwealth of the Northern Marianas Islands.

MSEP States: Illinois, Indiana, Kansas, Michigan, Minnesota*, Missouri, Nebraska, Ohio, Wisconsin. *MN students not approved for the MN Reciprocity Rate.

WRGP States / Territories: Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington, Wyoming, Guam and the Commonwealth of the Northern Marianas Islands

Audit Rate: 50% of the ND PT Base ND Resident Rate.

A COMPARISON OF NDUS CAMPUSES TO REGIONAL AVERAGES

With the exception of the two-year campuses, the costs of tuition, mandatory fees, room and board for North Dakota University System (NDUS) campuses were lower than both their regional counterparts and contiguous state averages in 2017-18.

Regional peers include: Arizona, Colorado, Idaho, Minnesota, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington and Wyoming.

Source: NDUS 2018 Affordability Report

Tuition & Mandatory Fees for Resident Undergraduates

NORTH DAKOTA (NDSU / UND)	2014-15	2015-16	2016-17	2017-18
NDUS Variance to Regional Average (\$)	(\$746)	(\$781)	(\$711)	(\$747)
NDUS Variance to Regional Average (%)	-8.8%	-8.9%	-8.0%	-8.1%
DOCTORAL UNIVERSITIES:	2014-15	2015-16	2016-17	2017-18
NORTH DAKOTA (NDSU / UND)*	\$7,781	\$7,972	\$8,172	\$8,497
+(-) previous year - \$	\$257	\$191	\$200	\$325
+(-) previous year - %	3.4%	2.5%	2.5%	4.0%
Arizona	\$10,368	\$10,746	\$11,058	\$11,360
Colorado	\$11,035	\$11,507	\$12,016	\$12,557
Idaho	\$6,675	\$6,902	\$7,094	\$7,327
Minnesota	\$13,626	\$13,790	\$14,224	\$14,488
Montana	\$6,450	\$6,503	\$6,551	\$7,071
Nevada	\$6,615	\$6,863	\$7,103	\$7,527
New Mexico	\$6,510	\$6,697	\$6,840	\$7,134
Oregon	\$8,948	\$9,507	\$9,822	\$10,586
South Dakota	\$7,968	\$8,315	\$8,315	\$8,607
Utah	\$7,170	\$7,431	\$7,692	\$7,999
Washington	\$12,411	\$11,883	\$10,824	\$11,056
Wyoming	\$4,646	\$4,892	\$5,055	\$5,217
REGIONAL AVERAGE	\$8,527	\$8,753	\$8,883	\$9,244
+(-) previous year - \$	\$215	\$226	\$130	\$361
+(-) previous year - %	2.6%	2.7%	1.5%	4.1%

Room & Board Rates

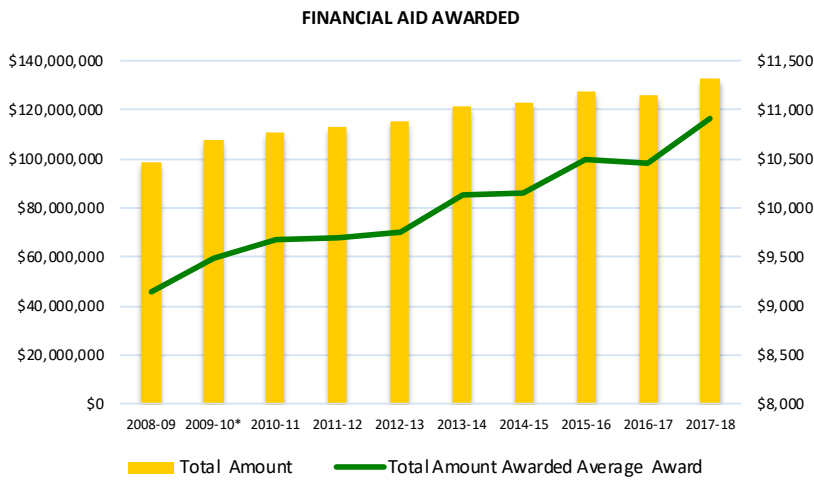
NORTH DAKOTA (NDSU / UND)	2014-15	2015-16	2016-17	2017-18
NDUS Variance to Regional Average (\$)	(\$1,929)	(\$1,958)	(\$1,848)	(\$1,734)
NDUS Variance to Regional Average (%)	-21.2%	-21.0%	-19.2%	-17.3%
DOCTORAL UNIVERSITIES:	2014-15	2015-16	2016-17	2017-18
NORTH DAKOTA (NDSU / UND)*	\$7,150	\$7,369	\$7,774	\$8,291
+(-) previous year - \$	\$206	\$219	\$405	\$517
+(-) previous year - %	3.0%	3.1%	5.5%	6.7%
Arizona	\$9,709	\$9,789	\$10,723	\$11,451
Colorado	\$11,016	\$10,992	\$11,287	\$11,728
Idaho	\$7,225	\$7,333	\$7,509	\$7,847
Minnesota	\$8,920	\$9,314	\$9,377	\$9,852
Montana	\$8,193	\$8,528	\$8,863	\$9,214
Nevada	\$10,208	\$10,296	\$10,673	\$10,836
New Mexico	\$8,055	\$8,131	\$8,730	\$9,174
Oregon	\$10,904	\$11,400	\$11,572	\$12,242
South Dakota	\$6,798	\$7,534	\$7,640	\$7,902
Utah	\$7,104	\$7,395	\$7,638	\$7,998
Washington	\$11,055	\$11,174	\$11,137	\$11,737
Wyoming	\$9,755	\$10,037	\$10,320	\$10,320
REGIONAL AVERAGE	\$9,079	\$9,327	\$9,622	\$10,025
+(-) previous year - \$	\$235	\$248	\$295	\$403
+(-) previous year - %	2.7%	2.7%	3.2%	4.2%

*North Dakota figures are the average of both of its doctoral universities (NDSU and UND)

STUDENT FINANCIAL AID SUMMARY

FINANCIAL AID AWARDS

The following represents a description and summary of the amounts provided to NDSU students under various federal, state and institutional financial assistance programs over a period of years. This is the most recent Financial Aid composite to date, and the table below indicates the average awards given.



Academic Year	Total Amount Awarded				
	Total Amount	No. of Students	Enrollment % of Total	Average Award	
2006-07	\$81,970,398	9,953	81.20%	12,258	\$7,981
2007-08	\$84,740,529	9,869	78.79%	12,527	\$8,312
2008-09	\$98,487,230	10,775	81.50%	13,229	\$9,140
2009-10*	\$107,776,019	11,358	80.10%	14,189	\$9,489
2010-11	\$111,206,574	11,483	79.70%	14,407	\$9,684
2011-12	\$113,340,991	11,681	81.10%	14,399	\$9,703
2012-13	\$115,785,552	11,878	82.20%	14,443	\$9,748
2013-14	\$121,299,012	11,959	81.75%	14,629	\$10,142
2014-15	\$123,114,018	12,121	83.50%	14,516	\$10,157
2015-16	\$127,254,862	12,135	85.87%	14,132	\$10,487
2016-17	\$126,452,756	12,086	83.74%	14,432	\$10,463
2017-18	\$132,605,880	12,143	84.57%	14,358	\$10,920

* Beginning with 2009-10 and forward, veterans benefits were no longer considered a resource for financial aid purposes; therefore, total aid from 2009-10 and forward does not include veterans benefits

2017-18 Financial Aid Breakdown

Type of Aid	Amount	%	Categories
Grants	\$14,248,100	10.7%	Federal Pell Grant, Federal Supplemental Grant, Student Support Services Grant, ND State Grant
Loans/Work Study	\$79,545,693	60.0%	Federal Direct Loan, Federal Perkins Loan, Private Alternative Loans, Work Study
Scholarships	\$36,235,456	27.3%	Institutional, Private, State
Other Paid Tuition	\$2,576,631	1.9%	National Guard, Other Third Party Paid Tuition
Total 2017-18	\$132,605,880		

Freshman Guaranteed Scholarships

Scholarship	ACT / SAT Scores*	Cumulative HS GPS	Freshman Scholarship Award
NDSU Presidential	32+ ACT / 1420+ SAT (or 1400+^)	3.5+ GPA	\$12,000 (\$3,000/year for a maximum of four years)
Presidential Honor	29-31 ACT / 1330-1410 SAT (or 1290-1390^)	3.5+ GPA	\$10,000 (\$2,500/year for a maximum of four years)
Provost's Scholarship	25-28 ACT / 1200-1320 SAT (or 1130-1280^)	3.5+ GPA	\$6,000 (\$1,500/year for a maximum of four years)

* SAT=Evidence Based Reading and Writing + Math

^ Required score for students who took the SAT prior to March 5, 2016

NDSU at a Glance

CAMPUS DEMOGRAPHICS

Buildings	95
Acres	261
Research Extension Centers	8
Research Extension Acres	19,869

FALL 2017 EMPLOYEE STATS

Administrators	75
Ranked Faculty & Lecturers	724
Part-Time Academic Staff	115
Graduate Assistants & Fellows	1,029
Program Administrators & Coaches	59
Extension Educators, Experiment Station & Other Researchers	222
Professional, Technical, Office, Trades, & Service Staff	1,408
Temporary Workers (including Students)	2,564
Total Employees	6,196
Full-Time	2,558
Part-Time	3,638
FTE	3,913

FALL 2017 FACULTY STATS

Total Faculty	776
Full-Time	676
Part-Time	100
Percent Tenured (of full-time faculty)	52.4%
Percent Holding Doctorates (of full-time faculty)	82.5%

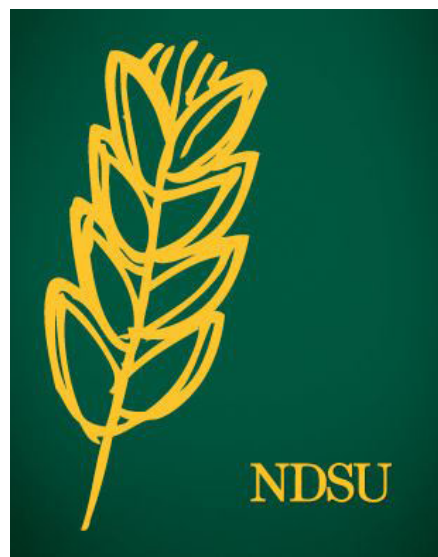
Faculty counts include:
Professors, Associate/Assistant Professors, Instructors, Lecturers/Sr. Lecturers, Part-Time Academic Staff*

*Part-Time Academic Staff can be full-time working 40 hrs per week or part-time working less than 40 hrs per week and can be in temporary or permanent positions

Source: HR PeopleSoft Queries (11/1/2017); HR/Payroll pay period end date 9/30/17

SENIOR MANAGEMENT: PRESIDENT AND PRESIDENT'S CABINET

President	Dean L. Bresciani
Executive Assistant to the President	Stephanie Wawer
Chief of Staff	Christopher Wilson
Provost	Beth Ingram
VP for Agricultural Affairs	Ken Grafton
VP for Finance & Administration	Bruce Bollinger
VP for Information Technology	Marc Wallman
VP for Research & Creative Activities	Kelly Rusch
Associate VP for University Relations	Laura McDaniel
Director of Athletics	Matt Larsen
Senate Presidents:	
Faculty Senate	Stuart Haring
Staff Senate	Jared Pigeon
Student Government	Mason Wenzel
NDSU Foundations:	
Foundation & Alumni Association	John Glover, President/CEO
Research & Technology Park	Chuck Hoge, Exec. Director
Research Foundation	Dale Zetocha, Exec. Director



FALL 2017 STATE OF THE UNIVERSITY ADDRESS HIGHLIGHTS

Seven NIH Research Project Grants (RO1) Awarded. NDSU faculty have been awarded seven National Institutes of Health Research Project Grants (RO1), one of its most competitive grants. Included in this honor were the following faculty in the College of Health Professions Pharmaceutical Sciences department:

SCIENTIST	AWARD	GRANT
Dr. Kristine Steffen	\$3.7M	Examine how biological and behavioral factors interact in determining success of bariatric surgery
Dr. Jagdish Singh	\$1.9M	Develop a new delivery system that uses neurotrophic growth factor to treat and prevent Alzheimer's disease
Dr. Sanku Mallik Dr. Bin Guo	\$1.2M	Study ways of using tiny polymer spheres to deliver anticancer drugs to prostate cancers
Dr. Bin Guo	\$1.4M	Develop a treatment system for attacking metastatic colorectal cancer cells, suppress their growth and allow conventional chemotherapy drugs to eliminate them
Dr. Yagna Jarajapu	\$1.3M	Study targeting Mass Receptors for Diabetic Vascular Disease in older adults

"These NIH awards are a testament to the caliber of the competitive health research - that is being recognized on a national level - conducted at NDSU. It's one more example of how successful our scientists are in seeking solutions that make a difference in people's lives." - President Bresciani

McGovern Scholars. NDSU welcomed its first class of McGovern scholars this fall. NDSU alumnus, Harry McGovern, established this program providing full tuition scholarships to students in STEM fields. The transformative impact of this scholarship gift is evidenced by the many comments the McGovern scholars made regarding their awards, such as:

"My plans for the future include giving back to North Dakota, as it has provided so much for me. I hope to major in a science such as biology before continuing my education to medical school. After medical school, I plan on specializing in psychiatry, my lifelong dream. After finishing my boards in psychiatry, I plan on practicing in the great state of North Dakota...North Dakota is in need of health professionals, especially in rural areas such as the area that I am from. North Dakota, a major farming capital of the nation needs the professionals to service the many farmers in the rural areas, as we are dependent on them to feed the world. I look forward to being that link in our state, the link that makes the difference in people's lives."



\$78 Million in Campus Construction Underway. Without the use of any state funding, nearly \$78 million in construction is underway or about to begin on campus, including the University Village replacement project and the new Catherine Cater residence hall. The projects are being funded by bonds issued and paid back with revenue derived from the buildings.

NDSU is required to be reviewed by the bond rating agencies to assess its financial strength, organization and leadership as part of the bond issuance process. NDSU's financial health was rated positively by both S&P Global Ratings and by Moody's Investors Service. To quote Moody's:

"NDSU's strategic positioning is good, reflecting excellent long-term planning, strong investment in core programs and facilities, combined with careful financial oversight enhancing financial flexibility. The university carefully calibrates its expenses to revenue volatility, which is essential given high competition for students, variable state funding, and pressure on federal research funding. Management continues to successfully capitalize on Fargo's economic growth, with industry partnerships for education, job placement and research."

And:

"The rating is further supported by NDSU's recognition as a top research institution within its five state region, with growing STEM programming and projections for continued solid student demand due to favorable demographics in the Fargo area."

The strength of their evaluation, combined with a favorable construction bidding climate, saved NDSU \$4.0 million in the bid process.

Second Largest Freshman Class. NDSU welcomed the second largest freshman class in its history this fall with a grade point average that rose again to 3.47. This is a significant milestone that indicates the increasing appreciation of the level of education and affordability students experience here, given the demographics and the intense competition for students in the marketplace. In addition, NDSU's retention and graduation rates are also improving, with the 4-year graduation rate increasing by seven percent in just a few short years.

Major Philanthropic Campaign. A major philanthropic campaign has been launched in partnership with the NDSU Foundation and Alumni Association that will focus investments in the students, faculty and staff of NDSU. Endowed scholarships and named faculty positions, such as chairs and professorships, will be at the center of a multi-year, comprehensive campaign, thanks to the leadership of the Trustees and Alumni Directors of the Foundation.

Budgetary Highlights

CHANGES TO STATE FUNDING

2017-2019 BIENNIUM - NDSU

The 65th ND Legislature reduced budgets for all state agencies because of the state's economy; therefore, the budget had no funding for general salary increases but did include funding for the completed student credit hour formula and fully funded benefitted employee health insurance. As a result, NDSU's 2017-19 biennial general fund (base and one-time) budget was reduced by \$26,649,451 (16.9%) when compared to the 2015-17 original base.

The 2017-19 biennial reduction is comprised of a permanent base operating general fund reduction of \$27,719,498; a one-time base operating reduction of \$564,807; and a one-time increase for the Minard Hall unrecoverable collapse-related costs of \$1,634,854.

The FY2018 annual budget was prepared using a collaborative process and, at the request of the President, the Provost convened a budget study workgroup that met weekly. The study group collected and evaluated recommendations to address NDSU's reduction in general fund appropriation. Resources have been allocated with consideration of the study group recommendations based on likelihood of cost savings and effect on core mission as a student focused, land grant, research university.

In order to effectively support NDSU's strategic plan and the SBHE strategic plan, no across-the-board reallocations were considered. NDSU increased its focus on quality improvement by focusing on what works, which was supported by assessment, data, and evidence. Previous budget reductions and their impact on units were also taken into account. To address the reduction, the following initiatives have been implemented:

Academic Affairs

- Administrative positions were eliminated and administrative functions were streamlined where possible.
- College of University Studies was eliminated and students were moved into other colleges.
- Collegiate and Divisional reductions occurred with elimination of vacant positions, realignment of staff to serve more departments and a reduced reliance on part-time and adjunct faculty instructors.
- Deans were asked to reallocate salary lines to meet teaching needs of programs and minimum course size requirements have been implemented.
- Requests to hire positions are evaluated for centrality to NDSU's mission and may be permanently eliminated or reallocate to other units and/or departments in order to strengthen core functions.

Student Affairs

- Senior administrative structure and related positions have been eliminated and remaining units have been realigned under other divisions within the University effective July 1, 2017. This measure is being taken to streamline administrative functions and preserve the student affairs programs and positions that directly affect students, with savings used to limit further reductions to the faculty ranks. No student services will be cut because of this realignment—only administrative positions have been impacted.

University-wide

- Where possible on appropriated funds, 62 FTE positions have been eliminated, 17 FTE reductions in force were made and operating budgets have been reduced. Programs for voluntary separation and faculty phased retirements were offered and 37 positions have been accepted.

Finding efficiencies and implementing cost reductions. We have implemented Academic Performance Solutions (APS), a solution "designed to empower academic and financial leaders with the department-specific performance and cost data, as well as reliable peer benchmarks, they need to make more effective decisions."¹ We are using the data available in the platform to assess costs and find efficiencies in our academic operations. In response to an expected decline in enrollment for Fall 2018, we will seek permanent reductions through:

- Identifying opportunities for eliminating low enrollment courses to reduce appropriated funding being delayed for part-time academic and contingent instructors, thus providing salary savings
- Further reducing operating budgets
- Reducing or eliminating functions and programs that are less central to NDSU's mission.

¹ <https://www.eab.com/technology/academic-performance-solutions>

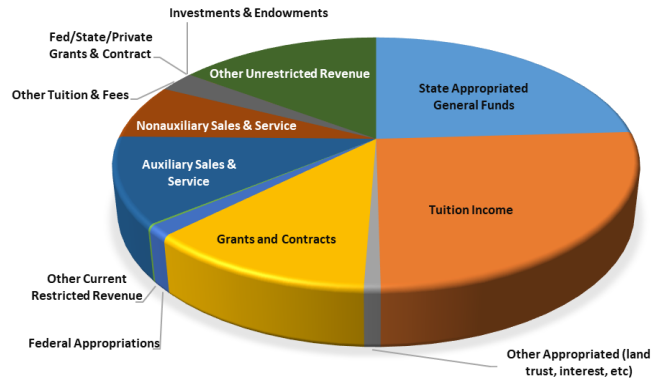


GENERAL FUND APPROPRIATIONS

FY2017-18 Budgeted Revenue

State Appropriated General Funds	\$ 114,925,667	24.07%
Tuition Income	\$ 122,651,614	25.69%
Other Appropriated (land trust, interest, etc)	\$ 4,065,501	0.85%
Grants and Contracts	\$ 57,267,328	12.00%
Federal Appropriations	\$ 6,538,308	1.37%
Other Current Restricted Revenue	\$ 826,605	0.17%
Auxiliary Sales & Service	\$ 53,239,817	11.15%
Nonauxiliary Sales & Service	\$ 33,951,536	7.11%
Other Tuition & Fees	\$ 12,704,755	2.66%
Fed/State/Private Grants & Contract	\$ 30,325	0.01%
Investments & Endowments	\$ 200	0.00%
Other Unrestricted Revenue	\$ 71,169,050	14.91%
Total	\$ 477,370,706	100%

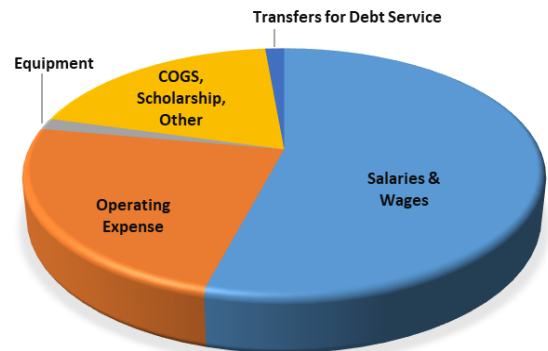
FY2017-18 Budgeted Revenue - \$477,370,706



FY2017-18 Budgeted Expenditures

Salaries & Wages	\$ 259,176,326	54.16%
Operating Expense	\$ 113,186,753	23.65%
Equipment	\$ 7,185,577	1.50%
COGS, Scholarship, Other	\$ 92,253,676	19.28%
Transfers for Debt Service	\$ 6,722,760	1.40%
Total	\$ 478,525,092	100.00%

FY2017-18 Budgeted Expenditures - \$478,525,092



Budget amounts above include appropriated, local, and grant/contracts for all institutional functions. Above amounts include ND Agriculture Experiment and Research Stations and other similar separately appropriated agencies. Excludes capital projects and extraordinary repair funding.

Ongoing NDSU General Fund Appropriations by the North Dakota Legislature NDSU Main Campus

Fiscal Year	Salaries, Operating & Equipment	Capital Improvements	Yearly Grand Total	Biennial Total
2019	63,196,991	1,366,122	64,563,113	129,126,235
2018	63,197,000	1,366,122	64,563,122	
2017	71,378,716	4,022,991	75,401,707	172,322,984
2016	72,644,964	24,276,312	96,921,276	
2015	67,839,185	38,315,656	106,154,841	176,840,714
2014	68,767,355	1,918,518	70,685,873	
2013	77,445,495	1,993,813	79,439,308	133,875,594
2012	48,235,092	6,201,194	54,436,286	
2011	54,470,160	9,425,072	63,895,232	125,996,580
2010	54,835,385	7,265,963	62,101,348	
2009	55,197,103	5,591,680	60,788,783	110,952,354
2008	47,046,090	3,117,481	50,163,571	
2007	41,761,958	258,497	42,020,455	86,793,615
2006	43,299,070	1,474,090	44,773,160	
2005	38,154,841	706,168	38,861,009	79,749,610
2004	40,182,433	706,168	40,888,601	
2003	40,226,452	992,388	41,218,840	80,543,682
2002	38,579,702	745,140	39,324,842	
2001	37,111,009	683,188	37,794,197	74,921,622
2000	35,170,058	1,957,367	37,127,425	

* Figure includes state funding for Minard Hall Project (\$17,500,000)

** Figure includes state funding for STEM Building Project (\$29,367,709)

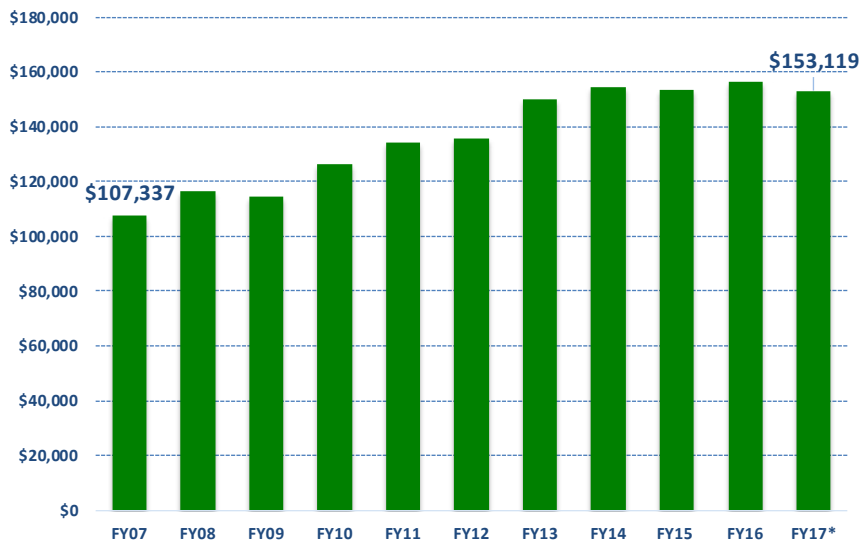
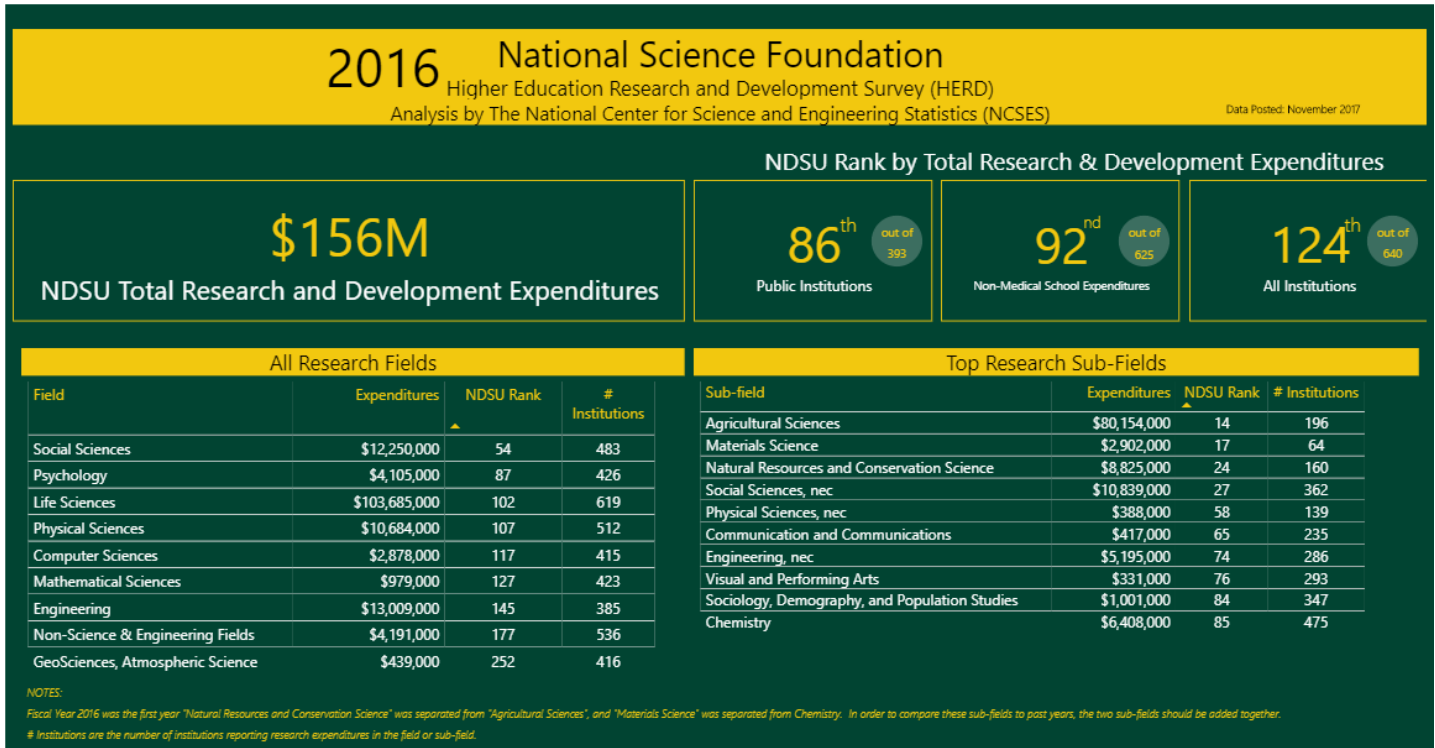
*** Figure includes state funding for STEM Building Project Carryover (\$15,424,741)

Unexpended FY17 Capital Improvements will be carried over to FY18

Research Overview

NATIONAL SCIENCE FOUNDATION (NSF) HIGHER EDUCATION RESEARCH & DEVELOPMENT SURVEY (HERD)

For FY16 (most recent year available), NDSU ranked **86th** out of 393 public institutions, **92nd** out of 625 non-medical school expenditures and **124th** out of 640 (all institutions)



GROWTH OF NDSU RESEARCH & DEVELOPMENT EXPENDITURES (IN THOUSANDS)

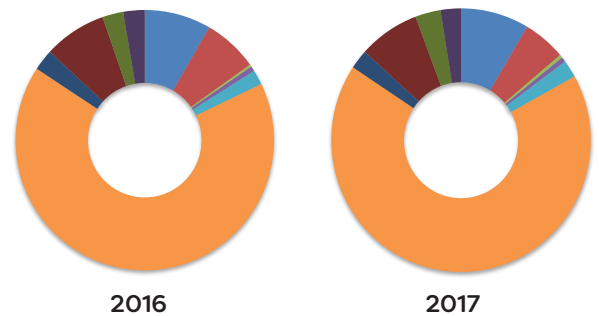
Source: National Science Foundation Higher Education Research & Development (HERD) Survey
 *FY17 reported to and accepted by NSF but not yet published.

As indicated in the RCA Annual Report, the state of research is alive and well at North Dakota State University. Our industrious faculty, staff, and students submitted 1,338 proposals during FY2017, which is the second-highest recorded number of proposals in our history. These proposals requested more than \$238,224,000 in funding from external sponsors, including federal and state government, private industry, commodity groups, and foundations.

The federal government remains our largest supporter, providing nearly 67% of total external award funding. Additional contributor categories include 11% for commodity groups, 9% for state funding and 4.3% for private industry. Comparing category totals between FY2017 and FY2016 highlights some notable increases, including 57% for other governmental offices, 21% for private industry and 11.5% in the commodity category. *Source: SPA Annual Report of External Funding Awards (2017)*

NDSU Research Expenditures (HERD Survey)

CATEGORY	FY2016		FY2017*	
Engineering	\$13,009,000	8%	\$ 13,052,000	9%
Physical Sciences	\$10,684,000	7%	\$ 8,120,000	5%
Environmental Sciences	\$439,000	0%	\$ 613,000	0%
Mathematical Sciences	\$979,000	1%	\$ 901,000	1%
Computer Sciences	\$2,878,000	2%	\$ 3,285,000	2%
Life Sciences	\$103,685,000	66%	\$ 103,148,000	67%
Psychology	\$4,105,000	3%	\$ 3,629,000	2%
Social Science	\$12,250,000	8%	\$ 11,635,000	8%
Other Sciences (Interdisciplinary)	\$4,077,000	3%	\$ 4,845,000	3%
Non-Sci & Eng	\$4,191,000	3%	\$ 3,890,000	3%
TOTAL	\$156,297,000	100%	\$ 153,119,000	100%

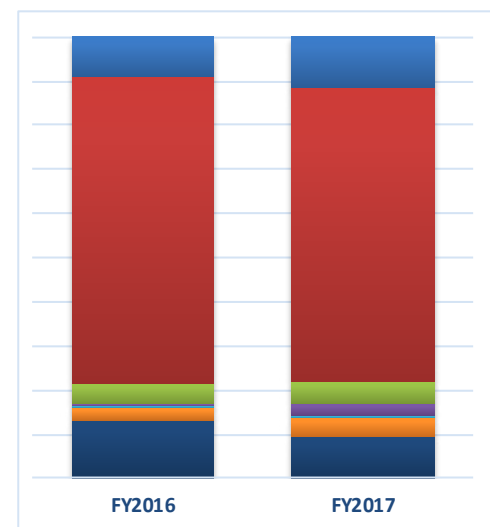


* FY2017 Preliminary Figures and subject to change

SOURCES of EXTERNAL AWARDS	FY2016**		FY2017	
Commodity	\$ 6,327,352	9%	\$ 7,054,503	11%
Federal	\$ 49,266,889	70%	\$ 41,084,039	67%
Foundation/NonProfit	\$ 3,226,509	5%	\$ 3,124,033	5%
Other	\$ 156,230	0%	\$ 1,606,226	3%
Other Governmental Office	\$ 272,052	0%	\$ 428,728	1%
Private	\$ 2,191,909	3%	\$ 2,653,175	4%
State	\$ 9,174,096	13%	\$ 5,766,860	9%
TOTAL	\$ 70,615,037	100%	\$ 61,717,564	100%

Federal formula funds and state appropriated dollars are NOT included.

** Adjustments were made to the previously published FY2016 source totals and External Awards totals; adjusted totals are included here



External Awards and Federal Formula Funds by Category

BY CATEGORY	*FY2016	FY2017
Total External Awards	\$ 70,615,037	\$ 61,717,564
Hatch/McIntire-Stennis Funds	\$ 3,184,348	\$ 3,144,546
NDSU Extension Service Smith-Lever Formula Funds	\$ 3,919,415	\$ 3,977,043
Student Financial Aid	\$ 10,530,068	\$ 10,538,815
Total Federal Formula Funds	\$ 17,633,831	\$ 17,660,404
Grand Total	\$ 88,248,868	\$ 79,377,968

* Adjustments were made to the previously published FY2016 External Awards total; adjusted total is included here.
Estimated R&D expenditures reported to the National Science Foundation total \$153.1M for NDSU in FY2017.

Planned Improvements

2017-19 MAJOR CAPITAL PROJECT REQUESTS

The following NDSU capital projects were approved by the 2017-2019 65th North Dakota Legislative Assembly:

Sudro Hall Addition (\$28,000,000 Private Funds)



A ceremonial groundbreaking for the construction of a six-story 74,000 sq. ft. **addition to Sudro Hall** was held on April 19, 2018. The ND Legislature and State Board of Higher Education authorized NDSU to develop the privately-funded project at an estimated cost of up to \$28 million. More than 2,000 students are enrolled in the College of Health Professions' School of Pharmacy, School of Nursing, Department of Allied Sciences and the Department of Public Health. Currently, the College leases space in three off-campus buildings to make room for its nursing and public health programs and its Haakenson Health Science Library. Once the expansion project is completed, Sudro Hall will house all of the College's programs, including newly designed space for students to learn and work within interdisciplinary teams, just as they will in hospitals, clinics and other health care settings. Construction is expected to be completed in spring 2020.

Catherine Cater Hall (\$39,505,000 Revenue Bonds)



A ground breaking ceremony for **Catherine Cater Hall**, NDSU's newest residence hall, was held September 12, 2017. Named for the much-beloved late professor emeritus of English, Catherine Cater, the six-story structure has a \$39 million budget and will feature 440 beds. Each residence floor of the 148,000 square foot building will have a huddle room, study room and a lobby. The first floor will feature a two-sided fireplace, media room, games room and conference space. The suite-style residence hall has been designed with second-year students in mind to give those wanting to live on campus their own space. No longer will they compete with juniors and seniors when searching for on-campus housing. Catherine Cater Hall is scheduled to open in fall 2019.

University Village Replacement - Phase 1 (\$10,000,000 Revenue Bonds)



Construction on the **University Village Replacement - Phase 1** project began in August 2017. The four-story, 86 unit apartment building will feature large walk-in closets, beautiful open concept living/kitchen space, huge bathrooms and generous storage spaces in the studio, one-bed/one-bath, and two-bed/two-bath apartment units. Other featured amenities include: high-speed internet, 24-hour keycard secure entrances, security cameras, air conditioning, full kitchen, onsite coin-operated laundry on every floor, elevators, study/community rooms, recreational rooms, tub/shower and walk-in shower options, and quartz bar-top islands. The anticipated completion date is fall 2018.

The following are additional Non-State Funded Unranked Capital Projects included in NDSU's 2017-19 Capital Project Priority list:

West Dining Center (WDC) Expansion

(\$3,700,000 Auxiliary Funds)

This project is the first of several phases and will involve two building additions to the WDC – one on the southwest corner and one on the east side. The addition to the south will have capacity for approximately 250 seats. The additional seating will accommodate the 440 students living in the new Catherine Cater Hall set to open in the fall of 2019. The area that is expanded to the east will include:

- A new elevator which would allow ADA access to those students who use the lower level classrooms, tutoring, and for those accessing the other high-rise residence halls
- A revised main entry/checkout counter to accommodate better flow and ease of use of the dining center for students
- Necessary mechanical and electrical systems added/upgraded to service these additions

Future phases include renovation of the kitchen and serving areas as well as updates to mechanical and electrical systems and finishes such as flooring, tile, walls, and ceilings. The future layout will include a variety of food stations and improved flow and efficiencies. The anticipated start of the WDC expansion project is summer 2018.



Residence Dining Center (RDC) – Phase II

(\$1,000,000 Auxiliary Funds)

The existing RDC dining area was remodeled to incorporate the addition of made/cook-to-order stations, display cooking capabilities, authentic ethnic options that are receiving preference over the “Americanized” ethnic options of the past, and the ability to customize meals. Display cooking has become a preferred food preparation method as it allows students to see that the items are being freshly prepared and, in many cases, also allows ingredients to be customized. This delivery method also lowers food waste, as the appropriate amount is prepared as needed, creating flexibility and variety with the menu. Today’s students are also requesting a greater variety of healthy and fresh foods and more food options for those with various dietary restrictions, so the project also encompassed improving the stations formerly in place, including the expansion of the gluten free room in the Center. The renovation was completed and opened in August of 2017.



NDSU Foundation & Alumni Association

NDSU FOUNDATION PREPARES FOR MAJOR PHILANTHROPIC CAMPAIGN

The NDSU Foundation and Alumni Association and North Dakota State University are moving forward with plans to launch the most ambitious philanthropic campaign in NDSU history.

The NDSU Foundation and Alumni Association Executive Governing Board on July 14, 2017, approved a consulting firm's recommendation that sets an initial working goal of raising between \$300 million and \$400 million as part of a seven-year, comprehensive campaign. NDSU President Dean Bresciani and Steve Swiontek, chairman of the Foundation's governing board, said the campaign will fully reflect NDSU's vision, ensuring that gifts support the university's priorities and move NDSU forward with purpose.

The consulting firm, Bentz Whaley Flessner, has recommended that the Foundation develop a phased campaign. While a public launch date has yet to be determined, the Foundation and university leaders have begun working with benefactors regarding their support for the campaign.

"We firmly believe that the timing is right for a major campaign," Swionteck said. "As the largest philanthropic effort in NDSU history, this campaign will strengthen the university's academic programs and support students and research, which in turn will transform lives for years to come."

The NDSU Foundation hired Bentz Whaley Flessner in 2016 to develop a campaign feasibility study and recommendations. The firm's analysis found that NDSU has a dedicated and loyal base of alumni and other supporters who represent a strong foundation for a successful campaign.

The last major campaign for North Dakota State University concluded in 2007, with nearly \$110 million in gifts and commitments secured for the university.

Source: NDSU Foundation & Alumni Association

NDSU FOUNDATION REPORTS RECORD YEAR OF PHILANTHROPY

North Dakota State University's alumni and friends provided a record \$59.9 million in private gift support through the NDSU Foundation and Alumni Association in the year ending December 31, 2017, making it the best year of philanthropy in NDSU history. The mark surpasses the previous record of \$52.3 million secured in 2016.

Last year, NDSU benefactors gifted more than \$47 million in cash and pledges. These gifts included \$500,167 in cash donations received on NDSU Giving Day, a one-day, online fundraising campaign, and \$461,661 raised during NDSU's annual Bison Bidders Bowl. Support also included \$12.38 million in deferred gift commitments and \$200,000 in state matching funds made available through the North Dakota Higher Education Challenge Fund. Nearly \$22 million in new gifts was designated to the College of Health Professions' Sudro Hall expansion project.

In addition to new gift support, the foundation transferred more than \$8.24 million to the university in 2017. The transferred funds, comprised of spendable earnings from the foundation's permanent endowment and expendable funds, supported programs as intended by donors. About half of the funding, \$4.1 million, was used to increase support for student scholarships during the 2017-18 school year. The remaining funds support faculty, the university's colleges and departments and building and equipment needs.

The NDSU Foundation's permanent endowment totaled \$201.6 million on December 31, 2017, compared to \$166 million on December 31, 2016.

Below are the NDSU Foundation's fundraising totals for the past five years:

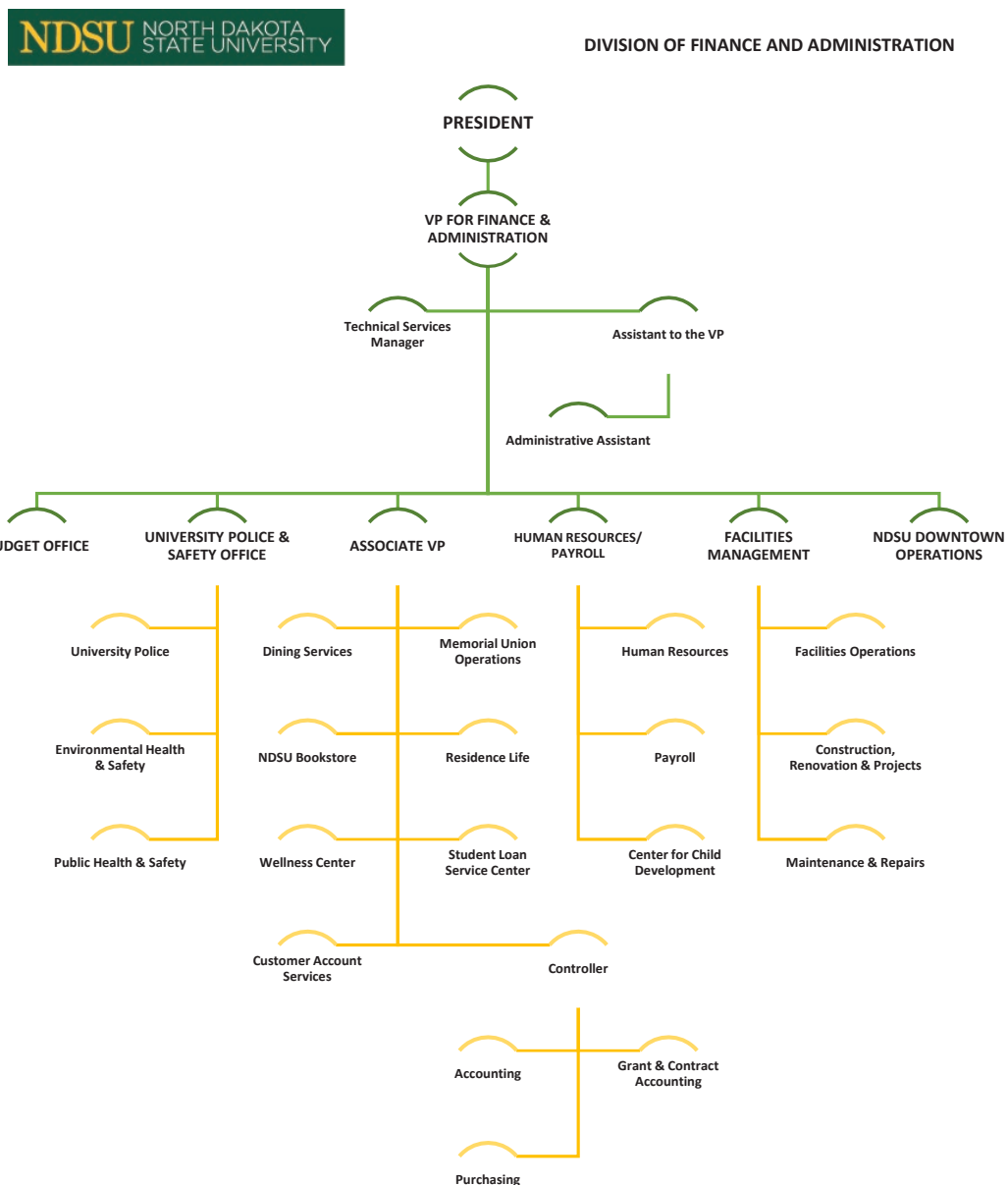
- FY17: \$59.9 million
- FY16: 52.3 million
- FY15: \$28.6 million
- FY14: \$39.0 million
- FY13: \$17.3 million

Source: NDSU Foundation & Alumni Association



Division of Finance & Administration

The Division of Finance and Administration provides fiscal and administrative counsel to the executive offices of the University, assuring that the institution operates within the legal and regulatory parameters of the State Board of Higher Education and the North Dakota University System. We provide human resources services, fiscal management, coordination of University-wide planning, institutional budgeting and policy analysis. The Division is also responsible for maintaining the physical campus environment and ensuring the safety of students, faculty, and staff. The Division also oversees the institution's self-sustaining auxiliary services departments.



The Division of Finance and Administration coordinates the efforts of all auxiliary, facilities, financial, and operational business functions across campus.

Vision

Finance and Administration strives to be a resourceful partner by providing direct and advisory services while promoting accountability to the University and its extended community

MISSION

Finance and Administration is a critical pillar of the University, providing supportive learning and partnership

Core Values

Our division is committed to excellence and we demonstrate that through our innovative problem solving, cooperative relationships, and focus on customer service.

VICE PRESIDENT FOR FINANCE AND ADMINISTRATION

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701.231.8412

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Associate VP
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nds.u.edu/vpfa/

Physical Address
North Dakota State University
1340 Administration Ave.
Old Main 11
Fargo, ND 58102

Reporting Units

ACCOUNTING OFFICE nds.u.edu/accounting/

The NDSU Accounting Office is the university's central accounting office responsible for leadership and management in the following areas: accounts payable, general ledger, financial systems training, banking, investments, capital asset management, long-term debt, taxes, coordinating external audits and financial reporting.

Gary Wawers
Controller
gary.wawers@nds.u.edu
701.231.8210

NDSU BOOKSTORE [ndsbookstore.com](https://nds.u.edu/ndsbookstore.com)

The primary mission of the University Bookstore is to enhance the educational mission of the university community with services, books, supplies and other related materials. The NDSU Bookstore is student-focused in everything we do, striving to provide excellent customer service; supports the educational mission of the University; focuses on strong financial accountability; and believes in the importance of social responsibility and shares an important role as a member of the NDSU community.

Kimberly Anvinson
Director
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701.231.9822

BUDGET OFFICE nds.u.edu/budget/

The NDSU Budget Office is responsible for: planning, development, analysis, and implementation of the fiscal management process and preparation of the NDSU comprehensive annual and biennial budgets; coordination, preparation, maintenance and reporting of budgeting systems/activities; long range planning; capital project review and monitoring; and providing management with information, analyses and recommendations for budgetary needs consistent with NDSU and SBHE guidelines, procedures and policies.

Cynthia Rott
Director
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CENTER FOR CHILD DEVELOPMENT nds.u.edu/childcenter/

The Center for Child Development is an education and service program that employs high quality teachers to educate children of NDSU faculty and staff. Their primary goals are to:

- Serve as an education and research facility for North Dakota State University
- Educate and care for children using a developmentally appropriate curriculum
- Provide support and strengthen the quality of life for young children and their families

Debra Habedank
Director
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CUSTOMER ACCOUNT SERVICES

ndsu.edu/cas/

Customer Account Services facilitates the processes used for assessing and collecting revenue generated by the University. Their mission is to maintain a high level of customer support while efficiently and accurately performing all functions in the collection of the University's accounts receivables.

Dorreen Kramer

Director
dorreen.kramer@ndsu.edu
701.231.7710

FACILITIES MANAGEMENT

ndsu.edu/facilities/

NDSU's Facilities Management supports the University by enhancing the quality of its physical facilities (buildings, infrastructure, grounds and related services.) Our mission is to help plan, create, maintain and operate an environment conducive to learning and research, all of which is to be accomplished through the most economical means possible.

Michael Ellingson

Director
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701.231.7307

HUMAN RESOURCES/PAYROLL

ndsu.edu/HR/

Human Resources and Payroll supports, promotes and impacts the success of the University and its diverse community by providing services in employee relations, recruitment, performance development and management, onboarding, training, benefits, compliance and payroll.

Colette Erickson

Director
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701.231.8961

PURCHASING

ndsu.edu/purchasing/

Purchasing provides the University with professional technical assistance in procuring quality equipment, goods and services in specified commodity areas by following established state and institutional guidelines on the basis of competitive bids; assists campus in redistribution and disposal of excess/surplus property in compliance with all law and policies; and provides campus with timely and cost effective mailing and shipping services.

Stacey Winter

Director
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701.231.8954

NDSU DINING

ndsu.edu/dining/

NDSU Dining's mission is to create the highest quality of dining and food related experiences which will enhance the educational and social environment for our students, the university, and community. With three dining centers and several retail locations, NDSU Dining provides the most nutritional, innovative, and high quality dining experience that meets or exceeds all expectations.

Katie Tarter

Director
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701.231.7005

GRANT & CONTRACT ACCOUNTING

ndsu.edu/grants/

Grant and Contract Accounting, as a component of NDSU Finance and Administration operations, is committed to providing high quality financial services to faculty and administrative staff dealing with sponsored programs. Through sound financial leadership, Grant and Contract Accounting supports the research, instruction and outreach activities of North Dakota State University.

Ann Young

Director
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701.231.8356

MEMORIAL UNION OPERATIONS

ndsu.edu/mu/

Memorial Union is more than a building! The Memorial Union advances student success by serving as the community center of campus; providing services, facilities, and programs to members of the university and community. Memorial Union Operations consists of Conference & Event Services, an Art Gallery, a Recreation Center (bowling, billiards, eSports, and more), Design & Sign printing and promotional services, and many formal and informal gathering and meeting spaces.

Paul Wraalstad

Director
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701.231.8236

RESIDENCE LIFE

ndsu.edu/reslife/

The Department of Residence Life supports students by providing a vibrant, healthy place to live and learn. Seven principles have been put forward for future direction of the Department. The principles are Standards of Service; Living Environment; Learning Environment; Quality and Diverse Staff; Responsible Financial Management; Building and Establishing Relationships; and Innovative Use of Technology.

Rian Nostrum

Director
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701.231.7890

STUDENT LOAN SERVICE CENTER slsc.ndus.edu

The Student Loan Service Center (SLSC) provides loan servicing for institutional loans issued by the eleven state colleges and universities in the North Dakota University System. This includes monitoring, reporting and collecting on loans in accordance with state and federal laws and regulations.

Kelly Bisek

Director
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701.231.9547

WELLNESS CENTER ndsu.edu/wellness/

We promote a culture of life-long wellness by developing innovative programs and services for the NDSU community. The purpose of the Wellness Center is to support the academic mission of NDSU by providing an environment where students may learn behaviors conducive to creating healthy lifestyles. Wellness, which is about making healthy lifestyle choices regarding mind, body, and spirit, is the common thread of the Wellness Center's programs and services.

Jobey Lichtblau

Director
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701.231.7672

UNIVERSITY POLICE & SAFETY OFFICE

ndsu.edu/police_safety/

The University Police and Safety Office provides professional services and resources to help the campus be a safe and secure environment while being prepared to respond to the emergency service needs of the community. To accomplish this, the department serves as the lead institutional unit responsible for safety and security, law enforcement, risk management and emergency preparedness and response.

Mike Borr

Director
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701.231.9535

2017-18 Division Highlights

Over the last fiscal year, the employees in the Division of Finance and Administration continued to foster and build teams within the division and throughout the campus in order to fulfill the core mission of NDSU and the division.

We continue to maintain a solid base of financial stability for NDSU. Per the calculated composite financial index (CFI), NDSU had a 3.55 index in FY2018. This financial stability has also been noted in the ratings report to management by the rating agencies of Moody's Investors Service and Standard and Poor's. The University was rated **Aa3** with a **stable** outlook and '**AA-'/Stable**, respectively, by the agencies.

The following will highlight some of the major accomplishments achieved by the division:

Accounting/Financial Operations

- No formal or informal audit findings in the financial audit for FY17, which was facilitated in FY18. No federal audit issues arose during FY18. No unique audit adjusting entries to the FY17 financials related to NDSU – there was one audit adjustment affecting all NDUS institutions. Successfully met audit deadlines moved up one week from past years. This demonstrates outstanding quality control in general accounting and financial reporting.
- Implemented new PeopleSoft Travel Expense module. This converted a paper driven process for reimbursing employee travel and other expenses to an online paperless system with electronic workflow approval. This resulted in shortening the time employees wait for being reimbursed, in addition to cost savings and efficiency with a paperless system.
- Training staff and other improvements were made to the tax compliance procedures on international tax and 1099 reporting issues.

- Accounting works with certain departments on developing or enhancing long-term financial forecasting models, including planning for capital asset and debt financing scenarios, to improve the department's planning for the future - beyond just the next budget cycle.

Bookstore

Textbook affordability is the focus of the Course Materials Department at the NDSU Bookstore. Our stakeholders need and want to see results from us and we are pleased to share our store's Spring Savings Report with you. This report details the savings compared to standard publisher prices and/or regular NDSU Bookstore prices. The Savings Report is compiled from data from our inventory control system but doesn't include savings from our Universal Digital Textbooks and CampusEBooks digital offerings nor what our students saved by using our price comparison link.

Spring 2018 Savings Report

Inclusive Access Savings	\$311,500.00
Rental Savings	\$72,684.00
Used Savings	\$75,642.00
OER Savings	\$45,629.00
TOTAL SAVINGS	\$547,055.00

NDSU students purchased over 30,175 units of course materials from us so far this spring semester, this is a 6% increase from the previous spring. These purchases reflect an average price of \$64.63 per unit which is also down 17% from last year's average of \$75.78. This is a savings of \$11.15 per book – savings that the students see immediately.

Over 7,500 students took advantage of our NDSU Bookstore Charge program this spring. This program allows students to charge needed course materials (including supplies and some technology items) without incurring credit card debt and/or fees. All enrolled students are eligible for this, regardless of financial aid monies.

The NDSU Bookstore team will be working hard during the coming year. Our goal is to continue to reduce the cost of course materials at North Dakota State University along with providing more value to our stakeholders.

Budget Office

- Budget
- Supervised annual budget preparation process
- Supervised and prepared University biennial budget preparation process to include legislative hearing materials
- Supervised and coordinated self-support budgeting activities for differential tuition, Career Center and Summer School with active involvement with the individual units
- Prepared annual and biennial budget status updates for management decision making
- Performed monthly review of OMB appropriation status report, reconciling any changes in authorization
- Other
- Point of contact for campus coordination of various information requests from legislative committees, university system and other constituent groups in consultation with campus departments as necessary
- Prepared, reviewed and analyzed mandatory fee requests in coordination with requesting departments, student government SFAB and university system office. Coordinated any tuition requests with Colleges and university system office.
- Represented Administrative Affairs Council on the newly formed PeopleSoft Governance Committee providing all university system institutions with a point of contact to voice issues and concerns as they arose with PeopleSoft/ERP
- Participated as working group member for Business and Payroll Services on the University System Shared Services Task Force to review best practices and where effectiveness and/or efficiencies may be gained with changes to current practice
- Coordinated budgetary reorganization for campus units
- Performed or supervised capital project budget and expenditure review and tracking, including match requirement reconciliation and tracking
- Information Technology Division
- Provided leadership, guidance and supervision to the ITD's Business Unit
- Provided guidance to the IT Business Unit for implementation of a new software solution intended to streamline division re-charge billing and inventory processes
- Assisted IT Division with analysis and change management associated with potential new billing model for institutional voice, data and network services

Center for Child Development

The mission of the Center for Child Development is to serve and act on behalf of the needs, rights and well-being of all children, their families and university students.

- Accredited Early Childhood Program through the National Association for the Education of Young Children, recognizing high quality early childhood programs providing a safe and nurturing environment while promoting the physical, social, emotional and intellectual development of young children.
- Licensed through the ND Department of Human Services
- A Bright & Early ND 4-STAR Award program
- Awarded four grants including the Jr. Master Gardeners Grant, USDA Child and Adult Care Food Program, Team Nutrition Grant, and Childcare Alive Grant
- Partners with Fargo Public Schools multi-million dollar Striving Readers Literacy Grant
- Provided full time early education to children ages 6 weeks to 5 years in a 12-month program at full capacity
- Made improvements to the Infant-Toddler playground surfacing, storage and developmentally appropriate equipment to promote safety and child development
- Provided support and coordination to NDSU faculty on research with young children and families
- Provided university students hands-on experiences with children and families through courses in Nursing, Health Nutrition and Exercise Science, Human Development and Family Science, Early Childhood and Elementary Education, Social Work and Work Study Students
- Developed and maintain partnerships with community agencies such as: Pediatric Partners, Minnesota State University-Moorhead, GiGi's Playhouse through our Caring and Sharing Community Giving Project, ND Lion's Organization, Re-thinking Mental Health, Childcare Award, USDA Child and Adult Care Food Program, Fargo Cass Public Health, Fargo Police Department, NDSU Dining Services, Fargo Public Schools and Area Preschool Advocates
- Provided tours of the Center for Child Development to high schools including Fargo North, Fargo South, West Fargo, Moorhead, Fergus Falls, Dawson and to NDSU faculty, staff and students

Customer Account Services

During the 2018 fiscal year, Customer Account Services continued to focus on improving existing processes, which led to the development and enhancement of relationships both within the University and across the ND University System.

- Collaborated with other NDSU departments to refine cash handling processes, establishing internal policies and process flows to be administered uniformly throughout all locations. Assumed the responsibility of processing the corresponding deposits in an effort to streamline the procedure further.
- Coordinated with NDUS Core Technology Services to create a detailed account summary report for students/parents that may be generated for multiple semesters.
- Created an electronic form and workflow for students to request replacement refund checks. This change eliminated the need for paper forms to be routed, shortened processing time, and made the transaction simpler for students.
- Refined the student collection process to create efficiency and improve data integrity. Implemented protocol for collecting on accounts nearing expiration.

Dining Services

- Implemented new organizational staffing structure in Dining
- Increased market rate for cooks and production supervisors to recruit and retain cook staff
- Increased market rate for student employees to recruit and retain student employees.
- Established additional student employee positions to effectively train and promote into leadership positions in Dining. Added a student employee leadership position, Student Coordinator, to assist with leadership of student employees.
- RDC Phase II renovation completed and opened in August of 2017.
- Worked with Food Design consultant and Facilities to design renovation for West Dining Center, along with recommendations for retail food operations.

- Restructured custodial and facilities staff to Facilities department, who continue to provide those services to Dining operations.
- Collaborated with Customer Account Services to improve cash handling practices in all operations.
- Decreased block plan and cash door rates to provide better value and affordability to students and customers
- Implemented a faculty/staff block plan
- Collaborated with Athletics to add additional Concessions operations for Women's Volleyball, Indoor Track and Women's Softball
- Continue to utilize customer satisfaction surveys to evaluate and improve services
- Created and installed computer kiosk stations in all dining centers for full time staff use. Provide on-going staff training for computers via Student IT assistants
- Added additional part time staffing through Community Supported Services, employing staff with diverse needs and abilities.

Facilities Management

Completed the following projects:

- FLC flooding mitigation
- Softball stands/pressbox replacement
- NQ parking lot
- Golf space created in SHAC
- Churchill Hall
- RDC Phase II
- FargoDome locker room updates
- Dolve ME suite updates
- CIE fire alarm

In construction:

- Walster 3rd floor bathroom/classroom/lab
- Catherine Cater Hall
- UV Phase I
- QBB HVAC replacement for data rooms
- BBF bathrooms

Designed:

- Sudro Addition
- Water/sewer west of MU
- Phase I steam tunnel replacement
- Softball Phase II
- Morrill 105 classroom seating
- Fire alarm software/system replacement
- Additional gender neutral bathrooms
- CJPP updates
- West Building high density storage
- Library west entrance face lift
- Electronic sign at SHAC
- Reed elevator replacement
- Johnson Hall Phase I bathroom renovation
- EE hallway updates
- Burgum chiller replacement
- Disability Services/Center for Writers update in Library

Other:

- Central Stores inventory will be completed online this year using an app. This will save labor costs and should improve inventory accuracy. State Auditors Office has approved this approach.
- Negotiated a new MOU with State Fleet Services for costs associated with those activities. State Fleet will start covering more costs (possible \$30K)
- Parking one-day and temp permits are now available on-line
- Adjusted MAT bus schedule to keep the operating budget approximately the same for FY18
- Mobile parking app continues to grow with over 37,000 electronic transactions last year
- Expanded recycling on campus
- The Planning division was successful in combining with Maintenance and Repairs into one unit. At the current time, the two vacant position haven't created any negative impact
- Received the Tree Campus award again this year
- Hired a Budget Analyst that has already added a layer of review not previously occurring

- Extended the overhaul schedules for the absorption chillers, saving approximately \$16,000 per year
- Received a \$500 grant for an existing lactation room chair replacement
- Contracted some trade staff time to USDA, as our expertise and work ethic exceeds the local contractors
- Assisted Valley City State University with plumbing, including training staff. Assisted Mayville State University with boiler chemicals and NDSCS with facilities items.

Human Resources/Payroll

- Conducted the following training sessions: New Employee Orientation October 26, 2017 – 43 attendees, March 8, 2018 – 34 attendees; Responsibility Review Training September 19, 2017 – 21 attendees;
- Implemented PeopleAdmin Performance Management. This module allows NDSU to complete performance reviews on line to increase efficiencies by ensuring accurate data, initiating and tracking approvals, limiting errors made with manual data entry, and ability to run reports. Training for managers was completed and tutorials are on HR web site.
- Negotiated a Payroll Shared Services agreement with Valley City State University in July 2017, in addition to the previous agreement with North Dakota State College of Science. The NDSU Payroll Office performs most of the back office payroll services for these campuses.

Memorial Union Operations

- Memorial Union estimated visitors: 1,756,083
- Total reservations processed (includes MU, Rec Center, and promotional spaces): 10,891
- Total event space reservations: 6,790 (79% departmental)
 - Estimated value to campus departments for free/reduced fee room use: \$1,014,731
- Transitioned Memorial Union Operations from Student Affairs Division to Finance & Administration.
- Transitioned NDSU Summer Conference coordination to MU Conference & Event services staff
- Gallery Coordinator wrote & received Impact Fund grant to launch a Virtual Reality learning lab. VR learning lab was ultimately established in the library as a preferred location
- Campus Postal Services were transitioned to Bookstore
- Completed RFP process for banking services
- Building safety/security: Critical incident training & CPR/AED training continue to be provided to student and professional staff in the department.
- Capital projects/building improvements:
 - Ballroom carpet replacement
 - Audio/Visual systems: new projectors in several meeting rooms

Purchasing

- Administration of the procurement card. Currently, there are 638 active cardholders and 141 credit card administrators. The annual spend has increased by 30% over last year.
- Managed the 150+ Time and Materials service contracts used by the Facilities Management Department. This included advertising for some of the trades.
- Provided Purchasing training for the following departments: Agribusiness & Applied Economics, Science & Math (reorg)
- Provided mail service for the campus
- Entering year five of the tractor lease for the Agriculture Departments. The contract was awarded to Case IH who has leased tractors to NDSU for \$1 each. In 2012, we received 65 tractors for \$65; this year we received 171, including two for Facilities Management. This program started in 2006. The current contract is for five years, with three possible renewals, totaling eight years.
- Conducted monthly surplus sales and coordinated surplus property disposal for departments.
- Worked with Grants and Contract Accounting to implement a system for checking for debarred vendors.
- Managed vending relationship with Coke and Pepsi. Received a check from Pepsi for \$30,000. This is available to NDSU for each

year of the agreement.

- Assisted departments with leases using the Master Lease program through Wells Fargo.
- Held our third annual Vendor Fair with 65 vendors attending and over 400 attendees from NDSU, receiving positive feedback from both groups.
- Request for Proposals (RFPs) and larger bids for commodities services such as:
 - Student Health Reference Lab
 - University Relations web design
 - Student Health Laboratory Information System
 - ECE replacement windows
 - Potato Building re-roof
 - High Rise HVAC commissioning services
 - FLC lift station
 - CIE fire alarm replacement
 - Irrigation booths
 - Service Center/Pilot Plant re-roofing project
 - Shepperd Arena roofing project
 - Safety Office radiation monitors
 - VDL audio/visual equipment
 - Athletic Sports Medicine
 - VDL necropsy tables
 - VDL incinerator
 - Axial-torsional testing equipment
 - #2 fuel oil backup-up
 - Parking lot ID signs
 - EPSCoR external evaluator
 - Search firm for VP of Research
 - Softball padding and netting
 - Softball scoreboard
 - Softball grandstands
 - Turf
 - Seed Cleaning Plant and equipment for CREC
 - Seed cleaning equipment for NCREC
 - Fire engines for State Forest Service
 - Collections for Student Loan Service Center
 - Electrical for CREC

Residence Life

Apartments:

- Successfully opened NDSU Apartment 1701 at 100% occupancy. This resulted in a significant increase of check-ins that staff handled well.
- Implemented semester Health and Safety Inspections for all apartments resulting in better reporting of maintenance concerns and provided opportunity for one-on-one interaction between staff and students.
- Created and launched electronic Apartment Inventory and Condition Form allowing new residents to complete a more detailed pre-move in inspection form along with submitting photos of any existing conditions.

Facility Projects:

- Completed and opened fully renovated Churchill Hall
- Finished bathroom renovations in Johnson Hall
- Upgraded Stockbridge freight elevator to a passenger elevator

Residential Curriculum:

- Completed 14,432 intentional conversations that happened between staff and residents
- Residence Hall Association National Residence Hall Honorary and Hall Governments hosted 127+ events during academic year
- Implemented an "End of Year" survey with resident hall first year students to better capture what they experienced while living on campus and their choices of where to live for the second year. With a 31% response rate, the information guided us in planning for the following year, particularly related to customer service, marketing what we offer, and co-educational room-mates in the apartments

Operations & Marketing:

- Provided conference housing for 5,746 participants and 27,634 bed nights
- Developed marketing campaigns that increased retention rates for upper division students in residence halls and apartments,

with the use of email marketing, online advertising social media, print materials, digital advertising and internal training.

- Rebranded all marketing materials to enhance look and feel of our department's visual brand identity
- Using Google Analytics, reformatted website sitemap and edited website's page layouts, content and graphics

University Police & Safety Office

- Conducted or assisted with a number of safety and awareness training sessions focused on both personal safety and risky behaviors. Totaling over 50 sessions, they included topics such as Personal Safety and Multi Hazard Response, Freshman Parent Orientation Sessions, Alcohol and Sexual Violence Awareness, Alcohol and Risk Mitigation, Active Shooter Response, Basic Narcotics Awareness, and Self Defense class for women (RAD) Rape Aggression Defense.
- The department completed the required training to be one of only two agencies in the state of North Dakota that are participating in the One Mind Campaign. The One Mind Campaign seeks to ensure successful interactions between police officers and persons affected by mental illness. In order to take the pledge, the department had to complete the following requirements within a 12-to-36 month period:
 - Establish a clearly defined and sustainable partnership with one or more community mental health organization(s).
 - Develop and implement a model policy addressing police response to persons affected by mental illness.
 - Train and certify 100% of the agency's sworn officers (and selected non-sworn staff, such as dispatchers) in Mental Health First Aid or other equivalent mental health awareness program.
 - Provide Crisis Intervention Team training to a minimum of 20% of the agency's sworn officers.
- Continued successful work on the Worker's Compensation Experience Rate Modification and Discount Programs resulting in significant premium reductions of over \$600,000 from our gross premium amount, a greater than 60% reduction. This is a direct reflection of the implemented effective safety programs.
- The NDSU Police Department has been the recipient of Federal Awards that are provided by the NDDOT. The Distracted Driving and Occupant Protection Grants provide police personnel in conjunction with other agencies in the SE region of North Dakota. These grants enable more officers to be available for patrol to assist with curbing certain behaviors and keeping drivers and their passengers protected. The NDSU Police Department has participated in this multi-agency regional safety effort since the fall of 2010.
- Numerous actions were undertaken to reduce and remove hazardous chemicals from laboratory spaces to include eight major lab clean-outs and two significant chemical spill responses.
- In 2017, new instrumentation to characterize fume hood performance was added to the department. This type of equipment is considered the "gold standard" for these kinds of measurements. It improved both the speed and precision of our fume hood performance checks and helps us ensure that lab workers have the safest environment we can provide.
- The emergency response program underwent a significant review and the Emergency Operations Plan was completely rewritten, incorporating the latest industry standard concepts in the process. This effort provided all the various departments with a vested interest in successful response to emergencies an opportunity to provide their input into the overall process and better understand their roles and responsibilities.

Financial Information

NDSU's overall financial standing continues to be sound with total assets of \$702 million and total liabilities of \$263 million resulting in a net position total of \$462 million (an increase of \$6 million over the previous fiscal year.) The University has done well in managing its financial resources and is better off as a result of the current year's activities.

The financial information for this annual report consists of a series of financial statements. The Statement of Net Position, the Statement of Revenues, Expenses, and Changes in Net Position, and the Statement of Cash Flows provide information on the University as a whole and present a long-term view of the University's finances. The Statement of Net Position and the Statement of Revenues, Expenses, and Changes in Net Position report information in a way that helps answer the question, "Is the University as a whole financially better off or worse as a result of the year's activities?" The Statement of Cash Flows summarizes transactions affecting cash during the fiscal year. It also provides information about the ability of the University to generate future cash flows necessary to meet its obligations and to evaluate its potential for additional financing.

Other non-financial factors, such as the condition of the campus' infrastructure, changes in legislative funding and changes in student enrollments, need to be considered in order to assess the overall health of the System.

Fiscal 2018 Financial Highlights *Overall – Strong Financial Position, Steady Results*

Key Ratios Viewed by NDUSO & SBHE

- Overall key ratios show very little change in fiscal 2018
- All financial ratios in line with NDUS averages

Composite Financial Index (CFI)

- With component units (foundations), the Composite Financial Index (CFI) increased from 2.69 to 3.55 mainly due to strong NDSU Foundation results.
- Without Components Units (University Only) as requested by SBHE, the CFI decreased from 2.49 to 1.95 mainly due to the increase in NDSU's share of the State's Pension Liability

Balance Sheet (Statement of Net Position)

- The largest changes on the Balance Sheet are in Restricted Investments and Long-Term Liabilities:
 - July 2017 - Issuance of revenue bonds for new construction \$48 million; the portion of bond proceeds unspent at 6/30/2018 is held as Restricted Investments \$30 million.
- Pension Liability increased approximately \$18 million due to changes in actuarial assumptions, according to NDPERS. In addition, a \$2 million OPEB Liability was added as required by new accounting standards.

Income Statement (Statement of Revenues, Expenses, and Other Changes in Net Position)

- Student tuition and grant revenue steady in recent years.
- Small decreases in overall operating expenses reflect decreases in state appropriations.
- Capitalized interest on long-term debt continues trending downward due to past debt retirement and refinancing.
- Total operating revenues and expenses have no material fluctuations.
- The Prior Period Adjustment is related to a new accounting principle related to inclusion of an allocated share of the State's OPEB (Other Post Employment Benefit) liability.

Long-Term Liabilities

- Increase due to issuance of \$48 million of new revenue bonds for new residence hall construction. Related interest expense was capitalized to capital assets during the construction period, resulting in a reduction of interest expense on debt related to capital assets.

Indirect (Facilities & Administrative) Cost Recoveries & Grant Expenses

- Required schedule for bond issues
- Grant expenses relatively steady the last 5 years. F&A recoveries increased 5.6% in FY18

Housing & Auxiliary System Income Statement

- Continued strong coverage – required coverage is 1.10, current coverage is 2.25

Unrestricted Net Position

- Despite the \$20 million new allocated share of the State's Pension and OPEB liabilities (which reduces Unrestricted Net Position), the Unrestricted Net Position increased \$2 million. In other words, without the allocation of state liabilities, Unrestricted Net Position would have increased \$22 million. Cash carryover of tuition is about \$30 million.

For detailed financial information, please see NDSU's Annual Financial Report for June 30, 2018 at https://www.ndsu.edu/accounting/financialreports/annual_ndsu_financial_reports/

Bond Rating

A bond rating is the measure of quality and safety of a bond. It indicates the likelihood that a debt issuer will be able to meet scheduled repayments. "AAA" is the best possible rating and "D" is the worst. Bond ratings are requested when the University plans to issue or refinance debt. For NDSU, the following are its most recent bond ratings with the respective rating agencies:

Aa3 / Stable: Moody's Investors Services

The rating reflects "the university's strong growth of flexible reserves providing sound coverage of debt and sound flexibility to absorb declines in state operating support. The Aa3 is further supported by NDSU's recognition as top research institution within its 5 state region with growing STEM programming and projections for continued solid student demand due to favorable demographics in the Fargo area. The housing and auxiliary facilities revenue bonds will continue to have a very strong debt service coverage. Offsetting credit factors include ongoing state funding pressure with the State of North Dakota (Aa1 negative), a growing fixed cost base and highly competitive research funding environment at a time when the university is working to expand its research profile."

The stable outlook incorporates "expectations of growing net tuition revenue and stable cash flow margins of 7-8% providing solid debt service coverage of over 2 times despite constrained state funding." Other factors supporting the rating reflect Moody's view of the university:

- Good student demand as North Dakota's land grant university with considerable regional reach and located in economically and demographically vibrant Fargo area
- Expanding research profile supported by higher NSF national rankings and increased focus on STEM programming
- Growing financial reserves add financial flexibility
- Historical solid state support of capital, creating favorable operating and financial leverage relative to peers

Market Profile: Solid student demand with growing research profile, strong regional recognition for STEM programs

Operating Performance: Thinning operations with strategic reserve use and state cuts, but continued healthy debt service coverage

Wealth and Liquidity: Strong recent reserve growth adds flexibility and cushion for capital plans

Leverage: Favorable leverage through good state capital support

Governance and Management: Good strategic positioning bolstered by careful planning

AA- / Stable: S&P Global Ratings

S&P Global Ratings affirmed its 'AA-' long-term rating to NDSU. The outlook is stable.

They assessed NDSU's enterprise profile as very strong characterized by stable enrollment, solid matriculation rates, and good geographic diversity, which has helped offset local demographic pressures. The university's financial profile was assessed as very strong, characterized by healthy available resources, good financial policies, and a low debt burden. The 'AA-' rating reflects S&P Global Ratings assessment of NDSU's strengths:

- Healthy financial resource ratios for the rating category and low pro forma maximum annual debt service burden, at 1.9% of fiscal 2016 adjusted operating expenses
- Adequate demand trends, with over 14,400 students and total full-time-equivalent (FTE) enrollment of approximately 12,800
- Relatively broad geographical draw for a public flagship institution, as demonstrated by NDSU's large out-of-state and international student population (59% of total enrollment in fall 2016).

Somewhat offsetting factors, in their opinion, include:

- Relatively small endowment size and limited fundraising history compared with that of similar rated public flagship institutions and the rating agency
- Declining high school demographics within the state although to date, NDSU's enrollment has not suffered as a result of negative demographic trends
- Potential for pressures to state funding environment in the near-term due to declines in the oil and gas industry, which could pressure operating revenues.

The stable outlook reflects the rating agency's expectation that "over the outlook period, NDSU's enrollment will be stable, financial operations and financial resource ratios will remain in line with those of similarly rated universities in the rating category." They also expect the university will keep operations close to break-even on a full-accrual basis, despite pressures to state funding. In their view, beyond the outlook period, they could consider a positive rating action if the university posts strong full-accrual operating surpluses and increases its endowment size and financial resource ratios to levels commensurate with a higher rating.

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