



NORTH DAKOTA STATE UNIVERSITY
Finance & Administration Annual Report

For the Fiscal Year Ending June 30, 2022

Photo credits to University Relations

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INTRODUCTION



DR. DAVID J. COOK, PRESIDENT **North Dakota State University**

Dear students, future students, alumni, citizens, and colleagues,

NDSU has a strong tradition of forward-thinking and meaningful contributions to the quality of life in the state and has an impressive record of success in many key areas of campus. All of the progress is clearly because of the community of alumni and friends, as well as students, faculty, and staff, together in common purpose and tenacious commitment. We will continue to build on that powerful sense of community to face the next set of challenges facing not just NDSU but all of higher education in the United States.

NDSU also has a clear and important mission to educate the next generation of leaders, serve the community and region, and contribute solutions to the needs of society. I am deeply committed to leading this organization to higher levels of student access and success, as well as furthering the economic driver that NDSU can continue to be.

I spent time this summer meeting with key stakeholders across the state to listen and learn about what the state's 1862 Land Grant institution can and should do to advance the prosperity of North Dakota.

After those meetings, my impression of the university hasn't changed. NDSU is a remarkable institution with dedicated students, faculty, staff, and alumni who are passionate Bison supporters. I remain humbled and honored to lead a university with such a storied past, and one that plays such an instrumental and important role in serving all of North Dakota.

Thank you all for your deep passion for NDSU and the kind welcome you have offered to my wife, Katie, and me as we have begun to enjoy our time in North Dakota. Our initial visit to the state suggested that this is a dynamic and exciting place to live and work, and everything we have learned since has reinforced that positive impression.

My Best,

Dave Cook
Go Bison!

NDSU President David J. Cook, Ph.D.

David Cook, Ph.D., was named the 15th president of North Dakota State University in February 2022.

Prior to joining NDSU, he was vice chancellor for the Office of Public Affairs and Economic Development at the University of Kansas. His primary responsibilities were to shape and promote KU's strategic priorities, advance the institution's reputation and brand, and advise and represent the chancellor across stakeholders, including the Kansas Board of Regents, state and federal legislators, donors, alumni, athletics, faculty, staff and students. Cook's economic development role focused on growing entrepreneurship, collaborating with industry, commercialization, providing student success and experiential learning opportunities and aligning educational offerings with the region's workforce needs to create jobs and enhance students and citizens of the state. A cornerstone of this effort was the expansion of KU's Innovation Park housing more than 60 corporate tenants and start-up companies.

Dr. Cook previously was vice chancellor of the KU Edwards Campus in Overland Park, Kansas. Under his leadership, the Edwards Campus enrollment grew by more than 40% in six years, supported by the revamp of enrollment management, strategic marketing, and student services and academic programs development processes. This led to the launch of nearly 40 academic degree programs and certificates – many for diverse and non-traditional students – and a School of Professional Studies, the first new school at KU since 1993. He also led the university's professional and continuing education operation, providing a broad range of non-degree education and executive training to 50,000 participants annually.



Dr. Cook also spent 14 years at the University of Kansas Medical Center – the final seven years as a member of the leadership cabinet. KUMC includes schools of medicine, nursing and health professions, with 2,100 faculty; 4,000 staff; 3,300 students; and a \$100 million research budget. He earned tenure in KU's School of Medicine and was later promoted to the rank of professor in KU's College of Liberal Arts and Sciences. As a faculty member, he taught over 20 different courses in both the School of Medicine and the College of Liberal Arts and Sciences. His research achievements include being a Principal or Co-Principal Investigator on nearly \$11 million in extramural funding. He has been funded on 30 different grants and contracts totaling nearly \$31 million.

He was an American Council on Education Fellow at the University of North Carolina-Chapel Hill. During the fellowship, he visited and studied dozens of universities to better understand opportunities and challenges facing higher education. One specific initiative involved studying how diversity, cultural competency and professionalism were managed at other universities, bringing back information to KUMC to launch a Diversity Council that is still active today.

Dr. Cook earned his bachelor's degree at Iowa State University, and his master's and doctoral degrees from the University of Kansas. He and his wife, Katie, have three children – Gage, Ella, and Peyton.

Source: NDSU Office of the President

MAJOR ACCOMPLISHMENTS

Classification as one of nation's top research institutions

NDSU has again been designated as an R1 research institution by the Carnegie Classification on Institutions of Higher Education. Carnegie's R1 distinction, titled "Doctoral University: Very High Research Activity," is its highest classification and is presented to only the top research institutions in the country.

For the 2021 list, 137 institutions were designated with the R1 status with 100 being public universities like NDSU. Only three universities in the six-state upper Midwest region of the country were designated as R1: the University of Minnesota, NDSU and Montana State University.

Since 1970, the Carnegie Classification has been the leading framework for recognizing excellence in research activities. Using an empirical process, it compares and groups accredited and degree-granting institutions.

Carnegie's list is updated every three years and considers a range of statistics, including each institution's research expenditures, the number of doctorate degrees conferred and the numbers of faculty, post-doctoral and non-faculty research staff. NDSU's overall research expenditures have risen more than \$10 million over the last three years to \$156 million in the last fiscal year alone.

In addition to expenditures, the Carnegie classification examines the number of doctoral degrees conferred by an institution in humanities, social science and STEM fields along with other areas such as business, education and public policy. NDSU conferred 139 doctoral degrees in these areas during the last fiscal year. Finally, the number of research staff, including faculty, post-doctoral researchers and research staff, is considered in an institution's classification.

An R1 ranking indicates that a research institution is operating at the highest possible level which will, in turn, attract high-quality faculty and students and assist in obtaining prominent, significant research grants.

Vice President for Research and Creative Activity named

Dr. Colleen Fitzgerald accepted the position of Vice President for Research & Creative Activity, beginning her new role on October 1, 2021. She has experience in economic development, technology transfer and licensing, and has built relationships at the National Institutes of Health, the National Endowment for the Arts, the Department of Education, the Department of Health and Human Services and the Institute for Library and Museum Studies, among others.

Her previous roles include program director, Documenting Endangered Languages Program, Division of Behavioral and Cognitive and Economic Sciences Directorate at the National Science Foundation; director, 2014 Institute on Collaborative Language Research; director of the Native American Languages Lab at the University of Texas at Arlington; and director of the ESL/Literacy Service-Learning Initiative at Texas Tech University.

Dr. Fitzgerald earned her undergraduate degree in French from Loyola University and her master's degree and doctorate in linguistics at the University of Arizona. Her research investigates the phonology of Native American languages and Indigenous language documentation and revitalization.

New agriculture building for the future

State leaders, agriculturalists, and the North Dakota State University campus community gathered for the Peltier Complex groundbreaking and naming ceremony on Friday, November 19, 2021. This state-of-the-art facility will be a hub for agricultural innovation, product development, and advancing research and education that will provide new economic opportunities for North Dakota, the region, and the world.

The Peltier Complex will bring together researchers, scientists, students, grower groups, and producers from NDSU, the Northern Crops Institute (NCI), and the industry to advance next generation products developed right here in North Dakota. The new facility will house NDSU's food science, meat science, and cereal science laboratories along with the NCI and the North Dakota Trade Office, creating more opportunities for communication and collaboration between different research groups, industry representatives, and domestic and international customers who buy the region's agricultural commodities. The building will provide opportunities for researchers to ensure more value is added to agricultural products and better meet consumer needs as the global demand for agricultural commodities continues to grow.

In 2021, the North Dakota Legislature gave final approval to \$70 million appropriations for the completion of the Peltier Complex and authorized an additional \$15 million in private fundraising.

The Peltier family made leadership philanthropic gifts to support the private fundraising portion of the project and is one of the region's most longstanding supporters of teaching, research, and extension in agriculture. Keith Peltier '75 said his late father, Joe '51, was an excellent promoter of ag products and that his family thought the Peltier Complex would be a great place to honor Joe and his life's work.

NDSU receives \$6 million research infrastructure award

NDSU is leading a cooperative agreement from the National Science Foundation into how innovative artificial intelligence (AI) research methodologies across the disciplines of engineering and economics can create solutions to counter problems such as the negative impacts of energy disruptions on the nation's infrastructure.

The nearly \$6 million award is funded through the NSF EPSCoR Track-2 program and will result in the creation of an AI research center that will work to prepare a knowledgeable workforce with the skills to create tools that leverage AI within a broad cross-section of industries.

Ying Huang, NDSU associate professor of civil engineering, is the principal investigator on the project and will coordinate an interdisciplinary team of researchers including Trung Le, NDSU assistant professor of civil, construction and environmental engineering; Haitao Liao, University of Arkansas; Eakalak Khan, University of Nevada Las Vegas; and Kerry Hartman, Nueta Hidatsa Sahnish College.

Huang said the four-institution collaboration has great promise for positively impacting both NDSU and industry partners, especially in how it will create and equip a strong workforce with knowledge of AI.

The group’s first steps will focus on developing an implementation plan that will include both research and education components and will assist in developing clear milestones for evaluation and reporting for the project.

'In Our Hands: The Campaign for North Dakota State University' raises more than \$586 million

"In Our Hands: The Campaign for North Dakota State University" raised more than \$586 million during the six-year comprehensive campaign, the NDSU Foundation announced February 14. It is the largest higher education fundraising campaign in North Dakota history.

Campaign co-chairs included Steve Swiontek, BS '78, along with his wife Mary Anne, BS '77, and Robert, BS '67, and Sheila Challey.

More than 15,000 benefactors participated in the campaign, which publicly launched in October 2019 with a goal of raising \$400 million over seven years, after having already secured more than \$300 million during the quiet phase that began January 2016. By May 2021, the campaign reached its \$400 million target 20 months ahead of schedule, and NDSU leaders decided to complete the campaign one year earlier than previously scheduled. By December 31, 2021, the final "In Our Hands" campaign tally exceeded its goal by more than 47%.

The transformational level of "In Our Hands" support from benefactors will send ripple effects long into the future for NDSU's continued rise as a student-focused, land-grant, research university.

NDSU graduate programs listed in U.S. News rankings

[NDSU graduate programs](#) are listed highly in new rankings by U.S. News and World Report. The list was released March 29 in the article, "[U.S. News Ranks 2023 Best Graduate Schools.](#)"

NDSU is one of more than 800 institutions surveyed annually by U.S. News. The university ranked highly in several graduate program categories, including:

- No. 38 in Criminology and No. 1 in the region
- No. 59 for the Doctor of Pharmacy program
- No. 95 for the part-time Master of Business Administration program
- No. 99 in Statistics
- No. 109 for the Doctor of Nursing Practice program

The 2023 rankings evaluated a variety of graduate programs, including those in business, law, medicine, nursing, engineering and education. "These national rankings demonstrate that our students are receiving excellent training that prepares them for relevant careers and a bright future," said Susan Sell, dean of the NDSU Graduate School. "We have observed a 50% increase in applications compared to this time last year. This extraordinary increase is a reflection on the high quality of our graduate programs, our committed faculty and our robust research and creative activities."

[NDSU News 04/04/2022]

Recent NDSU graduates see high employment rate

NDSU graduates continue to be welcomed into the job market. NDSU's "[2021 Career Outcomes](#)" report says recent graduates have seen a 92% success rate.

According to the report, 73% of the recent graduates who responded are employed, while another 19% are continuing their education. Only 7% indicated they are seeking employment within six months after graduation.

This year’s report surveyed students who graduated in August 2020, December 2020 and May 2021. A total of 1,589 responded out of 2,433 graduates – a 62% response rate. "This last year included times where our unemployment rates were at some of the highest points our country has seen since the Great Depression and has now rebounded where employers are looking for our graduates," said Becky Bahe, Career and Advising Center director. "Throughout these fluctuations, our graduates had a 92% success rate of employment and/or continuing education. Through these numbers and the communication with employers, it is clear students graduating from NDSU are highly sought after employees due to the quality of education offered."

The top 18 employers for graduates of all degree types were:

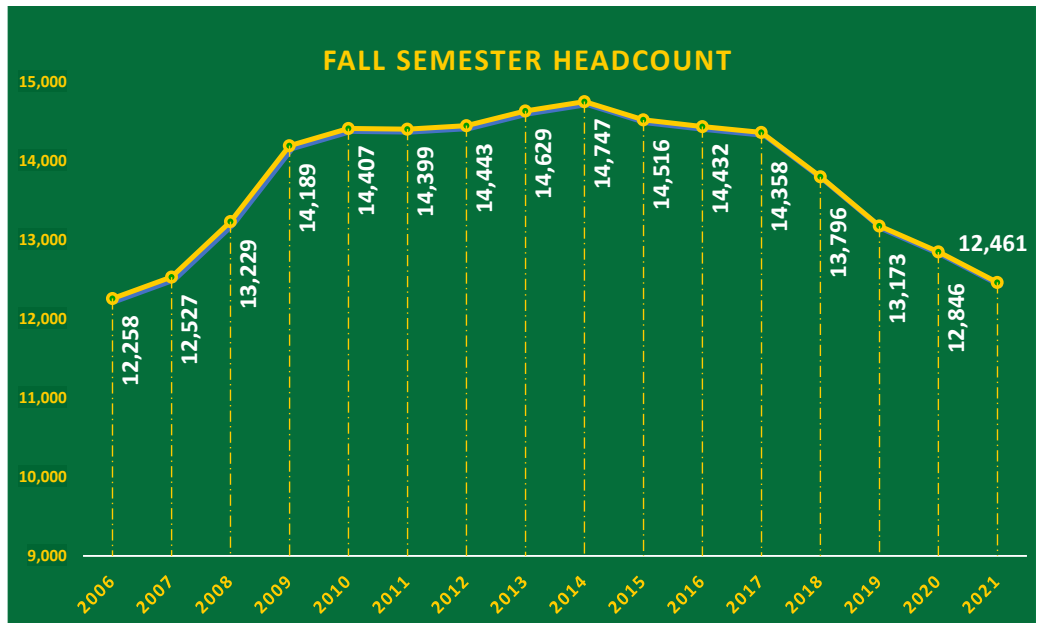
- Sanford Health
- Essentia Health
- Doosan Bobcat
- Aldevron
- John Deere
- Fargo Public Schools
- NDSU
- Bell Bank
- CHI St. Alexius
- Scheels
- West Fargo Public Schools
- Thrifty White Pharmacy
- Wanzek Construction
- 3M
- Abbott Northwestern Hospital
- AgCountry Farm Credit Services
- Boston Scientific
- KLJ Engineering



(Source: [NDSU News](#), unless otherwise noted)

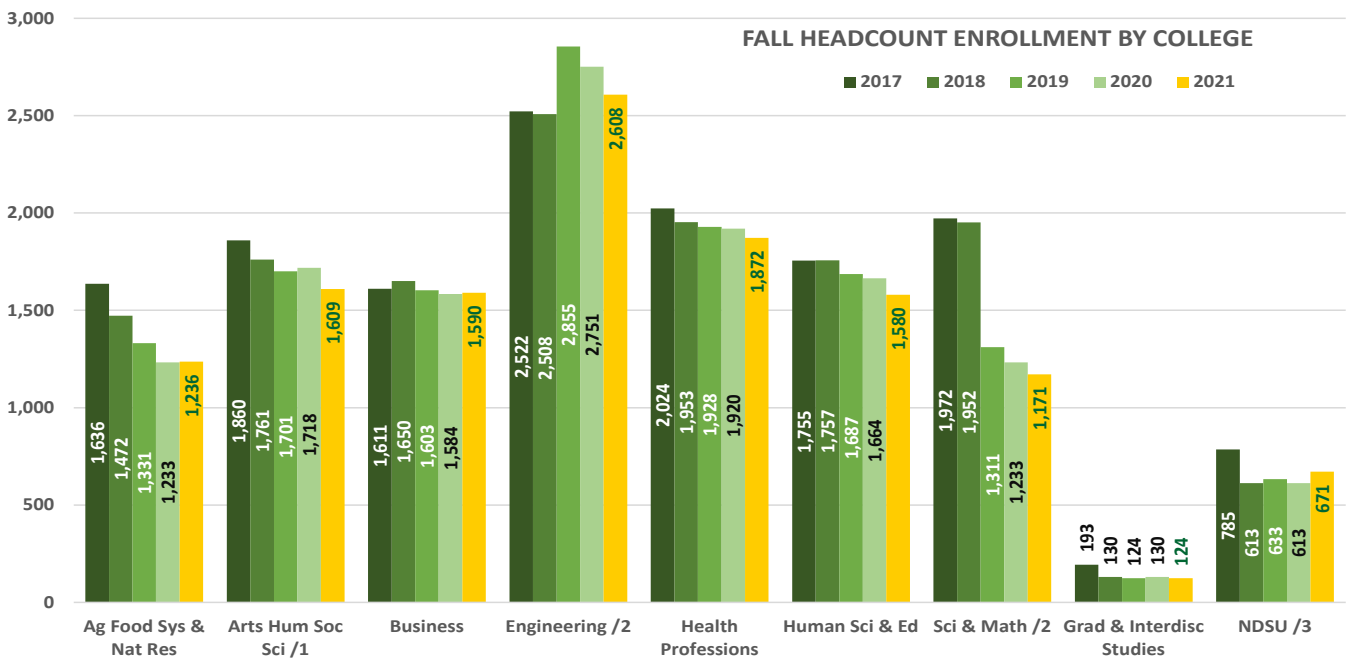
FALL ENROLLMENT UPDATES

12,461 UNDERGRADUATE, GRADUATE AND PROFESSIONAL STUDENTS
NDSU's official fourth week enrollment for Fall 2021



FALL	FT	FTE
2006	10,053	10,890
2007	10,342	11,221
2008	11,004	11,974
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	12,783
2018	11,269	12,394
2019	10,659	11,704
2020	10,347	11,252
2021	10,024	10,861

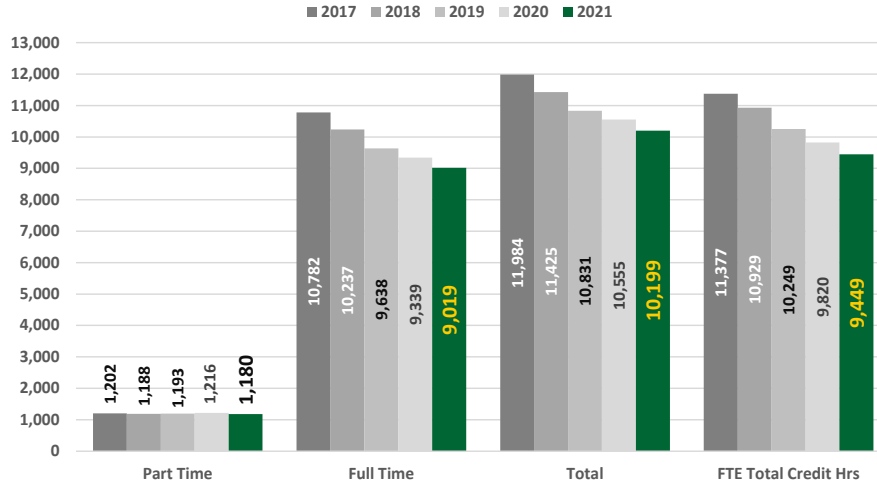
Headcount: All students, regardless of number of credit hours
Full-Time Enrollment (FT): Students enrolled in 12 credit hours or more
FTE of Total Credit Hours (FTE): UGRD student credit hours divided by 15 = FTE; GRAD student credit hours divided by 12 = FTE (FTE of Total Credit Hours)



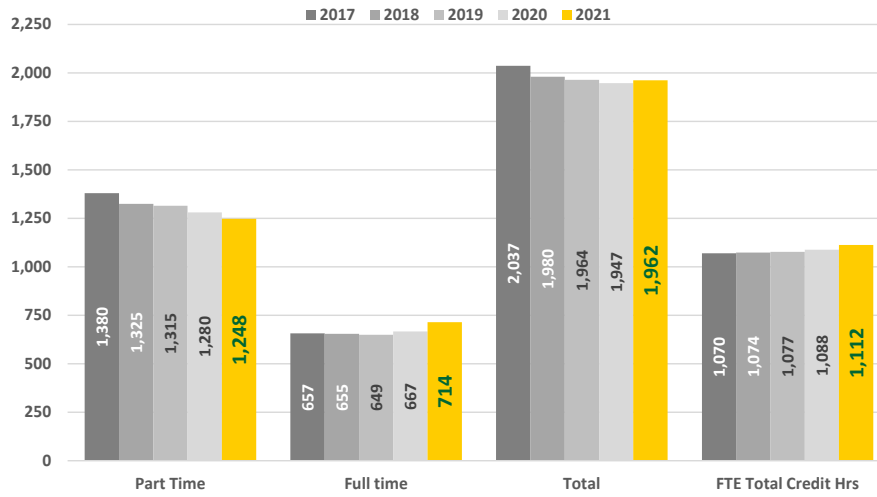
¹ Architecture & Landscape Architecture moved to AHSS Fall 2013; University Studies & Undeclared Majors moved in Fall 2017
² Computer Science moved from College of Science & Math to College of Engineering in Fall 2019
³ Tri-College, Collaborative & Non-Degree

Source: www.ndsu.edu/data/enrollment/summaries/

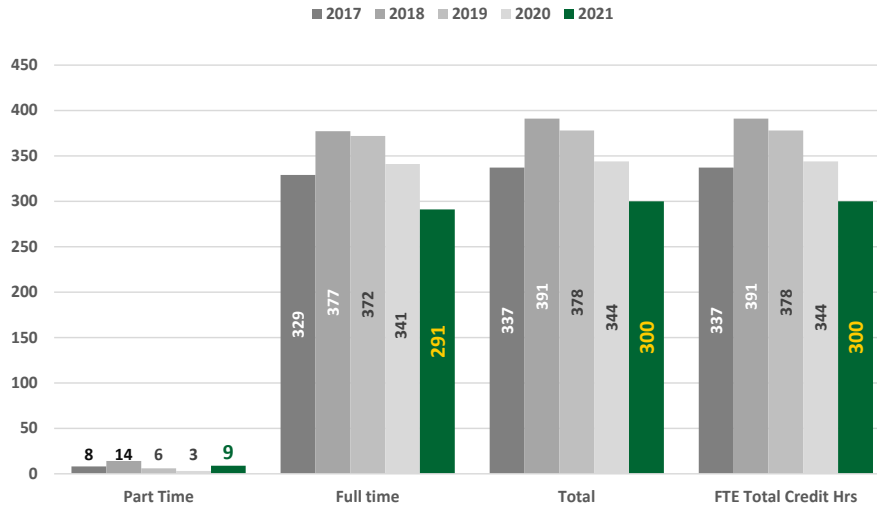
UNDERGRADUATE



GRADUATE

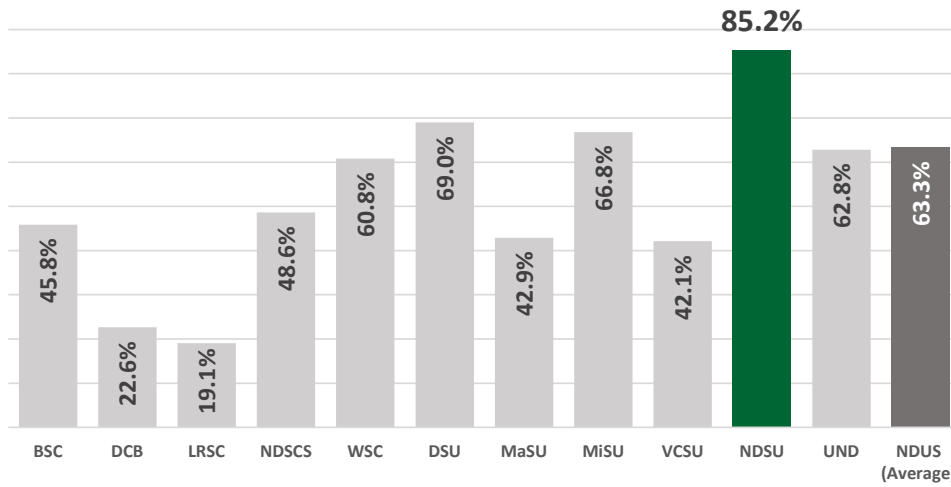


PROFESSIONAL



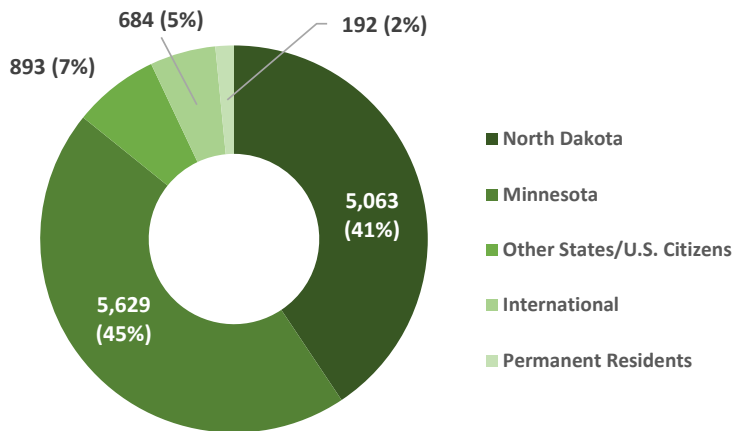
Source: www.ndsu.edu/data/enrollment/demographics/

Face-to-Face Fall 2021 On-Campus Percentages
 Of the 12,461 students at NDSU, 10,622 are face-to-face with faculty in traditional classroom settings



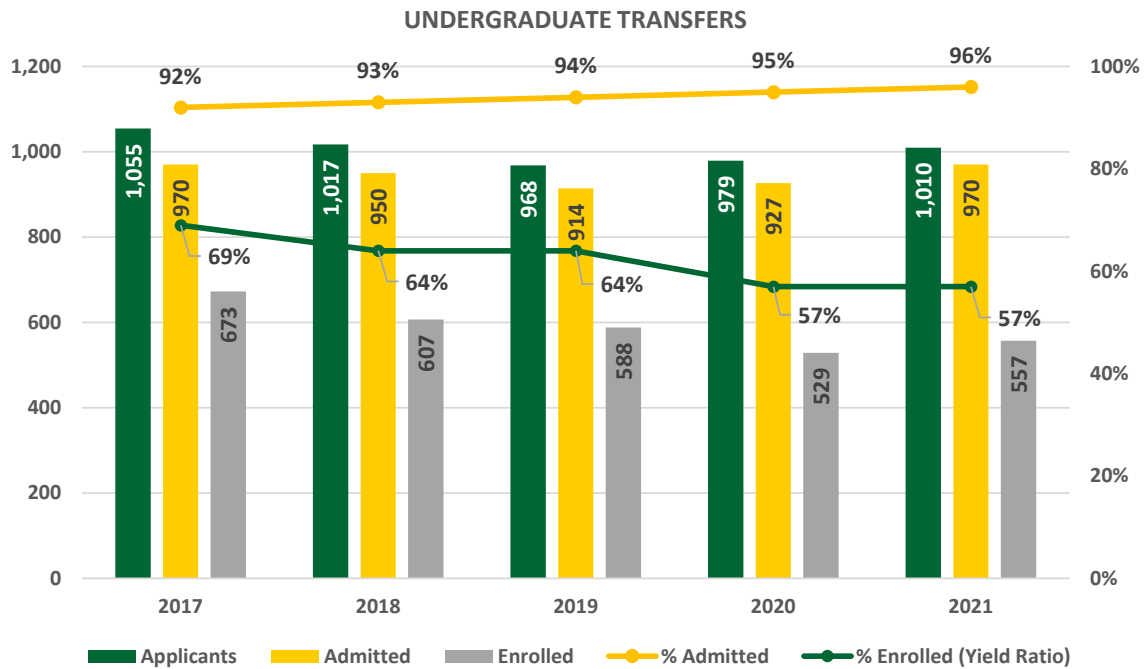
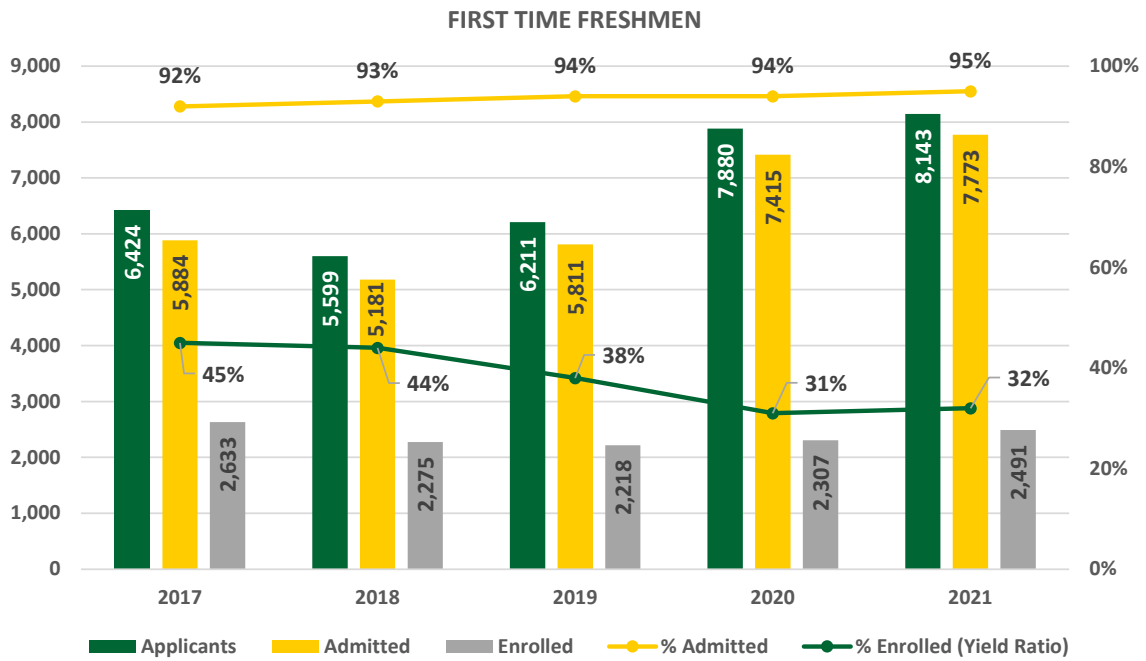
Source: NDUS 2021 Fall Enrollment Report

Fall 2021 Student Residency



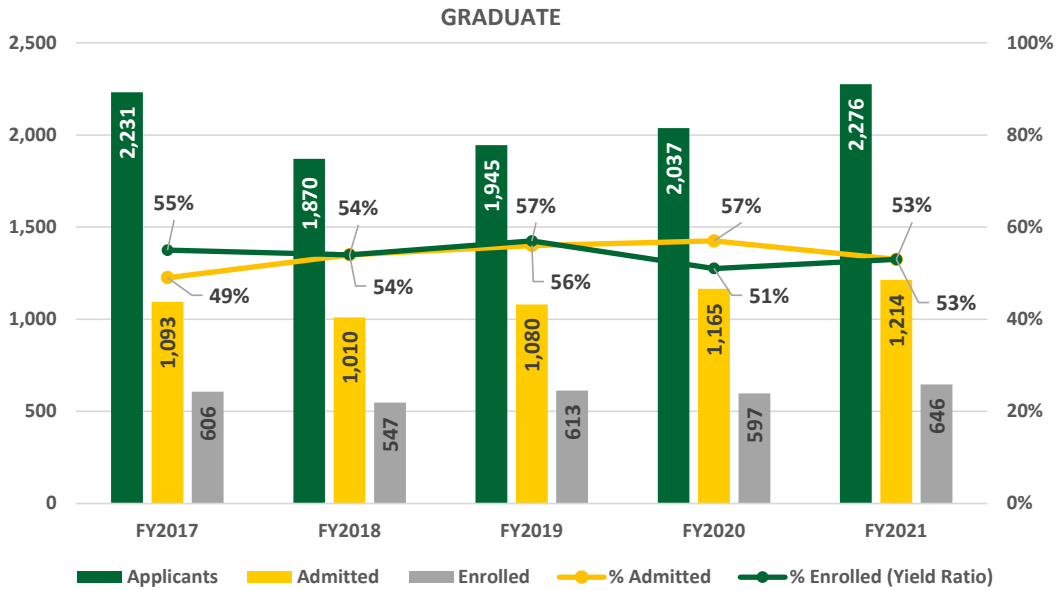
Source: 4th Week Enrollment Report

APPLICANTS, ACCEPTANCES, ENROLLMENTS



Applicants include all students submitting application materials required to make an admission decision
Admitted includes all students admitted to the university. Students who canceled their application after admittance may also be included in this number.
Enrolled includes all students who were enrolled as of the fourth week of classes. Students who have withdrawn after this date are included in this number.
% Enrolled measures the proportion of admitted students who ultimately enrolled.

Source: Office of Admission, 9/23/2021



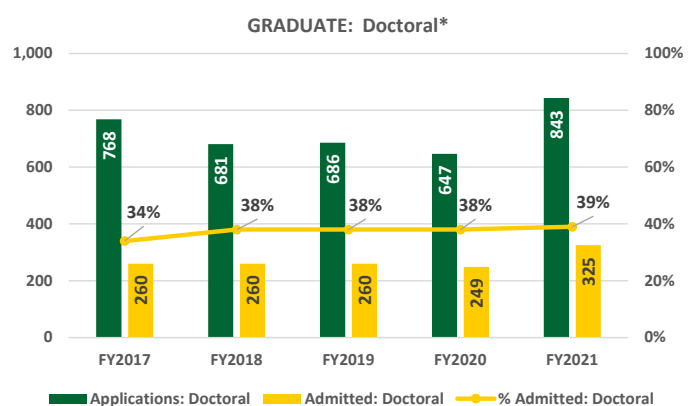
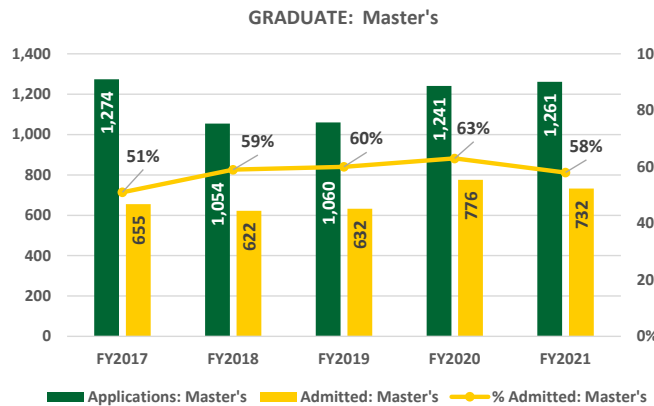
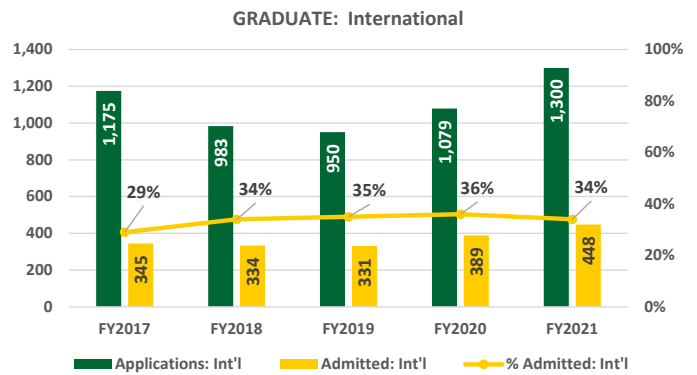
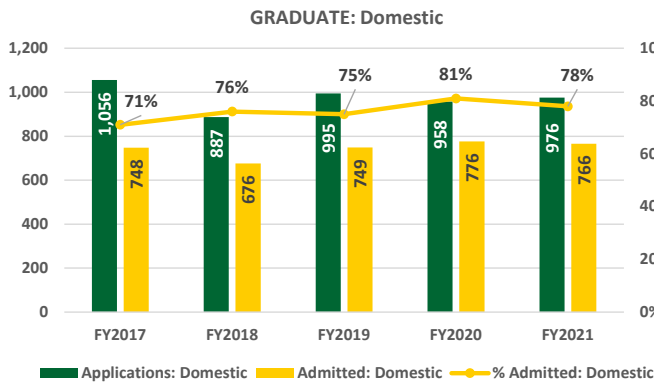
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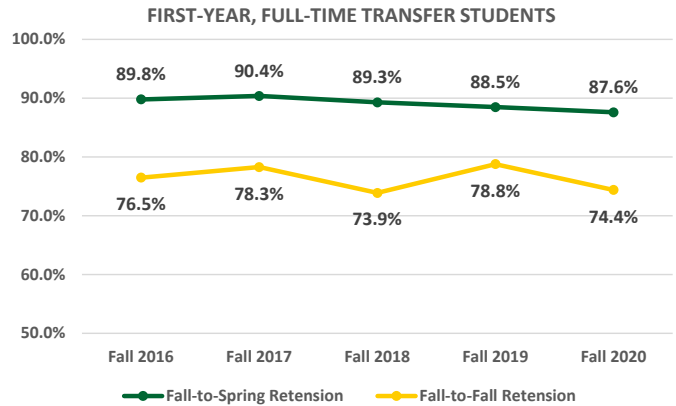
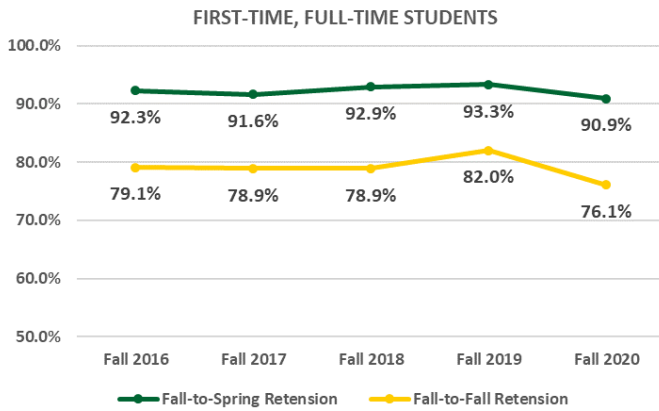
Source: Office of Admission, 9/23/2021



Fiscal Year (FY) = July 1 through June 30

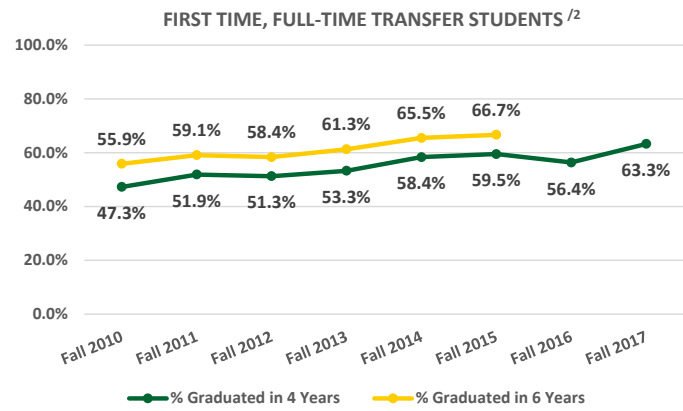
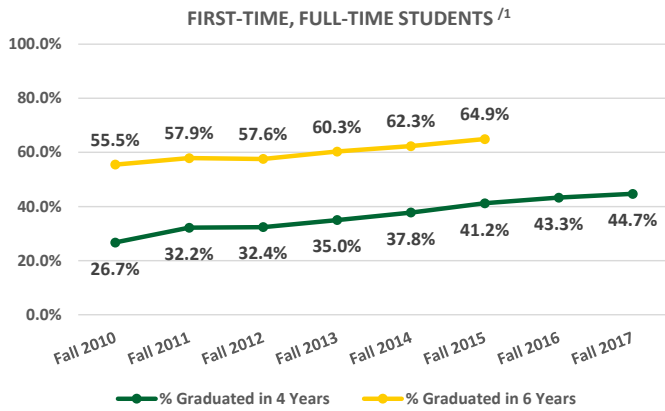
* Includes PhD, EdD, DMA and DNP

RETENTION RATES



Source: 4th Week Enrollment Reports & Cohort History Table, 9/21/2021

GRADUATION RATES



^{/1}Source: IPEDS Reports, Undergraduate Level Time to Degree Outcomes, 9/21/2021
^{/2} Source: Success & Progress Reports, Undergraduate Level Time to Degree Outcomes, 9/21/2021

TUITION, FEES & FINANCIAL AID

North Dakota State University Fall 2021, Spring 2022 and Summer 2022 UNDERGRADUATE Tuition Rates and Student Fees

FULL-TIME UNDERGRADUATE TUITION RATES (13 or more credits)

	North Dakota Resident		Minnesota Resident*		Contiguous, U.S. Non-Resident, Alumni Dpndt.		International		Internships (per credit, not capped)	Key
	Base Rate	\$4,475.50	\$5,012.50	\$5,370.50	\$6,713.00	\$7,831.50	Approx. First Year of Enrollment	Assessed		
Architecture	\$5,954.00	\$6,668.50	\$7,144.50	\$8,930.50	\$10,419.00	A	Sophomore	\$490.04	A	
Business	\$4,688.00	\$5,250.50	\$5,625.50	\$7,032.00	\$8,204.00	C,D,E	Sophomore	\$385.85	C,D,E	
Business Minor	\$17.50/busn. credit	\$19.60/busn. credit	\$21.00/busn. credit	\$26.26/busn. credit	\$30.63/busn. credit					
Engineering	\$4,924.50	\$5,515.50	\$5,909.50	\$7,387.00	\$8,618.00	B	Freshman	\$405.33	B	
Nursing	\$5,331.50	\$5,971.50	\$6,398.00	\$7,997.00	\$9,330.00	A	Sophomore	\$438.82	A	
Pharmacy	\$9,050.50	\$9,865.00	\$10,860.50	\$13,575.50	\$15,838.00	A	Sophomore	\$744.91	A	

PART-TIME UNDERGRADUATE TUITION RATES (12 or less credits)

	North Dakota Resident		Minnesota Resident*		Contiguous, U.S. Non-Resident, Alumni Dpndt.		International		Internships (per credit, not capped)	Key
	Base Rate	\$368.35	\$412.55	\$442.02	\$552.52	\$644.61	Approx. First Year of Enrollment	Assessed		
Architecture	\$490.04	\$548.85	\$588.05	\$735.07	\$857.58	A	Sophomore	\$490.04	A	
Business	\$385.85	\$432.15	\$463.02	\$578.78	\$675.24	C,D	Sophomore	\$385.85	C,D	
Engineering	\$405.33	\$453.97	\$486.39	\$607.99	\$709.32	B	Freshman	\$405.33	B	
Nursing	\$438.82	\$491.48	\$526.59	\$658.23	\$767.94	A	Sophomore	\$438.82	A	
Pharmacy	\$744.91	\$811.93	\$893.89	\$1,117.36	\$1,303.59	A	Sophomore	\$744.91	A	

STUDENT FEES

NDSU Student Fees

Activity Fee	\$14.89
Union Bond Fee	\$3.85
Student Health Fee	\$6.41
Wellness Center Fee	\$12.80
Career Services Fee	\$1.87
Library Fee	\$4.74
Per-Credit	\$44.36

NDSU Technology Fee

\$10.32

ND University System Fees

NDSA Fee	\$0.04
ConnectND Fee	\$5.50
Summer Fees (reduced activity fee):	\$5.54

Fall/Spring Student Fees Per Credit \$60.42

COURSE FEES

Field/Study Trips	
Study Abroad	
Student Teaching Practicum	
Music Lessons	
AVIATION	

Note: Each course fee is unique and charged based on actual cost.

GPIDEA Per-Credit Rate

\$359.58 (1-12 credits)
\$420.00 (13+ credits)

UNDERGRADUATE KEY:

A. Architecture, Nursing and Pharmacy differential tuition rates are assessed on all credits of students admitted to professional programs overseen by each of the respective Colleges.

B. Engineering differential tuition is assessed on all credits of students admitted to an academic program overseen by the College of Engineering. Examples of engineering majors include: pre-Engineering (including those with undecided majors/concentrations), Agriculture & Bio Systems, Civil, Construction Engineering/Management, Electrical, Environmental, Industrial, Mechanical and Manufacturing, and Computer Science.

C. Business differential tuition is assessed on all credits of students admitted to an academic program overseen by the College of Business. Examples of business majors include: Accounting, Business Administration, Finance, Management, Management Information Systems, Marketing and Global Business. Students that were admitted to the program as a pre-major will be automatically enrolled in to the professional major when the admission requirements (e.g. 2.5 cumulative GPA, completed/enrolled in five core courses) are met. Students requesting not to be admitted must opt out by the deadline established by the College of 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 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. Business Administration students enrolled in the dedicated online program option may be charged at the ND tuition rate regardless of residency.

Students who have declared multiple majors are billed at a single tuition rate corresponding with the highest programmatic rate of the student. Students enrolled in multiple careers (e.g. both undergraduate and graduate) may be billed separately, for each and the tuition cap does not apply across careers.

* MN residents not approved by the MNDOME to receive the discounted tuition rate will be charged as MSEP. The pharmacy program is excluded from the ND/MN reciprocity agreement. Pharmacy students from MN will be charged the MSEP rate unless approved for the MN rate as undergraduates.

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

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

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

Audit Rate: 50% of the base residency rate.

North Dakota State University
 Fall 2021, Spring 2022 and Summer 2022
 GRADUATE Tuition Rates and Student Fees

PER-CREDIT GRADUATE TUITION RATES

	North Dakota Resident, WRGP **	Minnesota Resident*	U.S. Non-Resident, MSEP	International	Online Masters, Graduate Certificates (per credit, not capped)	Key
	\$405.18	\$514.58	\$607.77	\$709.07	\$405.18	D
Differential Tuition Rates (replaces base rate above)						
Architecture	\$539.05	\$684.59	\$808.57	\$943.33	\$539.05	N/A
Business	\$614.35	\$780.22	\$921.52	\$1,075.11	\$614.35	B,D
Engineering	\$445.89	\$566.28	\$668.83	\$780.31	\$445.89	C,D
Nursing	\$482.76	\$613.10	\$724.14	\$844.83	\$482.76	N/A
Public Health	\$843.65	\$1,071.43	\$1,265.47	\$1,476.38	\$843.65	D

CAPPED GRADUATE TUITION RATES
 (13 or more credits)

	North Dakota Resident	Minnesota Resident*	U.S. Non-Resident, MSEP	International	Internships and TLA (per credit, not capped)***
Architecture	\$6,549.00	\$8,317.50	\$9,823.50	\$11,461.00	\$539.05

STUDENT FEES

Per-Credit

NDSU Student Fees	
Activity Fee	\$14.89
Union Bond Fee	\$3.85
Student Health Fee	\$6.41
Wellness Center Fee	\$12.80
Career Services Fee	\$1.87
Library Fee	\$4.74
	<hr/>
	\$44.56
NDSU Technology Fee	\$10.32
ND University System Fees	
NDSA Fee	\$0.04
ConnectND Fee	\$5.50
	<hr/>
	\$5.54
Fall/Spring Student Fees Per Credit	\$60.42

Summer Fees (reduced activity fee):
 \$55.06 per credit

COURSE FEES

Equine Field/Study Trips
Study Abroad
Student Teaching Practicum
Music Lessons
Aviation

Note: Each course fee is unique and charged based on actual cost.

GRIDEA Per-Credit Rate

\$529.58 (1-12 credits)
\$590.00 (13+ credits)

GRADUATE KEY:

A. Architecture differential tuition is assessed on all credits of students admitted to the Architecture and Landscape Architecture programs. Specific to this discipline only, students with both undergraduate and graduate credits in a given semester will have their tuition capped at the graduate tuition rate. Graduate tuition waivers do not apply to undergraduate credits.

B. Business differential tuition is assessed on all credits of students admitted to an academic program overseen by the College of Business. Examples of business majors include: Master of Business Administration (and related certificate programs), Master of Accountancy, Master of Science in Business Analytics (MSBA), Master of Transportation & Urban Systems, and Master of Supply Chain Management (formerly Master of Managerial Logistics). Differential tuition is not charged to the students participating in the Transportation & Logistics PhD program.

C. Engineering differential tuition is assessed on all credits of students admitted to an academic program overseen by the College of Engineering. Examples of engineering majors include: Agriculture & Bio Systems, Civil, Computer, Construction Engineering/Management, Electrical, Environmental, Industrial, and Mechanical/Manufacturing as well as Computer Science.

D. Select graduate programs were approved by ND SBE on to be billed following an alternative tuition structure, regardless of a student's individual residency. Approved programs are administered strictly via an online delivery. Each student is billed at the ND resident tuition rate. NDSU's thirteen credit tuition cap does not apply, and mandatory student fees are charged.

Students who have declared multiple majors are billed at a single tuition rate corresponding with the highest programmatic rate of the student. Students enrolled in multiple careers (e.g. both undergraduate and graduate) may be billed separately for each and the tuition cap does not apply across careers.

* All Minnesota rates are per the MN Reciprocity Agreement. Minnesota residents who have not been approved by the state of Minnesota for the Reciprocity rates will be charged the MSEP tuition rate.

*** Internship credits and graduate credits offered through the School of Education at participating K-12 schools (Teacher Leadership Academy) are not included in the tuition cap and are billed at the ND resident per-credit rate.

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, and the Commonwealth of the Northern Mariana Islands

Audit Rate: 50% of the base residency rate.

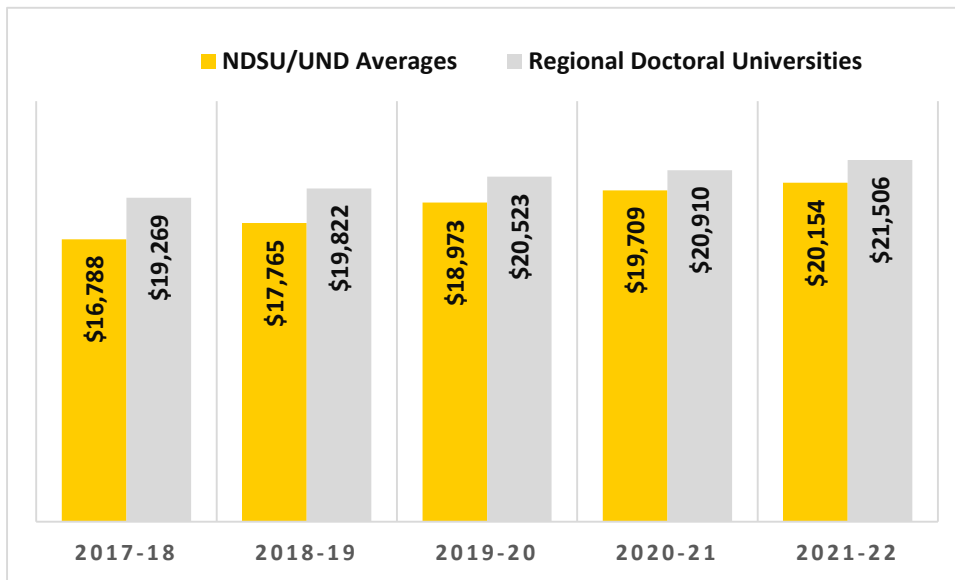
A COMPARISON OF NDUS CAMPUSES TO REGIONAL AVERAGES

College affordability is a significant factor in student access, retention and completion. Tuition and fee rates are a major component of affordability, as is the availability of financial aid programs from federal, state, institutional and private sources. Strategically designed approaches to college affordability can better assist families in preparing for post-secondary education, accessing programs and attaining educational goals. This information outlines key affordability factors.

Tuition, Mandatory Fees, Room and Board

The average 2021-22 total cost of tuition, fees, room, and board, prior to financial aid and other discounts, was \$20,154 at doctoral universities, 6.2% less than regional peers. Regional comparisons include peer institutions from Arizona, Colorado, Idaho, Minnesota, Montana, Nevada, New Mexico, Oregon, South Dakota, Utah, Washington, and Wyoming. The table below details estimated student cost.

NDSU / UND AVERAGE RESIDENT UNDERGRADUATE TUITION, FEES, ROOM, AND BOARD COMPARED TO REGIONAL AVERAGES



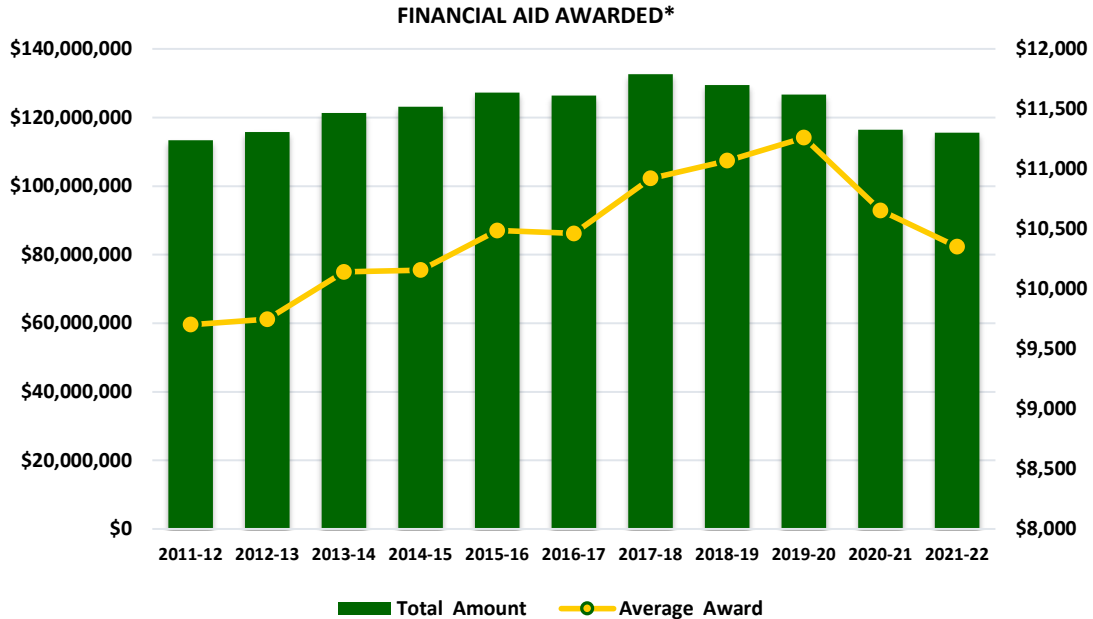
Source: NDUS 2022 Affordability Report

Additional costs that students may incur consist of indirect educational-related expenses, such as books, supplies, transportation, and other miscellaneous expenses. These costs can vary by campus and by individual student and are impacted by inflation.

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.



* Beginning 2009-10 and forward, veterans benefits no longer considered a resource for financial aid purposes so total aid does not include veterans benefits

Total Amount Awarded

Academic Year	Total Amount	No. of Students	Enrollment		Average Award
			% of	Total	
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
2018-19	\$129,479,183	11,698	84.79%	13,796	\$11,068
2019-20	\$126,717,545	11,253	85.42%	13,173	\$11,261
2020-21	\$116,452,484	10,931	85.09%	12,846	\$10,653
2021-22	\$115,620,732	11,169	89.63%	12,461	\$10,352

2021-22 Financial Aid Breakdown

Type of Aid	Amount	%	Categories
Loans	\$66,368,784	57.4%	Federal Direct Loan, Federal Nursing Loans, Private Alternative Loans
Grants	\$12,347,571	10.7%	Federal Pell Grant, Federal SEOG, Federal TEACH, ND State Grant, Student Support Services
Scholarships	\$17,805,939	15.4%	Institutional, Private, Other, State
HEERF Grants	\$10,685,988	9.2%	Higher Education Emergency Funds
Athletic Aid	\$5,072,244	4.4%	
Waivers	\$1,959,429	1.7%	Institutional, Other, State
Misc. 3 rd Party Billing	\$908,912	0.8%	Bursary
Workstudy	\$471,865	0.4%	
Total Amount of Aid	\$115,620,732		

NDSU AT A GLANCE

Student Focused, Land Grant, Research University

CAMPUS DEMOGRAPHICS	Number
Buildings	97
Acres	261
Research Extension Centers	8
Research Extension Acres	19,869

FALL 2021 EMPLOYEE STATISTICS	Number
Administrators	78
Ranked Faculty & Lecturers ^{/1}	699
Part-Time Academic Staff ^{/2}	140
Graduate Assistants & Fellows	1,106
Program Administrators & Coaches; Extension Educators, Experiment Station & Other Researchers ^{/3}	298
Professional, Technical, Office, Trades & Service Staff	1,339
Temporary Workers (including Students)	2,301
Total Employees	5,961
Full-Time	2,241
Part-Time	3,550

FALL 2021 FACULTY STATISTICS	Number
Total Faculty	767
Full-Time	657
Part-Time	110
Percent Tenured (of full-time faculty)	54.8%
Percent Holding Doctorates (of full-time faculty)	84.6%

^{/1} Faculty counts include: Professors, Associate/Assistant Professors, Instructors, Lecturers/Sr. Lecturers, Part-Time Academic Staff

^{/2} Part-Time Academic Staff can be full-time working 40 hours per week or part-time working less than 40 hours per week and can be in temporary or permanent position

^{/3} Combined Program Administrators & Coaches with Extension Educators, Experiment Station & Other Researchers Fall 2021

Sources: HR/Payroll pay period end date 9/30/2021; HR PeopleSoft Queries, 11/1/2021



NDSU PRESIDENT'S CABINET 2021-2022

PRESIDENT	David Cook
Executive Assistant	Stephanie Wawers
Chief of Staff	Christopher Wilson
Provost	Margaret Fitzgerald
Vice Provost, Student Affairs & Enrollment Management	Laura Oster-Aaland
Vice Presidents:	
Agricultural Affairs	Greg Lardy
Finance & Administration	Bruce Bollinger
Information Technology	Marc Wallman
Research & Creative Activities	Colleen Fitzgerald
University Relations	Laura McDaniel
Director of Athletics	Matt Larsen
Registrar	Philip Hunt
Senate Representatives:	
Faculty Senate	Warren Christensen
Staff Senate	Magaret Latterell
Student Government	Carl Ludewig
NDSU Foundations (Liaisons to Cabinet):	
NDSU Foundation, President/CEO	John Glover
Research & Technology Park, Executive Director	Brian Kalk
Corporate & Foundation Research Relations, Executive Director	Joycelyn Lucke (interim)

WHAT WE'RE ABOUT

Mission: We provide transformational education, create knowledge through innovative research, and share knowledge through community engagement that meets the needs of North Dakota and the world.

Vision: To lead the advancement of our land-grant ideals through innovative education, research, and outreach.

Values: NDSU is committed to shared governance, transparency, responsible decision-making, and a sustainable future. Our core values include: collegiality, inclusivity, community, creativity, excellence, impact, innovation, integrity, resilience, responsiveness and transformation.

Goals/Objectives: Provide transformational educational and research opportunities for our students, state and world.

Recent Graduates
92%
employed or continuing education

National Title Champs
9
FCS Division I Football

Carnegie Classification
R1
Very High Research Activity

Student Focused

High-quality Academic Programs

Sustained delivery during the pandemic, students continued to make progress toward degree completion. Innovative learning with F2F, online, hyflex.

Land Grant

Faculty and student engagement in state, community service that enhances the public good.

Research

World class faculty researchers, creating public private partnerships leading to economic diversification and workforce innovation and advancement.

WHAT WE'RE PROUD OF

WHAT WE DO - PROGRAM HIGHLIGHTS



College of Engineering

Mechanical, Civil, Environmental, Industrial, Biomedical Engineering programs. Computer Science, Cybersecurity, Autonomous systems, Robotics, Software Engineering.



College of Agriculture, Food Systems, and Natural Resources

Animal Science, Agribusiness, Ag Econ, Plant Science, Crop & Weed Science, Vet Tech, Microbiology.



College of Business

Business Admin, Marketing, Finance, Accounting Management Info Systems, MBA, Transportation & Logistics, Supply Chain Management.



College of Science and Mathematics

Biological Sciences, Psychology, Biochemistry & Molecular Biology, Chemistry, Statistics, Geology, Mathematics.



College of Health Professions

Pharmacy, Pharmaceutical Sciences, Pharmacy Practice, Nursing, Allied Health, Public Health.



College of Arts, Humanities and Social Sciences

Architecture, Landscape Architecture, Fine Arts, Political Science, Criminal Justice, History, English, Emergency Management, Communication.



College of Human Sciences and Education

Teacher Education and Educational Leadership, Counselor Education, Sport Management, Human Development & Family Science, Interior Design, Exercise Science, Apparel, Retail Merchandising & Design.

HOW WE MEASURE SUCCESS

Student Success

- 3.17 avg NDSU student GPA
- 1,435 degrees awarded 2020-21
- 92% Undergrad career success (2021)
- 94% Graduate career success (2021)

Financial Health and Stewardship

Aa3 issuer-Moody's Investors Service (Nov 2021)

AA-/Stable: S&P affirmed (April 2021)

FY21 Composite Financial Index (CFI) = 5.30

Workforce Development

Offer degree programs in 19 of top 20 hard to find jobs in ND.

- Engineering
- Nursing
- Software Engineering
- Security Engineer/Analyst

Research

2021:

- \$164m expenditures
- 1,263 proposals submitted
- 734 awards

85 Patents issued
33 Registered US trademarks
20 Registered Foreign trademarks

WHO WE SERVE

Students

Focused to Retain/Retrain/Recruit the next generation of workforce and entrepreneurs.

Community

Support and work with local leaders; City of Fargo and Chamber of Commerce to contribute and ensure the success of our community.

State of ND

Through workforce development, community and tribal engagement fulfilling our land grant mission for an educated citizenry.

World

Research activities leading to the next generation of innovations and knowledge.

Source: University Relations

STRATEGIC PLANNING & ACADEMIC PRIORITIZATION

As a land-grant institution, NDSU provides transformational education, creates knowledge through innovative research, and shares knowledge through community engagement to meet the needs of North Dakota and the world. Consistent with the goals of the North Dakota University System, we offer high quality education that is relatively affordable, accessible and prepares students for success. The following sections describe how new investments and potential reallocations will assist the institution in carrying out the goals set forth by the State Board of Higher Education and our university strategic plan.

NDSU completed a strategic planning process to ensure that the university is well positioned to best serve our students and the citizens of the state, and launched the NDSU Strategic Plan for 2021-2026 titled [Our Future: Innovation, Outreach and Education](#). The plan identifies the university's vision, mission and core values. Five goals focus on:

- Diversity, Inclusivity, and Respect**
- Student Success and Achievement**
- Research and Creative Activities**
- Education, Extension and Outreach**
- Resource Planning and Development**



which will inform resource allocation, staffing, implementation of the SBHE Strategic Plan, as well as the operations of units on campus.

During Spring Semester of 2021, to align with our strategic goal of Resource Planning and Development to be effective stewards of our resources, NDSU engaged the services of Huron Consulting to help us align our business model with our mission to enhance sustainability in the future. The process involves evaluating academic programs on the basis of student demand and outcomes, and labor market needs. In the next two years, we will evaluate suggestions and implement strategies that could, for example, reduce the number of course sections offered and increase section sizes, evaluate how graduate tuition waivers are awarded and prioritized, inform investment in programs with high student demand and labor market opportunities, and determine if overhead costs in academic areas can be reduced.

While the COVID-19 pandemic caused numerous disruptions and challenges world-wide, it also necessitated institutions of higher education to adapt. NDSU converted courses to on-line delivery in Spring of 2020, and because of funding through the ND CARES Act for the purchase and installation of technology, we were able to convert many courses to Hy-flex delivery for the Fall and Spring Semesters of 2020 and 2021, respectively. While these changes allowed students to keep progressing in their academic programs, we also became aware of advantages facilitated by the use of technology, for example, through NDSU Extension's ability to reach new audiences, and to capture significantly larger audiences through our Menard Family Distinguished Speaker Series and the NDSU Faculty Lectureship. The pandemic necessitated quick decision-making to sustain operations, but during the next biennium, we anticipate being able to thoughtfully strategize on how to make the best use of technology and innovation in teaching, learning, and outreach.

Through our work with Huron Consulting, NDSU has identified existing programs that have the potential to grow because of both student demand for majors and labor force demand for employees. These majors include Nursing, Marketing & Management, Computer Science, and Human Development and Family Science. Investment of additional resources, through prioritization reallocation or as new resources are identified, particularly if paired with on-line or hy-flex delivery options, would allow us to expand our capacity and increase enrollment.

NDSU has found the Burning Glass platform provided by the NDUS this year to be valuable in informing decisions regarding the addition of new academic programs and will retain subscriptions as the costs shift to individual institutions. The platform allows us to look at a variety of indicators such as job market demands regionally and nationally to make sure there will be opportunities for students upon graduation. In the past year, we have advanced several proposals for Undergraduate or Graduate Certificates that package existing courses into credentials that are attractive to students and employers such as certificates in Organizational Leadership, Business Analytics, Cultural Diversity, International Studies, Investment, Family Financial Planning, Student Affairs Administration, Supply Chain Management, and GIS and Remote Sensing. We are also participating in NDUS explorations of certificates in Cybersecurity and Software Development.

We proposed a Master of Public Health in Epidemiology to distinguish this program from our general MPH program. The MPH in Epidemiology has a STEM-related foundation and allows more opportunities for faculty and students to apply for federal grants and scholarships. We also added a PhD in Applied Economics which is of interest to current MS students. Labor market demand is strong in areas such as academia, government agencies, think tanks, NGOs, and private industry. NDSU's robust research tradition within the department of Agriculture and Applied Economics and service to the state by the College of Agriculture, Food Systems and Natural Resources will help to position this program for success. Should funding become available, a STEM-related position will be added in Environmental Engineering. Enrollment is increasing in this relatively new program on our campus where students are heavily engaged in active and experiential learning.

Beginning on July 1, 2021, the Departments of Construction Management and Civil and Environmental Engineering merged to form the Department of Civil, Construction, and Environmental Engineering. The merger streamlines administration and facilitates interdisciplinary coursework and research. The MS program in Advanced Athletic Training was terminated; the remaining students should finish their degree programs within the next year. We will instead focus on the existing Master of Athletic Training (MATrg) Program which is nationally accredited and prepares students to sit for the Board on Certification (BOC) Exam, the required credential to practice as an Athletic Trainer.

Source: NDSU FY22 Annual Budget Report
www.ndsu.edu/fileadmin/budget/docs/FY22_Budget_Book.pdf



NDSU FY2022 ANNUAL BUDGET HIGHLIGHTS

New investments, allocations, reallocations/reductions assisting the institution in carrying out goals set forth in the State Board of Higher Education and campus strategic plans.

Investing in Research & Creative Activities

Research and Creative Activities at NDSU generate new insights and knowledge that will benefit the state and address central challenges of our global future, especially as it relates to agricultural production and food systems, manufacturing and material science, biomedical research, cybersecurity, the sustainability of natural resources, and the livability of rural communities. Areas that will be prioritized in FY22 and FY23 include:

- Supporting highly effective mission-relevant research programs through strategic and systematic resource allocation
- Creating an administrative framework to encourage and support multidisciplinary research teams
- Support and ensure high-quality research education for postdoctoral fellows, graduate, and undergraduate students
- Continue to pursue external funding to advance research and creative activities
- Implementing Electronic Research Administration through our contract with Novelution; this is a joint effort with UND
- Received notice of a grant funded by the National Science Foundation for a Site for Research Experience for Undergraduates (REU) in Big Data Analytics and Machine Learning that will help position undergraduate students' engagement in research
- Received a \$595,000 award from the National Institutes of Health Shared Instrumentation Grant Program to fund a new cryo-capable transmission electron microscope, known as TEM, that will be housed in NDSU's Electron Microscopy Center

Investing in Student Success & Achievement

NDSU strives to provide transformational experiences for students from diverse backgrounds through high-quality education and opportunities for personal and professional development.

- Continuing existing programs and, as new initiatives and/or programs are identified, reallocating existing resources to help improve students' academic success with outcome-based, experiential learning opportunities and vital student-support services
- Remaining committed to increasing student retention, reducing time to degree, and raising graduation rates, in addition to trying to close the "opportunity gap" for those students who are Pell-eligible, first-generation, and students of color

- Conducting an internal equity audit of programs that support student success to ascertain specific areas for improvement
- Incentivized faculty to develop and embrace Open Educational Resources as a way to remedy increasing costs for students through previous ND University System funding
- Launched NDSU Inclusive Access (IA) program in 2017 with just over 1,000 students participating. This spring they were able to supply nearly 7,400 students with over 17,000 digital materials. The Spring 2021 Saving Report indicated that they saved students nearly \$2M through inclusive access, the availability of book rental and used books, and OER savings. Plans are to continue this effort into the next biennium.

Investing in Education, Extension & Outreach

NDSU is serving constituents of the state and extending the use of financial resources, illustrated in the following examples:

- Through the Governor's Emergency Education Relief Act funding, NDSU's Office of Teaching and Learning was able to incentivize the creation of 30 new continuing education course offerings for professionals in K-12 education such as teachers, administrators, and school counselors, in emerging areas such as trauma, remote learning, culturally sensitive practices, and STEM education, which helps to strengthen the regional workforce. These courses will be offered during the summer or fall of 2021 and will be continued as needed and as resources are identified.
- NDSU will also launch programs with other ND institutions to provide opportunities to students across the state, such as the 4+1 program in General Agriculture at Dickinson State University that can lead to teacher licensure and a master's degree in Agricultural Education from NDSU, and the newly announced partnership between Williston State College and the NDSU School of Nursing to help train the nursing workforce in the Williston region.
- The Challey Institute for Global Innovation and Growth extended their reach via Zoom through the Menard Family Distinguished Speaker Series, IDEAS Research Workshops, research articles and briefs, engaging with the media, and participating in local and regional speaking events. During FY22 and FY23, the Institute will provide funding for five interdisciplinary faculty positions that have been filled, with the potential for supporting six additional positions during this time frame.

Tuition Rate Increase for 2021-22

The State Board of Higher Education (SBHE) approved a tuition rate increase of 4% for NDSU for 2021-22 and 2022-23. As necessary, NDSU may request additional tuition increases for differential tuition purposes.

Salary Increases

Salary increase guidelines approved by the State Board of Higher Education for the 2021-23 biennium:

- FY2021-22 increases averaging 1.5% with a minimum increase of \$100/month for permanent employees, subject to satisfactory employee performance and availability of funds.
- FY2022-23 increases averaging 2.0%, subject to satisfactory employee performance and availability of funds.

In addition, with available funding and performance documentation on file; the President approved salary adjustments for 1) Promotion; 2) Performance (above legislative amount); 3) Market for employees whose salary is below recognized market benchmarks for the position. NDSU’s FY2021-22 average salary increase for all funding sources is 2.15%.

Extraordinary Repairs – Tier I Funds

SB2003 Section 9 requires that institutions “shall provide two dollars of matching funds from operations or other sources for each one dollar of extraordinary repairs funding.”

General funds allocated for base extraordinary repairs for the 2021-23 biennium are \$2,732,244. As per the legislative intent, a 2:1 matching requirement is in place in order to

access the base amount. To fulfill the legislative matching requirement, NDSU intends to provide from available appropriated operating or local funds an estimated \$2,133,333 in FY2022 and \$3,331,155 in FY2023 for total matching funds of \$5,464,488. Projects and campus needs continue to be evaluated and prioritized; specific sources for matching funds will be identified at the time the project is approved.

Capital Building Funds Tier II & Tier III

SB2003 Sections 6-7 include Tier II and Tier III capital building funds that require institution matching funds.

NDSU intends to access capital building funds, for building exterior and mechanical/electrical upgrades. As per the legislative matching requirements, Tier II (1:1 match) and Tier III (2:1 match), NDSU intends to provide from available appropriated operating or local funds an estimated \$1,568,649 in FY2022 and \$5,830,947 in FY2023 for total matching funds of \$7,399,596. Projects and campus needs continue to be evaluated and prioritized; specific sources for matching funds will be identified at the time the project is approved.

Major Capital Projects

The project approved and authorized for the 2021-23 biennium is:

- Agricultural Products Development Center \$85,000,000 and continuing 2019-21 biennium authorizations are:
- Indoor Practice Facility \$37,200,000
- Softball Indoor Facility \$2,000,000

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	% Change	
2023	\$ 68,934,313	\$ 1,366,122	\$ 70,300,435	\$ 138,556,325	4.4%	
2022	\$ 66,889,768	\$ 1,366,122	\$ 68,255,890			
2021	\$ 64,991,370	\$ 1,366,122	\$ 66,357,492	\$ 132,714,983	2.8%	
2020	\$ 64,991,369	\$ 1,366,122	\$ 66,357,491			
2019	\$ 63,196,991	\$ 1,366,122	\$ 64,563,113	\$ 129,126,235	-12.0%	
2018	\$ 63,197,000	\$ 1,366,122	\$ 64,563,122			
2017	\$ 71,378,716	\$ 1,366,122	\$ 72,744,838	\$ 146,755,924	2.6%	
2016	\$ 72,644,964	\$ 1,366,122	\$ 74,011,086			
2015	\$ 70,824,185	\$ 1,563,726	\$ 72,387,911	\$ 143,073,784	7.4%	
2014	\$ 68,767,355	\$ 1,918,518	\$ 70,685,873			

The FY2022 NDSU Annual Budget Report can be found in its entirety at: www.ndsu.edu/fileadmin/budget/docs/FY22_Budget_Book.pdf

NDSU ANNUAL BUDGETS FY 2017-22*

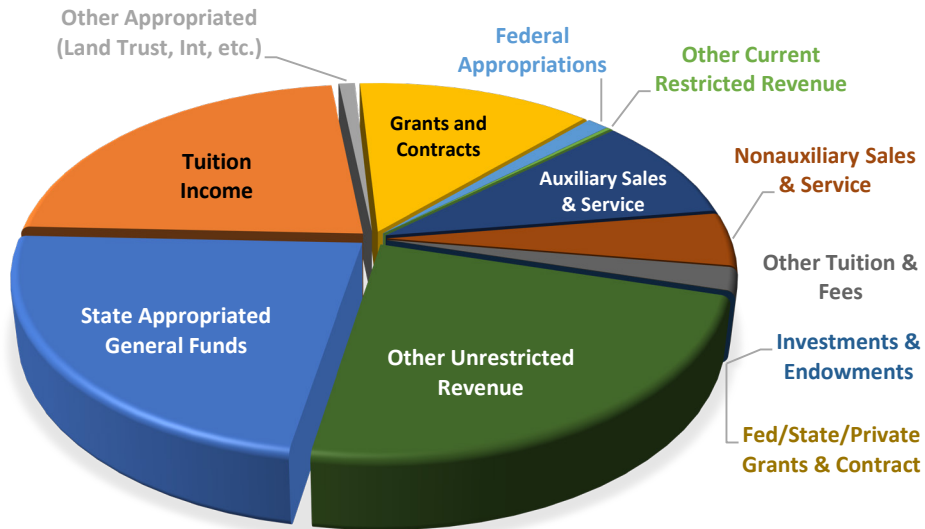
	21-22	% Change over prior year	20-21	% Change over prior year	19-20	% Change over prior year
Revenue:						
State appropriated	123,160,627	0.40%	122,666,987	4.05%	117,886,845	4.51%
Tuition income	121,436,000	0.06%	121,358,000	3.27%	117,510,000	-3.76%
Other (land, interest, etc)	4,638,200	-31.19%	6,740,678	-30.10%	9,642,695	191.67%
Auxiliary Sales & Service (FS,HS,etc)	50,229,000	-7.13%	54,082,988	2.48%	52,774,654	-0.49%
Nonauxiliary Sales & Service	25,692,603	-28.11%	35,739,561	-3.63%	37,085,688	5.63%
Other Unrestricted Revenue	125,462,926	-2.24%	128,335,947	1.45%	126,504,549	20.53%
Federal appropriations	6,381,614	-5.72%	6,769,048	1.25%	6,685,657	-0.42%
Tuition & Fees	11,002,998	-1.56%	11,177,810	0.00%	11,177,810	-2.74%
Fed/State/Private Grants & Contracts	25,350	-69.21%	82,325	0.00%	82,325	-11.22%
Investments & Endowments	200	0.00%	200	0.00%	200	0.00%
Grants and Contracts	69,250,816	0.47%	68,924,592	0.36%	68,675,151	3.80%
Other restricted revenue	1,214,609	19.71%	1,014,590	0.00%	1,014,590	-4.49%
Total budgeted revenues	538,494,943	-3.30%	556,892,726	1.43%	549,040,164	6.23%
Expenditures:						
Salaries, wages and benefits	281,008,137	1.38%	277,179,756	2.44%	270,580,826	1.25%
Operating expenses	121,135,345	-4.95%	127,439,010	2.49%	124,342,444	4.98%
Equipment	7,623,296	17.55%	6,485,233	-4.30%	6,776,733	5.50%
COGS, Scholarship, Other	119,632,387	-12.40%	136,573,342	-1.07%	138,046,302	13.81%
Transfers for Debt Service	9,100,629	-1.25%	9,215,385	0.00%	9,215,384	10.01%
Total budgeted expenditures	538,499,794	-3.30%	556,892,726	1.44%	548,961,689	5.21%
<i>-excluding capital improvements</i>						

	18-19	% Change over prior year	17-18	% Change over prior year	16-17
Revenue:					
State appropriated	112,804,502	-1.85%	114,925,667	-6.81%	123,327,423
Tuition income	122,100,000	-0.45%	122,651,614	2.44%	119,730,197
Other (land, interest, etc)	3,306,000	-18.68%	4,065,501	36.38%	2,980,980
Auxiliary Sales & Service (FS,HS,etc)	53,034,829	-0.39%	53,239,817	-14.20%	62,050,753
Nonauxiliary Sales & Service	35,107,713	3.41%	33,951,536	29.76%	26,165,488
Other Unrestricted Revenue	104,957,314	47.48%	71,169,050	-12.41%	81,250,165
Federal appropriations	6,714,160	2.69%	6,538,308	-2.10%	6,678,469
Tuition & Fees	11,493,006	-9.54%	12,704,755	9.90%	11,559,914
Fed/State/Private Grants & Contracts	92,725	205.77%	30,325	-77.11%	132,500
Investments & Endowments	200	0.00%	200	-99.96%	450,200
Grants and Contracts	66,157,940	15.52%	57,267,328	-5.91%	60,865,142
Other restricted revenue	1,062,237	28.51%	826,605	62.33%	509,201
Total budgeted revenues	516,830,626	8.27%	477,370,706	-3.70%	495,700,432
Expenditures:					
Salaries, wages and benefits	267,242,139	3.11%	259,176,326	-5.49%	274,239,893
Operating expenses	118,441,315	4.64%	113,186,753	-1.87%	115,345,736
Equipment	6,423,180	-10.61%	7,185,577	12.42%	6,391,995
COGS, Scholarship, Other	121,299,593	31.48%	92,253,676	-7.89%	100,155,109
Transfers for Debt Service	8,376,773	24.60%	6,722,760	2.76%	6,542,000
Total budgeted expenditures	521,783,000	9.04%	478,525,092	-4.80%	502,674,733
<i>-excluding capital improvements</i>					

Note: 2016-17 amounts revised for August 2016 allotment

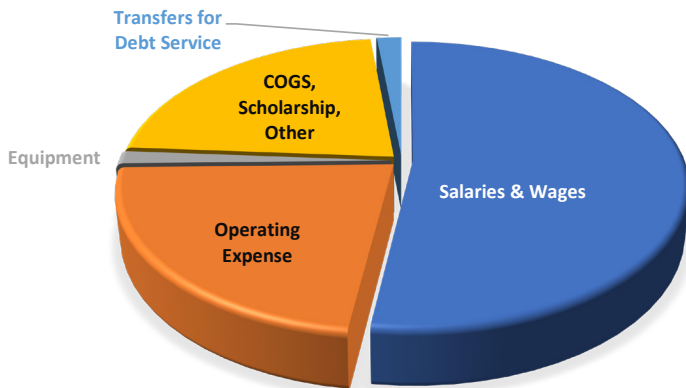
* Budget amounts include appropriated, local and grant/contracts for all institutional functions. Above amounts include ND Agriculture Experiment Station and Research Extension Centers, and similar separately appropriated agencies. Excludes capital projects and extraordinary repair funding.

2021-22 Budgeted Revenue



Budgeted Revenue	FY2021-22	
State Appropriated General Funds	\$ 123,160,627	22.87%
Tuition Income	\$ 121,436,000	22.55%
Other Appropriated (Land Trust, int, etc)	\$ 4,638,200	0.86%
Grants and Contracts	\$ 69,250,816	12.86%
Federal Appropriations	\$ 6,381,614	1.19%
Other Current Restricted Revenue	\$ 1,214,609	0.23%
Auxiliary Sales & Service	\$ 50,229,000	9.33%
Nonauxiliary Sales & Service	\$ 25,692,603	4.77%
Other Tuition & Fees	\$ 11,002,998	2.04%
Fed/State/Private Grants & Contract	\$ 25,350	0.00%
Investments & Endowments	\$ 200	0.00%
Other Unrestricted Revenue	\$ 125,462,926	23.30%
Total	\$ 538,494,943	100.00%

2021-22 Budgeted Expenses



Budgeted Expenditures	FY2021-22	
Salaries & Wages	\$ 281,008,137	52.18%
Operating Expense	\$ 121,135,345	22.49%
Equipment	\$ 7,623,296	1.42%
COGS, Scholarship, Other	\$ 119,632,387	22.22%
Transfers for Debt Service	\$ 9,100,629	1.69%
Total	\$ 538,499,794	100.00%

Budget amounts for this information 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.

ND HIGHER EDUCATION FUNDING FORMULA

The Legislative Assembly, through Senate Bill No. 2200 (2013), adopted a new higher education funding method beginning with the 2013-15 biennium based on actual student credit hours (SCH) successfully completed. The formula is codified in NDCC 15-18.2. The formula uses the most recent actual SCH available, not estimates. The formula is designed to allow institutional budget projection and planning.

The funding formula amount for an institution is determined as follows:

1. Established completed student credit-hours are determined for each institution. A completed credit-hour is one for which a student met all institutional requirements and obtained a passing grade. The formula uses the most recent actual SCH data available, not estimates.
2. Completed student credit-hours are multiplied or weighted by an Instructional Program factor. There are two main cost drivers:
 - Course discipline clusters – 2020 Classification of Instructional Program (CIP) codes (originally 2010 CIP codes)
 - Code designations established by the U. S. Department of Education to broadly define

different academic disciplines, grouping them into discipline clusters, according to common characteristics.

- Provides a consistent national classification standard for all institutions to follow.
- Level of instruction
 - As students move from lower division courses to upper division, professional level, and graduate level classes, the delivery costs increase due to decreasing class sizes and higher faculty degree/experience requirements.
- 3. The weighted completed student credit-hour amount for each institution is then adjusted for:
 - A credit completion factor which is based on total credits completed at an institution. Institutions that have a lower credit-hour output receive a greater weighting factor to account for the decreasing efficiencies of scale.

The adjusted student credit-hours are then multiplied by a base per credit amount which varies based on institutions type. The table shown is a summary of the base rates for each institution.

SUMMARY OF BIENNIAL BASE RATE BY NDUS INSTITUTION

<u>Institutions</u>	<u>Type</u>	<u>Biennial Base Rate per Student Credit Hour</u>				
		<u>2013-15</u>	<u>2015-17</u>	<u>2017-19</u>	<u>2019-21</u>	<u>2021-23</u>
NDSU, UND	Doctoral Research	\$ 66.35	\$ 72.63	\$ 58.65	\$ 60.87	\$ 61.81
DSU, MaSU, VCSU	Four year University	\$ 95.57	\$ 107.33	\$ 86.95	\$ 90.98	\$ 92.60
MiSU	Four year University	\$ 98.75	\$ 107.33	\$ 86.95	\$ 90.98	\$ 92.60
BSC, DCB, LRSC, NDSCS	Two Year College	\$ 101.73	\$ 114.88	\$ 93.03	\$ 97.06	\$ 98.84
WSC	Two Year College	\$ 104.88	\$ 114.88	\$ 93.03	\$ 97.06	\$ 98.84

FINANCIAL INFORMATION

NDSU's overall financial standing continues to be sound with total assets of \$822 million, total liabilities of \$230 million and a net position total of \$570 million – an increase of \$46 million over the previous fiscal year. The University has done well in managing its financial resources during difficult times.

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 – that provide information on the University as a whole and present a long-term view of the University's finances.

The statements assist in answering the question, "Is the University as a whole financially better off or worse off as a result of the year's activities?" The Statement of Net Position and the Statement of Revenues, Expenses and Changes in Net Position report information in a way that helps answer this question. The Statement of Cash Flows summarizes transactions affecting cash during the fiscal year. It also provides information about the ability of NDSU 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 campuses infrastructure, changes in legislative funding and changes in student enrollments, need to be considered in order to assess the overall health of NDSU

Fiscal 2022 Financial Highlights

Overall - Strong Financial Position, Mostly Stable Trends

Some information regarding the financial statements:

- Total LT and ST investments are the same as last year. However, due to low interest rates, as the 5-year CDs have been maturing, they are being reinvested in short-term CDs until interest rates increase.
- Capital assets have increased due to the Indoor Practice Facility and Sugihara Hall (former Dunbar replacement).
- The increase in Sales and Service Revenue and Operating Expenses is primarily related to Athletics returning to normal operations after COVID.

Statement of Net Position (Balance Sheet)

- GASB 68 Accounting and Reporting for Pensions continues to result in fluctuations in the financial statements primarily due to changes in the single discount rate.
- Per NDPERS, the Pension plan in FY21 was not on a path to full funding and had an infinite funding schedule. As result, the single discount rate was reduced from 7.5% to 4.64% causing the liability to increase substantially. In FY22, the plan had 27% returns, resulting in the ability to increase the discount rate back up to 7%. This change in actuarial assumption reversed the fluctuation from the previous year causing a decrease in deferred outflows, decrease in pension liability (non-current liability), and increase in deferred inflows.
- The increase in capital assets is due to the construction of the Indoor Practice Facility and Sugihara Hall.
- The increase in invested in capital assets net position is due to the Indoor Practice Facility and Sugihara Hall. The increase in the Unrestricted Net Position is partially due to deferred construction projects for Auxiliaries.

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

- Overall, revenues increased 1% and expenses increased 1% from 2021 to 2022. There was a large overall increase in net position of \$45,950,487 with a majority of the increase due to an increase of invested in capital assets for the construction of the Indoor Practice Facility and Sugihara Hall.

- Sales and services revenue and operating expenses increased primarily due to Athletics returning to normal operations after COVID.
- Salaries and wages decreased by \$12 million for Pension expense. Nonoperating expenses decreased due to no new special assessments in FY22 compared to previous year.

Financial Ratios	2022	2021
Current Ratio¹ (Current assets to current liabilities)	2.98	2.51
Primary Ratio² (Expendable net position to operating expenses)	0.27	0.24
Viability Ratio³ (Expendable net position to long-term debt, less compensated absences)	0.88	0.76
Higher Learning Commission's (HLC) Composite Financial Index (CFI)⁴		
• CFI, including CU's & including GASB 68 & 75	6.25	4.33
• CFI, excluding CU's & including GASB 68 & 75	2.48	2.35
• CFI, including CU's & excluding GASB 68 & 75	6.89	5.30
• CFI, excluding CU's & excluding GASB 68 & 75	3.08	3.42

(CU's = Component Units)

¹**Current Ratio:** Measures readily available resources to pay short-term bills and liabilities. Ratio of 2 or greater is considered healthy.

²**Primary Reserve Ratio:** Measures ability to continue operations at current levels, within current restrictions, without future revenues. Ratio of 1.0 denotes ability to cover expenses for one year without any revenues.

³**Viability Ratio:** Measures financial health; availability of expendable nets assets to cover debt if need to settle obligations as of the fiscal year end. Ratio of less than 0.3 is of concern.

⁴**HLC's CFI:** Gauges overall financial condition of a university and is a weighted index of various financial ratios. HLC reviews accredited and candidate institutions' financial information to determine if it operates with integrity in its financial functions. Ratio less than 1.0 for two consecutive years indicates a need for a special review to gain or retain accreditation.

NDSU's Annual Financial Reports can be found at: ndsuh.edu/accounting/financialreports

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.

Moody's Investors Services: Aa3/Stable

North Dakota State University's credit quality is supported by a very good regional brand and market position. NDSU is a top research institution within its five-state region and has \$400 million operating scope that includes expanding STEM programming and research. Like its midwestern peers, NDSU's enrollment has been pressured by demographic shifts and increasing competition for college bound high school graduates. Favorably, NDSU has maintained robust tuition and auxiliary revenue that have driven sound operating results. Credit quality is further supported by strong wealth and liquidity that provides key stability amid waning enrollment. Financial leverage will remain manageable, even when including a net pension liability. Additionally, state appropriations, which represent significant operating revenue, have softened in recent years. NDSU benefits from broad legislative support, but appropriations can be affected by the state economy that is highly concentrated in natural resources.

Credit strengths

- Strong total cash and investments at \$517 million in fiscal 2020, with growth that has materially outpaced inflation
- Good revenue diversity, including material support for NDSU's sizeable research program
- State support for operations provides for favorable tuition pricing for system's diverse degree programs
- Strong state capital support provides for facility investment while limiting financial leverage relative to peers

Credit challenges

- Broad, interstate demographic shifts heighten student market competition reflected in enrollment declines
- Limited scope of operations relative to Aa3 peers with 11,300 full-time equivalent students and total operating revenue of \$400 million
- Reduced state funding during the 2017-2019 biennium, with only a modest increase for the 2020-2021 biennium

Rating outlook

The stable outlook reflects Moody's expectation that careful management practices will maintain good operating cash flow margins above 5%, along with strong wealth and flexible reserves compared to operations. The outlook also incorporates continued state support through operating and capital appropriations, as well as maintenance of the limited revenue pledge with expectations of adequate debt service coverage.

Source: Moody's Investors Service Credit Opinion 4 November 2021

S&P Global Ratings: AA-/Stable

S&P Global Ratings affirmed its 'AA-' rating on North Dakota State Board of Higher Education's (SBHE) various bonds, issued on behalf of North Dakota State University (NDSU, or the University). The outlook is stable.

S&P assessed NDSU's enterprise profile as strong, characterized by modest matriculation rates and good geographic diversity, which has helped offset local demographic pressures and FTE enrollment declines. They assessed the university's financial profile as very strong, characterized by solid available resources, good state funding environment, and low debt burden. Combined we believe these credit factors lead to an indicative standalone credit profile of 'a+'. As their criteria indicates, the final rating can be within one notch of the indicative credit level. Their opinion, however, indicated that the 'AA-' rating on the university's bonds better reflects NDSU's very low debt levels and available recourse compared with medians and with those of peers.

The 'AA-' rating reflects S&P's assessment of NDSU's strengths:

- Solid financial resource ratios for the rating category;
- Low MADS burden, at 1.85% of fiscal 2020 adjusted operating expenses; and
- Relatively broad geographical draw for a public flagship institution, as demonstrated by NDSU's large out-of-state student population (56.3% of total enrollment in fall 2020)

Somewhat offsetting factors, in their opinion, include:

- Full-accrual operating deficits in fiscal 2019 that widened in fiscal 2020;
- Continued decline in full-time equivalent (FTE) enrollment that could further pressure financial operations;
- Declining high school demographics within the state that are expected to continue to pressure NDSU's enrollment due to negative demographic trends.

The stable outlook reflects S&P's expectation that, over the outlook period, NDSU's enrollment will begin to stabilize and available resource ratios will remain at current levels or better. They also expect the university will improve financial operations on a full-accrual basis, due to the increases expected in state funding and one-time federal stimulus money that NDSU anticipates will be spent in fiscals 2021 and 2022.

Source: www.standardandpoors.com/ratingsdirect April 16, 2021

2021-23 MAJOR CAPITAL PROJECT REQUESTS

Ranked NDSU capital project approved and authorized for the 2021-2023 biennium by the 67th ND Legislative Assembly:

PELTIER COMPLEX (AG PRODUCTS DEVELOPMENT CENTER)

\$85,000,000

State Bonding (\$50,000,000), General Fund Appropriation (\$20,000,000) and Special Funds (\$15,000,000)

In 2021, the North Dakota Legislature approved \$70 million for the completion of a new combined facility and authorized an additional \$15 million in fundraising to expand and enhance research and teaching capacity at NDSU. These funds will be used to build an Agricultural Products Development Center (APDC) co-located with the Northern Crops Institute (NCI).

The Peltier Complex will be NDSU's largest academic facility, bringing together NDSU's food science, meat science and cereal science laboratories along with NCI, a four-state-focused agency committed to promoting, developing and marketing crops grown in North Dakota, Minnesota, South Dakota and Montana. Located in the southwest corner of NDSU's campus, the state-of-the-art facility will be uniquely positioned as a cornerstone of the university.

The Peltier family made leadership philanthropic gifts to support the private fundraising portion of the project, which partnered with the North Dakota Legislature to complete the overall financing package.

The complex will support a wide range of research involving food science, meat science, muscle biology, food safety, nutrition, consumer sensory traits and the development of new agricultural products. Designed to meet federal and state food processing and food handling regulations, the

center's labs will expand research grant opportunities and partnerships with federal and state agencies.

"This will be a state-of-the-art learning facility that uniquely positions NDSU students for rapidly expanding career opportunities in the food industry," said David Buchanan, NDSU associate dean, College of Agriculture, Food Systems and Natural Resources. "Providing abundant food that is safe and healthful is among the most pressing issues of our time. It is of utmost importance to have learning space in food science labs with the most up-to-date technologies."

The Peltier Complex will open opportunities and markets and address some of the most perplexing issues facing crop and livestock production, food systems and the development of new agricultural products. This state-of-the-art complex will bring together scientists, teachers, farmers, customers and students who will develop innovative solutions to complex problems.

Construction is estimated to begin in the late spring of 2022 and will take approximately 20 to 24 months to complete.

Sources: www.ndsu.edu/vpag/newsletter/peltier_complex_a_partnership_for_agricultures_future/; www.ndsufoundation.com/news/2021/09/peltier-complex
NDSU Foundation



NDSU's 2019-21 biennium authorized non-state funded, unranked capital projects continued in the 2021-2023 biennium

NODAK INSURANCE FOOTBALL PERFORMANCE COMPLEX

\$50,000,000

Private Funds

(Previous authorization amount: \$37,200,000)

The Sixty-sixth Legislative Assembly of North Dakota House Bill 1003, Section 1, Subdivision 6 included special fund authority for the NDSU Indoor Practice Facility in the amount of \$37,200,000. On April 29, 2021 the SBHE authorized NDSU to proceed with construction of the Indoor Practice Facility project at an estimated cost of \$37,200,000 funded from private donations and further authorized NDSU to name the building Nodak Insurance Football Performance Complex.

The project started in fall 2021 with adequate funds to construct the indoor practice facility, outdoor field, and a few support spaces, including mechanical, storage and bathrooms. The weight room was bid out with plans to start in spring 2022. Due to inflationary costs and supply side delays, additional authorization was needed to support the inclusion of locker rooms, sports medicine, and other miscellaneous needs for the complex. On March 30, 2022, the ND Legislative Management Budget Section approved the increase in project authorization from \$37,200,000 to \$50,000,000 to be funded by special funds.

NDSU's new indoor practice facility, the Nodak Insurance Football Performance Complex, is scheduled to open in fall 2022. The entire cost of the estimated \$50 million building project is being privately funded, including a lead gift from Nodak Insurance Company, which was awarded naming rights.

A state-of-the-art training facility for the national champion NDSU football program, the Nodak Insurance Football Performance Complex will include capacity for the women's soccer, men's and women's golf, baseball, softball, and men's and women's track and field programs also affected by weather throughout the year.

The complex will have two artificial turf fields – one indoors and one outdoors – on the site of the current practice

fields south of the Sanford Health Athletic Complex. The indoor field will be a full 120 yards long and 60 yards wide with a roof clearance of 72 feet at the peak.

The project's first phase included construction of the indoor practice facility and outdoor field, which will replace the Dacotah Field Bubble. The second phase, enabled by a \$15 million gift from the WE B Giving Foundation, will include a football locker room, team meeting room, athletic training room and equipment room.

The indoor facility will cover more than 117,000 square feet including the practice field, operations building and storage warehouse. There will be camera decks on all sides, an elevated viewing area for recruiting and guests, a weight room and fueling station, and a retractable netting system to accommodate multiple sports.

Seven overhead doors will open from the indoor facility onto the outdoor practice field for ease of transition during team practices, scoreboards and play clocks will be provided on both fields, and LED lighting systems will be installed indoors and outdoors.

Sources: NDSU Athletics; ND University System



SOFTBALL INDOOR FACILITY

Private Funds

\$2,600,000

(Previous authorization amount: \$2,000,000)

NDSU is home to the eight-time Summit League softball champions as well as the 2014 Summit League baseball champions. A proposed indoor hitting facility at the Ellig Softball complex would provide the athletes with a facility to practice and train inside out of the harsh North Dakota elements.

The softball program's equipment needs, setup time and activities were evaluated to determine the feasibility of sharing space in the proposed new NDSU Indoor Practice Facility. After careful review that included input from softball supporters regarding logistics, it was decided that the best solution was to create a small facility just to the north of the Ellig Softball complex and adjacent to the south side of the new NQ parking lot for easy accessibility from the lot.

The proposed space will be approximately 11,000 square feet of indoor hitting, fielding and operational areas. The facility will be divided into hitting sections with batting cages and pitching mounds, as well as a separate area for team meeting rooms, storage, offices, and men's and women's restrooms.

The Sixty-sixth Legislative Assembly of North Dakota House Bill 1003, Section 1, Subdivision 6 previously included special fund authority for the NDSU Softball Indoor Facility in the amount of \$2,000,000. Due to increased construction costs, NDSU requested additional funding authorization and on March 30, 2022, the ND Legislative Management Budget Section approved the increase in project authorization from \$2,000,000 to \$2,600,000 to be funded by special funds.

Additional major capital projects approved by the State Board of Higher Education:

LADD HALL PARTIAL RENOVATION

\$2,400,000

*Base 2021-23 Extraordinary Repair Funds & Matching Operating Funds **

Construction of the current Ladd Hall began in 1910 after an explosion and subsequent fire destroyed the first Chemistry Building. The new building was designed with steel reinforced concrete, fireproofing throughout and much larger than the original building, allowing for future growth and development. The plans detailed a 125' x 90' three story building, with a tower to install meteorological apparatus. The designers also provided a large storeroom for supplies and explosives detached from the main building.

Today, the building contains offices and laboratories for Chemistry and Biochemistry used for both research and teaching as well as general use classrooms. The current Chemistry activities will be moved over to the new Sugihara building upon its construction completion. Once they have moved out, that portion of Ladd Hall will be fit-up for the transfer of Agricultural and Biosystems Engineering into the facility. The following may be included in the project:

- Updating current HVAC, plumbing, electrical, and fire alarm system, as required
- Installing new windows to replace the old, inefficient ones, resulting in energy savings
- Repurposing other spaces, as needed
- Updating classrooms
- Adding a 2,000 sq. ft. eSports Lab

- Complete building asbestos abatement
- Demolishing portions of the interior to fit-up office space
- Modifying restrooms to meet current codes and accessibility requirements (existing piping has reached end of its life and will be replaced)
- Replacing doors, ceilings, lights, and all finishes with new items



CERES HALL PARTIAL RENOVATION

\$2,200,000

*Base 2021-23 Extraordinary Repair Funds & Matching Operating Funds **

Constructed in 1910, Ceres Hall was the first women's dormitory on the ND Agricultural College campus. Today, Ceres Hall houses a variety of campus administrative offices.

The east half of Ceres Hall needs renovation and updates. The focus will be on addressing deferred maintenance needs in that area including: mechanical, electrical, hazardous material abatement, ADA accessibility, and renovation to repurpose space. The project may include the following:



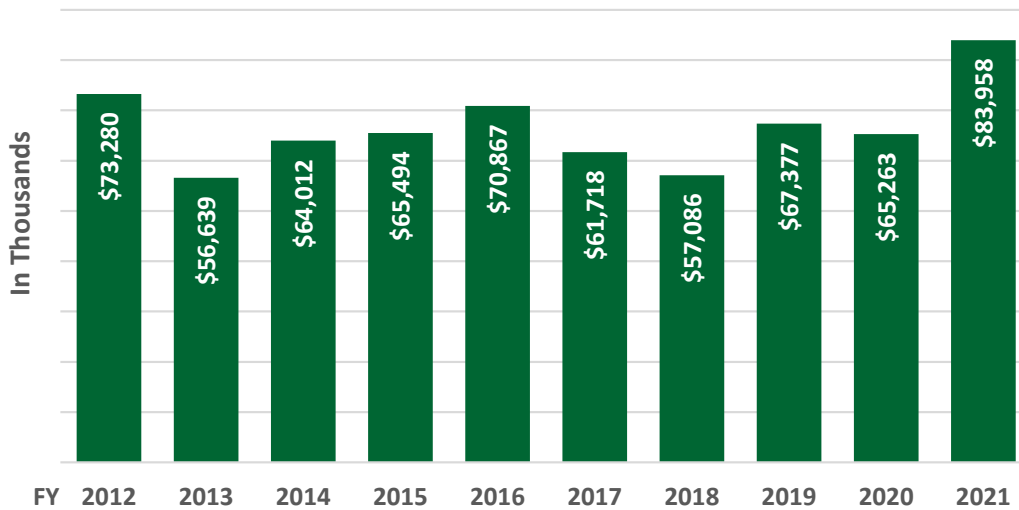
- Adding an HVAC system to provide fresh air/airflow, heating, and cooling for the space
- Updating plumbing, electrical, and fire alarm systems as required
- Modifying restrooms to meet current codes and accessibility requirements; existing piping has reached end of its life and will be replaced
- Complete asbestos abatement
- Replacing doors, ceilings, lights, and all finishes with new items
- Demolishing portions of the interior to fit-up office space
- Repurposing other spaces as needed.

*SB2003 Section 9 (2021-2023) requires that institutions "shall provide two dollars of matching funds from operations or other sources for each one dollar of extraordinary repairs funding."

RESEARCH OVERVIEW

The Office of Research and Creative Activity is proud to support the notable external research awards and expenditures efforts in FY21 by NDSU’s research community. In FY21, more than 85% of RCA’s appropriated operating budget supported campus research, scholarly activities, and programs. This support includes improvements in efficiency gained from the new centralized online system Novelution and the delivery of a wide variety of programming specific to the needs of our research community. For additional information, please see the RCA Activity Report FY2021 at www.ndsu.edu/fileadmin/research/_Reports/annual_report/RCA_annual_report_FY2021_090721_2.pdf

EXTERNAL AWARDS RECEIVED



This data reflects external funding received by NDSU for sponsored program activity involving grants, contracts, and restricted gifts.

SPA ANNUAL REPORT of EXTERNAL FUNDING AWARDS

	FY2017	FY2018	FY2019	FY2020	FY2021
External Awards	\$ 61,717,564	\$ 57,086,028	\$ 67,376,892	\$ 65,215,580	\$ 83,958,201
<i>Total External Awards</i>	<i>\$ 61,717,564</i>	<i>\$ 57,086,028</i>	<i>\$ 67,376,892</i>	<i>\$ 65,215,580</i>	<i>\$ 83,958,201</i>
Hatch/McIntire-Stennis Funds	\$ 3,144,546	\$ 3,148,467	\$ 3,330,042	\$ 3,321,630	\$ 3,318,175
Extension Service Smith-Lever Formula Funds	\$ 3,977,043	\$ 3,970,860	\$ 4,115,515	\$ 4,113,543	\$ 4,107,098
Student Financial Aid	\$ 10,538,815	\$ 11,968,163	\$ 11,701,556	\$ 10,976,008	\$ 9,994,423
<i>Total Federal Formula Funds</i>	<i>\$ 17,660,404</i>	<i>\$ 19,087,490</i>	<i>\$ 19,147,113</i>	<i>\$ 18,411,181</i>	<i>\$ 17,419,696</i>
Grand Total	\$ 79,377,968	\$ 76,173,518	\$ 86,524,005	\$ 83,626,761	\$ 101,377,897

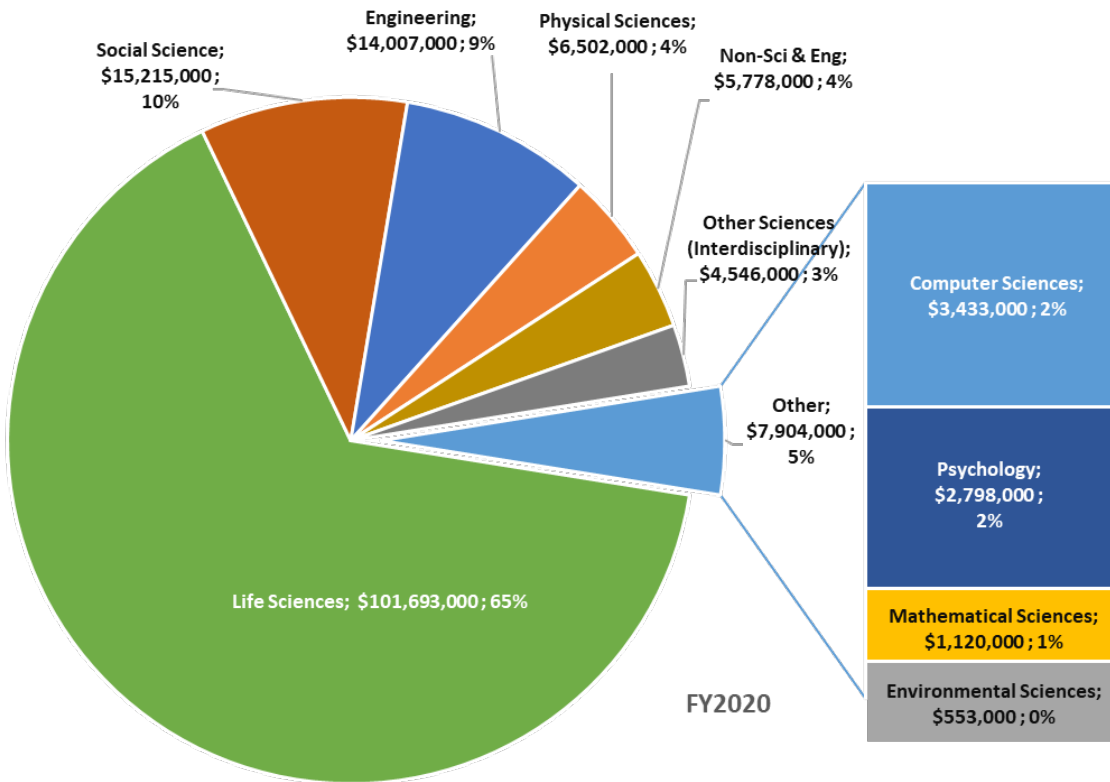
Source: www.ndsu.edu/research/about_rca/rca_reports_and_data/#c603364

Source: RCA Activity Report FY2021

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

For FY20 (most recent year available), NDSU ranked **108** out of 641 non-medical institutions, **97** out of 415 public institutions, and **139** out of all 655 institutions. **All institution total = \$155,645,000**

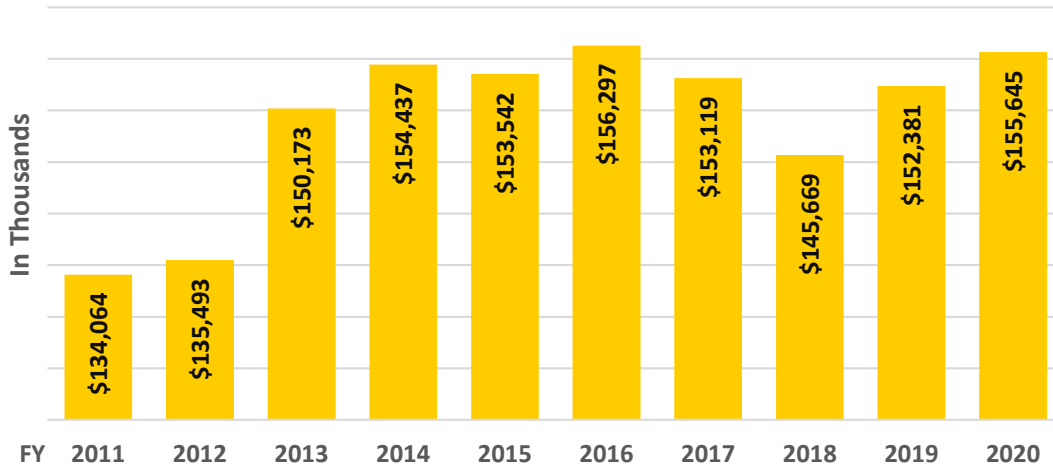
	2017		2018		2019		2020	
NDSU's HERD Rankings	Rank	Total	Rank	Total	Rank	Total	Rank	Total
Non-Medical Institutions	100	629	110	632	110	633	108	641
Public Institutions	91	400	94	408	95	405	97	415
All Institutions	130	644	138	646	138	647	139	655



CATEGORY	FY2017		FY2018		FY2019		FY2020	
Life Sciences	\$ 103,145,000	67%	\$ 100,736,000	69%	\$ 104,204,000	68%	\$ 101,693,000	
Social Science	\$ 11,636,000	8%	\$ 8,857,000	6%	\$ 9,396,000	6%	\$ 15,215,000	
Engineering	\$ 13,053,000	9%	\$ 11,555,000	8%	\$ 12,030,000	8%	\$ 14,007,000	
Physical Sciences	\$ 8,121,000	5%	\$ 6,900,000	5%	\$ 6,903,000	5%	\$ 6,502,000	
Non-Sci & Eng	\$ 3,889,000	3%	\$ 5,162,000	4%	\$ 6,658,000	4%	\$ 5,778,000	
Other Sciences (Interdisciplinary)	\$ 4,846,000	3%	\$ 5,246,000	4%	\$ 6,129,000	4%	\$ 4,546,000	
Computer Sciences	\$ 3,286,000	2%	\$ 4,900,000	3%	\$ 2,556,000	2%	\$ 3,433,000	
Psychology	\$ 3,630,000	2%	\$ 1,979,000	1%	\$ 3,077,000	2%	\$ 2,798,000	
Mathematical Sciences	\$ 901,000	1%	\$ 38,000	0%	\$ 714,000	0%	\$ 1,120,000	
Environmental Sciences	\$ 612,000	0%	\$ 296,000	0%	\$ 714,000	0%	\$ 553,000	
TOTAL	\$ 153,119,000	100%	\$ 145,669,000	100%	\$ 152,381,000	100%	\$ 155,645,000	

R&D expenditure data is reported annually via the National Science Foundation Higher Education Research and Development Survey (HERD). This survey collects information on R&D expenditures by field of research and source of funds.

NDSU R&D EXPENDITURES

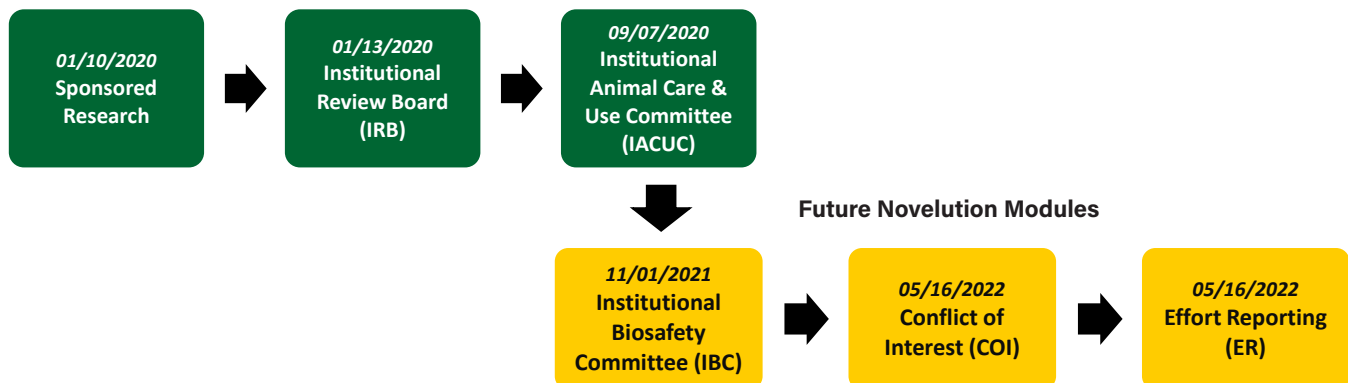


NOTE: Between 2012 and 2013 the reporting methodology changed to include research appointment salaries not paid by grants. 2021 data has been submitted to NSF with publication anticipated late 2022.

RCA INITIATIVES: NOVELUTION

Prior to the implementation of the Novelution System, all proposal, award, and compliance functions were paper-based and records were stored in multiple systems and databases without any comprehensive connections. Novelution's release in 2020 coincided with the added limitations placed on NDSU by the pandemic. However, it was serendipitous that the new system allowed the RCA team to continue supporting NDSU researchers even while working remotely. Novelution is customized with intelligent integrated software modules that support many research and compliance administration processes. The first modules implemented were Grants & Contracts (sponsored research), IRB and IACUC. Modules for IBC, COI, and Effort Reporting are the next to be developed. Novelution integrates with Peoplesoft and is a strategic solutions partner with custom-built software that provides intelligent integration between modules.

Released Novelution Modules



NDSU FOUNDATION

“In Our Hands: The Campaign for North Dakota State University”. The *In Our Hands: The Campaign for North Dakota State University* raised more than \$586 million during the six-year comprehensive campaign as announced by the NDSU Foundation on February 14, 2022. It is the largest higher education fundraising campaign in North Dakota history.



“This is a marking point for a new beginning for NDSU and the state of North Dakota,” Governor Doug Burgum said. “The Bison Family is made up of families, and it’s made up of families that generationally care about this. When people take the action of putting their time, talents, and their treasure toward an institution at a magnitude we’ve never seen before, it means something remarkable for the students who are here today and the students who are coming.”

More than 15,000 benefactors participated in the campaign, which publicly launched in October 2019 with a goal of raising \$400 million over seven years, after having already secured more than \$300 million during the quiet phase that began January 2016. By May 2021, the campaign

reached its \$400 million target 20 months ahead of schedule, and NDSU leaders decided to complete the campaign one year earlier than previously scheduled.

When the dust settled on Dec. 31, 2021, the final “In Our Hands” campaign tally exceeded its goal by more than 47%. Campaign co-chairs included Steve Swiontek, BS ’78, along with his wife Mary Anne, BS ’77, and Robert, BS ’67, and Sheila Challey.

The transformational level of “In Our Hands” support from benefactors will send ripple effects long into the future for NDSU’s continued rise as a student-focused, land-grant, research university.

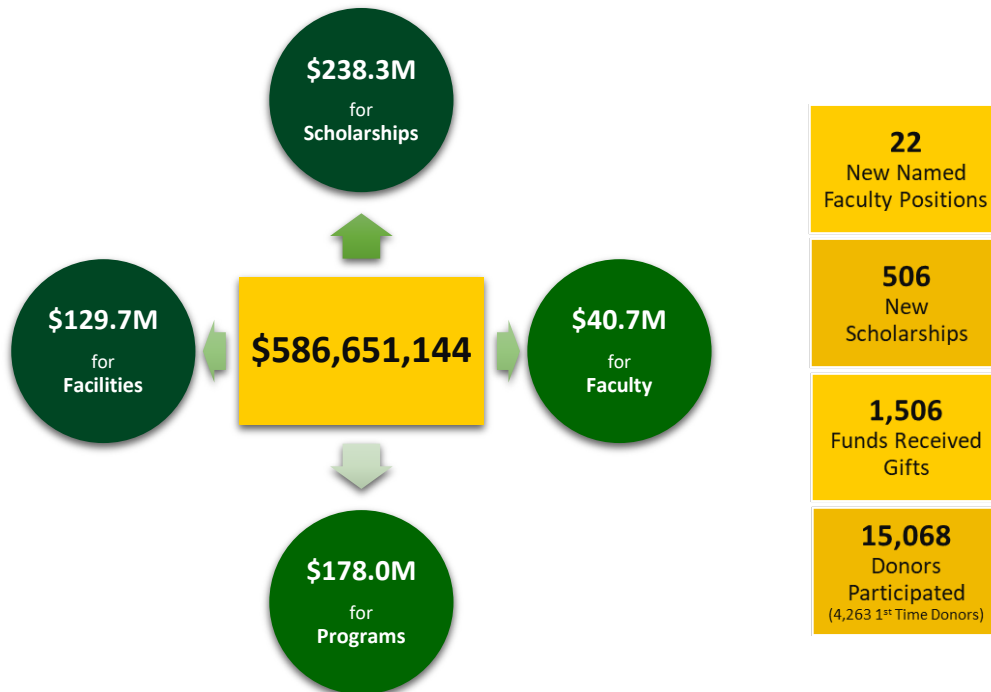
The campaign focused on four categories – scholarships, faculty, programs and facilities. In addition, NDSU Team Makers raised \$41.9 million for Bison Athletics.

\$104.7 million distributed to campus since the campaign start

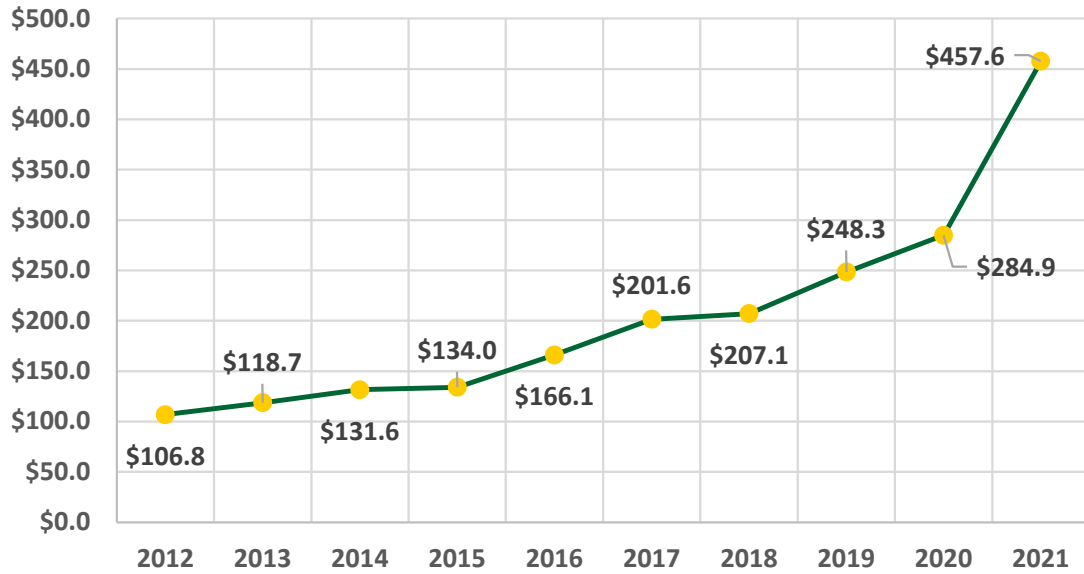
The NDSU Foundation’s endowment also grew dramatically during the campaign, thanks to new gifts made and investment performance. Prior to the campaign’s beginning, the endowment value stood at \$134 million, as of Dec. 31, 2015. As of Dec. 31, 2021, the endowment stood at \$457 million, a 241% increase.

Source: NDSU News (2/14/2022)

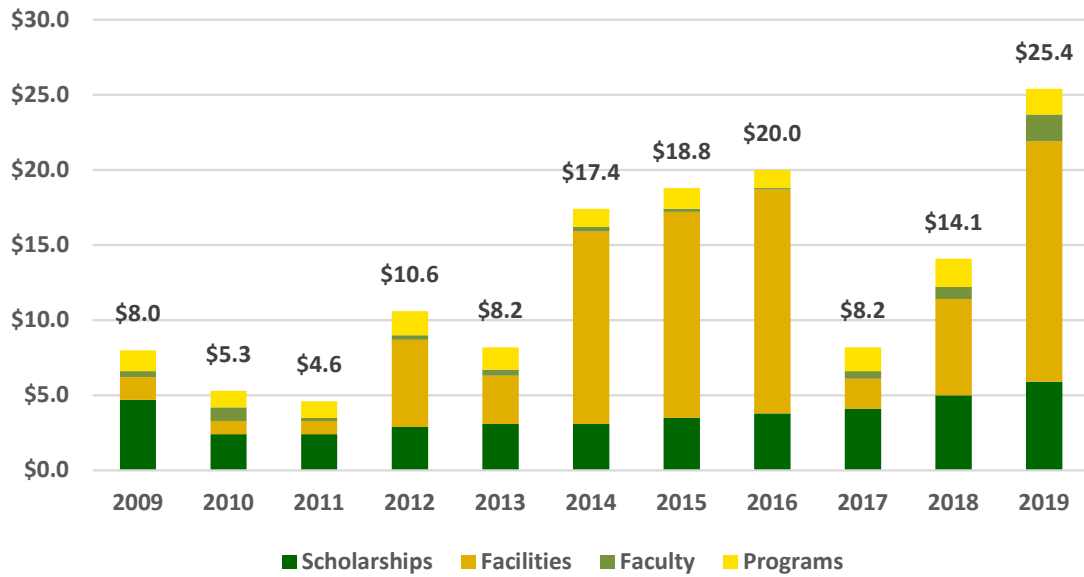
‘IN OUR HANDS’ CAMPAIGN BY THE NUMBERS



ENDOWMENT VALUE (in millions)



SUPPORT TO CAMPUS (in millions)



FINANCE AND ADMINISTRATION



NDSU's **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 (SBHE) and the North Dakota University System (NDUS). 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, ensuring the safety of students, faculty, and staff, and overseeing the institution's self-sustaining auxiliary services departments.

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701.231.9764

Physical/Delivery Address:

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Old Main 11
Fargo, ND 58102

Mailing Address:

NDSU Dept. 3000, P.O. Box 6050
Fargo, ND 58108-6050

Department Phone: 701.231.8411

ndsu.edu/vpfa

Mission

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

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

Core Values

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

FINANCE & ADMINISTRATION DEPARTMENTS

Accounting Office (ndsuh.edu/accounting/)

Lisa Ripplinger**Controller**

lisa.m.ripplinger@ndsuh.edu
Old Main 11
701.231.7325

Department Services:

- Accounts Payable
- Financial Systems Training
- Banking
- Investments
- Capital Asset Management
- Long Term Debt
- Taxes
- External Audits Coordination
- Financial Reporting

Bookstore (ndsuhbookstore.com)

Kimberly Anvinson**Director**

kimberly.anvinson@ndsuh.edu
Memorial Union
701.231.9822

Department Services:

- Course Materials
- School Supplies
- Art Materials
- NDSU Apparel & Gifts
- Herd Shop Convenience Store
- Technology Products: Computers, cables, backpacks, headphones & cell phone accessories

Customer Account Services (ndsuh.edu/cas/)

Dorreen Kramer**Director**

dorreen.kramer@ndsuh.edu
Ceres 302
701.231.7710

Department Services:

- Cash Handling
- Credit Card Acceptance
- Department Deposit
- Draws & Cash Requests
- Marketplace
- Financial Reporting & Reconciling
- Corporate & Student Account Billing Process
- AR Policies

Facilities Management (ndsuh.edu/facilities/)

Michael Ellingson**Director**

michael.ellingson@ndsuh.edu
Thorson Mtce Center
701.231.7307

Department Services:

- Campus maps
- Campus Master Plan
- Construction & Maintenance
- Facilities Operations
- Parking & Transportation
- Space Management & Key/Card
- Access for all Buildings

Human Resources and Payroll (ndsuh.edu/HR/)

Mark Genkinger**Director, HR**

mark.genkinger@ndsuh.edu
Hastings 234
701.231.8788

Department Services:

- Benefits
- Recruitment & Retention
- Employee Training & Development
- Employee Relations
- Salary Administration
- Oracle/PeopleSoft HRMS
- All aspects of payroll process functions

Patricia Hanson**Director, Payroll Services**

Hastings 206
patricia.hanson@ndsuh.edu
701.231.8990

Budget Office (ndsuh.edu/budget/)

Cynthia Rott**Director**

cynthia.rott@ndsuh.edu
Old Main 205
701.231.7458

Department Services:

- Fiscal Management Process
- NDSU Comprehensive Annual & Biennial Budgets Preparation
- Budgeting Systems/Activities
- Long Range Planning
- Capital Project Review & Monitoring
- Management of Budgetary Needs (as per NDSU & SBHE guidelines, procedures & policies)

Center for Child Development (ndsuh.edu/childcenter/)

Debra Habedank**Director**

debra.habedank@ndsuh.edu
EML 261C
701.231.8281

Department Services:

- High-quality early childhood programs
- Safe & nurturing environment
- Promoting physical, social, emotional, & intellectual development of young children

Dining Services (ndsuh.edu/dining/)

Katie Tarter**Director**

kathryn.tarter@ndsuh.edu
Residence Dining Center
701.231.7005

Department Services:

- Provide dining experience with three all-you-care-to-eat dining centers, five full-service coffee shops & food court with six eateries
- Catering
- Meal Plans

Grant & Contract Accounting (ndsuh.edu/grants/)

Ann Young**Director**

ann.young@ndsuh.edu
Thorson Mtce Center
701.231.8356

Department Services:

- Federal Audit Coordination
- Award Invoices & Payment
- Financial Reporting
- Grant Account Auditing
- Grant Rebudgeting/Extension
- New Grant Account Initiation
- Effort Reporting

Memorial Union Operations (ndsuh.edu/mu/)

Paul Wraalstad**Director**

paul.wraalstad@ndsuh.edu
Memorial Union 246
701.231.8236

Department Services:

- Design & Sign Printing & Promotional Services
- Meeting, Conference & Event Services
- Art Gallery Exhibitions
- Game Room Area with Recreation Games, Bowling Alley & eSports Lab

Purchasing (ndsu.edu/purchasing/)

Stacey Winter

Director

stacey.winter@ndsu.edu
Old Main 17
701.231.8954

Department Services:

- Equipment, Goods & Services Procurement
- Redistribution & Disposal of Excess/Surplus Property
- Mailing & Shipping Services

Student Loan Service Center (slsc.ndsu.edu)

Kelly Bisek

Director

kelly.bisek@ndsu.edu
Bison Court East 135
701.231.9547

Department Services:

- Loan Servicing (monitoring, reporting & collecting) on institutional loans issued by the 11 state colleges and universities in the ND University System (NDUS)

Wellness Center (ndsu.edu/wellness)

Jobey Lichtblau

Director

jobey.lichtblau@ndsu.edu
Wallman Wellness Center
701.231.7672

Department Services:

- State-of-the-art Aquatics Center, Fitness Facility & Equipment
- Innovative Fitness, Recreation & Aquatic Programming
- Safety Education
- Child Care

Residence Life (ndsu.edu/reslife/)

Rian Nostrum

Director

rian.nostrum@ndsu.edu
Bison Court West 104
701.231.7890

Department Services:

- Provide students with a living environment and a place to grow, learn, connect, explore and make an impact

University Police & Safety Office

(ndsu.edu/police_safety/)

Mike Borr

Director

mike.borr@ndsu.edu
Auxiliary Enterprises 128
701.231.9535

Department Services:

- Communications Call Center
- Emergency Management
- Environmental Health & Safety
- Public Health & Safety
- Safety Awareness Notices
- Training
- University Police

2021-2022 DIVISION HIGHLIGHTS

During the past fiscal year, the Division of Finance and Administration employees continued to support and establish teams within the division and throughout the campus in order to fulfill the core mission of NDSU and the division.

NDSU's overall financial standing continues to be sound with total assets of \$822 million and total liabilities of \$230 million, and a net position total of \$570 million (an increase of \$46 million over the previous fiscal year.) NDSU's CFI (composite financial index) is well above the 1.0 benchmark set by the Higher Learning Commission. The University has done well in managing its financial resources during difficult times.

ACCOUNTING/FINANCIAL SERVICES

- No formal or informal audit findings for NDSU in the financial audit for FY21, which was facilitated in FY22. No federal audit issues arose during FY22. No formal or informal audit findings in the operational audits for the biennium ended June 30, 2021 that were facilitated in FY22. This demonstrates outstanding quality control in general accounting and financial reporting.
- Continued implementation of the PeopleSoft Accounts Payable Voucher workflow approval and document attachment process. At the end of FY22, approximately 96% of all departments were using the AP Voucher workflow process in PeopleSoft. This process provides a more efficient method of processing AP vouchers, especially those that require additional approvals from other departments. In addition, attaching the supporting documentation in PeopleSoft provides an efficient way for users to view the support when needed.
- Developed a monthly Accounting Office Newsletter to communicate important information to departments and provide answers to commonly asked questions.

- Formalized a Financial Systems trainer position to create training materials and provide training and support for departments in using PeopleSoft Finance and other accounting functions.
- Transitioned the Procurement Card Administrator position to the Accounting Office to better support the accounting functions incorporated within this position.

NDSU BOOKSTORE

- The NDSU Bookstore launched a new website, inventory control and point-of-sale system this fall.
- The NDSU Bookstore opened year-round student charging to enrolled students. Prior to this year, students were allowed to charge during the first 2 weeks of each semester.
- 75% of books delivered via NDSU's Inclusive Access program meet NDUS's low-cost threshold of \$75⁰⁰. For Fall 2022, the average price for materials in this program were just \$61.19.
- Streamlined the Bookstore website login process with campus single sign-on option.
- The NDSU Bookstore served as an academic resource for several

- class projects including IME 450 and MRKT 450.
- Home to NDSU's Goods for the Herd Food Pantry.
- More changes are planned, including a loyalty program and a store remodel to serve our students better.

CENTER FOR CHILD DEVELOPMENT

Program Quality / Evaluation:

- NAEYC Accreditation Program through November 1, 2023
- Maintained ND Bright and Early Quality Improvement-Four STAR award
- CLASS Assessment: October 28, 2021
- Infant-Toddler Environmental Rating Scale and Early Childhood Environmental Rating Scale: February 8 and 9, 2022
- Maintained ND Child Care License - June 30, 2021
- Annual Fire Inspection: June 23, 2022
- Annual Health and Sanitation Inspection by Fargo Cass Public Health: June 24, 2022
- Fargo Physical Health Code Ordinance: June 22, 2021 and July 6, 2022
- USDA Child And Adult Care Food Program 3-Year Review: Feb. 24, 2022
- Pediatric Nurse Consults: June 24, September 29, December 2, 2021, and March 9, June 8, 2022
- Family Survey/Program Evaluation: April 2021, November 17, 2021 and April 20, 2022
- Team Feedback Survey: November 8, 2021, and April 2022
- Staff Turnover-None! We have a full team!
- All teachers and the director remain current with our ND Growing Futures certificates. Professional Development at levels of E, G, H, and I+.

Health and Safety:

- Due to COVID 19, the Center followed modified preventative strategies as recommend by ND Department of Health and ND Department of Human Services to keep children and adults healthy. All adults wore a well-fitted face covering in the classroom and children 3-5 years of age wore a face covering December 29, 2021-February 16, 2022. As the CDC and ND Department of Health recommended practices and exclusion guidelines changes, Center practices also changed to keep children and adults safe.
- The Center purchased and used webcams and headphones for zoom parent teacher conferences as requested. All other conferences were face to face with a face covering.

Grants Received:

- Striving Readers Grant with Fargo Public Schools-Year 3. The Center received the latest edition of the Creative Curriculum kit for Infants, Toddlers and Twos.
- ND Department of Human Services-Child Care Stabilization Grant
- ND Department of Human Services-Inclusion Grant and Inclusion Support Grant
- ND Department of Human Services-Health, Safety and Technology Grant

- USDA Child and Adult Care Food Program: October 2021 to present
- Received our 4 STAR Bright and Early Quality Improvement award along with \$6,000.⁰⁰ for improvements within the Center.
- ND Junior Masters Gardeners Grant through NDSU Extension-On the Move with Gardening FUN!: March-October 2021 and 2022

Research Participation:

- On the Move with Gardening FUN!-NDSU Extension and Julie Garden-Robinson

Children's Progress & Development:

- Teachers prepared 41 Individual Child Portfolios to document child growth and development and conducted parent-teacher conferences: Spring 2021, Fall 2021 and Spring 2022
- Children's Gardening Curriculum: June-September 2021 and 2022
- Child Development Screenings conducted by Pediatric Partners: September 14 & 15, 2021 and January 2022
- September 23, 2021: Vision Screening conducted by Lion's Club.
- Teachers wrote goals and objectives for quality improvement after the CLASS Assessment, Infant-Toddler Environmental Rating Scale, and the Early Childhood Environmental Rating Scale Assessments

Child Enrollment:

- April 2021– March 2022: the Center is at full enrollment with 41 children.

Family Involvement & Partnership:

- Happy Birthday America Children Parade: July 1, 2021 and 2022
- Family Social-Watermelon Feed: August 31, 2021
- Bison Spirit Parade: October 8, 2021
- Parent Advisory Committee Meetings held September 21, 2021, January 25, 2022 and March 29, 2022
- Parent-Teacher Conferences: April 2021, November 2021, and April 2022
- Family Survey/Program Evaluation, April 21, 2021 (33% return rate with On-line Survey); November 17, 2021 (80% return rate with hard copy survey); and April 2022 with hard copy survey (95% return rate).
- April 4, 2022: Guitar Presentation with Mike
- April 8, 2022: Parent Appreciation Breakfast
- June 3, 2021 and May 24, 2022: Preschool Graduation Celebration
- June 7, 2022: Planting Flowers with Tristen

Parent Education:

- NDSU Extension Gardening Newsletters
- NDSU Dietetic Nutrition Newsletters and main entry way display
- Center for Child Development Monthly Newsletters
- Educational Bulletin Boards in the Hallway of Center

Community Awareness & Partnerships:

- September 2021: Pediatric Partners developmental screening for children
- September 23, 2021: Lion's Club free vision screenings for children
- October 21, 2021: Inclusion Specialist Consultation

- December 1-7, 2021: Caring and Sharing Community Giving-GiGi's Playhouse
- March 8-10, 2022: Pediatric Partners Developmental Re-Screening of Children
- Partnership with NDSU Wellness Center Childcare Program: Monthly meetings between Directors and joint gym time at the Wellness Center Gym
- Summer 2021 and 2022: Jr. Master Gardeners Partnership with NDSU Extension-Gardening Curriculum
- MSUM Early Childhood Education Department
- High School Virtual Tour: Oak Grove High School
- March 17 and April 21, 2022: West Fargo Family and Consumer Science Tour
- February-May 2022: Eagle Scout Project with Ben Hektner

Education of University Students:

Fall 2021

- HNES 460 L - Food Service Students (13)
- HDFS Field Experience (2)
- HDFS Field Experience Presentation and Tour
- MSUM Student Teachers (2)
- HDFS 320 Prenatal, Infant-Toddler Development
- HNES-Community Nutrition Students
- 21 Work Study Students
- Social Work Volunteer (24 hours)

Spring 2022

- 20 Work Study Students
- HNES 257-Health, Nutrition and Exercise Science Students with Movin' & Groovin' (28)
- MSUM EECE 430 Infant-Toddler Practicum Students (2)
- NDSU Field Experience Students (2)
- HDFS Presentation and Tour of Center-Deb Habedank
- Dietetic Intern-full time (1)
- Two Dietetic Interns who implemented activities with the children January and February 2022
- Nursing Health Promotions Students (7)
- HDFS 320 Prenatal, Infant-Toddler Development (26)

Summer 2022

- MSUM Student Teacher
- NDSU Field Experience Student

Leadership Opportunities/Committee Involvement:

- Area Preschool Advocates (Deb Habedank)
- Minnesota State University Moorhead Early Childhood Advisory Committee (Deb Habedank)
- Fargo Public Schools Striving Readers Grant Committee Member

CUSTOMER ACCOUNT SERVICES & ONE STOP

- Moved to a new online payment processor, Nelnet. The online payment portal for students transitioned in October 2021 and the storefronts utilized by departments shortly afterwards. In addition to improved system performance for students, etc., this change resulted in significant financial savings for NDSU annually.
- Wrapped up the distribution of remaining HEERF funds (CARES,

CRRSA, ARP) to students including processing, communication, and reporting.

- After years of working closely with the One Stop division as a stakeholder department, Customer Account Services and One Stop (formerly under Enrollment Management) have merged. Both departments report to a common Director under the Finance & Administration division. Early accomplishments included the implementation of a student inquiry form which helped expedite responses to students and the creation of a knowledge base for staff to use as a reference point.
- Worked with CTS to transition existing electronic forms to their new platform, GTeForms.
- Finished on-boarding four new collection agencies and establishing the appropriate protocol with each.
- Collaborated with the Office of Teaching & Learning and other NDSU departments to implement dual credit offerings for high school students. The program follows a unique billing structure for this special group of students.
- Developed and implemented several new communications delivered to students that are triggered by student-specific actions. For example, a notification to students when their third-party sponsor is billed.
- Continued with the transition to a new federal tuition assistance enrollment/billing portal, ArmyIgnitEd, which is managed by the U.S. Department of Defense, and successfully received payment.
- Participated in discussions regarding the future offering of winter intercession classes and the corresponding billing set up.

DINING

- Our three dining centers welcomed 1,092,288 visits from students, staff, faculty and campus guests into our facilities: Residence Dining Center, Union Dining Center, and West Dining Center.
- NDSU Dining implemented a payroll deduction option for staff and faculty who want to purchase a meal plan subscription. The meal plan deduct program allows them deduct the amount of meals to eat per pay period from their paycheck.
- The Residence Dining Center's kitchen and dish room were remodeled in spring/summer 2021 with reopening fall 2021 including new vent hoods, new cold food prep area, new dedicated dry storage, expanded coolers and freezers, new dish machine and new kitchen equipment.
- The Residence Dining Center's Madness Final Four event won Gold for the 2022 National Association of College and University Food Service Loyal E. Horton Dining Awards in the Residential Dining - Special Event Category. Loyal E. Horton Dining Awards are the ultimate professional tribute in college and university culinary arts.
- NDSU Dining was recognized with the Best Allergy Innovation for Universities award during MenuTrinfo's sixth annual Allergy Awards. The national award recognizes the efforts NDSU Dining makes to ensure students with allergies/dietary needs are provided safe and delicious food. This includes the work

done by the West Dining Center team to keep the center tree nut- and peanut-free, and the crew at Clean Eats that provides meals free from the top nine allergens. It also includes efforts of dining team members across all units to provide safe options for our students, faculty, staff and guests. The NDSU Dining team has 36 staff members who are AllerTrain U certified, an on-site training for managing food allergens and gluten sensitivities in a cafeteria setting.

FACILITIES MANAGEMENT

- Sugihara Hall opened, demolished Dunbar
- Construction of skywalks connecting Sugihara, Ladd, Memorial Union, and Hultz started
- Construction completed at Hastings Hall. HR and Payroll moved from SGC into the building. Also fit up the last space in the lower level for HR.
- Construction completed at Louise S. Barry Auditorium
- Moved Statistics from Morrill into Minard
- Fit up previous Statistics space in Morrill for Counseling Education to move into from SGC
- Maintenance updates completed in kitchen and support space for the RDC
- Installed automatic door operators on doors across campus
- Purchased improved filters for air handlers across campus
- Replaced air handling equipment in Ladd
- Replaced air handler that serves 2nd floor of Old Main
- Replaced chillers at Wellness Center, Ceres, Stevens, Prairie, Renaissance, and Robinson
- Replaced cooling towers at QBB and Loftsgard
- Replaced a major air handler on Sudro that serves the west part of the building
- Replaced boilers in Renaissance, Prairie, and University Village
- Replaced furnaces in each unit at University Village and Niskanen walk ups
- Finished design and started construction on new Peltier Complex building
- Continued construction on the Nodak Insurance Company Football Performance Complex
- Renovation of Ellig Sport Complex Schlanser Outdoor Track
- Replacement of SF/BC/W lots
- Replacement of Bolley street from railroad tracks through 13th Ave.
- Replacement of Admin Ave. from Old Main to University. Decorative entry fencing was added at University.
- Replaced one elevator each in Pavek and Seim summer of 2021.
- Replaced one elevator each in Thompson and Sevrinson summer 2022.
- Maintenance updates for North Weible, rooms and bathrooms
- Maintenance updates for Dinan 2nd and 3rd floors, mainly rooms
- Worked with Incubator on the design of a maker space
- Started repairs for another section of steam tunnel along Albrecht – 3rd Phase
- Paved Centennial from 18th Street to Material Handling

- Updated patio area between RDC/Reed/Johnson for students
- Started construction in Ladd for future ABEN offices
- Replaced Wellness Center sand with rubber surface in playground
- Replaced Ladd roof
- Started design process for Music Education addition and renovation
- Started window replacement at Renaissance
- Various updates in Van Es: updated break room, fitting up grad student space, reconfiguring spaces
- Wrapped up design and bid out work on the Bookstore and Memorial Union south entry maintenance updates
- Added Sugihara Hall without adding additional custodial positions
- Re-awarded Tree Campus USA designation
- Successfully reconstructed another large student / staff parking lot which involved 579 spaces
- Planning and designing the addition of 2 additional new gas boilers at the heating plant
- Added downtown pay / event parking option at Barry Hall
- Implementing SharePoint platform to increase crew efficiencies

HUMAN RESOURCES

- Updated the landing page on HR website so that internal, external, students & work study positions clearly know where to look for those opportunities.
- Partnered with NDSU IT & University Relations departments to revamp external applicant job site to make it easier for external applicants to find our jobs. This included creating some job filters so applicants could easily find positions of their interest. We also created a job link on the main NDSU home page that could quickly direct applicants to position openings.
- Completed several process improvement projects within HR such as revamping the job description template, offer letter templates, revised quick step guides for managers, redesigned employee performance documents templates. These are some examples of the larger process improvement efforts completed.
- Partnered with the Career Services and Payroll departments to successfully move student hiring out of Recruiting Solutions to Handshake which is a much easier process to hire students for our managers.
- Created salary ranges for all job codes for staff positions that now allow managers to see a salary range for their positions versus just a salary point.
- Processed a total of 927 employee, spouse, partner, and dependent tuition waivers for Fall 21, Spring and Summer 22.
- Worked closely with Payroll Dept with new implementation of I-9 system and that resulted in automation of that process (no paper).
- Re-organized the HR department resulting in 2 new positions that allow HR to better support the organization and better position ourselves for future initiatives.
- Lead development of implementing a remote work process and

practice for NDSU. This involved working with various internal groups on the development of a remote work principle and practices and process that was presented to President Cook for his approval.

PAYROLL SERVICES

- Negotiated new Payroll Shared Service agreements with four NDUS Campuses: NDSCS, VCSU, MASU and WSC, as of July 1, 2021. Total income generated per year is currently \$83,380⁰⁰. Hired Sirena Birkeland, as a Benefits Associate working with our Shared Services campuses and available to serve as a backup for NDSU benefits.
- Due to approved Remote Work requests from employees, the NDSU Payroll Office has registered NDSU as an employer in 37 states and Shared Services campuses in multiple states, as well. In addition to the registration, the Payroll Accountant is required to complete and file monthly, quarterly and annual employer tax returns for all states where NDSU and Shared Services campuses are registered. For fiscal year 2022, over 600 employer tax returns were filed by the NDSU Payroll Office.
- Director of Payroll Services served on the Search Committee for the Human Resources Director position and assisted the Human Resources Office until the new director started.
- Developed an RFP to request services from electronic I-9 solution providers and analyzed vendor responses to secure the most qualified vendor at the most reasonable price. Purchased the Mitrastech software solution to complete, monitor and purge I-9's according to federal regulations for compliance with UCSIS regulations.
- Developed a workflow process to purge expired hard copy/ Perceptive Content I-9 forms on a regular basis, since an automated process is not available in Peoplesoft or Perceptive Content.
- Created and documented a Business Continuity Plan for Payroll Services, using the format provided by the NDSU Safety Office.
- Streamlined the hiring of student employees by implementing Handshake as the recruiting software for students, instead of Recruiting Solutions. This allowed departments to use a significantly simpler MSS Hire page for hiring students.
- In response to a request from Dining Services, implemented a Dining Services deduction for employees to purchase meal plans using a deduction from their paycheck.
- Provided training and guidance to new Human Resources Director at Williston State College. Met on a weekly basis to discuss payroll and other NDUS HR topics.
- Created a Mandatory Posters website, listing all mandatory posters required by federal and state government to be displayed for our employees. Through a DocuSign form, requested the name of a contact from each department, to receive future notifications of any new or revised posters. This process has created better communication with and responsibility for making sure posters are updated timely at all departments.

PURCHASING

- Administration of the procurement card. Currently there are 707 active cardholders and 110 Credit Card administrators. The annual spend on the procurement card was \$19,335,362.⁷⁴ from February 2021 to January 2022
- There were 38,005 transactions on the procurement card from February 2021 to January 2022
- Director of Purchasing currently serving on committee to select E-Procurement vendor for the State of ND and Higher Ed.
- Handled the following insurance programs:
 - Ag Inventory for Property Insurance
 - Flood Insurance
 - ND Insurance Reserve and State fire and Tornado for buildings and property insurance. This includes annual inventories.
 - ND State Risk for Liability Insurance
- Managed the 175+ Time and Materials service contracts used by the Facilities Management Department. This included advertising for some of the trades.
- Managed Amazon Business and the vending relationship with Coke and Pepsi.
- Assist the Bookstore with the mail service for the students and departments.
- Continue supporting the Case IH/NDSU Farm equipment rental lease program. The list of equipment has grown to over 200 pieces of farm equipment for \$0.01 per unit and \$1498.⁰⁰ for skid steers.
- Conducted monthly surplus sales and coordinated surplus property disposal for departments. This included an auction at the Minot Research Extension Center.
- Coordinated the Master Lease program with Bank of America.
- Worked with Accounting to move the Procurement Card position from Purchasing to Accounting. This included training the newly hired P-card Administrator for NDSU.
- Worked with the ND University System Office and other ND Universities on implementing GASB87 for recording of leases.
- Request for Proposals (RFP'S) and larger Bids for many commodities and services. Some of the larger ones were:
 - Online Program Management*
 - Lobbyist*
 - Career Management System*
 - Atomic Force Microscope*
 - Facilities and Administration Rates and Space Survey*
 - Schlanser Outdoor Track*
 - Dinan Hall flooring*
 - Hettinger Bunkhouse remodel*
 - VP of Research consultant bid*
 - Branding and other misc. bids for the NODAK Building*
 - Ag Building - Hettinger*
 - Event Management Software (3 Parts), Event Management, Food Management*
 - Catering Management*
 - R2 Grooved Fitting replacement*
 - Student Success Platform*

Peltier Commissioning Services
AG Hill network cabling
CREC Bulk Feed Storage Building, CREC Feedlot Pen Expansion, Carrington Septic Tank
Forest Stewardship Consultant
Towner building improvements
RDC electrical
DREC parking lot
Swine Barn slatted floor replacement, Hoop Shed
Hazardous Waste removal, campus pest control
Articulating Wheel Loader
Swine Barn roof replacement
Schlanser Outdoor Track sod
Bottineau parking lots
Ladd Hall mechanical
Albrecht Blvd repair
Chiller inspections
Air Emission testing

RESIDENCE LIFE

Apartments

- Maintained strong occupancy across all apartment types
- Transitioned multiple procedures and forms to online

Facility Projects

- Complete renovation and furniture replacement for North Weible Hall
- Began renovation of Johnson Hall with completion scheduled for August 2023
- Replaced 1 Sevrinson and 1 Thompson Hall elevator

Residential Curriculum

From Resident Feedback Survey:

- 80% of respondents agree their RA demonstrates a genuine interest in their well-being. (An increase from 76% the year prior)
- 84% of respondents agree that their RA projects openness and respect toward all residents. (A two percent increase from the year prior)

From Skyfactor Benchmarks survey:

- 91.5% of students reported feeling satisfied with how safe they feel in their room on campus.
- Comparing NDSU with peer institutions, NDSU students ranked overall satisfaction of our program higher. This category compares responses to questions of “degree to which living on campus positively contributed to your sense of belonging at NDSU” and “degree to which you are satisfied with your on campus housing experience this year” and “degree to which you will recommend living in on-campus housing to a new student.”

Operations & Marketing

- Provided conference housing to ~5,800 participants
- Secured new multi-year contract for hosting USA Wrestling
- Successfully provided COVID isolation housing to 354 positives on campus students including initial individual phone calls and daily contacts during their stay.
- Providing communication and guidance to 673 COVID positive

off-campus students.

- 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

STUDENT LOAN SERVICE CENTER

- In FY22 the Student Loan Service Center closed out over 2,400 institutional loans.
 - Roughly 1,425 loans were either paid in full or cancelled for career service provisions.
 - Roughly 980 loans were transferred to the U.S. Department of Education per regulatory guidelines.
 - The SLSC also submitted an additional 570 loans for transfer to the Department of Education which were completed for transfer in the Fall of 2022.
- Over \$66,000 was recovered from 217 delinquent borrower from ND State Income tax offsets, resulting in numerous additional contacts and eventual default resolution.
- Over the past 5 fiscal years (FY19 to FY23) the Student Loan Service Center’s expense budget has decreased by over \$72,000 (16%).
 - Actual expenses have decreased over the past 5 fiscal years (FY18 to FY22) have decreased by roughly \$85,000 (18%)
- In FY22 the Student Loan Service Center collected roughly \$4,717,000 in student loan payments.

TECHNICAL SERVICES

DocuSign Implementation and Updates

- DocuSign continued expanding across the entire campus community and the ownership was passed to the Information Technology Division to help with the rollout of new forms to other departments outside of the VPFA Division. The VPFA Technical Services Manager provided multiple trainings for the new DocuSign creators on campus and assisted in the development of their initial forms to maximize the effectiveness of DocuSign across campus. Within VPFA, a total of 18 new forms were implemented in DocuSign during FY22. These forms were created for a variety of areas including Residence Life, Payroll, Human Resources, and University Police and Safety. Two of the new Residence Life forms were used over 1,000 individual times showing that students on campus are taking advantage of these new, more efficient forms for submitting information. Additionally, commonly used Human Resources and Payroll forms were overhauled to better function for those areas. A total of 31,019 documents were signed using DocuSign in FY22, which was approximately 10,000 more completed documents than the previous fiscal year. We anticipate seeing increased usage with DocuSign as the full-campus implementation is continued in the next fiscal year including transitioning additional departments in VPFA from paper forms to DocuSign.

Vaccine Incentive

- Students were presented with the opportunity to receive

\$100 if they were vaccinated against COVID-19. A form was developed that allowed students to quickly apply for this incentive in under 5 minutes by providing some general information about themselves and uploading their vaccine records if they were vaccinated outside of Minnesota or North Dakota. The information was then automatically and securely passed along to Student Health Service for verification. Once verified, students received an automated email confirming their status and the information was passed automatically to Customer Account Services for distribution of funds. This form and automation helped process refunds quickly and keep track of any duplicate submissions. The form allowed the processing of over 1,500 submissions in the first two hours the incentive program went live.

Emergency Messaging

- Digital signage was increased across campus due to funding related to COVID-19. A software application was developed in-house allowing the University Police and Safety Office to take control of these digital signs for the purpose of emergency messaging across campus. This new software is located on at least 70 digital signs on campus and that number will continue to increase in future years. This software is integrated with other emergency messaging tools used to share timely messages with the campus community. Planned improvements to this software in the following fiscal year include being able to send messages to select regions of campus.

UNIVERSITY POLICE & SAFETY OFFICE

- The Environmental Health and Safety unit assisted in moving the Chemistry and Geosciences departments into the newly constructed Sugihara Hall. As part of this, more than 16,000 individual chemical containers were safely moved from Dunbar Hall to Sugihara Hall including materials from almost every hazard class. As part of this transition, they also helped to decommission labs to pave the way for renovation and repurposing of Ladd Hall and the safe demolition of Dunbar Hall.
- Highlights from the hazardous waste management program include the safe removal and disposal of 38,969 pounds of chemical waste and 11,714 pounds of biological waste removed from campus. Additionally 7,391 inspections were performed, with 99.5% compliance achieved.
- An online chemical inventory system implemented in FY2021 continued to see additional use, which allows for much better management of chemicals on campus and much quicker access to safety information for those chemicals. The database currently contains 30,070 chemicals from 196 lab spaces.
- Continued successful work on the Worker's Compensation Experience Rate Modification and Discount Programs resulted in reductions in over \$555,000 from our gross premium amount. This is a direct result of our successfully implemented and effective safety programs.
- In an effort to update our safety inspection reporting process, a move to the Chimera platform has provided a higher degree of efficiency. The reports provide departments with illustrated

violations, thus making it more straightforward to find and address.

- The NDSU Police and Communication Call Center completed a transition from VHF radios to all digital encrypted communication as part of the State Interoperable Radio Network program (SIRN). The SIRN project, when complete, will be an extensive enhancement to public safety radio communications in North Dakota. The new network will allow for local and cross-jurisdictional interoperability, which will allow agencies to communicate regardless of their location. SIRN also is constructed to address lack of coverage and communication gaps that have been identified as key issues by first responders across the state.
- Conducted or assisted with a number of safety and awareness training sessions focused on both personal safety and risky behaviors. Totalling over 14 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.

WELLNESS CENTER

Wellness Center Facility/Facility Access

- Welcomed 271,551 total facility visits from students and members. This is a 14% increase from FY21.
- 254,998 total student visits, a 14% increase from FY21.
- Provided 537 hours of reserved space to NDSU Student Clubs and Organizations, a 251% increase from FY21. The increase was mainly due to COVID restrictions ending throughout the academic year and reservations returning to traditional levels.
- Painted the first-floor strength area with fresh updated colors and added new corner protectors.
- Replaced the ceiling tiles in the Men's and Women's Locker Rooms.

Wellness Center Child Care Service

- Maintained Bright and Early Step 3. Bright and Early is the North Dakota Quality Rating Improvement Scale for child care providers.
- Provided care and education to 53 children.
- Provide care and education to 12 children during spring break.
- A new playground surface was installed that created a safer and more inclusive environment for the children.
- Sand was removed from the building perimeter near the playground and artificial turf was installed to create a safer and more enjoyable play environment.
- Applied for and received the maximum grant amounts from the North Dakota Covid-19 Stabilization and Recovery Grants offered by the State of North Dakota:
 - o Monthly Stabilization Grant: \$72,875
 - o Health and Safety Grant: \$10,000
 - o Inclusion Support Grant: \$29,948
 - o Technology Grant: \$3,000
 - o Total State Grant Dollars in FY21: \$115,823.⁰⁰

Wellness Center Aquatics

- NDSU Swim Academy increased revenue by 79% with 712 registrations, an increase of 33% compared to FY21. The program hired additional instructors to help accommodate the long waitlist.

Intramural Programs

- 1,422 unique participants for all intramural programs (the total number of individuals who participated in Intramural Programs in FY22.) This is a 51% increase compared to FY21 and is mainly due to lifted COVID restrictions.
- 9,122 program participations, a 103% increase due to lifted COVID restrictions. Participations are how many times a member played in a single game or match. (Example: Student A plays 3 basketball games and 2 soccer matches that equals 5 participations.)
- Added Key Log Rolling, Bowling, and Billiards

Climbing

- Fall Crawl and Off the Wall Climbing Competitions were held in FY22 after 2 years of no competitions due to COVID. Fall Crawl had 23 participants; Off the Wall had 17 participants.
- A new climbing wall floor was installed. The new floor was ordered in May 2022, but was not fully completed until August of 2022 due to supply chain issues. The new floor created a better climbing experience through enhanced safety and enjoyment.
- 4,398 climbers enjoyed the wall in FY22. This number includes the HNES classes held at the climbing wall in the Wellness Center.

Outdoor Adventures

- 435 total rentals in FY22.
- The ski trip to Detroit Mountain in Detroit Lakes, MN had 16 participants.
- The cross-country ski trip/workshop to Lindenwood Park in Fargo had 20 participants.
- The hiking trip to Maplewood State Park had full registration, but was cancelled due to poor weather conditions.
- Partnered with the NDSU Go Outside Club to lead some of our outdoor adventure trips.

Fitness Programs

- All fitness programs returned to in-person.
- 10 students completed an 8-week Fitness Leadership Course to become certified personal trainers taught by the Fitness Coordinator at the Wellness Center.
- 16 students participated in the Powerlifting Meet in November of 2021.
- Two specialty group fitness classes were offered in the spring of 2022: Candlelight Yoga and BROGA (yoga classes promoted as primarily for males).
- Candlelight Yoga and Xa Beat were offered in Cater Hall once each month during the months of August, September, October and November.
- 584 group fitness classes were offered from July 2021 through June 2022 with a total of 4,684 participants. Group Fitness saw

an average of 8 participants per class.

- The indoor triathlon had a total of 14 participants (8 faculty/staff and 6 students)
- The following new equipment was purchased for students and members: Barbells, 4 additional treadmills, a new squat rack for the first-floor strength area, 3 new bench presses, and a seated leg curl.
- Conducted 157 Bod Pod assessments (body composition assessments)
- Conducted 107 comprehensive fitness assessments
- Lead 126 partner training sessions
- Lead 160 non-student personal training sessions
- Lead 274 student personal training sessions

Student Employment

- Interviewed 162 students for Wellness Center positions during NDSU Orientation and Registration sessions. Hired 65 new students for fall 2022.
- Increased hourly student employment rates to help remain operational and become more competitive for student employment.





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