



# NDSU NORTH DAKOTA STATE UNIVERSITY

## 2025-27 BIENNIAL BUDGET REQUEST

NDSU » AGENCY 235 » DAVID COOK, PRESIDENT

### HOUSE APPROPRIATIONS - EDUCATION AND ENVIRONMENT DIVISION

REPRESENTATIVE MIKE NATHE, CHAIRMAN » MARCH 10, 2025







# LEGISLATIVE IMPACT







**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

## 2023-25 LEGISLATIVE IMPACT

Thank you for your continued support of North Dakota State University during the 2023-2025 biennium. With legislative assistance, NDSU advanced its land-grant mission by maintaining affordable tuition and breaking ground on innovative learning spaces designed to develop tomorrow's community leaders. State investments have bolstered our efforts to recruit and retain top-tier students, faculty, and staff.



### » TUITION FREEZE FUNDING (\$14.4M)

Fully funding student share of compensation package increases allowed for a 2-year tuition freeze amongst all NDUS institutions.

### » CHALLENGE GRANT FUNDING (\$4.9M)

Public and private matched funds received through the Challenge Grant enabled students to focus on their education and innovation of new businesses in the state.

### » RICHARD OFFERDAHL '65 ENGINEERING COMPLEX (\$59M)

A new engineering complex will be complete in time for classes to begin in August 2026 because of significant investments from the legislature and private donors.

### » EDUCATIONAL TRANSFORMATION FUNDING (\$4.8M)

NDSU received one-time funding to help with educational transformation and workforce challenges by expanding program offerings and enhancing student success initiatives.

### » COMPENSATION PACKAGES (\$9.6M)

NDUS institutions received funding to allocate a 6% salary increase to employees in fiscal year 2024 and a 4% increase in fiscal year 2025. The package also included fully funded health insurance.

### » EQUITY FUNDING (\$4.3M)

Frontline workers were able to receive additional salary increases through equity funding provided to all NDUS institutions to address market salaries for retention.

### » NORTHERN TIER NETWORK NORTH DAKOTA (\$2.5M)

Funds were used to cover expenses for an upgrade and annual operations and maintenance of NTN-ND, which ensures advanced and stable connectivity among institutions in the state.

### » ECONOMIC DIVERSIFICATION RESEARCH FUNDING (EDRF) (\$2.5M)

NDSU received legislative support to fund programs focused on developing research with strong partnerships to improve the health, economic, and societal wellbeing of North Dakota citizens.



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## 2023-25 CHALLENGE GRANT FUNDING

### INVESTING IN NORTH DAKOTA'S FUTURE

Funding the Challenge Grant is an investment in the future workforce of North Dakota. Scholarships supported by the Challenge Grant enable students to focus on their education and innovation, leading to the creation of new businesses and industries within the state. Continued and additional funding will help NDSU retain and attract talented graduates to North Dakota, fostering economic growth and development for our state.

This investment will pay dividends for generations, creating a robust pipeline of skilled professionals ready to meet the state's current and future needs.

### STORIES OF IMPACT



"I co-founded Frontier Bioforge out of the opportunities I received from my support system in North Dakota. When the state champions its students in the form of scholarships, it allows us to focus on developing ideas that can turn into North Dakota-grown companies and encourages young professionals like me to plant roots in the state."

#### Wyatt Warkenthien '24

**Hometown:** Horace, ND

**Degree:** Biotechnology and Microbiology

**Occupation:** Co-founder of Frontier Bioforge LLC, a biotechnology research company based in Fargo

**Scholarship support:** Wyatt received Challenge Grant matching dollars through the President Jim Ozbun Scholarship.



"If private donors are not only willing but excited to invest their hard-earned dollars into the future of North Dakota, why wouldn't the state want to invest public dollars into the future as well? College is expensive and every single dollar adds up to making a difference. It's North Dakota investing in its own future."

#### Hannah Lingen '17

**Hometown:** Bagley, MN

**Degree:** Industrial Engineering and Management

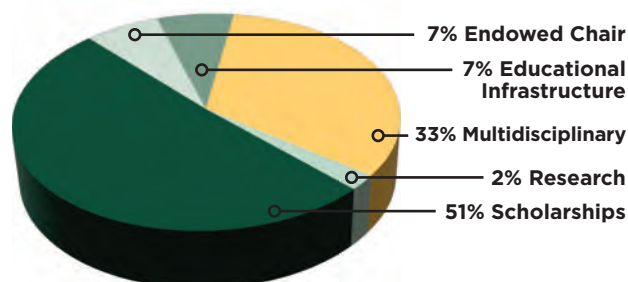
**Occupation:** Process Project Manager II at Marvin

**Scholarship support:** Hannah received Challenge Grant matching dollars through the Gordon Heller Scholarship.

### BY THE NUMBERS

Biennium	Donor Contributions	State Match	Total
2013-2015	\$20,000,000	\$10,000,000	\$30,000,000
2015-2017	\$13,493,320	\$6,746,660	\$20,239,980
2017-2019	\$400,000	\$200,000	\$600,000
2019-2021	\$3,400,000	\$1,700,000	\$5,100,000
2021-2023	\$3,400,000	\$1,700,000	\$5,100,000
2023-2025	\$5,400,000	\$2,700,000	\$8,100,000
2023-2025 Ag	\$4,400,000	\$2,200,000	\$6,600,000
<b>Total</b>	<b>\$50,493,320</b>	<b>\$25,246,660</b>	<b>\$75,739,980</b>

### CHALLENGE GRANT DOLLARS FUND:







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# RICHARD OFFERDAHL '65 ENGINEERING COMPLEX

## FUNDING

The Richard Offerdahl '65 Engineering Complex is a testament to the power of legislative support and philanthropy.

The North Dakota Legislature generously allocated **\$59 million** for the project. NDSU matching funds totaling more than **\$40 million** included a historic gift of **\$25 million** from Richard and Linda Offerdahl and leadership gifts from Doosan Bobcat, Mortenson, Marvin, and numerous other benefactors.



April 2023

October 2023

February 2024

April 2024

August 2024

September 2024

August 2026

ND Legislature approves funding (House Bill 1003, signed by Gov. Burgum on May 8).

Doosan Bobcat and Mortenson announce lead gifts of \$5 million each.

NDSU receives a historic \$25 million gift from alumnus Richard Offerdahl to accelerate construction by one year.

Construction begins with the closure of the Engineering Administration building.

Demolition of the Engineering Administration building is completed, and site preparation for Offerdahl Hall begins.

Ceremonial groundbreaking

Construction will be complete in time for classes to begin.



## PROGRAMMATIC IMPACT

This project includes more than 120,000 square feet of new space and substantial renovations to existing facilities, accelerating growth in critical areas such as artificial intelligence, cybersecurity, precision agriculture, data science, energy stewardship, advanced infrastructure, manufacturing, and robotics.



## RETURN ON INVESTMENT

The investment in the Richard Offerdahl '65 Engineering Complex is expected to boost student enrollment in STEM programs at NDSU. This cutting-edge facility will feature modern teaching labs and a collaborative design studio that will foster a culture of innovation and entrepreneurial activity, attracting top talent from across the state and beyond. Already about 2/3 of the state's engineers are Bison. This facility will ensure a steady pipeline of skilled graduates ready to enter the workforce. Furthermore, the complex will strengthen partnerships with local industries and increase opportunities for students to engage. These connections will help align academic programs with industry needs, ensuring that graduates are well-prepared to meet the demands of North Dakota's evolving job market. In the long term, this investment will contribute to the state's economic growth by producing a highly skilled workforce capable of driving innovation and addressing critical challenges in various sectors.





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# 2023-25 EDUCATIONAL TRANSFORMATION FUNDING



## 21 HIGH-DEMAND PROGRAMS LAUNCHED

The previous \$4.8M one-time investment in educational transformation and workforce programs yielded significant outcomes. NDSU leveraged comprehensive data and market projections to select programs based on their potential to launch successfully within a two-year operational timeframe and in alignment with workforce demand.

## STUDENT RETENTION AND RECRUITMENT

With the goals of improving student retention, graduation rates, and outcomes in high-demand courses, NDSU successfully implemented Learning Assistants, online tutoring, professional advising, and the Bison Bridge program.

## EXPANDING PROGRAM OFFERINGS

NDSU aimed to increase enrollment and meet workforce demands by launching 21 high-demand programs, including 12 degree and 9 certificate programs.

## RETURN ON INVESTMENT

### Enrollment Stabilization

Reversed a multi-year decline in enrollment, driven by increases in transfer students, online learners, and new program enrollees.

**78%**  
RETENTION RATE

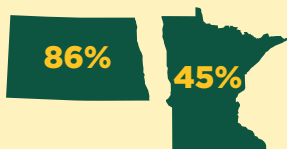
### Increased Retention

Professional advising and additional student support initiatives increased retention to 78%, with additional increases expected in future years.

### Workforce Impact

Within 6 months of graduation, 76% of students are successfully employed and 19% are continuing their education. Approximately 86% of graduates from North Dakota and 45% of graduates from Minnesota stay in-state for their first job.

### GRADUATES STAYING IN ND FOR FIRST JOB



### Launched new on-campus/online degree programs in:

- Cybersecurity, BS
- Data Science, BS and MS
- Information Technology, BS
- Nursing, Accelerated BSN
- Master of Agriculture
- Master of Engineering in Mechanical Engineering

### Added online options to existing on-campus degree programs in:

- Agricultural Sciences, BS
- Computer Engineering, BS
- Electrical Engineering, BS
- Software Engineering, BS
- Master of Business Administration





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**2023-25  
EDRF**

NDSU's programs focus on developing research with significance to partners and the health, economic, and societal well-being of North Dakota citizens. The programs build on public-private partnership research collaborations to **stimulate economic activity** across the state through the innovation of new technology, to provide **experiential learning opportunities** for students, **enhance health outcomes**, and to foster external collaborations, including with NDUS institutions.



## **ECONOMIC DIVERSIFICATION RESEARCH FUNDING**

NDSU received \$2.5M for the 2023-25 biennium.

### **STUDENT IMPACT**

Funding has provided experiential learning opportunities for more than 50 students.

**The Bison to the Bakken** program is designed to connect students in agriculture, business, and engineering with employers in North Dakota's energy sector. This initiative will strengthen ties between the university, energy firms, and communities in western North Dakota and provide increased opportunities for students to secure jobs in North Dakota after graduation.

**A Pilot Service-Learning Program** in the College of Arts and Sciences will bridge the gap between academic learning and community engagement by partnering with local nonprofits, schools, healthcare facilities, and environmental organizations to identify pressing community needs and providing students the opportunities to apply academic knowledge from their coursework to these real-life issues.

### **STIMULATING ECONOMIC ACTIVITY**

**Accelerating the Deployment of Autonomous Trucks in Rural Areas** is exploring infrastructure improvements, the creation of automated truck hubs, and integration of these hubs into supply chains.

**Transforming fresh vegetable production in harsh environment through solar powered greenhouse** seeks to test and evaluate the functionality, effectiveness, and reliability of a prototype solar snow fence in real-world conditions. This project is in collaboration with PRAIRIE & Prairie Rose Farm, LLC.

### **ENHANCING HEALTH CARE OUTCOMES**

**A Holistic Approach to Personalized Prevention of Age-Related Metabolic Syndrome** will utilize digital twin technology to develop a predictive system against age-related diabetes that will allow for the development of more effective, personalized prevention and treatment strategies that address the multifactorial nature of diabetes.

**Examining the Role of a Honey-Pomegranate Supplement on Muscle Health in Older Adults** is a collaboration with UND, NDSCS, and Mayville State on research involving muscle health in older adults.

**Breaking Barriers: Enhancing Clothing Accessibility for Individuals with Down Syndrome** is working to advance understanding of the complex requirements of individuals with Down syndrome regarding clothing and contribute to the development of solutions that address their unique needs and preferences.





# TOP STRENGTHS





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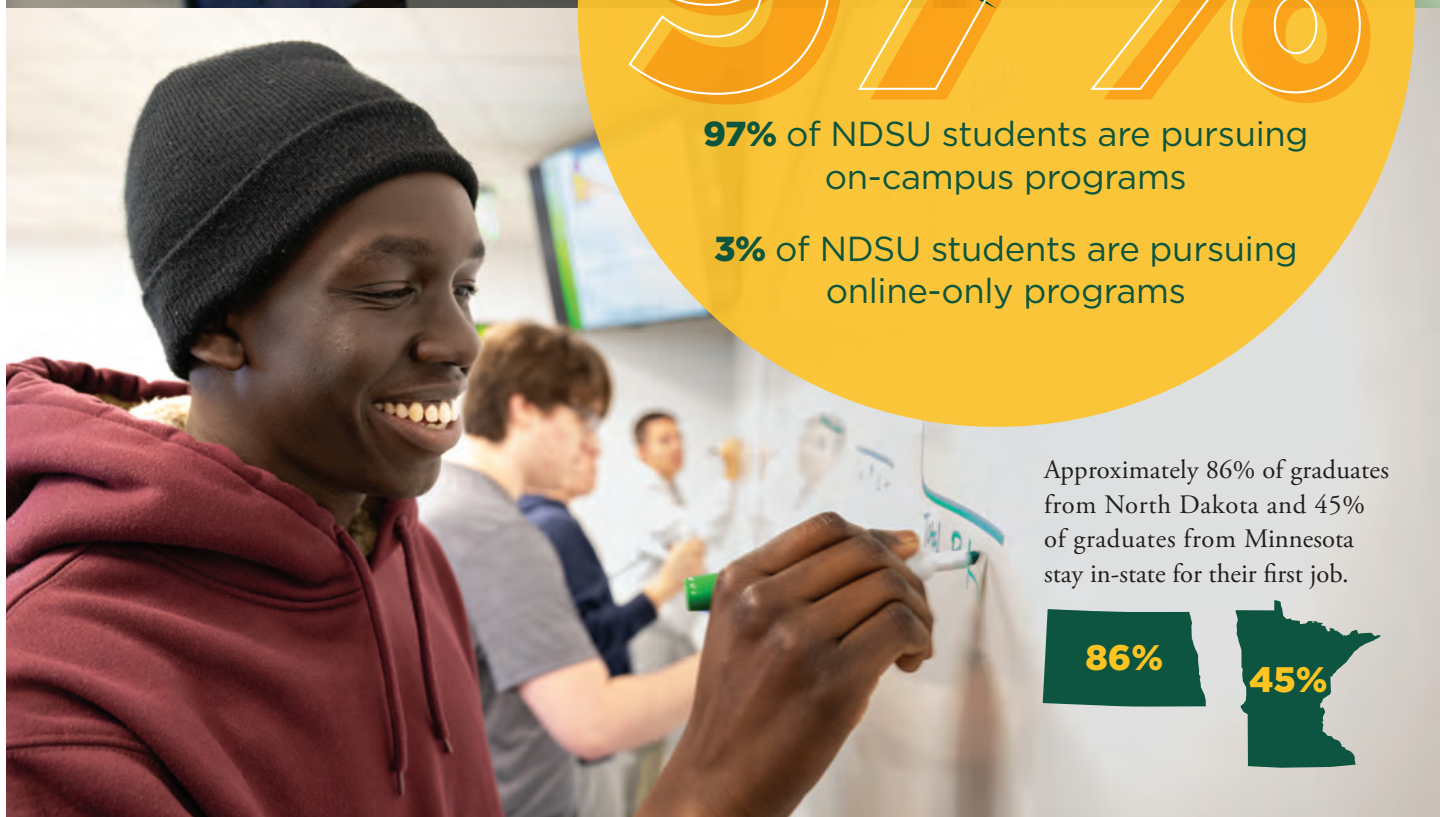
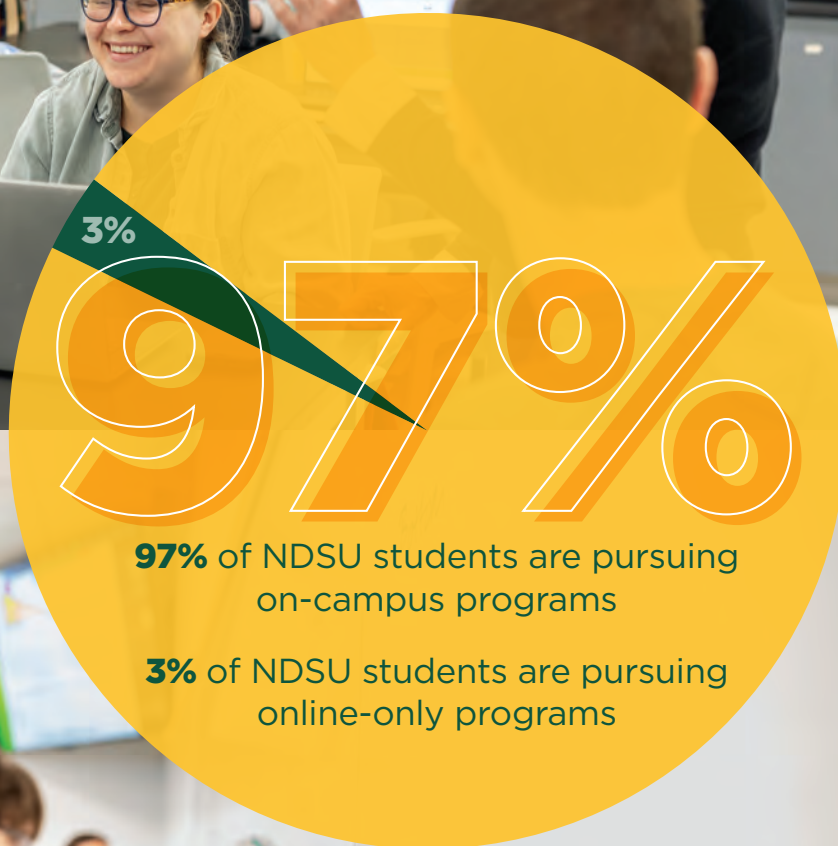
## TOP STRENGTHS

- » Awarded 2,843 degrees from Summer 2023 to Spring 2024, graduating the largest number of bachelor's students in NDUS.
- » 86% of ND students and 45% of MN students stay in state for first job.
- » 95% of graduates either employed or continuing their education within 6 months of graduation.
- » 97% of students pursuing on-campus programs.
- » Largest in-person student enrollment of any institution in NDUS, and the most students living on campus.
- » NDSU is stabilizing enrollment for the first time in several years, with a total enrollment of 11,952 in Fall 2024. Retention rates have increased from 77% to 78.5% for fall-to-fall first-time, first-year students.
- » NDSU has the largest nursing program in the state with 1,011 students in Fall 2024 and 85% of courses being in-person both in Fargo and at Sanford in Bismarck.
- » NDSU has the only pharmacy program in the state.
- » NDSU has the only architecture program in the state.
- » NDSU reported \$190.3M in research expenditures in FY23, the highest in its history, ranking 97 out of 420 public institutions in the NSF HERD survey.
- » NDSU received \$142.5M in research awards in FY24, an all-time high across 800 awards from both federal and state agencies, commodities, foundations, non-profits and industry.
- » NDSU secured an NSF grant up to \$160M over 10 years to build an entrepreneurial AgTech ecosystem across North Dakota. Key partners: ND Tribal College System, Grand Farm, GFMEDC, FMWF Chamber, UND, and BSC.
- » 64% of engineering and computer science grads in the state come from NDSU.
- » Thanks to \$59M in state funding, NDSU benefactors accepted the challenge to raise \$25M in philanthropic support to construct the Richard Offerdahl '65 Engineering Complex.
- » Research at NDSU has real-world impact. An NDSU potato breeder developed the Dakota Russet potato variety, one of only eight varieties in North America approved to be used for McDonald's world-famous fries.
- » Students learn from world-class faculty, many who are researchers listed among the top 2% in the world.
- » NDSU engages with industry and community to form strong partnerships, recently entering into a Memorandum of Agreement with the North Dakota Air National Guard to better serve the research, service, educational and workforce needs of North Dakota.
- » NDSU Transform, the university's bold strategic vision, will position NDSU to be a national leader with global reach, aligning higher education and industry to prepare students to be thought leaders in an ever-changing world.
- » Financial stewardship is strong at NDSU with an S&P rating of AA-, a 3.56 composite financial index, an Aa3 Moody's bond rating and no audit findings to report.
- » NDSU is a collaborative partner, providing shared payroll and financial services to DSU, MaSU, NDSCS, MSU, DCB and WSC.
- » Bison student-athletes have won 96 conference championships and 10 D1 football championships.
- » NDSU operates efficiently and delivers an exceptional return on investment, achieving remarkable outcomes with the current state support of \$3,719 per student per semester, the lowest among NDUS institutions.

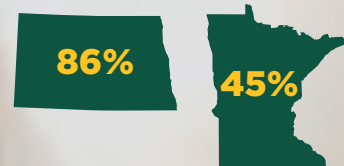


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## ON-CAMPUS PROGRAMS



Approximately 86% of graduates from North Dakota and 45% of graduates from Minnesota stay in-state for their first job.







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# TOP STRENGTHS IN ENGINEERING AND PRECISION AGRICULTURE



## ENGINEERING

- » Engineering graduates have an overall job placement rate of 92% with a median starting salary of \$70,000
- » 64% of engineering and computer science graduates in North Dakota received their degree from NDSU
- » 20% of living NDSU alumni are graduates of the College of Engineering
- » 100% of engineering students complete an internship, cooperative education experience, capstone project, or research project emphasizing hands-on learning
- » Industry Connections Mentoring program in the College of Engineering pairs undergraduate students with practicing industry mentors
- » NDSU has a long history of excellence in engineering with the first engineering program in the state tracing back to 1892
- » NDSU College of Engineering leads the NSF I-Corps Great Plains Hub, a consortium of 11 institutions providing entrepreneurial training for scientists, researchers and engineers
- » More than 2,000 K-12 students register for annual STEM outreach activities

## PRECISION AGRICULTURE

- » Offer one of only a handful of Bachelor of Science degrees in Precision Agriculture in the nation
- » Graduates in precision agriculture fill critical workforce needs in the state
- » Agricultural and Biosystems Engineering Department was established in 1924 and has a long history of producing graduates and applying knowledge of biology and engineering to solve important societal problems
- » Developed a new fully online Master's degree in agriculture that will be available in Fall 2025
- » A team of NDSU students successfully submitted their project proposal to participate in the Farm Robotics Challenge. The team will build a mechanical site-specific weed control system.
- » Bison Pullers, a quarter-scale tractor club, was awarded first place last year in the International 1/4-Scale Tractor Student Design Competition in Maneuverability
- » The Peltier Institute for Advancement in Agricultural Technology has been established to elevate our core land-grant mission of teaching, research, and extension in the field of agricultural technology



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# TOP STRENGTHS IN HEALTH PROFESSIONS

## NURSING

- » Largest nursing undergraduate program in the state (over double of next largest program)
- » Nursing students are well prepared at NDSU, with a 100% pass rate on certification exams
- » 60% of nursing jobs at Sanford-Bismarck and Fargo markets are filled by NDSU graduates

## PHARMACY

- » Only pharmacy program in the state, with a 100-year history of excellence
- » Estimated 95% of practicing pharmacists in the state are NDSU graduates
- » Pass rates on licensure exams that continually exceed the national average
- » Ranks #1 in student support in research out of 142 Schools/Colleges of Pharmacy nationwide; ranks #20 nationally in total NIH research dollars per funded investigator

## ALLIED SCIENCES

- » More than 30-year history of preparing students in allied science degrees for careers in Radiologic Sciences, Clinical Lab Science, and Respiratory Therapy
- » Excellent pass and retention rates that are above the national averages
- » Solid industry partnerships and high demand for graduates
- » Possible careers include: Respiratory Therapists, Radiology Technologists, Medical Laboratory Scientists, Medical Sonographers

## HUMAN DEVELOPMENT AND FAMILY SCIENCE

- » Strong collaborations with NDUS institutions to support continued education that feeds into OT programs
- » Land-grant outreach is significant in this area with a focus on human development, geriatrics, and child development
- » Possible careers include: Case Manager, Childcare Director, Child Life Specialist, Mental Health Counselor

## HEALTH, NUTRITION, AND EXERCISE SCIENCE

- » 100-year-old nutrition/dietetics program meeting employer needs throughout state
- » 100% pass rates on the registration and board of certification exams in nutrition/dietetics and athletic training programs
- » Excellent community outreach programs, such as the student-run 800 Café
- » Many Athletic Training and Exercise Science graduates accepted into PT and OT programs
- » Possible careers include: Exercise Physiologist, Wellness Specialist, Personal Trainer, Athletic Trainer, Dietician, Sport Management

## PUBLIC HEALTH

- » Strong regional job opportunities for graduates, with a 23% increase for epidemiologists and a 13% increase for community health careers in the next 10 years
- » Well-known faculty expertise to support proposed programming for Masters of Health Administration and Masters in Clinical Trials
- » Possible careers include: Patient Care Coordinators, Public Health Program Coordinators, Nursing Home Administrator, Community Health Worker, Public Health Policy Advisor.

## COUNSELING

- » A 30-year history of offering accredited programs in School Counseling and Clinical Mental Health Counseling; a fully accredited PhD program has been offered since 2004
- » Clinical Mental Health Counseling students delivered about 2,000 sessions to the community this past academic year





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## RESEARCH EXCELLENCE

NDSU Transform includes a key priority of prioritizing NDSU's R1 Carnegie classification status as a top research institution. That focus has driven NDSU to see an all-time high in external funding awards and research expenditures.

### AWARDS

NDSU earned \$142.5M in external funding awards for FY24, the latest fiscal year that ended on June 30. This is the highest annual awards total to date and represents an increase of 76% over the previous year's mark of \$80.9M.



### FY24 AWARDS RECEIVED

**800**

AWARDS RECEIVED

16%

**\$142.5M**

TOTAL AWARD  
DOLLARS RECEIVED

76%

**\$114.5M**

TOTAL FEDERAL AWARD  
DOLLARS RECEIVED

74%

145%

**NSF**  
36.1M

57%

**USDA**  
32.2M

68%

**DoD**  
17.1M

15%

**NIH**  
8.7M

### EXPENDITURES

**\$190.3M**

Research expenditures, or capital spent conducting research, grew to an all-time high of \$190,332,000 for FY23, the most recently reported fiscal year.

The \$190.3M expenditures total leads all research university performance in the state, is a 9% increase year-over-year from FY22's total of \$174,903,000, and is the fifth year in a row of increased expenditures for NDSU.

NDSU continues to receive strong support from federal funding agencies with an overall increase of 19% and notable increases from the USDA at 21%, Department of Defense at 76%, Department of Energy at 37%, and the National Science Foundation at 21%.



### IMPACT AND ACCOMPLISHMENTS

NDSU is one of only 187 institutions with an R1: Very High Research Spending and Doctorate Production designation by the Carnegie Classification of Institutions of Higher Education.

44 NDSU researchers are among the top 2% of most cited scientists in the world for both the current year and career timeframes.

The NDSU Research Foundation has 351 technologies under management, 106 total issued patents, 89 issued plant variety protections, averages more than 43 invention disclosures per year, and saw \$2.4M in combined licensing revenue for FY23 and FY24.

NDSU is a core partner in the NSF Regional Innovation Engines program announced in 2024 that secured year one funding of \$15M and a potential of \$160M in funding over 10 years. The North Dakota Advanced Agriculture Technology Engine (FARMS) will fund programs that help solve food insecurity and expand economic opportunities.



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# NDSU TRANSFORM



## » VISION STATEMENT

NDSU will be a national leader, with global reach, in aligning higher education and industry/community partnerships to prepare all students to be thought leaders and contributors in an ever-changing world.

# TRANSFORM

## ONGOING REDUCTIONS AND DISRUPTIONS

- ~\$24M by end of FY27
- ~80 FTE by end of FY27 (including tenured faculty)
- 29 academic programs
- Restructured 7 colleges down to 5
- Strategic reductions of waivers
- P&L budget model for accountability with all academic deans
- New post-tenure/tenure review policy
- New faculty workload policy

## ONGOING TRANSFORMATION

- Curriculum review with industry engagement focus
- 21 new academic programs aligned with workforce demands
- New Professional Advising model
- New Learning Assistants model
- Overhauling 1st and 2nd year student experience
- New Strategic Enrollment Plan
- New Strategic Marketing Plan
- Greatly reducing deferred maintenance

## CONTINUOUS IMPROVEMENT

- Data-informed and outcomes-focused decision making
- Integrating AI into curricula and overall operations
- Aligned expertise across campus for increased financial efficiencies
- Investment in professional development
- Post-tenure/tenure review
- Prioritizing industry collaborations and responding to market demands





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## FINANCIAL STEWARDSHIP

NDSU's strong financial stewardship ensures efficient use of resources, strong financial health, and continued support for its mission as North Dakota's land-grant research institution. This commitment to financial excellence positions NDSU as a reliable and responsible steward of public funds.

**STRONG  
FINANCIAL  
RATINGS**

**AA-** S&P GLOBAL RATING  
(STABLE OUTLOOK)

**Aa3** MOODY'S  
BOND RATING

**3.56** COMPOSITE FINANCIAL  
INDEX (CFI)\* FY2023

\*The CFI is one overall measurement of financial performance using multiple industry standard ratios. A CFI value above 1.0 is considered good, above 3.0 is strong – to direct resources for transformation.

### KEY STRENGTHS

- **Efficient Financial Management:** Above-median financial resource ratios and a low Maximum Annual Debt Service (MADS) burden.
- **Solid Financial Performance:** History of near-breakeven operating performance with good revenue diversity.
- **Low Debt Burden:** NDSU carries a lower debt burden than nearly all its IPEDS peers at \$127.9M, with a strong cash and investments to debt ratio.
- **Positive Net Income Margin:** Consistently maintains a solid viability ratio of 1.0.

### OPERATIONAL EXCELLENCE

- **Experienced Leadership:** Stable senior management team with adaptive budgeting and financial management practices.
- **Shared Services:** Provides financial and payroll assistance to DSU, MaSU, NDSCS, MiSU, DCB, and WSC.
- **Strategic Changes:** Reduced 29 academic programs and two colleges, added 21 new programs, and implemented profit-and-loss budget models for each college.

### COMMITMENT TO FINANCIAL HEALTH

- **Deferred Maintenance Management:** Fully utilize matching funds from the Capital Building Fund-Tier.
- **Debt Service Coverage:** Housing and auxiliary facilities consistently maintain a debt service coverage ratio above the revenue bond requirement.
- **No Audit Findings:** Demonstrates strong internal controls and financial practices.





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# INDUSTRY PARTNERSHIPS



## NEW COMMITTEE FORMED

An Industry and Workforce Ad Hoc Committee was established in 2023 and has met eight times since to provide input and propose solutions to inform NDSU's comprehensive and innovative approach to serve the state's future workforce challenges. Discussions included:

- Workforce/job opening needs and trends
- Student and employee recruitment efforts
- How NDSU can play a role in retraining existing workforce
- Review curriculum offerings in alignment with needs of employers

Recommendations from the Industry and Workforce Ad Hoc Committee were categorized into three sections: legislative recommendations, State Board of Higher Education recommendations, and NDSU operational recommendations.

### Legislative recommendation

A legislative recommendation included increased funding and expanding the North Dakota Higher Education Challenge Grant program directed to recruit new students.

### SBHE recommendation

A State Board of Higher Education recommendation included supporting K-12 pathway programs in high-demand areas by authorizing Dual Credit to be offered at NDSU; providing school choice for all students and their families.

### NDSU operational recommendation

Recommendations for enhancements to NDSU operations included a continuation of the NDSU Transform work that's being done, increased industry engagement across the academic enterprise, and launch emerging alumni and corporate relations programs.

Future programs relating to engineering, precision agriculture, pharmacy and allied and life sciences are inspired by engagement with industry.

## » 21 COMMITTEE MEMBERS

### CHAIR:

Dave Goodin  
Former President and CEO of MDU Resources

### TRUSTEES:

Jo Burdick  
Jim Hambrick  
Scott Heck  
Joe Heilman  
Andrea Travnicek  
Mike Vipond

### AT-LARGE MEMBERS:

Becky Bahe  
NDSU, Director of Career & Advising Center  
Jace Beehler  
Former Chief of Staff, Governor's Office  
Shannon Full  
President/CEO, FMWF Chamber of Commerce  
Pam Gulleon  
Member of State Board of Agricultural  
Research & Education  
Brekka Kramer  
President/CEO, Minot Area Chamber EDC  
Tiffany Lawrence  
President, Sanford Fargo  
Lisa Montplaisir  
NDSU, Professor, Biological Sciences  
Ron Ness  
President, North Dakota Petroleum Council  
Andrea Pfennig  
Director, Government Affairs,  
Greater ND Chamber  
Katie Ralston Howe  
Director, ND Department of Commerce  
Workforce Division  
Mike Schwab  
Executive Vice President, ND Pharmacists  
Association  
Representative Steve Swiontek  
North Dakota Legislative Assembly  
Zac Weis  
Government & Community Relations  
Manager, Marathon Oil  
Senator Mike Wobbema  
North Dakota Legislative Assembly

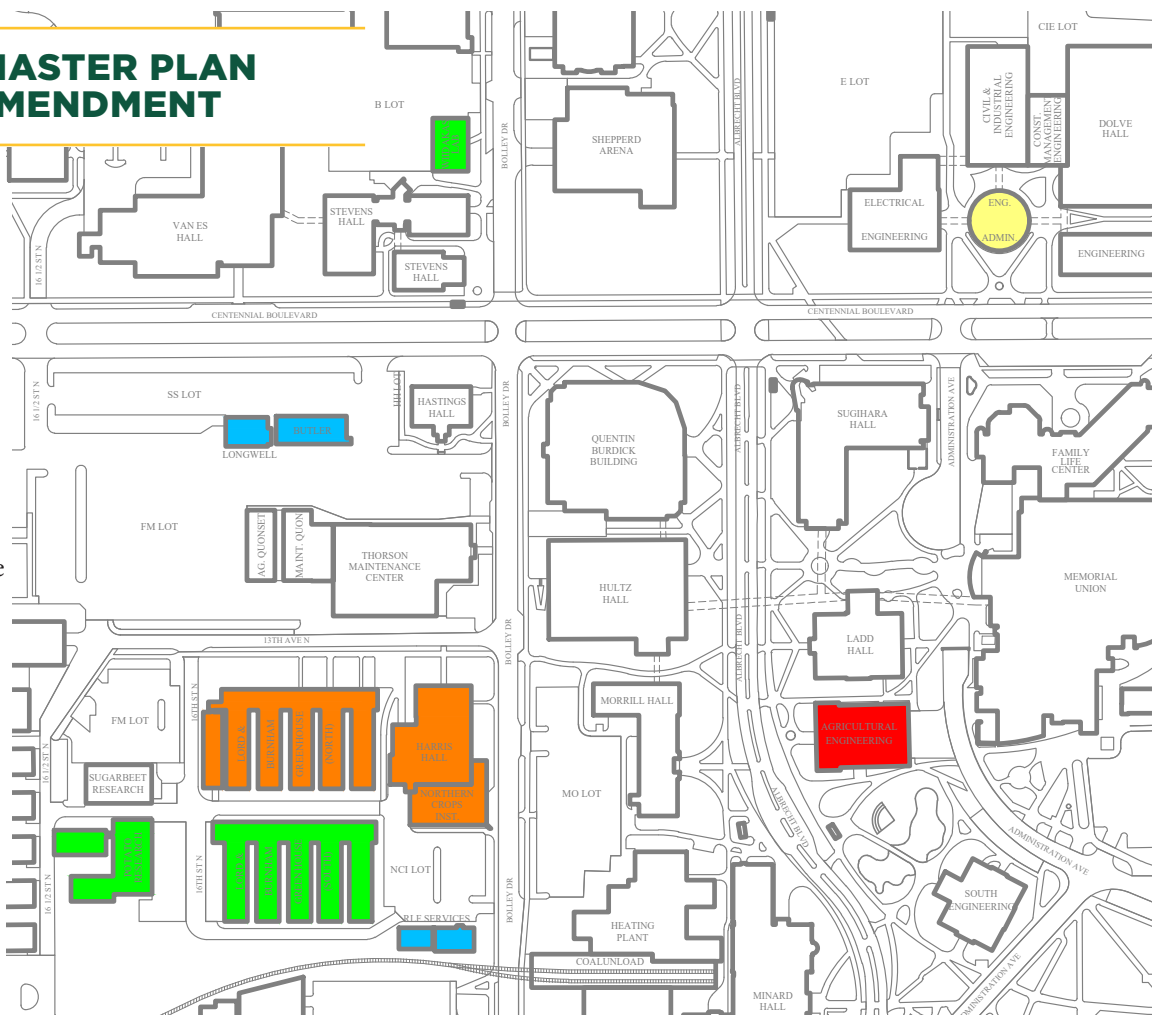


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# MASTER PLANNING

## NDSU MASTER PLAN 2024 AMENDMENT

- » Tier funding has allowed NDSU to prioritize deferred maintenance
- » 172,000 square feet across 11 buildings being demolished
- » Reducing future deferred maintenance by about \$30M
- » Reducing 6.5% of our academic footprint



**PELTIER PROJECT (LEGISLATION APPROVED IN 2021 SESSION) THE FOLLOWING ARE CURRENTLY BEING RAZED**

- HARRIS HALL
- LORD & BURNHAM GREENHOUSE (NORTH)
- NORTHERN CROPS INSTITUTE

**BOLLEY AGRICULTURAL LAB (LEGISLATION APPROVED IN 2023 SESSION) THE FOLLOWING WILL BE RAZED IN 2026/27**

- LORD & BURNHAM GREENHOUSE (SOUTH)
- WIIDAKAS LABORATORY
- POTATO RESEARCH

**AGRICULTURAL AND BIOSYSTEMS ENGINEERING, RAZED SPRING 2024**

**RICHARD OFFERDAHL ENGINEERING COMPLEX (LEGISLATION APPROVED IN 2023 SESSION) RAZE AS PART OF ENGINEERING PROJECT. WAS RAZED IN 2024**

- ENGINEERING ADMINISTRATION

**CONSOLIDATE VARIOUS FACILITIES MANAGEMENT PERSONNEL INTO WALDRON HALL AND RAZE THE FOLLOWING TENTATIVELY WINTER 2026/27.**

- RESIDENCE LIFE FACILITY
- BUTLER BUILDING
- LONGWELL BUILDING
- SOUTH WALDRON GREENHOUSE





**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

## LOWEST TAXPAYER COST PER FTE IN ND



### STATE SUPPORT: PER STUDENT, PER SEMESTER

INSTITUTION	2023-25 Final Base Funding	Equity General Fund	Employer Retirement Increase General Fund	TOTAL	FTE Student Count (2022 Fall Enrollment Report)	State Support per Student per Semester  (Assumes Fall & Spring Semesters for 2 years) (SB2164) (2019)
BSC	36,354,055	996,414	31,441	37,381,910	2,466	3,790
DCB	11,130,278	304,074	8,526	11,442,878	550	5,201
LRSC	15,073,051	411,788	14,693	15,499,532	797	4,862
NDSCS	38,761,924	1,049,248	43,662	39,854,834	2,064	4,827
WSC	13,118,332	358,386	8,607	13,485,325	646	5,219
DSU	23,801,610	623,324	15,061	24,439,995	1,155	5,290
MASU	21,698,810	568,255	11,331	22,278,396	784	7,104
MISU	47,677,097	1,256,166	31,980	48,965,243	2,167	5,649
VCSU **	27,612,092	723,115	14,606	28,349,813	1,073	6,605
NDSU	154,844,139	4,250,375	97,772	159,192,286	10,701	3,719
UND	176,704,163	4,850,392	100,821	181,655,376	9,418	4,822
UND SMHS	70,189,742	1,926,476	38,691	72,154,909	1,342	15,431
UND SMHS-H	10,676,150			10,676,150		
<b>TOTALS</b>	<b>647,641,445</b>	<b>17,318,013</b>				

Chart prepared and provided by North Dakota University System.





# BUDGET PRIORITIES





**NDSU** NORTH DAKOTA  
STATE UNIVERSITY

# LEGISLATIVE BUDGET PRIORITIES

## NDSU REQUESTS

### » NEW HORIZON: NDSU 2035

- Ensure Successful Pathways for Workforce Impact (\$5M)
- Grow North Dakota's Competitive Edge – Engineering and Agriculture (\$15M)
- Improve North Dakota's Quality of Life – Nursing, Pharmacy, and Health Sciences (\$15M)

### » AUTHORIZATION FOR CAPITAL PROJECTS USING SPECIAL FUNDS

- Wrestling practice facility (\$13M)
- University Village (\$54M)
- Memorial Union renovation and addition (\$50M)
- Van Es biosafety lab (\$8M)



### SBHE/North Dakota University System Requests (Top priorities supported by NDSU)

- Higher education funding formula review
- Challenge Grant: \$50M for system
- Economic Diversification Research Funding: \$25M for system
- High-Performance Computing: \$4M each for NDSU and UND
- Compensation package
- Inflation factor increase: \$4,724,723
- NDPERS
- Envision 2035 plan
- AI and Machine Learning Support



**NDSU** NORTH DAKOTA  
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## NEW HORIZON: NDSU 2035

### NEW HORIZON: NDSU 2035

NDSU, the state's 1862 land-grant institution, was founded to expand access to higher education, provide practical education, and drive economic development. Amid evolving societal and economic challenges, NDSU continues to adapt to meet modern needs.

Nearly three years into NDSU Transform, the university's bold strategic vision to advance the institution, NDSU is well-positioned to think differently about its future and transform its traditional land-grant mission toward a compelling new vision over the next decade.

The following funding request is driven by recommendations from the NDSU Industry and Workforce Ad Hoc Committee.



### OBJECTIVES

**1. Ensure successful pathways for workforce impact, industry connection and affordability. (\$5M)**

**2. Grow North Dakota's competitive edge through advancement of agriculture, engineering, energy, and manufacturing, leveraging our expertise in engineering, ag technology, and robotics. (\$15M)**

**3. Improve North Dakota's quality of life by expanding, modernizing and meeting workforce demands in nursing, pharmacy, clinical trials, and health science programs. (\$15M)**

### STRATEGIC TACTICS TO ACHIEVE OBJECTIVES

- Develop new programs in ag, engineering, nursing, pharmacy and health sciences
- Reform curricula, informed by industry and ensure clear career progression pathways
- Increase AI application in programs to educate an AI-literate workforce
- Establish year-round curricula to decrease time to degree
- Create and expand stackable certificates
- Pilot 90 student credit hour degrees in appropriate disciplines
- Launch new apprenticeship and "Earn and Learn" models
- Invest in faculty externships and bring in faculty from industry
- Locate outreach engineers for rural support and 2+2 in-person degree completion
- Expand military partnerships to provide pathways to careers for this critical population
- Develop strong K-12 pathways with dual credit options in high-demand programs





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## **NEW HORIZON: NDSU 2035**

PATHWAYS FOR WORKFORCE IMPACT



### **1. ENSURE SUCCESSFUL PATHWAYS FOR WORKFORCE IMPACT, INDUSTRY CONNECTION AND AFFORDABILITY (\$5M)**

Last legislative session, NDSU was generously funded \$4.8M to invest in new high demand programs, improve student retention and success, and increase graduation rates so students can enter the workforce. Base funds are requested to build on prior successes and continue growth in these key areas.

#### **STRATEGIC INITIATIVES**

- Expand professional advising for all students
- Enhance career coaching with industry connections
- Continue student support initiatives such as learning assistants, online tutoring, Bison Bridge and AI advising
- Improve curriculum to lower cost and time to degree
- Support Degree Completion program for ND and regional population with some college, no degree
- Recruit students to degrees that match high-demand workforce needs
- Launch internships with start-up companies and tribal communities through opportunities available with FARMS
- Continue building robust, industry-connected learning experiences, such as Bison to the Bakken

NDSU is stabilizing enrollment, increasing retention rates and graduation rates with prior investments made. Continued progress and improvements will result in more students graduating with a degree that sets them up for a successful career.



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## **NEW HORIZON: NDSU 2035**

GROW ND'S COMPETITIVE EDGE



## **2. GROW NORTH DAKOTA'S COMPETITIVE EDGE THROUGH ADVANCEMENT OF AGRICULTURE, ENGINEERING, ENERGY, AND MANUFACTURING (\$15M)**

North Dakota's economy is driven by several key sectors, including agriculture, engineering, energy, and manufacturing. Leveraging its leadership in engineering, agriculture, and ag technology, NDSU is poised to become a trailblazer in automation and robotics, driving innovation and growth across these industries. This directly aligns with NDSU's land-grant mission and the state's need for a robust, adaptable workforce.

Imagine a future where autonomous vehicles, robotic harvesting systems, and AI-powered crop monitoring tools revolutionized farming. Picture cutting-edge robotics driving innovation in manufacturing, automating assembly lines, welding, and material handling to create smarter, more efficient production processes. Envision robotics transforming the energy sector with advanced pipeline inspection, automated drilling systems, and remote monitoring, ensuring safety and efficiency in North Dakota's vital oil and gas industry.

By developing and expanding educational programs related to these key sectors in the state, we can be positioned to meet the growing demands in North Dakota and beyond.

### **NEW HIGH-DEMAND DEGREES AND OUTREACH CAPABILITIES SUCH AS:**

- Bachelor of Science in Robotics and Automation
- Bachelor of Science in Material Science and Engineering
- Bachelor of Science in Agriculture Technology
- Energy Engineering certificates, including certificate in Nuclear Engineering
- AI and Machine Learning certificates
- Outreach Engineers
- K-12 STEM Outreach Coordinator
- Faculty-Industry Exchange Program
- 2+2 Pathways
- Industry-Faculty In-Residence

Investing in NDSU's automation and robotics initiatives is an investment in North Dakota's future, and NDSU is prepared to create a skilled workforce, drive economic growth across key sectors, and ensure the state's continued leadership in agriculture, energy, and manufacturing.





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## NEW HORIZON: NDSU 2035

GROW ND'S COMPETITIVE EDGE



### » OBJECTIVE:

Grow North Dakota's competitive edge through advancement of agriculture, engineering, energy, and manufacturing.

**INVESTMENT: \$15 MILLION**

## WORKFORCE IMPACT

### ENGINEERING AND AGRICULTURE

#### » Bachelor of Science in Robotics and Automation

- Fill critical skilled positions in energy, ag, manufacturing, and healthcare, 468 job postings in ND

#### » Bachelor of Science in Material Science and Engineering

- Interdisciplinary program that builds on existing coursework and strengths, 33 job postings in ND

#### » Bachelor of Science in Agriculture Technology

- Meet needs for expertise in machine learning and AI related to precision ag including livestock production, 269 job postings in ND

#### » Energy Engineering certificates, including certificate in Nuclear Engineering

- Ensure expertise in the generation, conversion, transmission, storage and use of energy, energy efficiency, and next generation nuclear reactor technology

#### » AI and Machine Learning certificates

- Attract new students into existing programs, prepare grads to be AI literate when entering the workforce

### OUTREACH AND INDUSTRY ENGAGEMENT

#### » Outreach Engineers

- Industry support and educational programming across the state in areas like automation, control systems, ag tech, and energy production

#### » K-12 STEM Outreach Coordinator

- Grow STEM enrollments and graduates, provide educational programming across the state

#### » Faculty-Industry Exchange Program

- Industry-informed curricular improvements, allows industry practitioners to teach at NDSU and faculty to intern at companies

#### » 2+2 Pathways

- Partnerships with 2-year schools to develop pathways to earn engineering degrees, 2,607 job postings in engineering in ND

#### » Industry-Faculty In-Residence

*\*Job postings data is from calendar year 2024 (Jan-Dec) via Lightcast (<https://lightcast.io>).*



**NDSU** NORTH DAKOTA  
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## **NEW HORIZON: NDSU 2035**

IMPROVE ND'S QUALITY OF LIFE



### **3. IMPROVE NORTH DAKOTA'S QUALITY OF LIFE BY EXPANDING, MODERNIZING AND MEETING WORKFORCE DEMANDS IN HEALTH-RELATED FIELDS (\$15M)**

Investing in the future of North Dakota's healthcare economy is critical to addressing workforce shortages, advancing healthcare innovation, and improving patient outcomes. By expanding and modernizing academic programs to meet urgent demands in nursing, pharmacy, clinical trials, and allied health sciences, NDSU can improve quality of life in North Dakota.

NDSU aims to support the high-demand workforce needs for the growing clinical trial economy in eastern North Dakota through the establishment of a Master's in Clinical Trial Management and Regulatory Compliance; over 200 clinical trials were conducted in the region in the past two years with the opportunity for hundreds more with access to a highly trained workforce.

NDSU proposes to establish a Sports Health Institute to provide state-of-the-art care and experiential education, leveraging expertise in pharmacy, allied health sciences, exercise and nutrition, and engineering to foster industry partnerships in support of the regional economy in sports and recreation.

#### **NEW HIGH-DEMAND DEGREES AND OUTREACH CAPABILITIES SUCH AS:**

- Bachelor of Science in Nursing expansion
- Doctor of Nurse Practitioner certificates (Acute Care, Mental Health)
- Doctor of Nurse Anesthesia Practice
- Master of Healthcare Administration and Informatics
- Master of Science in Clinical Trials Management and Regulatory Affairs
- Bachelor of Science in the following allied health areas: Respiratory Care, Radiologic Science, and Medical Lab Science
- Doctor of Physical Therapy with Sports Medicine residency
- Master of Science in Occupational Therapy
- Clinical Outreach and Bioskills Center
- K-12 Outreach Coordinator and Family Life Specialist

NDSU's College of Health and Human Sciences, home to the state's only pharmacy program and the state's largest nursing program, is expanding to meet the healthcare needs of North Dakota's growing population. By developing high-demand programs in both non-practitioner and practitioner-based health disciplines, the college is preparing a workforce equipped to address evolving industry and community demands.





**NDSU** NORTH DAKOTA  
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## NEW HORIZON: NDSU 2035

IMPROVE ND'S QUALITY OF LIFE



### » OBJECTIVE:

Improve North Dakota's quality of life by expanding, modernizing, and meeting workforce demands in nursing, pharmacy, clinical trials, and health science programs.

**INVESTMENT: \$15 MILLION**

## WORKFORCE IMPACT

### ENHANCING NURSING

- » **Bachelor of Science in Nursing expansion**
  - #1 in job openings in ND, with 9,169 job postings
- » **Doctor of Nurse Practitioner certificates (Acute Care, Mental Health)**
  - Need for mental health and acute providers is at crisis levels, 578 job postings in ND
- » **Doctor of Nurse Anesthesia Practice**
  - Sanford has expanded surgical facilities and independent surgical centers have entered market due to demand, 68 job postings in ND

### ENHANCING PHARMACY AND HEALTHCARE MANAGEMENT

- » **Master of Healthcare Administration and Informatics**
  - Supports industry at magnet status hospitals and community pharmacies, 915 job postings in ND
- » **Master of Science in Clinical Trials Management and Regulatory Affairs**
  - Supports an evolving economy in ND, draws on existing faculty expertise

*\*Job postings data is from calendar year 2024 (Jan-Dec) via Lightcast (<https://lightcast.io>).*

### ENHANCING ALLIED HEALTH

- » **Bachelor of Science in the following: Respiratory Care, Radiologic Science, and Medical Lab Science**
  - Expand existing programs with healthcare partners, 609 respiratory care job postings, 745 radiologic job postings, 538 clinical lab job postings in ND
- » **Doctor of Physical Therapy with Sports Medicine residency**
  - Aging population and growing sports industry with competitive and recreational athletes driving demand, 977 job postings in ND
- » **Master of Science in Occupational Therapy**
  - Aging population and children with disabilities driving demand, 470 job postings in ND
- » **Clinical Outreach and Bioskills Center**
  - Lab to support pharmacy, nursing, new programs, and equipment for virtual/rural education

### ENHANCING OPPORTUNITIES IN HEALTHCARE

- » **K-12 Outreach Coordinator and Family Life Specialist**
  - Grow enrollments and graduates in health-related fields

# AUTHORIZATION FOR CAPITAL PROJECTS USING SPECIAL FUNDS



## **PRACTICE WRESTLING FACILITY** \$13,000,000 IN SPECIAL FUNDS

The proposed stand-alone practice wrestling facility for NDSU athletics aims to provide wrestling student-athletes with enhanced training resources and expanded athletic time. This facility will offer more flexibility in strength and conditioning schedules, improving class scheduling and academic time. It will also support the recruitment of BIG XII quality student-athletes. The project includes expanding from two to four mat practice areas, cardio space with weightlifting, a fueling station, locker area, offices, team spaces, and flexible spaces. Attaching the facility to the SHAC will require partial demolition of the North Stands, reducing deferred maintenance for the campus.

Fundraising will commence upon approval, with private donations covering all project costs. The project, submitted to the SBHE in April 2024, seeks Legislative approval to proceed, with construction expected to start in summer 2026.

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## **UNIVERSITY VILLAGE-PHASE II** \$54,000,000 IN SPECIAL FUNDS

University Village, NDSU's oldest apartment facility built in 1969, represents nearly half of the available units. The buildings exceed the deferred maintenance threshold of 65% established by the NDUS, prompting demolition instead of repair. Originally consisting of 200+ units within 27 buildings, the apartments lack accessibility features and central corridors. The project aims to meet modern student needs for privacy, amenities, space, and storage.

The project will be funded from special funds, including a combination of local, tier and revenue bonds as may be necessary to defray the estimated cost of \$54,000,000.



## **MEMORIAL UNION PARTIAL RENOVATION AND ADDITION** \$50,000,000 IN SPECIAL FUNDS

The Memorial Union (MU), constructed in 1953 and expanded in 2004, requires further renovation to meet current student needs for enhanced educational opportunities, engaging activities, and improved support services. The project includes a redesigned and expanded MU to create a welcoming entrance and facility, benefiting current and prospective students, parents, and visitors.

The project will be funded from special funds, including private, local and revenue bonds as may be necessary to defray the estimated cost of \$50,000,000. Depending on the needs of the project, the funds may also be utilized to demolish Dinan Hall.

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## **VAN ES BIOSAFETY LEVEL 3 (BSL-3) LABORATORY** \$8,000,000 IN GRANT FUNDS

The need for a BSL-3 facility has become critical due to the increase in global pandemics and outbreaks caused by high containment pathogens. NDSU is applying for an NIH CO6 grant to fund the \$8,000,000 project. The facility will support research, product development, diagnostic testing, surveillance, and epidemiology for BSL-3 pathogens.

The project is contingent upon grant approval, with construction expected to start in spring 2026 and a 12-month schedule.





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## 2025-27 CHALLENGE GRANT FUNDING



The North Dakota University System is requesting \$50 million for the 2025-27 biennium. NDSU strongly supports this request.

### **SUCCESSFUL PROGRAM**

Since the Challenge Grant began in 2013, more than 625 individual and corporate benefactors have taken advantage of the matching funds, investing nearly \$50.5 million to capture more than \$25 million in state funds. To date, more than half of these dollars have supported scholarships for students.

### **RECRUIT AND RETAIN TALENT**

At NDSU, new Challenge Grant funding will be used specifically for recruitment and retention scholarships to boost enrollment across all academic areas on campus.

For every \$1 million invested in the Challenge Grant by the State Legislature, it will be matched by \$2 million in donor funds. This \$3 million fund would produce 120 new, \$1,000 scholarships for students every year into perpetuity.

### **STRONGLY SUPPORTED BY DONORS**

Our benefactors love to partner with public dollars to create legacy impact, and we have a long line of potential supporters waiting to make a difference for students. This partnership reduces financial barriers, increases access to education, helps students graduate on time, lessens the debt burden, and allows students to pursue a career after graduation and invest more in their local community.



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**2025-27  
EDRF**



## **ECONOMIC DIVERSIFICATION RESEARCH FUNDS**

With continued funding, NDSU will build on the 2023-25 EDRF programs by making investments in the following:

- » Collaborative interdisciplinary research efforts to address complex problems in current and emerging strategic priority areas of major significance to North Dakotan prosperity and well-being.
- » Instrumentation, tools, resources, and human infrastructure that support and align with strategic priorities and emerging opportunities.
- » Project management and technology transfer expertise to support the innovation cycle.
- » Entrepreneurship and translation of academic research into real-world applications, such as projects to validate product ideas, scale-up production, or to develop prototypes and testing capabilities.
- » Student learning opportunities, by engaging ND industry partners to bridge the gap between academic knowledge and real-world application giving students practical experience that prepares them for an evolving workforce.
- » Collaborations with other NDUS institutions to stimulate state-wide, economic activity through innovation capacity development and student research opportunities.



## **WHY THIS FUNDING MATTERS:**

- Provides a catalyst for the translation of university research into innovative products, services, and technologies.
- Attracts collaborative investment and university-industry partnerships.
- Provides for investment in new ideas through seed programming.
- Supports ND higher education collaborations.
- Develops workforce skills through experiential learning opportunities.
- Leverages other resources

## **RETURN ON INVESTMENT**

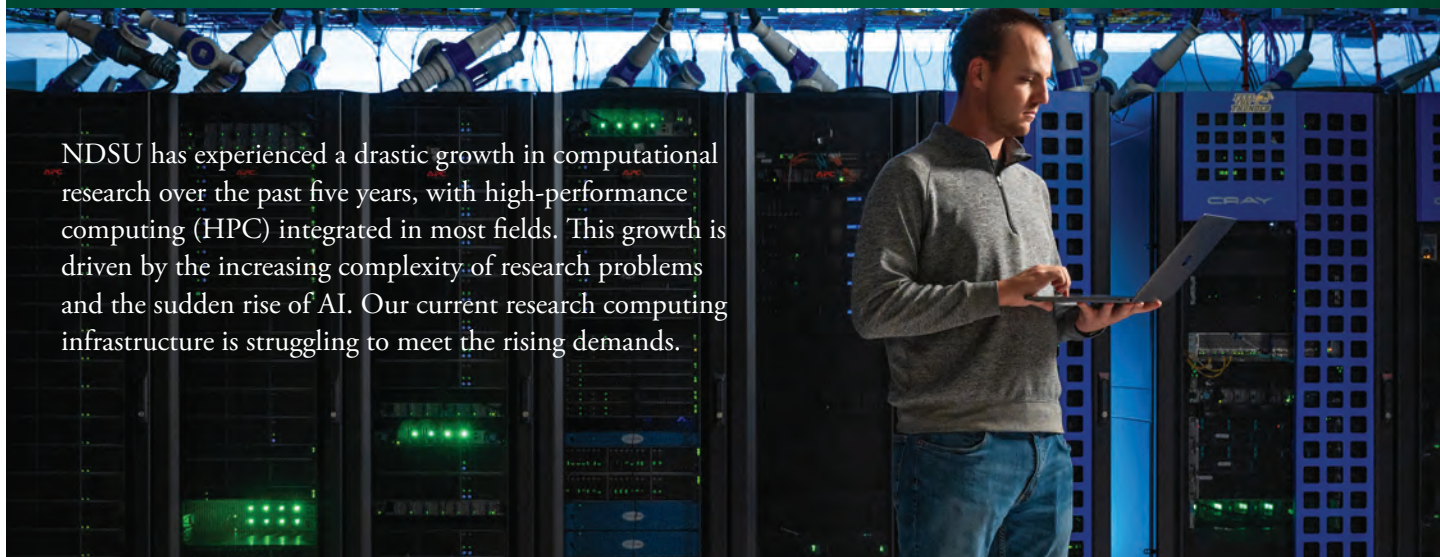
The ROI from these efforts will include increased partnerships, increased student learning experiences leading to enhanced workforce opportunities for North Dakota businesses, and advancements in translation leading to meaningful impact on North Dakotan's well-being and prosperity.





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# RESEARCH COMPUTING



NDSU has experienced a drastic growth in computational research over the past five years, with high-performance computing (HPC) integrated in most fields. This growth is driven by the increasing complexity of research problems and the sudden rise of AI. Our current research computing infrastructure is struggling to meet the rising demands.

## FUNDING REQUEST

NDSU seeks \$4 million to enhance its research computing infrastructure, with approval from the SBHE.

## KEY FACTS

**User Community:** In FY24, 412 members from 92 research groups in North Dakota actively used the research computing resources provided by the NDSU Center for Computationally Assisted Science and Technology (CCAST), a 3.2 times increase from FY20.

### Training and Workforce:

Since FY21, CCAST has trained >600 faculty, staff, and students in research computing, including those from UND, VCSU, BSC, DSU, and Cankdeska Cikana Community College, and provided internships to >40 students.

### Supporting Diverse Areas:

CCAST supports research and education in all five NDSU colleges and at other North Dakota institutions, from science and engineering to agriculture and business.

## RETURN ON INVESTMENT

### Economic Growth:

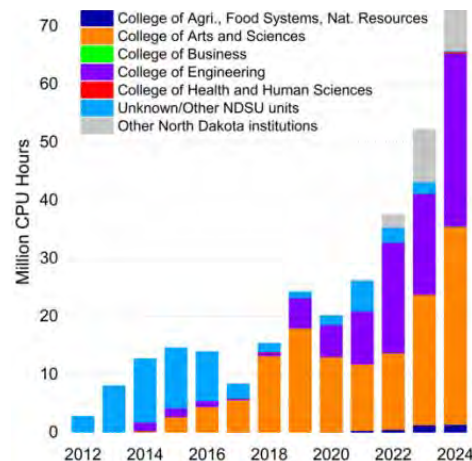
Enhanced infrastructure will attract and retain top-tier researchers and students and enable high-quality research, education, and training. This positions North Dakota as a leader in research and innovation, fostering economic growth and creating high-paying jobs.

### Statewide Benefits:

CCAST provides research computing resources, including training, to all NDUS institutions and the tribal colleges in North Dakota. This effort amplifies the impact of the investment, benefiting the entire state.

### Research Excellence:

Twelve NDSU researchers ranked among the world's top 2% cited scientists are heavy users of CCAST resources. CCAST-enabled research has contributed to patent applications and resulted in numerous high-impact publications and scientific discoveries.



### Innovation in Critical Areas:

The funding will enable NDSU to expand its support staff and upgrade equipment, fostering innovation in critical areas such as food, energy, and water security, machine learning, genomics, and bioinformatics.

Investing in NDSU's research computing infrastructure is not just an investment in the university but in the future of North Dakota. It will drive economic growth, foster innovation, and ensure that our State remains competitive in the rapidly evolving research and economic landscape.



# SENATE APPROVED BUDGET







**NDSU** NORTH DAKOTA  
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## SENATE APPROVED BUDGET

### SENATE APPROVED BUDGET FOR NDSU

	Ongoing	One-time Funding	Authority
Target Equity and Ret. Increase (23-25 continuation) .....	\$4,348,147		
Increase of the Pharmacy Formula from 9 to 25 .....	\$13,554,402		
Replace the Averaging loss to NDSU from 23-25 .....	\$2,468,181		
Increasing the base rate by 4% (salary increases, health insurance, etc.) ....	\$6,578,282		
Adds \$2M for high-performance computing (split NDSU/UND) .....	\$1,000,000		
Adds one-time funding to support New Horizons .....		\$12,000,000	
Adds \$2.5M to the EDRF for an NDUS total of \$8M .....		\$3,600,000	
Adds \$5M to the Challenge Grant for a NDUS total of \$25M .....		\$6,125,000	
Adds \$7.5M to Tier III Capital Building Funds for NDUS total of \$16.5M .....		\$3,750,000	
Authority for NDSU Memorial Union .....			\$50,000,000
Authority for Village Apartments .....			\$54,000,000
Authority for Wrestling Facility .....			\$13,000,000
Authority for Van Es Lab Grant (allows the use of Tier II) .....			\$8,000,000
<b>Total Funding for NDSU .....</b>	<b>\$27,949,012 .....</b>	<b>\$25,475,000 .....</b>	<b>\$125,000,000</b>





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# PHARMACY PROGRAM

## WEIGHTING COST FACTOR

The NDSU School of Pharmacy, established in 1901, is the only accredited pharmacy program in North Dakota. It plays a critical role in training pharmacists, advancing research, and addressing healthcare challenges across the state.



## BY THE NUMBERS

The current costs have increased ~50% in the past 5 years.

### Budget:

- » **\$8,660,000**  
SALARIES AND BENEFITS
- » **\$2,400,000**  
OPERATING
- » **\$2,500,000**  
EQUIPMENT

### Total costs estimated:

**\$13,560,000**

By increasing the SCH weighting cost factor to 25, NDSU will more accurately balance the required costs to operate the pharmacy program with the student credit production revenue.

## CHANGES NEEDED

Increase the student credit hour (SCH) weighting cost factor from 9 to 25.

## JUSTIFICATION

### 1. Program Costs

- ▶ Unlike other programs that primarily require a textbook, classroom and professor, the pharmacy program involves significant additional expenses such as medical devices, personal protective equipment, and medications.
- ▶ The cost of delivering pharmacy education has increased significantly, with expenses for medical supplies, equipment, software, and faculty salaries rising.
- ▶ The program requires additional funding for lab facilities, equipment, and faculty development to maintain its high standards and meet accreditation requirements.

### 2. Comparative Funding

- ▶ Current SCH weighting for pharmacy is 9, compared to 34.5 for medicine.
- ▶ Increasing the SCH weighting to 25 would align funding more closely with the actual costs and needs of the program.

### 3. Critical Role in Healthcare Workforce

- ▶ There were 1,544 related job postings in ND in 2024.
- ▶ Over 90% of practicing pharmacists in North Dakota are NDSU graduates, providing essential healthcare services statewide.
- ▶ Alumni lead major healthcare organizations (e.g., Thrifty-White, BCBS of ND, Aldevron) and contribute significantly to the state's economy.

### 4. Community Impact

- ▶ The School's Family HealthCare Pharmacies serve over 6,000 underrepresented patients annually, filling nearly 80,000 prescriptions.
- ▶ The ONE Program has received state and national recognition for its innovative approach to opioid and naloxone education.
- ▶ NDSU's pharmacy program ranks #1 in student support in research out of 142 Schools/Colleges of pharmacy nationwide.





# INDUSTRY SUPPORT



# INDUSTRY SUPPORT FOR NEW HORIZON: NDSU 2035

NDSU has a long-standing history of providing practical education and driving economic development in our state. The New Horizon: NDSU 2035 initiative aims to further this mission by addressing key areas that are vital to our local economy and workforce. The proposal outlines several strategic objectives, including:

1. Ensuring successful pathways for workforce impact, industry connection, and affordability. This includes continuing successful student support initiatives, improving curricula to lower costs and time to degree, recruiting students to degrees that match high-demand workforce needs, and build on industry-connected internships and learning experiences.
2. Growing North Dakota's competitive edge through advancements in agriculture, engineering, energy and manufacturing. NDSU aims to leverage its expertise in these fields to drive innovation and growth. This includes the development of new high-demand degree offerings such as Robotics and Automation, Materials Science and Engineering, and various stackable certificates.
3. Improving North Dakota's quality of life: Expanding and modernizing programs in nursing, pharmacy, clinical trials, and health sciences will help meet workforce demands and improve healthcare outcomes in our state.

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The proposed funding of \$35 million will enable NDSU to implement these strategic tactics, which include reforming curricula, establishing year-round programs, launching new apprenticeship models, and investing in faculty externships. These initiatives will not only enhance the educational experience for students but also ensure that our local businesses have access to a skilled and adaptable workforce.

Sanford Health is proud to support NDSU's New Horizon: NDSU 2035 initiative, a visionary plan that seeks to enhance North Dakota's quality of life through targeted investments in healthcare for workforce development, education, and research. As a leading healthcare provider in the region, we recognize the urgent need to expand and modernize programs to address the growing healthcare workforce shortage in North Dakota. Currently, there are over 3,000 open healthcare positions across the state, underscoring the critical need for well-trained professionals to meet this demand. This initiative aligns with our shared mission to meet the demands of a rapidly evolving healthcare landscape while ensuring access to high-quality care for communities across the state. By equipping future professionals with advanced skills and fostering innovative research, this effort will play a pivotal role in sustaining and improving the health and well-being of North Dakotans for generations to come.

*Todd Schaffer, M*  
*President/CEO*  
*Sanford Health Bismarck*

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In the past decade we have experienced significant advancements in productivity and efficiency leveraging emerging technologies in automation and sensing in both agriculture and construction. This continued investment by NDSU in these important sectors will ensure that North Dakota maintains its global leadership as machine learning and automation accelerate innovation. As a business leader, I am particularly excited about the potential for NDSU to drive innovation in automation and robotics, which are critical to the future of our industry. The investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth.

*Adam Gilbertson*  
*Senior Vice-President, Field Technology & Innovation*  
*RDO Equipment Co.*



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Packet Digital is an engineering and manufacturing company focused on UAS battery development and production. With a team filled by local talent that develops reliable, high-performance batteries and power systems for the world's most demanding UAS applications, we strongly support the potential for NDSU to drive innovation in automation and robotics, which are critical to the future of our industry. The investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth. Furthermore, Packet Digital will continue to thrive with NDSU producing high-quality graduates in cutting-edge fields as the company continues to evolve the battery and engineering markets.

*Terri Zimmerman*  
*CEO*  
*Packet Digital*

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At Nu-Tek Natural Ingredients, we have a long-standing relationship with NDSU in terms of project collaborations and recruiting talents. Being located near NDSU, we see significant potential for mutual collaboration through the New Horizon: NDSU 2035 initiative. The proposal's focus on agriculture, engineering, AI-driven automation, and digital agriculture directly aligns with our operations and future growth goals.

NuTek Natural Ingredients is dedicated to driving innovation in natural, clean-label food ingredient solutions, and the development of programs in AI applications, robotics, and precision agriculture will help build a skilled workforce to advance process automation, predictive analytics, and real-time quality control. These innovations will enhance not only our capabilities in sustainable manufacturing practices but also future of our sector.

Additionally, NDSU's focus on applied research and industry-connected learning experiences creates opportunities for real-world collaboration at our facilities, giving us access to cutting-edge technology and fresh talent while supporting the university's mission. We believe that the New Horizon: NDSU 2035 initiative will strengthen North Dakota's competitive edge, support local businesses, and fuel economic growth.

*Siva Annanmar*  
*Vice President of Research and Development and Quality*  
*NuTek Natural Ingredients*

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In particular, our company is interested in NDSU's proposed degree offerings in Robotics and Automation and Materials Science and engineering, as well as stackable certificates in Mechanical, Manufacturing, Electrical, Computer, AI, and Machine Learning. These skillsets are critical to the future of our industry and investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth.

*Michael Fridolfs*  
*Grand Sky Site Director*  
*Northrop Grumman Systems Corporation*

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NDSU has long been a reliable source of quality engineering graduates for Houston Engineering, with many of our staff and leadership being NDSU alumni. Maintaining this relationship is of great importance to our business, and we strongly support efforts to increase enrollment as we work to meet our staffing and growth goals. Investment in this area will ensure continued growth as well as the education of our future generations of leaders in the Fargo-Moorhead area.

*C. Gregg Thielman, PE*  
*President | CEO*  
*Houston engineering, inc.*

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AgCountry Farm Credit Services [AgCountry], a farmer-owned cooperative, is a Leading provider of financial services to agriculture and rural communities. We are deeply committed to supporting initiatives that foster agricultural progress, innovation, and economic development. Accordingly, we support the New Horizon: NDSU 2035 proposal submitted by North Dakota State University for its focus on the growth and development of North Dakota.

Advancements in precision agriculture will require workforce development in fields such as automation and robotics. The New Horizon: NDSU 2035 proposal seeks to grow North Dakota's competitive edge through advancements in agriculture, engineering, energy, and manufacturing. NDSU aims to leverage its expertise in these fields to drive innovation and growth. This includes the development of new high-demand degree offerings such as Robotics and Automation, Materials Science and Engineering, and various Digital Agriculture/Agriculture Automation certificates such as Precision Ag, Bio energy and Biomaterials, and Farm Management Software.

The proposed funding of \$35 million will enable NDSU to implement these strategic tactics, which include improving curricula, establishing year-round programs, launching new apprenticeship models, and investing in faculty externships. These initiatives will not only enhance the educational experience for students but also ensure that North Dakota businesses have access to a skilled and adaptable workforce.

Based on our customer research, 55% of farmers within the AgCountry footprint consider themselves early innovators. Currently, 9% of these farmers use AI technologies or AI-enabled software, and 7% use robots for field or livestock work to reduce labor. However, there is significant interest in adopting these technologies, with 46% of farmers planning to adopt AI technologies and 49% interested in using robots for field and livestock work. These statistics highlight the growing interest and potential technologies in agriculture, underscoring the importance of developing a workforce that can meet the needs of North Dakota's farmers and ranchers.

The missions of AgCountry and NDSU are closely aligned, with both organizations dedicated to advancing agriculture and supporting rural communities. Our broader role involves advocating for advancements that benefit agriculture and rural America, ensuring that our farmers and ranchers have access to the latest technologies and best practices.

*Marcus L. Knisely*  
*Executive Vice President Business Development*  
*AgCountry Farm Credit Services*

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At our organization, Eventide Senior Living, and across the region, the demand for nurses and other high-tech work force have never been more in demand. Additionally, the skill sets needed by these future caregivers and leaders has not kept up. We need new thinking and new investment in the education of our current and future workforce.

As a result, I am particularly excited about the potential for NDSU to drive innovation in healthcare to augment systems for a growing population. The investment in these areas will position North Dakota as a leader and create new opportunities for economic growth.

*Jon Riewer, President and CEO*  
*Eventide Senior Living Communities*

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I am particularly excited about the potential for NDSU to drive innovation in automation and robotics, which are critical to the future of our industry. The investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth.

*Chris Barta*  
*Senior Director of Operations*  
*Marvin*

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I am writing to express our steadfast support for the New Horizon: NDSU 2035 funding proposal submitted by North Dakota State University on behalf of the North Dakota Board of Pharmacy (Board). The Board is proud of the outstanding tradition of excellence that has been delivered by the NDSU Doctor of Pharmacy program now through the College of Health and Human Sciences. This program educates and trains over 90% of our pharmacists across the State of North Dakota which are responsible for delivering patient care in multiple settings. Pharmacies are pillars of the main streets across all of our communities and make significant contributions to the overall economy of our state.

As the health care needs of our citizens have changed, NDSU has been an integral partner in preparing our next generation of pharmacists and helping currently practicing pharmacists in our state to enhance their impacts. The Board supports NDSU's request to address the financial challenges which are faced and to enhance the impact of NDSU on the workforce demands in the highly critical profession of pharmacy.

The Board envisions some significant challenges in the future for meeting the pharmacist workforce needs in our state which affects both urban and rural communities in our state. The New Horizon proposal provides significant opportunities for helping with these needs which we have communicated to NDSU's Pharmacy program.

*Mark J. Hardy, PharmD Executive Director  
North Dakota State Board of Pharmacy  
Office of the Executive Director*

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Headquartered in West Fargo, North Dakota, Bobcat is the state's largest manufacturer and a major employer with more than 3,500 people employed at our facilities in Bismarck, Gwinner, Fargo, West Fargo and Wahpeton. We continue to grow and evolve our business, and North Dakota State University (NDSU) and its graduates have been a crucial part of our workforce story. Ensuring a promising future for our company starts with strong educational opportunities that cultivate the next generation of innovators.

As a leader at Bobcat, I am particularly excited about the potential for NDSU to drive innovation in automation and robotics, which are critical to the future of our industry. The investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth.

*Joel Honeyman  
Vice President of Global Innovation  
Doosan Bobcat*

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Touchmark is a retirement community in south Fargo that has partnered with various NDSU programs to support the education of upcoming graduates over the past 20+ years. By expanding the offerings for students, you would be strengthening the workforce in areas that directly impact the seniors of our community. The Dean and other Professors have already been partnering with us on ways to keep new graduates in the community while supporting local needs, but there is a drastic need for direct steps and partnerships to build that foundation, so students see the opportunities that are here.

As a former graduate of NDSU, an advisory board member for HDFS and local leader in Longterm Care, I am particularly excited about the potential for NDSU to drive innovation in healthcare to augment systems for a growing population. The investment in these areas will position North Dakota as a leader and create new opportunities for economic growth.

*Anne-Marie Fitz  
Executive Director  
Touchmark at Harwood Groves*

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The proposed funding of \$35 million will enable NDSU to reform curricula, establish year-round programs, launch new apprenticeship models, and invest in faculty externships. These initiatives will not only enhance the educational experience for students but also help to ensure that our local businesses have access to a skilled and adaptable workforce.

*Mike Schwab  
NDPhA-EVP  
North Dakota Pharmacists Association*

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We are especially excited about the potential of this funding to scale up NDSU's precision ag research programs and to grow the precision ag domain specific workforce in the region, as well as research and workforce in the enabling technology of automation and robotics, which are critical to the future of our industry. The investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth.

*Todd Pringle, PhD  
Advanced Engineering Manager  
Deere & Co.*

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I am particularly excited about the potential for NDSU to drive innovation in automation and robotics, which are critical to the future of our industry. The investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth.

*Megan Wollé  
Senior Director of Stewardship  
CHS Inc.*

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Agtegra Cooperative is a local agricultural cooperative that is owned by over 7,000 farmers and ranchers, predominately in North Dakota and South Dakota. We have a network of over 70 locations and 900 employees that work hard every day to meet the needs of our member-owners.

As a local business, we are particularly excited about the potential for NDSU to drive innovation to assist our workforce and benefit our member-owners. The investment in these areas will position North Dakota as a leader in cutting-edge technologies and create new opportunities for economic growth.

*Jason Klootwyk  
Chief Executive Officer  
Agtegra Cooperative*

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American Crystal Sugar Company's current and future success is dependent upon technological advances in our industry and workforce ready professionals. We have historically hired and retained Agriculture and Engineering graduates from our local higher education institutions, which has led us to be a World Class Agricultural Cooperative. New Horizon: NDSU will allow for that continued success for American Crystal Sugar Company.

*Tom Astrup  
President and CEO  
American Crystal Sugar Company*

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On behalf of Sanford Health Fargo, I am proud to express my support for the New Horizon: NDSU 2035 proposal that has been submitted to the North Dakota legislature for consideration.

Sanford Medical Center Fargo serves as the only Level 1 Adult Trauma Center and Level 2 Pediatric Trauma Center in the State of North Dakota. Annually, Sanford Medical Center has over 30,000 admissions with 60% of those patients coming from outside the Fargo metro area. Our organization has always valued our collaboration with North Dakota State University, which hosts the largest nursing school and the only pharmacy school in the state. We have also partnered with the university for over 20 years as the didactic training site in the allied science areas of respiratory therapy, radiology, ultrasound and echocardiology technology.

While we have a strong partnership, the number of students in these programs has not been enough to keep up with the growing health care needs of our region. Currently, Sanford Fargo has over 850 licensed and unlicensed position openings, including 207 registered nurse openings in Fargo and 21 registered nurse openings at our regional sites outside the metro area. In addition, Sanford Fargo has 74 allied science position openings and 23 pharmacy openings.

The proposal before you today aims to help address the present need for more health care professionals. Through the proposal, NDSU will strengthen its leadership in nursing by expanding traditional and accelerated BSN programs and address the critical need for allied health positions in respiratory care and radiologic sciences by working to increase the number of students within these programs. Alongside this, the proposal will also help expand the state's only pharmacy program.

Should the proposal go through, Sanford Fargo is committed to continuing to partner with NDSU on clinical experiences. Today, just for nursing students, Sanford Fargo provides over 100,000 hours of clinical experience rotations annually with all our educational partners.

I encourage you to consider supporting this \$15 million proposal, which is part of NDSU's \$35 million New Horizon plan. This plan will be a strong step forward in meeting the needs of North Dakota's workforce, increasing access to quality health care professionals and strengthening partnerships with our organization and other industry leaders.

*Tiffany Lawrence*  
*President/CEO*  
*Sanford Health Fargo*

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The Board is also highly supportive of the "New Horizon: NDSU 2035" initiative, designed to ensure successful pathways for workforce impact, industry connection and affordability; grow North Dakota's competitive edge through advancement of agriculture, engineering, energy, and manufacturing; and improve North Dakota's quality of life by expanding, modernizing, and meeting workforce demands in nursing, pharmacy, and health science programs. The new academic programs that are proposed as part of this initiative will provide the state with highly-skilled graduates in specialized areas that are experiencing critical workforce shortages. This bold initiative will better position NDSU to meet the state's evolving workforce needs and promote economic development across the region.

*Jennifer Gora*  
*RS&H, CoEAAB Chair*  
*and*  
*Jerry Specht*  
*CPKC, CoEAAB Vice-Chair*



# AGENCY OVERVIEW





# AGENCY OVERVIEW

Agency Statutory Authority ND Constitution, Section 215  
North Dakota Century Code Chapter 15-12

## AGENCY DESCRIPTION

NDSU is a student-focused, land-grant, research university – an economic engine that educates students, conducts primary research, creates new knowledge and advances technology. The university is committed to providing affordable access to an excellent education. A top-ranked R1 institution, NDSU combines teaching and research in a rich learning environment, educating future leaders who will create solutions to national and global challenges that will shape a better world.

NDSU offers expansive and market-relevant options in undergraduate, graduate and doctoral degree programs along with certificates and co-curricular learning experiences.

Approximately 97% of NDSU students are pursuing in-person programs, leading to a vibrant campus atmosphere,

opportunities for community engagement, and contributions to the local economy. NDSU is accredited by the Higher Learning Commission with national and regional recognition for the excellence of its academic programs. Distinctive highlights include:

- Engineering: 2/3 of engineers in the state graduate from NDSU
- Agriculture: Provides the premier agricultural education programs in the state and region
- Nursing: Largest nursing program in the state
- Pharmacy: Only pharmacy program in the state
- Architecture: Only architecture program in the state

Our students excel at the highest levels. NDSU junior Garrett Honzay

was recently awarded the prestigious Astronaut Scholarship, which is given to the top 71 STEM students across the United States. Honzay is majoring in biochemistry and molecular biology with a minor in computer science, and he's involved in complex, hands-on research that will help to fight infections that are typically resistant to antibiotics.

Students at NDSU learn from world-class faculty. Amy Gore was a recent recipient of an innovation in teaching award which recognizes individuals who have exhibited creativity to elicit high levels of student engagement and learning in their classroom environment. She was also recently awarded a Reese Fellowship by the American Antiquarian Society where she does research on both book history and Indigenous literature.

## EXCEPTIONAL STUDENTS

### 2024-25 ASTRONAUT SCHOLARSHIP

*"I don't think I've ever been more excited for my future. I'm confident that the opportunities at NDSU made me competitive for the Astronaut Scholarship."*

#### GARRETT HONZAY

Biochemistry and Molecular Biology major,  
Computer Science minor



## WORLD-CLASS FACULTY

*"I love that time spent in the classroom is time spent that I'm learning as well. I get to learn more about the students, learn more about how to be an effective teacher and keep up on brand new research in the topic that I'm teaching."*

### AMY GORE

Assistant Professor  
Department of English



As a land grant institution, we serve the constituents of the state through programmatic and outreach efforts to provide access to knowledge. The impact of NDSU is felt statewide through our presence in every county with Extension. Field Days is an annual tradition for each Research Extension Center across the state to show North Dakota Agricultural Experiment Station research in action.

Additionally, the university's research and creative initiatives contribute to the vitality of the state's economy and quality of life. NDSU's R1 status is Carnegie's highest possible ranking for research activity. Reporting \$190.3 million in research expenditures in fiscal year 2023, NDSU ranks within the top 100 public institutions in the country, according to the NSF annual HERD

survey. NDSU conducts research across a wide variety of disciplines including food, energy, and water security; cybersecurity, computer science and software engineering; life sciences; and entrepreneurship and innovation.

NDSU Athletics ranks among the overall best NCAA Division I programs in the nation. Bison have won 10 national football championships and 94 conference championships. Success occurs off the field as well. NDSU's more than 400 student athletes routinely combine to achieve an average GPA of 3.42 across 14 sport programs.

Graduates of NDSU go on to build careers in North Dakota and contribute to the state's economy and workforce. More than 95% of 2024 graduates who completed the NDSU Career Outcomes

Survey were either employed or continuing their education.

NDSU awarded 2,869 degrees in 2022-23. Approximately 86% of graduates from North Dakota and 45% of graduates from Minnesota stay in-state for their first job. NDSU adds more than 1,000 individuals to the North Dakota workforce each year.

Graduating Bison become part of an extensive and thriving network of more than 96,000 alumni in North Dakota, around the country and the globe. The impact the institution has on the lives of current and graduating students leads to high levels of pride and deep-rooted connections to the university and our Bison community overall.

## MISSION

North Dakota State University provides transformational education, creates knowledge through innovative research, and shares knowledge through community engagement that meets the needs of North Dakota and the world.





# PROGRAM NARRATIVE

## PROGRAM GOALS AND OBJECTIVES

NDSU goals and objectives are guided by a strategic plan and priorities for implementation. Providing the institutional vision, the strategic plan focuses on reinforcing NDSU's position as an innovative educational institution, at the leading edge of research and outreach, while advancing student success and promoting a welcoming learning environment.

NDSU Transform focuses our work on top priorities and action items for implementing strategies to address NDSU's most pressing challenges and needs. It is a framework for the future of the institution as it prioritizes growth in enrollment, embracing the critical role of NDSU as a land-grant university, strengthening the institution's research status, and supporting initiatives for the health and wellbeing of people across the far-reaching NDSU community.

In meeting the implementation objectives of NDSU Transform, strategies

driving change include rightsizing operations through college mergers and academic program review. We've modernized our financial infrastructure through an incentivized budget model for colleges, and reorganized how financial services are delivered. As we build a stronger and more efficient infrastructure, we are investing in best practices to enhance our academic enterprise and improve retention and enrollment.

The future of NDSU includes strong industry partnerships. As we transform the university, we are closely aligning educational offerings with workforce needs, seeking insights from industry leaders with direct knowledge of emerging trends and fields. This includes a recently established Industry and Workforce Ad Hoc Committee, bringing together area industry leaders with university leadership to better align NDSU programs with the workforce needs of North Dakota.

These partnerships inspire new programs like cybersecurity, information technology, AI, supply chain management, biotech, data science, and AgTech. Furthermore, our industry partners mentor our students and open pathways for career entry and advancement so that NDSU has a direct impact on building a career-ready workforce.

NDSU continues to build on the success of students. Transformational initiatives and industry best practices include professional advising, peer-led learning support, programs for local students in need of additional preparation for college life, and enhanced tutoring delivered online. We promote a better quality of life for our students through wellness programs, the provision of alcohol-free social activities, counseling and personal growth opportunities, as well as services for first generation students, veterans, and students with disabilities.



## PROGRAM STATISTICAL DATA

NDSU Transform is a process through which careful analysis and hard work identifies areas for reductions, disrupts old practices and processes to transform the university, and sets a new course for continuous improvement. It led to the recent consolidation of seven to five academic colleges: College of Agriculture, Food Systems and Natural Resources; College of Arts and Sciences; College of Business; College of Engineering; and the College of Health and Human Sciences. Along with the College of Graduate and Interdisciplinary Studies offerings span 290 undergraduate programs, 92 undergraduate majors, 29 undergraduate certificate programs, 68 master's degree programs, 48 doctoral degree programs, 32 graduate certificate programs, and one professional program for pharmacy. NDSU's portfolio includes 65 online programs while a large majority of our academic programs remain in-person.

NDSU has the largest in-person student population in the North Dakota University System, with 97 percent of students pursuing in-person programs. This significantly contributes to the local and regional economy and bolsters the North Dakota workforce.

NDSU is stabilizing enrollment with a fall 2024 student enrollment headcount of 11,952. NDSU remains the school of choice in the state with over 800 first-time first-year students enrolled from North Dakota this fall, a five percent increase from last year.

**97%** of NDSU students are pursuing on-campus programs  
**3%** of NDSU students are pursuing online-only programs







## EXPLANATION OF PROGRAM COSTS

Salaries and wages, including benefits, continue to make up the majority of NDSU's expenses, representing approximately 73% of the university's state educational and general fund operating budgets in the most recent fiscal year. At NDSU, in order to achieve and sustain the university's viability, programming and recognition as a leading student-focused, land-grant, research university, sufficient funding is required for competitive compensation and start-up packages for faculty and staff, along with the capacity to retain those faculty and staff in a performance-based, market driven environment.

Non-salary operating expenses represent the remaining 27% of the state education and general fund operating expenses. NDSU's continued focus on operational efficiencies allows us to meet extra student demand of both undergraduate and graduate students.

## PERFORMANCE MEASURES

NDUS has adopted several data systems that help incorporate accountability measures and transparent reporting in accordance with the Board's vision and strategic plan. These data systems, including Dashboards, Predictive Analytic Reporting, Strategic Planning Online, and the State Longitudinal Data System, provide public reports on completion and retention rates, semester-by-semester enrollment, peer comparisons, financial aid and tuition, and much more. Additionally, the publicly available data available throughout the systems provides real-time data to researchers and decision-makers. These analytical tools complement the system's biennial report on its strategic plan, which incorporates the "flexibility with accountability" expectations created in Senate Bill 2003 passed by the 2001 Legislative Assembly.

# MAJOR ACCOMPLISHMENTS

- 1 NDSU is a significant contributor to the state's workforce, with the largest enrollment of first year and in-person students of any institution in the NDUS. The university graduates the largest number of bachelor's and doctoral students in the University System. NDSU awarded 2,869 degrees in 2022-23. Approximately 86% of graduates from North Dakota and 45% of graduates from Minnesota stay in-state for their first job.
- 2 NDSU entered into a Memorandum of Agreement with the North Dakota Air National Guard to better serve the research, service, educational and workforce needs of North Dakota through streamlined degree pathways and tailored professional advising for Guard members. This is one example of the many ways NDSU is forming partnerships and engaging with industry to benefit our students and the state.
- 3 NDSU is a Carnegie R1 research university, reporting \$190.3 million in research expenditures in fiscal year 2023 and ranking 97 out of 420 public institutions in the National Science Foundation's HERD survey. Research expenditures consistently have increased for the last five years. NDSU received an all-time high of \$142.5 million across 800 awards in FY24 and the NDSU Research Foundation currently holds 106 patents and 117 PVPs that have resulted from NDSU research.
- 4 NDSU partnered with external entities to secure a \$160 million grant over 10 years as one of 10 inaugural NSF Regional Innovation Engines.

- 5 NDSU hosted 41 scholars to North Dakota Governor's School. Scholars represented 27 high schools, 21 school districts and 17 counties from across the state. The four-week program housed scholars on campus during the month of June to engage in immersive research, small-group instruction and hands-on experiences, and participate in enriching extracurricular activities geared toward STEM.

- 6 With significant investments from the North Dakota Legislature, NDSU made significant progress on multiple capital projects to transform campus. NDSU completed construction of the Peltier Complex, a state-of-the-art agricultural facility designed to better serve NDSU students and faculty, as well as the agriculture industry across the state.

Construction has begun on the Bolley Agricultural Laboratory and the Engineering Complex. The Bolley Agricultural Laboratory will house a variety of agricultural research programs, including plant pathology, plant breeding, weed science, agronomy, soil science and horticulture. The Richard Offerdahl '65 Engineering Complex will be built in the heart of campus, providing new space that emphasizes interdisciplinary learning.

- 7 NDSU's athletics program annually ranks among the best overall NCAA Division I programs in the nation. In the 2023-24 academic year, the NDSU football program advanced to the national semifinals for the 12th time in 13 years, the women's basketball program advanced to the Summit League championship for the first time in program history and qualified for the Women's National Invitation Tournament, and former NDSU student-athletes from men's track and field and women's basketball competed in the Paris Olympic games.







## CRITICAL ISSUES

NDSU serves the state and its workforce in three primary ways: (1) retaining North Dakota students in the state, recruiting out-of-state students and retraining non-traditionally aged students; (2) conducting world-class applied research that helps strengthen and diversify North Dakota's economy; and (3) providing outreach in every county of the state to share access to new knowledge.

The critical issues that impact NDSU's success are:

- 1 A 3% budget reduction has been proposed by the governor which would compound existing budgetary challenges due to inflation and enrollment declines.
- 2 Continuing to create workforce-aligned programs, expand recruitment efforts and student success programs requires support in the form of additional base general funds.
- 3 The higher education funding formula does not support all institutions equally and there is a need for improved transparency. There is opportunity to adapt the formula to provide support for inflation and incentives for workforce contributions.
- 4 Competing with surrounding states that are working hard to keep their students in-state requires additional scholarship dollars in the form of Challenge Grant funds that will match state investment with private philanthropy. Continuing to bring out-of-state students to NDSU will help support the state's workforce and applied research.
- 5 Tiers one and two within the capital building fund need to be reviewed with transparency for equity so that all institutions can better care for their existing facilities.
- 6 Advancing research, enhancing curriculum, and increasing industry and community engagement on critical topics such as engineering, precision agriculture, pharmacy, and allied and life sciences requires additional funding which will establish North Dakota as a leader in these areas.
- 7 Additional computing capacity and stable, robust high-performance data storage is needed to support artificial intelligence related research. Investment in technology infrastructure will help NDSU continue to provide experiential education for students as well as prioritize our R-1 Carnegie Classification status.
- 8 Inflationary pressures are affecting operations at all levels. Funding support from the state would allow NDSU to remain competitive with regard to employee compensation and student tuition.

## FALL 2024 ENROLLMENT

	Undergraduate	Graduate	Professional	Grand Total
<b>NORTH DAKOTA</b>				
Cass	2,118	755	61	2,934
Burleigh	520	55	17	592
Morton	136	11	2	149
Ward	123	20	2	145
Grand Forks	107	20	6	133
Richland	97	16		113
Stark	89	8	2	99
Stutsman	72	13		85
Traill	73	6	2	81
Williams	53	8		61
Barnes	48	7	2	57
Walsh	45	2	2	49
Pembina	42	2		44
Sargent	39	2	2	43
McKenzie	28	5		33
McLean	29	3	1	33
Ransom	30	2	1	33
Ramsey	28	2		30
Lamoure	26	2	1	29
Mountrail	23	4		27
Rolette	24	3		27
Pierce	22		2	24
McHenry	20	2	1	23
Foster	19	2	1	22
Dickey	17	3	1	21
Mercer	19	2		21
Emmons	20			20
McIntosh	19	1		20
Nelson	15	3	1	19
Benson	15	3		18
Wells	18			18
Cavalier	12	3	1	16
Bottineau	11	3		14
Bowman	14			14
Kidder	10	3	1	14
Griggs	12		1	13
Hettinger	10	2		12
Grant	10	1		11
Eddy	10			10
Steele	9	1		10
Burke	9			9
Adams	5	3		8
Logan	7	1		8
Towner	5	2		7
Divide	5		1	6
Oliver	2	3		5
Renville	5			5
Dunn	3	1		4
Billings	2	1		3
Golden Valley	2	1		3
Sioux	2	1		3
Slope	1	1		2
Sheridan	1			1
<b>ND TOTAL</b>	<b>4,081</b>	<b>989</b>	<b>111</b>	<b>5,181</b>
<b>MINNESOTA</b>	<b>4,835</b>	<b>385</b>	<b>88</b>	<b>5,308</b>
<b>OTHER</b>	<b>846</b>	<b>606</b>	<b>11</b>	<b>1,463</b>
<b>GRAND TOTAL</b>	<b>9,762</b>	<b>1,980</b>	<b>210</b>	<b>11,952</b>





# HB1003 FINAL ENROLLMENT

**2021-23 Adjusted General Fund Base Appropriation** **\$138,431,325**

Base Adjustments:

HE Funding Formula: Credit Hour completion adjustment (7,591,732)

HE Funding Formula: Minimum Amount Payable (96%) 2,054,479

2021-23 Costs to continue 696,301

2023-25 Compensation Package 6% / 4%\* 16,202,092

2023-25 Health Insurance \* 7,106,153

*\*includes general fund allocation for student share of compensation, health insurance package*

Research Network 2,500,000

**Total General Fund Base Adjustments** **\$159,398,618**

One-time adjustments:

Minimum Amount Payable adjustment (Section 2) 4,800,000

**2023-25 Total General Funds; Base + One-time** **\$164,198,618**

**Capital Project funding (Section 5):**

Center for Engineering and Computational Sciences (Offerdahl Engineering Complex) **\$84,000,000**

*SIIF = \$59M (70%) + NDSU donations \$25M (30%)*

**Capital Building (SIIF) Funds (Section 11):** **\$6,599,394**

**Tier Matching Program**

Tier II: \$4,349,394

Tier III: \$2,250,000

**Other funding:**

Economic Diversification Research Fund-BND (Section 10/16) **\$2,500,000**

Matching grants-Challenge Grants (Section 24) **\$2,700,000**

Equity Funds: June 2023 \$81,900 + July 2023 \$4,250,375 **\$4,332,275**

Retirement Funds **\$97,772**

NDSU change in FTE from 2023-25 to 2025-27 budget reporting is due to strategic reductions for voluntary separation agreements, response to enrollment reduction and attrition. **(61.54)**

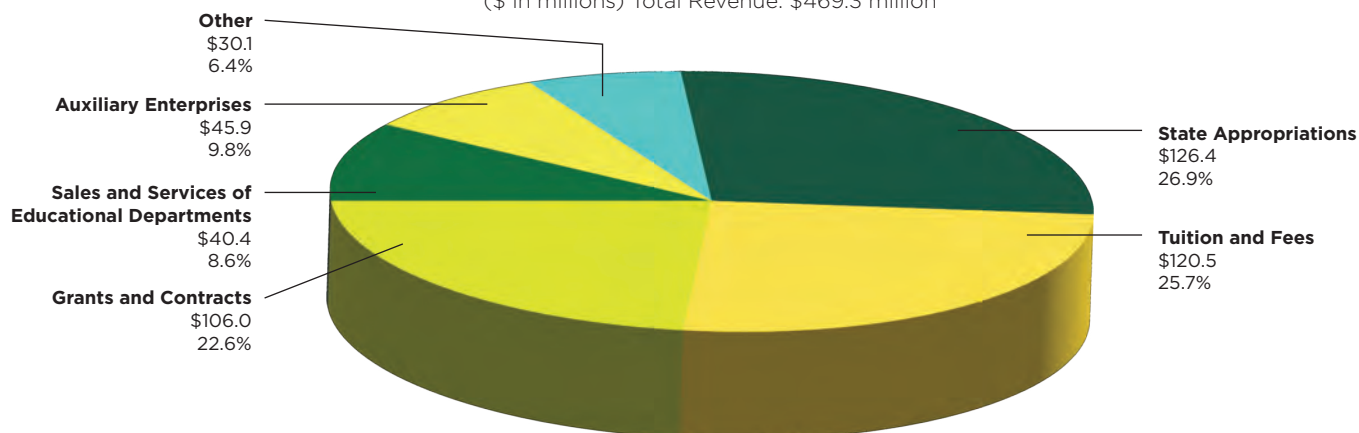
No audit findings to report.

	2023-25	2025-27	Variance	
<b>NDSU FTE</b>	1,867.50	1,805.96	<b>(61.54)</b>	
<b>FTE variance: detail by funding</b>	<b>2023-25</b>	<b>2025-27</b>	change from prior biennium <b>Variance</b>	
Fund/type			#	%
<b>General funds*</b>	<b>438.88</b>	<b>415.48</b>	<b>(23.40)</b>	<b>-5.3%</b>
Aux	184.17	169.72	(14.45)	-7.8%
Other unrestricted	319.50	314.34	(5.16)	-1.6%
Grants and contracts	108.60	132.94	24.34	22.4%
<b>Tuition collections*</b>	<b>815.06</b>	<b>771.41</b>	<b>(43.65)</b>	<b>-5.4%</b>
Other restricted	1.29	2.07	0.78	60.5%
<b>Total</b>	<b>1,867.50</b>	<b>1,805.96</b>	<b>(61.54)</b>	<b>-3.3%</b>



## NDSU FY23 TOTAL REVENUE, EXCLUDING CAPITAL

(\$ in millions) Total Revenue: \$469.3 million



Excludes state appropriations for capital projects.  
Source: Audited NDUS Financial Statements, June 30, 2023

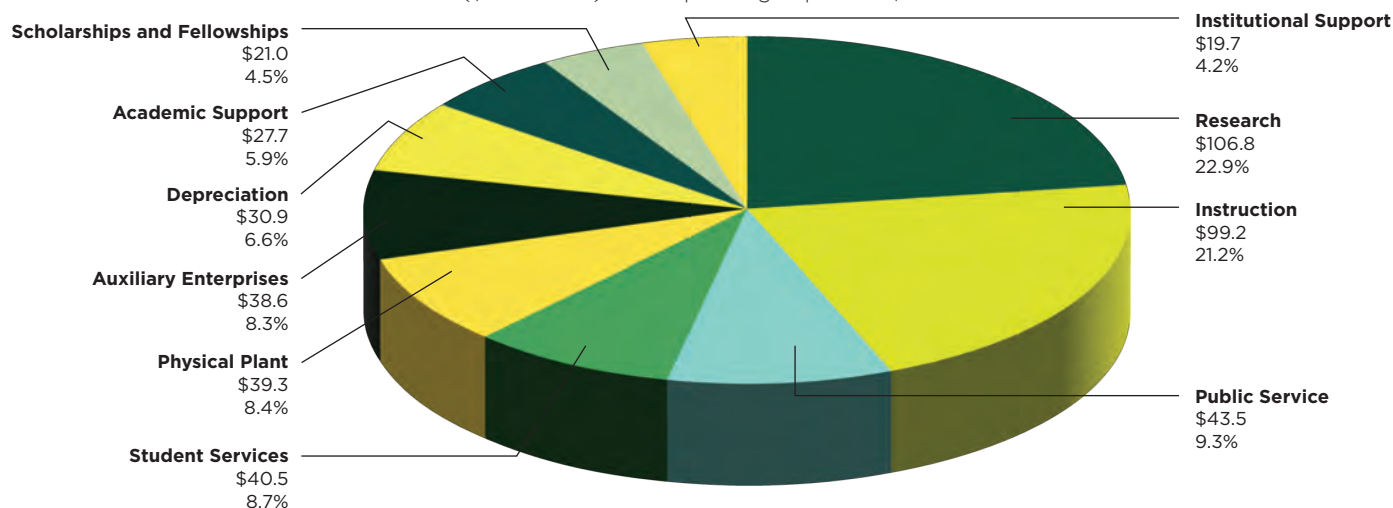
Auxiliary Enterprises are the self-supporting activities of the campuses, such as bookstore, food service and housing.

Sales and Services of Educational Departments includes revenues related incidentally to instruction, research, public service and revenues of activities that exist to provide instructional and laboratory experience for students and incidentally creates goods and services that may be sold to students, faculty, staff and the general public. Examples are advertising in campus publications, fees for conferences organized by the institution and ticket sales for campus theatrical and musical events.

Other income includes gifts, endowment and investment income, gains on disposal of capital assets and tax revenues.

## NDSU FY23 OPERATING EXPENSES BY FUNCTION

(\$ in millions) Total Operating Expenses: \$467.2 million



Excludes capital items and other nonoperating expenses.  
Source: Audited NDUS Financial Statements, June 30, 2023

The instructional function includes expenses related to instruction (e.g. classroom, distance ed and continuing education) and instructional support. Academic support includes libraries, academic deans, and other departments that directly support the academic unit of the campuses. Student services include offices that provide a specific service to students, including career services, registration, admission and counseling. Institutional support includes staff that supports the institution as a whole (e.g. business office, IT support and president's office). The physical plant function includes upkeep, maintenance and utilities for campus facilities. Scholarships and fellowships include aid provided to students. Auxiliary enterprises are the self-supporting activities of the campuses, such as bookstore, food service and housing. Depreciation represents the non-cash expense of capitalized assets over time. Public service includes activities established primarily to provide non-instructional services that are beneficial to individuals and groups external to the institution. The research function is activities specifically organized to produce research.





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