

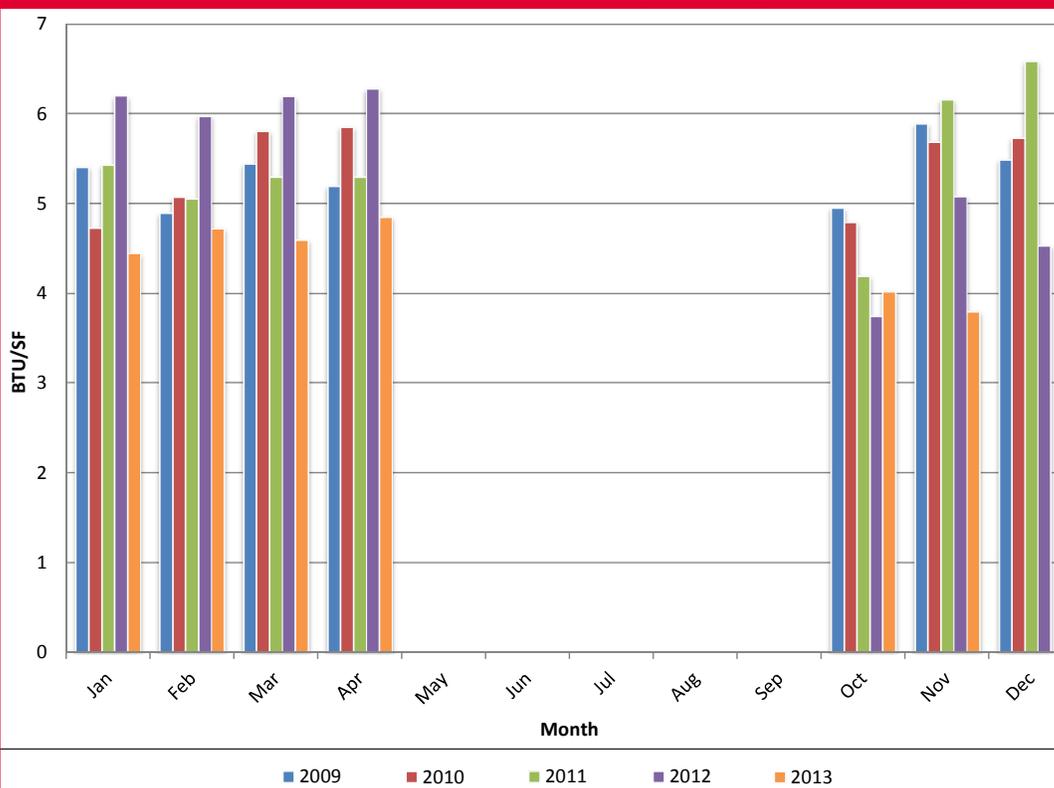


- A feasibility study, funded in part by Xcel Energy, was requested to determine if a geothermal system conversion would be viable. It was not feasible to repair the coal boiler, and a renovated system would have a useful life of only four to six years. MSU consulted with MEP Associates of Eden Prairie, Minn., geothermal design experts, who concluded overall utility consumption would be reduced through implementation of the system.
- In response to the feasibility study, Minot State University is completing the transition to geothermal heating and cooling.
- Since the system was installed, it will continue, to generate ongoing energy savings, as illustrated in the utilization graph below.
- Under current conditions, the geothermal system produced the lowest total BTU (British thermal unit) per square foot from 2009 to 2013. These figures include electricity and natural gas in the BTU conversion. The calculations were adjusted for daily temperatures as to not skew the analysis toward higher BTUs on colder days or lower BTUs on warmer days.
- To date, the utilization of the geothermal system suggests the existing well field has significant excess capacity. Consequently, more buildings could be converted without the investment of another well field. Recent readings from the well field reveal ground temperatures remain relatively unchanged, despite the heating and cooling load of the existing buildings.
- The buildings currently served: Student Wellness Center, Dome, Swain Hall, GB Olson Library, C. Moore Hall and Memorial Hall.

### GEOTHERMAL PROJECT FINANCING SUMMARY

Source	Amount	Expenses	Balance
State Appropriations (2009 – 11)	\$2,500,000	\$2,500,000	0
State Appropriations (2011 – 13)	4,850,000	4,751,768	\$98,232
American Recovery and Reinvestment Act (ARRA) Funds (20110)	1,000,000	1,000,000	0
American Recovery and Reinvestment Act (ARRA) Funds (2011)	1,000,000	1,000,000	0
American Recovery and Reinvestment Act (ARRA) Funds (2012)	650,000	650,000	0
<b>TOTALS</b>	<b>\$10,000,000</b>	<b>\$9,901,768</b>	<b>\$98,232</b>

### Normalized Heating Energy Consumption (BTU/SF)



- BTUs per square foot of space.
- All fuel consumption has been converted into BTUs for this graph (gas and electric).
- The graph has been adjusted to account for variations in daily temperatures.
- The benefits of the entire installed geothermal system are not represented in 2013, as Memorial Hall and Cyril Moore Hall were brought on at later dates.
- Spike in October 2013 occurred at the same time the Student Wellness Center was transferred from the geothermal system to the Dome steam to hot water exchangers.



# Minot State UNIVERSITY

## Mouse River Flood Fight—2011



*Construction crews work tirelessly to complete the "Beaver Dam."*



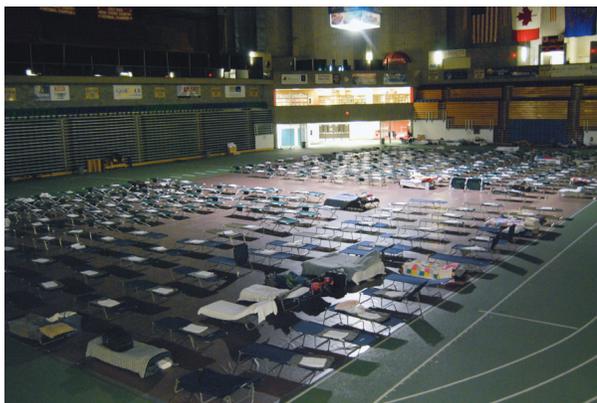
*President Fuller speaks to students, faculty and staff during the difficult days of the flood.*



*National Guardsmen patrol the dike along the south perimeter of campus on University Avenue.*



*MSU's "Beaver Dam" accentuates the delicate contrast between safety and harm from the flood waters.*



*The MSU Dome prepares for the needed refuge for over 200 evacuees.*



*Hundreds of Red Cross volunteers from around the nation responded to the community's needs.*

## History of Flood

- May 31, the Corps of Engineers predicts Mouse River at Minot Broadway Bridge could hit 1,556—one foot over the levee system's safe capacity.
- Mandatory evacuations were enforced for nine zones in the Minot river valley area, forcing more than 11,000 residents out of their homes.
- June 20, penetration maps showed new crest predictions of 1563' would infiltrate the south edge of MSU's campus and threaten several buildings.
- The crest of 1,561.72 feet, four feet higher than the previous record set in 1881, was reached at 11 p.m. on June 26.

## Faculty/staff impact

- May 31, 4:30 p.m., MSU closed campus, including all classes (campus, online, MAFB and Bismarck). Only essential personnel were required to report for work.
- June 1 MSU Emergency Assistance Hotline was established to assist faculty/staff needs.
- All employees not impacted by city evacuation orders were asked to report at 8 a.m. June 1, to receive instructions as to how they could assist during the emergency.
- On-campus summer classes adjusted to online or hybrid model to accommodate students' class schedules and personal lives.
- Summer school resumed June 3.
- 116 MSU faculty and staff lost houses or suffered damage and approximately 500 rental units, traditionally leased by MSU students, were devastated.

## Campus Adjustments:

- MSU Dome became a Red Cross shelter for evacuees, housing as many as 300 evacuees and serving 2400 meals per day.
- FEMA and SBA established offices on the first floor of the Administration Building at Minot State University.
- Residence halls remained open to accommodate:
  - Red Cross volunteers
  - FEMA workers
  - National Guardsmen
  - SBA employees
  - Faculty and staff
  - ND Emergency workers
  - Highway patrol
  - Contractors
  - Students
  - Utility workers

## Measures taken

- MSU built a 12 ft. dike to protect its facilities and ultimately withstand seven ft. of water at its edge.
- Dike and campus protection required 24-hour security; all campus buildings were protected, and damage was limited to infrastructure systems (roads, parking lots, etc.).
- Extensive sewage backup required extra pumps (14) and 24-hour surveillance.
- MSU invited a UND delegation to advise on flood recovery.
  - 13-member UND group consisted of current or retired employees who were active in UND's recovery from the devastating 1997 Red River Flood.
  - UND advised MSU to prepare for a 10% enrollment drop, based on their experience.
  - They cautioned rebuilding student enrollment would be a three to five year endeavor.
- Rob Anderson hired as MSU's ombudsman to assist employees and students with resolving issues arising from the Souris River flood.
- Approximately 3,000 MSU students were contacted as part of a telephone campaign designed to assess student needs for the fall semester and attempt to stem enrollment fallout.
  - Telephone surveys showed 809 students requested on-campus housing; MSU had only 661 beds.
  - Mandatory freshman housing requirement was relaxed for 2011-12 school year to ease housing shortage in residence halls.
- Many faculty experienced difficulty in returning to MSU, or moving to Minot as result of insufficient housing options.
- Decision was made to explore temporary housing for students and faculty.
  - MSU purchased 8-plex efficiency apartments for faculty housing.
  - MSU purchased 10 temporary housing units to accommodate 100 students.



## FINANCIAL IMPACT

Enrollment Budget Impact	Since the 2011 Mouse River flood, Minot State University has experienced a 10 percent drop in student enrollment. The decrease in enrollment created shortfalls in tuition collections in fiscal years 2012 and 2013. In response, the institution implemented base budget cuts in fiscal years 2013 and 2014. Enrollment remains at post-flood levels, but the base budget cuts have balanced the institutional budget in its new operating environment. Whereas fiscal years 2012 and 2013 saw tuition collections below budget, fiscal year 2014 tuition collections are expected to meet budget. This result is not due to recovering student enrollment, but because of budget reduction decisions.	\$2,800,000
Emergency Flood-Fighting Efforts	These costs include construction of dike on University Avenue, subsequent removal of the dike, emergency and construction equipment rentals, overtime of physical plant employees, and contract payments for enhanced security presence on campus.	\$149,000
Long-Term Flood Restoration	River flooding – and the resulting heavy equipment traffic back and forth across campus – damaged many campus infrastructure systems, including parking lots, sidewalks, access roads, curb/gutter, storm sewers, sanitary sewers, and utility tunnels.	\$1,942,000
Emergency Housing Projects	Perhaps the most significant flood impact was the loss of affordable housing near campus. With NDUS and State Board approval, the campus moved quickly to secure new housing for faculty, staff, and students who were displaced by the flood. The campus had to borrow to cover the cost of the new housing units.	\$3,700,000
<b>TOTAL</b>		<b>\$8,591,000</b>

## State Appropriated Funds from 2013 Legislative Session

Minot State University received \$5 million from the 2013 legislature. Of the \$5 million, the campus purchased housing units with the one-time funds of \$2.5 million. The remaining \$2.5 million, which was targeted to be ongoing, allowed the campus to supplement employee compensation and restore selected budget cuts due to the loss of tuition dollars. Areas receiving financial support included select academic support areas such as the Veterans Center, Center for Engaged Teaching and Learning (mentoring, advising and student engagement) and the library.



500 University Avenue W  
Minot, ND 58707

Revised: April 2014





**Minot State**  
UNIVERSITY

**North Dakota Interim  
Higher Education Funding Committee**

*April 22, 2014*

**DR. DAVID FULLER**  
Selected Activities  
and Achievements  
*2004-05 to 2013-14*

---

Despite significant changes and growth during its 100 years of existence, Minot State University remains steadfastly focused on its original commitment to students, to service, and to its wonderful and beautiful place in Northwest North Dakota. The commitment to students has strengthened and confirmed the core values, core purpose, and mission of Minot State University.

## MISSION

*(abbreviated version)*

MINOT STATE UNIVERSITY is first and foremost dedicated to the success of all students: their growth and development as educated citizens, their confidence, and their life-long devotion to the common good and the welfare of others.

## VISION

MINOT STATE UNIVERSITY envisions providing students extraordinary opportunities for active engagement, the highest-quality teaching and learning, and for future success. This vision will be realized through stimulating engagement and learning of cutting-edge theory in chosen subjects and through hands-on experiences in the local place, community, the Great Plains, and beyond.

*To realize that distinctive vision focused on engagement and place, Minot State University intends to achieve national distinction as one of the premier public, regional universities in the “great” Great Plains by its centennial year of 2013.*

## GOAL

MINOT STATE UNIVERSITY will achieve national distinction as one of the premier public, regional universities in the “great” Great Plains.

*The university will:*

- Create and promote a distinctive mission, vision and premier institutional character based on curricula and services known for high quality, engagement, relationship to place, and the integration of knowledge, theory and practice.
  - Raise academic standards and expectations exceptionally high for quality teaching and engaged learning; create and sustain a dynamic place and engaged campus atmosphere and design conducive to high-quality learning and student support.
  - Recruit, retain, and support well-qualified faculty and staff as valued members of an inclusive community, dedicated and devoted to the institutional mission, to engaged learning, and to student support and success.
  - Develop and support a diverse, multicultural, and inclusive campus community.
  - Provide students with a strong and engaging academic experience for intellectual and personal growth, formation of sound character, and development of abilities and skills required for success in future careers and endeavors.
- Enhance and strengthen the university’s mission and purview to include civic engagement, experiential learning, and activities focused on collaboration, partnerships, community relations and involvement; complementing the institution’s educational function through a concerted and deliberate effort to connect higher education and common good.
  - Ensure MSU’s future viability, the vitality of its campus proper, and its success and competitiveness.



## INSTITUTIONAL

### Strategic Planning

- Vision 2013 Strategic Plan (2005-2014)
- Master Plan (completed by The Clark Enerson Partners in 2006)
- Campus Landscape Plan (completed in 2007)
- Pre-campaign Capital Comprehensive Fundraising Review by Bentz Whaley (2006)
- Review and Study of Residence Halls and Future Plans (2007)
- MEP Associates Feasibility Study for geothermal system
- NACDA Consulting Athletics Revenue Strategic Plan (2010); NACDA Consulting Facility Assessment and Benchmarking Report (2010)
- Higher Learning Commission Self Study Evaluation and Reaccreditation, 2007
- International Recruitment Review: Hobson's (2009)
- Noel Levitz Enrollment Review and Plan (2010)
- Invited Institutional Member of John Gardner's Foundations of Excellence for First Year Students (2007-2008); planning processes for new first-year program and conducted campus wide reviews

### Communications and Governance

- Established new University Cabinet including all supervisors, vice presidents and senate presidents; meets monthly to report and advise on campus activities

and issues; minutes and agenda distributed to all members of the campus to keep them updated on topics and decisions

- President's Reports published and disseminated monthly to all faculty and staff; reporting on activities, issues, and decisions
- New public information director and office focused on external and internal communications; weekly campus announcements distributed; public service announcements
- Published and posted in all buildings the MSU mission, vision, values, and goals
- Focus on effective shared governance, reporting to senates, and promoting interactions between the three senates
- Established regular meetings between president and the presidents of the three senates to discuss current issues and topics
- Enhanced role and support for the University Diversity Council
- Clarification of role of Board of Regents; new procedural documents prepared and discussed with board; new committee structure to focus on specific topics of the campus
- Insistence on shared governance processes; all institutional task forces and committees nominated and appointed by respective senates (e.g., compensation task force, advising task force, strategic planning, master planning)
- Held regular all-campus forums (at least one per semester) in which all faculty and staff convened to hear campus reports and updates on activities and special emergency issues; attendees were asked to provide input and suggestions about campus issues (these were compiled

and followed closely to guide decision making and initiatives)

- Established new strategic planning council (Planning and Budgeting Council) to oversee future planning and relationships to budgets

### Memberships

- Upper Midwest Association for Campus Sustainability
- Montana Campus Compact
- President's Higher Education Community Service Honor Roll
- National Society for Experiential Education
- CEO Cancer Gold Standard
- President's Trust; AAC&U

### Accreditation

- Ten-Year Higher Learning Commission Reaccreditation
- National Association of Schools of Music
- Athletic Training (first time)
- ND Board of Nursing
- International Association of Colleges of Business Education
- Communications Disorders
- National Council for Accreditation of Teacher Education
- Council on Education of the Deaf

## ACADEMIC PROGRAMMING

### Academic Affairs: New Programs

- Energy, Economics and Finance major
- Severson Entrepreneurship Academy (\$1 million grant)
- Athletic Training major
- Early Childhood major and program
- Public History
- Arabic option to Foreign Language major
- Introduction and Support of Fulbright Scholars Program (visiting instructors)
- Bioinformatics and Computational Biology
- Deaf and Hard of Hearing minor
- Social work program in Fargo
- Great Plains Center for Community Research and Service
- Center for the Applied Study of Cognition & Learning Sciences
- General Education Centennial curriculum
- Designated as a LEAP institution with AAC&U

### Special Initiatives: Academic

- Leadership Program in College of Business supported by special donation
- Studies in Community and Environment major program (could not proceed to implement due to fiscal shortages; put on hold)

- Center for Engaged Teaching and Learning (e.g., learning communities, team-taught freshman courses, engagement activities, service learning, tutoring service; mentoring service)
- English as a Second Language Institute (The Language Company)
- New Academic advising director and office
- New initiative to add enhanced internship program

### Academic Partnerships

#### LOCAL/STATE

- Trinity Health partnership and grant to expand nursing program
- Wildlife management program (cooperation with DCB and TMCC)
- United Tribes Technical College – Bismarck
- Ft. Berthold Community College – New Town
- Turtle Mountain Community College, Belcourt. ND
- Bismarck State College (on-site program and staff; variety of programs)
- Lake Region State College (police academy and nursing cooperation)
- North Dakota School of Mines and Technology (nursing affiliation)
- Dakota College at Bottineau (office staff on MSU campus; variety of programs)
- Williston State College (energy program; nursing)

- Dickinson State University (Energy Program affiliation)
- University of North Dakota (cooperative Ph.D. in CJ)
- North Dakota State University (e.g., Social work program)
- Mayville State University (graduate affiliations)

#### INTERNATIONAL

- Sias International—China
- Harstad University College – Norway
- Foreign Trade University – Vietnam
- Telemark University College – Norway
- Aalborg University – Denmark
- Kristianstad University - Sweden
- Kadir Has University – Istanbul, Turkey
- Japan College of Foreign Language, Japan
- Pai Chai University – South Korea
- National Economics University – Vietnam
- Shanxi University Business College, China
- Briercrest College, Canada

### Academic Facilities New/Renovated

- Renovated Swain Hall; \$12 million (Teacher Education program, early childhood, physical education and corporate fitness, athletic training major, pedagogy lab, four low-level new science laboratories)
- Renovated Honors Center and enhancements

- Library Commons project (to be opened in Fall 2014)
- Slaaten Center in the College of Business
- First Floor of Dakota Hall renovation for new ESL program
- Third Floor Administration renovation for new CEL services (IVN, on-line, academic testing services, and outreach)
- Registrar's Office relocation and renovation
- International Education Center renovation and relocation
- Classroom renovations and updates in Hartnett Hall
- Math and computer science classroom upgrades
- Refurbished Pipe Organ (\$300K)
- Writing Center expansion and relocation in library
- Relocation and updates of Social Science programs and faculty offices to Old Main

### Vision 2013 Special Financial Support for Academic Initiatives

- Vision 2013 Action Plan Project Support: academic support \$409,000; biology (lab equipment; computers, Smart-Boards, technology upgrades): \$35,000; Humanities (classroom upgrades; photo lab equipment; white boards; LCD projectors; Kiln; classroom upgrades; tables/chairs): \$191,000; Math and Computer science mentors; music (instruments; document cameras): \$36,000; College of Business (exchange classrooms; Smart-Boards; audio systems): \$28,000; College of Education (clinical labs, technology); \$45,000; Center for Applied Study of Cognition and Learning Sciences (CAS-CLS) start-up: \$81,000; Sustainability

and Recycling: \$10,000, support integrated marketing for campus programs: \$86,700; three-year start-up for new sabbatical program: \$80,000; faculty mini-grants for engagement activities: \$10,000; intellectual climate activities: \$10,000; travel funds for academic field-based activities: \$30,000; faculty orientation support: \$1,500; support for University Diversity activities: \$10,370; International student support and incentives: \$15,000; internationalizing campus support: \$20,000; support for faculty development for service learning

- Academic Excellence Awards (2013)

### Academic Speakers/Presenters

- George Kuh (NSSE; author of Student Success in College)
- Jillian Kinzie
- Carlotta Walls LaNier (author of A Mighty Long Way)
- Ian Frazier (keynote for Great Plains Conference; author of Great Plains)
- Clint Hill (author of Mrs. Kennedy and Me; secret service agent for Jackie Kennedy when JFK was assassinated, in collaboration with the Norsk Hostfest)

## STUDENT AFFAIRS

### Special Programs to Support Student Success and Retention

- Invited member and participant of the Foundation of Excellence for First-Year Students National Program (John Gardner)
- New Title IV grant secured to support Student Support Services program; the new Power Center offers at-risk students special support and assistance
- New Veterans Office and support service

- A new advising director was hired to offer specialized support for academic advising and assistance

### Student Life Activities/Initiatives

- Return of Greeks to campus: Mu Sigma Tau men's fraternity and house; Sigma Delta sorority, Beta Theta Sorority and other houses under consideration
- Student mentorship program with faculty and staff (2007)
- New requirement for freshmen to stay in residence halls
- Special initiative for faculty and staff to help freshmen and parents move into campus residence halls

### Student Life Facility Enhancements

- New Student Wellness Center
- New Beaver Dam activity center (2006)
- Renovation of Buck Shots food court
- Renovation of new food services Beaver Creek Café in partnership with Sodexo
- Relocation and renovated center for Residence Life Offices in Dakota Hall;
- Cook Hall, Dakota Hall, and Crane Hall improvements

### Student Life Enhancements and Achievements

- Safety and security project; approved \$1 million safety and security upgrades (grant from Oil Impact Program), including blue lights, video cameras and new lighting
- Men's Hockey Club Sport: MSU's team won the national tournament in 2013

## ATHLETICS

- NCAA Division II Membership
- Northern Sun Intercollegiate Athletic Conference Membership
- Women's Soccer NSIC Conference Champions (2013)
- Notable student athlete achievements, including NSIC player of the week recognitions and honorable mention athletes
- Increased fee and university support for programming and recruiting
- Reintroduction of men's wrestling (fundraising campaign completed to provide support for start-up and staffing)
- New wrestling room added in basement of Student Wellness Center
- Added new sport women's soccer
- Supported the reintroduction of a new Minot State University Marching Band, director, and new uniforms (marching band discontinued in 1980s)
- Renovation of Herb Parker stadium, including new all-weather field, new aluminum seating complex, new digital scoreboard, alignment with Wellness Center; \$4 million funding secured from city of Minot to support Herb Parker complex
- Upgrades to weight room and facilities for training

## CAMPUS

### Infrastructure

- New geothermal heating and cooling system: 400 four hundred foot wells installed on Allen Field (\$10 million) serving six buildings (Wellness Center, Dome, Swain, Gordon B. Olson Library, Moore Hall, and Memorial Hall)
- Opening and redesign of 11th Avenue
- ITC Upgrades and addition of new server room in Old Main

### Renovations

- Third floor of Administration for improved and expanded Center for Extended Learning Program (Interactive Video Studios, staff offices, testing center, online support, and relocated and improved Jones Room (campus-wide meeting room in honor of General Jones))
- Relocation and renovation of campus post office into a new welcome center and post office (on the east side of the Student Center Atrium)
- Relocation and renovation of post office center for new Public Information office
- Interior Designer renovation of Student Center Atrium (new floor, seating, furniture, and other enhancements, such as new coffee shop, a hand-painted mural, and tables and computers available for students)
- New Multicultural and International Center; addition of newly renovated offices for international director and staff
- Buckshot's breakfast and lunch service

- Primary dining hall in Student Center; \$1.3 million to renovate current hall into the new Beaver Creek Café (including homemade pizza center, stir-fry bar, hot meal; sandwich bar, and salad bar)
- Student Union Ballroom into a new student activities center (Beaver Dam)
- Relocation of Student Government Association Offices to the second floor into a newly refurbished office
- Relocation of residential hall central office from Student Center to accessible office on the first floor of Dakota Hall
- Renovation of other offices on second floor of Student Center for new student success center, including a new center for the Power Center (Title IV Student Support Services grant), student activities director office, and career services and student success center
- Relocation of Enrollment and Recruiting Services Office from second floor to newly renovated area on first floor of the administration building
- Renovation of bookstore with the contract for services by Barnes and Noble Book Store.
- President's Office renovation and addition of meeting room
- Relocation and renovation of Advancement and Alumni Offices to third floor of Student Center
- Funding for addition of fundraising calling center
- New Veterans Center
- New CETL offices and instructional center in Old Main

## Building Projects

- Swain Hall renovation (\$12 million)
- Student Wellness Center (\$13 million); enclosed walkway from Wellness to Swain
- Crane Hall Residential Suites (\$4.5 million)
- Renovation of first floor of Dakota Hall into a new complex for residence hall directors and an English as a Second Language Institute (later named The Language Company)
- Beaver Lodges (10 emergency housing units installed following the flood; \$3.5 million); University Heights (\$800,000); eight efficiency apartments for faculty and staff
- Herb Parker Stadium New Seating (\$1.5 million)
- Herb Parker Stadium and Concessions (\$4 million city support); in progress
- New indoor track in the Dome (\$900K; legislative appropriation)
- Herb Parker athletic field and turf (\$3.0 million)
- New maintenance facility project (\$2.5 million); in progress; project approved and funds secured
- First phase of the master planning project: Minot State University Monument Sign on the corner of Broadway and University, including landscaping, large glacial erratics, brick path south of Cook; and wrought iron fence around the perimeter of Lutheran Cemetery
- Worked with Foundation to purchase Augustana Church and to seek funds for plan to renovate the facility into a new counseling and support services facility

- Building signs installed showing names and interior programs
- Signs installed in five location on campus showing maps of external campus, directions, and locations
- Collaborated with private developer to lease A.J. Automotive site, acquired with federal funds, to construct a high-rise apartment complex and retail operations on the first floor (pizza and beer, optical business, exercise business, our own Beaver Brew business, and Jimmy Johns)
- MSU Foundation constructed a 30-apartment low-income housing complex west of campus designated for MSU students

## Future Building Plans Underway

- One-stop student service center in the first floor of Administration (interior designs completed)
- Redesign of second floor of Administration to accommodate services and offices
- Competition track on Allen Field (preliminary designs developed)
- Installation of new safety features for campus, including blue lights and other enhancements (\$1 million appropriation secured; project to be completed before 2014 fall semester)
- Appropriated funding to support new maintenance facility at the north end of campus
- Initial plan for a new art complex to be located in the space vacated in the current maintenance facility (preliminary plans to prepare proposal for a capital project for the legislature and to seek special donations)

- Initial plans for a new Walter Piehl art center to be located in the first floor of the Gordon B. Olson Library; plan is to raise special donations for this center

## ENVIRONMENTAL

### Environmental and Sustainability

- Member of the American College and University President's Climate Commitment (project to reduce carbon emissions)
- Sustainability Committee and special environmental initiatives
- Recycling Program (initiated with assistance of a grant from the Xcel Energy corporation; provided for the purchase of a recycling trailer, bins, and other support for the sustainability committee)
- Contracted with MEP Associates to conduct feasibility study for a new alternative energy system (\$10 million alternative energy system (geothermal) installed to support six major buildings on campus for heating and cooling)
- XCEL funds used to send a geology professor for special training to develop curriculum to support geothermal and alternative energy study
- Recognized as a recipient of the President's Higher Education Service Honor Roll
- Member of the American Democracy Project
- Recipient of the NDSWRA 2010 Greener North Dakota Award, for MSU's commitment to reduce, reuse, and recycle and helping create a better environment in North Dakota
- Completed building efficiency study and project

- Developed and received approval to start a new academic program environmental program (proposal approved by the SBHE but campus could not reappoint the director due to financial constraints brought on by the flood; program is on hold)
- XCEL grant allowed MSU to purchase a special trailer for recycling

## GENERAL ACTIVITIES

- Centennial celebration planned and initiated for 2013-2014
- New Marketing Office; full funding for expanded marketing initiatives; marketing and advertising consultant and new publication and design plan for campus
- New logo and [Be Seen. Be Heard.] tagline, color coordination, consistency in presentations
- New position for institutional research to compile data and reports on institutional performance
- Vision 2013 Faculty and Staff Awards for Excellence
- Compensation Task Force Market Planning (2006-2014); goal to raise all salaries to 100% market rates; raised all salaries to a minimum of the 85% floor
- Implemented first ever Faculty Sabbatical Program
- Increased promotion incentives to encourage professional growth and promotions
- Grow North Dakota Tuition Program (flat-rate tuition plan to increase out-of-state students) proposed to SBHE and approved; led to significant increases in out-of-state students

- Approved and instituted spouse and dependent Tuition Waiver Program
- Title III Grant Project: Strengthening Institutions Program
- Center for Engaged Teaching and Learning (five-year grant with supplemental institutional support)
- Title IV Grant Project: Student Support Services Program: POWER Center, five year
- Lobbied and Secured membership in NCAA Division II and the Northern Sun Intercollegiate Conference

## Special Events (selected)

- Centennial Celebrations; Great Plains Symposium (2013)
- Service Learning Conference
- Day of Service initiatives
- Community Vision 2013 solicitation of comments about MSU
- Inauguration celebration and invitation of 2013 fourth-grade students to participate in the inaugural events

## Special Emergency Initiatives and Challenges

- 2011 Souris River Flood
- Housing shortages resulting from flood and oil-impact influx
- Residence Hall shortages
- Oil-Impact pressures; proposal for an oil-impact \$1 million grant
- Base Budget reductions of \$3 million to respond to flood emergency and declines in enrollment (2010-2013)

- Sought \$7.5 million legislative support for flood damage and impact; received approval for \$2.5 million appropriated ongoing support; and \$2.5 million one-time funds

## ADVANCEMENT

### Campaigns

- Initiated comprehensive capital campaign with goal of \$20 million
- Special campaigns in support of the reintroduction of wrestling and the start-up of soccer
- Solicitation of funds to support the creation and installation of the new beaver sculpture at the entrance of the reopened 11th Avenue
- Initiated and established first-time President's Club program and donations
- Initiated and established first-time faculty and staff giving solicitation program

### Major Gifts, Bequests, and Pledges (selected between 2004-2014)

- Selected major gifts and pledges include: donations at \$4,535,000; bequest intentions at \$4,600,000, and pledges of \$4,800,000 – Total: \$18,535,000

## FINANCES AND BUDGET

### Special State Legislative Appropriation

- Swain Hall – \$12 million
- Indoor Track – \$900,000
- Maintenance Facility – \$2.5 million
- Geothermal system – \$10.25 million
- Special Flood appropriation \$5 million in 2013

### Special Federal Appropriations

- Senator Dorgan’s support for economic development; used to purchase A.J. Automotive, which led to the construction of Beaver Ridge
- Great Plains Community Research and Service Center (\$950,000 from Department of Education)
- Geothermal (\$2.6 million)
- Title III grant for CETL
- Title IV Grant for Power Center
- Ongoing federal support for Rural Crime and Justice Center and the North Dakota Center for Persons with Disabilities

## INSTITUTIONAL PERFORMANCE

### Performance Indicators (2004-2014)

### General Institutional Data Reports

- Enrollment changes (3798 to 3533) (-7%)
  - Online growth (1105 to 1170) (+5%)
  - International; Non-USA Citizen (non Canadian) (25 to 133) (+432%)

- Out-of-State enrollments (non international) (392 to 800) (+104%)
- Canadian (234 to 280) (+19.7%)
- Native American (122 to 54) (-51.8%)
- Face-to-Face Off campus (511 to 614) (+20.2%)
- Retention rate (63%, 71% to 68%) (+8%)
- Graduation Rate increases (31.4% to 37%) (+17.8%)

### Minot State University Fact Book (2004-13)

#### STUDENT ENROLLMENTS

- Total Headcount: 3851 to 3560 (-7.6%)
- Undergraduate enrollment: 3576 to 3367 (2011) (-5.8%)
- Graduate enrollment: 275 to 290 (2011) (+5.5%)
- Full-time enrollment: 2521 to 2279 (-9.6%)
- Part-time enrollment: 1330 to 1281 (-3.7%)
- FTE enrollment: 2844 to 2731 (-4%)
- American Indian: 117 to 70 (-40.2%)
- Hispanic: 86 to 115 (+337%)
- Caucasian: 3202 to 2613 (-18.4%)
- African American: 114 to 133 (+16.7%)
- Canadian: 219 to 275 (+25.6%)
- Online: 1910 to 2165 (+13.4%)
- MAFB: 563 to 270 (-52%)
- New Transfers: 493 to 295 (-40.2%)
- Bismarck Enrollments: 142 to 267 (+88%)

- Fargo: 0 to 106
- IVN: 132 to 72 (-45.5%)
- Residence Hall total enrollment: 506 to 694 (+37.2%)
- Degrees Conferred: 596 to 571 (-4.2%)
- Older Than Average Students: 1152 to 1097 (-4.8%)
- Non-Resident students: 609 to 1060 (+74%)
- New Freshmen: 549 to 352 (-36%)
- Total North Dakota Students: 3037 to 2830 (-6.8%)

### Faculty and Staff

#### FACULTY

- Full-Time Faculty 170 to 170 (2011) (0%)
- Tenured: 81 to 102 (+25.9%)
- Full Professors: 31 to 34 (+9.7%)
- Associate Professors 45 to 36 (-20%)
- Assistant Professors: 70 to 62 (-11.4%)
- Instructors: 46 to 43 (-6.5%)
- Professor Salaries (average): \$61,516 to \$79,167 (+28.7%)
- Associate Professor Salaries: \$48,727 to \$64,007 (+31.4%)
- Assistant Professor Salaries: \$43,323 to \$56,530 (+30.5%)
- Instructor Salaries: \$39,608 to \$45,397 (+14.6%)
- Average Faculty Salary: \$48,334 to \$61,276 (+26.8%)

**STAFF**

- Professional Salaries: \$33,232 to \$45,914 (+38%)
- Paraprofessional Salaries: \$23,144 to \$34,162 (+48%)
- Clerical Salaries: \$20,187 to \$31,447 (+56%)
- Trades Salaries: \$24,101 to \$42,118 (+75%)
- Services Salaries: \$18,209 to \$27,845 (+53%)
- Total Average: \$36,224 to \$50,409 (+39%)

**FINANCIAL**

- Total revenue: \$22,072,835 to \$34,403,386 (FY 2013) (+55.8%)
- Total expenditures: \$23,408,671 to \$32,230,495 (FY 2013) (+37.7%)
- Grants/Contracts: \$7,751,823 to \$8,727,475 (+12.6%)
- Endowment Combined: \$11,509,272 to \$11,550,950 (+.36%)

**NDUS Accountability Reports (2004-2010 [last accountability report generated by NDUS])**

- Student Reported Satisfaction (1-7 reporting scale: 7 the highest)
  - Instructional Effectiveness: 5.19 [National 5.09] to 5.53 {5.28 National}
  - Service Excellence: 4.76 {4.74 National} to 5.38 [4.96 National]
  - Campus Climate: 4.90 [4.66 National] to 5.42 [5.10 National]
  - Concern for Students: 5.02 [4.83 National] to 5.43 [5.02 National]

- Alumni Reported Satisfaction
  - Rate overall quality of Instruction: Very satisfied (highest rating): 23% [37% National] to 37% [33% National]
  - Rating School as Excellent: 36% to 44%
- Employee Satisfaction
  - Overall job satisfaction: 69% to 82%
  - Very satisfied job satisfaction (highest rating): 23% to 31%
  - Overall impression of quality 68% to 82%
  - Excellent Rating for Quality: 13% to 26%
- Six- Year Graduation Rate IPEDS: 32% to 34%
- Retention of first-year students: 63% to 70%

- International Students enrollments increased from 25 students to 133 (non-Canadian)

**Vision 2013 Performance Indicators comparisons (2008-2013) with designated premier Great Plains institutions**

- Retention (69%-68%; aspiration peer average 72%)
- Graduation Rate (31%-37%; aspiration average 49%)
- Average Alumni Giving rate (4.2%-5%; peer average 8.78%)
- Faculty Student Ratio (15:1-13:1; peer average 20:1)
- Student selectivity (Less Selective-Selective; peers Selective)
- Acceptance Rate (71.50 to 53.60; peers 82)

- Full-time faculty percentage ( 89.1% to 83.9%; peer average: 86.2%)
- Top 10% students admission (not tracked to 12%; peer average 10%)
- To 25% admitted (not tracked in 2008 to 23%; peer average 28.9%)
- Minimum ACT score required for admission (17 to 22; peer average 20.56)
- Endowment in millions (\$13.42 to \$13.36; peer average \$26.83)
- % of classes below 20 enrolled (70.3% to 65.4%; peers average: 44.8%)
- % of classes with higher than 50 enrolled (1.3% to 1.0%; peer average 5.8%)
- Undergraduate total enrollment (3140 to 3298; peer average: 7002)
- In-state tuition (\$4,774 to \$6,668; peer average: \$6,881)
- Athletic Affiliation (NAIA to NCAA Division II; peers: NCAA Division II)
- Average Professor Salary (\$66,003 to \$79,290; (peers not available)
- Average Associate Professor Salaries (\$54,956 to \$63,657: peers not available)
- Average Assistant Professor Salaries (\$48,298 to \$56,349; peers not available)
- Average Instructor Salaries (\$36,994 to \$45,801)
- Financial reserve established at 10% of full budget; and ratio growth

**Fundraising and Advancement**

**Total Number of President's Club Members (new initiative started in 2005 for \$1,000 donors to MSU)**

- 2005-2013: 83 to 225 (percentage increase) (+171%)

**Total Dollars Generated through Annual Donations**

- 2004-2013: \$582,383 to \$1,509,149 (+159%)

**Total Dollars Raised through an annual excellence appeal**

- 2004-2014: \$33,982 to \$149,996 (+341.4%)

**Number of faculty and staff donating to MSU, with total dollar amount donated.**

- 2006-2013: 108 (\$25,142) to 136 (\$81,197) (+26%)

**Athletics: Beaver Boosters Membership Dollars Raised**

- 2004 to 2013: \$150,827 to \$302,472 (as of January 3, 2014) (+100.5%)





Minot State  
UNIVERSITY