

Accreditation Governance Report

Governance Focus Group Members

Ray Boyer, Physical Plant
Pam Hommen, Staff Senate
Virginia Clark Johnson, HDE (Co-Chair)
R. S. Krishnan, Office of the Provost
Prakash Mathew, Division of Student Life
Dan Mostad, Student Government
Nancy Mueller, Staff Senate
Debb Pankow, Extension
John Q. Paulsen, Development Foundation/ Community Representative
David Rider, University Senate (Co-Chair)
Whitney Weston, Student

Introduction

Governance structure is integrated into all academic and non-academic divisions of North Dakota State University (NDSU). From central administration to academic colleges, from University, Staff, and Faculty Senates to the Development Foundation and Intercollegiate Athletics, there are policies, procedures, and mechanisms for governance at all levels of campus life.

State Board of Higher Education

North Dakota State University is a member of the North Dakota University System (NDUS) that is governed by the State Board of Higher Education (SBHE). The nine-member board is the policy-setting body for the system, and consists of seven citizen members who serve four-year terms and who are appointed by the governor. Included in the board also are a student appointed by the governor for a one-year term, and one faculty advisor who is selected by the Council of College Faculties. The SBHE carries out its constitutional responsibilities through a comprehensive set of policies and administrative rules and regulations.

The SBHE was created by a constitutional amendment in 1939 for the express purpose of removing higher education from the exegesis of politics. In recent years, the Board has asserted its independence from various government branches, the most recent example of which is the NDUS being allowed to present a needs-based budget, even as state agencies were asked to propose a 95% budget.

The NDUS was created in 1990; a Chancellor, who serves as the chief executive officer, represents the Board and its institutions to the legislature, Governor, and other governmental agencies. The Chancellor makes recommendations to the board on personnel matters concerning institutional presidents and exercises administrative control

over inter-institutional matters. The Chancellor conducts monthly meetings with the System's presidents to obtain advice on matters that affect the System policies and procedures. The current Chancellor has tendered his resignation, effective October 31, 2003. An interim Chancellor will be named by the Board, prior to a national search for a permanent replacement.

The mission of the NDUS is to "enhance the quality of life of all those we serve and the economic and social viability of North Dakota through discovery, sharing and application of knowledge" (NDUS Mission Statement). Core values of the NDUS include: integrity, honesty, trustworthiness, accountability, valued partnerships, responsible stewardship, scholarship and the pursuit of excellence. The vision for the NDUS is "the vital link to a brighter future."

Governance at any of the North Dakota State Colleges and Universities, at the highest level, begins with the State legislature. This body of elected officials makes decisions concerning budgets and procedures concerning our institution. Most of these decisions are funneled through the State Board of Higher Education (SBHE) and the Chancellor. The SBHE consists of members appointed by the Governor. The SBHE has an extensive policy manual and applicable SBHE policies are available on the web at <http://www.ndus.nodak.edu/>. The major change in this area since the last NCA visit has been the creation of the "Roundtable" cornerstones and the accountability measures that have been identified.

The Roundtable on Higher Education, a group of 61 state leaders from the public and private sectors, established new expectations for the University System (1999-2000). In addition to providing high-quality education, roundtable members charged the system with playing a major role in revitalizing North Dakota's economy. Key cornerstones were identified on which to build a university system for the 21st century, and accountability measures were identified to use in determining how well roundtable expectations were being met. Cornerstones include:

1. Economic Development Connection
2. Education Excellence
3. Flexible and Responsive System
4. Accessible System
5. Funding and Rewards
6. Sustaining the Vision.

In 2001 the Legislative Assembly passed SB 2003, which took major steps toward implementing the roundtable recommendations. The legislation granted the University System "flexibility with accountability." In this legislation the system was empowered to act more entrepreneurially and, at the same time, was provided with consensus concerning accountability measures for benchmarks. In October 2001, the SBHE approved the addition of accountability measures it deemed necessary to provide guidance in establishing effective policy for the system's 11 campuses. Campuses must report in accordance with these accountability measures each year. In 2002 also, there

were changes made to the process for approval of new programs, including soliciting reports from external consultants.

NDSU Institutional Governance

North Dakota State University operates as an autonomous entity within the NDUS. Management of individual institutions is the responsibility of the campus CEOs. In the case of NDSU, the management of the University is the responsibility of the President. Information on policy and budgetary issues is brought to the NDSU campus in a couple ways: through regular communication between the President and the Provost and Vice President for Academic Affairs (P&VPAA); the Chancellor and the SBHE, and; through the Council of College Faculties (CCF). CCF, officially constituted in 1992, though active even earlier, serves as a liaison between the SBHE and the University Senate, and consists of elected faculty members from each of the state's Universities and Colleges. NDSU has three representatives.

On the University campus itself, the ultimate decision-maker is the University President. He is advised by various people (Internal Auditor, General Counsel, etc.), and groups of people (President's cabinet, President's Council, etc.). There are six Vice Presidents: P&VPAA, Vice President for Student Affairs; Vice President for Research, Creative Activities & Technology Transfer; Vice President and Dean for Agriculture, Food Systems, and Natural Resources; Vice President for Business Finance, and; Vice President for University Relations. NDSU Institutional Governance information, which includes all the Offices and Departments under each Vice President's supervision may be accessed at: <http://www.ndsu.nodak.edu/policy/>.

College Governance

Each of the seven Colleges at NDSU is headed by a Dean; in addition, there is also a Dean of the Graduate School and a Director of University Studies. Each dean interacts on a regular basis with his or her Council of Heads/Chairs. The dean, in conjunction with this group and the faculty, formulates policies and procedures governing the college, including tenure and promotion, grievance procedures, etc. The operation of all levels within the University is outlined in the NDSU Policy Handbook, including equal opportunity guidelines, and may be accessed at: Criminal disclosure forms are required for all faculty, staff, and students who are hired at NDSU after 2002. Information concerning individual colleges is available at the following website:

Faculty Promotion Process

Once hired, a tenure-track faculty member is evaluated on an annual basis. They also undergo a three year review to ensure they are making good progress in their research and teaching to succeed in their promotion to Associate Professor, which occurs during the faculty member's sixth year (tenure is generally offered at that time also). For both the three-year review and the sixth year application for promotion, the faculty member is required to put together a dossier outlining her/his strengths and accomplishments to date.

Each department has a PT&E document, which provides guidelines on the process and criteria on which PT&E decisions are based. Each department also has a departmental PT&E committee, that evaluates and makes a recommendation. The Department Head/Chair makes an independent recommendation. The faculty member then has two weeks to respond to the department PT&E and Head/Chair's recommendations. The entire packet is then forwarded to the College PT&E Committee, which reviews the dossier according to the College PT&E document. The College Dean also provides an independent evaluation. The candidate is again provided an opportunity to respond to the recommendations. Thereafter the entire dossier is forwarded to the Provost and Vice President for Academic Affairs. The Provost makes the final recommendation, which is then approved by the President and the State Board of Higher Education. During the twelfth year (or any year thereafter), the faculty member can go through the PT&E process again in an effort to become a Full Professor. On the recommendation of the Provost and Vice President for Academic Affairs, most departments have, or are preparing, guidelines for early promotion and tenure. Also, most departments have prepared guidelines for non-renewal. In 2002, a policy was adopted by the University Senate, on the process for evaluating the department head/chair.

While the size and composition of the departmental PT&E committee may depend on the size of the department, it is an elective process and the committee itself is made up of tenured associate or full professors. In the case of a small department (usually less than 5 faculty members), the chair of the department may request the formation of an ad hoc PT&E committee, consisting of tenured faculty from other departments within the college. Membership on the College PT&E committee is an elective process, also, and is conducted at one of the College faculty meeting. In the College of Agriculture, Food Systems, and Natural Resources, for instance, effort is made to keep a balance of research and extension personnel on the committee. The guidelines for PTE as also faculty grievance procedure are broadly in keeping with the principles recommended by AAUP which, along with the North Dakota Educators Association (NDEA) are still a presence on the campus.

Faculty Grievance Process

There are separate and established guidelines and procedures for different kinds of grievances. Those involving courses and students are dealt with by the Academic Integrity Committee and the Academic Standards Committee. Those involving faculty rights, etc. are dealt with by the Special Review Committee. In recent years, changes to the process have resulted in the establishment of a mediation option to faculty grievance issues. NDSU has clarified its grievance processes by having a general policy (Policy 157) explaining the options for employees. Faculty generally have three options for grievances. The first is Policy 353 for general workplace grievances such as salary and working environment. An ad hoc three person faculty Special Review Committee hears this type of grievance and makes a recommendation to the President. This Policy has been updated to clarify what can be the of a grievance and what types of administrative appointments make a faculty member ineligible to sit on the Committee.

The second procedure is for the equal opportunity/discrimination grievance

(Policy 156). This policy has a three step procedure which can result in a formal hearing before a 5 member board. This board, made up of faculty, students and staff employees, makes a determination on whether a violation has occurred to which the President makes an administrative response. This Policy has remained substantially the same since 1995 with minor revisions to the procedure.

The final process is for termination, non-tenure and sanction appeals (Policies 350.1-350.5). There is a 5 member Standing Committee on Faculty Rights elected by University Senate which oversees these appeals and makes recommendations to the President. There have been substantial revisions in this Policy by the N.D. State Board of Higher Education which include eliminating an informal Special Review Committee, revising timelines, and providing for a mediation step in the process. The following website may be accessed for additional information on Faculty Grievance Process: <http://www.ndsu.edu/policy/352.htm>

University Senate

The University Senate is truly a shared governance body with membership consisting of student, staff, faculty, and administrative members. The procedures by which the University Senate operates are outlined in the Constitution and Bylaws. There are currently 11 student members elected by the Student Government, four staff members selected by the Staff Senate, 45 faculty members elected by the various Colleges, and 11 permanent administrative members. The formula used for determining the number of senators from each college is that there should be about one senator for every ten full-time faculty members; this ratio may be adjusted slightly to maintain approximately 45 faculty Senators total. Each year, the Senate elects a new Presiding Officer Elect, who serves as an apprentice the following year. At that time, the Presiding Officer Elect will become the Presiding Officer. The University Senate meets approximately once each month during the academic year.

The Presiding Officer is advised by the Executive Committee, which comprises selected representative from each academic College, a Past Presiding Officer, the P&VPAA, a representative from CCF, and an *ex officio* member, the Presiding Officer Elect. The Executive Committee meets two weeks prior to each University Senate meeting, and after discussing issues and policies from the various University Senate Committees, determines the agenda for the next University Senate meeting. Also, the Presiding Officer meets separately with the President and the P&VPAA every month to help the flow of information. There are a number of standing and special committees of the University Senate whose membership and function are outlined in the Constitution and Bylaws. The Bylaws themselves are reviewed and revised periodically to reflect current exegeses. Further information on University Senate and its policies and procedures may be viewed at: <http://www.ndsu.nodak.edu/univsenate/>

The mixed body of Senators wherein faculty members have to vote openly in front of Administrators (who make decisions upon their PT&E) provides some cause for concern, since faculty members do not feel comfortable voting differently from the

Administrators. To ameliorate the situation, efforts were made in mid 1990's to establish a Faculty Senate, that would exclude administrators as members of the Senate. While this effort failed, it nevertheless resulted in the establishment of a Faculty Caucus that could convene any time faculty wanted to discuss important issues exclusive of the administration. While there have been no Faculty Caucuses during the past two years, a number of Open Forums have been held to discuss issues of interest to faculty.

Student Senate

The Student Senate is the governing council of students at NDSU. The Student Senate, through its various committees, is actively engaged in advancing its mission "to improve the lives and educational experiences of students, faculty, and staff at North Dakota State University." Student Government constitution, bylaws and policies may be viewed at: <http://www.ndsu.edu/ndsu/studentgovernment/info/exec/court.php>. Among its various and varied activities, the Student Senate has

- Implemented a new financial software package (Penny)
- Developed www.ndsu.edu/bisonweb (Panorama)
- Rededicated the Memorial Union
- Encouraged compliance of over 200 CSO Organizations.
- Created new CSO Organization Packets and CSO Database (Activity Credit on Transcripts)
- Helped create new travel option for students through the MAT Transit System
- Started the Police Picnic to encourage community building
- Developed NDSU Alumni Booklet
- Engaged in Outreach activities such as FM Chambers, GNDA, New Economy Initiative, City Government, Governors Office, Department of Commerce, Local Business

The most significant aspect of student participation and governance at NDSU has been the Student Government's involvement with the North Dakota Student Association (NDSA) and its strong presence, especially during the biennial state legislature meetings on budgetary matters.

In addition, the NDSU Student Senate has been an active, engaged, and involved body in two projects: the Memorial Union expansion and the building and expansion of the Wellness Center.

In advancing its mission, the Student Senate is also engaged in developing: a new plan to distribute Student Activity Fee, a Business Internship Program, Internship In a Box (www.ndinterns.com), Business Development Fund, State budgeting for programs, and Entrepreneurial 5:01 Society. Additional information on Student Senate is available at: <http://www.ndsu.edu/studentgovernment/info/senate/senate.php>

Staff Senate

The NDSU Staff Senate was established with the encouragement and approval of the President of the University on January 1, 1990. Its mission is to represent broadbanded staff on matters and proposals that would improve the status of employees, and to improve communication between staff and other university personnel. Staff Senate's goals, and the procedures by which Staff Senate operates are outlined in the Constitution and Bylaws, refer to our website:
http://www.ndsu.nodak.edu/staff_senate/

Membership in Staff Senate consists of approximately five percent from each category of broadbanded staff. Sixty-one senators make up the various categories of the Senate: Professional, Technical, Office, Crafts & Trades, and Service. Each member serves a two-year term, and may not serve more than three consecutive terms.

Elections for vacant senator positions are held in April of each year. Should a senator resign in mid-term special elections may be held at the call of the Executive Committee and the Election Committee.

Staff Senate members serve on one or more Staff Senate committees. These committees are outlined below:

- By-Laws Committee – reviews, suggests and makes amendments to the bylaws.
- Election – rules on questions relating to qualifications of electors and members, nominates and receives nominations, presents a slate of nominees, and conducts the elections.
- Executive – the steering committee of the Staff Senate.
- Legislative – provides Staff Senate with information regarding legislative activity placing particular emphasis on issues affecting higher education and NDSU staff. The committee depends on feedback from the Staff Senate to propose and initiate a coordinated effort as a result of the given information.
- Program – investigates topics and speakers for Staff Senate meetings and forwards their recommendations to the Executive Committee for consideration.
- Public Relations – 1) updates Staff Senate's web pages, 2) assists Staff Senate in opening up channels of communication between staff employees and administration, 3) develops ways to help employees become more public relations minded by presenting a more positive and professional image to the University's various constituencies, and, conversely to develop guidelines on how the administration can assist in that effort, and 4) raises public awareness about the vital role performed by employees in the success of the University.
- Scholarship – designs, updates, and disseminates application forms for the Staff Scholarship, and selects recipients on an annual basis.
- Staff Development – identifies programs and activities that will provide personal and professional growth opportunities for University staff. In identifying programs, the committee will assess the needs and wants of staff through questionnaires and surveys.

Staff Senate also has representatives on University Senate, and on several other committees throughout campus.

As part of the University's overall governance structure, Staff Senate has accomplished a number of goals over the years. Among these are:

a chapter of Weight Watchers established on campus in March of 2003; reducing membership rates for staff at the Health & Wellness Center in order to promote healthy lifestyles for campus employees; enabling tuition waivers for staff to enable them to further their education, and thereby contributing to a knowledgeable workforce; spearheading the spouse and dependent tuition discount, resulting in Policy 133.1 being adopted and put into place starting in the fall of 2002; sponsoring Motivational Seminars

In a further effort to make the Staff Senate efficient and effective, the format of the meetings was changed in the fall of 2002, by reconfiguring the seating arrangement for a less formal communication style. The old format called for a large open square of tables that placed senators across the room from each other. The new format change contributed to a friendlier atmosphere, is less intimidating and created more communication between senators. Small continental breakfast was added to the monthly meetings.

Annual reports of Staff Senate **committees** are posted in Staff Senate's spring minutes, beginning the fall of 2002. The annual report contains the activities that took place during the preceding academic year, including recommendations and follow up activities for the new Executive Committee and the new Staff Senate President. The annual reports help to create a continuum of issues that are being addressed by Staff Senate.

For all its successes, the Staff Senate still grapples with a number of issues, including parking. Currently Staff Senate and campus police are collaborating on ways to solve parking problems. Some short term solutions have been adopted that should alleviate the problem.

Whereas the Staff Senate is actively engaged in governance issues pertaining to staff on campus, there still seems to be scope for more active involvement in its activities by other staff on campus. Not all banded employees seem equally interested in being involved with the Staff Senate, and encouraging certain bands to be involved with Staff Senate is one of our continuous goals. The two bands that are most under represented are the services band and the crafts and trade band.

Low salaries continue to be a cause for concern for the staff. Whereas the President continues to make every effort to see that staff gets a raise each fiscal year, the overall salary is still low.

Improving communication is an on-going process among senators, with the campus at large, and with the other governing entities. Several steps have been taken to help solve this problem, one of which is to have a website technician available to update the Staff

Senate Website. A web manager was hired in the fall of 2003. Staff Senate minutes are posted in a timely matter to the web site and campus wide email notifies all staff that the minutes are available for review.

Staff are eligible for \$1000.00 professional development monies. These monies are offered by the President's Office. Staff members have taken advantage of these monies to further their development at NDSU.

Campus Kudos is a non-monetary certificate of appreciation for anyone on campus including students, staff, and faculty (all-inclusive). The certificate is issued as a heartfelt thanks for contributions to campus and the people on campus. Staff Senate sponsors this program to encourage NDSU employees to recognize co-workers when they exhibit one or more of the following valued behaviors: customer service, continuous improvement, teamwork, integrity, and quality.

For information concerning Staff Grievance please refer to Policies 157 and 230 listed on the NDSU web site: <http://www.ndsu.nodak.edu/policy/230.htm> and <http://www.ndsu.nodak.edu/policy/157.htm>.

For further information and updated details of Staff Senate please refer to http://www.ndsu.nodak.edu/staff_senate/.

Division of Student Affairs

As part of the Division of Student Affairs, the Office of Dean of Student Life plays a significant role in the issue of student governance and Rights and Responsibilities of Community: A Code of Student Behavior. There are clearly demarcated processes for resolving conflicts between students and faculty and student behavioral complaints.

Student Grievance Process

The student grievance process at NDSU is very simple. Students are encouraged to work together with faculty and/or staff members in an attempt to solve problems as close to the source as possible. In this manner students are subjected to the minimum of procedural steps and those in positions of responsibility have the opportunity to address student grievances within their own departmental units. When such efforts fail, students are provided the information necessary to take their concerns to the next step.

Advocacy is provided to the student, upon request, through the Dean of Student Life Office. The Associate Director for Student Rights and Responsibilities generally provides advocacy support to the student, and in some instances, to faculty members concerning their interactions with students.

Rights and Responsibilities: A Code of Student Behavior

The Code of Student Behavior identifies several values that are important to an educationally purposeful environment. These values are Respect for the NDSU Community and Respect for the Protection and Rights of Others. For additional information on the Division, Office of the Dean of Student Life, and on policies and procedures governing Hearing Methods and Complaint Resolution Board, please review the following website:

Coda

One of our goals in the Division of Student Affairs has been to develop a close relationship with students. One of the more significant ways we have approached this goal has been to establish student advisory boards for the Division including, Dining Service, Memorial Union, Wellness Center, Career Center, Varsity Mart Bookstore, Bison ID Card, Residence Life, Residence Hall Association, and the Advisory Board for Student Affairs. The purpose of such boards has been to create an environment with students and our staff that is less formal and less structured to be able to discuss issues of importance to students and staff. The result of such boards has been the development of trust, respect and better communication with student leaders. Student leaders who attend national student government conferences tell us that they value their relationship with us and that our relationships with them meet or exceed those of their peers across the U.S.

Other ways we have developed a closer relationship with students have included: regular meetings with student leaders and the University President, retreats with student leaders, the creation of the Residence Hall Association and providing financial support for students to attend national leadership conferences and workshops. The result of this close relationship has been a campus wide focus on the providing of services and programs of importance to students both educationally and in terms of service.

In addition most service units in the Division of Student Affairs utilize user feedback surveys to assess and evaluate their services and the institution using the Noel Levitz Student Satisfaction survey and other surveys that serve the similar purposes. For further information on the Division of Student Affairs and the Office of the Dean of Student Life, please review: <http://www.ndsu.edu/vpsa/index1.shtml> and http://www.ndsu.edu/student_life/

Libraries

As a member of the Tri-College University Consortium (Concordia College, Minnesota State University, Moorhead), NDSU libraries serve faculty, students, and staff from all three colleges. The Director of Libraries at NDSU (with four branch libraries on campus), reports to the Provost and Vice President for Academic Affairs and participates in the Council of Deans meetings as needed. The Director also serves as Co-Chair, with the Dean of the College of Arts, Humanities and Social Sciences, of the Institute for Regional Studies.

The Library Director is the reporting authority for a number of operational units of the libraries, and is also advised by the Library Committee, a standing committee of the University Senate, comprising faculty, students, and representatives from the Staff Senate and Information Technology. The Library Committee meets at least twice a semester, and at other times as warranted. In addition, a faculty member from each academic department is appointed as a liaison to each of the subject librarian, who is responsible for general reference service, collection development, instruction, and services specific to academic departments. Furthermore, the subject librarian also is invited to department faculty meetings as appropriate.

The Library Director also interacts with the student community through membership on the Advisory Board for Student Affairs, as do other members of the library staff, in advising students, participating in various campus committees, teaching semester-long classes or offering one-session library instruction programs. The library also provides a student Q and A feedback location in the Main Library. Additional material on the libraries may be accessed at: <http://www.lib.ndsu.nodak.edu/services/index.php>

Development Foundation and Alumni Association

The NDSU Development Foundation is a not-for-profit education corporation formed under the laws of North Dakota. It is governed by a board of trustees, which sets policies and an executive director who implements the policies. The foundation is qualified by the Internal Revenue Services to receive contributions, gifts, grants, donations and bequests, which are deductible for Federal Income Tax purposes. The Alumni Association is also a not-for-profit corporation, which provides communication, leadership, and programming to enhance loyalty and commitment to the institution among students, former students, alumni, faculty, staff, parents and friends.

The 2001-2003 Development Foundation’s operating statement indicates that it received \$11,111,022 during the twelve-month period, an all time fund raising record for the corporation. Over \$2.4 million was used for scholarships, and \$4.7 million was added to the endowment principal. The yearly constituency giving has increased, but it shows yearly variations due primarily to the impact of large contributions. Annual gifts are illustrated in the accompanying table. The numbers include only receipts each year and not future expectancies, such as wills and life insurance policies.

Constituency Giving

Fiscal Year	Contributions
1993	\$2,994,751
1994	\$3,147,049
1995	\$4,824,309
1996	\$6,483,914
1997	\$7,575,855
1998	\$9,300,396
1999	\$10,407,429

2000	\$10,550,340
2001	\$9,390,471
2002	\$11,111,022

At the close of the 2002 Fiscal Year, the Development Foundation had assets of \$63.6 million, of which \$47.037 million were endowed assets. The market value of the endowed assets has grown 349 percent over the past decade. This growth is demonstrated in the accompanying table.

In April 2003, the Foundation Board of Trustees met to discuss a capital campaign for the benefit of NDSU. The Foundation is expected to launch a \$75 million capital campaign, and it is anticipated the campaign will run for a period of five years. Programs to be included in the campaign are \$30.45 million for scholarship endowments, \$13.450 million for teaching endowments, \$10 million in annual fund support, \$9 million for a College of Business Building, \$8 million for renovation of the Bison Sports Arena, and \$4.1 million for one-time projects.

Endowed Assets

Fiscal Year	Market Value
1993	\$10,471,333
1994	\$11,444,941
1995	\$14,614,229
1996	\$19,169,491
1997	\$24,838,837
1998	\$33,175,568
1999	\$40,892,808
2000	\$45,933,528
2001	\$49,448,932
2002	\$47,037,305

The Development Foundation and the Alumni Association provide financial support for the institution and work to maintain a healthy relationship with the institution's alumni and friends. The Development Foundation is primarily a fundraising entity. It is a not-for-profit corporation controlled by a Board of Trustees. The President is a member of the board. The ongoing management of the Development Foundation and the Alumni Association is the responsibility of an executive director. The foundation is audited on an annual basis by a CPA firm. A summary of the audit is provided in the Honor Roll of Contributions and The Report to Donors – persons who contribute a gift during the organization's fiscal year. The audit report is also open to public inspection. The Alumni Association is also a non-profit corporation whose primary focus is maintaining communication and a strong relationship with the alumni of NDSU. It has a Board of Directors, and the President is a member of the board.

NDSU has a positive relationship with the Development Foundation and the Alumni Association. Both entities operate independently of institutional control. The President is a voting member of the Board of Trustees of the Development Foundation. Additional

information on the Foundation and Alumni Association may be accessed at:
http://www.ndsu.nodak.edu/alumni_friends/

Intercollegiate Athletics

NDSU entered the twenty-first century with a strong sense of university-wide momentum, driven by President Joseph A. Chapman's challenge for each campus academic and service unit to define and reach its own "next level" of excellence. Consistent with the University's pursuit of the "next level" of excellence, in 1999 President Chapman authorized Bison Athletics to explore the possibility of moving to NCAA Division I.

Parallel with the vision of moving each campus unit to the next level was the August 2002 decision to advance intercollegiate athletics from NCAA Division II to Division I.

The decision resulted from months of diligent research and the identification of new funding sources required for success. Extensive research was conducted by NDSU, in addition to that accomplished by outside consultants in the following three phases:

Phase I: Feasibility Study

In October 2001, NDSU retained *Carr Sports Associates, Inc. (CSA)* to conduct a fact-finding Feasibility Study of a potential reclassification to Division I. Presented in January 2002, the comprehensive *CSA* Final Report concluded that reclassification of NDSU Athletics is consistent with the overall advancement of the University. The Consultants recommended that the University begin the transition process to Division I after it had achieved several key steps, including Phases II and III as described below.

Phase II: Market Assessment

After receiving the Feasibility Study, NDSU retained Conventions, Sports and Leisure International (CSL) to assist in understanding the potential market and financial support, both internally and externally, for a Division I intercollegiate athletics program. Presented in July 2002, the CSL Report concluded that the annual revenues for a Division I program at NDSU could increase sufficiently to support the reclassification.

Phase III: Strategic Plan

In January 2003, NDSU retained Carr Sports Associates, Inc. (CSA) to facilitate the development of a strategic plan for the reclassification process from Division II to Division I. NDSU formally notified the NCAA of its intention to reclassify, effective August 1, 2003, and has sent the application fee to the Association. Active membership status in Division I will begin in 2008.

Competitive opportunities for men and women, in eight sports for each, will continue in Division II during the 2003-04, with competition as an independent in 2004-05. Alternatives for a Division I athletic conference affiliation is being sought.

While the University and the Athletic Department are committed to the principles of equal opportunity and non-discrimination, the reclassification to Division I will automatically require NDSU and Athletics to confirm that commitment. This greater accountability is illustrated through the NCAA Division I Certification process where "Equity, Welfare and Sportsmanship," covering an array of equity opportunity measurements, is one of the four Operating Principles. The Federal Government's EADA (Equity in Athletics Disclosure Act) Reports, detailing gender specific comparisons within NDSU Athletics, will receive national attention. Please review:

<http://channels.netscape.com/ns/search/default.jsp>

http://www.ndsu.edu/oia/inst_analysis/factbook/university/athletics.shtml#top

<http://www.ndsu.edu/ndsu/administratin/president/chapman/02062002-D1.shtml>

The current climate however, is very positive for the University and athletics. In December 2002, NDSU received an official notification from the U.S. Department of Education, Office of Civil Rights (OCR) that the University has taken appropriate steps to equally and effectively accommodate the interests and abilities of its students as required by the Corrective Action Agreement. Therefore, OCR closed the monitoring of the University. While the University has met its responsibilities of the provision of equal opportunity in Athletics; it understands that this does not negate the need for continual self-review in light of Title IX.