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Enrollment Management Unit

Alice L. Hoffert
University of North Dakota

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Enrollment Management Unit

Submitted by Alice Hoffert, AVP for Enrollment Management
UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

ENROLLMENT MANAGEMENT

Alice L. Hoffert
Associate Vice President for Enrollment Management
THE BEGINNING OF THE UNIT

Beginning in fall 1993, the University of North Dakota initiated discussions about an enrollment management process. The primary conditions motivating this discussion were a decrease in enrollment for the fall 1993 semester, a reorganization of functions related to enrollment management, and a call from the North Dakota State Board of Higher Education for a system-wide enrollment management plan as part of the seven-year goals established for the North Dakota University System. As a result, the process of developing a strategic enrollment management plan for UND began with efforts being led by a Strategic Enrollment Management Advisory Team (SEMAT) appointed by and reporting to President Kendall Baker.

In April of 1997 the University of North Dakota and the Grand Forks community experienced the worst natural disaster in the history of the region when the heroic effort to save the community from record flooding failed. Within a matter of hours, the entire community was evacuated and remained under water for the next three weeks. UND was not able to resume classes for the balance of that semester and suffered approximately $59 million in damage to 78 buildings and the campus infrastructure.

The flood resulted in a decrease of 905 students (almost nine percent of the total enrollment) for the fall semester of 1997. Campus-wide exigency plans related to stabilizing enrollment and long-term enrollment management plans and efforts became a top priority. The mission of enrollment management at UND was redefined at that time and remains, “The mission of enrollment management is to achieve and maintain a student recruitment, enrollment, retention, and completion rate that is appropriate for the University.”

An organizational structure was designed to include a commitment to action, engaging the right people in the right issues using the right data, developing a clear and concise mission, developing an action philosophy, developing goals, developing and implementing strategy tactics, and evaluating the results of the strategies and tactics. This organizational structure consisted of an Enrollment Management Team, an Enrollment Management Task Force, and an Enrollment Management Summit. This structure continues to actively function at the time of the writing of this history.
The Enrollment Management Team was formed in August 1998. This six-member group meets every week to plan and implement a broad range of activities dealing with almost every aspect of enrollment management. In September 1998 the Enrollment Management Task Force was formed as a restructuring of the Strategic Enrollment Management Advisory Team that was started in 1993. This task force meets monthly to consider a broad range of plans and policies related to enrollment management. In 1999 an Enrollment Management Summit group was formed which included approximately 40 representatives from across UND. This group meets semi-annually to review and, as necessary, adjust the enrollment management plan.

THE FIRST STAFF MEMBERS

In February 2000, Donald L. Piper was appointed as UND’s first Associate Vice President for Enrollment Management with responsibility for supervising the Enrollment Management Unit. At that time, the Unit consisted of five departments (Admissions, Enrollment Services, Student Academic Services, Student Financial Aid, and the University Learning Center) directly involved in recruitment, enrollment, retention, and completion activities for students. The Associate Vice President is charged with providing leadership and coordination to enrollment management activities throughout UND and leading the development and implementation of a university-wide strategic enrollment management plan.

TRIO Programs was added to the Enrollment Management Unit in 2000 and Career Services was added in 2002. Following Dr. Piper’s retirement in May 2001, Alice Hoffert was selected as the University’s second Associate Vice President for Enrollment Management effective June 2001 and remains in that position at the time of the writing of this history.

The administrative secretary position for the Enrollment Management office was held by June Novacek for part of 2000 and Susan Schostag was appointed to the position in February 2001. The position was reclassified to an administrative assistant in 2002 and Susan Schostag remains in that position at the time of the writing of this history.
Office of Admissions

Submitted by Heidi Kippenhan, Director of Admissions
125th Anniversary of the University of North Dakota

History of the Office of Admissions

November 2007

Submitted by
Heidi Kippenhan
Director, Office of Admissions

Organizational Structure/Mission

From the inception of the University, the Office of Admissions has been in several areas, reporting to various constituencies over the years. There is no clear history or pattern but it seems Admissions shifted between academic affairs and student affairs for many years. In 1994, Admissions was merged with University College, Enrollment Services, and Orientation and Retention, to form the Office of Advising and New Student Services. It would remain merged with other offices until 1997 when the Office of Admissions and Records was established. In 1999, the offices of Admissions and Registrar were separated with Admissions reporting to the Division of Student and Outreach Services and the Registrar reporting to Academic Affairs.

From 1999 to present, the Office of Admissions has remained a separate and single entity. It resides in the Division of Student and Outreach Services and reports directly to the Associate Vice President for Enrollment Management.

The Office of Admissions, in accordance with University and State Board of Higher Education policies, processes and reviews all applications for undergraduate admission to the University of North Dakota. The Office of Admissions implements admission criteria and policy that accurately reflect the mission, goals, and purposes of the institution and accommodates the abilities, needs, and interests of potential students. Effective relationships are established, maintained, and promoted with relevant campus offices and external agencies.

Requirements for Admission

The earliest recorded requirements for admission appear to be in 1909. In order to be admitted to the University of North Dakota, the completion of fifteen high school units was compulsory while sixteen units were needed for the Medical College. This remained in effect until 1914 when the requisites for admission were changed to fourteen units. These units were divided into two categories. Category I consisted of three units of English and one unit of mathematics. Category II included electives such as foreign language, sciences, and social sciences. Ten of the fourteen units required needed to be within Category I or II.

In 1925, the units required for entrance were changed. The requirement of fifteen units was reinstated but students who completed fourteen units would be admitted “on condition”. This would remain the standard for admission for the next sixty years.
In 1986, the academic catalog, regarding University admission, states that all residents of North Dakota who graduated from an accredited high school are eligible for admission. If students were ranked in lower one-fourth of their graduating class and scored lower than a sixteen on the American College Test (ACT) or equivalent on Scholastic Aptitude test (SAT), additional tests and counseling were needed before admission was granted.

In 1990, students were advised while no particular courses were required for admission, the following were recommended as a college preparatory curriculum: four units of English, three units of mathematics, three units of laboratory science, three unit of social studies, two units of fine arts, two units of a foreign language, and one unit of computer science. In addition, this was the first year that submission of the ACT or SAT was required although no minimum score was necessary.

The 1992-1993 Academic Catalog informs students of new admission requirements in effect beginning with the Summer 1993 term. The North Dakota State Board of Higher Education passed a policy that required all students graduating from high school in 1993 or later, regardless of state, to complete the following core curriculum: four units of English, three units of mathematics, three units of laboratory science, and three units of social science. The policy was applicable to all four-year institutions in the state of North Dakota.

Admission requirements would not be revisited until 2002. With a directive from the University President, the Academic Policies and Admissions Committee along with others developed new admission standards. The initial policy read:

In order to be admitted to the University of North Dakota, all students must meet the following minimum criteria:

- ACT composite score of 21 or SAT combined score of 990 for North Dakota residents OR
- ACT composite score of 22 or SAT combined score of 1030 for residents of states other than North Dakota
- minimum high school cumulative GPA of 2.50 for all freshman applicants
- completion of the high school core curriculum* which includes:
  - Four units** of English, including the development of written and oral skills,
  - Three units of mathematics, Algebra I and above,
  - Three units of laboratory science
  - Three units of social studies

The Student Academics Standards Committee will consider applicants who have not met the minimum admission criteria.

*All students who graduate from high school, whether in North Dakota or any other state, in 1993 or later are required to complete a core curriculum before entering the University of North Dakota.
This was passed by University Senate in April 2003 with an implementation scheduled for applicants to Fall 2005 semester. Due to reciprocity and tuition exchange agreements with other states this policy was revised into the admission standards used today. The current standards read much the same with the exception of different test scores required for North Dakota residents vs. non-residents. In practice, there is also a sliding scale that allows flexibility in the use of grade point average and test scores to determine admission status.

Other changes include the revision of admission types in February 2005 and the passage of the Provisional Admission policy in March 2006. Admission types were refined to degree-seeking or non-degree seeking admission. Prior to this change, students could be admitted under various categories such as, but not limited to, transient, audit, and employee. The Provisional Admission policy allowed the admission of students who did not meet the new requirements implemented for Fall 2005, to enter the University. A student admitted on provisional status must: 1) enroll in a study skills or Introduction to University Life course (unless enrolled in the Integrated Studies program); 2) limit course load to no more than 15 credits in the first semester; and 3) seek advisement two times during their first semester with a University Learning Center professional staff.

Admission of transfer students has remained very constant. Academic good standing at previous institutions was and still is the main criteria. The requirements for student with less than twenty-four or thirty-six credits (this has fluctuated over the years) has changed to mirror the requirements for freshman. Currently, transfer students with less than twenty-four credits in transfer must also meet freshman requirements of high school core and grade point average. While ACT and SAT minimum scores still apply, students who are twenty-five years or older are not required to submit test scores.

**Historical Notables**

The Office of Admissions has experienced many changes and causes for celebration. Below is list of events from the past ten years:

1997 – Donna Bruce received recognition for thirty-five years of service to the University of North Dakota

1999 – Donna Bruce retired after being the Director of Admissions for more than thirty years. She was replaced by Heidi Kippenhan.

2004 – In January, the Office of Admissions implemented a document imaging system called ImageNow. All paper files were imaged and no longer used for workflow. All workflow was converted to electronic form.

2004 – In September, the Office of Admissions began entering applications into a new administrative student system named PeopleSoft. The applications entered were for students entering in Spring or Fall 2005. The Legacy system was retained for application data until July 2005.
2005 – Mary Austreng received recognition for fifteen years of service to the University of North Dakota.

2006 – Heidi Kippenhan received recognition for ten years of service to the University of North Dakota. Victoria Bunn received recognition for five years of service to the University of North Dakota.

2007 – An additional half-time position was base funded to assist with application entry and document imaging.
125th Anniversary of the University of North Dakota

History of Career Services

November 2007

Submitted by
Mark Thompson
Director, Career Services

The concept of job placement at the University of North Dakota has evolved through several stages. The function of the Career Planning and Placement Center was to assist seniors, graduate students, and alumni in finding permanent employment. This function has not always been so specialized; initially, placement activities were handled by the individual academic departments.

As the University developed and student population increased, the need for a centralized placement office became evident. Those departments which scheduled their own interviews found that interviews were more difficult to schedule and interviewing space was difficult to find. Thus, the establishment of a centralized placement service would eliminate problems of space and would also coordinate multiple-discipline interviews of companies wishing to interview in more than one academic area.

J. Lloyd Stone, Director of the Alumni Office, became the Placement Director in 1956 in addition to his Alumni responsibilities. He was assisted by Charles McKay of the North Dakota State Employment Service (now Job Service North Dakota) and later by Eugene Hill. The function of this office was to help students and graduate students locate part-time or permanent employment.

In the late 50’s it became apparent larger facilities were needed so a move was made from Merrifield Hall to the Library (Montgomery). By 1959 students who wished, could set up a credential packet to keep on file as a permanent record of their accomplishments. For this service each student was charged a minimal fee.

In 1959, the title of the office changed – it was now called the University Employment and Placement Center (CEPC). Supervision of CEPC changed from the Alumni Office to the Dean of Students in the Student Affairs Division.

In 1960 Ron Betts and Cecil Ewing served as director and interviewer and centralized the office to serve those not being served by the Teacher Placement Division. In addition to placing students and graduate students, this combined office served as the employment office for positions available on campus. The combined office for placement and campus employment was now located in Montgomery Hall.

In 1960, the centralized placement concept began to gain support. For the next four years, 1960-1964, several academic and professional departments scheduled employment interviews through this office. In 1964 teacher placement became a part of the Placement
Office. The offices were moved once again, this time to Twamley Hall, with Ronald Ebner serving as an assistant for part-time student employment.

Space for the Placement Office seemed to be a continual problem. Once in Twamley, the Placement Office was moved three times from the second floor, to the third floor and then to the fourth floor. Each move increased the operating space and two interviewing rooms were added. Nevertheless, the bulk of the interviews still occurred in the Student Union Building.

The number of companies visiting UND and the number of interviews conducted fluctuated with the labor market. As a result, some of the functions of the Placement Office, particularly those which concerned University of North Dakota personnel and part-time student employment, were housed in a different office to better serve the needs of the students.

In 1969, when Cecil Ewing moved to the new University of North Dakota Personnel Office as director, Larry Wilkinson became director of Teacher Placement and Dana Groff became the coordinator of Student Employment. The coordinator of Student Employment worked very closely with Student Financial Aid because of the work-study positions on campus. In 1975 this position was moved to Financial Aid and Student Employment became a part of that program.

When Larry Wilkinson left in 1975, Elizabeth Morque was appointed director of Teacher Placement. In the late 70s, the Career Planning and Placement Center (CPPC) moved to McCannel Hall. When Elizabeth Morque left the Job Service North Dakota (JSND) position, Joyce Vogelsang was appointed Associate Director /JSND Representative.

The Career Planning and Placement Center of the University of North Dakota was established as a cooperative effort by the North Dakota State Employment Service (now Job Service North Dakota) and the University of North Dakota. In its early history, the Career Planning and Placement Center was funded by the State Employment Service and employed their staff. In 1979 when Ron Betts resigned, Richard North was appointed director. When Richard North was appointed director, the University assumed added funding responsibilities for the Career Planning and Placement Center Director position, support staff, as well as some of the operating budget. Job Service North Dakota continued funding the Associate Director/Job Service Representative position, a support staff position, and much of the operating budget.

When Joyce Vogelsang left in 1984, Mark Thompson was appointed the Associate Director/JSND Representative. When Richard North left in 1984, Robert Schwartz was appointed Interim Director and a nationwide search was undertaken for a new director.

After a nationwide search, Mary Jo Morgan was appointed to the director position in February 1985. During her tenure, there was a nationwide movement to provide broader career related services on college campuses with less focus on placement. Following the national trend, the CPPC office began changing its focus and also changed its name to
Career Services. Director Morgan secured UND funding and support for a centralized Cooperative Education program (a student learning/working experience for class credit and pay) and appointed John Dawson as Co-op Coordinator in September 1986. In addition, the office added a Resume Printing Service and began a Teacher Education Job Fair (that became a statewide event called the North Dakota Education Connection). During this time, UND Career Services was instrumental in organizing the North Dakota Association of Career Services Professionals (an organization of professionals working in career related services on campuses at North Dakota’s public and private institutions of higher education).

In 1987, when Mary Jo Morgan left, Mark Thompson was appointed interim director and a nationwide search was undertaken for a new director. After the nationwide search, Alfred Waters was appointed to the director position in July 1988. That same year, UND Career Services applied for and received a Department of Education Cooperative Education grant. When John Dawson left, a nationwide search was undertaken for a new Cooperative Education Coordinator. Darlene Van Tour was appointed Cooperative Education Coordinator in November 1988.

During Alfred Waters’ tenure, the office received and implemented the Cooperative Education Grant. Career Services collaborated with the Counseling Center to share a common career resource library area. Mr. Waters worked with student government leaders to secure funding from Student Fees to remodel office space and more automate Career Services as well as remodel space on 2nd floor of McCannel Hall for the Cooperative Education program.

When Alfred Waters left in the summer of 1990, Mark Thompson was appointed interim director and a nationwide search was undertaken for a new Director. After the nationwide search, Mark Thompson was appointed to the director position in July 1991. When Mark Thompson became director, Claude Netterville was appointed Associate Director/JSND Representative at Career Services.

In 1995, the office was temporarily relocated to the remodeled northwest corner, on the 1st floor, in the Hyslop Sports Center. The temporary move happened when student leadership, working with UND administration, combined the Career Services’ student fee funding with additional student fee funding to support a bond to fully remodel McCannel Hall into an updated Student Services building. In the fall of 1996, while in the Hyslop Sports Center, Career Services combined a number of fall career events into one large Fall Career Fair held in the Hyslop Multipurpose Gym.

Career Services relocated back to 2nd floor of the newly remodeled McCannel Hall in August 1997. That fall, Career Services collaborated with Institutional Research to improve the Career Services’ Undergraduate Student Placement Report. In 1998, Career Services instituted an on-line web-based student registration and job listing system called 1st Place (later called Career Connect and supported by CSO Research) to assist students in posting their resumes on-line, accessing jobs and requesting interviews 24 hours a day, 7 days a week.
Darlene Van Tour, Cooperative Education Director, retired in the spring of 1998. When Claude Netterville, JSND Representative at UND, resigned in 1998 our partner Job Service North Dakota cut the position to half time and eliminated a support worker position as well. Greg Strausbaugh was named part-time JSND Representative at UND in early 1999.

In the spring of 1999, Career Services added a Spring Career Fair which gave an additional venue to UND students for gathering information as well as opportunities for Co-op and full-time job seeking. In the fall of 1999, Career Services added an Etiquette Luncheon and Dress for Success Event.

Career Services experienced a decline in UND staffing with tightening budgets at the turn of the century. In 2002, Greg Strausbaugh, part-time JSND Representative at UND, was reassigned full-time to the Regional Job Service Office in Grand Forks. This change brought to a close a long standing partnership between UND Career Services and Job Service North Dakota that had existed in the career arena at UND since the mid 1950s.

In May 2002, after many decades as part of Student Services, Career Services was realigned to become part of the Enrollment Management Unit (EM). EM’s emphasis on student recruitment, enrollment, retention, and completion fits well with the Career Services’ vision “Empowering Students to Realize Their Dreams”. With the realignment, Career Services continues to grow its services for all students including prospective and current students as well as alumni. Career Services became more involved with prospective student events, summer Getting Started Program, new undergraduate and graduate student orientations, and transfer student events through collaborations with the other departments that make up the Enrollment Management Unit.

In July 2003, Career Services added the Career Walk-In Center and Career Decision Making Classes (collaboratively offered with the Counseling Department) previously part of the UND Counseling Center. The focus for the Walk-In Center, Career Lift-Off, and the Career Decision Making Classes (later titled Career Exploration Class) is to assist students in making their career decisions.

In the summer of 2004, Career Services collaborated with the North Dakota Association of Career Service Professionals (NDACSP) and the Governor’s office to institute an online website for Internship and Cooperative Education job opportunities called ND Interns.

In the summer of 2005, the on-campus and off-campus part-time student employment unit staffed by JSND and funded jointly by Financial Aid and Job Service North Dakota (JSND) moved to Career Services. In the fall of 2005, Career Services collaborated with Student Academic Services, Enrollment Services, Learning Center, Housing and others to bring a first time student success program called the Ultimate Road Trip to UND.

In the summer of 2006, Career Services collaborated with NDACSP members and CSO Research to bring on-line a shared job listing system called TeamND. In June of 2006,
due to budget reductions, JSND reassigned their representative to the Regional JSND Office and ended its on-campus partnership with the University. Career Services took on additional roles in working with student eligibility cards for institutional and work study on-campus employment. In the fall of 2007 the Student Financial Aid Office instituted an on-line system for on-campus student employment and the many processes of on-campus student employment are now handled through automation.

Career Services continues to continually assess how assistance and service are provided to UND students. The focus continues to be on assisting students at all academic levels by remembering the vision of Career Services, “Empowering Students to Realize Their Dreams.”
Enrollment Services

Submitted by
Kenton Pauls, Director of Enrollment Services
University of North Dakota
1883-2008
Celebrating 125 Years

Enrollment Services

Kenton Pauls, Director
In the years since 1986, Enrollment Services has seen many changes. Student Financial Aid became a freestanding unit of the Division of Student Affairs on July 1, 1994. In the Spring of 1987 responsibility for Orientation, which had been with University College with major help from Enrollment Services, moved to a committee under the Vice President for Student Affairs and then subsequently to Advising and New Student Services and finally to Enrollment Services.

Enrollment Services: Outreach Programs was headed by Gene Veeder until his resignation February 1991. During that time the office gave ever increasing numbers of campus tours, saw enrollment increase, worked hard on improving personalization of its efforts, established and maintained a calling program to prospective students, and developed a Minority Recruitment Plan. The Presidential Scholars Program was refined; videos inaugurated and revised Student Ambassadors program expanded, and continuing funding for the High Achievers Scholarships program sought.

Space and equipment problems were always a concern. The additional space and office renovation in Twamley 1989-1990, as well as the addition of two staff that year helped the effort. The budget reductions that began at the same time (after the tax referral) caused a loss of some out of state travel funding, so phone contacts were stressed increasingly. Decreased funding was available for scholarships. On a positive note, major changes were made in prospect tracking, mailing processes, and outreach programs in an effort to free up time with the best students. Publications were rewritten to decrease postage costs and consolidate information. UND initiated the effort to join with other North Dakota state schools in consolidated evening outreach sessions. The Parents Outreach program was begun.

Rob Carolin became Acting Coordinator upon Gene Veeder's resignation and later Coordinator. The prospect file was switched to the Higher Education Computer Network and visits to smaller high schools were dropped to save costs. Work was done to increase relationships with Twin Cities high school counselors. Increasing emphasis on top students (with scholarship offers made in September) guaranteed them admission, housing, and early registration and orientation at a special weekend program. Campus visits increased steadily. 1-800-CALL-UND was put in place for high school counselors in 1991-1992.

Individual visits to 27 North Dakota high schools were reinstated Fall 1992. 1992-1993 was a year of budget reductions and reallocations and the Student Affairs Division Alignment Committee at work. Enrollment continued to rise.
President Kendall Baker commissioned the Enrollment Services/Management Reorganization Task Force which was to look at revamping the first year experience. It submitted its final report to him in December 1993. President Baker announced February 1994 that as part of UND's reallocation and restructuring efforts a new unit, Enrollment Services Department, under Dr. Dean Schieve, would consist of Undergraduate Admissions, Enrollment Services-Outreach, Orientation/Retention, and University College. Orientation/Retention and University College quickly became the new Office of Advising and New Student Services, which handled Orientation, the Introduction to University Life courses, advising for undecided students, and parent programs.

For years Orientation had been the responsibility of University College with strong support from Enrollment Services. In 1987 it was moved to the Vice President for Student Affairs office, with a campus-wide committee in charge. Cathy Buyarski was hired in August 1991 to be Director of Orientation and the committee as such was retired. Over the course of the next several years, Orientation became mostly a student run program under a student planning committee and Ms. Buyarski's direction. Orientation became "meatier" with more informational and topic sessions. Small groups of new students headed by volunteer faculty members became part of the Orientation experience, as did the reception at the President's house. The Orientation team, Housing Orientation Team (HOT), and Greek Life students all worked at coordinating opening weekend efforts. Ms. Buyarski was also responsible for other first-year programs. Orientation leaders became the nucleus of President Baker's requested Student Ambassadors program.

Dean Gerald Hamerlik retired June 1, 1994 and Dr. Schieve was named Interim Director of the Enrollment Services Department. It had two units: Office of Admissions (outreach function, Associate Director Rob Carolin; admission processing function, Associate Director Donna Bruce) and Advising and New Student Services, Associate Director Cathy Buyarski.

The Department was charged with developing an enrollment management model for UND to provide direction for future recruitment and retention efforts. This new alignment signaled the beginning of the concerted enrollment management efforts. It produced UND's first ever undergraduate marketing plan. University College was dissolved with its students either going to the college of their declared major or, in the case of "deciding" students, remaining in Advising and New Student Services (ANSS). At this time Orientation became the direct responsibility of ANSS. A campus-wide assessment of academic advising was begun and the first Campus Open House was held on Presidents' Day weekend for top prospects.

In 1996 the new unit was moved to the responsibility of the Vice President for Academic Affairs and Provost. Upon the retirement of Vice President of Student Affairs Gordon H. Henry on June 30, 1998, Dr. Robert Boyd became Vice President of the newly formed Division of Student and Outreach Services (SOS) and the new unit came back under the SOS Division. President Baker requested an Enrollment Management Task Force Fall
1998 to “develop a strategic planning process to maximize the coordination of University resources and achieve optimum enrollment for UND”.

This re-organization included the development of the Enrollment Management Unit, initially lead by Associate Vice President, Dr. Donald Piper. From inception, Enrollment Management has included the Enrollment Services department as a reporting department. Upon Dr. Piper’s resignation, Alice Hoffert assumed responsibility as Associate Vice President for Enrollment Management on June 4, 2001.

Rob Carolin resigned in 2001 and Kenton Pauls became Director of Enrollment Services on June 4, 2001. Responsibility for Student Ambassadors went to Student Academic Services (a descendant of ANSS). In light of the rapidly declining North Dakota high school pool of possible applicants, increasing recruiting efforts were made in six targeted areas (SD, MN, MT, CO, AZ, and WI) and special work was done with deans and faculty in Aviation, Business, and Engineering to develop recruiting efforts targeting programs with room to grow. This will be a continuing theme for Enrollment Services.

In 2001-2002, the UND Strategic Plan outlined enrollment levels the University wished to see. Enrollment Services has met or surpassed these levels. ConnectND/PeopleSoft was a major time drain for the Enrollment Services office as the Director worked on the student admissions portion of this campus-wide program through development and implementation. The ConnectND/PeopleSoft product was insufficient in its ability to adequately serve prospective student recruitment needs. During this time, a continuing emphasis was placed on transfer and nontraditional student recruitment and retention as well as phone contacts directed toward newly admitted students. Summer Send Offs, a joint project with the Alumni Association and the Family Association, were initiated and held in locations around the state and country (Minot, Bismarck, Fargo, Minneapolis, and Denver).

As of July 2002, responsibility, staff, and funding for new student orientation (Welcome Weekend), Student Ambassadors, and the Family Association moved from Student Academic Services to Enrollment Services. The expanded scope of Enrollment Services was seen as an appropriate venue to complete the relationship developed between Enrollment Services and prospective students and their families. This has had a broad impact on general recruitment and student orientation initiatives and programming. The effect of the new admission standards (to become effective Fall 2005) required several years of ongoing planning. Enrollment Services assumed responsibility for the family program portion of a second day of Getting Started (summer registration program for new students). (When the new admission standards became effective, a decline of 500-600 new freshmen was anticipated. The reality was only a decrease of 285.)

In 2002, severe challenges in the prospective student database were identified and institutional funds were secured to fix the problems. Kenton Pauls was asked to either purchase or create a satisfactory computer system that adequately met Enrollment Services needs. In collaboration with the Energy and Environmental Research Center, Enrollment Services crafted, developed, and implemented a robust Enrollment Services
Prospective Student Network (commonly referred to as “ESPSN”). This database became the backbone for the main recruitment efforts of Enrollment Services. All communication to prospective students (including mail and phone scripting), tracking of all communication from prospective students (contact codes, etc.), and individualized website content delivery (Personalized URL’s) are incorporated.

Since 2001, the recruitment methods in Enrollment Services have become increasingly complex and robust. This has included two sets of externally developed prospective student print publications (view books, search pieces, etc.) and two complete re-designs of the prospective student website. The latest web redesign was the product of recommended changes resulting from a website audit conducted by Stamats Communications, a national consulting firm.

Enrollment Services moved from cramped quarters on third floor of Twamley Hall to Carnegie Library (“old Home Ec”) in March, 2005. This was a milestone in the establishment of a superbly welcoming environment for prospective students and their families. Considerable funds were dedicated to making the Enrollment Services office in Carnegie Hall warm and inviting for students.

Through major and subtle changes since 1986 and amid staff and responsibility shifts, a fervent commitment to student service remains unchanged in Enrollment Services. Building on a strong past, Enrollment Services is well equipped for ongoing success in coming years and future challenges.

This history of Enrollment Services was completed by Patsy Nies, Enrollment Services Special Projects Assistant, November 1, 2007.
Student Financial Aid

Submitted by
Robin Holden, Director of Student Financial Aid
UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

STUDENT FINANCIAL AID

Robin Holden, Director
Dr. Robert Nelson’s tenure as Director of Student Financial Aid began in May 1984 and continued through a period of growth in scholarships, grants, and work-study funding. The Student Financial Aid Office was one of the departments within the Enrollment Services Unit, reporting to the Dean of Enrollment Services, Gerald Hamerlik.

A new policy for Cooperative Education funding was developed in 1986-87. The federal verification process was also imposed during this time, with major ramifications for financial aid staff workload. After Dr. Nelson’s departure in March 1987, the position was assumed by Ginny Reese as Coordinator in mid-1988. During that time staff vacancies, space problems, and the need for computers were very real challenges. Work was done on developing a better system of accounting and monitoring financial aid expenditures. Two staff positions and a new counselor were added. Exit loan counseling sessions began in 1988-1989.

A major office reorganization effort culminated in 1989-1990 with the significant expansion and renovation of its second floor Twamley Hall location, Room 216. Entrance loan counseling was required of all first time borrowers. Work continued on the direct crediting project (to begin Fall 1991) and computer-generated financial aid transcripts (to begin January 1991). As of June 1990, the office had 5 computers.

Ginny Reese resigned September 1990 and the position remained vacant until July 1991 when Mark Brickson was appointed as Director. Direct crediting of financial aid to tuition and fees and to room and board began Fall 1991 and that year the Student Loans of North Dakota (SLND) non-subsidized loan program began. The office provided state leadership and administration for student aid for IVN students. With the 1992 Federal Student Aid Legislation Reauthorization came the need to implement numerous new rules and regulations, all with differing authorization dates. The office suffered a staff reduction due to the North Dakota University System (NDUS) hiring freeze. Cultural Diversity Tuition Waivers were awarded for the first time in 1992-1993.

The Veteran Services Office became a part of Student Financial Aid during 1993-1994, having moved from the Dean of Students Office. Upon Dean Hamerlik’s retirement in June 1994, the Student Financial Aid Office became a freestanding department of the Division of Student Affairs and was no longer a part of Enrollment Services.

Student Financial Aid first published an office e-mail address for student communications in 1994-95. This was also the year the Department of Education
implemented the Electronic Data Exchange (EDE) so schools could receive student financial aid applications electronically. Other electronic capabilities included Electronic Fund Transfer and Electronic Fund Return for Federal Stafford Loans. The Student Financial Aid Office assumed responsibility for entrance loan counseling from the Business Office in 1995.

Joint Staff Meetings between Student Financial Aid, Business Office and Registrar's Office were first established in 1994-95 and expanded to include Continuing Education the following year. The first comprehensive office Policy and Procedure Manual was written in 1995-96 and became an electronic document in 1997-98. After Mark Brickson's departure in April 1995, Peggy Pazderic was appointed interim director and Jeannie VanDyke served briefly as director until Alice Hoffert was hired in September 1996.

The first electronic version of the federal student aid application (Free Application for Federal Student Aid – FAFSA) was available for students in 1997. The Student Financial Aid Office received funding from the Student Technology Fee to implement the SFA Computer Cluster – five computers available for student use located in the reception area. The Student Financial Aid Office website went live in early April 1997.

Three weeks of processing time were lost due to the flood in April – May 1997. After reopening, the department received substantial assistance in the form of labor from other NDUS institutions, Student Loans of North Dakota (SLND), Education Assistance Corporation (EAC), USA Group, and Norwest Bank. Regulatory relief from the Department of Education was received, including additional funding for impacted students. Temporary employees were also hired as part of the Disaster Assistance Program Project. Student Financial Aid staff participated in post-flood outreach programs in Wahpeton, Fargo, Devils Lake and Grand Forks. Nearly $500,000 in additional disaster-related funding was disbursed to impacted UND students in 1997-98.

Early financial aid estimate letters to prospective freshman and transfer students were provided beginning in February 1998. Online entrance and exit loan counseling was first offered in 1999. 1999-2000 saw the implementation of the Outstanding High School Leadership Award program as a recruitment tool. A new scholarship program, the Pacesetter Scholarship, was developed in 2000-01 to award $500 scholarships to North Dakota high school seniors ranked one or two in their graduating class.

FAFSA on the Web began receiving widespread usage by students nationwide in 2000. The paper Financial Aid Transcript was replaced by the National Student Loan Data System (NSLDS). Student loan volume exceeded $50 million for the first time while other federal and state funding sources remained stable. Student Financial Aid became one of the departments reporting to the new Associate Vice President for Enrollment Management, Dr. Donald Piper, and part of the Enrollment Management Unit in 2000-01.

Alice Hoffert resigned as director in June 2001 to become the Associate Vice President for Enrollment Management, replacing Don Piper. Robin Holden became director in
August 2001. The University began providing financial aid funding to correspondence students as a participant in the Department of Education Distance Education Demonstration Project in 2001-02. A major remodel of the reception area and several staff workstations was completed in 2002. The Cultural Diversity Tuition Waiver program began receiving annual funding increases to offset tuition increases.

The department took a lead role in the Request for Proposal process for a document imaging and workflow system. ImageNow was selected and implemented by Student Financial Aid, Registrar’s Office, and Undergraduate Admissions in 2002-03. The University recruited its largest class of Presidential Scholars, 169, in 2002-03 and began to see a significant increase in student borrowing from private alternative loan sources.

Staff began active participation in the ConnectND PeopleSoft software project implementation phase in 2003. Additional funding to expand the Presidential Scholar program to recruit National Merit Scholars was received in 2003-04 and a half-time Graduate Service Assistant position was added. The implementation of the ConnectND project on the UND campus began with the import of the 2005-06 financial aid applications in late February 2005. Four temporary employees were hired and staff computer workstations were upgraded to meet the demands of the PeopleSoft software. Paper student files were completely eliminated in 2004-05, which helped alleviate space issues created by the addition of temporary staffing.

Remodeling of office workstations continued into 2004-05. A Communications Center was created, housing all telephone receptionist staff and the mail sorting area. Room 211 in Twamley Hall was repurposed into a multi-functional space, housing Veteran Services, five student computer workstations and the Student Financial Aid Office’s technical staff work group.

Two full-time professional staff and two full-time equivalent clerical staff were added as permanent positions due to the increased workload of the PeopleSoft implementation in 2005-06.

The first fall disbursement in PeopleSoft presented significant challenges; most were overcome resulting in a much more successful spring and summer disbursement. Staff rapidly overcame the steep learning curve to take the lead in troubleshooting and problem-solving. Total financial aid assistance to UND students exceeded $100 million for the first time.

Business processes were reviewed and many were revised in response to the significantly changed environment presented by the PeopleSoft implementation. A staffing assessment was also completed, resulting in the reassignment of job duties and in some positions being reclassified or combined. Two satellite financial aid offices were also established to better serve the students – one for aviation students in Clifford Hall and the other for prospective students and scholarship programs in Carnegie Hall.
Conversion of most financial aid applications and forms to web-based forms utilizing electronic signatures was begun in 2006. An electronic Financial Aid Award Letter was implemented for 2006-07. Two new administrator positions dedicated to systems administration and analysis were established. Office spaces in Room 211 were extensively reconfigured and updated, including new carpet and paint; updating of the main office in Room 216 was completed in 2008.

The long-time on-site partnership between the University and Job Service ND ended in June 2006 at the request of Job Service ND. All student employment responsibilities were assumed by Student Financial Aid Office staff as a result. A comprehensive, interactive, student employment/job search website was implemented in 2007.

The Department of Education's decision to terminate participation in the Distance Education Demonstration Project (DEDP) resulted in a year of transition for correspondence students. Various funding options were explored during the 2006-07 academic year, ultimately resulting in the decision to terminate federal and state financial aid eligibility for open-entry/open-exit correspondence courses.

The second year of the PeopleSoft implementation, 2006-07, saw a marked improvement in processing time and service to students. There was a dramatic reduction in customer service interactions from the highest contact year, 2005-06; largely due to the increased electronic availability of financial aid information and processes. Congress passed legislation authorizing two new federal grant programs, the Academic Competitiveness Grant (ACG) and the National SMART Grant. Implementation of these new grant programs provided major challenges for the department. Freshman scholarship programs received a significant increase in funding from the University, allowing new freshman scholarships to be offered as two-year renewable awards for the first time.

During the University's 125th year, approximately 70% of the students at UND were receiving some type of financial assistance totaling over $107 million, including nearly $90 million in student loans. Technology has become a major focus of the department. The number of department computers increased from five in 1990 to 46 desktop and laptop computers in 2008. The department's staff has increased to 20 full-time employees, one three-quarter time employee, one half-time employee, and 12 student employees. Student Financial Aid staff actively participate in University, state and regional committees, advisory boards and focus groups; attend state, regional and national professional financial aid association conferences and workshops; and participate in professional development activities that directly relate to working with a diverse student body.
Student Academic Services

Submitted by
Lisa Burger, Director of Student Success Center
UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

STUDENT ACADEMIC SERVICES

Lisa Burger, Director
The history of Student Academic Services begins from roots within what was known as University College twenty-five years ago. Upon the retirement of longstanding Dean of University College, Dr. George Schubert, the university began to reshape and reorganize the function and purpose of University College. On July 1, 1994, University College was merged with the offices of Admissions, Enrollment Services, and Orientation and Retention. The umbrella title for the new unit was the Department of Enrollment Services. Within the new unit, two areas emerged – Admissions and Advising and New Student Services.

During the 1994-1995 academic year, a plan was constructed to transition these areas to the Department of Enrollment Services. Within that plan, it was determined that undeclared students would be served in Advising and New Student Services, while all other majors would be moved to the college offering that major. (Prior to that, University College served all freshman students within the first year of enrollment, regardless of major.) Dean Schieve was appointed as Interim Director of the Department of Enrollment Services. Cathy Buyarski served as Associate Director of Advising and New Student Services, Rob Carolin served as Associate Director of Admissions (recruitment), and Donna Bruce served as Associate Director of Admissions (processing). During the transition year, the Department of Enrollment Services was housed within Student Affairs, under the leadership of Dr. Gordon Henry.

Effective July 1, 1995 the Office of Advising and New Student Services was renamed Student Academic Services, and moved to the division of Academic Affairs, under the leadership of Dr. Marlene Strathe, Vice President for Academic Affairs and Provost. Cathy Buyarski remained the director of this newly named department. The function of the department remained strong – advisement service to undeclared students, along with programming and service to all incoming freshman and families. In the 1996, The Family Association was established to further connect and support the families of UND students.

At the beginning of the spring 1998 semester, Student Academic Services moved from its location in Twamley Hall to the lower level of O’Kelly Hall. The office remained in O’Kelly Hall until the summer of 2001, at which time the office moved to its current location on the second floor of the Memorial Union – space among the University Learning Center.

Another transition for Student Academic Services occurred upon the creation of the Division of Student and Outreach Services in 1999. At that time, Student Academic
Services once again moved back to Student Affairs under the leadership of Dr. Robert Boyd. The direct line of report was to Dr. Donald Piper, Associate Vice President for Enrollment Management. Cathy Buyarski continued to serve as Director of Student Academic Services until she left the campus in the summer of 1999. At that time, Lisa Burger was named interim director of the department. In 2000, Lisa Burger was appointed Director of Student Academic Services. In the move to Student Affairs, Student Academic Services did not waiver from its mission.

The most recent developments within Student Academic Services occurred in the summer of 2007. On August 1, of that year, Student Academic Services merged with the University Learning Center (a department within Enrollment Management) and the Adult Re-entry Center (an office within the Memorial Union) to become the Student Success Center. Lisa Burger became the director of this new department. Angela Carpenter was named Assistant Director of Programs, Heather Martin was named Assistant Director of Advising, and Shari Nelson was named Assistant Director of Learning Services. The Student Success Center remains in the Division of Student and Outreach Services, with a direct report to Dr. Alice Hoffert, the Associate Vice President for Enrollment Management. The mission of the new unit is to provide programs and services to students to aid in the development and implementation of their educational plans and goals. Through the Center’s programs and services, students are empowered to develop the skills and abilities to make a positive adjustment within the campus community.
TRIO Programs

Submitted by
Elaine Metcalfe, Director of TRIO Programs
University of North Dakota
1883-2008
Celebrating 125 Years

Trio Programs

Elaine Metcalfe, Director
As the UND Division of Student Affairs developed it was recognized there were students with special needs not necessarily met in the “mainstream” of student life. Hence programs to meet those needs at the University of North Dakota grew and became more complex. The sponsorship of UND TRIO Programs by the university assisted in this effort to afford educational access to all populations.

In 1966, Dr. Craig Miller, Director of the Student Union, with assistance from Andrea Foote, an employee at the union, wrote and submitted the first proposal to apply for TRIO/Upward Bound funding. The grant application was successful and Upward Bound officially received federal funding that year. The program’s mission was to provide educational access to disadvantaged (low-income, first generation) high school students from across the state and promote both their enrollment in higher education and their completion of a four-year degree. The Upward Bound Program was housed in the Memorial Union and Dr. Miller became the first Upward Bound Director, reporting at that time to the Vice President for Academic Affairs. During these early years the Dean of Arts and Sciences, Dr. Bernard O’Kelly, was a true friend and consultant in many aspects of program development and operation. After a period of time, Craig Miller resigned and Duane Lawrence, his assistant, became Director of the program. In this time period, the program also made two physical location moves, first to Montgomery Hall, then to Robertson-Sayre Hall.

In April of 1970 the University of North Dakota submitted another successful TRIO proposal, written by Beulah Hedahl, this time for a Special Services Program grant (which later was renamed Student Support Services). In 1971 that program began and it was housed in Budge Hall. In 1972 Upward Bound was moved from the Academic Affairs Division and was combined with Student Special Services to form the Student Opportunity Program (SOP), which was placed within the Student Affairs Division. Duane Lawrence was named Director of the combined program and Ron Gibbens became the Director of the Upward Bound component. Ken Davis, who had directed the Special Services Program for one year, became Coordinator for the low-income component of SOP and Darrell Farland was named Coordinator of the handicapped student component. SOP offices were located in Chandler Hall and the Director reported to Dr. Russell Brown, Vice President for Student Affairs.

In 1975, the Student Opportunity Program department was relocated to McCannel Hall, along with other student services departments within the Division of Student Affairs.
When Duane Lawrence resigned in 1976, Ron Gibbens became the Director of SOP. In 1978, Neil Reuter became the Assistant Director of the Student Opportunity Program. The staffing remained the same for a number of years, but SOP continued to develop, through attaining grants from other sources. In 1976, it received a Regional Educational Program for the Handicapped (REPH) Grant that provided another separate funding source for services for disabled populations. This REPH Grant was competitively awarded to only 14 colleges across the nation. The recipients were viewed as model programs that demonstrated the various ways students with disabilities could be effectively served on college campuses. Attaining and implementing the REPH grant placed SOP and UND in an elite group of colleges having this grant, including such landmark schools as the University of Illinois at Urbana and Wright State University in Dayton, Ohio. Additional funding for disabled students was garnered in 1979, when the North Dakota legislature approved state funding for UND Disabled Student Services. The University was the only school in North Dakota to be given a budget for serving students with disabilities and for many years was viewed as the institution that most students with disabilities would attend. It was also in 1979 that Disabled Student Services was split out from SOP to become a UND department in its own right.

In 1980, Ron Gibbens took another position in the Division of Student Affairs and Student Opportunity Programs was discontinued as a single unit. In this year, the overarching name of TRIO Programs began to be used to describe the combination of the newly funded Talent Search and continuing Upward Bound Programs. Neil Reuter was named TRIO Director over both the Talent Search and Upward Bound Programs. This new department was moved organizationally to under the supervision of the Dean of Students Office, reporting to Dr. Gordon Henry, Associate Dean of Students until 1984, when Dr. Henry became Vice President for Student Affairs. At that juncture, the TRIO Programs began reporting to Lillian Elsinga, Dean of Students. During this same time period, Student Support Services Program was a separate department, also placed under the Dean of Students Office jurisdiction, with Bruce Austin serving as director. In 1987 Neil Reuter became director of the Student Support Services Program, in addition to Upward Bound and Talent Search, and the three programs now formed the TRIO Department.

In the following years, with Neil Reuter’s vision and knowledge of national trends and accessibility of funding, successful grant applications were written for two more federal TRIO Programs at UND. The result of those applications was funding in 1991 for the Educational Opportunity Center Program and in 1992 for the McNair Post-Baccalaureate Program. Neil Reuter was named Director for these programs as well, and the number of UND TRIO Programs under his guidance expanded to five.

As programs were added, other significant personnel changes in TRIO occurred. In 1991 each program added a mid-management Assistant Director position. Those individuals (by program) were: René Stenge, Upward Bound; Joan Jorde, Student Support Services; Elaine Metcalfe, Talent Search; Lori Swanson, Educational Opportunity Center; and Patrice Giese, McNair Post-Baccalaureate Program. In terms of physical location, since McCannel Hall was being renovated during this time, TRIO Programs were relocated on
a temporary basis; first in Bek Hall, then in O'Kelly Hall. One of the highlights for TRIO Programs took place in 1999 when TRIO Programs moved back into a newly renovated facility especially designed for the programs on the third floor of McCannel Hall. In 2000 there was another divisional structural change and TRIO Programs were placed under the supervision of the Associate Vice President for Enrollment Management, Dr. Donald Piper. TRIO Programs have maintained that reporting structure and currently report to Dr. Alice Hoffert, Associate Vice President for Enrollment Management.

During 2001-2006 one other TRIO staff administration change was made in response to program growth and needs. In 2001 Elaine Metcalfe was named TRIO Associate Director, serving a percentage for each of the five programs. She also continued to serve as the Assistant Director for Talent Search. Upon Neil Reuter’s retirement in 2006, Elaine Metcalfe became the Director of UND TRIO Programs.

Nationally, throughout its forty-year history, the funding and policy development of TRIO Programs have grown substantially and the UND TRIO Programs have mirrored this growth, adding services and staff as funding increased. For many years, under the strong and conscientious leadership of Neil Reuter, UND TRIO Programs gained recognition locally, regionally and nationally for growth, stability and innovation. He was instrumental in forming support networks for the programs such as the TRIO Advisory Board and TRIO Alumni Society, which are comprised of university and community resource people and former TRIO Program participants who advocate at all levels for TRIO Programs. The current picture for UND TRIO Programs remains bright with continued direction and purpose supporting its development and stability.

Now, in 2007, the five UND TRIO Programs are: Upward Bound, Student Support Services, Talent Search, the Educational Opportunity Center, and the McNair Post-Baccalaureate Program. Each program has the same mission of advocating for equal educational access for low-income, first-generation college students, but serves different aged populations with a variety of service intensity.

The Upward Bound Program is designed to generate in program participants the skills and motivation necessary to complete a program of secondary education and to enter and succeed in a program of secondary education. Intensive services are provided including a six week summer residential academic program for 65 participants. Program participants are students in grades 9-12 in targeted public high schools, who are first generation and low income, as well as demonstrating academic potential and in need of career guidance.

Student Support Services provides services to low income, first generation college students and/or students with disabilities. Student Support Services provides academic, financial, personal, cultural/social assistance to three hundred UND students with those qualifications. The program is designed to increase retention and graduation rates, facilitate their transfer from two year to four year colleges, and foster an institutional climate supportive of the success of low-income and first generation college students and students with disabilities.
The Talent Search Program is an outreach program which provides assistance to people having academic potential, but lacking adequate information on school preparation to enter, continue or resume programs of secondary and post-secondary education. Participants are provided assistance in applying for financial aid, admissions, career exploration, academic advisement, ACT workshops, tutoring, and study skills. The program targets 1,000 students who are 11 years of age through high school seniors in specifically targeted public high schools.

The Educational Opportunity Center is designed to assist participants who have academic potential but may lack adequate information or school preparation to enter, continue or resume programs of secondary and/or postsecondary education. The program serves 1,000 people age high school – adult, who are in need of assistance in entering/re-entering secondary or post-secondary education systems. Participants are provided assistance with admissions, career exploration, financial aid, academic advisement, tutoring, and personal counseling. Also, a number of workshops are provided. Examples include study skills, career exploration, time management, etc.

The Ronald E. McNair Post-Baccalaureate Achievement Program is designed to provide twenty to twenty-five disadvantaged college students with effective preparation for doctoral study. The McNair Program provides participants with opportunity for research or other scholarly activities, summer internships, numerous seminars, tutoring, academic counseling, mentoring and assistance in applying for graduate school. McNair students are generally accepted in the program after their sophomore year in college.
UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

UNIVERSITY LEARNING CENTER

Lisa Burger, Director
Student Success Center
In 1963, services to enhance academic success were provided to students through the Reading Improvement Program and housed in the Counseling Center within the Division of Student Affairs. The program was later expanded to include peer tutoring and individual academic assistance for all University of North Dakota students.

In April 1970, the institution received state and federal funding to establish programs to serve students within the Native American and disabled student populations. In addition to these external dollars, the University Fee funds which were designated specifically to support student learning through the Counseling Center’s reading and study skills program, the Reading Improvement Program grew into what was known as Learning Services. Essentially, Learning Services was developed out of a desire and need to holistically enhance students’ academic success. The tutoring provided within Learning Services was made possible through funds from areas such as TRIO, Disability Support Services, and Native American Programs.

The then half-time reading and study skills specialist became a full-time Learning Services Coordinator. With the Native American Education Specialist, the Disabled Student Services Specialist, and the Learning Services Coordinator, the Learning Services Center continued to serve the needs of these special populations but was also able to expand its services to reach out to the entire student body.

In the early to mid 1980s, UND’s Instructional Development Program obtained a three-year Fund for the Improvement of Postsecondary Education (FIPSE) grant to address the issues students face as they transition from high school to the collegiate environment. The Academic Skills Project grew out of this grant work and began to reshape the mission and focus of the Learning Services Center.

In the fall of 1984, Learning Services moved from McCannel Hall to its current location on the 2nd floor of the Memorial Union. Heather Huseby, the half-time reading and study skills specialist, became the full-time Learning Services Coordinator.

During the 1988-1989 academic year, the Learning Services Center (LSC) experienced a significant personnel shift. Heather Huseby, the coordinator, resigned August 1988. P. Tim Harris, Director of the Counseling Center, also served as the interim LSC coordinator until his resignation in February 1989. Duane Luessenheide became the full-time coordinator (in February 1989) upon the departure of Dr. Harris.
In September 1988, a task force was organized to examine the areas of concern as identified from the grant work. Based on the findings from the task force, it was determined that a restructuring would need to take place due to the wide range of services necessary to address the needs of all students. As a result of the work of the task force, the University Learning Center was created and became a stand-alone department consisting of a Director, one Learning Specialist/Tutor Coordinator, one Administrative Secretary, one half-time Graduate Teaching Assistant, two quarter-time Graduate Teaching Assistants, eight student assistants, and between thirty to forty peer tutors. The Education Specialist and Disabled Student Services Specialist were reassigned to the already established programs/departments for disabled and Native American students. In addition, the Writing Center evolved as a program separate from the services provided through the Learning Services Center.

Dr. Luessenheide left the University of North Dakota in 1993. Susan Neste became the director and served as director from 1993-1998. During 1993-1994, the Learning Services Center became the University Learning Center and the educational specialists became learning specialists.

Carolyn DeLorme was named the Director of the University Learning Center in the fall 1999 semester and remained as director until Cheryl Saunders was appointed interim director during the Fall 2000 academic term. In the summer of 2000, the University Learning Center was moved from the Counseling Center to the newly created Enrollment Management unit, within the Division of Student and Outreach Services, under the leadership of Associate Vice President for Enrollment Management, Dr. Donald Piper.

In January, 2001, Cheryl Saunders became the Director of the University Learning Center and remained in that role until July of 2007 at which time she left the University of North Dakota. In August, 2005, in response to support for a change in admission standards, an additional Learning Specialist position was created and hired to focus efforts towards students who were provisionally admitted to the university.

The overall mission of the University Learning Center was to maximize the lifelong learning potential of all students. Through operational funding from University Fees (student fees), the University Learning Center provided programs and services which were designed to teach skills to enhance learning potential, academic performance, and adjustment of students, along with supporting students in the development of skills necessary for their effective performance in and positive adjustment to the learning environment.

In August, 2007, the University Learning Center merged with Student Academic Services (a department within Enrollment Management) and the Adult Re-Entry Center (an office within the Memorial Union) to become the Student Success Center. Lisa Burger became the director of this new department. Angela Carpenter was named Assistant Director of Programs, Heather Martin was named Assistant Director of Advising, and Shari Nelson was named Assistant Director of Learning Services. The Student Success Center is one of the departments in the Division of Student and Outreach Services, with a direct report to Dr. Alice Hoffert, Associate Vice President for Enrollment Management.
The mission of the new unit is to provide programs and services to students to aid in the development and implementation of their educational plans and goals. Through the Center's programs and services, students are empowered to develop the skills and abilities to make a positive adjustment within the campus community.