



**Board of Trustees Meeting Schedule
Tuesday and Wednesday, June 21-22, 2016
Minnesota State Colleges and Universities
30 7th Street East, St. Paul, Minnesota**

All meetings are in the McCormick Room on the fourth floor unless otherwise noticed. Committee/board meeting times are tentative and may begin up to 45 minutes earlier than the times listed if a committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members attending in person, some members may participate by telephone.

Tuesday, June 21, 2016

- 10:00 AM Study Session One: Board of Trustees, Michael Vekich, Chair
- Report of the Long-Term Financial Sustainability Workgroup
- 12:00 PM Luncheon, Rooms 3304/3306
- 12:30 PM Board of Trustees, Michael Vekich, Chair
1. **Brand Initiative**
Guest: Lynn Casey, CEO, Padilla CRT
 2. Proposed Amendment to Policy 3.23, Naming Colleges and Universities (First Reading)
- 1:30 PM Finance and Facilities Committee, Jay Cowles, Chair
1. **Minutes of May 17, 2016**
 2. **Approval of Contracts Exceeding \$1M for:**
 - a. **Bookstore Point-of-Sale/eCommerce/Accounting Software Master Contract**
 - b. **Facilities Cleaning Supplies, Equipment, and Data Management System Master Contract**
 - c. **Minnesota State University, Mankato Apartment Lease**
 - d. **Rochester Community and Technical College/Rochester Schools CTECH Building Lease**
 - e. **On-going Utility Contracts for Colleges and Universities**
 3. **FY2017 Operating Budget (Second Reading)**
 4. Report of Allocation Framework Redesign Effort
 5. 2016 Legislative Summary Including Bonding Bill Outcome
 6. Proposed Amendment to Policy 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals, and Waivers (First Reading)
- 3:30 PM Break

- 3:45 PM Audit Committee, Bob Hoffman, Chair
1. **Minutes of April 19, 2016**
 2. Executive Director Search Update
 3. Annual Audit Plan for Fiscal Year 2017 Update
 4. Itasca Community College Internal Control and Compliance Audit
 5. Hennepin Technical College Internal Control and Compliance Audit
- 4:45 PM Meeting Ends
- 5:00 PM Recognition Reception (social event, not a meeting)

Wednesday, June 22, 2016

- 8:00 AM Diversity, Equity, and Inclusion Committee, Duane Benson, Chair
1. **Minutes of Joint Meeting of Academic and Student Affairs and Diversity, Equity, and Inclusion Committees, May 17, 2016**
 2. Consultation on Chief Diversity Officer Position
- 8:30 AM Joint Meeting: Diversity, Equity, and Inclusion and Human Resources Committees, Duane Benson and Ann Anaya, Co-chairs
- Minnesota State Colleges and Universities Faculty and Staff Diversity: Current Demographics and Strategies
- 9:00 AM Academic and Student Affairs, Alex Cirillo, Chair
1. **Minutes of May 18, 2016**
 2. **Minnesota State College–Southeast Technical: Change in Institution Type and Change in Name (Second Reading)**
 3. **Proposed Amendments to Policies (Second Readings):**
 - **3.21 Undergraduate Course Credit Transfer**
 - **3.37 Minnesota Transfer Curriculum**
 4. **Metro Baccalaureate Strategy**
 5. Proposed Amendment to Policy 2.10 Student Housing (First Reading)
- 10:30 AM Study Session Two: Board of Trustees, Michael Vekich, Chair
- Charting the Future Update
- 11:30 AM Luncheon, Rooms 3304/3306
- 12:15 PM Human Resources Committee, Ann Anaya, Vice Chair
- **Appointment of Interim President of St. Cloud State University**
- 12:30 PM Board of Trustees, Michael Vekich, Chair
- 2:00 PM Meeting Ends

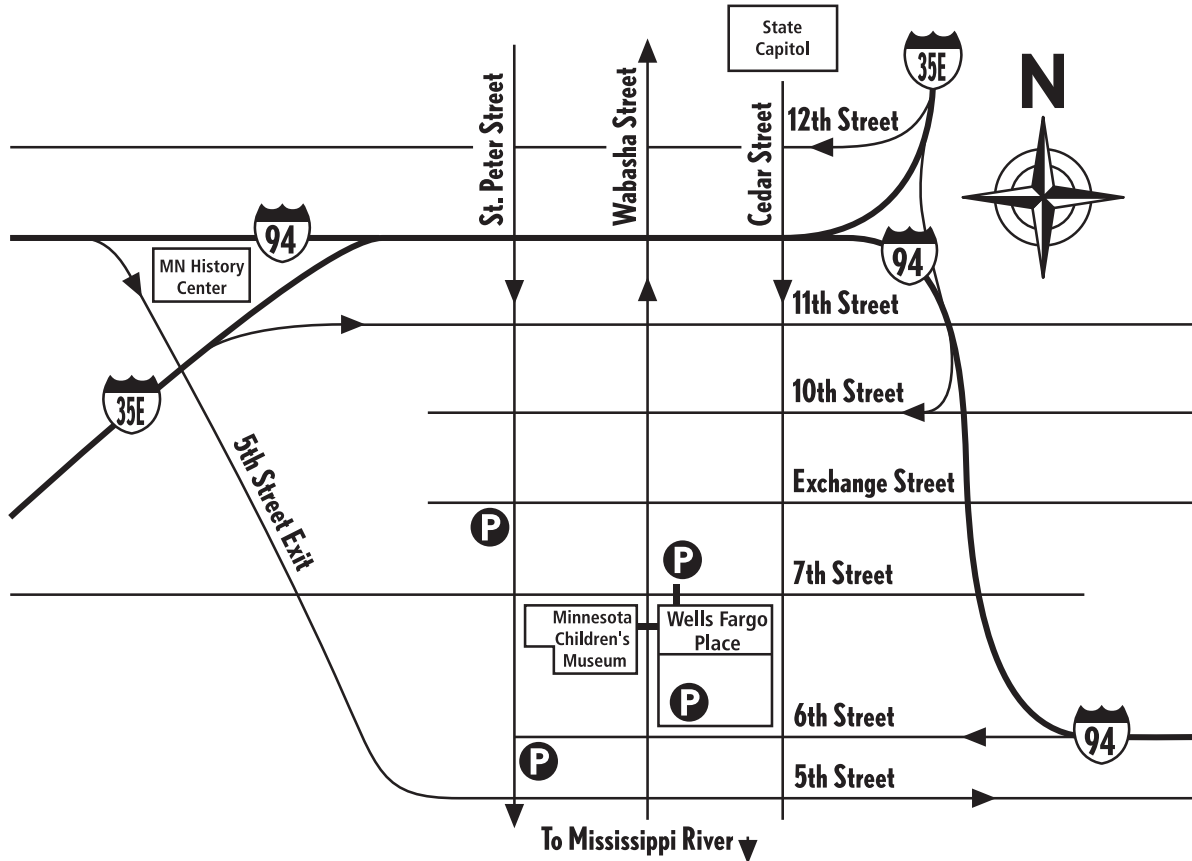


Minnesota
STATE COLLEGES
& UNIVERSITIES

Minnesota State Colleges and Universities System Office directions and parking

Located inside Wells Fargo Place
30 7th St. E., Suite 350
St. Paul, MN 55101-7804

651.201.1800
www.mnscu.edu



Directions:

I-94 Eastbound (from Minneapolis)

Exit at 10th Street, follow for three blocks. Turn right onto Cedar Street.

I-94 Westbound (from the eastern suburbs, etc.)

Exit at 6th Street / Highway 52, follow 6th Street for five blocks. Turn right on Minnesota Street and then left onto 7th Street East. Wells Fargo Place is located on the corner of 7th Street East and Cedar Street (one block SW of Minnesota Street).

I-35 E Southbound (from the northern Suburbs)

Exit at 10th Street / Wacouta, follow 10th Street for three blocks. Turn left on Cedar Street.

I-35 E Northbound (from the southern suburbs)

Take the 11th street exit and follow for three blocks. Turn right on Cedar Street.

Parking Options:

Metered parking may be available. Meters are enforced 8:00 AM to 5:00 PM Monday through Saturday, except certain holidays. Average meter cost is \$2.00 for a 2 hour time limit. Meters accept cash or credit. Several parking ramps with hourly rates are also located in the area.

Maps:

Use "30 East 7th Street, St. Paul, MN 55101" at www.mapquest.com if you need another map of the area.

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

APPROVED FY2016 - FY2017 MEETING CALENDAR

BACKGROUND

The board approved the calendar on June 17, 2015. The calendar is subject to change with the approval of the board chair.

Approved FY2016 Meeting Dates

Meeting	Date	If agendas require less time, these dates will be cancelled.
Added: Closed Session Chancellor Performance Review Committee	August 24, 2015	
Orientation and Board Retreat	September 15-16, 2015	
Added: Board of Trustees Closed Session: Chancellor Performance Review	September 28, 2015	
Committee / Board Meetings	October 20-21, 2015	October 20, 2015
Added: Executive Committee	November 12, 2015	
Committee / Board Meetings	November 17-18, 2015	November 17, 2015
Added: Executive Committee	December 14, 2015	
Added: Executive Committee	January 7, 2016	
Committee / Board Meetings	January 26-27, 2016	January 26, 2016
Added: Special Board, Executive Committee, and Chancellor Performance Review Committee Meetings	February 16, 2016	
Committee / Board Meetings	March 15-16, 2016	March 15, 2016
Committee / Board Meetings Awards for Excellence in Teaching	April 19-20, 2016	
Added: Executive Committee and Chancellor Performance Review Committee Meetings	May 11, 2016	
Committee / Board Meetings	May 17-18, 2016	May 17, 2016
Committee / Annual Board Meetings	June 21-22, 2016	

Approved FY2017 Meeting Dates

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 20-21, 2016	
Committee / Board Meetings	October 18-19, 2016	October 18, 2016
Committee / Board Meetings	November 15-16, 2016	November 15, 2016
Committee / Board Meetings	January 24-25, 2017	January 24, 2017
Committee / Board Meetings	March 21-22, 2017	March 21, 2017
Committee / Board Meetings Awards for Excellence in Teaching	April 18-19, 2017	
Committee / Board Meetings	May 16-17, 2017	May 16, 2017
Committee / Annual Board Meetings	June 20-21, 2017	June 20, 2017



BOARD OF TRUSTEES
Policy Committees
Updated March 2016

Executive Committee

Michael Vekich, Chair
Margaret Anderson Kelliher, Vice Chair
Jay Cowles, Treasurer
Thomas Renier, Immediate Past Chair
Alexander Cirillo
Dawn Erlandson
Robert Hoffman

Diversity, Equity and Inclusion Committee

Duane Benson Chair
Louise Sundin, Vice Chair
Ann Anaya
Kelly Charpentier-Berg
Erma Vizenor

Academic and Student Affairs Committee

Alexander Cirillo, Chair
Louise Sundin, Vice Chair
Duane Benson
Elise Bourdeau
Dawn Erlandson
Maleah Otterson
Thomas Renier

Finance and Facilities Committee

Jay Cowles, Chair
Thomas Renier, Vice Chair
Ann Anaya
Philip Krinkie
Maleah Otterson
Erma Vizenor

Audit Committee

Robert Hoffman Chair
Philip Krinkie, Vice Chair
Kelly Charpentier-Berg
Jay Cowles
Erma Vizenor

Human Resources Committee

Dawn Erlandson, Chair
Ann Anaya, Vice Chair
Margaret Anderson Kelliher
Duane Benson
Elise Bourdeau
Alexander Cirillo
Robert Hoffman



**BOARD OF TRUSTEES
STUDY SESSION
TUESDAY, JUNE 21, 2016
10:00 AM**

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
30 7TH STREET EAST
ST. PAUL, MN**

Study Session One: Board of Trustees
Michael Vekich, Chair

- Report of the Long-Term Financial Sustainability Workgroup (pp. 1-29)

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Board of Trustees Study Session

Date: June 21, 2016

Title: Report of Long-Term Financial Sustainability Workgroup Report

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

Presentation by Chancellor Rosenstone and the workgroup co-chairs of the report of the Long Term Financial Sustainability workgroup.

Scheduled Presenter(s):

Phil Davis, Associate Vice Chancellor and Director of the Campus Service Cooperative
Laura M. King, Vice Chancellor for Finance and CFO

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

INFORMATION ITEM
REPORT OF LONG-TERM FINANCIAL SUSTAINABILITY WORKGROUP

1 **BACKGROUND**

2
3 The purpose of this report is to present the chancellor’s introductory comments concerning the
4 report of the Long Term Financial Sustainability workgroup. The group was convened in
5 October, 2015 at the invitation of Chancellor Rosenstone.

6
7 The following presentation provides the recommendations of the workgroup for actions needed
8 to respond the chancellor’s charge -

9
10 *The workgroup is charged with formulating recommendations to the chancellor, the Leadership*
11 *Council, and the Board of Trustees that will strengthen the long-term financial sustainability of*
12 *our colleges and universities.*

13
14 The chancellor will offer preliminary comments and outline his intention to launch wide
15 reaching consultation process over the summer as the organization considers next steps. It is
16 expected that these recommendations will inform the 2017 overall system work planning; and
17 inform the biennial budget development process.

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27 *Date Presented to the Board of Trustees: 06/21/2016*



Final Report of the Long Term Financial Sustainability Workgroup



Board of Trustees
June 2016





Workgroup charge

The workgroup was charged with formulating recommendations to the chancellor, the Leadership Council, and the Board of Trustees that will strengthen the long-term financial sustainability of our colleges and universities.

Workgroup participants

- Chancellor invited all labor unions and both student associations to name members to the workgroup
- One member of the Board of Trustees
- Two outside experts
- Two presidents, two campus CFOs, one CAO, one CIO
- System office content experts
- 24 total participants

Collaborative process

- Nine meetings between October and June
- Meetings designed to encourage small and large group discussion
- On line tools used to generate additional member comments and feedback
- Very strong participation and attendance by all members

Guiding principles of the workgroup

The work of the Long-Term Financial Sustainability Workgroup is *guided by the system's Strategic Framework*:

- *Improving student success* is key to the long-term financial sustainability
- The recommendations must *recognize and respect faculty roles* in curriculum development, teaching and curriculum management
- *Strong campus and community partnerships* are central to college and university sustainability
- Other efforts related to advancing the system and its campuses, including, but not limited to, Charting the Future work, are respected and considered
- *Sharing and leveraging resources creates opportunities* for advantages to be enjoyed by all of the system's stakeholders

Research areas

- Financial profiles, trends, outlook, new options
- Demographic and regional trends
- Academic models, trends, new options
- Current and future student profile
- Planning and forecasting tools of the future

Presenters and topics

- Demographic presentation (Tom Gillaspy)
- Defining the revenue gap (Deb Bednarz)
- Academic redesign opportunities (Ron Anderson)
- Facilities sustainability (Brian Yolitz)
- Human resources and long term sustainability (Mark Carlson)
- Discussion of academic redesign opportunities/emerging themes (Ron Anderson)
- Changing student profile (Craig Schoenecker and MSUSA)
- Revenue opportunities (Deb Bednarz)

What we learned

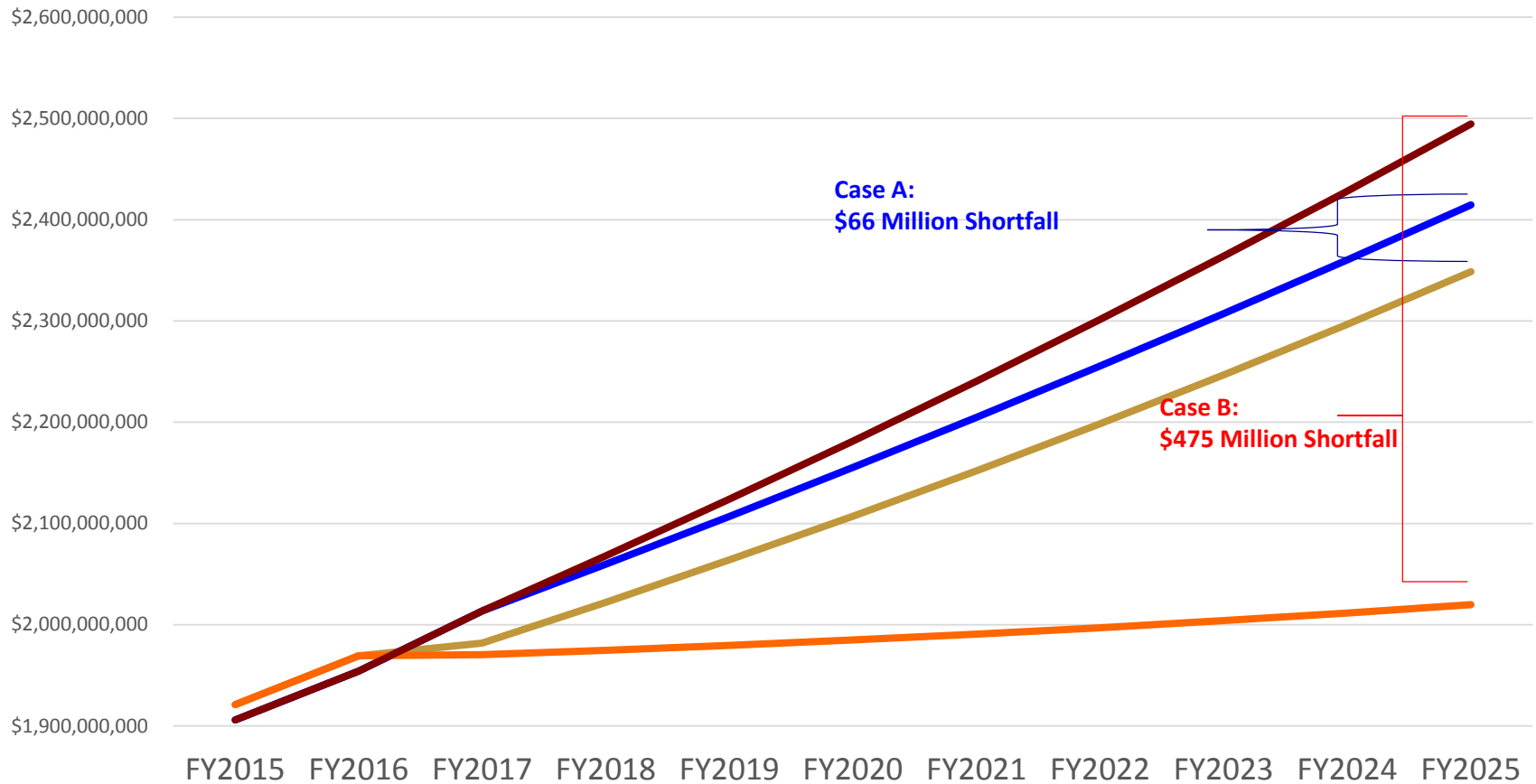
Improvements in student success are central to the financial health of our colleges and universities. We must be more nimble and responsive.

- improve persistence and completion
- close racial and ethnic opportunity/achievement gaps
- make learning environment more culturally, pedagogically and technologically relevant to students
- continue to employ new teaching, learning and curriculum models

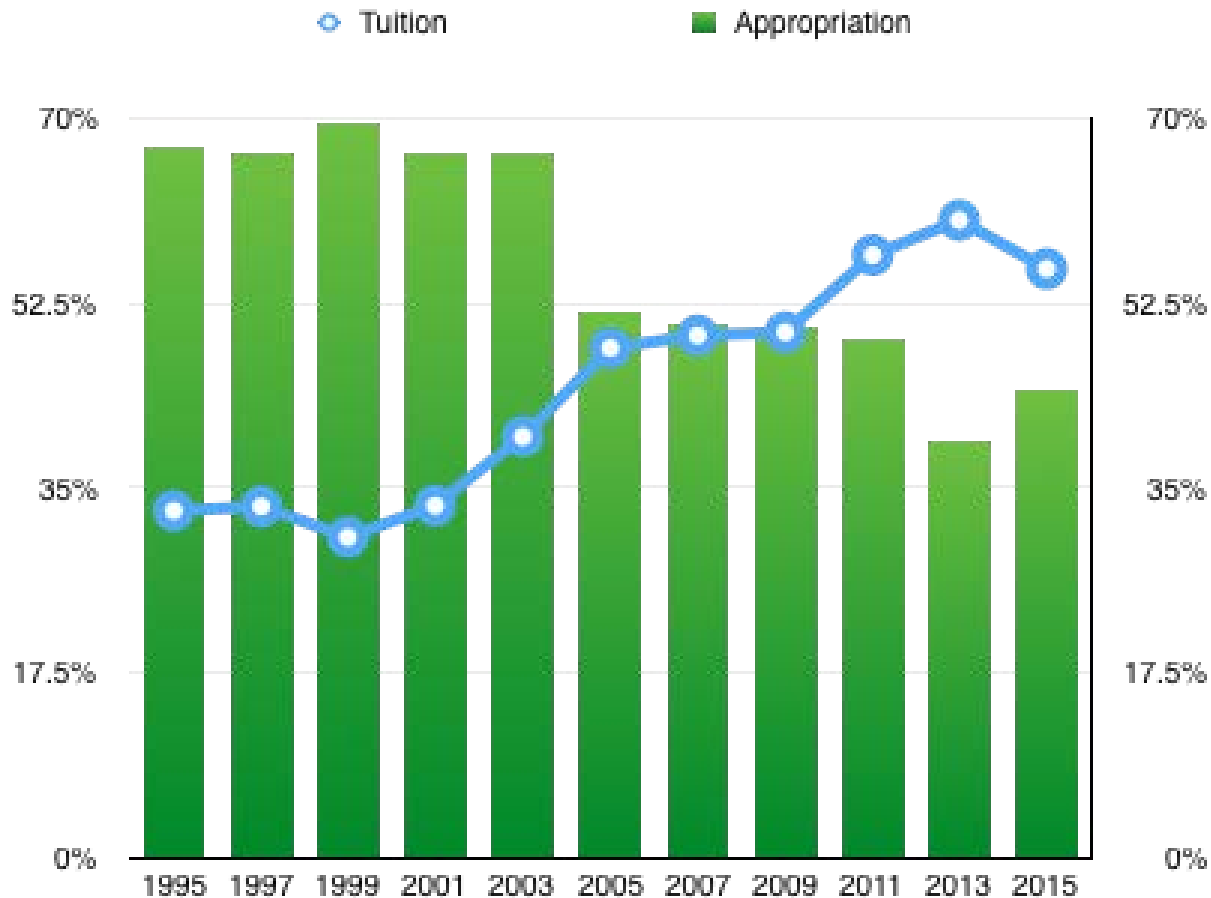
The structural mismatch between revenue and expenses is systemic, abiding and accelerating. New operating revenue will not fill the fiscal hole.

We can and must improve core administrative and academic support functions on campus and at the system level

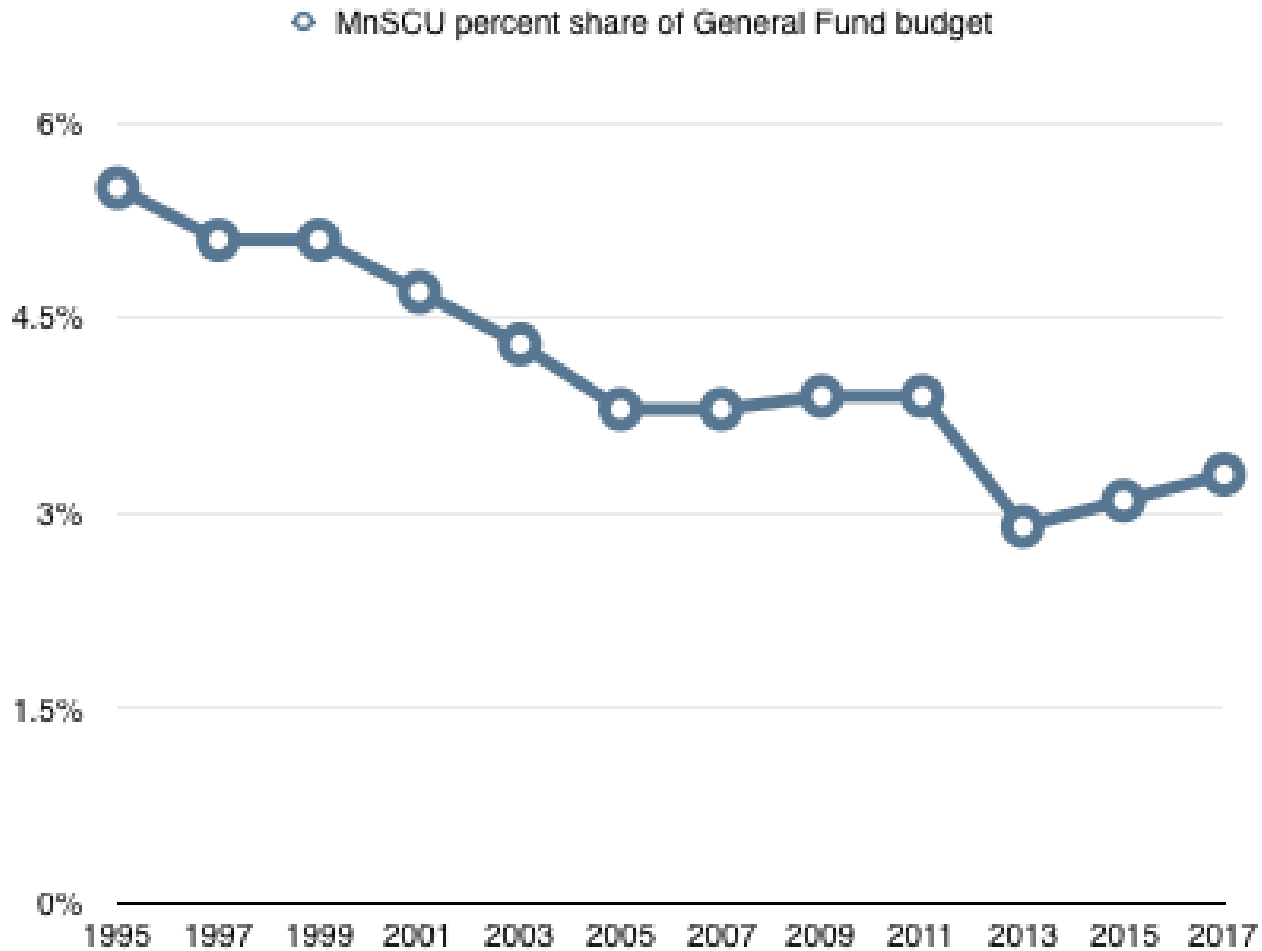
Financial scenarios, current and projected



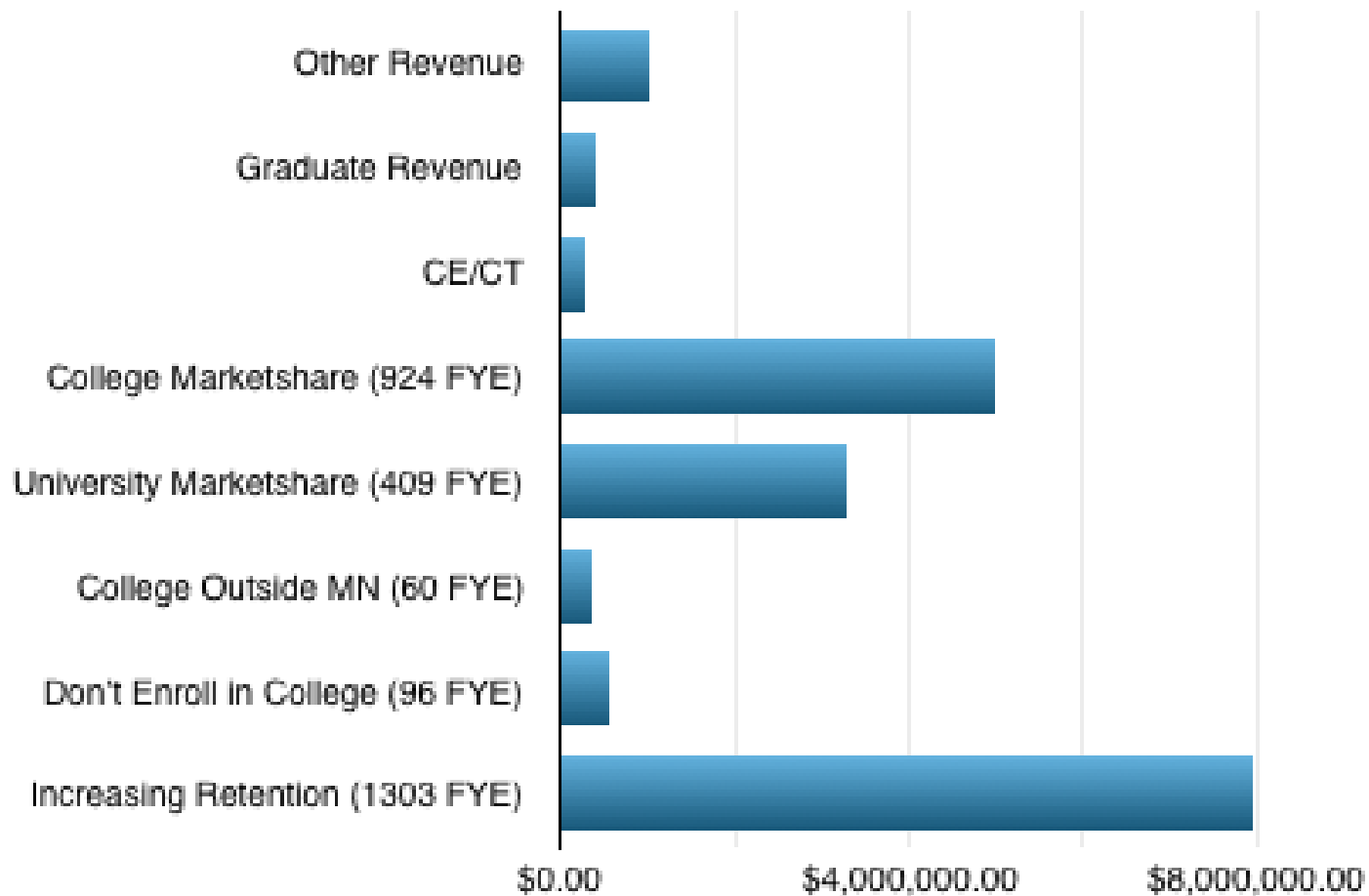
Long-term reductions in state revenue have caused more dependence on tuition revenue



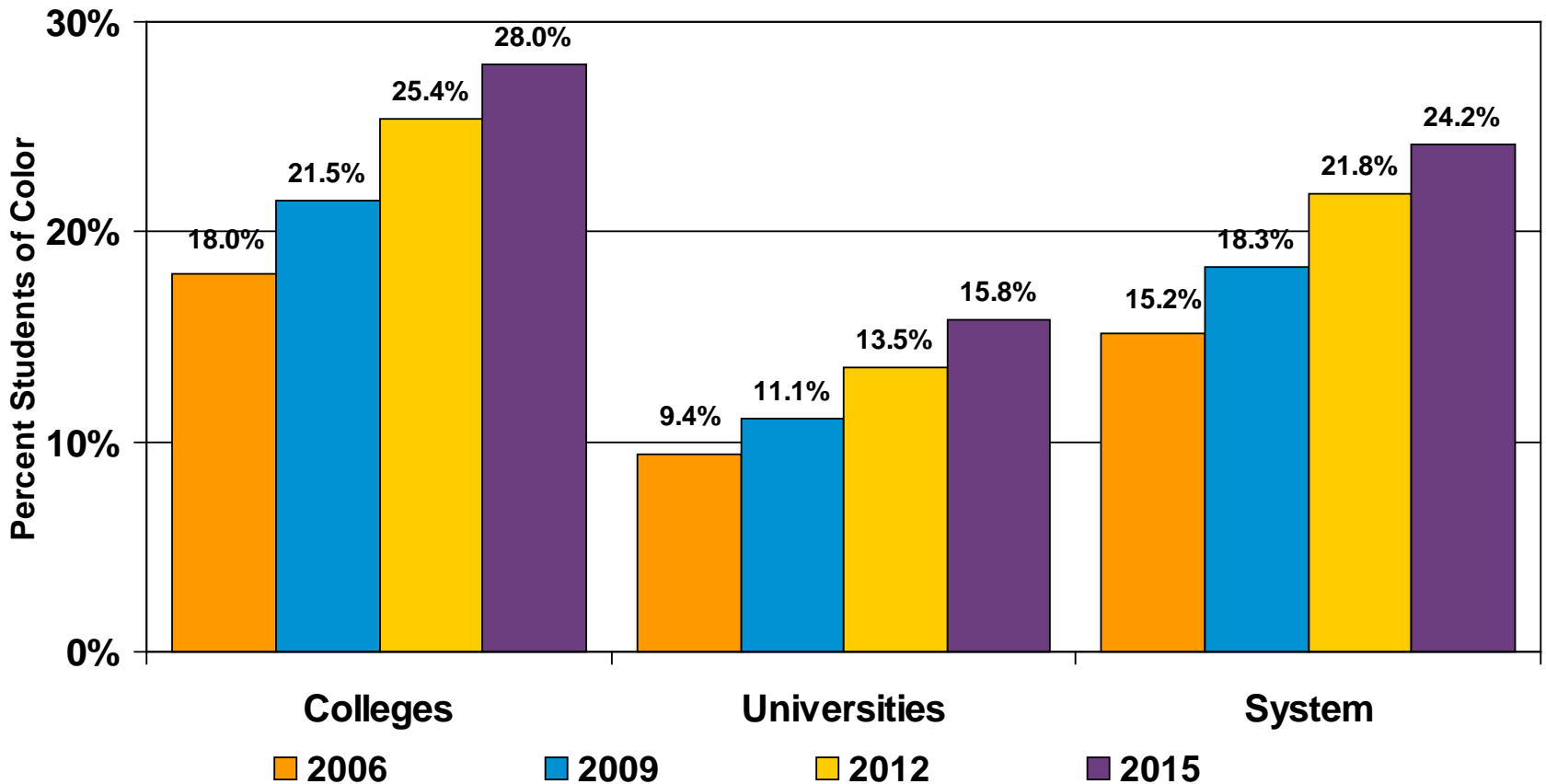
MnSCU's share of MN State budget



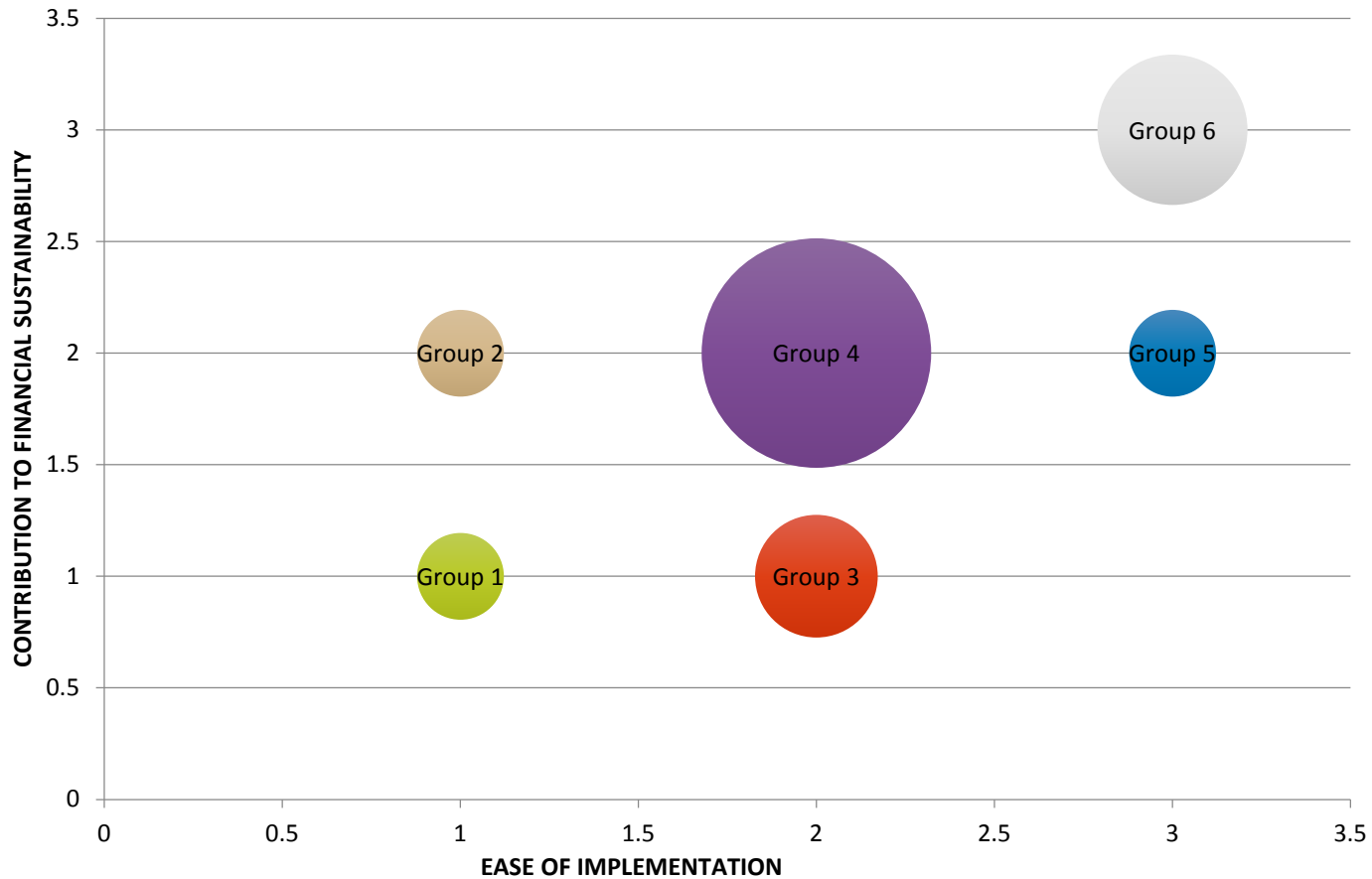
1% increase in select revenue sources would generate about \$19 million



Students of Color and American Indian students are comprising an increasing percentage of our students



Recommendations by contribution to financial sustainability and ease of implementation



Recommendation #1

1. Act as an enterprise – harness the collective power of the colleges and universities and marshal more effective and efficient campus-based leadership dedicated to improving student success.

- 1.1 The faculty should align and streamline the curriculum to reduce the time to graduation and the cost of the degree. This should be done by continuing the work initiated, in part, under Charting the Future to establish guided transfer pathways.
- 1.2 The colleges and universities should create competency-based credential and degree pathways, allowing students to integrate and individualize their learning and demonstrate competency developed both inside and outside of the classroom.
- 1.3 The colleges and universities should align online course and program offerings with the emerging system-wide online strategy.
- 1.4 The chancellor should coordinate the design and delivery of customized training throughout the state and commit to grow the enterprise revenue by five percent per year.
- 1.5 The chancellor should coordinate marketing efforts for cross-system offerings such as streamlined curriculum, guided transfer pathways, competency-based credential and degree pathways, online offerings and customized training.

Recommendation #2

2. Consolidate the delivery of core functions for more cost effective operations where knowledge and services are shared and redundancies are minimized.

- 2.1 The board should establish criteria for campuses to have full, dedicated administrative structures.
- 2.2 The board should create regional planning, communication and leadership structures to ensure effective coordination of core functions among and between colleges and universities.
- 2.3 The chancellor should continue to align the leadership structures of colleges in the metropolitan area, such as the efforts underway between Anoka-Ramsey Community College and Anoka Technical College, as well as Dakota County Technical College and Inver Hills Community College.
- 2.4 The chancellor should create regional and statewide call centers and processing centers that consistently communicate information related to admissions, financial aid, registration, human resources, accounts receivable and other common functions.

Recommendation #3

3. Build partnerships that prepare students for a successful college experience and help eliminate opportunity and achievement gaps.

- 3.1 The colleges and universities must work across the system and with K-12 and community partners to eliminate achievement and opportunity gaps to better prepare students and increase their success in college.
- 3.2 The colleges and universities must work across the system and within their communities to form service provider partnerships in such areas as social services, housing, transportation, day care and food support.
- 3.3 The colleges and universities should increase post-secondary enrollment options and concurrent enrollment.
- 3.4 The colleges and universities should strengthen financial literacy training, career advising and other support services that promote persistence and success at the start of a student's academic career, and monitor progress at regular intervals as they proceed through the system.

Recommendation #4

4. Adopt more creative and flexible labor practices in response to the changing needs and expectations of students and the system's communities, as well as the organizational structures and faculty and staff roles and assignments.

4.1 The chancellor, working with the Metro Alliance, should organize faculty along two new full-time and part-time units, enabling individual members to move seamlessly from campus to campus. Administrative and student service processes and procedures should be developed accordingly. Pilot this initiative in the metropolitan area, where it makes the most immediate sense geographically.

Recommendation #5

5. Re-calibrate physical plant and space capacity to address regionally disproportionate surpluses, as well as to accommodate new academic and administrative organizational structures.

- 5.1 The chancellor should undertake comprehensive facilities planning by region to increase utilization.
- 5.2 The colleges and universities also should work to increase use of underutilized physical spaces through tuition and fee incentives or staffing arrangements.
- 5.3 The colleges and universities should pursue non-academic revenue-generating uses of surplus physical capacity that complements the mission of the system's campuses, while meeting a community need and conforming to policy/statutory guidance.

Next steps

- Share report with all interest groups
- Solicitation of feedback from bargaining units, student associations, college and university stakeholders
- Leadership Council discussion
- Board retreat discussion
- Implementation plan (October 2016)

Clarifying Questions

(trustee questions to clarify and better understand the information in the report)

Discussion

Are there any additional steps you would suggest as we prepare for the board retreat ?

What information would you like at the retreat?

Other questions?



**Board of Trustees Meeting
Tuesday, June 21, 2016, 12:30 PM
Minnesota State Colleges and Universities
30 7th Street East, St. Paul, Minnesota**

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- 12:30 PM Board of Trustees
Call to Order, Michael Vekich, Chair
- 1. Branding Initiative (pp. 1-30)**
Guest: Lynn Casey, CEO, Padilla CRT
 - 2. Proposed Amendment to Policy 3.23, Naming Colleges and Universities (First Reading) (pp. 31-34)**
- 1:30 PM Board meeting will recess until 12:30 PM on June 22, 2016

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Board of Trustees

Date: June 21, 2016

Title: Brand Initiative

Purpose (check one):

- | | | |
|---|---|--|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input checked="" type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

The final report of the brand steering committee will be presented.

Scheduled Presenter(s):

Noelle Hawton, Chief Marketing and Communications Officer
Lynn Casey, Padilla CRT Chair and CEO

Brand Initiative Update



Presentation to Board of Trustees

June 2016



Minnesota
STATE COLLEGES
& UNIVERSITIES

BRAND INITIATIVE TIMELINE

2013:

- Board of Trustees raises questions about effectiveness of system brand

2014:

- Brand Steering Committee is formed
- RFP is issued
- PadillaCRT is hired and begins a positioning audit and both qualitative and quantitative research

BRAND INITIATIVE TIMELINE (continued)

2015:

- Research findings are presented to the Board of Trustees
- Based on the facts, board asks that brand initiative continues
- Brand Steering Committee is expanded and guides collaborative process
- RFP is issued for brand support regarding name, visual identity, graphics standards, system website

2016:

- January Board of Trustees update indicates continued support for initiative
- Consultation throughout the state
- Name and visual identity recommendation

BRAND STEERING COMMITTEE

Alexandria Technical and Community College*

Anoka-Ramsey Community College

Anoka Technical College

Bemidji State University/Northwest Technical College*

Century College

Dakota County Technical College

Metropolitan State University

Minnesota State Community and Technical College*

Minnesota State University Mankato*

Normandale Community College

Northeast Higher Education District

Northland Community and Technical College

Rochester Community and Technical College

Saint Paul College*

South Central College

St. Cloud State University*

Southwest Minnesota State University

Winona State University

BRAND INITIATIVE TIMELINE (continued)

2015:

- Research findings are presented to the Board of Trustees
- Based on the facts, board asks that brand initiative continues
- Brand Steering Committee is expanded and guides collaborative process
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2016:

- January Board of Trustees update indicates continued support for initiative
- Consultation throughout the state
- Name and visual identity recommendation

RESEARCH FINDINGS

- Prospective students don't know there is a difference between our colleges and universities, the U of M, or for-profit and private colleges.
- Many prospective students, parents and community leaders think Minnesota State Colleges and Universities describes all higher education in the state.
- There is no clarity that our colleges and universities are the ones that offer the most affordable, highest value and highest quality option.



MINNESOTANS DON'T UNDERSTAND WHO WE ARE OR THE VALUE WE OFFER...

- About 20,000 people each year choose for-profit schools.
- By the year 2020, 74% of jobs will require some sort of post-secondary education.



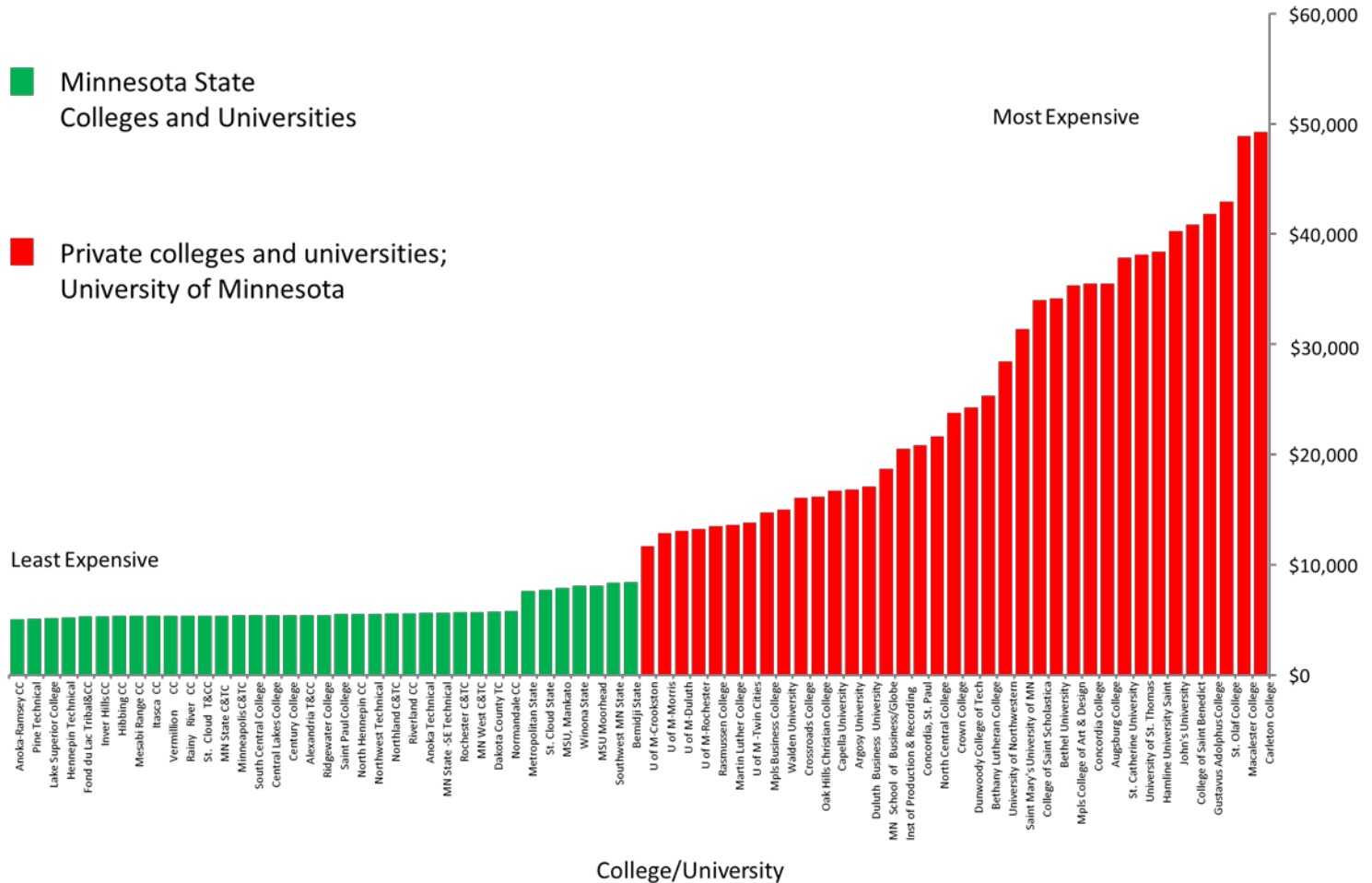
**OF COLLEGE-BOUND
STUDENTS EVERY
YEAR TO OTHER
STATES**



**28% to WISCONSIN
22% to NORTH DAKOTA
13% to IOWA
8% to SOUTH DAKOTA**

WE ARE MINNESOTA'S MOST AFFORDABLE HIGHER EDUCATION OPTION

2015 -16 Tuition and Required Fees



RESEARCH FINDINGS

- 73% of prospective students and 61% of parents who “know” Minnesota State Colleges and Universities agree that affordability, geographical accessibility, and talent development describe Minnesota State Colleges and Universities.
- These attributes are the pillars of our shared brand that our students and business partners experience every day.

AFFORDABILITY
ACCESSIBILITY
& TALENT
DEVELOPMENT

HOW CAN BRANDING HELP?

By strengthening our collective brand, we can build upon our shared attributes to:

- **Increase awareness** of all our colleges and universities, helping them to **grow enrollments**.
- Become known more widely for our shared attributes of **quality, accessibility, affordability, and talent**.
- **Compete more effectively** against other higher education institutions.
- Communicate how our colleges and universities **work together**.
- **Leverage our marketing dollars** more strategically.

AFFORDABILITY
ACCESSIBILITY
& TALENT
DEVELOPMENT

HOW CAN BRANDING HELP?

58 New Students Recoups 100% Of Branding Investment

200 New Students = \$2.1 million

400 New Students = \$4.2 million

500 New Students = \$5.2 million

MINNESOTA STATE BRAND PROMISE

Minnesota State is a system of colleges and universities united to provide an extraordinary education that is affordable and accessible, enhancing quality of life, and ensuring prosperous communities.

AFFORDABILITY
ACCESSIBILITY
& TALENT
DEVELOPMENT

MINNESOTA STATE BRAND ATTRIBUTES

Offering Quality and Value

- Our colleges and universities offer extraordinary and affordable educational opportunities provided by exceptional faculty who prepare students for success.

Providing Access

- Our colleges and universities provide students of all backgrounds a broad range of programs to achieve their goals, from career and technical training to baccalaureate, graduate and doctoral degrees. This happens at 54 campuses across the state and online.

Developing Talent

- Our colleges and universities develop life-long learning and employment skills and capabilities that prepare graduates for life and careers.

Serving Community

- Our colleges and universities collectively and positively impact our state's economy by producing well-rounded graduates who are prepared to contribute to their communities.



MINNESOTA STATE



MINNESOTA STATE



MINNESOTA STATE

Extraordinary Education. Exceptional Value.



MINNESOTA STATE

Extraordinary Education.
Exceptional Value.



MINNESOTA STATE

30 East 7th Street, Suite 350
St. Paul, MN 55101-7804

Phone: 651-201-1800
Toll Free: 1-888-667-2848

January 1, 2017

Dr. Recipient Name
Company Name
1101 W River Pkwy #400
Minneapolis, MN 55415

Dear Dr. Recipient Name,

minnesotastate.edu
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce vel nisi et lorem ornare suscipit non sed nunc. Curabitur efficitur tortor id enim vulputate, quis ornare quam vulputate. Duis sed aliquam dui. Vivamus vitae sodales leo. Nulla molestie porttitor eros id vulputate. Nam interdum laoreet massa non efficitur. Nunc eleifend quis enim eu feugiat. Cras posuere tortor felis, quis tempor dui placerat eget. Suspendisse at ligula eget odio aliquet vehicula vel ut nisi. Sed at bibendum lacus, ullamcorper congue turpis. Nam vestibulum, neque convallis.

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Sincerely,

Name of Sender





MINNESOTA STATE
Board of Trustees

30 East 7th Street, Suite 350
St. Paul, MN 55101-7804

Phone: 651-201-1800
Toll Free: 1-888-667-2848

January 1, 2017

Dr. Recipient Name
Company Name
1101 W River Pkwy #400
Minneapolis, MN 55415

Dear Dr. Recipient Name,

minnesotastate.edu
Lorem ipsum dolor sit amet, consectetur adipiscing elit. Fusce vel nisi et lorem ornare suscipit non sed nunc. Curabitur efficitur tortor id enim vulputate, quis ornare quam vulputate. Duis sed aliquam dui. Vivamus vitae sodales leo. Nulla molestie porttitor eros id vulputate. Nam interdum laoreet massa non efficitur. Nunc eleifend quis enim eu feugiat. Cras posuere tortor felis, quis tempor dui placerat eget. Suspendisse at ligula eget odio aliquet vehicula vel ut nisi. Sed at bibendum lacus, ullamcorper congue turpis. Nam vestibulum, neque convallis.

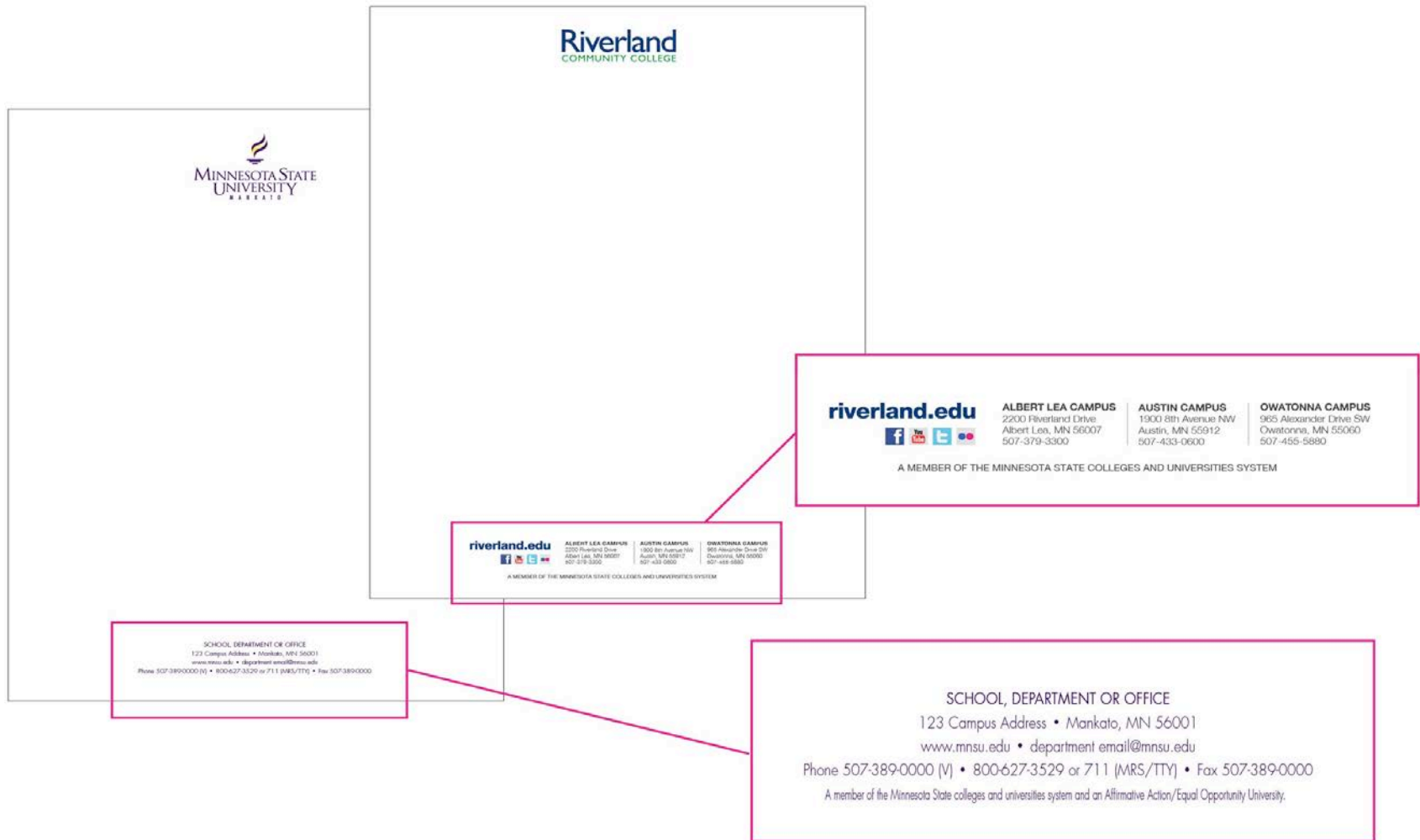
Suspendisse ipsum sem, dignissim eu sodales non, vulputate quis sapien. Quisque fringilla odio sit amet elit malesuada condimentum. Nullam rutrum est imperdiet, laoreet lacus nec, congue elit. Vestibulum sem libero, porta a nisi in, rhoncus consequat turpis. Pellentesque pharetra egestas dictum. Integer non velit blandit elit faucibus interdum. Pellentesque fermentum arcu quis dui molestie sodales. Quisque massa ex, iaculis vitae consequat ut, ornare ac libero. Nam tempor augue ut eros tincidunt, bibendum varius libero suscipit.

Sincerely,

Name of Sender



COLLEGE AND UNIVERSITY LETTERHEAD



WEB IDENTIFICATION

The screenshot displays the Normandale Community College website. At the top, there is a navigation bar with the college logo and name, followed by a search bar and a menu with links for 'CLASS CANCELLATION', 'GIVE', 'DDL', and 'Q'. Below this is a secondary navigation bar with links for 'CURRENT STUDENTS', 'FACULTY/STAFF', 'FOUNDATION', 'COMMUNITY', and 'BUSINESS', along with 'E-SERVICES', 'LIBRARY', 'BOOKSTORE', 'DEPARTMENTS', and 'CONVULS SCHEDULES'. A third navigation bar lists 'PROGRAMS & COURSES', 'CONTINUING EDUCATION', 'PAYING FOR COLLEGE', 'ADMISSIONS', 'ADVISING & SERVICES', 'CAMPUS LIFE', and 'WHY NORMANDALE'. The main content area features a hero section with four portraits of students labeled 'FUTURE', 'ACADEMICS', 'CAMPUS', and 'COMMUNITY', with the tagline 'YOUR COLLEGE. YOUR COMMUNITY.' Below this is a 'FEATURED PROGRAMS' section with a dropdown menu and three program cards: 'WORLDWIDE STUDY', 'WORLDWIDE STUDY', and 'DATA MANAGEMENT & ANALYTICS'. A 'DATES & DEADLINES' section highlights 'Success Day - "United in Learning"' on March 1st and 'Spring Graduation Application Deadline' on March 1st. A 'NEWS & EVENTS' section includes 'SUCCESS DAY TAKES PLACE ON MARCH 1' and 'Success Day takes place on March 1'. The footer contains contact information, a 'MINNESOTA STATE' logo, and a 'TRANSFER RESOURCES' section with links for 'APPLY ONLINE', 'VISIT NORMANDALE', 'REQUEST INFORMATION', and 'ASK A QUESTION'. A pink box highlights the 'MINNESOTA STATE' logo and the text 'Normandale Community College, a member of the Minnesota State system.' in the footer.

MINNESOTA STATE | Normandale Community College, a member of the Minnesota State system

BROCHURES AND MAILERS



Option 1



MINNESOTA STATE

Normandale Community College,
a member of the
Minnesota State system

Option 2



MINNESOTA STATE

Normandale Community College,
a member of the
Minnesota State system



MONUMENT SIGNS



MONUMENT SIGNS





BRAND IMPLEMENTATION TIMELINE

June, 2016

- Board resolution
- First read of Board Policy 3.23
- Circulate draft of System Procedure 3.23.1 for consultation

Ongoing

- Use up letterhead and collateral with current MnSCU system affiliation identifier

July – August, 2016

- Consultation on System Procedure 3.23.1
- System office identity change
- Develop collaborative marketing plan for October and March/April

BRAND IMPLEMENTATION TIMELINE (continued)

September 1, 2016 (or earlier)

- Implement System Procedure 3.23.1
- Presidents submit their implementation plans
- Revise electronic letterheads to include new system affiliation identifier
- New system affiliation identifier on newly printed mailers and brochures
- Begin to implement collaborative marketing plan

October, 2016

- Second reading Board Policy 3.23

December 31, 2016 (or earlier)

- Change college and university website system affiliation identifier
- Change look of current MnSCU web site to reflect new brand

BRAND IMPLEMENTATION TIMELINE (continued)

June 30, 2017 (or earlier)

- Change monument signs with current MnSCU identity to new system affiliation identifier
- All logo merchandise and apparel includes Minnesota State system affiliation identifier

June 30, 2018 (or earlier)

- Change monument signs without current MnSCU identity to include new system affiliation identifier

ASSESSMENT

- Brand adoption by colleges and universities
- Increase in collaborative storytelling
- Increased awareness and understanding, measured against benchmark survey
- Increased enrollments

AFFORDABILITY
ACCESSIBILITY
& TALENT
DEVELOPMENT

BOARD RESOLUTION

The Board of Trustees endorses the branding strategy and charges the chancellor and presidents to implement the strategy. The chancellor shall establish system procedures and a brand standards manual necessary to implement the strategy.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Board of Trustees

Date: June 21, 2016

Title: Board Policy 3.23 Change, First Reading

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The board will hear a first reading of amendments to Board of Trustees Policy 3.23.

Scheduled Presenter(s):

Noelle Hawton, Chief Marketing and Communications Officer

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION
PROPOSED AMENDMENT TO BOARD POLICY 3.23 NAMING COLLEGES AND UNIVERSITIES

1 **BACKGROUND**

2 Policy 3.23 was adopted by the Board of Trustees on October 18, 1994. It was amended once.

3

4 The proposed amendments are identified by striking the old language and underlining the new
5 language in the policy. Sections were renumbered and new formatting and writing standards
6 were applied to the policy as technical edits.

7

8 **PROPOSED AMENDMENTS**

9 **Request for a Name Change**

10 The proposed amendment eliminates the requirement that colleges and universities conduct
11 market research when considering a name change, but still requires consultation with key
12 constituencies.

13

14 An additional proposed amendment offers naming convention guidance to colleges and
15 universities who propose a name change.

16

17 **RECOMMENDED BOARD MOTION**

18 The Board of Trustees approves the proposed amendments to Policy 3.23, Naming Colleges and
19 Universities, as presented.

20

21 Date Presented to the Board of Trustees: June 21, 2016

22 Date of Implementation:

BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD POLICY		3.23
Chapter	3.	Educational Policies
Section	23.	Naming Colleges and Universities

3.23 NAMING COLLEGE AND UNIVERSITIES

Part 1. Identification with Minnesota State Colleges and Universities System. All ~~state universities or~~ colleges and universities must clearly and prominently identify the institution as a part of the Minnesota State Colleges and Universities system in campus entrance signage, publications, advertising and marketing materials, ~~Web-site~~ website, letterhead and other forms of communication intended for external audiences. ~~Such i~~Identification shall be in accordance with system procedures.

Part 2. Name Change.

Subpart A. Request for name change. If a ~~state~~ college or university requests a change to its official name, or if a new institution is created through merger or other means, the college or university president shall forward the proposed name to the ~~C~~hancellor for recommendation to the ~~B~~oard. The ~~B~~oard shall establish a name after receiving a recommendation from the ~~C~~hancellor.

A ~~state~~ college or university seeking to change its name, or a new institution seeking to create a name, must clearly state the rationale for the name change or new name. The ~~institution must conduct market research and~~ college or university must consult with key stakeholders within the campus or campuses and the surrounding communities. The rationale for the name change and the results of the ~~market research and~~ consultation must be presented to the chancellor at the time the request is made.

Subpart B. Name requirements. The proposed name may reflect the mission of the institution and should enhance the image of the college or university and Minnesota State ~~Colleges and Universities.~~

The proposed name shall not reflect the name of any individual, corporation, or other non governmental entity.

Each accredited institution may have only one name, regardless of the number of individual campuses that make up the institution.

The proposed name change should adhere to the following naming convention: Minnesota State followed by an optional reflection of mission (e.g., community or technical), followed by a

1 descriptor (college or university), followed by an identifier name (e.g., a community, city, or
2 established descriptor of location).

3 **Subpart C. Name change not required.** This policy does not direct any institution to change its
4 name.

5 **Subpart D. Policy amendment.** Approval of a name change by the board under this policy shall
6 constitute an amendment of Board ~~p~~**P**olicy 1A.11 to reflect the approved name, with no further
7 action of the board required.

8

9 **Policy History:**

10 *Date of Adoption: 10/18/94*

11 *Date of Implementation: 10/18/94*

12

13 *Date & Subject of Revisions:*

14 *9/17/08 - adds a new Part 2, Subpart D which makes approval of a college or university name*
15 *change an amendment to proposed Board policy 1A.11 with no further action of the board*
16 *required.*



**FINANCE AND FACILITIES COMMITTEE
JUNE 21, 2016
1:30 P.M.**

**MCCORMICK ROOM
30 7TH STREET EAST
SAINT PAUL, MN**

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

- Finance and Facilities Committee, Jay Cowles, Chair
- 1. Minutes of May 17, 2016 (pp. 1-11)**
 - 2. Approval of Contracts Exceeding \$1M: (pp. 12-15)**
 - a. Bookstore Point-of-Sale/eCommerce/Accounting Software Master Contract**
 - b. Facilities Cleaning Supplies, Equipment and Data Management System Master Contract**
 - c. MSU, Mankato Apartment Lease**
 - d. Rochester Community and Technical College/Rochester Schools CTECH Building Lease**
 - e. On-going Utility Contracts for Colleges and Universities**
 - 3. FY2017 Operating Budget - 2nd Reading (pp. 16-122)**
 - 4. Report of Allocation Framework Redesign Effort (pp. 123-151)**
 - 5. 2016 Legislative Summary - Including Bonding Bill Outcome (p. 152)**
 - 6. Proposed Amendment to Policy 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals, and Waivers (First Reading) (pp. 153-163)**

Committee Members

Jay Cowles, Chair
Thomas Renier, Vice Chair
Ann Anaya
Philip Krinkie
Maleah Otterson
Erma Vizenor

BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE
MEETING MINUTES

May 17, 2016

Finance and Facilities Committee Members Present: Chair Jay Cowles, Ann Anaya, Philip Krinkie, Maleah Otterson and Tom Renier

Other Board Members Present: Trustees Duane Benson, Elise Bourdeau, Alexander Cirillo, Dawn Erlandson, Robert Hoffman, Louise Sundin and Michael Vekich

Leadership Council Representatives Present: Chancellor Steven Rosenstone, Vice Chancellor Laura King

The Minnesota State Colleges and Universities Finance and Facilities Committee held its meeting on May 17, 2016 at 4th Floor McCormick Room, 30 East 7th Street in St. Paul, MN

Chair Cowles called the meeting to order at 1:30 p.m., welcomed everyone and explained that the agenda is short having two action items, the discussion of the first reading of the FY2017 college and university operating budgets, and the proposed action for Board Policy 5.14 which is a new approach and can benefit from committee consideration and discussion. In terms of the operating budget since the pre-reading materials were substantial, it is hoped that the committee focuses more on this item. The goal is to adopt the operating budget in June so that colleges and universities can load their budgets at the July 1st start of the fiscal year. The June meeting will be very full. The allocation framework redesign recommendations will be presented, the final report of the long-term financial sustainability work group and the final legislative session outcome update including the capital bonding program for campuses and supplemental funding support. Vice Chancellor King was asked to provide an update.

Vice Chancellor King stated the spring due diligence ratings calls with Moody's and Standard & Poor's have taken place. The Revenue fund has a Standard & Poor's rating of AA - with a stable outlook, and a Moody's rating of Aa2 with a negative outlook, which was put on last year. Staff presented updates on last year's fund performance, the forecast for FY2016 and a general conversation about the revenue fund. Action is expected on the ratings and outlooks within the

month and anticipated at least sustained ratings from both agencies. There has been hard work done to try and move Moody's from negative outlook to stable.

The compliance inspection program in place with our colleges and universities and the Minnesota Office of Occupational Safety and Health have continued with reviews at MCTC and Central Lakes. Both had very good outcomes, minor findings, best practices and a tribute to the hard work at all campuses to improve operating environments around safety and environmental compliance. Of note, the programs at both colleges are overseen by staff who were recognized for excellence in leadership at the Facilities Conference last month.

The groundbreaking for the Timbers Ridge Student Housing at Vermillion Community College occurred last month. Vice Chancellor King acknowledged and gave thanks to Trustee Renier, Senator Tom Bak, Representative Rob Ecklund, Mark Philips the Commissioner of the IRRRB, President Bill Maki, Provost Shawn Bina and Brian Yolitz, Associate Vice Chancellor for Facilities for attending the ceremonial start of construction on this project which is a 120 bed housing complex. The project was funded in part by a board approved revenue fund bond sale last year with contributions from the IRRRB and some state funds through the Department of Employment and Economic Development. The estimated date of completion is June 2017.

Vice Chancellor King reported that continued negotiations are underway between the House and Senate on the bonding program and supplemental budget program. Both are moving forward and there may be some information within the week.

Chair Cowles mentioned that a quorum was present at the meeting

1. Minutes of April 19, 2016

Chair Cowles asked for a motion to approve the minutes of the April 19, 2016. Trustee Renier made the motion to approve, Chair Krinkie seconded. The motion was adopted.

2. Approval of Contracts Exceeding \$1M for:

- a. Smartthinking Contract Extension**
- b. Uniface Contract Extension**

Chair Cowles asked Vice Chancellor King to present the proposed contracts exceeding \$1 million on page 10 of the board packet. Vice Chancellor King summarized each item. Smartthinking is the vendor name for an online curriculum support package which supports enterprise IT infrastructure requirements in the academic and student affairs community. This contract is supported through Minnesota Online and there is a per-credit base charge to campus budgets. Uniface contract is a single source provider that is financed within the ITS base budget.

Chair Cowles asked that both contracts be taken as a single motion for approval and asked for a motion to approve. Trustee Krinkie made the motion, Trustee Renier seconded. The motion was approved.

3. Approval of Executive Committee Delegation for Actions Required Under Board Policy

5.14 Contracts and Procurements

Chair Cowles introduced an amendment to Board Policy 5.14 and stated that it had been drafted in light of the meeting schedule dynamics during the board's summer hiatus. Vice Chancellor King was asked to present. Vice Chancellor King reviewed the current practice regarding Board Policy 5.14 and board approval of contracts that are over \$1 million. The policy was changed in November 2014 to lower the threshold from \$3 million.

Since the change a review finds that there are generally three types of actions that has been brought to the board: 1) enterprise transactions, 2) college or university project transactions, and 3) college or university real estate related transactions. Since November 2014, there have been 38 requests for authorization to execute contracts. Of those, 32 or 84% fit into one of the three types. There hasn't been occasion where recommendations brought to the board were not accepted by the committee or the board.

The board has established its 2017 calendar and there are no committee or regular board meetings scheduled from July to September. There have also been periods between November to January and in March when no committee meetings have been scheduled. Contracts would be at risk if something that is time sensitive arises during the period. The action item would have the committee recommend to the board (through Board Policy 1.A.2.) the authority for staff to bring contract actions to the executive committee for approval in the interim. This action would go from the Finance Committee Chair, then to the executive committee and once the executive committee acted, it would be reported out to the full board.

Chair Cowles invited discussion and questions. Trustee Hoffman asked how the board's schedule was developed as it appeared that it was the board's lack of meetings between June and September driving the need for this policy amendment." Chancellor Rosenstone responded that it is a time when there are a lot of vacations and staff getting ready for the next academic year and stated that the recommendation to have meetings during the interim period would be taken into consideration.

Trustee Otterson expressed opposition to the recommendation to change the policy and stressed that there must be a better way of solving the problem by having meetings during the four month timeframe as opposed to changing the policy. Chair Cowles responded that this does not change the dollar value of the contracts requiring board review and approval. The only change is in the event of a timing need that this specific group of contracts be presented to the executive committee for consideration and approval. Trustee Otterson was asked to expound on the comment made. Trustee Otterson expressed a concern for the lack of voice by turning it over to the executive committee during times when there's not a full board meeting.

Trustee Reiner stated that in the past there have been September meetings to address issues. Chair Vekich asked Vice Chancellor King for clarity on the fact that the executive committee has always had authority to act on behalf of the board in between board meetings specifically in emergency situations. Vice Chancellor King responded that the board policy does not provide the executive committee emergency authority unless it's been a specific delegation. Chancellor Rosenstone stated that there are several alternatives; the board could state that the full board must be convened to ratify a contract or contracts must wait until the full board and finance committee. The board

should evaluate which is the lowest risk, balance board oversight and transparency versus continuity of operations and not standing in the way of campuses getting their work done.

Trustee Krinkie asked Vice Chancellor King to review the number of contracts that have been approved by the board since the change of policy from \$3 million to \$1 million. Vice Chancellor King responded since November 2014, the committee has approved 38 procurement or contract requests subject to the approval thresholds. Of the 38 total, 32 were software construction or real estate related and the balance were single-purpose transactions.

Trustee Krinkie followed up asking if any of the contracts were delayed because of board schedule. Vice Chancellor King responded that there was nothing that comes to mind that was delayed because of the board schedule. Trustee Krinkie asked why the recommendation is presented. Chair Cowles responded that the basic rationale is to anticipate the issue as opposed to discovering that there is a problem which requires extraordinary responses. Chair Cowles asked Vice Chancellor King if there are any pending contracts for the summer. Vice Chancellor King responded that the campuses have been given monthly reminders to provide requests based on the board schedule. Out of the 38 items, 7 were in June and 8 were in October; which suggests a pinch point. There are four items coming in June and in all are being put on the calendar so that there are no surprises but it is not known if there are any for the period July through September.

Chair Cowles followed up with the question of whether anything for committee or board review has taken place which caused an item to be tabled, run the risk of delay or held over at the request of the board. Vice Chancellor King responded that there hasn't been any occasion.

Trustee Renier presented a question to Chair Cowles and Chair Vekich if a contract came to the executive committee under this proposed delegation if it could be deferred to the full board. Vice Chancellor King concurred with Trustee Renier that the chair or executive committee could decline to approve and that the Finance Committee be convened until the full board meeting.

Chair Vekich commented that in anticipation of this change it should not be considered as standard operating procedures in order to not have a level of transparency. In addition, there is the consultation of the Finance and Facility chair with the board chair to determine whether this is

something that should go forward or not. Transparency is important but this is another measure that is looked at in case of emergency and should not be used on a regular basis.

Trustee Sundin asked whether the executive committee could send out an electronic vote and stated that in the bylaws and law it is okay to do an electronic vote. Chair Vekich responded that the policies and procedures will be checked to see if this is possible but it is not believed that an electronic vote that can be done. Trustee Otterson asked Chair Vekich whether a meeting can be by phone for all parties or does there need to be some physical participation in order to meet a quorum. Chair Vekich responded that there can be phone meetings as long as one member of the committee is physically present. Trustee Krinkie commented that if there were an occurrence and there is no meeting for three months, action could be presented and noted at the board retreat since there is a quorum.

Trustee Erlandson noted that it is common practice on boards and directories to allow the executive committee to take action on matters when the board is not meeting. There does need to be balance in the pace of business that is not monthly with the need for proper oversight and transparency. If the board does not approve this action it should be considered to have a telephone approval method in order to avoid traveling to vote on just one item.

Chair Vekich asked whether action taken by the executive committee has to be ratified by the board. Chair Cowles responded not in this specific delegation and even though the actual situation has not yet emerged, the intention is to provide a solution for those urgent contracts where delays can be costly, and to provide a mechanism for board approval without requiring a full board meeting.

Chair Vekich commented that there appears to be a consensus not to adopt and recommended that this item be sent back to the executive committee rather than taking a vote during the meeting. Chair Cowles concurred and suggested that the motion be tabled and passed to the executive committee to take up a discussion with Vice Chancellor King about mechanisms for being able to provide timely approval process possibly telephone process.

Chair Cowles accepted Chair Vekich's suggestion that the executive committee take this up as an agenda item.

4. FY2017 Operating Budget (First Reading)

Chair Cowles stated that this item will have a second reading and approval in June and the timing allows all colleges, universities and system office to begin each fiscal year with an approved budget. The material will be modified for the June meeting pending the legislative session updates.

Vice Chancellor King acknowledged Deb Bednarz and began the presentation. The focus of the committee's time will be on the summary and policy level dimensions of this item. There is a tremendous amount of background information available but the presentation will summarize that information and focus the discussion.

The budget before the committee is the sum of all of the college and university budgets prepared for FY2017. Investments in student success initiatives continue to be a priority in campus budgets. Student success translates into more graduates who have the talent and skills needed in communities across the state.

The average annual college tuition for full-time students is estimated at \$4,767 for FY2017 and is 1 percent lower than in FY2016. The average annual tuition and fees for full-time university students is the same as FY2016. These are the rates charged before financial assistance is applied. The average room and board rates are estimated at 3 percent higher than FY2016. Student union fees are estimated at one-half percent higher.

There is an increase in both college and university students that are projected to receive financial aid in FY2017 as a result of changes in the state and federal grant programs. State grant recipients in all income categories at colleges and universities are projected to see a decrease in the net tuition cost as a result of the state grant program. Approximately one-third of degree-seeking college students receive state and/or federal Pell grants. On average these students will pay \$894 in tuition next year. The net decreases range from \$93-\$143 depending on the student's household income.

Approximately one-quarter of degree-seeking university students receive state and/or federal Pell assistance. These students are expected to pay \$2,088 in net tuition for a full year of instruction. Net decreases ranges for \$65-\$149 depending on the students' income.

The combination of the tuition reduction at the colleges, the frozen tuitions at the universities, and the increases in the Pell and state grants have made a significant contribution in the affordability and price of attendance for students.

Enrollment is an important dimension in the budget planning. Systemwide enrollment is projected to be at 133,678 FYE in FY2017 which is a decrease of about 0.8 percent from FY2016. College and university enrollment changes at the school level vary. As compared to peak enrollment in 2011, system enrollment is projected to fall 24,225 FYE in FY2017.

Trustee Erlandson stated that it would be interesting to see a chart with total enrollment in the public and private higher education sectors in the state of Minnesota. Vice Chancellor King and her staff will work to compile this information.

College FYE in FY2017 enrollment is projected to be slightly higher than it was in FY2006, and university enrollment is projected to be near FY2002 levels. Enrollment is behaving differently by sector.

Preliminary enrollment projections show a slight increase in FY2018, with universities reporting 1 percent expected growth and colleges forecasting flat enrollment. Total state appropriation and tuition revenue per FYE in constant dollars is expected to fall between FY2016 to FY2017 by 1.7 percent. The appropriation increase came at the expense of tuition revenue flattening out.

Operating budgets continue to be under stress from limited resources and increased costs. Unless supplemental funding is received, state funding will be slightly lower in FY2017. Tuition constraints that illustrate our commitment to affordability also has the consequence of limiting revenues to the campuses to fund inflationary costs. Labor contracts have been settled and so the FY2017 compensation budgets have high reliability.

Improvements in state funding levels, combined with tuition constraints, have helped to close the gap between tuition and appropriation. The funding mix remains significantly different than in 2002. It is estimated that it would cost an additional \$290 million annually in state support if the state decided it want to get back to the one-third, two-third relationship between state appropriation and tuition.

The proposed FY2017 All Funds budget includes \$1.95 billion in projected revenues and expenses. FY2017 revenues are projected to decrease slightly. Expenses in FY2017 are projected to increase slightly with a small increase in the all funds budgetary fund balance projected at the end of FY2017. Colleges and universities plan to use \$23 million of fund balance in FY2017 with about \$10 million being added to fund balance across all the colleges and universities. In total, there is no significant change in revenues and an expense change of less than half of one percent compared to FY2016.

The general fund accounts for 80 percent of the activity at the colleges and universities. Of the \$672.7M of state appropriation reflected in the budget, \$594 million (88 percent) is allocated directly to colleges and universities with the balance directed to systemwide set asides in support of systemwide activities and the system office. General fund revenues are projected to grow slightly by \$7.2 million or half of one percent. The university tuition rate freeze and the college tuition reduction combined with anticipated enrollment declines account for the decline in tuition revenue. General fund expenses are projected to grow by \$13 million. Compensation is expected to increase by a net of \$14.5 million. The change reflects compensation increases that were authorized in labor negotiation settlements and staff reductions made or are in the planning process for FY2017.

If there were no management decisions made to offset inflationary costs with reductions in order to produce balanced budgets, it would have been expected to see personnel expenses increased by over \$38 million and operating expenses to increase by \$12 million.

Vice Chancellor King paused for questions. Trustee Erlandson asked for clarity on the repercussion of the contract settlements. If there isn't enough money we will be losing people. She asked if this repercussion is clear when we negotiate contracts and talk with the legislature.

Vice Chancellor King responded the revenue forecast from the tuition freeze is as expected. The compensation labor forecast came in higher than planned due to the state negotiated settlements with the classified units. The campuses have moved to put together balanced budgets based on the moving parts and the result is that there is at least \$38 million of reallocation.

Trustee Otterson asked what the system's capacity is when it comes to students and enrollments. Vice Chancellor King answered there is no way to measure that information because the mix of students includes online, concurrent, PSEO students who might be on campus or in high school as well as traditional students. From a physical plant standpoint there is space for more students than currently enrolled.

Trustee Sundin asked whether Charting the Future empowers the campus if the president, advisers and their boards are rewarded for being more prudent and doing a good job of preserving funds. Vice Chancellor King responded that it has been the board's policy that colleges and universities have the authority to retain fund balance from year to year. Colleges and universities are able to develop strategic budgets that provide them with resources that they can put in their bank and it is reported to the board annually

Trustee Krinkie asked Vice Chancellor King to provide an estimate of the average revenue per student. Vice Chancellor King responded the general rule of thumb used is one percent of tuition revenue is approximately \$8 million.

Trustee Benson asked whether institutions with and without a surplus get the same amount. Vice Chancellor King responded that the campuses collect their own tuition revenue based on the rates the board approves and its enrollment. State appropriation is allocated based on algorithms that have to do with enrollment and cost management.

Vice Chancellor King commented that the condition of the 19 colleges and universities with financial recovery plans has been discussed and the consultation process is ongoing with the presidents and their team. There has been discussion with the chair concerning expanded communication with the board on this matter and work will continue during the summer and be offered to the board in the fall.

In summary, the FY2017 operating budget supports the strategic framework with limited resources. It funds a revenue increase of less than one percent; overall colleges and universities spending has increased two percent over the last four years.

Colleges and universities have developed budgets for FY2017 and seek to balance the budgets on strategic management measures, with constrained resources and continued commitment to serving their communities.

The motion presented to the board is the same as past years. In the interest of time Vice Chancellor King stated that members reach out to her if there are questions.

Trustee Otterson asked Chancellor Rosenstone what the student acceptance rate is. Chancellor Rosenstone responded that it depends on the institution type. The commitment of the system is for students to have access to higher education. At universities, acceptance rates vary. There is no one answer for the system as a whole.

There was no further discussion.

The meeting adjourned at 1:23 p.m.

Respectfully submitted,

Maureen Braswell, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 21, 2016

Title: Approval of Contracts Exceeding \$1M for:

- a. Bookstore Point-of-Sale/eCommerce/Accounting Software Master Contract
- b. Facilities Cleaning Supplies, Equipment and Data Management System Master Contract
- c. MSU, Mankato Apartment Lease
- d. Rochester Community and Technical College/Rochester Schools CTECH Building Lease
- e. On-going Utility Contracts for Colleges and Universities

Purpose (check one):

- | | | |
|--|--|--|
| <input type="checkbox"/> Proposed New Policy or Amendment to Existing Policy | <input checked="" type="checkbox"/> Approvals Required by Policy | <input type="checkbox"/> Other Approvals |
| <input type="checkbox"/> Monitoring / Compliance | <input type="checkbox"/> Information | |

Brief Description:

Board Policy 5.14, Procurement and Contracts, requires that contracts, including amendments, with values greater than \$1,000,000, must be approved in advance by the Board of Trustees. This report presents system wide and college/university specific contracts for consideration and approval by the committee and the Board.

Scheduled Presenter(s):

Laura M. King, Vice Chancellor – CFO
Brian Yolitz, Associate Vice Chancellor for Facilities

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

APPROVAL OF CONTRACTS EXCEEDING \$1M FOR:

- a. **BOOKSTORE POINT-OF-SALE/eCOMMERCE/ACCOUNTING SOFTWARE MASTER CONTRACT**
- b. **FACILITIES CLEANING SUPPLIES, EQUIPMENT AND DATA MANAGEMENT SYSTEM MASTER CONTRACT**
- c. **MSU, MANKATO APARTMENT LEASE**
- d. **ROCHESTER COMMUNITY AND TECHNICAL COLLEGE/ROCHESTER SCHOOLS CTECH BUILDING LEASE**
- e. **ON-GOING UTILITY CONTRACTS FOR COLLEGES AND UNIVERSITIES**

BACKGROUND

Board Policy 5.14, Procurement and Contracts, requires that contracts, including amendments, with values greater than \$1,000,000, must be approved in advance by the Board of Trustees. This report presents several contracts for consideration and approval by the Board.

The proposed contracts in this request are for the benefit of system and campus activities.

a. Bookstore Point of Sale/eCommerce/Accounting Software Master Contract.

Minnesota State Colleges and Universities bookstores with the assistance of the Campus Services Cooperative have collaborated on an RFP to establish a master agreement for a software system to provide bookstores with inventory management, point-of-sale, eCommerce, and accounting services. The master contract will replace individual contracts done by each institution which will save time and resources, and provide consistent and aligned terms. The contract term will be five years ending June 2021 with a value estimated at \$4,000,000 and will be paid by the participating colleges and universities.

b. Facilities Cleaning Supplies Equipment and Data Management System Master Contract.

Minnesota State Colleges and Universities institutions with the assistance of the Campus Services Cooperative are collaborating on an RFP to establish a master agreement for the purchase of facilities cleaning supplies, equipment and a data management system to assist institutions in managing and reducing costs, achieving best value and sustainability, and effectively leveraging the system's buying power in the administration of the system's physical plant. The master contract will replace a similar expiring contract. There is an expected contract term of three years ending June 2019 and value estimated between \$5,000,000 and \$6,000,000. Costs will be paid by the participating colleges and universities.

1 **a. MSU – Mankato Apartment Lease.** The Board approved a 252-bed, off-campus
2 apartment lease at its October 2011 Board meeting for MSU, Mankato, for purposes of student
3 housing. The lease term is set to expire at the end July 31, 2017. In anticipation of the expiration
4 date, the university solicited proposals from local student apartment providers in Mankato. After
5 receiving four proposals, the university narrowed down the list to three properties and toured each
6 of the locations, including the incumbent location, Stadium Heights. The other two properties
7 either couldn't meet the capacity requirements of the university or required renovations before
8 being ready for university occupancy. The University found Stadium Heights' proposal best met
9 the university's needs overall and will be seeking approval for a new five year lease with the
10 landlord. The contract term of five years is structured as five one-year options to renew ending
11 in July 31, 2022 and a value estimated at full term of \$8,500,000-\$9,000,000. Contract costs will
12 be paid primarily through the underlying student rent payments.

13 **b. Rochester Community and Technical College/Rochester Schools CTEH Building**
14 **Lease.** The college is seeking approval for a lease with the Rochester School District for the
15 campus-located and owned Career Technical Education Center (known as CTECH) that was
16 financed with \$6.5 million in city sales tax dollars. The lease term is 5 years, effective August 1,
17 2016 with a five year option to extend. The expected rental income if all options were exercised
18 would be approximately \$1.8 million.

19 **c. On-going Utility Contracts for Colleges and Universities.** Colleges and universities
20 engage approximately 33 different utility companies throughout the state to provide energy and
21 water to campuses. In a typical year, about 68% (37 of 54) campuses spend in excess of \$1 million
22 on electricity, gas and other energy sources (steam, propane or fuel oil). During a routine
23 examination of compliance with Board Policy 5.14, staff identified the cost of utility contracts as
24 arguably subject to Board review and approval. Given the limited or no ability to competitively
25 bid such utility services, campuses have no options but to contract with the area provider. This
26 action would ask the Board to consider approval of an exception to the Board Policy 5.14 for utility
27 contracts by delegating approval authority to the Chancellor or Chancellor's designee for these
28 types of agreements. The related board policy would be amended accordingly at its next regular
29 review.
30

31 **RECOMMENDED COMMITTEE MOTION**

32
33 The Finance and Facilities committee recommends the Board of Trustees adopt the following
34 motion:
35

- 36 1. The Board of Trustees authorizes the chancellor or his designee to execute a contract with
37 the selected point of sale software vendor for a term ending June 2021 for a total amount
38 not to exceed \$4,000,000. The Board directs the chancellor or his designee to execute all
39 necessary documents.
- 40 2. The Board of Trustees authorizes the chancellor or his designee to execute a contract with
41 the selected facilities cleaning supplies vendor for a term ending June 2019 for a total

1 amount not to exceed \$6,000,000. The Board directs the chancellor or his designee to
2 execute all necessary documents.

3 3. The Board of Trustees authorizes the chancellor or his designee to execute a contract with
4 the selected Mankato housing provider for a term ending July 2022 if all options are
5 exercised for a total amount not to exceed \$9,000,000. The Board directs the chancellor or
6 his designee to execute all necessary documents.

7 4. The Board of Trustees authorizes the chancellor or his designee to execute a contract or
8 extension of the current contract with the Rochester School District for a term ending July
9 2026 if all options are exercised for a total amount not to exceed \$1,800,000. The Board
10 directs the chancellor or his designee to execute all necessary documents.

11 5. The Board of Trustees delegates to the chancellor or his designee to execute a contract or
12 extension of the current contract with energy and water utility providers on behalf of
13 colleges and universities.

14
15
16 **RECOMMENDED BOARD MOTION**

17
18 6. The Board of Trustees authorizes the chancellor or his designee to execute a contract with
19 the selected point of sale software vendor for a term ending June 2021 for a total amount
20 not to exceed \$4,000,000. The Board directs the chancellor or his designee to execute all
21 necessary documents.

22 7. The Board of Trustees authorizes the chancellor or his designee to execute a contract with
23 the selected facilities cleaning supplies vendor for a term ending June 2019 for a total
24 amount not to exceed \$6,000,000. The Board directs the chancellor or his designee to
25 execute all necessary documents.

26 8. The Board of Trustees authorizes the chancellor or his designee to execute a contract with
27 the selected Mankato housing provider for a term ending July 2022 if all options are
28 exercised for a total amount not to exceed \$9,000,000. The Board directs the chancellor or
29 his designee to execute all necessary documents.

30 9. The Board of Trustees authorizes the chancellor or his designee to execute a contract or
31 extension of the current contract with the Rochester School District for a term ending July
32 2026 if all options are exercised for a total amount not to exceed \$1,800,000. The Board
33 directs the chancellor or his designee to execute all necessary documents.

34 10. The Board of Trustees delegates to the chancellor or his designee to execute a contract or
35 extension of the current contract with energy and water utility providers on behalf of
36 colleges and universities.

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42 *Date of Adoption:* 06/22/16

43 *Date of Implementation:* 06/22/16

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 21, 2016

Title: FY2017 Operating Budget – 2ND Reading

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

Board Policy 5.9, Biennial and Annual Operating Budget Planning and Approval, requires the Board of Trustees to approve the system wide annual all funds operating budget plans for colleges, universities and the system office. Board Policy 5.11, Tuition and Fees, requires the Board of Trustees to approve the tuition and fee structure for all colleges and universities.

This is the second reading of the Minnesota State Colleges and Universities' fiscal year 2017 (FY2017) operating budget, including tuition and fees. First reading occurred at the committee's May meeting. The report has been modified to reflect the additional funds recently approved by the governor. No other material changes have been made to the May report.

Scheduled Presenter(s):

Laura M. King, Vice Chancellor – CFO
Deb Bednarz, System Director, Financial Planning and Analysis

BOARD OF TRUSTEES

MINNESOTA STATE COLLEGES AND UNIVERSITIES

ACTION ITEM
Fiscal Year 2017 Operating Budget (Second Reading)

EXECUTIVE SUMMARY

Overview

Our colleges and universities are committed to providing access to an extraordinary, affordable education for students who will become the talent that helps communities across Minnesota to thrive. Higher education is the key to economic opportunity for all Minnesotans. Both the proposed fiscal year 2017 operating budget of \$1.95 billion and the general fund budget of \$1.57 billion emphasize three priority areas: maintaining affordability, supporting student success, and operating with constrained resources.

- *Affordability.* In fiscal year 2017, college tuition rates will be reduced by one percent, resulting in rates less than those charged in fiscal year 2013, and university tuition will be frozen at fiscal year 2016 rates. The average annual tuition charge for full-time students at our colleges will be \$4,767; the average annual tuition charge for full-time students at our universities will be \$7,016. The estimated net cost of student tuition will fall for financial aid recipients at both colleges and universities in fiscal year 2017. Increases in the federal Pell grant award and an increase in the living and miscellaneous expense allowance for state grant recipients will partially offset the cost of tuition, resulting in a net decrease in tuition for eligible students. For college students receiving state and Pell grants, the estimated average annual tuition cost for full-time students will be \$898. For undergraduate university grant recipients, the estimated average annual tuition cost for full-time students will be \$2,097.
- *Student Success.* Colleges and universities continue to prioritize investments in student success. Improvements in student success translate into more graduates who have the talent and skills needed in communities across Minnesota. Moreover, increased rates of student persistence and completion not only serve students, they also strengthen the financial and enrollment outlook in both the long and short term.
- *Operating within Constrained Resources.* College and university budgets continue under stress due to revenue constraints and cost pressures. Tuition restrictions, flat state appropriation, declining enrollment, and compensation increases all contribute to a challenging financial environment in fiscal year 2017.

Updates from First Reading

- The fiscal year 2017 general fund and all funds operating budgets have been updated to include \$790,000 in funding received during the 2016 legislative session. Of that amount, \$570,000 will be distributed directly to colleges and universities as operating funds (SP-6), \$200,000 in one-time funding is designated for open text book initiatives and \$20,000 is for a pass-through grant.
- The 2016 appropriations act provided an additional \$2 million to the Office of Higher Education for the state grant program. The additional funds will provide modest increases in state grants for many college and university dependent students and provide grants to an additional 321 students, compared to the previous estimates. The data in this report has been updated to reflect this change.
- The board requested additional information about enrollment at public and private colleges and universities in Minnesota. System Office Research analyzed enrollment data from the Office of Higher Education (SP-15) found that:
 - The largest increases in headcount between 2005 and 2014 occurred at the state colleges (11.5 percent) and at the state universities (5.0 percent).
 - The largest decreases in headcount between 2005 and 2014 occurred at private graduate and professional institutions (-36.9 percent) and at the private career schools (-8.5 percent).
 - The system's share of the student headcount increased by 1.9 percent over the same period compared to other private and public colleges and universities in Minnesota.

Proposed Fiscal Year 2017 Operating Budget

- The proposed fiscal year 2017 all funds operating budget totals \$1.95 billion and the general fund budget totals \$1.57 billion. The operating budget includes \$673.5 million in state appropriation, slightly more than the state funding provided in fiscal year 2016. The all funds budget increased 0.3 percent and the general fund budget 0.9 percent over fiscal year 2016 levels.
- System full-year equivalent (FYE) enrollment in fiscal year 2017 is projected to be 133,678 FYE, a dip of 0.8 percent (1,020 FYE) from fiscal year 2016 levels. All of the decline is projected to occur at the colleges, with enrollment projected to fall 1.2 percent (1,018 FYE) to 80,884 FYE. University enrollment is projected to remain flat overall at 52,794 FYE (SP-4).
- Room and board rates will average \$8,067, representing an increase of 2.6 percent (\$207) over fiscal year 2016, primarily to offset increased employee salary and benefit increases. Student union facility fees will average \$249.59, nearly the same as last year. Wellness facility fees will average \$138.42, increasing an average of 10.2 percent over the average fee last year.

- Colleges and universities are projecting reserve levels totaling \$97.9 million at the end of fiscal year 2016, which represents approximately 6.6 percent of estimated general fund revenues. Fiscal year 2017 college and university reserves are projected to fall by \$1.0 million to \$96.9 million.
- In the event that additional state appropriations are received for the system resulting from a special legislative session, the chancellor, in consultation with the board chair and treasurer, will adjust the fiscal year 2017 budget. The full board will be informed of any adjustment.

Recommended Board Motion

The Finance and Facilities Committee recommends that the Board of Trustees adopt the following motion:

- Adopt the annual total all funds operating budget for fiscal year 2017 as shown in Attachment 3-A. The chancellor is authorized, after consultation with the board chair and treasurer, to adjust the budget approved in Attachment 3-A to reflect any additional state appropriations received as a result of a special legislative session.
- Approve the proposed tuition structure recommendations for fiscal year 2017 as detailed in Attachments 1A through 1E.
- Tuition rates are effective summer term or fall term 2016 at the discretion of the president. The chancellor or designee is authorized to approve any required technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2018 tuition recommendations are presented to the Board of Trustees.
- The Board of Trustees continues the policy of market-driven tuition for closed enrollment courses, customized training, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- Approve the Revenue Fund and related fiscal year 2017 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A through 2E, including any housing fees that the campuses may charge for occupancy outside the academic year.
- Approve Student Life/Activity fee (\$117.36 per term) for St. Cloud State University.
- Authorize the chancellor or designee to enter into an agreement with the Learning Network of Minnesota to provide the funding appropriated to the organization in Minnesota Laws Chapter 69, Article 1, Section 4, Subdivision 4, in the amount of \$4,115,000.

Fiscal Year 2017 Annual Operating Budget



Board of Trustees
Finance and Facilities Committee

June 21, 2016



The proposed fiscal year 2017 operating budget emphasizes three key areas:

1. Maintain affordability
2. Support student success
3. Operate within limited resources

1



College and university operating plans are committed to student success

- Improve pathways for students
- Create new models of tutoring and student advising
- Support student outcomes
- Redesign and streamline curriculum
- Revamp student orientation
- Promote cultural competency

2



Investments in student success initiatives continue to be a priority.

Increased rates of student persistence and completion support the strategic framework and strengthen the financial and enrollment outlook.

Improvements in student success translate into more graduates who have the talent and skills needed in communities across Minnesota.

Examples of several new and on-going initiatives are shown above.

Tuition at our colleges and universities will remain affordable in fiscal year 2017

- After three consecutive years of tuition freezes, college tuition will be reduced one percent in fiscal year 2017.
- The tuition rate a college student will pay in fiscal year 2017 will be lower than the rates charged in fiscal year 2013.
- University tuition rates will be frozen at fiscal year 2016 rates.
- University tuition rates were frozen in fiscal years 2014 and 2015, and increased slightly in fiscal year 2016.

3



Approximately one-third of degree-seeking college students receive state and/or federal Pell grants. On average these students will pay \$898 in net tuition.

Approximately one-quarter of degree-seeking university students receive state and/or federal Pell grants. On average these students will pay \$2,097 in net tuition.

The net cost of tuition analysis highlights the affordability of our colleges and universities

- Need-based financial aid programs help bridge the gap between the cost of attendance and the expected family contribution.
- The net cost of tuition is the amount a student pays after financial aid grants are subtracted from total tuition.
- The net cost of tuition varies depending on a student's full- or part-time status, college or university of attendance, academic program choice, and financial aid award.



4

Financial Aid Highlights:

- In fiscal year 2015, the most recent year financial data is available, students enrolled in our colleges and universities received \$1.24 billion in financial aid. The majority of the financial aid was provided in the form of grants (\$437 million or 35 percent) and loans (\$731 million or 59 percent.)
- Federally-funded financial aid accounts for 78 percent of the aid received by students, state-funded financial aid accounts for 12 percent, and institutional and private financial aid account for the remaining 10 percent.
- Almost two-thirds of the students attending our colleges and universities receive some form of financial aid. In fiscal year 2015, 60 percent of students enrolled at state colleges and 63 percent of students enrolled at state universities received one or more financial aid awards, including loans that were accounted for in the system's financial aid module.
- Of those students who received any financial aid (grant, loan, work study or scholarship aid), the average award was \$6,811 for college students and \$10,021 for university students.

Two notable changes in state and federal grant programs will impact grant aid next year

1. Increase in the living and miscellaneous expense (LME) allowance for state grant recipients
2. Increase in the maximum federal Pell grant award

5



LME changes:

Students' cost of attendance in the state grant program includes tuition, fees and a living and miscellaneous expense allowance (LME). The LME allowance will increase from \$8,828 to \$9,320. The net impact of this change will be to increase the average size of state grants for recipients, with a maximum increase of \$246.

Pell grant changes:

The maximum federal Pell grant will increase by \$40 from \$5,775 to \$5,815 in fiscal year 2017. The net impact of this change will be to increase the average size of Pell grants for recipients.

The estimated net cost of student tuition will fall at both colleges and universities for financial aid recipients in fiscal year 2017

State Colleges

All Recipients	State Grant Recipients (% Change)	Change in Student Tuition Cost
Less Than \$20,000	18,975 (3%)	-\$143
\$20,000 to \$39,999	12,786 (4%)	-\$148
\$40,000 to \$59,999	5,586 (8%)	-\$122
\$60,000 and Above	2,783 (13%)	-\$91
All Recipients	40,130 (5%)	-\$122
Non-State Grant Recipients	79,692	-\$48

State Universities

All Recipients	State Grant Recipients (% Change)	Change in Student Tuition Cost
Less Than \$20,000	4,763 (0%)	-\$149
\$20,000 to \$39,999	4,046 (0%)	-\$158
\$40,000 to \$59,999	2,953 (1%)	-\$171
\$60,000 and Above	2,790 (9%)	-\$68
All Recipients	14,552 (2%)	-\$98
Non-State Grant Recipients	43,419	\$0

Note: Analysis includes Pell and state grants awarded to state grant recipients.



The estimated net impact of the proposed tuition rates and changes in state and federal Pell grants for undergraduate students are shown in the updated table above. The estimates are based on simulations that were prepared by staff of the Minnesota Office of Higher Education.

Change in student tuition cost equals the change in full-time tuition (a one percent reduction at state colleges and no change at state universities) and the projected changes in average state and Pell grants.

The change in average state and Pell grants is based on projections of fiscal year 2017 awards that incorporate all changes in the state and federal programs compared to projections of fiscal year 2017 awards prior to those changes.

Key findings:

- More college students (1,730) and university students (285) are projected to receive state grants in fiscal year 2017 as a result of the changes in the state grant program.
- State grant recipients in all income categories at the colleges and the universities are projected to experience net decreases in student tuition cost in fiscal year 2017.
- The net decreases in student tuition cost range from -\$91 for college recipients in the \$60,000 and above income category to -\$148 for college recipients in the \$20,000 to \$39,999 income category. Net decreases for university students range from -\$68 for recipients in the \$60,000 and above income category to -\$149 for recipients in the less than \$20,000 income category.

Estimated net tuition costs for full-time students is lower when state and Pell grants are taken into account

State Colleges

Income Levels for State Grant Recipients	Average 2016-2017 Student Tuition Cost
Less than \$20,000	\$402
\$20,000 to \$39,999	\$912
\$40,000 to \$59,999	\$1,589
\$60,000 and above	\$2,834
Average for all state grant recipients	\$898
Non-state grant recipients	\$4,767

State Universities

Income Levels for State Grant Recipients	Average 2016-2017 Student Tuition Cost
Less than \$20,000	\$775
\$20,000 to \$39,999	\$1,401
\$40,000 to \$59,999	\$2,759
\$60,000 and above	\$4,660
Average for all state grant recipients	\$2,097
Non-state grant recipients	\$7,016

Note: Analysis includes Pell and state grants awarded to state grant recipients.



7

Tuition charges paid by the student are lower when state and Pell grants are taken into account. The updated table above shows the estimated net tuition rate for full-time college and university students based on their income and average projected state and federal grant award. For purposes of this analysis, the average state and Pell grants for each income category were applied against the proposed full-time tuition costs to arrive at the estimated net student tuition cost.

Key findings:

- For undergraduate students receiving state and/or Pell grants and attending a state college, the estimated average annual tuition cost is \$898.
- For undergraduate students receiving state and/or Pell grants and attending a state university, the estimated average annual tuition cost is \$2,097.

Operating budgets continue to be under stress from limited resources and increased costs

- State funding will be slightly higher in fiscal year 2017 than it was in fiscal year 2016 because of the additional \$790,000 of state support.
- Tuition constraints support affordability but limit revenue options to fund inflationary costs.
- Enrollment declines result in immediate tuition revenue loss.
- Labor contracts provide for compensation increases in fiscal years 2016 and 2017.

8



The proposed fiscal year operating budget reflects key assumptions

Tuition rates:

College rates reduced 1%; university rates frozen

State appropriation:

\$673.5 million, slightly higher than last year

Compensation:

Based on negotiated contracts

Enrollment:

Universities flat, colleges down 1.2%

9



Tuition rates:

College tuition rates will be reduced one percent and university tuition will be frozen at FY2016 rates.

State appropriation:

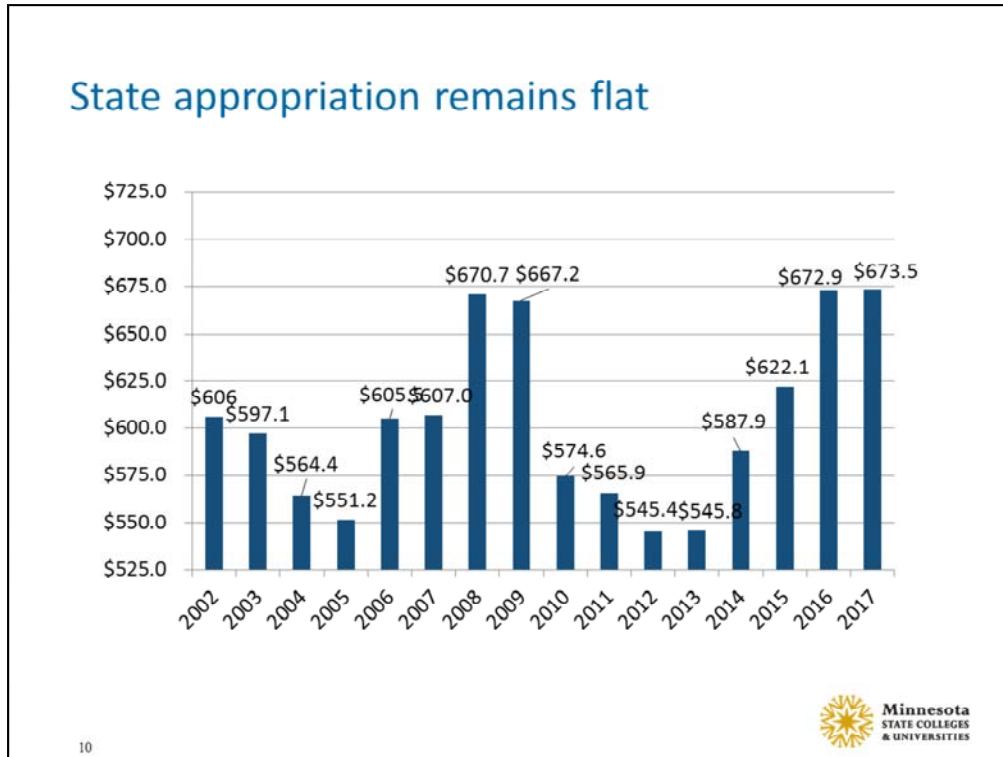
The system's operating budget includes \$673.5 million in state appropriation, including \$790,000 in additional state funding appropriated in the supplemental budget bill signed by the Governor in early June.

Compensation:

Operating budgets are built on the compensation terms agreed to in the negotiated labor contracts. These contracts are in the process of being approved by the legislature.

Enrollment:

College FYE enrollment is projected to decline by 1.2 percent and university enrollment is projected to remain flat. Estimates vary by college and university, with some projecting losses, some flat enrollment and some enrollment growth.



10

State appropriation has rebounded from the funding cuts that took place between FY2010 and FY2013.

The appropriation structure of state funding in the current biennium (FY2016-FY2017) creates a structural imbalance beginning in FY2017, because the appropriation stays basically flat while expenses, such as compensation, will increase. The structural imbalance is exacerbated by the tuition freeze at universities and the tuition reduction at colleges.

The supplemental budget bill signed by Governor Dayton provides the system with an additional \$790,000 of which \$570,000 will be sent directly to colleges and universities. The remaining \$220,000 is to support two open textbook initiatives and a funding increase for Cook County Higher Education Board, a pass-through grant.

The system's \$21 million supplemental budget request is on the Governor's priority list for a special session. However, agreement over the special session agenda has not been reached, and it is not known if a special session will be called.

Tuition rates will remain flat or decline, small increase in fees

- Average annual college tuition for full-time students is estimated at \$4,767, 1% or \$48 lower than in FY2016.
- Average annual university tuition for full-time students is estimated at \$7,016, the same amount as in FY2016.
- The average annual tuition and fees cost for full-time students at colleges is estimated at \$5,364, 0.7% lower than last year.
- The average annual tuition and fees for full-time students at universities is \$8,028, 0.4% higher than last year.



11

Tuition and fee charges at both colleges and universities remain very affordable. College tuition rates will be reduced one percent from the amount charged in fiscal year 2013. University tuition rates will be frozen at the fiscal year 2016 rates.

Fee increases continue to be monitored closely. As has been the practice for the past several years, colleges and universities were asked to limit their aggregate fee increases to three percent or less in fiscal year 2017. To provide colleges and universities and their student bodies more flexibility this year, fee increases above the three percent aggregate cap were considered if sufficient rationale was provided and students supported the increase.

Detailed information about fees is found in the supplemental packet (SP-2 and SP-3), including a summary of those colleges and universities requesting a fee increase in excess of the three percent aggregate cap.

Likewise, most revenue fund fees will remain flat or increase slightly

- Average annual **room and board rates** are estimated at \$8,067, 2.6% higher than in fiscal year 2016.
- Average annual **student union fees** are estimated at \$249.59, 0.45% higher than in fiscal year 2016.
- Average annual **wellness fees** are estimated at \$138.42, 10.2% higher than in fiscal year 2016.
- Average annual **parking ramp fees** are estimated at \$337.98, which remains unchanged from fiscal year 2016.

12



Pending approval, the average fiscal year 2017 room and board rate for a double room and popular meal plan will be \$8,067. This represents a 2.6 percent increase in room and board rates from last year, equating to an extra \$207 per year. The room and board fee request seeks to balance affordability with the need for revenues to offset slight occupancy declines at some campuses and to address increased operational costs due to planned compensation increases.

Student union fees will be nearly the same as last fiscal year, increasing slightly by 0.45%, still below \$250 per year. The student union facility fee supports the facility operations of student unions and centers.

The average wellness / outdoor recreational facility fee for fiscal year 2017 will increase by 10.2 percent to \$138.42 for a full time student. This increase is due almost exclusively to a fee restructuring at one college where the wellness fee was increased and the student activity fee was decreased by a corresponding amount.

Lastly, the five campuses that have parking ramps funded through the revenue fund charge an average rate of \$337.98 per year, unchanged from FY2016. This charge amounts to about \$37/month for an average nine month academic year.

Detailed information about these rates are found in the Attachments 2A-2E.

All funds budget (*\$s in millions*)

	FY 2016 Current Budget	FY 2017 Proposed Budget	\$ Change	% Change
Revenues				
General Fund	\$1,568.8	\$1,576.8	\$8.0	0.5%
Other Funds	\$390.4	\$382.6	\$(7.8)	(2.0%)
Total budgeted revenues	\$1,959.2	\$1,959.4	\$0.2	0.0%
Expenses				
Compensation	\$1,272.1	\$1,286.3	\$14.2	1.1%
Other operating costs	\$671.5	\$662.4	\$(9.1)	(1.4%)
Total budgeted expenses	\$1,943.6	\$1,948.7	\$5.1	0.3%
Budget balance	\$15.6	\$10.7		



13

The proposed fiscal year 2017 all funds budget includes \$1.95 billion in projected revenues and expenditures.

Fiscal year 2017 revenues are projected to increase slightly by \$200,000 compared to prior year revenues.

Expenses in fiscal year 2017 are projected to increase by \$5.1 million (0.3 percent) over the prior year expenditures.

A small increase to the all funds budgetary fund balance of \$10.7 million is projected for fiscal year 2017, accounting for 0.5 percent of total revenue.

Colleges and universities plan to use \$22.9 million of fund balance in fiscal year 2017, which accounts for 1.2 percent of total revenue and is greater than the \$8.6 million in fund balance used in fiscal year 2016.

College and university operating budgets are found in the supplemental packet (SP-7). College and university budgets were not individually adjusted to account for the additional \$790,000 allocated in the supplemental budget bill. The distribution of funds ranged from \$3,600 to \$58,000 at the high end. While appreciative of the additional state support, the increased funding at the individual college and university level does not require budget adjustments at this time.

General fund budget (*\$s in millions*)

	FY 2016 Current Budget	FY 2017 Proposed Budget	\$ Change	% Change
Revenues				
State appropriation	\$672.9	\$673.5	\$0.6	0.1%
Tuition	\$766.0	\$758.6	\$(7.4)	(1.0%)
Other revenues	\$124.2	\$125.0	\$0.8	0.6%
Programmed fund balance	\$5.7	\$19.7	\$14.0	
Total budgeted revenues	\$1,568.8	\$1,576.8	\$8.0	0.5%
Expenses				
Compensation	\$1,164.3	\$1,178.8	\$14.5	1.2%
Other operating costs	\$392.0	\$390.8	\$(1.2)	(0.3%)
Total budgeted expenses	\$1,556.3	\$1,569.6	\$13.3	0.9%
Budget balance	\$12.5	\$7.2		



14

The proposed fiscal year 2017 general fund budget includes \$1.57 billion in projected revenues and expenditures.

General fund revenues are projected to grow slightly by \$8 million or 0.5 percent. The tuition rate freeze/reduction combined with anticipated enrollment declines account for the loss of tuition revenue. Use of fund balance accounts for the small growth in revenues.

General fund expenses are projected to grow by \$13.3 million or 0.9 percent in fiscal year 2017. Compensation is expected to increase by a net of \$14.5 million or 1.2 percent. This change reflects compensation increases and staff reductions made in response to enrollment declines and the need to balance the budget. Other operating expenses are expected to decrease by 0.3 percent in fiscal year 2017.

The changes in the forecasted general fund revenues compared to expenses results in a slight budgetary balance of \$7.2 million after the use of \$19.7 million in programmed fund balance and the additional \$790,000 of state support.

88% of state appropriation allocated directly to colleges and universities

- Operating budget includes \$673.5 million in state appropriation, slightly less than last year
- \$568.9 million distributed to colleges and universities as base allocation or tuition replacement
- Institutional priority allocations funded at \$24.0 million
- Systemwide set asides funded at \$43.5 million
- System office budget funded at \$33.1 million (2.1% of general fund budget)

15



Fiscal year 2017 institutional priority allocations:

Access and opportunity \$9.8 million

Leveraged equipment \$7.3 million

Workforce education priorities \$5.1 million

Other legislative or board initiatives \$1.9 million (including new open text book initiatives and a Cook County Higher Education Board increase)

Fiscal year 2017 systemwide set asides:

Enterprise technology \$20.4 million

Debt service – system level \$17.4 million

PALS \$1.6 million

System audit program \$1.2 million

Attorney general \$0.9 million

Leadership transitions (searches) \$0.8 million

Campus service cooperative \$0.7 million

Repair and replacement \$0.4 million

*Additional detailed information about the proposed allocation of state appropriation is found in the supplement packet (SP-5 Master Green Sheet and SP-6 College/University Allocations).

The fiscal year 2017 operating budget supports strategic framework goals with limited resources

- Affordability and access are maintained through frozen or reduced tuition rates.
- College and university budgets reallocate funds to support student success and system and campus priorities.
- Resource constraints have pushed colleges and universities to find efficiencies and make difficult choices.

Recommended board motion

- Adopt the annual total all funds operating budget for fiscal year 2017 as shown in Attachment 3-A. The chancellor is authorized, after consultation with the board chair and treasurer, to adjust the budget approved in Attachment 3-A to reflect any additional state appropriations received during a special legislative session.
- Approve the proposed tuition structure recommendations for fiscal year 2017 as detailed in Attachments 1A through 1E.
- Tuition rates are effective summer term or fall term 2016 at the discretion of the president. The chancellor or designee is authorized to approve any required technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2018 tuition recommendations are presented to the Board of Trustees.



17

In the event that additional state appropriations are received for the system resulting from a special legislative session, the chancellor, in consultation with the board chair and treasurer, will adjust the fiscal year 2017 budget. The full board will be informed of any adjustment.

Recommended board motion (continued)

- The Board of Trustees continues the policy of market-driven tuition for closed enrollment courses, customized training, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- Approve the Revenue Fund and related fiscal year 2017 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A through 2E, including any housing fees that the campuses may charge for occupancy outside the academic year.
- Approve Student Life/Activity fee (\$117.36 per term) for St. Cloud State University.
- Authorize the chancellor or designee to enter into an agreement with the Learning Network of Minnesota to provide the funding appropriated to the organization in Minnesota Laws Chapter 69, Article 1, Section 4, Subdivision 4, in the amount of \$4,115,000.





Minnesota
STATE COLLEGES
& UNIVERSITIES

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Attachments

Proposed Tuition Rates, Revenue Fund Fees and Student Housing Charges

- 1-A Resident Undergraduate Tuition Rates for FY2017
- 1-B Resident Undergraduate Banded Tuition Rates for FY2017
- 1-C Resident Graduate Tuition Rates for FY2017
- 1-D Program and Course Tuition Rates for FY2017
- 1-E Non-resident Tuition Rates for FY2017
- 2-A Room and Board Fees FY2017
- 2-B Student Union Facility Fees FY2017
- 2-C Wellness Facility Fees FY2017
- 2-D Parking Facility Fees FY2017
- 2-E Student Housing (college/university owned or managed)
- 3-A FY2016-FY2017 All Funds Operating Budget

**Minnesota State Colleges and Universities
Resident Undergraduate (UG) Tuition Rates for FY2017**

Institution	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit	FY2017 Annual Change (30 credits)
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STATE COLLEGES				
Alexandria Technical & Community College	160.55	-1.61	158.94	-48.30
Anoka-Ramsey Community College	144.96	-1.45	143.51	-43.50
Anoka Technical College	166.99	-1.67	165.32	-50.10
Central Lakes College	159.10	-1.59	157.51	-47.70
Century College	160.60	-1.61	158.99	-48.30
Dakota County Technical College	168.95	-1.69	167.26	-50.70
Fond du Lac Tribal & Community College	158.90	-1.59	157.31	-47.70
Hennepin Technical College	156.70	-1.57	155.13	-47.10
Inver Hills Community College	159.00	-1.59	157.41	-47.70
Lake Superior College	147.25	-1.47	145.78	-44.10
Minneapolis Community & Technical College	155.25	-1.55	153.70	-46.50
Minnesota State College-Southeast Technical	167.31	-1.67	165.64	-50.10
Minnesota State Community & Technical College	160.80	-1.65	159.15	-49.50
Minnesota West Community & Technical College	171.55	-1.72	169.83	-51.60
Normandale Community College	161.49	-1.61	159.88	-48.30
North Hennepin Community College	165.08	-1.65	163.43	-49.50
Northeast Higher Education District				
Hibbing Community College	157.62	-1.58	156.04	-47.40
Itasca Community College	157.62	-1.58	156.04	-47.40
Mesabi Range College	157.62	-1.58	156.04	-47.40
Rainy River Community College	157.62	-1.58	156.04	-47.40
Vermilion Community College	157.62	-1.58	156.04	-47.40
Northland Community & Technical College	165.00	-1.65	163.35	-49.50
Northwest Technical College (Bemidji)	173.00	-1.73	171.27	-51.90
Pine Technical and Community College	153.16	-1.53	151.63	-45.90
Ridgewater College	161.30	-1.61	159.69	-48.30
Riverland Community College	164.60	-1.65	162.95	-49.50
Rochester Community & Technical College	164.10	-1.64	162.46	-49.20
Saint Paul College	161.71	-1.62	160.09	-48.60
St. Cloud Technical & Community College	158.91	-1.59	157.32	-47.70
South Central College	161.20	-1.61	159.59	-48.30

STATE UNIVERSITIES				
Metropolitan State University	218.78	0.00	218.78	0.00
St. Cloud State University	227.35	0.00	227.35	0.00

**Minnesota State Colleges and Universities
Resident Undergraduate (UG) Banded Tuition Rates for FY2017**

Institution	Credits	FY2016 Banded Tuition Rate	FY2017 \$ Increase	FY2017 Banded Tuition Rate	FY2017 Annual Change (30 credits)
Bemidji State University	1-11	257.35	-	257.35	-
	12-18	3,680.00	-	3,680.00	-
	19+	3,680+257.35/credit	-	3,680+257.35/credit	-
Minnesota State University Moorhead	1-11	230.25	-	230.25	-
	12-19	3,567.50	-	3,567.50	-
	20+	3,567.50+\$230.25/credit	-	3,567.50+\$230.25/credit	-
Minnesota State University, Mankato (Non-Twin Cities Locations Only)	1-11	271.66	-	271.66	-
	12-18	3,452.29	-	3,452.29	-
	19+	3,452.29+\$320/credit	-	3,452.29+\$320/credit	-
Southwest Minnesota State University	1-11	234.00	-	234.00	-
	12-18	3,611.40	-	3,611.40	-
	19+	3,611.40 plus 234/credit	-	3,611.40 plus 234/credit	-
Winona State University	1-11	234.85	-	234.85	-
	12-18	3,551.50	-	3,551.50	-
	19+	3,551.50+234.85/credit	-	3,551.50+234.85/credit	-

**Minnesota State Colleges and Universities
Resident Graduate (GR) Tuition Rates for FY2017**

Institution	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit	FY2017 Annual Change (20 credits)
Masters				
Bemidji State University	388.05	-	388.05	-
Metropolitan State University	359.24	-	359.24	-
Minnesota State University Moorhead	360.00	-	360.00	-
Minnesota State University, Mankato	380.50	-	380.50	-
Southwest Minnesota State University	382.50	-	382.50	-
St. Cloud State University	368.66	-	368.66	-
Winona State University	373.60	-	373.60	-

Institution/Program	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit	FY2017 Annual Change (20 credits)
Doctoral				
Metropolitan State University - Nursing (DNP)	889.24	-	889.24	-
Metropolitan State University - College of Mgmt. (DBA)	924.77	-	924.77	-
Minnesota State University, Mankato - Nursing (DNP)	893.70	-	893.70	-
Minnesota State University, Mankato - Nursing (DNP) - Twin Cities Locations	945.50	-	945.50	-
Minnesota State University, Mankato - Psychology (Psy D)	552.40	-	552.40	-
Minnesota State University, Mankato - Psychology (Psy D) - Twin Cities Locations	604.20	-	604.20	-
Minnesota State University, Mankato - Education (CSP)	552.40	-	552.40	-
Minnesota State University, Mankato - Education (CSP) - Twin Cities Locations	604.20	-	604.20	-
Minnesota State University, Mankato - Ed Ldrship	552.40	-	552.40	-
Minnesota State University, Mankato - Ed Ldrship - Twin Cities Locations	604.20	-	604.20	-
Minnesota State University Moorhead - Education (Ed. D) NEW PROGRAM	-	-	545.00	-
St. Cloud State University - Education, Administration and Leadership (St Cloud Campus)	578.11	-	578.11	-
St. Cloud State University - Education, Administration and Leadership (Maple Grove Campus)	661.62	-	661.62	-
St. Cloud State University-Education, Higher Education (St Cloud Campus)	578.11	-	578.11	-
St. Cloud State University-Education, Higher Education (Maple Grove Campus)	661.62	-	661.62	-
Winona State University - Nursing (DNP)	695.46	-	695.46	-

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Alexandria Technical & Community College			
Law Enforcement Skills	214.77	-2.15	212.62
Law Enforcement Skills - SCSU	225.14	-2.25	222.89
Online	199.00	-2.00	197.00
Anoka-Ramsey Community College			
Nursing	186.43	-1.86	184.57
Online Media Code 03	182.77	-1.83	180.94
Anoka Technical College			
Judicial Reporting/Broadcast Captioning AAS	266.56	-2.67	263.89
LPN	187.79	-1.88	185.91
Online	182.00	-1.82	180.18
Surgical Technologist	208.59	-2.09	206.50
Welding	187.79	-1.88	185.91
Bemidji State University			
360 Center of Excellence	187.00	-1.87	185.13
Art and Design (TADD) on campus	282.35	0.00	282.35
Biology (BIOL)	272.35	0.00	272.35
Camp Nursing Certificate Undergrad Online	312.35	0.00	312.35
Camp Nursing Certificate Grad Online	443.05	0.00	443.05
Extended Learning Courses off-campus	267.35	0.00	267.35
Mass Communications Department (MASC)	277.35	0.00	277.35
MBA program - Cohort #1 (Spring 2015 starts, only)	530.00	0.00	530.00
MBA program - Cohort #2 (Fall 2015 and on going starts)	545.00	0.00	545.00
Music (MUSC)	272.35	0.00	272.35
Nursing (NRSG)	282.35	0.00	282.35
Online/Distance Courses - Undergrad	287.35	0.00	287.35
Online/Distance Courses - Grad	418.05	0.00	418.05
Professional Education; Upper Division (ED/SPED) On Campus	271.35	0.00	271.35
Professional Education; Upper Division (ED/SPED) Online	301.35	0.00	301.35
Professional Education; Graduate 5000 only (ED/SPED) On Campus	402.05	0.00	402.05
Professional Education; Graduate 5000 only (ED/SPED) Online	432.05	0.00	432.05
Tech Studies: Off- Campus (TADT and TADD)	272.35	0.00	272.35
Tech Studies: On-Line (TADT and TADD)	302.35	0.00	302.35
Tech Studies: On Campus (TADT)	282.35	0.00	282.35

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Central Lakes College			
360 Center of Excellence	187.00	-1.87	185.13
AD Nursing	194.10	-1.94	192.16
Automotive Technology	179.10	-1.79	177.31
Child Development	164.10	-1.64	162.46
Communication Art & Design	184.10	-1.84	182.26
Criminal Justice	169.10	-1.69	167.41
Dental Assistant	204.10	-2.04	202.06
Diesel Mechanics	184.10	-1.84	182.26
Farm Business Management	161.44	-1.61	159.83
Heavy Equipment	184.10	-1.84	182.26
Horticulture and Landscape	179.10	-1.79	177.31
Machine Trades	174.10	-1.74	172.36
Marine & Small Engines	179.10	-1.79	177.31
Medical Assistant	184.10	-1.84	182.26
Nursing Assistant	184.10	-1.84	182.26
Occupational Skills	169.10	-1.69	167.41
Online Courses	189.10	-1.89	187.21
Photo Imaging	179.10	-1.79	177.31
Practical Nursing	189.10	-1.89	187.21
Robotics	164.10	-1.64	162.46
Videography	199.10	-1.99	197.11
Welding	194.10	-1.94	192.16
Welding: Non-Destructive Testing	721.20	-7.21	713.99
Century College			
Dental Assisting	184.65	-1.85	182.80
Dental Hygiene	184.65	-1.85	182.80
Nursing	194.85	-1.95	192.90
Online Courses	185.00	-1.85	183.15
Orthotic Practitioner & Prosthetic Practitioner	184.65	-1.85	182.80
Orthotic Technician & Prosthetic Technician	184.65	-1.85	182.80

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Dakota County Technical College			
Dental Assisting	188.33	-1.88	186.45
Electrical Construction	175.95	-1.76	174.19
Heavy Construction Equipment Technology	173.95	-1.74	172.21
Heavy Duty Truck Technology	173.95	-1.74	172.21
Manufacturing	182.69	-1.83	180.86
Medical Assisting	185.43	-1.85	183.58
Online & Hybrid courses	183.95	-1.84	182.11
Practical Nursing	205.98	-2.06	203.92
Rail	292.69	-2.93	289.76
Welding Technology	178.95	-1.79	177.16
Wood Finishing	244.90	-2.45	242.45
Hennepin Technical College			
360 Center of Excellence	187.00	-1.87	185.13
Audio	186.70	-1.87	184.83
Child Dev	158.70	-1.59	157.11
Law Enforcement Skills	231.65	-2.32	229.33
Online courses	172.80	-1.73	171.07
Hibbing Community College			
Law Enforcement Skills: On Campus	252.51	-2.53	249.98
Law Enforcement Skills: Off Campus-Brainerd/Worthington	282.08	-2.82	279.26
Law Enforcement Skills: Off Campus-Mankato	269.57	-2.70	266.87
Non-resident online courses	222.02	-2.22	219.80
Resident online courses	182.62	-1.83	180.79
Inver Hills Community College			
CNT - Lower Division	182.00	-1.82	180.18
CNT - Upper Division	188.00	-1.88	186.12
Education	160.00	-1.60	158.40
EMS	187.00	-1.87	185.13
Human Services	160.00	-1.60	158.40
Nursing	188.00	-1.88	186.12
Online courses	169.00	-1.69	167.31

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Itasca Community College			
All courses offered via online (excluding any courses/programs with a differential tuition rate)	182.62	-1.83	180.79
Home Health Aid	180.79	-1.81	178.98
Non-resident online courses	222.02	-2.22	219.80
Nursing Assistant	180.79	-1.81	178.98
Practical Nursing	180.79	-1.81	178.98
Process Operations			208.00
Lake Superior College			
360 Center of Excellence courses	187.00	-1.87	185.13
All Online courses	184.07	-1.84	182.23
Architectural Drafting	168.05	-1.68	166.37
ART1138	167.25	-1.67	165.58
ART1305	167.25	-1.67	165.58
ART2100	167.25	-1.67	165.58
ART2139	167.25	-1.67	165.58
ART2140	167.25	-1.67	165.58
Auto Body	188.85	-1.89	186.96
Auto Service	188.85	-1.89	186.96
Building Construction	178.45	-1.78	176.67
Civil Engineering Technology	178.45	-1.78	176.67
Commercial and Residential Wiring	178.45	-1.78	176.67
Computer Information Systems	178.45	-1.78	176.67
Dental Hygiene	208.35	-2.08	206.27
Electronics/Industrial Controls	178.45	-1.78	176.67
Engineering CAD	168.05	-1.68	166.37
Fire Technology	188.85	-1.89	186.96
Integrated Manufacturing	188.85	-1.89	186.96
Machine Tool	188.85	-1.89	186.96
Massage Therapy	202.15	-2.02	200.13
Media Production	168.05	-1.68	166.37
Medical Assistant	194.05	-1.94	192.11
Medical Laboratory Technician	194.05	-1.94	192.11
Nursing (NURS)	229.60	-2.30	227.30
Nursing Assistant 1420	174.75	-1.75	173.00
Physical Therapy Assistant	198.80	-1.99	196.81
Practical Nursing (NUPN)	219.25	-2.19	217.06

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
PTA2780	164.75	-1.65	163.10
Radiological Technician	202.55	-2.03	200.52
Respiratory Care Practitioner	199.65	-2.00	197.65
Surgical Technician	203.75	-2.04	201.71
Truck Driving	178.45	-1.78	176.67
Welding	188.85	-1.89	186.96
Metropolitan State University			
BS Dental Hygiene	286.02	0.00	286.02
BSN Nursing program	286.02	0.00	286.02
Law Enforcement Skills	432.05	0.00	432.05
MSN Nursing program	465.97	0.00	465.97
Online - Graduate	472.48	0.00	472.48
Online - Undergraduate	292.05	0.00	292.05
Oral Health Care Practitioner	465.97	0.00	465.97
Prior Learning Assessments - Grad. credit	215.54	0.00	215.54
Prior Learning Assessments - UG credit	131.25	0.00	131.25
Student Designed Ind. Studies - Grad.	251.47	0.00	251.47
Student Designed Ind. Studies - UG	153.13	0.00	153.13
Wound, Ostomy, Continence MSN specialty track	550.00	0.00	550.00
Mesabi Range College			
Certified Nursing Assistant (off-campus)	205.95	-2.06	203.89
Graphic Arts	166.17	-1.66	164.51
IMT Millwright - AAS	162.41	-1.62	160.79
IMT Millwright - diploma	162.41	-1.62	160.79
IMT Millwright (off campus)	200.00	-2.00	198.00
Online - Non-resident	222.02	-2.22	219.80
Online - Resident (excluding differential specific)	182.62	-1.83	180.79
Online - Nursing	205.18	-2.05	203.13
Paramedic	170.06	-1.70	168.36
Welding (AWS Certification)	167.33	-1.67	165.66
Welding (off campus)	200.00	-2.00	198.00

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Minneapolis Community & Technical College			
360 Center of Excellence	199.00	-1.99	197.01
Aircraft Technician			228.05
Air Traffic Control	230.35	-2.30	228.05
Air Traffic Control - weekend	172.80	-1.73	171.07
Film and Video	230.35	-2.30	228.05
Film and Video - weekend	172.80	-1.73	171.07
Nursing	188.35	-1.88	186.47
Nursing - weekend	141.30	-1.41	139.89
Online Courses	179.60	-1.80	177.80
Screen Writing	230.35	-2.30	228.05
Screen Writing - weekend	172.80	-1.73	171.07
Sound Arts	230.35	-2.30	228.05
Sound Arts - weekend	172.80	-1.73	171.07
Weekend courses (regular)	116.45	-1.16	115.29
Minnesota State College-Southeast Technical			
Auto Body Collision Technology (ABCT)	177.31	-1.77	175.54
Automotive Technology (AUTO)	177.31	-1.77	175.54
Band Instrument Repair (BIRT)	187.31	-1.87	185.44
Electronics Technology (ELEC)	177.31	-1.77	175.54
Heating,ventilation,Air Conditioning & refrigeration(HVAC)	177.31	-1.77	175.54
Machine Tool & Die (MTDM)	177.31	-1.77	175.54
Musical String Instrument Repair (MSIR)	187.31	-1.87	185.44
Nurse Mobility (NURS)	187.31	-1.87	185.44
Online Tuition	192.31	-1.92	190.39
Practical Nursing (HEAL)	187.31	-1.87	185.44
Truck Driving (TRDR)	207.31	-2.07	205.24
Welding Technologies (WELD)	197.31	-1.97	195.34

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Minnesota State Community & Technical College			
Cardiovascular Tech			197.75
Dental Assisting	199.75	-2.00	197.75
Dental Hygiene	199.75	-2.00	197.75
Electrical Lineworker	190.80	-1.95	188.85
Nursing Assistant	170.80	-1.75	169.05
Nursing LPN	199.75	-2.00	197.75
Nursing RN	199.75	-2.00	197.75
Online Programs	199.00	-2.00	197.00
Radiology Technician	190.80	-1.95	188.85
Minnesota State University, Mankato			
Graduate Teacher Licensure	432.50	0.00	432.50
Master in Science in Teaching & Learning (For Professional Development contract only)	208.00	0.00	208.00
Masters of Social Work (MSW)	432.50	0.00	432.50
On Campus Masters of Accounting (MACC) Program	588.50	0.00	588.50
On Campus MBA Program	588.50	0.00	588.50
On Campus Professional Science Masters (PSM) - Engineering Mgmt	588.50	0.00	588.50
On Campus Professional Science Masters (PSM) - Geographic Information Science	588.50	0.00	588.50
Professional Science Masters (PSM) - Info Security & Risk Mgmt	588.50	0.00	588.50
Twin Cities Graduate courses (resident)	432.30	0.00	432.30
Twin Cities Masters of Accounting (MACC) Program	725.20	0.00	725.20
Twin Cities MBA Program	725.20	0.00	725.20
Twin Cities MPA Program	442.20	0.00	442.20
Twin Cities Professional Science Masters (PSM) - Engineering Mgmt	640.30	0.00	640.30
Twin Cities Professional Science Masters (PSM) - Geographic Information Science	640.30	0.00	640.30
Twin Cities undergraduate courses (resident)	281.95	0.00	281.95

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Minnesota State University Moorhead			
Animation (all ANIM rubric courses)	245.25	0.00	245.25
Athletic Training (all AT rubric courses except 120, 210, 420, 460)	255.25	0.00	255.25
Chemistry (all CHEM rubric courses except 102, 304)	245.25	0.00	245.25
Communications (all COMM rubric courses except 100)	236.25	0.00	236.25
Computer Science & Information Systems (all CSIS rubric courses except 103, 104, 104A)	234.25	0.00	234.25
Construction Management (all CM rubric courses)	236.25	0.00	236.25
Counseling & Student Affairs (master's)	410.00	0.00	410.00
Graphic Communications (all GCOM courses rubric except 150, 152, 452, 469)	255.25	0.00	255.25
Healthcare Administration (master's)	375.00	0.00	375.00
Nursing (master's)	430.00	0.00	430.00
Online/Distance Courses (on-line, package, ITV, & off-campus)	285.25	0.00	285.25
Operations Management (all OM rubric courses)	236.25	0.00	236.25
Physical Education (all PE rubric courses)	235.25	0.00	235.25
Project Management (all PMGT rubric courses)	236.25	0.00	236.25
School of Business (master's)	375.00	0.00	375.00
School Psychology (master's)	435.00	0.00	435.00
Speech-Language Pathology (master's)	425.00	0.00	425.00
Technology (all TECH rubric courses)	236.25	0.00	236.25
Theatre (all THTR rubric courses except THTR 120, 360, 397, 420, 460, 497)	250.25	0.00	250.25
Theatre (master's) (all THTR rubric master's courses except THTR 560)	380.00	0.00	380.00
Minnesota West Community & Technical College			
Farm Business Management	174.05	-1.74	172.31
Nursing	196.35	-1.96	194.39
Precision Machining			191.55
Rad Tech (FY14 charges included course fee, no change in cost to student in FY15)	192.42	-1.92	190.50
Surg Tech(FY14 charges included course fee, no change in cost to student in FY15)	192.22	-1.92	190.30
Welding certificate program	247.00	-2.47	244.53

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Normandale Community College			
Dental (DENH) except DENH 1900	193.79	-1.94	191.85
Global Career Development Facilitator Program	172.19	-1.72	170.47
Nursing (NURS) except NURS 1900	193.79	-1.94	191.85
Online tuition rate	181.49	-1.81	179.68
North Hennepin Community College			
Nursing	189.78	-1.90	187.88
Online Courses	177.96	-1.78	176.18
Northland Community & Technical College			
360 Center of Excellence	187.00	-1.87	185.13
Aviation	198.04	-1.98	196.06
Cardiovascular Tech	190.00	-1.90	188.10
Commercial Vehicle Operations	289.12	-2.89	286.23
Distance/Online Courses	199.00	-2.00	197.00
EMT Basic	190.00	-1.90	188.10
Fire Fighter-Paramedic	190.00	-1.90	188.10
Fire Technology	190.00	-1.90	188.10
GINT-Geospatial Intelligence	300.00	-3.00	297.00
IMAG Imagery Analyst	300.00	-3.00	297.00
Nursing Assistant (course HLTH 1110)	190.00	-1.90	188.10
Occupational Therapy Assistant	190.00	-1.90	188.10
Paramedicine	190.00	-1.90	188.10
Pharmacy Technology	190.00	-1.90	188.10
Phlebotomy	190.00	-1.90	188.10
Physical Therapist Assistant	190.00	-1.90	188.10
Practical Nursing	190.00	-1.90	188.10
Precision Agriculture Equip. Tech.	196.00	-1.96	194.04
Radiologic Technology	190.00	-1.90	188.10
Registered Nurse	190.00	-1.90	188.10
Respiratory Therapist	190.00	-1.90	188.10
Surgical Technology	190.00	-1.90	188.10
UAS	300.00	-3.00	297.00

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Northwest Technical College (Bemidji)			
360 Center of Excellence	187.00	-1.87	185.13
Auto Machinist	203.00	-2.03	200.97
Automotive Service Technology	185.00	-1.85	183.15
Construction Electricity	185.00	-1.85	183.15
Dental Assistant	185.00	-1.85	183.15
Distance/On-line courses	199.00	-1.99	197.01
HVAC Residential Plumbing	185.00	-1.85	183.15
Massage Therapy	190.25	-1.90	188.35
Nursing	185.00	-1.85	183.15
Welding			183.27
Pine Technical & Community College			
360 Center of Excellence Consortium Courses	187.00	-1.87	185.13
Early Childhood Development (CDEV)	155.16	-1.55	153.61
Gunsmithing (GTSP)	163.16	-1.63	161.53
Manufacturing (MTTP)	158.16	-1.58	156.58
Nursing (HEOP, PRSG, NURS, HPPC)	189.91	-1.90	188.01
Plastics (PLST)	158.16	-1.58	156.58
Robotics (ETEC)	158.16	-1.58	156.58
Rainy River Community College			
Industrial Technology	180.79	-1.81	178.98
Non-resident online courses	222.02	-2.22	219.80
Nursing Assistant	180.79	-1.81	178.98
Online courses (excluding any courses/programs with a differential tuition rate)	182.62	-1.83	180.79
Ridgewater College			
Online tuition	185.00	-1.85	183.15

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Riverland Community College			
360 Center of Excellence	187.00	-1.87	185.13
A.D. Nursing	199.60	-2.00	197.60
Accounting	167.10	-1.67	165.43
Agricultural Science	174.60	-1.75	172.85
Agricultural Business	167.10	-1.67	165.43
Automobile Services	174.60	-1.75	172.85
Business & Office/Administrative Support	167.10	-1.67	165.43
Business Administration	167.10	-1.67	165.43
Chemistry	167.73	-1.68	166.05
Cisco Network Associate Program	189.60	-1.90	187.70
Collision Repair	174.60	-1.75	172.85
Construction Electrician	174.60	-1.75	172.85
Cosmetology	184.60	-1.85	182.75
Diesel	174.60	-1.75	172.85
Electrical Maintenance Technician	174.60	-1.75	172.85
English As A Second Language-Academic	194.60	-1.95	192.65
Farm Business Management	167.10	-1.67	165.43
Food Science Technolgoy	174.60	-1.75	172.85
Independent Studies	194.60	-1.95	192.65
Industrial Machining	174.60	-1.75	172.85
Machining	184.60	-1.85	182.75
Massage Therapy	184.60	-1.85	182.75
Medical Assistant/Phlebotomy	184.60	-1.85	182.75
Microsoft Systems Administrator	189.60	-1.90	187.70
Microsoft Systems Engineer	189.60	-1.90	187.70
Multimedia	189.60	-1.90	187.70
Online Courses	194.60	-1.95	192.65
Radiography AAS	194.60	-1.95	192.65
Truck Driving	264.60	-2.65	261.95
Web Page Design	189.60	-1.90	187.70
Webmaster	189.60	-1.90	187.70
Wind Energy	174.60	-1.75	172.85

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Rochester Community and Technical College			
Automobile Mechanics (AMT)	179.10	-1.79	177.31
Child Development Assistant	167.10	-1.67	165.43
Computer Aided Drafting	184.10	-1.84	182.26
Dental Assisting	176.90	-1.77	175.13
Dental Hygiene	181.90	-1.82	180.08
Design and Visual Communications, Gen	169.10	-1.69	167.41
Emergency Medical Technician	167.10	-1.67	165.43
Equine Science (EQSC)	226.10	-2.26	223.84
Film/Video and Photographic Arts	199.10	-1.99	197.11
Fine and Studio Art	179.10	-1.79	177.31
Health Unit Coordinator	167.10	-1.67	165.43
Human Services Technician	164.10	-1.64	162.46
Hybrid Tuition differential - media code 09	179.10	-1.79	177.31
LAWE - Law enforcement	184.10	-1.84	182.26
LAWE - Law enforcement Skills	289.10	-2.89	286.21
Nursing AD	179.10	-1.79	177.31
Nursing Assistant	174.90	-1.75	173.15
Online tuition differential - media codes 03, 12, 13	194.10	-1.94	192.16
PNM	179.10	-1.79	177.31
Veterinary Assistant/Technician	174.10	-1.74	172.36
Welding	174.10	-1.74	172.36
Saint Paul College			
360° Manufacturing and Applied Engineering Center of Excellence	187.00	-1.87	185.13
Online Tuition (Media Code 03 and 12)	181.71	-1.82	179.89
Pharmacy Tech	181.54	-1.82	179.72
Phlebotomy	218.03	-2.18	215.85
Pilates	197.44	-1.97	195.47
Pre-Engineering	175.90	-1.76	174.14
Respiratory Therapy	211.71	-2.12	209.59
South Central College			
FBM	163.60	-1.64	161.96

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Southwest Minnesota State University			
Administrative Licensure Program 16/17	402.50	0.00	402.50
Graduate online/web courses	436.00	0.00	436.00
Hospitality/Culinology Labs	261.15	0.00	261.15
Intro to Art/Elementary Art	241.60	0.00	241.60
Off Camp Grad Ed Learning Comm. 16/17 & 17/18	402.50	0.00	402.50
Off Campus Education Graduate Program	436.00	0.00	436.00
Off Campus MBA & Management Graduate Program	436.00	0.00	436.00
Science Labs includes labs in Agronomy, Biology, Chemistry, Physics, Exercise Science and Environmental Science	250.25	0.00	250.25
Studio Art	250.25	0.00	250.25
Undergraduate Off Campus Programs	283.50	0.00	283.50
Undergraduate Online/Web courses	283.50	0.00	283.50
St. Cloud State University			
Art	263.29	0.00	263.29
Correctional Facility Undergraduate Education	227.35	0.00	227.35
Mass Communication	259.68	0.00	259.68
Master of Applied Clinical Research	779.55	0.00	779.55
Master of Engineering Management	597.66	0.00	597.66
Master of Regulatory Affairs and Services	779.55	0.00	779.55
Master of Science, Medical Technology Quality (MTG)	779.55	0.00	779.55
Masters Information Assurance	628.96	0.00	628.96
Off Campus Graduate	421.23	0.00	421.23
Off Campus Graduate Continuing Education	441.08	0.00	441.08
Off Campus Graduate ITV Continuing Education	441.08	0.00	441.08
Off Campus North Branch Cohort Graduate	421.23	0.00	421.23
Off Campus North Branch Cohort Undergraduate	267.50	0.00	267.50
Off Campus or on-line Behavioral Analysis	551.91	0.00	551.91
Off Campus Undergraduate	267.50	0.00	267.50
Off Campus Undergraduate Continuing Education	301.91	0.00	301.91
Off Campus Undergraduate ITV Continuing Education	301.91	0.00	301.91

**Minnesota State Colleges and Universities
Differential Program Rates for FY2017**

Program Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Off Campus Workshop Graduate	421.23	0.00	421.23
Off Campus Workshop Undergraduate	275.29	0.00	275.29
On-Line Department or Continuing Studies Graduate	459.00	0.00	459.00
On-Line Department or Continuing Studies Undergraduate	320.30	0.00	320.30
St. Cloud MBA	589.34	0.00	589.34
Twin Cities Graduate Center MBA	810.73	0.00	810.73
Undergraduate Nursing	254.50	0.00	254.50
St. Cloud Technical & Community College			
360 Center of Excellence	187.00	-1.87	185.13
Associate Degree of Nursing	212.18	-2.12	210.06
Community Paramedicine Certificate			190.93
Dental Assisting	183.86	-1.84	182.02
Dental Hygiene	183.86	-1.84	182.02
Invasive Cardiovascular Technology	183.86	-1.84	182.02
LPN	183.86	-1.84	182.02
Online Courses with Media Code 03, 12, or 13	192.86	-1.93	190.93
Paramedicine	183.86	-1.84	182.02
Sonography	183.86	-1.84	182.02
Surgical Technology	183.86	-1.84	182.02
Vermilion Community college			
All resident courses offered via online (excluding any courses/programs with a differential tuition rate)	182.62	-1.83	180.79
Non-resident online courses	222.02	-2.22	219.80
Winona State University			
Advanced Nursing Practice Specialty Cohorts	934.20	0.00	934.20
Criminal Justice - Rochester Campus	250.00	0.00	250.00
Early Childhood Special Education (Rochester)-Graduate	375.00	0.00	375.00
Graduate Nursing Program	550.63	0.00	550.63
Health Leadership & Administration Program-HLA	303.45	0.00	303.45
International Institutes	450.00	0.00	450.00
Math Sciences Teaching Academy-Graduate	125.00	0.00	125.00
Professional Development for Educators - Graduate	175.00	0.00	175.00
Study Abroad Program	450.00	0.00	450.00
Teacher Preparation Collaborative Certificate-Graduate	415.20	0.00	415.20
Travel Studies Program	400.00	0.00	400.00
Undergraduate Nursing Program	271.05	0.00	271.05

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Alexandria Technical & Community College			
Child Care Internship	160.55	-1.61	158.94
Child Care Practicum I	160.55	-1.61	158.94
Child Care Practicum II	160.55	-1.61	158.94
CNC Machining Operations I	187.26	-1.87	185.39
CNC Machining Operations II	187.26	-1.87	185.39
Comprehensive Clinical I	187.26	-1.87	185.39
Comprehensive Clinical II	187.26	-1.87	185.39
Firearms/Officer Survival Tactics	248.05	-2.48	245.57
Medical Clinical	187.26	-1.87	185.39
Milling II	187.26	-1.87	185.39
OB/Peds Clinical	187.26	-1.87	185.39
Operation of Commercial Vehicle	287.08	-2.87	284.21
Psychiatric Clinical	187.26	-1.87	185.39
Surgical Clinical	187.26	-1.87	185.39
Turning II	187.26	-1.87	185.39
Bemidji State University			
Chem - Allied Health Lab (CHEM 1110)	267.35	0.00	267.35
Chem - Analytical Chem Lab (CHEM 3570)	277.35	0.00	277.35
Chem - Biochemistry Lab I & II (CHEM 4471/4472)	272.35	0.00	272.35
Chem - Biochemistry Lab I & II (CHEM 5471/5472)	403.05	0.00	403.05
Chem - Inorganic Chem Lab I (CHEM 3871)	272.35	0.00	272.35
Chem - Instrmtl Analys Lab I (CHEM 4571)	272.35	0.00	272.35
Chem - Organic Chemistry I & II (CHEM 3371/3372)	277.35	0.00	277.35
Chem - Physical Chemistry Lab I & II (CHEM 4771/4772)	272.35	0.00	272.35
Chem - Physical Chemistry Lab I & II (CHEM 5771/5772)	403.05	0.00	403.05
Chem - Principles of Chemistry I & II (CHEM 2211/2212)	262.35	0.00	262.35
Chem -General Chemistry I &II (CHEM 1111/1112)	262.35	0.00	262.35
Environmental -Thesis ENVR 4990	272.35	0.00	272.35
Environmental -Thesis ENVR 6990	403.05	0.00	403.05
Geology - Labs (GEOL 1110/1120/2110 /3120/3212/3500/3600)	262.35	0.00	262.35
Geology - Labs (GEOL 5120/5212/5500/5600)	393.05	0.00	393.05
PE - Exercise Physiology & Nutrition (PHED 3300)	267.35	0.00	267.35
PE - Exercise Physiology & Nutrition (PHED 5300)	398.05	0.00	398.05
PE - Personal Training: Strength and Speed (PHED 4160)	267.35	0.00	267.35
PE - Personal Training: Strength and Speed (PHED 5160)	398.05	0.00	398.05
PE -Athletic Training (PHED 3190)	267.35	0.00	267.35
PE -Athletic Training (PHED 5190)	398.05	0.00	398.05
Physics - Lab (PHYS 1101/1102/2101/2102)	262.35	0.00	262.35

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Central Lakes College			
AMSL 1412 - American Sign Language II	174.10	-1.74	172.36
AMSL 2412 - American Sign Language IV	174.10	-1.74	172.36
AMSL 2414 - Conversational ASL	234.10	-2.34	231.76
ARTS 1401 Black & White Photo I	169.10	-1.69	167.41
ARTS 1403 Color Photo I	169.10	-1.69	167.41
ARTS 1596 Topics In Art	169.10	-1.69	167.41
BIOL 1404 - Human Biology	169.10	-1.69	167.41
BIOL 1411 - Concepts of Biology	169.10	-1.69	167.41
BIOL 1415 - Environmental Biology	169.10	-1.69	167.41
BIOL 1431 - General Biology I	169.10	-1.69	167.41
BIOL 1432 - General Biology II	169.10	-1.69	167.41
BIOL 2411 - Biology of Women	169.10	-1.69	167.41
BIOL 2417 - General Ecology Lab	169.10	-1.69	167.41
BIOL 2457 - Microbiology	169.10	-1.69	167.41
BIOL 2467 - Anatomy & Physiology I	169.10	-1.69	167.41
BIOL 2468 - Anatomy & Physiology II	169.10	-1.69	167.41
CHEM 1405 - Life Science Chemistry	169.10	-1.69	167.41
CHEM 1424 - Chemical Principles I	169.10	-1.69	167.41
CHEM 1425 - Chemical Principles II	169.10	-1.69	167.41
CHEM 2472 - Organic Chemistry I	169.10	-1.69	167.41
CHEM 2473 - Organic Chemistry II	169.10	-1.69	167.41
CRJU 2124-General Evidence and Identification Preparation	270.78	-2.71	268.07
CRJU 2160-Use of Force	270.78	-2.71	268.07
CRJU 2162-Firearms	270.78	-2.71	268.07
CRJU 2164-Patrol Practicals	270.78	-2.71	268.07
CRJU 2166-Tactical Communications/Relations	270.78	-2.71	268.07
EMTS 1502 - Emergency Medical Technician	224.10	-2.24	221.86
EMTS 1580 - Special Topics (ACLS)	274.10	-2.74	271.36
ESCI 1405 - Astronomy	169.10	-1.69	167.41
ESCI 1452 - Oceanography Lab	169.10	-1.69	167.41
ESCI 1454 - Earth Science and the Environment	169.10	-1.69	167.41
PHED 1510 - Skiing/Snowboarding	229.10	-2.29	226.81
PHED 1511 - Adv. Skiing/Snowboarding	229.10	-2.29	226.81
PHED 1525 - Personal Protection Awareness	174.10	-1.74	172.36
PHED 1534 - Beginning Golf	174.10	-1.74	172.36
PHED 1541 - Bowling	204.10	-2.04	202.06

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Fond du Lac Tribal & Community College			
Advanced Bowling	204.94	-2.05	202.89
All Private Music Lessons	280.50	-2.81	277.70
AMIN 1020 Foundations of American and Anishinabe Elem. Education			173.90
AMIN 2300 Culturally Responsive Education			193.90
Application of Nursing	177.00	-1.77	175.23
ART 1055 Fashion, Fabric Design and Construction			178.90
Art Design	163.90	-1.64	162.26
ART/MUSC 1250 Foundations of American and Anishinabe Arts in Educ			198.90
Aspects of Biology Lab/Lecture	163.90	-1.64	162.26
Aspects of Inorganic Chemistry Lab/Lecture	178.94	-1.79	177.15
Beginning Bowling	204.94	-2.05	202.89
Beginning Downhill Skiing	250.44	-2.50	247.94
Beginning Golf	255.44	-2.55	252.89
Careers in the Criminal Justice System	182.00	-1.82	180.18
Ceramics	163.90	-1.64	162.26
Clinical Applications	233.00	-2.33	230.67
Clinical Foundations	233.00	-2.33	230.67
Clinical Integration	233.00	-2.33	230.67
Clinical Syntheses	233.00	-2.33	230.67
Community CPR	233.00	-2.33	230.67
Digital Photography	163.90	-1.64	162.26
Drawing	163.90	-1.64	162.26
emergency Medical Technician	233.00	-2.33	230.67
Emergency Response/First Responder	233.00	-2.33	230.67
ENGL 2200 American Indian Children's Literature			218.90
Environmental Science Lab/Lecture	163.90	-1.64	162.26
Ethics in Nursing	177.00	-1.77	175.23
Family Nursing	177.00	-1.77	175.23
Family Nursing Clinical	233.00	-2.33	230.67
Food: Safety, Risks & Technology	177.00	-1.77	175.23
Foundations of Nursing	177.00	-1.77	175.23
General Biology Lab/Lecture	163.90	-1.64	162.26
General Chemistry Lab/Lecture	178.94	-1.79	177.15
Health Assessment	233.00	-2.33	230.67
HLTH 1032 Health Care Provider CPR & 1st Aid	233.00	-2.33	230.67
HLTH 2100 Community Health Wellness w/ Annishinabe Perspective			173.90
Home Health Aid	233.00	-2.33	230.67
Human Anatomy and Physiology Lab/Lecture	163.90	-1.64	162.26
Integration of Nursing	177.00	-1.77	175.23
Intro to Forensic Biology	163.90	-1.64	162.26

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Intro to Nursing	233.00	-2.33	230.67
Introduction to Art	163.90	-1.64	162.26
Leadership, Ethics, Y Diversity in Law Enforcement	204.50	-2.05	202.46
Mathematics for Medication	177.00	-1.77	175.23
Medication Admin II	177.00	-1.77	175.23
Medication AdminI	177.00	-1.77	175.23
Microbiology Lab/Lecture	163.90	-1.64	162.26
Native Plant Identification	163.90	-1.64	162.26
NURS and HLTH Courses (except lab and clinical)	177.00	-1.77	175.23
NURS2130 - Community Clinicals	233.00	-2.33	230.67
Nursing Interventions	233.00	-2.33	230.67
Nursing Role Transition	177.00	-1.77	175.23
Nursing Role Transition Clinical	233.00	-2.33	230.67
On-Line Courses	178.90	-1.79	177.11
Organic Chemistry Lab/Lecture	178.94	-1.79	177.15
Painting	163.90	-1.64	162.26
Patrol Procedures	240.50	-2.41	238.10
Personal, Tribal & Comm Health	177.00	-1.77	175.23
Practical Applications of Criminal Investigations	199.50	-2.00	197.51
Principals of Ecology Lab/Lecture	163.90	-1.64	162.26
Psychosocial Nursing	177.00	-1.77	175.23
SCI 1280 Investigative Science I			208.90
SCI 1285 Investigative Science II			208.90
Sculptures	163.90	-1.64	162.26
Service Learning for Nursing	233.00	-2.33	230.67
Special Topics	177.00	-1.77	175.23
Summer Outdoor Activities	280.00	-2.80	277.20
synthesis of Nursing	177.00	-1.77	175.23
Use of Force I: Basic Defense Tactics	224.00	-2.24	221.76
Use of Force II: Firearms	385.00	-3.85	381.15
Watercolors	163.90	-1.64	162.26
Winter Outdoor Activities	280.00	-2.80	277.20

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Hennepin Technical College			
Emergency Medical Technician - Basic (EMSV 1100)	170.70	-1.71	168.99
Emergency Vehicle Driving Skills (EMSV 1130)	266.70	-2.67	264.03
Extrusion Molding Processes I & II (PLST 2011 & PLST 2017)	166.70	-1.67	165.03
Health Clinical: Clinical Externship I & II (DNLT 1321 & DNLT 1325)	166.70	-1.67	165.03
Health Clinicals: Health Unit Coordinator Internship (HLUC 1200)	166.70	-1.67	165.03
Health Clinicals: Nursing Assistant (NURS 1001)	166.70	-1.67	165.03
Health Clinicals: Pharmacy Technician Externship I & II (PHRM 1080 & PHRM 1090)	166.70	-1.67	165.03
Health Clinicals: Practicum (MAST 2040)	166.70	-1.67	165.03
Injection Molding Processes I, II, & III (PLST 2128, PLST 2138, & PLST 2143)	166.70	-1.67	165.03
Nursing: Adult Nursing I & II (NURS 1191 & NURS 1222)	176.70	-1.77	174.93
Nursing: Capstone (NURS 2550)	176.70	-1.77	174.93
Nursing: Foundations I & II (NURS 1103 & NURS 1201)	176.70	-1.77	174.93
Nursing: Maternal Child Nursing (NURS 1242)	176.70	-1.77	174.93
Nursing: Nursing Skills I & II (NURS 1161 & NURS 1261)	176.70	-1.77	174.93
Nursing: Pharmacology for Practical Nurses (NURS 1141)	176.70	-1.77	174.93
Nursing: Psychosocial Nursing (NURS 2110)	176.70	-1.77	174.93
Public Works (PWRK 1060)	206.70	-2.07	204.63
Related Mechanical Skills (FMLR 1301)	231.70	-2.32	229.38
Hibbing Community College			
Automotive Technician Courses	169.62	-1.70	167.92
Course: Basic Fire Arms	236.58	-2.37	234.21
Course: Fire Arms	236.58	-2.37	234.21
Culinary Arts Courses	169.62	-1.70	167.92
Dental Assistant Courses	169.62	-1.70	167.92
Diesel Mechanics/Heavy Equip. Maint. Courses	169.62	-1.70	167.92
Electrical Maint. And Construction Courses	169.62	-1.70	167.92
Heating and Cooling Technician	169.62	-1.70	167.92
Industrial Systems Technology Courses	169.62	-1.70	167.92
Law Enforcement Courses (Not in programs)	169.62	-1.70	167.92
Medical Laboratory Technician Courses	169.62	-1.70	167.92

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Microcomputer Technician Courses	169.62	-1.70	167.92
Multi Media Courses	169.62	-1.70	167.92
Nursing Assistant/Home Health Aide Courses	169.62	-1.70	167.92
Nursing Courses	179.71	-1.80	177.91
Pharmacy Technician Courses	169.62	-1.70	167.92
Professional Truck Driver (CDL) Courses	169.62	-1.70	167.92
Refrig., Heating, Air Cond. App. Repair Courses	169.62	-1.70	167.92
Solar Photovoltaic Technician Courses	169.62	-1.70	167.92
Mesabi Range College			
Clinical I (NURS 1239)	180.18	-1.80	178.38
Clinical II (NURS 1249)	180.18	-1.80	178.38
Maternal/Child Health Nursing (NURS 1241)	180.18	-1.80	178.38
Mental Health Nursing (NURS 1233)	180.18	-1.80	178.38
Nursing Care of the Adult (NURS 1243)	180.18	-1.80	178.38
Nursing Care of the Older Adult (NURS 1234)	180.18	-1.80	178.38
Nursing Math, Medications & Skills (NURS 1230)	180.18	-1.80	178.38
Minneapolis Community & Technical College			
Barbering (1050, 1100, 1200, 1250, 1360, 1370)	158.50	-1.59	156.92
Barbering (1460, 1470, 1500, 1510)	157.69	-1.58	156.11
Central Service Technician 1000	165.17	-1.65	163.52
Central Service Technician 1002	160.13	-1.60	158.53
Community Health Worker 1001	165.17	-1.65	163.52
Community Health Worker 1016	160.13	-1.60	158.53
Counseling 2650	158.55	-1.59	156.96
Counseling 2730	165.00	-1.65	163.35
Counseling 2830	156.33	-1.56	154.77
DNTA (1170, 1350)	158.50	-1.59	156.92
DNTA 1274	157.69	-1.58	156.11
Early Childhood Education 1600	160.13	-1.60	158.53
Early Childhood Education 2600	158.50	-1.59	156.92
ENDT (1200, 2050, 2525, 2550)	157.69	-1.58	156.11
ENDT 1010	158.58	-1.59	156.99
ENDT 1850	160.13	-1.60	158.53

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
ENDT 2550	170.13	-1.70	168.43
FYST 1010	165.58	-1.66	163.92
HSER 2003	175.25	-1.75	173.50
HSER 2004	156.88	-1.57	155.31
NAHA (1819, 1850)	161.20	-1.61	159.59
NAHA 1900	158.50	-1.59	156.92
PHED 2100	230.25	-2.30	227.95
PHLE 1000	160.25	-1.60	158.65
PHLE 1002	158.50	-1.59	156.92
PSOM (1650, 2350)	158.50	-1.59	156.92
PSOM 1500	160.25	-1.60	158.65
PSOM 2150	157.69	-1.58	156.11
PSOM 2250	157.20	-1.57	155.63
Minnesota State College-Southeast Technical			
BIOL 2501 Introduction to Biology	177.31	-1.77	175.54
BIOL 2511 Anatomy & Physiology I	177.31	-1.77	175.54
BIOL 2512 Anatomy & Physiology II	177.31	-1.77	175.54
BIOL 2530 Microbiology	177.31	-1.77	175.54
Chem 2518 General, Organic, & Biochemistry I	177.31	-1.77	175.54
CHEM 2522 Environmental Chemistry	177.31	-1.77	175.54
CHEM 2525 Introduction to Forensic Science	177.31	-1.77	175.54
Comp 2510 Introduction to Computers	177.31	-1.77	175.54
COMP 2520 Introduction to Graphic Design	177.31	-1.77	175.54
COMP 2525 Computers: Issues and Applications II	177.31	-1.77	175.54
HUMA 2520 Film Studies	177.31	-1.77	175.54
HUMA 2525 Digital Photography	177.31	-1.77	175.54
HUMA 2540 Introduction to Multimedia and Digital Arts	177.31	-1.77	175.54
INDS 1628 Introduction to Welding Technologies	187.31	-1.87	185.44
INDS 1629 Welding Technologies II	187.31	-1.87	185.44
INDS 1630 Welding Technologies III	187.31	-1.87	185.44
INDS 1632 Oxy-Fuel Welding Fundamentals	187.31	-1.87	185.44
Minnesota State Community & Technical College			
Online Courses	199.00	-2.00	197.00
Minnesota State University, Mankato			
Anthropology 486/586 (Crime Scene Recovery Workshop)	514.70	0.00	514.70
Online Courses (Note: It is \$36.25 above the existing resident undergraduate or graduate tuition rates)	36.25	0.00	36.25

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Minnesota State University Moorhead			
ART 101, 102, 125, 210, 310, 451C, 452C, 452H, 452L, 480, 494C	235.25	0.00	235.25
ART 203A, 300A, 303A, 304A, 305A, 400A, 404A, 405A, 451A, 452A	265.25	0.00	265.25
ART 203C, 303C, 304C, 305C, 400C, 404C, 405C, 451D, 451E, 452D, 452E, 452F	245.25	0.00	245.25
ART 203D, 203E, 203F, 203K, 300D, 300E, 300F, 300K, 303D, 303E, 303F, 304D, 304E, 304F, 305D, 305E, 305F, 400D, 400E, 400F, 404D, 404E, 404F, 405D, 405E, 405F, 451F	260.25	0.00	260.25
ART 203H, 303H	240.25	0.00	240.25
ART 203L	232.25	0.00	232.25
ART 350	237.25	0.00	237.25
ART 494A	265.25	0.00	265.25
ART 494D, 494E	245.25	0.00	245.25
ART 494F	260.25	0.00	260.25
AST 102, 104	240.25	0.00	240.25
AST 365	235.25	0.00	235.25
BCBT 100, 220	240.25	0.00	240.25
BCBT 360, 397, 420, 425, 430, 461, 462, 463, 475, 476, 477, 478, 479, 480, 481, 482, 490, 497	255.25	0.00	255.25
BIOL 109, 125, 126, 236, 300, 370	240.25	0.00	240.25
BIOL 111, 115, 341	255.25	0.00	255.25
BIOL 275, 305, 321, 322, 323, 326, 345, 347, 349, 350, 360, 365, 372, 385L, 390, 402, 455, 479, 497	250.25	0.00	250.25
CNSA 691A, 691B, 691C, 691D	435.00	0.00	435.00
CNSA 692A, 692B, 692C, 692D	460.00	0.00	460.00
CSIS 320, 365	250.25	0.00	250.25
ED 205, 294, 310	260.25	0.00	260.25
ED 461V (Student Teaching Abroad)	330.25	0.00	330.25
EECE 481V (Student Teaching Abroad)	330.25	0.00	330.25
FILM 100, 172, 200, 284, 384, 400, 401, 472, 484, 485, 496	260.25	0.00	260.25
FILM 372, 375	255.25	0.00	255.25
GDES 203, 375	250.25	0.00	250.25
GDES 303, 304, 305, 306, 307, 404, 405	260.25	0.00	260.25
GDES 400, 494	245.25	0.00	245.25
GEOS 115	231.50	0.00	231.50

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
GEOS 116, 117, 170, 207, 301, 302, 303, 307, 315, 320, 330, 340, 350, 360, 370, 407, 415, 416, 417	231.91	0.00	231.91
HLTH 110	235.25	0.00	235.25
HLTH 125	245.25	0.00	245.25
HLTH 311, 327, 335, 340, 412, 465	240.25	0.00	240.25
HSAD 417			240.25
MATH 105, 110, 127, 142, 143, 229, 232, 261, 262, 303, 304	233.25	0.00	233.25
MATH 234, 238, 260, 355	235.25	0.00	235.25
MDEV 090, 095, 099	235.25	0.00	235.25
MUS 107A, 107B, 108A, 108B, 110, 150A, 150B, 151, 152, 154A, 191, 207A, 207B, 208, 219, 231, 232, 233, 234, 235, 236, 291, 300, 303, 304, 305, 307, 319, 328, 333, 334, 335, 342, 343, 372, 378, 390, 391, 392, 421, 423, 431A, 431B, 432, 433, 440, 441, 442, 445, 446, 447, 471, 472	270.25	0.00	270.25
MUS 166, 184, 266, 267, 281, 284, 361, 363, 364, 365, 381, 384, 461, 466, 469, 481, 484, 486	305.25	0.00	305.25
MUS 523, 524, 531B, 572, 574, 595, 596, 620, 621, 632, 634, 635, 636, 637, 695, 697, 699	400.00	0.00	400.00
MUS 682, 685, 686	435.00	0.00	435.00
NURS 301	247.25	0.00	247.25
NURS 473	243.25	0.00	243.25
NURS 600	447.00	0.00	447.00
NURS 642P	460.00	0.00	460.00
NURS 643P, 644P, 645P	440.00	0.00	440.00
PARA 425	242.25	0.00	242.25
PHYS 105, 140, 302, 305, 306, 312, 350	240.25	0.00	240.25
PHYS 160, 161, 200, 201	243.25	0.00	243.25
PHYS 318, 322, 370	235.25	0.00	235.25
PSCI 170	250.25	0.00	250.25
PSY 230	233.25	0.00	233.25
PSY 620	441.00	0.00	441.00
PSY 622	470.00	0.00	470.00
PSY 641, 642, 643	460.00	0.00	460.00
PSY 723	445.00	0.00	445.00
PSY 724	440.00	0.00	440.00
School of Business (only includes 300- and 400-level courses in the following rubrics: ACCT, BUS, FINC, MGMT, MKTG)	236.25	0.00	236.25
SLHS 273, 421, 446	245.25	0.00	245.25
SLHS 347	260.25	0.00	260.25
SLHS 473	235.25	0.00	235.25
SLP 646	450.00	0.00	450.00

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
SPED 225	260.25	0.00	260.25
SPED 567A, 668B, 668C, 668D, 668E, 668I, 668P	385.00	0.00	385.00
WS 300	240.25	0.00	240.25
WS 415	244.25	0.00	244.25
Minnesota West Community & Technical College			
All other Online Courses	184.05	-1.84	182.21
DEN1105 Oral Radiology II	198.22	-1.98	196.24
DEN1120 Chairside Assisting I	181.55	-1.82	179.73
DEN1125 Chairside Assisting II	181.55	-1.82	179.73
DEN1140 Dental Materials	184.88	-1.85	183.03
DEN1145 Expanded Functions A	198.22	-1.98	196.24
DEN1150 Expanded Functions B	198.22	-1.98	196.24
HC1175 Nursing Assistant	182.09	-1.82	180.27
LAWE SKILLS courses	278.00	-2.78	275.22
LAWE1120 Physical Fitness	221.55	-2.22	219.33
LAWE2233 Firearms-Patrol Ops	221.55	-2.22	219.33
LAWE2250 Accident Inv-Radar-Radio	221.55	-2.22	219.33
LAWE2300 Tactical Management	221.55	-2.22	219.33
LAWE2310 Use of Force	221.55	-2.22	219.33
LAWE2340 Traffic Law-Traffic Stops	221.55	-2.22	219.33
MUSC1140 Piano Lessons	321.55	-3.22	318.33
MUSC1141 Piano Lessons	321.55	-3.22	318.33
MUSC1145 Voice Lessons	321.55	-3.22	318.33
MUSC1146 Voice Lessons	321.55	-3.22	318.33
MUSC2140 Piano Lessons	321.55	-3.22	318.33
MUSC2141 Piano Lessons	321.55	-3.22	318.33
MUSC2145 Voice Lessons	321.55	-3.22	318.33
MUSC2146 Voice Lessons	321.55	-3.22	318.33
PHED1145 Bowling	256.55	-2.57	253.98
PHED1160 Beginning Golf	186.55	-1.87	184.68
Northland Community & Technical College			
CRJU 2221 & 2223	255.67	-2.56	253.11
SURT 2212	246.13	-2.46	243.67
Northwest Technical College - Bemidji			
BLDG 1108 Metal Fabrication	185.00	-1.85	183.15

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Riverland Community College			
A & P I BIOL 2021	174.60	-1.75	172.85
A & P II BIOL 2022	174.60	-1.75	172.85
Advanced Med/Surgical NURS 2010	198.48	-1.98	196.50
Arc Welding IMMR 1725	189.60	-1.90	187.70
Basic Firearms LAWE 1115	214.60	-2.15	212.45
Clinical II RADT 2283	197.42	-1.97	195.45
Concepts of Nursing NURS 1020	198.48	-1.98	196.50
Criminal Investigations LAWE 1110	214.60	-2.15	212.45
Criminal Procedures LAWE 2122	214.60	-2.15	212.45
Emergency Medical Technician EMER 1200	169.77	-1.70	168.07
Forensic Biology BIOL 1050	174.60	-1.75	172.85
Fundamentals of Network Security	189.60	-1.90	187.70
Fundamentals of Wireless LANs	189.60	-1.90	187.70
Gas Metal Arc Welding IMMR 2765	189.60	-1.90	187.70
Gas Tungsten Arc Welding IMMR 2770	189.60	-1.90	187.70
Gas Welding IMMR 1730	189.60	-1.90	187.70
General Biology BIOL 1091	174.60	-1.75	172.85
General Biology BIOL 1092	174.60	-1.75	172.85
Hser Field Experience I HSER 1101	195.65	-1.96	193.69
Industry Related Welding DESL 1107	189.60	-1.90	187.70
Internship I HSER 2200	172.36	-1.72	170.64
Internship II HSER 2201	172.36	-1.72	170.64
Internship IV HSER 2203	168.48	-1.68	166.80
Intr & Treatment Applications HSER 1103	180.12	-1.80	178.32
Intro to Radiography RADT 1211	202.36	-2.02	200.34
Microbiology BIOL 2040	174.60	-1.75	172.85
Music Private Lessons (MUS 1150-1179 & 2150-2179)	189.60	-1.90	187.70
Nursing Assistant HCNA 1200	182.36	-1.82	180.54
Nursing Assistant Practicum HCNA 1101	174.60	-1.75	172.85
Police Tactics and Procedures LAWE 2130	214.60	-2.15	212.45
TAST 2214 Advanced Engine Service	287.20	-2.87	284.33
TAST 2215 High Performance Cylinder Heads	287.20	-2.87	284.33
TAST 2216 High Performance Cylinder Blocks	287.20	-2.87	284.33
TAST 2218 Advanced High Performance Engine Assembly	287.20	-2.87	284.33
Vehicle Ops LAWE 2140	214.60	-2.15	212.45

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Rochester Community and Technical College			
ART 1115 - Study Tour	214.10	-2.14	211.96
Dental Radiology DS 1300	184.10	-1.84	182.26
HORT 2390	274.10	-2.74	271.36
Independent Study	194.10	-1.94	192.16
NURS 2400	419.10	-4.19	414.91
SPAN 1001	264.10	-2.64	261.46
Spch 2100	419.10	-4.19	414.91
Saint Paul College			
ARTS 1713-1714 Photography 1-2	186.71	-1.87	184.84
ASLS 1411-1414 American Sign Language 1-4	175.90	-1.76	174.14
ASLS 1420 ASL Linguistics	175.90	-1.76	174.14
ASLS 1430 Classifiers	175.90	-1.76	174.14
BIOC 1760 Chemical & Biological Instrumentation	175.90	-1.76	174.14
BIOC 1761 Chemical & Biological Ethics & Regulations	175.90	-1.76	174.14
BIOC 2700 Biochemistry	175.90	-1.76	174.14
BIOC 2790 Biochemistry Internship/Research Project	175.90	-1.76	174.14
BIOL 1730 Human Body Systems	175.90	-1.76	174.14
BIOL 1740 & 1745 General Biology 1 & 2	175.90	-1.76	174.14
BIOL 1782 Introduction to Forensic Science	175.90	-1.76	174.14
BIOL 2721 & 2722 Human Anatomy and Phys 1 & 2	175.90	-1.76	174.14
BIOL 2750 General Microbiology	175.90	-1.76	174.14
CHEM 1700 Chemistry Concepts	175.90	-1.76	174.14
CHEM 1711 & 1712 Principles of Chemistry 1 & 2	175.90	-1.76	174.14
CHEM 1760 & 1761 Chem Tech Lab Skills, Lab Safety	175.90	-1.76	174.14
CHEM 2711 & 2712 Organic Chemistry 1 & 2	175.90	-1.76	174.14
CHSN 1409 Preclinic Chemical Control	191.71	-1.92	189.79
CHSN 1413 Preclinic Hair Color	191.71	-1.92	189.79
CHSN 1445 Cosmetic Chemistry & Makeup Applications	191.71	-1.92	189.79
CHSN 1450 Skin Analysis & Massage	191.71	-1.92	189.79
CHSN 1520 40 Hour Refresher	191.71	-1.92	189.79
CHSN 1565 155 Hour Reactivation	191.71	-1.92	189.79
CHSN 1585 Esthetics Refresher	191.71	-1.92	189.79
CHSN 1590 Esthetics Reactivation	191.71	-1.92	189.79
CHSN 2411 CIDESCO Exam Student Preparation	191.71	-1.92	189.79
CULA 1400 Culinary Basics 1	191.71	-1.92	189.79
CULA 1420 Culinary Basics 2	191.71	-1.92	189.79
CULA 1450 Meat Fabrication	191.71	-1.92	189.79
CULA 1460 Basic Menu Prod	191.71	-1.92	189.79
CULA 1510 Commercial Bakery	191.71	-1.92	189.79
CULA 1520 Commercial Pantry	191.71	-1.92	189.79

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
CULA 1530 Commercial Range	191.71	-1.92	189.79
CULA 1550 Grill/Short Order	191.71	-1.92	189.79
CULA 1570 Basic Cake Décor	191.71	-1.92	189.79
CULA 1610 Flavor Dynamics of Wine	261.71	-2.62	259.09
CULA 2411 Rest Operat Lab 1	191.71	-1.92	189.79
CULA 2412 Rest Operat Lab 2	191.71	-1.92	189.79
CULA 2430 Adv Food Prep	191.71	-1.92	189.79
CULA 2440 Ice Carving	191.71	-1.92	189.79
CULA 2450 Adv Cake Pastry	191.71	-1.92	189.79
CULA 2460 Classical Buffet	191.71	-1.92	189.79
CULA 3630 Artisan Breads	191.71	-1.92	189.79
CULA 3635 Artisan Cheese	191.71	-1.92	189.79
CULA 3640 Fundamentals of Charcuterie	191.71	-1.92	189.79
CULA 3650 Organic Foods	191.71	-1.92	189.79
ESOL 0820 Pronunciation and Articulation	175.90	-1.76	174.14
HLTH 1465 Functional Holistic Nutrition	175.90	-1.76	174.14
INTP 1512 & 1513 Consecutive Interpreting 1 & 2	175.90	-1.76	174.14
INTP 2411 & 2412 Sign to Voice Interpreting 1 & 2	175.90	-1.76	174.14
INTP 2421 & 2422 Voice to Sign Interpreting 1 & 2	175.90	-1.76	174.14
INTP 2431 & 2432 Transliterating 1 & 2	175.90	-1.76	174.14
MLDT 1421 Hematology 1	211.71	-2.12	209.59
MLDT 1422 Hematology 2	211.71	-2.12	209.59
MLDT 1430 Urinalysis/Body Fluids	211.71	-2.12	209.59
MLDT 1441 Clinic Chem 1	211.71	-2.12	209.59
MLDT 1442 Clinic Chem 2	211.71	-2.12	209.59
MLDT 1446 Phlebotomy	211.71	-2.12	209.59
MLDT 1510 Immunology	211.71	-2.12	209.59
MLDT 2400 Mycology/Parasitology	211.71	-2.12	209.59
MLDT 2410 Immunohematology	211.71	-2.12	209.59
MLDT 2420 Clinic Microbiology	211.71	-2.12	209.59
PHYS 1720 & 1722 Principles of Physics 1 & 2	175.90	-1.76	174.14
PHYS 2700 & 2710 General Physics 1 & 2	175.90	-1.76	174.14
PRNS 1481 Clinical 1	211.71	-2.12	209.59
PRNS 1492 Clinical 2	211.71	-2.12	209.59
PRNS 1493 Clinical 3	211.71	-2.12	209.59
PRNS 2491 Practicum	211.71	-2.12	209.59

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
South Central College			
Accounting 2900	166.00	-1.66	164.34
BIOL 100 Intro to Biology	163.50	-1.64	161.87
BIOL 101 Intro to Ecology	163.89	-1.64	162.25
BIOL 115 General Biology 1	168.76	-1.69	167.07
BIOL 116 General Biology 2	164.02	-1.64	162.38
BIOL 211 Genetic	169.98	-1.70	168.28
BIOL 220 Human Anatomy	172.95	-1.73	171.22
BIOL 225 Anatomy and Physiology I	165.07	-1.65	163.42
BIOL 230 Human Physiology	170.66	-1.71	168.95
BIOL 235 Anatomy and Physiology II	168.70	-1.69	167.01
BIOL 270 Microbiology	169.06	-1.69	167.37
Capstone CAP 250 AA of Arts	175.20	-1.75	173.45
Carp 1226 Stairway Technology	186.20	-1.86	184.34
Carp 2100 Footings & Foundation	177.86	-1.78	176.08
Carp 2101 Commercial Construction	186.20	-1.86	184.34
CDEV 1230 Guiding Children's Behavior	167.86	-1.68	166.18
CDEV 2510 Internship	167.86	-1.68	166.18
CIM 2225 Concept Engineering IV	176.99	-1.77	175.22
Civing Engineering Technology 1820 Material Tech	188.70	-1.89	186.81
CMAE 1514 Safety Awareness	188.70	-1.89	186.81
CMAE 1518 Manufacturing Proc & Prod	188.70	-1.89	186.81
CMAE 1522 Quality Practices	188.70	-1.89	186.81
CMAE 1526 Maintenance Awareness	188.70	-1.89	186.81
Community Social Service CSS 1910	168.64	-1.69	166.95
COMP 2452 Information Storage & Mgmt	190.20	-1.90	188.30
COMP 2453 Virtualization Technologies	190.20	-1.90	188.30
COMP 2456 Cloud Tehnologies & Svcs	190.20	-1.90	188.30
Culn 1103 Culinary Fundamentals 1	173.70	-1.74	171.96
Culn 1104 Culinary Fundamentals 2	173.70	-1.74	171.96
Culn 1105 Butchery	179.95	-1.80	178.15
Culn 1106 World Cuisine & Culturers	173.70	-1.74	171.96
Culn 1200 Garde Manager	177.86	-1.78	176.08
Culn 1201 Baking 2	177.86	-1.78	176.08
Culn 1202 Ala Cart Cooking & Prod	167.45	-1.67	165.78
Culn 1203 Baking 1	171.20	-1.71	169.49
Culn 1204 Garde Manager 2	177.86	-1.78	176.08
Culn 1301 Advanced Culinar	173.70	-1.74	171.96
DA 1814 Chairside DA1	164.81	-1.65	163.16
Engineering Foundations ENGR 1121 (2 cr)	226.20	-2.26	223.94
Engineering Foundations ENGR 1222 (2 cr)	261.20	-2.61	258.59

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Engineering Foundations ENGR 2113	261.20	-2.61	258.59
Engineering Foundations ENGR 2214	261.20	-2.61	258.59
GCC 1120 Graphic Software 1	169.95	-1.70	168.25
GCC 1220 Graphic Software 2	169.95	-1.70	168.25
GCC 1260 Printing Process	176.20	-1.76	174.44
GCC 2210 Design & Illustration 2	169.95	-1.70	168.25
GCC 2220 Portfolio 2	176.20	-1.76	174.44
GCC 2261 Production Work Flow 2	182.45	-1.82	180.63
HCTC 1886 Basic Nursing 101	168.64	-1.69	166.95
HEMS 1200 EMT	180.04	-1.80	178.24
HEMS 1220 EMT - Refresher	179.08	-1.79	177.29
HVAC 2100 Theory	178.70	-1.79	176.91
HVAC 2340 - Sheet Metal Ductwork Fabrication	168.66	-1.69	166.97
ICP 1000 Intro Paramedics	207.86	-2.08	205.78
ICP 1010 EMS Skills	165.20	-1.65	163.55
ICP 2030 Critical Care 1	164.45	-1.64	162.81
ICP 2050 Field Internship 1	177.86	-1.78	176.08
ICP 2060 Field Internship II	177.86	-1.78	176.08
Marketing MKT 1940 01	167.86	-1.68	166.18
MDLT 1810 Lab Techniques and Orientation	164.45	-1.64	162.81
MDLT 1815 Hematology	167.87	-1.68	166.19
MDLT 1825 Urinalysis/Body Fluids	171.12	-1.71	169.41
Medical Assisting MA 2040	192.45	-1.92	190.53
NURS 1150 Clinical Foundation	181.12	-1.81	179.31
NURS 1175 Nursing Interventions	171.20	-1.71	169.49
NURS 1275 Medication Administration	171.20	-1.71	169.49
NURS 1350 Clinical Application	171.20	-1.71	169.49
NURS 2220 Semester 1 Fundamentals	231.20	-2.31	228.89
NURS 2230 Semester 1 Pharmacology	201.20	-2.01	199.19
NURS 2250 Clinical Practice Semester 1	186.08	-1.86	184.22
NURS 2275 Skills & Pharm 1	171.20	-1.71	169.49
NURS 2320 Semester 2 Med Surg Basic	191.20	-1.91	189.29
NURS 2350 Clinical Practice	171.20	-1.71	169.49
NURS 2375 Skills & Pharm II	171.20	-1.71	169.49
NURS 2450 Semester 3 Clinical Practice	178.64	-1.79	176.85
NURS 2550 Semester 4 Clinical Practice	171.20	-1.71	169.49
On line courses and programs	195.70	-1.96	193.74
PHRM 2119 Hospital/Institutional Internship	193.25	-1.93	191.32
Welding 1045	199.55	-2.00	197.55
Welding 1075 Advance Welding Lab	192.45	-1.92	190.53

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Southwest Minnesota State University			
Computer Science courses: COMP 164, 165, 166, 233, 306, 324, 351, 368, 376, 377	239.40	0.00	239.40
Global Studies Travel course (3 cr course)	432.50	0.00	432.50
Hosp. 486: Cruiselines (1 credit course)	306.50	0.00	306.50
PE 122 Lifetime Activities (3 credit course)	249.50	0.00	249.50
PE 144 Adventure Ropes (1 credit course)	249.50	0.00	249.50
PE 210 Introduction to Adapted PE (3 cr)	237.10	0.00	237.10
St. Cloud State University			
EDAD 605 Educational Administration	422.11	0.00	422.11
EDAD 608 Educational Administration	422.11	0.00	422.11
EDAD 613 Educational Administration	422.11	0.00	422.11
EDAD 622 Legal Aspects for Educational Administration	422.11	0.00	422.11
EDAD 631 Advanced Supervision Techniques	422.11	0.00	422.11
EDAD 640 Educational Administration	422.11	0.00	422.11
EDAD 646 Educational Administration	422.11	0.00	422.11
EDAD 657 Educational Administration	422.11	0.00	422.11
EDAD 697 Current Programs & Issues in School Administration	422.11	0.00	422.11
EDAD 802 Leadership Development	661.62	0.00	661.62
EDAD 804 Visioning and the Change Process	661.62	0.00	661.62
ROTC courses taught by ROTC instructors	0.00	0.00	0.00
SPED 601 Trends and Problems in Special Education	422.11	0.00	422.11
SPED 602 Research in Special Education	422.11	0.00	422.11
St. Cloud Technical & Community College			
HPWR2508 – Reverse Osmosis (RO) Cleaning	192.86	-1.93	190.93
HPWT 2502 – Reverse Osmosis Chemistry	192.86	-1.93	190.93
HPWT2504 – Reverse Osmosis Principles	192.86	-1.93	190.93
HPWT2506 - Reverse Osmosis (RO) Monitoring	192.86	-1.93	190.93
HPWT2510 – Reverse Osmosis (RO) Pretreatment	192.86	-1.93	190.93
HPWT2512 – Reverse Osmosis (RO) Biological Control	192.86	-1.93	190.93
HPWT2514 – Reverse Osmosis (RO) System Design	192.86	-1.93	190.93
HPWT2516 – Reverse Osmosis (RO) System Analysis	192.86	-1.93	190.93
HPWT2518 – Ion Exchange (IX) Principles	192.86	-1.93	190.93
HPWT2520 – Electrodialysis Reversal (EDR) & Electrodeionization (EDI)	192.86	-1.93	190.93
HPWT2522 – Ion Exchange (IX) System Design	192.86	-1.93	190.93
HPWT2524 – Ion Exchange (IX) System Analysis	192.86	-1.93	190.93
HPWT2526 – Deionized (DI) Water Principles	192.86	-1.93	190.93
HPWT2528 – Deionized (DI) Water System Design	192.86	-1.93	190.93
HPWT2530 – Deionized (DI) Water System Analysis	192.86	-1.93	190.93
HPWT2532 – Deionized (DI) Water Maintenance	192.86	-1.93	190.93

**Minnesota State Colleges and Universities
Differential Course Tuition Rates for FY2017**

Course Name	FY2016 Tuition Rate Per Credit	FY2017 \$ Increase Per Credit	FY2017 Tuition Rate Per Credit
Vermilion Community College			
HLTH 1275 Wilderness First Responder	273.84	-2.74	271.10
HLTH 1276 Wilderness First Responder Open Recert	273.84	-2.74	271.10
HLTH 1446 High Angle Technical Rope Rescue	350.75	-3.51	347.24
HLTH 1448 ATV and GPS Land-Based Rescue	350.75	-3.51	347.24
HLTH 1450 Technical Rescue I	350.75	-3.51	347.24
HLTH 1451 Technical Rescue II	350.75	-3.51	347.24
HLTH 1755 Emergency Medical Response	273.84	-2.74	271.10
HLTH 1761 EMT Preparation Course	213.06	-2.13	210.93
HLTH 1762 Emergency Medical Technician Completion	213.06	-2.13	210.93
HLTH 1765 Emergency Medical Technician	213.06	-2.13	210.93
Independent Study courses	269.06	-2.69	266.37
PREC 2271-2275 Seasonal Park Law Enforcement Ranger Training	272.67	-2.73	269.94
TXDY 1225 Taxidermy Forum	272.67	-2.73	269.94
TXDY 1235 State and Federal Taxidermy Regulations	272.67	-2.73	269.94
TXDY 1245 Game Head Mounts	272.67	-2.73	269.94
TXDY 1255 Full Body Mounts	272.67	-2.73	269.94
TXDY 1265 Bird Mounts	272.67	-2.73	269.94
TXDY 1275 Fish Mounts	272.67	-2.73	269.94
TXDY 1285 Habitats and Bases	272.67	-2.73	269.94
Winona State University			
Creative Visions Teaching Academy (CVTA)	up to \$200/credit	0	up to \$200/credit
SCIE 640 Topics in STEM Professional Development	150.00	0.00	150.00

Minnesota State Colleges & Universities
Non-resident Tuition Rates FY2017

Institution	FY2016 Non-Resident	FY2017 Non-Resident
STATE COLLEGES		
Alexandria Technical & Community College	160.55	158.94
Anoka-Ramsey Community College	144.96	143.51
Anoka Technical College	166.99	165.32
Central Lakes College	159.10	157.51
Century College	160.60	158.99
Dakota County Technical College	168.95	167.26
Fond du Lac Tribal & Community College	158.90	157.31
Hennepin Technical College	156.70	155.13
Inver Hills Community College	159.00	157.41
Lake Superior College	294.51	291.56
Minneapolis Community & Technical College	155.25	153.70
Minnesota State College-Southeast Technical	167.31	165.64
Minnesota State Community & Technical College	160.80	159.15
Minnesota West Community & Technical College*	343.10	339.67
Normandale Community College	161.49	159.88
North Hennepin Community College	165.08	163.43
Northeast Higher Ed District		
Hibbing Community College	197.02	195.05
Itasca Community College	197.02	195.05
Mesabi Range College	197.02	195.05
Rainy River Community College	197.02	195.05
Vermilion Community College	197.02	195.05
Northland Community & Technical College	165.00	163.35
Northwest Technical College (Bemidji)	173.00	171.27
Pine Technical and Community College	306.32	303.26
Ridgewater College	161.30	159.69
Riverland Community College	164.60	162.95
Rochester Community and Technical College	164.10	162.46
Saint Paul College	161.71	160.09
St. Cloud Technical & Community College	158.91	157.32
South Central College	161.20	159.59

STATE UNIVERSITIES	FY2016 Undergraduate	FY2017 Undergraduate	FY2016 Graduate	FY2017 Graduate
Bemidji State University (UG per credit up to 12 credits)	257.35	257.35	388.05	388.05
Bemidji State University (UG 12-18 credits)	3,680.00	3,680.00	n/a	n/a
Bemidji State University (UG 19+)	3680 + 257.35	3680 + 257.35	n/a	n/a
Metropolitan State University	446.38	446.38	718.48	718.48
Minnesota State University, Mankato	584.05	584.05	380.50	380.50
Minnesota State University, Mankato (UG Banded 12-18 cr)	7,324.15	7,324.15	n/a	n/a
Minnesota State University, Mankato (UG 19 + cr)	7,324.15 + 575	7,324.15 + 575	n/a	n/a
Minnesota State University Moorhead (UG 1-11 cr.)	460.50	460.50	720.00	720.00
Minnesota State University Moorhead (UG 12-19 cr.)	7,135.00	7,135.00	n/a	n/a
Minnesota State University Moorhead (UG 20+ cr.)	7,135 + 460.50	7,135 + 460.50	n/a	n/a
Saint Cloud State University	491.27	491.27	560.09	560.09
Southwest Minnesota State University	234.00	234.00	382.50	382.50
Winona State University	426.32	426.32	562.70	562.70
Winona State University (UG Banded 12-18 cr.)	6,399.60	6,399.60	n/a	n/a
Winona State University (UG Banded 19+ cr.)	6,399.60+426.32	6,399.60+426.32	n/a	n/a

*Minnesota West only charge these rates to non-residents/non-reciprocity if paperwork is not submitted or MN resident tuition scholarship eligibility is not maintained; otherwise charge resident rate. St. Cloud State University charges resident rates for the following types of students: international, graduate assistants, athletic/academic talent, alumni legacy, and high achiever.

**Minnesota State Colleges and Universities
Revenue Fund
Proposed Room and Board Fees FY 2017**

Attachment 2A

	Approved FY 2016	Proposed FY2017	Percent Change	Ave R&B FY2016	Ave R&B FY2017	% Change Ave Rates	\$ Change
Bemidji State University							
Double Room	\$ 4,830	\$ 4,974	3.0%				
Single Room	\$ 5,624	\$ 5,792	3.0%				
Suites	\$ 6,046	\$ 6,048	0.0%				
Meal Plan options							
400 meals + 690 Flex Dollars	\$ 2,860	\$ 2,950	3.1%	\$ 7,690	\$ 7,924	3.04%	\$ 234
Summer Session (per week)	\$ 140	\$ 140	0.0%				
Minnesota State University Moorhead							
Double Room	\$ 4,848	\$ 5,072	4.6%				
Single Room	\$ 5,572	\$ 5,824	4.5%				
Unlimited Flex Dollars							
	\$ 2,950	\$ 2,950	0.0%	\$ 7,798	\$ 8,022	2.87%	\$ 224
Summer Session (per week)							
Double Room	\$ 81	\$ 84	3.7%				
Single Room	\$ 100	\$ 104	4.0%				
Double as Single	\$ 112	\$ 116	3.6%				
Minnesota State University, Mankato							
Double Room	\$ 5,097	\$ 5,314	4.3%				
Single Room	\$ 7,076	\$ 7,339	3.7%				
Suites	\$ 6,303	\$ 6,563	4.1%				
19 Meals a Week Flex Dollars							
	\$ 2,461	\$ 2,559	4.0%	\$ 7,758	\$ 8,073	4.06%	\$ 315
	\$ 200	\$ 200	0.0%				
Summer Session (10 weeks)							
Double (Renovated)	\$ 1,538	\$ 1,624	5.6%				
Single	\$ 2,136		-100.0%				
St. Cloud State University							
Double Room	\$ 4,890	\$ 5,110	4.5%				
Single Room	\$ 6,722	\$ 6,928	3.1%				
20 Meals a Week Flex Dollars							
	\$ 3,040	\$ 3,120	2.6%	\$ 8,330	\$ 8,630	3.60%	\$ 300
	\$ 400	\$ 400	0.0%				
Summer Session (10 weeks)							
Double (per week)	\$ 78	\$ 80	2.6%				
Single (per week)	\$ 110	\$ 120	9.1%				
Southwest Minnesota State University							
Double Room	\$ 4,822	\$ 4,870	1.0%				
Single Room	\$ 6,260	\$ 6,322	1.0%				
14 meals a week Flex Dollars							
	\$ 2,449	\$ 2,516	2.7%	\$ 7,571	\$ 7,686	1.52%	\$ 115
	\$ 300	\$ 300	0.0%				
Summer Session		\$ 1,450					
Vermilion Community College							
Doubles	\$ 3,800	\$ 3,900	2.63%	\$ 5,660	\$ 5,810	2.65%	\$ 150
Singles	\$ 4,800	\$ 4,900	2.08%				
10 meals / week	\$ 1,860	\$ 1,910	2.69%				
Winona State University							
Double Room	\$ 5,404	\$ 5,458	1.0%				
Single Room	\$ 6,290	\$ 6,354	1.0%				
14 Meals a Week (Contract base) Flex (Basic Mandatory)							
	\$ 2,258	\$ 2,258	0.0%	\$ 8,012	\$ 8,066	0.67%	\$ 54
	\$ 350	\$ 350	0.0%				
Summer session (per night)	\$ 8	\$ 8	0.0%				
Average (double room & board)	\$ 7,860	\$ 8,067	2.6%				\$ 207

Rates noted above are based on the most common traditional-style room and most popular board plan. Each Summer session rates have been added.

**Minnesota State Colleges and Universities
Revenue Fund
Proposed Student Union Facility Fees FY 2017**

Attachment 2B

	Approved FY 2016	Proposed FY 2017	% Change	\$ Change
Bemidji State University Per credit charged to all students 23.92 per credit hour by 12 credits	\$ 278.64	\$ 287.00	3.00%	\$ 8.36
Metropolitan State University Per Credit charged to all students (\$8.50 per credit by 24 credits)	\$ 204.00	\$ 204.00	0.00%	\$ -
Minneapolis Community & Technical College Per credit charged to all students 5.50 per credit hour by 30 credits	\$ 165.00	\$ 165.00	0.00%	\$ -
Minnesota State University Moorhead Per credit charged to all students \$12.50/per credit up to 24 credits	\$ 298.32	\$ 300.00	0.56%	\$ 1.68
Minnesota State University, Mankato Per credit charged to all students \$10.85 per credit by 24 credits	\$ 260.40	\$ 260.40	0.00%	\$ -
Normandale Community College Per credit charged to all students 7.50 per credit hour by 30 credits	\$ 225.00	\$ 225.00	0.00%	\$ -
St. Cloud State University Per credit charged to all students 9.55 per credit hour by 24 credits	\$ 229.20	\$ 229.20	0.00%	\$ -
Southwest Minnesota State University Per credit charged to all students 13.52 per credit hour by 24 credits	\$ 324.48	\$ 324.48	0.00%	\$ -
Winona State University Per credit charged to all students 7.85 per credit hour by 32 credits	\$ 251.20	\$ 251.20	0.00%	\$ -
Average Fee	\$ 248.47	\$ 249.59	0.45%	\$ 1.12
Maximum Fee	\$ 324.48	\$ 324.48	3.00%	
The total maximum is the amount for the academic year only. Summer or other sessions are charged on a per credit bases charged on a per credit basis.				
St. Cloud State University (Revenue Fund Guarantees debt) Per Credit Facility Assessment Fee 4.60 per credit hour by 24 credits	\$ 110.40	\$ 110.40	0.00%	

**Minnesota State Colleges and Universities
Revenue Fund
Proposed Parking Facility Fees FY 2017**

		FY16	FY17		FY16	FY17	
<u>Charge By Credit</u>		<u>Per Credit</u>	<u>Per Credit</u>	<u>% Change</u>	<u>Annual</u>	<u>Annual</u>	<u>note</u>
Alexandria Technical and Community College	Lot	\$3.31	\$3.48	5.14%	\$99.30	\$104.40	Surface Lot; All students charged except online and off campus internships
Century College	Lot	\$4.25	\$4.45	4.71%	\$127.50	\$133.50	Surface Lot; All students charged except online
Normandale Community College	Lot, Ramp	\$9.50	\$9.50	0.00%	\$285.00	\$285.00	Ramp; All students charged except online;
Saint Paul College	Ramp	\$9.33	\$9.33	0.00%	\$279.90	\$279.90	Ramp; all students charged
Metropolitan State University	Lot, Ramp	\$12.00	\$12.00	0.00%	\$360.00	\$360.00	Ramp; Open in FY16; all students charged
<u>Charge by Use</u>		<u>Per Day</u>	<u>Per Day</u>	<u>% Change</u>	<u>Annual</u>	<u>Annual</u>	<u>note</u>
Minneapolis Community and Technical College	Ramp	\$2.50	\$2.50	0.00%	\$265.00	\$265.00	Ramp; \$5.00/cash (non-contract)
St. Cloud State University	Ramp	\$12.00	\$12.00	0.00%	\$500.00	\$500.00	Ramp; \$1.50/hr; Max \$12 day/\$3.00 Evening After 6/\$5.00 Weekend Day Flat Rate

*Assumptions for Daily Usage Fee:

Average full time student cost based on 129 days of parking

**Minnesota State Colleges and Universities
Revenue Fund
Proposed Wellness Facility Fees FY 2017**

	Approved FY 2016	Proposed FY 2017	% Change	\$ Change
Anoka Ramsey Community College	\$154.50	\$154.50	0.00%	0
Annual Wellness Fee (5.15 per credit hour)				
Minnesota State University, Mankato	\$60.00	\$60.00	0.00%	0
Annual Outdoor Rec Facilities (2.50 per credit (1-11 credits); \$30 per term for banded credits 12-18 cr.)				
Minnesota State University Moorhead	\$203.52	\$210.72	3.54%	\$7.20
Annual Wellness Fee (\$8.78/credit up to 12 credits)				
Minnesota State Community & Technical College	\$66.00	\$120.00	81.82%	\$54.00
Annual Wellness Fee (\$4.00 per credit hour)				
Winona State University	\$144.00	\$146.88	2.00%	\$2.88
Annual Wellness Fee (6.12 per credit hour /\$73.44/semester, \$146.88 banded)				
Average	\$125.60	\$138.42	10.20%	\$12.82

Minnesota State Colleges and Universities
University/College Owned
(Not in Revenue Fund)

Fall Days - 120
Spring Days - 137
257 Housing Days

	FY 2016 Academic Year	FY2017 Academic Year	Change
Fond du Lac Tribal and Community College	\$ 3,508	\$ 3,598	2.56%
Cloquet (based on \$14.00/night; 120 fall 137 spring days for a total of 257 days)			
Northeast Higher Education District			
Rainy River			
Doubles	\$ 3,040	\$ 3,130	2.96%
Singles	\$ 4,430	\$ 4,566	3.07%
Hibbing			
Doubles	\$ 3,000	\$ 3,140	4.67%
Singles	\$ 4,000	\$ 4,450	11.25%
Itasca			
Doubles	\$ 4,020	\$ 4,140	2.99%
Singles	\$ 4,400	\$ 4,620	5.00%
Triples	\$ 3,800	\$ 3,920	3.16%
Quads	\$ 3,360	\$ 3,460	2.98%
MSU Moorhead Foundation Apartments			
10 Month Lease			
Number of beds: 144			
Full Apartment Rental	\$ 16,330	\$ 18,102	10.85%
4 Residents	\$ 4,083	\$ 4,526	10.85%
3 Residents	\$ 5,444	\$ 6,034	10.84%
2 Residents	\$ 8,165	\$ 9,051	10.85%

FY2017 Housing Fees
Minnesota State Colleges and Universities
University/College Managed or Affiliated
(Not in Revenue Fund)

	FY 2016 Academic Year	FY 2017 Academic Year	Change
St. Cloud State University			
Coburn Plaza Apartments - 10 month Lease			
Number of beds: 453			
Studio	\$ 8,160	\$ 8,160	0.00%
1 Bedroom	\$ 8,310	\$ 8,310	0.00%
2 Bedroom	\$ 8,058	\$ 8,058	0.00%
4 Bedroom	\$ 7,568	\$ 7,568	0.00%
Minnesota State Community and Technical College			
Fergus Falls			
Williams Hillside Village - Doubles	\$ 3,000	\$ 3,000	0.00%
Williams Hillside Village - Singles	\$ 3,800	\$ 3,800	0.00%
College Manor - Singles	\$ 3,600	\$ 3,600	0.00%
Board - Declining Card Balance	\$ 900	\$ 900	0.00%
Minnesota West Community and Technical College			
Canby (Carr Residence Hall)			
Singles	\$ 2,500	\$ 2,500	0.00%
Northeast Higher Education District			
Mesabi (Alpine Village)			
Virginia			
Doubles	\$ 3,754	\$ 3,754	0.00%
Singles	\$ 4,262	\$ 4,262	0.00%
Riverland Community College - Austin			
Doubles	\$ 3,000	\$ 3,000	0.00%
Singles	\$ 4,200	\$ 4,200	0.00%
Southwest Minnesota State University Foundation Apartments			
10 Month Lease			
Number of beds: 142			
1,2,3 and 4 bedrooms (includes meal plan of \$600)	\$ 6,716	\$ 6,716	0.00%
* note: FY2016 was incorrectly reported as \$6,538 last year. The corrected rate for FY16 was \$6,716, the same as FY17.			
Winona State University			
East Lake Apartments - Winona Foundation- 9 Month Lease			
Number of beds: 376			
Efficiency	\$ 4,068	\$ 4,110	1.03%
1 Bedroom	\$ 4,392	\$ 4,436	1.00%
2 Bedroom	\$ 4,392	\$ 4,436	1.00%
4 Bedroom	\$ 5,084	\$ 5,136	1.02%

**Minnesota State Colleges and Universities
FY2017 All Funds Operating Budget**

	FY 2016 Current Budget	FY 2017 Proposed Budget	\$ Change	% Change
Revenues				
General Fund	\$1,568.8	\$1,576.8	\$8.0	0.5%
Other Funds	\$390.4	\$382.6	(\$7.8)	-2.0%
Total budgeted revenues	\$1,959.2	\$1,959.4	\$0.2	0.0%
Expenses				
Compensation	\$1,272.1	\$1,286.3	\$14.2	1.1%
Other operating costs	\$671.5	\$662.4	(\$9.1)	-1.4%
Total budgeted expenses	\$1,943.6	\$1,948.7	\$5.1	0.3%
Budget balance	\$15.6	\$10.7		

*dollars in millions

Supplemental Packet

- SP-1 FY2016-FY2017 Undergraduate Tuition and Fees (Updated)
- SP-2 FY2017 Fee Overview (Updated)
- SP-3 FY2016-FY2017 Fee Rates (Updated)
- SP-4 Student Full Year Equivalent (FYE) Enrollment FY2003-FY2018 (Projected)
- SP-5 Master Green Sheet (Updated)
- SP-6 College/University Allocations (Updated)
- SP-7 FY2016-FY2017 College/University Operating Budgets
- SP-8 FY2016-FY2017 Health Services Fee Budgets
- SP-9 Reserve Analysis
- SP-10 FY2015-FY2017 Reserve Balances
- SP-11 Revenue Fund Outlook (Updated)
- SP-12 Student Consultation – Summary of Satisfaction Level (Updated)
- SP-13 System Office Budget Overview
- SP-14 Learning Network of Minnesota
- SP-15 Minnesota Enrollment by Sector (New)

Minnesota State Colleges and Universities

FY2016 and FY2017 Annual Undergraduate Tuition And Fee Rates Based on Full Year Equivalent (30 credits)

Institution	FY2016 Annual Tuition	FY2017 Annual Tuition	FY2017 Annual Tuition Increase	FY2017 Tuition % Change	FY2016 Annual Tuition & Fees	FY2017 Annual Tuition & Fees	FY2017 Annual Tuition & Fee Increase	FY2017 Tuition & Fee % Change
STATE COLLEGES								
Alexandria Technical & Community College	\$4,817	\$4,768	(\$48)	-1.0%	\$5,402	\$5,359	(\$43)	-0.8%
Anoka-Ramsey Community College	\$4,349	\$4,305	(\$43)	-1.0%	\$5,019	\$4,976	(\$43)	-0.9%
Anoka Technical College	\$5,010	\$4,960	(\$50)	-1.0%	\$5,584	\$5,534	(\$50)	-0.9%
Central Lakes College	\$4,773	\$4,725	(\$48)	-1.0%	\$5,384	\$5,348	(\$35)	-0.7%
Century College	\$4,818	\$4,770	(\$48)	-1.0%	\$5,391	\$5,360	(\$31)	-0.6%
Dakota County Technical College	\$5,069	\$5,018	(\$51)	-1.0%	\$5,712	\$5,661	(\$51)	-0.9%
Fond du Lac Tribal & Community College	\$4,767	\$4,719	(\$48)	-1.0%	\$5,258	\$5,210	(\$48)	-0.9%
Hennepin Technical College	\$4,701	\$4,654	(\$47)	-1.0%	\$5,147	\$5,156	\$9	0.2%
Inver Hills Community College	\$4,770	\$4,722	(\$48)	-1.0%	\$5,288	\$5,285	(\$3)	-0.1%
Lake Superior College	\$4,418	\$4,373	(\$44)	-1.0%	\$5,126	\$5,096	(\$29)	-0.6%
Minneapolis Community & Technical College	\$4,658	\$4,611	(\$47)	-1.0%	\$5,366	\$5,349	(\$17)	-0.3%
Minnesota State College-Southeast Technical	\$5,019	\$4,969	(\$50)	-1.0%	\$5,615	\$5,553	(\$62)	-1.1%
Winona	\$5,019	\$4,969	(\$50)	-1.0%	\$5,688	\$5,638	(\$50)	-0.9%
Red Wing	\$5,019	\$4,969	(\$50)	-1.0%	\$5,543	\$5,469	(\$74)	-1.3%
Minnesota State Community & Technical College	\$4,824	\$4,776	(\$48)	-1.0%	\$5,361	\$5,313	(\$48)	-0.9%
Fergus Falls	\$4,824	\$4,776	(\$48)	-1.0%	\$5,420	\$5,371	(\$48)	-0.9%
Detroit Lakes	\$4,824	\$4,776	(\$48)	-1.0%	\$5,285	\$5,236	(\$48)	-0.9%
Moorhead	\$4,824	\$4,776	(\$48)	-1.0%	\$5,426	\$5,377	(\$48)	-0.9%
Wadena	\$4,824	\$4,776	(\$48)	-1.0%	\$5,315	\$5,266	(\$48)	-0.9%
Minnesota West Community & Technical College	\$5,147	\$5,095	(\$51)	-1.0%	\$5,673	\$5,637	(\$36)	-0.6%
Normandale Community College	\$4,845	\$4,796	(\$48)	-1.0%	\$5,736	\$5,714	(\$22)	-0.4%
North Hennepin Community College	\$4,952	\$4,903	(\$50)	-1.0%	\$5,479	\$5,459	(\$20)	-0.4%
Northeast Higher Education District								
Hibbing Community College	\$4,729	\$4,681	(\$47)	-1.0%	\$5,309	\$5,262	(\$47)	-0.9%
Itasca Community College	\$4,729	\$4,681	(\$47)	-1.0%	\$5,324	\$5,277	(\$47)	-0.9%
Mesabi Range College	\$4,729	\$4,681	(\$47)	-1.0%	\$5,311	\$5,281	(\$30)	-0.6%
Rainy River Community College	\$4,729	\$4,681	(\$47)	-1.0%	\$5,324	\$5,277	(\$47)	-0.9%
Vermilion Community College	\$4,729	\$4,681	(\$47)	-1.0%	\$5,324	\$5,277	(\$47)	-0.9%
Northland Community & Technical College	\$4,950	\$4,901	(\$50)	-1.0%	\$5,534	\$5,484	(\$50)	-0.9%
East Grand Forks	\$4,950	\$4,901	(\$50)	-1.0%	\$5,534	\$5,484	(\$50)	-0.9%
Thief River Falls	\$4,950	\$4,901	(\$50)	-1.0%	\$5,534	\$5,484	(\$50)	-0.9%
Northwest Technical College - Bemidji	\$5,190	\$5,138	(\$52)	-1.0%	\$5,480	\$5,429	(\$52)	-0.9%
Pine Technical & Community College	\$4,595	\$4,549	(\$46)	-1.0%	\$5,082	\$5,036	(\$46)	-0.9%
Ridgewater College	\$4,839	\$4,791	(\$48)	-1.0%	\$5,402	\$5,370	(\$32)	-0.6%
Riverland Community College	\$4,938	\$4,889	(\$49)	-1.0%	\$5,539	\$5,507	(\$32)	-0.6%
Rochester Community and Technical College	\$4,923	\$4,874	(\$49)	-1.0%	\$5,628	\$5,579	(\$49)	-0.9%
St. Cloud Technical & Community College	\$4,767	\$4,720	(\$48)	-1.0%	\$5,326	\$5,294	(\$31)	-0.6%
Saint Paul College	\$4,851	\$4,803	(\$49)	-1.0%	\$5,479	\$5,458	(\$21)	-0.4%
South Central College	\$4,836	\$4,788	(\$48)	-1.0%	\$5,379	\$5,369	(\$10)	-0.2%
Average	\$4,816	\$4,767	(\$48)	-1.0%	\$5,399	\$5,364	(\$36)	-0.7%
STATE UNIVERSITIES								
Bemidji State University	\$7,360	\$7,360	\$0	0.0%	\$8,366	\$8,393	\$28	0.3%
Metropolitan State University	\$6,563	\$6,563	\$0	0.0%	\$7,566	\$7,566	\$0	0.0%
Minnesota State University, Mankato	\$6,905	\$6,905	\$0	0.0%	\$7,835	\$7,859	\$24	0.3%
Minnesota State University Moorhead	\$7,135	\$7,135	\$0	0.0%	\$8,094	\$8,115	\$21	0.3%
St. Cloud State University	\$6,821	\$6,821	\$0	0.0%	\$7,705	\$7,800	\$95	1.2%
Southwest Minnesota State University	\$7,223	\$7,223	\$0	0.0%	\$8,334	\$8,344	\$10	0.1%
Winona State University*	\$7,103	\$7,103	\$0	0.0%	\$8,092	\$8,121	\$29	0.4%
Average	\$7,016	\$7,016	\$0	0.0%	\$7,999	\$8,028	\$30	0.4%
SYSTEM AVERAGE	\$5,232	\$5,193	-\$39	-0.7%	\$5,891	\$5,868	-\$23	-0.4%

Note: Fees include revenue fund charged to all students, technology, athletics, health services, student activity/life, parking and statewide student association.

*The parking fee is excluded from the calculation for Winona State University as it is only assessed to Rochester Center students.

MnSCU FP&A

April 2016

Overview - Fiscal year 2017 fee rate increases

As part of the fiscal year 2017 operating budget process, colleges and universities were given the following instructions relating to fees charged to all students:

“Fee increases for FY2017 are limited to three percent in aggregate, including revenue fund fees that are charged to all students.

If your college or university would like to increase fees above the three percent limit please complete the Fee Increase Request form and submit it to the system office, along with a letter supporting the proposed increase from the campus student association.”

All requests were reviewed with careful consideration of adherence to board policy and system procedure as well as clearly articulated student support. Only requests that met those criteria received recommendation for approval by the board. The recommended fiscal year 2017 fee increases over three percent (aggregate) include:

Campus	Fee Type	Current Rate	Requested Rate	Rationale
Saint Paul College	Technology	8.25	8.84	Upgrade multimedia classrooms due to technology improvements, particularly to HDMI based digital technology
	Student Life	3.00	3.33	Multicultural Program Coordinator + addition of a student requested soccer program
Hennepin Technical College	Health Services	New	1.00	Fund health services requested by students
	Student Life	2.90	3.90	Fund fitness centers requested by students
North Hennepin Community College	Technology	8.00	8.10	Student computers in tutoring and library; improve Wi-Fi
	Student Life	5.00	5.90	Not increased for 17 years; the number and types of programming as well as costs for programming have grown considerably
Inver Hills Community College	Technology	8.50	10.00	Maintain current funding levels, augment student wireless, classroom student touch technology
Minneapolis Community and Technical College	Health Services	2.50	3.50	Fund health services over the summer months
St. Cloud State University	Technology	5.92	9.00	Upgrade and update technology used in all facets of life for students on campus including increasing access and capability
	Student Services	9.78	9.78	Extending board approved waiver to exceed cap
South Central College	Student Services	5.75	6.50	Increase and improve student life programming (both campuses)
	Parking	2.00	2.50	Maintenance and security for parking lots (both campuses)

**Minnesota State Colleges and Universities
FY2016 and FY2017 Fee Rates**

Institution	Revenue		Technology		Athletics		Health Services		Student Activity/Life		Parking		Statewide Student Association		FY2016 Total Fees Per Credit	FY2017 Total Fees Per Credit	FY2016 Annual Fees	FY2017 Annual Fees	16-17 \$ Change	16-17 % Change
	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate						
STATE COLLEGES																				
Alexandria Technical & Community College			10.00	10.00			1.35	1.35	4.50	4.50	3.31	3.48	0.35	0.35	19.51	19.68	585	590	5.10	0.9%
Anoka-Ramsey Community College																				
Cambridge			10.00	10.00	2.80	2.80			7.25	7.25	1.75	1.75	0.35	0.35	22.15	22.15	665	665	0.00	0.0%
Coon Rapids	5.15	5.15	7.45	7.45	2.80	2.80			5.05	5.05	1.75	1.75	0.35	0.35	22.55	22.55	677	677	0.00	0.0%
Anoka Technical College			10.00	10.00					3.55	3.55	5.25	5.25	0.35	0.35	19.15	19.15	575	575	0.00	0.0%
Central Lakes College			10.00	10.00		5.00			8.40	4.25	2.50	2.50	0.35	0.35	21.25	22.10	611	623	12.50	2.0%
Century College			9.35	9.50	1.10	1.14			4.06	4.23	4.25	4.45	0.35	0.35	19.11	19.67	573	590	16.80	2.9%
Dakota County Technical College			10.00	10.00			1.00	1.00	7.30	7.30	2.80	2.80	0.35	0.35	21.45	21.45	644	644	0.00	0.0%
Fond du Lac Tribal & Community College			8.00	8.00					7.00	7.00	1.00	1.00	0.35	0.35	16.35	16.35	491	491	0.00	0.0%
Hennepin Technical College			9.00	9.00				1.00	2.90	3.90	3.00	3.00	0.35	0.35	15.25	17.25	446	502	56.00	12.6%
Inver Hills Community College			8.50	10.00			0.95	0.95	4.47	4.47	3.00	3.00	0.35	0.35	17.27	18.77	518	563	45.00	8.7%
Lake Superior College			10.00	10.00	1.25	1.25			7.00	7.50	5.00	5.00	0.35	0.35	23.60	24.10	708	723	15.00	2.1%
Minneapolis Community & Technical College	5.50	5.50	10.00	10.00			2.50	3.50	5.25	5.25			0.35	0.35	23.60	24.60	708	738	30.00	4.2%
Minnesota State College - Southeast Technical																				
Winona			10.00	10.00			3.55	3.55	6.88	6.88	1.50	1.50	0.35	0.35	22.28	22.28	668	668	0.00	0.0%
Red Wing			10.00	10.00			3.75	2.25	1.85	2.55	1.50	1.50	0.35	0.35	17.45	16.65	524	500	(24.00)	-4.6%
Minnesota State Community & Technical College																				
Fergus Falls			10.00	10.00					9.38	9.38	2.00	2.00	0.35	0.35	21.73	21.73	596	596	0.00	0.0%
Detroit Lakes			10.00	10.00					3.00	3.00	2.00	2.00	0.35	0.35	15.35	15.35	461	461	0.00	0.0%
Moorhead	2.20	4.00	10.00	10.00					5.50	3.70	2.00	2.00	0.35	0.35	20.05	20.05	602	602	0.00	0.0%
Wadena			10.00	10.00					4.00	4.00	2.00	2.00	0.35	0.35	16.35	16.35	491	491	0.00	0.0%
Minnesota West Community & Technical College			10.00	10.00					5.50	5.50	1.70	2.20	0.35	0.35	17.55	18.05	527	542	15.00	2.8%
Normandale Community College	7.50	7.50	8.35	8.84					4.00	4.40	9.50	9.50	0.35	0.35	29.70	30.59	891	918	26.70	3.0%
North Hennepin Community College			8.00	8.10			1.00	1.00	5.00	5.90	3.20	3.20	0.35	0.35	17.55	18.55	527	557	30.00	5.7%
Northeast Higher Education District																				
Hibbing Community College			10.00	10.00					7.00	7.00	2.00	2.00	0.35	0.35	19.35	19.35	581	581	0.00	0.0%
Itasca Community College			10.00	10.00					7.50	7.50	2.00	2.00	0.35	0.35	19.85	19.85	596	596	0.00	0.0%
Mesabi Range College			10.00	10.00					7.06	7.65	2.00	2.00	0.35	0.35	19.41	20.00	582	600	17.70	3.0%
Rainy River Community College			10.00	10.00					7.50	7.50	2.00	2.00	0.35	0.35	19.85	19.85	596	596	0.00	0.0%
Vermilion Community College			10.00	10.00					7.50	7.50	2.00	2.00	0.35	0.35	19.85	19.85	596	596	0.00	0.0%
Northland Community & Technical College																				
East Grand Forks			9.50	9.50					6.60	6.60	3.00	3.00	0.35	0.35	19.45	19.45	584	584	0.00	0.0%
Thief River Falls			9.50	9.50					6.60	6.60	3.00	3.00	0.35	0.35	19.45	19.45	584	584	0.00	0.0%
Northwest Technical College (Bemidji)			8.00	8.00					1.33	1.33			0.35	0.35	9.68	9.68	290	290	0.00	0.0%
Pine Technical and Community College			10.00	10.00					3.40	3.40	2.50	2.50	0.35	0.35	16.25	16.25	488	488	0.00	0.0%
Ridgewater College			8.00	8.30			0.85	0.85	7.65	7.65	2.05	2.30	0.35	0.35	18.90	19.45	563	579	16.50	2.9%
Riverland Community College			9.36	9.95					7.32	7.32	3.00	3.00	0.35	0.35	20.03	20.62	601	619	17.70	2.9%
Rochester Community and Technical College			10.00	10.00			0.90	0.90	7.80	7.80	4.75	4.75	0.35	0.35	23.80	23.80	705	705	0.00	0.0%
St. Cloud Technical & Community College			8.50	8.75			0.35	0.35	6.41	6.71	3.00	3.00	0.35	0.35	18.61	19.16	558	575	16.50	3.0%
Saint Paul College			8.25	8.84					3.00	3.33	9.33	9.33	0.35	0.35	20.93	21.85	628	656	27.60	4.4%
South Central College			10.00	10.00					5.75	6.50	2.00	2.50	0.35	0.35	18.10	19.35	543	581	37.50	6.9%

**Minnesota State Colleges and Universities
FY2016 and FY2017 Fee Rates**

Institution	Revenue		Technology		Athletics		Health Services		Student Activity/Life		Parking		Statewide Student Association		FY2016 Total Fees Per Credit	FY2017 Total Fees Per Credit	FY2016 Annual Fees	FY2017 Annual Fees	16-17 \$ Change	16-17 % Change
	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate	FY2016 Per Credit Rate	FY2017 Per Credit Rate						
STATE UNIVERSITIES																				
Bemidji State University	23.22	23.92	10.00	10.00	3.66	3.66	3.78	3.89	6.36	6.90			0.43	0.43	24.23	24.88	1,006	1,033	27.90	2.8%
Metropolitan State University	8.50	8.50	6.00	6.00			2.50	2.50	4.00	4.00	12.00	12.00	0.43	0.43	33.43	33.43	1,003	1,003	0.00	0.0%
Minnesota State University, Mankato	13.35	13.35	9.00	9.25	3.60	3.71	5.00	5.15	7.38	7.76			0.43	0.43	38.76	39.65	933	954	21.30	2.3%
Minnesota State University Moorhead	20.91	21.28	1.00	1.00	4.58	4.58	5.41	5.41	7.50	8.01			0.43	0.43	39.83	40.71	959	980	21.20	2.2%
St. Cloud State University	9.55	9.55	5.92	9.00	4.38	4.38	5.21	5.33	9.78	9.78			0.43	0.43	35.27	38.47	885	980	95.28	10.8%
Southwest Minnesota State University	13.52	13.52	10.00	10.00	4.00	4.00	3.81	3.81	8.54	8.80	2.30	2.42	0.43	0.43	29.08	29.46	1,111	1,121	9.96	0.9%
Winona State University*	13.85	13.97	7.40	7.40	4.16	4.33	5.05	5.40	5.75	6.30	4.75	4.75	0.43	0.43	36.64	42.58	989	1,018	28.56	2.9%

*WSU: The per credit parking fee is excluded from the annual fee calculation as it is assessed to only Rochester Center. Student union is \$7.85/credit calculated on 32 credits annually. Wellness is \$6.12/credit based on 24 credits annually

Minnesota State Colleges and Universities
Student Full Year Equivalent (FYE) FY2006-2019

Institution	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Projected FY2016 (May 16)	Projected FY2017 (May 16)	Projected FY2018 (May 16)
Colleges													
Alexandria Technical & Community College	2,071	2,114	2,110	2,063	2,270	2,290	2,268	2,324	2,170	2,046	1,965	1,965	1,965
Anoka Colleges	6,141	6,452	6,640	6,982	8,070	8,203	7,740	7,520	7,213	7,124	7,049	7,015	6,931
Anoka-Ramsey Community College	4,540	4,876	5,113	5,339	6,174	6,327	6,048	5,918	5,684	5,654	5,680	5,680	5,623
Anoka Technical College	1,601	1,576	1,527	1,643	1,896	1,876	1,692	1,602	1,530	1,469	1,369	1,335	1,308
Central Lakes College	2,347	2,340	2,645	3,020	3,384	3,558	3,434	3,371	3,206	2,993	2,700	2,679	2,600
Century College	5,980	5,957	6,287	6,714	7,650	7,879	7,662	7,393	6,955	6,410	6,202	6,020	6,020
Dakota County Technical College	2,255	2,203	2,104	2,206	2,484	2,549	2,475	2,478	2,235	2,069	1,989	1,969	1,969
Fond du Lac Tribal and Community College	1,190	1,179	1,268	1,242	1,376	1,421	1,388	1,301	1,251	1,223	1,186	1,180	1,180
Hennepin Technical College	3,649	3,616	3,781	3,889	4,493	4,779	4,678	4,515	4,214	3,927	3,720	3,700	3,700
Inver Hills Community College	3,300	3,488	3,656	3,784	4,284	4,329	4,140	4,049	3,944	3,809	3,560	3,400	3,400
Lake Superior College	3,396	3,279	3,415	3,549	3,679	3,675	3,749	3,768	3,603	3,431	3,221	3,092	3,056
Minneapolis Community and Technical College	5,329	5,706	6,252	6,538	7,405	7,302	6,963	6,726	6,484	6,026	5,610	5,610	5,610
Minnesota State College - Southeast Technical	1,578	1,514	1,552	1,660	1,988	1,985	1,796	1,701	1,597	1,454	1,300	1,300	1,320
Minnesota State Community and Technical College	4,619	4,601	4,595	4,584	4,884	5,116	5,056	4,863	4,527	4,398	4,321	4,333	4,375
Minnesota West Community and Technical College	2,067	2,048	2,062	2,088	2,360	2,469	2,287	2,225	2,099	1,948	1,850	1,850	1,875
Normandale Community College	6,008	6,348	6,648	6,869	7,405	7,426	7,131	7,048	6,740	6,799	6,860	6,700	6,700
North Hennepin Community College	4,165	4,191	4,314	4,625	5,110	5,058	4,928	4,957	4,813	4,644	4,441	4,397	4,441
Northeast Higher Education District	4,188	4,244	4,273	4,314	4,525	4,630	4,399	4,208	4,034	3,742	3,581	3,622	3,596
Hibbing Community College	1,176	1,145	1,207	1,315	1,370	1,346	1,246	1,129	1,115	1,042	1,015	1,075	1,042
Itasca Community College	998	1,045	999	969	1,073	1,118	1,074	1,028	1,016	975	930	900	890
Mesabi Range College	1,069	1,105	1,148	1,194	1,186	1,216	1,128	1,087	1,043	897	864	864	864
Rainy River Community College	320	303	304	261	296	307	302	318	267	278	271	275	275
Vermilion Community College	625	646	615	575	600	643	649	646	593	552	501	508	525
Northland Community and Technical College	2,744	2,850	2,814	2,788	2,938	2,828	2,659	2,717	2,558	2,299	2,211	2,255	2,255
Northwest Technical College - Bemidji	730	755	870	831	943	918	848	783	723	679	643	670	670
Pine Technical and Community College	410	437	479	516	619	651	633	667	702	723	713	720	733
Ridgewater College	3,145	3,196	3,304	3,306	3,514	3,537	3,381	3,288	3,077	2,860	2,750	2,675	2,700
Riverland Community College	2,311	2,273	2,329	2,274	2,599	2,562	2,406	2,321	2,200	2,078	1,985	1,940	1,940
Rochester Community and Technical College	4,388	4,273	4,270	4,410	4,714	4,582	4,438	4,444	4,296	4,134	3,969	3,969	3,969
St. Cloud Technical and Community College	2,666	2,782	2,983	3,046	3,484	3,668	3,447	3,493	3,483	3,462	3,375	3,324	3,324
Saint Paul College	3,090	3,276	3,499	3,785	4,383	4,590	4,729	4,778	4,825	4,642	4,500	4,408	4,408
South Central College	2,238	2,344	2,504	2,714	2,989	3,099	2,912	2,726	2,590	2,490	2,201	2,091	2,133
Subtotal: Colleges	80,005	81,466	84,654	87,797	97,550	99,104	95,547	93,664	89,541	85,410	81,902	80,884	80,870

**Minnesota State Colleges and Universities
Student Full Year Equivalent (FYE) FY2006-2019**

Institution	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Projected FY2016 (May 16)	Projected FY2017 (May 16)	Projected FY2018 (May 16)
Universities													
Bemidji State University	4,229	4,220	4,272	4,276	4,485	4,715	4,634	4,347	4,296	4,274	4,290	4,355	4,420
Metropolitan State University	4,571	4,600	4,745	5,069	5,412	5,850	6,086	6,266	6,192	6,052	6,018	6,078	6,169
Minnesota State University, Mankato	13,343	13,222	13,624	13,773	13,933	14,388	14,443	14,194	14,180	13,861	13,725	13,725	13,725
Minnesota State University Moorhead	6,818	6,661	6,578	6,558	6,733	6,812	6,574	6,167	5,987	5,697	5,252	4,724	4,759
St. Cloud State University	13,825	14,070	14,382	14,563	15,096	14,976	13,938	13,053	12,381	11,851	11,863	12,170	12,414
Southwest Minnesota State University	3,754	3,689	3,678	3,716	3,822	3,764	3,681	3,769	3,679	3,679	3,718	3,712	3,714
Winona State University	7,675	7,911	7,952	8,172	8,391	8,294	8,544	8,459	8,267	8,149	7,930	8,030	8,110
Subtotal: Universities	54,215	54,373	55,231	56,127	57,872	58,799	57,900	56,255	54,983	53,564	52,796	52,794	53,311
System Total	134,220	135,839	139,885	143,924	155,422	157,903	153,447	149,919	144,524	138,973	134,698	133,678	134,181

Change from Prior Year	-0.9%	1.2%	3.0%	2.9%	8.0%	1.6%	-2.8%	-2.3%	-3.6%	-3.8%	-3.1%	-0.8%	0.4%
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MnSCU Finance Division - FP&A

MnSCU MASTER GREEN SHEET - FY2016-FY2017

	FY2016	FY2017
Institutional Basic Allocations		
Base	502,867,767	508,826,854
ITC earnings	2,000,000	2,000,000
Tuition Replacement	65,500,000	60,064,117
Subtotal Basic Allocations	570,367,767	570,890,971
Institutional Priority Allocations		
Workforce Education Priorities	5,112,000	5,112,000
Access and Opportunity	9,752,000	9,752,000
NHED - Range Voc Ed	900,696	900,696
Cook County Higher Education	40,000	140,000
Leveraged Equipment	7,278,000	7,278,000
16-17 Legislative Initiatives	782,000	783,000
Subtotal Institutional Priority Allocations	23,864,696	23,965,696
Systemwide Set Asides		
Attorney General	900,000	900,000
Debt Service - system level	17,500,000	17,420,000
- campus level	[16,000,000]	[16,500,000]
Enterprise Technology	20,443,682	20,443,682
Repair and Replacement	400,000	400,000
Leadership Transitions (Searches)	800,000	800,000
System audit program	1,200,000	1,200,000
PALS	1,559,855	1,606,651
Campus Service Cooperative	700,000	700,000
Subtotal - Set Asides	43,503,537	43,470,333
TOTAL COLLEGE/UNIVERSITY ALLOCATIONS	637,736,000	638,327,000
Learning Network of Minnesota	4,115,000	4,115,000
System Office	33,074,000	33,074,000
TOTAL ALLOCATIONS	674,925,000	675,516,000
STATE APPROPRIATION	672,925,000	673,516,000
ITC EARNINGS	2,000,000	2,000,000
TOTAL TARGET RESOURCES	674,925,000	675,516,000
Unallocated resources	0	0

FP&A June 2016

Minnesota State Colleges and Universities
 FY2017
 COLLEGE/UNIVERSITY ALLOCATIONS DRAFT
 (FRAMEWORK BASED ON FY2015 DATA)

SP-6

		A	B	C	D	E	F	Sum A thru F	g/tot g
Institution Name	FY2015 FYE	Allocation for Instruction & Academic Support	Allocation for Administrative & Student Support Services	Allocation for Facilities	Allocation for Library	Allocation for Separately Budgeted Research & Public Service	Allocation for Enrollment Adjustment	TOTAL ALLOCATION FRAMEWORK	% Share of Allocation
Alexandria TCC	2,046	5,195,041	2,884,266	1,023,147	318,586	110,226	193,860	9,725,126	1.70%
Anoka Ramsey CC - Anoka TC	7,123	13,392,638	7,013,455	1,788,662	776,816	268,767	445,838	23,686,177	4.15%
Bemidji SU & Northwest TC-Bemidji	4,953	11,051,626	6,811,917	1,994,494	1,191,482	551,497	(99,095)	21,501,922	3.77%
Central Lakes College	2,993	6,748,351	3,964,632	1,361,959	422,623	146,222	254,543	12,898,330	2.26%
Century College	6,410	12,888,755	6,292,823	1,454,095	722,249	249,888	(295,504)	21,312,305	3.73%
Dakota County TC	2,069	5,424,647	2,861,719	1,228,413	333,017	115,219	(64,323)	9,898,693	1.73%
Fond du Lac Tribal & CC	1,223	2,269,535	1,922,587	383,068	160,132	55,403	(4,913)	4,785,813	0.84%
Hennepin Technical College	3,927	10,476,494	5,255,482	2,161,521	626,272	216,681	(97,425)	18,639,026	3.26%
Inver Hills Community College	3,809	7,306,370	4,121,311	718,634	425,121	147,086	111,186	12,829,708	2.25%
Lake Superior College	3,431	7,682,271	4,112,726	1,003,483	447,947	154,983	154,745	13,556,155	2.37%
Metropolitan State University	6,052	14,749,372	8,055,190	752,263	1,413,409	654,220	686,979	26,311,432	4.61%
Minneapolis CTC	6,026	12,140,090	6,223,587	2,032,495	713,866	246,987	(562,044)	20,794,982	3.64%
Minnesota SC-Southeast Technical	1,454	4,133,809	2,810,469	705,904	267,756	92,640	(118,422)	7,892,156	1.38%
Minnesota State CTC	4,398	10,798,225	5,779,480	1,609,472	636,551	220,238	363,480	19,407,446	3.40%
Minnesota SU Moorhead	5,697	14,914,534	8,620,494	2,549,117	1,565,049	724,409	(388,695)	27,984,908	4.90%
Minnesota SU, Mankato	13,861	30,967,131	14,665,460	3,363,168	2,939,746	1,360,710	(517,859)	52,778,356	9.24%
Minnesota West CTC	1,948	5,501,634	3,393,666	1,267,078	355,683	123,061	33,032	10,674,155	1.87%
Normandale Community College	6,799	11,980,687	5,981,852	1,096,662	667,072	230,797	56,928	20,013,999	3.50%
North Hennepin Community College	4,644	8,819,383	4,532,084	1,059,071	504,369	174,504	(20,108)	15,069,304	2.64%
Northeast Higher Education District	3,742	9,054,263	6,082,554	2,667,112	623,138	215,597	30,535	18,673,198	3.27%
Northland CTC	2,299	6,183,340	3,393,697	1,228,184	378,183	130,846	104,730	11,418,978	2.00%
Pine TCC	723	1,703,311	1,495,936	236,635	120,256	41,607	113,189	3,710,933	0.65%
Ridgewater College	2,860	7,704,172	4,029,408	1,506,157	463,391	160,327	207,551	14,071,006	2.46%
Riverland Community College	2,078	5,394,067	3,520,824	1,334,693	358,735	124,117	(74,220)	10,658,217	1.87%
Rochester CTC	4,134	8,641,577	4,067,808	1,750,431	506,094	175,101	(336,072)	14,804,939	2.59%
Saint Paul College	4,642	9,109,690	4,081,618	1,019,996	497,396	172,092	(197,129)	14,683,663	2.57%
South Central College	2,490	6,527,267	3,556,072	907,137	384,667	133,089	216,199	11,724,430	2.05%
Southwest Minnesota SU	3,679	7,993,761	6,293,323	1,718,236	960,319	444,500	(111,255)	17,298,884	3.03%
St. Cloud SU	11,851	31,220,698	17,479,728	4,790,052	3,209,429	1,485,538	(168,358)	58,017,086	10.16%
St. Cloud TCC	3,462	7,261,647	3,435,499	847,773	404,072	139,803	264,688	12,353,482	2.16%
Winona SU	8,149	18,925,125	10,041,286	2,360,656	1,879,624	870,015	(182,063)	33,894,643	5.94%
TOTAL	138,972	316,159,509	172,780,954	47,919,767	24,273,049	9,936,171	0	571,069,450	100.00%

Minnesota State Colleges and Universities
 FY2017
 COLLEGE/UNIVERSITY ALLOCATIONS DRAFT
 (FRAMEWORK BASED ON FY2015 DATA)

SP-6

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	I	i/tot i J	j*\$X K	h*\$X L	k+l M	m/tot m N	m-i O	o/i P
Institution Name	FY2016 Base Allocation	% Share of FY2016 Base	50% FY2016 Base % Share	50% Allocation Framework % Share	FY2017 Base Allocation	% Share of FY2017 Allocation	\$ Change Over FY2016	% Change Over FY2016
Alexandria TCC	8,833,499	1.76%	4,469,089	4,332,577	8,801,666	1.73%	(31,833)	-0.4%
Anoka Ramsey CC - Anoka TC	21,454,109	4.27%	10,854,172	10,552,274	21,406,446	4.21%	(47,663)	-0.2%
Bemidji SU & Northwest TC-Bemidji	18,431,322	3.67%	9,324,868	9,579,181	18,904,050	3.72%	472,728	2.6%
Central Lakes College	11,723,884	2.33%	5,931,407	5,746,251	11,677,658	2.30%	(46,226)	-0.4%
Century College	19,284,446	3.83%	9,756,485	9,494,706	19,251,191	3.78%	(33,254)	-0.2%
Dakota County TC	9,199,571	1.83%	4,654,294	4,409,902	9,064,196	1.78%	(135,375)	-1.5%
Fond du Lac Tribal & CC	4,125,207	0.82%	2,087,046	2,132,096	4,219,142	0.83%	93,935	2.3%
Hennepin Technical College	17,815,243	3.54%	9,013,179	8,303,751	17,316,930	3.40%	(498,313)	-2.8%
Inver Hills Community College	10,791,505	2.15%	5,459,693	5,715,680	11,175,373	2.20%	383,868	3.6%
Lake Superior College	11,688,346	2.32%	5,913,428	6,039,314	11,952,742	2.35%	264,396	2.3%
Metropolitan State University	20,667,773	4.11%	10,456,345	11,721,835	22,178,180	4.36%	1,510,407	7.3%
Minneapolis CTC	19,282,482	3.83%	9,755,492	9,264,237	19,019,729	3.74%	(262,754)	-1.4%
Minnesota SC-Southeast Technical	7,232,126	1.44%	3,658,914	3,515,983	7,174,897	1.41%	(57,229)	-0.8%
Minnesota State CTC	17,385,359	3.46%	8,795,690	8,646,085	17,441,774	3.43%	56,415	0.3%
Minnesota SU Moorhead	25,123,873	5.00%	12,710,798	12,467,374	25,178,172	4.95%	54,299	0.2%
Minnesota SU, Mankato	45,313,799	9.01%	22,925,389	23,512,941	46,438,330	9.13%	1,124,530	2.5%
Minnesota West CTC	9,952,848	1.98%	5,035,395	4,755,373	9,790,768	1.92%	(162,079)	-1.6%
Normandale Community College	16,712,617	3.32%	8,455,332	8,916,306	17,371,638	3.41%	659,022	3.9%
North Hennepin Community College	11,970,609	2.38%	6,056,232	6,713,427	12,769,659	2.51%	799,050	6.7%
Northeast Higher Education District	17,036,608	3.39%	8,619,248	8,318,975	16,938,222	3.33%	(98,385)	-0.6%
Northland CTC	10,477,614	2.08%	5,300,888	5,087,195	10,388,083	2.04%	(89,532)	-0.9%
Pine TCC	3,197,523	0.64%	1,617,707	1,653,234	3,270,941	0.64%	73,418	2.3%
Ridgewater College	12,917,394	2.57%	6,535,234	6,268,682	12,803,916	2.52%	(113,478)	-0.9%
Riverland Community College	9,982,139	1.99%	5,050,215	4,748,273	9,798,487	1.93%	(183,652)	-1.8%
Rochester CTC	13,443,442	2.67%	6,801,375	6,595,652	13,397,027	2.63%	(46,415)	-0.3%
Saint Paul College	12,653,856	2.52%	6,401,903	6,541,623	12,943,526	2.54%	289,670	2.3%
South Central College	10,780,804	2.14%	5,454,279	5,223,274	10,677,554	2.10%	(103,250)	-1.0%
Southwest Minnesota SU	14,890,061	2.96%	7,533,256	7,706,713	15,239,969	3.00%	349,908	2.3%
St. Cloud SU	51,330,000	10.21%	25,969,135	25,846,814	51,815,949	10.18%	485,949	0.9%
St. Cloud TCC	10,906,372	2.17%	5,517,807	5,503,519	11,021,327	2.17%	114,955	1.1%
Winona SU	28,263,336	5.62%	14,299,131	15,100,182	29,399,313	5.78%	1,135,977	4.0%
TOTAL	502,867,767	100.00%	254,413,427	254,413,427	508,826,854	100.00%	5,959,087	1.2%

Minnesota State Colleges and Universities
 FY2017
 COLLEGE/UNIVERSITY ALLOCATIONS DRAFT
 (FRAMEWORK BASED ON FY2015 DATA)

SP-6

	Q	R
Institution Name	FY2015 Tuition Buydown	FY2017 Tuition Buydown College Only
Alexandria TCC	559,990	409,252
Anoka Ramsey CC - Anoka TC	1,924,585	1,396,533
Bemidji SU & Northwest TC-Bemidji	1,846,579	145,889
Central Lakes College	658,561	480,206
Century College	1,850,316	1,352,355
Dakota County TC	598,879	443,383
Fond du Lac Tribal & CC	228,085	166,262
Hennepin Technical College	1,133,900	823,723
Inver Hills Community College	1,075,755	784,292
Lake Superior College	895,520	640,946
Metropolitan State University	2,254,836	-
Minneapolis CTC	1,739,014	1,260,447
Minnesota SC-Southeast Technical	407,392	300,856
Minnesota State CTC	1,139,642	833,198
Minnesota SU Moorhead	2,115,436	-
Minnesota SU, Mankato	4,936,974	-
Minnesota West CTC	540,531	401,780
Normandale Community College	1,954,629	1,430,569
North Hennepin Community College	1,330,433	979,149
Northeast Higher Education District	1,023,149	744,336
Northland CTC	637,188	468,889
Pine TCC	172,753	124,803
Ridgewater College	822,817	602,032
Riverland Community College	541,517	398,241
Rochester CTC	1,198,367	880,620
Saint Paul College	1,342,178	982,659
South Central College	716,329	524,037
Southwest Minnesota SU	908,027	-
St. Cloud SU	4,045,921	-
St. Cloud TCC	995,309	725,540
Winona SU	3,169,505	-
TOTAL	42,764,117	17,300,000

Minnesota State Colleges and Universities
Results of the 2016 Legislative Session - Impact on Base Allocations

Institution Name	\$570,000 distribution
Alexandria Technical & Community College	9,860
Anoka Ramsey Community College - Anoka Technical College	23,980
Bemidji State University & Northwest Technical College-Bemidji	21,177
Central Lakes College	13,082
Century College	21,566
Dakota County Technical College	10,154
Fond du Lac Tribal & Community College	4,726
Hennepin Technical College	19,399
Inver Hills Community College	12,519
Lake Superior College	13,390
Metropolitan State University	24,845
Minneapolis Community and Technical College	21,306
Minnesota SC-Southeast Technical	8,037
Minnesota State Community and Technical College	19,539
Minnesota State University, Moorhead	28,205
Minnesota State University, Mankato	52,021
Minnesota West Community and Technical College	10,968
Normandale Community College	19,460
North Hennepin Community College	14,305
Northeast Higher Education District	18,975
Northland Community & Technical College	11,637
Pine Technical & Community College	3,664
Ridgewater College	14,343
Riverland Community College	10,976
Rochester Community and Technical College	15,008
Saint Paul College	14,500
South Central College	11,961
Southwest Minnesota State University	17,072
St. Cloud State University	58,045
St. Cloud Community and Technical College	12,346
Winona State University	32,934

TOTAL**570,000**

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

Alexandria Technical & Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	10,616,136	0	10,616,136	10,160,651	0	10,160,651
Tuition	9,633,569	0	9,633,569	9,593,589	0	9,593,589
Other	2,683,125	6,142,412	8,825,537	2,329,400	5,474,541	7,803,941
Carry forward			0	189,923		189,923
Total Revenues	22,932,830	6,142,412	29,075,242	22,273,563	5,474,541	27,748,104
EXPENDITURES						
Personnel	16,437,921	762,290	17,200,211	16,465,235	576,155	17,041,390
Other Operating Costs	6,494,909	5,376,619	11,871,528	5,808,328	4,879,045	10,687,373
Total Expenditures	22,932,830	6,138,909	29,071,739	22,273,563	5,455,200	27,728,763
Revenues/Expense	0	3,503	3,503	0	19,341	19,341

Anoka Ramsey Community College - Anoka Technical College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	27,384,400	0	27,384,400	27,997,100	0	27,997,100
Tuition	31,032,800	0	31,032,800	29,897,900	0	29,897,900
Other	4,450,700	25,960,600	30,411,300	5,332,900	26,224,287	31,557,187
Carry forward	0	300,000	300,000	0	500,000	500,000
Total Revenues	62,867,900	26,260,600	89,128,500	63,227,900	26,724,287	89,952,187
EXPENDITURES						
Personnel	44,963,200	3,712,900	48,676,100	46,667,200	3,824,287	50,491,487
Other Operating Costs	17,105,700	22,547,700	39,653,400	15,863,600	22,900,000	38,763,600
Total Expenditures	62,068,900	26,260,600	88,329,500	62,530,800	26,724,287	89,255,087
Revenues/Expense	799,000	0	799,000	697,100	0	697,100

Bemidji State University/Northwest Technical College - Bemidji

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	23,827,753		23,827,753	24,182,741		24,182,741
Tuition	34,426,963		34,426,963	35,024,662		35,024,662
Other	7,511,333	29,056,506	36,567,839	7,192,885	29,448,068	36,640,953
Carry forward	1,279,606	687,451	1,967,057	0		0
Total Revenues	67,045,655	29,743,957	96,789,612	66,400,288	29,448,068	95,848,356
EXPENDITURES						
Personnel	47,254,686	5,230,051	52,484,737	48,053,114	5,416,315	53,469,429
Other Operating Costs	19,790,969	24,500,483	44,291,452	18,257,170	23,690,732	41,947,902
Total Expenditures	67,045,655	29,730,534	96,776,189	66,310,284	29,107,047	95,417,331
Revenues/Expense	(0)	13,423	13,423	90,004	341,021	431,025

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

Central Lakes College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	15,071,137		15,071,137	15,092,134		15,092,134
Tuition	11,689,083		11,689,083	10,774,077		10,774,077
Other	2,233,107	15,683,778	17,916,885	3,231,739	13,600,663	16,832,402
Carry forward			0			0
Total Revenues	28,993,327	15,683,778	44,677,105	29,097,950	13,600,663	42,698,613
EXPENDITURES						
Personnel	20,028,705	3,040,705	23,069,410	21,094,177	2,221,437	23,315,614
Other Operating Costs	8,278,487	13,026,232	21,304,719	7,828,169	11,374,785	19,202,954
Total Expenditures	28,307,192	16,066,937	44,374,129	28,922,346	13,596,222	42,518,568
Revenues/Expense	686,135	(383,159)	302,976	175,604	4,441	180,045

Century College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	23,945,821		23,945,821	23,945,821		23,945,821
Tuition	30,739,007		30,739,007	29,538,589		29,538,589
Other	4,278,246	24,900,961	29,179,207	4,275,000	24,900,000	29,175,000
Carry forward	0		0	0		0
Total Revenues	58,963,074	24,900,961	83,864,035	57,759,410	24,900,000	82,659,410
EXPENDITURES						
Personnel	46,759,269	3,198,987	49,958,256	45,500,000	3,200,000	48,700,000
Other Operating Costs	11,700,000	21,508,332	33,208,332	11,700,000	21,508,000	33,208,000
Total Expenditures	58,459,269	24,707,319	83,166,588	57,200,000	24,708,000	81,908,000
Revenues/Expense	503,805	193,642	697,447	559,410	192,000	751,410

Dakota County Technical College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	10,932,288		10,932,288	10,772,411		10,772,411
Tuition	10,971,400	0	10,971,400	10,751,972	0	10,751,972
Other	2,235,187	10,074,707	12,309,894	2,181,676	10,014,758	12,196,434
Carry forward	525,152		525,152			0
Total Revenues	24,664,027	10,074,707	34,738,734	23,706,059	10,014,758	33,720,817
EXPENDITURES						
Personnel	19,205,144	1,580,038	20,785,182	18,685,865	1,635,339	20,321,204
Other Operating Costs	5,458,883	8,287,141	13,746,024	5,020,194	8,171,891	13,192,085
Total Expenditures	24,664,027	9,867,179	34,531,206	23,706,059	9,807,230	33,513,289
Revenues/Expense	0	207,528	207,528	0	207,528	207,528

Fond du Lac Tribal & Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	4,886,778		4,886,778	4,906,739		4,906,739
Tuition	3,629,027		3,629,027	3,598,301		3,598,301
Other	457,282	6,001,360	6,458,642	450,000	5,932,320	6,382,320
Carry forward			0			0
Total Revenues	8,973,087	6,001,360	14,974,447	8,955,040	5,932,320	14,887,360
EXPENDITURES						
Personnel	7,091,859		7,091,859	7,096,859	1,145,513	8,242,372
Other Operating Costs	1,881,228	6,001,360	7,882,588	1,858,181	4,786,807	6,644,988
Total Expenditures	8,973,087	6,001,360	14,974,447	8,955,040	5,932,320	14,887,360
Revenues/Expense	0	0	0	0	0	0

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

Hennepin Technical College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	21,218,954		21,218,954	20,533,245		20,533,245
Tuition	18,326,604		18,326,604	17,860,397		17,860,397
Other	5,292,182	20,216,779	25,508,961	5,837,690	20,787,558	26,625,248
Carry forward			0			0
Total Revenues	44,837,740	20,216,779	65,054,519	44,231,332	20,787,558	65,018,890
EXPENDITURES						
Personnel	32,362,667	2,290,095	34,652,762	32,683,543	2,005,312	34,688,855
Other Operating Costs	11,956,543	17,714,385	29,670,928	11,382,833	18,688,846	30,071,679
Total Expenditures	44,319,210	20,004,480	64,323,690	44,066,376	20,694,158	64,760,534
Revenues/Expense	518,530	212,299	730,829	164,956	93,400	258,356

Inver Hills Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	13,023,109	0	13,023,109	13,349,690	0	13,349,690
Tuition	17,700,662	0	17,700,662	16,880,116	0	16,880,116
Other	1,214,959	12,443,576	13,658,535	1,333,692	12,012,673	13,346,365
Carry forward	0	0	0	0	0	0
Total Revenues	31,938,730	12,443,576	44,382,306	31,563,498	12,012,673	43,576,171
EXPENDITURES						
Personnel	25,847,628	1,121,713	26,969,341	25,999,514	1,160,973	27,160,487
Other Operating Costs	5,910,518	11,042,363	16,952,881	5,563,984	10,572,200	16,136,184
Total Expenditures	31,758,146	12,164,076	43,922,222	31,563,498	11,733,173	43,296,671
Revenues/Expense	180,584	279,500	460,084	0	279,500	279,500

Lake Superior College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	14,972,038		14,972,038	15,171,597		15,171,597
Tuition	14,627,755		14,627,755	14,041,224		14,041,224
Other	4,471,849	12,289,465	16,761,314	4,369,929	11,427,539	15,797,468
Carry forward			0			0
Total Revenues	34,071,642	12,289,465	46,361,107	33,582,750	11,427,539	45,010,289
EXPENDITURES						
Personnel	23,688,318	1,157,202	24,845,520	24,216,042	1,191,918	25,407,960
Other Operating Costs	10,288,941	10,926,586	21,215,527	9,366,708	10,053,958	19,420,666
Total Expenditures	33,977,259	12,083,788	46,061,047	33,582,750	11,245,876	44,828,626
Revenues/Expense	94,383	205,677	300,060	0	181,663	181,663

Metropolitan State University

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	24,746,482		24,746,482	25,752,374		25,752,374
Tuition	44,354,000		44,354,000	45,828,933		45,828,933
Other	1,875,000	26,286,343	28,161,343	1,804,860	26,610,495	28,415,355
Carry forward	1,283,254	566,003	1,849,257			0
Total Revenues	72,258,736	26,852,346	99,111,082	73,386,167	26,610,495	99,996,662
EXPENDITURES						
Personnel	56,425,311	2,691,370	59,116,681	55,956,870	2,713,370	58,670,240
Other Operating Costs	15,833,425	24,095,021	39,928,446	16,679,297	23,637,829	40,317,126
Total Expenditures	72,258,736	26,786,391	99,045,127	72,636,167	26,351,199	98,987,366
Revenues/Expense	0	65,955	65,955	750,000	259,296	1,009,296

Minnesota State Colleges and Universities
FY2016-FY2017 Operating Budgets

Minneapolis Community & Technical College (Gross Before Net of Financial Aid)

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	23,050,170		23,050,170	22,521,980		22,521,980
Tuition	25,565,176		25,565,176	25,798,324		25,798,324
Other	4,292,824	30,690,118	34,982,942	4,042,824	30,690,118	34,732,942
Carry forward			0	214,432		214,432
Total Revenues	52,908,170	30,690,118	83,598,288	52,577,560	30,690,118	83,267,678
EXPENDITURES						
Personnel	43,207,035	4,357,327	47,564,362	42,807,352	4,357,327	47,164,679
Other Operating Costs	9,576,812	26,292,593	35,869,405	9,770,207	26,292,593	36,062,800
Total Expenditures	52,783,847	30,649,920	83,433,767	52,577,559	30,649,920	83,227,479
Revenues/Expense	124,323	40,198	164,521	1	40,198	40,199

Minnesota State College - Southeast Technical

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	8,000,000		8,000,000	7,800,000		7,800,000
Tuition	7,000,000		7,000,000	6,900,000		6,900,000
Other	1,600,000	6,000,000	7,600,000	1,800,000	6,000,000	7,800,000
Carry forward			0			0
Total Revenues	16,600,000	6,000,000	22,600,000	16,500,000	6,000,000	22,500,000
EXPENDITURES						
Personnel	12,500,000	300,000	12,800,000	12,900,000	350,000	13,250,000
Other Operating Costs	4,100,000	5,700,000	9,800,000	3,600,000	5,650,000	9,250,000
Total Expenditures	16,600,000	6,000,000	22,600,000	16,500,000	6,000,000	22,500,000
Revenues/Expense	0	0	0	0	0	0

Minnesota State Community & Technical College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	20,582,644		20,582,644	20,446,951		20,446,951
Tuition	19,331,406		19,331,406	19,128,986		19,128,986
Other	4,337,091	20,057,728	24,394,819	3,961,518	19,657,728	23,619,246
Carry forward			0			0
Total Revenues	44,251,141	20,057,728	64,308,869	43,537,455	19,657,728	63,195,183
EXPENDITURES						
Personnel	34,477,254	2,187,901	36,665,155	35,054,280	2,187,901	37,242,181
Other Operating Costs	8,113,766	17,669,327	25,783,093	8,166,575	17,309,827	25,476,402
Total Expenditures	42,591,020	19,857,228	62,448,248	43,220,855	19,497,728	62,718,583
Revenues/Expense	1,660,121	200,500	1,860,621	316,600	160,000	476,600

Minnesota State University Moorhead

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	27,823,922		27,823,922	27,265,403		27,265,403
Tuition	38,132,407		38,132,407	34,449,311		34,449,311
Other	2,353,814	34,505,000	36,858,814	2,133,199	31,054,500	33,187,699
Carry forward			0	5,251,789		5,251,789
Total Revenues	68,310,143	34,505,000	102,815,143	69,099,702	31,054,500	100,154,202
EXPENDITURES						
Personnel	51,969,824	10,608,519	62,578,343	53,313,287	9,547,667	62,860,954
Other Operating Costs	15,719,602	23,896,481	39,616,083	15,786,415	21,506,833	37,293,248
Total Expenditures	67,689,426	34,505,000	102,194,426	69,099,702	31,054,500	100,154,202
Revenues/Expense	620,717	0	620,717	0	0	0

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

Minnesota State University, Mankato

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	52,313,801		52,313,801	52,405,145		52,405,145
Tuition	101,225,000		101,225,000	101,641,000		101,641,000
Other	12,000,000	73,750,000	85,750,000	12,120,000	75,225,000	87,345,000
Carry forward			0			0
Total Revenues	165,538,801	73,750,000	239,288,801	166,166,145	75,225,000	241,391,145
EXPENDITURES						
Personnel	127,015,000	16,220,000	143,235,000	128,147,450	16,706,600	144,854,050
Other Operating Costs	36,673,801	57,530,000	94,203,801	38,018,695	58,518,400	96,537,095
Total Expenditures	163,688,801	73,750,000	237,438,801	166,166,145	75,225,000	241,391,145
Revenues/Expense	1,850,000	0	1,850,000	0	0	0

Minnesota West Community & Technical College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	11,366,170		11,366,170	11,743,523		11,743,523
Tuition	9,620,076		9,620,076	9,326,876		9,326,876
Other	2,709,303	7,941,083	10,650,386	2,450,166	8,275,931	10,726,097
Carry forward		44,091	44,091	250,000	151,831	401,831
Total Revenues	23,695,549	7,985,174	31,680,723	23,770,565	8,427,762	32,198,327
EXPENDITURES						
Personnel	18,568,009	701,402	19,269,411	18,599,184	918,137	19,517,321
Other Operating Costs	5,127,540	7,283,772	12,411,312	5,171,381	7,509,625	12,681,006
Total Expenditures	23,695,549	7,985,174	31,680,723	23,770,565	8,427,762	32,198,327
Revenues/Expense	0	0	0	0	0	0

Normandale Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	20,613,352		20,613,352	21,327,326		21,327,326
Tuition	33,672,012		33,672,012	32,610,027		32,610,027
Other	3,731,527	25,176,956	28,908,483	4,239,601	28,752,026	32,991,627
Carry forward			0	4,943,996		4,943,996
Total Revenues	58,016,891	25,176,956	83,193,847	63,120,950	28,752,026	91,872,976
EXPENDITURES						
Personnel	46,405,569	2,900,000	49,305,569	47,641,248	2,752,755	50,394,003
Other Operating Costs	10,148,314	21,287,441	31,435,755	15,479,702	25,536,084	41,015,786
Total Expenditures	56,553,883	24,187,441	80,741,324	63,120,950	28,288,839	91,409,789
Revenues/Expense	1,463,008	989,515	2,452,523	0	463,187	463,187

North Hennepin Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	15,631,237		15,631,237	16,318,804		16,318,804
Tuition	20,962,683		20,962,683	20,114,396		20,114,396
Other	3,028,698	20,708,600	23,737,298	3,005,232	21,329,858	24,335,090
Carry forward	1,050,909		1,050,909	1,317,087		1,317,087
Total Revenues	40,673,527	20,708,600	61,382,127	40,755,519	21,329,858	62,085,377
EXPENDITURES						
Personnel	32,750,702	2,302,997	35,053,699	33,047,480	2,372,087	35,419,567
Other Operating Costs	7,922,825	18,110,134	26,032,959	7,708,039	18,653,438	26,361,477
Total Expenditures	40,673,527	20,413,131	61,086,658	40,755,519	21,025,525	61,781,044
Revenues/Expense	0	295,469	295,469	0	304,333	304,333

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

Northeast Higher Education District

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	20,420,639	0	20,420,639	20,163,027	0	20,163,027
Tuition	16,620,569	72,000	16,692,569	16,763,483	72,000	16,835,483
Other	4,599,874	21,669,995	26,269,869	5,358,476	22,025,770	27,384,246
Carry forward	542,783	0	542,783	0	0	0
Total Revenues	42,183,865	21,741,995	63,925,860	42,284,986	22,097,770	64,382,756
EXPENDITURES						
Personnel	31,507,889	4,533,196	36,041,085	30,846,177	4,647,176	35,493,353
Other Operating Costs	10,526,485	17,061,481	27,587,966	11,410,424	17,070,394	28,480,818
Total Expenditures	42,034,374	21,594,677	63,629,051	42,256,601	21,717,570	63,974,171
Revenues/Expense	149,491	147,318	296,809	28,385	380,200	408,585

Northland Community & Technical College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	13,079,249		13,079,249	12,884,853		12,884,853
Tuition	11,055,000		11,055,000	10,944,450		10,944,450
Other	3,186,362	7,914,529	11,100,891	3,073,169	7,977,132	11,050,301
Carry forward			0	639,376		639,376
Total Revenues	27,320,611	7,914,529	35,235,140	27,541,848	7,977,132	35,518,980
EXPENDITURES						
Personnel	20,314,660	988,774	21,303,434	20,496,840	1,003,678	21,500,518
Other Operating Costs	6,928,354	6,936,302	13,864,656	7,045,008	6,844,850	13,889,858
Total Expenditures	27,243,014	7,925,076	35,168,090	27,541,848	7,848,528	35,390,376
Revenues/Expense	77,597	(10,547)	67,050	0	128,604	128,604

Pine Technical & Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	3,488,607		3,488,607	3,735,799		3,735,799
Tuition	2,488,314		2,488,314	2,543,872		2,543,872
Other	3,828,064	6,842,408	10,670,472	3,525,496	6,524,197	10,049,693
Carry forward			0			0
Total Revenues	9,804,985	6,842,408	16,647,393	9,805,167	6,524,197	16,329,364
EXPENDITURES						
Personnel	6,895,464	2,809,680	9,705,144	6,907,080	2,936,116	9,843,196
Other Operating Costs	2,908,422	3,913,258	6,821,680	2,697,525	3,513,157	6,210,682
Total Expenditures	9,803,885	6,722,938	16,526,823	9,604,605	6,449,273	16,053,878
Revenues/Expense	1,100	119,470	120,570	200,562	74,924	275,486

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

Ridgewater College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	16,549,041	0	16,549,041	16,184,034	0	16,184,034
Tuition	13,323,373	0	13,323,373	12,879,473	0	12,879,473
Other	4,832,018	14,371,120	19,203,138	4,880,338	11,204,403	16,084,741
Carry forward	0	0	0	615,969	0	615,969
Total Revenues	34,704,432	14,371,120	49,075,552	34,559,814	11,204,403	45,764,217
EXPENDITURES						
Personnel	24,881,498	3,168,117	28,049,615	25,743,169	2,176,271	27,919,440
Other Operating Costs	9,119,974	11,102,461	20,222,435	8,816,645	8,913,132	17,729,777
Total Expenditures	34,001,472	14,270,578	48,272,050	34,559,814	11,089,403	45,649,217
Revenues/Expense	702,960	100,542	803,502	0	115,000	115,000

Riverland Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	11,631,285		11,631,285	11,381,285		11,381,285
Tuition	9,805,607		9,805,607	9,507,607		9,507,607
Other	3,003,044	9,397,322	12,400,366	3,000,000	9,250,000	12,250,000
Carry forward			0			0
Total Revenues	24,439,936	9,397,322	33,837,258	23,888,892	9,250,000	33,138,892
EXPENDITURES						
Personnel	18,765,640	690,000	19,455,640	18,688,892	680,000	19,368,892
Other Operating Costs	5,074,296	8,707,322	13,781,618	4,700,000	8,570,000	13,270,000
Total Expenditures	23,839,936	9,397,322	33,237,258	23,388,892	9,250,000	32,638,892
Revenues/Expense	600,000	0	600,000	500,000	0	500,000

Rochester Community & Technical College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	16,227,107	0	16,227,107	16,164,578	0	16,164,578
Tuition	19,694,618	0	19,694,618	19,509,106	0	19,509,106
Other	4,190,250	23,593,143	27,783,393	4,467,318	23,679,687	28,147,005
Carry forward	0		0	0		0
Total Revenues	40,111,975	23,593,143	63,705,118	40,141,002	23,679,687	63,820,689
EXPENDITURES						
Personnel	31,559,365	1,806,665	33,366,030	32,063,618	2,040,825	34,104,443
Other Operating Costs	8,552,610	21,786,478	30,339,088	8,077,384	21,638,862	29,716,246
Total Expenditures	40,111,975	23,593,143	63,705,118	40,141,002	23,679,687	63,820,689
Revenues/Expense	0	0	0	0	0	0

Saint Paul College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	15,938,005		15,938,005	16,460,306		16,460,306
Tuition	21,370,221		21,370,221	20,879,333		20,879,333
Other	2,231,233	23,262,538	25,493,771	2,482,520	25,410,520	27,893,039
Carry forward			0			0
Total Revenues	39,539,459	23,262,538	62,801,996	39,822,159	25,410,520	65,232,678
EXPENDITURES						
Personnel	30,815,776	1,409,869	32,225,645	30,864,188	1,998,962	32,863,149
Other Operating Costs	8,723,683	21,852,668	30,576,351	8,957,971	23,411,558	32,369,529
Total Expenditures	39,539,459	23,262,538	62,801,996	39,822,159	25,410,520	65,232,678
Revenues/Expense	(0)	0	(0)	0	0	0

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

St. Cloud State University

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	59,064,047	464,000	59,528,047	58,167,871		58,167,871
Tuition	84,293,273		84,293,273	87,227,568		87,227,568
Other	12,026,680	79,480,800	91,507,480	10,813,561	80,974,126	91,787,687
Carry forward	0	1,205,200	1,205,200	0	2,335,874	2,335,874
Total Revenues	155,384,000	81,150,000	236,534,000	156,209,000	83,310,000	239,519,000
EXPENDITURES						
Personnel	117,221,328	10,418,423	127,639,751	116,069,421	9,241,458	125,310,879
Other Operating Costs	37,512,672	70,731,577	108,244,249	37,139,579	74,068,542	111,208,121
Total Expenditures	154,734,000	81,150,000	235,884,000	153,209,000	83,310,000	236,519,000
Revenues/Expense	650,000	0	650,000	3,000,000	0	3,000,000

St. Cloud Technical & Community College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	13,610,813		13,610,813	13,692,333		13,692,333
Tuition	16,450,000		16,450,000	16,050,000		16,050,000
Other	3,100,000	15,145,650	18,245,650	3,125,000	14,008,522	17,133,522
Carry forward			0	621,631		621,631
Total Revenues	33,160,813	15,145,650	48,306,463	33,488,964	14,008,522	47,497,486
EXPENDITURES						
Personnel	24,374,230	1,620,600	25,994,830	25,238,964	932,484	26,171,448
Other Operating Costs	8,150,000	13,525,050	21,675,050	8,250,000	13,076,038	21,326,038
Total Expenditures	32,524,230	15,145,650	47,669,880	33,488,964	14,008,522	47,497,486
Revenues/Expense	636,583	0	636,583	0	0	0

South Central College

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	13,082,706		13,082,706	12,501,635		12,501,635
Tuition	11,715,360		11,715,360	11,275,244		11,275,244
Other	2,593,000	12,973,271	15,566,271	2,560,000	13,103,004	15,663,004
Carry forward			0	1,573,522		1,573,522
Total Revenues	27,391,066	12,973,271	40,364,337	27,910,401	13,103,004	41,013,405
EXPENDITURES						
Personnel	21,312,106	1,487,347	22,799,453	22,164,590	1,546,841	23,711,431
Other Operating Costs	5,472,201	11,417,656	16,889,857	5,745,811	11,531,833	17,277,644
Total Expenditures	26,784,307	12,905,003	39,689,310	27,910,401	13,078,673	40,989,074
Revenues/Expense	606,759	68,268	675,027	0	24,330	24,330

Southwest Minnesota State University

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	16,988,839		16,988,839	17,137,832		17,137,832
Tuition	20,216,793		20,216,793	20,254,793		20,254,793
Other	2,254,018	17,439,180	19,693,198	2,058,200	17,544,221	19,602,421
Carry forward			0	324,221		324,221
Total Revenues	39,459,650	17,439,180	56,898,830	39,775,046	17,544,221	57,319,267
EXPENDITURES						
Personnel	29,538,885	2,615,438	32,154,323	30,694,970	2,704,303	33,399,273
Other Operating Costs	9,304,853	14,538,772	23,843,625	9,080,076	14,633,393	23,713,469
Total Expenditures	38,843,738	17,154,210	55,997,948	39,775,046	17,337,696	57,112,742
Revenues/Expense	615,912	284,970	900,882	0	206,525	206,525

Minnesota State Colleges and Universities
 FY2016-FY2017 Operating Budgets
 (Gross Before Net of Financial Aid)

Winona State University

	FY2016 Update			FY2017		
	General Fund	Other Funds	Total	General Fund	Other Funds	Total
REVENUES						
State Appropriation	36,505,706		36,505,706	36,963,043		36,963,043
Tuition	56,326,679		56,326,679	57,037,090		57,037,090
Other	7,558,487	56,305,694	63,864,181	7,558,487	57,077,757	64,636,244
Carry forward	207,540		207,540	1,357,540	184,599	1,542,139
Total Revenues	100,598,412	56,305,694	156,904,106	102,916,160	57,262,356	160,178,516
EXPENDITURES						
Personnel	73,944,987	8,797,313	82,742,300	76,841,075	9,575,333	86,416,408
Other Operating Costs	26,653,425	47,474,164	74,127,589	26,075,085	47,687,023	73,762,108
Total Expenditures	100,598,412	56,271,477	156,869,889	102,916,160	57,262,356	160,178,516
Revenues/Expense	0	34,217	34,217	0	0	0

Alexandria Technical & Community College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 60,787	\$ 55,282
Fees for Services Provided		
Other		
Total Revenues	\$ 60,787	\$ 55,282
<u>EXPENSES</u>		
Compensation	\$ 10,189	\$ 10,707
Other Operating	\$ 15,457	\$ 32,170
Total Expenses	\$ 25,646	\$ 42,877
Net	\$ 35,141	\$ 12,405

Bemidji State University

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 370,000	\$ 376,000
Fees for Services Provided	\$ 129,000	\$ 131,000
Other	\$ 33,750	\$ 34,000
Total Revenues	\$ 532,750	\$ 541,000
<u>EXPENSES</u>		
Compensation	\$ 431,533	\$ 444,479
Other Operating	\$ 151,016	\$ 105,200
Total Expenses	\$ 582,549	\$ 549,679
Net	\$ (49,799)	\$ (8,679)

Dakota County Technical College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 56,000	\$ 55,000
Fees for Services Provided	\$ 53,000	\$ 53,000
Other		
Total Revenues	\$ 109,000	\$ 108,000
<u>EXPENSES</u>		
Compensation	\$ 90,500	\$ 90,000
Other Operating	\$ 18,500	\$ 18,000
Total Expenses	\$ 109,000	\$ 108,000
Net	\$ -	\$ -

HENNEPIN TECHNICAL COLLEGE

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees		\$ 140,736
Fees for Services Provided		\$ -
Other		
Total Revenues	\$ -	\$ 140,736
<u>EXPENSES</u>		
Compensation		\$ 30,000
Other Operating		\$ 100,000
Total Expenses	\$ -	\$ 130,000
Net	\$ -	\$ 10,736

Inver Hills Community College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 103,437	\$ 96,900
Fees for Services Provided		
Other		
Total Revenues	\$ 103,437	\$ 96,900
<u>EXPENSES</u>		
Compensation	\$ 91,237	\$ 78,900
Other Operating	\$ 12,200	\$ 18,000
Total Expenses	\$ 103,437	\$ 96,900
Net	\$ -	\$ -

Metropolitan State University

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees		\$ 445,375
Fees for Services Provided		
Other		
Total Revenues	\$ -	\$ 445,375
<u>EXPENSES</u>		
Compensation		\$ 91,000
Other Operating		\$ 354,375
Total Expenses	\$ -	\$ 445,375
Net	\$ -	\$ -

Minneapolis Community and Technical College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 391,148	\$ 547,581
Fees for Services Provided		
Other	\$ 3,510	
Total Revenues	\$ 394,658	\$ 547,581
 <u>EXPENSES</u>		
Compensation		
Other Operating	\$ 180,053	\$ 475,000
Total Expenses	\$ 180,053	\$ 475,000
 Net	 \$ 214,605	 \$ 72,581

Minnesota State College-Southeast Technical

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 145,000	\$ 130,000
Fees for Services Provided		
Other		
Total Revenues	\$ 145,000	\$ 130,000
 <u>EXPENSES</u>		
Compensation		
Other Operating	\$ 145,000	\$ 130,000
Total Expenses	\$ 145,000	\$ 130,000
 Net	 \$ -	 \$ -

Minnesota State University, Mankato

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 1,604,210	\$ 1,633,103
Fees for Services Provided	\$ 850,000	\$ 850,000
Other	\$ 141,357	\$ 148,693
Total Revenues	\$ 2,595,567	\$ 2,631,796
 <u>EXPENSES</u>		
Compensation	\$ 1,724,436	\$ 1,796,500
Other Operating	\$ 871,131	\$ 835,296
Total Expenses	\$ 2,595,567	\$ 2,631,796
 Net	 \$ -	 \$ -

Minnesota State University Moorhead

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 661,562	\$ 515,275
Fees for Services Provided	\$ 20,000	\$ 20,000
Other	\$ 380,000	\$ 435,600
Total Revenues	\$ 1,061,562	\$ 970,875
<u>EXPENSES</u>		
Compensation	\$ 768,086	\$ 890,354
Other Operating	\$ 250,038	\$ 257,518
Total Expenses	\$ 1,018,124	\$ 1,147,872
Net	\$ 43,438	\$ (176,997)

North Hennepin Community College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 133,230	\$ 131,910
Fees for Services Provided		
Other		
Total Revenues	\$ 133,230	\$ 131,910
<u>EXPENSES</u>		
Compensation		
Other Operating		\$ 113,605
Total Expenses	\$ -	\$ 113,605
Net	\$ 133,230	\$ 18,305

Ridgewater College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 52,113.0	\$ 50,500.0
Fees for Services Provided		
Other		
Total Revenues	\$ 52,113	\$ 50,500
<u>EXPENSES</u>		
Compensation	\$ 46,450	\$ 46,706
Other Operating	\$ 5,663	\$ 3,794
Total Expenses	\$ 52,113	\$ 50,500
Net	\$ -	\$ -

Rochester Community and Technical College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 103,934	\$ 109,080
Fees for Services Provided	\$ 6,419	\$ 5,500
Other	\$ 3,750	\$ 5,000
Total Revenues	\$ 114,103	\$ 119,580
<u>EXPENSES</u>		
Compensation	\$ 106,769	\$ 111,358
Other Operating	\$ 14,737	\$ 19,631
Total Expenses	\$ 121,506	\$ 130,989
Net	\$ (7,403)	\$ (11,409)

St. Cloud Technical & Community College

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 34,000	\$ 33,500
Fees for Services Provided		
Other		
Total Revenues	\$ 34,000	\$ 33,500
<u>EXPENSES</u>		
Compensation		
Other Operating	\$ 34,192	\$ 34,100
Total Expenses	\$ 34,192	\$ 34,100
Net	\$ (192)	\$ (600)

Southwest Minnesota State University

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 194,000	\$ 194,000
Fees for Services Provided	\$ 4,000	\$ 4,120
Other	\$ 4,500	
Total Revenues	\$ 202,500	\$ 198,120
<u>EXPENSES</u>		
Compensation	\$ 120,800	\$ 124,425
Other Operating	\$ 74,275	\$ 69,815
Total Expenses	\$ 195,075	\$ 194,240
Net	\$ 7,425	\$ 3,880

St. Cloud State University

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	1,610,917	1,656,790
Fees for Services Provided	672,947	699,147
Other		
Total Revenues	\$ 2,283,864	\$ 2,355,937
<u>EXPENSES</u>		
Compensation	1,607,239	1,701,274
Other Operating	620,344	692,257
Total Expenses	\$ 2,227,583	\$ 2,393,531
Net	\$ 56,281	\$ (37,594)

Winona State University

<u>REVENUES</u>	<u>FY2016</u>	<u>FY2017</u>
Health Services Fees	\$ 881,073	\$ 942,131
Fees for Services Provided	\$ 246,000	\$ 264,000
Other	\$ 64,000	\$ 65,000
Total Revenues	\$ 1,191,073	\$ 1,271,131
<u>EXPENSES</u>		
Compensation	\$ 1,025,736	\$ 1,052,770
Other Operating	\$ 185,000	\$ 213,000
Total Expenses	\$ 1,210,736	\$ 1,265,770
Net	\$ (19,663)	\$ 5,361

Reserves

Board Policy 5.10 and Procedure 5.10.1 set requirements for designated cash reserve levels. The policy requires colleges and universities to maintain general fund cash reserves in the range of five to seven percent of general fund cash-basis operating revenues through designation as a special reserve amount. In addition, the policy allows the system as a whole to maintain a reserve up to two percent of the total state appropriation. Reserves are one-time resources; once spent they do not replenish without action by the college or university. Consequently, they should not be used to pay for on-going activities.

Colleges and universities are projecting reserve levels totaling \$96.9 million at the end of fiscal year 2017, which represents approximately 6.5 percent of general fund revenues. (See table on next page.)

The accumulation and preservation of college and university reserves is a critical management responsibility. There are four principles related to reserves:

- Sudden revenue shortfall - The system level reserve has been used to assist colleges and universities with financial challenges. The presence of reserves prevents immediate expense reductions when revenue or enrollment falls short. The fiscal year 2015 actual reserves would provide 21 days of operating cash.
- Unanticipated expenses - Board reserves are critical to the financial health of a college or university and its ability to respond to unexpected events without having to impact current operating commitments. Examples include responses to storm damage or new program opportunities.
- Financial protection - A Composite Financial Index (CFI) methodology is used by the Higher Learning Commission (accreditation agency) as a gauge of its member institutions' financial health. Generation of a positive operating margin and the preservation of fund balances are very strong positive influences on the CFI. Financial stress can put the college's accreditation (and access to federal financial aid for students) at risk.
- National best practices - Reserves are also required by rating agencies in order for MnSCU to retain the AA- rating on the system's revenue fund debt issues. A lower credit rating raises the cost to students for residence hall and student union related capital improvements. The system's combined reserves represent about three months of operating costs, a level deemed at the low end of healthy in the national peer review.

Minnesota State Colleges and Universities
Reserves Outlook
(\$ in millions)

<u>Fiscal Year</u>	<u>Total</u>	<u>% of</u> <u>Revenues</u>
2002	\$39.7	4.3%
2003	\$38.1	3.7%
2004	\$45.3	4.2%
2005	\$51.3	4.7%
2006	\$56.7	4.6%
2007	\$63.1	5.2%
2008	\$70.8	5.5%
2009	\$72.1	5.2%
2010	\$81.7	5.6%
2011	\$91.9	5.6%
2012	\$100.0	6.4%
2013	\$100.0	6.8%
2014	\$98.7	6.7%
2015	\$99.6	6.7%
2016 est.	\$97.9	6.6%
2017est.	\$96.9	6.5%

The system's reserve level is projected to be at \$11.5 million (one percent of general operating revenue) at the end of the current fiscal year (2016) with no plans to increase/decrease during fiscal year 2016

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
FY2015-2017 RESERVE BALANCES**

Institution	FY2015 Actual	FY15 Reserve as % of General Operating Revenue	FY2016 Estimated Reserve (May 2016)	FY2017 Estimated Reserve (May 2016)
STATE COLLEGES				
Alexandria Technical & Community College	\$1,604,897	7%	\$1,615,005	\$1,545,855
Anoka-Ramsey Community College	\$3,255,420	7%	\$3,272,678	\$3,304,980
Anoka Technical College	\$1,143,700	7%	\$1,136,196	\$1,095,773
Central Lakes College	\$1,996,697	7%	\$2,000,000	\$2,000,000
Century College	\$4,000,000	7%	\$3,750,000	\$3,750,000
Dakota County Technical College	\$1,728,307	7%	\$1,728,307	\$1,689,721
Fond du Lac Tribal & Community College	\$720,146	7%	\$628,116	\$626,853
Hennepin Technical College	\$3,050,000	7%	\$3,138,642	\$3,096,193
Inver Hills Community College	\$2,316,948	7%	\$2,316,948	\$2,235,711
Lake Superior College	\$2,361,959	7%	\$2,385,015	\$2,350,793
Minneapolis Community & Technical College	\$3,856,785	7%	\$3,696,944	\$3,703,572
Minnesota State College-Southeast Technical	\$1,200,000	7%	\$1,200,000	\$1,200,000
Minnesota State Community & Technical College	\$3,151,774	7%	\$2,987,829	\$3,097,580
Minnesota West Community & Technical College	\$1,698,839	7%	\$1,698,839	\$1,647,751
Normandale Community College	\$4,001,779	7%	\$4,061,182	\$4,072,387
North Hennepin Community College	\$2,792,075	7%	\$2,847,147	\$2,839,329
Northeast Higher Education District	\$3,266,102	8%	\$3,328,143	\$3,353,100
Hibbing Community College	\$866,102	6%	\$970,000	\$1,000,000
Itasca Community College	\$700,000	7%	\$700,000	\$700,000
Mesabi Range College	\$700,000	7%	\$658,143	\$653,100
Rainy River Community College	\$500,000	16%	\$500,000	\$500,000
Vermilion Community College	\$500,000	9%	\$500,000	\$500,000
Northland Community & Technical College	\$1,882,975	7%	\$1,803,593	\$1,912,443
Pine Technical & Community College	\$473,432	7%	\$486,162	\$485,532
Ridgewater College	\$2,376,162	7%	\$2,364,838	\$2,429,310
Riverland Community College	\$1,673,690	7%	\$1,664,279	\$1,710,795
Rochester Community & Technical College	\$3,068,022	7%	\$2,807,838	\$2,809,870
Saint Paul College	\$2,840,168	7%	\$2,700,000	\$2,700,000
South Central College	\$1,985,051	7%	\$1,652,511	\$1,652,511
St. Cloud Technical & Community College	\$2,340,940	7%	\$2,176,278	\$2,176,278
Subtotal Colleges	58,785,868	7%	57,446,490	57,486,336
STATE UNIVERSITIES				
Bemidji State University (including NW TC)	\$4,413,355	7%	\$3,570,213	\$3,352,278
Metropolitan State University	\$1,888,870	3%	\$1,888,870	\$1,963,870
Minnesota State University Moorhead	\$5,217,820	7%	\$5,217,820	\$3,717,820
Minnesota State University, Mankato	\$11,230,000	7%	\$11,500,000	\$12,010,000
Southwest Minnesota State University	\$2,500,000	6%	\$2,500,000	\$2,500,000
St. Cloud State University	\$10,522,570	7%	\$10,760,190	\$10,844,190
Winona State University	\$5,000,000	5%	\$5,000,000	\$5,000,000
Subtotal SU's	40,772,615	6%	40,437,093	39,388,158
TOTAL Colleges/Universities Reserves	99,558,483	7%	97,883,582	96,874,494
System Reserve	\$10,500,000		\$11,500,000	\$11,500,000

REVENUE FUND OUTLOOK

The Board of Trustees maintains statutory oversight of the revenue fund, including fee approvals. Revenue fund fees support the operations of revenue fund facilities, such as residence halls, dining services, student unions, health/wellness centers, parking and other revenue-generating facilities. Revenue fund fees are charged to generate sufficient revenue to pay debt service, operate, equip, maintain, and repair revenue fund facilities.

Fifteen (15) campuses are currently in the revenue fund. Vermilion Community College is the most recent campus that joined the as part of the 2015 revenue bond sale. The table below identifies the campuses and types of revenue fund facilities at each location.

Table 3A

Minnesota State Colleges and Universities Campuses and Types of Revenue Fund Facilities

CAMPUSES	Housing	Student Union	Parking	Wellness	Other
<i>Universities</i>					
1. Bemidji State University	X	X			
2. Metropolitan State University		X	X		
3. Minnesota State University, Mankato ¹	X	X			X
4. Minnesota State University Moorhead	X	X		X	
5. St. Cloud State University ²	X	X	X		X
6. Southwest Minnesota State University	X	X			
7. Winona State University	X	X		X	
<i>Colleges</i>					
8. Alexandria Technical and Community College			X		
9. Anoka Ramsey Community College (Coon Rapids)				X	
10. Century College			X		
11. Minneapolis Community and Technical College		X	X		
12. Minnesota State Community and Technical College, Moorhead				X	
13. Normandale Community College		X	X		
14. Saint Paul College			X		
15. Vermilion Community College	X				

¹ "Other" - recreational athletic fields (2009)

² "Other" - revenue fund guarantee project refunded in May 2012 (March 2012 Board action) and Phase I of National Hockey and Event Center

The revenue fund is comprised of approximately 5.6 million square feet, which represents about 20 percent of the total building square footage within the system. The residence halls make up the majority of square footage. Metropolitan State University's 296,000 sq. ft. parking ramp and 27,587 sq. ft. student center will be included in next year's tally.

Room and Board Fees

Residential life facilities make up the largest portion of the revenue fund in both square footage and revenue, and include residence halls and dining facilities. The system's total housing inventory amounts to approximately 14,000 beds, including all owned and managed housing. The majority of beds are located at six state universities with a current program capacity of approximately 12,709 beds. Colleges make up the remainder of on-campus, owned housing, which are mostly located on the Iron Range campuses. A more detailed look of residence hall capacities is contained on Table 4A below.

Table 4A – Revenue Fund Housing

University and College Residential Housing (Revenue Fund)	Beds
Bemidji State University	1,480
MSU, Mankato	2,954
MSU Moorhead	1,845
St. Cloud State University	2,910
Southwest Minnesota State University	1,034
Vermilion Community College	260
Winona State University	2,226
<i>Total</i>	12,709

Room and board fees fund the operations of residential life facilities. The requested FY2017 room and board fees represent the average double and single room rates for a traditional double occupancy room with the most popular meal plan, and are shown on **Attachment 2A**.

Vermilion Community College brought its residential housing program into the revenue fund with the 2015 revenue bond sale, and is now the sole college included in the revenue fund room and board rates. Most universities and colleges charge different room rates depending on the type of room occupancy (single, double or triple), style of room (traditional, apartment or suite-style), and facility condition (unrenovated, renovated or new). A separate line identifies the meal plan cost for the most popular plan options on **Attachment 2A**.

Pending approval, the average FY2017 room and board rate for a double room and popular meal plan will be \$8,067. This represents a 2.6 percent increase in room and board rates from last year. The room and board fee request seeks to balance affordability with the need for revenues to offset enrollment and occupancy declines at some campuses and to address increased operational costs due to compensation increases. The universities are taking steps to mitigate a enhance revenue with a continued combination of cost containment and focusing on retention rates so students return to the residence halls year over year.

Proposed rate increases for FY2017 range from 0.67 percent to 4.06 percent. If the rates are approved, combined average room and board rates for FY 2017 will range from \$5,810 (which does not include a meal plan) at Vermilion Community College to \$8,630 at St. Cloud State University.

The board is also asked to approve room and board rates that may occur outside the traditional academic year (such as summer terms or daily rates charged outside of a typical academic term housing contract). The room and board rate sheet, including summer rates, is contained in **Attachment 2A**.

The Board is also asked to approve room and board rates for housing owned and operated by colleges, but not in the revenue fund. The table showing the colleges with owned housing on campus is contained in Table 4B as shown below. The proposed FY2017 room rates for owned housing is contained in **Attachment 2E**.

Table 4B – Other Owned Housing

CAMPUS	Beds
Fond du Lac Tribal and Community College	96
Rainy River Community College	92
Hibbing Community College	128
Itasca Community College	33
- Itasca Hall	75
<i>Subtotal, Owned</i>	436

Most colleges with housing offer academic year leases. Room rates for college housing are a little lower than comparable beds at the state universities residence hall programs, primarily because college facilities are often commercial-grade apartment buildings with kitchens, little to no outstanding debt, and do not include a meal plan. An exception is the Itasca Community College housing, which was built suite-style, has similar amenities as a typical residence hall, and has local Housing and Redevelopment Authority financed debt.

To complete the housing outlook of beds available to students in Minnesota State College and Universities campuses, Table 4C describes the number of beds for non-owned housing that is managed or affiliated with a college or university. Affiliated housing means student housing that is neither owned nor managed by the college, but which may be on or adjacent to campus and primarily serves students.

Table 4C –Managed or Affiliated Housing

CAMPUS	Beds
Alexandria Technical and Community College (Foundation owned/managed)	150
Bemidji State University Heights Apartments (expected to open Fall 2016)	56
Mesabi Range Community and Technical College (Virginia) (HRA)	115
Minnesota State Community and Technical College (Fergus Falls) (HRA)	88
Minnesota West Community and Technical College (Canby) (Foundation)	24
MSU Moorhead Foundation Apartments (Alumni Foundation)	144
Riverland Community College (Austin) (Foundation)	44
Southwest Minnesota State University Foundation Apartments (Foundation)	142
Winona State East Lake Apartments (Foundation)	376
<i>Subtotal, Managed or Affiliated with College</i>	1139

The proposed room rates for those colleges with on campus housing and room rates for housing that is managed, but not owned by colleges, are detailed in **Attachment 2E**.

Two new managed / affiliated housing facilities are expected to be added during FY2017, the Foxtail Apartments at Northland Community and Technical College, owned and operated by their foundation, and University Heights, Bemidji, owned and operated by a third party developer and managed by the university, which was included in the table, as it is being integrated into Bemidji State's residential life program.

Student Union Facility Fees

Student union fees will be nearly the same as last fiscal year, increasing slightly by 0.45% or an additional \$1.12 in annual cost compared to last year. The student union facility fee supports the facility operations of student unions and centers. Examples of facility operations include utilities, debt service, repair and replacement costs, associated equipment, supplies, and building insurance. By contrast, the separate student life / activity fee charged to students supports activities within the building. Examples of items covered by the student life / activity fee are student government, student clubs, organizations, and club sports.

Pending approval, the average student union facility fee for FY2017 will be \$249.59, which would represent a 0.45 percent increase from last year's average fee. Bemidji State University and MSU, Moorhead are proposing rate increases of 3% and 0.56%, respectively. The remaining campuses seven campuses – Metropolitan State University, Minneapolis Community and Technical College, MSU, Mankato, Normandale Community College, St. Cloud State University, and Winona State University are proposing no rate increases for FY2017.

If approved, the total proposed student union facility rates will range from \$165 at Minneapolis Community and Technical College to \$324.48 at Southwest Minnesota State University. **Attachment 2B** provides the summary of proposed student union facility fee rates for FY2017, and also includes the proposed fee charged students at St. Cloud State University for projects financed by the city of St. Cloud Housing and Redevelopment Authority and guaranteed by the revenue fund. More details about that particular fee are included below.

As a result of a legislative audit finding in 2010, St. Cloud State University now includes for Board approval its proposed facility assessment fee that supports a revenue fund guarantee project that was originally approved by the Board in January 2002. The specific facility assessment fee is in support of projects guaranteed by the revenue fund that involved the St. Cloud State University Foundation as a ground lessee and the City of St. Cloud's Housing and Redevelopment Authority (HRA) as the conduit financier for revenue bonds. To finance the projects, the HRA originally issued \$16,615,000 of bonds and used the funds to construct a 15,000 sq. feet addition to Atwood Student Union, a free-standing student recreation center near Halenbeck Hall, and a new stadium east of Halenbeck Hall on St. Cloud State University's campus. The St. Cloud HRA refunded the 2002 bonds and reissued refunding bonds in May 2012, resulting in a savings to St. Cloud State University through lower interest rate costs.

Pending approval, the St. Cloud State University guarantee project facility fee for FY2017 will be \$110.40, which is unchanged from FY2016, as further noted on **Attachment 2B**.

Wellness and outdoor recreational facility fees

There has been an adjustment in the wellness and outdoor recreational facility fees since last month's Board consideration. The average wellness / outdoor recreational facility fee for FY2017 will increase an average of 10.20 percent to \$138.42 for a full time student (versus the previously reported average increase of 0.65 percent to \$126.42). This is due almost exclusively to Minnesota State Community & Technical College – Moorhead reworking their campus fee structures by increasing their wellness facility fee while reducing their student activity fee a corresponding amount on a per credit basis. The net effect is meant to minimize the total fee impact to M-State students, but distorts the average increase of the wellness fee. Excluding M-State, the average increase will be 1.79 percent for the remaining campuses that charge the wellness/outdoor recreational facility fee. The proposed FY2017 campus fees to support the wellness and outdoor recreation facilities can be found in **Attachment 2C**.

Parking ramp and surface lot fees

Seven campuses have revenue fund financed parking facilities, and the fees noted in **Attachment 2D** are exclusively related to parking facilities funded by revenue fund bonds. The parking fee table is organized by how a campus charges for parking, whether “per credit” or “by use”.

For FY2017, five of seven campuses are proposing the same parking rates as last year (Normandale Community College, Minneapolis Community and Technical College, Saint Paul College, St. Cloud State University and Metropolitan State University). The other two (Alexandria Technical and Community College, and, Century College) are proposing increases of 5.14 percent and 4.71 percent respectively.

Student Consultation

Consultation on revenue fund fees has been successful and elicited generally favorable consultation letters among all the campuses that levy revenue fund facilities fees.

Minnesota State Colleges and Universities

Summary of Consultation Letters Regarding Tuition and Fees, FY2017 (*Updated June 7, 2016*)

College/University submissions may contain Revenue Fund Letters not rated

[Actual tuition and fee letters may be viewed here.](#)

College/University	Rec'd	Satisfactory	Unsatisfactory	Neutral
Alexandria Technical and Community College	X	X		
Anoka-Ramsey Community College				
Cambridge	X	X		
Coon Rapids	X	X		
Anoka Technical College	X	X		
Bemidji State University	X	X		
Central Lakes College	X	X		
Century College	X	X		
Dakota County Technical College	X	X		
Fond du Lac Tribal and Community College	X	X		
Hennepin Technical College				
Brooklyn Park	X	X		
Eden Prairie	X	X		
Inver Hills Community College	X	X		
Lake Superior College	X	X		
Metropolitan State University	X	X		
Minneapolis Community and Technical College	X	X		
Minnesota State College - Southeast Technical				
Red Wing	X	X		
Winona	X	X		
Minnesota State Community and Technical College				
Detroit Lakes	X	X		
Fergus Falls	X	X		
Moorhead	X	X		
Wadena	X	X		
Minnesota State University, Mankato	X	X		
Minnesota State University Moorhead	X	X		
Minnesota West Community and Technical College:				
Canby	X	X		
Granite Falls	X	X		
Jackson	X	X		
Luverne	X	X		
Pipestone	X	X		
Worthington	X	X		
Normandale Community College	X	X		
Northeast Higher Education District:				
Hibbing Community College	X	X		
Itasca Community College	X	X		
Mesabi Range College	X	X		

Minnesota State Colleges and Universities

Summary of Consultation Letters Regarding Tuition and Fees, FY2017 (*Updated June 7, 2016*)

College/University submissions may contain Revenue Fund Letters not rated

[*Actual tuition and fee letters may be viewed here.*](#)

College/University	Rec'd	Satisfactory	Unsatisfactory	Neutral
Rainy River Community College	X	X		
Vermilion Community College	X	X		
North Hennepin Community College	X	X		
<i>Northland Community and Technical College:</i>				
East Grand Forks	X			X
Thief River Falls	X	X		
Northwest Technical College	X	X		
Pine Technical & Community College	X	X		
<i>Ridgewater College:</i>				
Hutchinson	X	X		
Willmar	X	X		
<i>Riverland Community College:</i>				
Albert Lea	X	X		
Austin	X	X		
Owatonna	X	X		
Rochester Community and Technical College	X		X	
St. Cloud State University	X	X		
St. Cloud Technical and Community College	X	X		
Saint Paul College	X	X		
<i>South Central College:</i>				
Faribault	X	X		
North Mankato	X	X		
Southwest Minnesota State University	X	X		
Winona State University	X	X		

SYSTEM OFFICE BUDGET

Beginning in fiscal year 2010, the Legislature has designated a maximum appropriation for the system office. In fiscal year 2012, that amount was set at \$33.1 million. As part of the fiscal year 2016-2017 biennial appropriation for the Minnesota State Colleges and Universities, the Legislature again has designated that same amount for system office operations.

The inability to increase the system office budget in order to offset inflationary expense, particularly those resulting from labor contracts and benefit packages negotiated under the state's coalition bargaining, places a strain on the ability of the system office to maintain its service capacity in support of the work of the colleges and universities. In the absence of sufficient appropriation to cover inflationary increases to system office costs, the system office has used a combination of decreased operational activities and fund balance to balance its annual budgets.

In light of the increased leadership and strategic work being coordinated and staffed by the system office as a result of Charting the Future recommendations, the system office will use \$2.5 million of fund balance resources to bring the fiscal year 2017 budget in balance.

The system office staff and leadership continue to investigate and pursue opportunities for greater innovation and efficiency of operations in an effort to curb the impact of rising costs while maintaining high levels of service to the colleges, universities and the system.

The Learning Network of Minnesota

The Learning Network of Minnesota is the core telecommunications network infrastructure that supports public higher education in Minnesota and is critical for daily campus and system operations. Minnesota State Colleges and Universities are appropriated \$4.115 million annually specifically in support of this confederation, and administers distribution of the funds to members.

The Learning Network connects college campuses, system offices, regional learning centers, tribal learning centers, research centers and extension offices. It supports services and operations such as:

- academic programs, including online, video and on-campus programs
- collaborative research and partnerships with communities and businesses
- financial aid and other administrative transactions
- communications including internet access, video, telephone services and email
- library services
- global network access

According to their website¹, “the Learning Network of Minnesota is the education component of the Integrated Statewide Network. The initiative began in 1993 to connect post-secondary institutions and later public school districts and libraries as well. State funds also provided for interactive video facilities to expand educational opportunities. The Learning Network has evolved to include Internet, data, voice and video services to support academic programs and administrative services.

The higher education portion of the Learning Network has two primary components:

- **Campus Networks** developed and managed by the individual institutions with support from their respective systems.
- **The Statewide Network** developed and managed through a partnership of The University of Minnesota, the Minnesota State Colleges and Universities, the six Higher Education Telecommunications Regions and the Minnesota Department of Administration’s InterTechnologies Group.

The six higher education telecommunications regions are funded by State of Minnesota legislative grants and by matching funds paid by each region’s member institutions. All of the state’s public education institutions are members of a region.”

¹ For additional information about the Learning Network of Minnesota visit the MetNet webpages below.
http://www.metnet.edu/about/learning_net/index.html

Headcount Enrollment by Sector
Minnesota Public and Private Colleges and Universities
Fall Term 2005 to 2014

Sector	Headcount Enrollment										Change	Pct. Change
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014		
State Colleges	112,111	114,616	119,326	123,778	134,224	138,006	135,155	134,796	130,048	125,058	12,947	11.5%
State Universities	63,654	63,785	65,348	66,502	68,582	70,085	69,816	68,738	67,997	66,863	3,209	5.0%
MnSCU Total	175,765	178,401	184,674	190,280	202,806	208,091	204,971	203,534	198,045	191,921	16,156	9.2%
University of Minnesota	65,489	65,753	66,096	66,312	67,364	67,932	69,220	68,416	68,046	67,477	1,988	3.0%
Private Colleges & Universities	63,067	64,433	65,945	66,292	66,530	67,651	65,457	65,172	64,972	66,050	2,983	4.7%
Private Career Schools	20,393	23,343	25,527	31,267	37,033	34,027	29,445	27,173	21,851	18,650	-1,743	-8.5%
Private Graduate & Professional	4,129	4,103	3,589	3,456	3,092	3,101	2,817	2,850	2,737	2,605	-1,524	-36.9%
Total All Minnesota	328,843	336,033	345,831	357,607	376,825	380,802	371,910	367,145	355,651	346,703	17,860	5.4%
Career Online Schools*	36,062	50,572	51,228	60,028	72,712	86,912	85,355	85,962	84,981	87,249		
Grand Total	364,905	386,605	397,059	417,635	449,537	467,714	457,265	453,107	440,632	433,952		

Sector	Percent of Minnesota Headcount										Change
	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	
State Colleges	34.1%	34.1%	34.5%	34.6%	35.6%	36.2%	36.3%	36.7%	36.6%	36.1%	2.0%
State Universities	19.4%	19.0%	18.9%	18.6%	18.2%	18.4%	18.8%	18.7%	19.1%	19.3%	-0.1%
MnSCU Total	53.4%	53.1%	53.4%	53.2%	53.8%	54.6%	55.1%	55.4%	55.7%	55.4%	1.9%
University of Minnesota	19.9%	19.6%	19.1%	18.5%	17.9%	17.8%	18.6%	18.6%	19.1%	19.5%	-0.5%
Private Colleges & Universities	19.2%	19.2%	19.1%	18.5%	17.7%	17.8%	17.6%	17.8%	18.3%	19.1%	-0.1%
Private Career Schools	6.2%	6.9%	7.4%	8.7%	9.8%	8.9%	7.9%	7.4%	6.1%	5.4%	-0.8%
Private Graduate & Professional	1.3%	1.2%	1.0%	1.0%	0.8%	0.8%	0.8%	0.8%	0.8%	0.8%	-0.5%
Total All Minnesota	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

*Includes Capella and Walden Universities which are online only and the vast majority of their students live outside of Minnesota.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 21, 2016

Title: Report of Allocation Framework Redesign Effort

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

The methodology used to distribute state appropriation to our colleges and universities, commonly referred to as the Allocation Framework, has been under review by the Allocation Framework Technical Advisory Committee (TAC) since September. The report provides the recommendations to date concerning the redesign of the allocation framework.

Staff will present the work and provide an opportunity for committee discussion.

Scheduled Presenter(s):

Laura M. King, Vice Chancellor – CFO
Deb Bednarz, System Director for Financial Planning and Analysis
Susan Anderson – Associate System Director Financial Planning & Analysis

Allocation Framework Redesign Update



Board of Trustees
Finance and Facilities Committee
June 21, 2016



Allocation framework redesign update

1. Project review
2. Board-approved allocation framework redesign principles
3. Preliminary recommendations
4. Proposals still under consideration
5. Consultation to date
6. Next steps
7. Questions and discussion

Why are changes to the allocation framework being considered?

2016 Workplan Charge

System Incentives and Rewards recommendation:

Redesign the current financial model to incent and reward collaboration, strategic framework commitments, and Charting the Future recommendations

TAC focus on institutional allocations

- Preliminary recommendations concern the allocation methodology for 83% of the state appropriation distributed as institutional base allocations
- Balance of allocation design will be addressed by different group concerning systemwide/system office and shared services, allocation of general obligation debt service costs and other special provisions



Progress on recommendations

- Institutional allocation design – substantially complete
- Role of tuition in algorithms (revenue buydown) – July completion
- Responsiveness versus stability (smoothing) – Aug completion
- Implementation recommendation – Sept completion
- Recognition and support of cooperation and collaboration efforts across the system – Dec completion
- Systemwide/system office/shared services finance design – Dec completion



2016 Project design

- Allocation Framework Technical Advisory Committee (TAC)
Group responsible for evaluating changes to the framework and making recommendations for changes to MnSCU leadership
- Development and consultation process
Continuing consultation with Leadership Council, CFOs, CAOs, other campus leaders, bargaining units and student associations



6

Allocation Framework Technical Advisory Committee Members:

Ginny Arthur, Metropolitan State University

Michael Berndt, Century College

Dan Hall, North Hennepin Community College

Karen Kedrowski, Northeast Higher Education District

Deb Kerkaert, Southwest Minnesota State University

Lori Kloos, St. Cloud Technical & Community College

Mike Kroening, Minnesota State College – Southeast Technical

Gail O’Kane, Minneapolis Community & Technical College

Patricia Rogers, Winona State University

Christina Royal, Inver Hills Community College

Steve Schmall, Rochester Community and Technical College

Michael Seymour, Lake Superior College

Rick Straka, Minnesota State University, Mankato

Betty Strehlow, Ridgewater College

Lisa Wheeler, Normandale Community College

Jeff Williamson, Minnesota West Community & Technical College

Project timetable

- ✓ Board approval of the allocation framework redesign principles (November 2015)
- Initial Leadership Council and Board of Trustees review and discussion of recommendations (June 2016)
 - Consultation with bargaining units and student representatives (July – October 2016)
 - Review by Leadership Council and Board of Trustees (Oct. 2016)
 - Final recommendations presented to Board of Trustees (November 2016)
 - Board of Trustee approval of changes (December 2016)
 - Implementation targeted for July 1, 2017 – FY 2018



Redesign principles

The allocation framework should support the following:

- Academic and student success goals
- The educational and workforce needs of the state
- Financial and functional sustainability of diverse institutions, programs, and students
- Delegation of authority to colleges and universities
- The success and viability of the system of colleges and universities
- Collaboration and systemic change by leveraging the power of the system



8

The Board of Trustees approved allocation framework redesign principles in November.

The principles:

- ✓ Frame and guide the redesign effort
- ✓ Were informed by the recommendations from the Charting the Future implementation teams
- ✓ Are intended to support strategic framework and Charting the Future recommendations

Design objectives

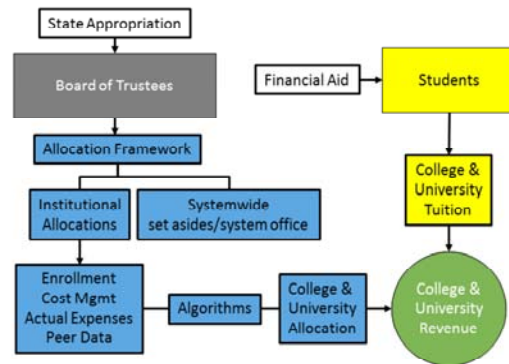
The design of the allocation framework should:

- Be flexible, simple and transparent
- Incorporate measurable outcomes that recognize the diversity of institutions and their missions
- Incent and/or reward:
 - Student success e.g. retention, graduation, transfer, employability, elimination of the opportunity gap
 - Collaboration around academic planning, student success efforts, administration, resource development, and achievement of collective goals
 - Administrative best practices and efficiencies
- Reach an appropriate balance between stability and responsiveness to changing conditions
- Recognize that costs of serving students varies by academic program and student requirements

Implementation of the new design should provide for a smooth transition



The flow of system operating funds



10



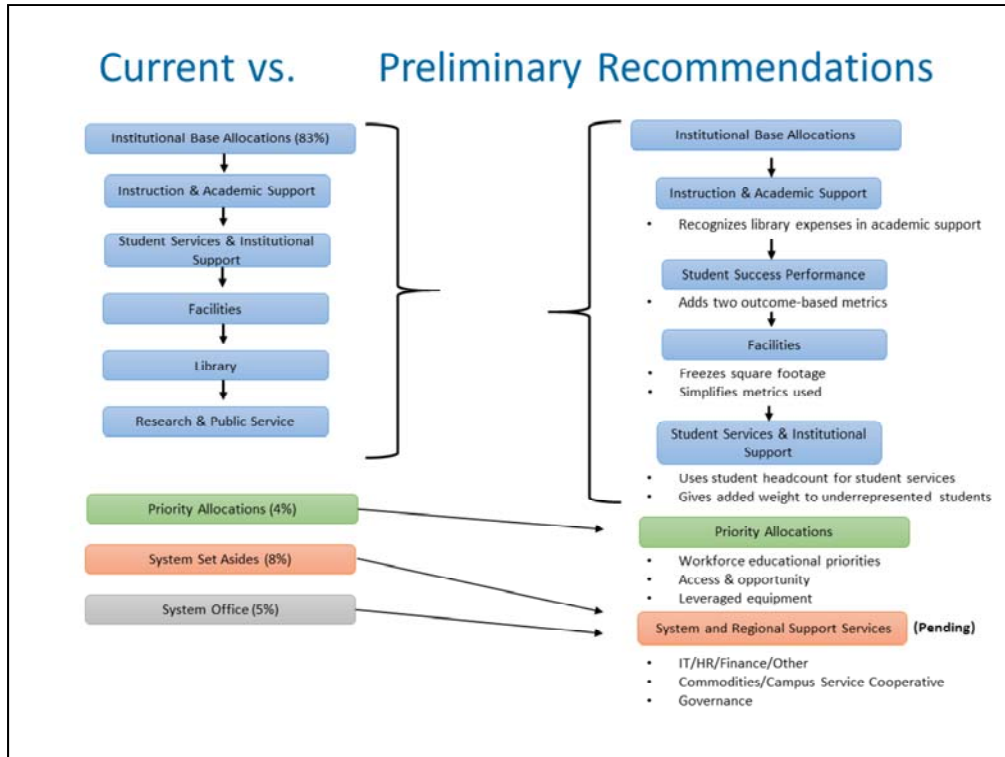
This flow chart illustrates how the two most important revenue sources—state appropriation and tuition—flow to our colleges and universities. The allocation framework recommendations address the flow of state appropriation only. Tuition dollars generated on a campus will continue to stay on a campus.

Preliminary recommendations

- Improve student success outcomes by raising the visibility of student success and providing incentives for improvement in key measures.
- Support student success by acknowledging changing student demographics and better aligning resources with demand for student services.
- Simplify the allocation framework and promote space efficiency.

Preliminary recommendations (continued)

- Simplify the allocation framework while continuing to support mission differentiation through recognition of actual costs.
- Support and promote administrative best practices and efficiencies throughout the system.
- Simplify the allocation framework and allocate funds based on relevant factors.



This graphic illustrates how the Technical Advisory Committee recommends modifying the allocation framework. The current framework is shown on the left, the proposed modification on the right.

Preliminary recommendations

Design Objectives	Student Success	Student Services & Institutional Support	Facilities	Library & Research/ Public Service	System Office & Systemwide Services	Enrollment Adjustment
Flexible, simple, & transparent			✓	✓		✓
Measurable outcomes recognizing diversity of institutions & mission	✓					
Incent and/or reward	✓		✓			
Balance between stability & responsiveness						
Costs of serving students varies by program & student requirements		✓				✓



Allocation Framework Redesign Principles

The allocation framework should support the following:

- Academic and student success goals
- The educational and workforce needs of the state
- Financial and functional sustainability of diverse institutions, programs, and students
- Delegation of authority to colleges and universities
- The success and viability of the system of colleges and universities
- Collaboration and systemic change by leveraging the power of the system

Communication and consultation to date

- Bargaining Units and Statewide Student Associations
 - February, May and June WebEx Updates
- College and Universities CFOs
 - May WebEx
- Academic and Student Affairs Leaders
 - ASA Spring Leadership Conference Presentation
- Leadership Council
 - May and June Updates

15



Updates were provided to key constituents and campus leaders throughout the development of the recommendations. A comprehensive consultation process on the recommendations will take place over the next several months.

Some of the initial feedback included:

1. Request to extend the consultation period into the fall when more students and faculty are on campus
2. Faculty concern about unintended consequences of student success outcome measures
3. Desire that student success outcome measures be based on individual college and university improvement, not systemwide goals
4. Questions about how concurrently enrolled students are treated in the recommendations

Next steps

Continued analysis of implementation, smoothing and other changes under consideration

- Role of tuition in algorithms (revenue buydown) – July completion
- Responsiveness versus stability (smoothing) – Aug completion
- Implementation recommendation– Sept completion
- Recognition and support of cooperation and collaboration efforts across the system – Dec completion
- Systemwide/system office/shared services finance design – Dec completion

Next steps

Consultation

- Host multiple WebEx sessions explaining the recommendations and obtaining feedback
- Set-up SharePoint site for comment and feedback
- Meet with leadership and CFOs to discuss and review recommendations

Next steps

Board approval of proposed changes

- Finalize recommended changes to the allocation framework based on feedback and additional analysis
- Update board in October and obtain additional feedback
- Approval of final changes in November/December

Discussion and questions

- Do the recommendations reflect the board-approved principles?
- Is the board comfortable with the direction of the work?
- Is the board comfortable with the consultation process?

Background Information

Allocation framework redesign focus areas

- Student success
- Cooperation, collaboration and partnerships
- Libraries and research modifications
- Facilities modifications
- Student services and institutional support modifications
- Revenue buydown review
- “Smoothing” mechanisms review

Recommendation: Incorporate a student success component into the allocation framework

Policy objective:

Improve student success outcomes by raising the visibility of student success and providing incentives for improvement in key measures.

22



Design decision:

- Incorporate a student success component in the allocation framework to reward progress toward or achievement of improvement goals on key student success measures.
- Colleges and universities that demonstrate improvement in their second term persistence and completion rate and/or their student success ratio would receive a student success allocation.
- The determination of improvement is based on a comparison to the college or university's previous performance.

Rationale: The current allocation framework does not recognize nor provide incentives for achievement of key student success outcomes. The Charting the Future System Incentives and Rewards team recommended changes to the allocation framework to “reward optimal student success in the areas of retention, graduation, transfer and employability.”

Major variables: Performance on two measures would be used initially to determine the allocation: second term persistence and completion rate and student success ratio.

Tradeoffs: Awarding funds based on student outcomes will recognize and reward colleges and universities that make improvement in these key student success goals; however, it may result in lower levels of funding for colleges and universities that did not report improvements or achieve their goals, possibly leaving them with fewer resources to invest in strategies that could improve future performance.

Recommendation: Modify the student support component to better reflect the demand for student services

Policy objective:

Support student success by acknowledging changing student demographics and better aligning resources with demand for student services.

23



Design decision: Modify the student services and institutional support component of the allocation framework to recognize student services using student headcount data that is weighted by the number of underrepresented students.

Rational: The current allocation methodology for student services is based on FYE and a core dollar amount. All FYE is treated the same, with no distinction made for differing levels of demand for student services. However, student characteristics are a better predictor of student service demand than credit load. Therefore, an allocation methodology based on student headcount with additional weight given to first generation, Pell eligible and students of color is recommended. No changes are recommended for the calculation of institutional support which is currently calculated based on FYE and a core dollar amount.

Major variables: Student headcount, students of color, first generation and Pell eligible

Tradeoffs: Colleges and universities with larger numbers of part-time and underrepresented students may increase percent share. Colleges and universities with a more traditional student profile may lose percent share.

Recommendation: Simplify the facilities component of the allocation framework and freeze square footage

Policy objective:

Simplify the allocation framework and promote energy and space efficiency.

24



Design decision: Modify the facilities component of the allocation framework to simplify the component and freeze square footage.

Rationale: The facilities module now in use is complex and provides no incentive for efficient use of space or energy. By freezing square footage and no longer recognizing utility costs in the module, colleges and universities will not be penalized for taking space off-line and will have additional incentive to reduce energy consumption.

Major variables: Square footage

Tradeoffs: The proposed changes will advantage campuses that improve space efficiency. Utility costs differences among institutions will no longer be recognized and may disadvantage campuses with high energy consumption.

Recommendation: Recognize actual library spending; remove separate components for libraries and research/public service

Policy objective:

Simplify the allocation framework while continuing to support mission differentiation through recognition of actual costs.

25



Design decision: Shift the recognition of library activity into academic support/instruction using actual MnSCU expenditure data and remove the separate library and research/public service components in the current allocation framework.

Rationale: Dollars generated in the libraries and research/public service modules exceed actual spending in these areas. Under the current framework, dollars are allocated by applying a set percentage to an institution's results from the other components of the allocation framework. The percentages differ by sector, with universities receiving a higher set percentage than colleges in both modules. The sector percentages were calculated when the allocation framework was first developed based on peer spending data and have not been updated. Research found that the allocation exceeded actual spending levels.

Major variables: Actual library expenditures versus established sector percentages.

Tradeoffs: Using actual library expenditures allows for recognition of actual expenses. Removing the separate allocation for research/public services and libraries based on set percentages removes the over allocation when compared to actual expenses.

Recommendation: Modify the funding methods for system office and systemwide activities based on the recommendations of the Long-term Financial Sustainability Workgroup

Policy objective:

Support and promote administrative best practices and efficiencies throughout the system.

26



Design decision: No design decision is recommended at this time. However, TAC recommends that modifications to the funding methods for system office and systemwide activities be made based on the recommendations of the Long-Term Fiscal Sustainability Workgroup. The funding model that supports these activities should be based upon campus service levels and campus needs, support regional collaboration, increase accountability of activities, and be transparent, consistent and predictable.

Rationale: Recommendations for significant change to service delivery and organizational structure are expected from the Long-Term Fiscal Sustainability workgroup. Changes to the funding model that supports these activities should be based upon those recommendations.

Major variables: To be determined.

Tradeoffs: To be determined.

Recommendation: Eliminate the enrollment adjustment in the current framework

Policy objective:

Simplify the allocation framework and allocate funds based on relevant factors.

27



Design decision: Eliminate the enrollment adjustment for non-resident/non-reciprocity students.

Rationale: This component was originally put in place to mirror statutory enrollment adjustment language that has since been repealed. There is no policy rationale to continue this adjustment.

Major variables: The enrollment adjustment reallocates dollars from colleges and universities with higher non-resident/non-reciprocity (NR/NR) and Midwest Student Exchange Program (MSEP) enrollment to those with lower NR/NR and MSEP enrollment.

Tradeoffs: Eliminating the enrollment adjustment will result in a slight shift of percent share towards colleges and universities with higher NR/NR and MSEP enrollment.



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& UNIVERSITIES

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**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 21, 2016

Title: 2016 Legislative Summary – Including Bonding Bill Outcome

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

Staff will provide an update at the meeting.

Scheduled Presenter(s):

Laura M. King, Vice Chancellor - CFO

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 21, 2016

Title: Proposed Amendment to Policy 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals, and Waivers (First Reading)

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

The Financial Reporting staff reviewed Policy 5.12 as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment contains technical edits consisting of updated formatting and writing styles and the deletion of redundant language.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation with the presidents, employee representative groups, student associations and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter(s): Laura M. King, Vice Chancellor - CFO

BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD ACTION

Proposed Amendment to Policy 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals, and Waivers (First Reading)

1 **BACKGROUND**

2
3 Board Policy 1A.1, Part 6, Minnesota State Colleges and Universities Organization and
4 Administration, requires periodic review of all board policies and procedures to “determine
5 whether it is needed, that it is current and complete, not duplicative of other policies, does not
6 contain unnecessary reporting requirements or approval processes, and is consistent with style and
7 format requirements”.

8
9 Board Policy 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals and Waivers, was adopted
10 by the Board of Trustees and became effective June 21, 2000. The policy was last before the board
11 in May of 2011 at which time language was added requiring colleges and universities to follow an
12 established tuition and fees payment due date framework. Staff reviewed policy 5.12 in the spring
13 2016.

14
15 **PROPOSED AMENDMENTS**

16
17 The proposed amendments to Policy 5.12 are, by strikethrough and underlining, reflected in the
18 tracked-change copy of the policy on the following page (Attachment A). Proposed changes
19 include re-written passages on refunds and waivers to add clarity and consistency with terminology
20 used in current processes. The refund schedule section is removed from the policy in order to add
21 it to procedure 5.12.4 Refund of Tuition and Fees. Also included are formatting, heading, and style
22 changes. The revised policy with the recommended changes incorporated is found on attachment
23 B.

24
25 **REVIEW PROCESS**

26
27 The proposed board policy revision was circulated to campus leadership groups, employee
28 representative groups, and student associations. All comments received during the review process
29 have been considered.

30
31 **RECOMMENDED COMMITTEE MOTION**

32
33 The Finance and Facilities Committee recommends the Board of Trustees adopt the following
34 motion:

35 The Board of Trustees approves the changes to Board Policy 5.12 Tuition and Fee Due Dates,
36 Refunds, Withdrawals and Waivers.

37

38 **RECOMMENDED BOARD MOTION**

39

40 The Board of Trustees approves the changes to Board Policy 5.12 Tuition and Fee Due Dates,
41 Refunds, Withdrawals and Waivers.

42

43

44

45 Date Presented to the Board of Trustees: 06/21/16

46 Date of Implementation: 10/19/16

47

First Reading

BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD POLICY
Chapter 5 Administration
Section 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals and Waivers

- 1 **Part 1. Policy Statement Purpose**
- 2 To provide management and guidance on tuition and fee due dates, refunds, withdrawals, and
- 3 waivers.
- 4
- 5 **Part 1.2. Authority**
- 6 Minnesota Statute § 136F.06, Powers and Duties, state that the Board of Trustees shall set tuition
- 7 and fees and adopt suitable policies for the institutions it governs. Policy 1A.1, Part 6, Subpart A
- 8 states that the board is authorized by Minnesota Statute §136F.06, Subdivisions 1 and 2 to adopt
- 9 suitable policies for the institutions it governs.
- 10
- 11 **Subpart A. Part 3. Tuition and Fee Due Date**
- 12 Colleges and universities ~~must~~ shall follow the tuition and fees payment due date framework as
- 13 defined in procedure 5.12.3 as authorized by system procedure. Colleges and universities shall
- 14 drop all ~~classes~~ courses for students who ~~h~~ have not ~~paid in full~~ met the minimum payment
- 15 requirement, do not have a financial aid deferment, or have not established a payment plan.
- 16 ~~Colleges and universities shall grant a~~ An extension of the payment due date must be granted for
- 17 to students who have filed and are awaiting ~~properly~~ approved financial aid from federal, state or
- 18 other third-party sources.
- 19
- 20 Colleges and universities shall inform a student that has received a financial aid deferment that
- 21 they will remain registered and financially obligated for the tuition and fees even if they do not
- 22 receive financial aid.
- 23
- 24 The president or designee may grant short-term tuition and fee payment deferrals in cases where,
- 25 due to exceptional circumstances, a student needs additional time to arrange third-party financing
- 26 or otherwise satisfy a tuition and fee balance due.
- 27 ~~. Deferrals must document the reason for and time duration of the deferral and must be signed by~~
- 28 ~~the president or designee.~~

29 **Subpart B. Part 4. Payment Plans**

30 Colleges and universities shall provide payment plans for students, permitting them to pay their
31 tuition and fees after the due date. ~~provided the minimum first payment amount is paid as~~
32 ~~defined in procedure 5.12.5.~~ Colleges and universities shall assess a ~~payment plan~~ fee for ~~internal~~
33 payment plans to cover the costs of processing payments consistent with this policy.

34
35 **Subpart C. Part 5. Refunds for Dropped Classes—Courses**

36 Students may attend at least one class session for each registered, credit-based course without
37 obligation. Refunds for courses dropped by the established deadline will be issued as authorized
38 by the system procedure on refunds.

39
40 Students are financially obligated for tuition and fees if withdrawing from a course after the
41 established deadline to drop courses. Students may petition the college or university to apply the
42 amount of the tuition and fees from a course withdrawal to the cost of an added course for the
43 current academic term.

44
45 ~~Students are entitled to have the opportunity to attend one class session for each registered, for-~~
46 ~~credit course, without obligation. Subject to the refund for full withdrawal provision of Subpart~~
47 ~~D, students are financially obligated for any classes dropped after the fifth business day of the~~
48 ~~term, or one business day after the first class session, whichever is later. For purposes of this~~
49 ~~policy, business days are defined as Monday through Friday (excluding posted holidays).~~

50 ~~If a student is financially obligated for a dropped class, the student may petition the college or~~
51 ~~university to apply the amount of the tuition and/or fees for the dropped class to the cost of an~~
52 ~~added class for the current term.~~

53 ~~For courses less than three weeks in length, the colleges and universities shall establish the no-~~
54 ~~obligation drop and refund period of no more than one business day after the first class session~~
55 ~~for each for credit course.~~

56 ~~Subpart D. Refunds for Withdrawals. Upon expiration of the no obligation period defined in~~
57 ~~Subpart C, colleges and universities shall refund tuition and fees for students who totally~~
58 ~~withdraw from for credit courses in accordance with the following schedules:~~

59 **1.—Fall and Spring Academic Terms**

Withdrawal Period	Refund %
st through 5th business day of term	100
6th through 10th business day of the term	75
11th through 15th business day of the term	50
16th through 20th business day of the term	25
after 20th business day	0

60 2. ~~Summer sessions and other terms at least three weeks but less than ten weeks in~~
61 ~~length.~~

Withdrawal Period	Refund %
1st through 5th business day of the term	100
6th through 10th business day of the term	50
after the 10th business day of the term	0

62 3. ~~Class terms less than three weeks in length.~~

Withdrawal Period	Refund %
1st business day of the term	100
2nd through 3rd business day of the term	50
after the 3rd business day of the term	0

63 **Part 6. Waivers**

64 **Subpart E. Waivers:**

65 ~~The president may waive amounts due to the college or university for the following reasons:~~

66 ~~Employee Benefit Provided by a collective bargaining agreement~~

67 ~~Death of a student~~

68 ~~Medical reasons~~

69 ~~College error~~

70 ~~Employment related condition~~

71 ~~Significant personal circumstances~~

72 ~~Student leader stipends~~

73 ~~Course conditions (A course condition exists when the location or timing of the course results in~~
74 ~~the student not being able to use the services intended by a fee)~~

75 ~~Resident hall fees~~

76 ~~Natural disasters or other situations beyond the control of the campus~~

77 The president or designee may waive amounts due to the college or university as authorized ~~in~~by
78 the system procedure on waivers.

79 ~~for individual institutional waivers as approved by the Board.~~

80 Each college or university shall define the terms under which any authorized waiver will be
81 granted. The college or university ~~must shall~~ document the reason for all waivers. The college or
82 university cannot waive the MSUSA or MSCSA student association fee. However, a college or
83 university may elect to pay the fee on behalf of a student who qualifies for an approved tuition or
84 fee waiver.

85

86 Colleges and universities shall, in consultation with students, develop guidelines to implement
87 this policy. These guidelines must be available to students.

88

89 **Part 3-7. Accountability ~~and~~ Reporting**

90 Colleges and universities shall maintain records on refunds, drops, withdrawals, nonattendance,

91 and waivers to ensure accountability and accurate reporting in accordance with applicable
92 procedures.

93
94 **Related Documents:**

- 95 • [Procedure 5.12.1](#) Military Service and Disabled Veterans
- 96 • [Procedure 5.12.2](#) Tuition Waivers and Deferrals
- 97 • [Procedure 5.12.3](#) Payment Related Dates and Registration Cancellation
- 98 • [Procedure 5.12.4](#) Refund of Tuition and Fees
- 99 • [Procedure 5.12.5](#) Payment Plans

100
101 To view any of the following related statutes, go to the Revisor's Web site
102 (<http://www.revisor.leg.state.mn.us/>). You can conduct a search from this site by typing in the
103 statute number.

- 104
- 105 • [Minn. Stat. § ~~Minnesota Statute Chapter~~ 136F.06](#)
- 106 • [Minn. Stat. § ~~Minnesota Statute Chapter~~ 136F.70, Subd. 1](#)
- 107 • [Minn. Stat. § ~~Minnesota Statute Chapter~~ 192.502, Protections](#)
- 108 • [Minn. Stat. § ~~Minnesota Statute Chapter~~ 197.447, Veteran, Defined](#)
- 109

110 **Procedure Policy History:**

111
112 *Date of Adoption:* 06/21/00;

113 *Date of Implementation:* 08/15/07

114 *Date of Last Review:* xx/xx/xx

115
116 *Date & Subject of Amendments:*

117 05/18/11 ~~__~~ Amended Part 2, Subpart A requiring colleges and universities must follow
118 the tuition and fees payment due date framework as defined in procedure 5.12.3.

119 08/15/07 ~~__~~ Part 2, Subpart B, is amended by deleting "may" after "universities" and
120 ~~inserting~~ inserting "shall"; on line 34 after "fee" inserting "for internal payment plans"
121 (see July 20, 2005 Board Meeting minutes).

122 08/15/06 ~~__~~ Part 2, Subpart A, is amended by deleting "may" after "universities" and
123 inserting "shall". Part 2, Subpart B, is amended by inserting after "date" the phrase
124 "provided the minimum first payment amount is paid as defined in procedure 5.12.5"
125 (see July 20, 2005 Board Meeting minutes).

126 (effective 8/15/05) 07/20/05 ~~__~~ Changed the title to include Tuition and Fee Due Dates.

127 Amended Part 2, Added Subpart A to allow presidents to grant tuition and fee deferrals
128 in certain circumstances. Added Subpart B requiring colleges and universities to

129 provide payment plans permitting students to pay tuition and fees. Amended Subpart C

130 obligating students financially for classes dropped after the fifth business day of the

131 term. Amended Subpart D changing "class day" to "business day" and defines schedule

132 for refunds for withdrawals. Amended Part 3 requiring colleges and universities to

133 maintain records on drops, nonattendance and waivers

134 (effective 8/15/06) Amended Part 2, Subpart A requiring colleges and universities to drop
135 ___ classes for students who have not paid in full, Amended Part 2 Subpart B requiring
136 ___ students to pay the minimum first payment amount for the plan to avoid drop for
137 ___ nonpayment requirements.

138 (effective 8/15/07) Amended Part 2, Subpart B requiring colleges and universities to assess
139 ___ a payment plan fee for internal payment plans to cover the costs of processing
140 ___ payments

First Reading

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD POLICY
Chapter 5 Administration
Section 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals and Waivers

1 **Part 1. Purpose**

2 To provide management and guidance on tuition and fee due dates, refunds, withdrawals, and
3 waivers.

4
5 **Part 2. Authority**

6 Policy 1A.1, Part 6, Subpart A states that the board is authorized by Minnesota Statute §136F.06
7 to adopt suitable policies for the institutions it governs.

8
9 **Part 3. Tuition and Fee Due Date**

10 Colleges and universities shall follow the tuition and fees payment due date framework as
11 authorized by system procedure. Colleges and universities shall drop all courses for students who
12 have not met the minimum payment requirement, do not have a financial aid deferment, or have
13 not established a payment plan. An extension of the payment due date must be granted to
14 students who have filed and are awaiting approved financial aid from federal, state or other third-
15 party sources.

16
17 Colleges and universities shall inform a student that has received a financial aid deferment that
18 they will remain registered and financially obligated for the tuition and fees even if they do not
19 receive financial aid.

20
21 The president or designee may grant short-term tuition and fee payment deferrals in cases where,
22 due to exceptional circumstances, a student needs additional time to arrange third-party financing
23 or otherwise satisfy a tuition and fee balance due.

24
25 **Part 4. Payment Plans**

26 Colleges and universities shall provide payment plans for students, permitting them to pay their
27 tuition and fees after the due date. Colleges and universities shall assess a fee for payment plans
28 to cover the costs of processing payments consistent with this policy.

29

30 **Part 5. Refunds for Dropped Courses**

31 Students may attend at least one class session for each registered, credit-based course without
32 obligation. Refunds for courses dropped by the established deadline will be issued as authorized
33 by the system procedure on refunds.

34
35 Students are financially obligated for tuition and fees if withdrawing from a course after the
36 established deadline to drop courses. Students may petition the college or university to apply the
37 amount of the tuition and fees from a course withdrawal to the cost of an added course for the
38 current academic term.

39
40 **Part 6. Waivers**

41 The president or designee may waive amounts due to the college or university as authorized by
42 the system procedure on waivers.

43
44 Each college or university shall define the terms under which any authorized waiver will be
45 granted. The college or university shall document the reason for all waivers. The college or
46 university cannot waive the MSUSA or MSCSA student association fee. However, a college or
47 university may elect to pay the fee on behalf of a student who qualifies for an approved tuition or
48 fee waiver.

49
50 Colleges and universities shall, in consultation with students, develop guidelines to implement
51 this policy. These guidelines must be available to students.

52
53 **Part 7. Accountability and Reporting**

54 Colleges and universities shall maintain records on refunds, drops, withdrawals, nonattendance,
55 and waivers to ensure accountability and accurate reporting in accordance with applicable
56 procedures.

57
58 **Related Documents:**

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- 60 • [Procedure 5.12.2](#) Tuition Waivers and Deferrals
- 61 • [Procedure 5.12.3](#) Payment Related Dates and Registration Cancellation
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- 68 • Minn. Stat. § 136F.06
- 69 • Minn. Stat. § 136F.70, Subd. 1
- 70 • Minn. Stat. § 92.502, Protections
- 71 • Minn. Stat. § 197.447, Veteran, Defined

72
73 **Policy History:**

74
75 *Date of Adoption:* 06/21/00
76 *Date of Implementation:* 08/15/07
77 *Date of Last Review:* xx/xx/xx

78
79 *Date & Subject of Amendments:*

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81 tuition and fees payment due date framework as defined in procedure 5.12.3.

82 08/15/07 – Part 2, Subpart B, is amended by deleting "may" after "universities" and
83 inserting "shall"; on line 34 after "fee" inserting "for internal payment plans" (see July
84 20, 2005 Board Meeting minutes).

85 08/15/06 – Part 2, Subpart A, is amended by deleting "may" after "universities" and
86 inserting "shall". Part 2, Subpart B, is amended by inserting after "date" the phrase
87 "provided the minimum first payment amount is paid as defined in procedure 5.12.5"
88 (see July 20, 2005 Board Meeting minutes).

89 (effective 8/15/05) 07/20/05 – Changed the title to include Tuition and Fee Due Dates.
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91 in certain circumstances. Added Subpart B requiring colleges and universities to
92 provide payment plans permitting students to pay tuition and fees. Amended Subpart C
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94 term. Amended Subpart D changing "class day" to "business day" and defines schedule
95 for refunds for withdrawals. Amended Part 3 requiring colleges and universities to
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98 classes for students who have not paid in full, Amended Part 2 Subpart B requiring
99 students to pay the minimum first payment amount for the plan to avoid drop for
100 nonpayment requirements.

101 (effective 8/15/07) Amended Part 2, Subpart B requiring colleges and universities to assess
102 a payment plan fee for internal payment plans to cover the costs of processing
103 payments



**AUDIT COMMITTEE
JUNE 21, 2016
3:45 P.M.**

**MCCORMICK ROOM
30 7TH STREET EAST
SAINT PAUL, MN**

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

- (1) **Minutes of April 19, 2016 (pages 1-3)**
- (2) Executive Director Search Update
- (3) Annual Audit Plan for Fiscal Year 2017 Update
- (4) Itasca Community College Internal Control and Compliance Audit
(pages 4-26)
- (5) Hennepin Technical College Internal Control and Compliance Audit
(pages 27-41)

Members

Robert Hoffman, Chair
Philip Krinkie, Vice Chair
Kelly Charpentier-Berg
Jay Cowles
Erma Vizenor

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
AUDIT COMMITTEE MEETING MINUTES
April 19, 2016**

Audit Committee Members Present: Trustees Robert Hoffman, Kelly Charpentier-Berg, Jay Cowles, and Philip Krinkie.

Audit Committee Members Absent: Trustee Erma Vizenor.

Others Present: Trustees Duane Benson, Alex Cerillo, Dawn Erlandson, Maleah Otterson, Louise Sundin, and Michael Vekich.

The Minnesota State Colleges and Universities Audit Committee held its meeting on April 19, 2016, in the 4th Floor McCormick Room, 30 East 7th Street in St. Paul. Chair Hoffman called the meeting to order at 2:16 p.m.

1. Minutes of March 15, 2016

The minutes of the March 15, 2016 audit committee were approved as published.

2. Update on the Executive Director Search.

Trustee Bob Hoffman gave a brief update about the search for the new executive director of the Office of Internal Auditing. He stated that they hoped to begin the search in early May with the goal of having a new executive director in place in September.

3. Internal Audit Update

Mr. Eric Wion, interim executive director, informed the committee that the Office of the Legislative Auditor plans to conduct two audits at MnSCU. The first audit will be Employee Business Expense Reimbursements. For this audit the OLA plans to test reimbursements at ten MnSCU colleges and universities as well as at several other state agencies, and they are currently planning to conduct their work remotely. The second audit will be Employee Separation or Severance Payments and reemployment, which will be focused entirely on MnSCU. Tentatively they are planning to test transactions at the system office as well as at multiple colleges and universities, and again they do plan to do their work remotely. At the conclusion of both audits the OLA will prepare a public audit report which will be presented for discussion at a future audit committee meeting. Mr. Wion expects they will likely complete their work in late summer or early fall.

4. Student Financial Aid Audit

Mr. Wion presented overview material on the single audit and explained that this was an annual report that was required by federal law and focused on major federal programs. The Office of the Legislative Auditor identified student federal financial aid as the only major federal program for the system. The audit work, which was performed by CliftonLarsonAllen was compiled into a State of Minnesota Single Audit report. That report is required to be issued by March 31 each year.

Mr. Wion, introduced Mr. Craig Popenhagen, Audit Principal with CliftonLarsonAllen LLP and Ms. Brenda Scherer, Audit Manager with CliftonLarsonAllen LLP.

Mr. Popenhagen began by stating that the schedule of expenditures for federal awards is considered supplementary information to the financial statement audit. As part of that, there's a report on compliance directly related to the student financial aid assistance cluster. He noted that there were a few process related findings that they planned to discuss but overall it was a good report

Ms. Scherer explained the audit approach which includes a rotation that ensures that every campus is looked at once every three years.

Mr. Popenhagen reviewed the results of the audit which he again stated was a clean report. In terms of compliance, he stated that they believed the Minnesota State College and University system complied with all material compliance requirements. He noted that there were some findings, but he characterized those findings as lower risk areas of compliance to MnSCU.

Ms. Scherer stated that when CliftonLarsonAllen reviewed the fiscal year 2015 Federal Student Financial Aid they were looking at all the institutions as one. She stated that there were four findings in the report, all of which were insignificant. She added that there are a lot of rules and regulations which makes for a very complex set of compliance requirements, so this was a very good report. She stated that the student financial aid directors and their staff should all be commended for a really great job. Ms. Scherer reviewed the findings.

Trustee Sundin asked whether the national student clearinghouse named in finding three was a private sector entity or if it was public. Ms. Scherer stated that it was a third party servicer that works with nearly 90% of the colleges in the United States. She added that the Department of Education is well aware of this issues with the clearinghouse, and they have been working with the clearinghouse to try to resolve these issues.

Trustee Otterson was concerned that two students had not maximized their subsidized loans before going to the unsubsidized loans. Ms. Scherer stated that those two students were in unique situations. The campus recognized that they had an issue with a small percentage of students coming into the college and they had already fixed the issue.

Mr. Popenhagen noted that the findings were not repeated from previous years, which meant those past findings were taken seriously and corrected, and procedures were put in place to mitigate those issues in the future. He stated that he thought that was important to note as well from the audit results.

Vice Chancellor King thanked Mr. Popenhagen and Ms. Scherer for their report. She stated that it was gratifying to hear that the system has high performing, continuously self-correcting leadership in the financial aid community. She offered her thanks to the auditors, to the campus staff, and to Mr. Chris Halling, system director for financial aid, and his team for their hard work. She stated that it really is critical work for the organization, and is central to the system's ability to serve students and to help them be successful.

Ms. King also pointed out that the audit work was done well ahead of schedule, but the state didn't submit the single audit until two days before the drop dead deadline, which was a tremendous risk for MnSCU. She added that she could not think of a more critical enterprise risk for the system than to put these resources at risk with the federal relationship. Ms. King stated that she and the chancellor had been in touch with the executive branch, and she acknowledged the giant effort by the Legislative Auditor to get the work done in time to make the March 31st deadline. She added that they have been given some assurances that the Office of the Legislative Auditor plans to do internal reviews to understand from a process standpoint how not to put MnSCU at risk next year.

Trustee Hoffman thanked Ms. King and Chancellor Rosenstone for their continual intervention to ensure that those deadlines were met and that the process would run more smoothly in the future. He also echoed Ms. King's comments of appreciation for the fantastic job by financial aid staff throughout the financial aid community.

Mr. Wion thanked CliftonLarsonAllen for their good work and all the good work that happens on the campuses to produce a good audit.

The meeting adjourned at 2:38 p.m.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Audit Committee

Date: June 21, 2016

Title: Itasca Community College Internal Control and Compliance Audit

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input checked="" type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

As part of the Internal Auditing Annual Audit Plan, the Office of Internal Auditing conducted an internal control and compliance audit of Itasca Community College. The report was released on June 7, 2016. The results of the audit will be presented and discussed.

Scheduled Presenter(s):

Eric Wion, Deputy Director, Office of Internal Auditing

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD INFORMATION
ITASCA COMMUNITY COLLEGE INTERNAL CONTROL AND COMPLIANCE AUDIT

1 The Itasca Community College Internal Control and Compliance audit was approved by the audit
2 committee as part of the Fiscal Year 2015 Internal Auditing Annual Audit Plan, and was
3 completed in fiscal year 2016.

4
5 The results of the Itasca Community College Internal Control and Compliance audit were
6 released on June 7, 2016. Audit committee members received a copy of the audit at that time.

7
8 The Itasca Community College Internal Control and Compliance audit report is also included in
9 this packet.

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Date Presented to the Board of Trustees: June 21, 2016

Northeast Higher Education District Itasca Community College

Internal Control and Compliance Audit

Office of Internal Auditing

June 6, 2016



Minnesota
STATE COLLEGES
& UNIVERSITIES

Reference Number 2016-06

Report Classification: Public



Minnesota
STATE COLLEGES
& UNIVERSITIES

Northeast Higher Education District Itasca Community College Internal Control and Compliance Audit

Office of Internal Auditing
Reference Number 2016-06

Public Release Date – June 6, 2016

Dear Members of the MnSCU Board of Trustees,
Chancellor Steven J. Rosenstone, and
President William Maki

This report presents the results of our selected scope financial internal control and compliance audit of Northeast Higher Education District - Itasca Community College for fiscal years 2013, 2014, 2015, and 2016 through August 31, 2015. It contains nine findings and related recommendations to assist college management in improving business processes, controls, and accountability.

We conducted this audit in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

The results of the audit were discussed with district, college, and system office leadership on May 4, 2016.

We appreciate the excellent cooperation and assistance that we received from district and college employees.

Eric Wion, CPA, CIA, CISA, CISSP
Interim Executive Director

Audit Scope

We reviewed internal controls and compliance over the following activities for fiscal years 2013, 2014, 2015 and 2016 through August 31, 2015.

- Receipts: tuition and fees, bookstore, food service, and housing
- Personnel and payroll expenses
- Procurement, disbursement, and equipment inventory
- Employee business expense reimbursements
- Key financial reconciliations
- Grant management

Conclusion

Except for receipts, the college generally had adequate internal controls and complied with policies, procedures, and finance-related legal requirements. The audit report contains nine findings and recommendations to improve controls.

Findings

1. The college did not have adequate controls to ensure some receipts were safeguarded and properly deposited.
2. The college did not adequately restrict some employee's computer system access.
3. The college did not follow its procedures related to student housing receivables.
4. The college did not prepare a multi-year plan for its auxiliary operations.
5. The college did not comply with some purchasing and contract requirements.
6. The college did not adequately manage its asset inventory records.
7. The college did not have a formal grant approval process and did not comply with conflict of interest requirements.
8. The college did not follow some NSF federal grant compensation guidelines.
9. The college did not have adequate supporting documentation for one employee's payroll assignments and it did not apply the proper tax treatment for some benefits provided to some employees.

CONTENTS	PAGE
I. Background	2
II. Audit Objectives, Scope, Methodology and Conclusion	3
III. Audit Findings and Recommendations	4
IV. Management Response	16

The audit was performed by Carolyn Gabel, Kim McLaughlin, Indra Mohabir, and Melissa Primus

Section I: Background

Itasca Community College (ICC) is located in Grand Rapids and offers more than 20 programs and majors, including a two-year engineering program, forest management, and nursing. Student enrollment in 2014-15 was 975 full year equivalents.¹ For fiscal year 2015, the college had 219 employees, 152 whom were faculty members and 67 staff or administrators.² ICC is part of the Northeast Higher Education District (NHED) that includes four additional colleges: Hibbing, Rainy River, and Vermilion community colleges and Mesabi Range College.

William Maki became president of NHED in July 2015. In addition to the president, other positions provide district-wide leadership, including the chief human resources officer and the vice president of finance and administration. Functional areas or departments are relatively autonomous at each of the five colleges. For example, each college has its own business or finance office that performs a variety of the same accounting and financial duties. Each business office reports to a college provost and not NHED's vice president of finance and administration.

Tuition, fees, and state appropriations are the primary sources of college operation funding. The college's allocation of state appropriations was \$4.4 million, and tuition and fees were \$5.5 million, fiscal year 2015. During 2015, ICC's non-operating revenue included over \$1 million in private grants. The largest expenses in fiscal year 2015 were salaries and benefits totaling \$8.8 million followed by purchased services and supplies totaling \$1.4 million and \$1.3 million respectively. In fiscal year 2015, the college disbursed \$2.5 million in federal student financial aid.³

The college uses the MnSCU accounting system, one of many modules of the Integrated Student Record System (ISRS), to generate payments from the state treasury and account for money maintained outside of the state treasury in local bank accounts. Local bank accounts are used for student financial aid, student activities, and auxiliary operations.

The college's last internal control and compliance audit was conducted by the Minnesota Office of the Legislative Auditor in 2008.

¹ Extracted from Minnesota State Colleges and Universities Information Technology Services Reporting and Data Services – Enrollment Reporting.

² Reported in the 2015 and 2013 Itasca Community College Fact Books.

³ The system office's finance division provided ICC's fiscal year 2014 financial figures.

Section II: Audit Objectives, Scope, Methodology, and Conclusion

Audit Objectives

The objectives for this audit were to answer the following questions:

- Were internal controls adequate to ensure the college safeguarded receipts and other assets, properly paid vendors and employees in accordance with management’s authorization, produced reliable financial accounting information, and complied with finance-related legal requirements?
- For the items tested, did the college comply with significant finance-related legal requirements, including state laws, regulations, contracts, and applicable policies and procedures?

Audit Scope

Our audit reviewed the following activities for fiscal years 2013, 2014, 2015, and 2016 through August 31, 2015.

- Receipts: tuition and fees, bookstore, housing, and food service
- Employee business expense reimbursements
- Personnel and payroll expenses
- Purchases, disbursements, and equipment inventory
- Key financial reconciliations
- Grant management

Audit Methodology

We interviewed college and NHED staff and reviewed relevant documentation, including policies, procedures, guidelines, and internal control documentation prepared for financial statement purposes to gain an understanding of the college’s internal controls. We considered risks of fraud and errors, and potential noncompliance with finance-related legal requirements. We analyzed accounting and human resources data. We reviewed employee computer system access to identify the transactions staff can initiate, approve, or process to determine whether access was based on need and whether duties were adequately separated. In addition, we selected a sample of transactions and reviewed supporting documentation to test whether controls were effective and transactions complied with laws, regulations, policies, and contract provisions.

Audit Conclusion

Except for receipts, the college generally had adequate internal controls to ensure it safeguarded assets, properly paid vendors and employees in accordance with management’s authorization, produced reliable financial accounting information, and complied with finance-related legal requirements. We identified some control weaknesses as discussed in the following findings and recommendations.

For items tested, the college generally complied with MnSCU policies and finance-related legal provisions. However, as discussed in the following findings and recommendations, some areas of noncompliance were identified.

Section III – Audit Findings and Recommendations

1. The college did not have adequate controls to ensure some receipts were safeguarded and properly deposited.

The college did not have adequate controls to ensure receipts were safeguarded and properly deposited. The college business office collects receipts, such as tuition and fees, directly from students. Other receipts including bookstore, food service, and athletic events are collected elsewhere at the college and delivered to the business office to be deposited and recorded in ISRS. We found the following weaknesses when reviewing receipt controls.

- Someone in the business office independent of the receipt collection process did not review the daily cash reconciliations or effectively review higher risk transactions such as student waivers or backdated drops. Similar deficiencies were noted for the bookstore and food service receipts.
 - One employee reconciled their own cash receipts to ISRS, prepared the daily bank deposit, and performed the monthly bank reconciliation. The college had another employee review the daily cash reconciliation and the monthly bank reconciliation. However, this person is not independent of the process because the person periodically also serves as cashier. A third person performs a high level review of monthly bank reconciliations on a quarterly basis. Strong internal controls includes an independent review of the daily cash reconciliations and an independent preparation of the monthly bank reconciliation. Similar deficiencies were noted for the bookstore receipts.
 - Backdated registration drops and waivers are high risk transactions because they remove or reduce student accounts receivable balances. Backdated registration drops are approved and entered into the system but an independent review is not performed to ensure no irregularities occurred. Student waivers are approved by another employee; however, the business office employee that reviews them is not independent because she also has the ability to enter student waiver transactions in ISRS. A third person performs a quarterly review of waivers; however, the review does not include a reconciliation to ensure only authorized waivers were entered.
 - Food service and bookstore voids and refunds are not reviewed. In addition, the college bookstore did not have supporting documentation for risky transactions for 6 of the 8 days tested.
- Cashiers in the college business office shared the same cash drawers and ISRS accounting system cash sessions. Although a primary cashier typically collected and recorded most receipts, the cashier did not log off the ISRS system or change cash drawers when a backup cashier filled in. Requiring cashiers to log on and off their cash sessions and maintain separate cash drawers provides accountability for transactions and cash shortages. These controls also help protect cashiers if shortages

occur. The college would have difficulty investigating missing cash if it cannot determine who recorded transactions or handled the cash transaction.

- Students mail their housing room deposits to the housing office and the housing director adds the reservation to the student account which generates a charge to the student's account. The duties of collecting housing room deposits and adding the charges to the student account should be separated. We also noted that the receipts from the coin laundry machines were not adequately safeguarded. Coins had been collected from the laundry machines for the previous six months but had not been delivered to the business office. The collected coins were left on the floor of the housing office in an open area. Not depositing receipts timely and not locking receipts in a secure area such as a cabinet or desk increases the risk of theft.
- Unannounced counts of the business office, food service, or bookstore starting cash are not conducted. Cash counts are a basic cash control for ensuring the proper administration of the starting cash and for uncovering irregularities.
- Money bags containing cash and receipts were not always adequately safeguarded in the business office. Money bags were sometimes placed on top of a desk or file cabinet until they were transported to the bank. In addition, the safe is left unlocked during the day in an area where it is visible. When cash or receipts are stored in easily accessible areas, theft or loss may occur and be difficult to investigate.
- One of two college employees deliver the daily bank deposit to the bank at approximately the same time and with the same college vehicle. This increases the risks to the employee and increases the risk of theft.

Without adequate controls over receipts the college is at increased risk that receipts may be lost or stolen.

Recommendations

- *The college should identify all locations that collect receipts, assess the adequacy of controls, and implement controls to ensure receipts are properly safeguarded, deposited, and processes and controls are documented. Controls for each location should ensure:*
 - *Deposits are complete and reconcile to supporting documentation,*
 - *Receipt reconciliations are completed by an independent person,*
 - *Receipts are deposited timely, and*
 - *Receipts are physically secured while being stored and delivered.*
- *The college should require cashiers to log on and off ISRS cash sessions when appropriate and maintain separate cash drawers.*
- *The college should implement independent reviews of high risk transactions such as student waivers and refunds, price adjustments, or voids for bookstore and food service activity. In addition, the college should ensure it retains sufficient documentation to support higher risk transactions.*

- *The college should request student housing deposits be sent directly to the business office.*
- *The college should periodically conduct independent, unannounced counts of the starting cash for the business office, food service, and bookstore.*
- *The college should consider using an armored car service to make daily bank deposits. If not feasible, the college should consider altering the bank deposit schedule to reduce the risk of loss or harm to employees.*

2. The college did not adequately restrict some employee’s computer system access.

The college did not adequately restrict some computer system access. Some employees had access they did not need or did not have access removed timely when they separated employment. Some employees had incompatible access without effective mitigating or detective controls.

Unnecessary Access

Eight employees continued to have access to equipment, procurement and disbursement, food service, and housing functions in ISRS after separation from employment. We noted that two employees had separated their employment from the college approximately 18 months earlier.

Approximately 20 employees were given system access in the purchasing system and three employees to the housing system that was not necessary for their job responsibilities. Employees were assigned rights to a security group to initiate purchase requisitions. However, the assigned security group also allowed the user to force encumbrances when sufficient budget balances did not exist and process unauthorized purchases. In the housing system, three employees were assigned rights to security groups to initiate or change room and board charges for students.

Incompatible Access

Some employees had incompatible system access:

- Two employees had incompatible access related to equipment management functions. The employees had access to authorize a purchase order and update the asset records. In addition, one of the employees could also initiate a payment. The college did not identify the incompatible functions or create mitigating controls.
- One employee had incompatible access related to accounts payable functions. The employee had the ability to initiate payments and adjust cost center budgets, change vendors on payments, initiate a purchase order and make a payment, and cancel checks in the system. The college did not implement mitigating controls.

- One employee had incompatible access related to cashiering, accounts receivable adjustments, and housing adjustments. The college did not identify the incompatible function or create a mitigating control.

Recommendations

- *The college should implement procedures to ensure computer system access is removed or modified timely when an employee changes jobs within the college, goes on an extended leave, or separates from the college.*
- *The college should ensure the annual ISRS access recertification is completed accurately.*
- *The college should evaluate whether incompatible access can be removed. If it is not practical, detective controls should be established and monitored to ensure they are performed, effective, and proper documentation is retained.*

3. The college did not follow its procedures for managing its accounts receivable for housing. In addition, we noted coding errors and control weaknesses related to housing fines and room assignments.

The college did not follow its procedures for managing housing receivables. We noted issues with obtaining signed housing agreements, assessing payment plans and late payment fees, housing evictions, and coding errors and inconsistencies. We also noted control weaknesses related to housing fines and room assignments.

- **Housing agreements:** 8 of the 15 students selected for testing did not sign their housing agreement prior to occupancy. 3 additional students signed their housing agreement but it was not dated. The ICC Housing Handbook states that a housing agreement must be signed prior to entrance into a college residence hall.
- **Payment plan and late payment fees:** 4 students tested were not assessed a \$30 late payment fee when they did not pay their accounts receivable balance by the specified date and had not established a payment plan. In addition, 6 students tested were not put on payment plans and not charged a payment plan fee when they did not pay their accounts receivable balance by the specified date. MnSCU policy 5.11 Tuition and Fees indicates that late payment fees and payment plan fees are a mandatory fee. Procedure 5.11.1 Tuition and Fees indicates that colleges shall establish a policy to charge fees for late payment of tuition and fees and payment plans. In addition, the college student handbook states it will assess a \$30 late fee if there are unpaid charges on the account and the student has not established a payment plan.
- **Housing receivables:** 10 of 15 students tested owed the college over \$18,000 in housing fees 10 weeks after the start of class for the fall 2016 semester. The college's housing agreement indicates that if full payment or satisfactory payment arrangements were not made by the 21st day of the semester, the college reserves the right to evict the student from college housing and deny dining privileges. The

college does not pursue evictions when students do not meet payment deadlines. Failing to invoke eviction rights may limit the effectiveness of managing housing receivables.

- **Coding consistency and errors:** We noted coding errors and inconsistency related to student housing fees and fines. 3 of the 13 fees charged to students were coded with the wrong fee code when they moved into the dorm early. In addition, we noted fines assessed to students for rule infractions were coded with various cost center and object code combinations. There was no monetary impact for the students. However, inaccurate and inconsistent coding limits the usefulness of data analysis.
- **Housing fines and room assignments:** The housing director initiates student fines for housing rule violations. A form is completed and sent to the college dean for approval. Forms are then routed to the business office and fines are placed on the student's account. However, the forms are not pre-numbered so the college is unable to determine if all fines were placed on student accounts. In addition, the housing director is responsible for assigning rooms to students. There is currently no independent review of room occupancy reports for overall accuracy, reasonability, or confirmation of unoccupied rooms. This increases the risk that occupancy errors not be detected in a timely fashion or improprieties related to unoccupied rooms go undetected.

Recommendations

- *The college should ensure it obtains signed housing agreements before students take occupancy of their assigned rooms.*
- *The college should ensure it charges late payment and payment plans fees in accordance with MnSCU Policy 5.11 Tuition and Fees and its related procedure 5.11.1. In addition, the college should ensure it sufficiently documents any waivers of fees.*
- *The college should develop written procedures related to housing evictions, including timeframes and responsibilities.*
- *The college should ensure it consistently and accurately codes housing fees and fines to the student account.*
- *The college should develop procedures to periodically perform an independent review of residence halls occupancy reports to ensure the housing module accurately reflects all residence hall occupants. In addition, it should develop procedures to verify housing fines have been appropriately added to student accounts.*

4. The college did not prepare a multi-year operating plan for its auxiliary enterprises as required.

The college has not prepared multi-year financial plans for its bookstore, housing, or food service operations. MnSCU Procedure 7.3.2 Auxiliary Operations requires institutions to maintain a written multi-year financial plan for its auxiliary services. Multi-year plans are to include mission, goals, objectives, time frames for goals, forecasting of future performance, and plans should be monitored and adjusted as needed.

Recommendation

- *The college should develop and maintain a written multi-year operating plan for its bookstore, food service, and housing operations in accordance with MnSCU procedure 7.3.2 and related guideline.*

5. The college did not comply with some purchasing and contract requirements and incorrectly coded some transactions. In addition, it did not have delegations of authority letters for all employees that requisition or approve purchases.

Our audit noted instances of non-compliance with contract and purchasing requirements and incorrect coding of transactions in the accounting system.

- **Contract Procedures:** The college does not have written procedures for entering into contracts. MnSCU Procedure 5.14.2 Consultant, Professional or Technical Services Contract requires institutions to develop procedures for entering into contracts.
- **Execution of contracts:** We tested 15 disbursements and 3 of those items were for services that required a contract. The college did not properly execute 3 of 3 contracts tested.
 - The college did not execute a \$2,000 contract for cleaning services before work began. The contract was executed the day after work began. In addition, it did not execute the contract in the proper order when it signed the contract before the contractor. Minn. Stat. §16C.05 requires institutions to execute contracts prior to the start of work. In addition, general counsel has provided guidance to institutions that it is a best practice to have contractors sign before the institution.
 - The college did not amend or execute a new contract when it substantially changed the scope of a one project to include irrigating the football field and expanded the scope of work for a second project that included repairing the nursing lab floor. Changes to the contract regarding the nursing lab floor were handled via email. General counsel has provided guidance to institutions that amendments or changes to contracts must be in writing and signed by both parties.

- **Encumbrance of funds:** The college did not encumber funds timely for 6 of 15 items tested ranging from \$2,000 to \$29,000, 3 of which related to contracts. For these items, the college did not encumber funds prior to obligating the college. MnSCU procedure 5.14.2 Consultant, Professional or Technical Services Contracts and procedure 5.14.5 Purchasing requires institutions to encumber funds prior to executing a contract or making an obligation.
- **Object codes:** The college did not use the correct object codes to record 9 of 15 expense items tested. Object codes are used to classify expenditures. Proper use of object codes is important for financial reporting and analysis.
- **Delegation of authority letters:** The college did not prepare delegation of authority letters for all employees who requisition purchases or approve purchases. For items tested, the employees that prepared the requisition and approved the purchase did not have delegation of authority letters on file. Properly approved delegation of authority letters are required to clearly communicate what duties and actions an employee is authorized to perform on behalf of the college.

Recommendations

- *The college should develop written procedures for entering into contracts as required by MnSCU procedure 5.14.2 Consultant, Professional, or Technical Services Contract.*
- *The college should implement procedures to ensure it properly executes contracts.*
- *The college should implement procedures to ensure it encumbers funds prior to making purchasing or contracting obligations.*
- *The college should review its procurement and disbursement procedures and practices and modify as needed to ensure it properly records object codes.*
- *The college should consider whether additional faculty and staff training is required to ensure compliance with contracting, procurement, and disbursement policies and procedures.*
- *Delegations of authority letters should be completed, approved, and retained for employees that requisition purchases and approve purchases or vendor payments.*

6. The college did not properly manage its asset inventory records.

The physical inventory is conducted by someone with responsibility for physical custody and, in some cases, by persons that purchased the equipment. The college conducts physical inventory counts as required. However, to accomplish this, each department is requested to review a list of their equipment and confirm items are in their possession, indicating its

location, or identify items that cannot be located. The purpose of physical inventories is to ensure equipment is accounted for and not lost or stolen. Good internal control practices, especially for smaller more sensitive pieces of equipment such as computers and laptops, would include having physical inventories completed by someone who does not have physical custody of the equipment. Similarly, they should not be completed by someone with purchasing authority.

The college did not adequately manage its inventory records related to asset disposals and physical inventory counts. The college did not update its inventory records timely for disposal of equipment. We tested five items listed in the college's current asset listing and found that two of the items had been disposed but continued to remain on the asset listing. Assets should be removed from current asset lists upon disposal. Without the timely updating of asset records, the college cannot readily determine what assets exist nor their location. We also tested five items where the asset records indicated the college had disposed the items. None of the disposed items had documentation indicating the disposal had been authorized.

Recommendations

- *The college should implement procedures to ensure physical inventories are conducted by employees or others who are not responsible for the custody of the equipment.*
- *The college should implement procedures to ensure equipment disposals are properly authorized and removed from asset records timely.*

7. The college did not have a formal approval process related to vetting and approving grants. In addition, it did not comply with contract requirements or federal conflict of interest requirements.

The college has an informal process for reviewing and approving grants that involve discussions and meetings with the college provost. Currently, there is no system requirement that grant approvals follow a specific process. However, a more formal, documented process demonstrates a grant has been properly vetted and approved. In addition, a formal process would help faculty or staff that are new to the grant process. The vetting and approval process should also include representatives from non-academic areas, such as finance, information technology, human resources, and general counsel to ensure the college can fulfill the grant requirements.

The college did not have a grant agreement reviewed by general counsel or the attorney general's office when it was not prepared on a MnSCU template. Board Policy 5.14 Contracts and Procurements requires that contracts, including grant agreements, not prepared on MnSCU templates be reviewed and approved in advance by general counsel or the attorney general's office.

Finally, the college relies on MnSCU procedure 1C.0.1 Employee Code of Conduct and Ethics for their conflict of interest procedures for federal grants. While procedure 1C.0.1 requires employees to avoid conflicts of interest, the procedure was not designed to meet federal grant requirements. For example, OMB circular A-21 requires that institutions maintain written standards of conduct governing the administration of grants and that it includes disciplinary actions for violations. However, MnSCU procedure 1C.0.1 does not include information related to disciplinary action.

Furthermore, conflict of interest requirements vary depending on the type of federal grant. We reviewed a National Science Foundation (NSF) grant the college received. NSF has requirements in addition to circular A-21. Three of the additional elements include 1) all investigators must provide disclosures before the grant proposal is submitted, 2) investigators must update disclosures at least annually, and 3) the conflict of interest policy needs to designate one or more persons to review the disclosures and determine needed conditions or restrictions. We did not see evidence the college had obtained conflict of interest disclosures for all investigators prior to submitting the grant proposal or that investigators had updated the disclosures annually. In addition, because procedure 1C.0.1 is a system procedure, it does not designate a college employee who reviews the financial disclosures.

Recommendations

- *The college should develop written procedures for its grant application and award process.*
- *The college should ensure it obtains prior approval by general counsel or the attorney general's office if grant agreements are not prepared on MnSCU templates.*
- *The college should develop a written conflict of interest policy for federal grants*
- *The college should ensure it complies with conflict of interest requirements of individual grants.*
- *The college should ensure it retains sufficient documentation to show employee conflict of interest disclosures were prepared and reviewed, as required.*

8. The college did not follow some NSF federal grant compensation guidelines.

The college did not maintain sufficient time and effort reports to support salary costs of one employee charged to multiple grants. The supporting documentation did not clearly differentiate the time spent when working on multiple grants. When multiple awards exist, federal regulations require institutions to demonstrate the distribution of time among the federal awards. Time and effort reports must be prepared for all employees that work on the grant and be signed by someone with firsthand knowledge to certify the work was performed.

The college was not aware of grant provisions requiring it to obtain advance approval from NSF for some compensation-related expenses charged to three grants. We reviewed

compensation expenses charged to the grants for one employee and found the college did not obtain advance approval when it:

- Did not use the employee’s normal base rate of pay to calculate payments for grant work. NSF requires institutions to use faculty’s base rate of pay to charge work performed on the grant unless the institution receives advance approval.
- Charged payroll expenses to the grant that exceeded the allowable limit while on sabbatical. NSF guidelines indicate that salary support to employees during sabbatical periods is intended to make up any difference that may occur between the employee’s sabbatical rate of pay and their base salary rate. In fiscal year 2014, the college charged approximately \$16,500 to the grant above the employee base pay during the year of sabbatical. The institution should have obtained approval for this variance.
- Charged payroll expenses to the grant that exceeded two months of compensation. NSF guidelines indicate salary compensation for senior project personnel is normally limited to no more than two months of their regular base salary for all NSF-funded grants. The college charged approximately \$15,000 above the two month limit for fiscal year 2015. NSF may authorize a grantee to exceed the limit and will indicate its approval when it provides the grant award notice.

Recommendations

- *The college should have procedures to ensure they comply with federal time and effort requirements including:*
 - *Certifying time and effort reports for all employees that work on federal grants, and*
 - *Verifying time and effort reports are complete and include all time for the reporting period broken out by grant when appropriate.*
- *For work performed under grants, the college should ensure compensation complies with the cost principles of OMB circular A-21 and applicable grantor specific provisions, such as NSF Policies and Procedures. For example, it should*
 - *Obtain advance written approval to use a pay rate different than those in the grantor’s guidelines,*
 - *Ensure the total annual compensation does not exceed limitations set by the granting agency, and*
 - *Ensure that pay for grant work when an employee is on sabbatical is in accordance with the grantor’s sabbatical guidelines.*
- *The college should work with NSF to determine whether it needs to return any grant funds used for compensation.*

9. The college did not have adequate supporting documentation for one employee’s payroll assignments and it did not apply the proper tax treatment for some benefits provided to some employees.

The college did not have adequate documentation to support some fiscal year 2015 payroll assignments for one of the employees tested.

- The employee’s assignment was not coded accurately in the personnel system. The employee was coded for a full instruction load (30 credits) but our review of course loads indicated employee was assigned only 24 credits. The college indicated the employee was released to work another assignment. However, the employee’s assignment in the personnel system did not reflect the release time.
- The college may not have obtained system approval for one employee’s work assignments that exceeded the 40% overload limitation in the Minnesota State College Faculty contract. The college did not seek prior approval because it believed one of the grants was competitive. The faculty contract allows an exemption when additional days are required as a condition of an outside grant the faculty apply for competitively and are dispersed through payroll.

We also noted errors related to the treatment of reimbursable tuition for two employees and employer provided housing for one employee.

- Two employees received tuition reimbursements for coursework at a non-MnSCU institution. During calendar year 2015, both employees were taxed on the full amount of their tuition reimbursement. Under federal and state law, the first \$5,250 of tuition assistance used by an employee under an educational assistance plan is not subject to income taxation.
- One part-time employee lived in college housing free during the fall 2015 semester but was not taxed on the fair market value of the housing. The human resources office was not aware of the temporary arrangement until our audit. Employees must be taxed for the fair market value of employer provided housing if certain conditions are not met.

Recommendations

- *The college should ensure it has sufficient documentation to support the one employee’s assignments, including release or reassigned time and competitive grant assignments.*
- *The college should develop procedures to ensure any benefits provided to employees are reported and properly taxed as employee compensation, including in-kind benefits that may be derived from personal use of college property such as housing or college-owned vehicles.*

- *The college should process payroll adjustments for the three employees to correct errors related to tuition reimbursement and college housing, including issuance of revised W-2 forms, if necessary.*

Section V – Management’s Response

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NHED

Northeast Higher Education District

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May 31, 2016

Minnesota State Colleges and Universities
Members of the Board of Trustees
Chancellor Steven Rosenstone
Mr. Eric Wion, Interim Executive Director, Internal Auditing
30 7th Street East, Suite 350
St. Paul, Minnesota 55101

Dear Chancellor Rosenstone, Trustees and Mr. Wion:

Thank you for the opportunity to review and provide responses to the results of the Itasca Community College Internal Control and Compliance Audit that was conducted for the time period covering fiscal years 2013, 2014, 2015, and 2016 through August 31, 2015.

The compliance audit was very timely and useful to us to identify both strengths and weaknesses in our operation. Except for receipts, we are pleased that the college generally had adequate internal controls to ensure it safeguarded assets, properly paid vendors and employees in accordance with management's authorization, produced reliable financial accounting information, and complied with finance-related legal requirements. The college has experienced transition in leadership and in staff positions over the past few years. Personnel changes can directly impact college processes and controls/compliance. We welcome the opportunity to assess areas where compliance can be improved and accountability strengthened.

This compliance audit also validates that it is time to implement a shared business services model across the five colleges of the Northeast Higher Education District. There has been discussion and analysis done for various models over the past several years, but for the most part each NHED college, including Itasca, has retained an autonomous business office. Effective and efficient internal controls are simply difficult to maintain with two to three FTE business office personnel at Itasca and the other colleges. A shared model will also improve service to our constituents as staff can develop deeper expertise by having to focus on less responsibilities. We plan to have our shared services model implemented by November 1, 2016.

The following are the findings detailed in the audit report and our responses to resolve them:

Finding 1:

The college did not have adequate controls to ensure some receipts were safeguarded and properly deposited.

We concur with this finding. Management has already implemented independent review of daily cash reconciliations, the use of separate cash drawers, and securing of receipts while being stored and delivered.

The college has developed and implemented procedures for appropriate collection and deposit of coins from the laundry machines located in the residential halls. Coins are collected from the laundry machines in both Itasca Hall and Wenger Hall every two weeks. The collected coins are delivered immediately to the Business Office for deposit.

The college will identify high risk transactions such as student waivers and refunds, price adjustments or bookstore voids and implement independent review including assurance that documentation is retained.

A review of all locations that collect receipts will be conducted, current controls will be assessed, and modifications will be made that strengthen internal control and compliance. Daily bank deposit process will be reviewed for possible modification during higher-risk periods to reduce risk to employees and to theft.

Finding 2:

The college did not adequately restrict some employees' computer system access.

We concur with this finding. The college has reviewed and removed access for former employees and removed incompatible security rights where possible. Further review of incompatible security rights will be completed to determine the most effective detective control if the incompatibility cannot be eliminated.

The NHED Chief Human Resources Officer will ensure supervisors use the existing Employee Exit Checklist, which does incorporate the notification of ISRS security approval managers of an employment change so that system access can be removed in a timely manner. The ISRS approval managers will also be reminded of their role to ensure the annual ISRS access recertification is completed accurately.

Finding 3:

The college did not follow its procedures related to student housing receivables.

We concur with this finding. The college has implemented a plan to ensure that housing agreements are signed and dated prior to students taking occupancy.

The college is now following the housing eviction process identified in the Residential Living Housing Handbook and initiated the eviction process for students identified as having outstanding housing balances for Spring Term 2016. Written procedures related to housing eviction will be developed and implemented.

The college will develop procedures to ensure the housing module accurately reflects all residential hall occupants. The college will follow its procedures for managing housing receivables including assessment

of late and payment plan fees and fines. Written procedures will be developed to ensure appropriate loading of fines to student accounts.

Finding 4:

The college did not prepare a multi-year plan for its auxiliary operations.

We concur with this finding. The college will develop multi-year plans for its bookstore, food service, and housing operations. These plans will be monitored on an annual basis and adjusted as needed.

Finding 5:

The college did not comply with some purchasing and contract requirements.

We concur with this finding. Staff approving purchase requisitions have been granted the appropriate level of delegated authority. The approver is also reviewing object codes and ensuring compliance with Minnesota Statutes Section 16C.05. Longer-term, purchasing and contracting will be components of shared services so more expertise can be developed to consistently assist faculty and staff.

The college will develop written procedures for entering into contracts as required by MnSCU procedure 5.14.2 Consultant, Professional or Technical Services Contract. The procedures will be communicated to faculty and staff and training provided as needed.

Procurement and disbursement procedures and practices will be reviewed and modified as needed to ensure funds are encumbered prior to making a purchasing or contracting obligation. A list of commonly used object codes and definitions will be made available for faculty and staff use.

The college leadership will discuss and determine appropriate levels of delegated authority and update the required documentation.

Finding 6:

The college did not adequately manage its asset inventory records.

We concur with this finding. The scheduled physical inventory is currently taking place and is being conducted by an employee who is not responsible for the custody of the assets. The inventory procedures will be reviewed and revised to strengthen the equipment disposal process and will be communicated to faculty and staff.

Finding 7:

The college did not have a formal grant approval process and did not comply with conflict of interest requirements.

We concur with this finding. NHED will be formalizing and refining its grant approval process and grant management. The grant management procedures will be revised to include, at a minimum, (1) a mechanism so grant agreements are reviewed by general counsel or the attorney general's office, (2) conflict of interest requirements, (3) time and effort reporting, and (4) retention of documentation, and (5) process for grant application and modification approval by management.

Finding 8:

The college did not follow some NSF federal grant compensation guidelines.

We concur with this finding. The grant management procedures will be revised to address time and effort reporting and compliance with cost principles of OMB circular A-21 and other applicable grantor provisions.

The college erroneously believed that it was following NSF federal grant compensation policies by submitting the total compensation per employee at the time the grant budget was submitted as part of the grant application. It was assumed that when the grant was awarded to the college that equated to the compensation amounts listed in the budget also being approved.

The college will work with NSF to determine if retroactive approval can be granted for compensation that exceeded the limit or if any grant funds need to be returned.

Finding 9:

The college did not have adequate supporting documentation for one employee's payroll assignments and it did not apply the proper tax treatment for some benefits provided to some employees.

We concur with this finding. The individual faculty member's assignment referred to in the finding was miscoded in the personnel system and did not have adequate documentation to support all components of the assignment. This faculty member's annual assignment is very complex due to their grant assignments and shared assignments with other two and four year MnSCU institutions. This individual's assignment had been investigated in the past so the college also believed that it did not need system approval for one of the grant assignments where the college believes the grant is obtained through a competitive process.

Payroll adjustments were processed by the NHED Human Resources Office last fall to correct errors related to tuition reimbursement for two employees. A payroll adjustment will be processed by the NHED Human Resources Office for the part-time employee who received employer provided housing.

The NHED Human Resources Office will develop procedures to ensure any benefits provided to employees are reported and properly taxed as employee compensation. The procedures will be communicated to the appropriate hiring authority.

Sincerely,



William Maki
President, Northeast Higher Education District



Bart Johnson
Provost, Itasca Community College

Cc: Karen Kedrowski, NHED Vice President for Finance and Administration
Laura King, MnSCU Vice Chancellor of Finance and Chief Financial Officer

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Audit Committee

Date: June 21, 2016

Title: Hennepin Technical College Internal Control and Compliance Audit

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input checked="" type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

As part of the Internal Auditing Annual Audit Plan, the Office of Internal Auditing conducted an internal control and compliance audit of Hennepin Technical College. The report was released on June 8, 2016. The results of the audit will be presented and discussed.

Scheduled Presenter(s):

Eric Wion, Deputy Director, Office of Internal Auditing

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD INFORMATION
HENNEPIN TECHNICAL COLLEGE INTERNAL CONTROL AND COMPLIANCE AUDIT

1 The Hennepin Technical College Internal Control and Compliance audit was approved by the
2 audit committee as part of the Fiscal Year 2016 Internal Auditing Annual Audit Plan, and was
3 completed in fiscal year 2016.
4

5 The results of the Hennepin Technical College Internal Control and Compliance audit were
6 released on June 8, 2016. Audit committee members received a copy of the audit at that time.
7

8 The Hennepin Technical College Internal Control and Compliance audit report is also included
9 in this packet.
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Date Presented to the Board of Trustees: June 21, 2016

Hennepin Technical College

Internal Control and Compliance Audit

Office of Internal Auditing

June 8, 2016



Minnesota
STATE COLLEGES
& UNIVERSITIES

Reference Number 2016-07

Report Classification: Public



Minnesota
STATE COLLEGES
& UNIVERSITIES

Hennepin Technical College Internal Control and Compliance Audit

Office of Internal Auditing
Reference Number 2016-07

Public Release Date – June 8, 2016

Dear Members of the MnSCU Board of Trustees,
Chancellor Steven J. Rosenstone, and
President Merrill Irving,

This report presents the results of our selected scope financial internal control and compliance audit of Hennepin Technical College for fiscal years 2014, 2015 and 2016 through February 29, 2016. It contains six findings and related recommendations to assist college management in improving business processes, controls, and accountability.

We conducted this audit in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

The results of the audit were discussed with college and system office leadership on May 31, 2016.

We appreciate the excellent cooperation and assistance that we received from college employees.

Eric Wion, CPA, CISA, CISSP
Interim Executive Director

Audit Scope

We reviewed internal controls and compliance over the following activities for fiscal years 2014, 2015 and 2016 through February 29, 2016.

- Tuition and fee receipts
- Employee business expense reimbursements
- Purchases, disbursements, and equipment inventory
- Personnel and payroll expenses
- Key financial reconciliations

Conclusion

The college generally had adequate internal controls and complied with MnSCU policies and finance-related legal requirements. We identified some control weaknesses and noncompliance. The audit report contains six findings and recommendations to improve controls.

Findings

1. The college did not accrue sick leave for faculty one term and it made some other leave-related errors.
2. The college did not adequately manage its ISRS equipment inventory records.
3. Some college employees lacked adequate delegated authority for approving vendor payments, some payments lacked documented approvals, and the college made a large overpayment.
4. The college did not comply with board policy when it assessed 23 students a personal property fee to pay for a lab kit they never received.
5. The college practice of waiving the Minnesota State College Student Association (MSCSA) fee when waiving other student charges did not comply with board policy.
6. The college did not adequately restrict some employee's computer system access.

CONTENTS	PAGE
I. Background	2
II. Audit Objectives, Scope, Methodology and Conclusion	3
III. Audit Findings and Recommendations	4 - 9
IV. Management Response	10

*The audit was performed by Craig Fautsch, Marita Hickman,
and Kim McLaughlin*

Section I: Background

Hennepin Technical College (HTC) has two campuses located in Brooklyn Park and Eden Prairie and is the largest stand-alone technical college in Minnesota. The college offers associates degrees, certificates, and diplomas in over 45 career and technical programs. Its largest programs are in automotive technology, information technology, law enforcement, machine trades, and practical nursing. Student enrollment in 2014-15 was 3926 full year equivalents. For fiscal year 2015, the college had over 400 employee full time equivalents. Dr. Merrill Irving began as president in July 2015.¹

HTC finances its operations primarily from state appropriations, tuition and fee revenues, and sales revenue from auxiliary enterprise operations that include its two bookstores. The college's allocation of state appropriations was \$20.9 million, tuition and fees were \$22.5 million, and sales totaled \$2.6 million in fiscal year 2015. The largest expenses in fiscal year 2015 were salaries and benefits totaling \$34 million followed by purchased services and supplies totaling \$6.2 million. In fiscal year 2015, the college disbursed \$10.5 million in federal student financial aid.²

The college uses the MnSCU accounting system, one of many modules of the Integrated Student Record System (ISRS), to generate payments from the state treasury and account for money maintained outside of the state treasury in local bank accounts. Local bank accounts are used for student financial aid, student activities, and auxiliary operations.

The college's last internal control and compliance audit was conducted in 2004 by the Minnesota Office of the Legislative Auditor. It had individual audited financial statements in fiscal years 2002 through 2013. Starting in fiscal year 2014, the college was audited as part of MnSCU's annual system-wide financial statement audit.

¹ Extracted from Minnesota State Colleges and Universities Information Technology Services Reporting and Data Services – Enrollment Reporting.

² The system office's finance division provided the college's fiscal year 2015 financial figures.

Section II: Audit Objectives, Scope, Methodology, and Conclusion

Audit Objectives

The objectives for this audit were to answer the following questions:

- Were internal controls adequate to ensure the college safeguarded receipts and other assets, properly paid vendors and employees in accordance with management’s authorization, produced reliable financial accounting information, and complied with finance-related legal requirements?
- For the items tested, did the college comply with significant finance-related legal requirements, including state laws, regulations, contracts, and applicable policies and procedures?

Audit Scope

Our audit reviewed the following activities for fiscal years 2014, 2015 and 2016 through February 29, 2016.

- Tuition and fee receipts
- Employee business expense reimbursements
- Purchases, disbursements, and equipment inventory
- Personnel and payroll expenses
- Key financial reconciliations

Audit Methodology

We interviewed college staff and reviewed relevant documentation, including policies, procedures, guidelines, and internal control documentation prepared for financial statement purposes to gain an understanding of the college’s internal controls. We considered risks of fraud and errors, and potential noncompliance with finance-related legal requirements. We analyzed accounting and human resources data. We reviewed employee computer system access to identify the transactions staff can initiate, approve, or process to determine whether access was based on need, and duties were adequately separated. In addition, we selected a sample of transactions and reviewed supporting documentation to test whether controls were effective and transactions complied with laws, regulations, policies, and contract provisions.

Audit Conclusion

The college generally had adequate internal controls to ensure it safeguarded receipts and other assets, properly paid vendors and employees in accordance with management’s authorization, produced reliable financial accounting information, and complied with finance-related legal requirements. For items tested, the college generally complied with MnSCU policies and finance-related legal provisions. We identified some control weaknesses and noncompliance as discussed in the following six findings and recommendations.

Section III – Audit Findings and Recommendations

1. The college did not accrue sick leave for faculty one term and it made some other leave-related errors.

Faculty did not accrue sick leave for one term and other leave-related errors were identified.

- The college did not run the 2015 summer accrual report in update mode. As a result, faculty did not get their summer sick leave accruals.
- One faculty member was only advanced 10 sick leave days when hired as a permanent unlimited faculty in 2015. According to the Minnesota State College Faculty (MSCF) plan, 20 days of sick leave should have been advanced when hired.
- One employee, who had a temporary appointment of less than six months, erroneously accrued leave. The employee did not use any leave and it was removed at the end of the appointment. According to the Personnel Plan for MnSCU Administrators, administrators employed pursuant to a temporary appointment for six months or less and who have no other employment with the System immediately preceding or contemporaneous with the temporary appointment are not eligible to accrue annual leave.

Accruing leave for faculty and some unclassified administrators can be a complex activity. The system (SCUPPS) calculates the personal and sick leave accruals based upon what is set up for each employee's assignments. The college is responsible for running accrual reports, reviewing amounts, and manually adjusting leave if needed.

Recommendations

- *The college should implement procedures to ensure it accrues leave correctly and timely, and it advances leave to newly hired employees when required.*
- *The college should resolve the leave errors identified during the audit.*

2. The college did not adequately manage its ISRS equipment inventory records.

The college did not adequately manage its equipment inventory records.

- Some equipment had not been inventoried timely. Our sample of 16 items for testing included equipment over \$10,000 and sensitive items such as computers and firearms. Each of items selected, had not been inventoried within the timelines established in board policy. One of the computers had last been inventoried in 2003. Board Policy 7.3.6, Capital Assets, requires assets over \$10,000 be inventoried annually and assets under \$10,000, including sensitive items, be inventoried no less than every three years.
- Employees who performed physical inventories also had responsibility for their custody.
- Inventory records were not always updated timely after the college disposed of computer equipment. We tested 16 items listed in the college's current asset listing and found that nine of the items had been disposed of, but continued to remain on the asset listing. Eight of the nine items were computers and the remaining item was digital camera.
- Some equipment acquisitions were not recorded in ISRS timely. For example, the college had not recorded 14 pieces of equipment, valued at \$31,000, it acquired in June of 2013. In addition, it had not recorded 3 pieces of equipment, valued at \$75,000, acquired in the past year. Of the 17 items, 16 were computers. In each case, the financial disbursement differed from the purchase order. When this occurs, the items are flagged in ISRS and must be reviewed to determine the proper amount to record as the value for each piece of equipment.

The purpose of physical inventories is to ensure equipment is accounted for and not lost or stolen. Once completed, ISRS is updated to reflect any changes in the location, the date each piece of equipment was located, and if appropriate to remove any equipment that was disposed of or lost and stolen. Good internal control practices, especially for smaller more sensitive pieces of equipment such as computers and laptops, would include having physical inventories completed by someone who does not have physical custody of the equipment.

Recommendations

- *The college should implement procedures to ensure physical equipment inventories are conducted by employees or others who are not responsible for the custody of the equipment.*
- *The college should ensure physical equipment inventories are completed timely and ISRS is properly updated.*

- *The college should ensure equipment disposal procedures are followed and ISRS is properly updated to record disposals.*
- *The college should review the Fixed Asset Reconciliation Report on a timely basis and ensure any items are researched and recorded accurately in ISRS.*

3. Some college employees lacked adequate delegated authority for approving vendor payments, some payments lacked documented approvals, and the college made one large overpayment.

Some employees approved purchases and payments that exceeded their delegated authority amounts. Five of twenty payments tested were for amounts that exceeded the approver's delegated authority by amounts that ranged from \$13,000 to over \$70,000. The college maintained a spreadsheet of delegation of authority levels; however, it was not always used to verify employees had adequate delegated authority.

The approval to pay invoices was not always documented. Three of twenty payments tested did not have a documented approver.

Finally, the college erroneously paid a vendor the full amount it estimated to repair water damage to the building before the work had been completed. In September 2013, it paid \$562,139 rather than \$34,805 that had been approved on the invoice. Instead of refunding the overpayment, the vendor retained the full amount as it continued to perform the work. In the end, the vendor disputed the amount and did not return nearly \$39,000 that the college's insurance company said was not earned. As of April 2015, the college had not been successful in recovering the funds.

Recommendations

- *The college should ensure invoices have been properly reviewed and approved before making the payment and employee's that approve payments have the appropriate delegation of authority.*
- *The college should work with General Counsel to help recover the \$39,000 overpayment.*

4. The college did not comply with board policy when it assessed 23 students a personal property fee to pay for a lab kit they never received.

After following the college's process for requesting and approving a personal property fee, it began in the spring term of 2016 charging a \$90 personal property fee for a biology class. The purpose of the fee was to pay for a lab kit each student would be given and used in the class. The college did not purchase or provide the kits to the 23 students who were charged the fee.

According to Board Policy 5.11, Tuition and Fees, and its companion System Procedure 5.11.1, personal property charges are authorized by the Board and adopted at campus discretion with the president's approval. It is property retained by the student and it has value outside of the classroom such as tools, books, materials, and supplies.

Recommendations

- *The college should refund personal property fees to students who paid them but never received the items that were to be purchased using the fees.*
- *The college should implement procedures to ensure students receive the items the college was to purchase using the personal property fees it collected.*

5. The college practice of waiving the Minnesota State College Student Association (MSCSA) fee when waiving other student charges did not comply with board policy.

Prior to January 2016, the college's practice was to waive the MSCSA fee when waiving other tuition and fee charges for eligible students. Board Policy 5.12 allows tuition and fee waivers for reasons such as a student's death, medical reasons, or significant personal situations. The policy, however, states, "The college or university cannot waive the MSUSA or MSCSA student association fee." The MSCSA fee for the 2015-16 school year was \$.35 per credit hour. Although eligible students had the student association fee waived, the college used its own funds to pay the waived fee to the student association.

Recommendations

- *The system office and board of trustees should consider revising board policy 5.12 if it is an acceptable practice for colleges and universities to pay the student association fees themselves rather than students when a student qualifies for a tuition and fee waiver.*

6. The college did not adequately restrict some employee’s computer system access.

The college did not adequately restrict some computer system access. Some employees had access they did not need while others had incompatible access without effective mitigating or detective controls.

Unnecessary Access

Nine employees had access to the ISRS accounts receivable module that was not necessary to perform their job responsibilities. They had update access to screens used for a variety of things such as charge generation, short-term loans, and student demographics.

ISRS access was not removed promptly when four employees ended employment at the college. Two of the four left employment over a year ago while the other two were more recent. Access was limited to view only for all but one employee.

Incompatible Access

Several employees were given ISRS access that allowed them to perform incompatible duties. Four employees had incompatible ISRS system access related to tuition and fees functions without adequate compensating controls. Each employee had cashiering related functions combined with the ability to reduce cash receipts or accounts receivable balances by entering transactions such as receipt corrections, student tuition waivers, and accounts receivable corrections, adjustments, or write-offs.

The college identified the incompatible access and required employees to obtain authorization before entering certain transactions. ISRS does not have the functionality to enforce the requirement. Therefore, detective controls or after-the-fact monitoring is necessary to ensure transactions are identified and reviewed for accuracy and authorization. The college did not implement detective controls to address the risks associated with the four employees having incompatible access.

Three other employees had incompatible access in ISRS. It was determined the access was no longer required and their access was modified to no longer have the conflicting access.

Separating incompatible duties is preferred because it prevents errors, unauthorized transactions, and fraud from occurring and going undetected. The college should review the incompatible access and eliminate it as much as possible. For the remaining incompatible duties, the college needs strong detective controls, after-the-fact monitoring. In addition to designing and implementing these detective controls, which includes who does what and when, the college should monitor to ensure control procedures are being completed as intended.

Recommendations

- *The college should implement procedures to ensure ISRS system access is removed or modified timely when an employee changes jobs within the college, goes on an extended leave, or ends employment.*
- *The college should evaluate whether incompatible access can be removed. If it is not practical, effective detective control should be established and monitored to ensure they are performed and that proper documentation is retained.*
- *The college should ensure the annual ISRS access recertification is completed accurately.*

Section V – Management’s Response

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June 9, 2016

Minnesota State Colleges and Universities
Members of the Board of Trustees
Chancellor Steven J. Rosenstone
Mr. Eric Wion, Interim Executive Director, Internal Auditing
30 7th St. E., Suite 350
St. Paul, MN 55101-7804

Dear Chancellor Rosenstone, Trustees and Mr. Wion:

Thank you for the opportunity to review and provide responses to the results of the Hennepin Technical College Internal Control and Compliance Audit that was conducted for the time period covering fiscal 2014, 2015, and 2016 through February 29, 2016.

We welcome the opportunity to improve our financial operations based upon the findings noted in the audit. We are pleased the college generally had adequate internal controls and complied with policies, procedures, and finance related legal requirements.

We are also appreciative of the professionalism shown by Mr. Wion and his staff from the Office of Internal Auditing in working with us to review our financial operations.

The following are the findings detailed in the audit report and our responses to resolve them:

1. The college did not accrue sick leave for faculty one term and it made some other leave-related errors.

The college concurs with the finding. The human resource office has already resolved the leave errors identified during the audit. The chief human resource officer, along with her staff, will review the current procedures regarding leave accruals and make adjustments accordingly.

2. The college did not adequately manage its ISRS equipment inventory records.

The college concurs with the finding. The college has made efforts to complete the physical equipment inventory and it is clear additional work is needed in executing procedures established by the college. Procedures will be established to ensure physical equipment inventories are conducted by employees or others who are not responsible for the custody of the equipment. The procedures will also ensure equipment is disposed and recorded properly, recorded timely, and the Fixed Asset Reconciliation Report is reconciled on a timely basis.

3. Some college employees lacked adequate delegated authority for approving vendor payments, some payments lacked documented approvals, and the college made one large overpayment.

The college concurs with the finding. The college leadership will discuss with appropriate staff the procedures for approving payments and required documentation for payments. The college will work with General Counsel to help recover the \$39,000 disputed payment to the vendor.

4. The college did not comply with board policy when it assessed 23 students a personal property fee to pay for a lab kit they never received.

The college concurs with the finding. The property fee has been refunded to the 23 students. Procedures have been put in place of the personal property fees and to have the fees approved and communicated to college staff.

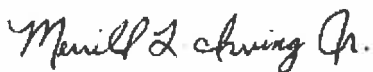
5. The college practice of waiving the Minnesota State College Student Association (MSCSA) fee when waiving other student charges did not comply with board policy.

The college concurs with the finding for part of the period being audited. Starting in January 2016 the college is complying with board policy and will continue to comply until a revision is made with board policy.

6. The college did not adequately restrict some employee's computer system access.

The college concurs with the finding. Incompatible computer system access for employees have been corrected. When it is not practical to separate duties, the college will document the process for mitigating controls and monitor them on a regular basis. Also, the employee separation checklist will be modified to incorporate the proper notification to our information technology department and business office for the removal of the ISRS access.

Sincerely,



Merrill L. Irving, Jr., Ed.D.
President

Cc: Ms. Sharon Mohr, Chief Human Resources Officer
Mr. Ron Beckstrom, Director of Finance
Mr. Craig Erickson, Vice President of Finance and Operations



DIVERSITY, EQUITY, AND INCLUSION COMMITTEE

JUNE 22, 2016

8:00 A.M.

MCCORMICK ROOM

30 7TH STREET EAST

SAINT PAUL, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

- 1. Minutes of Joint Meeting of Academic and Student Affairs, and Diversity, Equity, and Inclusion Committees, May 17, 2016 (Handout)**
2. Consultation on Chief Diversity Officer Position (pp.1-2)

DIVERSITY, EQUITY AND INCLUSION COMMITTEE

Duane Benson Chair

Louise Sundin, Vice Chair

Ann Anaya

Kelly Charpentier-Berg

Erma Vizenor

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Board of Trustees Study Session

Date: June 22, 2016

Title: Consultation on Chief Diversity Officer Position

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

This presentation will provide an overview of the consultation process that is ongoing with regards to the Chief Diversity Officer position. This discussion will include feedback received from various constituent groups, as well as recommendations on next steps in the search process.

Scheduled Presenter(s):

Toyia Younger, Associate Vice Chancellor for Student Affairs and Interim Chief Diversity Officer
Josey Landrieu, Director of Diversity Programs and Evaluation

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

INFORMATION ITEM

CONSULTATION ON CHIEF DIVERSITY OFFICER POSITION

BACKGROUND

This presentation will provide an overview of the consultation process that is ongoing with regards to the Chief Diversity Officer position. This discussion will include feedback received from various constituent groups, as well as recommendations on next steps in the search process.



JOINT MEETING: DIVERSITY, EQUITY, AND INCLUSION AND HUMAN RESOURCES COMMITTEE
JUNE 22, 2016
8:30 AM

MINNESOTA STATE COLLEGES AND UNIVERSITIES
MCCORMICK ROOM, FOURTH FLOOR
30 7TH STREET EAST
SAINT PAUL, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

Minnesota State Colleges and Universities Faculty and Staff Diversity: Current Demographics and Strategies (pp.1-2)

Diversity, Equity, and Inclusion Committee

Duane Benson Chair
Louise Sundin, Vice Chair
Ann Anaya
Kelly Charpentier-Berg
Erma Vizenor

Human Resource Committee

Dawn Erlandson, Chair
Ann Anaya, Vice Chair
Margaret Anderson Kelliher
Duane Benson
Elise Bourdeau
Alexander Cirillo
Robert Hoffman

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

**Name: Diversity, Equity, and Inclusion Committee
Human Resources Committee**

Date: June 22, 2016

**Title: Minnesota State Colleges and Universities Faculty and Staff Diversity:
Current Demographics and Strategies**

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

The Diversity, Equity, and Inclusion and Human Resources committees will engage in a study session on faculty and staff demographics and strategies being implemented to expand and maintain our diverse workforce.

Scheduled Presenter(s):

Mark Carlson, Vice Chancellor for Human Resources
Toyia Younger, Interim Chief Diversity Officer

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

INFORMATION ITEM
Minnesota State Colleges and Universities Workforce Diversity: Current Demographics and Strategic Actions

BACKGROUND

The Diversity, Equity, and Inclusion and Human Resources committees will engage in a study session on workforce demographics and strategies being implemented to expand and maintain our diverse workforce. Trend data regarding the progress toward creating a diverse workforce will be presented. Committee members will engage in a discussion on strategic actions regarding recruitment, retention and employee development designed to expand and maintain a diverse workforce for the system.

Faculty and Staff Diversity: Current Demographics and Strategies



Board of Trustees

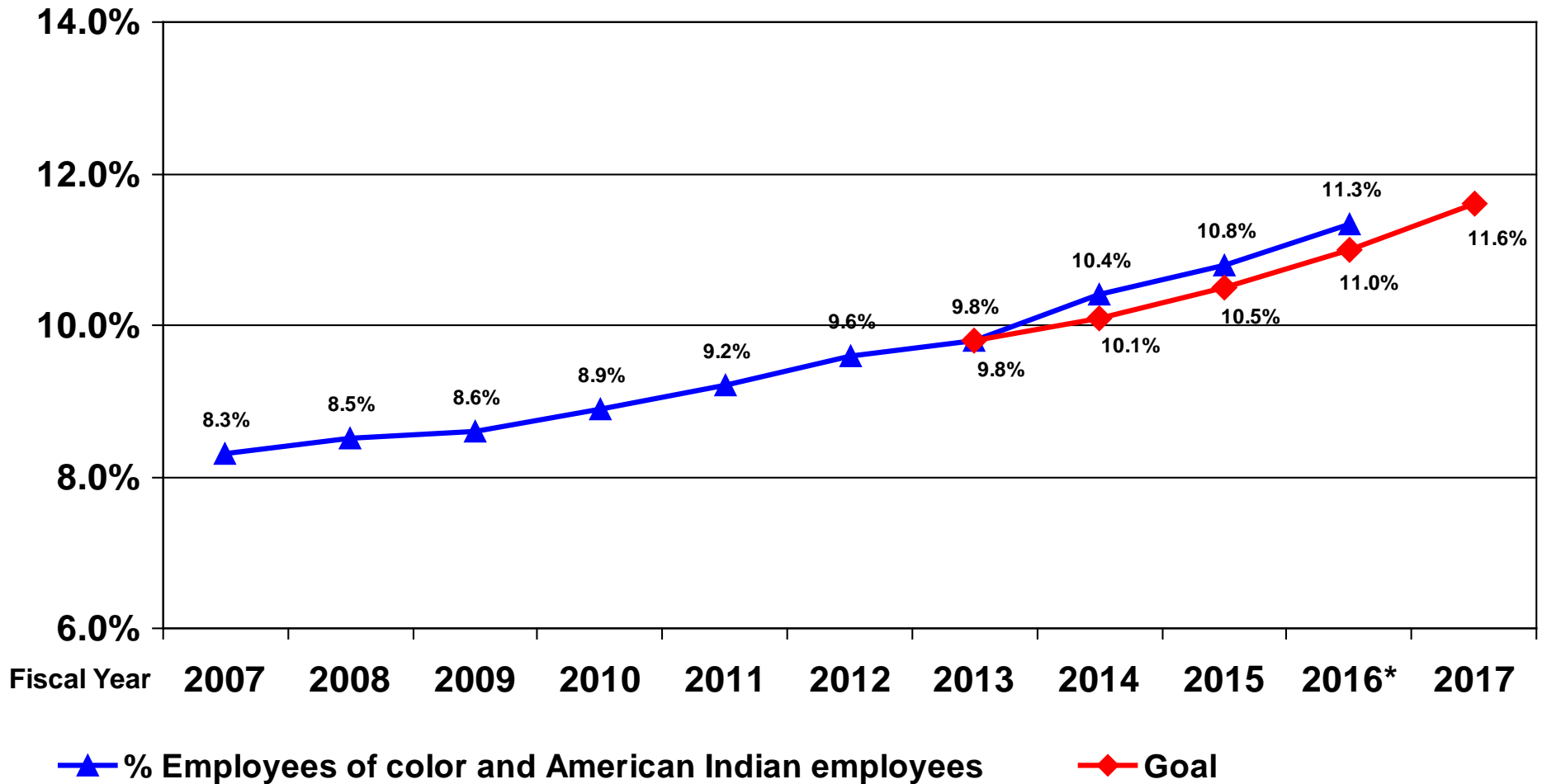
Joint Diversity, Equity, and Inclusion Committee and
Human Resources Committee Study Session

June 22, 2016



Minnesota
STATE COLLEGES
& UNIVERSITIES

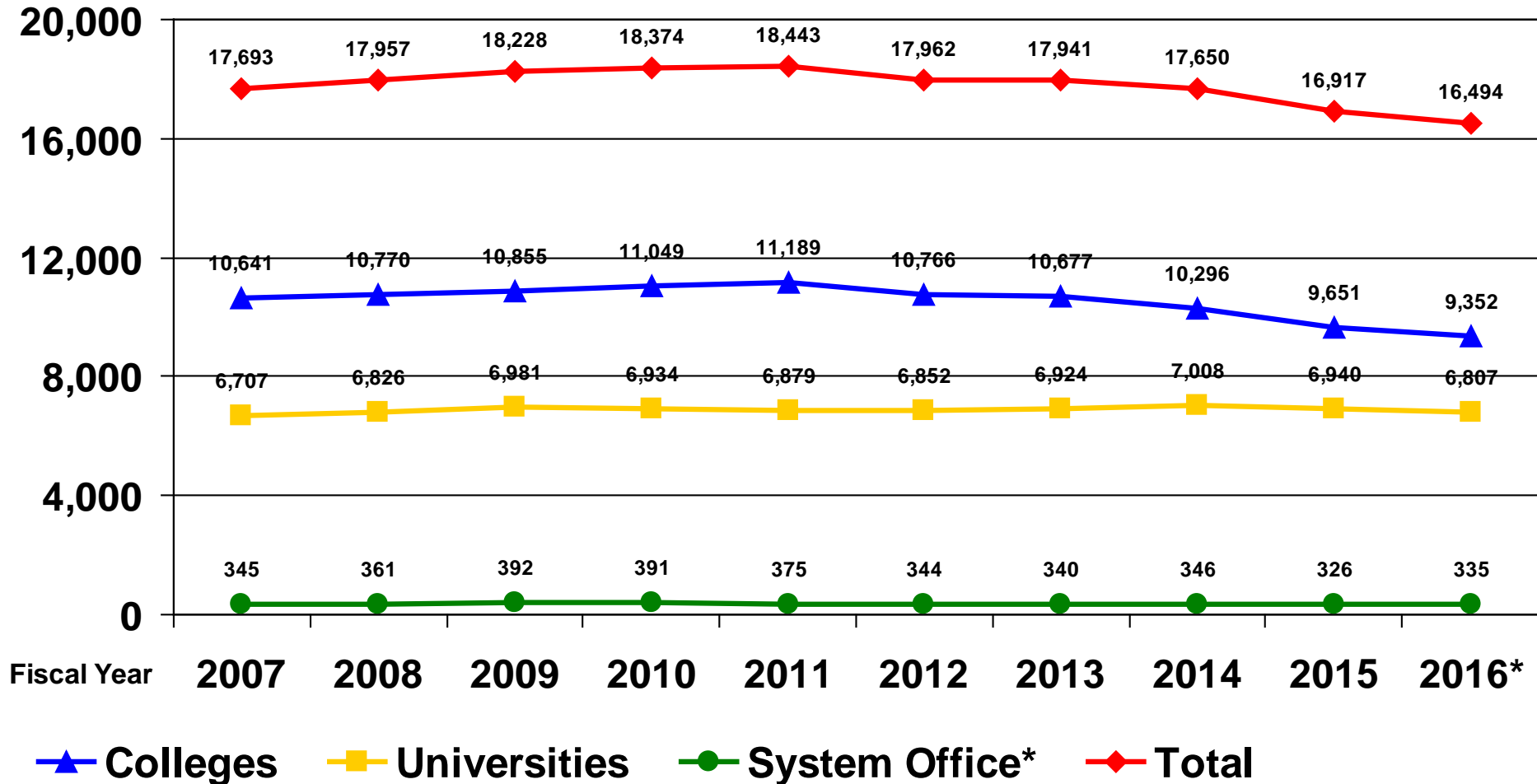
Percent employees of color and American Indian employees is ahead of goal



* Preliminary 2016 data used for blue line.



Employee headcount has dropped since fiscal year 2011



* Preliminary System office FTE employees in 2016 includes 316.3 general fund positions and 17.4 externally funded positions.



** Preliminary 2016 data

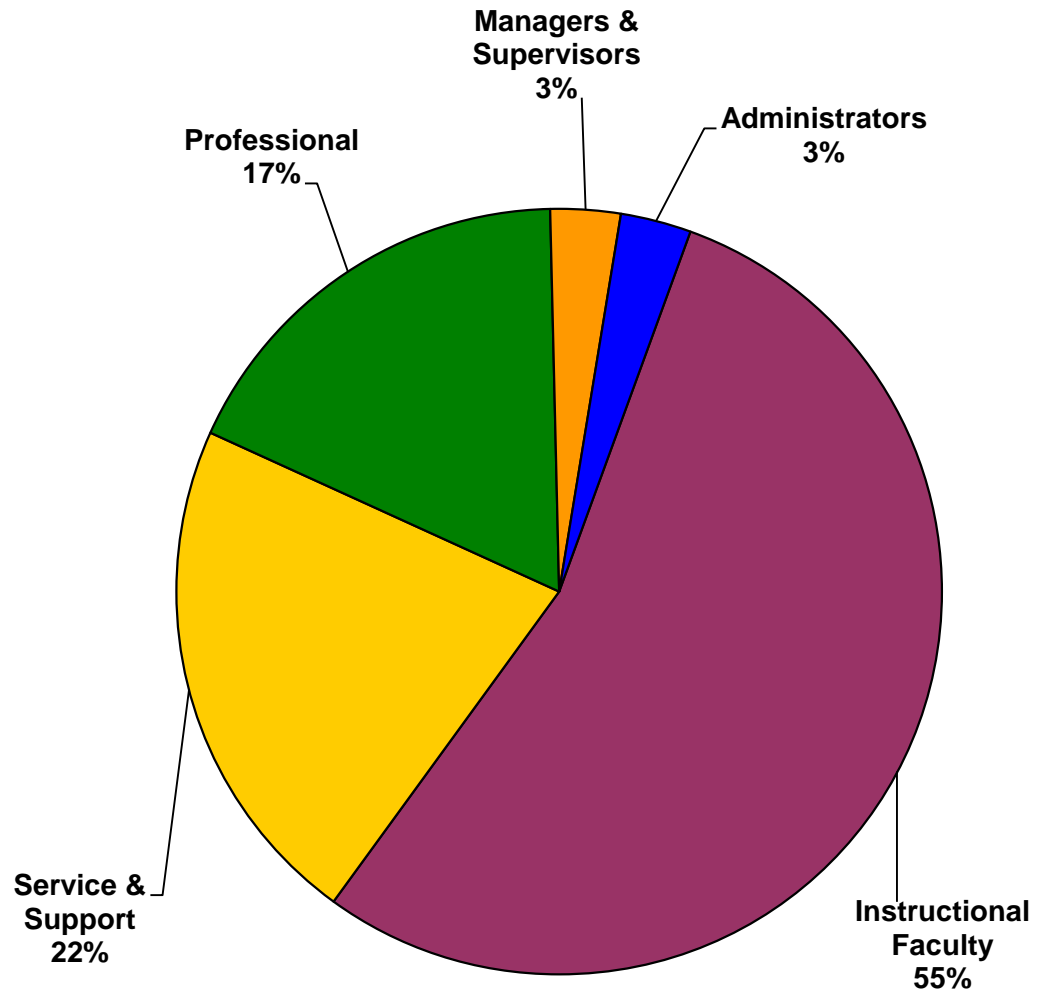
Snapshot of Employees: March 2016

- 16,494 employees
- 14,720 full-time equivalents
- 57% at the colleges
- 41% at the universities
- 2% at the system office
- 55% are faculty
- 45% are staff
- 55% are women
- 11.3% are employees of color

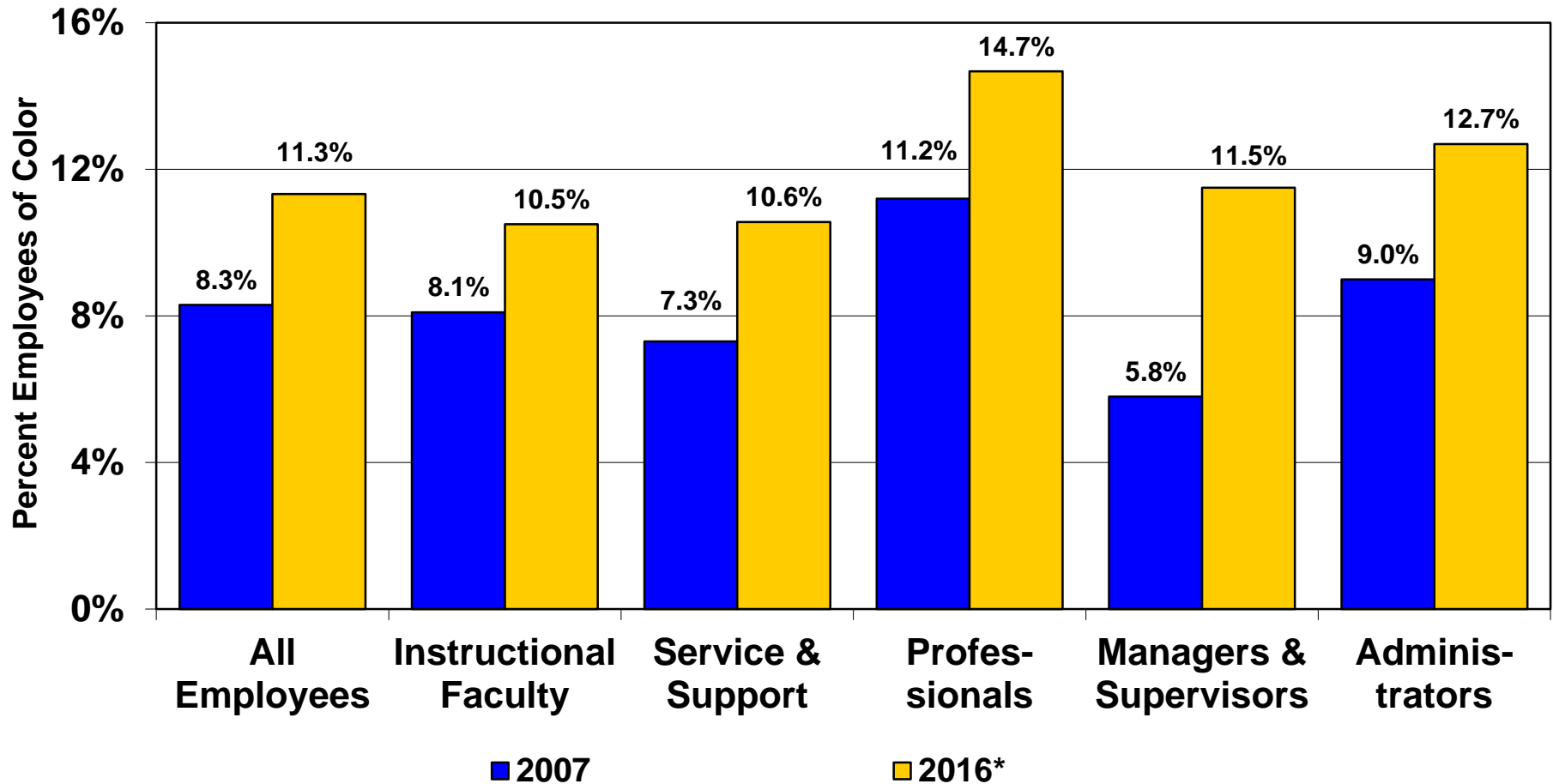
*Headcount and FTE numbers are preliminary 2016



Employees by role



Employees of color and American Indian employees comprise an *increasingly larger* percentage of the systemwide workforce



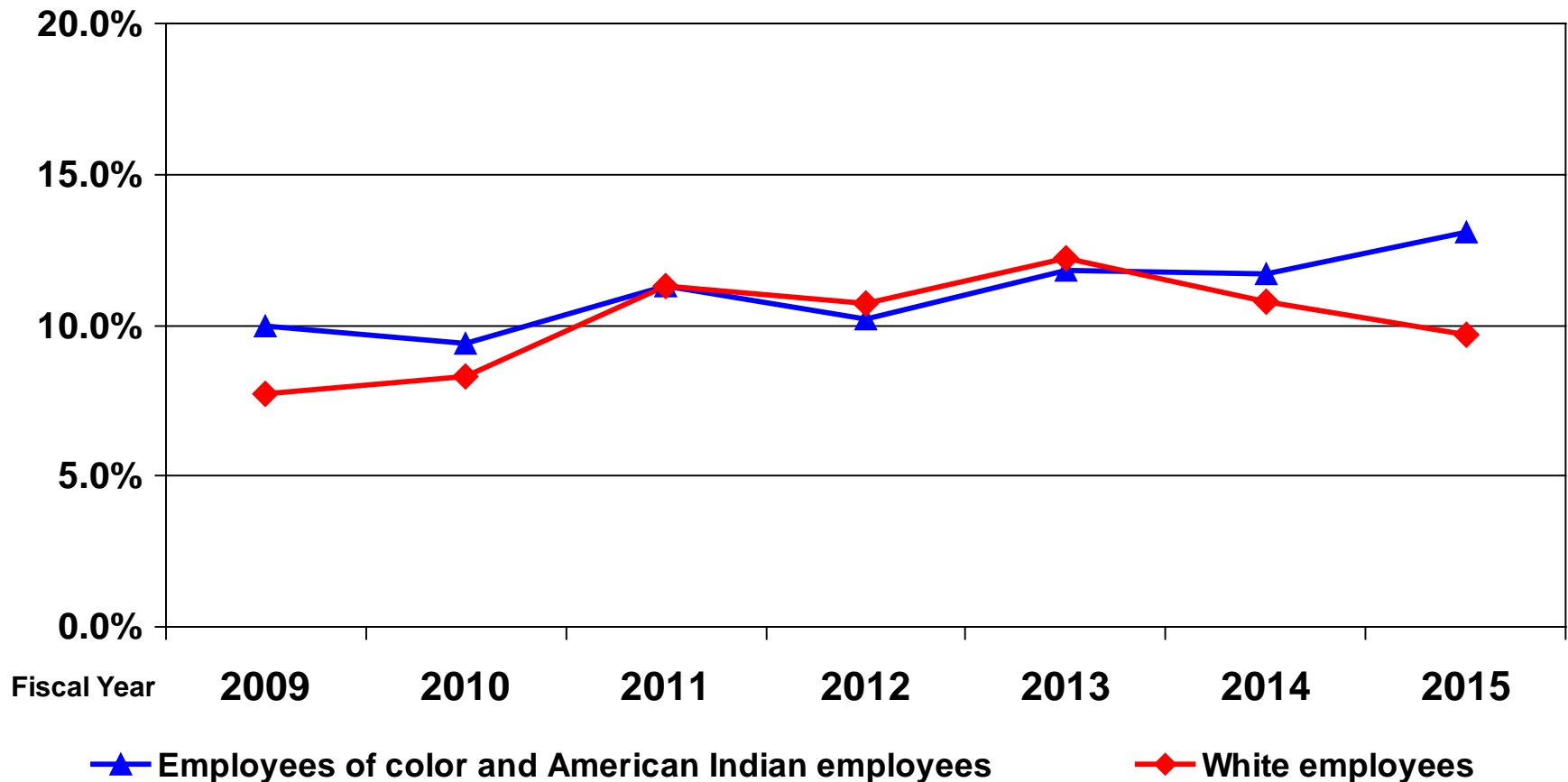
Employees of color: 2007 = 1,472 2016 = 1,869 Increase = 27.0%

All Employees: 2007 = 17,693 2016 = 16,494 Decrease = -6.8%

* Preliminary 2016 data

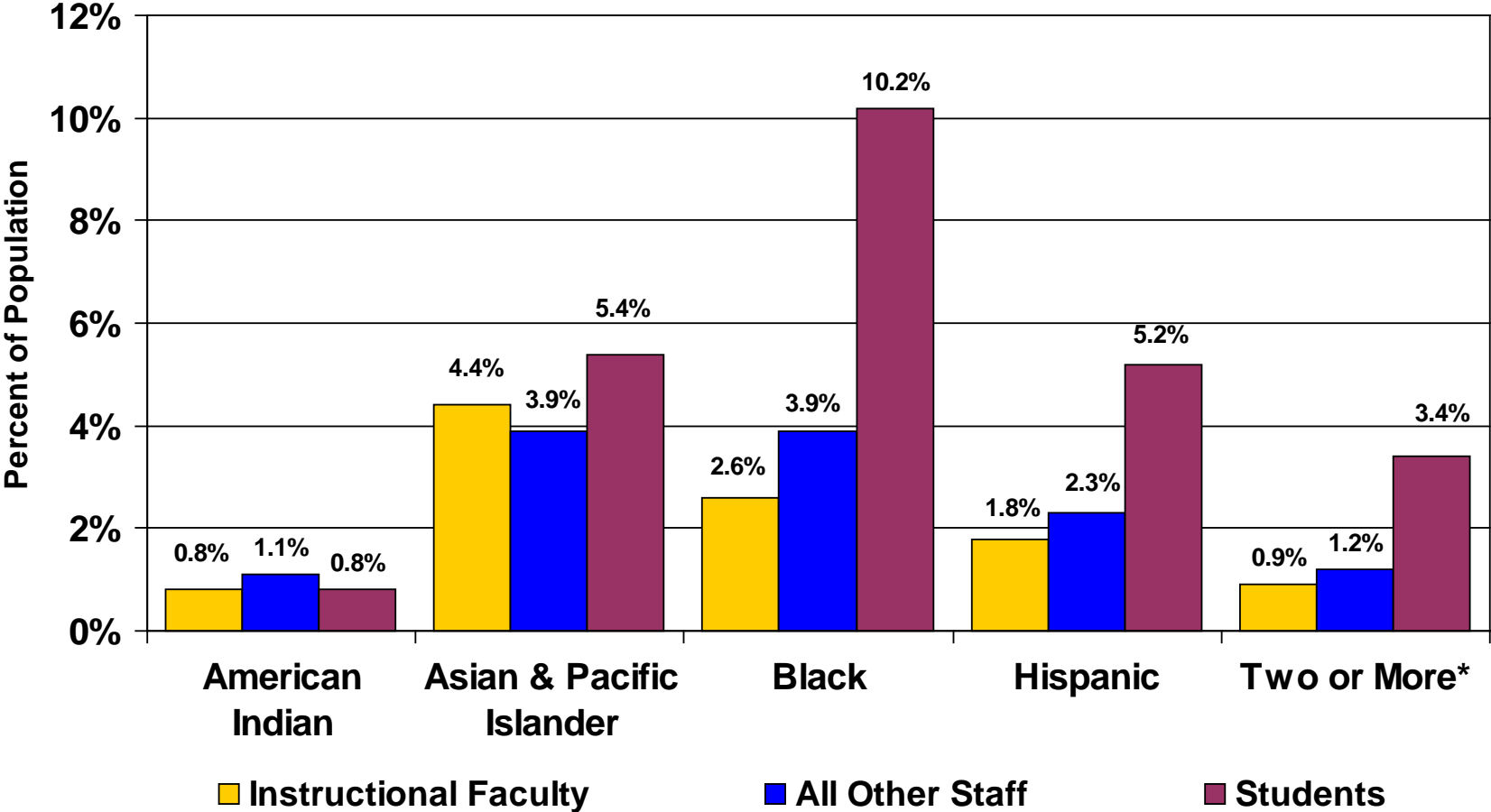


Turnover of white employees and employees of color and American Indian employees



Turnover = $\frac{\text{Number of permanent employees who have separated during the fiscal year}}{\text{Average number of permanent employees}}$

Employee diversity compared to the diversity of the student body

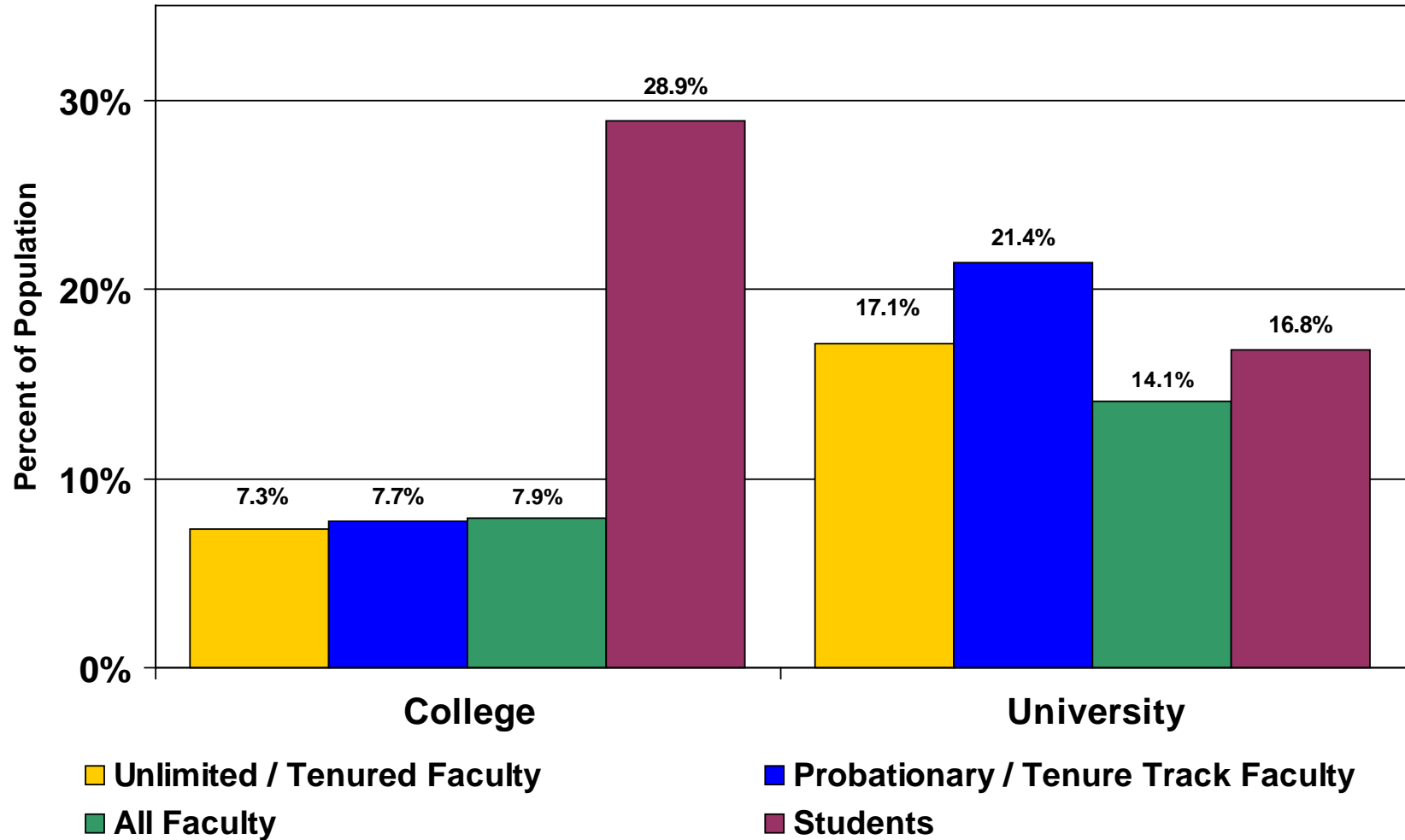


* The Two or More category includes a majority of American Indian employees.

** Preliminary 2016 employee and student data.

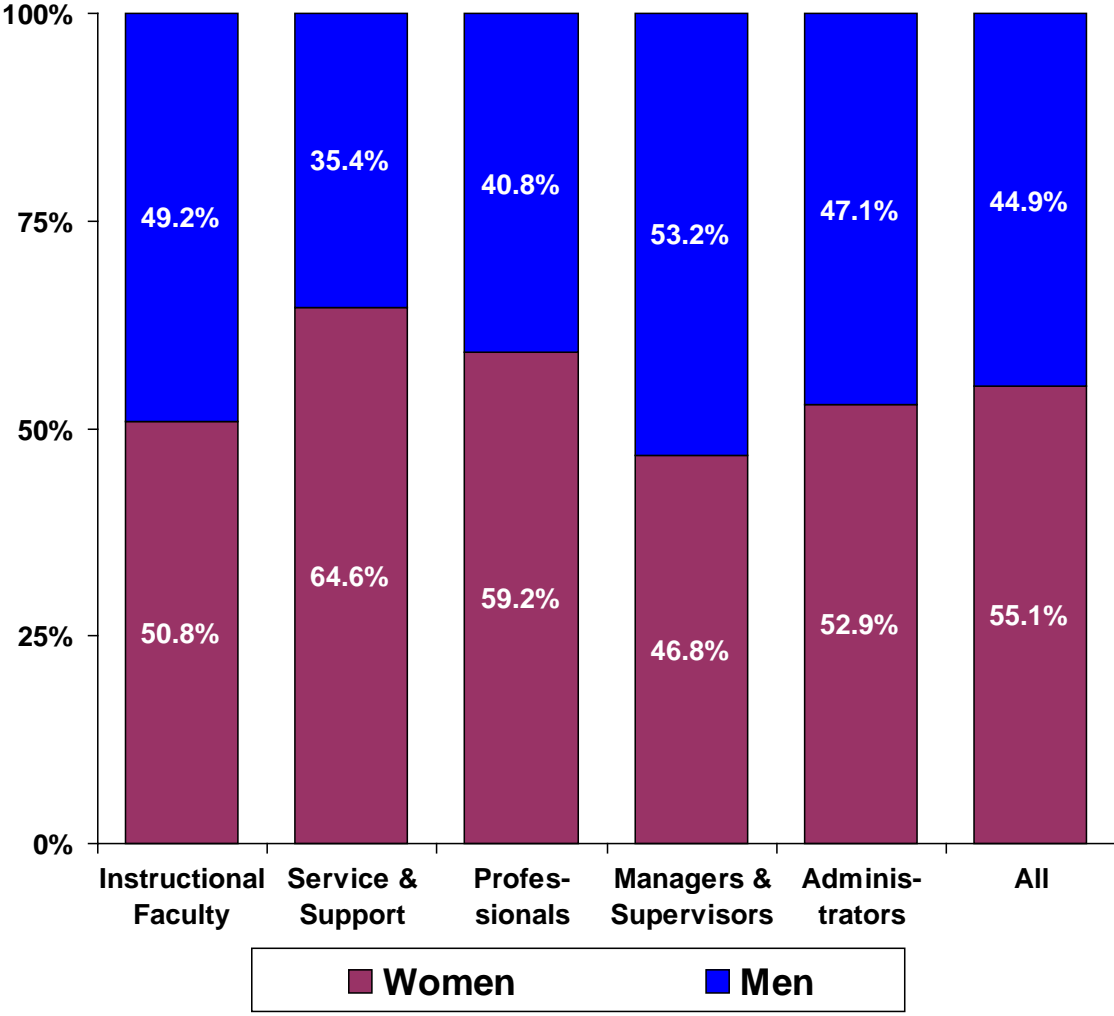


Faculty diversity compared to student diversity



* Preliminary 2016 employee and student data.

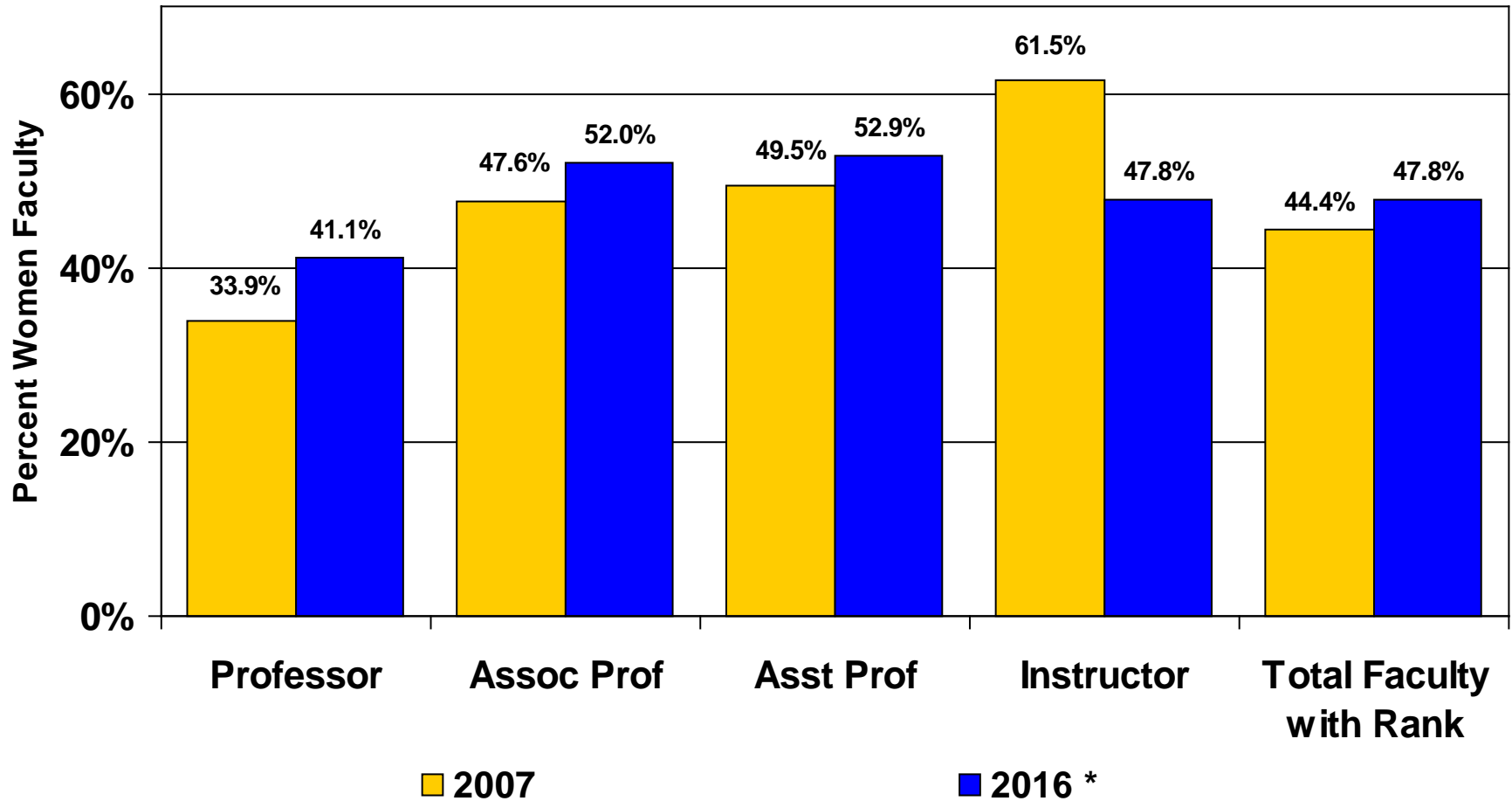
Women comprise a *majority* of employees



* Preliminary 2016 data



Women comprise an *increasing* percentage of university professors



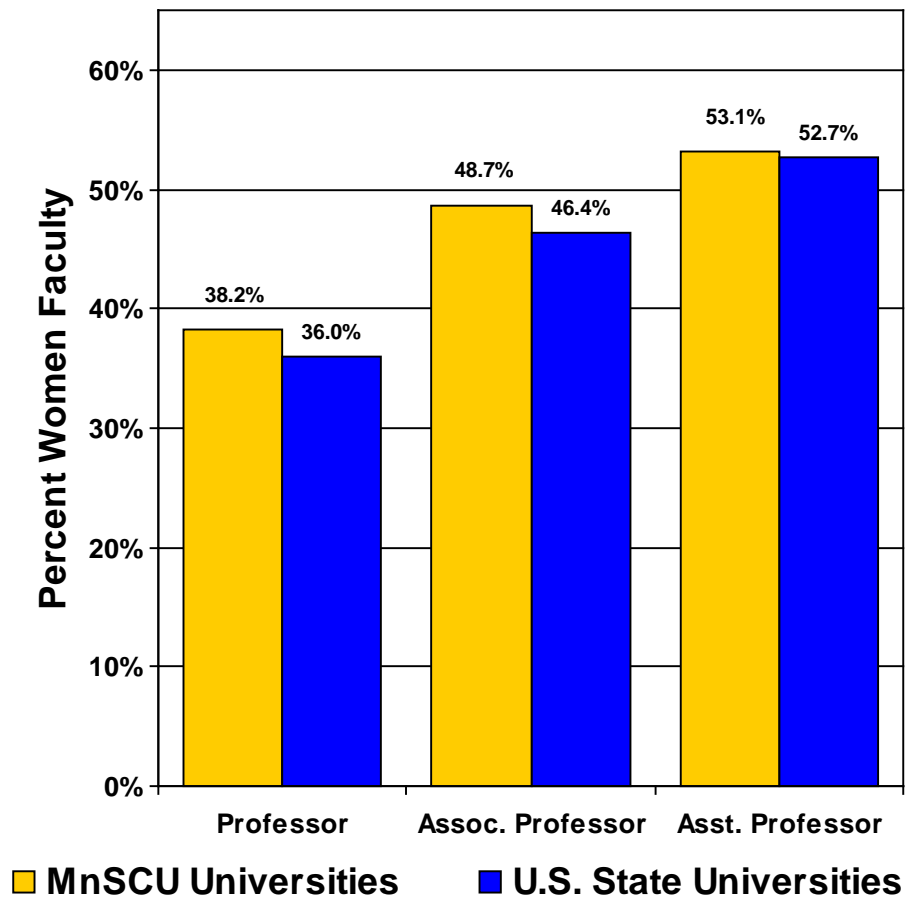
Women professors: 2007 = 304 2016 = 379 Increase = 24.7%

Men professors: 2007 = 594 2016 = 543 Decrease = -8.6%

* Preliminary 2016 data.

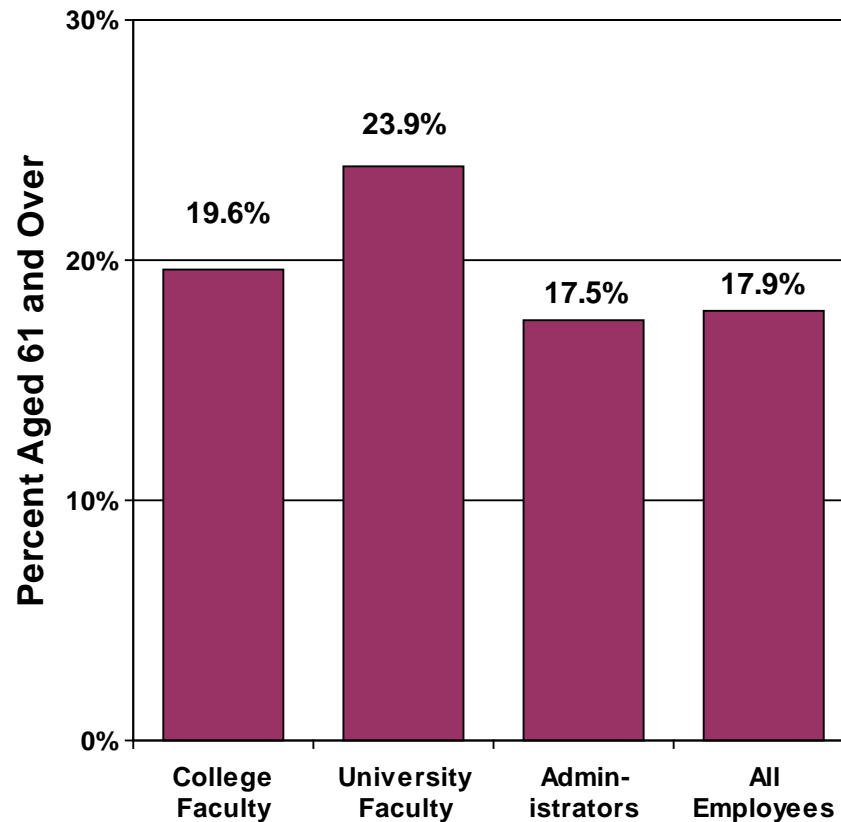


Women comprise *higher percentages* of assistant, associate & full professors at MnSCU universities than at similar nationally universities

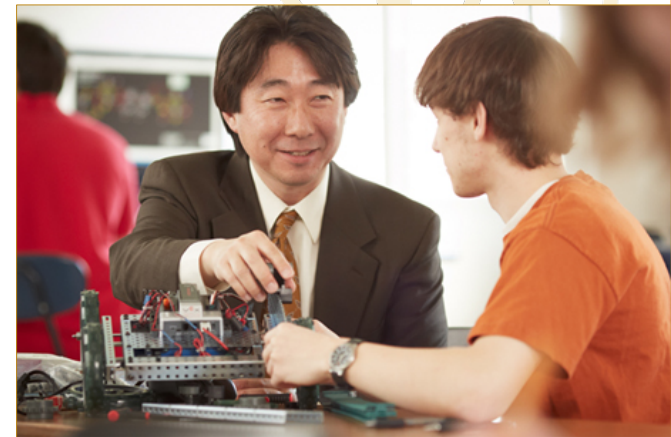


* Based on 2014 national higher education data (IPEDS)

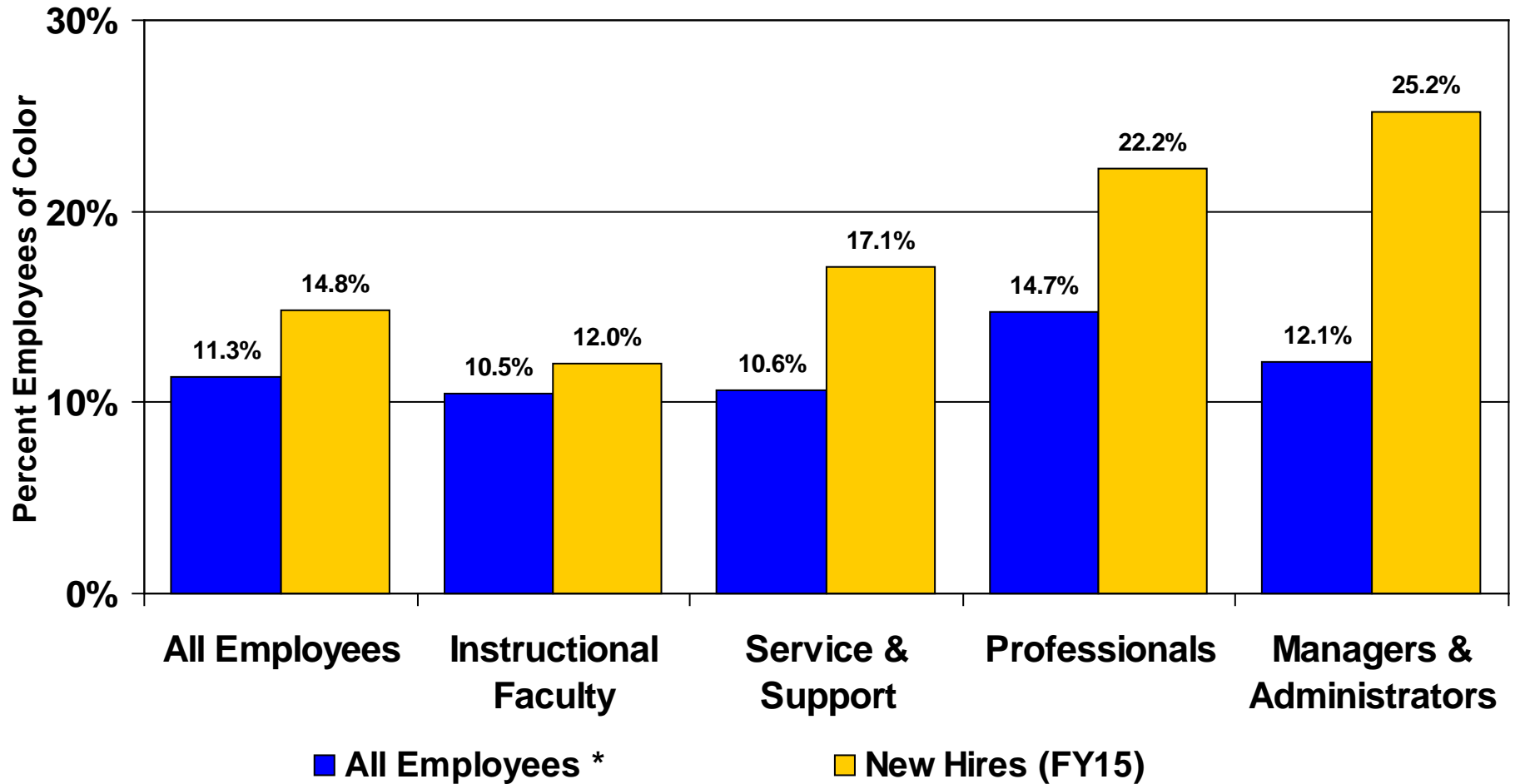
Percent of employees in *key roles* aged 61 and over



* Preliminary 2016 data



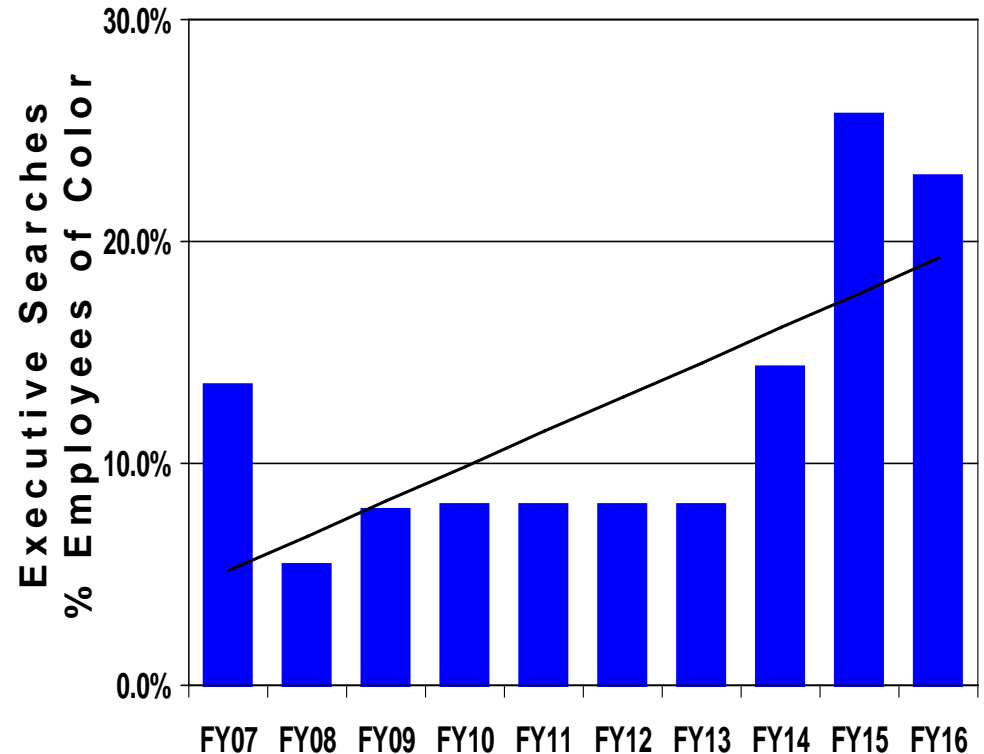
Employees of color and American Indian employees represent a *larger percentage* of new hires than of the workforce as a whole



* Preliminary 2016

Modeling best practices: Executive searches over the past 3 years

- 23 executive searches
 - 15 new presidents
 - 10 women
 - 5 underrepresented
 - interim/acting presidents
 - 3 women
 - 2 underrepresented
- 6 cabinet appointments
 - 2 women
 - 2 underrepresented



Recruitment Results

- 1 New hires are increasingly diverse
- 2 Focused recruitment efforts have produced diversity at a number of levels
- 3 Employees of color and American Indian employees in president and system office leadership positions has increased from 13.5% to 23.0%
- 4 Executive search practices and results are a model for the system

Retention

- 1 Cultural competence professional development and assessment for staff and faculty
- 2 Culturally relevant pedagogy practices among faculty
- 3 Diversity and cultural competence in position descriptions and performance evaluations
- 4 Attention to climate

Discussion/ Questions?

- Are we missing anything?
- Are there other best practices out there we should be looking at?



ACADEMIC AND STUDENT AFFAIRS COMMITTEE

JUNE 22, 2016

9:00 A.M.

MCCORMICK ROOM

30 7TH STREET EAST

SAINT PAUL, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

1. **Minutes of May 18, 2016 (pp. 1-6)**
2. **Minnesota State College–Southeast Technical: Change in Institution Type and Change in Name (Second Reading) (pp. 7-15)**
3. **Proposed Amendments to Policies (Second Readings):**
 - **3.21 Undergraduate Course Credit Transfer (pp. 16-22)**
 - **3.37 Minnesota Transfer Curriculum (pp. 23-26)**
4. **Metro Baccalaureate Strategy (pp.27-61)**
5. Proposed Amendment to Policy 2.10 Student Housing (First Reading) (pp. 62-63)

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Alexander Cirillo, Chair

Louise Sundin, Vice Chair

Duane Benson

Dawn Erlandson

Maleah Otterson

Thomas Renier

Elise Bourdeau

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
MAY 18, 2016**

Academic and Student Affairs Committee Members Present: Chair Alex Cirillo; Trustees Duane Benson, Elise Bourdeau, Dawn Erlandson, Maleah Otterson, Thomas Renier and Louise Sundin.

Other Board Members Present: Trustees Margaret Anderson Kelliher, Jay Cowles, Kelly Charpentier-Berg, Robert Hoffman and Michael Vekich.

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held a meeting on May 18, 2016, at Wells Fargo Place, 4th Floor, McCormick Room, 30 East 7th Street in St. Paul. Chair Alex Cirillo called the meeting to order at 8:03 am.

1. Minutes of March 16, 2016 Academic and Student Affairs Committee meeting

Trustee Erlandson moved and Trustee Otterson seconded that the minutes from the March 16, 2016 meeting be approved as written. Motion carried.

2. Minutes of Joint Meeting with Finance and Facilities Committee

Trustee Bourdeau moved and Trustee Erlandson seconded that the minutes from the April 20, 2016 Joint Meeting with Finance and Facilities Committee be approved as written. Motion carried.

3. Proposed Amendment to Policies (Second Readings):

- a. **2.9 Academic Standing and Financial Aid Satisfactory Academic Progress**
- b. **3.1 Student Rights and Responsibilities**
- c. **3.6 Student Conduct**
- d. **3.30 College Program Advisory Committees**
- e. **3.38 Career Information**
- f. **3.39 Transfer Rights and Responsibilities**

Presenter:

Gary Hunter, System Director for Policy

Amendments to these six policies were brought forward for first readings in March and no additional feedback has been received. Vice Chancellor Anderson said these are primarily technical changes to align policy language.

Trustee Otterson moved and Trustee Renier seconded that all six policies be approved as amended. Motion carried.

4. Minnesota State College – Southeast Technical: Change in Institution Type (First Reading)

Presenters:

Dorothy Duran, President

Ron Anderson, Vice Chancellor for Academic and Student Affairs

Minnesota State College-Southeast Technical is requesting a change in institution type to expand its mission to be a comprehensive technical and community college. If the change receives approval from the Board of Trustees and the Higher Learning Commission, the college will be able to offer the Associate of Arts degree at both its Red Wing and Winona campuses.

An extensive review by Academic and Student Affairs staff was conducted and they support the proposed mission change, Vice Chancellor Anderson said. The review found:

- The college has documented demand for a transfer degree option among both current and future students;
- The requested change in mission will help protect the viability of the college's technical programs through overall enrollment and revenue growth;
- There is widespread support for the mission change from faculty, staff and students, local business and industry and sister institutions in the region; and
- The college is well positioned to successfully implement this change, with solid finance, facility, staffing and curricular plans.

Since the year 2000, a number of colleges have requested and received approval for a similar mission changes, including Saint Paul College, South Central College, Alexandria Technical and Community College, St. Cloud Technical and Community College and Pine Technical and Community College. Vice Chancellor Anderson said these colleges experienced increased enrollment, including in technical programs, after becoming comprehensive colleges.

To show support for the proposed mission change, many internal and external stakeholders and partners were present for the committee meeting, including college students and faculty, the superintendent of the Red Wing school district and the mayor of Winona, among others.

President Duran said since 2009 MSC-SE Technical has offered certificates, diplomas, AAS and AS degrees in the 10 goals areas of the Minnesota Transfer Curriculum (MnTC). A mission change will allow MSC-SE Technical students a direct pathway to baccalaureate degrees.

If the mission change is approved, MSC-SE Technical will not abandon technical education, which has been the college's cornerstone since it became the second public vocational-technical school in the state, President Duran said. The change is expected to bolster student enrollment and revenues, which will protect the viability of the college's technical programs.

Strong technical education programs will be preserved since there are over 100 manufacturers in Winona and 50 in Red Wing in need of skilled workers, President Duran said. Employers in the region are supporting the mission change since they want to hire people with a full complement of skills.

Trustee Benson agreed. Since the college has strong partnerships with area businesses and industry, any issues with the proposed mission change would have already surfaced. He said the mission change is worthy of support.

There is clear student interest in Associate of Arts degrees, as was indicated in a March 2016 survey of current students, students in the application process and high-school students from the 22 schools in the Southeast Perkins IV Consortium. President Duran said the results showed 71.5 percent of all respondents indicated they are extremely or somewhat likely to pursue a four-year degree now or in the future.

The college does not anticipate the need to add faculty or administrative staff in the immediate future if the change is approved, President Duran said.

Financially, the college is prepared to invest in the transition to becoming a comprehensive institution, estimating it will cost up to \$200,000 in five years beginning in fiscal year 2017. The largest proportion of that amount would be incurred in contractual faculty workload costs, President Duran said. Resources have been identified to defray the expensive and an increase in enrollment is expected to generate a net increase in revenue.

Chair Cirillo asked if the college expects any issues with accreditation by the Higher Learning Commission. President Duran said the commission has indicated that a change in accreditation should not be an issue since the college already is offering all courses for the MnTC in the Associate of Arts degree. The commission also has offered to expedite the change request, she added.

Chancellor Rosenstone spoke in favor of the mission change proposal. He said it has wide support from students, local K-12 and post-secondary schools, including Winona State University, as well as with regional businesses, industry and community groups. Given the courses the college is already offering, the financial investment needed to make the mission change is small compared to the other colleges that have become comprehensive colleges.

The Academic and Student Affairs Committee will have second reading of the proposed mission change at its June meeting and then it will be forwarded to the Board of Trustees for final approval.

5. Student Mental Health Update

Presenters:

Toyia Younger, Associate Vice Chancellor for Academic and Student Affairs and Interim Chief Diversity Officer

Wendy Robinson, Director for Student Services

The number of college students facing mental health challenges has increased both nationally and at the system's colleges and universities. Support services on campus are needed in order for them to be academically and personally successful, Associate Vice Chancellor Younger said.

Nationally, 95 percent of university and college counseling center directors say the number of students with significant psychological problems, including depression and anxiety, is a growing concern on their campuses.

Students with mental health challenges fare more likely to miss classes and have lower GPAs, Younger said. Sixty-four percent of students who responded to the National Alliance on Mental Illness Survey indicated that their mental health was the reason they dropped out of college.

In Minnesota, one in five children from pre-school to high school has a diagnosable mental health disorder. Most commonly reported mental health concerns among students in the system include depression, anxiety, panic attacks, post-traumatic-syndrome disorder and suicidal thoughts.

A variety of counseling services are provided throughout the system, but how those services are provided varies from campus to campus, Younger said. For example, Minneapolis Community and Technical College offers a collaborative model with Boyton Health Services; Bemidji State University offers a fee-for-service model; and Winona State University offers a counseling center with no charge for services.

Campus-based behavioral intervention teams are critical to ensuring safety and critical time response, Younger said. These teams bring together staff and faculty from departments and divisions across campus to detect mental health issues and then coordinate an appropriate response.

It is common for colleges and universities to partner with community resources for financial reasons or because students may not feel comfortable seeking help on campus, Younger said.

The last comprehensive review of system mental health services was in 2009, System Director Wendy Robinson said. It is time for an updated review of the strengths and gaps of current programs and services, including staffing levels and community partnerships.

Challenges for campuses include the ability to offer after-hours care, uneven strategic planning around student mental health issues and the need for more consistent

training and data standards for behavioral intervention teams. The lack of community resources in many rural counties makes exploring partnership models more challenging, she added.

There is a need for the system office to collaborate with campus staff and student associations to develop comprehensive plans and mental health service models to better support student mental health needs across all of our campuses, Robinson said. A guide containing information on best practices, data standards and the legal requirements for campus behavioral intervention and/or crisis response teams would be a great asset, she said.

Winona State University President Scott Olson said students who are enrolled in relevant counseling and therapy programs serve as interns to help provide mental health services not only on the Winona campus, but also to MSC-SE Technical students through a shared-services agreement.

Trustee Sundin praised this practice, saying internships in campus counseling and mental health centers should be a requirement for students in psychology, family therapy, counseling and related programs.

Younger said some campuses are looking into buying the services of clinical psychologists from community mental health agencies to handle the more serious mental health needs of students.

Trustee Otterson asked what campuses are doing to help students during high-stress times.

Robinson said campuses have many programs and awareness activities that promote student wellness. It is necessary to find a balance on how to provide those activities for the general population, while also meeting the needs of the students who need more direct or intensive counseling, she said.

Trustee Renier asked if there is data which correlates the higher costs of school to an increase in mental health issues. Vice Chancellor Anderson said he is unaware of comprehensive data in this area, but staff could do some research to see if data on this correlation exists.

Trustee Erlandson asked if the system could partner and share resources with the K-12 system to help combat mental health issues. Trustee Sundin concurred, adding it would be a step in the right direction to make the connections needed to grow full-service community schools.

Partnerships with K-12 schools is happening on some college and university campuses, Vice Chancellor Anderson said. Century College, for example, has a shared health office with the NE Metro 916 Intermediate School District.

Colleges and universities should do a better job of making the student population more aware of mental health services already available on their campuses, Trustee Bourdeau said.

Chancellor Rosenstone said in addition to students, all faculty and staff should be educated on the early warning signs associated with mental health issues, as well as all support services available on their campus.

6. Proposed Amendments to Policies (First Readings)

- a. 3.21 Undergraduate Course Credit Transfer
- b. 3.37 Minnesota Transfer Curriculum

Presenter:

Gary Hunter, System Director for Policy

This was the first reading of policy changes resulting from the merging of Policy 3.37 Minnesota Transfer Curriculum into Policy 3.21. Language has been updated to improve transfer and to replace obsolete language with more current terminology, System Director Gary Hunter said. Formatting and writing styles also were updated.

Trustee Benson questioned why course equivalencies are handled only by college or university faculty. The transfer process may be enhanced and students may be better served if more people are involved in the review process, he said.

Vice Chancellor Anderson said it has been a long-standing nationwide practice to have faculty with the deepest knowledge and understanding of the subject matter be responsible for establishing and reviewing course equivalencies to maintain the integrity of programs.

Chancellor Rosenstone said the Transfer Pathways work now underway is involving more people in curriculum discussions. Discipline groups which include not only faculty, but also deans, administrators, and representatives from student associations and unions are coming together to discuss and create defined transfer pathways.

Trustee Benson said based on the work being done by the Transfer Pathways groups, it may be appropriate to alter the policy language to state course equivalencies will be determined “in consultation with other groups” rather than it being limited to college and university faculty.

Trustee Charpentier-Berg asked about the appeals process will continue to be mired in paperwork or if it would be more automatic.

Vice Chancellor Anderson said the system is building an online student appeals process which will eliminate paperwork and better track the appeals and their outcomes.

The meeting adjourned at 9:25 am

Respectfully submitted,
Margie Takash, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic & Student Affairs

Date: June 22, 2016

Title: Minnesota State College - Southeast Technical – Change in Institution Type and Change in Name (Second Reading)

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

Minnesota State College - Southeast Technical is requesting a change in institution type to become a comprehensive technical and community college. A request by a college or university for a change in institution type is subject to approval by the board, following a first and second reading in accordance with Policy 3.24, Part 3, Change in Institution Type. As part of the second reading in June, the college will request a change in name which is subject to board approval in accordance with Policy 3.23, Part 2, Name Change.

New information on the requested name change is provided at the end of this document just prior to the recommended motions. The proposed name is Minnesota State College - Southeast. All other elements of the document remain unchanged from the board documents reviewed by the Academic and Student Affairs Committee in May.

Scheduled Presenter(s):

Ron Anderson, Vice Chancellor for Academic and Student Affairs

Dorothy Duran, President, Minnesota State College - Southeast Technical

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION ITEM

**MINNESOTA STATE COLLEGE - SOUTHEAST TECHNICAL
CHANGE IN INSTITUTION TYPE AND CHANGE IN NAME (SECOND READING)**

INTRODUCTION

Minnesota State College – Southeast Technical is requesting a change in institution type to expand its mission (hereafter referred to as mission change) to a comprehensive technical and community college. Board approval of this request will enable the college to offer the Associate of Arts degree. A request by a college or university for a change in institution type is subject to approval by the board, following a first and second reading in accordance with Policy 3.24. A mission change will require approval of the Higher Learning Commission subsequent to Board approval.

After extensive review, the Vice Chancellor for Academic and Student Affairs fully supports the proposed mission change by Minnesota State College - Southeast Technical. The college has demonstrated the capacity to offer the Associate of Arts degree and the benefit that it will bring to the region and students.

- There is demand for a transfer degree option among both current and future students
- This change would help protect the viability of the college’s technical programs through overall enrollment and revenue growth
- There is wide spread support for this change from faculty and students, business and industry, and sister institutions in the region
- The college is well positioned to successfully implement this change, with financial, facility, staffing, and curricular plans

Current mission: Minnesota State College - Southeast Technical is dedicated to providing education for employment, skill enhancement, and retraining. The primary focus is to anticipate and meet the educational and training needs of students and employers.

Southeast Technical provides students with a strong foundation of general and technical education opportunities for acquiring knowledge, skills, and attitudes for a lifetime of learning. The College anticipates and responds to global, technological, and social changes.

Southeast Technical provides equal opportunity and recognizes individual needs in its education, service, and employment practices. Certificates, Diplomas, Associate of Science and Associate of Applied Science Degrees are awarded upon successful completion.

Proposed mission: Minnesota State College - Southeast Technical prepares students for a lifetime of learning by providing education for employment, skill enhancement, retraining, and transfer education to meet the needs of students and the community.

Current Vision: Shaping the workforce by providing quality education for today and tomorrow.

Proposed Vision: Serving individual and regional needs for lifelong learning and career development.

The proposed name change will be considered in concert with the mission change.

BACKGROUND

A mission change at Minnesota State College - Southeast Technical would broaden access and opportunities for southeast Minnesota students in pursuing an Associate of Arts degree. The Red Wing and Winona workforce communities and surrounding region are seeking individuals who possess strong critical thinking, problem solving, and communications skills.

The Minnesota State College - Southeast Technical application for a mission change and for the ability to offer an Associate of Arts degree addressed the following elements based in system procedures that are elaborated below:

- Mission Alignment
- Market Demand
- Partnership Opportunities
- Stakeholder Consultation
- Comprehensive Planning
- Current and Future Capacity

Since the year 2000, a number of colleges have requested and received approval for the same change requested by Minnesota State College - Southeast Technical, including Saint Paul College, South Central College, Alexandria Technical and Community College, St. Cloud Technical and Community College, and most recently Pine Technical and Community College. The proposal from Minnesota State College – Southeast Technical to offer the Associate of Arts degree and change its mission is in line with those previous requests. It is notable that the aforementioned colleges experienced an increase in enrollment in their colleges subsequent to becoming comprehensive and maintained enrollments in technical programs.

Minnesota State College - Southeast Technical, consulted extensively with internal constituent groups as is documented below. The response was extremely positive, including numerous letters of support from regional workforce agencies, local community organizations, and other system colleges in the region and Winona State University.

Mission Alignment

Prior to 2015, the college and its leadership was focused exclusively on capitalizing on the college's niche as a purely technical college. Simultaneously, demand for transfer education via the Minnesota Transfer Curriculum continually rose, resulting in a breadth of Minnesota Transfer Curriculum (MnTC) offerings enrolled in by Southeast Technical College students. This evidence of demand, combined with new senior leadership looking toward the realization of Charting the Future, has motivated Southeast Technical to offer an Associate of Arts degree.

Relating to Charting the Future's core value, "Provide an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities" and the system's commitment to "play an essential role in growing Minnesota's economy and opening the doors of educational opportunity to all Minnesotans," Southeast Technical demonstrates its commitment to Charting the Future by providing quality trade and technical programs, resulting in a 4-year employment rate average of 93%. The college has increased its MnTC offerings and has built ongoing partnerships throughout the region with business and industry as well as with K-12 and higher education.

A key commitment of the system strategic framework is for system colleges and universities to "be the partner of choice to meet Minnesota's workforce and community needs." To many external stakeholders, Southeast Technical remains a vocational-technical school with its connotation of trade-focused training distinct from higher education, despite the college's course offerings in liberal arts and sciences. Through the Associate of Arts degree, accompanying name change, and assertions of the college's expanding role in the southeast Minnesota region, the college will be better able to educate based on current realities:

- High school graduates are no longer served by the traditional "college-bound" or "not college-bound" division.
- Most technical careers increasingly require educational opportunities provided through liberal arts and sciences.
- Southeast Technical, through MnSCU and its robust system of transfer and relevant offerings, offers education for access to all career pathways.

The college's newly-adopted 2016-2019 Strategic Plan includes two guiding statements: "We will serve our community by adapting programs and technology to mirror current employment trends" and "We will meet our students' needs by expanding credit transfer options and credit for prior learning." The plan directs pursuit of an Associate of Arts degree to support these aims.

Market Demand

Comprehensive technical and community colleges play a critical role in meeting a broader range of educational needs, serving adult learners, providing a well-educated workforce, and contributing to an environment of civic betterment and growth. Well-qualified completers at comprehensive colleges are ready to enter the workforce or transfer onward to bachelor's degree programs.

By offering the AA degree, Southeast Technical will increase access to baccalaureate pathways for students with limited time and funds for transportation. The Southeast Economic Development Region (EDR 10) encompasses the top five Minnesota counties from which the college draws its students and is estimated to have 13% population growth from 2015-2040. The college, through the Associate of Arts degree, is prepared to offer a more comprehensive range of educational pathways to this growing population. Opportunities exist to reach the region's age 18-24 demographic, where approximately 53% of that population has yet to take advantage of higher education.

There is clear interest among current and potential students to pursue an Associate of Arts degree. In March 2016, the college surveyed three groups: current students, students in the application process, and high school students from the 22 schools in the Southeast Perkins IV Consortium. Each group was asked to respond to the same two questions:

1. *Please indicate the likelihood of you pursuing a four-year college degree now or in the future.*
2. *If Southeast Technical College offered the first two years of a four-year college degree (an Associate of Arts degree), how interested would you be in this option?*

The college emailed 3,364 individual survey links to both enrolled students and those presently in the admissions process (Prospects, Applicants, and Accepted). Among the 392 college students (12% response rate) who took the survey, there is considerable interest in pursuing a four-year college degree with 71.5% of all respondents indicating they are extremely or somewhat likely to pursue a four-year degree now or in the future. Almost half (49%) of current and prospective student respondents indicated a great deal, or a lot of, interest in Southeast Technical's Associate of Arts degree should it be offered. Among currently enrolled students, 53% indicated a great deal or a lot of interest, with similar levels of interest at both the Red Wing and Winona campuses.

The college also surveyed high school sophomores, juniors and seniors in the region. The survey gathered 493 responses to the same questions asked of Southeast Technical College students.

- 81.3% or 401 of the respondents indicated that they were extremely likely or somewhat likely to pursue a four-year college degree.
- Relating to the proposed Associate of Arts degree, 25.4% or 125 of the respondents indicate a great deal or a lot of interest.

Partnership Opportunities

Previous mission changes proposed by Alexandria Technical and Community College, St. Cloud Technical and Community College, and Pine Technical and Community College, have, in part, been driven by the reality that partnering with other colleges to offer the Associate of Arts degree is not a workable model for students.

Through a mission change and the implementation of an Associate of Arts degree, the college would remove barriers that prevent students from taking advantage of higher education because of location or financial issues. The requested mission change will allow undecided students to enter the college with a declared major (the Associate of Arts) and meet federal regulatory requirements that limit student access to financial aid for those courses required for a particular program. Since the Associate of Arts degree is not as narrowly prescribed as many technical degree programs, students can maintain eligibility for financial aid while they are exploring degree and career options.

Also notable is that Southeast Technical has letters of support from Rochester Community and Technical College, Riverland Community College, and South Central College, and also from Winona State University as it seeks to partner more closely with the college, particularly the college's Winona campus.

Stakeholder Consultation

Southeast Technical engaged in extensive planning and consultation around becoming a comprehensive technical and community college, beginning in early-2015. Over 20 listening sessions and numerous meeting opportunities provided an opportunity to hear from the Red Wing, Winona, and surrounding communities, including residents and employers of the counties within Economic Development Region 10, current and prospective students and their families, the

college's faculty and staff, workforce development agencies, and educational partners including other system colleges and universities, K-12 schools, and private colleges. As each stakeholder group was approached for its perspective, opportunities and risks were discussed.

Faculty, staff and administration were invited to a series of open forums to discuss the opportunities and risks associated with the change to a comprehensive college and the addition of an Associate of Arts degree. The mission change was a frequent item of discussion at Shared Governance where a motion was passed to continue to pursue this effort. Numerous letters of support were obtained from various individuals and organizations throughout the region.

Comprehensive Planning

As part of the regular strategic planning process for 2016-2019, the college conducted a collaborative and thorough process to review and update the mission, vision, and strategic goals of the college. The name change, mission change, and proposal to become a comprehensive college were woven into the existing planning process. Through various formal and informal discussions, there was consensus that the college mission statement would need to change since it did not reflect the transfer component of the college; in addition, a shorter mission statement than the current one was desired. After seeking input from the college community, a survey was developed allowing people to vote and voice their opinions on the proposed frontrunners.

Career and technical education has been at the heart of Southeast Technical since the college was founded in 1949, and training for the workforce will always be part of the college's core mission. Southeast Technical's request to change its mission and expand its programming will not negatively impact the college's career and technical education (CTE) programs. On the contrary, by expanding the college's programming, Southeast Technical will reach a greater cross-section of the population seeking higher education and workforce training and will be more responsive to regional and community needs.

With change comes a degree of risk that has been a part of the comprehensive planning. In this case, the risk is largely financial as outlined in the next section. If the Associate of Arts degree option is successful in attracting more students, the increase in enrollment may result in a need for additional staff. The college is actively engaged in planning for the impact on faculty and staff costs to address this risk.

If it were to remain a technical college, the college faces a serious risk to its financial sustainability and its ability to continue serving the region. Generally, the college has seen a downturn in enrollment over the past five years. The Associate of Arts degree will augment the currently diverse array of programs that are rebounding from the recent economic recession. The additional students who may attend Southeast Technical for an Associate of Arts degree, and for more liberal arts and sciences credits in general, can add needed revenue to stabilize the college and support all programs, including career and technical education.

Conversations with the presidents at South Central College and Alexandria Technical & Community College confirmed that at their colleges the addition of the Associate of Arts degree helped protect CTE programs by bringing students onto campus and exposing them to new program offerings and enhanced their ability to meet the needs of their communities.

Current and Future Capacity

The college has demonstrated capacity to launch the Associate of Arts degree in their financial and human resources, existing facilities, student services, and breadth of course offerings.

Because of its current depth in offering all ten goal areas of the Minnesota Transfer Curriculum, the college has the capacity to launch the Associate of Arts degree to build on its strength in a number of trade and technical programs. Also noteworthy, is the college's instrument repair that draws students nationally and along with other creative arts programs, provides 25% of the college's enrollment. The opportunity to grow transfer opportunities with Winona State University including within the transfer pathways being developed this spring and into FY17 will provide many opportunities for Southeast Technical to pursue baccalaureate opportunities.

In regards to human resources, the college does not anticipate the need to add faculty or administrative staff in the immediate future. If capacity is reached with existing personnel, both the Red Wing and the Winona campuses have access to a deep pool of available faculty to address an expanding population of Associate of Arts degree-seeking students. With Red Wing's proximity to both public and private institutions in the Twin Cities, and Winona's proximity to Winona State University, St. Mary's University, Rochester, and institutions in nearby Wisconsin, instructors can be recruited to augment the existing faculty.

Southeast Technical is well prepared to support all of its students, including the increased population pursuing an Associate of Arts degree. Recently conducted surveys (Noel-Levitz Student Satisfaction Inventory, Community College Survey of Student Engagement) indicate higher-than-average satisfaction relative to the national cohort in regards to a number of areas related to student services and the student experience. The quality of student services will provide the capacity needed to address increased numbers of students.

Financially, the college is prepared to invest in its transition to a comprehensive institution, estimating up to \$200,000 in the five years beginning in FY2017. Of this figure, the largest proportion will be incurred in the contractual faculty workload change from a 32- to a 30-credit base. Resources have been identified to defray the expense of transitioning to a comprehensive institution, and an increase in enrollment is expected to generate a net increase in revenue. It is anticipated that the addition of the Associate of Arts will stabilize or positively impact the college's Composite Financial Index (CFI). Without the Associate of Arts, the college will struggle to maintain its current CFI.

With regard to facilities, both the Winona and Red Wing campuses were extensively remodeled in FY2009, including design and construction of renovated entryways and student services offices at each campus. In FY2014, the college opened a new transportation building on the Winona campus to house its automotive, diesel, and trucking programs. Alongside continuous investments in the physical plant and expansion of classroom and laboratory spaces, both campuses are in excellent condition. As a result, the college's Facilities Condition Index is quite low; exemplary among system colleges and universities. The college is planning future expansion while simultaneously investing in its programs, including the Associate of Arts degree.

The classroom capacity already exists to serve incoming Associate of Arts students, and the college can accommodate an increase in course offerings and enrollments for many years to come. When the college was at its peak enrollment in 2011, at approximately 1988 FYE, room

utilization for credit-only classes was 75% in Red Wing and 83% in Winona. The last data set for room utilization, spring 2014, shows Red Wing at 71% and Winona down to 63%. Lecture classrooms were 59% at Red Wing and 61% at Winona.

Finally, it is notable that Southeast Technical's most recent reaffirmation of accreditation occurred in April, 2010. As an Academic Quality Improvement Program (AQIP) institution, the college submitted its most recent Systems Portfolio in June 2015. In the resulting Appraisal Feedback Report from the Higher Learning Commission (HLC), Southeast Technical remains in good standing, having met all HLC Criteria for compliance. A December 2015 conversation with a Higher Learning Commission liaison confirmed that Southeast Technical is well positioned to deliver the Associate of Arts degree and would not have to file a mission change, but rather a program change, which could be reviewed by a panel before fall of 2016. Any follow-up required would be managed at the college's Comprehensive Quality Review onsite visit, scheduled for November 2016.

CONCLUSION

Minnesota State College – Southeast Technical is prepared to expand its offerings to include the Associate of Arts degree. Offering the AA degree will serve stakeholders by enhancing access to a degree increasingly in demand; serve MnSCU by enhancing viable, affordable, quality education to Minnesotans; and serve the college by balancing its programming and increasing the pool from which it draws its students. The college has the existing capacity and support services sufficient to launch the Associate of Arts degree with minimal initial investment, and has the continuous quality improvement structures in place to navigate the degree's implementation and foster the success of students engaging in this educational pathway.

NAME CHANGE (this is new information was not included in the May Board packet)

Minnesota State College - Southeast Technical requests a name change, in accord with Minnesota State Colleges and Universities Board of Trustees Policy 3.23: Naming Colleges and Universities.

New Name: Minnesota State College - Southeast

Current Name: Minnesota State College - Southeast Technical

Under Board Policy 3.23, Part 2, Subpart A, "If a state college or university requests a change to its official name, or if a new institution is created through merger or other means, the college or university president shall forward the proposed name to the Chancellor for recommendation to the board. The board shall establish a name after receiving a recommendation from the Chancellor."

The rationale for the name change is the pending approval of the college's change in institution type from a technical college to a comprehensive technical and community college. Chancellor Steven Rosenstone recommends approval of the name change, pending approval of the change in mission.

According to Board Policy 3.23, Part 2, Subpart D, "Approval of a name change by the board under this policy shall constitute an amendment of Board policy 1A.11 to reflect the approved name, with no further action of the board required."

RECOMMENDED COMMITTEE MOTIONS

The Academic and Student Affairs Committee recommends that the Board of Trustees approve the change in institution type and corresponding mission proposed by Minnesota State College - Southeast Technical.

The Academic and Student Affairs Committee recommends that the Board of Trustees change the name of Minnesota State College - Southeast Technical to Minnesota State College - Southeast.

RECOMMENDED MOTIONS

The Board of Trustees approves the request by Minnesota State College - Southeast Technical for a change in institution type and corresponding mission.

The Board of Trustees approves changing the name of Minnesota State College - Southeast Technical to Minnesota State College - Southeast.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 22, 2016

Title: Proposed Amendment to Board Policy 3.21 Undergraduate Course Credit Transfer
(Second Reading)

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

ASA staff reviewed Board Policy 3.21 as part of its five year review cycle. The proposed amendment consists of merging Board Policy 3.37 into Board Policy 3.21, adding new language to reflect updated transfer practices, and technical edits resulting from new formatting and writing standards being applied to the policy.

The proposed amendments were reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter(s):

Ron Anderson, Vice Chancellor for Academic and Student Affairs

Toyia Younger, Associate Vice Chancellor for Student Affairs and Interim Chief Diversity Officer

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION
POLICY 3.21 UNDERGRADUATE COURSE CREDIT TRANSFER (SECOND READING)

1 **BACKGROUND**

2
3 Board Policy 3.21 Undergraduate Course Credit Transfer was adopted by the Board of Trustees
4 on April 29, 1998 and implemented on August 1, 2007. The policy was reviewed in 2010 and
5 2011 for technical and substantive amendments. Board Policy 1A.1, Part 6, Minnesota State
6 Colleges and Universities Organization and Administration, requires periodic review of all board
7 policies.

8
9 **PROPOSED AMENDMENTS**

10
11 The proposed amendments to Board Policy 3.21 are identified by strikethrough and underlining
12 in the policy on the following page. The proposed amendment merges Board Policy 3.21 with
13 Board Policy 3.37 Minnesota Transfer Curriculum and reflects the current transfer practices at
14 Minnesota State Colleges and Universities. The proposed title for the merged policies is
15 Undergraduate Course and Credit Transfer and the Minnesota Transfer Curriculum. The
16 amended policy reflects the best practices in the transfer area and allows the policy to be forward
17 looking in its scope.

18
19 **REVIEW PROCESS**

20
21 The proposed board policy amendment was circulated to all presidents, employee representative
22 groups, student associations, and campus leadership groups. The policy review was discussed
23 with the Leadership Council. All comments received during the review process have been
24 examined and responses sent to the commentators.

25
26 **RECOMMENDED COMMITTEE ACTION**

27
28 The Board of Trustees approves the recommended changes to Board Policy 3.21 Undergraduate
29 Course Credit Transfer.

30
31 **RECOMMENDED BOARD MOTION**

32
33 The Board of Trustees approves the recommended changes to Board Policy 3.21 Undergraduate
34 Course Credit Transfer.

35
36 *Date Presented to the Board of Trustees: June 22, 2016*

37 *Date of Implementation: xx/xx/xxxx*

BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD POLICY	3.21
Chapter 3. Educational Policies	
Section 21. Undergraduate Course Credit Transfer	

1 **3.21 Undergraduate Course and Credit Transfer and the Minnesota Transfer Curriculum**

2 **Part 1. Purpose-**

3 ~~The purpose of this policy is to~~ To establish consistent practices among all colleges and
4 universities for evaluating, transferring, accepting and applying undergraduate courses to
5 programs, and for transfer of the Minnesota Transfer Curriculum, its courses, and completed goal
6 areas. for accepting credit for undergraduate college level courses transferred into a system
7 college or university., except for courses that apply to the Minnesota Transfer Curriculum as per
8 Policy 3.37 Minnesota Transfer Curriculum. This policy should be read in conjunction with
9 Board Policy 3.39 Transfer Rights and Responsibilities.

10 **Part 2. Definitions.** For purposes of this policy only, the following words and terms are defined
11 as follows. ~~definition applies:~~

12

13 **Comparable or equivalent course-**

14 A course that meets a standard of comparability of 75% or more similarity in learning
15 outcomes and content using the course outlines, or for a course from outside of MnSCU, a
16 course outline, syllabus, or comparable course description document. ~~A comparable or~~
17 equivalent course is one that is similar in nature, content and level of expected student
18 performance on course outcomes to a course offered by the receiving institution.

19

20 **Course outline**

21 A document approved by the college or university curriculum committee that communicates
22 information about a college or university course.

23

24 **Credit**

25 A unit of measurement assigned to a college or university course offering or an equivalent
26 learning experience that takes into consideration achieved student learning outcomes and
27 instructional time. For purposes of this policy, this definition will also apply to credits from
28 sources other than colleges and universities.

29

30 **Degree audit reporting system**

31 A database that serves as the official repository of course relationships for transfer decisions
32 such as equivalencies, goal transfer, or electives, and produces a report reflecting a student's

33 progress toward completion of an academic program.

34
35 **Minnesota Transfer Curriculum (MnTC)**

36 Curriculum consisting of general education courses and goal area definitions and
37 competencies designed for transfer among Minnesota public colleges and universities.

38
39 **Non-system colleges or universities**

40 Colleges and universities that are not Minnesota State Colleges and Universities.

41
42 **Receiving college or university**

43 The college or university to which courses or credits are transferred.

44
45 **Sending college or university**

46 The college or university from which courses or credits are transferred.

47
48 **Transfer**

49 The evaluation of course(s) and credit(s) awarded by a college, university, or other education
50 provider and the application of them toward an academic program and/or degree
51 requirements at a college or university.

52
53 **Transfer appeal**

54 A written request submitted by a student for review of decisions regarding how courses or
55 credits were or were not accepted for transfer to meet program/major requirements or
56 electives.

57
58 **Transfer information system**

59 A web resource that provides course equivalency and course relationship information, and
60 identifies how courses transfer to specific programs at Minnesota State Colleges and
61 Universities.

62
63 **Part 36. System College and University Transfer Policies:**

64 Each system college or university shall implement a policy to address the transfer of courses and
65 credit consistent in compliance with the requirements of this policy and system Procedures.
66 3.21.1 Undergraduate Course Credit Transfer.

67
68 **Part 4. Course Equivalencies:**

69 The faculty at receiving colleges and universities determine course equivalencies. Upon request
70 by the sending faculty, the receiving college or university faculty shall provide a rationale to
71 explain why a course is not deemed equivalent. Faculty at both sending and receiving colleges
72 and universities shall collaborate to align courses to optimize the possibilities to establish
73 equivalencies.

74
75 **Part 5. Ongoing Evaluation of Courses:**

76 All colleges and universities shall evaluate other Minnesota State Colleges and University
77 courses for specific transfer eligibility and record the transfer determination into the degree audit
78 reporting on an ongoing basis.

80 **Part 63. Transfer of Undergraduate Courses and Credits.**

81 Once a student has been admitted to a ~~system~~ college or university, each college or university
82 shall evaluate college-level courses and credits earned completed, as submitted ~~by the student~~ on
83 an official transcript, to determine if they any or all of them shall must be accepted in transfer.
84 ~~Once the credits are accepted in transfer, each college or university shall determine how the~~
85 ~~course credits will apply to program and graduation requirements~~

86
87 **Subpart A. Transfer of courses that are comparable or equivalent.**

88 A receiving ~~system~~ college or university shall accept courses in transfer that it determines to
89 be comparable or equivalent to specific courses it offers, and shall enter them into the degree
90 audit reporting system.

91
92 **Subpart B. Transfer of courses that are not comparable or ~~not~~ equivalent.**

93 College-level courses accepted in transfer by a ~~system~~ college or university that are
94 determined ~~to be not to be~~ comparable or ~~not~~ equivalent to specific courses taught at the
95 receiving college or university shall must be ~~accepted~~ designated as electives and entered
96 into the degree audit reporting system.

97
98 **Subpart C. Courses accepted in transfer**

99 When ~~Once~~ the courses or credits are accepted in transfer, each college or university shall
100 determine how the courses or credits will apply to program and graduation requirements. A
101 course offered by a college or university that is listed as the equivalent of a course at the
102 receiving college or university must be accepted in transfer as the listed course by the
103 receiving college or university with no additional documentation required from the student.

104
105 **Subpart D. Transfer Pathway Associate Degrees**

106 Universities shall accept and apply Minnesota State Colleges & Universities transfer pathway
107 associate degrees toward the designated baccalaureate degrees they offer.

108
109 ~~Transfer of credit from one college or university to another shall involve at least three~~
110 ~~considerations:~~

- 111 1. ~~Educational quality of the learning experience which the student transfers,~~
- 112 2. ~~Comparability of the nature, content and level of the learning experience offered by the~~
113 ~~receiving college or university, and~~
- 114 3. ~~Appropriateness and applicability of the learning experience to the programs offered by~~
115 ~~the receiving higher education entity in light of the student's educational goals.~~

116 **Part 4. Course Outlines.** ~~In order to facilitate the evaluation of courses for transfer credit as~~
117 ~~described in Part 3 of this policy, each system college and university shall post course outlines,~~
118 ~~as defined in Board Policy 3.22, for all courses on its institutional website. The links for current~~
119 ~~course outlines shall be submitted to the system office for publication on the~~
120 ~~MinnesotaTransfer.org Web site.~~

124 **Subpart D. Documents used for the evaluation of courses**

125 Course outlines are the official system documents used for evaluation of courses. Other
126 related documents may be used to supplement the course outline. For non-MnSCU courses,
127 syllabi or other comparable documents may be used for evaluation of courses.

128
129 **Part 5. Subpart E. Official Repository of Course Relationships Equivalents.**

130 The system Degree Audit and Reporting System (DARS) and u.select database (and
131 successor databases) housed within the system office shall be is the official repository of
132 course relationships equivalencies between both system and non-system colleges and
133 universities, including, but not limited to national exams and military credit. Each system
134 college and university shall be responsible for ensuring the accuracy and completeness of
135 course equivalencies listed for courses offered by that college or university. A course offered
136 by a system college or university that is listed as the equivalent of a course at the receiving
137 system college or university shall be accepted in transfer as that course by the receiving
138 system college or university with no additional documentation required from the student.

139
140 **Part 7. Minnesota Transfer Curriculum (MnTC)**

141
142 **Subpart A. Implementation**

143 Each college and university shall implement the Minnesota Transfer Curriculum as
144 appropriate for its academic certificates, diplomas, and degrees consistent with criteria in
145 board policy and system procedure.

146
147 **Subpart B. Acceptance of Minnesota Transfer Curriculum**

148 Each receiving college and university shall accept a Minnesota Transfer Curriculum course,
149 goal area, or the entire completed curriculum as determined and documented by the sending
150 college or university transcript and/or MnTC Audit.

151
152 Each receiving college and university shall accept the entire completed Minnesota Transfer
153 Curriculum as determined and documented by the completion of liberal education
154 requirements at the University of Minnesota.

155
156 **Part 8. Student Transfer Appeals.**

157 Each system college or university shall establish a policy titled “Transfer Appeal” for students to
158 petition and appeal of course and credit transfer decisions. The Chancellor shall establish a
159 procedure for system level appeal of system college or university credit transfer decisions. When
160 providing students with a transfer evaluation, colleges and universities shall also provide
161 information about a student’s right to appeal, the appeal process, including next steps to continue
162 the appeal, and links to the system and college or university appeal policies. This information
163 must shall also be made available on each college and university website, course catalog and
164 transfer-related publications. Each college and university shall retain records of all transfer
165 appeals.

166
167 **Part 97. Disseminating Information.**

168 Each system college or and university shall communicate current transfer-related information
169 through a dedicated transfer webpage. Each college or university homepage must prominently

170 display a link entitled “Transfer” to the dedicated transfer webpage. ~~publish its transfer policy~~
171 ~~and shall make information about credit transfer and course equivalencies, including links to~~
172 ~~MinnesotaTransfer.org and u.select, readily available on its website.~~
173

174
175 **Related Documents:**

- 176 • [Policy 3.15 Advanced Placement Credit](#)
- 177 • [Procedure 3.15.1 Advanced Placement Credit](#)
- 178 • [Policy 3.16 International Baccalaureate Credit](#)
- 179 • [Procedure 3.16.1 International Baccalaureate Credit](#)
- 180 • [Procedure 3.21.1 Undergraduate Course Credit Transfer](#)
- 181 • [Policy 3.33 College-Level Examination Program \(CLEP\) Credit](#)
- 182 • [Policy 3.35 Credit for Prior Learning](#)
- 183 • [Policy 3.39 Transfer Rights and Responsibilities](#)

184
185 **Policy History:**

186
187 *Date of Adoption:* 4/29/98

188 *Date of Implementation:* 8/01/07

189 *Date of Last Review:* xx/xx/xx

190
191 *Date & Subject of Amendment:*

192 *Xx/xx/xx - Merged Policies 3.21 Undergraduate Course Credit Transfer and 3.37 Minnesota*
193 *Transfer Curriculum, and renamed as Policy 3.21 Undergraduate Course and Credit*
194 *Transfer and Minnesota Transfer Curriculum. Updated information in Part 3, Subpart C*
195 *to ensure courses are evaluated and entered into the degree audit and reporting system;*
196 *Part 4 which requires a rationale be provided; added Smart Transfer Plan requirements,*
197 *reorganized the sequence of the parts and subparts, added Date of Last Review in Policy*
198 *History section, and made editorial and formatting changes.*

199 *11/16/11 - Effective 1/1/12, the Board of Trustees amends all board policies to change the*
200 *term "Office of the Chancellor" to "system office," and to make necessary related*
201 *grammatical changes.*

202 *5/19/10 - Added a new Part 4 Outlines and Part 5 Official Repository of Course Equivalents.*
203 *Amended Part 7 to require credit transfer and course equivalencies available on the*
204 *Website. Amended Part 8 to require that information about the transfer appeal process to*
205 *students when they receive their transfer evaluations and requires that information be*
206 *made available on the Website, course catalog and other publications.*

207
208 Additional [HISTORY](#)

209

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 22, 2016

Title: Proposed Repeal of Board Policy 3.37 Minnesota Transfer Curriculum (Second Reading)

Purpose (check one):

- | | | |
|---|---|--|
| <input checked="" type="checkbox"/> Proposed New Policy or Amendment to Existing Policy or Repeal | <input type="checkbox"/> Approvals Required by Policy | <input type="checkbox"/> Other Approvals |
| <input type="checkbox"/> Monitoring / Compliance | <input type="checkbox"/> Information | |

Brief Description:

ASA staff reviewed Board Policy 3.37 as part of its five year review cycle. The proposed repeal is the result of merging Board Policy 3.37 into Board Policy 3.21. The merger allows related transfer information to be aligned in the same board policy. All the contents of Board Policy 3.37 have been integrated into Board Policy 3.21.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter(s):

Ron Anderson, Vice Chancellor for Academic and Student Affairs

Toya Younger, Associate Vice Chancellor for Student Affairs and Interim Chief Diversity Officer

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

POLICY 3.37 MINNESOTA TRANSFER CURRICULUM (SECOND READING)

BACKGROUND

Board Policy 3.37 Minnesota Transfer Curriculum was adopted by the Board of Trustees on June 20, 2007 and implemented on August 1, 2007. Board Policy 1A.1, Part 6, Minnesota State Colleges and Universities Organization and Administration, requires periodic review of all board policies.

PROPOSED REPEAL

The proposed repeal of Board Policy 3.37 is the result of the policy being merged into Board Policy 3.21 Undergraduate Course Credit Transfer. The entire contents of Board Policy 3.37 have been integrated into Board Policy 3.21. The new policy title proposed is Undergraduate Course and Credit Transfer and the Minnesota Transfer Curriculum.

REVIEW PROCESS

The proposed policy merger with Board Policy 3.21 and repeal of Board Policy 3.37 was circulated to all presidents, employee representative groups, student associations, and campus leadership groups. The policy review was discussed with the Leadership Council. All comments received during the review process have been examined and responses sent to the commentators.

RECOMMENDED COMMITTEE ACTION

The Board of Trustees repeal Board Policy 3.37 Minnesota Transfer Curriculum.

RECOMMENDED BOARD MOTION

The Board of Trustees approves the recommended repeal of Board Policy 3.37 Minnesota Transfer Curriculum.

Date Presented to the Board of Trustees: June 6, 2016

Date of Implementation: xx/xx/xxxx

BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD POLICY	3.21
Chapter 3. Educational Policies	
Section 37. Minnesota Transfer Curriculum	

1 **3.37 Minnesota transfer Curriculum**

2 **Part 1. Purpose.** The purpose of this policy is to establish consistent practices among system
3 colleges and universities for the implementation of and transfer of credit for the Minnesota
4 Transfer Curriculum.

5 **Part 2. Definition.**

6 Minnesota Transfer Curriculum (MnTC). The Minnesota Transfer Curriculum is comprised of
7 general education courses reflecting competencies adopted by the public higher education
8 entities in Minnesota.

9 **Part 3. Implementation.** Each system college and university shall implement the Minnesota
10 Transfer Curriculum as appropriate to its academic certificates, diplomas, and degrees consistent
11 with criteria specified in Procedure 3.36.1 Academic Programs.

12 **Part 4. College or University Transfer Policy.** Each system college and university shall adopt a
13 policy to implement the Minnesota Transfer Curriculum consistent with Board of Trustees'
14 policies and Chancellor's procedures.

15 **Part 5. Acceptance of Minnesota Transfer Curriculum.** Each receiving system college and
16 university shall accept a Minnesota Transfer Curriculum course, goal area, or the entire
17 curriculum as determined and documented by the sending system college or university.

18 Each receiving system college and university shall accept the entire Minnesota Transfer
19 Curriculum as determined and documented by the University of Minnesota.

20 **Part 6. Disseminating Information.** Each system college and university shall publish its
21 Minnesota Transfer Curriculum requirements and policies.

22 **Part 7. Student Appeals.** A student may appeal a transfer decision made by a system college or
23 university regarding the Minnesota Transfer Curriculum according to Policy 3.21 Undergraduate
24 Course Credit Transfer.

25 **Part 8. Procedure.** The Chancellor shall develop procedures to implement Policy 3.37
26 Minnesota Transfer Curriculum.

27 _____

28 **Related Documents:**

- 29 • [Procedure 3.37.1](#) Minnesota Transfer Curriculum

30 _____

31 _____

32 **Policy History:**

33 *Date of Adoption: 6/20/07,*

34 *Date of Implementation: 8/01/07,*

35

36 *Date & Subject of Revisions:*

37

38 *There is no additional HISTORY for policy 3.37.*

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic & Student Affairs

Date: June 22, 2016

Title: Metro Baccalaureate Strategy

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

This presentation provides the context and strategy for growing baccalaureate completion in the Twin Cities metropolitan area. Among the strategic elements to be addressed is the approach to program planning and delivery, the metro baccalaureate student experience, and the supporting strategies that will advance the metro baccalaureate plan. The board will also have an opportunity to hear from industry, student, and faculty representatives who will provide insight into how the metro colleges and state universities will work together and with other partners to provide access to seamless programming and services. The presentation and corresponding discussion will lead up to consideration by the board of a motion to charge the chancellor and the system with moving the plan forward.

Scheduled Presenter(s):

Ron Anderson, Vice Chancellor for Academic and Student Affairs

Guest Speaker(s):

- Audua Pugh, North Hennepin Community College/Metropolitan State University
- Deb Sidd, Dental Hygiene Instructor, Normandale Community College
- Paul Plahn, Retired, Cummins Power Generation

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION ITEM

METRO BACCALAUREATE STRATEGY

BACKGROUND

This presentation provides the context and strategy for growing baccalaureate completion in the Twin Cities metropolitan area. Among the strategic elements to be addressed is the approach to program planning and delivery, the metro baccalaureate student experience, and the corresponding strategies that will advance the metro baccalaureate plan. The presentation will include an overview of the following:

- Review of the challenge
- Our position in the higher education marketplace and our market opportunity
- Our baccalaureate strategy
- Update on work completed since January and the work of the first two years of implementation
- Challenges in implementation
- Student, Faculty, and Partner Voices
- Board resolution

RECOMMENDED COMMITTEE MOTION

The Academic and Student Affairs Committee recommends that the Board of Trustees endorse the 2016 metro area baccalaureate strategy and charge the chancellor with establishing the appropriate oversight structure and system procedures necessary to implement the strategy.

RECOMMENDED BOARD MOTION

The Board of Trustees endorses the 2016 metro area baccalaureate strategy and charges the chancellor with establishing the appropriate oversight structure and system procedures necessary to implement the strategy.

Collaborating to Meet Minnesota's Baccalaureate Needs



Board of Trustees
Academic and Student Affairs Committee

June 22, 2016



Minnesota
STATE COLLEGES
& UNIVERSITIES

Presentation agenda

- Review of the challenge
- Our role in the higher education marketplace
- Our opportunity
- Our baccalaureate strategy
- Update on work completed since January
- Implementation timeline: FY2017 and FY2018
- Challenges in implementation
- Student, faculty, and partner voices
- Board resolution

There is a growing need for an educated workforce in the Twin Cities metropolitan area

	2010	2020	2030	2040
Population	2,850,000	3,144,000	3,447,000	3,743,000
Employment	1,548,000	1,743,000	1,943,000	2,118,000
Incremental employment		195,000	395,000	570,000
Incremental employees needed with post-secondary credentials		144,300	292,300	421,800
Incremental employees needed with baccalaureate degrees		74,170	150,242	216,805

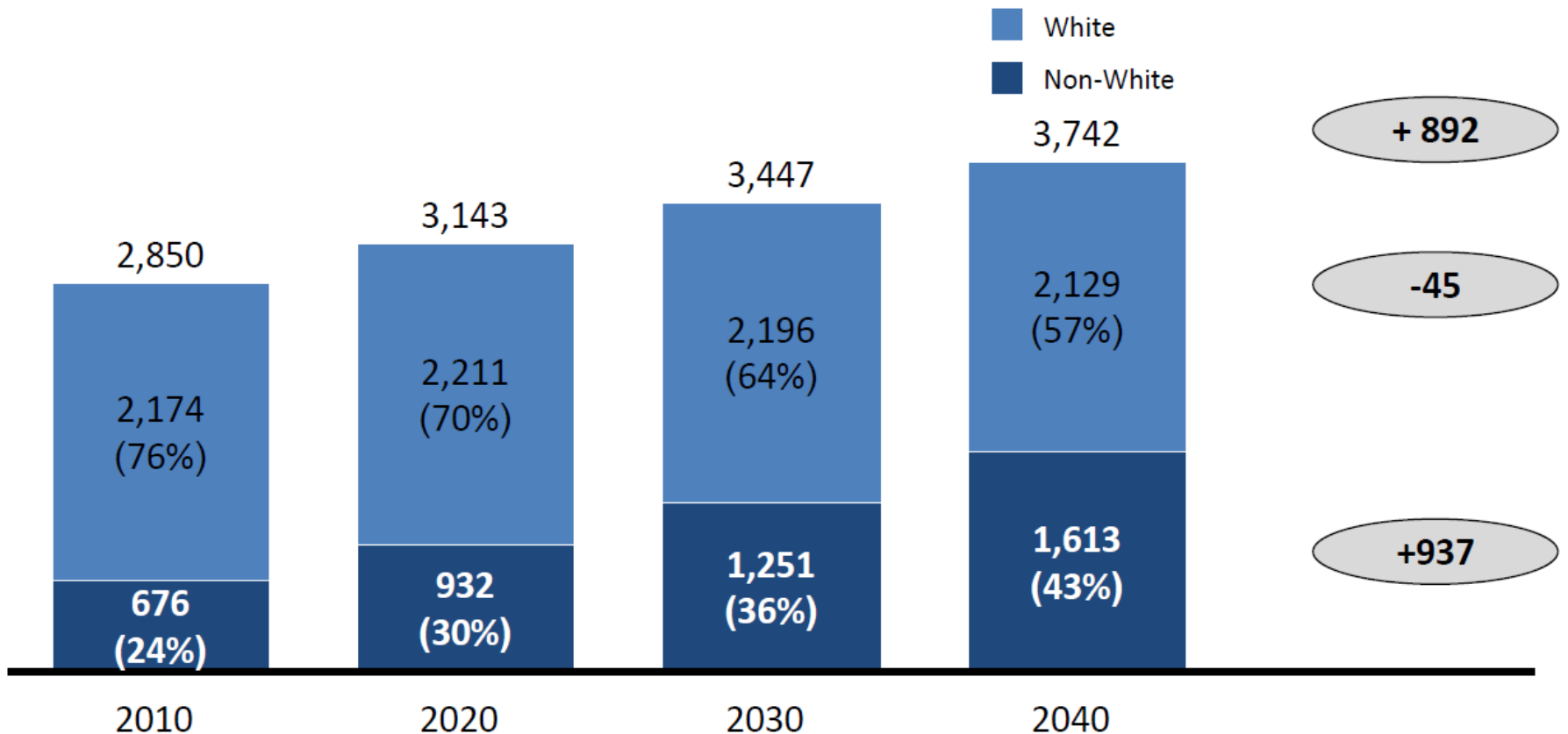
100% of projected metro area growth is among communities of color and American Indian communities

Metro population demographics

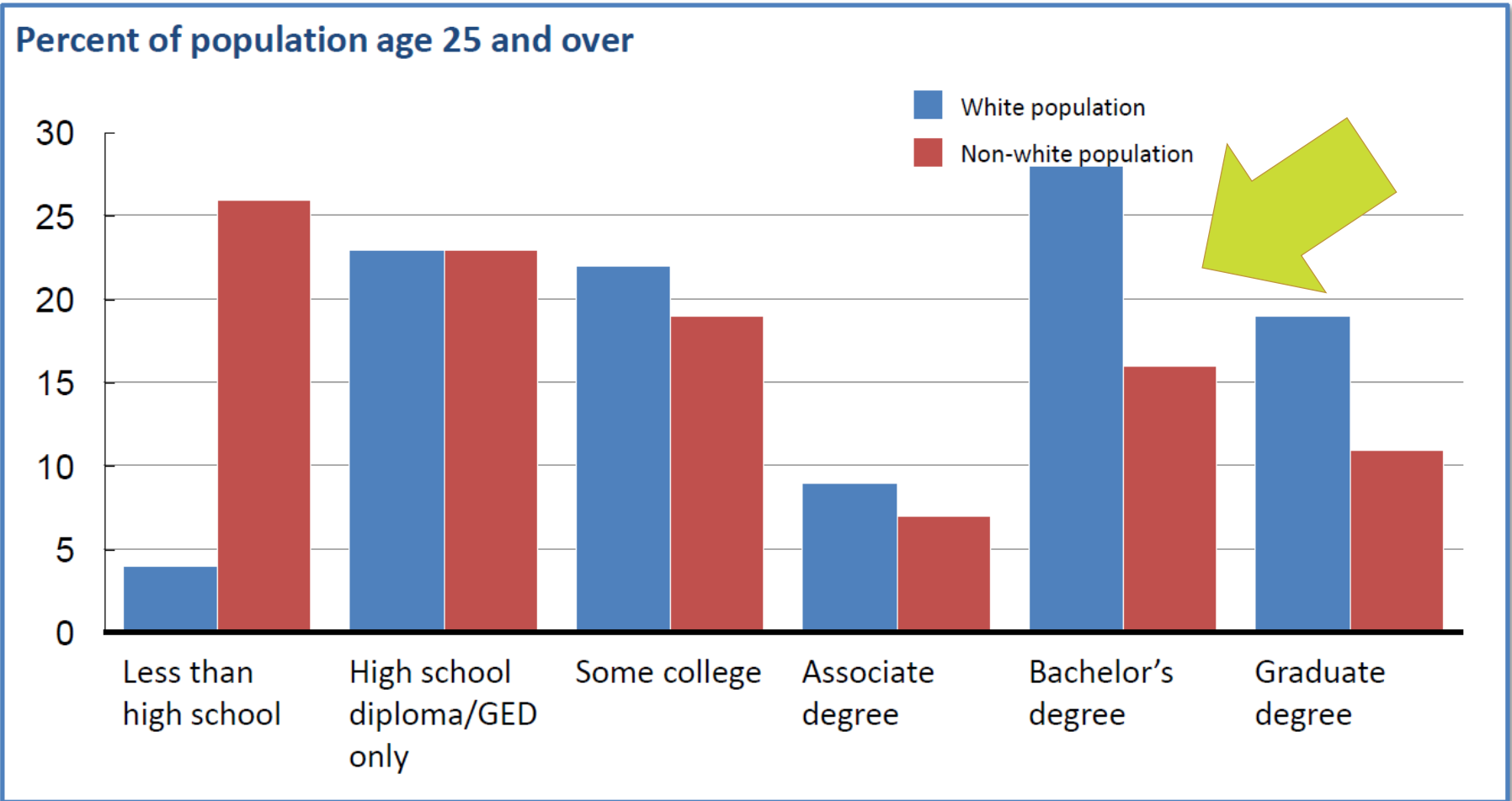
Total individuals in thousands (Percent of population)

2010-2040 change

Thousands



Fastest growing populations are least likely to have participated in post-secondary education



Baccalaureate student pathways

Students seeking residential experience

Students starting as freshman or seeking programs not offered at Metropolitan State University

Transfer students

Students with location constraints:

- low income
- limited transportation
- working/part-time study
- family obligations

**THE
CHALLENGE:**
Provide enhanced baccalaureate pathways that together meet widely divergent student needs

The opportunity

Problem Statement

We are underserving the Twin Cities Metropolitan area, and need to significantly increase access to and completion of baccalaureate programs.

Solution

Bring the power and collaborative capacity of seven state universities together, in partnership with our metro area colleges, to provide metro area students access to a full range of baccalaureate programs and services.

Access and Affordability: The price of alternative paths to a baccalaureate degree in 2015-2016*

SCENARIO	YEAR 1	YEAR 2	YEAR 3	YEAR 4	TOTAL TUITION
A	PSEO / Concurrent enrollment	PSEO / Concurrent enrollment	MnSCU university	MnSCU university	\$ 15,998
B	PSEO / Concurrent enrollment	MnSCU college	MnSCU university	MnSCU university	\$ 21,397
C	MnSCU college	MnSCU college	MnSCU university	MnSCU university	\$ 26,796
D	MnSCU university	MnSCU university	MnSCU university	MnSCU university	\$ 31,996
E	MnSCU college	MnSCU college	University of Minnesota	University of Minnesota	\$ 38,378
F	University of Minnesota	University of Minnesota	University of Minnesota	University of Minnesota	\$ 55,160
G	MnSCU college	MnSCU college	Private college or university	Private college or university	\$ 75,004
H	Private college or university	Private college or university	Private college or university	Private college or university	\$ 128,411

*Average tuition and fees

Our Role in the Twin Cities Higher Education Market

Building on a position of strength

- We serve more students of color and American Indian students than all other higher education providers in the state *combined*
- We have the curriculum and many of the services needed to successfully meet students where they are, providing accessible, affordable, and flexible program pathways
- We have decades of experience serving first generation students and working adults
- We have well-developed programming for serving veterans
- As a system, we have the largest, most comprehensive set of program offerings

Offering a diverse program array, with emphasis on high growth, high demand sectors



Baccalaureate graduates with broad capabilities are needed to advance every sector of Minnesota's economy

Graduates who...

- are creative, innovative, and able to respond with agility to new ideas, new technologies, and new global relationships;
- have the ability to think independently and critically;
- are able to resourcefully apply knowledge to new problems;
- proactively expect the unexpected, embrace change and be comfortable with ambiguity;
- are able to communicate and work effectively across cultural and geographic boundaries.

For example...

The “headquarters & business services” sector might include some new baccalaureate programs, but it would certainly also require more graduates with the skills learned from baccalaureate degrees in such areas as...

- World languages
- International business
- Communications
- Psychology
- Accounting
- and STEM, among others

Our Opportunity

76,000 metro area students at MnSCU two-year colleges are on the road to baccalaureate degrees



When MnSCU students transfer, where do they go?



- 14% go to Metropolitan State
- 16% go to Greater MN universities

- 14% go to the U of MN
- 14% go to MN private for-profit
- 20% go to MN private, non-profit

22% attend in other states

53,000 transfer-minded students who attended a MnSCU college do not enroll in any 4-year college or university within four years

Grow our baccalaureate enrollments

- Earn back large number of students currently attending for-profit institutions
- Expand our capacity to serve high school graduates who are currently enrolling elsewhere within Minnesota
- Expand our capacity to serve students who are leaving the state to pursue baccalaureate degrees
- Grow enrollments at our Greater Minnesota universities

Our Baccalaureate Strategy

How we will meet the need for baccalaureate education in the metro area

- 1 The seven state universities will strategically and collaboratively expand baccalaureate programming in the metro area
 - Anchored by Metropolitan State University
 - Complemented by Greater Minnesota universities
- 2 Programs will be located on metro area college campuses, with the largest concentration of offerings on the western and northwestern metro campuses
- 3 Use existing campus facilities without incurring additional capital expenditures for new buildings at this time

Baccalaureate student pathways

Students seeking residential experience

- **Greater Minnesota universities**

Students starting as freshman or seeking programs not offered at Metropolitan State University

- **Metro area colleges (lower division)**
- **Greater Minnesota universities**
- **Greater Minnesota university offerings at metro area locations**

Transfer students

- **Metropolitan State University**
- **Expanded 2-year and 4-year partnerships**
- **Greater Minnesota university offerings at metro area locations**

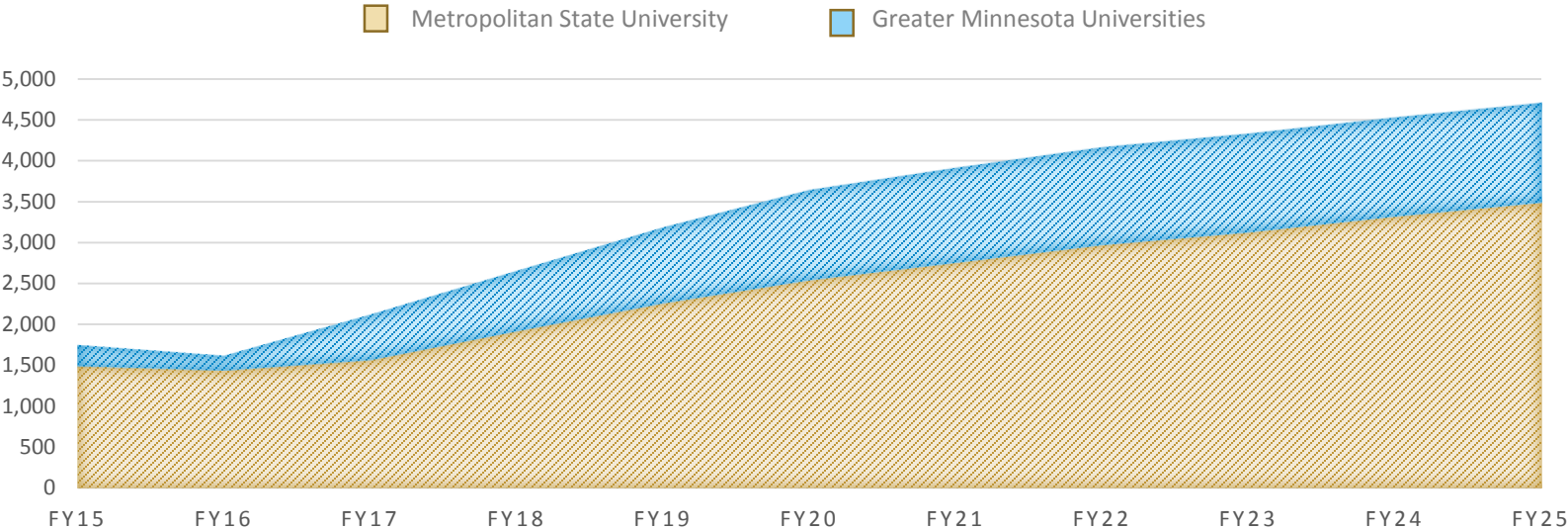
Students with location constraints:

- **low income**
- **limited transportation**
- **working/part-time study**
- **family obligations**

- **Metropolitan State University**
- **Metro area colleges (lower division)**
- **Expanded college and university partnerships**
- **Greater Minnesota university offerings at metro area locations**

Targets for baccalaureate degrees awarded by Minnesota state universities

PROJECTED TOTAL BACCALAUREATE AWARDS FOR TWIN CITIES METRO AREA PROGRAMS



Annual Graduates	Current	2020	2025
Target	1,800	3,000	5,000

How we will grow access to baccalaureate degrees

Grow Metropolitan State University	~50% of incremental need by 2040
Grow Greater Minnesota university programs offered in the metro area	~30% of incremental need by 2040
Grow Greater Minnesota university programs offered outside the metro area	~20% of incremental need by 2040

The baccalaureate student experience

- 1 Access to a full array of high growth, high demand baccalaureate programs
- 2 Range of baccalaureate options available to students at metro area colleges, at Metropolitan State University, and at Greater Minnesota state universities
- 3 Student support services on metro campuses that ease students' transition and closely parallel the experience at a state university campus
- 4 Full benefits of enrolling in a collaborative system of colleges and universities

What will be different for our students:

From

- Individual institution application processes
- Limited and ad hoc program options
- Individual articulation agreements
- Baccalaureate access for 9,000 students
- 1,800 baccalaureate graduates per year



To

- Dual admission and common services
- Coordinated breadth of program options
- Transfer pathways
- Baccalaureate access for 14,500 students
- 3,000 baccalaureate graduates per year by 2020

What will be different for how we work together:

From

- Bi-lateral partnerships
- Individual and ad hoc program planning
- Tenant-landlord relationships, with varied financial arrangements
- Independent and uncoordinated marketing

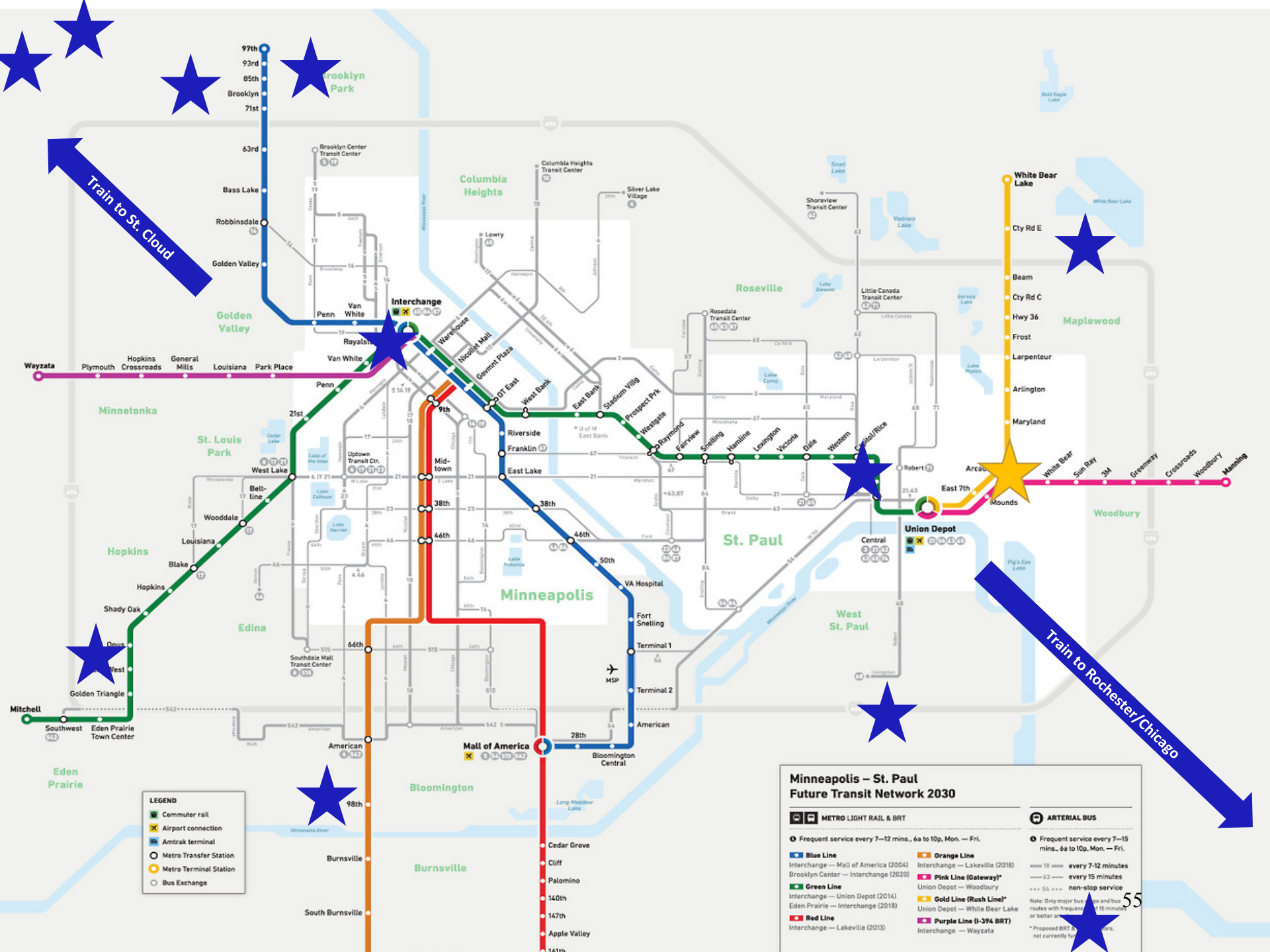


To

- Coordinated partnerships
- Joint program planning
- Partner relationships with shared space and shared revenue model
- Coordinated and integrated marketing

What facilities will be used to deliver these new baccalaureate programs?

- 1 Existing capacity at Metropolitan State University and on metro area college campuses will adequately support the growth of baccalaureate program offerings over the next decade. We will not pursue the construction or leasing of a new building at this time.
- 2 Metropolitan State University will continue to focus its program offerings on its main campus, distributed community sites, and metro area college campuses.
- 3 Greater Minnesota state universities will form stronger partnerships with metro colleges to enhance the baccalaureate presence and use of existing space.



LEGEND

- Commuter rail
- Airport connection
- Amtrak terminal
- Metro Transfer Station
- Metro Terminal Station
- Bus Exchange

Minneapolis - St. Paul Future Transit Network 2030

METRO LIGHT RAIL & BRT

- Frequent service every 7-12 mins., 6a to 10p, Mon. - Fri.
- Blue Line
Interchange - Mall of America (2004)
Brooklyn Center - Interchange (2020)
- Green Line
Interchange - Union Depot (2014)
Eden Prairie - Interchange (2018)
- Orange Line
Interchange - Lakeville (2018)
- Pink Line (Gateway)*
Union Depot - Woodbury
- Gold Line (Rush Line)*
Union Depot - White Bear Lake
- Red Line
Interchange - Lakeville (2013)
- Purple Line (I-394 BRT)
Interchange - Wayzata

ARTERIAL BUS

- Frequent service every 7-15 mins., 6a to 10p, Mon. - Fri.
- 10' every 7-12 minutes
- 6.3' every 15 minutes
- 5.4' non-stop service

Note: Only major bus stops and bus routes with frequency of 15 minutes or better are shown. *Proposed BRT not currently built.

Progress since January update

Task	Completed
Complete enrollment projections for existing, under development, and proposed baccalaureate programs	✓
Complete space utilization analysis and capacity determination, and finalize program locations	✓
Finalize criteria for ongoing program planning	✓
Complete development of student services models	✓
Complete development of revenue and expense sharing models	✓
Coordinated marketing strategy aligned with system branding	In progress

First two years of implementation

	FY17	FY18
Academic programs	25 more program locations across metro college campuses	Develop and offer 35 more program locations across metro college campuses [built on transfer pathways and dual admission and advising opportunities]
	Implement governance and program development structure	
	Pilot and evaluate dual admission approach	
Student Services	Pilot and evaluate approaches to delivery of core student services	Implement common model of service delivery
Finance and Facilities	Pilot and evaluate shared revenue and expense models	Implement common shared revenue and expense model
	Identify alterations needed to existing facilities, if any	Develop renovation and funding plans
Marketing	Develop and implement program marketing and branding strategy, in alignment with system branding efforts	Evaluate marketing effectiveness, and adjust marketing efforts as appropriate

Challenges in implementation

- 1 Forging new relationships and collaboration is difficult and time consuming.
- 2 Moving beyond our historical approach of bilateral partnerships requires systems change.
- 3 Current incentives and reward systems do not encourage or support collaborative success.
- 4 Assessing student demand and evolving labor market needs requires ongoing, coordinated work across institutional and system divisions.
- 5 Insufficient state support threatens our ability to fund program and service expansion, particularly program start-up.

Student, faculty, and partner voices

- Audua Pugh, Student, North Hennepin Community College/Metropolitan State University
- Deb Sidd, Dental Hygiene Instructor, Normandale Community College
- Paul Plahn, Retired, Cummins Power Generation

Strategic questions

- What suggestions does the board have to ensure effective implementation?
- What suggestions does the board have for marketing our collaborative programming?
- What type of ongoing reporting would the board like to see next year as we implement this strategy?

Committee motion

The Academic and Student Affairs Committee recommends that the Board of Trustees endorse the 2016 metro area baccalaureate strategy and charge the chancellor with establishing the appropriate oversight structure and system procedures necessary to implement the strategy.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 22, 2016

Title: Proposed Amendment to Board Policy 2.10 Student Housing (First Reading)

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

ASA staff reviewed Board Policy 2.10 as part of its five year review cycle. The proposed amendment consists of replacing obsolete language with more current terminology and technical edits resulting from new formatting and writing standards being applied to the policy.

The proposed amendments were reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter(s):

Ron Anderson, Vice Chancellor for Academic and Student Affairs

Toyia Younger, Associate Vice Chancellor for Student Affairs and Interim Chief Diversity Officer

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD POLICY	2.10
Chapter 2. Students	
Section 10. Student Housing	

2.10 Student Housing

Part 1. Purpose

To promote access to reasonably-priced student housing along with student life activities and educational programs for enrolled students.

Part 2. Definitions

Student housing:

Housing for students that is owned, leased, or managed ~~staffed, and/or operated~~ by Minnesota State Colleges and Universities.

Part 32. Requirement to Live in College and University Student Housing:

~~The major purpose of college and university student housing is to provide affordable housing and educational programming for students. Colleges and universities may establish policies to that require students to live in student housing. Such a requirement shall be initiated only after~~ eConsultation with the appropriate student groups including the campus student association must occur before the requirement is implemented.

Related Documents:

-

Policy History:

Date of Adoption: 6/20/95
Date of Implementation: 7/01/95
Date of Last Review: xx/xx/xx

Date & Subject of Revisions:

Xx/xx/xx – Applied new formatting and writing standards resulting in technical edits, added “leased” to the definition of “student housing”.
01/17/07 - The amendment changed the title of the policy from Residence Hall, slightly broadened campus authority to establish a policy to require students to live on campus, and added "campus student association" to be consistent with Policy 2.3.

No additional HISTORY

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Board of Trustees Study Session Two

Date: June 22, 2016

Title: Charting the Future Update

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

The study session is intended to provide the Board with an update on the Charting the Future FY2016 work plan and progress on initiatives and plans for FY2017 work plan.

Scheduled Presenter(s):

Jaime Simonson, System Director
Ron Anderson, Vice Chancellor for Academic and Student Affairs
Nicole Merz, Project Manager – Charting the Future
Barbara McDonald, President – North Hennepin Community College
Dani Heiny, Chief Diversity Officer – Riverland Community College
Megan Zothman, Chief Human Resources Officer – Bemidji State University and Northwest Technical College
Sharon Mohr, Chief Human Resources Officer – Hennepin Technical College

Charting the Future

Quarterly Report
2015-2016 Year-End Summary

Jaime Simonsen and Nicole Merz
June, 2016



Minnesota
STATE COLLEGES
& UNIVERSITIES

Executive Summary

In September 2015, the Leadership Council presented the Charting the Future (CTF) work plan for fiscal year 2016 to the Board of Trustees. The work plan took the 42 recommendations presented by the implementation teams, which identified opportunities and potential strategies to advance the CTF recommendations, and forged a viable plan to move the work forward. Immediately, colleges, universities and divisions responded by forming teams and workgroups, representative of students, faculty and staff, to organize and prepare for the work ahead. In addition, the CTF Coordinating Committee comprised of leaders from each bargaining unit, both student associations, and campus and system office leaders was formed to advise on priorities and provide guidance on opportunities to increase engagement.

The work plan presented by the Leadership Council identified 21 initiatives to move CTF work forward. Throughout the year, the focus has been on a continuation of planning and preparation as well as initial implementation to reach the goals and milestones set in the work plan for all 21 initiatives. **At the end of FY 2016, 19 of 21 initiatives have reached near completion or completion of FY 2016 activities and milestones as compared to 3 of 21 in the first quarter.** All five initiatives led by campuses are near completion (up to 75%) or have completed (up to 100%) FY 2016 activities and milestones, on average. In addition, vice chancellors indicated that 90% of initiatives they are leading or supporting have completed all activities and milestones outlined for FY 2016. The majority of these initiatives will continue with work planned in FY 2017 and beyond. As can be expected with large, complex projects, delays have occurred for two initiatives, including online strategy and comprehensive workplace solutions. Leadership Council has discussed these initiatives and have structured plans to get the work back on track.

In addition to the continued progress across initiatives, college and universities articulated the organizational changes they have seen as CTF work has progressed. This is significant, as CTF work is as much about the specific initiatives as it is about organization change. As noted in *Charting the Future for a Prosperous Minnesota*, “implementation of these recommendations will require significant collaboration among our colleges and universities and a transformation of our culture...” Colleges and universities experienced the following changes across their organizations and communities:

- An increase in cohesion and a sense of shared purpose for campus priorities, reinforced by the CTF initiatives.
- An increase in awareness and desire to ensure that all voices are heard across campus, especially the student voice.
- An increase in communication and collaboration within and between campuses, as well as a renewed desire for partnerships.

In preparation for FY 2017, there are lessons to be learned from the past year, which will put us in a stronger position as we move forward with CTF work. Leadership Council will want to consider the following:

- Maintain momentum amidst participation fatigue, summer breaks, and recurring student turnover.
- Improve two-way communication on the full scope of CTF initiatives and related work, with the dual purpose to inform as well as elicit feedback on progress and planning.

- Examine progress made across initiatives in order to determine what work continues to be addressed by CTF and what has become operationalized into campus/system practices.
- Identify budget and resource demands for continued implementation of CTF initiatives.
















Charting the Future has seen an immense amount of progress through fiscal year 2016. In order to remain focused, we will need to continue to focus not only on the tasks of the individual initiatives but also on continuous improvement in how we collaborate and plan our work as a system. We are in a much better position as we move into fiscal year 2017, with the collaborations and partnerships that have been formed as well as the preparation and organization that has been done. It will be imperative that leadership engages stakeholders in a review of what has been learned in FY 2016 and addresses the challenges and opportunities noted, to ensure that the work continues to progress, but also that we continue to experience the organizational change needed to meet the needs of our community.

Overview of FY 2016 activities to date

Initial discussion of 42 strategies with Leadership Council	July 13-14, 2015
Discussion of work plan draft at Leadership Council retreat <i>Bargaining unit and student association leaders join for several hours to be briefed on the work plan, to ask questions, and to provide suggestions</i>	September 9-10, 2015
Charting the Future work plan shared with Board of Trustees	September 11, 2015
Charting the Future work plan discussed at Board of Trustees retreat	September 16, 2015
31-member Coordinating Committee met for the first time	September 28, 2015
Chancellor Rosenstone shared an update with the board which detailed next steps which included: formation of campus teams, development of FY 2016 Gantt charts to articulate workflow for each initiative, development of quarterly reports, development of FY 2016 communication plan, and established two board study sessions	October 21, 2015
Campus and system level initiative work begins	October 1, 2015
Campus teams in place	October 31, 2015
Coordinating Committee second meeting – provided suggestions on Gantt charts, communication plan, and initial quarterly report template to gather initiative efforts	November 12, 2015
FY 2016 Gantt charts shared with board and posted to the CTF blog	November 21, 2015
Coordinating Committee third meeting – refined the quarterly report template	December 9, 2015
Requests to presidents and vice chancellors to submit the first CTF quarterly report with a deadline of January 7, 2016	December 11, 2015
Quarterly reports submitted by presidents and vice chancellors <i>All quarterly report can be found in the Appendix on the CTF blog</i>	January 7, 2016
Initial CTF quarterly report shared and Board of Trustees CTF study session	January 27, 2016
Three CTF Workgroups (Academic Advising (initiative 1.1.2), Academic Planning and Collaboration (initiative 1.1.1) and Student Support Technologies (initiative 1.1.5) convene and begin their work.	January, 2016

Coordinating Committee fourth meeting – reviewed first quarterly reports, refined quarterly report template for quarter two.	January 28, 2016
Requests to presidents and vice chancellors to submit the second CTF quarterly report with a deadline of April 1, 2016.	February 26, 2016
Workplace solutions (initiative 2.1.1) business models proposed at Leadership Council.	March 8, 2016
FY 2016 Gantt charts updated and posted to the CTF blog.	March 18, 2016
Quarterly reports submitted by presidents and vice chancellors. <i>All quarterly reports can be found in the Appendix on the CTF blog.</i>	April 1, 2016
Initial discussion of CTF FY 2017 planning at Leadership Council.	April 5, 2016
Initial discussion of Online strategy (initiative 1.2.1) with Leadership Council.	April 5, 2016
Second CTF quarterly report submitted to Board of Trustees.	April 20, 2016
Second discussion of CTF FY 2017 planning process at Leadership Council. Small group formed to draft CTF FY 2017 work plan.	May 3, 2016
CTF workgroup (Academic Advising, Academic Planning & Collaboration, and Student Support Technologies) recommendations submitted to Vice Chancellor Anderson.	May 16, 2016
Leadership Council small group meeting to continue drafting CTF FY 2017 work plan.	May 17, 2016
Leadership Council small group second meeting to draft CTF FY 2017 work plan.	May 26, 2016
Quarterly reports submitted by presidents and vice chancellors. <i>All quarterly reports can be found in the Appendix on the CTF blog.</i>	June 1, 2016
Initial discussion of CTF FY 2017 draft work plan and CTF workgroup recommendations at Leadership Council.	June 7, 2016
Third CTF quarterly report submitted to Board of Trustees and Board of Trustees study session.	June 22 , 2016

Chart 1: FY 2016 Initiative progress as reported by colleges and universities in their quarterly reports.

#	Initiative	Qtr. 1 Jan	Qtr. 2 April	Qtr. 3 June
1.1.2	Strengthen academic advising			
1.1.6	Deploy online resources for prospective and current students, including transfer information for use in planning, registration, and advising			
1.2.2	Ensure all students have access to technology			
1.3.1	Develop campus diversity plans, integrated into each college/university overall Student Success plan			
3.1.1	Ensure affordability			

Key: ○ =not started; ◐ =initial progress; ◑ =mid-point; ◒ =near completion; ● =FY16 tasks completed

- Overall, campus-led initiatives have completed or are on track to complete FY16 activities.
- Colleges and universities self-reported initiative status only on initiatives that are campus-led.
- Responses were totaled and the average is displayed in the chart above.

Chart 2: FY 2016 Initiative progress across initiatives led or supported by vice chancellors

#	Initiative	Qtr. 1 Jan	Qtr. 2 April	Qtr. 3 June
1.1.1	Improve curriculum alignment	◐	◑	●
1.1.2	Strengthen academic advising	◐	◑	●
1.1.3	Develop a metric on satisfaction and the efficacy of advising	◐	◑	●
1.1.4	Review and revise policies (where appropriate) to mitigate unintended consequences and remove unnecessary barriers	◐	◑	●
1.1.5	Identify partnership opportunities for technology tools to support retention and completion	◐	◑	●
1.1.6	Deploy online resources for prospective and current students, including transfer information for use in planning, registration, and advising	◐	◑	●
1.2.1	Develop a strategy for quality online education	◐	◑	◐
1.2.2	Ensure all students have access to technology	◐	◑	●
1.2.3	Increase opportunities for exploration of emerging technologies and professional development for students, faculty, and staff	◐	◑	●
1.3.1	Develop campus diversity plans, integrated into each college/university overall Student Success plan	◐	◑	●
1.3.2	Diversity mapping and assessment of diversity and equity	◑	◐	●
1.3.3	Efforts to improve the recruitment and retention of diverse faculty and staff	◐	◑	●
1.3.4	Professional development to increase faculty and staff intercultural and global competency and increase understanding and use of culturally relevant pedagogy (also included in Academic and Student Affairs)	◐	◑	●
2.1.1	Confirm and endorse the value proposition for our colleges and universities to provide comprehensive workplace solutions for employers	◐	◑	◐
2.2.2	Advance strategies and capacity for competency certification and credit for prior learning at all colleges and universities	◐	◑	●
3.1.1	Ensure affordability for all students (scholarship campaign)	○	◐	●
3.1.2	Develop a comprehensive strategy to increase awareness and development of e-textbooks and open educational resources (OERs)	◐	◑	●
3.2.1	Redesign the current (internal) financial model to incent and reward collaboration, Strategic Framework commitments, and Charting the Future recommendations	◐	◑	●
3.2.2	New systemwide human resources transactional service delivery model	◐	◑	●
3.2.3	Align student and employee identification practices to increase access and communication for students, faculty, and staff across MnSCU	◐	◑	●
3.2.4	Replace or re-engineer ISRS (Integrated Statewide Record System)	◑	◑	●

Key: ○ =not started; ◐ =initial progress; ◑ =mid-point; ◒ =near completion; ● =FY16 tasks completed
 *FY16 Initiative progress may not be an accurate measure as campuses may be reporting on progress of the initiative as a whole, not only on FY16 tasks.

Stakeholder Engagement

At the outset of Charting the Future, it was clear that in order to succeed, the collective energy and ideas of the entire MnSCU community were going to be needed. For the work to continue to move forward and to reach the work plan goals, participation and engagement of students, faculty, and staff in the work was essential. At the beginning of FY 2016, college and university presidents met with their campus communities to engage in conversations around the work to be done and the goals that had been set. It was originally estimated that teams would be in place by early October, however, the time to engage in meaningful dialogue across institutions was underestimated. As a result, teams were formed later than anticipated; however, campus teams were the stronger for it, given the time spent to gather stakeholders and engage in meaningful dialogue around the CTF FY 2016 work plan and campus-based initiatives. It was also very important to ensure that students and all bargaining units were represented on CTF teams and committees. By the January quarterly report, all college and university CTF teams had reached this goal. The purposes of the campus-based teams vary by college and university but most importantly reflect the existing college and university strategic planning activities.

Students continued meeting with the president through her “Lunch with Laura” sessions and providing feedback on a variety of topics related to CTF.

~Alexandria Technical and Community College

In addition, workgroups were being formed, representative of all bargaining units and students organizations to move the work of three initiatives forward: academic planning and collaboration, academic advising, and students support technologies. The charge of the

Two student senators served on the 2016-2020 Strategic Planning Task Force. The task force concluded in April by proposing new College strategic goals. Our senators brought the Task Force’s developed goals to Student Success Day for feedback and validation directly from students.

~Lake Superior College

workgroups was to develop recommendations on how to make the work in these three areas actionable. The groups were formed in December and met for the first time in January 2016. Another group, the technical advisory committee, was meeting to formulate and submit recommendations on the allocation framework to the Leadership Council and Board of Trustees to reach the goals stated in the CTF FY 2016 work plan.

Throughout the spring semester, colleges and universities began planning and implementing the action items for the five initiatives lead by them. To begin, presidents worked with campus constituencies to establish communication channels to ensure that stakeholders were

regularly updated on the work that was occurring, both at the system level and the campus level. Many campuses made the decision to existing forums, including meet and confer, shared governance, staff and faculty development days, student senate meetings, and others. Campuses also chose to establish additional modes of communication, including CTF websites, casual and formal conversation forums, and standing items on committee, staff, and faculty department meetings.

A few concerns regarding continued engagement and communication exist that Leadership Council and campus leaders may need to address when planning for continued implementation in FY 2017. Due to the complexity and size of this endeavor, communication is

challenging. Many campuses have articulated their concern over ensuring that relevant information is communicated to and from various groups across their campus, between campuses, as well as between the system office and campuses. It will be necessary to review the communication plan for CTF in order to determine where there may be gaps and opportunities to be timelier with CTF information. A small group of Presidents will conduct this review in June and July 2016, with a goal to present an updated CTF communication plan to Leadership Council in August 2016.

In addition, with the engagement and involvement of so many students, faculty, and staff in CTF work, it will be important to pay attention to participant fatigue. Several campuses voiced their concern that it will be challenging to maintain momentum and participation, especially through the summer months and into the fall, given the time and commitment necessary to continue to address CTF initiatives. Creativity will be needed to determine how best to continue to get the collective voice of stakeholders knowing that this challenge exists.

Organizational Impact

As stated in the September 11, 2015 memo to the board, the most important outcome of this process may not be this initial work plan, but the further development of our ability to work together and think in a more collaborative way that keeps the success of our students and our commitments to the State of Minnesota at the heart of what we do. In this last quarterly report, we asked campuses to articulate how Charting the Future has impacted how their campus works. It is clear by the answers we received, that change is happening. We are moving towards our goal of a more collaborative, strategically focused organization, with student success as our central driver.

Campuses expressed that there has been a renewed desire to work collaboratively and seek out opportunities to partner in order to reach shared goals. Several campuses mentioned that they have engaged in sharing of ideas, best practices, and different approaches to the work with other campuses. Northeast Higher Education District stated, “CTF has dramatically increased the level of collaboration throughout the district”. Dakota County Technical College wrote, “More so than before, DCTC is looking for ways to collaborate with Inver Hills and other MnSCU institutions.” Their report goes on to articulate several partnerships that they have begun as they work to implement CTF initiatives as well as other work. This increase in desire and opportunity for partnership and collaboration within and between our campuses can only strengthen their ability to meet the needs of their students and communities.

CTF has dramatically increased the level of collaboration throughout the district.

~Northeast Higher Education District

CTF has provided a structure and framework which we have used to maintain focus on current institutional initiatives that have strategic importance to the success of students.

~Northland Community and Technical College

Many institutions mentioned that their work felt more focused and strategic. They felt that the CTF initiatives provided reinforcement of campus priorities and an increased focus on student success. The increased focus and prioritization allowed for better alignment of all campus plans as well as a more cohesive community with a shared vision and purpose. In their report, Minnesota State University Moorhead stated, “The main impact of CTF at MSUM has been to ensure a broad sense that our local and regional aspirations for the university are part of a broad, generally-shared approach to the future of public higher education in Minnesota.” They go on to say, in reference to

their campus priorities, “the fact that they are echoed in CTF ensures (a) that our regional aspirations are embraced at the system level and (b) that they are timely and widely shared and valued goals. This has the effect of underwriting and inspiring the work and continuing its implementation.”

Finally, the third most articulated effect of CTF on campuses during FY 2016, is the increased communication and engagement across campus groups and communities. Several colleges articulated the renewed awareness of ensuring that all groups and committees on campus be representative and that all

constituencies have a voice in the work being done. As mentioned earlier, all college and university CTF teams include members from all bargaining units and student organizations. In particular, the focus on students’ voices was communicated within the reports. St. Paul articulated this focus very clearly in their report when they wrote, “The composition of this team encouraged reflective conversations about who is involved in work around the Charting the Future initiatives at the College. The team has considered who has a voice at the table on our campus committees, workgroups, and also how stakeholders can contribute to this work. Included in this reflection is how the College can involve students in all aspects of Charting the Future and has been a priority for the team throughout the year.”

We have better communication between students, staff, and faculty. This has led to a significant increase in student engagement on committees.

~Central Lakes College

Initiative Updates

Initiatives are sorted by functional areas. What follows are key activities and milestones accomplished during FY16 and preliminary plans for FY17, sorted by initiative. Additional detail and college/university and division quarterly reports can be found in Appendix A.

Academic and Student Affairs

1.1.1 – Improve curriculum alignment

The initiative is made up of three components:

- Transfer Pathways Teams:

One hundred and twenty students, faculty and staff serving on the Transfer Pathways Coordinating Team and four Transfer Pathways Teams met over 37 times between January and June in various locations around the state. The groups were charged with the development of transfer pathways in four disciplines: biology, business, psychology, and

theatre. Four discipline stakeholder meetings occurred during March and April to obtain systemwide feedback on the proposed pathways. Over 475 statewide discipline stakeholders provided feedback through an online survey as well as the in-person meetings. The groups are finalizing the pathways during this final quarter. The process taken was evaluated as highly successful (survey, 5/15/16).

In FY 2017 finalized pathways will be sent to colleges and universities to prepare for implementation, including campus program/course modification, catalog updates, advisory training and development of promotional materials. More information can be found on the Transfer Pathways website at <http://asa.mnscu.edu/transfer/pathways>.

- Academic Planning and Collaboration workgroup:
This workgroup began meeting in mid-January to explore and research considerations identified by the original APC implementation team around collaborative and coordinated academic planning that advances affordability, transferability, and access to programs and services across the state. The workgroup has met bi-weekly to review academic planning processes systemwide, identify working assumptions and principles related to academic planning across the system. Recommendations for academic planning and collaboration for the system and at individual colleges and universities were developed, refined and submitted to Vice Chancellor Anderson on May 16, 2016. For more information on this workgroup, you can visit the website at <http://www.asa.mnscu.edu/ctf>.

Feedback was obtained from 45+ CAOs and deans at the Spring ASA conference on May 24th. The recommendations will be reviewed by the Leadership Council during the first quarter of FY 2017 to determine next steps.

The recommendations submitted are as follows:

1. System policies and processes should ensure that academic planning drives budget, facilities, technology, diversity, and other planning priorities. The system and the campuses must have academic planning processes that:
 - a. Foster engagement of faculty and administration in identifying academic priorities and collaborative opportunities
 - b. Can anticipate and respond to evolving individual, community, and state needs
 - c. Integrate and advance strategic planning priorities within academic plans
2. The system will have a comprehensive academic plan that provides a framework for the collective academic aspirations and priorities of system colleges and universities. The system academic plan will:
 - a. Advance regional and statewide collaboration and collective strategies for providing relevant education in response to diverse and shifting demographics.
 - b. Align with the system strategic framework (extraordinary education, partner of choice, most accessible and highest value)
 - c. Inform and provide leadership for the educational priorities of the state of Minnesota
 - d. Anticipate opportunities and demonstrate leadership at the national level

- e. Identify, communicate, and support opportunities for broader collaboration emerging from campus level academic plans
3. Each college and university will have a comprehensive academic plan that advances its distinctive mission, culture, and academic priorities. College and university academic plans will address the following:
 - a. Articulate how the institution achieves its unique academic mission and vision.
 - b. Serve student employment, career, and personal development goals
 - c. Reflect collaboration with community stakeholders to anticipate workforce and industry needs
 - d. Encourage innovation and tolerance for risk
 - e. Identify opportunities for collaboration with other system colleges and universities, including operational risks and benefits
 - f. Drive campus planning and assessment activities including, but not limited to, facilities, student services, and associated metrics
 - g. Ensure compliance with program and institution accreditation requirements.
 - h. Demonstrate advancement of the system strategic framework
- Resources to support collaboration and transfer:
 Research was conducted with campus groups and faculty to identify collaboration resource needs and to identify current resources. A website to house the collaboration toolkit and resources (both public and internal) was built and went live in May. The toolkit was presented to Chief Academic Officers at their winter meeting and at the Spring Academic and Student Affairs conference for feedback and refinement of content.

Work is also underway on the development of a transfer website with the initial pre-design work completed and consultation with students and staff to identify needs. Phase one of the design phase launched in April and continued through this last quarter. Information Technology Services will engage staff and students in a review of user experience analysis with a goal of launching the site in Fall of 2016.

1.1.2– Strengthen academic advising

As outlined in the work plan, each college and university was to focus efforts on strengthening academic advising. For many campuses, this reinforced good work that was already underway. For example,

- Alexandria Technical and Community College continued construction on their Transfer Advising Center, which will be operational in FY 2017, providing space for advisement on course selection and assistance to ensure transfer of credits.
- Anoka Technical College and Anoka-Ramsey-Community College create an Advising Think Tank to provide recommendations on advising practices, including staffing levels, advising practices, and departmental initiatives.
- Several campuses are in the process of implementing Hobsons Agile Advising and Agile Grad, technology products that assist with managing advising cohorts, online appointment scheduling, online note/record-keeping, and academic plan building.
- Several campuses made the decision to implement cohort-specific advising models and are preparing to implement or have begun implementing this model.

There are many opportunities for cross-campus conversations to share best practices throughout the work plan, but perhaps one of the greatest needs is in academic advising. The Academic Communities and Advising Committee chair from Minneapolis Community and Technical College expressed interest in connecting with leads at other campuses so that the college's work can be integrated with work happening across the system. To assist with this, a statewide academic advising workgroup was established. Although this group was initially intended to launch by the end of November, the process to call for and collect bargaining units and student associations' member appointments took longer than planned. The group's first meeting was held on January 19, 2016. The group met four times between January and May to research academic advising promising practices, identify and distribute campus-based promising practices, identify training and professional development needs and programming for faculty and staff providing academic advising.

The group distributed a survey to campuses in February to inventory advising practices, as well as promising practices occurring across MnSCU colleges and universities. The majority of campuses participated, allowing for a clear picture of advising practices occurring across the system. Interviews were also conducted with 15 campuses who indicated they were engaging in promising practices in advising to gather more detailed information on staffing, funding, implementation, and assessment of such practices. The workgroup has collected, catalogued, and analyzed the data to determine gaps and opportunities for strengthening advising practices.

Recommendations were developed, refined, finalized and submitted to Vice Chancellor Anderson on May 16th, 2016. Leadership Council will review the recommendations during the first quarter of FY 2017 to determine next steps. For more information on this workgroup and its work, visit the website at <http://www.asa.mnscu.edu/ctf>.

The recommendations include the following:

1. Ensure that all students are assigned to a faculty or staff member who provides academic advising services and utilize mandatory academic advising for at-risk populations (populations and type of contact are determined by each institution).
2. Create a plan to collect appropriate data on advising services to enable ongoing assessment and improvement of advising services at both the system and campus level.
3. In order to ensure student success, create a systemwide enrollment deadline that limits late registration.

1.1.3– Develop a metric on satisfaction and the efficacy of advising

This initiative kicked off early, beginning with consultation of campus institutional research directors in January to begin initial discussion about the creation of an advising performance measure, as recommended by the student success implementation team. Institutional Research conducted an analysis of student responses to advising questions on the NSSE and CCSSE student engagement survey instruments. It was determined that because there is only one question about student satisfaction with advising that is common to both NSSE and CCSSE and because the surveys have different response scales, it is not an ideal data source for a performance metric. The academic advising workgroup and institutional research directors were consulted to explore further opportunities for assessing academic advising. It was determined that the recommendation to explore other opportunities for assessment would be included in the workgroup's recommendations, as noted above, to Vice Chancellor Anderson for further direction.

1.1.4– Review and revise policies (where appropriate) to mitigate unintended consequences and remove unnecessary barriers

As recommended in the work plan, the Academic and Student Affairs Policy Council reviewed Board Policy 2.9, Academic Standing and Financial Aid Satisfactory Academic Progress this past fall. The policy went through its first reading at the March Board of Trustees meeting and was adopted after the second reading at the May Board of Trustees meeting. As a result of the review of Policy 2.9, the ASA policy council recommended the creation of a new procedure to explain the use of academic plans for students who have been academically suspended. A rough draft of the procedure was shared with multiple constituents for feedback during April and May. The proposed procedure will be taken back to the ASA Policy Council in FY 2017 to determine if the proposed procedure is needed, and if so, what the scope of the procedure should be. The feedback from constituents was mixed as to whether the procedure is actually needed.

A number of activities will help to collectively inform the five initiatives below.

- Academic and Student Affairs and Information Technology Services worked with Educause to develop a means by which all colleges and universities could elect to participate in a series of Educause Center for Analysis and Research (ECAR) surveys.
- A tool was developed and distributed to campuses to inventory and evaluate existing technology resources across the student lifecycle.
- A series of focused visits across campuses are engaging stakeholders to gather ideas for connecting learning research, leading technology-facilitated advising models, and next generation tools.

1.1.5 – Identify partnership opportunities for technology tools to support retention and completion

Although the Student Support Technologies workgroup was initially intended to launch by the end of November, the process to call for and collect bargaining units and student associations' member appointments took longer than planned. The group's first meeting was held on January 20, 2016 and they met seven times between January and May.

The workgroup developed and distributed a survey to campuses to inventory and evaluate existing technologies utilized across the student lifecycle. Twenty-nine colleges and universities provided responses to questions about the tools and practices used to support students in areas such as recruitment, admissions and enrollment, course mapping and degree planning, degree progressing, communications and student activities, and career services and career counseling.

An RFI was drafted and posted to the MN State register in March, to evaluate a student centered higher education constituent relationship management (CRM) solution that can support access, success, retention, and completion goals throughout the student lifecycle. The RFI was completed with four companies that responded and made presentations to the workgroup. Companies included Hobsons, Enrollment Rx, Oracle Corporation, and TargetX.

Recommendations were developed, prioritized and submitted to Vice Chancellor Anderson. Leadership Council will review the recommendations during the first quarter of FY 2017 to determine next steps. For more information on this workgroup, please visit the website at <http://www.asa.mnscu.edu/ctf>.

The recommendations submitted are as follows:

1. Complete a request for proposals (RFP) for a constituent relationship management (CRM) solution that can store required student data fields within a single relational database.
2. Knowing that it is unlikely for a CRM tool to satisfy all requirements identified in the original initiative, system IT staff and DARs staff should work together to enable the "self-service" function of u.achieve, as a step towards fulfilling some of the requirements identified in the initiative.

1.1.6 – Deploy online resources for prospective and current students, including transfer information for use in planning, registration, and advising

For many colleges and universities, this initiative has been embedded with their website rebranding and redesign efforts. Colleges and universities are looking at how they can leverage technology and collaborate with other campuses to meet the varying needs of students. A few examples of those follow:

- Minnesota State Community and Technical College launched “The Source”, an online orientation program intended to provide students with timely information throughout their education.
- Northeast Higher Education District’s Summer Online is fully implemented, which allows students access to an array of courses by registering through their home campus.

Academic and Student Affairs along with three campus chief information officers created a comprehensive inventory of current online resources available to students throughout the enterprise. Twenty-nine colleges and universities participated in the inventorying of technology tools deployed to support and/or engage with students from recruitment through graduation. Academic and Student Affairs and the Student Support Technologies workgroup identified trends and themes within the data to help inform the recommendations submitted to the Vice Chancellor Anderson on May 16, 2016.

1.2.1 – Develop a strategy for quality online education

Due to other priorities, presidents were not identified as timely as was planned. President Blackhurst, Minnesota State University Moorhead and Interim President Opatz, Century College were identified in late February to lead this initiative. Initial conversations have occurred to determine the direction for this initiative. The Leadership Council met in early April and had preliminary conversations about what might be included in a system strategy for online education. Data related to the current state of online education in MnSCU was shared at this meeting. Online education now accounts for one-fifth of MnSCU’s full-year equivalent (FYE) enrollment or about twenty-five percent of total revenue in MnSCU. The group concluded that any strategy for online education should align with the academic plans an institution has made.

Feedback on what might be included in a system strategy for online education was collected at the 2016 Spring Academic and Student Affairs Leadership Conference. The

Leadership Council will continue the conversation in August in preparation for campus conversations this coming fall.

1.2.2 – Ensure all students have access to technology

The progress on this initiative varies among the colleges and universities as it is not just about increasing infrastructure or equipment, but also involves understanding how students use and want to use technology and how technology is integrated into academic programs. Academic and Student Affairs coordinated with all MnSCU colleges and universities to distribute the ECAR survey through June. At the time of writing this report, 11,000 student respondents from MnSCU campuses (a 13.1% response rate) have responded to the survey. Colleges and universities will receive their results in July 2016 and Academic and Student Affairs will work to interpret the data at a system level. A second survey will focus on core data services. The ECAR Core Data Service Survey is highly technical and can be challenging to complete, especially the first time. Vice Chancellor Padilla has committed to bringing chief information officers together this summer to ensure consistent and comparable responses when they complete the survey in Fall 2016.

Colleges and universities also focused this quarter on increasing technology infrastructure to provide increased access for students to software, Wi-Fi, computers, and other technology related tools. Some examples include:

- Anoka Ramsey-Community College and Anoka Technical College are implementing and testing mobile devices and cloud-based services for tutoring, advising and classroom usage.
- Minnesota State University Moorhead continues to pilot an iPad/Tablet initiative for programs in the Music Industry, Graduate School Psychology, and Speech Language Hearing Science. They are working on a plan to sustain the resources within these programs.

1.2.3 – Increase opportunities for exploration of emerging technology and professional development for students, faculty, and staff

A number of activities were scheduled to support this initiative. The Shark Tank initiative, an initiative to support student, faculty, and staff innovation that shows potential for improving teaching, learning, or other core academic objectives, was launched this year. Over 30 intents were received to pitch innovative proposals. 11 projects were funded, aiming to address obstacles to student success by using existing technologies, resources, or practices in innovative ways.

Campus Academic Technology Teams were formed to have broad representation across the system, ensuring a full range of input at the campus level. These teams are networked across MnSCU to understand emerging needs and to share innovations and practices with one another. They have met six times this year and the final gathering was an in person meeting at the Shark Tank event on April 14. CATT teams provided feedback on the process from this past year and suggested topics for next year. This information will be reviewed as topics are selected for FY 2017.

Academic and Student Affairs continues to plan for a summer faculty inquiry group (FIG), with a focus on online education. The program will provide individual support to faculty members who want to explore particular student learning challenges within online courses. In

addition, other new and enhanced professional development opportunities continue to be developed:

- 100 faculty and staff participated in STAR Symposium, a virtual conference on quality online and blended learning.
- 150 faculty and staff participated in a captioning symposium to understand legal issues and best practices, including demos and live captioning.
- There has also been an increase in workshops offered through the Minnesota Online Quality Initiative and an expanded network of faculty development leaders.

This initiative is now complete as work in this area has been fully operationalized.

1.3.4 – Professional development to increase faculty and staff intercultural and global competency and increase understanding and use of culturally relevant pedagogy

In recognition of the need to intentionally expand and support innovation and infusion of diversity and equity perspectives in pedagogy and course content, grant opportunities (e.g., Educational Innovation grants) were created to support pilot work across the system. A revision of the college faculty credentialing course *Philosophy of Community and Technical College Education* is underway to integrate cultural competency and pedagogy into the course content. In partnership, Academic and Student Affairs and Diversity and Equity worked with campuses in March to inventory existing local professional development opportunities as well as system-level professional development opportunities. In April and May, ASA and Diversity and Equity division leadership engaged Chief Human Resources Officers, Chief Diversity Officers and faculty development leaders to develop a set of recommendations to present to Interim Chief Diversity Officer Younger and Vice Chancellor Anderson. Those recommendations are in the process of being finalized and will be submitted mid-June. Leadership Council will review the recommendations to determine next steps.

2.1.1 – Confirm and endorse the value proposition for our colleges and universities to provide comprehensive workplace solutions for employers

President Mulford led the start of this initiative with assistance from Presidents Helens and Potter. Continuing Education and Customized Training administrators met three times in January and February and developed four proposed service delivery models. At March Leadership Council the group continued their discussion on the proposed delivery models. Presidents identified multiple challenges that need to be addressed to better serve employers, including: 1) current capacity of colleges/universities to meet customer demands, 2) opportunity to grow market share in current training areas, and 3) need for development in new or emerging training areas. Presidents determined that there may be other solutions to address the challenges.

A small group of presidents convened in April to brainstorm additional solutions, recognizing that there are lessons to be learned from other collaborative efforts. This has been a multi-year conversation by Leadership Council and the group recognizes the increased competition from other providers. Presidents have been charged to work with their regional colleagues to design a regional model that is responsive to business and industry. Draft plans will be discussed in September with the goal of implementation to begin November 1, 2016.

2.2.2 – Advance strategies and capacity for competency certification and credit for prior learning (CC/CPL) at all colleges and universities

President Parker, South Central College and President Arthur, Metropolitan State University are leading this initiative, with support from the CPL Liaison team. Colleges and

universities were identified for the Round 1 Credit for Prior Learning Pilot. The first group was convened on March 31 and April 28 to kick off their work to advance strategies and capacity for competency certification and credit for prior learning. Three teams were formed to refine the CC/CPL toolkit, develop business practices to support CC/CPL and identify and develop networks for professional development opportunities through collaboration among MnSCU colleges and universities. A CPL SharePoint site was created to support the work of the round 1 pilot groups and teams. A public CPL site is currently in development with a goal to go live in Fall of 2016. Two more rounds of CPL pilots will launch in FY 2017-2018, one in January 2016 and another in September 2017. Campuses will receive calls for participation for each of the pilot groups.

3.1.2 – Develop a comprehensive strategy to increase awareness and development of e-textbooks and open education resources (OERs)

Three rounds of open textbook trainings have occurred since December 2015, training over 100 MnSCU faculty, representing 26 colleges and universities. Textbook reviews by faculty can be found at the Open Textbook Library at <https://open.umn.edu/opentextbooks/>. Earlier this fall, a RFP was issued to campuses to solicit campus open textbook projects. Twelve proposals were received and seven project grants (up to \$25,000) were awarded in January and have initiated research on the use of OERs. The data shows that faculty are averaging a 45% adoption rate for OERs after having gone through training. This data has been shared with the Open Textbook Network at the University of Minnesota. In addition, there is exciting work happening locally:

- Distance Minnesota, which several colleges and universities belong to, was awarded funding through Achieve the Dream for Open Education Resources. The objective of the grant is to develop or modify a one- or two-year program/degree to use only OER materials.
- Central Lakes College secured a grant to expand OER work to include College in the Schools partner high schools.

Diversity and Equity

1.3.1 – Develop campus diversity plans, integrated into each college/university overall Student Success plan

In Fall, a Diversity Planning Toolkit and template was shared with campuses to support the development/review of diversity plans. In addition Chief Diversity Officers received training at their annual retreat in October 2015. A diversity planning webinar occurred on February 2, 2016 and had over 13 colleges and universities represented, with 43 members of campus diversity planning committees participating. The second workshop, Data-informed Decision Making in the Diversity Planning Process occurred on March 31, 2016 and had 13 institutions represented, with 33 members participating. The workshop focused on supporting campus diversity planning teams in utilizing data and relevant information to identify outcome areas, action steps, and measurements of progress and impact in their diversity plans.

All campus diversity plans are focused on reducing and eliminating the student success gap. There is an expectation that college and university diversity plans will vary to meet the local needs of the campus; however, at a minimum, plans should address the following areas:

- Work with partners to reduce and eliminate the student success gap
- Increase diversity of students and strategies for retention

- Increase diversity of faculty and staff and strategies for retention
- Build effective partnerships with communities of color
- Ensure a supportive and welcoming environment

Campus and University reports indicate that positive work has occurred during FY 2016. Presidents are required to submit their diversity plans to the Chancellor in June. Colleges and universities identified common challenges as they prepare for implementation of their diversity plans, including:

- time and resources available
- the ability to engage stakeholders

The concerns will need to be addressed by Leadership Council as they build the CTF FY 2017 work plan, as it relates to campus diversity plans.

1.3.2 – Diversity mapping and assessment of diversity and equity

Information was shared in Fall 2015 with Chief Diversity Officers on different mapping and assessment tools available (e.g., Diversity Mapping, Equity Score Card, Diverse Learning Environment, etc.) to assist campuses with identifying the most appropriate tool for diversity planning and programming. Four campuses launched their Diversity Mapping processes (e.g., Anoka-Ramsey Community College, Minnesota State University Moorhead, Bemidji State University and Northwest Technical College). In addition almost half of the colleges and universities have expressed interest in or are currently using a diversity assessment tool.

At the Student Affairs and Diversity Conference in March, a workshop was delivered to share an example of one campus diversity mapping practice (Bemidji State University). Additional examples of campus diversity mapping practice include:

- Normandale Community College has had three groups complete the Intercultural Development Inventory (IDI). Their Student Senate executive board will take the IDI next, and the administrative council will meet next month to review their results.
- Riverland Community College completed their diversity mapping and assessment, compiled their results, and used those results to develop their Equity and Inclusion Plan for the college.

Finance and Facilities

3.1.1 – Ensure affordability for all students (scholarship campaign and financial literacy)

This initiative has two components:

- A second systemwide scholarship campaign with the goal of raising \$50 million over the next two years.

Chancellor Rosenstone launched a committee of foundation directors on January 18, 2016 not only to help design the next scholarship campaign but also to review and make recommendations on opportunities to enhance college and university foundation operations and additional support or training to support foundation staff and boards.

The committee, led by Associate Vice Chancellor Davis, and including foundation/advancement directors, has met ten times to set a campaign goal of \$50 million for the two-year period beginning July 1, 2016. A kick-off event to launch the campaign is scheduled for June 29, 2016.

- Continue to deploy financial literacy training to students and families.
Campuses have deployed a series of different methods including online information, workshops at orientation, and making resource information visible on campus. Some examples of campus efforts, include:
 - Many campuses indicated that they have made GradReady, an online tool, available to their students, to help support students' financial literacy skill development.
 - Several campuses have embedded financial literacy modules into their First Year Experience courses.
 - Saint Paul College has developed a plan to identify programs with high default rates, with "at-risk" student populations, to deploy specific interventions. The plan will be implemented in Summer 2016.

3.2.1 – Redesign the current (internal) financial model to incent and reward collaboration, Strategic Framework commitments, and Charting the Future recommendations

The Allocation Framework Technical Advisory Committee (TAC) has been meeting monthly in FY 2016 to develop recommended changes to the allocation framework. Redesign principles were drafted and approved by the Board of Trustees in November 2015. The committee has developed an initial set of recommendations, and is still considering others. The preliminary recommendations include:

- Eliminate the enrollment adjustment in the current framework
- Incorporate a student success component into the allocation framework (1% of appropriations) 2 performance measures (Second term persistence and completion rate and student success ratio (SOC to white students/narrowing the gap))
- Shift library expenses to instruction/academic support; remove the research/public service component in the allocation framework.

Recommendations still under consideration include:

- Cooperation, collaboration and partnerships
- Student services and institutional support
- Facilities & revenue buy-down calculation

Presentations on preliminary recommendations and proposals under consideration have been made to bargaining units, statewide student associations, CFOs, and ASA leaders. They were also brought forward to Leadership Council in May and will be presented to the Board of Trustees in June for review. The recommendations will go through a consultation period through October, and revised recommendations will be presented to the Board of Trustees at the end of October 2016. The goal is that phased implementation will begin in FY18.

Human Resources

1.3.3 – Efforts to improve the recruitment and retention of diverse faculty and staff

Student success depends on a diverse learning environment. Hiring faculty and staff is one of the most important decisions we make on our students' behalf. We must be intentional in our efforts to hire and retain outstanding faculty and staff, and intentionally search among the many diverse communities within our region and across the country.

At the January Leadership Council meeting, the *Intentional Recruitment and Retention* model was shared with Presidents and discussed. Under this model, leveraging data and carefully examining the needs of the organization *well before vacancies occur* are the two fundamental steps toward achieving a MnSCU comprehensive recruitment and retention strategy. This proactive approach would allow us to:

- Leverage internal and external data to better understand our employee base
- Reasonably predict workforce needs wells before vacancies occur
- Maximize the effectiveness of our recruitment strategies and attract top talent
- Increase the effectiveness of our hiring practices
- Retain the best and brightest talent
- And most importantly, meet student needs

Additionally, this model has been introduced to both faculty and staff bargaining units and will continue to be emphasized at both faculty and staff union meet and confers. Over 30 MnSCU faculty and administrators attended the Keeping Our Faculty Symposium VII in April to learn new strategies for recruiting and retaining faculty of color and American Indian faculty. Following the symposium, a systemwide diversity forum was held in May to discuss learnings from the symposium and identify ways to enhance recruitment and retention efforts for faculty and staff of color and American Indian faculty and staff.

In addition, action steps are being taken in four focus areas:

- Leadership: A discussion with Leadership Council occurred in January. Future discussions with Leadership Council are planned for FY17. A diversity symposium and forum was held in April/May. Additionally, a presentation to the Board of Trustees is scheduled for June.
- Search Committees: a systemwide search advisory committee handbook has been developed with draft online training modules, currently under review, with a goal to integrate these tools into college and university hiring practices in Fall 2016.
- Recruitment: development of a targeted strategic plan to be launched this quarter. The Intentional Recruitment and Retention (IRR) model was presented to stakeholder groups including Leadership Council, Luoma Leadership Academy participants, Talent Management Steering Committee, and the Diversity Forum.
- Retention: the 2015 Executive Leadership program launched October 2015, addressing succession planning and talent development. A temporary part-time (TPT) to unlimited part-time (UPT) faculty study will be completed this quarter in addition to exploration of additional recruiting tools such as virtual job fairs.

3.2.2 – New systemwide human resources transactional service model (HR-TSM) delivery

To help guide this work, an HR-TSM Leadership team made up of college and university Chief HR Officers and system office subject matter experts has met monthly since May 2015. Human resource staff from across the MnSCU system engaged in discussion at their Fall HR conference in October 2015 and at the HR Spring Meeting in April 2016.

A campus RFP process was launched in January 2016 to identify campus locations for four regional HR service centers and identify space and technology needs. As a result of this process, four regional human resources service center sites have been selected:

- Northern Region - Mesabi Range College
- Southern Region – Minnesota State College-Southeast Technical College – Winona
- West Central Region - Hennepin Technical College – Brooklyn Park
- East Central Region - Dakota County Technical College

Design and space planning will begin at these sites over summer 2016 with needed buildouts completed by fall 2016.

Twenty-five workgroups have convened and are meeting to map out current and future processes to develop common transaction work practices. Workgroups will meet through June 2016 and will resume in the fall after prioritizing the remaining processes that need to be mapped. During summer 2016 and continuing into fall, and with help from the entire HR community, we will focus our efforts on communication and training needs for Phase 1 processes.

The Service Center supervisor positions have been established and the hiring process will soon begin with a goal of having supervisors on board by early fall 2016. The Service Center staff classifications and FTE have yet to be determined; the HR-TSM leadership team will be working on this as part of initial FY 2017 work.

In addition to keeping the HR community highly informed and included in key decision making since the beginning of this effort, HR-TSM leadership team members have briefed the Board of Trustees, Leadership Council, all bargaining units at statewide meet and confer meetings, and other leadership group meetings including chief finance officers and chief academic officers. The HR-TSM leadership team is currently developing a more rigorous communication plan for campus employees through their CHROs.

As FY 2017 begins, work will focus on preparing for Phase 1 implementation to begin in January 2017. Phase 1 is a span of one year during which various building blocks will be laid and work will begin moving to service centers. During Phase 1, campus employees will continue to work directly with their campus HR teams. Campus HR will adjust local practices in order to begin moving transactional work to the service centers as system enhancements and new processes are ready. Service center staff will partner with and provide transitional support to campus HR to help the handoff go smoothly versus simply handing over the work to start processing; the focus will be on data integrity, relationship building, and IT system development and enhancements.

Information Technology Services

3.2.3 – Align student and employee identification practices to increase access and communication for students, faculty, and staff across MnSCU

To realize this initiative, there are three separate projects which provide the foundation for creating the platform to align student and employee identification practices. The three separate projects are:

- Office 365 Single Tenancy is active and continuing to accept campuses that meet specific criteria. Campuses continue with readiness assessments. Eight campuses will be in the tenancy by December 2016.
- Office 365 SharePoint This particular part of the initiative did not move ahead as fast as anticipated due to technical issues. The team transitioned to creating all new SharePoint

requests in Office 365 SharePoint. Sites are being migrated as site owners request sites to be migrated. Once the requests stop coming in for migration, the team will review the remaining sites to determine which ones should be migrated and which ones will be archived. Those to be migrated will be prioritized and migrated. There are approximately 20-25 sites currently in Office 365.

- Eduroam Contracting phase is completed. Active design phase began in April and will continue through June of 2016.

3.2.4 – Replace or re-engineer ISRS (Integrated Statewide Record System)

By January, 33 campus listening sessions were completed in addition to 1,265 surveys completed by students, faculty, and staff. A business case report was compiled and shared with the Board of Trustees in March 2016. Phase one of this project will be considered complete at the November, 2016 Board of Trustees meeting. FY 2017 will see final document preparations, communication of final report to stakeholder communities and planning for the next phase.

Next Steps for Charting the Future, Fiscal Year 2017

During FY 2016, colleges and universities, as well as divisions have done an excellent job planning for implementation as well as beginning implementation of the CTF initiatives. At the outset, when the initiatives were formed and the work plan presented, it was clear that the majority of the initiatives were going to have work that continued into future fiscal years, while a small minority would be completed at the end of FY 2016. As CTF moves forward, it will be important that what has been accomplished, as well as what remains to be completed, is assessed thoroughly.

At the May 2016 Leadership Council meeting there was a call for a small group of presidents to review the work completed over the past year and draft a CTF FY 2017 work plan. This small group began their work in early May with review of the original charge of Charting the Future in 2013, the FY 2016 work plan activities and milestones, as well as all quarterly reports. From that review, presidents have drafted an initial FY 2017 work plan and have presented it to Leadership Council at their June 2016 meeting. The work plan will be shared and reviewed with stakeholders during the summer months, with the goal of submitting a final CTF FY 2017 work plan at the August Leadership Council meeting.

The small group of presidents have also discussed the importance of reviewing the FY 2016 CTF communication plan to determine where opportunities exist to improve communication in FY17. As noted earlier in this document, this will be an important task, given some of their concerns expressed by colleges and universities within their quarterly report.

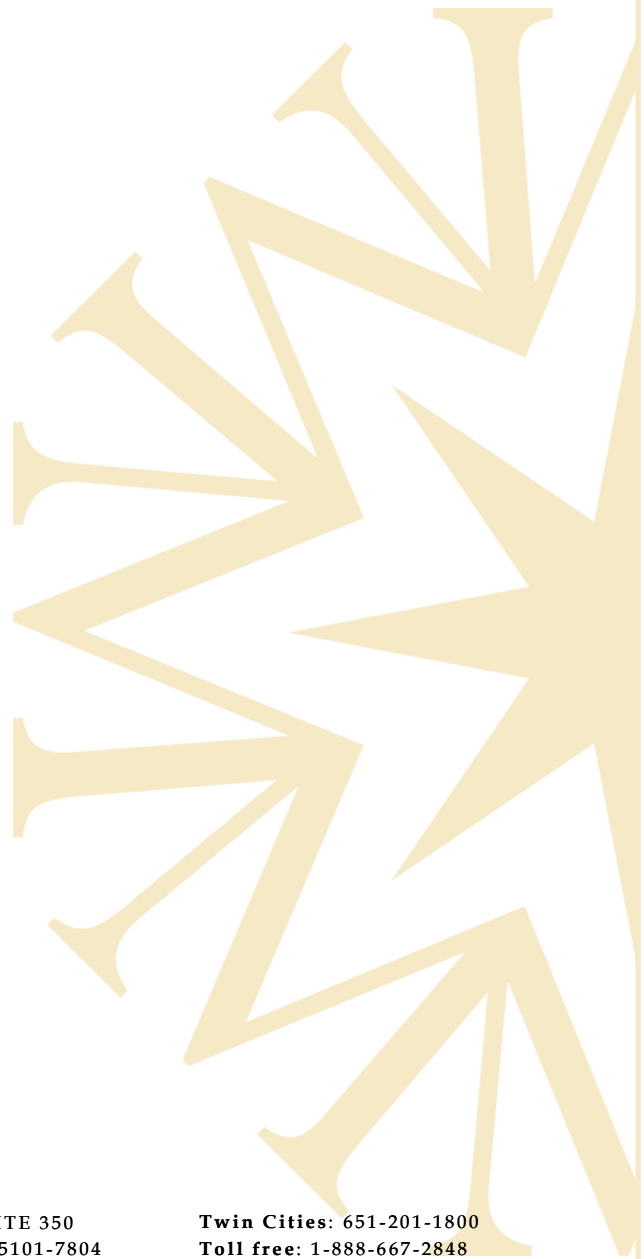
It will be important for the Leadership Council to review additional concerns expressed by colleges and universities for continued CTF implementation in FY 2017. Many colleges and universities articulated concerns regarding budget and resources to accomplish the goals set forth in the CTF work plan. Especially with new recommendations coming forward from the FY 2016 work groups, it will be important to determine budget considerations and the financial impact on colleges and universities these recommendations might have.



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Board of Trustees Study Session

June 23, 2016



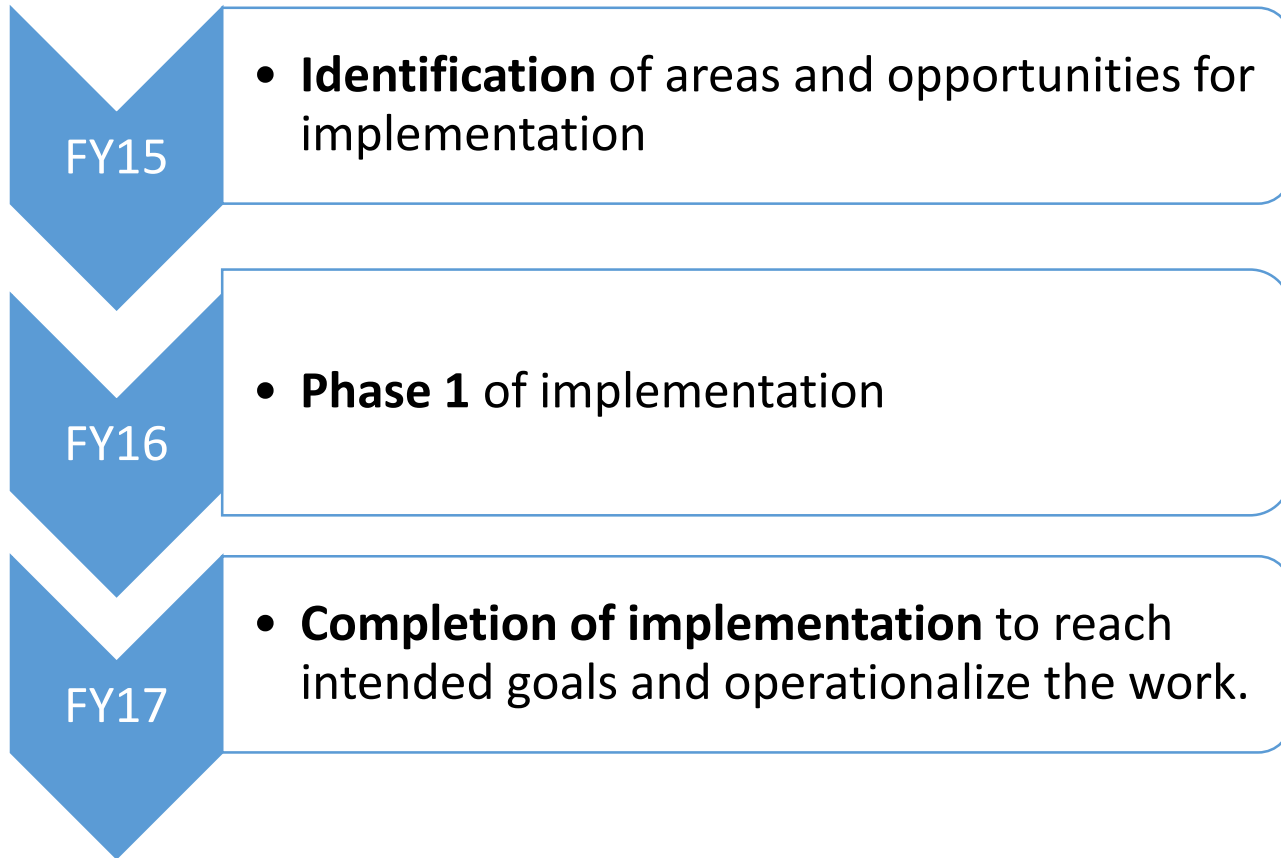
CHARTING THE FUTURE
FOR A PROSPEROUS MINNESOTA

Sessions Goals

- Provide an overview of implementation in FY16
- Highlight activities occurring at campuses and systemwide to reach the goals set forth by Charting the Future
- Preview the CTF FY17 work plan



Charting the Future Process



Work Plan Status

- CTF workgroup recommendations developed
- All projects led by colleges/universities have completed 75% or more of FY16 project tasks.
- 19 of 21 projects led by vice chancellors have completed 100% of FY16 project tasks.



Colleges and universities report organization and culture change in 3 key areas

Collaboration

Increased cross-campus collaboration and partnerships

Direction

Created sense of shared purpose for campus priorities, reinforced by CTF initiatives

Communication

Increased awareness and desire to ensure all voices are heard



Initiative progress varies across colleges and universities, but continues to move forward

#	Initiative	Qtr. 1 Jan	Qtr. 2 April	Qtr. 3 June
1.1.2	Strengthen academic advising			
1.1.6	Deploy online resources for prospective and current students, including transfer information for use in planning, registration, and advising			
1.2.2	Ensure all students have access to technology			
1.3.1	Develop campus diversity plans, integrated into each college/university overall Student Success plan			
3.1.1	Ensure affordability			

The chart can be found in the CTF quarterly report posted on the CTF blog



Progress is also being monitored for initiatives led or supported by vice chancellors

#	Initiative	Qtr. 1 Jan	Qtr. 2 April	Qtr. 3 June
1.1.1	Improve curriculum alignment			
1.1.2	Strengthen academic advising			
1.1.3	Develop a metric on satisfaction and the efficacy of advising			
1.3.2	Diversity mapping and assessment of diversity and equity			
1.3.3	Efforts to improve the recruitment and retention of diverse faculty and staff			
3.2.1	Redesign the current (internal) financial model to incent and reward collaboration, Strategic Framework commitments, and Charting the Future recommendations			
3.2.2	New systemwide human resources transactional service delivery model			
3.2.3	Align student and employee identification practices to increase access and communication for students, faculty, and staff across MnSCU			
3.2.4	Replace or re-engineer ISRS (Integrated Statewide Record System)			

The full chart can be found in the CTF quarterly report posted on the CTF blog



Diversity and Equity – FY16 activity highlights

- Diversity plans created at all colleges and universities
- 3 campuses completed diversity mapping pilots
- Systemwide search advisory committee handbook completed. Intentional Recruitment and Retention model drafted, conducting stakeholder review.



Finance – FY16 activity highlights

- Allocation model design principles approved, recommendations drafted and under review
- Second scholarship campaign designed with the goal of raising \$50 million over the next two years (kick-off on June 29th)
- Planning and testing of several financial literacy methods on campuses completed



Human Resources – FY16 activities highlights

- Human Resources-Transactional Service Model leadership team made up of college and university chief HR officers and system office subject matter experts convened
- RFP process completed to identify campus locations for four regional HR service centers
- 25 workgroups convened to map out current and future processes

Information Technology Services – FY16 activity highlights

- Office 365 single tenancy created, campuses continuing with readiness assessment
- 33 campus listening sessions completed and 1,265 surveys completed by stakeholders on replacing/reengineering ISRS
- Business case for replacement/reengineering of ISRS developed and shared with Board of Trustees in March 2016

Academic and Student Affairs – FY16 activity highlights

- 3 workgroups convened and recommendations completed (advising, academic planning, student support technologies)
- 4 transfer pathways completed (biology, theatre, business, psychology)
- ECAR survey distributed to all campuses to better understand student technology needs and institutional capacity
- Increased opportunities for exploration of emerging technologies and professional development (Shark Tank, FIGS, CATT teams)
- Round 1 Credit for Prior Learning (CPL) pilot launched, CPL liaison team convened, three workgroups formed (CPL business practices, toolkit, professional development)
- Three rounds of open textbook trainings completed (over 100 MnSCU faculty, representing over 26 colleges and universities). 7 grant projects on OERs awarded



Sessions Goals

- Provide an overview of implementation in FY16
- Highlight activities occurring at campuses and systemwide to reach the goals set forth by Charting the Future
- Preview the CTF FY17 work plan



Change efforts occurring at all levels of the organization

Charting the Future Workgroups

- Academic Planning and Collaboration
 - Barbara McDonald, President, North Hennepin Community College

Campus Level Work

- Diversity Plans
 - Dani Heiny, Chief Diversity Officer, Riverland Community College

Enterprise Wide Change

- Transactional Service Model
 - Megan Zothman, Chief Human Resources Officer, Bemidji State University/Northwest Technical College
 - Sharon Mohr, Chief Human Resources Officer, Hennepin Technical College



Sessions Goals

- Provide an overview of implementation in FY16
- Highlight activities occurring at campuses and systemwide to reach the goals set forth by Charting the Future
- Preview the CTF FY17 work plan



Charting the Future FY17 Work Plan

Development

- Leadership Council workgroup
- Timeline
- Consultation

Lessons Learned

- Communication
- Budget and resources



Next Steps

- Consult stakeholders on draft FY17 work plan
- Finalize FY17 work plan
- Improve CTF communication plan
- Develop FY17 Gantt charts for initiatives and post to the CTF blog





HUMAN RESOURCES COMMITTEE
JUNE 22, 2016
12:15 PM

MINNESOTA STATE COLLEGES AND UNIVERSITIES
MCCORMICK ROOM, FOURTH FLOOR
30 7TH STREET EAST
SAINT PAUL, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

Committee Vice Chair Ann Anaya calls the meeting to order.

1) Appointment of Interim President of St. Cloud State University

Members

Dawn Erlandson, Chair
Ann Anaya, Vice Chair
Margaret Anderson Kelliher
Duane Benson
Elise Bourdeau
Alexander Cirillo
Robert Hoffman

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Human Resources Committee

Date: June 22, 2016

Title: Appointment of Interim President of St. Cloud State University

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

It is anticipated that Chancellor Rosenstone will recommend an individual for the interim presidency at St. Cloud State University.

Scheduled Presenter(s):

Steven Rosenstone, Chancellor

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

APPOINTMENT OF INTERIM PRESIDENT OF ST. CLOUD STATE UNIVERISTY

1 **BACKGROUND**

2 It is anticipated that Chancellor Rosenstone will recommend an individual for the interim
3 presidency at St. Cloud State University.

4

5 **RECOMMENDED COMMITTEE MOTION**

6 The Human Resources Committee recommends that the Board of Trustees adopt the following
7 motion.

8

9 **RECOMMENDED BOARD MOTION**

10 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints
11 _____ as interim president of St. Cloud State University effective _____, 2016,
12 subject to the completion of an employment agreement. The board authorizes the chancellor, in
13 consultation with the chair of the board and chair of the Human Resources Committee, to
14 negotiate and execute an employment agreement in accordance with the terms and conditions of
15 the MnSCU Personnel Plan for Administrators.

16

17 *Date of Adoption:* *June 22, 2016*

18 *Date of Implementation:*



**Board of Trustees Meeting, 12:30 PM
June 22, 2016
Minnesota State Colleges and Universities
30 7th Street East
St. Paul, Minnesota**

All meetings are in the McCormick Room on the fourth floor unless otherwise noticed. Committee/board meeting times are tentative and may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members attending in person, some members may participate by telephone.

Wednesday, June 22, 2016 (Board of Trustees Meeting Reconvenes)

1. Reconvene and Call to Order
2. Human Resources Committee, Ann Anaya, Vice Chair
 - **Appointment of Interim President of St. Cloud State University**
3. **Consent Agenda**
 - a. **Meeting Minutes**
 - 1) **Board of Trustees, April 19-20, 2016 (pp. 1-8)**
 - 2) **Executive Committee, May 11, 2016 (pp. 9-11)**
 - 3) **Board of Trustees Study Session, Strategies for Addressing the Campus Climate Challenges Facing our Students, May 17, 2016 (pp. 12-15)**
 - 4) **Board of Trustees, May 18, 2016 (pp. 16-19)**
 - b. **Approval of Contracts Exceeding \$1M for:**
(Finance and Facilities Committee pages 12-15)
 - 1) **Bookstore Point-of-Sale/eCommerce/Accounting Software Master Contract**
 - 2) **Facilities Cleaning Supplied, Equipment and Data Management System Master Contract**
 - 3) **MSU, Mankato Apartment Lease**
 - 4) **Rochester Community and Technical College/Rochester Schools CTECH Building Lease**
 - 5) **On-going Utility Contracts for Colleges and Universities**
 - c. **Minnesota State College – Southeast Technical: Change in Institution Type and Change in Name (Academic and Student Affairs Committee pages 7-15)**
 - d. **Metro Baccalaureate Strategy**
(Academic and Student Affairs Committee pages 27-61)
 - e. **Approval of FY2017 and FY2018 Meeting Calendar (pp. 20-21)**

4. Board Policy Decisions
 - a. **FY2017 Operating Budget (Second Reading)**
(Finance and Facilities Committee pages 16-122)
 - b. **Proposed Amendments (Second Readings):**
(Academic and Student Affairs Committee pages 16-26)
 - **Policy 3.21 Undergraduate Course Credit Transfer**
 - **Policy 3.37 Minnesota Transfer Curriculum**
5. Chair's Report, Michael Vekich
 - Proposed Amendment to Policy 1A.4, System Administration, Appointment of Administrators (First Reading) (pp. 22-27)
6. Chancellor's Report, Steven Rosenstone
7. Joint Council of Student Associations
 - a. Minnesota State College Student Association
 - b. Minnesota State University Student Association
8. Minnesota State Colleges and Universities' Bargaining Units
 - a. American Federation of State, County, and Municipal Employees
 - b. Inter Faculty Organization
 - c. Middle Management Association
 - d. Minnesota Association of Professional Employees
 - e. Minnesota State College Faculty
 - f. Minnesota State University Association of Administrative and Service Faculty
9. Board Standing Committee Reports
 - a. Finance and Facilities Committee, Jay Cowles, Chair
 1. Report of Allocation Framework Redesign Effort (pp. 123-151)
 2. 2016 Legislative Summary Including Bonding Bill Outcome (p. 152)
 3. Proposed Amendment to Policy 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals, and Waivers (First Reading) (pp. 153-163)
 - b. Audit Committee, Bob Hoffman, Chair
 1. Executive Director Search Update
 2. Annual Audit Plan for Fiscal Year 2017 Update
 3. Itasca Community College Internal Control and Compliance Audit (pp. 4-26)
 4. Hennepin Technical College Internal Control and Compliance Audit (pp. 27-41)
 - c. Diversity, Equity, and Inclusion Committee, Duane Benson, Chair
 - Consultation on the Chief Diversity Officer (pp. 1-2)
 - d. Joint Meeting, Diversity, Equity, and Inclusion and Human Resources Committees, Duane Benson and Ann Anaya, Co-chairs
 - Minnesota State Colleges and Universities Faculty and Staff Diversity: Current Demographics and Strategies (pp. 1-2)

- e. Academic and Student Affairs, Alex Cirillo, Chair
 - Proposed Amendment to Policy 2.10 Student Housing (First Reading)
(pp. 62-63)

10. Trustee Reports

11. Other Business

- **Election of Officers**

12. Adjournment

Bold Denotes Action Item

Minnesota State Colleges and Universities
Board of Trustees Meeting Minutes
April 19-20, 2016

Present: Chair Michael Vekich, Trustees Ann Anaya, Margaret Anderson Kelliher, Duane Benson, Elise Bourdeau, Kelly Charpentier-Berg, Alex Cirillo, Jay Cowles, Dawn Erlandson, Bob Hoffman, Philip Krinkie, Maleah Otterson, Thomas Renier, Louise Sundin, Erma Vizenor, and Chancellor Steven Rosenstone

April 19, 2016

Convene

Chair Vekich called the meeting to order on Tuesday, April 19 at 1:15 PM for an update on the branding initiative update. He welcomed Noelle Hawton, chief marketing and communications officer.

Branding Initiative Update

CMCO Hawton described the activities related to the branding initiative that have occurred since the board last received an update in January 2016. Following research that revealed that prospective students and their parents do not know the difference between our colleges and universities, the University of Minnesota, or for-profit and private colleges. They think Minnesota State Colleges and Universities describes all higher education in Minnesota, and they do not understand which colleges and universities are the most affordable, lowest cost, accessible colleges that will best prepare students for careers. CMCO Hawton shared a graph that showed that Minnesota State Colleges and Universities are the most reasonably priced in Minnesota.

Each year, about 21% of Minnesota high school graduates who attend college leave for colleges in other states. Some return, and some do not, so it is a talent drain. In addition, about 20,000 people each year chose for-profit higher education, not understanding that they risk getting a sub-par education with a price tag that is five times more expensive than our colleges and universities, and they will be left with much more debt.

It is very clear that branding can help. The research revealed that 73% of prospective students and 61% of parents who know something about our colleges and universities agree that affordability, geographical accessibility, and talent development are good descriptors of Minnesota State Colleges and Universities. These attributes are what makes us different. In addition to a high quality education, these attributes are the pillars of what our students and business partners experience every day. Furthermore, these brand attributes are what prospective students and their parents seek as they shop for a college or university.

By strengthening and leveraging our brand, we can build upon our collective attributes that people understand about us and work to:

- Increase awareness of our colleges and universities, helping them grow enrollment.
- Compete more effectively by telling the powerful story of what our colleges and universities deliver compared to other institutions.
- Leverage our advertising dollars more strategically, as currently about 70% of our media buys

are spent competing against one another instead of against outside institutions.

- Communicate how our colleges and universities work together, highlighting credit transferability, degree laddering, and being able to take courses from any college or university.
- Become known more widely for our shared attributes of accessibility, affordability, and talent.

The brand steering committee has been working on this since September 2015. The committee is comprised of 17 key communicators who are the people who work with brand every day at the campus level. Other committee members are representatives from AFSCME, MAPE, MSCF, MSUAASF, MSUSA, MSCSA, three university presidents, and three college presidents. The IFO was invited to participate but chose not to do so. The committee brainstormed and thought about names and very quickly came to four choices that are very similar to what we call ourselves now.

- Minnesota State
- Minnesota State Colleges and Universities
- MinnState
- Minnesota State System

An agency developed three different alternatives to “MnSCU,” as well as three visual identity options. To vet the options, CMCO Hawton traveled throughout the state and met with many people who work with their campus brands on a daily basis, such as key communicators, graphic designers, marketing teams, admissions teams, and foundation leadership. In some places, the meetings were also attended by deans, provosts, and marketing professors. In all, CMCO Hawton consulted with about 150 people throughout the state.

Recommended Brand and Brand Identity

CMCO Hawton described each design, and ultimately recommended “Minnesota State” as an alternative to “MnSCU,” in conjunction with a ribbon motif logo containing a star.

The foundational thinking during the logo design development was to create something that is enduring, conveys academic tradition, and is timeless and modern. The ribbon was created to look clean, bold, and modern. The star is an evolution from the star in the current logo, and the top, bottom, left and right points on the star are extended. The North Star has many positive connotations. The eight-point star commonly represents a new beginning and new life, which is an appropriate meaning for someone on a path to a new career. The visual identify was far and away the favorite among those who were consulted.

Regarding the alternative to “MnSCU,” among the general public, it is understood that names like Cal State, Penn State, Michigan State all refer to some sort of higher education. Therefore, after much collaboration and debate with over 150 marketers, communicators, foundation leaders, provosts, and deans, as well as all the presidents of our colleges and universities, CMCO is now recommending that our new brand is Minnesota State and our new brand identity is the ribbon motif.

Draft Brand Manifesto

CMCO Hawton shared the draft brand manifesto, which is aspirational and communicates what we are striving for:

We are Minnesota State.

An alliance of outstanding colleges, universities, educators and staff.

We are deeply committed to greater educational success and access.

We understand that a higher education can be made practical for every student, from every culture, every part of the state and every walk of life.

We support each other, challenge each other and promote each other.

Knowing that while we are strong individually, we are more powerful collectively.

And we won't rest until high-quality higher education is a reality for everyone who aspires to do more for themselves, their communities and the state we all share.

CMCO Hawton concluded by sharing that the project is on track. In May, the team will develop a graphics standard guide, finalizing color strategy and developing roll-out communication plans. The graphic standards guidelines will guide how colleges and universities employ the new system brand.

The guidelines will require a change to Board Policy 3.23, Part 1, which is the identification with the Minnesota State College and Universities system, and System Procedure 3.23.1, which is the tagline procedure. In June, CMCO Hawton will present to the board the final brand product, including the roll-out plan.

Discussion

Chair Vekich invited questions and comments. Trustee Hoffman commented that he does not understand the need for a new name and that we may be confusing advertising with branding. The names of our colleges and universities not MnSCU, should be known because our students go to them.

CMCO Hawton responded that the research shows that people do not have a tool that helps them understand that the colleges and universities are affiliated with one another, or that our colleges and universities are our prospects' lowest cost, highest value option. By placing our identity with those of the colleges and universities, it is a brand endorsement through the lens of affordability, accessibility, and talent.

Several trustees spoke in favor of the branding initiative. Trustee Erlandson commented that the core problem is that what we deliver is not widely understood. We are the most affordable option that provides a quality education. There is value in having a unified message of accessibility, affordability, and talent. The branding initiative is about a shared promise to the people of Minnesota. Trustee Renier added that students know more about colleges and universities in their region of the state or in North Dakota or Wisconsin rather than in the parts of the state where they do not live. Students in northern Minnesota are not aware of colleges and universities in the southern part of the state. He added that he supports whatever it takes to increase the value of the job we are doing. Trustee Benson suggested replacing affordability with value. He added that the branding initiative helps us identify as a system from the marketing side and the supply side.

Chancellor Rosenstone explained that this project began over a year and a half ago with research that revealed that the acronym "MnSCU" is confusing. This was shared with the board last spring. The data showed that we needed a less confusing name. This is not about competing with the brand equity of our individual colleges and universities. The branding initiative will convey the value of being a part of a

unified team. It will create clarity about who we are, and develop a platform for telling our story. For example, there will be transfer pathways among all our colleges and all universities across the state. This is something only we offer. The new brand is not intended to be in competition with the brand equity of our colleges and universities. The board was very clear in its direction to proceed after phase one was completed last year. Similarly, in January of this year, the board was impatient to go forward with the initiative.

Trustee Sundin noted that we have been working on this for six years, but actually 20 years, ever since we became a system. The great state systems in this country are identified by “state” – New York, Ohio, California, and Wisconsin are all identified by “state,” not “system.” This is part of what we need to do to attract young people to our colleges and universities. Trustee Sundin thanked Chancellor Rosenstone for giving this the attention it has needed.

Chair Vekich invited Richard Davenport, president of Minnesota State University, Mankato, to comment on the branding initiative. President Davenport commented that competition impacts every one of the MnSCU institutions. We are competing to a less degree with one another than with the private and non-profit colleges. One issue is that some of our best and brightest students go to colleges and universities out of state. The other issue is retention, which is our biggest challenge. If we could manage retention better than we do, it would solve many of our budget challenges. MSU, Mankato, loses about 25% of its students each year. Then we lose another 15% the second year, resulting in the loss of about 40% of students in all and most of them do not return. Transfer students used to balance the student losses but their numbers are declining. Understanding that we are all connected is important and, as transfer credits are more easily accepted, it will get better. The branding is not so much in the name as it is the *message* that will help the public understand what MnSCU is all about. We cannot compete with Wisconsin and other states unless we can keep our students and help them graduate. The system brand as described will work for Minnesota State University, Mankato.

Trustee Cowles commented that he supports the initiative. He inquired as to how it will be implemented and whether there are plans to target student groups and regions. CMCO Hawton responded that the colleges and universities will be asked to make the switch where there is no cost such as first, as online and digital.

Trustee Erlandson commented that we are a family and we want to keep the business in the family. The stronger we are internally, the stronger we will be externally. Currently, students are going to colleges and universities similar to ours but in other states. The branding initiative is a huge opportunity to make our colleges and universities attractive to external candidates.

Chair Vekich thanked everyone for the discussion and recessed the board meeting at 2:08 pm.

April 20, 2016

Reconvene

Chair Vekich reconvened the Board of Trustees meeting at 10:19 am. Trustee Vizenor participated in the meeting by telephone. Chair Vekich announced a change to the agenda. (The appointments of the presidents will follow the Chancellor’s Report.)

Consent Agenda

- a. Minutes of the Board of Trustees Meeting on March 16, 2016**
- b. Approval of Contracts Exceeding \$1M for:**
 - 1. Metropolitan State University Health Services Vendor**
 - 2. St. Cloud State University Twin Cities Center**
 - 3. Winona State University Lease Approval – Rochester Location**
- c. Minnesota State University Moorhead Gift of Real Property**

Chair Vekich called the question and the Consent Agenda was approved with one nay.

Chair’s Report: Michael Vekich

Chair Vekich had no report this month.

Chancellor’s Report: Steven Rosenstone

Chancellor Rosenstone thanked those who reached out to him over the past week upon the announcement of his retirement next year. He added that Chair Vekich reminded him to keep his foot firmly on the gas between now and midnight on July 31, 2017.

Performance Goals

Chancellor Rosenstone announced that he was very pleased that we have not only met every performance goal the legislature set for this biennium – we have exceeded each of the goals.

Goal 1	Increase by at least 4% the degrees, diplomas, and certificates conferred.	The actual increase has been nearly 17%.
Goal 2	Increase by at least 5% the related employment rate of graduates.	The actual increase was nearly 8%.
Goal 3	Reallocate \$22 million of costs in FY2016.	We exceeded that amount by nearly \$16 million, reallocating close to \$38 million.
Goal 4	Decrease by at least 10% the headcount of students enrolled in developmental courses.	The actual decrease was 25.5%.
Goal 5	Increase by at least 5% the degrees awarded to students who took no more than 128 credits for a baccalaureate degree and 68 credits for associate degrees	The actual increase for these degrees was more than 23%.

The chancellor thanked the presidents, faculty, and staff across our colleges and universities for their dedication and hard work that led to our exceeding each and every one of the legislatively mandated performance goals.

Legislative Update

Chancellor Rosenstone thanked all the students, faculty, staff, and presidents who met with their local legislators to tell the story about the importance of our requests and who are continuing to advocate for our capital investment projects and \$21 million supplemental request. He expressed gratitude to the Governor and Lt. Governor for their support and for the Lt. Governor’s visits to our campuses to promote our bonding projects across the state.

A highlight of the session so far was last week's presentation to the Senate Higher Education and Workforce Development committee. Chancellor Rosenstone thanked those who shared with senators the progress we have made on the transfer pathways:

- MSCSA Vice President Tim St. Claire,
- the IFO's Dean Frost,
- MSUAASF's Jim Anderson,
- MSCF's Anne Byrd, and
- Assoc. Vice Chancellor Lynda Milne.

The chancellor also thanked Sen. Miller and Rep. Heintzman, who carried the legislation that brought us to this point. He also thanked the 120 students, faculty, and staff serving on the four transfer pathways teams and coordinating team, and the 475 statewide discipline stakeholders who have provided feedback on the four pilot pathways.

Leadership Changes

Chancellor Rosenstone noted the following leadership changes in the bargaining units and student associations.

MSUAASF President Jim Anderson of MSU Moorhead is stepping down. Chancellor Rosenstone thanked him for his service and congratulated his successor, Tracy Rahim, of Winona State University.

AFSCME Policy Committee President June Clark is stepping down. Chancellor Rosenstone thanked her for her service. AFSCME will hold its election for President Clark's successor later this spring.

Chancellor Rosenstone thanked outgoing MSUSA State Chair Cara Luebke and MSCSA President Kevin Parker, and congratulated the incoming student leaders:

- MSUSA Chair-elect Joe Wolf; and
- MSCSA President-elect Dylan Kelly.

Progress Minnesota Award for Lake Superior College

Chancellor Rosenstone congratulated President Pat Johns and the faculty and staff at Lake Superior College for winning a 2016 Progress Minnesota Award earlier this month. The award, presented by the publication *Finance & Commerce*, honors individuals and companies that are making an innovative economic impact across Minnesota. Lake Superior College was honored for its partnership with area employers in manufacturing, healthcare, and aviation to ensure employers have the talent they need to continue to grow.

Board Standing Committee Reports

Human Resources Committee, Dawn Erlandson, Chair

Succession Planning

Trustee Erlandson commented that the committee heard a report on succession planning.

Appointment of President of Bemidji State University / Northwest Technical College

Committee Chair Erlandson moved that the Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint Faith Hensrud as president of Bemidji State University / Northwest Technical College effective July 1, 2016, subject to the completion of an employment agreement. The board authorized the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms conditions of the MnSCU Personnel Plan for Administrators.

The motion was seconded and carried unanimously.

Appointment of President of Metropolitan State University

Committee Chair Erlandson moved that the Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint Virginia Arthur as president of Metropolitan State University effective July 1, 2016, subject to the completion of an employment agreement. The board authorized the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the MnSCU Personnel Plan for Administrators.

The motion was seconded and carried unanimously.

Student Associations

Kevin Parker, president, Minnesota State College Student Association provided written comments.

Cara Luebke, state chair Minnesota State University Student Association, addressed the board.

Minnesota State Colleges and Universities Bargaining Units

June Clark, president, policy committee American Federation of State, County, and Municipal Employees addressed the board.

Jim Grabowska, president, Inter Faculty Organization, addressed the board.

Kevin Lindstrom, president, Minnesota State College Faculty, addressed the board.

Board Standing Committee Reports Continued

Audit Committee, Robert Hoffman, Chair

- Federal Single Audit
Committee Chair Hoffman reported that the committee received the federal single audit report.

Finance and Facilities Committee, Jay Cowles, Chair

- Update on the Work of the Long-Term Financial Sustainability Workgroup
Committee Chair Cowles reported that the committee heard an update on the work of the long-term financial sustainability workgroup.

Joint Meeting: Academic and Student Affairs and Finance and Facilities Committees, Alex Cirillo and Jay Cowles, Co-Chairs

- **Protecting Affordability for our Students**

Committee Co-chair Cirillo reported that the committee heard a presentation on protecting the affordability of our students

Trustee Reports

Trustee Bourdeau reported that she attended the MSUSA conference and the Association of Governing Boards National Conference on Trusteeship. Trustee Charpentier-Berg commented that she and Trustee Otterson attended the MSCSA conference.

Adjournment

Chair Vekich announced that the Executive Committee will meet on May 11, 2016. The next Board of Trustees meetings are on May 17 and 18, 2016.

The meeting adjourned at 11:07 AM.

Ingeborg K. Chapin, Secretary to the Board

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
EXECUTIVE COMMITTEE MEETING MINUTES
MAY 11, 2016**

Executive Committee Members Present: Chair Michael Vekich, Trustees Margaret Anderson Kelliher, Alex Cirillo, Jay Cowles, Dawn Erlandson, Robert Hoffman, and Thomas Renier

Others Present: Trustees Duane Benson, Philip Krinkie, and Louise Sundin and Chancellor Steven Rosenstone

Convene: Chair Vekich called the meeting to order at 8:10 AM. Vice Chair Anderson Kelliher participated by phone.

Minutes of February 16, 2016

The minutes were approved as written.

Discussion of Desired Attributes/ Characteristics of New Trustees

Chair Vekich initiated a discussion on the desired attributes and characteristics of new trustees that were outlined in a document that was written in 2012. Several suggestions were made. At the conclusion of the discussion, Chair Vekich announced that an edited document including today's suggestions will be sent to the trustees for additional review and comment. The document will be shared with the governor when it is final.

Annual Meeting on June 22, 2016

Chair Vekich announced that during the annual meeting the board will approve a FY2018 and FY2018 meeting calendar and elect officers. In addition, the annual recognition reception will be held on June 21 from 5:00 pm to 7:30 pm at Metropolitan State University. There will be a program to recognize the trustees and presidents who are leaving at the end of this year. The trustees are: Duane Benson, Kelly Charpentier-Berg, Philip Krinkie, Maleah Otterson, and Tom Renier. The presidents are: Richard Hanson, Larry Lundblad, Devinder Malhotra, Avelino Mills-Novoa, and Margaret Shroyer.

Proposed FY2017 and FY2018 Meeting Calendar (First Reading)

The committee reviewed the proposed calendar for FY2017 and FY2018. The calendar follows the same pattern of meetings on the third Tuesday and Wednesday of each month. There is an orientation and retreat in September and two-day meetings in October, November, January, March, April, May, and June. If there are not enough agenda items for two days, then the first day will be cancelled. Executive Committee meetings were added to the calendar and they also will be cancelled if there are no agenda items. Meetings can be cancelled and added to the calendar with the approval of the chair. Additional meetings will be added later for the search for a new chancellor.

Chair Vekich asked trustees to submit any comments to him or Board Secretary Chapin. The proposed FY2017 and FY2018 calendar will be presented for a first reading in May with a second reading and approval in June.

Election of Officers

The chair and vice chair of the board will be elected at the annual meeting. Board Policy 1A.2, Part 4, Subpart E, outlines the election process, as follows:

Any board member who wishes to run for a position as an officer shall submit his/ her name in writing to the board office at least thirty days prior to the date of the election. The board office shall, at least 25 days prior to the date of the election, mail to each board member a list of candidates. Nominations from the floor shall be received at the annual meeting.

Trustees who are interested in running for a position should submit their name in writing to the board office by May 24. The board office will announce the names of the candidates on May 27.

Proposed FY2017 Board Operating Budget

Trustee Cowles, treasurer, presented the proposed FY2017 Board Operating Budget. The Board's Operating Budget in FY2016 was originally \$225,772. The budget was increased by \$30,000 in March 2016 for a total FY2016 budget of \$255,772. As of April 30, 2016, the board has spent \$170,353, or 67 percent of its budget. Expenses are projected to be about 87 percent of the increased budget at year-end on June 30, 2016.

Planning assumptions for FY2017 include expenses for additional meetings and activities related to orientation of new trustees, training sessions, and the search for a new chancellor. Other assumptions are for one meeting on a campus, a facilitator for the board's retreat in September, and social events including the annual recognition reception.

Trustee Cowles reviewed the line items in the proposed FY2017 Board Operating Budget:

- Per diem - propose increasing per diem line from \$25,000 to \$30,000 for additional meetings/activities
- Meeting expense - propose \$40,000
- Audio amplification and streaming - propose \$14,000
- Travel in-state - propose \$48,000
- Development/National Conferences – propose \$25,000
- Memberships in two national higher education organizations – propose \$22,000
- Consultants - propose \$30,000 for FY2017 for professional services
- Chair expense - propose \$10,000. The chair's expense account is for trustees to attend scholarship events sponsored by the Minnesota State College Student Association, the Minnesota State University Student Association, and the Nellie Stone Johnson Scholarship. The chair's budget also provides for social events including the annual recognition event in June.

Trustee Erlandson moved that the Executive Committee approve the FY2017 Board Operating Budget of \$239,750, and refer it to the Finance and Facilities Committee to be included in the overall budget that will be presented to the Board of Trustees for a first reading in May and second reading and approval in June. The motion was seconded and carried.

Trustee Cowles explained that the Board's FY2017 Operating Budget will be included in the system office budget that will be presented with the overall FY2017 Operating Budget as a first reading at the Finance and Facilities Committee in May. A second reading and approval is anticipated at the June meeting.

Other

Trustee Hoffman inquired about the travel ban to North Carolina. Chancellor Rosenstone explained that sequence of events. Chair Vekich noted that he was in full consultation with the chancellor throughout these events.

Trustee Hoffman inquired about correspondence recently received from the Inter Faculty Organization. Chair Vekich explained that he is discussing the IFO's concerns with the chancellor. Chair Vekich added that he will consult with board members before he responds to the IFO.

Adjournment

Chair Vekich adjourned the meeting at 9:25 AM.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES STUDY SESSION
STRATEGIES FOR ADDRESSING CAMPUS CLIMATE CHALLENGES
FACING OUR STUDENTS
May 17, 2016**

Board Members Present: Chair Michael Vekich, Trustees Ann Anaya, Margaret Anderson Kelliher, Duane Benson, Elise Bourdeau, Alex Cirillo, Jay Cowles, Dawn Erlandson, Bob Hoffman, Philip Krinkie, Maleah Otterson, Thomas Renier, Louise Sundin and Chancellor Steven Rosenstone

Board Members Absent: Erma Vizenor, Kelly Charpentier-Berg

Call to Order

The Minnesota State Colleges and Universities Board of Trustees held a study session on May 17, 2016, at Minnesota State Colleges and Universities, Fourth Floor, McCormick Room, 30 East 7th Street in St. Paul. Chair Michael Vekich called the session to order at 3:03 PM.

Strategies for Addressing Campus Climate Challenges Facing our Students and Update on the Chief Diversity Office and Chief Diversity Officer Position

Chancellor Rosenstone introduced the subject of the study session, which will focus on campus climate and the needs for the future. Chair Vekich welcomed Toyia Younger, Associate Vice Chancellor for Student Affairs and Interim Chief Diversity Officer and Josefina Landrieu, Director of Diversity Programs and Evaluation.

Updates

Associate Vice Chancellor Younger provided an update on conversations, consultations, and activities regarding the Office of Diversity and Equity and the Chief Diversity Officer's (CDO) position. There will be a formal presentation about the CDO position and consultation in June.

Student Affairs and the Office of Diversity and Equity held a systemwide conference on student affairs and diversity issues in February 2016 for over 300 MnSCU employees.

Vice Chancellor for Human Resources Mark Carlson also has been working collaboratively with the Diversity and Equity Office. Members of the Inter Faculty Organization and the Minnesota State College Faculty were invited to attend the U of M symposium, "*Keeping Our Faculty of Color.*" MnSCU had its own symposium to share this information with all the bargaining units and to begin strategic planning for recruitment and retention practices within the system and on our campuses.

Josefina Landrieu, Director of Diversity Programs and Evaluation in the Office of Diversity and Equity, reported on work and other projects in her unit. Most of this work follows the

strategic diversity goals of the system including Campus Diversity Plans. The plans are due to the chancellor on June 1, 2016, and will be discussed during each campus president's evaluation. These campuses were provided a template and a toolkit that outlined the entire process to help them develop their plans, as well as to assess and implement these plans. Director Landrieu has visited many campuses to help support the committees working on the plans.

Other areas of work include professional development for faculty and staff on cultural competency and pedagogy, a system office Intercultural Passport Program, and an Educational Disparities Data Brief to be disseminated to all campuses in helping to inform the decision making process on educational disparities among our students.

Trustee Anaya asked what metrics are used to measure the success of the Diversity Plans. Director Landrieu said that the five equity measures from the system are: student and employee diversity, climate, and student success and completion, along with the six system strategic goals used to measure their progress.

Trustee Benson asked if there was a measurement on procurement. Director Landrieu replied that minority owned vendors/suppliers are one of the six strategic goals addressed in the diversity plans.

Chancellor Rosenstone said that the governor has invited MnSCU to be part of the State's Diversity Inclusion Council. The council is working with other state agencies so, everyone benefits across the system, not just at the campus level.

Trustee Cirillo questioned what cultural competency baseline was being used. Director Landrieu answered it was the Intercultural Development Inventory that is the most widely used in the system.

Campus Climate

Associate Vice Chancellor Younger presented the campus climate challenges facing students, especially students of color and the strategies MnSCU has to address them. Campus climate can affect student success, retention, and completion rates. There are varieties of dimensions in diversity including race/ethnicity, gender, sexual orientation and gender expression, disability and religion. Associate Vice Chancellor Younger said the focus would be on the six MnSCU strategic diversity goals:

- 1) Eliminate the achievement gap;
- 2) Increase the diversity of the student body;
- 3) Increase and retain diversity of staff and faculty;
- 4) Build partnerships with diverse communities;
- 5) Increase diversity in our vendors and suppliers;
- 6) Ensure a welcoming and supportive campus environment.

The last goal also pertains to campus climate, which is one of the MnSCU equity measures for institutional performance. Campus climate refers to the experiences and quality of interactions of individuals and groups on a campus. It is not monolithic and there is not a one size fits all approach. There are four elements/dimensions of climate:

- 1) Historical legacy of inclusion/exclusion;
- 2) Compositional diversity (basically numbers);
- 3) Psychological dimension (perceptions and attitudes);
- 4) Behavioral dimension (interactions).

Campus climate influences educational outcomes both positively and negatively for all students. The psychological dimension has tangible effects on the transition and adjustment to college especially for students of color, but it effects all students and their sense of belonging on campus. Climate has a direct and an indirect impact on retention, not just completion rates.

Trustee Anderson Kelliher commented that it is not only the students who are having this experience, but also their allies who are reacting or noticing these experiences of the student.

Behavioral dimension focuses on what actually happens and/or the interactions on a campus. It has a positive impact for all students. The exposure and interactions with faculty and staff can influence student outcomes and experiences.

Associate Vice Chancellor Younger said students, staff and faculty of color and other under-represented groups experience a different climate than their white counterparts. Because of this, the level of student activism on campuses has increased dramatically across the country. Students are demanding an end to systemic and structural racism on campus and are issuing Demand Letters. There are over 80 colleges and universities who have received Demand Letters. They can be found at “thedemands.org”.

Associate Vice Chancellor Younger said she and the chancellor met with students leaders across the state to hear student experiences on MnSCU campuses. Some of the scenarios included a Muslim student who had trouble finding appropriate food in the cafeteria, a Jewish student penalized for missing class due to a Jewish holiday, and lack of diversity in campus publications. We need to be proactive rather than reactive in helping to create welcoming environments for our students. We need culturally competent leaders to ask questions and to be aware of the necessity to ask these questions.

Director Landrieu shared the steps that are being taken at the system office and on our campuses to address some of the climate issues. All campuses are working on diversity plans that will include action steps and outcomes. A Student Diversity Taskforce was created to act as an advisory group to address and inform system leadership of issues. Climate metrics throughout the system are being reviewed. Diversity mapping is happening on three campuses.

Trustee Anderson Kelliher complimented the presentation. She added that students leave campuses because people do not respond to issues that are happening on campus.

Trustee Erlandson asked if they system will be considering other factors of diversity when reviewing campus climate. Associate Vice Chancellor Younger said that racial diversity is the starting point, but the broader spectrum of diversity will be addressed.

Trustee Sundin said board members might benefit by hearing the stories of students featured in a video shown at the “Power of You” event at Minneapolis Community and Technical College.

Trustee Benson commented that it is urgent to address and make progress on diversity issues or else something disruptive is going to happen.

Trustee Anaya suggested having report cards on diversity that can be used as a campus measurement. Chancellor Rosenstone said report cards indicating progress on diversity will be included in each president’s upcoming performance review.

The meeting adjourned at 4:09 PM.

Respectfully submitted,
Kelli Lyng, Recorder

Minnesota State Colleges and Universities
Board of Trustees Meeting Minutes
May 18, 2016

Present: Chair Michael Vekich, Trustees Ann Anaya, Margaret Anderson Kelliher, Duane Benson, Elise Bourdeau, Kelly Charpentier-Berg, Alex Cirillo, Jay Cowles, Dawn Erlandson, Bob Hoffman, Philip Krinkie, Maleah Otterson, Thomas Renier, Louise Sundin, Erma Vizenor and Chancellor Steven Rosenstone

1. Call to Order

Chair Vekich called the meeting to order at 9:50 AM and announced that a quorum was present. Trustee Vizenor participated by phone.

2. Consent Agenda

a. Minutes of the Board of Trustees Meeting on April 19-20, 2016

b. Approval of Contracts Exceeding \$1M for:

1. Smartthinking Contract Extension

2. Uniface Contract Extension

c. Approval of Executive Committee Delegation for Actions Required under Board Policy 5.14 Contracts and Procurements

Chair Vekich announced that the minutes of the Board of Trustees meeting on April 19-20, 2016 and the approval of the Executive Committee delegation for actions required under Board Policy 5.14 Contracts and Procurements were postponed. *Chair Vekich called the question on the remaining Consent Agenda and the motion carried.*

3. Board Standing Committee Reports

a. Human Resources Committee, Dawn Erlandson, Chair

1. Appointment of Interim President of Rochester Community and Technical College

Committee Chair Erlandson moved that the Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint Dr. Mary Davenport as interim president of Rochester Community and Technical College effective July 1, 2016, subject to the completion of an employment agreement. The board authorized the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the MnSCU Personnel Plan for Administrators. The motion was seconded and carried unanimously.

4. Board Policy Decisions

• Proposed Amendment to Board Policies (second readings):

- **2.9 Academic Standing and Financial Aid Satisfactory Academic Progress**
- **3.1 Student Rights and Responsibilities**
- **3.6 Student Conduct**
- **3.30 College Program Advisory Committees**
- **3.38 Career Information**
- **3.39 Transfer Rights and Responsibilities**

Chair Vekich called the question on the proposed amendments and the motion carried.

5. Chair's Report: Michael Vekich

- Proposed FY2017 and FY2018 Meeting Calendar (First Reading)

Chair Vekich presented the proposed FY2017 and FY2018 meeting calendar. The calendar will be presented for a second reading and approval at the June meeting.

6. Chancellor's Report: Steven Rosenstone

Chancellor Rosenstone gave the following update and remarks.

Legislative Update

Chancellor Rosenstone thanked the trustees, students, faculty, and staff who have continued to advocate on behalf of our supplemental budget request of \$21 million and our capital priorities.

The supplemental funding is critical to each and every college and university in every part of the state; it is critical to protect the programs and services our students need. We have made the case that our bonding request is central to our ability to provide students with the education and training needed to become the talent that this state so urgently needs.

Our legislative requests are all about our ability to make good on our commitments to the people of Minnesota. Our colleges and universities must continue to be front and center in developing the talent Minnesota businesses need to drive the state's continued economic vitality, and eliminate the racial and economic disparities that keep too many Minnesotans from having the opportunity to become that talent.

Tuition Decrease

For the next academic year, tuition at our colleges and universities is not going up. In fact, for many of our students, it will go down. Every one of the degree-seeking students attending one of our colleges will see a decrease in tuition of at least one percent. One-third of those college students receiving a state grant or federal Pell grant will see their tuition go down between \$93 and \$143. Every one of the degree-seeking students at one of our universities will see their tuition frozen. One-fourth of those university students – again, those receiving a state grant or federal Pell grant – will see their tuition go down between \$65 and \$149. Our colleges and universities will continue to be the lowest cost and highest value option in Minnesota.

Closing the Gap in Student Completion

Our colleges and universities are making progress in closing the gaps in retention and completion. The gap in retention rates between students of color and American Indian students and white/non-Hispanic students has narrowed. The gap in completion rates between students of color and American Indian students and white/non-Hispanic students has also narrowed. We are beginning to see the fruits of our work because our colleges and universities have developed, implemented, and shared best practices. We need to keep in mind that closing the gap is directly related to the cost of tuition as two-thirds of the gap in completion is due to gaps in academic preparation and financial resources.

End of the Year Thanks

Chancellor Rosenstone concluded his remarks expressing his gratitude to the trustees and cabinet members for their participation in this spring's commencement ceremonies. Commencements are a time for celebrating students' success and the enormous pride it brings to their families.

Chancellor Rosenstone presented a video of an emergency medical services program student at Hennepin Technical College who saved the life of a guest on campus who was dining in the campus culinary dining room.

7. Student Associations

- a. Minnesota State College Student Association
Tim St. Claire, president, addressed the board.
- b. Minnesota State University Student Association
Cara Luebke, state chair, addressed the board and introduced incoming state chair Joe Wolf.

8. Minnesota State Colleges and Universities Bargaining Units

- a. Inter Faculty Organization
Jim Grabowska, president, addressed the board.
- b. Minnesota Association of Professional Employees
Jerry Jeffries, statewide chair, addressed the board.
- c. Minnesota State University Association of Administrative and Service Faculty
Jim Anderson, president, and Tracy Rahim, incoming president, addressed the board.

9. Board Standing Committee Reports (continued)

b. Finance and Facilities Committee, Jay Cowles, Chair

- FY2017 Operating Budget (First Reading)
Committee Chair Cowles reported that the committee heard a first reading on the FY2017 operating budget. This will be presented for a second reading and approval at the June meeting.

c. Joint Meeting, Academic and Student Affairs and Diversity, Equity, and Inclusion Committees, Alex Cirillo and Duane Benson, Co-chairs

- Closing the Student Success Gap
Committee Chairs Benson and Cirillo reported that the committees heard a presentation on closing the achievement gap.

d. Academic and Student Affairs, Alex Cirillo, Chair

1. Minnesota State College - Southeast Technical: Change in Institution Type (First Reading)
Committee Chair Cirillo reported that the committee heard a first reading on the Minnesota State College - Southeast Technical change in institution type. This will be presented for a second reading and approval at the June meeting.
2. Student Mental Health Update
Committee Chair Cirillo reported that the committee heard an update on student mental health.

3. Proposed Amendments to Policies:

- 3.21 Undergraduate Course Credit Transfer
- 3.37 Minnesota Transfer Curriculum

Committee Chair Cirillo reported that the committee heard a first reading on the proposed amendments to policies 3.21 Undergraduate Course Credit Transfer and 3.37 Minnesota Transfer Curriculum.

10. Trustee Reports

Audit Committee Chair Hoffman gave an update on the search for an executive director of Internal Audit. He reported that the timeline is on track and he anticipates interviews will be held in June followed by a special meeting in July.

Chair Vekich congratulated Trustee Vizenor for receiving an award from the Annie E. Casey Foundation Excellence for Children Leadership Award for her work with children. Trustee Vizenor commented that she was honored and humbled to be recognized for her passion in working with Native American children and all children.

Several trustees reported on their participation in the spring commencements. Chair Vekich thanked the trustees for their participation in the commencements. Trustee Sundin reported that she participated in the *Power of You* luncheon at Minneapolis Community and Technical College. Trustee Renier reported that he participated in a groundbreaking ceremony for the Timber Ridge Dorms at the Northeast Higher Education District Vermillion Community College.

11. Other Business

There was no other business.

12. Adjournment

Chair Vekich announced that the next Board of Trustees meetings are on June 21-22, 2016. The meeting adjourned at 10:55 AM.

Ingeborg K. Chapin, Secretary to the Board

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION [SECOND READING]

PROPOSED FY2017 AND FY2018 MEETING CALENDAR

BACKGROUND

In June 2015 the Board of Trustees approved a meeting calendar for FY2017. Dates for Executive Committee meetings have been added to the FY17 and FY18 calendars. The board reviewed the proposed calendar as a first reading on May 18, 2016. Dates for the Executive Committee meetings in FY18 will be added later. In addition, the calendar is subject to change with the approval of the board chair. Changes to the meeting calendar will be publicly noticed.

Proposed FY2017 Meeting Dates

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 20-21, 2016	
Executive Committee	October 5, 2016	
Committee / Board Meetings	October 18-19, 2016	October 18, 2016
Executive Committee	November 2, 2016	
Committee / Board Meetings	November 15-16, 2016	November 15, 2016
Executive Committee	January 11, 2017	
Committee / Board Meetings	January 24-25, 2017	January 24, 2017
Executive Committee	March 8, 2017	
Committee / Board Meetings	March 21-22, 2017	March 21, 2017
Executive Committee	April 5, 2017	
Committee / Board Meetings Awards for Excellence in Teaching	April 18-19, 2017	
Executive Committee	May 3, 2017	
Committee / Board Meetings	May 16-17, 2017	May 16, 2017
Executive Committee	June 7, 2017	
Committee / Annual Board Meetings	June 20-21, 2017	June 20, 2017

Proposed FY2018 Meeting Dates

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 19-20, 2017	
Executive Committee	October 4, 2017	
Committee / Board Meetings	October 17-18, 2017	October 17, 2017
Executive Committee	November 1, 2017	
Committee / Board Meetings	November 14-15, 2017	November 14, 2017
Executive Committee	January 10, 2018	
Committee / Board Meetings	January 23-24, 2018	January 23, 2018
Executive Committee	March 7, 2018	
Committee / Board Meetings	March 20-21, 2018	March 20, 2018

Executive Committee	April 4, 2018	
Committee / Board Meetings Awards for Excellence in Teaching	April 17-18, 2018	
Executive Committee	May 2, 2018	
Committee / Board Meetings	May 15-16, 2018	May 15, 2018
Executive Committee	June 6, 2018	
Committee / Annual Board Meetings	June 19-20, 2018	June 19, 2018

National Higher Education Conferences for Trustees

Association of Community College Trustees

Leadership Congress:

- Oct. 5-9, 2016, New Orleans, LA
- Sept. 25-28, 2017, Leadership Congress, Las Vegas, NV
- Oct. 24-27, 2018, Leadership Congress, New York, NY
- Oct. 16-19, 2019, Leadership Congress, San Francisco, CA

National Legislative Summit:

- Feb. 13-17, 2017, Washington, D.C.
- Feb. 11-14, 2018, Washington, D.C.
- Feb. 10-13, 2019, Washington, D.C.

Association of Governing Boards of Universities and Colleges

- National Conference on Trusteeship:
- April 2-4, 2017, Dallas, TX
- April 22-24, 2018, San Francisco, CA
- April 14-16, 2019, Orlando, FL

RECOMMENDED BOARD MOTION

The Board of Trustees approves the FY2017 and FY2018 meeting calendar as presented.

Presented to the Executive Committee: May 11, 2016
Presented to the Board of Trustees (First Reading): May 18, 2016
Presented to the Board of Trustees (Second Reading): June 22, 2016

:

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Board of Trustees, Chair's Report

Date: June 22, 2016

Title: Proposed Amendment to Board Policy 1A.4 System Administration, Appointment of Administrators (First Reading)

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

The Board of Trustees will hear a first reading of proposed amendments to Policy 1A.4 System Administration, Appointment of Administrators. The proposed amendments codify new practices, and clarify the process for the appointment and performance evaluation of system administrators and the executive director of Internal Auditing. The amendments also include the addition of a section on the general counsel which describes the position's role, reporting lines, and annual performance evaluation.

The amendments will be presented for a second reading at the October 2016 meeting.

Scheduled Presenter(s):

Michael Vekich, Chair, Board of Trustees

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

**PROPOSED AMENDMENT TO BOARD POLICY 1A.4
SYSTEM ADMINISTRATION, APPOINTMENT OF ADMINISTRATORS**

1 **BACKGROUND**

2 Policy 1A.4 was adopted by the Board of Trustees on October 19, 1993. Since then it has been
3 amended several times, most recently on June 15, 2005 to define the annual performance
4 evaluation and salary adjustment for the executive director of Internal Auditing.

5
6 The proposed amendments are identified by striking the old language and underlining the new
7 language in the policy. Sections were renumbered and new formatting and writing standards
8 were applied to the policy as technical edits.

9

10 **PROPOSED AMENDMENTS**

11 **System Office Administrators**

12 The proposed amendment codifies a new practice that the chancellor recommends a candidate
13 for the position of general counsel to be appointed by the board.

14

15 **Deputy Chancellor and Vice Chancellor**

16 The amendment clarifies the processes relating to selection, salary setting, extension of
17 employment, termination of employment, and contract expirations for deputy chancellors and
18 vice chancellors. It is proposed that the language relating to termination and contract expiration
19 for the deputy chancellor and vice chancellors be amended to be identical to existing language in
20 Board Policy 4.2, Appointment of Presidents. The system currently does not have a deputy
21 chancellor, but the language remains in place to keep the chancellor's options open in the future.

22

23 **Executive Director of Internal Auditing**

24 The proposed amendment provides for the chair of the Audit Committee to consult with the
25 chancellor on the executive director's performance review and salary. In addition, the proposed
26 amendments shift termination authority from the full board to the audit committee.

27

28 **General Counsel**

29 The proposed amendment add a section on the general counsel which describes the position's
30 role, reporting lines, annual performance process, and termination process. Under the proposed
31 language, the general counsel reports to the chancellor but is responsible for bringing issues to
32 the board, if, in the general counsel's professional judgment, it is in the best interests of the
33 system. The chancellor will consult with the board chair on the annual performance evaluation.
34 The chancellor may terminate the position of an individual serving as general counsel after
35 consultation with and approval by the board chair.

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RECOMMENDED BOARD MOTION

The Board of Trustees approves the proposed amendments to Policy 1A.4 System Administration, Appointment of Administrators, as presented.

Date Presented to the Board of Trustees: June 22, 2016
Date of Implementation: June 22, 2016

BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD POLICY – PROPOSED AMENDMENT
Chapter 1- <u>System Organization and Administration</u>
Policy 1A.4 System Administration, Appointment of Administrators

1 ~~Policy 1A.4 System Administration, Appointment of Administrators~~

2 **Part 1. College and University Administrators**

3 ~~Presidents are appointed by the Board-board upon the recommendation of the~~
4 ~~Chancellorchancellor. Other college and university administrators shall be appointed by the~~
5 ~~president.~~

7 **Part 2. System Office Administrators**

8 :

9 **Subpart A**

10 ~~The chancellor shall recommend candidates for Ddeputy chancellors, and vice chancellors, and~~
11 ~~the general counsel are appointed by the board upon recommendation of the chancellor. Other~~
12 ~~system office administrators are appointed by the chancellor. positions for appointment by the~~
13 ~~Board.~~

15 **Subpart B**

16 ~~The chancellor shall determine salaries for the positions of _deputy chancellor, and vice~~
17 ~~chancellor, s and general counsel subject to review by the board chair of the Board of Trustees~~
18 ~~Executive Committee and approval by the Board of Trustees the chair of the Human Resources~~
19 ~~Committee. :~~

21 **Subpart C**

23 ~~The chancellor shall appoint other system office administrators.~~

25 **Part 3. Selection Deputy Chancellor and Vice Chancellors**

26 :

27 **Subpart A. Selection.**

28 ~~—The Chancellor-chancellor may appoint an interim or acting deputy chancellor or~~
29 ~~vice chancellor for a term of up to one year with the option to extend the~~
30 ~~appointment for up to one additional year.~~

31 ~~—Subpart B. Except as provided in Subpart C, The chancellor shall may establish search~~
32 ~~advisory committees to assist in the process of reviewing candidates—applications for the~~
33 ~~positions of deputy chancellor or vice chancellor. The committee members shall be~~

34 knowledgeable of the duties and responsibilities of the position to be filled and broadly
35 representative of the interests of the system.

36 ~~Subpart C. As an alternative to a search process, the chancellor may use a consultative~~
37 ~~process.~~ In the event a consultative process is used, the chancellor shall provide written
38 justification to the ~~Board~~ board chair and the chair of the ~~Personnel Policy~~ Human
39 Resources Committee for that process, and shall consult with system staff, students, and
40 members of the community.

41
42 **Part 4. Termination. Subpart B. - Extensions of employment**

43 ~~-The chancellor, in consultation with the board chair and chair of the Human Resources~~
44 ~~Committee, and with input solicited from the full board, may to enter into an employment~~
45 ~~agreement to extend the employment of a presidents, deputy chancellor, or vice~~
46 ~~chancellor.~~

47
48 ~~Subpart C. The chancellor may terminate individuals serving as deputy chancellor or~~
49 ~~vice chancellor after consultation with and approval by the board.~~ **Termination of**
50 **employment**

51 ~~-The chancellor, upon advance notification to after notifying the board chair, may~~
52 ~~terminate a deputy chancellor or vice chancellor in accordance with the Personnel Plan~~
53 ~~for MnSCU Administrators and, if applicable, the deputy chancellor or vice chancellor's~~
54 ~~employment contract.~~

55
56 **Subpart D. Contract expiration**

57 ~~-The employment of a deputy chancellor or vice chancellor's employment ends upon~~
58 ~~expiration of the employment contract, unless otherwise provided in the employment~~
59 ~~contract. Expiration of a contract without extension or renewal does not constitute~~
60 ~~termination under this policy.~~

61
62 **Part 54. Executive Director of Internal Auditing**

63 ~~-The Audit Committee of the Board of Trustees shall appoint and determine the salary for the~~
64 ~~Executive-executive Director-director of Internal Auditing. The terms and conditions of the~~
65 ~~appointments shall be governed by the MnSCU Personnel Plan for MnSCU MnSCU~~
66 ~~Administrators. The chair of the audit-Audit committee-Committee shall oversee will conduct an~~
67 ~~annual performance evaluation of the Executive-executive Director-director and will consult with~~
68 ~~the and shall approve salary adjustments as merited chancellor and the aAudit eCommittee. The~~
69 ~~annual performance process for the Executive-executive Director-director shall be similar to the~~
70 ~~process used for Vice-vice Chancellorschancellors. The chair -off the aAudit eCommittee, in~~
71 ~~consultation with the chancellor, -will approve salary adjustments as merited. The Audit~~
72 ~~Committee Board of Trustees may terminate the employment of an individual serving as~~
73 ~~Executive-executive Director-director of Internal Auditing in accordance with the MnSCU~~
74 ~~Personnel Plan for MnSCU Minnesota State Colleges and Universities-Administrators.~~

75
76 **Part 5. General Counsel**

77 ~~-The general counsel serves the system as a whole and does not represent the individual interests~~
78 ~~of the chancellor, board members, or other particular stakeholders. The general counsel reports to~~
79 ~~the chancellor but has the responsibility tofor bringing -issues to the board if, in the general~~

80 [counsel's professional judgment, it is in the best interests of the system. The chancellor will](#)
81 [consult with the board chair on the annual performance evaluation of the general counsel. The](#)
82 [chancellor may terminate the employment of an individual serving as general counsel after](#)
83 [consultation with and approval by the board chair.](#)

84
85 **Related Documents:**

86 

87
88 **Policy History:**

89 *Date of Adoption: 10/19/93,*

90 *Date of Implementation: 10/19/93,*

91 *Date & Subject of Revisions:*

92 *06/15/05 - Amends Part 5 - defines the annual performance and salary adjustment for*
93 *Executive Director. Also adds termination clause for Executive Director*

94

95 *10/16/02 - Amends Part 5 - deletes Executive Director/Board Secretary.*

96

97 Click here for additional 1A.4 [HISTORY](#)

98

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

BOARD ACTION

ELECTION OF OFFICERS

BACKGROUND

The election of a chair and a vice chair shall be conducted at the annual meeting of the Board of Trustees on June 22, 2016.

Board Policy 1A. 2, Part 4, Officers of the Board

Subpart B. Terms of Office.

Subpart B. Terms of Office. The chair and vice chair of the board shall be elected for a one-year term. An officer's term shall commence on July 1, or upon the office becoming vacant, whichever is earlier. No trustee shall hold the same office for more than three consecutive terms.

Subpart D. Election of Officers

The election of officers shall be conducted at the annual meeting of the board. Any board member who wishes to run for a position as an officer shall submit his/her name in writing to the board office at least 30 days prior to the date of the election. The board office shall, at least 25 days prior to the date of election, mail to each board member a list of candidates. Nominations from the floor shall be received at the annual meeting.

The following trustees submitted in writing their intent to run for office:

Chair: Michael Vekich

Vice Chair: Margaret Anderson Kelliher

Date of Board Action: June 22, 2016

Effective Date: July 1, 2016

Acronyms

AACC	American Association of Community Colleges
AASCU	American Association of State Colleges and Universities
ACCT	Association of Community College Trustees
AFSCME	American Federation of State/County/Municipal Employees
AGB	Association of Governing Boards of Universities and Colleges
AQIP	Academic Quality Improvement Program
ASA	Academic and Student Affairs
CAS	Course Applicability System
CASE	Council for the Advancement and Support of Education
CCSSE	Community College Survey of Student Engagement
CFI	Composite Financial Index
CIP	Classification of Instructional Programs – or - Capital Improvement Program
COE	Centers of Excellence <ul style="list-style-type: none">• 360° Manufacturing and Applied Engineering Center of Excellence• Center for Strategic Information Technology and Security• Health Force Minnesota• Minnesota Center for Engineering and Manufacturing Excellence
CSC	Campus Service Cooperative
CTF	“Charting the Future” strategic planning document,workgroups
CTL	Center for Teaching and Learning
CUPA	College and University Personnel Association
D2L	Desire2Learn
DARS	Degree Audit Reporting System
DEED	Department of Employment and Economic Development
DOA	Department of Administration

EEOC	Equal Employment Opportunity Commission
FCI	Facilities Condition Index
FERPA	Family and Educational Rights and Privacy Act
FIN	Finance
FTE	Full Time Equivalent
FY	Fiscal Year (July 1 – June 30)
FYE	Full Year Equivalent
HEAC	Higher Education Advisory Council
HEAPR	Higher Education Asset Preservation
HLC	Higher Learning Commission
HR	Human Resources
IAM	Identity and Access Management
IDM	Identity Management (Old term)
IFO	Inter Faculty Organization
IPEDS	Integrated Postsecondary Education Data System
ISEEK	Minnesota's Career, Education and Job Resource
ISRS	Integrated Statewide Records System
IT	Information Technology
ITS	Information Technology Services
LSER	Legislative Subcommittee on Employee Relations
MAPE	Minnesota Association of Professional Employees
MDOE	Minnesota Department of Education
MHEC	Midwestern Higher Education Compact
MMA	Middle Management Association
MMB	Minnesota Management and Budget
MnCCECT	Minnesota Council for Continuing Education and Customized Training
MMEP	Minnesota Minority Education Partnership

MNA	Minnesota Nurses Association
MOU	Memorandum of Understanding
MSCF	Minnesota State College Faculty
MSCSA	Minnesota State College Student Association
MSUAASF	Minnesota State University Association of Administrative and Service Faculty
MSUSA	Minnesota State University Student Association
NASH	National Association of System Heads
NCAA	National Collegiate Athletic Association
NCHEMS	National Center for Higher Education Management Systems
NSSE	National Survey of Student Engagement
OCR	Office for Civil Rights
OET	Office of Enterprise Technology
OHE	Minnesota Office of Higher Education
OLA	Office of the Legislative Auditor
PEAQ	Program to Evaluate and Advance Quality
PM	Project Manager
PSEO	Post-Secondary Enrollment Options
RFP	Request for Proposal
SARA	State Authorization Reciprocity Agreement
SEMA4	Statewide Employee Management System
SHEEO	State Higher Education Executive Officers
SWIFT	State accounting and payroll information system
USDOE	United States Department of Education