



FINANCE, FACILITIES AND TECHNOLOGY COMMITTEE

MAY 18, 2010

8:30 a.m.

BOARD ROOM

WELLS FARGO PLACE

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 Chair Thomas Renier calls the meeting to order.

- (1) **Minutes of April 20, 2010** (pp 1-5)
- (2) **Notes of Public Hearing: Finance, Facilities and Technology Committee**
(pp 6-9)
- (3) Finance, Facilities and Technology Update
- (4) **FY2011 Operating Budget (Second Reading)** (pp 10-59)
Supplemental Packet (pp 60-109)
- (5) **Minnesota - North Dakota Interstate Tuition Reciprocity Agreement** (pp 110-115)
- (6) **FY2012-2017 Capital Budget Guidelines (Second Reading)** (pp 116-141)
- (7) **Proposed Amendments to Board Policies: (Second Reading)** (pp 143-148)
Policy 5.14 Procurement and Contracts
Policy 5.17 Resources Recovery
Policy 6.6 Facilities Maintenance and Repair
- (8) Follow-up to OLA Evaluation of System Office (pp149-152)

Members

Thomas Renier, Chair

Clarence Hightower, Vice Chair

Duane Benson

Christopher Frederick

Ruth Grendahl

Dan McElroy

Scott Thiss

James Van Houten

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
FINANCE, FACILITIES AND TECHNOLOGY COMMITTEE
MEETING MINUTES
April 20, 2010**

Finance, Facilities and Technology Committee Members Present: Tom Renier, Chair; Clarence Hightower, Vice Chair; Trustees Duane Benson, Christopher Frederick, Ruth Grendahl, Dan McElroy, Scott Thiss, and James Van Houten

Other Board Members Present: Cheryl Dickson, Jacob Englund, David Paskach and Louise Sundin

Leadership Council Representatives Present: Vice Chancellor Laura King, President Robert Musgrove

The Minnesota State Colleges and Universities Finance/Facilities Policy Committee held its meeting on April 20, 2010, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Vice Chair Hightower called the meeting to order at 8:05 am.

1. MINUTES OF MARCH 16, 2010

The meetings were approved as submitted.

2. FINANCE, FACILITIES AND TECHNOLOGY UPDATE (*Information*)

Vice Chancellor King reported that the Omnibus Higher Education bill is complete. The bill included very little “policy” language. The bill did raise the limit for revenue fund bonds outstanding to \$300M per the Board’s request. Staff will return late this fall with a recommended sale plan for proposed projects. There is pending another bill which impacts the System in the House – the Higher Education Policy bill. This bill includes significant adverse language not requested by us.

The Structural Review Advisory Committee has presented its report to the Chancellor. The Chancellor is now seeking broader input from the Leadership Council. It is expected that he will accept the recommendations and apply the advice to the FY2012-2013 budget planning effort for the Office of the Chancellor. The target reduction for the Office of the Chancellor in FY2012- 2013 is 10% (approximately \$5M) per year. This covers both state support reduction and the cost of inflation. Position reductions and reduction in the scope of the office’s activities is expected. The goal is to have recommendations to the Leadership Council by October 2010. The Board of Trustees will be asked to endorse the plan before December 2010. The work will strengthen the organization for the long term; leave a stable, focused organization for next chancellor; and keep services to students foremost. The OLA report recommendations will guide the decisions.

For FY2011 the Office of the Chancellor is planning a reduction of \$1M. Reductions will come from across the office with the largest four divisions taking the bulk of the cuts. Management is designing a BESI program for Office of the Chancellor employees which may impact FY2011 and FY2012 operations.

3. PROPOSED AMENDMENTS TO BOARD POLICIES (*Second Reading*)

Vice Chancellor King noted that Board Policy 1A.1, Part 6, Subpart H, has established that each board policy and system procedure be reviewed at least once every five years. The changes were characterized as housekeeping in nature.

Policy 5.13 Information Technology Administration

The proposed amendment to Policy 5.13 calls for each college and university to ensure that the information technology planning components of its strategic plan are aligned with system planning goals.

Policy 6.4 Facilities Planning

The proposed amendment to Policy 6.4 notes that the president of each college and university is responsible for developing and maintaining a current facilities assessment as well as plans for modernization, renewal and improved sustainability and a record of space utilization as a base for multi-year capital program planning requests.

Trustee Benson moved that the Finance, Facilities, and Technology Committee recommend adoption of the following motion. Trustee Frederick seconded the motion which carried with no dissent.

RECOMMENDED MOTION:

The Finance, Facilities and Technology Policy Committee recommends the Board of Trustees adopt the following motion:

The Board of Trustees approves amending Policy 5.13 Information Technology Administration; Policy 6.4 Facilities Planning as shown in Attachments A-B.

4. PROPOSED AMENDMENTS TO BOARD POLICIES (*First Reading*)

Vice Chancellor King noted that Board Policy 1A.1, Part 6, Subpart H, has established that each board policy and system procedure be reviewed at least once every five years. The changes were characterized as housekeeping in nature.

Policy 5.14, Procurement and Contracts

Policy 5.14, Procurement and Contracts was amended at the March 2010 meeting. It was recommended by committee members at that time that approval by the Board of Trustees should be required for inter-agency and intra-agency agreements, joint powers agreements that do not create a joint powers board, Minnesota Department of Administration master contracts, Office of Enterprise Technology master contracts or Minnesota State Colleges and Universities master contracts with a value greater than \$3,000,000. Trustee McElroy approved of the new language.

Policy 5.17 Resources Recovery and Environmentally Responsible Practices

As shown in Attachment B, the proposed amendment to Policy 5.17 Resources Recovery and Environmentally Responsible Practices clarifies responsibilities of the chancellor and college and university presidents. New language states that the chancellor, in concert with college and university presidents, shall develop system-wide procedures and initiatives that reflect long-term stewardship of the campus physical

environment. The chancellor shall develop facilities planning guidelines, design and construction standards, and energy conservation procedures that appropriately provide for enhanced sustainability and long-term stewardship of campus physical resources.

Al Johnson, Associate Vice Chancellor for Facilities, confirmed that the word “recovery” in the title referred to “recycling” options. The new name of the policy, if approved, will be “Sustainability, Resources conservation and Recovery, and Environmentally Responsible Practices”.

Policy 6.6 Facilities Maintenance and Repair Including Revenue Fund Facilities

The proposed amendment to Policy 6.6 Facilities Maintenance and Repair Including Revenue Fund Facilities states that the chancellor shall develop and implement processes by which the physical condition of system facilities can be assessed and gauged, and shall determine targets for annual operating budgets for campus-funded repair and replacement (R&R).

The policies will be brought to the May meeting for their second reading.

5. FY2012-2017 CAPITAL BUDGET GUIDELINES (First Reading)

Associate Vice Chancellor Allan Johnson reviewed the capital budget guidelines which are scheduled for a second reading and action at the May Board of Trustees meeting. The proposed guidelines correspond to the system’s strategic plan in overall tone and in the criteria used for project evaluations. The core element of this process is the identification of capital needs by each college and university, development of the required predesign and project description documents, and submission to the Chancellor and Board for consideration. Each institution’s vision for future academic and student services’ needs result in facilities requirements in support of their mission.

Project submittals are due from campuses in fall 2010. Scoring and prioritizing of projects will begin in January 2012. After approval by the Board of Trustees in late spring 2011 the capital budget request will be sent to Minnesota Management and Budget and the Governor. Legislative tours will occur during the summer and fall of 2011 prior to the 2012 legislative session.

An important component of capital budgets in the last 10 years has been the request for major repair and replacement funding under the Higher Education Asset Preservation and Repair (HEAPR) program. The HEAPR guidelines emphasize maintaining campuses that are warm, safe and dry; focusing on renewal and backlog; providing a reliable infrastructure; consideration of life safety, environmental impacts, energy conservation, operations and maintenance costs, and accessibility and spending wisely and quickly (advance design and studies for options on any project over \$1 million).

The committee discussed concerns about the unfunded projects that may be carried forward from the current list. Trustee Benson questioned the need for new space if 25% of students now taking online courses. Mr. Johnson noted that the students taking online courses also take classroom based courses so the system has not seen a decreased need for space. That may change in the future. The Board also discussed scoring of carry-forward projects and how, returning to the practice of 2008 and prior,

might affect projects that were in the bonding bill but which were vetoed by the governor. Further discussion about the guidelines will take place at the May meeting.

6. FY2012-2013 BIENNIAL OPERATING BUDGET REQUEST *(Information)*

Note: This item was presented out of sequence prior to the public hearing on the FY2011 Operating Budget.

Vice Chancellor King reviewed that every other year as part of the state's operating budget process, the system develops a biennial operating budget request. Because of the uncertainty in the state's budget, Vice Chancellor King is seeking committee input on how to move forward with development of an operating budget request.

Vice Chancellor King noted that after factoring in the governor's planning assumption of \$594.4 million of appropriation, expenditure inflation assumptions at the CPI level of 2.1 percent and 1.9 percent, the system is projecting a \$91.9 million shortfall over the next biennium. This estimate is prior to consideration of any further appropriation reductions, additional tuition revenue as a result of rate increases or enrollment change, and labor settlement costs above the CPI inflation assumptions. Ms. King noted that this is simply a model and should not be used for decision making as it is so early in the process that the assumptions will surely change. Nevertheless it is evident that there will be a shortfall in FY2012-13.

Historically, the development of the system's biennial budget request is a collaborative process between the Board, the Leadership Council, and constituent groups. Conversations with stakeholders would occur at scheduled meet and discuss sessions with students, meet and confer sessions with bargaining groups, Leadership Council, and other venues with system constituents. Based on the input from the stakeholders, the chancellor would develop and release his recommendation for the biennial operating budget request to the Board for its action in late fall.

In the past, the biennial operating budget request sought resources for inflationary costs and for advancement of the strategic priorities of the Board. If it is the Committee's desire for the system to pursue development of a biennial budget request that seeks new resources above the forecast base, the Chancellor and Vice Chancellor – Chief Financial Officer will seek advice as to the content, size, and role of tuition in the budget request that would move forward.

Chancellor McCormick noted that if the state's deficit remains as forecasted the system's fair share would be a reduced appropriation of \$200M. The worst case scenario would be a reduction of over 15% if the legislature assumes the solution is entirely expense side. Vice Chancellor King asked members to consider the issues discussed in this report and further conversation will continue at a future meeting.

7. FOLLOW-UP TO OLA EVALUATION OF THE SYSTEM OFFICE *(Information)*

Vice Chancellor King reported on several administrative, finance and information technology recommendations from the OLA evaluation of the system office. She commented that opportunities for administrative efficiencies through multi-campus or

centralized delivery of services are complicated by the considerable staff and IT resources which would be required to make substantial progress by January 2011. Trustee Thiss emphasized the sense of urgency to show progress on these issues. The magnitude of the project will be determined and a plan developed.

Chair Renier commented that the report was complimentary to the finance and facilities units in the system office. Action is pending to re-establish the Information Technology Committee. The committee will deal with issues such as selection of projects, project management and tracking, user testing and training and contract management in the IT arena.

Clarification of presidential authority for purchase transactions and recommended changes in procedures should be solved by the end of the month. The annual budget materials will be submitted to the committee in April and changes to the regular allocation process will be noted. Plans are underway for improved oversight of professional technical contracts. Two working groups including campus leadership will be formed to review changed to the capital project management process. Vice Chancellor King will report to the committee at their April meeting on the status of progress.

Chair Renier recessed the meeting at 9:41 am and asked that members return in four minutes to re-convene for the FY2011 Operating Budget public hearing.

Respectfully submitted,
Nancy Lamden, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
FINANCE, FACILITIES AND TECHNOLOGY COMMITTEE
Public Hearing: FY2011 Operating Budget
April 20, 2010**

Finance, Facilities and Technology Committee Members Present: Tom Renier, Chair; Clarence Hightower, Vice Chair; Trustees Duane Benson, Christopher Frederick, Ruth Grendahl, Dan McElroy, Scott Thiss, and James Van Houten

Other Board Members Present: Cheryl Dickson, Jacob Englund, David Paskach and Louise Sundin

Leadership Council Representatives Present: Vice Chancellor Laura King, President Robert Musgrove

The public hearing was called to order by Chair Renier at 9:45 am.

1. FY 2011 Operating Budget (First Reading)

Associate Vice Chancellor for Budget, Judy Borgen, reviewed the materials that were provided to the committee. She noted that the remaining student consultation letters would be provided at the second reading of this item at the May Board of Trustees meeting. The Legislative Report of March 15, 2010 also has additional materials that are relevant to this discussion.

Ms. Borgen noted that the FY2011 budget has been reduced from \$686M to \$605.5M which was the system's level of funding in FY2006. Since July 2009, the governor unallotted \$50 million and the supplemental higher education bill from the 2010 legislative session further reduced the system's fiscal year 2011 funding level by \$10.5 million. This makes the overall reduction for this biennium \$153.2M but the federal stimulus funds have been used to offset the reduction to \$74M.

Ms. Borgen reviewed the changes to the state financial aid program covered under the supplemental higher education bill. The state grant is expecting a \$42M shortfall. Rationing of state grants will occur which will have an impact on the system's students. Both the students and their families will be expected to contribute more to the student's cost. About 6,000 fewer college students and 400 state university students who would have otherwise received a state grant will not receive a state grant in FY2011. About 32,000 students will receive a lesser grant amount. Work study programs have also been reduced.

Almost all of the priorities on the distribution of state resources have been pro-rated downward (approximately a 1.6% reduction). There has been an increase in the cost of debt service for capital projects and presidential searches. The system audit program and the attorney general's services have remained unchanged.

Proposed tuition increases parameters should not exceed \$7.15 for college students and \$9.85 for university students. The total tuition increase for fiscal year 2011 will be borne by the students. In fiscal year 2010 ARRA funds were used to mitigate two percent of the tuition increase so that students were charged no more than a three percent increase over the prior year. The ARRA funds will be used again in fiscal year 2011 to pay for the mitigated two percent tuition increase from fiscal year 2010. Universities have the autonomy to set their graduate and doctoral program tuition. The program and course differential rates are also based on cost and are market-driven. Vice Chancellor King will provide the percentage of increase for differential tuition to the committee.

Colleges and universities can only assess fees that are set in Board policy. Tuition and fee rates vary by college and university as a result of local decisions on tuition rate changes and identifying specific fees to assess and the rate for those fees. The fees include athletics, health services, parking (per-credit), technology, statewide student association, and student activity/life as well as the Revenue Fund fees for student union facility, wellness centers, and outdoor recreation centers. Based on information provided in this report, the proposed fiscal year 2011 average annual tuition and fees at the two-year colleges is \$4,990. For colleges with Revenue Fund fees, the average annual tuition and fees is \$5,129. The average annual tuition and fees for state universities is \$6,912 which includes student union facility and wellness center fees.

Public Testimony:

1. *Edna Szymanski, President, Minnesota State University Moorhead*
Jean Hollaar, Interim Vice President for Finance and Administrative Services
 - During FY2009 the University addressed a significant structural deficit and planned for the recession caused appropriation decreases giving them a head start for the challenges of 2012.
 - The community and bargaining unit leaders were engaged to help work to cut costs. A campus wide review of all academic, administrative, and support programs was completed. Consolidation and reorganization is still underway.
 - The University increased revenue through enhanced summer offerings and marketing and recruitment efforts.
 - The University decreased costs through tight spending controls and hiring restrictions (using temporary employees to fill critical gaps until budget projects are more solid), early separation incentives and continued energy refits.
 - The University is guided by two major themes, fiscal sustainability and moving from “good to great”.
2. *Richard Davenport, President, Minnesota State University, Mankato*
Rick Straka, Vice President of Finance and Administration
 - The University’s FY2012-2013 shortfall could be as much as \$6-10 million. As a result the University set up a program to review and evaluate each program. More than 50 academic programs have been cut and retrenchment of faculty and layoffs have been announced. The process was open and transparent.

- The community raised \$750,000 to keep the aviation program which would otherwise have been cut.
 - The University has tried to offset the budget shortfall by fundraising (\$39 million raised so far), the addition of a new doctoral program, and increased sponsored research and grants (\$25 million). Federal earmarks and state grants could surpass \$10 million.
 - Administrative downsizing will save \$1 million while still meeting the needs and functions of the University. Some services are being shared with South Central College.
 - The University will maintain a reserve balance of 7%.
3. *Andrew Spaeth, State Chair-Elect, Minnesota State University Student Association (MSUSA)*
- Students are concerned about ensuring high-quality academics and students services when funding continues to decline.
 - The cost of public higher education is a significant concern for students and the students appreciate the efforts the Board has made recently to keep tuition increases as low as possible.
 - Students are continuing to work with the administrations on their campuses to discuss cuts that will be made to balance budgets.
 - The consultation process at Bemidji State University is working well and Mr. Spaeth gave commendation to President Quistgaard and Vice President Bill Maki. The BSU administration has been working with the student government to educate students about the proposed fee increases to health services, student union, parking and resident life rates.
 - It will be especially important to involve students in discussions about the FY12-13 budget proposal and find ways to educate Minnesota's citizens at an affordable cost in a time of declining state resources.
4. *Travis Johnson, President, Minnesota State College Student Association (MSCSA)*
- MSCSA appreciated the efforts of the system to hold tuition increases to a minimum even in difficult economic times.
 - The association is concerned about the apparent breakdown in consultation that occurred this year. For several years student consultation has gone exceedingly well on campuses. This year it appears that communication broke down resulting in rushed and abbreviated consultations throughout the system.
 - Many campus senates were not given the opportunity to consult on tuition until late-March, or some even in April. Only 24 campuses have a student consultation letter included in the packet because consultation had not been finished.
 - Students must not only feel informed but that they are equal partners in the decision-making process. Some senates will send second letters because they still do not have a complete picture of the FY11 budget.
 - MSCSA is concerned about the system having the second-highest college tuition and fee rates in the country. Budget solutions like decreased student services, significant tuition increases, or enrollment caps will hurt not only college-bound Minnesotans, but the long-term viability of the state.

5. *Rod Henry, President, Inter Faculty Organization*

- Thanked the university presidents who worked with the IFO to find ways to transition and bridge the budget gap that are faced by the universities.
- The recent ruling on the Comcast case concerning net neutrality could put the system's online learning at a disadvantage. The Higher Learning Commission also may require accreditation for online learning.
- Table 3 shows that allocations to institution are decreasing \$11.3M more than the \$10.5M cut by the legislature. He felt that the Office of the Chancellor is not taking their fair share of the cuts.
- Mr. Henry expressed concern about good people and good programs being cut at campuses.
- Cautioned Board not to protect the Office of the Chancellor while direct services to students are cut.

6. *Joyce Helens, President, St Cloud Technical and Community College*

Lori Kloos Senior Vice President of Administration,

Peg Shroyer, Vice President of Academic Affairs

Alfredo Oliverira, Student Body President

- President Helens reported that historic enrollments and unprecedented funding reductions required them to focus on their prime directive of student success.
- Over two years ago the college formed a strategy to inform their constituents and college community about budget planning. The college instituted efficiencies over the past two years.
- The college has invested in new programs and has also invested in building their reserves.
- Mr. Oliverira reported on consultation process with St Cloud Technical and Community College students. He noted the process was very good with the CFO meeting with diverse students to help them to understand the big picture and get their feedback.
- Vice President Kloos reported that budget decisions were guided by student success. The College has done everything they can to reduce administrative costs. Vice President Shroyer commented that faculty overloads are being reduced and class sizes are increasing. Programs are being reviewed and customized training is being reorganized.

Because the hearing ran late President Lundblad was unable to be present to testify. Chair Renier apologized for having to rush the presenters and thanked them for taking the time to address the committee. The FY2011 Operating Budget will have a second reading at the May Committee meeting.

The hearing adjourned at 12:00 noon.

Respectfully submitted,
Nancy Lamden, Recorder

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

Agenda Item Summary Sheet

Committee: Finance, Facilities and Technology **Date of Meeting:** May 18, 2010

Agenda Item: FY 2011 Operating Budget (Second Reading)

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda: Policy 5.9 requires that the Board approve revenue and expenditure operating budget plans for all colleges and universities and the Office of the Chancellor. Policy 5.11 requires the Board to approve the tuition structure (per credit rates, programmatic rates, market driven rates, banded tuition, pilots) for all colleges and universities. All mandatory fee maximums are also approved by the Board of Trustees.

Scheduled Presenter(s): Laura M. King, Vice Chancellor - Chief Financial Officer
 Judy Borgen, Associate Vice Chancellor Budget
 Karen Kedrowski, System Budget Director

Outline of Key Points/Policy Issues: The purpose of this report is to seek approval of the FY 2011 Operating Budget including tuition and fees.

Background Information: The system has taken a multi-year approach to budget planning, positioning the System for long-term financial viability. Budget planning for fiscal year 2011 began a year and a half ago as the Minnesota State Colleges and Universities developed the 2010-2011 biennial budget request.

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

ACTION ITEM
FY 2011 Operating Budget

BACKGROUND

The System has taken a multi-year approach to budget planning, positioning the system for long-term financial viability. Budget planning for fiscal year 2011 began a year and a half ago as the system developed its 2010-2011 biennial budget request. Instead of receiving new state resources, the system saw a large appropriation reduction for the 2010 and 2011 biennium. The reduction was mitigated by one-time federal stimulus funds.

The Board of Trustees was presented a preliminary outlook for fiscal year 2011 at the time it approved the fiscal year 2010 operating budget. The Finance, Facilities, and Technology Committee continued to receive updates on the fiscal year 2011 budget planning process and outlook during the past several months; in particular, the governor's unallotment of \$50 million, the governor's supplemental budget request of an additional \$10.5 million reduction, and the state's economic outlook.

The purpose of this report is to present the system's financial outlook along with the college and university operating budgets and tuition and fee requests for fiscal year 2011. The Board will have an opportunity to review, discuss and take action on the fiscal year 2011 operating budgets and tuition and fee changes in April and May 2010. The report is organized into the sections outlined below with corresponding attachments.

- I. Legislative Overview
- II. System Operating Budget Overview
- III. College and University Operating Budget Overview
- IV. Recommended Motions

Supplemental packet – contains undergraduate tuition and fees for a full-time student and fiscal years 2010 and 2011 fee rates; an updated summary of the student consultation process; and student consultation letters received after the April 2010 Board meeting. The supplemental materials included in the April 2010 Board report can be found at the following URL: <http://www.mnscu.edu/board/materials/2010/april21/fft-hearing-01-supplemental.pdf>

The supplemental packet is in addition to the narrative information provided in the legislative report dated March 15, 2010 and presented to the committee at its March meeting. In past operating budget reports, colleges and universities

developed narratives outlining such areas as their budget planning process, progress toward strategic priorities, and budget challenges. The college and university narratives included in the March 15, 2010 legislative report can be referred to for the detailed information regarding budget planning for fiscal years 2011 through 2013. The legislative report, including the narratives, can be found at the following URL:

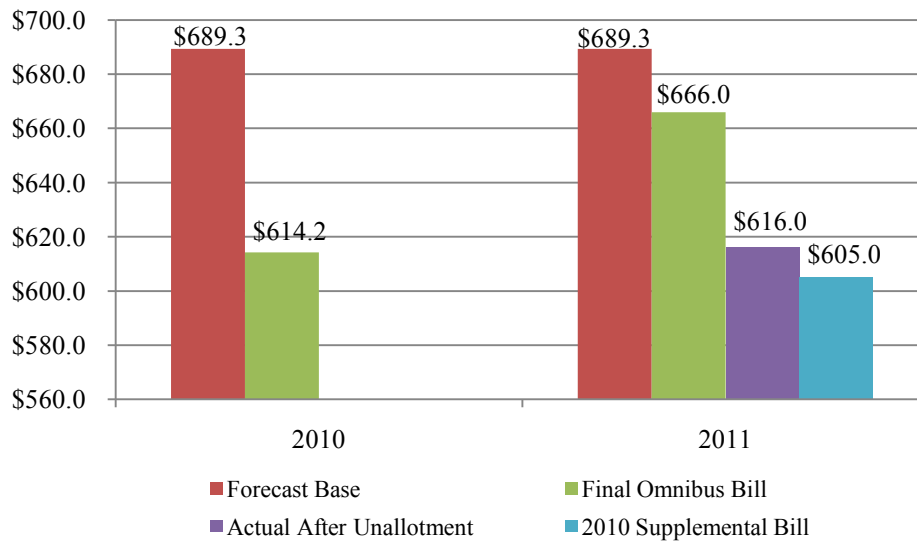
http://www.finance.mnscu.edu/about/reports-presentations/docs/2010_legislative_report.pdf

The Chancellor's recommendations for the colleges and universities fiscal year 2011 operating budgets and tuition is presented for consideration by the Finance, Facilities, and Technology Committee of the Board of Trustees. The committee held a public hearing for discussion of the information contained in this report on April 20, 2010.

I. Legislative Overview

At the close of the 2009 legislative session, the Omnibus Higher Education bill provided the Minnesota State Colleges and Universities with \$1.28 billion of state resources for the 2010-2011 biennium, a reduction of 6.8 percent (\$92.7 million) from the forecast base. The fiscal year 2011 outlook provided to the Board of Trustees in June/July 2009 anticipated a funding level of \$666 million. Since that time, the governor has unallotted \$50 million and the supplemental higher education bill from the 2010 legislative session, which has been signed by the Governor, has further reduced the system’s fiscal year 2011 funding level by \$10.5 million. As a result of those two actions, the system’s fiscal year 2011 funding level is \$605.5 million, \$60.5 million below the initial outlook of a year ago. (Graph 1) The \$605.5 million returns the system to its fiscal year 2006 funding level.

Graph 1



As shown in Table 1 below, the system is now provided \$1.22 billion of state resources for the 2010-2011 biennium, a reduction of 11.2 percent (\$153.2 million) from the forecast base.

Table 1

**Minnesota State Colleges and Universities
State Appropriation Funding Levels
Fiscal Years 2010-2011**

(\$ in millions)	<u>Fiscal Year 2010</u>	<u>Fiscal Year 2011</u>	<u>Biennium</u>	<u>Change from Forecast</u>	<u>Percent Change from Forecast</u>
Base forecast*	\$686.4	\$686.4	\$1,372.8		
Omnibus Higher Education Bill	\$614.2	\$666.0	\$1,280.1	(\$92.7)	-6.8%
Governor's unallotment	\$614.2	\$616.0	\$1,230.1	(\$142.7)	-10.4%
Supplemental bill	\$614.2	\$605.5	\$1,219.6	(\$153.2)	-11.2%

*The base forecast has been adjusted to reflect the transfer of the Learning Network of Minnesota from the Office of Higher Education to the Minnesota State Colleges and Universities.

The \$79.2 million in one-time federal stimulus aid through the American Recovery and Reinvestment Act (ARRA) provided to the system continues through fiscal year 2011. With the inclusion of the ARRA funds, the system will have a net reduction of \$74 million (5.4 percent) from forecast. (Table 2)

Table 2

**Minnesota State Colleges and Universities
Fiscal Years 2010 and 2011 State and ARRA Resources**

(\$ in millions)	<u>2009 ARRA funds</u>	<u>2010 base</u>	<u>2011 base</u>	<u>Biennium</u>	<u>ARRA funds 09-11</u>
Base forecast*		\$686.4	\$686.4	\$1,372.8	
Omnibus/supplemental bill		\$614.2	\$605.5	\$1,219.6	
ARRA funds	\$15.3	\$63.9	\$0.0	\$63.9	\$79.2
Total State and ARRA funds		\$678.1	\$605.5	\$1,283.5	\$1,298.8
General fund change from forecast		(\$72.2)	(\$80.9)	(\$153.2)	
Total fund change w/ARRA funds					(\$74.0)

*The base forecast has been adjusted to reflect the transfer of the Learning Network of Minnesota from the Office of Higher Education to the Minnesota State Colleges and Universities.

The supplemental higher education bill continues with a separate line item for the Office of the Chancellor/Shared Services and presidents' compensation. The \$10.5 million

reduction included in the supplemental higher education bill was applied as follows: \$10 million to the colleges and universities and \$0.5 million to the Office of the Chancellor/Shared Services. The Office of the Chancellor/Shared Services will be reducing its budget an additional \$0.5 million and reallocating those resources to presidents' compensation to address underfunding.

The supplemental higher education bill allocates \$40,000 each year of the current biennium to Cook county higher education. The supplemental higher education bill also contains directive language concerning how the Board is to address the reductions. It directs the Board to make a good-faith effort when applying reductions to minimize the impact on direct services to students and maximize reductions for administrative services not providing direct services to students.

Financial aid programs

There are a number of financial aid changes both at the federal and state level. A summary of those changes follows.

Federal

On March 30, 2010, President Obama signed into law HR 4872, the Health Care and Education Affordability Reconciliation Act of 2010. This Act makes major changes to the Pell Grant and to the Stafford and Plus Loan programs but does not make other changes that were proposed last fall in the Student Aid and Fiscal Responsibility Act (SAFRA).

- Pell Grant: HR 4872 renews for three years a \$690 increase in the maximum Pell Grant and indexes the increase to the consumer price index starting in 2014-2015. It also funds a \$13.5 billion projected shortfall in Pell Grant funding for 2011-2012.
- Student Loans: The new law eliminates the bank-loan based FFELP loan program, effective with new loans made on or after June 30, 2010. All summer session loans disbursed prior to June 30 may be made out of either program. Fall term loans will all be made out of the Direct Loan program. Under direct lending, capital is provided by the Federal government rather than banks, but the terms and provisions of the loans are identical to those of FFELP and the change should be almost completely transparent to students. The Congressional Budget Office has projected a federal budgetary savings of about \$62 billion over 10 years with this change. Eleven of the Minnesota state colleges and universities are currently Direct Loan schools and, even before the passage of the student loan reform, the others have been planning to make the transition this summer and fall.
- The Reconciliation Act also eases the requirements for borrowers to qualify for Income Based Repayment and authorizes in-school consolidation for students who will have both Direct Loans and FFELP loans due to the elimination of FFELP.

- The Act does not include the provisions of SAFRA that related to simplification of the financial aid application or to the restructuring of the Perkins Loan Program.

State

The Minnesota supplemental higher education bill makes several changes to state financial aid programs.

- State Grant: Minnesota State Grants will be rationed for the 2010-2011 award year to accommodate a projected \$42 million shortfall in available funds. The rationing will occur by making two changes to the formula used to determine individual student grant amounts. Students and their families will both be expected to contribute more to meet the cost of the students' educations. These rationing changes are projected to have a significant impact on the State Grant amounts received by Minnesota state college and university students. Preliminary projections by the Minnesota Office of Higher Education show that roughly 6,000 Minnesota state college students will lose their State Grant entirely and the remaining approximately 32,000 college student recipients will lose an average of about \$150 apiece. Approximately 400 Minnesota state university students will lose their entire State Grant and roughly 14,000 state university students will lose an average of about \$425 from their state grant.

In total, about \$16 million of the savings required to meet the State Grant shortfall will be realized by the elimination and reduction of Minnesota state college and university student State Grants. This reduction is proportional to the percentage of State Grant that Minnesota state college and university students received in 2009-2010. The negative impact of the State Grant shortfall would have been significantly greater if the Federal Pell Grant program had not been increased in 2009-2010 as part of the ARRA stimulus funding.

In addition, the legislation eliminates a provision that allowed students to receive State Grant consideration during a 9th semester of attendance.

- Other Programs: The supplemental higher education bill reduces the funds allocated to the State Work Study program by \$1.5 million and reduces the Minnesota State College Student Emergency Grant appropriation from \$150,000 to \$100,000.

II. System Operating Budget Overview

The system and the colleges and universities have taken a multi-year approach to budget planning. Planning for the system's fiscal year 2011 budget began over a year ago at the time the fiscal year 2010 budget was being developed. The planning has been guided by three principles:

- The Chancellor and system leadership will seek to make decisions in a way that best serves students;
- Decisions will strive to take into account the system's mission to serve the economic development needs of the state and its communities; and
- Planning will take a multi-year approach, positioning the system for long-term financial viability.

Although the Omnibus Higher Education bill allocated to the system \$666 million in fiscal year 2011, the governor announced very early in the budget process that he would be exercising his authority and un-allotting \$50 million from the system's fiscal year 2011 funding level. The initial outlook for fiscal year 2011 that was provided to the Board in June/July 2009 was built on an assumption of \$666 million in state resources. The early announcement of an unallotment allowed the system to adjust its budget planning process. The system was positively impacted by the one-time stabilization funds received by the state through the ARRA; in particular, maintenance of effort must be maintained in order for the state to retain the federal funds. The state must maintain the fiscal year 2006 level of funding to higher education. The system's budget planning process assumed that the maintenance of effort formula would be carried through and that state resources would only be reduced an additional \$10.5 million above the \$50 million unallotment, which was the result of the 2010 supplemental higher education bill.

The system's state appropriation for fiscal year 2011 will be \$605.5 million. In addition, the system is budgeting \$2.5 million of interest earnings for total state resources of \$608 million. These resources are being allocated within the following categories: institution allocations, priority allocations, systemwide set asides, and Office of the Chancellor/Shared Services. Almost all of the priorities/activities funded with state resources were prorated down to available funds. Funding was increased for debt service and searches, while other activities were flat lined (system audit program, attorney general services, and legislative specials). For fiscal year 2011, 85.5 percent of state resources received by the system are allocated to colleges and universities either as basic allocations or through priority allocations. (Table 3) In addition, all of the available \$39.6 million of ARRA funds have been programmed for use by colleges and universities in fiscal year 2011.

Table 3

**Minnesota State Colleges and Universities
Distribution of State and ARRA Resources**

(\$ in millions)	Fiscal Year <u>2010</u>	% of State <u>Resources</u>	Fiscal Year <u>2011</u>	% of State <u>Resources</u>
Institution allocations	\$531.3	86.2%	\$519.9	85.5%
- Basic allocations	\$506.7		\$495.6	
- Priority allocations	\$24.6		\$24.3	
Systemwide set asides	\$38.1	6.2%	\$41.3	6.8%
Office of the Chancellor/Shared Services and presidents' compensation	\$47.3	7.7%	\$46.8	7.7%
Total state resources	\$616.7		\$608.0	
ARRA funds	\$39.6		\$39.6	
Total state and ARRA funds	\$656.3		\$647.6	

Allocations

Of the \$495.6 million for institution basic allocations, it is recommended that \$463.8 million be distributed through the allocation framework. The allocation framework distributes base resources to colleges and universities as follows: 50 percent of the allocation based on their prior year's base and 50 percent on the results of the allocation framework. The fiscal year 2011 college and university allocations distributed through the allocation framework can be found in the supplemental packet. The balance of the basic allocation (\$31.8 million) are recommended to be distributed to colleges and universities to support other base functions such as customized training, technology, revenue replacement for the fiscal year 2009 tuition buy down, non-resident tuition elimination, and PALS (project for automated library services).

It is recommended that \$24.3 million be allocated for priority allocations (incentive and performance funds) that are used to drive compelling educational interests. These priorities can be determined by the legislature, Board or Chancellor. Some of the priority areas include: underrepresented activities; centers of excellence; tuition subsidies for management programs, fire fighter training, the Alliss program; Minnesota Online support; sign language interpreter services; and legislative priorities directed at Range vocation education, economic development E-Folio, and the Learning Network of Minnesota.

State funds support system wide programs and the budget for the Office of the Chancellor/Shared Services and presidents' compensation. The system wide programs are supported by \$41.3 million and include attorney general services, debt service, presidential searches, repair and replacement, system audit program, and enterprise technology. The budget of the Office of the Chancellor/Shared Services and presidents' compensation receives \$46.8 million in state support. Detailed illustration can be found in the supplemental packet on the green sheet.

Robust discussions are occurring with the Leadership Council around priorities funded with state resources. The discussions were initiated to seek guidance as the system works to absorb further reductions in state resources for the 2012-2013 biennium. The focus of the discussions center on the following three questions: (1) Do the current special allocations represent the system's highest priorities; (2) Should changes be made to allow colleges and universities greater flexibility in the allocation of declining states resources; and (3) If changes are made, how will it alter institutional and presidential accountability for results? Recommendations on changes to the green sheet will be brought forward to the Board later this calendar year as part of the fiscal year 2012-2013 budget planning process.

Board initiatives

In fiscal year 2011, system resources are recommended for allocation to the following Board initiatives: centers for excellence, serving the underrepresented, and Minnesota Online. The Chancellor is recommending that the initiatives be prorated to the level of available resources for a total of \$15.6 million. (Table 4)

Table 4

**Minnesota State Colleges and Universities
Distribution of State Resources to Board Priorities**

(\$ in millions)	<u>Fiscal Year 2010</u>	<u>Fiscal Year 2011</u>
Centers for excellence	\$4.4	\$4.3
Campus programs*	\$3.3	
Minnesota Online	\$0.5	\$0.5
Serving the underrepresented	\$11.0	\$10.8
Total	\$19.2	\$15.6

*These funds are available due to suspension of the awards of excellence and special initiative award programs.

The \$3.3 million allocated in fiscal year 2010 for campus programs was retained at the system level and held in reserve to accommodate the anticipated unallotment. It is the recommendation of the Chancellor to reprogram these funds in fiscal year 2010 to cover a

revenue shortfall in the interest earnings of the invested treasury cash. In fiscal year 2010 the system anticipated \$5.9 million of interest income that was allocated to the colleges and universities. Lower than anticipated interest rates have resulted in the system experiencing a considerable reduction in interest earnings. The system is anticipating actual interest earnings for fiscal year 2010 of \$2.5 million. The \$3.3 million of unallocated resources would be used to cover the gap between budget (\$5.9 million) and actual (\$2.5 million). Reprogramming these funds will eliminate a negative budget impact at the colleges and universities.

Office of the Chancellor budget

The Office of the Chancellor’s funding level is established in the supplemental higher education budget bill at \$46.8 million for fiscal year 2011, an overall reduction of \$0.5 million from fiscal year 2010. The \$46.8 million supports the Office of the Chancellor/Shared Services and presidents’ compensation. The Office of the Chancellor/Shared Services will be reducing its budget an additional \$0.5 million and reallocating those resources to presidents’ compensation to address underfunding. All divisions within the Office of the Chancellor/Shared Services have established their budget plans and made appropriate contributions to the fiscal year 2011 reduction of \$1 million.

As shown in Table 5, between fiscal year 2009 and proposed fiscal year 2011, the Office of the Chancellor/Shared Services will have reduced its budget by \$4.7 million (10.8 percent). Factoring in presidents’ compensation, the overall reduction will be \$4.2 million (8.3 percent). In response to the budget reductions, plans were adopted which eliminated 34 positions. Subsequent effort to reduce IT contractor costs reduced the final position reduction impact to 27 positions. The staff reductions were addressed mostly through attrition and the elimination of vacancies; however, the office did experience some layoffs.

Table 5

**Minnesota State Colleges and Universities
Office of the Chancellor Funding Level**

	Fiscal Year 2009 <u>Outlook</u>	Fiscal Year 2009 <u>Actual</u>	Fiscal Year 2010 <u>Actual</u>	Fiscal Year 2011 <u>Proposed</u>	\$ <u>Change</u>	% <u>Change</u>
Office of Chancellor/Shared Services	\$43.5	\$40.9	\$39.8	\$38.8	(\$4.7)	-10.8%
Presidents' Compensation	\$7.5	\$7.5	\$7.5	\$8.0	\$0.5	6.7%
Total	\$51.0	\$48.4	\$47.3	\$46.8	(\$4.2)	-8.3%

The Office of the Chancellor has begun budget planning for the 2012-2013 biennium. A team comprised of seasoned presidents and the four vice chancellors, referred to as the Structural Review Advisory (SRA) team, convened in February and March to provide

advice and counsel to the Chancellor to position the Office of the Chancellor/Shared Services for long-term viability. A report including parameters, budget goals, and a framework through which to filter budget decisions was forwarded to the Chancellor and Leadership Council. An internal work group will begin developing a 2012-2013 budget plan based on the principles outlined in the recommendations and using the strategic budget planning tools identified by the SRA team. In addition, the Chancellor will seek advice from the Board and the Leadership Council and will consider the recommendations contained in the recently released report by the Office of the Legislative Auditor on the Office of the Chancellor activities.

The goal is to have the 2012-2013 budget plan for the Office of the Chancellor presented to the Board for its consideration by December 2010.

III. College and University Operating Budget Review

After consultation with the Finance, Facilities, and Technology Committee, the college and university budget planning and consultation process for fiscal year 2011 included the following assumptions:

- State support reduction of \$60.5 million;
- Tuition parameters not exceeding \$7.15 per credit increase for colleges and \$9.85 per credit increase for universities;
- Modest compensation inflationary cost increases (steps for classified employees and insurance rate increases);
- Continuation of the one-time federal stimulus funds for one-time expenses;
- Maintain/increase fund balances and reserve levels when appropriate; and
- Reach structural balance by the end of fiscal year 2011 targeting the governor's planning assumption of \$594.4 million.

Colleges and universities have consulted with campus constituents over the past several months as operating budgets have been developed, adjusted, and finalized. The annual budgets presented in this report are on a budgetary (cash) basis which differs from the accrual presentation shown in the annual audited financial statements. The annual budgets are based on anticipated revenues and expenses received or paid during the fiscal year versus the accrual method that recognizes revenues when earned and expenses when incurred regardless of the timing of related cash flows.

A legislative report concerning budget actions and plans for the system was submitted to the legislature in March 2010. This report provides information concerning the 2009-2013 budget conditions for each college and university as well as the Office of the Chancellor. Information on enrollment, tuition and fee rates, staffing levels by bargaining unit, revenue, reallocations, and student enrollments by classification of instructional program for each college and university are included in the report. Each college and university prepared a narrative that addressed the following three questions:

1. What has been your budget strategy during the past several years?
2. What is your budget strategy for the 2012-2013 biennium?
3. What is your future vision assuming less state support?

There is continuing effort by colleges and universities to maintain services to students and improve student success in an environment of rapidly increasing enrollments and declining state support. Budgets have been balanced by increasing class sizes, limiting course offerings, restructuring/eliminating underperforming academic programs, increasing external resources, eliminating administrative support, and other actions. Detailed college and university information on the budget planning process contained in the legislative report can be found at the following URL:

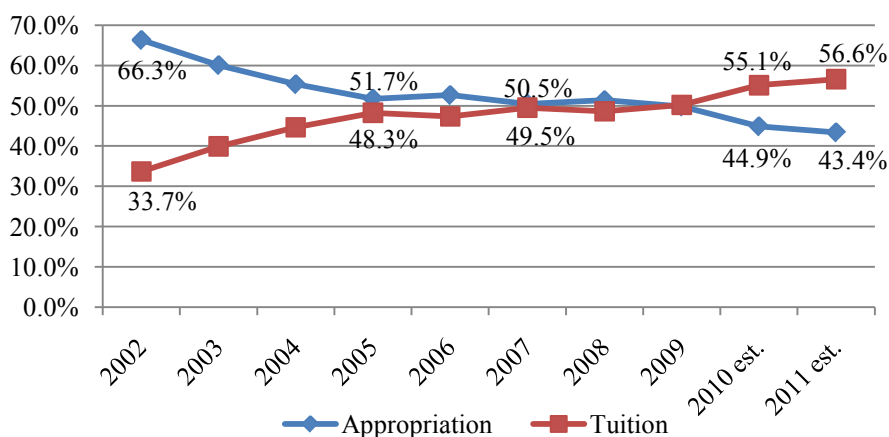
http://www.finance.mnscu.edu/about/reports-presentations/docs/2010_legislative_report.pdf

Appropriation and tuition reliance

State appropriation has been a primary revenue source for the system. With diminishing support from the state, the system's reliance on tuition to support basic education activities has increased. This has resulted in a trend where tuition currently comprises 55 percent of total appropriation and tuition revenue. It is estimated that tuition will be a greater proportion in fiscal year 2011 – 57 percent. (Graph 2)

Graph 2

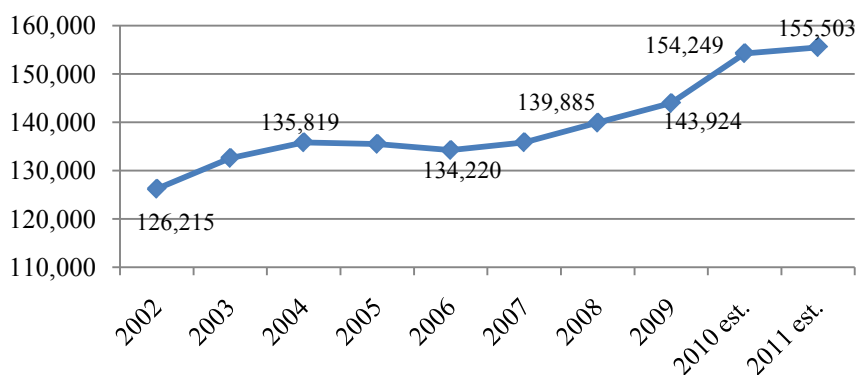
**Minnesota State Colleges and Universities
Percent of Total State Appropriation and Tuition Revenue
Fiscal Years 2002-2011**



Enrollment

The system has experienced record enrollment increases during the current fiscal year, increasing from 143,924 full-year equivalent (FYE) students in fiscal year 2009 to an estimated 154,249 FYE in fiscal year 2010, a 7.2 percent increase. (Graph 3) The record enrollment increases in the current year make it difficult to project the out years not knowing if the increases are an anomaly. The colleges and universities are projecting a modest enrollment growth of 0.8 percent in fiscal year 2011. During this biennium, enrollment is projected to increase overall 8 percent – 11,579 FYE.

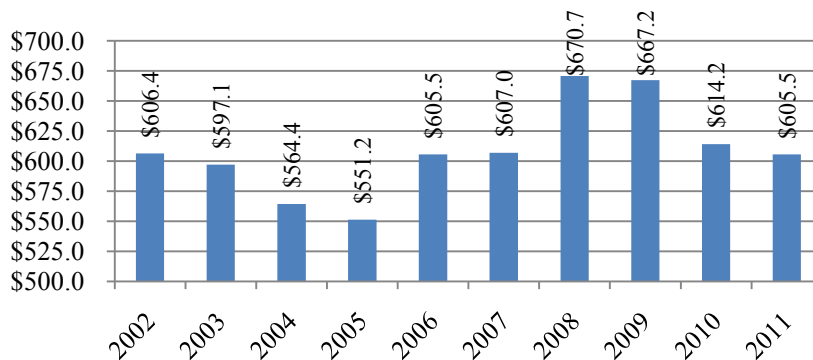
Graph 3 Minnesota State Colleges and Universities Full-Year Equivalent Student Enrollment Fiscal Years 2002-2011



Appropriation and tuition per full-year equivalent student

The system has experienced great fluctuation in state appropriation during the past decade. Appropriations declined during the 2002-2003 and 2004-2005 biennia, followed by increases. The 2010-2011 biennium has also been met with reductions in appropriations. The \$605.5 million in state resources for fiscal year 2011 is below the system’s fiscal year 2002 level of funding. (Graph 4)

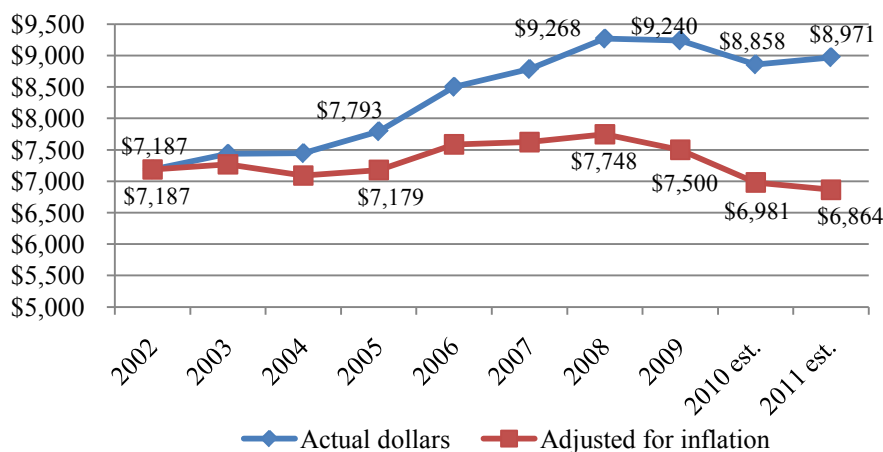
Graph 4 Minnesota State Colleges and Universities State Appropriation: Fiscal Years 2002-2011



Note: For comparability, fiscal years 2002-2009 have been adjusted for Learning Network of Minnesota \$4.8 million.

In fiscal year 2011, on a per student basis, the system is projecting appropriation to be at \$3,894 per FYE student, a decline of \$88 per FYE student over the \$3,982 available in fiscal year 2010. Tuition revenue is estimated to be \$5,078 per FYE student in fiscal year 2011, an increase of \$201 per FYE student over the \$4,877 available in fiscal year 2010. The net impact is an increase of \$113 per FYE student, from \$8,858 per FYE student in fiscal year 2010 to \$8,971 per FYE student in fiscal year 2011. (Graph 5) When adjusted for inflation, the system will be operating with \$6,864 per FYE student in fiscal year 2011, a reduction of \$323 (4.5 percent) per FYE student since fiscal year 2002.

Graph 5 Minnesota State Colleges and Universities
Total State Appropriation and Tuition Revenue
Per Full-Year Equivalent Student (inflation adjusted)
Fiscal Years 2002-2011



All funds proposed budget

Colleges and universities have three principal sources of revenue: state appropriation, tuition and fees, and auxiliary/enterprise income. These revenues support all aspects of the educational enterprise – instruction, student life, administration, physical plant, and the residential life programs. In addition, the colleges and universities have a practice of maintaining a budgetary fund balance that can be used as part of a budget strategy from one year to the next. The budgetary fund balances represent the available cash at the close of that fiscal year.

The Board is being asked to adopt the fiscal year 2011 operating fund budget within the motion contained in this report. The system’s proposed fiscal year 2011 all funds expense budget of \$1.93 billion is \$39 million higher than the initial outlook of \$1.89 billion provided to the Board in June/July 2009. Revenues have increased \$31 million (1.6 percent), the net impact of a decrease of \$60.5 million in appropriation, an increase of \$50 million in tuition and \$16.5 million in other funds (auxiliary services, Revenue Fund, federal operating grants), with the balance of \$25 million attributed to financial aid. The proposed budget is showing a positive balance after appropriation reductions, tuition and fee revenue increases, ARRA funds, expense reductions, and the use of fund balance (Table 6)

Table 6 **Minnesota State Colleges and Universities**
Summary Outlook – All Funds
Fiscal Year 2011 Proposed Budget
(Net of Scholarship Allowance)

(\$ in millions)	Fiscal Year 2010 Original Budget	Fiscal Year 2010 Current Budget	Change	Fiscal Year 2011 Outlook	Fiscal Year 2011 Proposed Budget	Change
Revenues	\$1,819.5	\$1,895.0	4.1%	\$1,904.4	\$1,935.7	1.6%
Expenses	\$1,828.7	\$1,883.0	3.0%	\$1,889.3	\$1,928.2	2.1%
Gap	(\$9.2)	\$12.0		\$15.1	\$7.5	
Programmed fund balance	\$17.6	\$8.8		\$7.2	\$8.2	
Budget balance	\$8.4	\$20.8		\$22.3	\$15.7	

Budget decisions are being made that will result in a slight increase in the budgetary fund balance. This better positions the colleges and universities to handle unanticipated revenue losses or expense increases and improves the overall financial health of the colleges and universities. The all funds budget is net of the scholarship allowance. Approximately 86 percent (\$368 million) of an estimated \$428 million of financial aid revenue is brought in to pay student obligations (tuition, fees, room and board, and sales and services) with the balance (\$60 million) reflecting the net financial aid payments to students for living expenses.

As shown above in table 6, the current fiscal year 2010 all funds budget has revenues \$75 million (4.1 percent) higher than the original budget presented to the Board in June/July 2009, while expenses have increased \$54 million (3 percent). The revenue change is primarily due to a \$45 million increase in tuition revenue and a \$9 million increase in other revenue (auxiliary services, Revenue Fund, federal operating grants), with the balance of \$21 million attributed to financial aid.

General fund proposed budget

Table 7 outlines the fiscal year 2011 proposed general fund budget as submitted by the colleges and universities. Compared to the outlook provided to the Board in June/July 2009, the proposed general fund revenue budget has a net decrease of \$7 million (0.5 percent). The \$60.5 million reduction in state appropriation was offset by a \$50 million increase in tuition revenue due to rate and volume change and a small increase in other revenue. The expense budget has remained relatively unchanged. The proposed budget reflects a reduction in appropriation, tuition rate increases, enrollment changes, and budget decisions that impact expenses. Prior to utilizing fund balance, the system is projecting a positive balance of \$1.8 million. Colleges and universities submitted budget plans which include the use of \$7.3 million of fund balances.

Table 7

**Minnesota State Colleges and Universities
Summary Outlook – General Fund
Fiscal Year 2011 Proposed Budget**

(\$ in millions)	Fiscal Year 2010 Original Budget	Fiscal Year 2010 Current Budget	Change	Fiscal Year 2011 Outlook	Fiscal Year 2011 Proposed Budget	Change
Revenues						
State appropriation	\$614.2	\$614.2	0.0%	\$666.0	\$605.5	-9.1%
Tuition	\$695.4	\$740.0	6.4%	\$727.6	\$777.4	6.8%
ARRA funds	\$39.6	\$39.6		\$39.6	\$39.6	
Other revenues	\$126.8	\$129.7	2.3%	\$124.5	\$128.0	2.9%
Total budgeted revenues	\$1,476.0	\$1,523.5	3.2%	\$1,557.6	\$1,550.5	-0.5%
Expenses						
Compensation	\$1,085.9	\$1,105.9	1.8%	\$1,103.6	\$1,127.3	2.1%
Other operating costs	\$404.7	\$410.3	1.4%	\$444.3	\$421.4	-5.2%
Total budgeted expenses	\$1,490.6	\$1,516.2	1.7%	\$1,547.9	\$1,548.6	0.0%
Gap	(\$14.6)	\$7.3		\$9.7	\$1.8	
Programmed fund balance	\$16.3	\$7.4		\$5.9	\$7.3	
Budget balance	\$1.7	\$14.7		\$15.6	\$9.1	

As shown above in table 7, the current fiscal year 2010 general fund budget has revenues \$47.5 million (3.2 percent) higher than the original budget presented to the Board in June/July 2009, while expenses have increased \$25.6 million (1.7 percent). The revenue change is primarily the result of an increase of \$45 million in tuition revenue due to record level enrollment growth. The fiscal year 2010 original budget anticipated tuition revenues of \$695.4 million, a 6.5 percent increase over fiscal year 2009. The current budgeted tuition revenues of \$740 million represent an increase of 13 percent over fiscal year 2009. The fiscal year 2010 tuition rate increase of 5 percent coupled with an overall enrollment growth in excess of 7 percent accounts for the large increase in tuition revenues.

American Recovery and Reinvestment Act of 2009 (ARRA funds)

As mentioned previously, the legislature allocated to the system \$79.2 million in one-time federal ARRA funds. Although the legislature appropriated \$15.3 million in fiscal year 2009 and \$63.9 million in fiscal year 2010, the system divided the funds evenly between fiscal years 2010 and 2011 - \$39.6 million each year. The funds must be spent

by September 30, 2011, which is three months after the end of the system’s 2011 fiscal year. The funds are used to support the general operations of the colleges and universities as if they were a tuition or state support dollar.

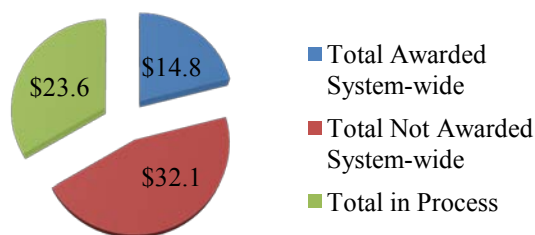
In July 2009, the Board approved the use of the ARRA funds for the following two purposes: tuition mitigation (approximately \$26 million) and general operating budget support (approximately \$53.2 million). ARRA funds were used in fiscal year 2010 to buy down the tuition increase to no more than three percent. The cost was estimated to be \$13 million. The mitigation in fiscal year 2010 would be paid for again in fiscal year 2011 for a total biennium cost estimated at \$26 million. Beginning in fiscal year 2012, the student would be responsible for the mitigated tuition amount plus any additional rate increases.

At the time this report was prepared, the colleges and universities have expended \$23.1 million of the ARRA funds, of which \$11.1 million was tuition mitigation. Of the remaining \$12 million, more than 70 percent of the expenses have occurred within instruction and academic support. The funds have been used to support instruction-related salaries, supplies and equipment, academic computing, faculty sabbaticals, and employee retirement costs.

There are other ARRA federal resources available to colleges and universities. Colleges and universities have applied for \$70.4 million of grant funds through March 2010. Of this amount, \$14.8 million has been awarded, \$23.6 million submitted and awaiting a final decision; and projects totaling \$32.1 million have been denied funding. (Graph 6)

Graph 6

**Minnesota State Colleges and Universities
ARRA Grant Applications and Awards
as of April 5, 2010
(\$ in millions)**



A summary of projects funded to date follows:

- Department of Labor/Higher Growth and Health Care:
 - Northland College: \$4.99 million. Establishing unmanned aircraft systems maintenance technician certificate curriculum and training programs
 - Pine Technical College: \$4.2 million. Healthcare occupations providing economic stimulus
 - South Central College: \$4.5 million. Building health care education pathways for regional employment needs

- Federal Emergency Management Agency
 - Minnesota State University, Mankato: \$4,500. Food for the homeless
- National Science Foundation:
 - Minnesota State University, Mankato: \$0.27 million. Acquisition of x-ray diffractometer
 - Minnesota State University, Mankato: \$0.2 million. Acquisition of a scanning electron microscope for a multi-user core facility in science, engineering, and technology
 - Minnesota State University Moorhead: \$0.42 million. Acquisition of nuclear magnetic resonance instrumentation for undergraduate research and training
 - St. Cloud State University: \$0.15. Electromagnetic spectra from subatomic furnaces

Tuition

Colleges and universities were instructed to increase undergraduate tuition rates no more than \$7.15 per credit at the colleges and \$9.85 per credit at the universities.

Colleges are proposing a fiscal year 2011 average tuition for a FYE student of \$4,478, an increase of \$201 (\$6.70 per credit) or 4.7 percent over fiscal year 2010. For universities, the proposed fiscal year 2011 average tuition for a FYE student is \$6,196, an increase of \$294 (\$9.81 per credit) or 5.0 percent over fiscal year 2010. Overall, the system average annual tuition proposed for fiscal year 2011 is \$4,803 per FYE student, an increase of \$219 (\$7.28 per credit) or 4.8 percent over fiscal year 2010.

The total tuition increase for fiscal year 2011 will be borne by the students. In fiscal year 2010 ARRA funds were used to mitigate two percent of the tuition increase so that students were charged no more than a three percent increase over the prior year. The ARRA funds will be used again in fiscal year 2011 to pay for the mitigated two percent tuition increase from fiscal year 2010. Table 8 provides a comparison of Board-approved tuition rates to tuition rates charged to students.

Table 8

**Minnesota State Colleges and Universities
Comparison Tuition Rates:
Board-Approved and Charged to Students**

	Colleges			Universities		
	Fiscal Year <u>2010</u>	Fiscal Year <u>2011</u>	<u>Change</u>	Fiscal Year <u>2010</u>	Fiscal Year <u>2011</u>	<u>Change</u>
Average Annual Tuition (Board-Approved)	\$4,277	\$4,478	4.7%	\$5,901	\$6,196	5.0%
Average Annual Tuition (Charged to Students)	\$4,194	\$4,396	4.8%	\$5,790	\$6,086	5.0%

In addition, the colleges and universities set their overall tuition structures including program and course differential and graduate rates. Setting tuition by course or program is a method available for colleges and universities to assess tuition under current board policy. Setting tuition by course assigns a per credit price for an individual course that is different than its standard per credit rate. Setting tuition by program assigns a per credit price for all the core courses in an academic program.

When developing and implementing differential course or program tuition rates, colleges and universities consider: 1) extraordinary cost of offering the course or academic program; 2) relationship of the course or academic program to overall academic goals or core offerings; 3) student demand for the program or course; 4) market demand for program graduates; and 5) comparison of pricing practices for the same or similar courses and academic programs to a reasonable group of public and private higher education institutions.

The proposed fiscal year 2011 tuition structure can be found in attachments 1A through 1D.

Student fees

General fees

The fee data reported includes technology, athletics, health services, student activity/life, and parking. All fiscal year 2011 fee changes fall under the current fee structure found in Board Procedure 5.11.1. On average, the total annual impact of fee increases is 0.4 percent (\$1.89 annual) between fiscal year 2010 and 2011 and are necessary to meet local objectives. Consultation on the fee increases have occurred with the campus student associations.

Revenue Fund fees

Minnesota Statutes, Chapter 136F.93 and the Master Indenture governing the Revenue Fund require annual approval of the fees by the Board of Trustees for housing, contract dining, student union, wellness and parking facilities whose operations and/or financing of facilities is supported by the Revenue Fund. The proposed fees are incorporated into the Revenue Fund finance plan and the all funds budget presented in Table 6. A finance plan for the Revenue Fund is included in the supplemental packet.

Room and board fees. The universities provided a set of proposed room and board rates for fiscal year 2011, which includes financing for major repairs, renewal, and new construction as shown in attachment 2A. The fee increases for a base double room range from a low of 3.7 percent at Bemidji State University to a high of 6.7 percent at Minnesota State University, Mankato. The average double room rate at Minnesota State University, Mankato is now packaged to include wireless internet service in most halls. Each university has many different room types. The fees for the differing room types do not always increase at identical rates, usually for marketing reasons but also to offer a range of residential amenity levels for students.

In addition to the base room fee and the base board (contract dining) fee, there is a line item for “Other Room Fees” which includes supplementary fees such as phones, cable television, and hall social fees. Minnesota State University, Mankato’s fee reduction in “Other Room Fees” reflects the removal of phone services from this category in fiscal year 2011. The “Other Board Fees” are mandatory flex dollars required as part of the board plan that students can use as cash to eat in retail food operations on campus.

Room and board fees for housing not in Revenue Fund. A number of colleges offer housing that are not part of the Revenue Fund. Some of the housing is owned by the system and others managed under contract with a third party owner. Under Board Policy 5.9 the Board must approve room and board rates for colleges. Attachment 2B provides the proposed room and board rates for fiscal year 2011 for colleges who either own or manage student housing.

Student union facility fees. The facility fee supports the basic operation of the student unions, including core operations that relate to the building, but not the actual programs offered in the building. Examples of core operations are a director and supporting staff, custodial and maintenance staff and associated equipment, supplies, and other expenses such as debt service, insurance, and repair and replacement. The programming provided through the student unions is supported by the activity fee at each campus and is not part of the Revenue Fund. Examples of items covered by the activity fee are student government, student clubs and organizations, recreation, and club sports.

The facility fee is set at a maximum of \$300.00 per year. Facility fees are charged on a per credit hour basis, and vary by college or university. Currently, six universities and two colleges assess student union facility fees. Attachment 2C provides the proposed student union facility fee rates for fiscal year 2011. The proposed annual fees for fiscal year 2011 would range from \$167.04 at St. Cloud State University to \$300.00 at Southwest Minnesota State University.

Wellness and outdoor recreation facility fees. Three universities currently have wellness and/or outdoor recreation facilities: Minnesota State University Moorhead, Minnesota State University, Mankato, and Winona State University. The only university requesting a fee increase for fiscal year 2011 is Minnesota State University Moorhead. The university is proposing that the wellness fee be increased from \$180.00 to \$186.00 annual maximum.

Minnesota State Community and Technical College is planning a wellness center addition for its Moorhead campus, and Anoka Ramsey Community College is planning a wellness center for its Coon Rapids campus. Both colleges are proposing to use Revenue Bond proceeds from the 2011 revenue bond sale. Minnesota State Community and Technical College is proposing a \$2.20 per credit (\$66.00 annual maximum) wellness facility fee for students at the Moorhead campus beginning in fiscal year 2011 to support the project debt service and operating costs. Students support the proposed fee. Anoka Ramsey Community College is proposing a \$4.25

per credit (\$127.50 annual maximum) wellness facility fee for students at the Coon Rapids campus beginning in fiscal year 2011 to support the project costs. Students support the proposed fee.

The proposed fiscal year 2011 fees to support the wellness and outdoor recreation facilities can be found in attachment 2D.

Parking ramp and surface lot fees. Parking ramps and surface lots financed through the Revenue Fund must have fee rates approved by the Board. Currently, Century College, Metropolitan State University at Minneapolis Community and Technical College, and St. Cloud University have parking facilities financed through the Revenue Fund. The proposed fiscal year 2011 parking ramp and surface lot fees can be found in attachment 2E.

Cost of attendance

A student’s total cost of attending a college or university includes tuition, fees, room and board, books, supplies, transportation, and miscellaneous expenses. The net cost of attendance is the amount a student pays after financial aid is subtracted from the cost of attendance. The net cost can vary depending on a student’s full-time or part-time status, institution of attendance, academic program choice, income, assets, and financial aid.

Need-based financial aid programs help with the difference between what it costs and what the family can be expected to pay. In fiscal year 2009 students enrolled in the Minnesota state colleges and universities received \$938.9 million of financial aid. Students received a majority of financial aid via grants (\$271 million) and loans (\$607.2 million). Table 9 shows the amount of financial aid awarded to undergraduate students within the system for fiscal year 2009.

Table 9

**Minnesota State Colleges and Universities
Total Amount of Financial Aid by Type and Source
Undergraduate Students
Fiscal Year 2009: End of Year Data**

	<u>Federal</u>	<u>State</u>	<u>Institution</u>	<u>Private</u>	<u>Total</u>
Grants	\$167.4	\$81.8	\$8.5	\$13.3	\$271.0
Scholarships	\$0.2	\$1.6	\$13.7	\$23.7	\$39.1
Loans	\$536.1	\$35.0		\$36.0	\$607.2
Employment/Work Study	\$7.9	\$7.9	\$5.6	\$0.1	\$21.5
Total	\$711.7	\$126.3	\$27.8	\$73.1	\$938.9

Source: Office of the Chancellor Research and Planning

In fiscal year 2009, 54 percent (96,239) of students enrolled at the colleges and 60 percent (43,108) of students enrolled at the universities received at least one type of financial aid award (including loans that were accounted for in the system's financial aid module). Of those students who received at least one type of financial aid award, the average award for students enrolled at the colleges was \$5,755 and at the universities was \$8,931. Table 10 shows fiscal year 2009 average financial aid by type of aid for undergraduate students who received at least one type of financial aid award.

Table 10

**Minnesota State Colleges and Universities
Average Financial Aid by Type and Source, by Sector
Undergraduate Students
Fiscal Year 2009**

	Colleges			Universities		
	# of Awards	% of Students Receiving Awards	Average Award	# of Awards	% of Students Receiving Awards	Average Award
Grants	64,066	36%	\$2,861	22,514	32%	\$3,897
Scholarships	16,206	9%	\$1,261	10,046	14%	\$1,860
Loans	58,370	33%	\$5,742	34,686	49%	\$7,842
Employment/Work Study	6,587	4%	\$2,273	3,123	4%	\$2,103
Average All Awards	96,239	54%	\$5,755	43,108	60%	\$8,931

Source: Office of the Chancellor Research and Planning

The Board will be taking action on the fiscal year 2011 tuition and fee structure contained in this report. Colleges and universities can only assess fees that are set in Board policy. Tuition and fee rates vary by college and university as a result of local decisions on tuition rate changes and identifying specific fees to assess and the rate for those fees. For example, all colleges and universities charge a per-credit technology fee that ranges from \$1.00 to \$10.00 per credit. Fifteen colleges and universities charge a health services fee and five universities charge an athletic fee. Some colleges and universities charge a per-credit parking fee while others charge a flat amount for a parking permit. Detailed fee rates can be found in the supplemental packet.

Table 11 shows the proposed overall average annual tuition and fee rates for fiscal year 2011. The fees include athletics, health services, parking (per-credit), technology, statewide student association, and student activity/life as well as the Revenue Fund fees for student union facility, wellness centers, and outdoor recreation centers. Based on information provided in this report, the proposed fiscal year 2011 average annual tuition and fees at the two-year colleges is \$4,984. For colleges with Revenue Fund fees, the average annual tuition and fees is \$5,012. The average annual tuition and fees for state universities is \$6,912 which includes student union facility and wellness center fees.

**Table 11 Minnesota State Colleges and Universities
Proposed Fiscal Year 2011 Annual Tuition and Fees**

	<u>Tuition and Fees</u>
Average two-year college	\$4,984
Average two-year college (includes student union facility and wellness center fees)	\$5,012
Average four-year university (includes student union facility and wellness/recreation center fees)	\$6,912

Student consultation process

Colleges and universities have been discussing the fiscal year 2011 budget with campus constituents for several months. The supplemental packet includes student consultation letters for each college and university. Also included in the packet is a document that summarizes the student consultation letters. Overall, the students are satisfied that the consultation process went well and that their administrators are working hard to fully include them in the budget review process. Generally, the students are confident that their administrators are diligently working in the best interest of students. Letters indicate that the students were given sufficient information along with sufficient time to discuss the issues thoroughly and ask questions. Many campuses provide multiple opportunities for consultation and inclusion in the process.

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 to maintain a reserve up to two percent of the total state appropriation. Colleges and universities have been gradually building reserves in order to attain the five to seven percent level.

Colleges and universities are projecting reserve levels totaling \$78.2 million at the end of fiscal year 2010, which represents approximately 5.4 percent of general fund revenues. (Table 12) Overall reserve levels are expected to increase another \$3.2 million between fiscal year 2010 and 2011. Reserve levels for each college and university can be found in the supplemental packet.

**Table 12 Minnesota State Colleges and Universities
Reserves Outlook
(\$ in millions)**

<u>Fiscal Year</u>	<u>Total</u>	<u>% of 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 est.	\$78.2	5.4%
2011 est.	\$81.3	5.5%

The system’s reserve level is projected to be at \$8.6 million (1.4 percent of state appropriation) at the end of fiscal year 2010 and increase to \$9 million in fiscal year 2011. During fiscal year 2010, system reserves were used as follows:

- Dakota County Technical College: \$1.9 million for property acquisition.
- Fond du Lac Tribal and Community College: \$100,000 to assist with institutional assessment and planning.
- Minnesota State University Moorhead: \$350,000 to assist with the strategic restructuring being undertaken at the university.

IV. Recommended Motions

RECOMMENDED COMMITTEE MOTION:

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

- a. Adopt the annual total operating budget and general fund budget for fiscal year 2011 in Tables 6 and 7. Per Board Policy 5.9, the Board of Trustees will be periodically provided systemwide budget updates for all funding sources on an exception reporting basis.
- b. Approve the proposed tuition structure recommendations for fiscal year 2011 as detailed in attachments 1A through 1D. The percentage impact of residence tuition rates represents the maximum amount that can be applied to other tuition rates charged by the college or university not impacted by reciprocity agreements such as nonresident and off campus rates.

The tuition increase is effective Summer Term or Fall Term 2010 at the discretion of the president. The Chancellor is authorized to approve tuition structures for new courses or programs proposed after this date, as well as any required technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2012 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, non-credit instruction, continuing education, distance learning, and contract postsecondary enrollment option programs.

- c. Approve the Revenue Fund fiscal year 2011 fees for room and board, student union, wellness and outdoor recreation facilities, and parking ramps/surface lots as detailed in attachments 2A and 2C through 2E.
- d. Approve the fiscal year 2011 fees for room and board for colleges who either own or manage student housing as detailed in attachment 2B.

RECOMMENDED BOARD OF TRUSTEES MOTION:

- a. Adopt the annual total operating budget and general fund budget for fiscal year 2011 in Tables 6 and 7. Per Board Policy 5.9, the Board of Trustees will be periodically provided systemwide budget updates for all funding sources on an exception reporting basis.
- b. Approve the proposed tuition structure recommendations for fiscal year 2011 as detailed in attachments 1A through 1D. The percentage impact of residence tuition rates represents the maximum amount that can be applied to other tuition rates charged by the college or university not impacted by reciprocity agreements such as nonresident and off campus rates.

The tuition increase is effective Summer Term or Fall Term 2010 at the discretion of the president. The Chancellor is authorized to approve tuition structures for new courses or programs proposed after this date, as well as any required technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2012 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, non-credit instruction, continuing education, distance learning, and contract postsecondary enrollment option programs.

- c. Approve the Revenue Fund fiscal year 2011 fees for room and board, student union, wellness and outdoor recreation facilities, and parking ramps/surface lots as detailed in attachments 2A and 2C through 2E.
- d. Approve the fiscal year 2011 fees for room and board for colleges who either own or manage student housing as detailed in attachment 2B.

Date Presented to the Board of Trustees: May 19, 2010

**Minnesota State Colleges and Universities
Resident Undergraduate (UG) Tuition Rates for FY2011**

Institution	FY2010 TUITION RATE PER CREDIT	FY2011 \$ INCREASE PER CREDIT MAX	FY2011 TUITION RATE PER CREDIT	FY2010 Annual Change (30 credits)
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STATE COLLEGES

Alexandria TC	141.64	7.15	148.79	214.50
Anoka Ramsey CC	126.87	7.15	134.02	214.50
Anoka TC	147.24	7.15	154.39	214.50
Central Lakes College	139.94	7.15	147.09	214.50
Century College	141.75	7.15	148.90	214.50
Dakota County TC	151.33	7.15	158.48	214.50
Fond du Lac Tribal & CC	139.94	7.01	146.95	210.30
Hennepin TC	139.75	6.95	146.70	208.50
Inver Hills CC	146.92	5.15	152.07	154.50
Lake Superior College	129.00	7.15	136.15	214.50
Minneapolis College	143.50	2.90	146.40	87.00
Minnesota SC - Southeast Technical	147.91	7.15	155.06	214.50
Minnesota State College	146.50	4.40	150.90	132.00
Minnesota West College	151.46	7.15	158.61	214.50
Normandale CC	143.61	7.15	150.76	214.50
North Hennepin CC	146.59	7.15	153.74	214.50
Northeast Higher Ed District				
Hibbing College	138.58	7.15	145.73	214.50
Itasca CC	138.58	7.15	145.73	214.50
Mesabi Range College	138.58	7.15	145.73	214.50
Rainy River CC	138.58	7.15	145.73	214.50
Vermilion CC	138.58	7.15	145.73	214.50
Northland College	147.40	5.16	152.56	154.80
Northwest Technical College-Bemidji	155.40	6.15	161.55	184.50
Pine TC	135.50	6.78	142.28	203.40
Ridgewater College	143.43	7.15	150.58	214.50
Riverland College	145.40	7.15	152.55	214.50
Rochester College	145.30	7.15	152.45	214.50
Saint Paul College	142.65	7.00	149.65	210.00
St. Cloud TC	143.34	6.45	149.79	193.50
South Central College	141.95	7.10	149.05	213.00

STATE UNIVERSITIES

Metropolitan SU	181.50	9.85	191.35	295.50
St. Cloud SU	189.65	9.85	199.50	295.50

**Minnesota State Colleges and Universities
Resident Undergraduate (UG) Banded Tuition Rates for FY2011**

Institution	Credits	FY2010 Banded Tuition Rate	FY2011 \$ Increase	FY2011 Banded Tuition Rate	FY2011 Annual Change (30 credits)
Bemidji SU	1-11	\$222.30	\$9.85	\$232.15	\$286
	12-18	\$3,176.15	\$142.85	\$3,319.00	
	19+	\$3,176.15+\$222.30/credit		\$3,319+\$232.15/credit	
Minnesota SU Moorhead	1-11	\$191.90	\$9.85	\$201.75	\$306
	12-19	\$2,974.00	\$153.00	\$3,127.00	
	20+	\$2,974+\$191.91/credit		\$3,127+\$201.75/credit	
Minnesota SU, Mankato	1-11	\$228.10	\$9.85	\$237.95	\$296
	12-18	\$2,876.10	\$147.75	\$3,023.85	
	19+	\$2,876.10+\$320/credit		\$3,023.85+\$320/credit	
Southwest MN SU	1-11	\$196.10	\$9.85	\$205.95	\$296
	12-18	\$3,032.50	\$147.75	\$3,180.25	
	19+	\$3,032.50+\$196.10/credit		\$3,180.25+\$205.95/credit	
Winona SU	1-11	\$200.05	\$9.85	\$209.90	\$296
	12-18	\$3,026.50	\$147.75	\$3,174.25	
	19+	\$3,026.50+\$200.05/credit		\$3,174.25+\$209.90/credit	

**Minnesota State Colleges and Universities
Resident Graduate (GR) Tuition Rates for FY2011**

Institution	FY2010 TUITION RATE PER CREDIT	FY2011 \$ INCREASE PER CREDIT	Board Approved FY2011 TUITION RATE PER CREDIT	FY2011 Annual Impact on a Full Time Student (20 credits)
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Masters

Bemidji SU	\$316.00	\$14.25	\$330.25	\$285.00
Metropolitan SU	\$276.00	\$15.35	\$291.35	\$307.00
Minnesota SU Moorhead	\$282.25	\$14.48	\$296.73	\$289.60
Minnesota SU, Mankato	\$298.00	\$14.90	\$312.90	\$298.00
Southwest Minnesota SU	\$304.85	\$15.25	\$320.10	\$305.00
St. Cloud SU	\$289.85	\$14.50	\$304.35	\$290.00
Winona SU	\$307.70	\$15.40	\$323.10	\$308.00

Doctoral

Institution/Program	FY2010 TUITION RATE PER CREDIT	FY2011 \$ INCREASE PER CREDIT	Board Approved FY2011 TUITION RATE PER CREDIT	FY2011 Annual Impact on a Full Time Student (20 credits)
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Metropolitan SU - Nursing (DNP)	\$699.00	\$36.00	\$735.00	\$720.00
Metropolitan SU - College of Mgmt (DBA)	new	New	\$750.00	\$0.00
Minnesota SU Moorhead - Nursing (DNP)	\$699.00	\$36.00	\$735.00	\$720.00
Minnesota SU, Mankato - Nursing (DNP)	\$699.00	\$36.00	\$735.00	\$720.00
Minnesota SU, Mankato - Psychology (Psy D)	\$432.60	\$21.65	\$454.25	\$433.00
Minnesota SU, Mankato - Education (CSP)	\$432.60	\$21.65	\$454.25	\$433.00
Minnesota SU, Mankato - Ed Ldrship	\$432.60	\$21.65	\$454.25	
St. Cloud SU - Education, Higher Education Administration Cohort 1	\$475.00	\$25.00	\$500.00	\$500.00
St. Cloud SU - Education, Higher Education Administration Cohort 2	\$475.00	\$25.00	\$500.00	\$500.00
St. Cloud SU-Education, Higher Education	\$475.00	\$0.00	\$475.00	\$0.00
Winona SU - Nursing (DNP)	\$699.00	\$36.00	\$735.00	\$720.00

**Minnesota State Colleges and Universities
Program and Course Tuition Rates for FY2011**

Institution	Program/Course Name	FY2010 Tuition Rate Per Credit	FY2011 \$ Increase Per Credit	Board Approved FY2011 Tuition Rate Per Credit
PROGRAMS:				
Alexandria TC	Law Enforcement Skills	180.96	4.04	185.00
Alexandria TC	Law Enforcement Skills - SCSU	180.96	14.04	195.00
Anoka-Ramsey	Nursing	162.59	8.13	170.72
Anoka TC	Judicial Reporting/Broadcast Captioning AAS	266.56	0.00	266.56
Bemidji State University	Nursing (NRSG)	247.30	9.85	257.15
Bemidji State University	Tech Studies: Off Campus	237.30	9.85	247.15
Bemidji State University	Tech Studies: On Campus	247.30	9.85	257.15
Bemidji State University	Mass Communications Department (MASC)	242.30	9.85	252.15
Bemidji State University	Music (MUSC) - New for AY10/11	NEW		247.15
Central Lakes College	Horticulture and Landscape	144.94	22.15	167.09
Central Lakes College	Occupational Skills	149.94	7.15	157.09
Central Lakes College	Communication Art & Design	144.94	7.15	152.09
Central Lakes College	Diesel Mechanics	154.94	32.15	187.09
Central Lakes College	Heavy Equipment	149.94	12.15	162.09
Central Lakes College	Machine Trades	154.94	7.15	162.09
Central Lakes College	Mechanical Drafting	144.94	7.15	152.09
Central Lakes College	Photo Imaging	144.94	7.15	152.09
Central Lakes College	Welding	174.94	7.15	182.09
Central Lakes College	Automotive Technology - NEW	New		167.09
Central Lakes College	Marine & Small Engines - NEW	New		157.09
Century College	Orthotic Practitioner & Prosthetic Practitioner	163.00	8.15	171.15
Century College	Orthotic Technician & Prosthetic Technician	163.00	8.15	171.15
Century College	Nursing	172.00	8.60	180.60
Century College	Dental Hygiene	163.00	8.15	171.15
Century College	Dental Assisting	163.00	8.15	171.15
Dakota County TC	Heavy Construction Equipment Technology	New		163.48
Dakota County TC	Concrete and Masonry Technology	New		168.48
Dakota County TC	Welding Technology	New		168.48
Dakota County TC	Heavy Duty Truck Technology	New		163.48
Hennepin Technical College	Child Dev	New		148.70
Hennepin Technical College	Law Enforcement Skills	New		221.65
Hibbing Community College	Law Enforcement Skills: On Campus	222.00	11.46	233.46
Hibbing Community College	Law Enforcement Skills: Off Campus-Brainerd/Worthington	248.00	12.80	260.80
Hibbing Community College	Law Enforcement Skills: Off Campus-Mankato	237.00	12.23	249.23
Itasca Community College	Nursing	160.00	7.15	167.15
Inver Hills Community College	Nursing	172.00	8.60	180.60
Lake Superior College	Architectural Drafting	149.00	7.15	156.15
Lake Superior College	Engineering CAD	149.00	7.15	156.15
Lake Superior College	Media Production	149.00	7.15	156.15

Lake Superior College	Building Construction	159.00	7.15	166.15
Lake Superior College	Civil Engineering Technology	159.00	7.15	166.15
Lake Superior College	Computer Information Systems	159.00	7.15	166.15
Lake Superior College	Commerical and Residential Wiring	159.00	7.15	166.15
Lake Superior College	Electronics/Industrial Controls	159.00	7.15	166.15
Lake Superior College	Truck Driving	159.00	7.15	166.15
Lake Superior College	Auto Body	169.00	7.15	176.15
Lake Superior College	Auto Service	169.00	7.15	176.15
Lake Superior College	Integrated Manufacturing	169.00	7.15	176.15
Lake Superior College	Machine Tool	169.00	7.15	176.15
Lake Superior College	Welding	169.00	7.15	176.15
Lake Superior College	Fire Technology	169.00	7.15	176.15
Lake Superior College	Massage Therapy	174.00	7.15	181.15
Lake Superior College	Nursing (NURS)	194.00	7.15	201.15
Lake Superior College	Physical Therapy Assistant	174.00	7.15	181.15
Lake Superior College	Practical Nursing (NUPN)	194.00	7.15	201.15
Lake Superior College	PN Mobility	194.00	7.15	201.15
Lake Superior College	Respiratory Care Practitioner	174.00	7.15	181.15
Lake Superior College	Dental Hygiene	179.00	7.15	186.15
Lake Superior College	Medical Assistant	174.00	7.15	181.15
Lake Superior College	Medical Lab Assistant	174.00	7.15	181.15
Lake Superior College	Diagnostic Medical Songraphy	189.00	7.15	196.15
Lake Superior College	Radiological Technician	179.00	7.15	186.15
Lake Superior College	Nursing Assistant	144.00	7.15	151.15
Lake Superior College	Surgical Technician	174.00	7.15	181.15

Mesabi Range College	Maintenance Mechanics	138.03	3.00	141.03
Mesabi Range College	Welding (AWS Certification)	143.03	7.50	150.53
Mesabi Range College	Graphic Arts	140.53	5.00	145.53
Mesabi Range College	Paramedic	145.53	10.00	155.53

Metropolitan SU	Law Enforcement Skills	358.00	19.90	377.90
Metropolitan SU	BSN Nursing program	237.00	13.18	250.18
Metropolitan SU	MSN Nursing program	358.00	19.90	377.90
Metropolitan SU	Online MBA	419.00	23.30	442.30
Metropolitan SU	Wound, Ostomy, Continenence MSN specialty track	474.00	26.35	500.35
Metropolitan SU	BS Dental Hygiene	237.00	13.18	250.18
Metropolitan SU	Oral Health Care Practioner	358.00	19.90	377.90

Minneapolis College	Law Enforcement	215.00	4.30	219.30
Minneapolis College	Screen Writing	215.00	4.30	219.30
Minneapolis College	Nursing	175.00	3.50	178.50
Minneapolis College	Film and Video	215.00	4.30	219.30
Minneapolis College	Sound Arts	215.00	4.30	219.30
Minneapolis College	Air Traffic Control	215.00	4.30	219.30

Minnesota SC-Southeast Technical	Truck Driving (TRDR)	172.91	12.15	185.06
Minnesota SC-Southeast Technical	Welding Technologies (WELD)	167.91	7.15	175.06
Minnesota SC-Southeast Technical	Machine Tool & Die (MTDM)	157.91	7.15	165.06
Minnesota SC-Southeast Technical	Auto Body Collision Technology (ABCT)	157.91	7.15	165.06
Minnesota SC-Southeast Technical	Automotive Technology (AUTO)	157.91	7.15	165.06
Minnesota SC-Southeast Technical	Heating,ventilation,Air Conditioning & refridgeration(HVAC)	157.91	7.15	165.06
Minnesota SC-Southeast Technical	Electronics Technology (ELEC)	157.91	7.15	165.06
Minnesota SC-Southeast Technical	Comp 2510 Introduction to Computers	157.91	7.15	165.06
Minnesota SC-Southeast Technical	Chem 2518 General, Organic, & Biochemistry I	157.91	7.15	165.06
Minnesota SC-Southeast Technical	BIOL 2512 Anatomy & Physiology II	157.91	7.15	165.06

Minnesota SC-Southeast Technical	BIOL 2511 Anatomy & Physiology I	157.91	7.15	165.06
Minnesota SC-Southeast Technical	COMP 2525 Computers: Issues and Applications II	147.91	17.15	165.06
Minnesota SC-Southeast Technical	COMP 2520 Introduction to Graphic Design	147.91	17.15	165.06
Minnesota SC-Southeast Technical	HUMA 2540 Introduction to Multimedia and Digital Arts	147.91	17.15	165.06
Minnesota SC-Southeast Technical	HUMA 2525 Digital Photography	147.91	17.15	165.06
Minnesota SC-Southeast Technical	HUMA 2520 Film Studies	147.91	17.15	165.06
Minnesota SC-Southeast Technical	BIOL 2501 Introduction to Biology	147.91	17.15	165.06
Minnesota SC-Southeast Technical	BIOL 2530 Microbiology	147.91	17.15	165.06
Minnesota SC-Southeast Technical	CHEM 2522 Environmental Chemistry	147.91	17.15	165.06
Minnesota SC-Southeast Technical	CHEM 2525 Introduction to Forensic Science	147.91	17.15	165.06
Minnesota SC-Southeast Technical	Practical Nursing (HEAL)	167.91	7.15	175.06
Minnesota SC-Southeast Technical	Nurse Mobility (NURS)	167.91	7.15	175.06
Minnesota SC-Southeast Technical	INDS 1628 Introduction to Welding Technologies	147.91	27.15	175.06
Minnesota SC-Southeast Technical	INDS 1629 Welding Technologies II	147.91	27.15	175.06
Minnesota SC-Southeast Technical	INDS 1630 Welding Technologies III	147.91	27.15	175.06
Minnesota SC-Southeast Technical	INDS 1632 Oxy-Fuel Welding Fundamentals	147.91	27.15	175.06
Minnesota SC-Southeast Technical	Musical String Instrument Repair (MSIR)	167.91	7.15	175.06
Minnesota SC-Southeast Technical	Band Instrument Repair (BIRT)	167.91	7.15	175.06
Minnesota State C&TC	Electrical Lineworker	176.50	4.40	180.90
Minnesota State C&TC	Radiology Technician	176.50	4.40	180.90
Minnesota State C&TC	Dental Hygiene	199.75	0.00	199.75
Minnesota West CC/TC	Truck Driving	242.74	7.15	249.89
Minnesota SU Moorhead	Mass Communications	199.40	9.85	209.25
Minnesota SU Moorhead	Construction Management	196.90	10.85	207.75
Minnesota SU Moorhead	Engineering	196.90	10.85	207.75
Minnesota SU Moorhead	Technology	196.90	10.85	207.75
Minnesota SU Moorhead	Graphic Communications	206.90	9.85	216.75
Minnesota SU Moorhead	Athletic Training; all AT rubric courses except 120, 320, 420, 460	206.90	19.85	226.75
Minnesota SU Moorhead	Nursing (undergraduate)	241.90	9.85	251.75
Minnesota SU Moorhead	Nursing (graduate)	332.25	14.48	346.73
Minnesota SU Moorhead	Chemistry; all CHEM rubric courses except 102, 105, 304	206.90	9.85	216.75
Minnesota SU Moorhead	School Psychology (master's)	new		375.00
Minnesota SU, Mankato	On Campus MBA Program	498.00	14.90	512.90
Minnesota SU, Mankato	Twin Cities MBA Program	630.00	14.90	644.90
Minnesota SU, Mankato	Twin Cities MPA Program	357.60	14.90	372.50
Minnesota SU, Mankato	Twin Cities undergraduate courses (resident)	278.10	9.85	287.95
Minnesota SU, Mankato	Twin Cities Graduate courses (resident)	348.00	14.90	362.90
Minnesota SU, Mankato	Masters in Speech & Hearing & Rehab (online)	482.00	24.10	506.10
Minnesota SU, Mankato	Masters of Social Work	348.00	14.90	362.90
Minnesota SU, Mankato	Master in Science in Teaching & Learning (For Professional Development contract only)	200.00	0.00	200.00
Minnesota SU, Mankato	Graduate Teacher Licensure	348.00	14.90	362.90
Normandale CC	Global Career Development Facilitator Program	172.19		172.19

North Hennepin CC	Nursing	168.69	8.45	177.14
Northland College	Cardiovascular Tech	167.40	5.16	172.56
Northland College	Commercial Vehicle Operations	268.00	0.00	268.00
Northland College	Fire Technology	167.40	5.16	172.56
Northland College	Occupational Therapy Assistant	167.40	5.16	172.56
Northland College	Paramedicine	167.40	5.16	172.56
Northland College	Pharmacy Technology	167.40	5.16	172.56
Northland College	Physical Therapist Assistant	167.40	5.16	172.56
Northland College	Practical Nursing	167.40	5.16	172.56
Northland College	Radiologic Technology	167.40	5.16	172.56
Northland College	Registered Nurse	167.40	5.16	172.56
Northland College	Respiratory Therapist	167.40	5.16	172.56
Northland College	Surgical Technology	167.40	5.16	172.56
Northland College	Aviation - Subject to phase in during FY09 & FY10	183.10	6.41	189.51
Northwest Technical College - Bemidji	Auto Machinist	182.50	7.20	189.70
Northwest Technical College - Bemidji	Automotive Service Technology	166.25	6.50	172.75
Northwest Technical College - Bemidji	Nursing	166.25	6.50	172.75
Northwest Technical College - Bemidji	Dental Assistant	166.25	6.50	172.75
Northwest Technical College - Bemidji	HVAC Residential Plumbing	166.25	6.50	172.75
Northwest Technical College - Bemidji	Construction Electricity	166.25	6.50	172.75
Northwest Technical College - Bemidji	Model Making	166.25	6.50	172.75
Pine TC	Gunsmithing	145.50	7.28	152.78
Pine TC	Manufacturing	140.50	7.03	147.53
Pine TC	Nursing	New		162.28
Pine TC	Early Childhood Development	New		144.28
Rainy River Community College	Industrial Technology	160.00	7.15	167.15
Rainy River Community College	Nursing	160.00	7.15	167.15
Riverland College	Truck Driving	245.40	7.15	252.55
Riverland College	Independent Studies	220.40	7.15	227.55
Riverland College	A.D. Nursing	175.40	7.15	182.55
Riverland College	Cisco Network Associate Program	170.40	7.15	177.55
Riverland College	Microsoft Systems Administrator	170.40	7.15	177.55
Riverland College	Microsoft Systems Engineer	170.40	7.15	177.55
Riverland College	Multimedia	170.40	7.15	177.55
Riverland College	Web Page Design	170.40	7.15	177.55
Riverland College	Webmaster	170.40	7.15	177.55
Riverland College	Pharmacy Technician	175.40	7.15	182.55
Riverland College	Radiography AAS	175.40	7.15	182.55
Rochester College	Computer Aided Drafting	165.30	7.15	172.45
Rochester College	Digital Arts	165.30	7.15	172.45
Rochester College	Automobile Mechanics (AMT)	150.30	17.15	167.45
Rochester College	Building Utilities Mechanic (BU)	150.30	7.15	157.45
Rochester College	Carpentry (CR)	150.30	7.15	157.45
Rochester College	EMC	147.80	7.15	154.95
Rochester College	EMT	149.80	9.65	159.45
Rochester College	Intensive Care Paramedic	150.30	7.15	157.45
Rochester College	Equine Science (EQSC)	205.30	7.15	212.45
Rochester College	Heating, Ventilation, Air Conditioning (HVAC)	150.30	7.15	157.45
Rochester College	LAWE - Law enforcement	155.30	7.15	162.45
Rochester College	LAWS - Law Enforcement Skills	245.30	7.15	252.45

Southwest Minnesota SU	Hospitality/Culinology Food Prep	221.10	9.85	230.95
Southwest Minnesota SU	Science Labs	211.10	9.85	220.95
Southwest Minnesota SU	Studio Art	211.10	9.85	220.95
Southwest Minnesota SU	Intro to Art/Elementary Art	203.10	9.85	212.95
Southwest Minnesota SU	TELL Program (Teaching English Language Learners)	200.10	9.85	209.95
Southwest Minnesota SU	Off Camp Grad Education 11/12	New		340.00
Southwest Minnesota SU	Off Camp Grad Education 10/11	315.00		315.00
Southwest Minnesota SU	Off camp Grad Education 11/12 (program tuition/semester)	100.00		100.00
Southwest Minnesota SU	Off Campus Education Graduate Program	355.60	17.90	373.50
Southwest Minnesota SU	Off Campus MBA & Management Graduate Program	355.60	17.90	373.50

Saint Paul College	Respiratory Therapy	192.50	9.50	202.00
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St. Cloud TC	Dental Hygiene	164.84	8.46	173.30
St. Cloud TC	Dental Assisting	New	New	173.30
St. Cloud TC	Invasive Cardiovascular Technology	164.84	8.46	173.30
St. Cloud TC	Echocardiography	164.84	8.46	173.30
St. Cloud TC	Sonography	164.84	8.46	173.30
St. Cloud TC	Paramedicine	164.84	8.46	173.30
St. Cloud TC	Associate Degree of Nursing	New	New	200.00
St. Cloud TC	Surgical Technology	164.84	8.46	173.30
St. Cloud TC	LPN	164.84	8.46	173.30

St. Cloud SU	Twin Cities Graduate Center MBA	675.00	20.00	695.00
St. Cloud SU	St. Cloud MBA	460.00	25.00	485.00
St. Cloud SU	Non Gen Ed Undergraduate Art	206.15	15.25	221.40
St. Cloud SU	Undergraduate Nursing	205.15	20.25	225.40
St. Cloud SU	Master of Engineering Management	550.00	0.00	550.00
St. Cloud SU	Master of Regulatory Affairs and Services	750.00	0.00	750.00
St. Cloud SU	Master of Applied Clinical Research	0.00	750.00	750.00
St. Cloud SU	Off Campus Behavioral Analysis	0.00	455.00	455.00
St. Cloud SU	Off Campus North Branch Cohort	0.00	347.25	347.25
St. Cloud SU	Off Campus Workshop	0.00	347.25	347.25
St. Cloud SU	Correctional Facility Education	0.00	303.00	303.00
St. Cloud SU	Off Campus Undergraduate	0.00	236.00	236.00
St. Cloud SU	Off Campus Graduate	0.00	347.25	347.25
St. Cloud SU	Off Campus Undergraduate Continuing Education	246.90	12.60	259.50
St. Cloud SU	Off Campus Undergraduate ITV Continuing Education	246.90	12.60	259.50
St. Cloud SU	Off Campus Graduate ITV Continuing Education	346.25	17.35	363.60

Winona SU	International Institutes	450.00		450.00
Winona SU	Math Sciences Teaching Academy	125.00		125.00
Winona SU	Early Childhood Special Education (Rochester)	375.00		375.00
Winona SU	Study Abroad/Travel Studies Program	400.00		400.00
Winona SU	Criminal Justice - Rochester Campus	250.00		250.00
Winona SU	Teacher Preparation Collaborative Certificate	400.00		400.00
Winona SU	Professional Development for Educators	125.00		125.00
Winona SU	Undergraduate Nursing Program	New		244.00
Winona SU	Graduate Nursing Program	New		387.00

COURSES:

Alexandria TC	Scalable Network Design	182.66	0.00	182.66
Alexandria TC	Remote Access Solutions	182.66	0.00	182.66
Alexandria TC	Multilayer LAN Switching	182.66	0.00	182.66
Alexandria TC	Internetwork Troubleshooting	182.66	0.00	182.66
Alexandria TC	Psychiatric Clinical	173.55	0.00	173.55
Alexandria TC	Medical Clinical	173.55	0.00	173.55
Alexandria TC	Surgical Clinical	173.55	0.00	173.55
Alexandria TC	OB/Peds Clinical	173.55	0.00	173.55
Alexandria TC	Comprehensive Clinical I	138.68	34.87	173.55
Alexandria TC	Comprehensive Clinical II	138.68	34.87	173.55
Alexandria TC	Turning II	138.68	34.87	173.55
Alexandria TC	Milling II	138.68	34.87	173.55
Alexandria TC	CNC Machining Operations I	138.68	34.87	173.55

Alexandria TC	CNC Machining Operations II	138.68	34.87	173.55
Alexandria TC	Operation of Commercial Vehicle	276.30	0.00	276.30
Alexandria TC	Concrete Site Prep	173.55	0.00	173.55
Alexandria TC	Basics in Brick & Block	173.55	0.00	173.55
Alexandria TC	Integrated Masonry Systems	173.55	0.00	173.55
Alexandria TC	Integrated Concrete Systems	173.55	0.00	173.55

Bemidji State University	Biology - Medical Microbiology (BIOL 3755)	262.30	9.85	272.15
Bemidji State University	Biology - Human Biology (BIOL 1110 lab)	229.80	9.85	239.65
Bemidji State University	Biology - Introductory Biology I & II (BIOL 1211 /1212lab)	229.80	9.85	239.65
Bemidji State University	Biology - Human Anat & Phys (BIOL 2110 lab)	229.80	9.85	239.65
Bemidji State University	Biology - Invertebrate Zoology (BIOL 2310)	229.80	9.85	239.65
Bemidji State University	Biology - Field/Lab Mthd Gen Ecol (BIOL 2620)	237.30	9.85	247.15
Bemidji State University	Biology - Field Biology (BIOL 3100/5100)	229.80	9.85	239.65
Bemidji State University	Biology - Soils (BIOL 3120/5120)	229.80	9.85	239.65
Bemidji State University	Biology - Freshwater Invertebrates (BIOL 3200/5200)	229.80	9.85	239.65
Bemidji State University	Biology - Compar Vertebrate (BIOL 3250)	229.80	9.85	239.65
Bemidji State University	Biology - Medical Physiology (BIOL 3260)	229.80	9.85	239.65
Bemidji State University	Biology - Intro To Hematology (BIOL 3300)	237.30	9.85	247.15
Bemidji State University	Biology - Entomology (BIOL 3310/5310)	229.80	9.85	239.65
Bemidji State University	Biology - Limnology I & II (BIOL 3361/5361/ 3362/5362)	229.80	9.85	239.65
Bemidji State University	Biology - Molecular Genetics: Theory & Practice (BIOL 3380/5380) CEL molecular genetics	237.30	9.85	247.15
Bemidji State University	Biology - Immunology (BIOL 3580/5580)	237.30	9.85	247.15
Bemidji State University	Biology - Ornithology (BIOL 3510/5510)	229.80	9.85	239.65
Bemidji State University	Biology - Cell Biology (BIOL 3590)	237.30	9.85	247.15
Bemidji State University	Biology - Forest Ecology (BIOL 3623/5623)	229.80	9.85	239.65
Bemidji State University	Biology - Radiobiology (BIOL 3660/5660)	237.30	9.85	247.15
Bemidji State University	Biology - Microbiology (BIOL 3710/5710)	237.30	9.85	247.15
Bemidji State University	Biology - Plant Form and Function (BIOL 3720/5720)	229.80	9.85	239.65
Bemidji State University	Biology - Plant Diversity (BIOL 3730/5730)	229.80	9.85	239.65
Bemidji State University	Biology - Aquatic Plants (BIOL 3830/5830)	229.80	9.85	239.65
Bemidji State University	Biology - Wetlands Ecology Lab (BIOL 3844/5844)	237.30	9.85	247.15
Bemidji State University	Biology - 3930/5930 Developmental and Tumor Biology New	NEW		247.15
Bemidji State University	Biology 5545 Ichthyology New	NEW		247.15
Bemidji State University	Biology - Wetland Delineation and Classification (BIOL 4030/5030)	229.80	9.85	239.65
Bemidji State University	Biology - Advanced Wetland Delineation and Classification (BIOL 4031/5031)	237.30	9.85	247.15
Bemidji State University	Biology - Parasitology (BIOL 4210/5210)	229.80	9.85	239.65
Bemidji State University	Biology - Histology (BIOL 4220/5220)	229.80	9.85	239.65
Bemidji State University	Biology - Mammology (BIOL 4520/5520)	229.80	9.85	239.65
Bemidji State University	Biology - Ichthyology (BIOL 4534)	229.80	9.85	239.65
Bemidji State University	Biology - Fisheries Management (BIOL 4545/5545)	229.80	9.85	239.65
Bemidji State University	Biology - Advanced Lab Projects in Biology I & II (BIOL 4894/4895)	237.30	9.85	247.15
Bemidji State University	Biology - Advanced Field Projects in Biology I & II (BIOL 4896/4897)	237.30	9.85	247.15
Bemidji State University	Biology - Internship Clinical Lab Science	NEW		282.15
Bemidji State University	Biology - 5250 Comparative Vertebrate Anatomy - New	NEW		239.65
Bemidji State University	Biology - 5260 Medical Physiology - New	NEW		239.65
Bemidji State University	Biology - 5590 Cell Biology - New	NEW		247.15
Bemidji State University	Biology - Advanced Grad. Laboratory Thesis Project (BIOL 6894/6895)	237.30	9.85	247.15
Bemidji State University	Biology - Advanced Grad. Field Thesis Proj. (BIOL 6896/6897)	237.30	9.85	247.15
Bemidji State University	Biology - Intro Anatomy Physiology I & II (BIOL 1960/1962) NTC specific -special purpose instructions	229.80	9.85	239.65
Bemidji State University	Biology - Intro microbiology (BIOL 1960/1962) NTC specific special purpose instruction	229.80	9.85	239.65
Bemidji State University	Chem -General Chemistry I &II (CHEM 1111/1112)	227.30	9.85	237.15
Bemidji State University	Chem - Principles of Chemistry I & II (CHEM 1211/1212)	227.30	9.85	237.15
Bemidji State University	Chem - Organic Chemistry I & II (CHEM 2371/2372)	242.30	9.85	252.15
Bemidji State University	Chem - Allied Health Lab (CHEM)	232.30	9.85	242.15
Bemidji State University	Chem - Analytical Chem Lab (CHEM 2570)	242.30	9.85	252.15

Bemidji State University	Chem - Biochemistry Lab I & II (CHEM 3471/3472/5471/5472)	237.30	9.85	247.15
Bemidji State University	Chem - Physical Chemistry Lab I & II (CHEM 3771/3772/5771/5772)	237.30	9.85	247.15
Bemidji State University	Chem - Inorganic Chem Lab I (CHEM 3871)	237.30	9.85	247.15
Bemidji State University	Chem - Instrmtl Analys Lab I (CHEM 4571)	237.30	9.85	247.15
Bemidji State University	PE -Athletic Training (PHED 3190/5190)	232.30	9.85	242.15
Bemidji State University	Physics - Lab (PHYS 1101/1102/2101/2102)	227.30	9.85	237.15
Bemidji State University	Geology - Labs (GEOL 1110/1120/2110 /3120/3212/3500/3600/5120/5212/5500/5600)	227.30	9.85	237.15
Bemidji State University	Environmental -Thesis (ENVR 4990/6990)	237.30	9.85	247.15

Central Lakes College	Basic Nursing Lab I	189.94	14.15	204.09
Central Lakes College	Basic Nursing II Lab	199.94	29.15	229.09
Central Lakes College	Clinical Lab I	169.94	14.15	184.09
Central Lakes College	Clinical Lab II	169.94	14.15	184.09
Central Lakes College	Clinical Lab III	169.94	14.15	184.09
Central Lakes College	LPN to RN Role Transition	199.94	44.15	244.09
Central Lakes College	LPN Refresher	169.94	14.15	184.09
Central Lakes College	Dosage Calculations	169.94	14.15	184.09
Central Lakes College	Nursing Practicum I	169.94	14.15	184.09
Central Lakes College	Nursing Practicum II	169.94	14.15	184.09
Central Lakes College	Dental Clinic I	199.94	7.15	207.09
Central Lakes College	Dental Clinic II	174.94	7.15	182.09
Central Lakes College	Biomaterials	214.94	7.15	222.09
Central Lakes College	EMT	203.94	7.15	211.09
Central Lakes College	Professional Concepts	159.94	14.15	174.09
Central Lakes College	Medical Assistant Clinic Procedure I	169.94	7.15	177.09
Central Lakes College	Medical Assistant Clinic Procedure II	169.94	7.15	177.09
Central Lakes College	Medical Assistant Lab Techniques 1	169.94	7.15	177.09
Central Lakes College	Medical Assistant Lab Techniques 2	169.94	7.15	177.09
Central Lakes College	Phlebotomy	169.94	7.15	177.09
Central Lakes College	Ballistics and Firearms	164.94	7.15	172.09
Central Lakes College	BIOL 1404 Human Biology Lab	NEW	0.00	157.09
Central Lakes College	CHEM 1424 Chem Principles I	NEW	0.00	152.09
Central Lakes College	CHEM 1425 Chem Principles II	NEW	0.00	152.09
Central Lakes College	PHED 1525 Personal Protection	NEW	0.00	162.09
Central Lakes College	ARTS 1401	149.94	7.15	157.09
Central Lakes College	ARTS 1403	149.94	7.15	157.09
Central Lakes College	ARTS 1596	149.94	7.15	157.09
Central Lakes College	Med Surg II	147.94	14.15	162.09

Dakota County TC	PNSG 1000 Foundations of Nursing Practice I	196.12	9.86	205.98
Dakota County TC	PNSG 1100 Foundations of Nursing Practice II	196.12	9.86	205.98
Dakota County TC	PNSG 1250 Nutrition and Diet Therapy	New		205.98
Dakota County TC	PNSG 1400 Adult Health Nursing I	196.12	9.86	205.98
Dakota County TC	PNSG 1500 Adult Health Nursing II	196.12	9.86	205.98
Dakota County TC	PNSG 1530 Beginning Clinical	196.12	9.86	205.98
Dakota County TC	PNSG 1540 Clinical Practice I	196.12	9.86	205.98
Dakota County TC	PNSG 1350 Pharmacology	196.12	9.86	205.98
Dakota County TC	PNSG 1560 Clinical Practice II	196.12	9.86	205.98
Dakota County TC	PNSG 1570 Clinical Practice III	196.12	9.86	205.98
Dakota County TC	PNSG 1580 Clinical Practice IV	196.12	9.86	205.98
Dakota County TC	PNSG 1750 Mental Health Nursing	196.12	9.86	205.98
Dakota County TC	PNSG 1805: Maternal and Child Health	196.12	9.86	205.98
Dakota County TC	WOOD 1004 Woodworking	227.33	6.15	233.48
Dakota County TC	WOOD 1007 Methods of Fastening	227.33	6.15	233.48
Dakota County TC	WOOD 1010 Wood & Finishing Technology	227.33	6.15	233.48
Dakota County TC	WOOD 1012 Color Theory	227.33	6.15	233.48
Dakota County TC	WOOD 1015 Spot Repair I	227.33	6.15	233.48
Dakota County TC	WOOD 1019 Spot Repair II	227.33	6.15	233.48
Dakota County TC	WOOD 1021 Wood Refinishing	227.33	6.15	233.48
Dakota County TC	WOOD 1026 Advanced Finishing Techniques	227.33	6.15	233.48
Dakota County TC	WOOD 1032 Antique Furniture Conservation	227.33	6.15	233.48
Dakota County TC	WOOD 2050 Finishing New Wood	367.69	(17.69)	350.00
Dakota County TC	WOOD 2070 Marquetry and Repair	367.69	32.31	400.00

Dakota County TC	RRCC 1110 Railroad: Orientation	273.94	18.75	292.69
Dakota County TC	RRCC 1120 Railroad: Intro to Conductor Services	273.94	18.75	292.69
Dakota County TC	RRCC 1130 Railroad: Gen Code Op Rules	273.94	18.75	292.69
Dakota County TC	RRCC 1140 Railroad: Mechanical Ops	273.94	18.75	292.69
Dakota County TC	RRCC 1150 Railroad: Conductor Duties	273.94	18.75	292.69
Dakota County TC	RRCC 1160 Railroad: Equipment/Safety Standards	273.94	18.75	292.69
Dakota County TC	RRCC 2970 Railroad: Internship	273.94	18.75	292.69
Dakota County TC	MFGM 1730 Systems Trouble-shooting	250.19		250.19
Dakota County TC	MFGM 1740 Hydraulics/Pneumatics	250.19		250.19
Dakota County TC	MFGM 1750 HVAC Basics	197.69		197.69
Dakota County TC	MFGM 1780 Programmable Logic Ctrl's II	197.69		197.69
Dakota County TC	MFGM 1850 Green Manufacturing	197.69		197.69
Dakota County TC	MFGM 1860 Computer/Math for Techs	197.69		197.69
Dakota County TC	MFGM 1870 Industrial Electricity	182.69		182.69
Dakota County TC	MFGM 2110 Motor Controls	197.69		197.69
Dakota County TC	MFGM 2131 Programmable Logic Ctrl's I	250.19		250.19
Dakota County TC	DENT 1150 Dental Materials	New		178.48
Dakota County TC	DENT 1250 Radiology	New		178.48
Dakota County TC	DENT 1260 Expanded Functions	New		178.48
Dakota County TC	MDAS 1122 Laboratory Skills I	New		174.48
Dakota County TC	MDAS 1130 Clinical Procedures I	New		174.48
Dakota County TC	MDAS 1140 Phlebotomy	New		174.48
Dakota County TC	MDAS 1222 Laboratory Skills II	New		174.48
Dakota County TC	MDAS 1230 Clinical Procedures II	New		174.48
Dakota County TC	ELEC 1240 Construction Skills and Intro to Wiring Lab	New		165.48
Dakota County TC	ELEC 1241 Industrial and Maintenance Wiring Theory and Lab	New		165.48
Dakota County TC	ELEC 2251 Commercial Wiring Theory and Lab	New		165.48
Dakota County TC	ARES 1240 Auto Restoration-Skill Development	New		183.48
Dakota County TC	NANO 2140 Interdisciplinary Lab	New		188.48

Fond du Lac T&CC	Digital Photography	145.44	0.00	145.44
Fond du Lac T&CC	Introduction to Art	145.44	0.00	145.44
Fond du Lac T&CC	Painting	150.44	0.00	150.44
Fond du Lac T&CC	Ceramics	150.44	0.00	150.44
Fond du Lac T&CC	Drawing	150.44	0.00	150.44
Fond du Lac T&CC	Art Design	150.44	0.00	150.44
Fond du Lac T&CC	Watercolors	150.44	0.00	150.44
Fond du Lac T&CC	Sculptures	150.44	0.00	150.44
Fond du Lac T&CC	MicroBiology Lab/Lecture	150.44	0.00	150.44
Fond du Lac T&CC	Human Anatomy and Physiology Lab/Lecture	150.44	0.00	150.44
Fond du Lac T&CC	Aspects of Biology Lab/Lecture	150.44	0.00	150.44
Fond du Lac T&CC	Environmental Science Lab/Lecture	150.44	0.00	150.44
Fond du Lac T&CC	General Biology Lab/Lecture	150.44	0.00	150.44
Fond du Lac T&CC	Principals of Ecology Lab/Lecture	150.44	0.00	150.44
Fond du Lac T&CC	Aspects of Inorganic Chemistry Lab/Lecture	170.44	0.00	170.44
Fond du Lac T&CC	General Chemistry Lab/Lecture	170.44	0.00	170.44
Fond du Lac T&CC	Organic Chemistry Lab/Lecture	170.44	0.00	170.44
Fond du Lac T&CC	Leadership, Ethics, Y Diversity in Law Enforcement	191.44	0.00	191.44
Fond du Lac T&CC	Practical Applications of Criminal Investigations	186.44	0.00	186.44
Fond du Lac T&CC	Patrol Procedures	225.44	0.00	225.44
Fond du Lac T&CC	Careers in the Criminal Justice System	170.44	0.00	170.44
Fond du Lac T&CC	Use of Force I: Basic Defense Tactics	210.44	0.00	210.44
Fond du Lac T&CC	Use of Force II: Firearms	365.44	0.00	365.44
Fond du Lac T&CC	Beginning Bowling	191.44	0.00	191.44
Fond du Lac T&CC	Advanced Bowling	191.44	0.00	191.44
Fond du Lac T&CC	Summer Outdoor Activities	270.44	0.00	270.44
Fond du Lac T&CC	Winter Outdoor Activities	270.44	0.00	270.44
Fond du Lac T&CC	Weight Training	270.44	0.00	270.44
Fond du Lac T&CC	Aerobics	270.44	0.00	270.44
Fond du Lac T&CC	Beginning Golf	270.44	0.00	270.44
Fond du Lac T&CC	NURS and HLTH Courses (except lab and clinical)	166.44	0.00	166.44
Fond du Lac T&CC	Nursing Lab	220.00	0.00	220.00
Fond du Lac T&CC	Nursing Clinicals	220.00	0.00	220.00
Fond du Lac T&CC	Native Plant Identification Lab	150.44	0.00	150.44
Fond du Lac T&CC	All Private Music Lessons	270.44	0.00	270.44

Fond du Lac T&CC	Beginning Downhill Skiing	245.44	0.00	245.44
Hennepin TC	Emergency Vehicle Driving	249.75	6.95	256.70
Hennepin TC	Emergency Medical	149.75	6.95	156.70
Hennepin TC	First Responder	179.75	6.95	186.70
Hennepin TC	CULA 1501 Seasonal/Specialty Menus with Wine	164.75	6.95	171.70
Hennepin TC	CULA 1515 Cooking with Ale and Lager	164.75	6.95	171.70
Hennepin TC	EMSV1175 - EMT Bridge Course	149.75	6.95	156.70
Hennepin TC	Health Clinicals	149.75	4.30	156.70
Hennepin TC	Master Molder I	450.00	0.00	450.00
Hennepin TC	Master Molder II	450.00	0.00	450.00
Hennepin TC	Ext Molding I & II (2011 & 2017)	New		156.70
Hennepin TC	Inj Molding Process I, II, & III (2128, 2138, & 2143)	New		156.70
Hibbing College	Course: Fire Arms	208.00	10.73	218.73
Hibbing College	Course: Basic Fire Arms	208.00	10.73	218.73
Hibbing College	NURS 1250 Foundations of Nursing	158.00	8.15	166.15
Hibbing College	NURS 1350 Care of Client	158.00	8.15	166.15
Hibbing College	NURS 1750 LPN to RN Bridge	158.00	8.15	166.15
Hibbing College	NURS 2550 Nursing Care of Women, Infants, and Child	158.00	8.15	166.15
Hibbing College	NURS 2650 Nursing Care of Adults	158.00	8.15	166.15
Hibbing College	NURS 2750 Advanced Nursing Concepts	158.00	8.15	166.15
Hibbing College	NURS 2850 Mental Health Nursing	158.00	8.15	166.15
Hibbing College	NURS 2900 Capstone Nursing Experience	158.00	8.15	166.15
Hibbing College	MMSp 1225 Photoshop Illustration	143.58	8.15	151.73
Hibbing College	MMSp Video Camera Technics	143.58	8.15	151.73
Hibbing College	MMSp 1500 Graphic Design Photo	143.58	8.15	151.73
Hibbing College	MMSp 1800 Advanced Desktop Publishing	143.58	8.15	151.73
Hibbing College	MMSp 2000 Digital Imaging	143.58	8.15	151.73
Hibbing College	MMSp 2400 Multimedia Employment	143.58	8.15	151.73
Inver Hills CC	CNT 1185,2000,2189,2300,2310,2311,2430,2440,2450,2451,2452, 2453,2454,2455,2460,2510,2520,2530,2540	171.92	5.15	177.07
Inver Hills CC	CNT 2612,2622,2632,2710,2720,2722,2725,2725,2726,2728,2731, 2820,2825,2830,2831,2832	256.92	5.15	262.07
Inver Hills CC	First responder	156.92	5.15	162.07
Inver Hills CC	Emergency Medical Technician	180.67	(14.85)	165.82
Inver Hills CC	Ambulance Operations; Field Skills Lab I, Special Topics, Special Rescue Operations	229.42	5.15	234.57
Inver Hills CC	Ambulance Operations; Field Skills Lab II	236.92	5.15	242.07
Inver Hills CC	Shock/Trauma Practicum	301.92	5.15	307.07
Inver Hills CC	Medical Emergency Practicum I	321.92	5.15	327.07
Inver Hills CC	Hospital Clinic for paramedic core	176.67	5.15	181.82
Inver Hills CC	Field Clinic I	196.92	5.15	202.07
Mesabi Range C & TC	GECL 115 College Seminar	140.53	5.00	145.53
Mesabi Range C & TC	FRYR 1315 Freshman Year Experience	140.53	5.00	145.53
Mesabi Range C & TC	Applied Math & Medications	150.00	15.00	165.00
Mesabi Range C & TC	Adult Nursing I & Clinical	150.00	15.00	165.00
Mesabi Range C & TC	Applied Nursing Skills	150.00	15.00	165.00
Mesabi Range C & TC	Maternal/Child Health & Clinical	150.00	15.00	165.00
Mesabi Range C & TC	Adult Nursing II & Clinical	150.00	15.00	165.00
Mesabi Range C & TC	Mental Health Concepts & Clinical	150.00	15.00	165.00
Mesabi Range C & TC	Gerontology & Clinical	150.00	15.00	165.00
Minnesota SU Moorhead	ART 101, 102, 210, 405H, 451C, 452C, 452H, 480	196.90	9.85	206.75
Minnesota SU Moorhead	ART 452L	new		206.75
Minnesota SU Moorhead	ART 100, 125, 126, 203C, 203L, 234, 300B, 303C, 304C, 305C, 310, 350, 400B, 400C, 404C, 405C, 408, 450, 451A, 451B, 451D, 451E, 452A, 452B, 452D, 452E, 452F	206.90	9.85	216.75
Minnesota SU Moorhead	ART 203H, 303H	206.90	14.85	221.75

Minnesota SU Moorhead	ART 203A, 203B, 203D, 203E, 203F, 203K, 220, 290, 300A, 300D, 300E, 300F, 300K, 303A, 303B, 303D, 303E, 303F, 304A, 304B, 304D, 304E, 304F, 305A, 305B 305D, 305E, 305F, 390, 400A, 400D, 400E, 400F, 404A, 404B, 404D, 404E, 404F, 405A, 405B, 405D, 405E, 405F, 451F, 490, 499	221.90	9.85	231.75
Minnesota SU Moorhead	MUS 150C, 150D, 154, 155, 156, 157, 158, 159, 170, 270, 370, 470, 570, 670, 254, 255, 256, 257, 258, 259, 354, 355, 356, 357, 358, 359, 454, 455, 456, 457, 458, 459, 450	381.90	9.85	391.75
Minnesota SU Moorhead	MUS 550, 650, 554, 555, 556, 557, 558, 559, 654, 655, 666, 667, 668, 669	472.25	14.48	486.73
Minnesota SU Moorhead	MUS 166, 184, 263, 266, 281, 284, 363, 364, 365, 366, 381, 382, 384, 461, 463, 466, 469, 481, 482, 484, 486	256.90	9.85	266.75
Minnesota SU Moorhead	MUS 581, 584, 585, 586, 682, 685, 686	347.25	14.48	361.73
Minnesota SU Moorhead	MUS 070, 090, 107, 108, 150A, 150B, 151, 152, 191, 207, 208, 209, 219, 231, 232, 233, 234, 235, 236, 250, 278, 291, 300, 303, 304, 307, 319, 328, 329, 333, 334, 335, 342, 343, 351, 372, 375, 377, 390, 391, 392, 421, 423, 431A, 431B, 432, 433, 440, 441, 442, 443, 444, 445, 446, 447, 471, 472, 474, 475, 496	211.90	9.85	221.75
Minnesota SU Moorhead	MUS 523, 524, 525, 526, 527, 528, 529, 531A, 531B, 532, 540, 541, 542, 543, 544, 545, 546, 571, 572, 574, 575, 595, 596, 620, 621, 630, 631, 632, 633, 634, 635, 636, 637, 640, 641, 642, 643, 644, 645, 674, 695, 697, 699	302.25	14.48	316.73
Minnesota SU Moorhead	THTR 101A, 101B, 101C, 101D, 102, 130, 140, 141, 142, 160, 190, 202, 221, 230, 231, 232, 233, 235, 236, 240, 255, 290, 302, 321, 322, 323, 324, 331, 333, 334, 335, 340, 355, 356, 360, 390, 402, 425, 430, 434, 435, 440, 450, 460, 469, 490, 496	206.90	14.85	221.75
Minnesota SU Moorhead	THTR 525, 530, 534, 560, 590	297.25	14.48	311.73
Minnesota SU Moorhead	FILM 100, 101, 102, 172, 200, 202, 284, 384, 400, 401, 472, 484, 485, 496	216.90	9.85	226.75
Minnesota SU Moorhead	PARA 425	203.90	9.85	213.75
Minnesota SU Moorhead	School of Business (only includes 300- and 400-level courses in the following rubrics: ACCT, BUS, FINC, MGMT, MKTG)	196.90	10.85	207.75
Minnesota SU Moorhead	CM 496	251.90	9.85	261.75
Minnesota SU Moorhead	PE 109, 116, 117, 124, 130, 131, 132, 133, 134, 136, 137, 138, 139, 140, 141, 142, 144, 160, 161, 193, 222, 223, 320	241.90	(15.15)	226.75
Minnesota SU Moorhead	PE 100, 101, 102, 103, 104, 105, 106, 107, 108, 110, 112, 114, 120, 122, 129, 180S, 182, 183, 184, 190, 191, 192, 194, 200, 202, 365, 473	241.90	9.85	251.75
Minnesota SU Moorhead	HLTH 122	new		276.75
Minnesota SU Moorhead	HLTH 125	206.90	19.85	226.75
Minnesota SU Moorhead	AT 320	231.90	(5.15)	226.75
Minnesota SU Moorhead	SLHS 273, 347, 421	221.90	9.85	231.75
Minnesota SU Moorhead	SLHS 446	221.90	(5.15)	216.75
Minnesota SU Moorhead	SLHS 473	new		206.75
Minnesota SU Moorhead	SLP 646	312.25	(0.52)	311.73
Minnesota SU Moorhead	SLP 642, 647	297.25	29.48	326.73
Minnesota SU Moorhead	SLP 696, 699	new		326.73
Minnesota SU Moorhead	Student Teaching Abroad	291.90	9.85	301.75
Minnesota SU Moorhead	AST 102, 104; PHYS 105, 160, 160L, 161, 200, 200L, 201, 202, 305, 306, 312, 350	196.90	9.85	206.75
Minnesota SU Moorhead	AST 365; PHYS 322, 370, 318	new		206.75
Minnesota SU Moorhead	BIOL 109, 125, 126, 170, 236	201.90	9.85	211.75
Minnesota SU Moorhead	BIOL 300	new		211.75
Minnesota SU Moorhead	BIOL 111, 115, 305, 321, 322, 323, 341, 345, 347, 349, 350, 360, 365, 372, 385L, 402, 455, 479, 497	211.90	9.85	221.75
Minnesota SU Moorhead	BIOL 390	new		221.75
Minnesota SU Moorhead	BCBT 420/520, 425/525, 430/530, 475, 476, 477, 478, 479, 480, 481, 482, 490	216.90	9.85	226.75

Minnesota SU Moorhead	BCBT 100	new		211.75
Minnesota SU Moorhead	GEOS 115	new		203.00
Minnesota SU Moorhead	GEOS 116, 117, 170, 301, 302, 303, 315, 320, 330, 340, 350, 360, 370, 405, 415, 416, 417	new		203.41
Minnesota SU Moorhead	MATH 234, 238, 236, 260, 355	new		206.75
Minnesota SU Moorhead	PCSI 170	new		208.75
Minnesota SU Moorhead	POL 270	new		251.75
Minnesota SU Moorhead	PSY 620	new		302.73
Minnesota SU Moorhead	PSY 622	new		316.73
Minnesota SU Moorhead	PSY 724	new		301.73
Minnesota SU Moorhead	Online/Distance Courses (on-line, package, ITV, & off-campus)	246.90	9.85	256.75

Minnesota SU, Mankato	Anthropology 486/586 (Crime Scene Recovery Workshop)	New	New	450.00
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Minnesota State C and TC	PNSG 1207 Health Promotions I (lab credits only)	196.50	4.40	200.90
Minnesota State C and TC	PNSG 1226 Clinical 2	196.50	4.40	200.90
Minnesota State C and TC	PNSG 1236 Practicum	196.50	4.40	200.90
Minnesota State C and TC	PNSG 1232 IV Therapy Certification	196.50	4.40	200.90
Minnesota State C and TC	NURS 1404 Nursing Fundamentals I (lab credits only)	196.50	4.40	200.90
Minnesota State C and TC	NURS 2436 Restorative Nursing I (clinical credits only)	196.50	4.40	200.90
Minnesota State C and TC	NURS 2435 Nursing Clinical II	196.50	4.40	200.90
Minnesota State C and TC	PNSG 1217 Health Promotions II (lab credits only)	196.50	4.40	200.90
Minnesota State C and TC	PNSG 1216 Clinical I	196.50	4.40	200.90
Minnesota State C and TC	NURS 1415 Nursing Clinical I	196.50	4.40	200.90
Minnesota State C and TC	NURS 2445 Nursing Clinical III	196.50	4.40	200.90
Minnesota State C and TC	NURS 2455 Advanced IV Therapy	196.50	4.40	200.90
Minnesota State C and TC	NURS 1414 Nursing Fundamentals II	196.50	4.40	200.90
Minnesota State C and TC	NURS 1424 Reproductive Health	196.50	4.40	200.90
Minnesota State C and TC	NURS 1434 Holistic I	196.50	4.40	200.90
Minnesota State C and TC	NURS 1444 Holistic II	196.50	4.40	200.90
Minnesota State C and TC	NURS 2454 Holistic III	196.50	4.40	200.90
Minnesota State C and TC	NURS 2426 Reproductive Disorders	196.50	4.40	200.90
Minnesota State C and TC	NURS 2446 Restorative Nursing II	196.50	4.40	200.90
Minnesota State C and TC	NURS 2464 Nursing Leadership	196.50	4.40	200.90
Minnesota State C and TC	NURS 2456 Restorative Nursing III	196.50	4.40	200.90
Minnesota State C and TC	NURS 2466 Mental Health Nursing	196.50	4.40	200.90
Minnesota State C and TC	DNAS - Advanced Functions	199.75	0.00	199.75

Minnesota West CC/TC	NURS1140 Nursing Skills Lab	171.46	7.15	178.61
Minnesota West CC/TC	NURS1280 Clinical Applications II	191.46	7.15	198.61
Minnesota West CC/TC	NURS1295 PN Integration	171.46	7.15	178.61
Minnesota West CC/TC	NURS2140 Professional Nursing Skills	171.46	7.15	178.61
Minnesota West CC/TC	NURS2240 Manager of Care	171.46	7.15	178.61
Minnesota West CC/TC	NURS2275 Preceptorship	171.46	7.15	178.61
Minnesota West CC/TC	NURS2280 Clinical Applications IV	191.46	7.15	198.61
Minnesota West CC/TC	RADT1100 Intro to Radiography & Patient Care	163.46	7.15	170.61
Minnesota West CC/TC	RADT1110 Radiological Procedures I	163.46	7.15	170.61
Minnesota West CC/TC	RADT1120 Radiological Procedures II	163.46	7.15	170.61
Minnesota West CC/TC	RADT1130 Radiological Exposures I	163.46	7.15	170.61
Minnesota West CC/TC	RADT1140 Radiological Exposures II	163.46	7.15	170.61
Minnesota West CC/TC	RADT2220 Radiological Equipment	163.46	7.15	170.61
Minnesota West CC/TC	RADT2240 Principles of Radiobiology	163.46	7.15	170.61
Minnesota West CC/TC	RADT 1160 Clinical Radiography II	181.46	7.15	188.61
Minnesota West CC/TC	RADT 2250 Clinical Radiography III	181.46	7.15	188.61
Minnesota West CC/TC	RADT 2260 Clinical Radiography IV	181.46	7.15	188.61
Minnesota West CC/TC	RADT 2270 Clinical Radiography V	181.46	7.15	188.61
Minnesota West CC/TC	SURG1140 Operating Room Practices	171.46	7.15	178.61
Minnesota West CC/TC	SURG1160 Clinical I	191.46	7.15	198.61
Minnesota West CC/TC	SURG1170 Clinical II	191.46	7.15	198.61
Minnesota West CC/TC	SURG1180 Clinical III	191.46	7.15	198.61
Minnesota West CC/TC	RNEW1100 Process Dynamics	181.63	16.98	198.61
Minnesota West CC/TC	RNEW1115 Mechanical Fundamentals	226.63	(12.02)	214.61
Minnesota West CC/TC	RNEW1175 Industrial Water Treatment	158.63	9.98	168.61

Minnesota West CC/TC	RNEW2120 Ethanol Separation Technology	168.63	9.98	178.61
Minnesota West CC/TC	RNEW1160 Instrumentation & Control	179.63	13.98	193.61
Minnesota West CC/TC	RNEW1105 OSHA	208.63	9.98	218.61
Minnesota West CC/TC	ELWT1105/1170 OSHA	208.63	9.98	218.61

Normandale CC	NURS 1110 Nursing 1	172.33	8.58	180.91
Normandale CC	NURS 1120 Nursing 2	172.33	8.58	180.91
Normandale CC	NURS 1130 Transition to RN for LNP	172.33	8.58	180.91
Normandale CC	NURS 2210 Nursing 3	172.33	8.58	180.91
Normandale CC	NURS 2220 Nursing 4	172.33	8.58	180.91
Normandale CC	NURS 1057 Nursing Assistant	172.33	8.58	180.91
Normandale CC	NURS 1135 Nursing Health Assessment	172.33	8.58	180.91
Normandale CC	NURS 1140 Clinical Internship	172.33	8.58	180.91
Normandale CC	NURS 1190 Clinic Enrichment	172.33	8.58	180.91
Normandale CC	DENH 1112 Oral Anatomy, Embryology, Histology	172.33	8.58	180.91
Normandale CC	DENH 1140 Pre-Clinic Theory	172.33	8.58	180.91
Normandale CC	DENH 1143 Clinic 1	172.33	8.58	180.91
Normandale CC	DENH 1150 Dental Radiology	172.33	8.58	180.91
Normandale CC	DENH 1151 Accelerated Dental Radiology	172.33	8.58	180.91
Normandale CC	DENH 1160 Dental Materials	172.33	8.58	180.91
Normandale CC	DENH 1161 Accelerated Dental Materials	172.33	8.58	180.91
Normandale CC	DENH 2241 Clinic II	172.33	8.58	180.91
Normandale CC	DENH 2243 Clinic 3	172.33	8.58	180.91
Normandale CC	DENH 2252 Clinical Radiology 1	172.33	8.58	180.91
Normandale CC	DENH 2254 Clinical Radiology 2	172.33	8.58	180.91
Normandale CC	DENH 2263 Pain Management	172.33	8.58	180.91
Normandale CC	DENH 2263 Pain Management	172.33	8.58	180.91
Normandale CC	DENH 1139 Infection Control and Disease Prevention	172.33	8.58	180.91
Normandale CC	DENH 1141 Pre-Clinic Skill Development	172.33	8.58	180.91
Normandale CC	DENH 1142 Clinic Theory I	172.33	8.58	180.91
Normandale CC	DENH 1144 Special Needs	172.33	8.58	180.91
Normandale CC	DENH 1162 Pharmacology	172.33	8.58	180.91
Normandale CC	DENH 2240 Clinic 2 Theory	172.33	8.58	180.91
Normandale CC	DENH 2242 Clinic 3 Theory	172.33	8.58	180.91
Normandale CC	DENH 2264 Periodontics for the Dental Hygienist	172.33	8.58	180.91
Normandale CC	DENH 2266 General and Oral Pathology	172.33	8.58	180.91
Normandale CC	DENH 2281 Preventive Concepts in Community Dental Health	172.33	8.58	180.91
Normandale CC	RADT 1140	172.33	8.58	180.91
Normandale CC	RADT 2240	172.33	8.58	180.91
Normandale CC	RADT 1142	172.33	8.58	180.91
Normandale CC	RADT 2242	172.33	8.58	180.91
Normandale CC	RADT 1141	172.33	8.58	180.91
Normandale CC	RADT 2241	172.33	8.58	180.91

Northwest Technical College - Bemidji	BLDG 1108 Metal Fabrication	166.25	6.50	172.75
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Riverland College	General Biology BIOL 1091	150.40	12.15	162.55
Riverland College	General Biology BIOL 1092	150.40	12.15	162.55
Riverland College	A & P I BIOL 2021	150.40	12.15	162.55
Riverland College	A & P II BIOL 2022	150.40	12.15	162.55
Riverland College	Microbiology BIOL 2040	150.40	12.15	162.55
Riverland College	Forensic Biology BIOL 1050	NEW	NEW	162.55
Riverland College	Nursing Assistant HCNA 1100	155.40	7.15	162.55
Riverland College	Nursing Assistant Practicum HCNA 1101	155.40	7.15	162.55
Riverland College	Fundamentals of Wireless LANs	170.40	7.15	177.55
Riverland College	Fundamentals of Network Security	170.40	7.15	177.55
Riverland College	Basic Firearms LAWE 1115	195.40	7.15	202.55
Riverland College	Criminal Investigations LAWE 1110	195.40	7.15	202.55
Riverland College	Criminal Procedures LAWE 2122	142.55	7.15	149.70
Riverland College	Vehicle Ops LAWE 2140	195.40	7.15	202.55
Riverland College	Police Tactics and Procedures LAWE 2130	195.40	7.15	195.40
Riverland College	Industry Related Welding DESL 1107	170.40	7.15	177.55
Riverland College	Gas Welding IMMR 1730	170.40	7.15	177.55
Riverland College	Gas Metal Arc Welding IMMR 2765	170.40	7.15	177.55

Riverland College	Arc Welding IMMR 1725	170.40	7.15	177.55
Riverland College	Gas Tungsten Arc Welding IMMR 2770	170.40	7.15	177.55
Riverland College	Music Private Lessons (MUS 1150-1179 & 2150-2179)	145.40	32.15	177.55
Riverland College	TAST 2214 Advanced Engine Service	268.00	7.15	275.15
Riverland College	TAST 2215 High Performance Cylinder Heads	268.00	7.15	275.15
Riverland College	TAST 2216 High Performance Cylinder Blocks	268.00	7.15	275.15
Riverland College	TAST 2218 Advanced High Performance Engine Assembly	268.00	7.15	275.15

Rochester College	Art 1117	153.30	7.15	160.45
Rochester College	Art 1120	153.30	7.15	160.45
Rochester College	Art 1123	153.30	7.15	160.45
Rochester College	Art 1124	153.30	7.15	160.45
Rochester College	Art 1130	153.30	7.15	160.45
Rochester College	Art 1131	153.30	7.15	160.45
Rochester College	Art 1223	153.30	7.15	160.45
Rochester College	Art 1232	138.30	7.15	145.45
Rochester College	Art 1233	153.30	7.15	160.45
Rochester College	Art 2217	153.30	7.15	160.45
Rochester College	Art 2224	153.30	7.15	160.45
Rochester College	Art 2230	153.30	7.15	160.45
Rochester College	Art 2237	153.30	7.15	160.45
Rochester College	Art 2240	153.30	7.15	160.45
Rochester College	Art 2241	153.30	7.15	160.45
Rochester College	Art 2280	153.30	7.15	160.45
Rochester College	Art 2286 *new course pending AASC approval	153.30	7.15	160.45
Rochester College	Art 2292	153.30	7.15	160.45
Rochester College	Art 2293 *new course pending AASC approval	153.30	7.15	160.45
Rochester College	Dental Assisting DA 1255	170.30	7.15	177.45
Rochester College	Dental Assisting DA 1265	165.30	7.15	172.45
Rochester College	Dental Assisting DA 1280	155.30	7.15	162.45
Rochester College	Dental Hygiene DH 1511	165.30	7.15	172.45
Rochester College	Dental Hygiene DH 1521	165.30	7.15	172.45
Rochester College	Dental Hygiene DH 2531	165.30	7.15	172.45
Rochester College	Dental Hygiene DH 2541	165.30	7.15	172.45
Rochester College	Dental Hygiene DH 2530	165.30	7.15	172.45
Rochester College	Dental Hygiene DH 2532	165.30	7.15	172.45
Rochester College	Dental Hygiene DS 1300	165.30	7.15	172.45
Rochester College	Independent Study	160.85	7.15	168.00
Rochester College	MCOM 1111	New	0.00	167.45
Rochester College	MCOM 1161	New	0.00	167.45
Rochester College	MCOM 1162	New	0.00	167.45
Rochester College	MCOM 1163	New	0.00	167.45
Rochester College	MCOM 1164	New	0.00	167.45
Rochester College	MCOM 1190	New	0.00	167.45
Rochester College	MCOM 2220	New	0.00	167.45
Rochester College	MCOM 2222	New	0.00	167.45
Rochester College	MCOM 2240	New	0.00	167.45
Rochester College	MCOM 2250	New	0.00	167.45
Rochester College	MCOM 2260	New	0.00	167.45
Rochester College	MCOM 2261	New	0.00	167.45
Rochester College	MCOM 2262	New	0.00	167.45
Rochester College	MCOM 2263	New	0.00	167.45
Rochester College	MCOM 2264	New	0.00	167.45
Rochester College	MCOM 2270	New	0.00	167.45
Rochester College	MCOM 2275	New	0.00	167.45
Rochester College	MCOM 2280	New	0.00	167.45
Rochester College	Music 1231	155.30	7.15	162.45
Rochester College	Music 1601	155.30	7.15	162.45
Rochester College	Music 1602	155.30	7.15	162.45
Rochester College	Music 1621	155.30	7.15	162.45
Rochester College	Music 1622	155.30	7.15	162.45
Rochester College	Music 1623	New	0.00	162.45
Rochester College	Nursing 1117	155.30	7.15	162.45
Rochester College	Nursing 1118	155.30	7.15	162.45
Rochester College	Nursing 2217	155.30	7.15	162.45
Rochester College	Nursing 2218	155.30	7.15	162.45

Rochester College	Nursing Assistant 1500	155.30	7.15	162.45
Rochester College	PNM 1220	155.30	7.15	162.45
Rochester College	PNM 1240	155.30	7.15	162.45
Rochester College	PNM 1330	155.30	7.15	162.45
Rochester College	PNM 1340	155.30	7.15	162.45
Rochester College	RMDS 2210 (effective Spring Term 2010)	272.50	7.15	279.65
Rochester College	Spch 2100 (effective Spring Term 2010)	257.50	7.15	264.65
Rochester College	NURS 2400 (effective Spring Term 2010)	257.50	7.15	264.65
Rochester College	SPAN 1001 (effective Spring Term 2010)	242.50	7.15	249.65
Rochester College	ST 2120 Operating Room Techniques I	150.30	7.15	157.45
Rochester College	ST 2120 Operating Room Techniques II	150.30	7.15	157.45
Rochester College	Veterinary Assistant 1220	148.35	7.15	155.50
Rochester College	Veterinary Assistant 1410	148.35	7.15	155.50
Rochester College	Veterinary Assistant 1610	148.35	7.15	155.50
Rochester College	Veterinary Assistant 1810	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2520	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2230	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2240	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2260	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2270	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2620	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2820	148.35	7.15	155.50
Rochester College	Veterinary Assistant 2830	148.35	7.15	155.50

Southwest Minnesota SU	Global Studies Art/Theatre Travel Experience (NY) (1 cr)	396.10	13.60	409.70
Southwest Minnesota SU	Hosp. Special Topics: Mexico Tourism (1 credit)	new		298.95
Southwest Minnesota SU	Global Studies For Lang Ext Stay France (3 credits)	new		290.95
Southwest Minnesota SU	Global Studies for Lang Ext Stay Spain (3 credits)	new		248.95
Southwest Minnesota SU	Global Studies For Lang Travel cluster (F/S) (1 cr)	885.35	13.60	898.95

Saint Paul College	ARTS 1710 & 1711 Fundamentals of Photography 1 & 2	155.50	7.80	163.30
Saint Paul College	ARTS 1712 Fundamentals of Photography 3	155.50	7.80	163.30
Saint Paul College	ARTS 1730 & 1731 Drawing 1 & 2	155.50	7.80	163.30
Saint Paul College	ARTS 1740 Intro to Painting	155.50	7.80	163.30
Saint Paul College	ARTS 2710 Advanced Studio Arts	155.50	7.80	163.30
Saint Paul College	ASLS 1411-1414 American Sign Language 1-4	155.50	7.80	163.30
Saint Paul College	ASLS 1420 ASL Linguistics	155.50	7.80	163.30
Saint Paul College	ASLS 1430 Classifiers	155.50	7.80	163.30
Saint Paul College	BIOL 1725 Environmental Science w/Lab	155.50	7.80	163.30
Saint Paul College	BIOL 1730 Human Body Systems	155.50	7.80	163.30
Saint Paul College	BIOL 1740 & 1745 General Biology 1 & 2	155.50	7.80	163.30
Saint Paul College	BIOL 1750 General Microbiology	155.50	7.80	163.30
Saint Paul College	BIOL 1782 Introduction to Forensic Science	155.50	7.80	163.30
Saint Paul College	BIOL 2721 & 2722 Human Anatomy and Phys 1 & 2	155.50	7.80	163.30
Saint Paul College	CHEM 1700 Chemistry Concepts	155.50	7.80	163.30
Saint Paul College	CHEM 1711 & 1712 Principles of Chemistry 1 & 2	155.50	7.80	163.30
Saint Paul College	CHEM 1760 & 1761 Chem Tech Lab Skills, Lab Safety	155.50	7.80	163.30
Saint Paul College	CHEM 2711 & 2712 Organic Chemistry 1 & 2	155.50	7.80	163.30
Saint Paul College	COMM 0806 Spkg/list Skills/ESL 3	155.50	7.80	163.30
Saint Paul College	COMM 0807 Read/Writing Skills/ESL 3	155.50	7.80	163.30
Saint Paul College	COMM 0808 Intermediate Grammar/ESL	155.50	7.80	163.30
Saint Paul College	COMM 0809 Spkg/list Skills/ESL 4	155.50	7.80	163.30
Saint Paul College	COMM 0810 Read/Writing Skills/ESL 4	155.50	7.80	163.30
Saint Paul College	COMM 0811 Spkg/list Skills/ESL 5	155.50	7.80	163.30
Saint Paul College	COMM 0812 Read/Writing Skills/ESL 5	155.50	7.80	163.30
Saint Paul College	COMM 0813 Advanced Grammar/ESL	155.50	7.80	163.30
Saint Paul College	COMM 0814 Spkg/list Skills/ESL 6	155.50	7.80	163.30
Saint Paul College	COMM 0815 Read/Writing Skills/ESL 6	155.50	7.80	163.30
Saint Paul College	COMM 0820 Pronunciation and Articulation	155.50	7.80	163.30
Saint Paul College	COMM 0831 Advanced/Vocational/ESL 1	155.50	7.80	163.30
Saint Paul College	COSM 1409	142.65	37.00	179.65
Saint Paul College	COSM 1413	142.65	37.00	179.65
Saint Paul College	COSM 1520	142.65	37.00	179.65
Saint Paul College	COSM 1565	142.65	37.00	179.65
Saint Paul College	CULA 1400 Culinary Basics 1	162.75	16.90	179.65
Saint Paul College	CULA 1420 Culinary Basics 2	162.75	16.90	179.65

Saint Paul College	CULA 1450 Meat Fabrication	162.75	16.90	179.65
Saint Paul College	CULA 1460 Basic Menu Prod	162.75	16.90	179.65
Saint Paul College	CULA 1510 Commercial Bakery	162.75	16.90	179.65
Saint Paul College	CULA 1520 Commercial Pantry	162.75	16.90	179.65
Saint Paul College	CULA 1530 Commercial Range	162.75	16.90	179.65
Saint Paul College	CULA 1550 Grill/Short Order	162.75	16.90	179.65
Saint Paul College	CULA 1570 Basic Cake Décor	162.75	16.90	179.65
Saint Paul College	CULA 1610 Flavor Dynamics of Wine	201.00	48.65	249.65
Saint Paul College	CULA 2411 Rest Operat Lab 1	162.75	16.90	179.65
Saint Paul College	CULA 2412 Rest Operat Lab 2	162.75	16.90	179.65
Saint Paul College	CULA 2430 Adv Food Prep	162.75	16.90	179.65
Saint Paul College	CULA 2440 Ice Carving	162.75	16.90	179.65
Saint Paul College	CULA 2450 Adv Cake Pastry	162.75	16.90	179.65
Saint Paul College	CULA 2460 Classical Buffet	162.75	16.90	179.65
Saint Paul College	CULA 3630 Artisan Breads	162.75	16.90	179.65
Saint Paul College	CULA 3640 Fund Charcuterie	162.75	16.90	179.65
Saint Paul College	CULA 3650 Organic Foods	162.75	16.90	179.65
Saint Paul College	ESTH 1445	142.65	37.00	179.65
Saint Paul College	ESTH 1455	142.65	37.00	179.65
Saint Paul College	ESTH 1585	142.65	37.00	179.65
Saint Paul College	ESTH 1590	142.65	37.00	179.65
Saint Paul College	ESTH 2411	142.65	37.00	179.65
Saint Paul College	HLTH 1465 Functional Holistic Nutrition	155.50	7.80	163.30
Saint Paul College	INTP 1512 & 1513 Consecutive Interpreting 1 & 2	155.50	7.80	163.30
Saint Paul College	INTP 2411 & 2412 Sign to Voice Interpreting 1 & 2	155.50	7.80	163.30
Saint Paul College	INTP 2421 & 2422 Voice to Sign Interpreting 1 & 2	155.50	7.80	163.30
Saint Paul College	INTP 2431 & 2432 Transliterating 1 & 2	155.50	7.80	163.30
Saint Paul College	MLDT 1421 Hematology 1	192.50	9.50	202.00
Saint Paul College	MLDT 1422 Hematology 2	192.50	9.50	202.00
Saint Paul College	MLDT 1430 Urinalysis/Body Fluids	192.50	9.50	202.00
Saint Paul College	MLDT 1441 Clinic Chem 1	192.50	9.50	202.00
Saint Paul College	MLDT 1442 Clinic Chem 2	192.50	9.50	202.00
Saint Paul College	MLDT 1446 Phlebotomy	192.50	9.50	202.00
Saint Paul College	MLDT 1510 Immunology	192.50	9.50	202.00
Saint Paul College	MLDT 2400 Mycology/Parasitology	192.50	9.50	202.00
Saint Paul College	MLDT 2410 Immunohematology	192.50	9.50	202.00
Saint Paul College	MLDT 2420 Clinic Microbiology	192.50	9.50	202.00
Saint Paul College	PHYS 1720 Introductory Physics	155.50	7.80	163.30
Saint Paul College	PHYS 2700 & 2710 General Physics 1 & 2	155.50	7.80	163.30
Saint Paul College	PRNS 1491 Clinical 1	192.50	9.50	202.00
Saint Paul College	PRNS 1492 Clinical 2	192.50	9.50	202.00
Saint Paul College	PRNS 1493 Clinical 3	192.50	9.50	202.00
Saint Paul College	PRNS 2491 Practicum	192.50	9.50	202.00
Saint Paul College	SPAN 1710 & 1720 Beginning Spanish 1 & 2	155.50	7.80	163.30
Saint Paul College	SPAN 1730 & 1740 Intermediate Spanish 1 & 2	155.50	7.80	163.30

South Central College	BIOL 270	146.75	9.80	156.55
South Central College	BIOL 220	146.75	9.80	156.55
South Central College	BIOL 230	145.75	9.80	155.55
South Central College	BIOL 100	144.25	9.80	154.05
South Central College	BIOL 101	144.25	9.80	154.05
South Central College	NURS 1150 Clinical Foundation	149.25	9.80	159.05
South Central College	NURS 1175 Nursing Interventions	149.25	9.80	159.05
South Central College	NURS 1275 Medication Administration	149.25	9.80	159.05
South Central College	NURS 1350 Clinical Application	149.25	9.80	159.05
South Central College	NURS 1650 Practicum	149.25	9.80	159.05
South Central College	NURS 2011 Practice Foundations	149.25	9.80	159.05
South Central College	NURS 2050 Clinical Integrations	149.25	9.80	159.05
South Central College	NURS 2150 Clinical Synthesis	149.25	9.80	159.05
South Central College	NURS 2275 Skills & Pharmacology I	149.25	9.80	159.05
South Central College	NURS 2250 Clinical Practice Semester 1	149.25	9.80	159.05
South Central College	NURS 2375 Skills & Pharmacology II	149.25	9.80	159.05
South Central College	NURS 2350 Clinical Practice	149.25	9.80	159.05
South Central College	DA 1816	149.25	9.80	159.05
South Central College	DA 1826	149.25	9.80	159.05
South Central College	OTEC 2740	149.25	9.80	159.05

St. Cloud SU	CEEP 650 Rehabilitaion Counseling	350.00	15.00	365.00
St. Cloud SU	CPSY 659 Community Counseling	350.00	15.00	365.00
St. Cloud SU	HIED 604 Higher Ed Administration	350.00	15.00	365.00
St. Cloud SU	CEEP 530 CCSD	350.00	15.00	365.00
St. Cloud SU	CEEP 619	350.00	15.00	365.00
St. Cloud SU	EDAD 605 Educational Administration	350.00	15.00	365.00
St. Cloud SU	EDAD 646 Educational Administration	350.00	15.00	365.00
St. Cloud SU	CEEP 658	350.00	15.00	365.00
St. Cloud SU	CPSY 668	350.00	15.00	365.00
St. Cloud SU	HIED 614 Higher Ed Administration	350.00	15.00	365.00
St. Cloud SU	CEEP 645 CCSD	350.00	15.00	365.00
St. Cloud SU	EDAD 613 Educational Administration	350.00	15.00	365.00
St. Cloud SU	EDAD 608 Educational Administration	350.00	15.00	365.00
St. Cloud SU*	ROTC courses taught by ROTC instructors	0.00		0.00

Vermilion CC	Seasonal Park Law Enforcement Ranger Training (PREC 2271-2275)	244.95	7.15	252.10
Vermilion CC	First Responder/CPR (HLTH 1655)	246.03	7.15	253.18
Vermilion CC	Basic EMT (HLTH 1656)	189.84	7.15	196.99
Vermilion CC	Basic EMT (HLTH 1656) Bridge Course	189.84	7.15	196.99
Vermilion CC	Professional Forest Harvester (CTL courses only)	187.95	7.15	195.10
Vermilion CC	HLTH 1255 Wilderness Emergency Response	317.14	7.15	324.29
Vermilion CC	HLTH 1265 Winter Wilderness Emergency Response	317.14	7.15	324.29
Vermilion CC	HLTH 1445 Low Angle - Technical Rope Rescue	317.14	7.15	324.29
Vermilion CC	HLTH 1446 High Angle Technical Rope Rescue	317.14	7.15	324.29
Vermilion CC	HLTH 1447 Water, Boat, and Ice Rescue	317.14	7.15	324.29
Vermilion CC	HLTH 1448 ATV and GPS Land-Based Rescue	317.14	7.15	324.29
Vermilion CC	Independent Study courses	241.61	7.15	248.76

Winona State University	Creative Visions Teaching Academy (CVTA)	up to \$200/credit		up to \$200/credit
Winona State University	SCIE 640 Topics in STEM Professional Development	150.00		150.00

The institution (at the president's discretion) may set the non-resident tuition rate at or greater than the program/course rates listed above.

*Reclassification from the NRNR tuition pilot to program/course specific tuition rates. Minnesota SU Moorhead's course specific rate was effective beginning Fall Semester 2002 and St. Cloud SU's course specific rate since Fall Semester 1999.

**Minnesota State Colleges and Universities
Revenue Fund
Proposed Room and Board Fees FY 2011**

	Approved FY 2010	Projected FY 2011	Percent Change
Bemidji State University			
	Total Annual Fee	Total Annual Fee	
Double Room	3,806.00	3,946.00	3.7%
Single Room	4,322.00	4,482.00	3.7%
Other Room Fees	134.00	134.00	0.0%
Meal Plan options			
400 meals + \$640 Beaver Bucks (Flex)	\$2,300.00	\$2,400.00	4.3%
Beaver Bucks (Flex)	\$2,300.00	\$2,400.00	4.3%
Minnesota State University Moorhead			
Double Room	\$3,480.00	\$3,634.00	4.4%
Single Room	\$4,052.00	\$4,228.00	4.3%
Other Room Fees	\$352.00	\$352.00	0.0%
14 Meals a Week	\$1,944.00	\$2,008.00	3.3%
Other Board Fees	\$200.00	\$200.00	0.0%
Minnesota State University, Mankato			
Double Room	\$3,766.00	\$4,019.00	6.7%
Single Room	\$5,314.00	\$5,569.00	4.8%
Other Room Fees	\$181.00	\$103.00	-43.1%
19 Meals a Week	\$1,902.00	\$2,011.00	5.7%
Other Board Fees	\$100.00	\$100.00	0.0%
St. Cloud State University			
Double Room	\$3,490.00	\$3,652.00	4.6%
Single Room	\$5,026.00	\$5,259.00	4.6%
Other Room Fees	\$334.00	\$334.00	0.0%
20 Meals a Week	\$1,842.00	\$1,920.00	4.2%
Other Board Fees	\$350.00	\$400.00	14.3%
Southwest Minnesota State University			
Double Room	\$3,487.00	\$3,676.00	5.4%
Single Room	\$4,554.00	\$4,846.00	6.4%
Other Room Fees	\$252.00	\$252.00	0.0%
15 Meals a Week	\$2,280.00	\$2,358.00	3.4%
Other Board Fees	\$350.00	\$350.00	0.0%
Winona State University			
Double Room	\$3,924.50	\$4,127.00	5.2% *
Single Room	\$5,055.50	\$5,283.00	4.5% *
Other Room Fees	\$570.50	\$588.00	3.1% *
*The above figures reflect the room and board rates for the Main campus only. The comparable rates for the West campus reflected an average increase of only 1.85% for a double and 2.08% for a single room, resulting in an aggregate increase of 3%			
14 Meals a Week (Contract base)	\$1,895.00	\$1,951.00	3.0%
Flex (Basic Mandatory)	\$290.00	\$300.00	3.4%
Average (double room & board)	\$6,205	\$6,473	4.3%

Rates are annualized. The "Other Room Fees" category refers to additional fees charged for telephone, cable and computers access. The "Other Board Fees" is for add-on money (flex dollars) required as part of a board plan, for alternative dining options. Each university has multiple room and board options; these are the most prevalent.

Minnesota State Colleges - FY 2011 Housing Fees

(Not in Revenue Fund)

For the Academic Year

FOND DU LAC TRIBAL AND COMMUNITY COLLEGE

* Cloquet	Doubles	\$	3,536
	Singles	\$	5,263
	Triples	\$	2,475

MINNESOTA STATE COMMUNITY AND TECHNICAL COLLEGE

** Fergus Falls			
	Williams Hillside Village - Doubles	\$	2,750
	Williams Hillside Village - Singles	\$	3,350
	College Manor - Singles	\$	3,250

MINNESOTA WEST COMMUNITY AND TECHNICAL COLLEGE

** Canby			
	Doubles	\$	1,800
	Singles	\$	2,600

NORTHEAST HIGHER EDUCATION DISTRICT

* Rainy River	Doubles	\$	2,800
	Singles	\$	4,120
	Board	\$	800
* Hibbing			
	Doubles	\$	2,900
	Singles	\$	3,825
* & ** Itasca			
	Doubles	\$	3,400
	Singles	\$	3,650
	Triples	\$	3,300
	Board	\$	1,160
* Vermillion			
	Doubles	\$	3,000
	Singles	\$	3,800

* Owned

** Managed/Leased

MINNESOTA STATE COLLEGES AND UNIVERSITIES

Revenue Fund

Proposed Student Union Facility Fees FY 2011

Attachment 2C

	Approved FY 2010	Proposed FY 2011	% Increase
	Total Annual Fee	Total Annual Fee	
Bemidji State University Per credit charged to all students (10.67 per credit hour - 24 maximum)	\$246.33	\$256.18	3.8%
Minnesota State University Moorhead Per credit charged to all students (10.05 per credit hour - 24 maximum)	\$229.25	\$241.20	5.0%
Minnesota State University, Mankato Per credit charged to all students (10.38 per credit hour - 24 maximum)	\$249.12	\$249.12	0.0%
St. Cloud State University Per credit charged to all students (6.96 per credit hour - 24 maximum)	\$156.48	\$167.04	6.3%
Southwest Minnesota State University Per credit charged to all students (12.50 per credit hour - 24 maximum)	\$291.60	\$300.00	2.8%
Winona State University Per credit charged to all students (5.875 per credit hour - 24 maximum)	\$222.40	\$232.00	4.1%
Minneapolis Community & Technical College Per credit charged to all students (7.00 per credit hour - 30 maximum)	\$210.00	\$210.00	0.0%
Normandale Community College Per credit charged to all students (6.00 per credit hour - 30 maximum)	\$150.00	\$180.00	16.7%
Average Fee	\$219.40	\$229.44	4.4%
Maximum Fee	\$300.00	\$300.00	0.0%

The maximum is approved by the board and was last increased for FY 2010

MINNESOTA STATE COLLEGES AND UNIVERSITIES
Revenue Fund

Proposed Wellness and Outdoor Recreation Facility Fees FY 2011

	Approved FY 2010	Proposed FY 2011	%
	Total Annual Fee	Total Annual Fee	Change
Minnesota State University Moorhead (7.75 per credit hour - 24 maximum)	\$180.00	\$186.00	3.2%
Minnesota State University, Mankato (2.50 per credit hour - 24 maximum)	\$60.00	\$60.00	0.0%
Winona State University (5.87 per credit hour - 24 maximum)	\$141.00	\$141.00	0.0%
Minnesota State Community & Technical College Moorhead Annual Wellness Fee (2.20 per credit hour - 30 maximum)	0	\$66.00	N/A
Anoka Ramsey Community College Coon Rapids Annual Wellness Fee (4.25 per credit hour - 30 maximum)	0	\$127.50	N/A

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
Revenue Fund**

Proposed Parking Facility Fees FY 2011

Century College	\$120 per year based on per credit charge (\$4 per credit) (33% increase from last year's fee of \$90 - \$3 per credit)
Metro State	\$5.00/entry for cash; \$2.50/entry for prepaid cards (Rates are unchanged)
St. Cloud SU	\$1.00 per hour (\$8.00/daily maximum), \$400 per yearly permit (Rates are unchanged)



Minnesota
STATE COLLEGES
& UNIVERSITIES

FY2011 Operating Budget

Supplemental Packet

May 2010

Supplemental Packet includes:

Page

- FY2011 Undergraduate Tuition and Fees for a Full-Time Student.....
- FY2010 and FY2011 Fee Rates.....
- Summary of Consultation Letters
- Student Consultation Letters.....

Minnesota State Colleges and Universities

FY2011 ANNUAL UNDERGRADUATE TUITION AND FEES RATES Based on Full Year Equivalent (30 credits)

Institution	Base Rates Approved by the Board of Trustees						FY2011 Tuition & Fee \$ Change*
	FY2010 Annual Tuition	FY2011 Annual Tuition	FY2011 Annual Tuition Increase	FY2010 Annual Tuition & Fees*	FY2011 Annual Tuition & Fees*	FY2011 Annual Tuition & Fee Increase*	

STATE COLLEGES							
Alexandria Technical College	\$4,249	\$4,464	\$215	\$4,746	\$4,991	\$245	\$8.15
Anoka-Ramsey Community College	\$3,806	\$4,021	\$215	\$4,310	\$4,589	\$279	\$9.28
Anoka Technical College	\$4,417	\$4,632	\$214	\$4,816	\$5,031	\$214	\$7.15
Central Lakes College	\$4,198	\$4,413	\$215	\$4,795	\$5,018	\$223	\$7.42
Century College	\$4,253	\$4,467	\$215	\$4,780	\$5,024	\$245	\$8.15
Dakota County Technical College	\$4,540	\$4,754	\$214	\$5,164	\$5,378	\$214	\$7.15
Fond du Lac Tribal & Community College	\$4,198	\$4,409	\$210	\$4,650	\$4,861	\$210	\$7.01
Hennepin Technical College	\$4,193	\$4,401	\$209	\$4,495	\$4,703	\$209	\$6.95
Inver Hills Community College	\$4,408	\$4,562	\$155	\$4,895	\$5,049	\$155	\$5.15
Lake Superior College	\$3,870	\$4,085	\$215	\$4,494	\$4,709	\$215	\$7.15
Minneapolis Community & Technical College	\$4,305	\$4,392	\$87	\$4,757	\$4,851	\$94	\$3.13
Minnesota State College-Southeast Technical	\$4,437	\$4,652	\$215	\$4,794	\$5,069	\$275	\$9.15
Minnesota State Community & Technical College	\$4,395	\$4,527	\$132	\$4,899	\$5,031	\$132	\$4.40
Fergus Falls	\$4,395	\$4,527	\$132	\$4,989	\$5,121	\$132	\$4.40
Detroit Lakes	\$4,395	\$4,527	\$132	\$4,854	\$4,986	\$132	\$4.40
Moorhead	\$4,395	\$4,527	\$132	\$4,929	\$5,061	\$132	\$4.40
Wadena	\$4,395	\$4,527	\$132	\$4,824	\$4,956	\$132	\$4.40
Minnesota West Community & Technical College	\$4,544	\$4,758	\$215	\$5,017	\$5,231	\$215	\$7.15
Normandale Community College	\$4,308	\$4,523	\$214	\$4,820	\$5,027	\$206	\$6.88
North Hennepin Community College	\$4,398	\$4,612	\$215	\$4,833	\$5,047	\$215	\$7.15
Northeast Higher Education District							
Hibbing Community College	\$4,157	\$4,372	\$214	\$4,721	\$4,936	\$214	\$7.15
Itasca Community College	\$4,157	\$4,372	\$214	\$4,729	\$4,944	\$214	\$7.15
Mesabi Range Community & Technical College	\$4,157	\$4,372	\$214	\$4,721	\$4,936	\$214	\$7.15
Rainy River Community College	\$4,157	\$4,372	\$214	\$4,751	\$4,966	\$214	\$7.15
Vermilion Community College	\$4,157	\$4,372	\$214	\$4,751	\$4,966	\$214	\$7.15
Northland Community & Technical College	\$4,422	\$4,577	\$155	\$4,905	\$5,060	\$155	\$5.16
East Grand Forks	\$4,422	\$4,577	\$155	\$4,866	\$5,021	\$155	\$5.16
Thief River Falls	\$4,422	\$4,577	\$155	\$4,944	\$5,099	\$155	\$5.16
Northwest Technical College - Bemidji	\$4,662	\$4,847	\$185	\$5,001	\$5,126	\$125	\$4.15
Pine Technical College	\$4,065	\$4,268	\$203	\$4,551	\$4,754	\$203	\$6.78
Ridgewater College	\$4,303	\$4,517	\$215	\$4,816	\$5,037	\$222	\$7.38
Riverland Community College	\$4,362	\$4,577	\$215	\$4,926	\$5,149	\$223	\$7.42
Rochester Community and Technical College	\$4,359	\$4,574	\$215	\$5,028	\$5,243	\$215	\$7.15
St. Cloud Technical & Community College	\$4,300	\$4,494	\$194	\$4,818	\$5,012	\$194	\$6.45
Saint Paul College	\$4,280	\$4,490	\$210	\$4,642	\$4,807	\$165	\$5.50
South Central College	\$4,259	\$4,472	\$213	\$4,778	\$4,991	\$213	\$7.10
Average	\$4,277	\$4,478	\$201	\$4,780	\$4,984	\$204	\$6.81
College Average % change							4.3%

Institution	Rates Charged to Students (ARRA Tuition Mitigation)						FY2011 Tuition & Fee \$ Change*
	FY2010 Annual Tuition	FY2011 Annual Tuition	FY2011 Annual Tuition Increase	FY2010 Annual Tuition & Fees*	FY2011 Annual Tuition & Fees*	FY2011 Annual Tuition & Fee Increase*	

	\$4,160	\$4,375	\$215	\$4,657	\$4,902	\$245	\$8.15
	\$3,704	\$3,919	\$215	\$4,208	\$4,487	\$279	\$9.28
	\$4,332	\$4,547	\$215	\$4,731	\$4,946	\$215	\$7.15
	\$4,108	\$4,322	\$215	\$4,705	\$4,927	\$223	\$7.42
	\$4,163	\$4,377	\$215	\$4,690	\$4,934	\$245	\$8.15
	\$4,460	\$4,674	\$215	\$5,084	\$5,298	\$215	\$7.15
	\$4,108	\$4,318	\$210	\$4,560	\$4,770	\$210	\$7.01
	\$4,113	\$4,322	\$209	\$4,415	\$4,624	\$209	\$6.95
	\$4,324	\$4,478	\$155	\$4,811	\$4,965	\$155	\$5.15
	\$3,770	\$3,984	\$215	\$4,394	\$4,608	\$215	\$7.15
	\$4,223	\$4,350	\$128	\$4,675	\$4,809	\$135	\$4.48
	\$4,354	\$4,569	\$215	\$4,711	\$4,986	\$275	\$9.15
	\$4,310	\$4,439	\$129	\$4,814	\$4,943	\$129	\$4.30
	\$4,310	\$4,439	\$129	\$4,904	\$5,033	\$129	\$4.30
	\$4,310	\$4,439	\$129	\$4,769	\$4,898	\$129	\$4.30
	\$4,310	\$4,439	\$129	\$4,844	\$4,973	\$129	\$4.30
	\$4,310	\$4,439	\$129	\$4,739	\$4,868	\$129	\$4.30
	\$4,464	\$4,678	\$215	\$4,937	\$5,151	\$215	\$7.15
	\$4,226	\$4,441	\$215	\$4,738	\$4,945	\$207	\$6.88
	\$4,314	\$4,528	\$215	\$4,749	\$4,963	\$215	\$7.15
	\$4,066	\$4,280	\$215	\$4,630	\$4,844	\$215	\$7.15
	\$4,066	\$4,280	\$215	\$4,638	\$4,852	\$215	\$7.15
	\$4,066	\$4,280	\$215	\$4,630	\$4,844	\$215	\$7.15
	\$4,066	\$4,280	\$215	\$4,660	\$4,874	\$215	\$7.15
	\$4,066	\$4,280	\$215	\$4,660	\$4,874	\$215	\$7.15
	\$4,422	\$4,577	\$155	\$4,905	\$5,060	\$155	\$5.16
	\$4,422	\$4,577	\$155	\$4,866	\$5,021	\$155	\$5.16
	\$4,422	\$4,577	\$155	\$4,944	\$5,099	\$155	\$5.16
	\$4,616	\$4,800	\$185	\$4,955	\$5,079	\$125	\$4.15
	\$3,971	\$4,174	\$203	\$4,457	\$4,660	\$203	\$6.78
	\$4,216	\$4,430	\$214	\$4,729	\$4,950	\$221	\$7.38
	\$4,277	\$4,491	\$215	\$4,841	\$5,063	\$223	\$7.42
	\$4,275	\$4,490	\$215	\$4,944	\$5,159	\$215	\$7.15
	\$4,219	\$4,404	\$185	\$4,737	\$4,922	\$185	\$6.15
	\$4,192	\$4,402	\$210	\$4,554	\$4,719	\$165	\$5.50
	\$4,178	\$4,391	\$213	\$4,697	\$4,910	\$213	\$7.10
Average	\$4,194	\$4,396	\$202	\$4,697	\$4,902	\$205	\$6.84
College Average % change							4.4%

Minnesota State Colleges and Universities

FY2011 ANNUAL UNDERGRADUATE TUITION AND FEES RATES Based on Full Year Equivalent (30 credits)

Institution	Base Rates Approved by the Board of Trustees							FY2011 Tuition & Fee \$ Change*
	FY2010 Annual Tuition	FY2011 Annual Tuition	FY2011 Annual Tuition Increase	FY2011 Tuition \$ Change	FY2010 Annual Tuition & Fees*	FY2011 Annual Tuition & Fees*	FY2011 Annual Tuition & Fee Increase*	
STATE UNIVERSITIES								
Bemidji State University	\$6,352	\$6,638	\$286	\$9.52	\$7,014	\$7,300	\$286	\$9.52
Metropolitan State University	\$5,445	\$5,741	\$296	\$9.85	\$5,758	\$6,054	\$296	\$9.85
Minnesota State University, Mankato	\$5,752	\$6,048	\$296	\$9.85	\$6,238	\$6,534	\$296	\$9.85
Minnesota State University Moorhead*	\$5,948	\$6,254	\$296	\$9.85	\$6,300	\$6,608	\$308	\$10.27
St. Cloud State University	\$5,690	\$5,985	\$296	\$9.85	\$6,204	\$6,524	\$321	\$10.68
Southwest Minnesota State University	\$6,065	\$6,361	\$296	\$9.85	\$6,748	\$7,052	\$304	\$10.12
Winona State University*	\$6,053	\$6,349	\$296	\$9.85	\$6,570	\$6,873	\$303	\$10.08
Average	\$5,901	\$6,196	\$294	\$9.81	\$6,405	\$6,706	\$302	\$10.05
University Average % change				5.0%				4.7%
SYSTEM AVERAGE	\$4,584	\$4,803	\$219	\$7.28	\$5,087	\$5,310	\$223	\$7.42
System Average % change				4.8%				4.4%

Note: Fees include 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.

*MSU Moorhead banded based on 31 credits

MnSCU Finance Division

April 2010

Rates Charged to Students (ARRA Tuition Mitigation)							
FY2010 Annual Tuition	FY2011 Annual Tuition	FY2011 Annual Tuition Increase	FY2011 Tuition \$ Change	FY2010 Annual Tuition & Fees*	FY2011 Annual Tuition & Fees*	FY2011 Annual Tuition & Fee Increase*	FY2011 Tuition & Fee \$ Change*
\$6,291	\$6,577	\$286	\$9.52	\$6,953	\$7,239	\$286	\$9.52
\$5,315	\$5,610	\$296	\$9.85	\$5,628	\$5,923	\$296	\$9.85
\$5,631	\$5,927	\$296	\$9.85	\$6,117	\$6,413	\$296	\$9.85
\$5,834	\$6,140	\$296	\$9.85	\$6,186	\$6,494	\$308	\$10.27
\$5,567	\$5,862	\$296	\$9.85	\$6,084	\$6,401	\$318	\$10.58
\$5,953	\$6,249	\$296	\$9.85	\$6,636	\$6,940	\$304	\$10.12
\$5,941	\$6,237	\$296	\$9.85	\$6,458	\$6,761	\$303	\$10.08
\$5,790	\$6,086	\$294	\$9.81	\$6,295	\$6,596	\$301	\$10.04
			5.0%				4.8%
\$4,496	\$4,716	\$219	\$7.31	\$4,999	\$5,223	\$223	\$7.45
			4.8%				4.5%

Minnesota State Colleges and Universities
FY2010 and FY2011 Fee Rates

Institution	Technology		Athletics		Health Services		Student Activity/Life		Parking		Statewide Student Association		FY2010 Per Credit Rate	FY2010 Annual Fees	FY2011 Total Fees Per Credit	FY2011 Annual Fees	10-11 \$ Change	10-11 % Change	
	FY2010 Per Credit Rate	FY2011 Per Credit Rate	FY2010 Per Credit Rate	FY2011 Per Credit Rate	FY2010 Per Credit Rate	FY2011 Per Credit Rate	FY2010 Per Credit Rate	FY2011 Per Credit Rate	FY2010 Per Credit Rate	FY2011 Per Credit Rate	FY2010 Per Credit Rate	FY2011 Per Credit Rate							
STATE COLLEGES																			
Alexandria TC	\$ 9.00	\$ 10.00			\$ 1.50	\$ 1.50	\$ 3.50	\$ 3.50	\$ 2.25	\$ 2.25	\$ 0.31	\$ 0.31	\$ 16.56	\$ 497	\$ 17.56	\$ 527	\$30.00		6.0%
Anoka-Ramsey CC																	\$127.50		25.3%
Cambridge	\$ 8.00	\$ 10.00					\$ 6.00	\$ 7.25	\$ 2.50	\$ 3.50	\$ 0.31	\$ 0.31	\$ 16.81	\$ 504	\$ 21.06	\$ 632	\$0.00		0.0%
Coon Rapids	\$ 8.00	\$ 7.00					\$ 6.00	\$ 6.00	\$ 2.50	\$ 3.50	\$ 0.31	\$ 0.31	\$ 16.81	\$ 504	\$ 16.81	\$ 504	\$0.00		0.0%
Anoka TC	\$ 8.00	\$ 8.00			\$ -	\$ 0.60	\$ 1.50	\$ 1.50	\$ 3.50	\$ 3.50	\$ 0.31	\$ 0.31	\$ 13.31	\$ 399	\$ 13.31	\$ 399	\$0.00		0.0%
Central Lakes College	\$ 10.00	\$ 10.00			\$ 0.60	\$ 0.60	\$ 7.00	\$ 7.25	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 19.91	\$ 597	\$ 20.16	\$ 605	\$7.50		1.3%
Century College	\$ 10.00	\$ 10.00					\$ 4.25	\$ 4.25	\$ 3.00	\$ 4.00	\$ 0.31	\$ 0.31	\$ 17.56	\$ 527	\$ 18.56	\$ 557	\$30.00		5.7%
Dakota County TC	\$ 10.00	\$ 10.00			\$ 1.00	\$ 1.00	\$ 7.00	\$ 7.00	\$ 2.50	\$ 2.50	\$ 0.31	\$ 0.31	\$ 20.81	\$ 624	\$ 20.81	\$ 624	\$0.00		0.0%
Fond du Lac Tribal & CC	\$ 8.00	\$ 8.00					\$ 5.75	\$ 5.75	\$ 1.00	\$ 1.00	\$ 0.31	\$ 0.31	\$ 15.06	\$ 452	\$ 15.06	\$ 452	\$0.00		0.0%
Hennepin TC	\$ 6.00	\$ 6.00					\$ 1.35	\$ 1.35	\$ 2.60	\$ 2.60	\$ 0.31	\$ 0.31	\$ 10.26	\$ 302	\$ 10.26	\$ 302	\$0.00		0.0%
Inver Hills CC	\$ 8.00	\$ 8.00			\$ 0.95	\$ 0.95	\$ 4.47	\$ 4.47	\$ 2.50	\$ 2.50	\$ 0.31	\$ 0.31	\$ 16.23	\$ 487	\$ 16.23	\$ 487	\$0.00		0.0%
Lake Superior College	\$ 10.00	\$ 10.00					\$ 6.50	\$ 6.50	\$ 4.00	\$ 4.00	\$ 0.31	\$ 0.31	\$ 20.81	\$ 624	\$ 20.81	\$ 624	\$0.00		0.0%
Minneapolis College	\$ 10.00	\$ 10.00			\$ 0.75	\$ 1.00	\$ 4.00	\$ 4.00			\$ 0.31	\$ 0.31	\$ 15.06	\$ 452	\$ 15.31	\$ 459	\$7.50		1.7%
Minnesota SC - Southeast TC	\$ 8.00	\$ 10.00			\$ 0.25	\$ 0.25	\$ 1.85	\$ 1.85	\$ 1.50	\$ 1.50	\$ 0.31	\$ 0.31	\$ 11.91	\$ 357	\$ 13.91	\$ 417	\$60.00		16.8%
Minnesota State C&T																			
Fergus Falls CC	\$ 10.00	\$ 10.00					\$ 9.38	\$ 9.38	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 21.69	\$ 594	\$ 21.69	\$ 594	\$0.00		0.0%
Detroit Lakes	\$ 10.00	\$ 10.00					\$ 3.00	\$ 3.00	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 15.31	\$ 459	\$ 15.31	\$ 459	\$0.00		0.0%
Moorhead	\$ 10.00	\$ 10.00					\$ 5.50	\$ 5.50	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 17.81	\$ 534	\$ 17.81	\$ 534	\$0.00		0.0%
Wadena	\$ 10.00	\$ 10.00					\$ 2.00	\$ 2.00	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 14.31	\$ 429	\$ 14.31	\$ 429	\$0.00		0.0%
Minnesota West College	\$ 10.00	\$ 10.00					\$ 4.00	\$ 4.00	\$ 1.45	\$ 1.45	\$ 0.31	\$ 0.31	\$ 15.76	\$ 473	\$ 15.76	\$ 473	\$0.00		0.0%
Normandale CC	\$ 8.00	\$ 8.00					\$ 5.00	\$ 4.50	\$ 3.75	\$ 4.00	\$ 0.31	\$ 0.31	\$ 17.06	\$ 512	\$ 16.81	\$ 504	-\$7.50		-1.5%
North Hennepin CC	\$ 6.00	\$ 6.00					\$ 5.00	\$ 5.00	\$ 3.20	\$ 3.20	\$ 0.31	\$ 0.31	\$ 14.51	\$ 435	\$ 14.51	\$ 435	\$0.00		0.0%
Northeast Higher Education Dist																			
Hibbing College	\$ 10.00	\$ 10.00					\$ 6.50	\$ 6.50	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 18.81	\$ 564	\$ 18.81	\$ 564	\$0.00		0.0%
Itasca CC	\$ 10.00	\$ 10.00					\$ 6.75	\$ 6.75	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 19.06	\$ 572	\$ 19.06	\$ 572	\$0.00		0.0%
Mesabi Range College	\$ 10.00	\$ 10.00					\$ 6.50	\$ 6.50	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 18.81	\$ 564	\$ 18.81	\$ 564	\$0.00		0.0%
Rainy River CC	\$ 10.00	\$ 10.00					\$ 7.50	\$ 7.50	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 19.81	\$ 594	\$ 19.81	\$ 594	\$0.00		0.0%
Vermilion CC	\$ 10.00	\$ 10.00					\$ 7.50	\$ 7.50	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 19.81	\$ 594	\$ 19.81	\$ 594	\$0.00		0.0%
Northland College																			
East Grand Forks	\$ 8.00	\$ 8.00					\$ 4.00	\$ 4.00	\$ 2.50	\$ 2.50	\$ 0.31	\$ 0.31	\$ 14.81	\$ 444	\$ 14.81	\$ 444	\$0.00		0.0%
Thief River Falls	\$ 8.00	\$ 8.00					\$ 6.60	\$ 6.60	\$ 2.50	\$ 2.50	\$ 0.31	\$ 0.31	\$ 17.41	\$ 522	\$ 17.41	\$ 522	\$0.00		0.0%
Northwest Technical College (Bemidji)*	\$ 8.00	\$ 8.00					\$ 1.50	\$ 1.00	\$ 1.50	\$ -	\$ 0.31	\$ 0.31	\$ 11.31	\$ 339	\$ 9.31	\$ 279	-\$60.00		-17.7%
Pine TC	\$ 10.00	\$ 10.00					\$ 3.40	\$ 3.40	\$ 2.50	\$ 2.50	\$ 0.31	\$ 0.31	\$ 16.21	\$ 486	\$ 16.21	\$ 486	\$0.00		0.0%
Ridgewater College	\$ 7.25	\$ 7.47			\$ 0.85	\$ 0.85	\$ 6.65	\$ 6.65	\$ 2.05	\$ 2.05	\$ 0.31	\$ 0.31	\$ 17.11	\$ 513	\$ 17.33	\$ 520	\$6.60		1.3%
Riverland College	\$ 9.00	\$ 9.00					\$ 6.50	\$ 6.75	\$ 3.00	\$ 3.00	\$ 0.31	\$ 0.31	\$ 18.81	\$ 564	\$ 19.06	\$ 572	\$7.50		1.3%
Rochester College	\$ 10.00	\$ 10.00			\$ 0.85	\$ 0.85	\$ 6.65	\$ 6.65	\$ 4.50	\$ 4.50	\$ 0.31	\$ 0.31	\$ 22.31	\$ 669	\$ 22.31	\$ 669	\$0.00		0.0%
St. Cloud TC	\$ 8.00	\$ 8.00			\$ 0.35	\$ 0.35	\$ 5.60	\$ 5.60	\$ 3.00	\$ 3.00	\$ 0.31	\$ 0.31	\$ 17.26	\$ 518	\$ 17.26	\$ 518	\$0.00		0.0%
Saint Paul College	\$ 7.25	\$ 7.25					\$ 3.00	\$ 3.00	\$ 1.50	\$ -	\$ 0.31	\$ 0.31	\$ 12.06	\$ 362	\$ 10.56	\$ 317	-\$45.00		-12.4%
South Central College*	\$ 10.00	\$ 10.00					\$ 5.00	\$ 5.00	\$ 2.00	\$ 2.00	\$ 0.31	\$ 0.31	\$ 17.31	\$ 519	\$ 17.31	\$ 519	\$0.00		0.0%
AVERAGE	\$ 8.93	\$ 9.05			\$ 0.79	\$ 0.82	\$ 5.05	\$ 5.07	\$ 2.46	\$ 2.47	\$ 0.31	\$ 0.31	\$ 16.81	\$ 503	\$ 16.97	\$ 507	\$ 4.69		0.9%
STATE UNIVERSITIES																			
Bemidji SU*	\$ 9.00	\$ 9.00	\$ 3.66	\$ 3.66	\$ 3.20	\$ 3.24	\$ 5.75	\$ 5.75			\$ 0.43	\$ 0.43	\$ 22.04	\$ 661	\$ 22.08	\$ 662	\$1.20		0.2%
Metropolitan SU	\$ 6.00	\$ 6.00					\$ 4.00	\$ 4.00			\$ 0.43	\$ 0.43	\$ 10.43	\$ 313	\$ 10.43	\$ 313	\$0.00		0.0%
Minnesota SU, Mankato	\$ 7.00	\$ 7.00			\$ 4.38	\$ 4.38	\$ 8.45	\$ 8.45			\$ 0.43	\$ 0.43	\$ 20.26	\$ 486	\$ 20.26	\$ 486	\$0.00		0.0%
Minnesota SU Moorhead	\$ 1.00	\$ 1.00	\$ 4.53	\$ 4.53	\$ 5.42	\$ 5.42	\$ 3.29	\$ 3.35			\$ 0.43	\$ 0.43	\$ 14.67	\$ 352	\$ 14.73	\$ 354	\$1.44		0.4%
Southwest Minnesota SU	\$ 9.50	\$ 9.50	\$ 4.00	\$ 4.00	\$ 3.70	\$ 3.70	\$ 7.30	\$ 7.30	\$ 0.50	\$ 0.75	\$ 0.43	\$ 0.43	\$ 25.43	\$ 683	\$ 25.68	\$ 691	\$7.75		1.1%
St. Cloud SU	\$ 4.59	\$ 4.75	\$ 1.94	\$ 2.20	\$ 4.50	\$ 4.50	\$ 8.71	\$ 9.30	\$ 4.50	\$ 4.50	\$ 0.43	\$ 0.43	\$ 20.17	\$ 514	\$ 21.18	\$ 539	\$25.20		4.9%
Winona SU*	\$ 7.40	\$ 7.40	\$ 3.80	\$ 3.80	\$ 3.85	\$ 4.00	\$ 4.20	\$ 4.35	\$ 4.50	\$ 4.50	\$ 0.43	\$ 0.43	\$ 19.68	\$ 517	\$ 19.98	\$ 524	\$7.20		1.4%
AVERAGE	\$ 6.36	\$ 6.38	\$ 3.59	\$ 3.64	\$ 4.18	\$ 4.21	\$ 5.96	\$ 6.07	\$ 2.50	\$ 2.63	\$ 0.43	\$ 0.43	\$ 18.95	\$ 504	\$ 19.19	\$ 510	\$6.11		1.2%
SYSTEM AVERAGE	\$ 7.88	\$ 7.96	\$ 3.59	\$ 3.64	\$ 2.09	\$ 2.11	\$ 4.87	\$ 4.87	\$ 2.12	\$ 2.08	\$ 0.31	\$ 0.31	\$ 16.03	\$ 469	\$ 16.10	\$ 470	\$1.89		0.4%

* South Central College moving from parking permit charge to per credit charge. FY09 rate is estimate based on what permit charges were for FY09. FY10 shows new per credit rate.

*BSU: Of \$5.75 per credit student activity fee, \$33 per credit is dedicated to the green/sustainability project *WSU: The per credit parking fee is excluded from the annual fee calculation as it is assessed to only Rochester Center

*Northwest Technical moving from a per credit parking rate to a parking permit program

**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

Institution	Support Institution's Tuition Rate	Tuition Consultation Process Satisfactory	Proposed FY2010-11 Tuition Increase Per Credit	Summary
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STATE COLLEGES

Alexandria Technical College	Yes	Yes	7.15	Student Senate voted to support the recommended tuition and the technology fee increases for FY11. Students were provided with sufficient information to make their decision. The opportunities to discuss the budget, together with handouts, provided a foundation for discussions, questions and the decision/motion to support. Student Senate looks forward for continued meetings and discussions with the administration.
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Anoka-Ramsey Community College

Coon Rapids	Yes	Yes	7.15	The administration conducted lengthy tuition consultation sessions in December 2009 and March 2010. Emerging questions and concerns were addressed in subsequent individual meetings with President Johns. The Tuition "cliff" in 2012 is a concern but the institution has made plans to offset. The Senate supports no buy down for the coming year because this will ease students into 2012. The administration has done a spectacular job of consulting with the senate on tuition.
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Cambridge	Yes	Yes	7.15	Campus administration initiated tuition planning discussions in October of 2009, and provided ample time for questions and contributions to the process. Student leadership was granted full access to the administration throughout the entire process. Students support the administration's tuition proposal, and are please with their efforts to keep tuition at ARCC the lowest in the state.
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Anoka Technical College	Yes	No	7.15	Consultation did occur, but was insufficient to meet the senate/executive board's need; meetings were cancelled and rescheduled, and the timeline was not long enough. Last semester, the college Budget Committee met only one, and during this semester, only twice.
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Central Lakes College

Staples/Brainerd	Yes	Yes	7.15	CLC students have been involved in the budget process and are active participants on the Technology Fee and Student Life Committees, which have met to review proposals and make recommendations to CLC's president. The Student Senate has been advised of the FY2011 budget and tuition/fees recommendation and future financial outlook by the administration. We are confident that students have had an opportunity to be involved in the process and have had a voice in these decisions.
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Century College	Yes for 2010-11	Yes	7.15	The administration consulted with student leadership with regard to the tuition increase of 5% for the 2010-11 school year. Student Senate supports this tuition increase but strongly opposes any greater increase.
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Dakota County Technical College	Yes	Neutral	7.15	The consultation process was conducted in four separate meetings. The Student Senate has endorsed the 2010-2011 college budget plan including a tuition increase of 4.7% (\$158.48 per credit) with a buy down of 1.7% (\$155.81 per credit).
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**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

Institution	Support Institution's Tuition Rate	Tuition Consultation Process Satisfactory	Proposed FY2010-11 Tuition Increase Per Credit	Summary
Fond du Lac Tribal & Community College	Yes	Yes	7.01	Student Senate agrees to the administration's proposal of 5% tuition increase for FY10-11 with additional tuition increases and budget cutbacks are possible for FY11-12 school year. Student Senate appreciates the administration's open door policy.
Hennepin Technical College				
Brooklyn Park	No	Neutral	6.95	Consultation consisted of two meetings in which detailed information was provided and questions were answered. The administration proposed the maximum tuition increase, but no fee increases. Students are disheartened that they are now paying 51 percent of the cost through tuition, and cannot, for this reason, support tuition increases.
Eden Prairie	Yes	Neutral	6.95	Administration met with the Student Senate on two occasions concerning the tuition proposal, which included a 5% tuition increase and no increase to any fees. Although the students do not want a tuition increase, nonetheless, all of the students in attendance of the meetings accepted the proposal.
Inver Hills Community College	Neutral	Yes	5.15	The administration worked with the Student Senate on budgetary forecast and discussed the impacts the state deficit might have on tuition and the use of federal stimulus money to buy down tuition increases for this and next year. The administration proposed a tuition increase of 3.35% for FY10 and 3.21% for FY11, which included the final fees for specific programs and courses. The Student Senate was given ample time to review the plan and pleased with the consultation process conducted by the administration.
Lake Superior College	Neutral	Yes	7.15	The senate feels President Nelson and her administrative staff have done a remarkable job in many areas of the consultation process. President Kathleen Nelson and her staff have met with the Student Senate throughout the 2009-1010 academic year to inform the Senate on the budget, policies, tuition, fees, and other issues. However, student suggestions and ideas for budget setting were not solicited early enough in the process to make an impact on the final decision. While students understand that they do not have the final say, they would like to be able to contribute to the decision making process. Student Senate looks forward to continuous improvement in years to come.
Minneapolis Community and Technical College	Neutral	Yes	4.25	The Student Senate has received adequate information from the administration regarding tuition and fee increases for the coming year. President Davis and his administration have worked hard to keep tuition reasonable. Additionally, students have agreed to increase the Health Services fee. Students have been consulted and regularly informed of the process, have had questions answered, and have been promised subsequent information as soon as it is available. Students believe MCTC's administration is respectful of their wishes, and is committed to including them in all decision making.

**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

Institution	Support Institution's Tuition Rate	Tuition Consultation Process Satisfactory	Proposed FY2010-11 Tuition Increase Per Credit	Summary
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Minnesota State College-Southeast Technical

Red Wing campus	No	Yes	7.15	The administration and the Student Senate discussed the impact of various levels of funding from the state. A 4.8% tuition increase would be necessary to balance the budget, address student needs adequately and fulfill the college's mission. Student Senate will continued to lobby for additional new money to keep the tuition increase to a minimum. Student Senate was informed that a technology fee will go up \$2 a credit in order for the college to maintain most up-to-date equipment. Even though the Student Senate was consulted with the tuition issue, but the students do not support any tuition increase.
Winona campus	Neutral	Yes	7.15	The administration and the Student Senate discussed the impact of various levels of funding from the state. A tuition increase of 3-5% in FY11, but no more than \$7.15/credit would be necessary to balance the budget, address student needs adequately and fulfill the college's mission. Student Senate will continued to lobby for additional new money to keep the tuition increase to a minimum. Student Senate was informed that technology fee will be raised from \$8.00 to \$10.00 for FY11.

Minnesota State Community & Technical College

Fergus Falls CC	Yes	Neutral	4.40	The Student Senate and the administration has consulted regarding tuition and fee increases, allowing students to review projected revenue and expenses as well as giving students a chance to participate in discussions regarding budget challenges. One area of concern is that the added costs in differential tuition may affect enrollment. Students approved the proposed increases, but wish to ask for continued vigilance to keep cost increases to only what is necessary.
Detroit Lakes	Yes	Yes	4.40	The Student Senate was provided with detailed budget information, and opportunity to discuss the information. Students approved the increases, but are concerned that costs continue to rise. Students appreciate the time and effort the administration puts into the consultation process and are confident that opinions are valued and respected.
Moorhead	No	Yes	4.40	The Student Senate was provided with background materials together with a detailed spreadsheet on the administration's tuition and fees proposal for the April 6, 2010 meeting. The Student Senate voted to oppose the proposed 3 percent tuition increase and the fees for various programs. The Student Senate, nonetheless, feels its view were factored into the administration's tuition plan and the consultation process was taken seriously.
Wadena	Yes	Yes	4.40	The Student Senate was provided with detailed budget information, and opportunity to discuss the information. Students approved the increases, but are concerned that costs continue to rise. Students appreciate the time and effort the administration puts into the consultation process and are confident that opinions are valued and respected.

**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

Institution	Support Institution's Tuition Rate	Tuition Consultation Process Satisfactory	Proposed FY2010-11 Tuition Increase Per Credit	Summary
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Minnesota West College				
Canby	No	Yes	7.15	President Shrubbs and his staff successfully consulted on the FY2011 budget with the student body in April. Tuition is proposed to increase but fees would remain the same. A detailed explanation was given on what areas of the budget were cut to keep the increase to minimum. The students do not support the tuition increase.
Granite Falls	Neutral	Yes	7.15	The administration talked to the student body on challenges and options for FY2010-2011 during a March 30th meeting. Student input and opinions were received. The Student Senate has taken great time and consideration in the tuition proposal and understand the necessity of the increase but choose to neither support nor oppose the proposed tuition increase.
Jackson	Neutral	Yes	7.15	President Richard Shrubbs and his staff did an excellent job of providing FY 2011 budget information to the Student Senate, including various scenarios regarding tuition and fees and the college's financial situation. The budget consultation process provided important information to the students.
Luverne	No	Neutral	7.15	The college administration communicated with students on March 29 about the challenges and options for consideration for FY 2011, including the proposed tuition increase. The Student Senate did not agree with the increase but acknowledge that there are no options available due to limited resources and funds.
Pipestone	Neutral	Yes	7.15	President Shrubbs and his staff met with the Student Senate to discuss the deficits and budget issues facing the college. The Student Senate has reviewed the information supplied, understands why the increase is necessary at this time, and appreciates the time the administration took to meet with them.
Worthington	Neutral	Neutral	7.15	The Student Senate has reviewed the information supplied by President Shrubbs and his staff during the March consultation meeting. The students understand how tuition rates, fees, etc. are established each year. The Student Senate appreciates the time and efforts put forth by the administration.
Normandale Community College	Yes	Neutral	7.15	In addition to monthly meetings, President Opatz and Vice President Ed Wines met with the Student Senate on two separate occasions to explain the budget proposal and answer questions from the students. The Student Senate endorses the proposed increases in tuition and fees.

**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

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North Hennepin Community College	No	Yes	7.15	The consultation process at NHCC met or exceeded MnSCU board policy 2.3.1. The administration met with the Student Senate on two occasions, providing detailed information and answering questions. Student Senate requested and was also given break downs of various fee rates, and what fees are used for. Student Senate remains concerned over FY11, FY12 and FY13 tuition projections, cannot support tuition increases and will continue to push for lower tuition.
Northeast Higher Ed District				
Hibbing College	No	Neutral	7.15	Student Senate expressed their belief that other avenues should be explored before tuition increases. One example would be to temporarily close the planetarium and look at programs that could be cut now and reintroduced later.
Itasca Community College	Neutral	Yes	7.15	Student consultation process took place between December 2009 and April 2010. Background materials were given by the administration and questions from the students senators were encouraged. The Student Senate was given sufficient time to consider and discuss the administration's tuition proposal and to make an informed decision. The students' rights for tuition consultation was respected and taken seriously.
Mesabi Range--Eveleth/Virginia	Yes	Yes	7.15	The administration has done an outstanding job on tuition consultation. The Student Senate was informed of the proposed tuition increase and student questions were encouraged and responded to. The Student Senate accepts the increase but is concerned for next year when the stimulus money is no longer available for tuition buy down.
Rainy River Community College	Neutral	On-going	7.15	The consultation process is ongoing and the students are working closely with the administration to make sure all questions raised by students are fully answered. Student Senate has also requested a more detailed future plan for the college's goals and tuition possibilities to ensure that tuition is manageable for students.
Vermilion Community College	Neutral	Yes	7.15	The Student Senate has decided to take a neutral stance on the proposed tuition increase. Students realize that an increase is necessary due to state budget cuts, but the students do not like to see an increase. Throughout the consultation process, students were provided opportunity to ask questions, offer comments, and address concerns. The communication lines were always open.

**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

Institution	Support Institution's Tuition Rate	Tuition Consultation Process Satisfactory	Proposed FY2010-11 Tuition Increase Per Credit	Summary
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Northland Community & Technical College				
East Grand Forks	Yes	Yes	5.16	The administration proposed a tuition increase, will continue to evaluate course offerings on the respective campuses, and will offer early retirements to applicable faculty as their strategy to keep affordable higher education a priority. The consultation process is vastly improved over last year-- students were given input into the budget process and President Temte was available to answer all questions. Students were provided with all the information to make an educated decision. The Student Senate strongly supports the administration's proposal while still recognizing the burden on students exceeds the resources available.
Thief River Falls	No	Neutral	5.16	The Student Senate was consulted on the proposed tuition increase for FY2011 by President Anne Temte on April 13, 2010. Student Senate is concern about the continuing rise in tuition costs, as this will make public higher education unaffordable. They believe that more needs to be done at all levels to increase the state appropriations.
Northwest Technical College- Bemidji*	Neutral	Neutral	7.15	Administration met with students several times, both within Campus Government and open forum. Students had opportunity to ask questions.
Pine Technical College	Yes	Neutral	6.78	President Musgrove consulted with the Student Senate, which agreed with and approved the increase to ensure the quality of education at the college.
Ridgewater College				
Willmar	Yes	Yes	7.15	The Student Senate has agreed tuition increases are necessary to meet the needs of the students. The students do not like to see tuition rise but understand the reasoning and the need behind the decision. The Student Senate appreciates the open relationship with the administration and involvement in the consultation process.
Hutchinson	Yes	Yes	7.15	The Student Senate met with President Allen and his administration multiple times throughout the year, and was given ample time to discuss changes and proposals. Students agree that the changes are necessary in order to meet the needs of the student body.
Riverland College				
Albert Lea/Austin	Neutral	Yes	7.15	President Leas and his staff met with Student Senate several times to discuss the administration's proposal for the FY2011 budget, including proposed tuition and fee increases. Students support the student life fee increase from or FY2011 with the hope that potential cuts would be averted, and acknowledge that tuition may also increase due to legislative decisions. The Student Senate members are satisfied that the information given was detailed and organized and the administration is accessible.

**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

Institution	Support Institution's Tuition Rate	Tuition Consultation Process Satisfactory	Proposed FY2010-11 Tuition Increase Per Credit	Summary
Rochester Community and Technical College	No	Yes	7.15	President Supalla and his staff met with the Student Senate throughout the year to discuss budgeting for FY 2010-2011, including increases to tuition and fees. Detailed background materials were provided, and students had several months to discuss tuition costs. They are very pleased with the administration's effort to contain these costs and are satisfied with the consultation process. The Student Senate opposes any tuition rate increases, while recognizing that costs continue to rise and some increases are unavoidable.
St. Cloud Technical College	Yes	Neutral	6.45	Student Senate agreed to a tuition increase based on information gathered during the administrative/student senate consultation. Additionally, the Student Activity and Technology fees will not increase and students will pay background check fees.
Saint Paul College	Neutral	Yes	7.00	The students were provided with detailed budget proposal for FY11. Students were encouraged to discuss and ask questions throughout the presentation. Student Senate suggests that continued effort be made to present information in multiple sessions to address the ongoing challenge of student involvement/interest in tuition consultation.
South Central College				
Mankato	Neutral	On-going	7.10	The administration has met with students and is still finalizing the budget for FY2011. A proposed tuition increase has been communicated to students. The Student Senate is disappointed that a suggestion to lower the student life fee to compensate for the tuition increase was rejected as not feasible because both campuses must charge the same rates. However, the senate will continue to work with the administration on this and other cost savings ideas.
Faribault	No	Yes	7.10	President Stover and/or Vice President Snorek met with students multiple times to discuss budgets and proposed tuition increases. The Student Senate was told there were no good alternatives to a tuition increase. The students feel that the consultation process was sufficient and acceptable but they reject the proposed tuition increase-- it does not represent the hard work being done on campus to keep tuition affordable. Also, they are concerned about what will happen with tuition when stimulus funding is no longer available to offset tuition increases.

*Aligned with Bemidji State University

**Minnesota State Colleges and Universities
FY2010-2011 Student Consultation Letters Summary**

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STATE UNIVERSITIES				
Bemidji State University	Neutral	Yes	9.52	Successful consultation occurred on multiple occasions with adequate time for dialogue and questions. The Student Association was presented with a tuition increase for FY2011 that is consistent with the 2009 legislation and MnSCU Board of Trustees parameters.
Metropolitan State University			9.85	The Student Senate did not provide a tuition consultation letter in time for publication in this packet.
Minnesota State University, Mankato	Neutral	Yes	9.85	At the start of this academic year, the administration implemented differential tuition for extended learners without sufficient consultation with students, causing great dissatisfaction. To their credit, the administration immediately responded to student concerns, and has worked hard to rebuild the trust and openness previously enjoyed. During this academic year, the Student Association has had monthly meet and confer meetings with the administration and students have been able to voice their concerns on budget issues. Tuition and fee increases being proposed are consistent with conversations throughout the year, and within the guidelines set by the Board of Trustees. Additionally, to ensure student consultation remains a vital step in this process, the Student Association requests that any differential or tuition fee increase not be approved without student consultation.
Minnesota State University Moorhead	Yes	Neutral	9.85	On March 26, the MSU Moorhead Student Senate met with administrators who presented the tuition and fee increase proposals. The Student Senate approved the proposed tuition and fee increases with a strong majority.
Southwest Minnesota State University	Neutral	Yes	9.85	The President and his Cabinet held quarterly and monthly budgetary meetings with the Student Association to keep the students informed and prepared for the next few years. The administration has fully included the Student Association, putting the students first and continued to be fiscally responsible while maintaining the highest quality of educations.
St. Cloud State University	Neutral	Neutral	9.85	President Earl Potter and the administration have consulted with the Student Association multiple times throughout the academic year. The budget consultation at St. Cloud State University is characterized by transparency-- Student Government receives information in advance of meetings for full distribution to its members, and the university president took the budget discussion to the student body in the form of a town hall meeting. The Student Association is continuing its consultation with the administration, and hopes to have the opportunity to submit a final tuition consultation letter in May as more information is made available.
Winona State University	Yes	Yes	9.85	Consultation at WSU took place throughout the entire academic year, utilizing the Student Fee Management Committee and opportunities to make presentations to the entire WSUSA. The students understand the need for tuition increases in light of declining state appropriation.

April 8, 2010

Dr. Patrick M. Johns, President
Anoka-Ramsey Community College
11200 Mississippi Boulevard NW
Coon Rapids, MN 55433

Dear Dr. Johns:

As stated in MnSCU's student consultation policy, this letter will summarize the consultation process that transpired at Anoka-Ramsey Community College-Coon Rapids Campus.

This year's consultation process has gone extraordinarily well. Our administration continues to be excellent in keeping the ARCC Student Government in the loop regarding tuition. We have had two separate hour long tuition consultation sessions with Mike Seymour presenting tuition information to the senate in December 2009 and March 2010. I have had several individual meetings Pat Johns and my counterpart at Cambridge, where he answered each and every concern and question that had to do with tuition.

There has been some concern about the tuition "cliff" in 2012; however, most of these particular concerns have been assuaged in the senate. The administration has planned for the worst case scenario; however, events have turned out a little bit better than expected, and therefore the school has been better off.

The senate supports no buy down for the coming year if necessary, as it will help the college in the future by keeping valuable faculty while making the 2012 "cliff" smaller and more palatable for students.

Overall, the administration has done a spectacular job of consulting the senate on tuition.

Feel free to contact me if you have any questions or comments concerning the Anoka-Ramsey, Coon Rapids Campus tuition consultation process. Thank you for your consideration.

Sincerely,



Zachary Berg
Student Government President

cc: Michael Seymour, Vice President
James McCormick, Chancellor, Minnesota State Colleges and Universities

Tuesday, May 04, 2010

Dr. Patrick M. Johns, President
Anoka-Ramsey Community College
11200 Mississippi Blvd NW
Coon Rapids, MN 55433

Dear Dr. Johns:

This letter is in addition to the consultation letter dated April 8, 2010 regarding the consultation that transpired at Anoka-Ramsey Community College Coon Rapids Campus involving tuition and fees.

The students and administration have been consulting on a Revenue Fund project since September 2009 to renovate our existing gym area and to construct a wellness center and have recently been made aware that the first Debt Service payment is due shortly after the Bonds are sold. We understand that the Revenue Fund fee would need to be charged to students in 2011 to generate the money to make this payment.

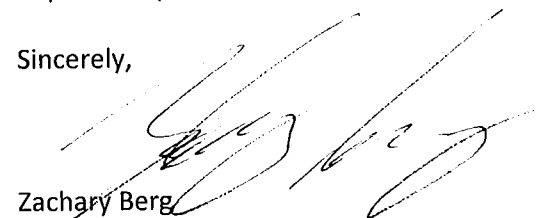
With the Revenue fund project still in the approval process we discussed the following reallocation if the project is not approved for the January 2011 bond sale: Technology fee initiatives, as well as put money aside for parking land acquisition, and finally, renovate the gym area to whatever extent possible with the remaining funds. Coon Rapids fee structure for FY 11 will then be as follows:

Student Life-\$6 (per original recommendation)
Parking-\$3.50
TAC-\$7
Revenue Fund-\$4.25.

Student Senate is on board with the Revenue fund project and have already earmarked some of our existing fund balance towards the project to reduce the future cost to students.

Feel free to contact me if you have any questions or comments concerning the Anoka-Ramsey Coon Rapids Campus tuition/fee consultation process.

Sincerely,



Zachary Berg
Student Government President, Coon Rapids Campus

Cc: Michael Seymour, Vice President
James McCormick, Chancellor, Minnesota State Colleges and Universities

April 30, 2010

Dr. James H. McCormick, Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
St. Paul, MN 55101

Dear Chancellor McCormick:

As I mentioned in my last letter to the Board of Trustees, I am submitting this revised consultation letter. On April 2, 2010 John Cacich and Wendy Meyer informed me they needed the tuition consultation letter. John and Wendy stayed in the Senate office until I wrote the letter, revising it twice. I do not believe it would have made a difference if I sent it Friday night or Monday morning.

Consultation did occur, but was insufficient to meet the senate/executive board's need; meetings were cancelled and rescheduled; consultation did not happen over a long-enough timeline as explained in this letter.

John Cacich cancelled the consultation meeting scheduled for March 3, 2010. This cancellation was made on March 2. It was then rescheduled for March 24; due to a funeral I could not attend the March 24 meeting. President Anne Weyandt, V.P. of Academic Affairs John Cacich, and CFO Wendy Meyer conducted the consultation; the Senate approved a 5% tuition increase with the 2% tuition mitigation buy down for 2011.

Our senate's next scheduled meeting was April 7, and this did not give Student Senate time to go over the information and we feel that the process was not good.

President Anne has given the student senate updates regarding the legislature's process and what it would mean for the college as a whole. We understand with all the budget cuts to MnSCU it has affected our college operations and the services the college offers. It is the students that suffer the consequences and it has created problems.

We had no opportunity to discuss our Student Senate Fee or the Technology Fee; for the past year we have been asking for last years actual budget to research and make decisions to bring to our Senate. Last semester the college Budget Committee met only once, this semester twice, with a meeting scheduled for next week.

The strain of all these budget cuts has put tremendous pressure on Anoka Technical College administration, faculty, staff and students.

This has been a very difficult letter for me to write; I realize that nothing will change if it is not written and problems are not addressed. I thank you for your patience and understanding.

Sincerely,

Gloria Mitchell
Student Senate President
Anoka Technical College



Connect. Explore. Achieve.

Dr. James McCormick
Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
St. Paul, MN

April 5, 2010

Dear Chancellor McCormick,

This letter will serve as an overview of the consultation process at Lake Superior College for the 2009-10 Academic year. The letter has been approved by the Lake Superior College Student Senate and represents the senate's view regarding the level of consultation and the action to be taken. The LSC Student Senate feels that Dr. Kathleen Nelson and the Administrative team have done a remarkable job in many areas of the consultation process and look forward to continuous improvement in years to come.

Dr. Nelson and the other members of the Administration at Lake Superior College have met with the LSC Student Senate throughout the 2009-10 Academic year to inform the senate on the budget, policies, tuition, fees, and other issues facing our campus. There have also been opportunities for students to ask questions at each one of these meetings. Tuition and fees discussion was on the Shared Governance Agenda in October.

We were informed of many different variables that have led to their recommendation of a 5% tuition increase. These include: reduction in state appropriations, increased insurance rates, salary steps, postponed equipment purchases, and the efforts to rebuild the college's financial reserves that had been depleted. All of this information was shared freely, questions were answered, and additional information was provided as we requested it. In addition to these meetings the senate invited the Vice President of Finance, Mark Winson, to attend senate meetings to prepare students for the budget discussions. He visited the senate once at the end of the Fall Semester, and returned at the beginning of the Spring Semester. His visits provided a general overview of the budget and allowed students an opportunity to ask questions regarding budget and finance topics.



Connect. Explore. Achieve.

The Administration at Lake Superior College met the requirement in its policy stating that, "Consultation includes presentation of materials, discussion, and an opportunity for students to ask questions."

Within that same policy it also states that,

"Consultation means that the administration seeks an opinion from the campus student association and considers that information in the decision making process...The consultation process is used to gather student input and/or recommendations and can provide a forum for developing agreements between the administration and the student association."

The idea that our input might impact the decision on the tuition increase was first introduced at our latest meeting when a senior member of the Administrative team stated that they would wait for our response and make an adjustment if necessary. This comment was immediately corrected by Dr. Nelson. It was made clear that they would be going forward with the 5% tuition increase regardless of what our recommendation might be. In fairness, this position is probably a combination of the dire financial outlook and getting student input so late in the process.

There has been a rapport established on our campus where students feel comfortable asking questions and being active participants in many decision making processes. However, there is an opportunity with this process involving budget and financial decisions where student input could be specifically requested earlier. In relation to these issues there still exists a significant power differential between students and high level administrators. To overcome this challenge we will begin presenting our ideas at the beginning of the academic year and look forward to having more open discussions as a part of the tuition consultation process. Students understand that our suggestions or recommendations would be taken as input and are not the final say in the decision making process.

The Lake Superior College Student Senate deeply appreciates the student focus that has been a hallmark of Dr. Nelson's service at LSC. We look forward to establishing a vibrant, open relationship with the next President of LSC that will build on the foundation for shared governance that already exists here.

Please feel free to contact me if you have any questions or comments regarding LSC's tuition consultation process. Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "RM Scott", written over a horizontal line.

Robert Milbridge-Scott, President, Lake Superior College Student Senate
rosco02@student.lsc.edu

Dr. James H. McCormick
Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
St. Paul MN 55101

Dear Chancellor McCormick,

As I mentioned in my Tuition Consultation letter, this letter is to follow up now that more information is available in regards to the budget. Furthermore, I would also like to inform you and the Board of Trustees of the MCTC student's intent to increase our Health Services Fee.

At this point I feel safe to say that adequate information was provided to students. After much discussion with President Davis we have come to the conclusion that a 2% increase is most likely going to be the most the students will see next year. President Davis explained that his biggest priority with the budget was tuition relief and student services, which was more than well received. The students appreciate President Davis's initiative to keep MCTC's tuition increase as prudent as possible, while still maintaining many necessary programs, faculty and staff.

As you may know, MCTC has been making a move toward health and wellness on campus. Boynton Health Services have been very successful in providing necessary services to many students at a considerably low cost. The same surveys conducted on campus that showed that about 50 percent of the students had either no or insufficient health insurance also show that students would be more than willing to pay 1 dollar per credit for health services. The current Health Services Fee is 75 cents per credit and with a 25 cent increase, we found we would have just enough revenue generated to provide mental health services for 28 hours per week. College student's mental health has become a recognized issue both on the statewide and national levels. We feel this initiative is another step in the right direction for MCTC in facilitating a healthy community on campus.

Thank you for your consideration and as always feel free to contact me with any questions or concerns.

Respectfully,



Geoffrey Dittberner
President of the Student Body
Pres.Senate@Minneapolis.edu

4/21/10

Office of the Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street, Suite 350
St. Paul MN 55101-7804

Dear Chancellor McCormick:

As requested by MnSCU's student consultation policy (Board policy 2.3), this letter will outline the tuition consultation process that recently took place at Minnesota State Community and Technical College-Moorhead.

The campus administration approached our senate to schedule meetings to discuss tuition. The tuition consultation meeting was held on April 6 and was attended by Dr. Jerome Migler, Provost of the Moorhead Campus. Background materials were provided to the senate on April 1, which included a detailed spreadsheet on the administration's tuition proposal and a document outlining its reasons why the additional tuition was needed.

The Administration proposed a 3% tuition boost, in addition to a \$25.00 fee for using a payment plan, \$30.00 fee for late payment for 7 or more credits, \$15.00 fee for late payment for 6 or less credits, \$20.00 fee for background checks for students in nursing, radiology technician, pharmacy technician, child care, and health information technology programs, \$100.00 fee for cabinet making students, \$2.20 fee for a student wellness center, \$140.00 fee for diesel uniform rental and cleaning.

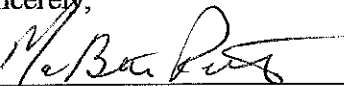
The senate was given two weeks to consider the administration's tuition proposal. The time provided was sufficient for the senate to have a lengthy discussion about the proposal and to make an informed decision.

After considering the tuition proposal, our senate voted to oppose the proposal, as we believe that such a tuition boost is not needed and that the college had not sufficiently reduced costs in other areas of college.

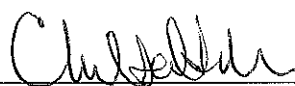
Dr. Migler made himself available at any time for comments or questions and members of his staff were very responsive to our questions. Even though we opposed the tuition proposal, we feel that our views were factored into the administration's tuition plan and felt that the consultation process was taken seriously by both students and administration.

Please feel free to contact me if you have any questions or comments regarding Minnesota State Community and Technical College-Moorhead's tuition consultation process. Thank you for your consideration.


Sincerely,



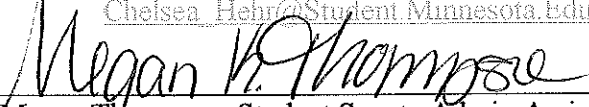
MariBeth Reifmeier, Student Senate President,
maribeth_reifmeier@studentminnesota.edu




Chelsea Hehr, Student Senate VP,
Chelsea_Hehr@studentminnesota.edu



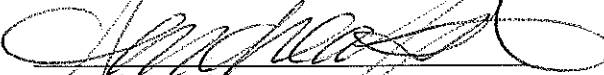
LaCinda Mielke, Student Senate Treasurer
LaCinda_Mielke@studentminnesota.edu



Megan Thompson, Student Senate Admin Assistant
Megan_Thompson2@studentminnesota.edu



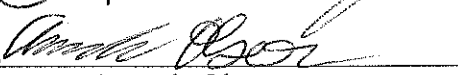
Eric Geffre



Andrea Halvorson



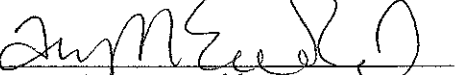
Jonathan Froning



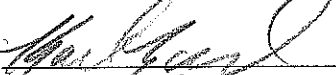
Amanda Olson



Stephanie Furstenau



Amy Evavold



Karl Regelstad

Minnesota State Community and Technical College

January 12, 2010

Office of the Chancellor
Minnesota State Colleges & Universities
Wells Fargo Place
30 7th St. E., Suite 350
St. Paul, MN 55101-7804

The purpose of M-State Student Government Association is to promote the general welfare of the school, provide an opportunity for student coordination and participation in the management of school affairs, and represent the interests and opinions of the students. As such, we acknowledge the need for and benefits of an on-site physical fitness facility. We therefore financially and enthusiastically endorse the bonding request to construct the M-State Wellness Center.

We have had several meetings with campus administration regarding the proposed wellness center and about the processes and procedures for revenue bond projects and understand the long term commitment required. Historically, M-State has supported the use of community wellness centers' use by students. SGA recognizes the fiscal advantages of offering students an on-site facility. Additionally, SGA embraces the prospect that closer proximity will encourage an increased use by students. We concede that subsidizing such an endeavor is an enormous undertaking. Previous SGA members have initiated a sinking fund in anticipation of this project. Our understanding is that an additional fee of \$2.20 per credit hour may be assessed to future students in support of the construction costs. Upon completion, appropriation of funds currently allocated to off-site facilities will partially offset continuing expenditures including, but not limited to, personnel and maintenance. It is our anticipation that staff and alumni will be offered opportunity to utilize M-State Wellness Center at a reasonable cost, thereby generating additional resources. Several classes (including but not limited to Criminal Justice) now require off-site physical fitness testing due to the lack of on-site facilities; SGA anticipates the potential for expanded curriculum offerings (i.e. Exercise Science, Physical Therapy) as the result of construction of the Wellness Center.

The members of M-State Student Government Association offer financial and public support for the M-State Wellness Center. We believe this project will encourage wellness and entice prospective students to choose M-State for their post-secondary education.

Respectfully,



Mari Beth Reitmeier, President
Student Government Association
M State-Moorhead
1900 28th Avenue S
Moorhead MN 56560



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900 Highway 34 East
Detroit Lakes, MN 56501-2698
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Fergus Falls, MN 56537-1000
218.736.1500
877.450.3322
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Moorhead
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Wadena
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Wadena, MN 56482-0566
218.631.7800
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www.minnesota.edu

April 12, 2010

DR. JAMES MCCORMICK, CHANCELLOR

Minnesota State Colleges and Universities

500 Wells Fargo Place

30 East 70th street

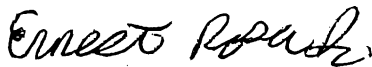
St. Paul, MN 55101

Dear Chancellor McCormick,

On April 8th 2010, Dr. Richard Shrubbs, the President of the Minnesota West Community and Technical college, and Lori Voss, Vice President of administration, took the time to consult the student body at the Canby campus on the budget of 2010 to 2011. The student body was present and the power point presentation lasted about ½ hour to about 1 hour long with answering questions at the end. Both Dr. Shrubbs and Mrs. Voss were able to address and explain the questions and concerns of all the student body.

The power point presentation stated that the tuition would increase 4.72 percent from the previous year but the fee would remain the same. Dr Shrubbs and Mrs. Voss took extra time to explain in detail how this number was chosen and what areas of the budget was cut to get this number as low as possible without jeopardizing the integrity of our education. On behalf of the Minnesota West Canby campus, I would like to conclude that the presentation was a success and here by do not support the results as stated for tuition increase.

Sincerely



Ernest F Rosa Jr.

Student senate president

Minnesota West, Canby



Dr. James McCormick, Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East 70th Street
St. Paul, MN 55101

April 8, 2010

Dear Chancellor McCormick:

This letter is to inform you that Minnesota West Community and Technical College in Granite Falls, Minnesota, has completed their duty in the consultation process.

The college administration communicated with the student body on the challenges and options our school is facing for the 2010-2011 fiscal year. The consultation meeting was held at the Granite Falls campus on March 30, 2010. We were allowed reasonable input and our opinions were received in this process. The college administration showed us the entire breakdown of a student's current tuition and how it will be affected by the tuition increase that will take place next year.

The budget consultation process was very vital for the students of Minnesota West. The Student Senate has taken great time and consideration in the tuition proposal. We understand the necessity of the increase, and our student senate neither supports nor opposes the administration's plan of a 4.72 percent increase in tuition.

Thank you for your time and consideration.

Sincerely,

Victor Zavala

Minnesota West Community and Technical College – Granite Falls Campus
Student Senate President



April 29, 2010

Office of the Chancellor
 Minnesota State Colleges and Universities
 500 World Trade Center
 30 West Street
 St. Paul, MN 55101

Dear Board of Trustees:

I am writing to assure you that the Minnesota West Community and Technical College President, Dr. Richard Schrubb and Vice President of Administration, Lori Voss did address the Jackson Campus about the budget for the FY11 on April 28, 2010. They did a very good job at addressing the financial situation of Minnesota West and explaining all the details that were necessary for a tuition increase.

They addressed various aspects of the budgeting process and various scenarios regarding tuition and fee's for future terms.

The budget consultation process provided important information to the students of the Jackson Campus of Minnesota West Community and Technical College. Dr. Richard Shrub and Ms. Voss did an excellent job in describing this process to the student body.

Sincerely,

A handwritten signature in black ink, appearing to read "Tim Janzen".

Tim Janzen
 Student Senate President

A handwritten signature in black ink, appearing to read "Paul Mathias".

Paul Mathias
 Student Senate Treasurer

TJ/cb

Canby Campus
 1011 First Street West
 Canby, MN 56220
 (507) 223-7252

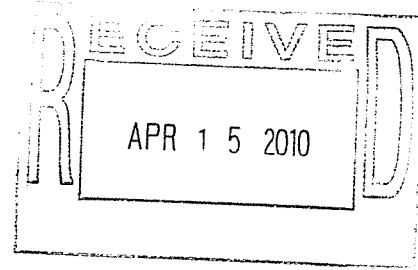
Granite Falls Campus
 1593 11th Avenue
 Granite Falls, MN 56241
 (320) 564-5000

Jackson Campus
 PO Box 269
 Jackson, MN 56143
 (507) 847-7920

Pipestone Campus
 1314 North Hiawatha
 Pipestone, MN 56164
 (507) 825-6800

Worthington Campus
 1450 Collegeway
 Worthington, MN 56187
 (507) 372-3400

April 14th, 2010
Office of the Chancellor
Minnesota State College and University
500 Wells Fargo Place
30 East Seventh Street
St. Paul, MN 55101



Dear MnSCU Trustees:

As required by MnSCU's student consultation Policy (Board policy 2.3) this letter is to inform you of the consultation Process at Luverne Center for Health Careers at Minnesota West Community and Technical College on Monday March 29th, 2010.

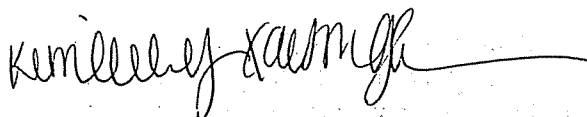
The college administration communicated with the body on the challenges and options our school faces fro the 2010-2011 fiscal year. We were able to speak to ask questions and had time to give input on there proposed 4.72% increase. We are informed about the proposed increase which will be taken into consideration.

We did not agree with the rate increase in tuition, but there was no other option due to limited resources and funds. We feel more challenges and changes will be made at the state legislative level to help make education more affordable for all students. It is important to keep rates lower for students to continue further education and for his/her professions.

Thank you for your time and please consider this letter in future educational funding proposals.

Sincerely,


Mindy Jagerson, President



Kimberly Xaisongkham, Vice-President
Minnesota West Community & Technical College
Luverne Center for Health Careers

April 6, 2010

Office of the Chancellor

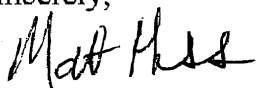
Minnesota State Colleges and Universities

I am writing to assure you that the Minnesota West President, Dr. Richard Shrubb and VP of Administration, Lori Voss did address the Pipestone Campus about the budget consultation for the FY11. They took the time to talk about the deficits and budget issues that this school could foresee if an increase did not occur, they showed us the entire breakdown of a student's current tuition and how it will be affected by the tuition increase that will be taking place for the FY11.

The Student Senate has gone over their financial information that was supplied to our campus during the March 31st meeting held with Dr. Shrubb and Lori Voss and the student body at the Pipestone Campus.

We the student body understand why the increase is necessary at this time. Minnesota West also appreciates the efforts put forth by the current administration and appreciates the time spent explaining it to us.

Sincerely,



Matt Hess
Minnesota West Community & Technical College
Pipestone Campus
Student Senate Vice President



Dr. James McCormick, Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East 70th Street
St. Paul, MN 55101



Dear Chancellor McCormick:

This letter is to inform you that Minnesota West, Worthington-campus has completed and participated in their duty in the consultation process. The Student Senate has gone over their financial information that was supplied to our campus during the March 24th meeting held with Dr. Shrubbs, Lori Voss and the student body at the Worthington Campus.

We the student body understand how the tuition rates, fees, etc. are established and how they are factored each year. Minnesota West also appreciates the efforts put forth by the current administration and appreciate the time spent explaining it to us.

Sincerely,

A handwritten signature in cursive script that reads "Rachel Pavelko".

Rachel Pavelko
Minnesota West Community and Technical College
Worthington Campus
Student Senate President

Canby Campus
1011 First Street West
Canby, MN 56220
(507) 223-7252

Granite Falls Campus
1593 11th Avenue
Granite Falls, MN 56241
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Pipestone Campus
1314 North Hiawatha
Pipestone, MN 56164
(507) 825-6800

Worthington Campus
1450 Collegeway
Worthington, MN 56187
(507) 372-3400



Dr. James McCormick, Chancellor
 Minnesota State Colleges and Universities
 500 Wells Fargo Place
 30 East 70th Street
 St. Paul, MN 55101

Dear Chancellor McCormick:

This letter is to inform you that Minnesota West, Worthington-campus has completed and participated in their duty in the consultation process. The Student Senate has gone over their financial information that was supplied to our campus during the March 24th meeting held with Dr. Shrubbs, Lori Voss and the student body at the Worthington Campus.

We the student body understand how the tuition rates, fees, etc. are established and how they are factored each year. Minnesota West also appreciates the efforts put forth by the current administration and appreciate the time spent explaining it to us.

Sincerely,

A handwritten signature in cursive script that reads "Rachel Pavelko".

Rachel Pavelko
 Minnesota West Community and Technical College
 Worthington Campus
 Student Senate President

Canby Campus
 1011 First Street West
 Canby, MN 56220
 (507) 223-7252

Granite Falls Campus
 1593 11th Avenue
 Granite Falls, MN 56241
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Jackson Campus
 PO Box 269
 Jackson, MN 56143
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Pipestone Campus
 1314 North Hiawatha
 Pipestone, MN 56164
 (507) 825-6800

Worthington Campus
 1450 Collegeway
 Worthington, MN 56187
 (507) 372-3400

April 22, 2010

To whom it may concern:

On behalf of the Hibbing Community College Student Senate, we would like to give our thoughts on the budget. We recognize the importance of spending funding more wisely in the future, but we feel other avenues, besides tuition raises, need to be explored. We feel that looking into our planetarium for a temporary shutdown might be helpful. We also think looking into a program that could be cut now and reintroduced later might be an alternative

Thank you for meeting with us.

Hibbing Community College Student Senate.

A handwritten signature in cursive script, appearing to read "Ashley Rubeck".

Dr. James H. McCormick
Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
St. Paul MN 55101

Dear Chancellor McCormick:

As requested by MnSCU's student consultation policy (Board policy 2.3), this letter will outline the tuition consultation process that recently took place at Itasca Community College

The Student Government approached the campus administration early December to schedule meetings to discuss tuition. Our first tuition consultation meeting was held on December 7, 2009. Because we had few members experienced with this process it was one where we were informed on the basics of what a tuition consultation was and how to understand what was presented to us.

Background materials were given to the senate for our first meeting. We went over our campus tuition and change that accrued over the past three year. Our senators felt free to ask question and were encouraged to do so.

Our next tuition consultation, which was held on March 5, 2010, we were able to come up with many questions to better understand the administration's proposal. Our Director of Finances, Pat Leistikow, was more than willing to answer any of our questions and even showed us to where we could find more information.

On April 16, 2010 Pat Leistikow approached us before leaving for our Spring General Assembly to present to us the newest updates on the proposed budget. We were able to look over the information over the weekend and had the ability to discuss our tuition consultation with members of our region. Following our return to campus we were able to meet with Pat Leistikow and discuses with her our questions and concerns.

The senate was given plenty to consider the administration's tuition proposal. The time provided was sufficient for the senate to have a lengthy discussion about the proposal and to make an informed decision.

Itasca Community College Student Senate came to the conclusion that our rights for a tuition consultation process was respected and was taken seriously by the administration and the students of Itasca Community College.

Please feel free to contact me if you have any questions or comments regarding Itasca Community College's tuition consultation process. Thank you for your consideration.

Sincerely,

Sarah Shepherd, Student Senate President
shephesa@netmail.itascasacc.edu

Virginia Campus:
1001 Chestnut Street West
Virginia, MN 55792-3401
800-657-3860 • 218-741-3095
218-749-7783 (V/TTY)
Fax: 218-748-2419
www.mr.mnscu.edu



Eveleth Campus:
1100 Industrial Park Drive • PO Box 648
Eveleth, MN 55734-0648
800-657-3860 • 218-741-3095
218-744-7455 (V/TTY)
Fax: 218-744-7466
www.mr.mnscu.edu

Wednesday, April 21, 2010

Office of the Chancellor
Minnesota State Colleges and Universities System
Wells Fargo Place
30 7th St. E
St. Paul, MN 55101

To Whom It May Concern:

This letter is in regard of the tuition consultation meetings that recently occurred at Mesabi Range Community and Technical College. We have met two times regarding this subject. The administration has done an outstanding job of making us feel comfortable throughout this process. They expressed that we will see a five percent increase and laid it out very nicely on an easy to read chart for us to share with anyone who has questions. We feel this increase is acceptable however; we did express concern for next year when the stimulus money will no longer be helping with buy down. They also commented on the aspect of online learning costs which helped to satisfy the questions we had. Overall, we felt that this budget process was completely transparent.

Sincerely,

Amanda Skorich
MRCTC-Virginia Campus
Student Senate Vice-President

Eric Tardy
MRCTC-Eveleth Campus
Student Senate President

Cody Robinson
MRCTC-Virginia Campus
Student Senate President

Chancellor James McCormick

30 7th St. E., Suite 350

St. Paul, MN 55101

Rainy River Community College Student Senate recently met with our Chief Financial Officer Pat Liestikow for budget consultation and tuition for the FY 2010-2011 at Rainy River. There were several questions raised by the Senate; some regarding percentage increase of tuition in ratio to revenue generated for the college. Questions were also asked about the technology fee charged to students and where the funds are spent. Some of our questions have not yet been answered; however we are working closely with administration to further understand the budgeting at Rainy River. The consultation is ongoing until questions are further answered.

Suggestions raised by members of the senate request better explanation of the information presented, specifically a more detailed plan of the goals for the college and the possibilities for tuition. In future consultations Student Senate would like to discuss future plans of the college to ensure the tuition is a manageable price for students to afford.

Sincerely,

Kelsey Fuerst

Student Senate President

Rainy River Community College

1501 Hwy 71

International Falls, MN 56649

April 20, 2010

Office of the Chancellor
Minnesota State Colleges and Universities
Wells Fargo Place
30 7th St. E., Suite 350
St. Paul, MN 55101-7804

Dear Chancellor McCormick:

The Vermilion Community College Student Senate has been presented with the budget proposals for fiscal year 2011. We met with our college Provost, Dr. Mary Dubois, on Tuesday, April 13, 2010. During this meeting she discussed a proposed tuition increase of approximately 5% and how the administration has made fair cuts so that the compromise is not solely on the shoulders of the students.

We feel that this discussion went very well, the atmosphere was relaxed, and we were allowed ample opportunity to freely ask questions, comment about topics, or address concerns regarding the proposals. We understand the implications of this proposed budget and we have decided to take a neutral stance on the issue. It must be said that, as students, we never like to see increases in tuition; we are already stretched to cover all of the costs incorporated with college attendance. But with this cut of state funding, we agree that the increase is necessary for both the life of our college and higher education within MnSCU.

We would like to thank Dr. Dubois for including the students in these deliberations. Communication lines were always open and discussion on the subject was readily available. We understand the necessity for these proposed budgets and that if we want our education to remain the best it can be, these proposals are required to meet these educational principles.

Respectfully submitted,



David Walsh
2009-10 Student Body President
Vermilion Community College
1900 East Camp Street
Ely, MN 55731



Building Futures . . . Together

Dr. James H. McCormick
Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
St. Paul MN 55101

Dear Chancellor McCormick and Board of Trustees:

As is requested by MNSCU student consultation policy (Board policy 2.3)(Procedure 2.3.1), this letter will outline the tuition consultation process that recently took place at Northland Community and Technical College-East Grand Forks campus.

The campus administration early in the semester approached the Senate to schedule meetings to discuss the current fiscal situation and tuition proposals. The tuition consultation meetings were held Thursday March 18th and Thursday April 29th, 2010. The meetings were attended by Jessica Syverson, Derek Murph, Robert Hunter, Trevor Ronholm, Anne Temte, Steve Crittenden, Mary Fontes, and Nic Thompson, and various student representatives.

The Administration after tireless work and dedication to keeping tuition affordable in North West Minnesota proposed a 3.5% tuition increase and continuing to evaluate course offerings on the respective campuses as well as offering early retirements to applicable faculty to keeping affordable higher education a priority.

The tuition consultation process was vastly improved from the previous year and it was clearly evident that the administration took the process seriously. We were allowed input into the budget process and the President Temte was available to answer all questions that the executive board and students had in respect to the process. Furthermore Dean of Student Development Steve Crittenden took an express interest in making sure that the students were provided with all the information to make an educated decision in an appreciate time frame.

The Senate has put its strong support behind the administration's proposal. Although we are aware of the current fiscal climate we feel that this increase is vital this year to continue to provide a quality higher education experience. We feel that the administration has had the commitment to keeping tuition in greater Minnesota affordable and we have already dramatically fallen from the 2nd highest tuition in the state to more of a middle of the road that is more respective to our region. We continue to recognize the burden on students being greater than financial resources that are provided but support this tuition increase as higher education costs continue to spiral out of control.

Please feel free to contact me if you have any further questions or comments regarding Northland Community and Technical College-East Grand Forks Campus tuition consultation process. Thank you deeply for your consideration.

Respectfully,

A handwritten signature in black ink, appearing to read "Trevor Ronholm", is written over a white background.

Trevor Ronholm
Student Senate President
Northland College
2022 Central Ave NE
East Grand Forks, MN 56721
Trevor_Ronholm@student.northlandcollege.edu

2022 Central Ave NE
East Grand Forks, MN 56721
(218) 793-2800 • 1-800-451-3441
TTD: (218) 793-2801

Cell: 701-330-9795

1101 Hwy One East
Thief River Falls, MN 56701
(218) 683-8800 • 1-800-959-6282
TTD: (218) 683-8801



Building Futures ... Together

April 20, 2010

Dr. James H. McCormick
Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh St
St. Paul, MN 55101

Dear Chancellor McCormick,

The Student Senate at Northland Community and Technical College in Thief River Falls, MN (herein referred to as NCTC-TRF), received a tuition consultation on April 13, 2010 by the Administration on our Campus. The consultation was held with Dr. Anne Temte, President of Northland. During this consultation, the projected budget for the College was provided to us for FY 2011. Additionally, we were made aware of a potential three and a half percent increase for FY 2011.

The NCTC-TRF Student Senate has met to discuss the proposed tuition rates for FY 2011. We feel that it is unfortunate that the State continues to raise tuition costs for students. These increases will make public higher education unaffordable for many students. More needs to be done at all levels to increase state appropriations.

Respectfully,

A handwritten signature in cursive script that reads "Jennifer McCormick Field".

Jennifer Field, NCTC Student Senate President
Northland Community and Technical College
Thief River Falls Campus

2022 Central Ave NE
East Grand Forks, MN 56721
(218) 773-3441 • 1-800-451-3441
TTD: (218) 773-4541

1101 Hwy One East
Thief River Falls, MN 56701
(218) 681-0701 • 1-800-959-6282
TTY: (218) 681-0990

www.northlandcollege.edu

May 4, 2010

Tak M. Wong
Office of the Chancellor--Budget Unit
Minnesota State Colleges and Universities
Wells Fargo Place
30 7th St. E., Suite 350
St. Paul, MN 55101-7804

Mr. Wong,

As requested by the MnSCU's learner consultation policy, this letter outlines the consultation process that recently took place at Northwest Technical College.

Mr. Bill Maki Vice President for finance and Administration addressed Campus Government about the proposed tuition increase. The projected financial situation of the college was presented as well as the proposed tuition increase of 4.6%. Mr. Maki was asked and accepted to meet with the learners in an open forum.

On Wednesday April 21st, Mr. Maki met with a group of learners in an open format. The current budget as well as the proposed tuition increase was outlined for those present. The group was presented with an opportunity for feedback during this meeting.

On April 26th Mr. Maki presented an increase of 4% and a one year reduction in student activity fee to \$1.00 in response to the current surplus in this fund. This was presented to Campus Government on April 27th at the bi-weekly meeting.

Please feel free to contact the members of Campus Government if you have questions or comments regarding the consultation.

Sincerely,

Christian Molitor, President



Todd Andre, Vice President



Curt Peterson, Secretary



April, 29 2010

Chancellor James McCormick
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
St. Paul, MN 55101

Dear Chancellor McCormick:

This is a revised letter in reference to the tuition consultation process with the college Administration at the Hutchinson Campus of Ridgewater College during 2009-2010 academic year.

The Willmar and Hutchinson Campuses have met with President Allen and the Administration during our Exchange of View meetings throughout the academic year. The Administration explained the process of raising tuition and the technology fee to the Student Senates. The Student Senates were informed of the college plans to raise tuition 5% with the help of the stimulus package buy-down. The tuition increase would only then result in a 3% increase for our student body. The College also plans to raise the technology fee by 3% to keep up with the needs of our students and the college. The Student Senates were given ample time to discuss these changes. We have agreed these increases are necessary in order to meet the needs of our student body. We all agree that no one likes to see tuition rise, but we understand the reasoning and the need behind the decisions made by our Administration.

We believe President Allen and the Administration did a great job of involving the students on the tuition process and appreciate the open relationship that we share with them. Because we have a great working relationship with our President and Administration, we can approach them with any questions or issues that arise on our campus.

We appreciate the work that you do for the students. Thank you for reading our feedback on our campus tuition consultation process.

Sincerely,

Kelsey Rowan
Ridgewater College, Hutchinson Campus
Student Senate President

Riverland Community College
Albert Lea Student Senate Office
2200 Riverland Drive
Albert Lea, MN 56007
Telephone: (507) 379-3316

April 7, 2010

MnSCU Board of Trustees
Wells Fargo Place
20 7th Street E., Suite 350
St. Paul, MN 55101-7804

RE: Tuition and Fees

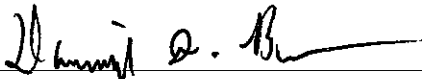
Dear MnSCU Board of Trustees:

Dr. Terrence Leas, President, and Beth Fondell, Vice President of Finance and Facilities, met with the Albert Lea Senate twice during the academic year with a final consultation on April 7, 2010 with the Albert Lea Senate. They presented information on the FY2011 budget and shared a proposed plan for FY2011 tuition and fees. Our Senate is aware that cuts to budget proposals in next year's financial planning, could result in cuts that would affect a student's experience while attending Riverland. Two options were presented to the Albert Lea Senate.

The Riverland Community College - Albert Lea Student Senate supports an increase in the student life fees from \$6.50 to \$6.75 per credit for the FY2011 year. We understand that the State of Minnesota is facing serious financial issues and that tuition is likely to increase based on Governor Pawlenty's and the state legislators' decisions. Our choice, to increasing the student life fee as proposed, would mean potential cuts could be averted.

Our Student Senate members feel that the information presented pertaining to the tuition and fees by the President and Vice President of Finance and Facilities was very informative. Our questions were answered, and the information was detailed and organized. They have also made themselves accessible to further inquiries that the Senate might have in the future regarding these issues.

Sincerely,



David J. Braun, President
Riverland – Albert Lea Student Senate

cc: Sherry Vietor, Senate Advisor
Al Henslin, Senate Advisor

Riverland Community College
Austin Student Senate Office
1900 8th Avenue NW
Austin, MN 55912
Telephone: (507) 433-0600

April 7, 2010

MnSCU Board of Trustees
Wells Fargo Place
20 7th Street E., Suite 350
St. Paul, MN 55101-7804

RE: Tuition and Fees

Dear MnSCU Board of Trustees:

The Student Senates of Riverland Community College had the opportunity to meet with administration several times during the academic year on the topic of a college budget review and proposed tuition and fee increases. Dr. Terrence Leas, President, and Beth Fondell, Vice President of Finance and Facilities, met with the Senates several times during the academic year. They presented information on the FY2011 budget and shared a proposed plan for FY2011 tuition and fees.

The Riverland – Austin Student Senate, supports an increase in the student life fees from \$6.50 to \$6.75 per credit for the FY2011 year. We understand that the State of Minnesota is facing serious financial issues and that tuition is likely to increase based on Governor Pawlenty's and the state legislators' decisions.

Our Student Senate members feel that the information presented pertaining to the tuition and fees by the President and Vice President of Finance and Facilities was very informative. Our questions were answered, and the information was detailed and organized. They have also made themselves accessible to further inquiries that the Senates might have in the future regarding these issues.

Sincerely,

Vice President
Riverland – Austin Student Senate

A handwritten signature in black ink that reads "Jon Rossell". The signature is written in a cursive style with a large, looped initial "J".



University Center Rochester
851 30th Avenue SE
Rochester, MN 55904-4999
Phone: (507) 285-7210
TTY Relay#: 1-800-627-3529
<http://www.rctc.edu>

April 1, 2010

James McCormick, Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East 7th Street
St. Paul, MN 55101

Dear Dr. McCormick:

As requested by MnSCU's student consultation policy, this letter will outline the tuition consultation process that recently took place at Rochester Community and Technical College.

The campus administration has had discussions with our Senate throughout the year in regard to the tuition rate for 2010-2011. The consultations were held during the Senate/Administrative Council meetings every month, and were attended by Don Supalla, President; Mike Bequette, Vice President of Teaching and Learning; Stan Cram, Vice President of Student Development Services; Marilyn Hansmann, Vice President of Finance and Facilities; Renee Engelmeier, Chief Human Resources Officer; Dave Weber, Chief of Strategic Operations; and Scott Sahs, Chief Information Officer.

Background materials were provided to the Senate during the year which included college budgets that took into account any contract cost increases. Expenditures were put into two categories, personnel and other operating costs.

The Senate was given several months to discuss tuition costs. The time was adequate to discuss the tuition and the senate is very pleased with the administration's efforts to keep tuition costs contained.

The Senate believes that our consultation process was satisfactory and the administration did everything they could to keep us informed. The RCTC Student Senate opposes *any* increase in the tuition rates. We believe higher education is very important and should be accessible to all. We acknowledge that costs across the board continue to rise and we recognize that some increases cannot be avoided.

Please feel free to contact me if you have any questions or comments regarding Rochester Community and Technical College's consultation process. Thank you for your consideration.

Sincerely,

A handwritten signature in cursive script that reads 'Elise Diesslin'.

Elise Diesslin
Student Senate President

April 8, 2010



South Central College

A MINNESOTA COMMUNITY AND TECHNICAL COLLEGE

Dr. James H. McCormick
Chancellor
Minnesota State Colleges and Universities



Dear Chancellor McCormick:

The tuition consultation process required by MnSCU Board Policy 2.3 took place at South Central College Faribault campus. Below you will find details outlining this process.

On January 20th, 2010 Karen Snorek, Vice President of Finance and Operations, came and spoke before our entire Student Senate. Prior to that, Student Senate President and Vice-President spoke with her individually. When she visited the full Student Senate in January she mainly talked about the current standing of tuition and the budget of South Central College. She also talked at length about the deficit and how that is affecting tuition.

Then in February, both Karen Snorek and Keith Stover, College President, attended a second full Student Senate meeting. At this meeting our Student Senate posed some very pointed questions to our administration. We asked questions like, what is the projected tuition increase for students next year and how are fee's changing for FY11. We also asked questions about our alternatives to tuition increases, and online rates.

We were informed that like FY10, the tuition increase is likely going to be 5% with the Federal Stimulus Fund helping to offset that increase. We were also told that it is likely fee's will be very similar to what they have been this fiscal year. Administration mentioned that there were no good alternatives to tuition increases. Finally, President Stover and Vice President Snorek did address online rates, and that there is a need for the elevated tuition for those courses because teachers are needing to be taught how to teach online.

As students, we are concerned that tuition is likely to be increasing again by 5%. Especially when we look down the road to when those stimulus dollars are no longer available, and all of a sudden we will see the 15% increase over the last three years. We understand that these are hard times financially for everyone. We know that we need to make up for the deficit, but we do not think it should be coming in the form of increased tuition.

www.southcentral.edu

Faribault Campus
1225 Third Street SW
Faribault, MN 55021-5720

tel: 507.332.5800
toll free: 800.422.0391
fax: 507.332.5888

North Mankato Campus
1920 Lee Boulevard
North Mankato, MN 56003-2504

tel: 507.389.7200
toll free: 800.722.9359
fax: 507.388.9951

A Proud Member of the Minnesota State Colleges and Universities System
An Affirmative Action Equal Opportunity Employer/Educator

We the students of South Central College, Faribault campus would like the Board of Trustees to know that we feel the consultation process on our campus was sufficient and acceptable. However, we do not by any means approve of the proposed further increase of our tuition by 5%. The work that has been done to help lower the cost of attending college has been recognized and appreciated by students, but this proposed increase does not represent that hard work. We are very thankful to see the work that has been done and the battle being fought on our behalf. We hope that the Board of Trustees will continue to fight for us in the future.

Sincerely,

A handwritten signature in cursive script that reads "Kayla M. Davies". The signature is written in black ink and is positioned below the word "Sincerely,".

Kayla M. Davies
Student Senate Vice President
Faribault.Senate@Southcentral.edu

March 30, 2010

Dr. James H. McCormick
Chancellor
Minnesota State Colleges and Universities



Dear Chancellor McCormick:

This letter is outlining the tuition consultation process that South Central College, North Mankato had as requested by MnSCU policy 2.3.

On January 11th, Karen Snorek, our Vice President of Operations at South Central College, came to a Student Senate meeting to inform us of the general state of MN, the MnSCU outlook and the potential tuition rate that SCC would be looking at for 2010-2011. The following day, Vice President Snorek sent me an email with the presentation she gave to our senate attached. She said in that email that "once we know more about what the possible FY11 funding will look like – which is estimated to be a \$50-\$80 million reduction for MnSCU, I would then like to come back and discuss the ramifications that it has on South Central."

As of yet, administration is still working on finalizing the budget. However, we were told on March 25th that South Central will be requesting a 5% tuition increase. Along with that, ARRA will absorb 2% of tuition like it did this year. While a 5% increase is not good news, we as students understand that with Minnesota in the position that it's in right now, sacrifices have to be made while continuing to plan for the future success of the college. We've seen these sacrifices made by cuts to programs and cuts to faculty, as well as faculty pay freezes. We understand that the rise in tuition is not the only means that administration is using to stay functioning while they continue to offer quality education to students in southern Minnesota.

We understand that there's not much South Central can do as an institution to keep tuition down in times as financially strenuous as these, but we saw an opportunity for student organizations to tighten their belts and cut the students a break, so to speak if we lowered the student life fee. This is a huge amount that students are paying in addition to tuition. This idea was tossed out almost immediately, partially because our sister campus, South Central College, Faribault, is interested in raising the student life fee, and we were told that we have to charge the same student life fee on both campuses. Student life at our sister campus is completely different than that on ours. We have at least twice as many clubs as they do, just as one example. And yet, the Faribault students are paying the same amount per credit as the North Mankato students. We know that we at the North Mankato campus could tighten the student life budget and still ensure that SCC is a college with a lot to offer students. While we understand that administration must make tough decisions on making sure the students are allowed an affordable education, here's one way we saw that could help, and it's seen as unfeasible. That in itself is disheartening, but

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North Mankato, MN 56003

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this is something South Central College students can continue to work on with administration to try to resolve in the next school year.

In closing, we as students at South Central College, North Mankato understand that these are extremely hard times for the state of Minnesota. We are grateful to the administration for taking students into consideration while figuring out how to run a two-year institution on such a meager budget. We also want to thank you and the MnSCU Board of Trustees for your hard work and dedication in trying to keep public higher education in Minnesota affordable. Hopefully in future years we can start to see some real change for the better in the cost of tuition at South Central College and throughout the state.

Sincerely,

A handwritten signature in cursive script, reading "Lillian J. Lamoreux". The signature is written in black ink and is positioned above the typed name.

Lillian J. Lamoreux

Student Senate President

lillian.lamoreux@southcentral.edu

Dr. James H. McCormick
Minnesota State Colleges & Universities
Wells Fargo Place
30 7th St. E., Suite 350
St. Paul, MN 55101

Dear Dr. McCormick,

The Bemidji State University Student Association (BSUSA) is pleased to announce that a successful consultation process has occurred in regards to tuition and fees at Bemidji State University.

The BSUSA was presented with a 4.5% tuition increase for FY2011. Consultation occurred on multiple occasions and adequate time for dialogue and questions was provided. This raise in tuition is consistent with the 2009 legislation and MnSCU Board of Trustees parameters of a flat maximum per credit increase.

The BSUSA supports a 1.0% increase to the Health Services Fee for FY2011. The students at Bemidji State University value the quality and convenience of the Health Services provided on-campus and would like to maintain current offerings.

The BSUSA supports a 4.0% increase in the Student Union Facility Fee. Student Union operations are central to student involvement and engagement on-campus. The Director of the Hobson Memorial Union and Vice President of Finance have done an exceptional job of outlining impacts of different budget scenarios and provided accurate budget projections for FY2011.

The Department of Residential Life had proposed a 4.0% increase to the rates for FY2011. In FY2001, the annual double room rate at Bemidji State University was \$2,238. In FY2011, the same room will cost \$4,100 annually if the 4.0% increase is approved. This represents an 83.2% increase over a ten-year period. The BSUSA supports a 3.0% increase to Residential Life rates and supports the proposed 4.3% increase to the Meal Plan rate. The Bemidji State University administration amended the proposed rate increase to 3.5% as of April 30, 2010. The BSUSA has not taken an official stance on the amended rate increase.

General Parking rates are proposed to increase by 3.0% in FY2011. The Student Association has been consulted on this rate change. The additional revenue generated through this increase will be used to repair and renovate parking lots on-campus.

The Bemidji State University Student Association appreciates the work of Chancellor McCormick and the Board of Trustees in their continued efforts to keep tuition and fees as affordable as possible.

Sincerely,

Andrew D. Spaeth
Co-President
Bemidji State University Student Association

Leo J. Clark III
Co-President
Bemidji State University Student Association



March 31, 2010

Chancellor James H. McCormick
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
St. Paul, MN 55101

Dear Chancellor McCormick:

This letter is to inform you of how the consultation process between Minnesota State Student Association and the University Administration on the tuition fee budget went pursuant to MnSCU Board of Trustees Policy 2.3.1.

The Minnesota State Student Association has had monthly meet and confer meetings with the university administration. During these meetings, the students have been able to voice their concerns on various campus and budget related issues.

The only concern the Minnesota State Student Association had with the consultation process during this year occurred in the beginning of the academic year, when the university administration without student consultation implemented differential tuition for all extended learners. The administration also brought up a differential fee for online learners at the end of the previous academic year, but no definite fee structure was provided and the student association was not provided with adequate time for response. The time of the year was when the Student Association administration holds turn-over. In the case of the extended learners' differential fee, it was approved by the MnSCU Board of Trustees without concern that the students were not consulted or aware of the fee implementation. This caused a lot of students to believe that the successful system we have had in place for years had failed the students. This was reflected in a number of letters from extended learners which were circulated within the Chancellor's Office and the Board of Trustees during the fall semester. However the university administration responded almost immediately when student government inquired about the implementation. The administration acknowledged their mistake, were very cooperative and came to talk to the student senate about what had happened that led to the differential fee implementation.

It is also our understanding from our very recent conversation with the Department of Extended Learning on our campus that the differential fee for online and extended learners has not found a



suitable use as yet. The Office of Extended Learning at our campus has still not been able to provide the students with a detailed breakdown of where the differential fee is being used or what it is being used for.

As far as the projected budget for the 2010-11 academic year, we understand that the University Finance Office will be using the cap amounts forwarded by the Office of the Chancellor. The UG Resident band paid by the students will go up approximately 5.25% while the maximum unmitigated rate goes up 5.14%. The UG Resident credit rates paid by students will increase by 4.37%, but the total unmitigated rate goes up by 4.32%. We are increasing other rates by 5%. I believe this is consistent with our discussions throughout the year.

We, however, commend the university administration on the tremendous job of consulting with the students on all other matters that concerned them including the university budget. We also commend the university administration for being very proactive and open about the budget cuts that occurred. The university also worked diligently and patiently with students and faculty during these hard times. We appreciate and look forward to the trust that we rebuilt through the year, and hope the university administration continues the trend of transparency and open consultation which they showed us during the year.

We would kindly request the Board of Trustees help ensure student consultation remains a vital step in approval of any future differential fee or tuition fee increases. We would also request that any differential or tuition fee increase not be approved without university administration having gone through student consultation.

Please contact me by phone at (507)389-2611 or by email if you have any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Murtaza Rajabali", written over a light blue horizontal line.

Murtaza Rajabali
President
Minnesota State Student Association
murtaza.rajabali@mnsu.edu

James H. McCormick, Chancellor
Minnesota State Colleges and Universities
500 Wells Fargo Place
30 East Seventh Street
Saint Paul, MN 55101

Wednesday, March 31, 2010

Throughout the academic year, the administration of St. Cloud State University has come before representatives of the Student Association to discuss the upcoming FY 2011 budget and consult with our students. President Earl Potter first discussed the budget with Student Government at our September 17, 2009 meeting to highlight some of the FY 2010 actual numbers and projections for FY 2011. Vice President for Administrative Affairs Steve Ludwig gave further budget updates at our meeting held on October 1, 2009. Vice President Ludwig was able to answer questions about FY 2011 projections, including the possibility of tuition increase and other sources of revenue for the university. Before the October 1, 2009 meeting, Vice President Ludwig was able to provide documents to me that I readily sent out with our weekly email update to our Student Government. Vice President Ludwig again came to the Senate on November 19, 2009 to discuss some of the proposed cuts to St. Cloud State from the State of Minnesota and, in turn, MnSCU. On December 3, 2009, President Potter addressed the Student Government again to talk of the pending cuts to the university and the potential challenges involved. A significant sign of openness and transparency came on January 11, 2010 when President Potter held a town hall meeting in our student union to discuss the upcoming budget and other fiscal concerns of the university. Prior to our meeting on January 14, 2010, Vice President Ludwig was able to provide the information to the Student Government that was presented at the town hall meeting and held a discussion with our senate on that topic including proposed cuts in expenses and hopes for increased revenue. Vice President Ludwig addressed our Senate on March 25, 2010 to discuss this letter and tuition increases. He said that we will probably increase tuition the full 5% for FY 2011.

I understand that this letter is due much earlier than in previous years. I have discussed this with some of my peers and I feel that though this letter can provide a good indication of consultation that has happened thus far, it is still too early for our Senate to make a fully educated decision on the recommendations. I trust the comment by Vice President Ludwig that he will continue to seek consult with the Student Association as more information is made available and we are able to provide feedback throughout the rest of the academic year. In speaking with my colleagues at other colleges and universities, I would hope we would have the opportunity to submit a final tuition consultation letter in May.

Regards,



Michael "Punch" Jamnick, President
St. Cloud State University Student Association



Minnesota
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FINANCE DIVISION
MARCH 15, 2010



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

Agenda Item Summary Sheet

Committee: Finance, Facilities and Technology **Date of Meeting:** May 18, 2010

Agenda Item: Minnesota-North Dakota Interstate Tuition Reciprocity Agreement

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda: Minnesota Statute 136A.08, Subd. 6 requires the Office of Higher Education to seek approval from the Minnesota State Colleges and Universities Board of Trustees whenever changes are made to the interstate tuition reciprocity agreements.

Scheduled Presenter(s): Laura M. King, Vice Chancellor-Chief Financial Officer
Judy Borgen, Associate Vice Chancellor Budget

Outline of Key Points/Policy Issues: Under the proposed agreement, there is no change impacting the Minnesota State Colleges and Universities. Only minor modifications were made to adjust years, system names, and language. This agreement is to be effective July 1, 2010 and will continue year to year unless modified at any time upon mutual agreement of both parties.

Background Information: The reciprocity agreement between the state of North Dakota and Minnesota has been in effect since 1975 and is reviewed and negotiated by the Minnesota Office of Higher Education and the North Dakota State University System after consultation with the Minnesota State Colleges & Universities and the University of Minnesota. The last time a major renegotiation occurred in 2005.

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

Minnesota-North Dakota Interstate Tuition Reciprocity Agreement

BACKGROUND

The reciprocity agreement between the state of North Dakota and Minnesota has been in effect since 1975 and is reviewed and negotiated by the Minnesota Office of Higher Education and the North Dakota State University System after consultation with the Minnesota State Colleges & Universities and the University of Minnesota. The last time a major renegotiation occurred was in 2005 when most professional programs were removed from the agreement. Minor revisions to the North Dakota/Minnesota tuition reciprocity agreement have recently been negotiated by officials of the two states. In Minnesota, the reciprocity agreement must be approved by the governing boards of the University of Minnesota and the Minnesota State Colleges and Universities.

During Fall 2009, approximately 4,127 full-year equivalent Minnesota students and 2,274 full-year equivalent North Dakota students participated in this program. Under the proposed agreement, there is no change impacting the Minnesota State Colleges and Universities. Only minor modifications were made to adjust years, system names, and language. Most of the minor modifications help clarify what Minnesota students pay while attending North Dakota institutions. The only significant change to this agreement impacts the University of Minnesota Dental School requiring North Dakota students to pay 100% of the non-resident rate.

This agreement is to be effective July 1, 2010 and will continue year to year unless modified at any time upon mutual agreement of both parties. The new agreement was negotiated by representatives of the Minnesota Office of Higher Education and representatives of the North Dakota State University System which are the two agencies responsible for administration of the agreement in the respective states. Details of reciprocity tuition rates and other minor changes to the new agreement will be mutually agreed upon each year and included in an annual administrative memorandum executed between representatives of these two agencies.

REVISED RECOMMENDED MOTION:

The Board of Trustees approves the North Dakota/Minnesota Reciprocity Agreement (Attachment A) in accordance with Minnesota Statutes section, 136A.08, Subd. 6, effective July 1, 2010, subject to approval by the North Dakota State University System and the Minnesota Office of Higher Education.

Date Presented to the Board of Trustees: May 19, 2010

Date of Implementation: July 1, 2010

MINNESOTA-NORTH DAKOTA PUBLIC HIGHER EDUCATION RECIPROCITY AGREEMENT

1. PARTIES

The parties to this Agreement are the Minnesota Office of Higher Education, the North Dakota State Board of Higher Education and the North Dakota Department of Career and Technical Education.

2. PURPOSES OF AGREEMENT

The purposes of this Agreement are to continue to improve the post-secondary education advantages of residents of Minnesota and North Dakota through greater availability and accessibility of post-secondary education opportunities and to achieve improved effectiveness and economy in meeting the post-secondary education needs of those residents through cooperative planning and effort by the two neighboring states.

It is intended that the opportunity to enter a public post-secondary institution in the neighboring state will be dependent upon the availability of space in the particular program to which the student applies, as determined by each campus. A student whose reciprocity application is approved by the appropriate agency in the student's state of residence will be accommodated in a public institution in the neighboring state if the student meets admission requirements applied to residents of the neighboring state and if space is available in the program to which the student applies, except for those specific programs noted in Section 4 of the agreement.

3. TERM

This agreement is to be effective beginning with the ~~2006-07~~2010-11 academic year. The agreement is ongoing and will be reviewed annually and may be modified at any time upon mutual agreement of the parties.

4. SCOPE OF AGREEMENT

(a) **Students.** A resident for tuition purposes in Minnesota or North Dakota shall be defined by the laws and regulations of the state of legal residency. Residents for tuition purposes in either state are eligible for admission to a public post-secondary institution in the other state on the same basis as residents of that other state. Students enrolled in courses or programs that do not charge a nonresident tuition rate but charge a tuition rate other than the resident rate to all students enrolled in a course or program are not covered by this agreement.

Subject to available space, students from one state shall be admitted to programs in the other state if they meet the admission and performance requirements applied to students in the other state, except for the following academic programs:

- North Dakota State University Doctor of Pharmacy
- University of North Dakota Doctor of Medicine
- University of North Dakota Juris Doctorate
- University of Minnesota Juris Doctorate
- University of Minnesota Doctor of Medicine

University of Minnesota Doctor of Pharmacy

University of Minnesota Doctor of Veterinary Medicine (beyond five guaranteed new freshmen slots per year, up to a total of 20 for four classes, for qualified applicants)

University of Minnesota Doctor of Dentistry (beyond ten guaranteed new freshmen slots per year, up to a total of 40 for four classes, for qualified applicants)

The North Dakota University System retains the right to submit recommendations to the University of Minnesota on the selection of North Dakota applicants for admission to veterinary medicine and dentistry,

All forms of financial aid provided by an institution shall be available to qualified students from either state, except aid programs supported by funds for which eligibility is lawfully restricted.

(b) Institutions and Programs. This Agreement applies to all public post-secondary institutions in Minnesota and North Dakota. An institution in one state may not offer a program in the other state without prior approval of the administering agency or agencies in the other state.

5. TUITION

Reciprocity students generally pay the higher of either the Minnesota or North Dakota resident tuition rates, which varies by type of institution (e.g. doctoral, two-year, etc.). The following rates are consistent with the historical trend and assume that Minnesota's rate continues to be higher than North Dakota's rate; however, these are subject to change should the trend change.

North Dakota residents attending Minnesota campuses will pay the following tuition rates:

- * North Dakota residents attending the University of Minnesota campuses will pay the University of Minnesota resident rate at the campus attended based on the program of instruction, except for ~~veterinary medicine and dentistry~~ pharmacy, law, medicine, veterinary medicine and dentistry. Students will pay the rate established by Minnesota for pharmacy, law and medicine. For up to five slots per year in veterinary medicine, ~~and 10 slots per year in dentistry,~~ the state of North Dakota and/or the student will pay 75% of the professional program non-resident tuition rate and for up to 10 slots per year in dentistry the state of North Dakota and/or the student will pay 100% of the professional program non-resident student rate.
- * North Dakota residents attending Minnesota State University System campuses will pay the higher of the Minnesota State University System resident rate or the average the University of North Dakota/North Dakota State University resident rate based on the program of instruction.
- * North Dakota students attending Minnesota's two-year campuses will pay the higher of the Minnesota Community College or Minnesota Technical College resident rate at the campus attended or the North Dakota two-year resident rate.

Minnesota residents attending North Dakota campuses will pay the following tuition rates:

- * Minnesota ~~residents~~ students attending University of North Dakota and North Dakota State University will pay the higher of the average Minnesota State University System resident rate or the resident rate at the University of North Dakota and North Dakota State University for undergraduate and graduate programs, except Minnesota students attending the University of North Dakota Occupational or Physical Therapy programs will pay the North Dakota resident rate. Colleges and Universities four-year campus resident rate based on the program of instruction.
- * Minnesota residents attending Dickinson, Mayville, Valley City and Minot State Universities will pay the ND-North Dakota resident rate based on the program of instruction at the institution attended plus a percentage equal to the percent that the Minnesota State University System resident undergraduate tuition rate exceeds the University of North Dakota/North Dakota State University undergraduate resident tuition rate. If the student is enrolled in a graduate program, the student will pay the average Minnesota State Colleges and Universities four-year campus graduate resident rate for graduate programs. The reciprocity rate for Minnesota students attending Minot State shall not exceed the tuition charged to non-residents from other states.
- * Minnesota ~~residents~~ students attending North Dakota's two year campuses will pay the higher average of the following two rates: the average of the Minnesota Community College and Minnesota Technical College resident rate or the North Dakota two-year resident rate. Minnesota State Colleges and Universities two-year campus resident tuition rate. At Lake Region State College, Williston State College, and North Dakota State College of Science, the reciprocity rate shall not exceed the tuition charged to non-residents from other states.
- * Minnesota students attending the University of North Dakota Physical Therapy and Occupational Therapy programs will pay the University of North Dakota resident rate.
- * Minnesota students attending the University of North Dakota in medicine will pay the rate set by the University of North Dakota.
- * Minnesota students attending the University of North Dakota in law will pay the rate set by the University of North Dakota.
- * Minnesota students attending North Dakota State University in pharmacy will pay the rate set by North Dakota State University.

6. TUITION RECIPROCITY REIMBURSEMENT

The state receiving the lesser number of students shall pay the state receiving the greater number of students from the other state a tuition reciprocity reimbursement. The payment shall be based on a marginal expenditure calculation as follows:

$$\begin{aligned} & \text{Operational Expenditure per FTE} \times \underline{1} \\ & \times \text{Marginal Expenditure Rate} \\ & = \text{Marginal Expenditure per FTE} \\ & \quad - \underline{\text{Resident Tuition Rate}} \\ & = \text{Remaining Marginal Expenditures per FTE} \\ & \times \underline{\text{GAP FTE (Difference in state flow of students)}} \\ & = \text{Gross State Obligation} \\ & \quad - \underline{\text{Student Payment (Total Tuition Payment in Excess of Resident Tuition)}} \end{aligned}$$

= Net State Obligation

*1Excludes costs of programs exempted under the agreement and others noted in the annual memo of understanding

7. ADMINISTRATION

The chief executive officers of the parties to this Agreement shall prepare and execute an Administrative Memorandum of Understanding concurrent with this Agreement. The Memorandum shall include provision relating to actual base reciprocity tuition rates during ~~2006-07~~2010-11 and thereafter, marginal expenditure rates, payment schedules and other provisions designed to effectuate the purpose of this Agreement. The Memorandum shall be reviewed at least annually and modified as necessary.

8. ADMISSION, PROMOTION AND RECRUITMENT

The parties expect that the institutions governed by this Agreement will follow the Statement of Principles of Good Practice, adopted by the National Association of Secondary Schools and College Admissions Officers, and the recommended guidelines for institutions adopted by the Minnesota Office of Higher Education, as appropriate codes of conduct for representatives of public institutions involved in admissions, promotion, and students recruitment in a neighboring state.

MINNESOTA OFFICE OF HIGHER EDUCATION:

Date: _____

~~Susan Heegaard~~David Metzen, Director

NORTH DAKOTA STATE BOARD OF HIGHER EDUCATION:

Date: _____

~~Robert L. Potts~~William Goetz, Chancellor

NORTH DAKOTA DEPARTMENT OF CAREER AND TECHNICAL EDUCATION:

Date: _____

Wayne Kutzer, Director

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

Agenda Item Summary Sheet

Committee: Finance, Facilities and Technology **Date of Meeting:** May 18, 2010

Agenda Item: FY 2012 - 2017 Capital Budget Guidelines

Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring

Information

Cite policy requirement, or explain why item is on the Board agenda: Board Policy 6.5.1, Capital Program Planning, requires the Board of Trustees to establish criteria for and approve a prioritized multi-year capital budget, approve capital project priorities and guidelines, and final capital projects lists.

Scheduled Presenter(s): Allan Johnson, Associate Vice Chancellor Facilities

Outline of Key Points/Policy Issues: This agenda item is to present facilities projects' planning guidelines for the next capital budget cycle, FY2012 – 2017.

Background Information: Capital budgets are presented to the legislature every two years in the even year of the biennium as part of a six-year capital plan. The Capital Budget Guidelines presented herein will frame the development of capital projects for presentation to the legislature and governor for the 2012 legislative session. Capital projects include major facilities projects that are specific to certain colleges and universities, as well as major facilities repair and replacement projects under the Higher Education Asset Preservation and Replacement (HEAPR) program.

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

Second Reading

BOARD ACTION

FY 2012-2017 Capital Budget Guidelines

Changes to these Guidelines since the First Reading are noted in italics on page 11 of this report and on Attachment A (revised).

BACKGROUND

Minnesota State Colleges and Universities expects to present a Fiscal Year 2012-2017 capital budget plan to Minnesota Management and Budget, the governor and the legislature in June 2011 consistent with the state's anticipated capital bonding program for the 2012 legislative session. As part of that plan, specific capital projects recommended for design and/or construction in 2012 will be submitted for the FY2012 bonding bill. Projects recommended for the later years of FY2014 and 2016 will serve as potential "place holders" for future capital budgets.

The FY2010-2015 capital budget included a funding recommendation of \$396.8 million for 2010 and proposed levels of \$247 million and \$122 million for the 2014 and 2016 biennia respectively based on projects submitted and scored for the 2010 legislative session. Prioritization reflected the Board's desire to address the demonstrated facilities needs of the colleges and universities, and to preserve, maintain and modernize existing campus facilities. Important priorities included life safety and asset preservation; program enhancement, particularly in the area of science instruction; facilities revitalization or replacement; and collaborative ventures, particularly between individual colleges and universities. Of the \$396.8 million budget in FY2010, \$110 million was requested for the Higher Education Asset Preservation and Replacement (HEAPR) program. Over 75% of the square footage impacted by individual, major projects was for renewal or renovation of existing facilities. The FY2010-2015 plan also featured projects valued at \$46.7 million which had been vetoed in the previous 2008 and 2009 sessions. Significant follow-through funding of \$197 million represented additional, previously phased construction projects that had been funded for design in 2008 or earlier.

On March 14, 2010, the Governor signed the 2010 bonding bill. The final appropriation for MnSCU totaled \$106 million and included \$52 million for HEAPR and \$54 million in line item projects. Details were provided to the Board at the March Board meeting. There were a considerable number of projects vetoed, leaving a potential carry forward to FY2012 of \$223 million in Board-approved projects.

In preparation for the FY2012 – 2017 capital budget, many discussions have taken place regarding the process that lead up to the FY2010 – 2015 budget. Initial input was obtained from the Board during the public hearing in February, 2009, and subsequently from the Board and Leadership Council Finance and Administration Committee in May

and November 2009 and January and March 2010. Additional discussions took place at the Chief Finance and Facilities Officers' conference in January 2010. The results of these discussions and comments are reflected in the Guidelines presented herein.

FOUNDATION OF THE CAPITAL BUDGET

The proposed FY2012 – 2017 capital budget will reflect the system strategic plan recently updated at the March 2010 Board meeting yet still in draft. Should further refinement take place at the April Board meeting, these capital budget guidelines will be adjusted as needed.

Strategic Directions

- Increase access, opportunity and success
- Ensure high-quality programs and services through a commitment to academic excellence and accountability
- Provide programs and services to enhance the global economic competitiveness of the state, its regions and its people
- Innovate to meet current and future educational needs
- Ensure the long term viability of public higher education in Minnesota

Planning at the individual college and university level forms the foundation that includes integrated academic, technology, financial and facilities planning. These plans address each institution's vision for future academic and student services needs, and result in facilities requirements in support of the academic mission.

FY2012-2017 CAPITAL BUDGET GUIDELINES

The FY2012-2017 Capital Budget Guidelines correspond to the system strategic plan in overall tone and in the criteria used for project evaluation. These elements are highlighted below and are reflected in the grading criteria to be used by the Project Advisory Teams. A draft project scoring instrument is at Attachment A (revised).

Strategic Direction 1: Increase access, opportunity and success

- Project supports students' participation and achievement; meets the needs of students with diverse backgrounds and educational goals. Project is responsive to demographic and/or labor market trends in the region or state; relates to specific access issues; clearly states impact on the job market in terms of regional needs, number of graduates, etc.
- Project supports collaboration between partner higher education institutions by hosting their programs and courses or accommodating programs designed for transfer.
- Project supports growth of 4-year baccalaureate programs in the Twin Cities metropolitan area.

- Project will contribute to the academic success of underrepresented students through program enhancement.
- Project allows institutions to improve instruction or services for underrepresented students through improved facilities and services.

Strategic Direction 2: Ensure high-quality programs and services through a commitment to academic excellence and accountability.

- Integrated academic and facilities planning: project promotes the efficient delivery of programs and services; enhances opportunities in program delivery and/or preparing the future workforce.
- Completed predesign clearly details the specific program requirements of the learning spaces.
- Space utilization of existing space is improved by reconfiguration and/or making space flexible to adapt to changing needs.
- Facilities are rightsized: space is mothballed, demolished or leased to a compatible tenant (such as K-12, other higher education or community partners).
- Project renovates, modernizes or otherwise improves existing spaces.
- Project supports improved delivery of science, technology, engineering and math (STEM) programs.

Strategic Direction 3: Provide programs and services to enhance the global economic competitiveness of the state, its regions and its people.

- Project supports programs that demonstrate strong demand for graduates or close partnerships with employers and workforce agencies. Partnerships with other workforce connections are clearly defined and documented.
- Project supports academic programs which serve specific workforce development needs in the region and state.
- Project's goals and planned results are clearly defined with compelling rationale.
- Project leverages funding from private and other governmental sources.
- Project is economically viable; cost appears reasonable for a high-demand state or regional workforce. Conversely, the project cost is not proportional to a limited gain in a relatively low-demand workforce.

Strategic Direction 4: Innovate to meet current and future educational needs.

- Project creates innovative learning spaces and advances opportunities for faculty to use innovative instructional delivery models.
- Project provides flexibility to support multifunctional class sessions.
- Project enhances use of space by multiple programs and services, now or over time.
- Project supports collaborations with other higher education institutions, creating facilities that specifically enable flexibility, innovation and more effective use of space.
- Project demonstrates “best value for learning” with project costs that are reasonable or low in relation to outcomes.
- Project reduces backlog; and each project dollar put towards modernization and/or renewal of space is matched by an equal dollar amount towards reducing campus backlog or the immediate 5-year renewal requirement.

Strategic Direction 5: Ensure the long term viability of public higher education in Minnesota.

- Project reflects integrated campus planning and carries out directions noted in the approved campus master plan.
- Project improves the condition of existing facilities by lowering the Facilities Condition Index (FCI) and recognizing future near-term renewal needs.
- Renovation improves the current condition and positions academic space for future use.
- Campus demonstrates effective spending of Repair and Replacement (R&R) funds (i.e. 3 year average of \$1.00/sq ft).
- Project clearly identifies operational cost impact; demonstrates how additional costs will be supported if required.
- Project specifies how sustainability and energy conservation will be enhanced.
- Project demonstrates it can be supported by current utilities and other infrastructure or includes necessary updating/expansion of systems needed to support new or renovated facilities.

- Overall campus financial condition is healthy to absorb debt and operational expenses as demonstrated by college/university Composite Financial Index (CFI).
- Project advances the use of alternative fuel sources on campus, or supports academic programs related to development and use of alternative fuel sources.

HIGHER EDUCATION ASSET PRESERVATION AND REPLACEMENT (HEAPR)

An important component of capital budgets in the last 10 years has been the request for major repair and replacement funding under the Higher Education Asset Preservation and Repair (HEAPR) program. The FY2000, 2002 and 2004 capital request for HEAPR was \$100 million for each biennium; and \$110 million in FY2006, FY2008 and FY2010.

The Board was provided information in January and June 2009 regarding the condition of campus facilities and the deferred maintenance (or deferred capital renewal) situation in the system. These presentations provided detail on the Facilities Reinvestment and Renewal Model (FRRM) that each campus and the system use to track backlog and the need for future renewal. While substantial HEAPR and capital funding has been provided in prior capital bonding appropriations, it has been barely sufficient, even when coupled with expenditures from the annual operating budget, to adequately maintain campus facilities or make a marked reduction in the backlog of repair and renewal.

The first Facilities Condition Assessment conducted across the system in 1998-99 identified a \$498 million (1998 dollars) backlog of repair, maintenance and renewal work across all 53 campuses. The backlog was later estimated in 2005 at \$635 million using the FRRM; \$646 million in 2006, \$672 million in 2007, \$685 million in 2008, and \$655 million in 2009. Preliminary data results from the 2010 campus reports will be available later this year. During this period, the Facilities Condition Index, the ratio of deferred maintenance and repair to current plant value, improved (i.e., declined) from 0.14 in 2005 to 0.11 in 2009. While this is good news, there is no indication that substantial reduction will take place without continued capital budgeting of \$110 million for HEAPR.

The FY2012-2017 HEAPR guidelines further respond to the need for continued assessment of the condition of physical plant statewide; central management of a roof repair and replacement program (campuses are responsible for annual maintenance and minor repair, and roof project prioritization); analysis of base line data and life expectancy on mechanical and electrical infrastructure systems; analysis of fire, life safety and code compliance issues; allocation of annual operating funds specifically towards physical plant maintenance and repair; and timely delivery of projects funded from the capital HEAPR appropriation.

During this current legislative session, lawmakers have been particularly interested in our ability to execute HEAPR funding quickly. The system has been lauded by the legislature for executing HEAPR projects quickly, as well as major line item projects. This is the result of constant attention to master planning, advancing design for HEAPR projects in the prior biennium, and close oversight of the design/construction process. Legislators

were eager to fund projects that had construction ready to spend funds quickly. Design for many of these repair projects often takes substantial time, as verification of existing conditions, evaluation of building systems, production of design documents and contract bidding takes anywhere from six to twelve months. In addition, many of these projects cannot be undertaken when classes are occupied so careful advance scheduling must occur. Advance funding of design work for future HEAPR projects will continue as an important component of the 2012 HEAPR program. Such advance funding will be given priority in the selection of 2012 HEAPR projects.

HEAPR BUDGET GUIDELINES

The 2012 HEAPR program will follow the established principles for preserving and improving the physical plant infrastructure to support quality education. Specifically, the HEAPR program will strive to keep students, staff and the public “warm, safe and dry.”

- 1. Focus on preservation and renewal to protect the state's investment in facilities,** and to offer high quality, safe, attractive facilities where students can succeed. Stewardship will be reflected by an improvement (reduction) of the Facilities Condition Index (FCI). The goal will continue to be to reduce high FCI ratings whenever possible while assuring that any campus FCI does not increase. A copy of the updated FCI campus assessment and the project scenario identifying the applicable HEAPR items must be attached to the request.
- 2. Lessen environmental impacts, conserve energy, and reduce operation and maintenance costs;** enhance life safety and accessibility in context with existing campus resources. HEAPR projects should augment other energy efficiency initiatives of the campus. Campuses will need to update their B3 data demonstrating existing energy consumption and estimated potential savings.
- 3. Maximize functionality of the facility to accommodate current academic programs.**
- 4. Provide an infrastructure backbone for reliable utility services** for all campus activities and support of technology to enhance teaching and learning.
- 5. Partner with college and university operating budget in the maintenance of facilities.**
- 6. Per statute, comply with one or more of the following:** code compliance, including health and safety; ADA requirements; hazardous material abatement; access improvement; air quality improvement; or building or infrastructure repairs necessary to preserve the interior and exterior of existing buildings; and renewal to support existing programs. The recent upgrade in elevator safety codes will continue a noticeable number of project requests.
- 7. HEAPR projects must be over \$25,000 in total cost. Projects that are substantive, complex or exceed \$1 million dollars are required to have a**

predesign study or engineering analysis indicating that review of the estimated initial and operational costs of the proposed solution has been made.

- 8. Projects should be planned to guarantee construction delivery within 24 months of funding:** encumbrance of all funds by December 31, 2013 and expenditure of all funds by June 30, 2014. This is best accomplished through advance design of potential 2012 projects. The recently approved 2010 HEAPR program includes approximately 5% for advance design for the 2012 cycle. Campuses may also use their own operating resources to advance design HEAPR projects.

PRIORITY FOR HEAPR PROJECTS

To maintain sound facilities, and stressing “warm, safe and dry” campus conditions, priority will be given to the following HEAPR projects:

Roofs: Each campus should include roofs identified by their campus roof management report as requiring repair or replacement in 0-4 years. The Office of the Chancellor will determine a reasonable capital roof investment program that matches available state contractor resources for delivery of the program within a 30-month timeframe. Roof requests from campuses will be organized into a 5-year roof replacement budget plan. Advanced design to ensure early delivery will be preferred.

Major mechanical and electrical system repair and replacement: Many HEAPR items are not “deferred maintenance;” rather, they are planned replacement or repair of items that have reached the end of their useful life. Many large HVAC (heating, ventilating and air conditioning) and electrical distribution systems are nearing or exceeding 40 years of age and require replacement. All mechanical and electrical infrastructure project requests over \$1 million must be accompanied by a completed preliminary engineering report funded by the institution. This report will study energy efficiency and climate issues for repair and replacement, cite the impact of initial cost, operational costs and overall energy efficiency. It is critical that the HEAPR report include phasing of major projects to allow for incremental funding, as often times there is insufficient funding allocation to allow compete execution of large mechanical/electrical systems work under one project. Preliminary engineering reports should be completed by institutions prior to February 2011. After review by the Office of the Chancellor, projects may be considered for advance design either funded by the campus or funds available within the current HEAPR appropriations.

Fire Protection, Detection and Warning: The HEAPR budget will continue to address fire safety items and code compliance at existing facilities. An effort will be made to fund all high priority fire detection, monitoring, protection and other code related items. (A fire detection, system monitoring, protection and testing plan should be included in each campus asset protection and loss control plan.)

Facilities Condition Index (FCI): Projects should reduce the building or campus FCI, noting the improvement and addressing backlog of deferred maintenance and/or renewal issues. The goal is to reduce the “high” FCI campus ratings, while maintaining or even lowering “low” FCI ratings. Preference will be given to projects that improve the overall

FCI. To augment the planning methodology, campuses will be required to create a 6-year HEAPR plan as they update their Facilities Master Plan similar to the 6-year project-specific capital budget request.

CAPITAL BUDGET SCOPE – SIZE

The Board approved the FY2010 – 2015 capital budget in June 2009 at \$396.8 million including \$110 million in HEAPR and \$286.8 million in major projects. The 2010 bonding bill was finally enacted at \$106 million including \$52 million for HEAPR and \$54 million in projects. This presents a potential carry forward situation of approximately \$223 million without new projects, property acquisition or HEAPR.

The Board has expressed concern over the size of the capital budget. Accordingly, all new and carry forward projects must be placed under greater scrutiny in the analysis and scoring process. All projects, including those carried forward, will be evaluated and scored regardless of their prior approval or funding status. However, carry forward projects should also be recognized for their prior investment and the desire to complete work already in progress.

There is an overarching responsibility to maintain and update existing campus space. In general, only three funding sources are available: individual capital projects, HEAPR, and each college and university operating budget. Based on data from the Facilities Renewal and Reinvestment Model, described to the Board in January and June 2009, there is a recurring need of \$190 million per biennium as the minimum necessary to “keep up” with current facilities renewal requirements.

This \$190 million requirement can be met by budgeting \$148 million in HEAPR plus major repair and replacement capital projects, and continuing the spending of \$42 million per biennium on repair and replacement activities from campus operating funds. This is exclusive of new space construction and property acquisition.

The FY2010 carry forward projects include approximately \$101 million in repair and renovation work. Full funding of these projects plus a typical HEAPR appropriation of \$50 million would be sufficient to hold the backlog at par. Construction of new space represented in the carry forward projects (e.g. Normandale Community College; St. Cloud State University; Anoka-Ramsey Community College; North Hennepin Community College; Metropolitan State University) valued at \$122 million yields a minimum capital budget of \$273 million.

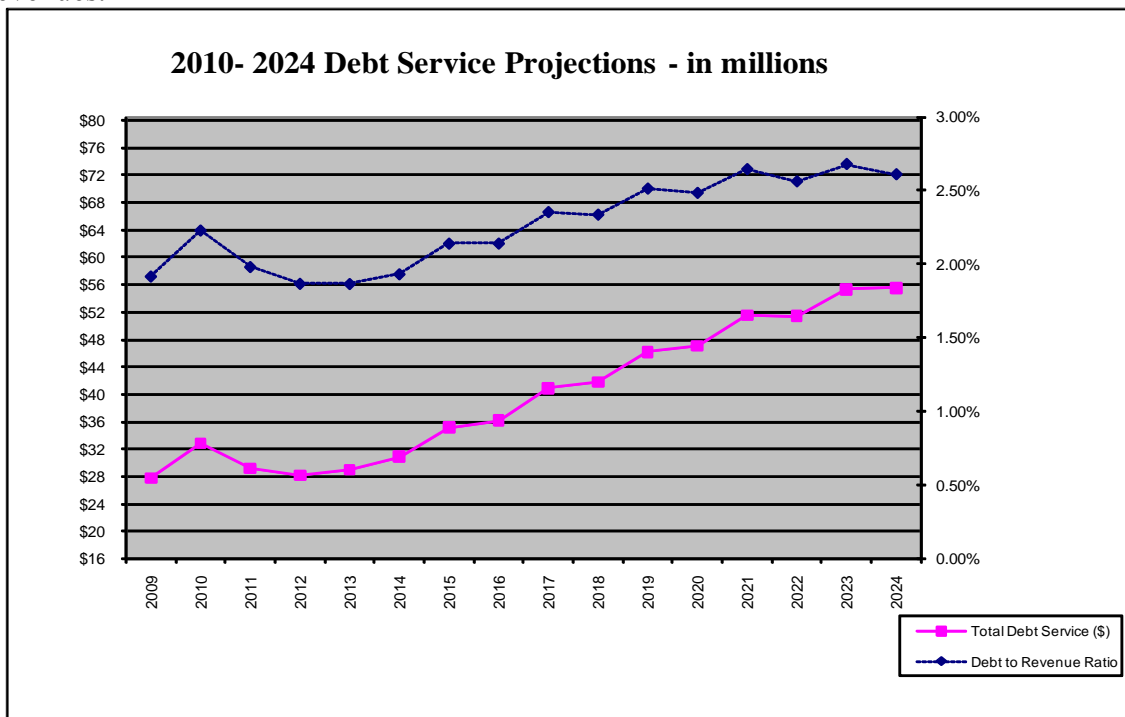
The current condition assessment of system facilities indicates a backlog of capital renewal of \$660 million. Any investment in addition to the \$273 million suggested above would help bring down the backlog. Allowing additional renovation projects at about \$17 million and raising the HEAPR budget request to \$110 million would yield a budget request of \$350 million. This level of HEAPR request is important given the overall limited capital funding received in 2010. This amount is also within the suggested 3% debt limit discussed below. Note, however, that it does not include additional projects for construction of new space in FY2012 beyond those already in the queue as carry forward from 2010.

CAPITAL BUDGET SCOPE – DEBT

Beginning in 1991, the higher education systems now comprising the Minnesota State Colleges and Universities were required in session law to pay one-third debt service for projects funded by state general obligation bonds. Only the University of Minnesota and the Minnesota State Colleges and Universities have this requirement within the state bonding process. In 1996, the Board determined that one-sixth would be passed on to the individual institutions that were receiving the benefit of the capital appropriation with the remaining one-sixth absorbed throughout the system. Thus, the one-third debt service is internally funded using primarily general fund appropriations. Tuition and other revenues also play a part. HEAPR projects do not incur debt for the system or campuses.

For the FY2012 – 2017 capital budget, each campus must confirm their ability to pay the debt obligation. For purposes of these capital budget guidelines, debt should not be greater than 3% of revenue for the requesting institution as well as the system. This 3% level was chosen as it has a modest and limited operating budget impact, and parallels the state’s historic guideline. (The state recently modified their guidelines to incorporate other types of state debt. The system has limited exposure to these other types of debt, but will be studying the state’s model in the year ahead.)

This 3% standard is tested over the 20-year bond life. Based on current debt, new debt from FY2010 approved projects, and potential debt on future capital budgets, the system can absorb additional debt resulting from new capital projects at the \$250 million level for 2012 and rising by \$10 million each biennium thereafter. Also, assuming a 1% growth in revenue in 2012 and 2013, and a conservative 3% growth thereafter, the system will remain under the 3% ratio of debt service to general operating revenue. The chart below indicates a system average debt-to-revenue ratio of 2.3% through 2024 with the highest ratio of 2.68% over time. Currently, individual college and universities’ average debt-to-revenue ratios range from 0.06% to 1.32%. Only six colleges are above 1.0%; all universities are below 1.0%. Fond du Lac Tribal and Community College’s ratio is 2.52%, a reflection of a relatively short term build-out plan during a period of modest revenues.



SYSTEMWIDE INITIATIVES

Systemwide capital project initiatives, which are smaller projects bundled together with a common theme, have received good legislative support in past biennia, i.e. science and classroom renovations, and demolition of obsolete facilities. These systemwide initiatives have been extremely helpful in improving academic space and addressing deferred maintenance at a large number of campuses, and should be considered again for the 2012 program. These relatively modest modernization projects, usually in the \$500,000 range, represent a significant improvement for academic program delivery.

The strongest initiative with the most support in funding has been the initiative for Science, Technology, Engineering and Math (STEM) lab and classroom renovations. This has been requested in three biennia and has received funding support each time although vetoed in 2010. It is proposed again for 2012, as many campuses still have lab spaces that are in need of updating. A recent analysis of science and allied health facilities determined that only two campuses are without science labs, but that many have significantly outdated, obsolete and/or unsafe facilities.

Another initiative that has had mixed funding results is that for renovations of classrooms and workforce program space. This has been requested twice and vetoed once. This initiative has modernized and renewed obsolete or underutilized classrooms for more robust use and activity. These relatively low cost projects have a “big bang for the buck” at the local campus.

A new initiative proposed for 2012 involves furthering the development of sustainable and energy efficient projects. This initiative involves development of alternative fuel sources such as photovoltaic, solar panels or small wind turbines to augment campus utility systems. In addition, as ‘green’ jobs are increasing, the initiative could respond to academic program needs and create space for related workforce training.

Preliminary information from campuses on these proposed initiatives was to be submitted by late March. If there is sufficient interest, a predesign will be developed by the Office of the Chancellor to determine the need, scope and cost of the projects.

2012-2017 CAPITAL BUDGET PROCESS

To guide development of the FY2012-2017 capital budget, a work plan has been developed and is presented in Attachment B. The core element of this process is the identification of capital needs by each college and university, development of the required predesign and project description documents, and submission to the Chancellor and Board for consideration. Key elements of the process are described below:

Campus master facilities plan: A major initiative launched in 1998 has resulted in the creation of campus master facilities plans at all colleges and universities. Board policy requires all campuses to update their facilities master plan every five years to assure correlation with academic programs and plans, and good stewardship and appropriate reinvestment in the physical plant. All projects proposed for the FY2012-2017 capital budget must relate to the campus master facilities plan.

Project Predesign: A predesign document will be required at points noted in the work plan schedule, Attachment B. There is clear evidence that projects with an underdeveloped or weak predesign correlate to a poor and/or ill-defined project. Conversely, a thoroughly defined and understandable predesign document correlates to a higher ranking project with less opportunity for scope or cost creep from the design phase to construction. As a result, failure to meet deadlines for predesign submission will eliminate the projects from consideration.

Documentation: In addition to the predesign, campuses will be required to fill out a standard sheet of information that addresses the major components of their project. See Attachment C.

Prior approved projects: Projects that were previously approved in the 2010 budget cycle will be reviewed for their priority in relationship to other carry forward projects as well as new proposed projects. **Projects that were previously approved by the Board in 2010 or earlier will receive a preferential ten percent (10%) bonus of their subtotal score. Projects that were approved by the Board and also in the 2010 bonding bill will receive an additional five percent (5%) for a maximum of fifteen percent (15%) bonus of their subtotal score.** This deviates from practice in the last budget cycle, but gives the Board more flexibility in evaluating the overall capital budget. Staff will also evaluate both prior approved projects and new projects for cost, schedule and any scope changes along with inflation.

College/university project priorities: Several colleges or universities may be submitting more than one capital project, and therefore should indicate their institution's priority. Ten additional points will be awarded to the institution's number one (#1) priority project. Additional points will not be awarded for an institution's priorities other than its #1 priority project.

Evaluation teams: Following submittal of the projects, review and scoring will take place by a diverse, cross disciplinary Project Advisory Team of academic, finance, facilities and technology personnel from campuses and the Office of the Chancellor. The Project Advisory Team will be more robust this cycle with greater academic representation. Attachment A is the scoring mechanism the Team will use.

Schedule: Per the work plan, Attachment B, institutions planning to submit projects for the FY2012-2017 capital budget should now be actively evaluating their approved master plan and looking to create a project predesign. Capital budget requests and initial project documentation must be submitted to the Office of the Chancellor in July 2010 for initial 50% predesign comments. From July thru September 2010, colleges and universities should be engaged in discussion of facilities and program requirements, specific space utilization issues, energy efficiency considerations, and improvement of the FCI. Final predesign documentation must be submitted by October 29, 2010.

Board of Trustees Public Hearings: Public hearings for the FY2012 – 2017 capital budget will take place in February and March 2011. Prior to those hearings, the Chancellor's preliminary list of projects and priorities will be provided to the Leadership Council and Board. Presidents who wish to comment on their project's placement or

non-placement on the priority list may present their project to the Board and the Chancellor at that time. A final draft of the Chancellor's prioritized project list will be presented to the Leadership Council in April 2011 and to the Board in May and June 2011. Approval of the capital budget in June 2011 is necessary to meet the state timetable for the 2012 legislative session.

Definitions applicable to the capital budget process are contained in Attachment D.

RECOMMENDED COMMITTEE ACTION:

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

The Board of Trustees approves the FY2012-2017 Capital Budget Guidelines as presented herein.

RECOMMENDED MOTION:

The Board of Trustees approves the FY2012-2017 Capital Budget Guidelines as presented.

Date Presented to the Board of Trustees: May 19, 2010

Project Advisory Team Project Analysis
2012 Capital Projects Review & Comments



Project: _____

Strategic Plan	Not Applicable	Low	Average	High	Comments that justify your score
1.0 Increase Access, Opportunity and Success					
1.1 Planned project connects to populations and meets needs of students with diverse background and educational goals. Project directly is responsive to demographic or labor market trend in the region; relates to specific access issue either directly in demographics or clearly states impact of job market, regional need and number of graduates.	0	1 2	3	4 5	
1.2 Project supports collaboration – with partner institutions by hosting their courses or accommodating programs design for transfer.	0	1 2	3	4 5	
1.3 Project accommodates growth of the 4-year baccalaureate programs in the Twin Cities metropolitan area.	0	1 2	3	4 5	
1.4 Project will contribute to the academic success of underrepresented students	0	1 2	3	4 5	
1.5 Project allows institution to increase or improve instruction or services for underrepresented students.	0	1 2	3	4 5	
					1 TOTAL Increase Access, Opportunity and success - max 25 points

Project Advisory Team Project Analysis
2012 Capital Projects Review & Comments



2.0	Ensure high quality programs and services through a commitment to academic excellence and accountability	0	1	2	3	4	5	
2.1	Planning components – efficient delivery of academics; i.e. opportunities in programs or workforce will occur due to this specific project.	0	1	2	3	4	5	
2.2	Completed predesign details the specific program requirements of the learning spaces.	0	1	2	3	4	5	
2.3	Space utilization: improves use of existing space by reconfiguration and/or making it flexible to adapt to changing needs.	0	1	2	3	4	5	
2.4	Facilities rightsizing: mothballs, demolishes or leases space to a compatible tenant (such as K-12, other higher ed or other community partner)	0	1	2	3	4	5	
2.5	Project renovates spaces.	0	1	2	3	4	5	
2.6	Project improves and supports science, technology, engineering and math (STEM) programs.	0	1	2	3	4	5	
								2 TOTAL Ensure high quality programs and services through a commitment to academic excellence and accountability – max 30 points

Project Advisory Team Project Analysis
2012 Capital Projects Review & Comments



3.0	Provide programs and services to enhance the global economic competitiveness of the state, its regions and its people												
3.1	Project accommodates programs that demonstrate strong demand for graduates or close partnerships with employers and workforce agencies. Partnerships of other workforce connections are clearly defined with proven documentation.	0	1	2	3	4	5						
3.2	Projects accommodate academic programs which serve specific workforce development needs in the region.	0	1	2	3	4	5						
3.3	Projects goals and results are clearly defined and rationale is compelling.	0	1	2	3	4	5						
3.4	Project leverages funding from private and other governmental sources.	0	1	2	3	4	5						
3.5	Economic vitality objective; i.e. cost appears reasonable for a high-demand state or regional workforce and conversely, cost is not proportional to limited workforce gain	0	1	2	3	4	5						
													3 TOTAL Provide programs and services to enhance the global economic competitiveness of the state, its regions and its people – max 25 points

Project Advisory Team Project Analysis
2012 Capital Projects Review & Comments



4.0	Innovate to meet current and future educational needs											
4.1	Creates an innovative learning space and advances opportunities for faculty to use innovative instructional delivery models.	0	1	2	3	4	5					
4.2	Project provides flexibility to support multifunctional class sessions.	0	1	2	3	4	5					
4.3	Design of space for use by multiple programs and services now or over time.	0	1	2	3	4	5					
4.4	Collaborations with other higher education facilities that specifically enable flexibility, innovation and effective use of space.	0	1	2	3	4	5					
4.5	Demonstrates "best value for learning" – costs are reasonable or low in relation to outcomes.	0	1	2	3	4	5					
4.6	Project reduces backlog and that each project dollar towards modernization and/or renewal of space is matched by a project dollar amount to reduce campus backlog or address the immediate 5-year renewal	0	1	2	3	4	5					
												4 Total Innovate to meet current and future educational needs – max 30 points

Project Advisory Team Project Analysis
2012 Capital Projects Review & Comments



5.0	Ensure the long term viability of higher public education in Minnesota										
5.1	Integrates planning and carries out provisions noted in the approved campus master plan.	0	1	2	3	4	5				
5.2	Improves condition of Facilities Condition Index (FCI) by improving the backlog or renewal.	0	1	2	3	4	5				
5.3	Renovation improves the current condition and positions academic space for future use.	0	1	2	3	4	5				
5.4	Effective use of Repair and Replacement funds (i.e. 3 year average of \$1.00/sq ft) at the institution that this project will augment	0	1	2	3	4	5				
5.5	Operational costs are clearly delineated. Quantifies positive or negative impact on operational cost and, if applicable, demonstrates how additional costs can be supported.	0	1	2	3	4	5				
5.6	Specifies how the project will advance sustainability and energy conservation in campus facilities.	0	1	2	3	4	5				
5.7	Project can be supported by current utility and other infrastructure or includes necessary updating of systems needed to support new facilities.	0	1	2	3	4	5				
5.8	Overall campus financial condition is healthy to absorb debt and operational expense – review Composite Financial Index (CFI)	0	1	2	3	4	5				
5.9	Project advances use of alternative fuel sources on campus, or project supports academic programs related to development and use of alternative fuel sources.	0	1	2	3	4	5				
											5 TOTAL Ensure long term viability of public higher education in Minnesota – max 45 points



**Project Advisory Team Project Analysis
2012 Capital Projects Review & Comments**

FINAL Scoring for the project:

<p>1 Increase access opportunity and success</p>	<p>2 Ensure high quality programs and services through a commitment to academic excellence and accountability</p>	<p>3 Provide programs and services to enhance the global economic competitiveness of the state, its region, and its people</p>	<p>4 Innovate to meet current and future educational needs efficiently</p>	<p>5 Ensure the long term viability of public education in Minnesota</p>	<p>TOTAL</p>
<p>25 high 15 aver 5 low</p>	<p>25 high 15 aver 5 low</p>	<p>25 high 15 aver 5 low</p>	<p>30 high 18 aver 6 low</p>	<p>45 high 27 aver 9 low</p>	<p>150 high 90 aver 30 low</p>
<p><u>Additional points: 10% of subtotal for projects included in the Board of Trustees' 2010 Capital Budget; 5% additional (max 15% of subtotal) if on Board list and also approved by the legislature in 2010 bonding bill.</u></p>					<p>SUBTOTAL</p>
<p><u>Additional 10 points for college/university's #1 priority project.</u></p>					
<p>GRAND TOTAL</p>					<p>GRAND TOTAL</p>



**Project Advisory Team Project Analysis
2012 Capital Projects Review & Comments**

General Comments on the Project:

Suggestions to Improve the Project:

FY2012 – 2017 Capital Budget Schedule

Oct – Dec 2009	Review and modify process; review planning survey, hear from discussion groups, obtain input from Board of Trustees and Leadership Council
March 2010	Campuses start predesigns to allow for input from faculty (prior to end of semester in May)
April 2010	Leadership Council: review draft FY2012 – 2017 Capital Budget Guidelines Board of Trustees: FY2012 – 2017 Capital Budget Guidelines, 1 st Reading
May 2010	Board of Trustees: FY2012 – 2017 Capital Budget Guidelines, 2 nd Reading
June 2010	Campuses submit tentative capital project titles and preliminary cost estimates
June - Aug 20	Develop predesign documents for 2012 capital projects and submit partial reports to the Office of the Chancellor: 50% due July 16, 2010; 80% due September 9, 2010
September 1, 2010	Capital project narrative (2 pages) and spreadsheets (3) submitted to Office of the Chancellor. HEAPR: Campuses analyze FRRM backlog and renewal data; begin engineering studies for significant HEAPR projects (over \$1 million)
October 29, 2010	Master list prepared of all campus requests for the 6-year Capital Plan; comments provided to campuses based on predesigns. <u>Pre-designs must be 100% complete for 2012 projects.</u> Revised capital project narrative (2 pages) and spreadsheets (3) due. Responses back to campuses from Office of Chancellor no later than November 12
November 24, 2010	Final submittal of capital project narrative (2 pages) and spreadsheets (3) due
December 15, 2010	Project documents mailed to Project Advisory Teams. Pre-designs posted on internal website and available to all Project Advisory Team members.
January 5 - 7, 2011	Project Advisory Teams evaluate and score capital projects
February 2011	Leadership Council reviews preliminary Project Advisory Teams' comments and project scores. HEAPR budget documents due; engineering reports should be complete
Feb - March 2011	Project Advisory Teams' scores presented to Board of Trustees; public hearings on proposed capital budget held and MnSCU 6-Year Capital Plan developed
April 2011	Leadership Council reviews preliminary FY2012 – 2017 Capital Budget
May 2011	Board of Trustees reviews FY2012 – 2017 Capital Budget, 1 st Reading
June 2011	Board of Trustees action on FY2012-2017 Capital Budget, 2 nd Reading Capital Budget forwarded to Governor and Legislature via state's Budget system
Aug – October 2011	Legislative committees conduct campus bonding tours using June project data
October 2011	Capital Budget requests “frozen” in the state's Budget Information System.
January 2012	Governor's Capital Budget recommendations
February 2012	2012 Legislature convenes

Mn State Colleges and Universities

2012 AGENCY CAPITAL BUDGET REQUEST

ATTACHMENT C Revised

Fiscal YEARS 2010-2015

Project Name:

Project Narrative

NOTE: No more than 2 pages at 9 point; 50% due July 16; if final due Oct 29, 2010. Revisions with Office of Chancellor comments then due Nov 24, 2010

2012 STATE APPROPRIATION REQUEST: Name the Project
 FYE Room Utilization

2010 Board of Trustees Approved Request: Yes or No

CAMPUS PROJECT PRIORITY: Note campus priority here #1 or # 2 or #3

Project Rationale:

PROJECT LOCATION: Campus Name

Predesign:

PROJECT DESCRIPTION: No more than 300 words

Deferred Maintenance Backlog removed:
 Note proposed items to be removed or renewal addressed) and dollar amount and FCI current and with this proposed project.

PROJECT RATIONALE AND RELATIONSHIP TO AGENCY LONG RANGE STRATEGIC PLAN:

Energy efficiency or other specific sustainability highlights:

MnSCU Strategic Plan:

Increase Access, Opportunity and Success:

IMPACT ON AGENCY OPERATING BUDGETS (Facilities Notes):

Ensure High-quality Programs and Services through a Commitment to Academic Excellence and Accountability:

Capacity of Current Utility Infrastructure:

Provide Programs and Services to Enhance the Global Economic Competitiveness of the State, its Region and its Peoples:

Building Operations Expenses (Heating, Cooling, Electrical, Refuse, 1% Renewal account, etc):

Innovate to Meet Current and Future Educational Needs:

Debt Service:

Note Debt Service to date, with this project. Note CFI Note current year or 3 year average R and R spending:

Ensure the Long Term Viability of Public Higher Education in Minnesota:

OTHER CONSIDERATIONS:

Consequences of Delayed Funding:

Institution Master Plans & Regional Collaborations:

PROJECT CONTACT PERSON, TITLE, ADDRESS, PHONE, FAX, AND E-MAIL:

Enrollment and Space Utilization:

FY2007 FY2008 FY2009 FY2010

FY2012 – 2017 Capital Budget Guidelines Definitions

- **Asset Preservation:** There is no legal or generally accepted definition for asset preservation, but the definition in the state’s capital budget guidelines describe it as "committing necessary resources to preserving, repair, or adaptive re-use of current assets." Such projects are identified by including a dollar amount in the renewal (or asset preservation) column on the Project Construction spreadsheet in the official capital budget submission. Renewal in this context is defined as "expenditures to keep the physical plant in reliable operating condition for its present use, without programmatic change". Work under Higher Education Asset Preservation and Replacement (HEAPR) is usually characterized as simply “asset preservation.”
- **B3: Buildings, Benchmark and Beyond:** The B3 Guidelines are statutory requirements applicable to all new buildings and should also be used in all major renovations (where feasible). Guidelines are available at www.csbr.umn.edu/B3
- **Capital project:** A project for construction, renovation, major repair/replacement, and/or land acquisition, such that the total cost is “capitalized” on the books of the college or university. Capital projects are normally authorized and funded by the state legislature, through the sale of state general obligation bonds. Bonds are backed by the “full faith and credit” of the state, with interest based on the state’s current bond rating, and are repaid over 20 years. A capital project includes all costs associated with delivery of that project: design, construction, demolition, testing, inspection, furniture and furnishings, equipment, land acquisition, and project management.
- **Composite Financial Index (CFI):** A measurement tool used to annually gauge the financial health of a college or university based on generally accepted accounting principles. A higher CFI indicates stronger health, with a CFI of 3 being a possible benchmark. The system's current 2009 CFI is 1.87 (this follows 2.24 and 2.44 in fiscal years 2008 and 2007 respectively). The Higher Learning Commission has noted that if a campus is below 1.0, it is a warning sign concerning an institution’s financial health. A negative CFI would indicate criticality. For purposes of evaluating capital projects, the CFI will be examined over a three year time period. The CFI consists of four ratios or measures that are complex and aim for a more balanced look at financial health. The two current operating measures, return on net assets and operating margin, demonstrate the level of return on net assets and the extent to which operating revenues do or do not cover operating expenses, respectively. The primary reserve and viability ratios measure an organization’s liquid net assets that are available directly, or through additional borrowing, to cover emergency expenditures or invest in innovation.
- **Debt service:** Payments made by the state for principal, interest and issuance costs for the 20-year general obligation bonds. Minnesota State Colleges and Universities pays one-third of the debt service on authorized projects except HEAPR. One-half of the assigned debt service (one-sixth of the total) is assigned to the college or university benefiting from the project; one-sixth is spread over the system as a whole.

- **Deferred Maintenance and Repair Backlog (“Backlog”):** Necessary facilities renewal work that has not been accomplished and has been deferred due to lack of funding. This is often referred to as “deferred maintenance” which can give the mistaken impression that work has been deferred due to inattentiveness to maintenance or repair. A better term is “deferred capital renewal.” Items in the FRRM backlog run the gamut from being in marginal condition; to being obsolete where replacement parts are no longer available; to be failing or have already failed and will require expensive repairs in the future. For example, a boiler or roof that is past its useful life expectancy and is marginally functioning would be in the backlog. A single pane window system may be 50 years old, has failing material composition due to age and is energy inefficient. Despite the fact it provides marginal view and weather protection, the window system would be in the backlog. On the other hand, a 40-year old boiler may be in top condition due to exceptional maintenance and timely replacement of components. It would not be in the backlog.

For the FRRM purposes, the backlog represents the existing (or extrapolated) estimated costs associated with major maintenance, repair and replacement requirements for buildings, grounds, fixed equipment and infrastructure. The total equals the amount of funding that is needed for a facility or entire campus to be “whole and at current value.” It does not include work that is associated with program or academic improvements. Note the word ‘deferred’ is used only in that lack of funding creates this ‘deferred’ condition and does not imply that the campus has willingly chosen to not maintain the physical plant.

- **Facility Condition Index (FCI):** A measure of the physical condition of a building, or entire campus, with the value of deferred maintenance and repair divided by the replacement plant value. The Association of Higher Education Facilities Officers (APPA) indicates an FCI less than 5% is considered “good;” 5% to 10% as “fair;” and over 10% as “poor.” Through the FRRM documentation, the system has been tracking conditions since 2005. The 2010 extrapolation for all the campuses indicated a system wide average FCI of 11%. Campus FCI will be evaluated over a three year time period in connection with review of projects.
- **Facility Renewal Reinvestment Model (FRRM):** This program, implemented in 2005, evaluates the life cycle of building components and systems to determine and quantify campus conditions, both in terms of backlog of needs not addressed (or deferred due to lack of funding) and the upcoming needs for renewal of major systems and sub-systems. The model is easily updated by campus personnel on a yearly basis, thus providing an ongoing assessment of campus conditions. The model has 2005 as the base year and is updated by campus personnel annually in February of each year.
- **Furniture, fixtures and equipment (FF&E):** The outfitting phase of the project. State policy allows the purchase of FF&E using bond proceeds when included in a capital project. Most FF&E is purchased by the college or university using recommendations from the project architect, MinnCorr (prison industries), or local preferences and sources. Computers and other technology equipment may also be procured this way as part of the project.
- **HEAPR: Higher Education Asset Preservation and Replacement.** The HEAPR program, defined in Minnesota Statutes Chapter 135A.046, focuses on facilities maintenance and

repair needs that are capital in nature and unable to be funded through the campus operating budget. HEAPR also includes funding for compliance with life safety and building codes; Americans with Disabilities Act (ADA) requirements; hazardous material abatement and indoor air quality improvements; and facilities renewal in support of existing programs. As a part of the capital budget, HEAPR is usually expressed as a total, lump-sum requirement for appropriation purposes with a detailed campus-by-campus project list provided as backup information. HEAPR, since its inception in 1992, has been funded by general obligation bonds with no debt service requirement.

- **Operating Costs:** In context with the capital budget, projects must consider the impact on the campus operating budget. Operating costs include utilities, custodial care, maintenance and repair, debt service and staff labor expenses. The state does not provide additional operating budget funding in support of new or expanded facilities.
- **Space utilization:** A measure of how efficiently space is used as expressed by hours of class room usage. The baseline is considered to be 32 hours a week of any class and any timeframe (day or hourly) for 100% utilization.
- **Sustainability:** The best term we have found is: "the ability to meet current needs without compromising the ability for future generations to do the same." Components of sustainability include recycling and minimizing solid waste, conserving water and energy, purchasing appropriate goods and materials, long lived, low maintenance cost construction and development, and appropriate grounds maintenance. For further information contact the United States Green Building Commission at www.usgbc.org or the local Minnesota sustainable guidelines found at www.sustainabledesignguide.umn.edu.
- **Stages of a Project: Predesign – Design – Construction:**
 - **Predesign:** An element of project planning required by statute to define the project scope, cost and schedule. Predesign reports are commonly funded by the respective college or university from their operating budgets and generally cost less than 0.5% of the total project value. A professional architect/engineering firm should prepare the predesign report.
 - **Design:** The process that takes the project scope and budget as defined in the predesign and creates the architectural and engineering specifications and drawings on which a construction contractor will bid and perform the work. The design process normally has three phases: schematic design – the phase during which the project evolves as to siting, size, functionality, materials, and program placement; design development – the phase during which the architectural and engineering details emerge; and construction drawings – the final phase where specific drawings, specifications, details and instructions are provided to define the construction and provide the basis on which a contractor will bid. Cost estimates are prepared, analyzed and adjusted during all phases. Design of state buildings and other facilities must be accomplished by architects and engineers licensed to practice in Minnesota.

- **Construction:** The phase of the project where construction trades build the new facility, and renovate or repair the existing facility. Construction is normally accomplished through one contract with one general contractor, thereby minimizing risk to the owner. However, two or more contracts may be used to facilitate progress, e.g. an early contract for asbestos removal, site work and utilities; or a later contract for a parking lot, landscaping, or ancillary items able to be funded through cost savings over the life of the project. The system also uses other forms of project delivery such as design/build and construction manager. Construction normally represents about 70% of the total project cost.
- **Reinvestment:** The amount of funds that must be spent on an existing facility each year to preserve its physical state of readiness and programmatic value; the funds needed to return the capital asset to its full intended use, whether through planned renewal or reduction of the backlog. In the FRRM context, it is funding of Backlog plus Renewal. All building components have a predicted life span and must be replaced and/or refreshed periodically. To not reinvest is to “defer” and thus build a backlog of maintenance, repair and renewal.
- **Renewal:** The amount required to maintain facilities “at par” condition; the current or anticipated replacement need of a subsystem. For example, a 40-year old boiler that is scheduled to be replaced due to its age in 2012 would be indicated in that year as a “renewal” need. The FRRM model predicts future renewal requirements.
- **Repair and Replacement (R&R):** The amount of investment from a campus for items that assist in lengthening the life of the building which are typically coded from Fund 830.

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

Agenda Item Summary Sheet

Committee: Finance, Facilities and Technology **Date of Meeting:** May 18, 2010

Agenda Item: Proposed Amendments to Board Policies: Policy 5.14 Procurement and Contracts, Policy 5.17 Resources Recovery and Environmentally Responsible Practices and Policy 6.6 Facilities Maintenance and Repair including Revenue Fund Facilities (Second Reading)

- Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
- Information

Cite policy requirement, or explain why item is on the Board agenda: Board Policy 1A.1, Part 6, Subpart H, has established that each board policy and system procedure is to be reviewed at least once every five years.

Scheduled Presenter(s): Laura M. King, Vice Chancellor - Chief Financial Officer

Outline of Key Points/Policy Issues:

Board policies and procedures are reviewed to:

1. assure contemporary and responsible business practices are maintained
2. assure the system's current financial and operating control mechanisms are sustained or strengthened
3. assure continuity of operations
4. clarify conflicting or misunderstood information
5. eliminate redundancy

Background Information: The Finance Division is responsible for reviewing and proposing amendments to most board policies in Chapters 5, 6, and 7.

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

BOARD ACTION

Proposed Amendments to Board Policies: Policy 5.14 Procurement and Contracts, Policy 5.17 Resources Recovery and Environmentally Responsible Practices and Policy 6.6 Facilities Maintenance and Repair Including Revenue Fund Facilities

BACKGROUND

Board Policy 1A.1, Part 6, Subpart H, has established that each board policy and system procedure is to be reviewed at least once every five years. This purpose of this review is to:

1. assure contemporary and responsible business practices are maintained
2. assure the system's current financial and operating control mechanisms are sustained or strengthened
3. assure continuity of operations
4. clarify conflicting or misunderstood information
5. eliminate redundancy

The following policies contain language and syntax revisions in addition to the specific changes noted.

Policy 5.14, Procurement and Contracts

Policy 5.14, Procurement and Contracts was amended at the March 2010 meeting. It was recommended by committee members at that time that approval by the Board of Trustees should be required for inter-agency and intra-agency agreements, joint powers agreements that do not create a joint powers board, Minnesota Department of Administration master contracts, Office of Enterprise Technology master contracts or Minnesota State Colleges and Universities master contracts with a value greater than \$3,000,000.

Policy 5.17 Resources Recovery and Environmentally Responsible Practices

As shown in Attachment B, the proposed amendment to Policy 5.17 Resources Recovery and Environmentally Responsible Practices clarifies responsibilities of the chancellor and college and university presidents.

The chancellor, in concert with college and university presidents, shall develop system-wide procedures and initiatives that reflect long-term stewardship of the campus physical environment. The chancellor shall develop facilities planning guidelines, design and construction standards, and energy conservation procedures that appropriately provide for

enhanced sustainability and long-term stewardship of campus physical resources.

College and university presidents shall develop and implement campus-based initiatives in support of these practices, and identify and report accomplishments.

The name of the policy will also be changed to better reflect its purpose – Sustainability, Resources Conservation and Recovery and Environmentally Responsible Practices.

Policy 6.6 Facilities Maintenance and Repair Including Revenue Fund Facilities

As shown in Attachment C, the proposed amendment to Policy 6.6 Facilities Maintenance and Repair Including Revenue Fund Facilities states that the chancellor shall develop and implement processes by which the physical condition of system facilities can be assessed and gauged, and shall determine targets for annual operating budgets for campus-funded repair and replacement (R&R).

RECOMMENDED COMMITTEE ACTION

The Finance, Facilities and Technology Policy Committee recommends the Board of Trustees adopt the following motion:

The Board of Trustees approves amending Policy 5.14 Procurement and Contracts, Policy 5.17 Resources Recovery and Environmentally Responsible Practices and Policy 6.6 Facilities Maintenance and Repair Including Revenue Fund Facilities as shown in Attachments A-C.

RECOMMENDED BOARD ACTION

The Board of Trustees approves amending Policy 5.14 Procurement and Contracts, Policy 5.17 Resources Recovery and Environmentally Responsible Practices and Policy 6.6 Facilities Maintenance and Repair Including Revenue Fund Facilities as shown in Attachments A-C.

Date Presented to the Board: May 19, 2010

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

BOARD POLICY		5.14	
Chapter	5	Chapter Name	Administration
Section	5.14	Policy Name	Procurement and Contracts

Policy 5.14 Procurement and Contracts

1 | Part 1. Authority.

2 Pursuant to Minnesota Statutes § 136F.581, the Board of Trustees has authority for
3 purchases and contracts consistent with Minnesota Statutes § 471.345, the Uniform
4 Municipal Contracting Law, and other pertinent statutes, as well as the authority to
5 utilize any contracting options available to the commissioner of administration under
6 Minnesota Statutes Chapters 16A, 16B and 16C. It is the policy of the Board of Trustees
7 that contracts, including real property leases, shall not exceed five years, including
8 renewals, unless otherwise provided for by law or approved by the chancellor or the
9 chancellor's designee.

10

11 | Part 2. Responsibilities.

12 | The state colleges, universities, and Office of the Chancellor are responsible for
13 procurement of necessary goods and services and the implementation of contracts that
14 maximize the use of financial resources.

15 The system-wide procedures for procurement and contracts shall be consistent with
16 Minnesota Statutes § 471.345, the Uniform Municipal Contracting Law, as applicable,
17 and in compliance with other pertinent state and federal laws. The procedures shall
18 provide detailed instructions for campus and system implementation.

19 Policies and procedures relating to facilities design and construction contracts are
20 addressed in [Board Policy 6.5](#), Capital Program Planning.

21 | Part 3. Accountability/Reporting.

22 College and university presidents will be held accountable by the chancellor for
23 complying with state and federal laws, Board policy, and system-wide procedures for all
24 purchases and contracts.

25 ~~Annual reports on procurement contracts with values greater than \$100,000 will be~~
26 ~~available on the system's Web site and in other formats upon request.~~ Contracts,
27 including amendments, with values greater than \$3,000,000 must be approved in
28 advance by the Board of Trustees ~~except as provided in this policy.~~

29 ~~Approval by the Board of Trustees is not required for~~ [Contracts include](#) inter-agency and
30 intra-agency agreements, joint powers agreements that do not create a joint powers

1 board, Minnesota Department of Administration master contracts, Office of Enterprise
2 Technology master contracts or Minnesota State Colleges and Universities master
3 contracts with values greater than \$3,000,000. ~~Periodic reports will be provided to the~~
4 ~~Board of Trustees on these types of contracts.~~

5 Annual reports on all procurement contracts with values greater than \$100,000 will be
6 available on the system's Web site and in other formats upon request.

7

8 Date of Implementation: 06/21/00

9 Date of Adoption: 06/21/00

10 Date & Subject of Revisions:

11 03/17/10 - Amended Part 3 to require annual reports on procurement contracts with
12 values greater than \$100,000 be available on the system's Web site and in other formats
13 upon request, and requires Board approval for contracts, including amendments, with
14 values greater than \$3,000,000. Amends Part 3 to clarifies which do not require approval
15 by the Board of Trustees.

16 06/21/06 - Amended Part 1 removing requirement to report exceptions the Board
17 annually. Other technical changes.

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

BOARD POLICY		5.17
Chapter 5	Chapter Name	Administration
Section 5.17	Policy Name	Resources Recovery and Environmentally Responsible Practices

1 **5.17 Sustainability, Resources Conservation and Recovery, and Environmentally**
2 **Responsible Practices**

3
4 **Part 1. Policy Statement.** The Board of Trustees promotes sustainability, reduction of
5 waste, resources conservation and recovery, and environmentally responsible practices,
6 including energy conservation and pollution prevention, consistent with law and current
7 executive orders.

8
9 Part 2. Responsibilities.

10 The chancellor, in concert with college and university presidents, shall develop system-
11 wide procedures and initiatives that reflect long-term stewardship of the campus physical
12 environment. The chancellor shall develop facilities planning guidelines, design and
13 construction standards, and energy conservation procedures that appropriately provide for
14 enhanced sustainability and long-term stewardship of campus physical resources.

15
16 College and university presidents shall develop and implement campus-based initiatives
17 in support of these practices, and identify and report accomplishments consistent with
18 Part 3.

19
20 **Part 32. Accountability.** The Office of the Chancellor, and each college and university
21 shall appoint a representative(s) for all environmental and resource recovery issues and
22 shall maintain records regarding recycling, energy consumption and conservation, and
23 pollution prevention efforts. The Office of the Chancellor and each college and
24 university shall report progress and accomplishments periodically to the Board.

25
26
27 *Date of Implementation: 06/21/00*

28 *Date of Adoption: 06/21/00*

29
30 *Date and Subject of Revision:*

31 *10/5/09 – Policy reviewed, no content amendments recommended.*

32 *06/18/03 – changes “system office” to “office of the chancellor”*

33 *06/21/00 – Contains language formerly in Board policy 5.6; Added Part 1, Policy Statement and language in*
34 *Part 2 requiring the system office and the colleges and universities to appoint a representative;*

35

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

BOARD POLICY		6.6
Chapter 6	Chapter Name	Facilities Management
Section 6.6	Policy Name	Facilities Maintenance and Repair including Revenue Fund Facilities

6.6 Facilities Maintenance and Repair including Revenue Fund Facilities

Part 1. Policy Statement. It is the policy of the Board of Trustees that long-range plans be developed addressing the physical plant needs of the office of the chancellor, colleges, and universities. The Board of Trustees strongly supports a sustained level of funding to address infrastructure needs, backlog of deferred maintenance and ongoing annual preventive maintenance, [energy efficiency](#), repair and renewal.

Part 2. Responsibilities. The chancellor is responsible for periodic communications, reporting, and oversight of facilities maintenance and repair funds. [The chancellor shall develop and implement processes by which the physical condition of system facilities can be assessed and gauged, and shall determine targets for annual operating budgets for campus-funded repair and replacement \(R&R\).](#) The presidents shall budget for adequate maintenance, ~~and~~ repair [and replacement](#) of campus facilities and grounds including those facilities under the Revenue Fund (e.g., residence halls, student unions, parking facilities and dining services).

Part 3. Accountability/Reporting. Periodic reports will be presented to the Board of Trustees on facilities [condition assessments and capital requirements for capital renewal.](#) ~~management on an exception reporting basis.~~

Date of Implementation: 06/21/00

Date of Adoption: 06/21/00

Date and Subject of Revision:

06/21/06 – Amended Part 2 requiring presidents to budget for adequate maintenance and repair, including parking facilities.

06/18/03 – revises “system office” to “office of the chancellor”

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

Agenda Item Summary Sheet

Committee: Finance, Facilities and Technology **Date of Meeting:** May 18, 2010

Agenda Item: Follow-up to OLA Evaluation of the System Office

Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring

Information

Cite policy requirement, or explain why item is on the Board agenda: The evaluation report of the MnSCU System Office was released by the Office of the Legislative Auditor in February 2010 and included several recommendations which address the operations of the Finance and Information Technology divisions of the Office of the Chancellor.

Scheduled Presenter(s): Laura M. King, Vice Chancellor – Chief Financial Officer

Outline of Key Points/Policy Issues: This report identifies the lead elements of work effort, timelines, and initial resource estimates required to initiate and sustain the identified work. The committee’s input is needed endorsing the initial scope of effort and acknowledging additional resource needs.

Background Information: In early 2009, the chair of Minnesota State Colleges and Universities Board of Trustees and Chancellor McCormick requested the Legislative Audit Commission to authorize an evaluation of the Office of the Chancellor, including an examination of administrative functions. The study was approved and undertaken in the fall of 2009.

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

INFORMATION ITEM

Follow-up to OLA Evaluation of the System Office

BACKGROUND

In early 2009, the Chair of Minnesota State Colleges and Universities Board of Trustees and Chancellor McCormick requested the Legislative Audit Commission to authorize an evaluation of the Office of the Chancellor, including an examination of administrative functions. The study was approved with work undertaken in the fall of 2009 and final report released in February 2010. Several recommendations addressed operations within the Finance and Information Technology divisions of the Office of the Chancellor.

There are three recommendations with substantial system wide and strategic implications and four recommendations that represent opportunities for administrative process improvements.

SYSTEM WIDE AND STRATEGIC RECOMMENDATIONS

Efficiency and Effectiveness – “There may be opportunities for administrative efficiencies through multi-campus or centralized delivery of some services.” (page 28 of the report). The Board chair has charged this committee with examining the opportunities to foster expanded use of multi-campus delivery for certain administrative services. The report included a list of possible areas for study (page 30 of the report).

Project plan: It was recommended at the April committee meeting that four areas receive immediate attention:

- Financial aid loan processing
- eTimesheet interface/payroll processing
- Retirement system processing
- Unclassified leave processing

Resource Requirements

The preliminary timelines are heavily dependent on resourcing. Aggressive resourcing can accelerate the timelines, allowing MnSCU to realize significant benefits in a short time frame. Conversely, insufficient resourcing will result in tasks falling behind schedule, and anticipated benefits may not be fully captured.

The next steps include development of a through cost-benefit analysis for each initiative, which will provide a detailed return-on-investment (ROI), and articulate both the quantitative and qualitative benefits in the five categories previously identified. Effort will also begin to obtain financial resources through the internal allocation process in support of this effort.

The Finance and Administration endorsed the scope and approach outlined in April which enabled the project to move forward with planning, design, resourcing and implementation activities for each initiative.

Board Oversight – *“the Board of Trustees should exercise stronger ongoing oversight of the system office” (page 46 of the report). The Board chair has recommended that each Board committee develop recommended measures and benchmarks for the division(s) assigned to it. The Executive committee would then consolidate the recommendations into a cohesive oversight plan.*

Project Plan: The Executive Committee of the Board endorsed a strategy for this recommendation at its April 2010 meeting. The concept includes an annual report to each policy committee in June of each fiscal year. The report will provide budget and staffing information for the related division of the Office of the Chancellor and report on accomplishments of the division and the committee against that year’s committee/division work plan.

Information Technology Services – *the report raised several concerns about the work of the division (page 79-80 of the report). The issues include selection of projects, project management and tracking, user testing and training and contract management. The Chair has indicated an interest in re-establishment of the Information Technology committee of the board. Pending that action, this issue will be tracking in the Finance, Facilities and Technology Committee.*

Project Plan: The Vice Chancellor – Chief Information Officer has undertaken a complete review of the issues identified in the OLA report. It is noted that significant progress has occurred in some areas while others are still underway. Work is progressing to prepare a workplan with timetables and action steps for each of the identified areas. The work plan and a status report will be presented at the first meeting of the newly formed Technology Committee expected to occur after May 2010.

Administrative Process Improvements

Purchasing authority for presidents - *The report noted the need for clarification of presidential authority for certain purchase transactions and recommended changes in board procedure or other changes (page 32 of the report). Staff had been working on this issue for several months prior to the reviewers’ comments.*

Action Plan: board adopted revisions to Board Policy 5.14 at its March 2010 meeting. The policy and the related revised procedure have been distributed to the colleges and universities. Additional training will be provided during 2010.
Status: completed

Institutional charges outside of the regular allocation process - the report recommends that the Board receive additional information about charges made by the Chancellor's office to the colleges and universities (page 48 of the report).

Action plan: The annual budget materials submitted to the committee will be expanded to include a complete discussion of any charges contained in the plan.
Status: Pending consideration of FY2011 operating budget scheduled for April/May 2010

Oversight of professional technical contracts - The report recommended that the Chancellor's office should improve oversight of professional technical contracts (page 80 of the report). Several recommended process changes are put forward including improvements to the contract form and implementation of a post completion review.

Action plan: A work group will be formed to review this issue.
Status: It is expected that recommended additions to procedure will be in place by September 1, 2010.

Efficiencies in the management of capital projects - The report made several recommendations for changes to the capital project management process (page 87 of the report) Observations were made about the project planning, design and construction phases of the process.

Action plan: Two work Working Groups, made up of predominantly college and university representatives, met on May 3 and May 5 to discuss the OLA recommendations for the two facilities-related items. Recommendations for changes will be considered and implemented by December, 2010.

Status: Work groups formed and project underway. Completion on schedule expected.

Date Presented to the Board of Trustees: May 19, 2010