



## FINANCE AND FACILITIES COMMITTEE

JUNE 21, 2011

8:00 a.m.

BOARD ROOM  
WELLS FARGO PLACE  
30 7TH STREET EAST  
SAINT PAUL, MN

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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 Dan McElroy calls the meeting to order.

- (1) **Minutes of June 15, 2011** (will be submitted at meeting)
- (2) Finance and Facilities Update
- (3) 2011 Office of the Chancellor Performance Report – Finance and Facilities Division (pp 1-9)
- (4) Progress on Committee Goals (pp 10-13)
- (5) **FY2012-2017 Capital Budget Request (Second Reading)** (pp 14-30)
- (6) **FY2012 Operating Budget (Second Reading)** (pp 31-90)
- (7) **Revenue Fund Sale – Normandale Community College Parking Ramp (Second Reading)** (pp 91-127)
- (8) **St Cloud State University Bookstore Income Contract Over \$3M** (pp 128-131)
- (9) **Online Student Support Center Intra-Agency Agreement** (pp 132-134)

### Members

Dan McElroy, Chair  
Michael Vekich, Vice Chair  
Duane Benson  
Cheryl Dickson

Christopher Frederick  
Clarence Hightower  
Phil Krinkie  
James Van Houten

**Bolded** items indicate action required.

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

**Agenda Item Summary Sheet**

**Committee:** Finance and Facilities

**Date of Meeting:** June 21, 2011

**Agenda Item:** 2011 Office of the Chancellor Performance Report – Finance and Facilities Division

Proposed Policy Change       Approvals Required by Policy       Other Approvals       Monitoring

Information

**Cite policy requirement, or explain why item is on the Board agenda:** The Board of Trustees requested that this report be developed and presented annually in each of the Board's committees.

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

**Outline of Key Points/Policy Issues:** The performance report includes four sections that provide information about the current and projected budget of the division; the functions performed by the division and how they differ or complement those of the institutions; a listing of major goals and accomplishments for FY2011 and preliminary division goals for FY2012.

**Background Information:**

This report is part of a larger report on the performance of the Office of the Chancellor for FY2011. It was developed in response to the Office of Legislative Audit recommendation in the 2010 Office of the Chancellor Evaluation that suggested greater Board oversight of the office.

Office of the Chancellor Performance Report  
Finance and Facilities Division

**I. Multi-year Financial and Personnel Data**

Cost Category / Financing	2010-2011 Biennium		2012-2013 Biennium	
	2010 Actual	2011 Estimate	2012 projection	2013 projection
Salaries & Benefits	\$5,799,941	\$5,239,014	\$5,967,242	\$5,967,242
Consulting Contracts	1,736,802	1,885,149	0	0
Other Administrative Costs	5,122,894	3,884,453	5,576,907	5,576,907
Total Administrative Costs	\$12,659,637	\$11,008,616	\$11,544,149	\$11,544,149
Less: External Funding (1)	1,716,831	1,372,915	2,780,420	2,780,420
General Fund Financed Costs	\$10,942,806	\$9,635,701	\$8,763,729	\$8,763,729
<b>Distribution of General Fund Activities</b>				
Direct Services to Colleges/Universities	\$5,280,762	\$5,431,461	\$5,082,963	\$5,082,963
Systemwide Services	5,662,045	4,222,140	3,680,766	3,680,766
Division Employee FTE (2)	59.75	63.20	64.30	64.30

(1) Includes construction management fees, risk management, workers comp and Revenue Fund

(2) 2011 FTE increase due to reorganization functions between divisions.

**II. Explain the structural distribution between the functional duties performed by this division and similar activities performed by the colleges and universities.**

**Policy Leadership**

Board policies and procedures are prepared for adoption by the board. Implementation occurs at either/both the system level and the college and university level. Colleges and universities as well as the Office of the Chancellor develop local policies within the authority granted by the board to affect activity on their local campus

**Budget**

The Budget Unit: Operating budget functions occurs at the system level – requests for state appropriation are made on behalf of the system and once received are allocated to each college and university. Colleges and universities prepare budgets adding tuition and other revenue to available resources and then allocating to the departments and functions with the college or university.

Provides financial planning parameters and tuition guidance for budget development. Colleges and universities develop finance plans and recommend tuition and fee rates.

Requests state appropriation for the system, allocates available appropriation to the colleges and universities, and monitors various aspects of college and university budgets throughout

## Office of the Chancellor Performance Report Finance and Facilities Division

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the year. Colleges and universities develop budgets at the local level (which includes appropriation, tuition and other revenue), allocate resources to departments and functions with their individual institution, and monitor/adjust budgets throughout the year.

Prepares Board policies and procedures for adoption by the Board. Colleges and universities develop local policies within the authority granted by the Board to affect activity on their local campus.

Distributes state appropriation to colleges and universities for base support via an allocation framework. Data is obtained, numerous formulas are run, and a state appropriation allocation is calculated for each college and university. Colleges and universities determine how to spend the appropriation received through the allocation framework.

Extracts the student enrollment and finance data and distributes to each college and university for their review and completion of cost study. The unit compiles the individual college and university instructional cost studies into a systemwide report. The system cost study as well as individual cost studies are made available to each college and university for use in academic program management.

Each college and university completes an annual instructional cost study using the data generated from the Budget unit. The instructional cost study displays a cost per student for each academic program by level of instruction. Many colleges and universities use the instructional cost data in their program review processes and for academic program management.

Has responsibility for overseeing improvements made to the allocation framework; staffing a Technical Advisory Committee (composed of academic, student and finance officers) which is charged with on-going analysis and review of the operation and design of the allocation framework and its components.

Has responsibility for conducting research and preparing systemwide studies and reports such as tuition and fees, cost of attendance, and various legislative reports. The tuition and fee study addressed current tuition and fees policy, tuition comparison at national level, tuition revenue dependency, the role of financial aid in the cost of attendance, and total spending per student comparison at national level. System studies are designed to assist the Board of Trustees in the areas of program design and policy setting.

### **Facilities**

Facilities planning: Policy guidance and technical oversight for the preparation of campus master facilities plans happens at the system level and a single, systemwide capital budget

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request is developed. Per Board policy, staff tracks five-year update milestones and works with campuses and their architectural consultant in developing the master plan update. Staff makes recommendations for plan development, critiques technical substance and progress, and recommends approval action to the Vice Chancellor - CFO. Colleges and universities engage the consultant and manage the master plan update with campus constituencies based on the OOC guidelines and timetable for review and approval.

Provides technical oversight for the preparation of capital project predesigns, a necessary and required component of planning prior to capital project funding. Colleges and universities engage the architectural consultant and develop the predesign document based on board and OOC guidelines. Staff review the document at various stages of development, make recommendations to the campuses, and make final recommendation for approval to the Vice Chancellor - CFO.

Develops biennial capital budget guidelines to frame the development of capital projects for state funding. After board approval of the budget guidelines, staff manages development of the capital budget with input from each college and university. After approval of the capital budget by the board, staff manages the submission of the capital budget to the governor and Legislature, and advocates for legislative approval of the board-approved project list. Staff assists campuses with legislative visits during which legislators learn more details about capital project needs. Staff acts as primary source of project information for MMB, governor's office and the Legislature.

Develops policies, procedures and guidelines to assist campuses with their efforts towards building and maintaining a sustainable campus. Included are guidelines and standards for facilities planning, design and construction; reporting accomplishments to the board; and researching various methods of contracting with consultants to achieve positive results on campus. Staff develops a systemwide method to measure, compare and report on energy consumption and conservation. Campuses are responsible for taking the necessary actions to conserve energy, engage faculty and students, and generally promote on-site sustainable actions and initiatives.

Develops policy and procedures for all contract actions for capital and other projects' design and construction. Staff oversees contracting at colleges and universities and provides assistance, training, monitoring, reporting of progress, and resolving problems with project delivery. Staff ensures compliance with state procurement requirements for design and construction, including design and construction standards, prevailing wage requirements, a number and variety of statutory requirements, quality assurance, and fiscal integrity. Colleges and universities manage the day-to-day design and construction work activity with oversight and assistance provided by Office of the Chancellor staff.

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Manages and oversees the entire portfolio of over 26 million square feet of space located on over 6,000 acres; provide assistance to campuses for real estate transactions, including easements, licenses, property sales and dispositions; reviews documents for conformance to state and system requirements. Staff creates and maintains systemwide data bases of real estate holdings, leases, campus boundaries and related information.

Manages the Revenue Fund from a central perspective, as the fund is legally and financially a single financial enterprise. Based on campus input, staff develops long and short ranges capital requirements and plans, and executes revenue bond sales in support of campus capital requirements. Staff provides oversight to annual Revenue Fund operating budgets and reporting to the Board. Operation of site-specific Revenue Fund activities, including residence halls, student unions, wellness centers, some parking and dining services is accomplished on campus.

Provides systemwide perspective and oversight of many risk management activities principally centered on casualty, property and liability insurance; coordinates with the state Admin in the management of a property and casualty program, and other insurance products as needed by campuses.

Colleges and universities prepare local emergency plans, and coordinate their development with the Fire Center which provides oversight, guidance and assistance as needed.

Assists campuses with local compliance activities in the area of employee and student safety, hazardous waste disposal, and a variety of environmental compliance activities. Campuses are responsible for effective day-to-day management of safety and environmental compliance.

### **Financial Reporting (includes Campus Assistance)**

Financial Reporting group: At the system level the OOC provides leadership, guidance, training and tools aimed at college and university management and improvement of campus financial health and financial operations through the Financial Reporting group. Financial health is measured on an accrual basis with a focus on a composite financial index measurement basis, which is also used by the Higher Learning Commission of the North Central Association to assess members' financial health in relation to accreditation.

Provides professional accounting and audit pronouncement interpretation and implementation guidance. The group is responsible for Fundware, the supplemental accrual accounting and reporting package used to produce GAAP financial statements, systemwide financial reports and related audits including the systemwide consolidated annual report and the Revenue Fund annual report, and directly supports the external GAAP audits of thirteen

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universities and colleges and unaudited financial statements and related annual internal of twenty-three unaudited colleges.

Establishes and maintains appropriate accounting policies and procedures ranging from those with a day-to-day focus to those required for year-end financial statements. The Campus Assistance group is responsible for resolving accounting and procedure issues, monitoring systemwide financial data to ensure data integrity, training of college staff in areas such as local and state treasury bank reconciliations, and providing a wide range of additional accounting, business process, payroll, ISRS finance modules' support and other support to campuses as requested.

Supports other college/university and systemwide reporting to varying degrees and includes items such as quarterly Interim Financial reporting, IPEDS reporting, Higher Learning Commission CFI reporting, meeting state and federal government requirements, and ad hoc reporting as needed to support campus management needs.

The colleges and universities are responsible for campus use of ISRS finance modules including the accounting module and all student services uses, preparation and analysis of campus financial statements and supporting footnotes, calculation of required financial performance measures, preparation of other financial reports, responding to auditors' questions and documentation requirements, compliance with board accounting and reporting policies and procedures, and internal controls documentation and maintenance.

The Financial Reporting group also includes a tax services group and a student loans processing center, providing centralized services to colleges and universities.

The tax services group ensures accurate and timely payment of Minnesota State Colleges and Universities federal and state tax obligations as well as compliance with federal and state reporting requirements. As a single legal entity, the system has a single federal taxpayer ID that in turn drives federal consolidated compliance and reporting combining all system colleges and universities. Primary tax compliance and reporting areas.

The Student Loan group manages collection and repayment of \$33 million in Federal Perkins' loans for over 13,000 of the systems' highest need students at 20 colleges and universities. The unit also plays a lead compliance and reporting role assuring compliance with complex federal student loan regulations. Laxity in loan collection efforts can result in higher loan default rates, which in turn can result in overall Perkins Loan program ineligibility.

The Student Loan group provides a centralized student loan collection unit for all Minnesota State Colleges and Universities that participate in the Federal Perkins Loan program. (20

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colleges and universities) currently \$33M; 13,743 loans. *Colleges and universities* award and disburse the funds and completes the annual Fiscal Operation Report filed with the federal government.

The Student Loan group also administers the online e-payment process (web payments) where student tuition and fee payments can be made via the web using a credit card or e-check. Processing is through a single vendor processing contract. FY2010 volume was \$177.4 million representing 259,124 individual payment transactions. Centralization of this e-payment process has resulted in significant cost savings through elimination of multiple set-up and maintenance costs and volume-based fee reductions.

Finally, the Business office/financial operations unit ensures the accurate and timely handling of system office transactions through appropriate application of board policy and state laws. The Business Office group provides a range of accounting and payroll services for operations of the Office of the Chancellor and related staff.

### **III. Cite performance metrics and major accomplishments from the past year (tie to prior year division/committee work plan, if possible).**

#### **2011 Work Plan Accomplishments**

Development and systemwide training for long range financial forecasting tools- this two year project was completed and all new procedures are now in place. Campuses are working with the new guidelines as a part of their 2011-2012 management reviews. Implementation is rolling with the availability of financial and management related data.

FY2012-2013 Biennial Operating Budget Request - The biennial budget request was adopted in November and forwarded to the legislative and executive branches. Board members, Chancellor' office staff and campus leadership and staff devoted significant effort to communicating with campus communities, legislative members and staff and the media concerning the adverse impacts to our mission of educating Minnesotans. Final action is still pending but the emerging outcome is a significant reduction to MNSCU and tuition increase limitations.

Complete restructuring and budget reductions for the Office of the Chancellor- The chancellor directed a full study with re-organization and reduction targets. The work was completed and announced in December 2010 with the elimination of several areas of activity, the reduction of 40 FTE and a budget reduction of \$4.2 million for FY2012.

Launch of the Campus Service Cooperative – The goal was to have this group in place and operational by June 30<sup>th</sup>. Actual start date is May 23<sup>rd</sup>. There are start up customers in place,



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service level documentation methodology has been established and a service rate methodology in place.

Design of the Resources for Results model – The Resources for Results model was presented to the Board in April 2011. The Board indicated comfort with the design and urged adoption targeted for Fall 2013 at the earliest. The Board acknowledged that pending legislative direction could accommodate the design and the implementation timetable.

Launch College and University Financial Health Indicator/Measurement Project – Final procedures have been signed and posted. Training has been provided to CFOS and application has begun.

Complete FY2012-2017 Capital Budget Request – Scoring teams executed their work in January 2011. Certain projects presented to the Board at a special meeting in February 2011. Legislative action in 2011 still pending. The Board will be asked to approve the FY2012-2017 capital program at its June meeting.

Provide Collaborative Sourcing Team leadership – Steady progress this year with completion of a new strategic plan, several contract partnerships with the state of Minnesota and collaboration with the UM on a shared software tool.

Complete College and University FY2012 Operating Budget- presentation to the Board is scheduled for June 2011 notwithstanding the absence of a 2012-2013 state omnibus higher education bill. Tuition and fees along with operating budget, strategic plan supported investment areas and reduction efforts will be presented by each college and university.

Achieve Student First milestones for single bill/single pay – target goals completed with substantial milestone accomplishments this year. Several interfaces are in service, the core merge and pilots are done and required policies and procedures adopted by the Board and the chancellor.

Complete FY2010 Financial Statements -All financial statements completed on time with audits completed and no material weaknesses or significant deficiencies identified, Campus talent is in place and effort goes more smoothly every year. Presidents have invested time and resources in this area and the results are very positive.

Complete planned Revenue Fund Bond Sale – Project planning and sale support completed on schedule. Rating agency relations are good and the system is well regarded in the bond market. Achieved interest rates continue to perform slightly better than the face rating on the bonds indicating that the buyers have strong confidence in our program and discipline.

## Office of the Chancellor Performance Report Finance and Facilities Division

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### **IV. Identify major division/committee work plan activities planned for upcoming year.**

Systemwide Long Term Financial Planning – Centerpiece of Fiscal Sustainability work plan goal in 2012 - envision a ten year framework for operating outlook developed in consultation with CFOS and Leadership Council. Framework would include both revenue and expense cash and accrual modeling for all funds and anticipates new program development/innovation and capital investment requirements.

Office of the Chancellor re-structuring – a new conceptual model for the role and financing of the Office of the Chancellor is warranted. The project would examine new financing methodologies, changes to services and relationships to campuses and articulate a long term policy and financial foundation for the office.

Campus Service Cooperative phase 2 - FY2012 will see the rapid deployment of the co-op with new customers and a filling out of the services menu. The phase 2 plan will establish the definition of success for 2012 efforts and outline the strategies and action steps necessary.

Systemwide administrative master plan – some Board members have expressed interest in a conversation concerning opportunities for regionalizing administrative leadership. The project would examine the opportunities, challenges and risks of such a structure.

Capital finance long term master plan – As a part of #1 above, the project would articulate the system wide capital investment requirement over the next 10-20 years and examine alternative methods for financing the requirement. A central part of the plan would analyze the cost burden associated with fixed assets and offer recommendations for right-sizing the capital plant.

Promote FY2012-2017 Capital Budget.

Collaborative Sourcing Team leadership – Aggressively develop a strategic purchasing/contract negotiation program with top 5- 10 spend areas redesigned in 2012. Campus participation will be encouraged and rewarded.

Grow the Enterprise Risk Management approach to risk management within the system.

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

**Agenda Item Summary Sheet**

**Committee:** Finance and Facilities

**Date of Meeting:** June 21, 2011

**Agenda Item:** Progress on Committee Goals

Proposed Policy Change       Approvals Required by Policy       Other Approvals       Monitoring

Information

**Cite policy requirement, or explain why item is on the Board agenda:** The purpose of this Board report is to report on the outcome for the goals which were adopted by the Finance and Facilities Committee.

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

**Outline of Key Points/Policy Issues:** The committee adopted three goals at their September 2010 meeting for attention in 2011. The goals are 1) study physical plant size and incorporate policy guidance in the 2012 capital budget proposal, 2) implement "Resources for Results" into the college and university funding environment and 3) advance the Board's commitment to realignment and reorganization.

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

<b>INFORMATION ITEM</b>
<b>Progress on Committee Goals</b>

The Finance and Facilities Committee adopted three goals for attention in 2011. Work has been incorporated into the division’s larger work plan. Some of the deadlines below are internal deadlines and others will prompt a presentation at the committee and potentially a request for committee action. Committee presentation dates are shown in the “Targeted Completion” column in bold.

<b>Goal/Outcome</b>	<b>Activity</b>	<b>Outcome Measure</b>	<b>Targeted Completion</b>
1. Study physical plant size and incorporate policy guidance in 2012 capital budget proposal	<ul style="list-style-type: none"> <li>• Physical Plant Analysis</li> <li>• Facility Utilization Analysis</li> <li>• Academic Program and Initiative Assessment</li> <li>• Scenario Development</li> <li>• Scoring/Advisory Team Process</li> <li>• Proposed FY2012-2017 Capital Budget request submission</li> <li>• Recommendations on system structure/academic arrangements</li> <li>• Recommendations on policy/procedure/guidance and legislative adjustments</li> </ul>	<ul style="list-style-type: none"> <li>• Guidance for FY2012-2017 capital budget formation</li> <li>• Policy changes regarding campus facilities planning</li> <li>• Recommendations regarding realignment strategies</li> </ul>	<ul style="list-style-type: none"> <li>• November-December 2011-completed</li>   <li>• January 2011-completed</li>   <li>• May/June 2011</li>   <li>• February 2011-incorporated into FY2012 capital recommendations</li>   <li>• February 2011 - completed</li> </ul>

<p>2. Implement “Resources for Results” into the college and university funding environment</p>	<ul style="list-style-type: none"> <li>Analyze relationship with the Allocation Framework</li> <li>Identify funding options</li> <li>Agree upon type of outcome measure(s) - progress, completion or both</li> <li>Specify outcomes for inclusion after reviewing the advantages, disadvantages and other states’ experiences</li> <li>Recommend implementation timetable</li> </ul>	<ul style="list-style-type: none"> <li>Design of method incorporated into allocation framework</li> <li>Identification of funding sources and level</li> <li>Agreed upon progress and/or completion outcomes</li> <li>Implementation timetable</li> </ul>	<ul style="list-style-type: none"> <li>September 2010-completed</li> <li>October 2010 - completed</li> <li>December 2010 - completed</li> <li>June 2011- April Board direction to implement no sooner than FY2013</li> </ul>
<p>3. Advance the Board’s commitment to realignment and reorganization</p>	<ul style="list-style-type: none"> <li><u>Shared Services</u> – establish the strategy, plan, and cost-benefit analysis for efficient and transformational delivery of services throughout the MnSCU system.</li> </ul> <p><i>Note: the Finance and Facilities Committee of the Board reviewed and endorsed the overall project plan in April 2010.</i></p>	<ul style="list-style-type: none"> <li>Launch pilots and demonstration projects (e.g., payroll processing); and develop road map for ideas</li> <li>Establish incubation space for defining best practices and process re-engineering</li> <li>Complete foundational technology enhancements for initial shared services efforts (state payroll interface and student loan automation). Update the Board on overall project.</li> <li>Formalize sourcing best practices through shared services (i.e., Collaborative Sourcing Group)</li> <li>Begin operation of first Campus Service Center (CSC) driven by core metrics focused on cost, productivity, quality, and service levels to campus clients</li> </ul>	<ul style="list-style-type: none"> <li>December 2010</li> <li>January 2011</li> <li>May 2011 – pending</li> <li>May 2011- strategic plan completed</li> <li>June 2011 – May 2011 occupancy</li> </ul>

The FY2011 workplan for the committee's three goals has been completed. All of the goals will generate new work in FY2012 as policies and procedures are refined and implemented. It is recognized that additional effort is warranted in the area of physical plant alignment and organizational realignment and reorganization.

*Date Presented to the Board of Trustees: June 22, 2011*

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

**Agenda Item Summary Sheet**

**Committee:** Finance and Facilities

**Date of Meeting:** June 21, 2011

**Agenda Item:** FY2012-2017 Capital Budget Request (*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:** The purpose of this report is to present the Chancellor’s recommendation for the FY2012 – 2017 Capital Budget.

**Scheduled Presenter(s):** Laura M. King, Vice Chancellor – Chief Financial Officer  
Brian Yolitz, Associate Vice Chancellor Facilities

**Outline of Key Points/Policy Issues:** The Board is asked to approve only those projects and priorities for FY2012. Proposal acknowledges previous work and relative positioning approved in 2010. All projects were scored and analyzed against the Board guidance with some project scope or costs being downsized. In addition, many of the projects recommendations have been adjusted from original design scopes to eliminate or reduce new square footage or reduce the amount of requested funding. Attachment A is the recommended project and priority list for FY2012-2017.

**Background Information:** Capital budget request preparations began with Board approval of the Capital Budget Guidelines in June 2010. Subsequently, program development updates were provided to the Board. Proposed projects were scored in January 2011 and all new projects and selected prior year projects were presented the Board’s Facilities and Finance Committee in a Public Hearing on February 15. The Chancellor sought feedback at the June 7, 2011 Leadership Council.

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

<b>INFORMATION ITEM</b>
<b>FY2012 - 2017 Capital Budget Request</b>

**BACKGROUND**

This report presents the Chancellor’s recommendation for the FY2012-2017 Capital Budget for Board review and approval as required by Minnesota State Colleges and Universities Board Policy 6.5, *Capital Program Planning*.

Capital budget request preparations began in earnest with Board approval of the Capital Budget Guidelines in June 2010. Progress updates were provided to the Board in September 2010 and as part of the Physical Plant Report in April 2011. Capital project proposals were reviewed by Office of the Chancellor Facilities Planning Staff and feedback provided to campuses in the fall of 2010. Proposed projects were scored in January 2011 and all new projects and selected prior year projects were presented the Board’s Facilities and Finance Committee in a Public Hearing on February 15. Discussions have addressed the size of the proposed budget, debt capacity and inflation, connections to the Strategic Plan, workforce development, enrollment growth, online development, and stewardship of state physical plant resources. Additional discussion and feedback was sought as part of the June 7, 2011 Leadership Council.

As of the writing of this report, there is no 2011 Capital Budget bill. If a bill emerges as part of a special legislative session and budget agreement, projects approved in that bill will be removed from this proposed request. The Board will be requested to take final action on the budget at its June 21 and 22, 2011 meeting to maintain the dates imposed by Minnesota Management and Budget.

**PROPOSED FY2012-2017 CAPITAL BUDGET**

Attachment A is the recommended project and priority list for FY2012-2017. The Board is asked to approve only those projects and priorities for FY2012, recognizing that projects contained in the FY2014 and 2016 biennia are tentative and will require approval in the next capital budget cycle. The recommended 2012 capital program acknowledges previous work and relative positioning approved in 2010. New projects have been inserted to reflect new and emerging requirements. However, all 2010 projects were scored and analyzed against the Board guidance with some project scope or costs being downsized. In addition, many of the project recommendations have been adjusted from original design scopes to eliminate or reduce new square footage or reduce the amount of requested funding.



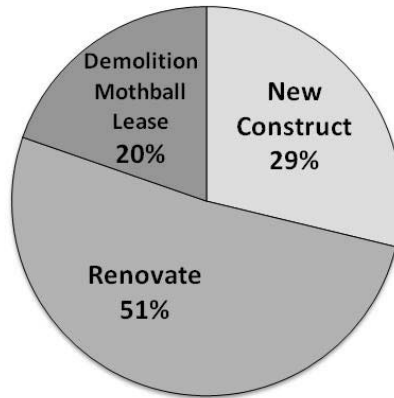
## **BUDGET BY TYPE OF PROJECT IMPACT**

Attachment B indicates the four major grouping of these projects by “type”:

- **Higher Education Asset Preservation and Replacement (HEAPR)**, the requested \$110 million supports projects as a first priority to improve conditions of existing facilities and reduce the level of deferred maintenance and repair across the system.
- **Renovation, demolition and rightsizing** is the largest category with fifteen projects and one initiative totaling \$100.6 million. All of the projects have a renovation impact with 78% of this grouping devoted to renovation of existing spaces, repair and HEAPR type projects that include replacement of HVAC, roofing and other HEAPR related components. The ten projects that were previously approved in 2010 (and some in 2008) all have significant renovation and demolition components totaling \$81.1 million. The classroom initiative renovates space at four campuses.
- **Science and Allied Health** is the second largest category with seven projects and one initiative totaling \$83.4 million. While renovation is possible for some of these types of facilities; it is more likely they must be new due to mechanical and height issues of spaces. Due to high costs of these facilities, it is the highest cost grouping. All of these projects have been in predesign planning and evaluation since 2006. The STEM initiative impacts nine campuses.
- **Workforce Development** projects focus on transportation programs at three different regions in the state for \$16.5 million. At different times, the system has seen a cycle of particular focus on a category of projects. Earlier in the last decade there was a round of updating library and learning resource centers. Science facilities have undergone a major transformation and the next two biennia are seeing the end of this major investiture. Workforce development for transportation is the next phase. These renovations/minor additions have been in the planning queue since 2006. The next phase is expected to include Minnesota State College, Southeast Technical in Winona. Overall, these are needed repairs in 40 year old structures that will enhance classrooms and create multi-use lab space. Both Moorhead and St Cloud had proposed much larger projects in 2008 and 2010 and these projects are significantly lowered in scope and cost based on Board guidance.
- **Capacity and Development Growth.** These three projects and one initiative total \$33.6 million and construct immediately needed space at Normandale and Century Colleges. Both campuses are also suggested for planning funds for additional need (as warranted) in 2014. Additional capacity is proposed for the 4-year engineering program executed by Minnesota State University Mankato at the Mesabi Range Community and Technical College Campus at Virginia. This addition of a clean lab space will augment the previous funding from other sources including the Iron Range Resources & Rehabilitation Board (IRRRB). The energy initiative impacts six campuses.

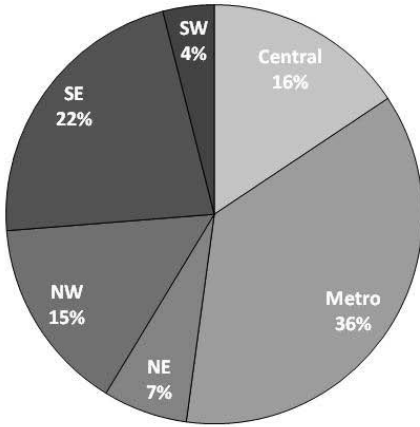
**2012 PROPOSED PROJECT DISTRIBUTION IN COST AND SQUARE FOOTAGE**

Overall, the project cost impacted by the proposed 2012 capital budget request directly reflects the Board’s guidelines to improve stewardship in the system by removing square footage, emphasize renovation, and build new square footage only as needed. The overall square footage reflects the Board’s guidelines for stewardship. The chart below indicates that 71% of the projects are focused on renovation and demolition (mothball, lease, taking square footage offline). Of the proposed 1,449,400 sq ft impacted by the proposed budget, that equates to over 1,032,500 sq ft. New square footage is only in growth areas and in programs that cannot be satisfied though space renovation. Over 60% of the proposed new square footage is in three projects at Normandale, North Hennepin Community College and St Cloud State University.

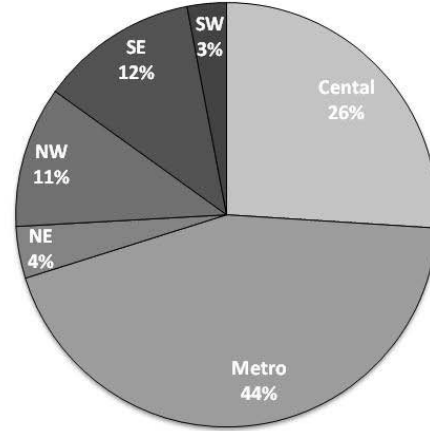


**PROJECT DISTRIBUTION – REGIONAL**

Regional distribution of capacity with evaluation of population growth and decline has been noted as a concern to “rightsize” system to reflect current and future needs. The metropolitan area has seen the highest space use and is projected for continued growth in all the age brackets addressed. Historically, the metro area has had over 36% of the FYE of students but the current GSF is only 28%. The charts in figure 1 indicate that this budget will assist this growing constituency in the metropolitan area.

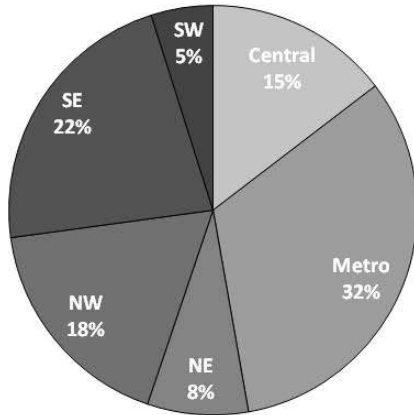


**Figure 1a: 2010 FYE distribution by region**

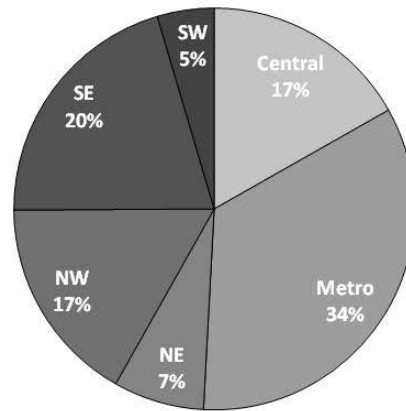


**Figure 1b: 2012 capital proposed by region**

Percentages in Figure 1b only reflect this one biennium. Looking at appropriations over the long term, as in figures 2a and 2b, there is a relative balance in investments.



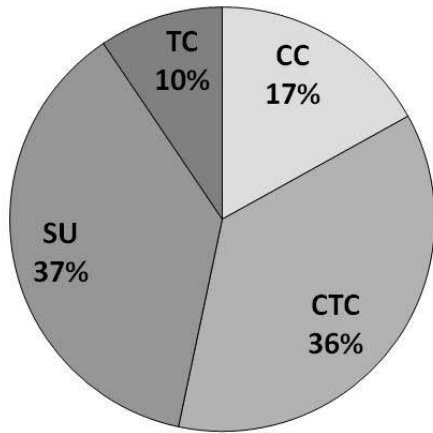
**Figure 2a: 2000-2010 appropriation by region**



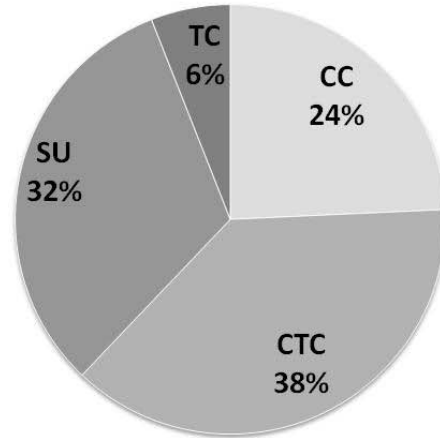
**Figure 2b: 2000-2010 capital appropriation plus 2012 proposal by region**

**PROJECT DISTRIBUTION – INSTITUTIONAL TYPE**

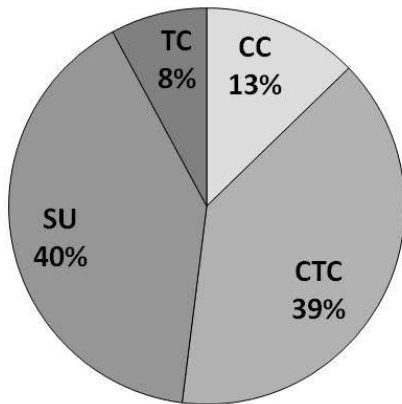
Figure 3a and 3b indicate the current status of the FYE and the 2012 proposed impacted project cost. There is a slight increase in the consolidated community and technical college campuses (CTC), and a decrease in the state universities. However, figures 4a and 4b indicate that over the long term, capital investment is more reflective of the FYE by institutional type.



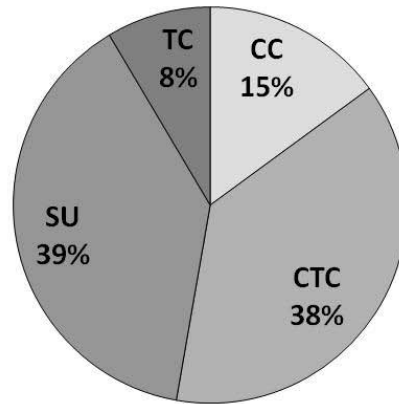
**Figure 3a: 2010 FYE by institutional type**



**Figure 3b: Proposed 2012 capital project cost distribution by institution type**



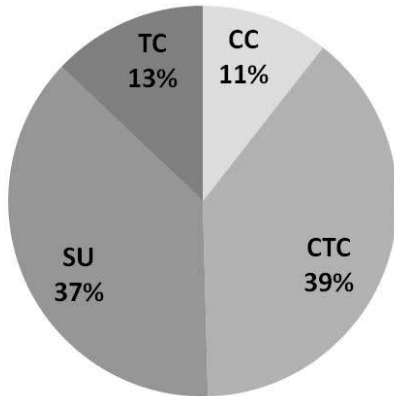
**Figure 4a: 2000-2012 capital appropriation by institution type**



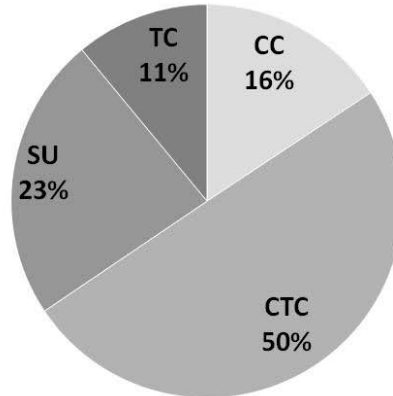
**Figure 4b: 2000-2010 capital appropriation plus 2012 proposal by institution type**

## PROJECT DISTRIBUTION - SQUARE FEET - INSTITUTIONAL TYPE

Figure 5a indicates the breakdown of academic square footage distribution for the system. Figure 5b indicates the distribution of the construction in the proposed 2012 request. While the square footage might appear disproportionate to the consolidated community and technical college campuses (CTC), these campuses average 40 years of age and have the highest overall investment need as highlighted in the April Physical Plant and Budget Size Board Report.



**Figure 5a: 2011 square footage by institutional type**



**Figure 5b: Square footage impact of 2012 proposal (new, renovate, demo) by institutional type**

### NEXT STEPS

Project cost estimates shown on Attachment A may change depending on revised inflation factors. Agency requests are due to MMB on June 24, 2011 for a coordinated preliminary submittal to the legislature in July. The Legislature will use this preliminary information as they make their visits around the state this coming summer and fall to become familiar with proposed capital requests. Final adjustments to the June submission must occur no later than October 2011 for preparation of the Governor's Capital Budget recommendation to the 2012 legislative session.

### RECOMMENDED COMMITTEE ACTION:

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

The Board of Trustees approves the FY2012-2017 Capital Budget as presented in Attachment A, specifically the projects and priorities for FY2012. The Chancellor is authorized to make cost and related adjustments to the budget as required, and to forward the Capital Budget to the Governor for consideration in the FY2012-2017 state capital budget. The Chancellor shall advise the Board of any subsequent changes in the Capital Budget prior to the 2012 legislative session.

**RECOMMENDED MOTION:**

The Board of Trustees approves the FY2012-2017 Capital Budget as presented in Attachment A, specifically the projects and priorities for FY2012. The Chancellor is authorized to make cost and related adjustments to the budget as required, and to forward the Capital Budget to the Governor for consideration in the FY2012-2017 state capital budget. The Chancellor shall advise the Board of any subsequent changes in the Capital Budget prior to the 2012 legislative session.

*Date Presented to the Board: June 22, 2011*

Proposed Ranking	Campus Name and Project Title	Design or Majority Construction	2008 Funded	2010 Funded	2011 Request	2012 Project Funding (Inflated per MMB)	2014 Planning Target	2016 Request
1	Higher Education Asset Preservation and Replacement (HEAPR)		55.000	52.000	58.000	110.000	110.000	110.000
2	Anoka-Ramsey Community College, Coon Rapids - Fine Arts Building renovation (2008 design funding was part of science project of \$3.8 M)	D/C	0.200		5.357	5.350		
3	Hennepin Technical College - Learning Resource & Student Service Center - renovation (2008 design funding was part of science project of \$2.4 M)	C	0.600		10.566	5.750	5.750	
4	Minneapolis Community & Technical College - workforce program renovation	C	0.400		12.990	13.389	3.908	
5	Ridgewater College, Willmar - technical instruction lab renovation	D/C	3.500		14.300	12.813		
6	Minnesota West Community & Technical College, Worthington - renovation and addition	C	0.450		4.641	4.606		
7	South Central College, Faribault classroom renovation and addition	D/C	0.400		13.360	13.315		
8	Anoka-Ramsey Community College, Coon Rapids - Bioscience & Allied Health addition	D	0.300		16.484	0.980	12.000	
9	North Hennepin Community College - Bioscience & Health Careers addition	D/C	0.600		26.581	26.292		
10	Minnesota State University Moorhead - Livingston Lord Library renovation	D/C	0.400		14.901	14.588		
11	Southwest Minnesota State University - science lab renovation design	D	0.200		5.700	0.500	5.000	
12	St. Cloud State University - Integrated Science & Engineering Laboratory Facility (ISELF)	C	0.900		42.334	43.535		
13	Saint Paul College - Health & Science Alliance Center design	D				1.500	12.000	
14	Century College - Academic Partners classroom addition design and construction	D/C				5.000	1.750	17.000
15	Dakota County Technical College - Transportation & emerging technical lab renovation	D/C	0.200		7.230	7.230	6.000	
16	Rochester Community & Technical College - Workforce Center co-location	D/C	0.200		3.238	3.146		
17	Science, technology, engineering & math initiative renovations revised from 2010 Bemidji SU, Century, Inver Hills CC, MSCTC Moorhead, MSU Moorhead, NHED Mesabi Range CTC Eveleth, NHED Hibbing CC, NHED Itasca CC, Pine Technical	D/C	5.775		4.835	5.200		
18	Minnesota State University, Mankato - Clinical Science design	D			1.908	2.065	28.000	6.000
19	Normandale Community College - Academic Partnership Center addition	C		1.000	22.384	23.236	0.900	15.000
20	Bemidji State University - Business building addition/renovation design and demolition	Demo/D			3.444	3.303	13.000	
21	Metropolitan State University - Science Education Center design, site acquisition and demolition	D			3.444	3.361	30.000	
22	Rochester Community & Technical College - classroom renovation design	D			0.987	0.900	10.000	
23	Central Lakes College, Staples - Agriculture rightsizing, Main Building design and renovation	D/C				3.458		
24	NHED Itasca Community College - demolition, renovation and addition	D/C				4.549		
25	Riverland Community College Albert Lea - demolition, rightsizing and renovation	D/C				3.083		
26	Energy initiative: Anoka Technical, Century, MnWest Community & Technical; Jackson and Canby, NHED Hibbing Community College and Itasca Community College renovations and additions	D/C				3.700		
27	Classroom renovation initiative; Inver Hills Community College, Century, NHED - Vermilion Community College, Saint Paul College	D/C		3.883		2.675		
28	Minnesota State Community & Technical College, Moorhead - Transportation Center addition and renovation	D/C				5.210		
29	NHED Mesabi Range Community & Technical College - 4 year engineering addition	D/C			3.000	1.656	1.344	
30	Winona State University - Business and classroom renovation	D/C				5.828	2.000	24.900
31	St. Cloud Technical & Community College - Medium heavy truck & auto body addition and renovation	D/C				4.067		
32	Alexandria Technical & Community College - Main Building renovation (2008 design funding was part of Law Enforcement project of \$10.5 M)	C	0.100	0.200	4.163	3.875		
<b>Projects not proposed for 2012 - strong candidates for 2014</b>								
	Lake Superior College - Phase 2 renovation			12.098			0.545	6.000
	South Central College, No. Mankato - student services addition and renovation						0.900	9.000
	Minnesota State College - Southeast Technical, Winona - trade technology addition and renovation						0.700	7.000
	Minnesota State University, Mankato - Demolition of Gage Towers							
	<b>Total with HEAPR</b>		<b>69.225</b>	<b>69.181</b>	<b>279.847</b>	<b>344.160</b>	<b>243.797</b>	<b>194.900</b>
	<b>HEAPR</b>		<b>55.000</b>	<b>52.000</b>	<b>58.000</b>	<b>110.000</b>	<b>110.000</b>	<b>110.000</b>
	<b>Projects</b>		<b>14.225</b>	<b>17.181</b>	<b>221.847</b>	<b>234.160</b>	<b>133.797</b>	<b>84.900</b>
	<b>User Financing</b>		<b>4.742</b>	<b>5.727</b>	<b>73.949</b>	<b>78.053</b>	<b>44.618</b>	<b>28.300</b>
	<b>General Obligation</b>		<b>64.483</b>	<b>63.454</b>	<b>205.898</b>	<b>266.107</b>	<b>199.235</b>	<b>166.600</b>
	General Fund				0.000	0.000	0.000	0.000

FY 2012-2017 Capital Budget Request Grouped by Type

	Campus Name and Project Title	2011 Request	2012 Project Request; Renovation Renewal HEAPR + Type Category	2012 Project Request For New Space or Program	2012 Project Request (Inflated per MMB)	2014 Project Request	2016 Request
1	<b>HEAPR</b>	58.000	110.000		110.000	110.000	110.000
	<b>Renovation, Demolition and Rightsizing (alpha order)</b>						
1	Alexandria Technical College - Main Building renovation	4.163	2.382	1.493	3.875		
2	Anoka-Ramsey Community College, Coon Rapids - Fine Arts Building renovation	5.357	3.507	1.843	5.350		
3	Bemidji State University - Business building addition/renovation design and demolition	3.444	2.250	1.053	3.303	13.000	
4	Central Lakes, Staples - Agriculture rightsizing, Main Building design and renovation		2.820	0.638	3.458		
5	Hennepin Technical College - Learning Resource Center & Student Service renovation	10.566	5.150	0.600	5.750	5.750	
6	Minneapolis Community & Technical College - workforce program renovation	12.990	13.389	0.000	13.389	3.908	
7	Minnesota West Community & Technical College, Worthington renovation & addition	4.641	1.641	2.965	4.606		
8	Minnesota State University Moorhead - Livingston Lord Library renovation	14.901	14.588	0.000	14.588		
9	NHED, Itasca Community College- demolition, renovation and addition		0.774	3.775	4.549		
10	South Central College, Faribault classroom renovation and addition	13.360	5.564	7.751	13.315		
11	Ridgewater College, Willmar - Technical instruction lab renovation	14.300	12.366	0.447	12.813		
12	Riverland Community College, Albert Lea - demolition, rightsizing and renovation		3.083	0.000	3.083		
13	Rochester Community & Technical College - Classroom renovation design	0.987	0.800	0.100	0.900	10.000	
14	Rochester Community & Technical College - Workforce Co-location	3.238	1.415	1.731	3.146		
15	Winona State University - Business and classroom renovation		5.735	0.093	5.828	2.000	24.900
System	Classroom renovation; Inver Hills Community College, Century, NHED - Vermilion Community College, Saint Paul		2.600	0.075	2.675		
	<b>Science and Allied Health (alpha order)</b>						
1	Anoka-Ramsey Community College, Coon Rapids - Bioscience & Allied Health addition	16.484	0.810	0.170	0.980	12.000	
2	North Hennepin Community College - Bioscience & Health Careers addition	26.581	0.000	26.292	26.292		
3	Metropolitan State University - Science Education Center design	3.444	0.361	3.000	3.361	30.000	
4	St. Cloud State University - Integrated Science& Engineering Laboratory Facility (ISHSELF)	42.334	0	43.535	43.535		
5	Saint Paul College - Health & Science Alliance Center design			1.500	1.500	12.000	
6	Southwest Minnesota State University - Science Lab renovation design				0.500	5.000	
7	Minnesota State University, Mankato - Clinical Science Building design	1.908	0.000	2.065	2.065	28.000	6.000
System	Science, technology, engineering and math renovations- revised from 2010: Bemidji State University , Century, Inver Hills Community College, MSCTC Moorhead, Mn State University Moorhead, NHED Mesabi Eveleth, Hibbing CC, Itasca CC, Pine Technical	4.835	2.181	3.019	5.200		
	<b>Workforce Development (alpha order)</b>						
1	Dakota County Technical College - Transportation & Emerging Tech lab	7.230	7.230	0.000	7.230	6.000	
2	MSCTC Moorhead - Transportation Center		0.444	4.766	5.210		
3	St Cloud Technical Comm College - medium heavy truck & auto body lab renovation and addition		0.618	3.449	4.067		
	<b>Capacity and Development (alpha order)</b>						
1	Century Academic Partners classroom addition			5.000	5.000	1.750	17.000
2	Normandale Community College - Academic Partnership Center	22.384		23.236	23.236	0.900	15.000
3	NHED Mesabi Range Community & Technical College, Virginia - 4 year engineering	3.000	0.000	1.656	1.656	1.344	
System	Energy initiative: Anoka Technical, Century, MnWest Jackson and Canby, NHED Hibbing Community College and Itasca Community College		0.500	3.200	3.700		
	<b>Projects not proposed for 2012 - strong candidates for 2014</b>						
	Lake Superior - Phase 2 renovation					0.545	6.000
	South Central College, Mankato Student Services addition and renovation					0.900	9.000
	Mn State South East Tech, Winona Trade Technology addition and renovation					0.700	7.000
	Mn State University Mankato Demolition of Gage Towers \$6 M						
	<b>Total</b>	<b>274.147</b>			<b>344.160</b>	<b>243.797</b>	<b>194.900</b>
	<b>HEAPR</b>	<b>58.000</b>		<b>110.000</b>	<b>110.000</b>	<b>110.000</b>	<b>110.000</b>
	<b>Projects</b>	<b>216.147</b>	<b>90.208</b>	<b>142.501</b>	<b>234.160</b>	<b>133.797</b>	<b>84.900</b>
	<b>User Financing</b>	<b>72.049</b>			<b>78.053</b>		
	<b>General Obligation</b>	<b>202.098</b>			<b>266.107</b>		
	<b>General Fund</b>	<b>0.000</b>			<b>0.000</b>		



## **2012 Capital Budget Recommendation Highlights**

### **Higher Education Asset Preservation and Replacement (HEAPR)**

- \$110M designs and addresses code compliance including health and safety, Americans with Disabilities Act requirements, hazardous material abatement, access improvement, or air quality improvement; building energy efficiency improvements; and building or infrastructure repairs necessary to preserve the interior and exterior of existing buildings; or renewal to support the existing programmatic mission of the campuses.
- Current System deferred maintenance backlog is approximately \$750M with a Facilities Condition Index (FCI) of 0.11. This is a slight improvement over prior years based on major capital line-item projects targeting backlog, focused HEAPR work, and repair and renewal spent by campuses using operating funds.
- Full funding continues our long range plan to reduce backlog by 50% System-wide while not allowing FCI to increase at any one institution

### **Anoka-Ramsey Community College, Coon Rapids – Renovation of the Fine Arts Building**

- \$5.35M renovates 16,600 sq ft of the 42 year old Fine Arts Building and constructs a corridor addition of 4,200 sq ft, eliminating \$1.0M of deferred maintenance.
- Project supports music, art, glass blowing, bronze casting, pottery, and visual arts.
- Design and construction of the Fine Arts building funded in 2008 for \$3.8M.
- Final design and construction approved for \$5.357M by Board and legislature in 2010, but was vetoed.

### **Hennepin Technical College, Eden Prairie and Brooklyn Park campuses – Learning Resource Center/Student Service Center**

- \$5.75M renovates Learning Resource Center/ Student Services Center at one campus in 2012 and proposes \$5.75M for the other campus in 2014.
- Total program includes approximately 37,800 sq ft renovation and 2,300 sq ft new construction at each campus and eliminates \$800K of deferred maintenance.
- Project supports science, technology, engineering and math initiatives
- Final design and construction approved for \$10.566M by Board and legislature in 2010, but was vetoed.

### **Minneapolis Community and Technical College – Workforce Program and Infrastructure Renovation**

- \$13.4M renovates 91,165 sq ft of workforce related program space, eliminates over \$7.0M of deferred maintenance, and need for 67,416 sq ft off-site aviation location.
- A follow on renovation project for \$3.9M will be requested in 2014
- Project supports technical workforce programs relating to nursing, architectural technology, air traffic control, computer security, heating, ventilation, air conditioning, refrigeration, photography, and digital imaging.
- Design funded in 2008 for \$400K.
- Final design and renovation approved for \$12.990 by Board and legislature in 2010, but was vetoed.

### **Ridgewater Community and Technical College, Willmar – Phase 2 Technical Instruction Construction and Renovation**

- \$12.8M renovates 70,100 sq ft, constructs 1,450 sq ft of new space, and demolishes 8,500 sq ft of outdated and inefficient space in vet, agriculture, and student services areas, eliminating over \$5.2M of deferred maintenance.
- Project supports technical trades, technology, engineering and math.
- Design and partial construction funded in 2008 for \$3.5M.
- Final design and construction approved for \$14.3M by Board and legislature in 2010, but was vetoed.

### **Minnesota West Community and Technical College, Worthington – Classroom Renovation and Addition**

- \$4.6M constructs 9,300 sq ft addition and renovates 18,600 sq ft of campus space and eliminates \$2M of deferred maintenance in HVAC, ADA, and Title IX issues.
- Supports physical education, allied health, law enforcement, and physical therapy programs.
- Represents partnership with city and local YMCA for joint shared use of their facilities built in 2009 for \$8.5M.
- Design funded in 2008 for \$450K.
- Final design and construction approved for \$4.6M by Board in 2010 but not supported by the legislature.

### **South Central College, Faribault – Classroom Renovation and Addition**

- \$13.3M completes design and renovates over 71,000 sq ft of campus space and constructs 19,600 sq ft addition for library and learning resource center.
- Project supports technical programs and science, technology, engineering, mathematics, and health care.
- Design partially funded in 2008 for \$400K.
- Final design and construction approved for \$13.360M by Board and legislature in 2010, but was vetoed.

### **Anoka-Ramsey Community College, Coon Rapids – Bioscience and Allied Health Addition**

- \$980K assesses options and completes design for science lab space renovation under alignment of Anoka Technical College and Anoka-Ramsey Community College for construction request in 2014 of approximately \$12M.
- Project supports bioscience, health career programs, science, technology, engineering, and mathematics.
- Design partially funded in 2008 for \$300K.
- Final design and construction approved by the Board in 2010 for \$16.484M. Legislature approved \$400K to complete design. Governor vetoed the \$400K.

### **North Hennepin Community College – Bioscience and Health Careers Center**

- \$26.3M completes design and constructs 59,800 sq ft addition
- Project will support bioscience development, medical device programs, 4-year programs delivered by state university partners, health careers and science, technology, engineering and mathematics.

- Design partially funded in 2008 for \$600K.
- Final design and construction approved by the Board in 2010 for \$26.581M. Legislature approved \$600K to complete design. Governor vetoed the \$600K.

#### **Minnesota State University Moorhead – Livingston Lord Library Renovation**

- \$14.588M completes design and renovates 130,000 sq ft of 1960 vintage, outdated library and other academic and support space, eliminating \$5.0M of deferred maintenance.
- Design partially funded in 2008 for \$400K.
- Final design and construction approved for \$14.9M by Board and legislature in 2010, but was vetoed.

#### **Southwest Minnesota State University – Science Lab Renovation**

- \$500K completes design realigning and renovating areas of outdated science areas to improve overall lab and classroom space utilization for an estimated \$5M renovation project in 2014.
- Project supports biology, medical technology, cytotechnology, chemistry, environmental science, geology, natural science, humanities, agronomy, physics, and pre-professional programs.
- Design partially funded in 2008 for \$200K.
- Final design and construction approved by the Board in 2010 for \$5.666M. The legislature and governor approved \$200K design work.

#### **St. Cloud State University – Integrated Science and Engineering Laboratory Facility (ISELF)**

- \$43.535M constructs 100,037 sq ft science and engineering laboratory facility.
- Provides flexible, multi-use laboratory space for health science programs and integrates work across engineering, sciences and student research projects in addition to general support for science, technology, engineering, and math programs.
- Design partially funded in 2008 for \$900K, additional funds available from 2008 Brown Hall project completed design.
- Construction approved for \$42.334M by Board and legislature in 2010, but was vetoed.

#### **Saint Paul College – Science Center**

- \$1.5M designs science facilities for construction funding of \$12.0M in 2014.
- Proposed new science lab spaces are needed as the campus has only two lab spaces with usage over 140%. Hosts highest percentage of diversity in headcount and 70% of population identified as underrepresented by federal standards.
- Project supports technical programs and science, technology, engineering, mathematics and health care programs.
- New project reflects Board strategic direction and guidelines.

#### **Century College – Academic Partners Classroom Addition and Renovation**

- \$5M designs and constructs 7,180 sq ft for needed classrooms and 7,200 sq ft renovation to accommodate lab space for energy technical programs with strong workforce component.

- Project supports technical programs and science, technology, engineering, mathematics and health care programs.
- Proposes \$1.7M design in 2014 for \$17.0M additional in 2016.
- Campus consistently has highest classroom utilization at over 115%.
- New project reflects Board strategic direction and guidelines.

#### **Dakota County Technical College – Transportation and Emerging Technologies**

- \$7.23M completes design and renovates 115,290 sq ft for transportation and emerging technologies programs and eliminates \$3.5M of deferred maintenance.
- Proposes \$6.0M additional in 2014.
- Project supports transportation and technical education in shared, flexible labs and creates multi-use classrooms in addition to supporting general technology, engineering, and math initiatives.
- Design partially funded in 2008 for \$200K.
- Final design and construction approved by the Board in 2010 for \$7.230M. The legislature and governor approved \$300K design work.

#### **Rochester Community Technical College – Workforce Center Co-location**

- \$3.146M designs and adds/renovates mechanical system and infrastructure for the Heintz Center adding capacity to the co-locating regional Workforce Center and eliminates \$2.0M of deferred maintenance.
- Project is part of joint partnership with local Workforce Center, combined cost is approximately \$8M.
- Design partially funded in 2008 for \$200K.
- Construction approved for \$3.238M by Board and legislature in 2010, but was vetoed.

#### **Science, Technology, Engineering and Math (STEM) Renovation Initiative:**

- \$5.2M designs and constructs and renovates spaces at nine system campuses to support STEM programs and initiates:
  - Bemidji State University
  - Minnesota State University Moorhead
  - Century College
  - Minnesota State Community and Technical College, Moorhead
  - Inver Hills Community College
  - Itasca Community College
  - Hibbing Community College
  - Mesabi Range Community Technical College, Eveleth (construction only)
  - Pine Technical College
- Project supports science, technology, engineering and math initiatives.
- Similar initiative approved for \$4.835M by Board and legislature in 2010, but was vetoed. The individual projects and campuses within the 2010 request have been updated and changed.

### **Minnesota State University, Mankato – Clinical Science Building**

- \$2.065M designs planned \$28M addition in 2014 and \$6M renovation in 2016. Program eliminates \$2.3M of deferred maintenance.
- Supports allied health sciences and regional health initiatives with clinical services in dental, hearing, and medical programs.
- Project will support science, technology, engineering and math initiatives.
- Design approved for \$1.908M by Board and legislature in 2010, but was vetoed. Recommendation reduces some project cost or square footage for 2014 reflecting Board strategic direction and guidelines.

### **Normandale Community College – Academic Partnership Center and Student Services Building**

- \$23.2M constructs a 82,000 sq ft addition with 30 classrooms supporting for 2-year programs and 4-year partners, including Metropolitan State University and MSU, Mankato.
- Proposed \$900K design in 2014 supports \$15M request in 2016 to renovate vacated student services area.
- College has most extensive use in time and credit hours taught per classroom Project reduces the instructional space deficit of 34%.
- Project supports science, technology, engineering and math initiatives.
- Accelerated project delivery proposed to enable occupancy of new building as early as August 2013.
- Project approved by the Board in 2010 for \$22.384M. The legislature and governor approved \$1.0M for design.

### **Bemidji State University – Business Remodel of Memorial Hall**

- \$3.361M designs and abatements and demolishes 94,635 sq ft of vacant, former residential space in preparation for proposed \$13M new construction project in 2014.
- Proposed 2014 project renovates 58,500 sq ft, constructs 4,000 sq ft of new space, and demolishes an additional 17,000 sq ft of inefficient space.
- Combined program eliminates \$3.7M of deferred maintenance.
- Project supports business programs, general instruction, student services, and renewal of obsolete and underutilized spaces.
- Project approved by Board in 2010 but not supported by the legislature. Since that submission, project has reduced new square footage request from 23,200 sq ft to 4,000 sq ft.

### **Metropolitan State University – Science Education Center**

- \$3.361M designs and abatements and demolishes adjacent property in preparation for proposed \$30M new construction project in 2014.
- Campus only has two science lab spaces and is the only university in the system without a major science lab center.
- Supports health careers and program expansion for science, technology, engineering, and math initiatives.
- Project approved by Board in 2010, but not supported by the legislature. Recommendation reduces some project cost or square footage for 2014 reflecting Board strategic direction and guidelines.

### **Rochester Community and Technical College – Classroom Renovation and Infrastructure Renewal**

- \$900K designs a proposed \$10M renovation project in 2014 to improve forty year-old inefficient general classrooms, anatomy and physics labs, and support partnership with Winona State University.
- Project supports science, technology, engineering, and math initiatives.
- Project approved by the Board and legislature in 2010, but was vetoed. Recommendation reduces some project cost or square footage for 2014 reflecting Board strategic direction and guidelines.

### **Central Lakes College, Staples – Agriculture rightsizing, Main Building renovation**

- \$3.458M designs and renovates 39,100 sq ft and removes over 38,600 sq ft of campus facility space of former agricultural building (32,000 sq ft to be demolished if leasing with community partner does not occur).
- Project rightsizes and renovates 15% of campus space; removes an additional 15% of campus square footage; eliminates \$1.8M of deferred maintenance; and maximizes Agriculture and Energy Center programs to advance technical workforce development.
- Project supports science, technology, engineering, and math initiatives.
- New project reflects Board strategic direction and guidelines.

### **NHED – Itasca Community College – demolition, renovation and addition**

- \$4.549M designs and demolishes 20,220 sq ft, 1926 obsolete and inefficient classroom building, constructs 14,500 sq ft, and renovates 4,200 sq ft of campus facility space, eliminating over \$2.5M of deferred maintenance.
- Project supports science, technology, engineering and math initiatives.
- New project reflects Board strategic direction and guidelines.

### **Riverland Community College – demolition, rightsizing and renovation**

- \$3.083M designs and renovates/rightsizes 21,000 sq ft and demolishes 11,930 sq ft of obsolete, energy inefficient facility space, and eliminates over \$2M of deferred maintenance.
- With demolition and leasing to local Work Force center, this project reduces square footage of the campus by 9% at Albert Lea campus.
- Evaluation to also demolish 4,000 sq ft of two obsolete stepped classrooms at Austin East campus is underway.
- New project reflects Board strategic direction and guidelines.

### **Energy Initiative:**

- \$3.7M designs and constructs, renovates, and demolishes spaces at six system campuses to support energy and sustainability programs and initiatives:
  - Anoka Technical College
  - Century College
  - Minnesota West Community & Technical College at Jackson
  - Minnesota West Community & Technical College at Canby
  - Hibbing Community College
  - Itasca Community College

### **Classroom Renovation Initiative**

- \$2.675M designs and renovates five classrooms at four system campuses:
  - Inver Hills Community College
  - Century College
  - Saint Paul College (two classrooms)
  - Vermilion Community College

### **Minnesota State Community & Technical College, Moorhead - Transportation Center**

- \$5.21M designs and constructs 22,600 sq ft, renovates 17,700 sq ft, and demolishes 3,200 sq ft of campus facility space to support credit growth in technical programs of over 130%.
- Projections in the state are over 10% growth in this field and job placement is solid
- Campus has one of the highest growths and space utilization in the outstate area
- New project reflects Board strategic direction and guidelines. Project was proposed in 2008 and 2010 at much higher scope and cost.

### **NHED – Mesabi Range Community & Technical College, Virginia 4-year Engineering Program**

- \$1.656M designs and constructs new lab space supporting 4-year engineering program accreditation. Planned follow on \$1.344M design and renovation in 2014 supports science, technology, engineering and math initiatives, and general campus use.
- Prior funding from other sources of over \$2.9M for operations to begin engineering program in fall 2009.
- New project for the Board. Project originally introduced in 2010 legislature and approved for \$3.0M, however was ultimately vetoed.
- Project reflects Board strategic direction and guidelines.

### **Winona State University – Business renovation**

- \$5.828M designs and renovates portions of Wabasha Hall and classroom space at Somsen Hall. Planned follow on \$2.0M design in 2014 and \$24.9M for construction in 2016 completes campus plan to renovated over 110,000 sq ft of academic space, nearly 9% of the campus square footage, and eliminates over \$14.5M of deferred maintenance.
- Project addresses need for larger classrooms to accommodate growth in science, technology, engineering and math programs.
- New project reflects Board strategic direction and guidelines. Project was proposed in 2008 and 2010 at much higher scope and cost.

### **St. Cloud Community & Technical College – Medium Heavy Truck & Auto Body**

- \$4.067M designs and constructs 18,600 sq ft, renovates 5,400 sq ft and demolishes 4,200 sq ft of campus facility space to support credit growth in technical programs of over 113%.
- New project reflects Board strategic direction and guidelines. Project was proposed in 2008 and 2010 at much higher scope and cost.

### **Alexandria Technical & Community College – Main Building Renovation**

- \$3.875M completes design and renovates campus library, student commons, and classrooms, eliminating over \$200K in deferred maintenance, and enables interior design program to relocate from offsite leased spaces.
- Design reflects renovation of existing facility space originally envisioned new construction/in-fill.
- Project is a follow on to Law Enforcement Center construction funded in 2008 for \$10.5M.
- Project approved by the Board in 2010 for \$4.363M. The legislature and governor approved \$200K for initial design work.

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

**Agenda Item Summary Sheet**

**Committee:** Finance and Facilities

**Date of Meeting:** June 21, 2011

**Agenda Item:** FY 2012 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

**Outline of Key Points/Policy Issues:** The purpose of this report is to seek approval of the FY 2012 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 2012 began well over a year ago as the system began developing its 2012-2013 biennial budget request. At its November 2010 meeting, the Board of Trustees approved a biennial budget request in the amount of \$1,260.7 million, which was the funding level the Legislature set at the close of the 2010 session. The request represented an increase of \$49.7 million (\$24.85 million each year) above fiscal year 2011 base funding (doubled).



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

<b>ACTION ITEM</b>
<b>FY 2012 Operating Budget</b>

**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 2012 began well over a year ago as the system began developing its 2012-2013 biennial budget request. At its November 2010 meeting, the Board of Trustees approved a biennial budget request in the amount of \$1,260.7 million, which was the funding level the Legislature set at the close of the 2010 session. The request represented an increase of \$49.7 million (\$24.85 million each year) above fiscal year 2011 base funding (doubled).

The Finance and Facilities Committee received updates to the 2012-2013 biennium budget planning process on a regular basis during the past year including the state's economic outlook. With the state's outlook of a \$5.028 billion deficit for the 2012-2013 biennium, the system's planning framework was built with an assumption of an appropriation reduction. The Governor's 2012-2013 budget recommendation included a 6 percent (\$75.6 million) appropriation reduction from forecast base for the system. Funding bills in both bodies of the Legislature included appropriation reductions for the system. The conference committee bill, which was vetoed by the Governor, included for the Minnesota State Colleges and Universities, an appropriation of \$1,081 million for the 2012-2013 biennium, a reduction of 14.3 percent (\$179.7 million) from the forecast base.

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 2012. The Board will have an opportunity to review, discuss and take action on the fiscal year 2012 operating budgets and tuition and fee changes in June 2011. 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

The Chancellor's recommendations for the colleges and universities and the Office of the Chancellor fiscal year 2012 operating budgets and tuition is presented for consideration by the Finance and Facilities Committee of the Board of Trustees.

The Board will be asked to adopt the budget at the June 22, 2011 meeting.

## I. Legislative Overview

At the close of the 2011 legislative session, there was no final Omnibus Higher Education bill. The Conference Committee higher education bill was forwarded to the Governor and subsequently vetoed. It is the interest of the Chancellor to move forward a budget and tuition/fees recommendations to the Board so that colleges and universities can provide students with tuition and fee rates and estimated financial aid packages. Therefore, without a final Omnibus Higher Education bill, the Chancellor's recommendation is based on the funding level provided in the vetoed Conference Committee bill.

The Conference Committee bill provides the Minnesota State Colleges and Universities with \$1,081 million of state resources for the 2012-2013 biennium, a reduction of 14.3 percent (\$179.7 million) from the forecast base. (Table 1)

**Table 1**

**Minnesota State Colleges and Universities  
Total State Appropriation Funding Level  
Fiscal Years 2012-2013  
(\$ in millions)**

	<b>Fiscal Year 2012</b>	<b>Fiscal Year 2013</b>	<b>Biennium</b>	<b>Change from Forecast</b>	<b>Percent Change from Forecast</b>
Base forecast (system budget request)	\$630.4	\$630.4	\$1,260.7		
Governor's recommendation	\$592.5	\$592.5	\$1,185.0	(\$75.7)	-6.0%
Conference Committee higher education bill	\$540.5	\$540.5	\$1,081.0	(\$179.7)	-14.3%

Fiscal year 2012 funding level of \$540.5 million provided in the Conference Committee bill represents a \$65.0 million reduction from the system's fiscal year 2011 funding level of \$605.5 million.

The Conference Committee bill also contains a separate line item for the Office of the Chancellor/Shared Services. The \$8.0 million of presidents' compensation has been moved from the Office of the Chancellor/Shared Services line to the operations and maintenance line. The bill also provides funding for the Learning Network of Minnesota. Table 2 shows the line item distribution of the \$1,081 million.

**Table 2**

**Minnesota State Colleges and Universities  
Line Item State Appropriation Funding Levels  
Fiscal Years 2012-2013  
(\$ in millions)**

	<b>Fiscal Year 2011 Doubled*</b>	<b>2012- 2013 Forecast Base*</b>	<b>Conf Bill 2012</b>	<b>Conf Bill 2013</b>	<b>Total 2012- 2013</b>	<b>\$ Biennium Change from Forecast</b>	<b>% Biennium Change from Forecast</b>
Operations and maintenance	\$1,127.9	\$1,177.6	\$503.3	\$503.3	\$1,006.6	(\$171.0)	-14.5%
Office of the Chancellor/Shared Services	\$73.5	\$73.5	\$33.1	\$33.1	\$66.1	(\$7.4)	-10.0%
Learning Network of Minnesota	\$9.6	\$9.6	\$4.1	\$4.1	\$8.2	(\$1.4)	-14.3%
<b>Total</b>	<b>\$1,211.0</b>	<b>\$1,260.7</b>	<b>\$540.5</b>	<b>\$540.5</b>	<b>\$1,081.0</b>	<b>(\$179.7)</b>	<b>-14.3%</b>

\*For comparability, the presidents' compensation has been moved from fiscal year 2011 and the 2012-2013 forecast base of the Office of the Chancellor to Operations and Maintenance

The biennial change versus the 2011 doubled funding level equals \$130 million.

The Conference Committee bill also includes the following language:

**Tuition and fees:** All Minnesota resident undergraduate tuition rates at universities are capped at 5 percent in the first year and 4 percent in the second year. At the colleges, all Minnesota resident undergraduate tuition rates are capped at 3 percent each year of the biennium. Limitations are imposed on the mandatory fee charged to a student at a university or college at a rate of 4 percent per year in the biennium ending June 30, 2013, unless a higher increase is approved by a public majority vote by the recognized campus student association. (Mandatory fees are those that are generally charged to all students at a college or university.)

**Performance:** One percent of appropriation is set aside for fiscal year 2013. The system will need to achieve 3 of the 5 following performance goals:

1. Increase by at least 7 percent, compared to fiscal year 2009, graduates or degrees, diplomas and certificates conferred.
2. Increase by at least 10 percent, compared to fiscal year 2010, the number of students of color.

3. Increase by at least 15 percent, compared to fiscal year 2010, the full year equivalent enrollment of students taking online or blended courses or the number of online and blended sections.
4. Increase by at least 1 percent the fall 2011 persistence and completion rate for fall 2010 entering students compared to the fall 2010 rate for fall 2009 entering students.
5. Decrease by at least 2 percent, compared to calendar year 2009, total energy consumption per square foot.

The Chancellor is expecting satisfactory performance on 4 of the 5 goals. The bill asks for a report by April 2012, and if performance is satisfactory, 2013 funds will be released at the beginning of the 2013 fiscal year.

**Education priorities:** The Board of Trustees is required to place the highest priority on meeting the needs of employers for a skilled workforce when making reductions and approving programs of study and course offerings.

**Guaranteed tuition plan:** The Board of Trustees is encouraged to offer entering students a plan providing stable tuition for two-years or four-years.

**Credit transfer:** The current required report on credit transfer was amended to include additional reporting on efforts already underway. Information about progress made toward the Smart Transfer Plan goals, the number of students transferring between and among the system's two- and four-year institutions during the previous fiscal year, and a system study of mechanisms for effective transfer in other states, make up the additional reporting requirements.

In addition, the bill allocates funds to Cook County higher education. The bill also contains 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**

### **Federal Issues**

1. After much debate and several proposals that would have cut the Pell Grant maximum by as much as \$2,100, Congress voted to retain the maximum Pell Grant at \$5,550.
  - Under the proposed reductions, about 8,000 Minnesota state college and university students would have lost their entire Pell Grant for each \$1,000 reduction in the Pell Grant Maximum.

- Across the system, Pell Grants would have been reduced by about \$74 million for each \$1,000 reduction.
2. To save funding for Pell Grants, Congress eliminated:
    - The Academic Competitiveness Grant (ACG) and SMART Grant programs
    - Provisions that would have allowed students to receive two Pell Grants in one year if they attended year-round.
  3. All Minnesota state colleges and universities have converted to the Federal Direct Lending program this year. The transition was smooth and transparent to students.
  4. The US Department of Education recently issued “Program Integrity” rules designed to minimize fraudulent activities by colleges/universities. Several of these rules impose an expensive administrative burden of reporting and seeking authorizations to operate on-line programs for students from other states. The Office of the Chancellor is performing as many of these administrative functions for our system’s colleges and universities as is possible.

#### State Issues

1. The Minnesota State Grant program was rationed during the 2010-2011 financial aid award year to prevent the program from running a deficit for the biennium.
  - The rationing proved to be excessive; the Minnesota Office of Higher Education twice redistributed awards during the academic year to prevent a surplus balance in the program.
  - The State Grant program will be rationed again during the 2011-2012 award year but at a smaller rate of reduction.
2. To save funding, the Minnesota Legislature:
  - Reduced funding to the State Work Study and Child Care Grant programs
  - Eliminated funding for the Achieve Scholarship program

The Governor’s veto of the Higher Education omnibus bill leaves unresolved the outlook for the state grant program and other programs administered by the Office of Higher Education.

## II. System Operating Budget Overview

The system and the colleges and universities have taken a multi-year approach to budget planning. 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.

A planning framework was developed very early in calendar year 2010 which provided guidance to colleges and universities as they moved through their budget process. The framework included assumptions surrounding appropriation, tuition and inflation. Appropriation planning scenarios were developed and provided the "bookends" to appropriation reductions. One bookend represented the assumption of half of the state's budget deficit being solved with expense reductions. The other bookend represented the assumption of the entire state's budget deficit being solved with expense reductions. Tuition planning included no caps but an expectation of reasonableness. The system took the approach that a maximum of 5 percent each year of the biennium was reasonable. Inflation assumptions assumed CPI, modified for local conditions.

Table 3 below provides the comparison of the Conference Committee bill to the system's planning assumptions. The total biennium funding level provided in the Conference Committee bill is slightly less than bookend one. An important distinction worth noting is that the Legislature applied the full reduction in the first year whereas the system's planning assumptions applied a portion of the reduction each year. Under the Conference Committee bill, the system's forecast base going into the 2014-2015 biennium would be \$540.5 million compared to the system's planning assumption of \$524.4 million.

**Table 3**

**Minnesota State Colleges and Universities  
2012-2013 System Planning Assumptions Comparison  
(\$ in millions)**

	Fiscal Year 2012	Fiscal Year 2013	Biennium Total	Change 2012	Change 2013	Biennium Change
Fiscal year 2011 funding level	\$605.5	\$605.5	\$1,211.0			
2012-2013 forecast base <i>change from fiscal year 2011</i>	\$630.4	\$630.4	\$1,260.7	\$24.9	\$24.9	\$49.7
<b>Governor's Budget Recommendation</b> <i>change from forecast base</i>	<b>\$592.5</b>	<b>\$592.5</b>	<b>\$1,185.0</b>	(\$37.9)	(\$37.9)	(\$75.7)
				-6.0%	-6.0%	-6.0%
<i>change from fiscal year 2011</i>				(\$13.0)	(\$13.0)	(\$26.0)
				-2.1%	-2.1%	-2.1%
<b>Conference Higher Education Bill</b> <i>change from forecast base</i>	<b>\$540.5</b>	<b>\$540.5</b>	<b>\$1,081.0</b>	(\$89.9)	(\$89.9)	(\$179.7)
				-14.3%	-14.3%	-14.3%
<i>change from fiscal year 2011</i>				(\$65.0)	(\$65.0)	(\$130.0)
				-10.7%	-10.7%	-10.7%
<b>System planning assumption (bookend 1)</b> <i>change from forecast base</i>	<b>\$559.4</b>	<b>\$524.4</b>	<b>\$1,083.8</b>	(\$71.0)	(\$106.0)	(\$176.9)
				-11.3%	-16.8%	-14.0%
<i>change from fiscal year 2011</i>				(\$46.1)	(\$81.1)	(\$127.2)
				-7.6%	-13.4%	-10.5%
<b>System planning assumption (bookend 2)</b> <i>change from forecast base</i>	<b>\$524.4</b>	<b>\$454.4</b>	<b>\$978.8</b>	(\$106.0)	(\$176.0)	(\$281.9)
				-16.8%	-27.9%	-22.4%
<i>change from fiscal year 2011</i>				(\$81.1)	(\$151.1)	(\$232.2)
				-13.4%	-25.0%	-19.2%

**Budget challenges**

Colleges and universities are facing challenging times and are under challenging conditions. The Board holds the presidents accountable for sound financial management. College and university leadership is making difficult choices. In addition to large appropriation reductions, colleges and universities are facing “fixed” compensation cost increases. The fixed costs increases will occur in the next biennium if nothing else is done in the next round of collective bargaining. The fixed cost increases include



projected employer health insurance rate increases of 7.7 percent in January 2012 and another 16.2 percent in January 2013, an increase in employer retirement rate increases for TRA, tail cost for the fiscal year 2011 step increases for classified staff, and promotions/career steps for faculty estimated at more than \$70 million over the biennium. The health insurance rate increases are projected and could be revised due to any changes made to the state's health insurance program. In addition, colleges and universities have also built into their budget planning assumptions for new other operating inflationary cost increases at the CPI (projected at 1.7 percent for fiscal year 2012 and 1.8 percent for fiscal year 2013), modified for local conditions.

In solving budgetary gaps, colleges and universities are using a combination of strategies to position themselves for future years. These solutions vary among the colleges and universities, but overall, include the following: program closures or reductions; elimination of positions, layoffs, and hiring restrictions; administrative cost reductions; reduction of service hours; instructional efficiencies; delaying of repair and replacement projects or equipment purchases; enrollment management; developing new programs in high demand areas or slowing down new program implementation.

Strong budget actions over the past few years have resulted in the elimination of 680 positions to date, implementation of early retirement programs at 20 colleges and universities and the Office of the Chancellor impacting 177 employees, and the closure of 81 academic programs.

Leadership is committed to providing resources in support of the goals of the Board and the Chancellor. Even in an environment of declining resources, investments must be made in key areas such as technology, recruitment/retention/success of students, employee professional development, repair and replacement, equipment, career planning/placement services, STEM, energy conservation, and right sizing of physical space. If the system were to receive additional funding above the \$540.5 million in the Conference Committee bill, the resources could be used to reduce the consumption of programmed fund balance and restore activities that have been reduced such as student service support, course sections, instructional equipment or new program development.

It is even more critical that colleges and universities strengthen partnerships with business and industry, P-12, higher education institutions, and state agencies. Partnerships include Workforce Centers; business/industry such as Target, Schwan's, Boston Scientific, Delta Dental, Cisco, Blandin, Minnesota Power, Bush Foundation, Lumina; state agencies such as Department of Energy and Economic Development, Minnesota Department of Transportation, Iron Range Resources and Rehabilitation Board; P-12 school districts; and counties/cities across the state.

## **2012-2013 Board and system priorities**

A year ago, candid discussions occurred with the Leadership Council to identify priorities funded with state resources that could be either eliminated or reduced while keeping focused on moving forward the Board's strategic plan and preserving financial support for base operations. The conversation was motivated by the recognition that the system would have considerably less state resources for the 2012-2013 biennium and centered on three objectives:

1. Ratification of the system's highest priorities for special funding and recognition of same on the green sheet.
2. Simplification of the distribution of state funds in order to provide presidents with greater flexibility as state support declines.
3. Articulation of accountability measures for institutional performance tied to funding.

Approximately \$20 million of historical special allocations have been incorporated into the base college/university allocation for fiscal year 2012. The master green sheet has been restructured to incorporate these changes. A detailed master green sheet can be found in the supplemental materials as provided in the first reading. A summary of the changes to the master green follows:

Moved into base allocation and removed from green sheet:

- Technology
- Competitive salaries
- Tuition buy down (fiscal year 2009)
- Non-resident tuition buy down
- MnOnline
- Sign language interpreter
- Alliss tuition subsidy (program has been re-designed)

In fiscal year 2012 approximately \$2.2 million of special allocations were moved into the systemwide set aside portion of the master green sheet. Further discussion with the Leadership Council will occur as to the future funding of the set asides for the following activities:

- PALS
- Farm business/small business tuition subsidy
- Firefighter voucher program
- Customized training innovation funds

In fiscal year 2013 a change will be made which will move the customized training network/continuing education (including fire training program) into the base allocation. The allocation framework will be amended for incorporation.

## Allocations

The system's state appropriation for fiscal year 2012 is currently estimated at \$540.5 million based upon the 2011 Conference Committee report. In addition, the system is budgeting \$2.0 million of interest earnings for total estimated state resources of \$542.5 million. These resources are being allocated within the following categories: institution allocations, priority allocations, systemwide set asides, and Office of the Chancellor/Shared Services. Many of the priorities and systemwide set asides funded with state resources were prorated down to available funds (10.7 percent reduction from fiscal year 2011 funding level). Funding was increased for PALS (library service) and held stable for Enterprise Technology, attorney general, debt service, leadership transition, and the systemwide audit program. For fiscal year 2012, 85.2 percent of state resources received by the system are allocated to colleges and universities either as basic allocations or through priority allocations as shown below in Table 4.

**Table 4**

**Minnesota State Colleges and Universities  
Distribution of Fiscal Year 2012 State Resources  
(\$ in millions)**

	<b>Fiscal Year 2011*</b>	<b>% of Total</b>	<b>Fiscal Year 2012</b>	<b>% of Total</b>
Institution allocations	\$525.2	86.4%	\$462.3	85.2%
- Basic allocations	\$505.7		\$447.3	
- Priority allocations	\$19.5		\$15.0	
Systemwide set asides	\$41.3	6.8%	\$43.0	7.9%
Learning Network of Minnesota	\$4.8	0.8%	\$4.1	0.8%
Office of the Chancellor and Shared Services Division	\$36.7	6.0%	\$33.1	6.1%
<b>Total state resources</b>	<b>\$607.9</b>		<b>\$542.5</b>	

\*Fiscal year 2011 has been adjusted for comparability to reflect the transfer of the presidents' compensation from the Office of the Chancellor to institution basic allocations. This provides a more accurate comparison of the distribution of state resources.

Of the \$447.3 million for institution basic allocations, it is recommended that \$436.3 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 2012 college and university allocations distributed through the allocation framework can be found in the supplemental materials as provided in the

first reading. The balance of the basic allocation supports the customized training network (\$8.9 million) and \$2.0 million is anticipated invested treasury earnings.

It is recommended that \$15.0 million be allocated for priority allocations that are used to drive compelling educational interests. These priorities can be determined by the Legislature, Board or Chancellor. The Board priority areas representing \$13.5 million include: underrepresented activities and centers of excellence. The legislative priorities totaling \$1.5 million are directed at Range vocational education, economic development E-Folio, community energy pilots, and Cook County higher education.

State funds support systemwide programs, the Learning Network of Minnesota, and the budget for the Office of the Chancellor/Shared Services. As noted earlier, the presidents' compensation has been moved from the Office of the Chancellor budget to the base budgets of colleges and universities. The systemwide programs are supported by \$43.0 million and include attorney general services, debt service, Enterprise Technology, leadership transition, repair and replacement, system audit program, PALS, firefighter subsidy, and farm business/small business tuition subsidy. The Learning Network of Minnesota has been appropriated \$4.1 million. The budget of the Office of the Chancellor/Shared Services receives \$33.1 million in state support. Detailed illustrations can be found in the supplemental materials, as provided in the first reading, on the master green sheet.

**Board initiatives**

In fiscal year 2012, system resources are recommended for allocation to the following two Board initiatives: centers of excellence and serving the underrepresented. The Chancellor is recommending that these initiatives be prorated to the level of estimated available resources for a total of \$13.5 million. (Table 5)

**Table 5**

**Minnesota State Colleges and Universities  
Distribution of State Resources to Board Priorities  
(\$ in millions)**

	<b>Fiscal Year 2011</b>	<b>Fiscal Year 2012</b>
Centers of excellence	\$4.3	\$3.9
Serving the underrepresented	\$10.8	\$9.7
<b>Total</b>	<b>\$15.1</b>	<b>\$13.5</b>

The current allocations and the current recipients of centers of excellence funds and centers for access, opportunity and success funds will be maintained for fiscal year 2012. The Vice Chancellor for Academic and Student Affairs for has committed to a review of the centers of excellence and centers for access, opportunity and success as part of the

2011 division workplan. Recommendations for changes to these programs would be brought to the Board by the end of the calendar year for its consideration prior to any changes. Such recommendations are expected to impact 2013 allocations.

**Office of the Chancellor budget**

The Office of the Chancellor’s funding level is established in the Conference Committee bill at \$33.1 million for fiscal year 2012, an overall reduction of \$3.6 million (9.9 percent) from fiscal year 2011. The \$33.1 million supports the Office of the Chancellor and Shared Services. As shown in Table 6, between the fiscal year 2009 outlook and fiscal year 2012, the Office of the Chancellor/Shared Services state support will have been reduced by \$10.4 million (24 percent).

**Table 6**

**Minnesota State Colleges and Universities  
Office of the Chancellor State Resources  
(\$ in millions)**

	<b>Fiscal Year 2009 Outlook</b>	<b>Fiscal Year 2011 Actual</b>	<b>Fiscal Year 2012 Proposed</b>	<b>\$ Change</b>	<b>% Change</b>
Office of Chancellor/ Shared Services	\$43.5	\$36.7	\$33.1	(\$10.4)	-24.0%

With the anticipation of appropriation reductions, the Office of the Chancellor embarked upon a rigorous self evaluation and multi-year budget planning process for the 2012-2013 biennium. The first phase of this plan has been completed resulting in the elimination of 41 FTE. However, the funding level in the Conference Committee bill is lower than the planning assumption; therefore, additional budget reduction planning is scheduled for the fall of 2011 with implementation expected by January 2012.

**III. College and University Operating Budget Overview**

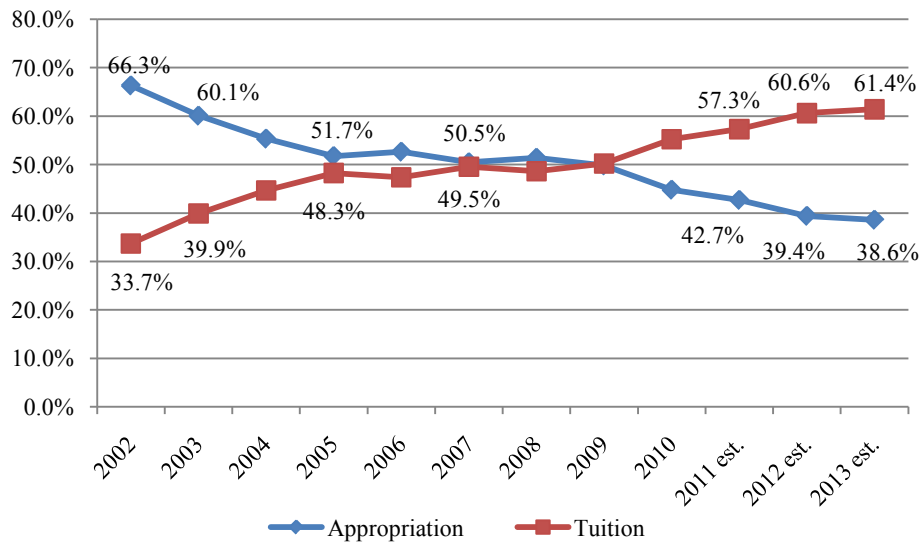
Colleges and universities have consulted with campus constituents over the past several months as operating budgets have been developed, adjusted, and finalized. The annual budgets presented in this report are on a budgetary (cash) basis which differs from the accrual presentation shown in the annual audited financial statements. The annual cash 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.

## 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 it is estimated that tuition in fiscal year 2012 will be 60.6 percent of total appropriation and tuition revenue. This is a complete reversal of the relationship in fiscal year 2003 when appropriation represented 60.1 percent of total appropriation and tuition revenue. (Graph 1)

**Graph 1**

**Minnesota State Colleges and Universities  
Percent of Total State Appropriation and Tuition Revenue  
Fiscal Years 2002-2013**

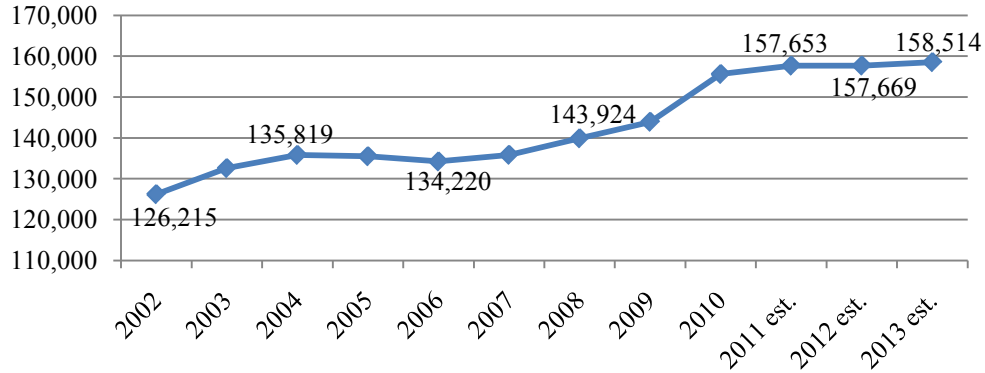


## Enrollment

After experiencing record enrollment increases during fiscal year 2010, enrollment is projected to increase a modest 1.3 percent (2,050 FYE) in fiscal year 2011. Colleges and universities are projecting fairly flat enrollment in the 2012-2013 biennium. (Graph 2)

**Graph 2**

**Minnesota State Colleges and Universities  
Full-Year Equivalent Student Enrollment  
Fiscal Years 2002-2013**

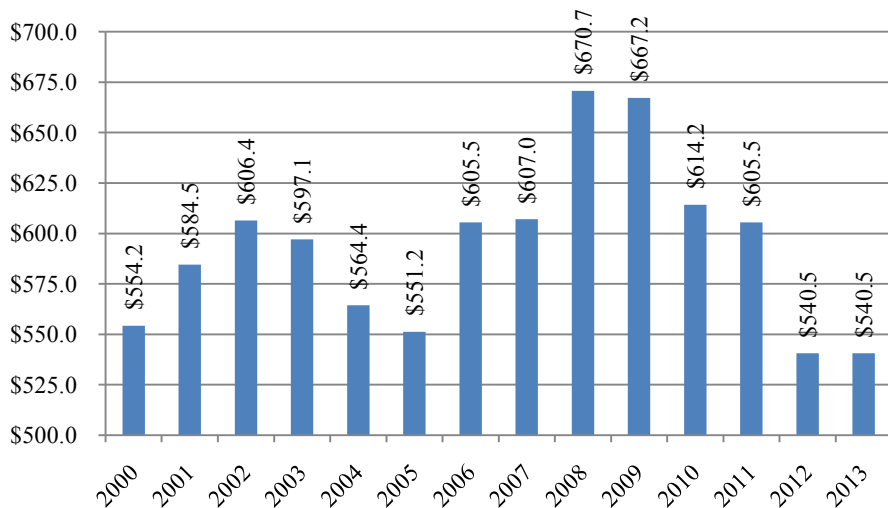


**Appropriation and tuition per full-year equivalent student**

The system has experienced great fluctuation in state appropriation during the past decade. As shows below in Graph 3, the \$540.5 million in state resources for fiscal year 2012 is the lowest funding level since fiscal year 2000. One would have to go back to fiscal year 1998 to find a funding level lower than fiscal year 2012.

**Graph 3**

**Minnesota State Colleges and Universities  
State Appropriation: Fiscal Years 2000-2013  
(\$ in millions)**

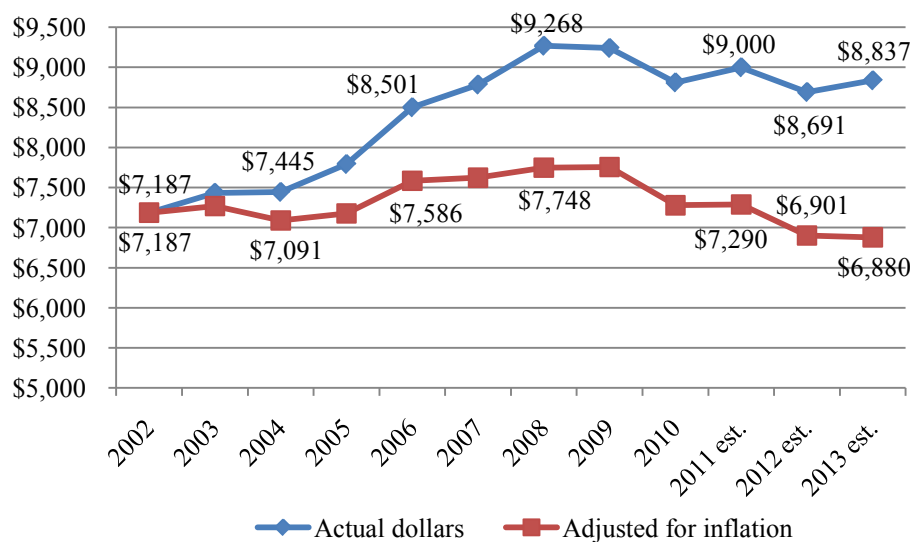


Note: For comparability, fiscal years 2000-2009 have been adjusted for Learning Network of Minnesota \$4.8 million.

In fiscal year 2012, on a per student basis, the system is projecting appropriation to be at \$3,428 per FYE student, a decline of \$413 per FYE student over the \$3,841 available in the current fiscal year 2011. Tuition revenue is estimated to be \$5,263 per FYE student in fiscal year 2012, an increase of \$104 per FYE student over the \$5,159 available in fiscal year 2011. The net impact is a decrease of \$309 per FYE student, from \$9,000 per FYE student in fiscal year 2011 to \$8,691 per FYE student in fiscal year 2012. (Graph 4) When adjusted for inflation, the system will be operating with \$6,901 per FYE student in fiscal year 2012, a reduction of \$286 (4.0 percent) per FYE student since fiscal year 2002.

**Graph 4**

**Minnesota State Colleges and Universities  
Total State Appropriation and Tuition Revenue  
Per Full-Year Equivalent Student (inflation adjusted)  
Fiscal Years 2002-2013**



**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 approve the fiscal year 2012 all funds operating budget in the motion contained in this report and as shown on Table 7. The system's proposed fiscal year 2012 all funds revenue budget of \$1.97 billion is a decrease of \$76.8 million over fiscal year 2011. The decrease in revenues is the net impact of an estimated reduction of \$65 million in appropriation, an increase of \$28.7 million in tuition, a reduction of \$30 million in other funds (auxiliary services, Revenue Fund, federal operating grants including ARRA funds), and the balance attributed to financial aid and programmed use of fund balance. The proposed budget is showing a \$9.1 balance after appropriation reductions, tuition and fee revenue increases, expense reductions, and the programmed use of fund balance.

**Table 7**

**Minnesota State Colleges and Universities  
Fiscal Year 2012 All Funds Proposed Budget  
(Net of Scholarship Allowance)  
(\$ in millions)**

(\$ in millions)	Fiscal Year 2011 Current Budget	Fiscal Year 2012 Proposed Budget	\$ Change	\$ Change	Fiscal Year 2013 Forecast
Revenues	\$2,052.1	\$1,975.4	(\$76.8)	-3.7%	\$2,006.6
Expenses	\$2,033.6	\$1,966.2	(\$67.3)	-3.3%	\$2,003.2
<b>Budget balance</b>	<b>\$18.6</b>	<b>\$9.1</b>			<b>\$3.4</b>

The fiscal year 2012 revenues shown above in Table 7 include the programmed use of \$10.6 million of fund balance. 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 82 percent (\$326 million) of an estimated \$398 million of financial aid revenue is brought in to pay student obligations (tuition, fees, room and board, and sales and services) with the balance (\$72 million) reflecting the net financial aid payments to students for living expenses.

**General fund proposed budget**

Table 8 outlines the fiscal year 2012 proposed general fund budget as submitted by the colleges and universities which the Board is being asked to approve in the motion contained in this report. The system's proposed fiscal year 2012 general fund budget revenues of \$1.49 billion is a decrease of \$72.5 million (4.6 percent) over fiscal year

2011. The \$72.5 million is the net impact of an estimated decrease of \$65 million in appropriation, an increase of \$28.7 million in tuition, and the balance attributed to other revenue and less programmed use of fund balance. The proposed budget is showing a small positive balance of \$3.8 million. Colleges and universities submitted budget plans which include the use of \$10 million of general fund balance.

**Table 8**

**Minnesota State Colleges and Universities  
Fiscal Year 2012 General Fund Proposed Budget  
(\$ in millions)**

	Fiscal Year 2011 Current Budget	Fiscal Year 2012 Proposed Budget	\$ Change	% Change	Fiscal Year 2013 Forecast
<b>Revenues</b>					
State appropriation	\$605.5	\$540.5	(\$65.0)	-10.7%	\$540.5
Tuition	\$801.1	\$829.8	\$28.7	3.6%	\$860.2
ARRA funds	\$26.4				
Other revenues	\$126.0	\$119.6	(\$6.4)	-5.1%	\$120.2
Programmed fund balance	\$13.4	\$10.0			\$6.7
<b>Total budgeted revenues</b>	<b>\$1,572.3</b>	<b>\$1,499.9</b>	<b>(\$72.5)</b>	<b>-4.6%</b>	<b>\$1,527.6</b>
<b>Expenses</b>					
Compensation	\$1,138.9	\$1,099.1		-3.5%	\$1,123.5
Other operating costs	\$421.8	\$397.0		-5.9%	\$405.9
<b>Total budgeted expenses</b>	<b>\$1,560.8</b>	<b>\$1,496.1</b>	<b>(\$64.7)</b>	<b>-4.1%</b>	<b>\$1,529.4</b>
<b>Budget balance</b>	<b>\$11.6</b>	<b>\$3.8</b>			<b>(\$1.7)</b>

**Tuition**

The Board and the Chancellor and his staff have very consistently communicated to the Legislature and the Governor the Board's preference for flexibility in the establishment of tuition rates. It is recognized that there are tradeoffs detrimental to students with any tuition decision. Tuition revenue enables the colleges and universities to preserve and improve educational services and student life experiences. On the other hand, students face hardships in paying tuition bills and are challenging the system to find and implement efficiency and productivity tools before raising tuition.

The Chancellor has consulted with presidents, the student associations and others in consideration of the fiscal year 2012 tuition recommendations. Contained within this report is the Chancellor's recommendation that fiscal year 2012 tuition increases be limited to no more than 4 percent at the colleges and 5 percent at the universities. This recommendation supports the Board's policy position concerning limitations on tuition increases and provides revenue to the colleges and universities as they struggle to balance the expected fiscal year 2012 state appropriation reductions.

The budget plans submitted by the colleges and universities include a maximum tuition rate increase of 4 percent for colleges and 5 percent for universities. Colleges are proposing a fiscal year 2012 average tuition for a FYE student of \$4,644, an increase of \$166 (\$5.53 per credit) or 3.7 percent over fiscal year 2011. The 3.7 percent average for the colleges reflects decisions of eight colleges to increase tuition rates 3 percent or less. For universities, the proposed fiscal year 2012 average tuition for a FYE student is \$6,497, an increase of \$299 (\$9.97 per credit) or 4.8 percent over fiscal year 2011. Overall, the system average annual tuition proposed for fiscal year 2012 is \$4,995 per FYE student, an increase of \$191 (\$6.37 per credit) or 4.0 percent over fiscal year 2011.

In addition, the colleges and universities set their overall tuition structures including program and course differential, non-resident, online, 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. Differential tuition is utilized when there is an extraordinary cost of offering the course or academic program (i.e., need for specialized equipment; required expensive supplies; accreditation standards; delivery methods; program expansion/enhancement). However, due to the tuition cap language in the Conference Committee bill, new differential tuition rates will not be proposed for fiscal year 2012 unless the rate is for a new program or course never previously offered.

The proposed fiscal year 2012 tuition structure can be found in Attachments 1A through 1E.

## **Student fees**

### ***General fees***

The fee data reported includes technology, athletics, health services, student activity/life, and parking. All fiscal year 2012 fee changes fall under the current fee structure found in Board Procedure 5.11.1. Within the Conference Committee bill, language limits the mandatory fees charged to a student at a university or college at a rate of 4 percent per year in the biennium ending June 30, 2013, unless a higher increase is approved by a public majority vote by the recognized campus student association. (Mandatory fees are those that are generally charged to all students at a college or university.) On average, the total annual impact of fee increases is 2.7 percent (\$13.66 annual) between fiscal year 2011 and 2012. Consultation on the fee increases have occurred with the campus student associations. Seven colleges and universities exceed the 4 percent fee increase; however, these fee increases are being supported by the campus student associations. Some examples of fee increases above the 4 percent ceiling are providing affordable health care access for students at Minnesota State College-Southeast Technical and the proposed parking ramp at Normandale Community College. Detailed fee rates for each college and university can be found in the supplemental materials as provided in the first reading.

## Revenue Fund fees

### Background

The Board annually approves revenue fund fees that support the operations of revenue fund facilities, such as housing, food service, student union, wellness centers, parking and other revenue-generating facilities that are in the revenue fund. Revenue fund fees must be charged to generate sufficient revenue to pay debt service, operate, equip, maintain, and repair revenue fund facilities.

Thirteen campuses currently participate in the revenue fund. In 2008, the Legislature expanded revenue fund eligibility to include the system colleges. With the 2009 and 2011 bond sales, a total of six colleges now have facilities in the revenue fund. The revenue fund contains approximately 5.1 million square feet.

The following table 9 identifies the campuses and types of revenue fund facilities on their campus.

**Table 9 Minnesota State Colleges and Universities  
Campuses with Revenue Fund Facilities**

CAMPUSES	Housing	Union	Parking	Wellness	Other
<b>Universities</b>					
Bemidji State University	X	X			
Metropolitan State University <sup>1</sup>			X		
Minnesota State University, Mankato <sup>3</sup>	X	X			X
Minnesota State University Moorhead	X	X		X	
St. Cloud State University <sup>2</sup>	X	X	X		X
Southwest Minnesota State University	X	X			
Winona State University	X	X		X	
<b>Colleges</b>					
Anoka Ramsey Community College (Coon Rapids)				X	
Century College			X		
Minneapolis Community and Technical College <sup>1</sup>		X	X		
Minnesota State Community and Technical College, Moorhead				X	
Normandale Community College <sup>4</sup>		X	X		
Saint Paul College			X		

<sup>1</sup>Metropolitan State University used the revenue fund for an addition to the Minneapolis Community and Technical College parking ramp to serve the university/college co-location. With Minneapolis Community and Technical College now eligible to participate in the revenue fund, the college will take over the parking ramp (for purposes of the fund) from Metropolitan State effective July 1, 2011.

<sup>2</sup>Minnesota State University, Mankato funded their recreational athletic fields using revenue fund bonds in 2009.

<sup>3</sup>St. Cloud State University has a revenue fund guarantee project that includes a portion of their student union and some athletic facilities.

<sup>4</sup>Normandale Community College is adding a parking ramp as part of their bond sale, which is expected to close July 2011, pending Board approval.

## **Room and board fees**

The six state universities have approximately 13,000 beds available in their residence halls. The reported room and board fees represent the average double and single room rates for a traditional (unrenovated) room. A separate line identifies the board cost for the most popular meal plan option. The most commonly charged room and board rates spreadsheet is found on Attachment 2A.

The campuses are all seeking residence hall rate increases this year to reflect an increased cost of doing business and in some cases to further position the programs for renewal of their residence halls. The fee increases for a traditional double room range from 2 percent at Winona State University to 6 percent at Southwest Minnesota State University. Southwest Minnesota State University, in particular, is seeking a fairly high increase relative to other state universities as part of a recently enacted workout plan for their residence hall and student union. The university entered into a workout plan that made available a \$250,000 loan from the revenue fund to the university and conditioned it on a combination of expenditure reductions and a proposed housing rate increase of 6 percent this year. Southwest Minnesota State University began by implementing a 9 percent reduction in salaries in their residential hall program.

Universities charge differential room rates depending on the type of room (such as single or double rooms, apartment or suite-style) and age of the facility (such as unrenovated, renovated, or new). Copies of the universities' comprehensive rate packages are included in the supplemental materials as provided in the first reading.

A line item in Attachment 2A for "Other Board Fees" represents the mandatory meal plan that students use to pay for food in dining halls or retail food outlets on a campus.

**Room and Board Fees Other than the Traditional Academic Year.** In a Legislative Audit of St. Cloud State University dated June 15, 2010, the auditor found that St. Cloud State University had not obtained approval of its room and board fees charged outside the regular academic year. As such, the auditor contended that rates outside the academic year required approval by the Board in the same manner as the academic year room and board rates. A similar observation could be made of all other university room and board rates. To address this audit finding, the universities' full rate sheets found in Attachment 2A include room and board fees charged during summer sessions.

**Room rates for housing not in the Revenue Fund.** A number of colleges offer housing that are not part of the revenue fund, but are owned and operated by the campus. Most college housing offer academic year leases. The room rates for college housing are a little lower than comparable beds at the state universities residence hall programs, primarily because the college facilities are usually commercial-grade apartment buildings with little to no outstanding debt. An exception is the Itasca Community College housing, which was built suite-style, has similar amenities as a typical residence hall, and has local Housing and Redevelopment Authority financed debt. Table 10 outlines the campuses and number of beds at each campus. Attachment 2B provides the proposed room rates for

those colleges with on campus housing. For reference purposes, room rates are included for housing that is managed, but not owned by the campuses.

**Table 10**

**Minnesota State Colleges and Universities  
Non-Revenue Fund Housing**

CAMPUS	Beds
<b><i>Owned</i></b>	
Fond du Lac Tribal and Community College	100
Rainy River Community College	87
Hibbing Community College	128
Itasca Community College	33
- Itasca Hall	75
Vermilion Community College	254
<b><i>Total</i></b>	<b>677</b>
<b><i>Managed or Affiliated with College</i></b>	
Mesabi Range Community and Technical College (Virginia)	115
Minnesota State Community and Technical College (Fergus Falls)	88
Minnesota West Community and Technical College (Canby)	24
Vermilion Community College (Ely)	92
Riverland Community College (Austin)	44
<b><i>Total</i></b>	<b>363</b>
<b><i>Housing – Not Managed or Affiliated</i></b>	
Central Lakes College (Brainerd)	94
Rochester Community and Technical College	236
	<b>330</b>

**Student union facility fees**

The student union 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 include utilities, debt service, repair and replacement costs, associated equipment, supplies, and insurance. The programming provided through the student unions is supported by the activity fee at each campus. Examples of items covered by the activity fee are student government, student clubs and organizations, recreation, and club sports.

Three out of eight campuses are proposing no student union fee increase for 2012, and a fourth campus, Minneapolis Community and Technical College, is proposing a fee decrease for 2012 based on their strong enrollment and healthy operating reserves. Of the remaining four campuses with student unions, Minnesota State University Moorhead and Winona State University are proposing increases of 2 percent and 3.5 percent respectively, and Normandale Community College is proposing an 8.33 percent increase as part of their planned escalation, which was contemplated in their original project proforma. Normandale’s student center is scheduled to open up later this year.

Southwest Minnesota State University's proposed increase is being packaged as part of their overall workout plan mentioned earlier in the Room and Board rates section. The workout plan incorporates a blend of expenditure reductions and revenue increases to achieve this alignment, and partially depends on the Board authorizing a rate increase. The university started by implementing a 12 percent reduction in salaries among student union staff plus a 9 percent reduction in general operating costs. Southwest is asking the Board to approve a rate increase for the university's student union facility fee of 5.04 percent. This increase will result in an annual student union facility fee of \$315.12 for the 2012 academic year.

Attachment 2C provides the proposed student union facility fee rates for fiscal year 2012.

**Facilities Assessment Fee at St. Cloud State University** In a Legislative Audit of St. Cloud State University dated June 15, 2010, the auditor found that St. Cloud State University had collected a \$3.85 per credit facility assessment fee, which the Board had not reviewed or approved annually since initial project approval was granted in January 2002.

The fee was proposed in support of capital project financing that involved the St. Cloud State University Foundation as a ground lessee and the City of St. Cloud's Housing and Redevelopment Authority (HRA) as the conduit financier for bonds. To finance the project, the HRA issued \$16,615,000 worth of bonds used to construct a 15,000 sq.ft. addition to Atwood Student Union, a free-standing student recreation center near Halenbeck Hall, and a new stadium east of Halenbeck. The revenue fund guaranteed the debt issued by the HRA, which bolstered the project credit and improved the bond rating of the HRA bonds.

The Board is being asked to approve the \$3.85 per credit facility fee for the St. Cloud State University revenue fund guarantee project.

**Wellness and recreation facility fees.** Three universities currently operate wellness and/or recreation facilities, which include: Minnesota State University Moorhead, Minnesota State University, Mankato, and Winona State University. Both Minnesota State University Moorhead and Winona State University are seeking rate increases of 3.13 percent and 1.09 percent respectively. Minnesota State University, Mankato is not seeking a rate increase for their recreational field.

The Board also authorized two new wellness centers at Minnesota State Community and Technical College in Moorhead and Anoka Ramsey Community College in Coon Rapids in the January 2011 bond sale. Anoka Ramsey's fee increase has the highest rate of change, but is consistent with their financial plan for the project, increasing from \$4.25 per credit (\$127.50) to \$5.00/credit (\$150.00), a 17.65 percent increase. The fee at Minnesota State Community and Technical College in Moorhead will remain stable this year at \$2.20 per credit (\$66 per year).

The proposed fiscal year 2012 fees to support the wellness and recreation facilities can be found in Attachment 2E.

**Parking ramp and surface lot fees.** Century College, Metropolitan State University at Minneapolis Community and Technical College, and St. Cloud University have parking facilities financed through the revenue fund, and are not reporting a change in their fees for fiscal year 2012.

The Board authorized a new parking ramp at St. Paul College in the January 2011 bond sale. The fiscal year 2012 rate is proposed to be \$2.50 per day for contract parkers and \$5.00 per day for visitors. The proposed fiscal year 2012 parking ramp and surface lot fees can be found in Attachment 2E.

### **Tuition and fee impact**

The Board will be taking action on the fiscal year 2012 tuition and fee structure contained in this report. 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 examples, all colleges and universities charge a per-credit technology fee that ranges from \$1.00 to \$10.00 per credit. Sixteen colleges and universities charge a health services fee and five universities charge an athletic fee. Many colleges and universities charge a per-credit parking fee while some charge a flat amount for a parking permit.

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/recreation centers, and facilities. Based on information provided in this report, the proposed fiscal year 2012 average annual tuition and fees at the two-year colleges is \$5,170. For colleges with revenue fund fees, the average annual tuition and fees is \$5,171. The average annual tuition and fees for state universities is \$7,393, which includes the impact of revenue fund fees.



**Table 11**

**Minnesota State Colleges and Universities  
Proposed Fiscal Year 2012 Annual Tuition and Fees**

	<b>Average Tuition and Fees</b>
Average all two-year colleges	\$5,170
Average two-year colleges with Revenue Fund fees (student union facility and/or wellness centers)	\$5,171
Average four-year universities (includes Revenue Fund fees for student union facility, facility fee, and wellness/recreational center fees)	\$7,393

**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 2010 undergraduate students enrolled in the Minnesota state colleges and universities received \$1,167.4 million of financial aid. Students received a majority of financial aid via grants (\$384 million) and loans (\$715 million). Table 12 shows the amount of financial aid awarded to undergraduate students within the system for fiscal year 2010.

**Table 12**

**Minnesota State Colleges and Universities  
Total Amount of Financial Aid by Type and Source  
Undergraduate Students  
Fiscal Year 2010: End of Year Data**

	Federal	State	Institution	Private	Total
Grants	\$261.2	\$94.6	\$10.9	\$17.7	\$384.3
Scholarships	\$0.3	\$2.5	\$14.6	\$27.4	\$44.8
Loans	\$640.6	\$38.4		\$36.4	\$715.4
Employment/Work Study	\$8.8	\$9.6	\$4.5	\$0.1	\$22.9
<b>Total</b>	<b>\$910.8</b>	<b>\$145.0</b>	<b>\$30.0</b>	<b>\$81.5</b>	<b>\$1,167.4</b>

Source: Office of the Chancellor Research, Planning and Effectiveness

In fiscal year 2010, 60 percent (115,633) of students enrolled at the colleges and 63 percent (46,057) 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 \$6,326 and at the universities was \$9,466. Table 13 shows fiscal year 2010 average financial aid by type of aid for undergraduate students who received at least one type of financial aid award.

**Table 13**

**Minnesota State Colleges and Universities  
Average Financial Aid by Type and Source, by Sector  
Undergraduate Students  
Fiscal Year 2010**

	Colleges			Universities		
	# of Awards	% of Receiving Awards	Average Award	# of Awards	% of Receiving Awards	Average Award
Grants	82,440	42%	\$3,259	26,233	36%	\$4,409
Scholarships	18,108	9%	\$1,420	9,713	13%	\$1,963
Loans	70,463	36%	\$5,983	36,803	50%	\$7,982
Employment/Work Study	6,616	3%	\$2,334	3,526	5%	\$2,125
<b>Total All Awards</b>	<b>115,633</b>	<b>60%</b>	<b>\$6,326</b>	<b>46,057</b>	<b>63%</b>	<b>\$9,466</b>

Source: Office of the Chancellor Research, Planning and Effectiveness

Looking ahead to academic year 2011-12, there will be no increases in federal Pell Grants or in the appropriation to the State Grant program. The Minnesota Office of Higher Education (MHOE) is projecting a small decrease in the number of State Grant recipients, which will allow MHOE to ration the grants at a slightly lower rate than in 2010-11. Therefore, if there are no changes to the State Grant formula as contained in the bill the Governor vetoed, the State Grant may pick up about 50 percent of the amount of tuition and fee increase for Minnesota State Colleges and Universities Minnesota resident students with need exceeding the maximum Pell Grant of \$5,550.

**Student consultation process**

Colleges and universities have been discussing the fiscal year 2012 budget with campus constituents for several months. The supplemental materials, as provided in the first reading, include student consultation letters for each college and university. 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 5 to 7 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 2 percent of the total state appropriation. Colleges and universities have been gradually building reserves in order to attain the 5 to 7 percent level.

Colleges and universities are projecting reserve levels totaling \$86 million at the end of fiscal year 2011, which represents approximately 5.8 percent of general fund revenues. (Table 14) Overall reserve levels are expected to decrease \$1 million between fiscal year 2011 and 2012. Reserve levels for each college and university can be found in the supplemental materials as provided in the first reading.

**Table 14**

**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	\$81.7	5.6%
2011 est.	\$86.0	5.8%
2012 est.	\$85.0	5.8%

The system’s reserve level is projected to be at \$9.25 million (1.5 percent of state appropriation) at the end of fiscal year 2011 and no plans to increase/decrease during fiscal year 2012. During fiscal year 2011, system reserves were used as follows:

- \$100,000 loan to Fond du Lac Tribal and Community College for second year infrastructure support
- \$149,482 for TRA grievance payment.

# Recommended Motions

## RECOMMENDED COMMITTEE MOTION:

The Finance and Facilities 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 2012 in Tables 7 and 8. 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 2012 as detailed in Attachments 1A through 1E.
- c. All tuition increases are effective Summer Term or Fall Term 2011 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 2013 tuition recommendations are presented to the Board of Trustees.
- d. The Board of Trustees continues the policy of market-driven tuition for closed enrollment courses, customized training, non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- e. Approve the Revenue Fund fiscal year 2012 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A and 2C through 2E, including any housing fees that the campuses may charge for occupancy outside the academic year. The Chancellor is authorized to approve fee structures for any new revenue fund programs as well as any technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2013 recommendations are presented to the Board of Trustees.
- f. Approve the fiscal year 2012 fees structure for room and board for colleges who either own or manage student housing as detailed in Attachment 2B.
- g. Approve the \$3.85/credit facility fee for the St. Cloud State University Revenue Fund Guarantee project.
- h. Authorize the Chancellor to approve adjustments to the fiscal year 2012 operating budget including tuition and fees based on the final outcome of the 2011 legislative session.

## **RECOMMENDED BOARD OF TRUSTEES MOTION:**

- a. Adopt the annual total operating budget and general fund budget for fiscal year 2012 in Tables 7 and 8. 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 2012 as detailed in Attachments 1A through 1E.
- c. All tuition increases are effective Summer Term or Fall Term 2011 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 2013 tuition recommendations are presented to the Board of Trustees.
- d. The Board of Trustees continues the policy of market-driven tuition for closed enrollment courses, customized training, non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- e. Approve the Revenue Fund fiscal year 2012 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A and 2C through 2E, including any housing fees that the campuses may charge for occupancy outside the academic year. The Chancellor is authorized to approve fee structures for any new revenue fund programs as well as any technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2013 recommendations are presented to the Board of Trustees.
- f. Approve the fiscal year 2012 fees structure for room and board for colleges who either own or manage student housing as detailed in Attachment 2B.
- g. Approve the \$3.85/credit facility fee for the St. Cloud State University Revenue Fund Guarantee project.
- h. Authorize the Chancellor to approve adjustments to the fiscal year 2012 operating budget including tuition and fees based on the final outcome of the 2011 legislative session.

*Date Presented to the Board of Trustees: June 22, 2011*

**Minnesota State Colleges and Universities  
Resident Undergraduate (UG) Tuition Rates for FY2012**

Institution	FY2011 TUITION RATE PER CREDIT	FY2012 \$ INCREASE PER CREDIT MAX	FY2012 TUITION RATE PER CREDIT	FY2012 Annual Change (30 credits)
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**STATE COLLEGES**

Alexandria TCC	148.79	5.95	154.74	178.50
Anoka Ramsey CC	134.02	5.36	139.38	160.80
Anoka TC	154.39	6.18	160.57	185.40
Central Lakes College	147.09	5.89	152.98	176.70
Century College	148.90	5.90	154.80	177.00
Dakota County TC	158.48	4.75	163.23	142.50
Fond du Lac Tribal & CC	146.95	5.84	152.79	175.20
Hennepin TC	146.70	4.40	151.10	132.00
Inver Hills CC	152.07	2.93	155.00	87.90
Lake Superior College	136.15	5.44	141.59	163.20
Minneapolis College	146.40	4.35	150.75	130.50
Minnesota SC - Southeast Technical	155.06	6.20	161.26	186.00
Minnesota State College	150.90	4.50	155.40	135.00
Minnesota West College	158.61	6.34	164.95	190.20
Normandale CC	150.76	6.03	156.79	180.90
North Hennepin CC	153.74	5.75	159.49	172.50
Northeast Higher Ed District				
Hibbing College	145.73	5.83	151.56	174.90
Itasca CC	145.73	5.83	151.56	174.90
Mesabi Range College	145.73	5.83	151.56	174.90
Rainy River CC	145.73	5.83	151.56	174.90
Vermilion CC	145.73	5.83	151.56	174.90
Northland College	152.56	6.10	158.66	183.00
Northwest Technical College-Bemidji	161.55	6.45	168.00	193.50
Pine TC	142.28	5.70	147.98	171.00
Ridgewater College	150.58	4.52	155.10	135.60
Riverland College	152.55	6.10	158.65	183.00
Rochester College	152.45	6.00	158.45	180.00
Saint Paul College	149.65	5.99	155.64	179.70
St. Cloud TCC	149.79	4.49	154.28	134.70
South Central College	149.05	5.95	155.00	178.50

**STATE UNIVERSITIES**

Metropolitan SU	191.35	9.57	200.92	287.10
St. Cloud SU	199.50	10.00	209.50	300.00

**Minnesota State Colleges and Universities  
Resident Undergraduate (UG) Banded Tuition Rates for FY2012**

Institution	Credits	FY2011 Banded Tuition Rate	FY2012 \$ Increase	FY2012 Banded Tuition Rate	FY2012 Annual Change (30 credits)
Bemidji SU	1-11	\$232.15	\$9.25	\$241.40	\$266
	12-18	\$3,319.00	\$132.75	\$3,451.75	
	19+	\$3,319+\$232.15/credit		\$3,451.75+\$241.40/credit	
Minnesota SU Moorhead	1-11	\$201.75	\$10.09	\$211.84	\$314
	12-19	\$3,127.00	\$157.00	\$3,284.00	
	20+	\$3,127+\$201.75/credit		\$3,284+\$211.84/credit	
Minnesota SU, Mankato	1-11	\$237.95	\$11.90	\$249.85	\$302
	12-18	\$3,023.85	\$151.19	\$3,175.04	
	19+	\$3,023.85+\$320/credit		\$3,175.04+\$320/credit	
Southwest MN SU	1-11	\$205.95	\$10.30	\$216.25	\$318
	12-18	\$3,180.25	\$159.00	\$3,339.25	
	19+	\$3,180.25+\$205.95/credit		\$3,339.25+\$216.25/credit	
Winona SU	1-11	\$209.90	\$10.50	\$220.40	\$318
	12-18	\$3,174.25	\$158.75	\$3,333.00	
	19+	\$3,174.25+\$209.90/credit		\$3,333+\$220.40/credit	

**Minnesota State Colleges and Universities  
Resident Graduate (GR) Tuition Rates for FY2012**

<b>Institution</b>	<b>FY2011 TUITION RATE PER CREDIT</b>	<b>FY2012 \$ INCREASE PER CREDIT</b>	<b>Board Approved FY2012 TUITION RATE PER CREDIT</b>	<b>FY2012 Annual Impact on a Full Time Student (20 credits)</b>
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**Masters**

Bemidji SU	\$330.25	\$13.20	\$343.45	\$264.00
Metropolitan SU	\$291.35	\$20.39	\$311.74	\$407.80
Minnesota SU Moorhead	\$296.73	\$14.84	\$311.57	\$296.80
Minnesota SU, Mankato	\$312.90	\$15.65	\$328.55	\$313.00
Southwest Minnesota SU	\$320.10	\$16.00	\$336.10	\$320.00
St. Cloud SU	\$304.35	\$15.20	\$319.55	\$304.00
Winona SU	\$323.10	\$16.15	\$339.25	\$323.00

**Doctoral**

<b>Institution/Program</b>	<b>FY2011 TUITION RATE PER CREDIT</b>	<b>FY2012 \$ INCREASE PER CREDIT</b>	<b>Board Approved FY2012 TUITION RATE PER CREDIT</b>	<b>FY2012 Annual Impact on a Full Time Student (20 credits)</b>
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Metropolitan SU - Nursing (DNP)	\$735.00	\$36.75	\$771.75	\$735.00
Metropolitan SU - College of Mgmt (DBA)	\$750.00	\$52.50	\$802.50	\$0.00
Minnesota SU Moorhead - Nursing (DNP)	\$735.00	\$36.75	\$771.75	\$735.00
Minnesota SU, Mankato - Nursing (DNP)	\$735.00	\$36.75	\$771.75	\$735.00
Minnesota SU, Mankato - Psychology (Psy D)	\$454.25	\$22.71	\$476.96	\$454.20
Minnesota SU, Mankato - Education (CSP)	\$454.25	\$22.71	\$476.96	\$454.20
Minnesota SU, Mankato - Ed Ldrship	\$454.25	\$22.71	\$476.96	
St. Cloud SU - Education, Administration and Leadership	\$500.00	\$0.00	\$500.00	\$0.00
St. Cloud SU - Education, Higher Education Administration Cohort 1	\$475.00	\$0.00	\$475.00	\$0.00
St. Cloud SU-Education, Higher Education Administration Cohort 3	\$500.00	\$0.00	\$500.00	\$0.00
St. Cloud SU-Education, Higher Education Maple Grove	\$550.00	\$0.00	\$550.00	\$0.00
Winona SU - Nursing (DNP)	\$735.00	\$36.75	\$771.75	\$735.00



**Minnesota State Colleges and Universities  
Program and Course Tuition Rates for FY2012**

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
<b>PROGRAMS:</b>				
Alexandria TCC	Law Enforcement Skills	185.00	7.40	192.40
Alexandria TCC	Law Enforcement Skills - SCSU	195.00	7.80	202.80
Alexandria TCC	Online	199.00	0.00	199.00
Anoka-Ramsey	Nursing	170.72	6.83	177.55
Anoka-Ramsey	Online Media Code 03	167.37	6.69	174.06
Anoka TC	Judicial Reporting/Broadcast Captioning AAS	266.56	0.00	266.56
Bemidji State University	Nursing (NRSB)	257.15	9.25	266.40
Bemidji State University	Tech Studies: Off Campus	247.15	9.25	256.40
Bemidji State University	Tech Studies: On Campus	257.15	9.25	266.40
Bemidji State University	Mass Communications Department (MASC)	252.15	9.25	261.40
Bemidji State University	Music (MUSC) - New for AY10/11	247.15	9.25	256.40
Bemidji State University	Online/Distance Courses	272.15	(0.75)	247.15
Central Lakes College	Horticulture and Landscape	167.09	5.89	172.98
Central Lakes College	Dental Assistant	0.00	175.98	175.98
Central Lakes College	Occupational Skills	157.09	5.89	162.98
Central Lakes College	Medical Assistant	0.00	163.98	163.98
Central Lakes College	AD Nursing	0.00	166.98	166.98
Central Lakes College	Practical Nursing	0.00	171.98	171.98
Central Lakes College	Automotive Technology	167.09	5.89	172.98
Central Lakes College	Communication Art & Design	152.09	5.89	157.98
Central Lakes College	Diesel Mechanics	187.09	5.89	192.98
Central Lakes College	Heavy Equipment	162.09	5.89	167.98
Central Lakes College	Machine Trades	162.09	5.89	167.98
Central Lakes College	Marine & Small Engines	157.09	5.89	162.98
Central Lakes College	Mechanical Drafting	152.09	5.89	157.98
Central Lakes College	Photo Imaging	152.09	5.89	157.98
Central Lakes College	Videography	0.00	187.98	187.98
Central Lakes College	Welding	182.09	5.89	187.98
Century College	Orthotic Practitioner & Prosthetic Practitioner	171.15	6.85	178.00
Century College	Orthotic Technician & Prosthetic Technician	171.15	6.85	178.00
Century College	Nursing	180.60	7.20	187.80
Century College	Dental Hygiene	171.15	6.85	178.00
Century College	Dental Assisting	171.15	6.85	178.00
Century College	Online Courses	162.10	6.45	168.55
Dakota County TC	Heavy Construction Equipment Technology	163.48	0.00	163.48
Dakota County TC	Concrete and Masonry Technology	168.48	0.00	168.48
Dakota County TC	Welding Technology	168.48	0.00	168.48
Dakota County TC	Heavy Duty Truck Technology	163.48	0.00	163.48
Dakota County TC	Online courses	170.81	0.00	170.81
Fond du Lac I&CC	On-Line Courses	168.94	3.00	171.94

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Hennepin Technical College	Child Dev	148.70	4.40	153.10
Hennepin Technical College	Law Enforcement Skills	221.65	4.40	226.05
Hennepin Technical College	Online courses	168.95	(1.75)	167.20
Hibbing Community College	Law Enforcement Skills: On Campus	233.46	9.34	242.80
Hibbing Community College	Law Enforcement Skills: Off Campus-Brainerd/Worthington	260.80	10.43	271.23
Hibbing Community College	Law Enforcement Skills: Off Campus-Mankato	249.23	9.97	259.20
Itasca Community College	Nursing	167.15	6.69	173.84
Itasca Community College	All courses offered via onlin (excluding any courses/programs with a differential tuition rate)	170.73	5.83	176.56
Inver Hills Community College	Nursing	180.60	3.40	184.00
Inver Hills Community College	Online courses	162.07	2.93	165.00
Lake Superior College	Architectural Drafting	156.15	5.44	161.59
Lake Superior College	Engineering CAD	156.15	5.44	161.59
Lake Superior College	Media Production	156.15	5.44	161.59
Lake Superior College	Building Construction	166.15	5.44	171.59
Lake Superior College	Civil Engineering Technology	166.15	5.44	171.59
Lake Superior College	Computer Information Systems	166.15	5.44	171.59
Lake Superior College	Commerical and Residential Wiring	166.15	5.44	171.59
Lake Superior College	Electronics/Industrial Controls	166.15	5.44	171.59
Lake Superior College	Truck Driving	166.15	5.44	171.59
Lake Superior College	Auto Body	176.15	5.44	181.59
Lake Superior College	Auto Service	176.15	5.44	181.59
Lake Superior College	Integrated Manufacturing	176.15	5.44	181.59
Lake Superior College	Machine Tool	176.15	5.44	181.59
Lake Superior College	Welding	176.15	5.44	181.59
Lake Superior College	Fire Technology	176.15	5.44	181.59
Lake Superior College	Massage Therapy	181.15	5.44	186.59
Lake Superior College	Nursing (NURS)	201.15	5.44	206.59
Lake Superior College	Physical Therapy Assistant	181.15	5.44	186.59
Lake Superior College	Practical Nursing (NUPN)	201.15	5.44	206.59
Lake Superior College	PN Moblility	201.15	5.44	206.59
Lake Superior College	Respiratory Care Practitioner	181.15	5.44	186.59
Lake Superior College	Dental Hygiene	186.15	5.44	191.59
Lake Superior College	Medical Assistant	181.15	5.44	186.59
Lake Superior College	Medical Lab Assistant	181.15	5.44	186.59
Lake Superior College	Diagnostic Medical Songraphy	196.15	5.44	201.59
Lake Superior College	Radiological Technician	186.15	5.44	191.59
Lake Superior College	Nursing Assistant	151.15	5.44	156.59
Lake Superior College	Surgical Technician	181.15	5.44	186.59
Lake Superior College	All Online courses	171.55	5.44	176.99
Mesabi Range College	Maintenance Mechanics	148.73	5.95	154.68
Mesabi Range College	Welding (AWS Certification)	153.23	6.13	159.36
Mesabi Range College	Graphic Arts	150.73	6.03	156.76
Mesabi Range College	Paramedic	155.73	6.23	161.96
Mesabi Range College	All courses offered via online (excluding any courses/programs with a differential tuition rate)	170.73	5.83	176.56
Metropolitan SU	Law Enforcement Skills	377.90	18.90	396.80
Metropolitan SU	BSN Nursing program	250.18	12.51	262.69
Metropolitan SU	MSN Nursing program	377.90	26.45	404.35

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Metropolitan SU	Online - Graduate	383.19	26.82	410.01
Metropolitan SU	Online - Undergraduate	255.45	12.77	268.22
Metropolitan SU	Wound, Ostomy, Continenence MSN specialty track	500.35	35.02	535.37
Metropolitan SU	BS Dental Hygiene	250.18	12.51	262.69
Metropolitan SU	Oral Health Care Practioner	377.90	26.45	404.35
Minneapolis College	Online Courses	170.00	5.10	175.10
Minneapolis College	Screen Writing	219.30	6.55	225.85
Minneapolis College	Nursing	178.50	5.35	183.85
Minneapolis College	Film and Video	219.30	6.55	225.85
Minneapolis College	Sound Arts	219.30	6.55	225.85
Minneapolis College	Air Traffic Control	219.30	6.55	225.85
Minnesota SC-Southeast Technical	Truck Driving (TRDR)	185.06	6.20	191.26
Minnesota SC-Southeast Technical	Welding Technologies (WELD)	175.06	6.20	181.26
Minnesota SC-Southeast Technical	Machine Tool & Die (MTDM)	165.06	6.20	171.26
Minnesota SC-Southeast Technical	Auto Body Collision Technology (ABCT)	165.06	6.20	171.26
Minnesota SC-Southeast Technical	Automotive Technology (AUTO)	165.06	6.20	171.26
Minnesota SC-Southeast Technical	Heating,ventilation,Air Conditioning & refridgeration(HVAC)	165.06	6.20	171.26
Minnesota SC-Southeast Technical	Electronics Technology (ELEC)	165.06	6.20	171.26
Minnesota SC-Southeast Technical	Comp 2510 Introduction to Computers	165.06	6.20	171.26
Minnesota SC-Southeast Technical	Chem 2518 General, Organic, & Biochemistry I	165.06	6.20	171.26
Minnesota SC-Southeast Technical	BIOL 2512 Anatomy & Physiology II	165.06	6.20	171.26
Minnesota SC-Southeast Technical	BIOL 2511 Anatomy & Physiology I	165.06	6.20	171.26
Minnesota SC-Southeast Technical	COMP 2525 Computers: Issues and Applications II	165.06	6.20	171.26
Minnesota SC-Southeast Technical	COMP 2520 Introduction to Graphic Design	165.06	6.20	171.26
Minnesota SC-Southeast Technical	HUMA 2540 Introduction to Multimedia and Digital Arts	165.06	6.20	171.26
Minnesota SC-Southeast Technical	HUMA 2525 Digital Photography	165.06	6.20	171.26
Minnesota SC-Southeast Technical	HUMA 2520 Film Studies	165.06	6.20	171.26
Minnesota SC-Southeast Technical	BIOL 2501 Introduction to Biology	165.06	6.20	171.26
Minnesota SC-Southeast Technical	BIOL 2530 Microbiology	165.06	6.20	171.26
Minnesota SC-Southeast Technical	CHEM 2522 Environmental Chemistry	165.06	6.20	171.26
Minnesota SC-Southeast Technical	CHEM 2525 Introduction to Forensic Science	165.06	6.20	171.26
Minnesota SC-Southeast Technical	Practical Nursing (HEAL)	175.06	6.20	181.26
Minnesota SC-Southeast	Nurse Mobility (NURS)	175.06	6.20	181.26

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Minnesota SC-Southeast Technical	INDS 1628 Introduction to Welding Technologies	175.06	6.20	181.26
Minnesota SC-Southeast Technical	INDS 1629 Welding Technologies II	175.06	6.20	181.26
Minnesota SC-Southeast Technical	INDS 1630 Welding Technologies III	175.06	6.20	181.26
Minnesota SC-Southeast Technical	INDS 1632 Oxy-Fuel Welding Fundamentals	175.06	6.20	181.26
Minnesota SC-Southeast Technical	Musical String Instrument Repair (MSIR)	175.06	6.20	181.26
Minnesota SC-Southeast Technical	Band Instrument Repair (BIRT)	175.06	6.20	181.26
Minnesota SC-Southeast Technical	Online Tuition	180.06	6.20	186.26
Minnesota State C&TC	Electrical Lineworker	180.90	4.50	185.40
Minnesota State C&TC	Radiology Technician	180.90	4.50	185.40
Minnesota State C&TC	Online Programs	199.00	0.00	199.00
Minnesota State C&TC	Dental Hygiene	199.75	0.00	199.75
Minnesota West CC/TC	Truck Driving	249.89	6.34	256.23
Minnesota West CC/TC	Farm Business Management	161.11	6.34	167.45
Minnesota SU Moorhead	Mass Communications	209.25	10.09	219.34
Minnesota SU Moorhead	Construction Management	207.75	10.09	217.84
Minnesota SU Moorhead	Engineering	207.75	10.09	217.84
Minnesota SU Moorhead	Technology	207.75	10.09	217.84
Minnesota SU Moorhead	Graphic Communications	216.75	10.09	226.84
Minnesota SU Moorhead	Athletic Training; all AT rubric courses except 120, 320, 420, 460	226.75	10.09	236.84
Minnesota SU Moorhead	Nursing (undergraduate)	251.75	10.09	261.84
Minnesota SU Moorhead	Nursing (graduate)	346.73	14.84	361.57
Minnesota SU Moorhead	Chemistry; all CHEM rubric courses except 102, 105, 304	216.75	10.09	226.84
Minnesota SU Moorhead	Counseling & Student Affairs (master's)	296.73	78.27	375.00
Minnesota SU Moorhead	Speech-Language Pathology (master's)	296.73	72.27	369.00
Minnesota SU Moorhead	Online/Distance Courses (on-line, package, ITV, & off-campus)	256.75	10.09	266.84
Minnesota SU, Mankato	On Campus MBA Program	512.90	15.65	528.55
Minnesota SU, Mankato	Twin Cities MBA Program	644.90	15.65	660.55
Minnesota SU, Mankato	Twin Cities MPA Program	372.50	15.65	388.15
Minnesota SU, Mankato	Twin Cities undergraduate courses (resident)	287.95	11.90	299.85
Minnesota SU, Mankato	Twin Cities Graduate courses (resident)	362.90	15.65	378.55
Minnesota SU, Mankato	Masters in Speech & Hearing & Rehab (online) (also, grad certificate in Forensic Rehabilitation (online))	506.10	21.73	527.83
Minnesota SU, Mankato	Masters of Social Work	362.90	15.65	378.55
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	362.90	15.65	378.55
Minnesota SU, Mankato	All On-line Undergraduate and Graduate Courses (Note: It is \$35.00 above the existing resident undergraduate or graduate tuition rates)	0.00	0.00	35.00
Minnesota West CC/TC	Truck Driving	249.89	6.34	256.23
Minnesota West CC/TC	Farm Business Management	161.11	6.34	167.45

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Normandale CC	Global Career Development Facilitator Program	172.19		172.19
Normandale CC	Online tuition rate	170.76	6.83	177.59
North Hennepin CC	Nursing	177.14	7.05	184.19
North Hennepin CC	Online Courses	178.49	(6.40)	172.09
Northland College	Cardiovascular Tech	172.56	6.10	178.66
Northland College	Commercial Vehicle Operations	268.00	10.00	278.00
Northland College	Fire Technology	172.56	6.10	178.66
Northland College	Occupational Therapy Assistant	172.56	6.10	178.66
Northland College	Paramedicine	172.56	6.10	178.66
Northland College	Pharmacy Technology	172.56	6.10	178.66
Northland College	Physical Therapist Assistant	172.56	6.10	178.66
Northland College	Practical Nursing	172.56	6.10	178.66
Northland College	Radiologic Technology	172.56	6.10	178.66
Northland College	Registered Nurse	172.56	6.10	178.66
Northland College	Respiratory Therapist	172.56	6.10	178.66
Northland College	Surgical Technology	172.56	6.10	178.66
Northland College	Distance/Online Courses	199.00		199.00
Northland College	UAS	New		300.00
Northland College	Aviation - Subject to phase in during FY09 & FY10	189.51	0.91	190.42
Northwest Technical College - Bemidji	Auto Machinist	189.70	7.55	197.25
Northwest Technical College - Bemidji	Automotive Service Technology	172.75	6.75	179.50
Northwest Technical College - Bemidji	Nursing	172.75	6.75	179.50
Northwest Technical College - Bemidji	Dental Assistant	172.75	6.75	179.50
Northwest Technical College - Bemidji	HVAC Residential Plumbing	172.75	6.75	179.50
Northwest Technical College - Bemidji	Construction Electricity	172.75	6.75	179.50
Northwest Technical College - Bemidji	Model Making	172.75	6.75	179.50
Northwest Technical College - Bemidji	Distance/On-line courses	199.00	0.00	199.00
Pine TC	Gunsmithing	152.78	5.20	157.98
Pine TC	Manufacturing	147.53	5.45	152.98
Pine TC	Nursing	162.28	5.70	162.28
Pine TC	Early Childhood Development	144.28	5.70	144.28
Rainy River Community College	Industrial Technology	167.15	6.69	173.84
Rainy River Community College	Nursing	167.15	6.69	173.84
Rainy River Community College	Online courses (excluding any courses/programs with a differential tuition rate)	170.73	5.83	176.56
Ridgewater College	Online tuition	175.65	5.27	180.92
Riverland College	Truck Driving	252.55	6.10	258.65
Riverland College	Independent Studies	227.55	6.10	233.65
Riverland College	A.D. Nursing	182.55	6.10	188.65

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Riverland College	Online Courses	182.55	6.10	188.65
Riverland College	Cisco Network Associate Program	177.55	6.10	183.65
Riverland College	Microsoft Systems Administrator	177.55	6.10	183.65
Riverland College	Microsoft Systems Engineer	177.55	6.10	183.65
Riverland College	Multimedia	177.55	6.10	183.65
Riverland College	Web Page Design	177.55	6.10	183.65
Riverland College	Webmaster	177.55	6.10	183.65
Riverland College	Pharmacy Technician	182.55	6.10	188.65
Riverland College	Radiography AAS	182.55	6.10	188.65
Rochester College	Online tuition differential - media codes 03, 12, 13	182.45	6.00	188.45
Rochester College	Hybrid Tuition differential - media code 09	152.45	11.00	163.45
Rochester College	Automobile Mechanics (AMT)	167.45	6.00	173.45
Rochester College	Building Utilities Mechanic (BU)	157.45	11.00	168.45
Rochester College	Carpentry (CR)	157.45	11.00	168.45
Rochester College	Computer Aided Drafting	172.45	6.00	178.45
Rochester College	Digital Arts	172.45	6.00	178.45
Rochester College	EMC	154.95	8.50	163.45
Rochester College	EMT	157.45	11.00	168.45
Rochester College	Equine Science (EQSC)	212.45	6.00	218.45
Rochester College	Intensive Care Paramedic	157.45	11.00	168.45
Rochester College	LAWE - Law enforcement	162.45	6.00	168.45
Rochester College	LAWE - Law enforcement Skills	252.45	14.00	266.45
Rochester College	Veterinary Assistant/Techician	162.45	11.00	173.45
Southwest Minnesota SU	Hospitality/Culinology Labs	230.95	11.55	242.50
Southwest Minnesota SU	Science Labs	220.95	11.05	232.00
Southwest Minnesota SU	Studio Art	220.95	11.05	232.00
Southwest Minnesota SU	Intro to Art/Elementary Art	212.95	10.65	223.60
Southwest Minnesota SU	ESL Licensure (Education undergraduate)	new	-	221.25
Southwest Minnesota SU	ESL Licensure (Education graduate)	new	-	341.10
Southwest Minnesota SU	Off Camp Grad Ed Learning Communities 11/12	340.00		340.00
Southwest Minnesota SU	Off Camp Grad Ed Learning Communities 12/13	new		350.00
Southwest Minnesota SU	Off camp Grad Education 11/12 (program tuition/semester)	100.00		100.00
Southwest Minnesota SU	Off Campus Education Graduate Program	373.50	18.65	392.15
Southwest Minnesota SU	Off Campus MBA & Management Graduate Program	373.50	18.65	392.15
Southwest Minnesota SU	Undergraduate Off Campus Programs	249.65	12.45	262.10
Southwest Minnesota SU	Undergraduate Online/Web courses	249.65	12.45	262.10
Southwest Minnesota SU	Graduate online/web courses	378.50	18.90	397.40
Saint Paul College	Respiratory Therapy	202.00	3.64	205.64
Saint Paul College	Online Tuition (Media Code 03 and 12)	170.85	4.79	175.64
Saint Paul College	Pre-Engineering (Never Previously Offered)	New		169.83
St. Cloud TCC	Dental Hygiene	173.30	5.20	178.50
St. Cloud TCC	Dental Assisting	173.30	5.20	178.50
St. Cloud TCC	Invasive Cardiovascular Technology	173.30	5.20	178.50
St. Cloud TCC	Sonography	173.30	5.20	178.50
St. Cloud TCC	Paramedicine	173.30	5.20	178.50
St. Cloud TCC	Associate Degree of Nursing	200.00	6.00	206.00
St. Cloud TCC	Surgical Technology	173.30	5.20	178.50
St. Cloud TCC	LPN	173.30	5.20	178.50
St. Cloud TCC	Online Courses with Media Code 03, 12, or 13	187.24	5.62	192.86
St. Cloud SU	Twin Cities Graduate Center MBA	695.00	30.00	725.00

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
St. Cloud SU	St. Cloud MBA	485.00	24.25	509.25
St. Cloud SU	Non Gen Ed Undergraduate Art	225.50	11.30	236.80
St. Cloud SU	Undergraduate Nursing	225.40	11.25	236.65
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	750.00	0.00	750.00
St. Cloud SU	Off Campus or on-line Behavioral Analysis	455.00	22.75	477.75
St. Cloud SU	Off Campus North Branch Cohort Undergraduate	236.00	11.80	247.80
St. Cloud SU	Off Campus North Branch Cohort Graduate	347.25	17.35	364.60
St. Cloud SU	Off Campus Workshop Undergraduate	236.00	11.80	247.80
St. Cloud SU	Off Campus Workshop Graduate	347.25	17.35	364.60
St. Cloud SU	Correctional Facility Undergraduate Education	199.50	10.00	209.50
St. Cloud SU	Off Campus Undergraduate	236.00	11.80	247.80
St. Cloud SU	Off Campus Graduate	347.25	17.35	364.60
St. Cloud SU	Off Campus Undergraduate Continuing Education	259.50	13.00	272.50
St. Cloud SU	Off Campus Graduate Continuing Education	363.60	18.20	381.80
St. Cloud SU	Off Campus Undergraduate ITV Continuing Education	259.50	13.00	272.50
St. Cloud SU	Off Campus Graduate ITV Continuing Education	363.60	18.20	381.80
St. Cloud SU	On-Line Department or Continuing Studies Undergraduate	275.75	13.80	289.55
St. Cloud SU	On-Line Department or Continuing Studies Graduate	378.45	18.90	397.35
St. Cloud SU	Masters Information Assurance	New		575.00
St. Cloud SU	Masters Medical Technology Quality	New		750.00

Winona SU	International Institutes	450.00	0.00	450.00
Winona SU	Math Sciences Teaching Academy	125.00	0.00	125.00
Winona SU	Early Childhood Special Education (Rochester)	375.00	0.00	375.00
Winona SU	Study Abroad/Travel Studies Program	400.00	0.00	400.00
Winona SU	Criminal Justice - Rochester Campus	250.00	0.00	250.00
Winona SU	Teacher Preparation Collaborative Certificate	400.00	0.00	400.00
Winona SU	Professional Development for Educators	125.00	0.00	125.00
Winona SU	Undergraduate Nursing Program	244.00	0.00	244.00
Winona SU	Graduate Nursing Program	387.00	0.00	387.00

<b>COURSES:</b>
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Alexandria TCC	Scalable Network Design	182.66	7.31	189.97
Alexandria TCC	Remote Access Solutions	182.66	7.31	189.97
Alexandria TCC	Multilayer LAN Switching	182.66	7.31	189.97
Alexandria TCC	Internetwork Troubleshooting	182.66	7.31	189.97
Alexandria TCC	Psychiatric Clinical	173.55	6.94	180.49
Alexandria TCC	Medical Clinical	173.55	6.94	180.49
Alexandria TCC	Surgical Clinical	173.55	6.94	180.49
Alexandria TCC	OB/Peds Clinical	173.55	6.94	180.49
Alexandria TCC	Comprehensive Clinical I	173.55	6.94	180.49
Alexandria TCC	Comprehensive Clinical II	173.55	6.94	180.49
Alexandria TCC	Turning II	173.55	6.94	180.49
Alexandria TCC	Milling II	173.55	6.94	180.49
Alexandria TCC	CNC Machining Operations I	173.55	6.94	180.49
Alexandria TCC	CNC Machining Operations II	173.55	6.94	180.49
Alexandria TCC	Operation of Commercial Vehicle	276.30	11.05	276.30
Alexandria TCC	Concrete Site Prep	173.55	6.94	180.49
Alexandria TCC	Basics in Brick & Block	173.55	6.94	180.49
Alexandria TCC	Integrated Masonry Systems	173.55	6.94	180.49
Alexandria TCC	Integrated Concrete Systems	173.55	6.94	180.49

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Bemidji State University	Biology - Medical Microbiology (BIOL 3755)	272.15	9.25	281.40
Bemidji State University	Biology - Human Biology (BIOL 1110 lab)	239.65	12.00	251.65
Bemidji State University	Biology - Introductory Biology I & II (BIOL 1211 /1212lab)	239.65	12.00	251.65
Bemidji State University	Biology - Human Anat & Phys (BIOL 2110 lab)	239.65	12.00	251.65
Bemidji State University	Biology - Invertebrate Zoology (BIOL 2310)	239.65	12.00	251.65
Bemidji State University	Biology - Field/Lab Mthd Gen Ecol (BIOL 2620)	247.15	12.25	259.40
Bemidji State University	Biology - Field Biology (BIOL 3100/5100)	239.65	12.00	251.65
Bemidji State University	Biology - Soils (BIOL 3120/5120)	239.65	12.00	251.65
Bemidji State University	Biology - Freshwater Invertebrates (BIOL 3200/5200)	239.65	12.00	251.65
Bemidji State University	Biology - Compar Vertebrate (BIOL 3250)	239.65	12.00	251.65
Bemidji State University	Biology - Medical Physiology (BIOL 3260)	239.65	12.00	251.65
Bemidji State University	Biology - Intro To Hematology (BIOL 3300)	247.15	12.25	259.40
Bemidji State University	Biology - Entomology (BIOL 3310/5310)	239.65	12.00	251.65
Bemidji State University	Biology - Limnology I & II (BIOL 3361/5361/ 3362/5362)	239.65	12.00	251.65
Bemidji State University	Biology - Molecular Genetics: Theory & Practice (BIOL 3380/5380) CEL molecular genetics	247.15	12.25	247.15
Bemidji State University	Biology - Immunology (BIOL 3580/5580)	247.15	12.25	259.40
Bemidji State University	Biology - Ornithology (BIOL 3510/5510)	239.65	12.00	251.65
Bemidji State University	Biology - Cell Biology (BIOL 3590)	247.15	12.25	259.40
Bemidji State University	Biology - Forest Ecology (BIOL 3623/5623)	239.65	12.00	251.65
Bemidji State University	Biology - Radiobiology (BIOL 3660/5660)	247.15	12.25	259.40
Bemidji State University	Biology - Microbiology (BIOL 3710/5710)	247.15	12.25	259.40
Bemidji State University	Biology - Plant Form and Function (BIOL 3720/5720)	239.65	12.00	251.65
Bemidji State University	Biology - Plant Diversity (BIOL 3730/5730)	239.65	12.00	251.65
Bemidji State University	Biology - Aquatic Plants (BIOL 3830/5830)	239.65	12.00	251.65
Bemidji State University	Biology - Wetlands Ecology Lab (BIOL 3844/5844)	247.15	12.25	259.40
Bemidji State University	Biology - 3930/5930 Developmental and Tumor Biology New	247.15	12.25	259.40
Bemidji State University	Biology 5545 Ichthyology New	247.15	12.25	259.40
Bemidji State University	Biology - Wetland Delineation and Classification (BIOL 4030/5030)	239.65	12.00	251.65
Bemidji State University	Biology - Advanced Wetland Delineation and Classification (BIOL 4031/5031)	247.15	12.25	259.40
Bemidji State University	Biology - Parasitology (BIOL 4210/5210)	239.65	12.00	251.65
Bemidji State University	Biology - Histology (BIOL 4220/5220)	239.65	12.00	251.65
Bemidji State University	Biology - Mammology (BIOL 4520/5520)	239.65	12.00	251.65
Bemidji State University	Biology - Ichthyology (BIOL 4534)	239.65	12.00	251.65
Bemidji State University	Biology - Fisheries Management (BIOL 4545/5545)	239.65	12.00	251.65
Bemidji State University	Biology - Advanced Lab Projects in Biology I & II (BIOL 4894/4895)	247.15	12.25	259.40
Bemidji State University	Biology - Advanced Field Projects in Biology I & II (BIOL 4896/4897)	247.15	12.25	259.40
Bemidji State University	Biology - Internship Clinical Lab Science	282.15	9.25	291.40
Bemidji State University	Biology - 5250 Comparative Vertebrate Anatomy	239.65	12.00	239.65
Bemidji State University	Biology - 5260 Medical Physiology	239.65	12.00	239.65
Bemidji State University	Biology - 5590 Cell Biology	247.15	12.25	247.15
Bemidji State University	Biology - Advanced Grad. Laboratory Thesis Project (BIOL 6894/6895)	345.25	15.95	361.20
Bemidji State University	Biology - Advanced Grad. Field Thesis Proj. (BIOL 6896/6897)	345.25	15.95	361.20
Bemidji State University	Biology - Intro Anatomy Physiology I & II (BIOL 1960/1962) NTC specific -special purpose instructions	239.65	12.00	251.65
Bemidji State University	Biology - Intro microbiology (BIOL 1960/1962) NTC specific special purpose instruction	239.65	12.00	251.65
Bemidji State University	Chem -General Chemistry I &II (CHEM 1111/1112)	237.15	9.25	246.40
Bemidji State University	Chem - Principles of Chemistry I & II (CHEM 1211/1212)	237.15	9.25	246.40



Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Bemidji State University	Chem - Organic Chemistry I & II (CHEM 2371/2372)	252.15	9.25	261.40
Bemidji State University	Chem - Allied Health Lab (CHEM )	242.15	9.25	251.40
Bemidji State University	Chem - Analytical Chem Lab (CHEM 2570)	252.15	9.25	261.40
Bemidji State University	Chem - Biochemistry Lab I & II (CHEM 3471/3472/5471/5472)	247.15	9.25	256.40
Bemidji State University	Chem - Physical Chemistry Lab I & II (CHEM 3771/3772/5771/5772)	247.15	9.25	256.40
Bemidji State University	Chem - Inorganic Chem Lab I (CHEM 3871)	247.15	9.25	256.40
Bemidji State University	Chem - Instrmntl Analys Lab I (CHEM 4571)	247.15	9.25	256.40
Bemidji State University	PE -Athletic Training (PHED 3190/5190)	242.15	9.25	251.40
Bemidji State University	Physics - Lab (PHYS 1101/1102/2101/2102)	237.15	9.25	246.40
Bemidji State University	Geology - Labs (GEOL 1110/1120/2110 /3120/3212/3500/3600/5120/5212/5500/5600)	237.15	9.25	246.40
Bemidji State University	Environmental -Thesis (ENVR 4990/6990)	345.25	13.20	358.45
Central Lakes College	Online Courses	182.09	5.89	187.98
Central Lakes College	BIOL 1404 - Human Biology Lab	157.09	5.89	162.98
Central Lakes College	CHEM 1424 - Chem Principles I	152.09	5.89	157.98
Central Lakes College	CHEM 1425 - Chem Principles II	152.09	5.89	157.98
Central Lakes College	EMTS 1502 - EMT	211.09	6.89	217.98
Central Lakes College	PHED 1507 - Basic Horsemanship	277.98	0.00	277.98
Central Lakes College	PHED 1510 - Skiing/Snowboarding	222.98	0.00	222.98
Central Lakes College	PHED 1511 - Adv. Skiing/Snowboarding	222.98	0.00	222.98
Central Lakes College	PHED 1525 - Personal Protection	167.98	0.00	167.98
Central Lakes College	PHED 1530 - Beginning Swimming	257.98	0.00	257.98
Central Lakes College	PHED 1534 - Beginning Golf	167.98	0.00	167.98
Central Lakes College	PHED 1541 - Bowling	197.98	0.00	197.98
Central Lakes College	PHED 1599 - Topics in Physical Education	277.98	0.00	277.98
Central Lakes College	ARTS 1401 Black & White Photography	157.09	5.89	162.98
Central Lakes College	ARTS 1403Color Photography	157.09	5.89	162.98
Central Lakes College	ARTS 1596 Topics In Art	157.09	5.89	162.98
Central Lakes College	CRJU 2112 - Ballistics and Firearms	172.09	5.89	177.98
Central Lakes College	CRJU 2311 - Basic Firearms	New	0.00	387.98
Dakota County TC	PNSG 1000 Foundations of Nursing Practice I	205.98	0.00	205.98
Dakota County TC	PNSG 1100 Foundations of Nursing Practice II	205.98	0.00	205.98
Dakota County TC	PNSG 1250 Nutrition and Diet Therapy	205.98	0.00	205.98
Dakota County TC	PNSG 1400 Adult Health Nursing I	205.98	0.00	205.98
Dakota County TC	PNSG 1500 Adult Health Nursing II	205.98	0.00	205.98
Dakota County TC	PNSG 1530 Beginning Clinical	205.98	0.00	205.98
Dakota County TC	PNSG 1540 Clinical Practice I	205.98	0.00	205.98
Dakota County TC	PNSG 1350 Pharmacology	205.98	0.00	205.98
Dakota County TC	PNSG 1560 Clinical Practice II	205.98	0.00	205.98
Dakota County TC	PNSG 1570 Clinical Practice III	205.98	0.00	205.98
Dakota County TC	PNSG 1580 Clinical Practice IV	205.98	0.00	205.98
Dakota County TC	PNSG 1750 Mental Health Nursing	205.98	0.00	205.98
Dakota County TC	PNSG 1805: Maternal and Child Health	205.98	0.00	205.98
Dakota County TC	WOOD 1004 Woodworking	233.48	0.00	233.48
Dakota County TC	WOOD 1007 Methods of Fastening	233.48	0.00	233.48
Dakota County TC	WOOD 1010 Wood & Finishing Technology	233.48	0.00	233.48
Dakota County TC	WOOD 1012 Color Theory	233.48	0.00	233.48
Dakota County TC	WOOD 1015 Spot Repair I	233.48	0.00	233.48
Dakota County TC	WOOD 1019 Spot Repair II	233.48	0.00	233.48
Dakota County TC	WOOD 1021 Wood Refinishing	233.48	0.00	233.48
Dakota County TC	WOOD 1026 Advanced Finishing Techniques	233.48	0.00	233.48
Dakota County TC	WOOD 1032 Antique Furniture Conservation	233.48	0.00	233.48

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Dakota County TC	WOOD 2050 Finishing New Wood	350.00	0.00	350.00
Dakota County TC	WOOD 2070 Marquetry and Repair	400.00	0.00	400.00
Dakota County TC	RRCC 1110 Railroad: Orientation	292.69	0.00	292.69
Dakota County TC	RRCC 1120 Railroad: Intro to Conductor Services	292.69	0.00	292.69
Dakota County TC	RRCC 1130 Railroad: Gen Code Op Rules	292.69	0.00	292.69
Dakota County TC	RRCC 1140 Railroad: Mechanical Ops	292.69	0.00	292.69
Dakota County TC	RRCC 1150 Railroad: Conductor Duties	292.69	0.00	292.69
Dakota County TC	RRCC 1160 Railroad: Equipment/Safety Standards	292.69	0.00	292.69
Dakota County TC	RRCC 2970 Railroad: Internship	292.69	0.00	292.69
Dakota County TC	MFGM 1730 Systems Trouble-shooting	250.19	0.00	250.19
Dakota County TC	MFGM 1740 Hydraulics/Pneumatics	250.19	0.00	250.19
Dakota County TC	MFGM 1750 HVAC Basics	197.69	0.00	197.69
Dakota County TC	MFGM 1780 Programmable Logic Ctrls II	197.69	0.00	197.69
Dakota County TC	MFGM 1850 Green Manufacturing	197.69	0.00	197.69
Dakota County TC	MFGM 1860 Computer/Math for Techs	197.69	0.00	197.69
Dakota County TC	MFGM 1870 Industrial Electricity	182.69	0.00	182.69
Dakota County TC	MFGM 2110 Motor Controls	197.69	0.00	197.69
Dakota County TC	MFGM 2131 Programmable Logic Ctrls I	250.19	0.00	250.19
Dakota County TC	DENT 1150 Dental Materials	178.48	0.00	178.48
Dakota County TC	DENT 1250 Radiology	178.48	0.00	178.48
Dakota County TC	DENT 1260 Expanded Functions	178.48	0.00	178.48
Dakota County TC	MDAS 1122 Laboratory Skills I	174.48	0.00	174.48
Dakota County TC	MDAS 1130 Clinical Procedures I	174.48	0.00	174.48
Dakota County TC	MDAS 1140 Phlebotomy	174.48	0.00	174.48
Dakota County TC	MDAS 1222 Laboratory Skills II	174.48	0.00	174.48
Dakota County TC	MDAS 1230 Clinical Procedures II	174.48	0.00	174.48
Dakota County TC	ELEC 1240 Construction Skills and Intro to Wiring Lab	165.48	0.00	165.48
Dakota County TC	ELEC 1241 Industrial and Maintenance Wiring Theory and Lab	165.48	0.00	165.48
Dakota County TC	ELEC 2251 Commercial Wiring Theory and Lab	165.48	0.00	165.48
Dakota County TC	ARES 1240 Auto Restoration-Skill Development	183.48	0.00	183.48
Dakota County TC	NANO 2140 Interdisciplinary Lab	188.48	0.00	188.48
Fond du Lac T&CC	Digital Photography	150.44	3.00	153.44
Fond du Lac T&CC	Introduction to Art	150.44	3.00	153.44
Fond du Lac T&CC	Painting	155.44	3.10	158.54
Fond du Lac T&CC	Ceramics	155.44	3.10	158.54
Fond du Lac T&CC	Drawing	155.44	3.10	158.54
Fond du Lac T&CC	Art Design	155.44	3.10	158.54
Fond du Lac T&CC	Watercolors	155.44	3.10	158.54
Fond du Lac T&CC	Sculptures	155.44	3.10	158.54
Fond du Lac T&CC	MicroBiology Lab/Lecture	155.44	3.10	158.54
Fond du Lac T&CC	Human Anatomy and Physiology Lab/Lecture	155.44	3.10	158.54
Fond du Lac T&CC	Aspects of Biology Lab/Lecture	155.44	3.10	158.54
Fond du Lac T&CC	Environmental Science Lab/Lecture	155.44	3.10	158.54
Fond du Lac T&CC	General Biology Lab/Lecture	155.44	3.10	158.54
Fond du Lac T&CC	Principals of Ecology Lab/Lecture	155.44	3.10	158.54
Fond du Lac T&CC	Aspects of Inorganic Chemistry Lab/Lecture	175.44	3.50	178.94
Fond du Lac T&CC	General Chemistry Lab/Lecture	175.44	3.50	178.94
Fond du Lac T&CC	Organic Chemistry Lab/Lecture	175.44	3.50	178.94
Fond du Lac T&CC	Leadership, Ethics, Y Diversity in Law Enforcement	197.44	4.00	201.44
Fond du Lac T&CC	Practical Applications of Criminal Investigations	192.44	4.00	196.44
Fond du Lac T&CC	Patrol Procedures	232.44	5.00	237.44
Fond du Lac T&CC	Careers in the Criminal Justice System	175.44	3.50	178.94
Fond du Lac T&CC	Use of Force I: Basic Defense Tactics	216.44	4.50	220.94
Fond du Lac T&CC	Use of Force II: Firearms	376.44	7.50	383.94
Fond du Lac T&CC	Beginning Bowling	200.94	4.00	204.94
Fond du Lac T&CC	Advanced Bowling	200.94	4.00	204.94

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Fond du Lac T&CC	Summer Outdoor Activities	270.44	5.50	275.94
Fond du Lac T&CC	Winter Outdoor Activities	270.44	5.00	275.44
Fond du Lac T&CC	Beginning Golf	250.44	5.00	255.44
Fond du Lac T&CC	NURS and HLTH Courses (except lab and clinical)	171.44	3.50	174.94
Fond du Lac T&CC	Nursing Lab	225.44	4.50	229.94
Fond du Lac T&CC	Nuursing Clinicals	225.44	4.00	229.44
Fond du Lac T&CC	Native Plant Identification	150.44	3.00	153.44
Fond du Lac T&CC	All Private Music Lessons	270.44	5.00	275.44
Fond du Lac T&CC	Beginning Downhill Skiing	245.44	5.00	250.44
Fond du Lac T&CC	On-Line Courses	168.94	5.00	173.94
Hennepin TC	Emergency Vehicle Driving	256.70	4.40	261.10
Hennepin TC	Emergency Medical (EMVS 1100)	160.70	4.40	165.10
Hennepin TC	Health Clinicals	156.70	4.40	161.10
Hennepin TC	Ext Molding I & II (2011 &2017)	156.70	4.40	161.10
Hennepin TC	Inj Molding Process I, II, & III (2128, 2138, & 2143)	156.70	4.40	161.10
Hennepin TC	Public Works (PWRK 1060)	196.70	4.40	201.10
Hennepin TC	FMLR 1301	New		226.10
Hibbing College	Course: Fire Arms	218.73	8.75	227.48
Hibbing College	Course: Basic Fire Arms	218.73	8.75	227.48
Hibbing College	NURS 1250 Foundations of Nursing	166.15	6.65	172.80
Hibbing College	NURS 1350 Care of Client	166.15	6.65	172.80
Hibbing College	NURS 1750 LPN to RN Bridge	166.15	6.65	172.80
Hibbing College	NURS 2550 Nursing Care of Women, Infants, and Child	166.15	6.65	172.80
Hibbing College	NURS 2650 Nursing Care of Adults	166.15	6.65	172.80
Hibbing College	NURS 2750 Advanced Nursing Concepts	166.15	6.65	172.80
Hibbing College	NURS 2850 Mental Health Nursing	166.15	6.65	172.80
Hibbing College	NURS 2900 Capstone Nursing Experience	166.15	6.65	172.80
Hibbing College	MMSP 1225 Photoshop Illustration	151.73	6.07	157.80
Hibbing College	MMSP Video Camera Technics	151.73	6.07	157.80
Hibbing College	MMSP 1500 Graphic Design Photo	151.73	6.07	157.80
Hibbing College	MMSP 1800 Advanced Desktop Publishing	151.73	6.07	157.80
Hibbing College	MMSP 2000 Digital Imaging	151.73	6.07	157.80
Hibbing College	MMSP 2400 Multimedia Employment	151.73	6.07	157.80
Hibbing College	Online Tuition - Resident	170.73	5.83	176.56
Hibbing College	Online Tuition - Non Resident	207.16	7.29	212.62
Inver Hills CC	CNT 1185,2000,2189,2300,2310,2311,2430,2440,2450,2451,2452, 2453,2454,2455,2460,2510,2520,2530,2540	177.07	0.93	178.00
Inver Hills CC	CNT 2612,2622,2632,2710,2720,2722,2725,2725,2726,2728,2731, 2820,2825,2830,2831,2832	262.07	0.93	263.00
Inver Hills CC	First responder	162.07	0.93	163.00
Inver Hills CC	Emergency Medical Technician	165.82	1.18	167.00
Inver Hills CC	Ambulance Operations; Field Skills Lab I, Special Topics, Special Rescue Operations	234.57	1.43	236.00
Inver Hills CC	Ambulance Operations; Field Skills Lab II	242.07	0.93	243.00
Inver Hills CC	Shock/Trauma Practicum	307.07	0.93	308.00
Inver Hills CC	Medical Emergency Practicum I	327.07	0.93	328.00
Inver Hills CC	Hospital Clinic for paramedic core	181.82	1.18	183.00
Inver Hills CC	Field Clinic I	202.07	0.93	203.00
Mesabi Range C & TC	Applied Math & Medications	165.00	6.60	171.60
Mesabi Range C & TC	Adult Nursing I & Clinical	165.00	6.60	171.60

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Mesabi Range C & TC	Applied Nursing Skills	165.00	6.60	171.60
Mesabi Range C & TC	Maternal/Child Health & Clinical	165.00	6.60	171.60
Mesabi Range C & TC	Adult Nursing II & Clinical	165.00	6.60	171.60
Mesabi Range C & TC	Mental Health Concepts & Clinical	165.00	6.60	171.60
Mesabi Range C & TC	Gerontology & Clinical	165.00	6.60	171.60
Minneapolis College	Barbering (1050, 1100, 1200, 1250, 1360, 1370)	149.65	4.35	154.00
Minneapolis College	Barbering (1460, 1470, 1500, 1510)	148.84	4.35	153.19
Minneapolis College	Child Development 1600	151.28	4.35	155.63
Minneapolis College	Child Development 2600	149.65	4.35	154.00
Minneapolis College	Community Health Worker 1000	156.32	4.35	160.67
Minneapolis College	Community Health Worker 1015	151.28	4.35	155.63
Minneapolis College	Counseling 2700	149.70	4.35	154.05
Minneapolis College	Counseling (2710, 2810)	156.15	4.35	160.50
Minneapolis College	Counseling 2800	147.48	4.35	151.83
Minneapolis College	Central Service Technician 1000	156.32	4.35	160.67
Minneapolis College	Central Service Technician 1002	151.28	4.35	155.63
Minneapolis College	DNTA (1170, 1350)	149.65	4.35	154.00
Minneapolis College	DNTA 1274	148.84	4.35	153.19
Minneapolis College	ENDT 1010	149.73	4.35	154.08
Minneapolis College	ENDT (1300, 1850, 2500, 2600)	148.84	4.35	153.19
Minneapolis College	ENDT 1200	151.28	4.35	155.63
Minneapolis College	ENDT 2300	161.28	4.35	165.63
Minneapolis College	HSER 2003	166.40	4.35	170.75
Minneapolis College	HSER 2004	148.03	4.35	152.38
Minneapolis College	NAHA (1819, 1850)	152.35	4.35	156.70
Minneapolis College	NAHA 1900	149.65	4.35	154.00
Minneapolis College	PHLE 1000	151.40	4.35	155.75
Minneapolis College	PHLE 1002	149.65	4.35	154.00
Minneapolis College	PSOM 1500	151.40	4.35	155.75
Minneapolis College	PSOM (1600, 2300)	149.65	4.35	154.00
Minneapolis College	PSOM 2100	148.84	4.35	153.19
Minneapolis College	PSOM 2200	148.35	4.35	152.70
Minneapolis College	ADEV 1010	156.73	4.35	161.08
Minneapolis College	ADEV 1015	150.88	4.35	155.23
Minneapolis College	ADEV 1100	151.35	4.35	155.70
Minneapolis College	PHED 2100	221.40	4.35	225.75
Minnesota SU Moorhead	ART 101, 102, 210, 405H, 451C, 452C, 452H, 480	206.75	10.09	216.84
Minnesota SU Moorhead	ART 452L	206.75	10.09	216.84
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	216.75	10.09	226.84
Minnesota SU Moorhead	ART 203H, 303H	221.75	10.09	231.84
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	231.75	10.09	241.84
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	391.75	10.09	401.84
Minnesota SU Moorhead	MUS 550, 650, 554, 555, 556, 557, 558, 559, 654, 655, 666, 667, 668, 669	486.73	14.84	501.57

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
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	266.75	10.09	276.84
Minnesota SU Moorhead	MUS 581, 584, 585, 586, 682, 685, 686	361.73	14.84	376.57
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	221.75	10.09	231.84
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	316.73	14.84	331.57
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	221.75	10.09	231.84
Minnesota SU Moorhead	THTR 525, 530, 534, 560, 590	311.73	14.84	326.57
Minnesota SU Moorhead	FILM 100, 101, 102, 172, 200, 202, 284, 384, 400, 401, 472, 484, 485, 496	226.75	10.09	236.84
Minnesota SU Moorhead	PARA 425	213.75	10.09	223.84
Minnesota SU Moorhead	School of Business (only includes 300- and 400-level courses in the following rubrics: ACCT, BUS, FINC, MGMT, MKTG)	207.75	10.09	217.84
Minnesota SU Moorhead	CM 496	261.75	10.09	271.84
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	226.75	10.09	236.84
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	251.75	10.09	261.84
Minnesota SU Moorhead	HLTH 122	276.75	10.09	286.84
Minnesota SU Moorhead	HLTH 125	226.75	10.09	236.84
Minnesota SU Moorhead	AT 320	226.75	10.09	236.84
Minnesota SU Moorhead	SLHS 273, 347, 421	231.75	10.09	241.84
Minnesota SU Moorhead	SLHS 446	216.75	10.09	226.84
Minnesota SU Moorhead	SLHS 473	206.75	10.09	216.84
Minnesota SU Moorhead	Student Teaching Abroad	301.75	10.09	311.84
Minnesota SU Moorhead	AST 102, 104, 365	206.75	10.09	216.84
Minnesota SU Moorhead	BIOL 109, 125, 126, 170, 236	211.75	10.09	221.84
Minnesota SU Moorhead	BIOL 300	211.75	10.09	221.84
Minnesota SU Moorhead	BIOL 111, 115, 305, 321, 322, 323, 341, 345, 347, 349, 350, 360, 365, 372, 385L, 402, 455, 479, 497	221.75	10.09	231.84
Minnesota SU Moorhead	BIOL 390	221.75	10.09	231.84
Minnesota SU Moorhead	BCBT 420/520, 425/525, 430/530, 475, 476, 477, 478, 479, 480, 481, 482, 490	226.75	10.09	236.84
Minnesota SU Moorhead	BCBT 100	211.75	10.09	221.84
Minnesota SU Moorhead	GEOS 115	203.00	10.09	213.09
Minnesota SU Moorhead	GEOS 116, 117, 170, 301, 302, 303, 315, 320, 330, 340, 350, 360, 370, 405, 415, 416, 417	203.41	10.09	213.50
Minnesota SU Moorhead	MATH 234, 238, 236, 260, 355	206.75	10.09	216.84
Minnesota SU Moorhead	PCSI 170	208.75	10.09	218.84
Minnesota SU Moorhead	PHYS 140, 302	new		221.84
Minnesota SU Moorhead	PHYS 105, 160, 160L, 161, 188, 200, 200L, 201, 305, 306, 312, 318, 322, 350, 370	206.75	10.09	216.84

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Minnesota SU Moorhead	POL 270	251.75	10.09	261.84
Minnesota SU Moorhead	PSY 620	302.73	14.84	317.57
Minnesota SU Moorhead	PSY 622	316.73	14.84	331.57
Minnesota SU Moorhead	PSY 724	301.73	14.84	316.57
Minnesota SU Moorhead	School Psychology (master's); PSY 517, 601, 611, 613, 620, 621, 622, 633, 634, 635, 641, 642, 699, 723, 724, 728, 744	375.00	50.00	425.00
Minnesota SU Moorhead	School Psychology (master's); PSY 698, 701, 760, 796	375.00	0.00	375.00

Minnesota SU, Mankato	Anthropology 486/586 (Crime Scene Recovery Workshop)	450.00	0.00	450.00
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Minnesota State C and TC	PNSG 1207 Health Promotions I (lab credits only)	200.90	0.00	200.90
Minnesota State C and TC	PNSG 1226 Clinical 2	200.90	0.00	200.90
Minnesota State C and TC	PNSG 1236 Practicum	200.90	0.00	200.90
Minnesota State C and TC	PNSG 1232 IV Therapy Certification	200.90	0.00	200.90
Minnesota State C and TC	NURS 1404 Nursing Fundamentals I (lab credits only)	200.90	0.00	200.90
Minnesota State C and TC	NURS 2436 Restorative Nursing I (clinical credits only)	200.90	0.00	200.90
Minnesota State C and TC	NURS 2435 Nursing Clinical II	200.90	0.00	200.90
Minnesota State C and TC	PNSG 1217 Health Promotions II (lab credits only)	200.90	0.00	200.90
Minnesota State C and TC	PNSG 1216 Clinical I	200.90	0.00	200.90
Minnesota State C and TC	NURS 1415 Nursing Clinical I	200.90	0.00	200.90
Minnesota State C and TC	NURS 2445 Nursing Clinical III	200.90	0.00	200.90
Minnesota State C and TC	NURS 2455 Advanced IV Therapy	200.90	0.00	200.90
Minnesota State C and TC	NURS 1414 Nursing Fundamentals II	200.90	0.00	200.90
Minnesota State C and TC	NURS 1424 Reproductive Health	200.90	0.00	200.90
Minnesota State C and TC	NURS 1434 Holistic I	200.90	0.00	200.90
Minnesota State C and TC	NURS 1444 Holistic II	200.90	0.00	200.90
Minnesota State C and TC	NURS 2454 Holistic III	200.90	0.00	200.90
Minnesota State C and TC	NURS 2426 Reproductive Disorders	200.90	0.00	200.90
Minnesota State C and TC	NURS 2446 Restorative Nursing II	200.90	0.00	200.90
Minnesota State C and TC	NURS 2464 Nursing Leadership	200.90	0.00	200.90
Minnesota State C and TC	NURS 2456 Restorative Nursing III	200.90	0.00	200.90
Minnesota State C and TC	NURS 2466 Mental Health Nursing	200.90	0.00	200.90
Minnesota State C and TC	Online Courses	199.00	0.00	199.00
Minnesota State C and TC	DNAS - Advanced Functions	199.75	0.00	199.75

Minnesota West CC/TC	CDEV1268 Health, Nutrition & Safety Lab	178.61	6.34	184.95
Minnesota West CC/TC	CDEV1269 Guidance Lab	178.61	6.34	184.95
Minnesota West CC/TC	EDUC1100 Intro to Education w/Lab	178.61	6.34	184.95
Minnesota West CC/TC	HC1175 Nursing Assistant	190.24	6.34	196.58
Minnesota West CC/TC	MEDA2110 Clinical Procedures II	190.24	6.34	196.58
Minnesota West CC/TC	MDLT2125 Externship I	190.24	6.34	196.58
Minnesota West CC/TC	MSTH1100 Basic Massage I	190.24	6.34	196.58
Minnesota West CC/TC	MUSC1140 Piano Lessons	308.61	6.34	314.95
Minnesota West CC/TC	MUSC1141 Piano Lessons	308.61	6.34	314.95
Minnesota West CC/TC	MUSC1145 Voice Lessons	308.61	6.34	314.95
Minnesota West CC/TC	MUSC1146 Voice Lessons	308.61	6.34	314.95
Minnesota West CC/TC	MUSC2140 Piano Lessons	308.61	6.34	314.95
Minnesota West CC/TC	MUSC2141 Piano Lessons	308.61	6.34	314.95
Minnesota West CC/TC	MUSC2145 Voice Lessons	308.61	6.34	314.95
Minnesota West CC/TC	MUSC2146 Voice Lessons	308.61	6.34	314.95
Minnesota West CC/TC	NURS1140 Nursing Skills Lab	178.61	6.34	184.95

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Minnesota West CC/TC	NURS1180 Clinical Applications I	190.24	6.34	196.58
Minnesota West CC/TC	NURS1280 Clinical Applications II	198.61	6.34	204.95
Minnesota West CC/TC	NURS1295 PN Integration	178.61	6.34	184.95
Minnesota West CC/TC	NURS2140 Professional Nursing Skills Lab	178.61	6.34	184.95
Minnesota West CC/TC	NURS2240 Manager of Care	178.61	6.34	184.95
Minnesota West CC/TC	NURS2275 Preceptorship	178.61	6.34	184.95
Minnesota West CC/TC	NURS2180 Clinical Applications	190.24	6.34	196.58
Minnesota West CC/TC	NURS2280 Clinical Applications	198.61	6.34	204.95
Minnesota West CC/TC	PHED1145 Bowling	243.61	6.34	249.95
Minnesota West CC/TC	PHED1160 Beginning Golf	173.61	6.34	179.95
Minnesota West CC/TC	RADT1100 Intro to Radiography & Patient Care	170.61	6.34	176.95
Minnesota West CC/TC	RADT1110 Radiological Procedures I	170.61	6.34	176.95
Minnesota West CC/TC	RADT1120 Radiological Procedures II	170.61	6.34	176.95
Minnesota West CC/TC	RADT1130 Radiological Exposures I	170.61	6.34	176.95
Minnesota West CC/TC	RADT1140 Radiological Exposures II	170.61	6.34	176.95
Minnesota West CC/TC	RADT1150 Clinical Radiography I	190.24	6.34	196.58
Minnesota West CC/TC	RADT1160 Clinical Radiography II	188.61	6.34	194.95
Minnesota West CC/TC	RADT2210 Radiological Procedures III	190.24	6.34	196.58
Minnesota West CC/TC	RADT2220 Radiological Equipment	202.24	6.34	208.58
Minnesota West CC/TC	RADT2240 Principles of Radiobiology	170.61	6.34	176.95
Minnesota West CC/TC	RADT2250 Clinical Radiography III	188.61	6.34	194.95
Minnesota West CC/TC	RADT2260 Clinical Radiography IV	188.61	6.34	194.95
Minnesota West CC/TC	RADT2270 Clinical Radiography V	188.61	6.34	194.95
Minnesota West CC/TC	RNEW1100 Process Dynamics	198.61	6.34	204.95
Minnesota West CC/TC	RNEW1115 Mech. Fundamentals for Processing Control	214.61	6.34	220.95
Minnesota West CC/TC	RNEW1175 Industrial Water Treatment	168.61	6.34	174.95
Minnesota West CC/TC	RNEW2120 Ethanol Separation Technology	178.61	6.34	184.95
Minnesota West CC/TC	RNEW1160 Instrumentation & Control	193.61	6.34	199.95
Minnesota West CC/TC	RNEW1105 Introduction to OSHA	218.61	6.34	224.95
Minnesota West CC/TC	SURG1130 Operating Room Theory	190.24	6.34	196.58
Minnesota West CC/TC	SURG1140 Operating Room Practices	178.61	6.34	184.95
Minnesota West CC/TC	SURG1160 Clinical 1	198.61	6.34	204.95
Minnesota West CC/TC	SURG1170 Clinical 2	198.61	6.34	204.95
Minnesota West CC/TC	SURG1180 Clinical 3	198.61	6.34	204.95
Minnesota West CC/TC	All other Online Courses	171.11	6.34	177.45
Normandale CC	NURS 1110 Nursing 1	180.91	7.23	188.14
Normandale CC	NURS 1120 Nursing 2	180.91	7.23	188.14
Normandale CC	NURS 1130 Transition to RN for LNP	180.91	7.23	188.14
Normandale CC	NURS 2210 Nursing 3	180.91	7.23	188.14
Normandale CC	NURS 2220 Nursing 4	180.91	7.23	188.14
Normandale CC	NURS 1057 Nursing Assistant	180.91	7.23	188.14
Normandale CC	NURS 1135 Nursing Health Assessment	180.91	7.23	188.14
Normandale CC	NURS 1140 Clinical Internship	180.91	7.23	188.14
Normandale CC	NURS 1190 Clinic Enrichment	180.91	7.23	188.14
Normandale CC	DENH 1112 Oral Anatomy, Embryology, Histology	180.91	7.23	188.14
Normandale CC	DENH 1140 Pre-Clinic Theory	180.91	7.23	188.14
Normandale CC	DENH 1143 Clinic 1	180.91	7.23	188.14
Normandale CC	DENH 1150 Dental Radiology	180.91	7.23	188.14
Normandale CC	DENH 1151 Accelerated Dental Radiology	180.91	7.23	188.14
Normandale CC	DENH 1160 Dental Materials	180.91	7.23	188.14
Normandale CC	DENH 1161 Accelerated Dental Materials	180.91	7.23	188.14
Normandale CC	DENH 2241 Clinic II	180.91	7.23	188.14
Normandale CC	DENH 2243 Clinic 3	180.91	7.23	188.14
Normandale CC	DENH 2252 Clinical Radiology 1	180.91	7.23	188.14
Normandale CC	DENH 2254 Clinical Radiology 2	180.91	7.23	188.14

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Normandale CC	DENH 2263 Pain Management	180.91	7.23	188.14
Normandale CC	DENH 2263 Pain Management	180.91	7.23	188.14
Normandale CC	DENH 1139 Infection Control and Disease Prevention	180.91	7.23	188.14
Normandale CC	DENH 1141 Pre-Clinic Skill Development	180.91	7.23	188.14
Normandale CC	DENH 1142 Clinic Theory I	180.91	7.23	188.14
Normandale CC	DENH 1144 Special Needs	180.91	7.23	188.14
Normandale CC	DENH 1162 Pharmacology	180.91	7.23	188.14
Normandale CC	DENH 2240 Clinic 2 Theory	180.91	7.23	188.14
Normandale CC	DENH 2242 Clinic 3 Theory	180.91	7.23	188.14
Normandale CC	DENH 2264 Periodontics for the Dental Hygienist	180.91	7.23	188.14
Normandale CC	DENH 2266 General and Oral Pathology	180.91	7.23	188.14
Normandale CC	DENH 2281 Preventive Concepts in Community Dental Health	180.91	7.23	188.14
Normandale CC	RADT 1140	180.91	7.23	188.14
Normandale CC	RADT 2240	180.91	7.23	188.14
Normandale CC	RADT 1142	180.91	7.23	188.14
Normandale CC	RADT 2242	180.91	7.23	188.14
Normandale CC	RADT 1141	180.91	7.23	188.14
Normandale CC	RADT 2241	180.91	7.23	188.14
Northwest Technical College - Bemidji	BLDG 1108 Metal Fabrication	172.75	6.75	179.50
Riverland College	General Biology BIOL 1091	162.55	6.10	168.65
Riverland College	General Biology BIOL 1092	162.55	6.10	168.65
Riverland College	A & P I BIOL 2021	162.55	6.10	168.65
Riverland College	A & P II BIOL 2022	162.55	6.10	168.65
Riverland College	Microbiology BIOL 2040	162.55	6.10	168.65
Riverland College	Forensic Biology BIOL 1050	162.55	6.10	162.55
Riverland College	Nursing Assistant HCNA 1100	162.55	6.10	168.65
Riverland College	Nursing Assistant Practicum HCNA 1101	162.55	6.10	168.65
Riverland College	Fundamentals of Wireless LANs	177.55	6.10	183.65
Riverland College	Fundamentals of Network Security	177.55	6.10	183.65
Riverland College	Basic Firearms LAWE 1115	202.55	6.10	208.65
Riverland College	Criminal Investigations LAWE 1110	202.55	6.10	208.65
Riverland College	Criminal Procedures LAWE 2122	149.70	6.10	155.80
Riverland College	Vehicle Ops LAWE 2140	202.55	6.10	208.65
Riverland College	Police Tactics and Procedures LAWE 2130	195.40	6.10	195.40
Riverland College	Industry Related Welding DESL 1107	177.55	6.10	183.65
Riverland College	Gas Welding IMMR 1730	177.55	6.10	183.65
Riverland College	Gas Metal Arc Welding IMMR 2765	177.55	6.10	183.65
Riverland College	Arc Welding IMMR 1725	177.55	6.10	183.65
Riverland College	Gas Tungsten Arc Welding IMMR 2770	177.55	6.10	183.65
Riverland College	Music Private Lessons (MUS 1150-1179 & 2150-2179)	177.55	6.10	183.65
Riverland College	TAST 2214 Advanced Engine Service	275.15	6.10	281.25
Riverland College	TAST 2215 High Performance Cylinder Heads	275.15	6.10	281.25
Riverland College	TAST 2216 High Performance Cylinder Blocks	275.15	6.10	281.25
Riverland College	TAST 2218 Advanced High Performance Engine Assembly	275.15	6.10	281.25
Rochester College	Art 1120	160.45	8.00	168.45
Rochester College	Art 1124	160.45	8.00	168.45
Rochester College	Art 1130	160.45	8.00	168.45
Rochester College	Art 1131	160.45	8.00	168.45
Rochester College	Art 1180	New		163.45
Rochester College	Art 1223	160.45	8.00	168.45



Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Rochester College	Art 1232	160.45	8.00	168.45
Rochester College	Art 1233	160.45	8.00	168.45
Rochester College	Art 2217	160.45	8.00	168.45
Rochester College	Art 2224	160.45	8.00	168.45
Rochester College	Art 2230	160.45	8.00	168.45
Rochester College	Art 2237	160.45	8.00	168.45
Rochester College	Art 2240	160.45	8.00	168.45
Rochester College	Art 2241	160.45	8.00	168.45
Rochester College	Art 2280	160.45	8.00	168.45
Rochester College	Art 2286	160.45	8.00	168.45
Rochester College	Dental Assisting DA 1255	177.45	6.00	183.45
Rochester College	Dental Assisting DA 1265	172.45	6.00	178.45
Rochester College	Dental Assisting DA 1260	172.45	6.00	178.45
Rochester College	Dental Hygiene DH 1511	172.45	6.00	178.45
Rochester College	Dental Hygiene DH 1521	172.45	6.00	178.45
Rochester College	Dental Hygiene DH 2531	172.45	6.00	178.45
Rochester College	Dental Hygiene DH 2541	172.45	6.00	178.45
Rochester College	Dental Hygiene DH 2530	172.45	6.00	178.45
Rochester College	Dental Hygiene DH 2532	172.45	6.00	178.45
Rochester College	Dental Radiology DS 1300	172.45	6.00	178.45
Rochester College	Independent Study	172.45	6.00	178.45
Rochester College	MCOM 1162	167.45	6.00	173.45
Rochester College	MCOM 1163	167.45	6.00	173.45
Rochester College	MCOM 1164	167.45	6.00	173.45
Rochester College	MCOM 1190	167.45	11.00	178.45
Rochester College	MCOM 2220	167.45	6.00	173.45
Rochester College	MCOM 2222	167.45	6.00	173.45
Rochester College	MCOM 2240	182.45	11.00	193.45
Rochester College	MCOM 2250	167.45	6.00	173.45
Rochester College	MCOM 2260	167.45	6.00	173.45
Rochester College	MCOM 2262	167.45	6.00	173.45
Rochester College	MCOM 2263	167.45	6.00	173.45
Rochester College	MCOM 2264	167.45	6.00	173.45
Rochester College	MCOM 2270	167.45	6.00	173.45
Rochester College	MCOM 2275	167.45	6.00	173.45
Rochester College	MCOM 2280	167.45	6.00	173.45
Rochester College	Music 1231	162.45	6.00	168.45
Rochester College	Music 1601	162.45	6.00	168.45
Rochester College	Music 1602	162.45	6.00	168.45
Rochester College	Music 1621	162.45	6.00	168.45
Rochester College	Music 1622	162.45	6.00	168.45
Rochester College	Music 1623	162.45	6.00	168.45
Rochester College	Nursing 1117	162.45	6.00	168.45
Rochester College	Nursing 1118	162.45	6.00	168.45
Rochester College	Nursing 2217	162.45	6.00	168.45
Rochester College	Nursing 2218	162.45	6.00	168.45
Rochester College	Nursing Assistant 1500	162.45	6.00	168.45
Rochester College	PNM 1220	162.45	6.00	168.45
Rochester College	PNM 1240	162.45	6.00	168.45
Rochester College	PNM 1330	162.45	6.00	168.45
Rochester College	PNM 1340	162.45	6.00	168.45
Rochester College	ART 1115 - Study Tour	New		257.45
Rochester College	Spch 2100	409.45	6.00	415.45
Rochester College	NURS 2400	409.45	6.00	415.45
Rochester College	SPAN 1001	252.45	6.00	258.45
Rochester College	HORT 2390	264.65	6.00	264.65

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Rochester College	ST 2120 Operating Room Techniques I	157.45	6.00	163.45
Rochester College	ST 2120 Operating Room Techniques II	157.45	6.00	163.45
Southwest Minnesota SU	Global Studies French Language course (3 credit course)	new		291.25
Southwest Minnesota SU	Global Studies: Puerto Rico (2 credit course)	new		353.75
Southwest Minnesota SU	Hosp. 405: Banquet Conference (3 credit course)	new		266.25
Saint Paul College	ASLS 1411-1414 American Sign Language 1-4	163.30	6.53	169.83
Saint Paul College	ASLS 1420 ASL Linguistics	163.30	6.53	169.83
Saint Paul College	ASLS 1430 Classifiers	163.30	6.53	169.83
Saint Paul College	BIOC 1760 Chemical & Biological Instrumentation (Never Previously Offered)	New		169.83
Saint Paul College	BIOC 1761 Chemical & Biological Ethics & Regulations (Never Previously Offered)	New		169.83
Saint Paul College	BIOC 2700 Biochemistry (Never Previously Offered)	New		169.83
Saint Paul College	BIOC 2790 Biochemistry Internship/Research Project (Never Previously Offered)	New		169.83
Saint Paul College	BIOL 1730 Human Body Systems	163.30	6.53	169.83
Saint Paul College	BIOL 1740 & 1745 General Biology 1 & 2	163.30	6.53	169.83
Saint Paul College	BIOL 1782 Introduction to Forensic Science	163.30	6.53	169.83
Saint Paul College	BIOL 2721 & 2722 Human Anatomy and Phys 1 & 2	163.30	6.53	169.83
Saint Paul College	BIOL 2750 General Microbiology	163.30	6.53	169.83
Saint Paul College	CHEM 1700 Chemistry Concepts	163.30	6.53	169.83
Saint Paul College	CHEM 1711 & 1712 Principles of Chemistry 1 & 2	163.30	6.53	169.83
Saint Paul College	CHEM 1760 & 1761 Chem Tech Lab Skills, Lab Safety	163.30	6.53	169.83
Saint Paul College	CHEM 2711 & 2712 Organic Chemistry 1 & 2	163.30	6.53	169.83
Saint Paul College	CHSN 1409 Preclinic Chemical Control (Previously COSM 1409)	179.65	5.99	185.64
Saint Paul College	CHSN 1413 Preclinic Hair Color (Previously COSM 1413)	179.65	5.99	185.64
Saint Paul College	CHSN 1445 Cosmetic Chemistry & Makeup Applications (Previously ESTH 1445)	179.65	5.99	185.64
Saint Paul College	CHSN 1450 Skin Analysis & Massage (Previously ESTH 1455)	179.65	5.99	185.64
Saint Paul College	CHSN 1520 40 Hour Refresher (Previously COSM 1520)	179.65	5.99	185.64
Saint Paul College	CHSN 1565 155 Hour Reactivation (Previously COSM 1565)	179.65	5.99	185.64
Saint Paul College	CHSN 1585 Esthetics Refresher (Previously ESTH 1585)	179.65	5.99	185.64
Saint Paul College	CHSN 1590 Esthetics Reactivation (Previously ESTH 1590)	179.65	5.99	185.64
Saint Paul College	CHSN 2411 CIDESCO Exam Student Preparation (Previously ESTH 2411)	179.65	5.99	185.64
Saint Paul College	CULA 1400 Culinary Basics 1	179.65	5.99	185.64
Saint Paul College	CULA 1420 Culinary Basics 2	179.65	5.99	185.64
Saint Paul College	CULA 1450 Meat Fabrication	179.65	5.99	185.64
Saint Paul College	CULA 1460 Basic Menu Prod	179.65	5.99	185.64
Saint Paul College	CULA 1510 Commercial Bakery	179.65	5.99	185.64
Saint Paul College	CULA 1520 Commercial Pantry	179.65	5.99	185.64
Saint Paul College	CULA 1530 Commercial Range	179.65	5.99	185.64
Saint Paul College	CULA 1550 Grill/Short Order	179.65	5.99	185.64
Saint Paul College	CULA 1570 Basic Cake Décor	179.65	5.99	185.64
Saint Paul College	CULA 1610 Flavor Dynamics of Wine	249.65	5.99	255.64
Saint Paul College	CULA 2411 Rest Operat Lab 1	179.65	5.99	185.64
Saint Paul College	CULA 2412 Rest Operat Lab 2	179.65	5.99	185.64
Saint Paul College	CULA 2430 Adv Food Prep	179.65	5.99	185.64
Saint Paul College	CULA 2440 Ice Carving	179.65	5.99	185.64
Saint Paul College	CULA 2450 Adv Cake Pastry	179.65	5.99	185.64

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Saint Paul College	CULA 2460 Classical Buffet	179.65	5.99	185.64
Saint Paul College	CULA 3630 Artisan Breads	179.65	5.99	185.64
Saint Paul College	CULA 3635 Artisan Cheese (Never Previously Offered)	New		185.64
Saint Paul College	CULA 3640 Fundamentals of Charcuterie	179.65	5.99	185.64
Saint Paul College	CULA 3650 Organic Foods	179.65	5.99	185.64
Saint Paul College	ESOL 0820 Pronunciation and Articulation (Previously COMM 0820)	163.30	6.53	169.83
Saint Paul College	HLTH 1465 Functional Holistic Nutrition	163.30	6.53	169.83
Saint Paul College	INTP 1512 & 1513 Consecutive Interpreting 1 & 2	163.30	6.53	169.83
Saint Paul College	INTP 2411 & 2412 Sign to Voice Interpreting 1 & 2	163.30	6.53	169.83
Saint Paul College	INTP 2421 & 2422 Voice to Sign Interpreting 1 & 2	163.30	6.53	169.83
Saint Paul College	INTP 2431 & 2432 Transliterating 1 & 2	163.30	6.53	169.83
Saint Paul College	MLDT 1421 Hematology 1	202.00	3.64	205.64
Saint Paul College	MLDT 1422 Hematology 2	202.00	3.64	205.64
Saint Paul College	MLDT 1430 Urinalysis/Body Fluids	202.00	3.64	205.64
Saint Paul College	MLDT 1441 Clinic Chem 1	202.00	3.64	205.64
Saint Paul College	MLDT 1442 Clinic Chem 2	202.00	3.64	205.64
Saint Paul College	MLDT 1446 Phlebotomy	202.00	3.64	205.64
Saint Paul College	MLDT 1510 Immunology	202.00	3.64	205.64
Saint Paul College	MLDT 2400 Mycology/Parasitology	202.00	3.64	205.64
Saint Paul College	MLDT 2410 Immunohematology	202.00	3.64	205.64
Saint Paul College	MLDT 2420 Clinic Microbiology	202.00	3.64	205.64
Saint Paul College	PHYS 1720 Introductory Physics	163.30	6.53	169.83
Saint Paul College	PHYS 2700 & 2710 General Physics 1 & 2	163.30	6.53	169.83
Saint Paul College	PRNS 1491 Clinical 1	202.00	3.64	205.64
Saint Paul College	PRNS 1492 Clinical 2	202.00	3.64	205.64
Saint Paul College	PRNS 1493 Clinical 3	202.00	3.64	205.64
Saint Paul College	PRNS 2491 Practicum	202.00	3.64	205.64

South Central College	On line courses and programs	183.55	5.95	189.50
South Central College	Accounting 1811	153.80	5.95	159.75
South Central College	ART 120	193.22	5.95	199.17
South Central College	BIOL 270 Microbiology	156.55	5.95	162.50
South Central College	BIOL 220 Intro to Human Anatomy	156.55	5.95	162.50
South Central College	BIOL 230 Human Phys	155.55	5.95	161.50
South Central College	BIOL 100 Intro to Biology	154.05	5.95	160.00
South Central College	BIOL 101 Intro to Ecology	154.05	5.95	160.00
South Central College	CDEV 1230 Guiding Children's Behavior	155.72	5.95	161.67
South Central College	CFSU 1150 Construction Contract Documents	224.05	5.95	230.00
South Central College	CPCB 2825 Stairway Technology	161.55	5.95	167.50
South Central College	CSS 1910 Internship	156.49	5.95	162.44
South Central College	GCC 1120 Graphic Software 1	157.80	5.95	163.75
South Central College	GCP 2120 Printing Processes 2	170.30	5.95	176.25
South Central College	HCTC 1886 Basic Nursing 101	156.49	5.95	162.44
South Central College	HEMS 1200 EMT	189.46	5.95	195.41
South Central College	HEMS 1220 EMT - Refresher	171.29	5.95	177.24
South Central College	HEMS 1300 1st Responder	184.05	5.95	190.00
South Central College	HHP 123 Topics in Strength Training	164.05	5.95	170.00
South Central College	HHP 124 Topics in Lifetime Fitness Activities	199.05	5.95	205.00
South Central College	HUCF 1200 Health Unit Coordinator Fundamentals	155.72	5.95	161.67
South Central College	HVAC 2100 Theory	165.55	5.95	171.50
South Central College	HVAC 2251 - Brazing	151.55	5.95	157.50
South Central College	HVAC 2340 - Sheet Metal Ductwork Fabrication	150.72	5.95	156.67
South Central College	ICP 100 Intro Paramedics	192.38	5.95	198.33
South Central College	ICP EMS Skills	153.05	5.95	159.00
South Central College	ICP 1020 Pharmacology in EMS	190.03	5.95	195.98

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
South Central College	ICP 1060 Pathophysiology in EMS	176.58	5.95	182.53
South Central College	ICP 2030 Critical Care 1	152.30	5.95	158.25
South Central College	ICP 2050 Field Internship 1	165.72	5.95	171.67
South Central College	ICP 2060 Field Internship II	165.72	5.95	171.67
South Central College	MA 100 Pharmacology for Medical Assistant	155.72	5.95	161.67
South Central College	MDLT 1810 Lab Techniques and Orientation	158.97	5.95	164.92
South Central College	MDLT 1825 Urinalysis/Body Fluids	158.97	5.95	164.92
South Central College	MDLT 2825 Clinical Practice & Orientation	169.05	5.95	175.00
South Central College	NURS 1110 Foundation of Nursi	178.55	5.95	184.50
South Central College	NURS 1150 Clinical Foundation	168.97	5.95	174.92
South Central College	NURS 1175 Nursing Interventions	159.05	5.95	165.00
South Central College	NURS 1275 Medication Administration	159.05	5.95	165.00
South Central College	NURS 1310 Application of Nursing	166.75	5.95	172.70
South Central College	NURS 1350 Clinical Application	159.05	5.95	165.00
South Central College	NURS 2150 Clinical Synthesis	159.05	5.95	165.00
South Central College	NURS 2250 Clinical Practice Semester 1	173.93	5.95	179.88
South Central College	NURS 2275 Skills & Pharm 1	159.05	5.95	165.00
South Central College	NURS 2310 Semester 2 Theory	162.75	5.95	168.70
South Central College	NURS 2350 Clinical Practice	159.05	5.95	165.00
South Central College	NURS 2375 Skills & Pharm II	159.05	5.95	165.00
South Central College	NURS 2410 Semester 3 Theory	164.05	5.95	170.00
South Central College	NURS 2450 Semester 3 Clinical Practice	166.49	5.95	172.44
South Central College	NURS 2510 Semester 4 Theory	179.05	5.95	185.00
South Central College	NURS 2550 Semester 4 Clinical Practice	159.05	5.95	165.00
South Central College	DA 1814 Chairside DA1	158.99	5.95	164.94
South Central College	DA 1816	159.05	5.95	165.00
South Central College	DA 1826	159.05	5.95	165.00
South Central College	OTEC 2740	159.05	5.95	165.00
South Central College	PHRM 1101 Pharmacy Tech Orientation	155.72	5.95	161.67
South Central College	PHRM 2107 Intro to Institutional Pharmacy	169.05	5.95	175.00
South Central College	PHLE 1300 Internship	153.05	5.95	159.00
St. Cloud SU	CEEP 650 Rehabilitation Counseling	365.00		365.00
St. Cloud SU	CPSY 659 Community Counseling	365.00		365.00
St. Cloud SU	HIED 604 Higher Ed Administration	365.00		365.00
St. Cloud SU	CEEP 530 CCSD	365.00		365.00
St. Cloud SU	CEEP 619	365.00		365.00
St. Cloud SU	EDAD 605 Educational Administration	365.00		365.00
St. Cloud SU	EDAD 646 Educational Administration	365.00		365.00
St. Cloud SU	CEEP 658	365.00		365.00
St. Cloud SU	CPSY 668	365.00		365.00
St. Cloud SU	HIED 614 Higher Ed Administration	365.00		365.00
St. Cloud SU	CEEP 645 CCSD	365.00		365.00
St. Cloud SU	EDAD 613 Educational Administration	365.00		365.00
St. Cloud SU	EDAD 608 Educational Administration	365.00		365.00
St. Cloud SU	EDAD 802 Leadership Development	550.00		550.00
St. Cloud SU	EDAD 804 Visioning and the Change Process	550.00		550.00
St. Cloud SU*	ROTC courses taught by ROTC instructors	0.00		0.00
Vermilion CC	Seasonal Park Law Enforcement Ranger Training (PREC 2271-2275)	252.10	10.08	262.18
Vermilion CC	First Responder/CPR (HLTH 1655)	253.18	10.13	263.31
Vermilion CC	Basic EMT (HLTH 1656)	196.99	7.88	204.87
Vermilion CC	Basic EMT (HLTH 1656) Bridge Course	196.99	7.88	204.87
Vermilion CC	Professional Forest Harvester (CTL courses only)	195.10	7.80	202.90
Vermilion CC	HLTH 1255 Wilderness Emergency Response	324.29	12.97	337.26

Institution	Program/Course Name	FY2011 Tuition Rate Per Credit	FY2012 \$ Increase Per Credit	Board Approved FY2012 Tuition Rate Per Credit
Vermilion CC	HLTH 1265 Winter Wilderness Emergency Response	324.29	12.97	337.26
Vermilion CC	HLTH 1445 Low Angle - Technical Rope Rescue	324.29	12.97	337.26
Vermilion CC	HLTH 1446 High Angle Technical Rope Rescue	324.29	12.97	337.26
Vermilion CC	HLTH 1447 Water, Boat, and Ice Rescue	324.29	12.97	337.26
Vermilion CC	HLTH 1448 ATV and GPS Land-Based Rescue	324.29	12.97	337.26
Vermilion CC	Independent Study courses	248.76	9.95	258.71
Vermilion CC	All courses offered via online	170.73	5.83	176.56

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	0.00	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.

**MN State Colleges & Universities**  
FY2012 Non-resident Tuition Rates

<b>Institution</b>	<b>FY2012 Non-Resident</b>
<b>STATE COLLEGES</b>	
Alexandria TCC	\$154.74
Anoka Ramsey CC	\$139.38
Anoka TC	\$160.57
Central Lakes College	\$152.98
Century College	\$154.80
Dakota County TC	\$163.23
Fond du Lac Tribal & CC	\$152.79
Hennepin TC	\$151.10
Inver Hills CC	\$155.00
Lake Superior College	\$283.18
Minneapolis College	\$150.75
Minnesota SC - Southeast Tech	\$161.26
Minnesota State College	\$155.40
Minnesota West College*	\$329.90
Normandale CC	\$156.79
North Hennepin CC	\$159.49
Northeast Higher Ed District	
Hibbing College	\$189.45
Itasca CC	\$189.45
Mesabi Range College	\$189.45
Rainy River CC	\$189.45
Vermilion CC	\$189.45
Northland College	\$158.66
NW Technical College-Bemidji	\$168.00
Pine TC	\$295.96
Ridgewater College	\$155.10
Riverland College	\$158.65
Rochester College	\$158.45
Saint Paul College	\$155.64
St. Cloud TCC	\$154.28
South Central College	\$155.00

<b>STATE UNIVERSITIES</b>	<b>FY2012 Undergraduate</b>	<b>FY2012 Graduate</b>
Bemidji State University	\$241.40	\$343.45
Metropolitan State University	\$409.95	\$623.49
Minnesota SU, Mankato	\$537.18	\$328.55
Minnesota SU Moorhead*	\$423.68	\$623.14
Saint Cloud State University	\$452.70	\$498.15
Southwest MN State University	\$216.25	\$336.10
Winona State University	\$399.90	\$510.95

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

**Minnesota State Colleges and Universities  
Revenue Fund  
Proposed Room and Board Fees FY 2012**

	Approved FY 2011	Projected FY 2012	Percent Change
<b>Bemidji State University</b>			
Double Room	4,080.00	4,210.00	3%
Single Room	4,616.00	4,900.00	6%
<b>Meal Plan options</b>			
400 meals + 640 Beaver Bucks (Flex)	\$2,400.00	\$2,480.00	3%
Beaver Bucks (Flex)	\$2,400.00	\$2,480.00	3%
Summer Session (per week)		\$120.00	
<b>Minnesota State University Moorhead</b>			
Double Room	\$3,986.00	\$4,146.00	4%
Single Room	\$4,580.00	\$4,764.00	4%
14 Meals a Week	\$2,008.00	\$2,096.00	4%
Other Board Fees	\$200.00	\$200.00	0%
Summer Session		Interim Session	
Double Room		\$69/week	\$242
Single Room		\$85/week	\$297
Double as Single		\$96/week	\$334
John Neumeier		\$1929/summer	
<b>Minnesota State University, Mankato</b>			
Double Room	\$4,122.00	\$4,281.00	4%
Single Room	\$5,672.00	\$5,893.00	4%
19 Meals a Week	\$2,011.00	\$2,059.00	2%
Other Board Fees	\$100.00	\$130.00	30%
Summer Session (10 weeks)		Term	
Double		\$920.00	
Single		\$1,280.00	
Full bath suite		\$1,350.00	
Super Double		\$1,020.00	
<b>St. Cloud State University</b>			
Double Room	\$3,986.00	\$4,166.00	5%
Single Room	\$5,593.00	\$5,756.00	3%
20 Meals a Week	\$1,920.00	\$2,096.00	9%
Other Board Fees	\$400.00	\$400.00	0%
Summer Session			
Double (per week)		\$68.00	
Single (per week)		\$95.00	
<b>Southwest Minnesota State University</b>			
Double Room	\$3,928.00	\$4,164.00	6%
Single Room	\$5,098.00	\$5,404.00	6%
15 Meals a Week	\$2,358.00	\$2,430.00	3%
Other Board Fees	\$350.00	\$350.00	0%
Summer Session		Per week	Summer
		\$125.00	\$1,300.00
<b>Winona State University</b>			
Double Room	\$4,715.00	\$4,820.00	2%
Single Room	\$5,871.00	\$5,962.00	2%
14 Meals a Week (Contract base)	\$1,951.00	\$2,012.00	3%
Flex (Basic Mandatory)	\$300.00	\$310.00	3%
Summer session (per night)		\$12.00	
Average (double room & board)	\$6,469	\$6,725	4%

Rates noted above are based on the most common traditional-style room and most popular board plan. "Other Board Fees" include add-on money (flex dollars) that may be required as part of a board plan. Each university charges room and board rates based on the room type and amenities. Full rate sheets are included in the supplementary materials to the Board report.

Summer session rates have been added this year to the rate summary.

**Minnesota State Colleges - FY 2012 Housing Fees**

(Not in Revenue Fund)

For the Academic Year

**CENTRAL LAKES COLLEGE**

\*\*\* Brainerd

Pine Apartments

Doubles (per person) \$ 2,520

Quadruples (per person) \$ 1,110

(Minimum 12 month lease August-July)

**FOND DU LAC TIBAL AND COMMUNITY COLLEGE**

\* Cloquet

Doubles \$ 3,536

Singles \$ 5,263

Triples \$ 2,475

(lease for entire academic year)

**MESABI RANGE C & TC**

\*\* Virginia

Doubles \$ 3,512

Singles \$ 3,972

(Semester lease)

**MINNESOTA STATE COMMUNITY AND TECHNICAL COLLEGE**

\*\* Fergus Falls

Williams Hillside Village - Doubles \$ 2,850

Williams Hillside Village - Singles \$ 3,450

College Manor - Singles \$ 3,350

Board 10 meals \$ 771

6 meals \$ 699

**MINNESOTA WEST COMMUNITY AND TECHNICAL COLLEGE**

\*\* Canby

Doubles \$ 1,800

Singles \$ 2,600

**NORTHEAST HIGHER EDUCATION DISTRICT**

\* Rainy River

Doubles \$ 2,900

Singles \$ 4,200

Board \$ 800

\* Hibbing

Doubles \$ 3,000

Singles \$ 4,000

\*&amp;\*\* Itasca

Doubles \$ 3,600

Singles \$ 3,800

Triples \$ 3,400

Board \$ 1,200

\* Vermillion

Doubles \$ 3,100

Singles \$ 4,000

**ROCHESTER**

\*\*\* Rochester

Doubles \$ 1,800

Singles \$ 2,600

(Academic year contract - 8 months)

\* College owned

\*\* College managed/leased



**MINNESOTA STATE COLLEGES AND UNIVERSITIES**

**Revenue Fund**

**Proposed Student Union Facility Fees FY 2012**

	<b>Approved FY 2011</b>	<b>Proposed FY 2012</b>	<b>% Increase</b>
<b>Bemidji State University</b> Per credit charged to all students 21.34 per credit hour	<b>\$256.18</b>	<b>\$256.18</b>	<b>0.00%</b>
<b>Minneapolis Community &amp; Technical College</b> Per credit charged to all students 6.00 per credit hour	<b>\$210.00</b>	<b>\$180.00</b>	<b>-14.29%</b>
<b>Minnesota State University Moorhead</b> Per credit charged to all students 10.25 per credit hour	<b>\$241.20</b>	<b>\$246.00</b>	<b>1.99%</b>
<b>Minnesota State University, Mankato</b> Per credit charged to all students 10.38 per credit hour	<b>\$249.12</b>	<b>\$249.12</b>	<b>0.00%</b>
<b>Normandale Community College</b> Per credit charged to all students 6.50 per credit hour	<b>\$180.00</b>	<b>\$195.00</b>	<b>8.33%</b>
<b>St. Cloud State University</b> Per credit charged to all students 6.96 per credit hour	<b>\$167.04</b>	<b>\$167.04</b>	<b>0.00%</b>
<b>Southwest Minnesota State University</b> Per credit charged to all students 13.13 per credit hour	<b>\$300.00</b>	<b>\$315.12</b>	<b>5.04%</b>
<b>Winona State University</b> Per credit charged to all students 7.50 per credit hour	<b>\$232.00</b>	<b>\$240.00</b>	<b>3.45%</b>
<b>Average Fee</b>	<b>\$229.44</b>	<b>\$231.06</b>	<b>0.70%</b>
<b>Maximum Fee</b>	<b>\$300.00</b>	<b>\$315.12</b>	<b>5.04%</b>

The total maximum is the amount for the academic year only. Summer or other sessions are charged on a per credit basis.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
Revenue Fund**

**Proposed Wellness and Recreation Facility Fees FY 2012**

	<b>Approved FY 2011</b>	<b>Proposed FY 2012</b>	<b>% Change</b>
<b>Anoka Ramsey Community College</b>	<b>\$127.50</b>	<b>\$150.00</b>	<b>17.65%</b>
Annual Wellness Fee (5.00 per credit hour )			
<b>Minnesota State University, Mankato</b>	<b>\$60.00</b>	<b>\$60.00</b>	<b>0.00%</b>
Annual Rec Facilities (2.50 per credit hour )			
<b>Minnesota State University Moorhead</b>	<b>\$186.00</b>	<b>\$192.00</b>	<b>3.13%</b>
Annual Wellness Fee (8.00 per credit hour )			
<b>Minnesota State Community &amp; Technical College</b>	<b>\$66.00</b>	<b>\$66.00</b>	<b>0.00%</b>
Annual Wellness Fee (2.20 per credit hour )			
<b>Winona State University</b>	<b>\$141.00</b>	<b>\$142.56</b>	<b>1.09%</b>
Annual Wellness Fee (5.94 per credit hour )			

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
Revenue Fund**

**Proposed Parking Facility Fees FY 2012**

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**Century College - \$120 per year based on per credit charge (\$4 per credit)  
No change from FY 2011**

**Metro State - No change from FY 2011      \$5.00/entry for cash; \$2.50/entry for prepaid cards.  
Average full time student cost = \$260 - \$275 per academic year.**

**St. Cloud SU - No change from FY 2011      \$1.00 per hour (\$8.00/daily maximum), \$400 per yearly permit**

**Saint Paul College - Daily usage fee \$2.50  
Average full time student cost = \$260 - \$275 per academic year.**

**Assumptions**

**for Daily**

**Usage Fee:      165 days in FY12 Academic Year  
Average full time student cost based on 109 days of parking**

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

**Agenda Item Summary Sheet**

**Committee:** Finance and Facilities

**Date of Meeting:** June 21, 2011

**Agenda Item:** Revenue Fund Sale – Normandale Community College Parking Ramp  
(*Second Reading*)

- Proposed Policy Action       Approval Required by Policy       Other Approvals       Monitoring
- Information

**Cite policy requirement, or explain why item is on the Board agenda:** The Board of Trustees has statutory and fiduciary responsibility for the Revenue Fund. Under current statute, the Board of Trustees has authority to issue revenue bonds up to the statutory debt ceiling imposed by the legislature to finance revenue-generating facilities.

**Scheduled Presenter(s):** Laura M. King, Vice Chancellor – Chief Financial Officer  
Brian Yolitz, Associate Vice Chancellor for Facilities

**Outline of Key Points/Policy Issues:** Based on predesign work and financial analysis, Normandale Community College proposes an approximately \$12.5 million, 724-stall parking ramp that would be financed by a revenue bond issuance in July 2011. Student consultation occurred and is supportive of this effort.

**Background Information:** Normandale Community College has current parking challenges that will be exacerbated by future building projects. The campus has very little developable land left to expand surface parking, and the city of Bloomington has signaled that the college needs to solve their parking issues on site before the city would issue building permits for new building projects.

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

**ACTION ITEM**

**Revenue Fund Sale - Normandale Community College Parking Ramp**

Normandale Community College will require new on-campus parking to remedy an upcoming parking deficit and to alleviate current parking constraints. After substantial study, the college proposes an approximately \$12 million, 724-stall parking ramp that would be financed by a revenue bond issuance in July 2011. The approximate location of the proposed ramp is shown on **Attachment A**, attached and incorporated herein.

**PROJECT BACKGROUND**

With the construction of the Kopp Student Center nearing completion and design documents scheduled for completion in June for the Academic Partnership Center building, the campus has reached a critical period to address their long-term parking situation.

To date, the College has managed its parking needs using a combination of off-campus leasing, shuttles, subsidizing of mass transit, and class schedule adjustments whenever feasible. In particular, the college has used 300 stalls of off-campus parking at the city's ice arena site near campus that sees heavy use in the early fall and spring semesters, and at other peak times during the semesters. With recent enrollment spikes and on-campus parking being taken up by current and planned building projects, the city has asked the college to develop a long-term, on-campus solution to meet projected parking deficits.

The campus has very little developable land left to expand surface parking. Normandale's 2008 Facilities Master plan anticipated parking deficiencies on campus, and recommended construction of up to two new parking ramps to resolve the problem. The parking situation was further studied in a 2009 Traffic and Parking Strategic Plan by Wenck Associates, Inc., which recommended reconfiguration of the parking lots and the addition of up to 124 stalls to be constructed on little-used tennis courts on campus. The tennis court parking lot is the sole remaining developable parcel not otherwise committed to future buildings or limited by water and soil issues. The tennis court lot is under contract to be constructed during the summer of 2011.

During the 2010 legislative session, Normandale received design funding to begin work on their Academic Partnership Center. The Governor has included the Academic Partnership Center construction funding on his 2011 capital bonding list. If there is no bonding bill during the 2011 session, the project will likely be on the 2012 capital bonding list for the Board's consideration.

The City of Bloomington most recently issued building permits for the Kopp Student Center that is scheduled for completion later this summer. It was during the Kopp Center permit review and approval process late in 2010 that the city focused on the campus's parking requirements. During the design work for the Academic Partnership Center, the City of Bloomington calculated that the campus would need at least 535 parking stalls on campus to align with their zoning code. The city signaled to the college that the college needed to solve its projected parking deficit before the city would issue a building permit for the Academic Partnership Center, if funded in the future.

With the city strongly encouraging an on-site solution, the college decided to pursue the parking ramp now to address the concerns raised by the city, and to implement a solution that aligns with the college's master plan and parking studies. This solution will take advantage of historically low bond interest rates, and will allow the college to remedy their parking situation prior to opening of the Academic Partnership Center.

### **2011 REVENUE FUND BOND PROJECT**

Normandale proposes an approximately \$12 million, 724-stall parking ramp that would primarily be financed by a revenue bond issuance scheduled for July 2011 pending Board approval. The college has completed its predesign and proforma for the projects. The estimated project cost and description listed below includes all source of funds used to finance the project.

#### **Construction of New Parking Ramp – Normandale Community College**

<b>PROPOSED RAMP:</b>	225,000 sq. ft.
<b>NEW CONSTRUCTION:</b>	724 stall parking ramp
<b>OCCUPANCY:</b>	Targeted for August 2012

**PROJECT DESCRIPTION:** This project designs, constructs, and equips a new, approximately 724-stall parking ramp on the Normandale Community College campus. The ramp is designed to address a projected deficit of approximately 535 parking stalls anticipated after the Academic Partnership Center is placed into service. The ramp will be constructed to accommodate at least one additional level in the future (approximately 180 stalls). The campus plans to use the Construction Manager at Risk (CM@Risk) method to deliver this project.

**FEES:** Current parking rates are \$4.00 per credit, which will increase to \$6.00/credit starting in 2012 and \$9.00/credit in 2013 onward. If the ramp performs as expected, the per credit rates will likely remain stable. The campus will continue to waive the per credit charge for individuals who live near campus and walk, online students, and customized training participants.

**TOTAL ESTIMATED COST:** \$12,000,000

**SOURCE OF FUNDS:** The college will be using \$1,000,000 in college funds to advance design and buy down a portion of the project debt. The remaining portion of the project cost will be financed with the issuance of revenue fund bonds.

### **Taxable Bonds**

No taxable bonds will be issued for this sale. During the bond sale earlier this year, \$3 million of taxable bonds were issued for use in the design of future projects. The college chose to rely on its own resources instead of using taxable debt. The taxable debt remains available for candidates of the 2013 revenue bond sale to use to advance design.

### **DELEGATION AND FINANCIAL RESPONSIBILITIES**

Debt obligations of the Revenue Fund, unlike capital appropriations for academic facilities, are not debt obligations of the State of Minnesota and are backed solely by the revenue pledge generated from the related physical assets. In 2008, the legislature amended the revenue fund statute to allow colleges to participate in the Revenue Fund.

The Board of Trustees maintains fiduciary responsibility for the Revenue Fund. The Board has delegated responsibility to manage Revenue Fund assets to the Chancellor. The Chancellor, in turn, has delegated responsibility to the presidents to manage ongoing programs, operations, and the maintenance and repair of Revenue Fund facilities at each institution. Management and compliance oversight responsibility over the entire Fund resides in the Office of the Chancellor, which includes managing securities and tax compliance, representing the Fund with the credit rating agencies, and evaluating design and financial metrics to ensure the integrity of the overall Revenue Fund.

Similar to financial operations within the General Fund, Revenue Fund activities must adhere to the Minnesota State Colleges and Universities financial policies and procedures, with added compliance requirements to ensure adherence to federal requirements related to tax exempt and/or taxable bond issuances. Financial and facilities information is provided as scheduled or requested to both internal and external constituencies. The Revenue Fund maintains financial detail in system-wide annual financial statements.

### **Fees and Financial Plans**

Although presidents are delegated responsibility to manage the Revenue Fund programs at their own institution, the Board is required by statute and the Fund's Master Indenture to annually approve fees and long term financial commitments. Annual finance plans for each institution's portion of the Revenue Fund, including fees to support these plans, are submitted to the Office of the Chancellor staff for review. Each institution is required to present a balanced finance plan. Finance plans must include funds for operations, repair and replacement (R&R), debt service (as required), and operating reserves, as prescribed by Minnesota State Colleges and Universities. Plans are also required to reflect funding of the Revenue Fund Reinvestment Program. While operating revenues normally

produce enough funds for operations and R&R, Reinvestment Program funds have typically come from the sale of Revenue Fund bonds. The fees to support the operations and facilities are approved by the Board prior to the beginning of each fiscal year.

Normandale has submitted a financial plan for this project that would place its entire parking program in the Revenue Fund, and is modeled on charging a per credit rate for students who park on campus.

## **BOND SALE AND PROCESS**

### **Debt Capacity**

After the most recent sale in 2011, the system's financial adviser, Springsted, Inc., measured the Fund's overall debt capacity at approximately \$410 million, assuming current bond interest rates.

### **Debt Authority and Outstanding Debt**

Minnesota Statutes §136F.98 authorizes the Board to issue up to \$300 million in revenue bond principal. The current outstanding bond principal from all past projects, including the 2011 sale, is now approximately \$260 million. With this \$12 million sale, the newly outstanding principal debt will be approximately \$272 million.

### **Revenue Fund Bond Cycle**

In an effort to improve the planning process for revenue fund financed projects, the Office of the Chancellor has started operating a two-year revenue bond cycle in odd-numbered years, starting with the 2011 sale. The two-year sale timetable is designed to allow campuses sufficient time to develop projects, refine project scopes and financial pro forma. The practice does not limit off-cycle requests or special circumstances, such as we have here. The situation with the City of Bloomington triggered an acceleration of the college's planned parking ramp plans. Unfortunately, the college was well past the deadline to be included in the revenue bond sale that occurred earlier this year. Delaying until the next bond cycle in 2013 could jeopardize the Academic Partnership Center building project if it is approved for funding in either 2011 or 2012.

## **BOND RATING**

Rating agency presentations would be scheduled for late May or early June to Moody's Investor Service and to Standard and Poor's on the proposed sale. These organizations rated system Revenue Fund bonds as Aa2 and AA- respectively for the sale that closed in February. These ratings are excellent. Considering the financial condition of the Revenue Fund, similar ratings are anticipated for the new sale. As a comparison, the State of Minnesota's ratings are Moody's: Aa1, Standard & Poor's: AAA, and Fitch: AAA. The general obligation bonds of the state carries the full faith and credit of the State of Minnesota, while the system's revenue bonds only pledge the facilities of the Fund and the revenue generated therein.



## **BOND SALE RESOLUTION**

The Board of Trustees is being asked to approve the sale based on the parameters shown in **Attachment B**. The draft Series Resolution authorizing the bond sale is presented at **Attachment C**. After the second reading in June, the financial advisor, Springsted, Incorporated, will publish notification of sale. The Series Resolution will also be finalized with assistance of bond counsel. Pending final Board approval, the sale would be scheduled to occur in July.

The blanks in the Series Resolution will be completed based on the results of either a competitive or negotiated sale of the bonds. The interest rates, redemption features, and other details, as well as whether all or any of the bonds are insured, will be determined on the basis of the best (most favorable on a net interest cost basis) bid received from those submitting offers, and will be memorialized in the Series Resolution, the bonds themselves, and in a certificate signed by the system's Chief Financial Officer.

The true interest cost of the revenue bonds issued in February 2011 were 4.25% for the 20 year tax exempt bonds and 3.48% for the 10 year taxable bonds.

## **STUDENT CONSULTATION**

Student consultation letters have been received in the Office of the Chancellor confirming that student consultation has taken place regarding the project. A copy of the letter received from the Student Senate is attached and incorporated in this report as **Attachment D**.

## **SUMMARY**

The Board will be asked to approve the bond sale not to exceed \$12.5 million total, which accounts for total cost of issuance and bond debt service reserve.

## **RECOMMENDED COMMITTEE ACTION:**

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

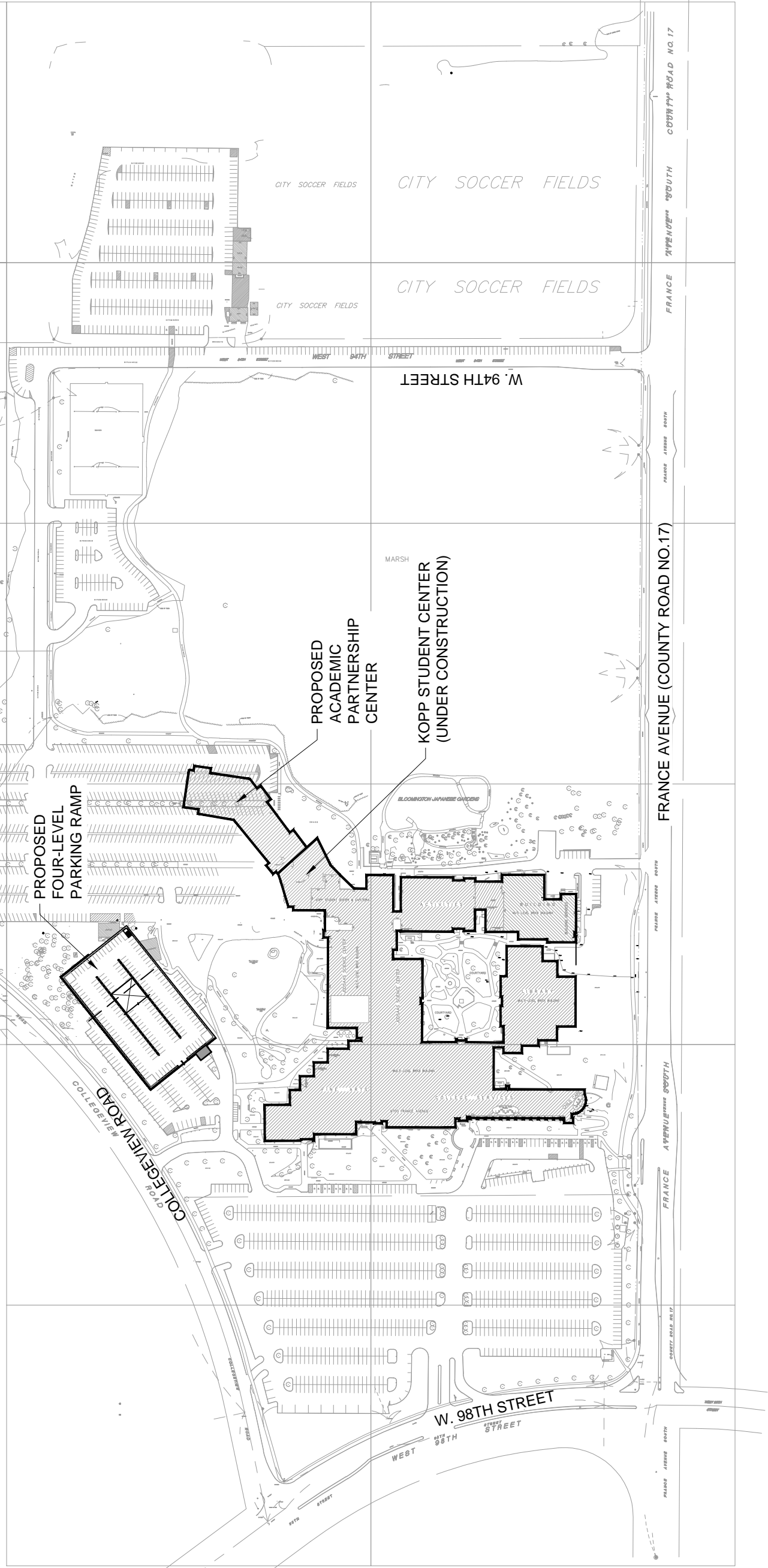
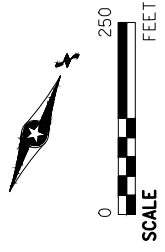
The Board of Trustees authorizes a Revenue Bond sale for not more than \$12,500,000 subject to the sale parameters as presented on **Attachment B**. The Board of Trustees approves the Series Resolution as described in **Attachment C**.

## **RECOMMENDED BOARD OF TRUSTEES MOTION:**

The Board of Trustees authorizes a Revenue Bond sale for not more than \$12,500,000 subject to the sale parameters as presented on **Attachment B**. The Board of Trustees approves the Series Resolution as described in **Attachment C**.

*Date Presented to the Board: June 22, 2011*

ESTIMATED STALL COUNT	
LEVEL 1 (GRADE)	148
LEVEL 2	186
LEVEL 3	190
LEVEL 4	200
PROPOSED RAMP TOTAL	724
EXIST. STALLS LOST	187
NET SPACES GAINED	537
LEVEL 5 (FUTURE)	180
FUTURE SPACES GAINED	717



**SALE PARAMETERS**

**Series 2011C (Tax Exempt)**

1. Maximum Interest Rate (TIC): up to 5.00%
2. Maximum Principal: \$ 12,500,000
3. Maximum Discount: 1.5 % of par or \$1.50/\$1,000 Bond.  
Minimum bid of 98.5% is required per the  
Official Statement
4. Earliest Redemption date: October 1, 2021

In any event, the total principal for Series 2011C may not exceed \$12,500,000.

**SERIES RESOLUTION**  
**OF**  
**THE BOARD OF TRUSTEES**  
**OF**  
**MINNESOTA STATE COLLEGES AND UNIVERSITIES**  
  
**RELATING TO**  
  
**STATE COLLEGE AND**  
**UNIVERSITY REVENUE FUND BONDS**  
**SERIES 2011C**

**ADOPTED: June 22, 2011**

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## **RESOLUTION**

BE IT RESOLVED by the Board of Trustees (the “Board” or the “Issuer”) of Minnesota State Colleges and Universities (“MnSCU”) as follows:

## **WITNESSETH**

### **WHEREAS:**

1. MnSCU is a public body and agency of the State of Minnesota duly created and existing under Minnesota Statutes, Chapter 136F, as amended (the “Act”), having the rights, powers, privileges and duties provided in the Act, including those set forth in the Master Indenture (defined herein).

2. The Board has previously entered into an Amended and Restated Master Indenture of Trust (the “Master Indenture”), dated as of June 1, 2009, with U.S. Bank National Association (the “Trustee”), pursuant to which the Board and the Trustee agreed to the terms and conditions governing the Revenue Fund Bonds issued by MnSCU pursuant to the Master Indenture.

3. All terms capitalized but not otherwise defined herein have the meanings assigned to those terms in the Master Indenture.

4. The Board has determined that the capital expenditure needs of the Facilities make it necessary and desirable for MnSCU to issue its State College and University Revenue Fund Bonds in an original principal amount up to \$12,500,000 (the “2011C Bonds” or the “Bonds”) and to use the proceeds of the 2011C Bonds to fund capital costs incurred in connection with the Facilities, the Debt Service Reserve Account, and to pay certain costs of issuing the 2011C.

5. Normandale Community College, which will use proceeds of the 2011C Bonds to finance a proposed 724 stall parking ramp, has advised the Board that predesign work has been completed and that they will seek to have certain costs incurred prior to the proposed issuance of the 2011C Bonds reimbursed from the proceeds of the 2011C Bonds.

6. The Board intends to use a portion of the proceeds of the 2011C Bonds to reimburse Normandale Community College for eligible costs incurred in connection with the financed Facilities.

7. The execution and delivery of this Series Resolution and the issuance of the 2011C Bonds have been in all respects duly and validly authorized by the Issuer.

8. All things necessary to make the 2011C Bonds, when authenticated by the Trustee and issued and secured as provided in the Master Indenture and this Series Resolution, valid, binding and legal limited obligations of the Issuer according to the import thereof, have been done and performed; and the creation, execution and delivery of this Series Resolution, and the creation, execution and issuance of said 2011C Bonds, subject to the terms hereof, have in all respects been duly authorized.

NOW THEREFORE, KNOW ALL PERSONS BY THESE PRESENTS, THIS SERIES RESOLUTION WITNESSETH:

The Issuer, in consideration of the premises and the purchase and acceptance of the 2011C Bonds by the Holders thereof, in order to secure the payment of the principal of, interest on, and premium, if any, on the 2011C Bonds according to their tenor and effect, does hereby grant a security interest in and assign to the Holders of the 2011C Bonds and all Revenue Fund Bonds (other than Subordinate Bonds) issued pursuant to the Master Indenture and any Series Resolution (including this Series Resolution), and to the beneficiaries of any Senior Guarantees, regardless of when such Senior Bonds or Senior Guarantees were or are issued, on an equal and parity basis, except as expressly stated below, the following:

FIRST

The “Net Revenues” as defined in the Master Indenture as heretofore amended and as amended by this Series Resolution;

SECOND

All proceeds, earnings and investment income derived from the foregoing (except Rebate Amounts); and

PROVIDED that:

First, the foregoing equal and ratable parity pledge shall not extend to Subordinate Bonds which shall be secured solely by moneys held in the Surplus Fund as provided in the Master Indenture and therein; and

Second, the proceeds of any Credit Enhancement Instrument issued to secure a particular Series of Revenue Fund Bonds shall benefit only that Series of Revenue Fund Bonds and the proceeds of such Credit Enhancement Instrument shall not be applied for the benefit of or payment of any other series of Revenue Fund Bonds; and

Third, moneys applied to the payment of Revenue Fund Bonds and Senior Guarantees shall be withdrawn from the funds and accounts created by the Master Indenture in strict order of the priority set forth therein.

SUCH PLEDGE having been made, upon the terms and trusts herein set forth for the equal and proportionate benefit, security and protection of all Holders from time to time of the Revenue Fund Bonds, and all Senior Bonds and Senior Guarantees heretofore issued and to be issued under and secured by the Master Indenture and this Series Resolution and other Series Resolutions (but excluding Subordinate Bonds) without privilege, priority or distinction as to lien or otherwise of any of such bonds or guarantees over any of the others except as otherwise provided therein and herein.

PROVIDED, HOWEVER, that if the Issuer, its successors or assigns, shall well and truly pay, or cause to be paid, or provide fully for payment as herein provided of the principal of the 2011C Bonds and the interest due or to become due thereon (together with premium, if any), at the time and in the manner set forth in the 2011C Bonds according to the true intent and meaning thereof, and shall well and truly keep, perform and observe all the covenants and conditions pursuant to the terms of the Master Indenture and this Series Resolution to be kept, performed and observed by it, and shall pay to the Registrar and Paying Agent all sums of money due or to become due in accordance with the terms and provisions of the Master Indenture and this Series Resolution as from time to time supplemented, then this Series Resolution and the rights hereby granted shall cease, terminate and be void except as otherwise provided herein; otherwise, the Master Indenture and this Series Resolution shall be and remain in full force and effect.

UNDER THE PROVISIONS OF THE ACT and the Series Resolution, the 2011C Bonds may not be payable from or be a charge upon any funds of the Issuer or the State other than the revenues pledged to the payment thereof nor shall the Issuer or State be subject to any pecuniary liability thereon except from moneys expressly pledged, and no Holder or Holders of the 2011C Bonds shall ever have the right to compel any exercise of the taxing power of the Issuer or the State to pay any Revenue Fund Bond or the interest and premium, if any, thereon, or to enforce payment thereof against any property of the Issuer or the State, except as above provided; the 2011C Bonds shall not constitute a charge, lien or encumbrance, legal or equitable, upon any property of the Issuer, except as above provided; but nothing in the Act impairs the rights of Holders of 2011C Bonds issued under the Master Indenture and this Series Resolution and any other Series Resolutions and the beneficiaries of Senior Guarantees to enforce the covenants made for the security thereof, to the extent specifically provided herein, for the equal and proportionate benefit of all Holders of the 2011C Bonds, all other Revenue Fund Bonds, and the beneficiaries of Senior Guarantees, as follows:

## ARTICLE 1

### DEFINITIONS AND OTHER PROVISIONS OF GENERAL APPLICATION

Section 1.1 Definitions. All terms capitalized but not otherwise defined in this Series Resolution shall have the meanings assigned to such terms in the Master Indenture.



In this Series Resolution the following terms have the following respective meanings unless the context hereof clearly requires otherwise.

Authorized Denomination means \$5,000, or any integral multiple thereof.

Closing Certificate means the certificate of the Issuer executed by an Authorized Representative reflecting the final principal amounts, maturity dates, interest rates, and sinking fund redemption dates of the Bonds, established by the Original Purchaser in the winning bid or bids for the Bonds accepted by the Issuer, as well as the allocation of Bond proceeds among the various funds and accounts.

Interest Payment Date means, with regard to the 2011C Bonds, each April 1 and October 1, commencing April 1, 2012.

Master Indenture means the Amended and Restated Master Indenture of Trust dated as of June 1, 2009, relating to MnSCU's State College and University Revenue Fund Bonds, as amended from time to time.

Maturity Date means any date on which principal of or interest or premium, if any, on the 2011C Bonds is due, whether at maturity, on a scheduled Interest Payment Date, or upon redemption or acceleration, or otherwise.

MnSCU or the Issuer means Minnesota State Colleges and Universities, or any successor to its functions.

Original Purchaser means the original purchaser(s) of the 2011C Bonds, as determined after the acceptance of the bids, as identified in the Closing Certificate.

Prior Bonds means all bonds issued or secured under the Master Indenture prior to the issuance of the 2011C Bonds.

Rating Agency means Moody's Investors Service, Inc. or Standard & Poor's Ratings Services Group or Fitch, Inc. or any other nationally recognized credit rating agency which has been solicited to issue a rating on, and has issued a rating on, the 2011C Bonds; and with respect to the credit rating (claims payment ability rating) of an insurance company, A.M. Best & Company or any other nationally recognized credit rating agency rating the claims payment ability of insurance companies.

Registrar and Paying Agent means U.S. Bank National Association, whose principal corporate trust office is located in Saint Paul, Minnesota.

Revenue Fund Bonds means, collectively, the Prior Bonds and the 2011C Bonds.

Series Resolution means this Series Resolution adopted on June 22, 2011 by the Minnesota State Colleges and Universities Board of Trustees.

Term Bonds means the 2011C Bonds identified as such pursuant to Section 2.3(A)(2), and the Closing Certificate.

2011C Bonds or Bonds means the Minnesota State Colleges and Universities, College and University Revenue Fund Bonds dated as of the date of delivery and issued in the original principal amount of up to \$12,500,000 pursuant to this Series Resolution.

Trustee means U.S. Bank National Association, its successors and assigns.

Section 1.2 Effect of this Series Resolution.

(a) Except as expressly supplemented or amended by this Series Resolution, all of the terms and provisions of the Master Indenture, as heretofore amended, shall apply to the 2011C Bonds.

(b) To the extent of any inconsistency between the terms and provisions of this Series Resolution and the terms and provisions of the Master Indenture, this Series Resolution shall control. Except as provided in the preceding sentence, the terms and provisions of this Series Resolution shall be construed with the terms and provisions of the Master Indenture so as to give the maximum effect to both.

(c) This Series Resolution shall take effect on the date of issue of the 2011C Bonds.

(d) The Rules of Interpretation stated in Section 2.02 of the Master Indenture shall apply to this Series Resolution.

Section 1.3 Exhibits. The following Exhibits are attached to and by reference made a part of this Series Resolution:

- (1) Exhibit A: form of 2011C Bond;
- (2) Exhibit B: form of Annual Disclosure Report;
- (3) Exhibit C: DTC Letter.

## ARTICLE 2

### THE 2011C Bonds

Section 2.1 The 2011C Bonds.

(A) The 2011C Bonds shall be issued as:

- (1) Tax-Exempt Bonds

- (2) Book-Entry Form Bonds; and
- (3) as Revenue Fund Bonds bearing interest at a fixed rate of interest.

The 2011C Bonds are expected to be issued in the approximate principal amount of \$12,500,000, with the actual principal amount issued to be identified in the Closing Certificate relating to the 2011C Bonds. The total principal amount of 2011C Bonds which may be Outstanding hereunder is expressly limited to the amount identified in the Closing Certificate relating to the 2011C Bonds unless duplicate 2011C Bonds are issued as provided in Section 3.07 of the Master Indenture. The 2011C Bonds shall be issued in Authorized Denominations and in substantially the form of Exhibit A hereto, with such variations, additions or deletions as may be appropriate to conform the terms of such 2011C Bonds to the terms of this Article 2. The Vice Chancellor-Chief Financial officer is hereby authorized to provide for the sale of the 2011C Bonds by competitive sale, and to complete the Closing Certificate for the 2011C Bonds to establish their specific terms on the basis of the highest and best bid meeting the criteria established herein and in the Master Indenture. The maximum discount at which the Original Purchaser may purchase the 2011C Bonds is 1.5% of par.

(B) Upon issuance, the net proceeds of the 2011C Bonds (the original principal amount thereof, plus any premium or less any discount allowed to the Original Purchaser) shall be deposited by the Board into such accounts as shall be determined by the Issuer in the Closing Certificate. A portion of the amount deposited in the Capital Expenditures Account, in the amount stated in said Closing Certificate, shall be applied to pay the costs of issuing the 2011C Bonds.

Section 2.2 The 2011C Bonds - Initial Issue. The 2011C Bonds shall be initially issued in the aggregate principal amount set forth in the Closing Certificate relating to the 2011C Bonds and shall:

- (1) be initially dated as of the date of delivery, and thereafter be dated the date of their registration as provided in Section 3.04 of the Master Indenture;
- (2) be issued in Book-Entry Form and delivered by the Original Purchaser to the Depository as set forth in Section 3.11 of the Master Indenture;
- (3) mature on October 1 in the years and amounts set forth in the Closing Certificate, subject to prior redemption as provided in the Closing Certificate;
- (4) (a) Interest shall accrue on the 2011C Bonds from the date of issuance until the principal amount is paid or payment is duly provided for in accordance with this Series Resolution, and shall be payable on each Interest Payment Date. Interest accrued on any 2011C Bond or portion thereof redeemed pursuant to Sections 2.3(A) and 2.4 shall also be payable on the Redemption Date as to 2011C Bonds called for redemption.

(b) the 2011C Bonds shall mature on October 1 in the years and in the amounts, and bear interest at the rate or rates, set forth in the Closing Certificate. Interest payable shall be computed at the rates set forth below based on a 360-day year of twelve, 30-day months, for the actual number of complete months, and of days less than a complete month, and shall not exceed a true interest cost of 5%, or the mathematical equivalent after taking into account any federal credit if the Bonds are issued as Taxable Build America Bonds.

(5) be payable in such coin or currency of the United States of America as at the time of payment is legal tender for payment of public and private debts, at the principal trust office of the Trustee, or a duly appointed successor Trustee, except that interest on the 2011C Bonds will be payable by check or draft mailed by the Trustee to the Holders of such 2011C Bonds on the applicable Regular Record Date (the "Record Date Holders") at the last addresses thereof as shown in the Bond Register on the applicable Regular Record Date, provided that interest shall be paid to a Holder of \$1,000,000 or more of the principal amount of the 2011C Bonds outstanding by electronic funds transfer if such Holder so requests in writing in a form acceptable to the Paying Agent and principal of and any premium on any 2011C Bonds shall be payable at the principal office of the Trustee; and

(6) be subject to redemption upon the terms and conditions and at the prices specified in Sections 2.3(A) and 2.4 hereof.

Notwithstanding the foregoing, if the date for payment of the principal of, premium, if any, or interest on, of any 2011C Bond shall be a day which is not a Business Day, then the date for such payment shall be the next succeeding day which is a Business Day, and payment on such later date shall have the same force and effect as if made on the nominal date of payment.

The 2011C Bonds shall be delivered by the Trustee to the Original Purchaser thereof upon receipt by the Trustee and/or Issuer of the items listed in Section 3.08 of the Master Indenture, and satisfaction by the Issuer of the conditions stated in Section 3.09 of the Master Indenture.

### Section 2.3 The 2011C Bonds - Redemption.

(A) Pursuant to the provisions of Section 3.12 of the Master Indenture and 2.4 hereof, the 2011C Bonds are subject to redemption prior to maturity as follows:

(1) *Damage or Destruction or Condemnation.* In the event of damage to or destruction of the Facility financed with the proceeds of the 2011C Bonds, in whole or part, the 2011C Bonds are subject to redemption in whole or in part at the principal amount thereof plus accrued interest to the date of redemption, without premium, on the first day of any month for which timely notice of redemption can be given, whether or

not an Interest Payment Date, from the proceeds of any insurance claim payment or condemnation award or portion thereof not applied to repair, restore or replace the damaged or taken Facility.

(2) *Scheduled Mandatory Redemption.* The 2011C Bonds are subject to mandatory redemption prior to maturity by mandatory sinking fund installments in the amounts and on the dates reflected in the Closing Certificate.

(3) *Optional Redemption.* The 2011C Bonds maturing on or after October 1, 2022 are subject to optional redemption and prepayment upon direction by the Issuer to the Trustee in whole on any date on or after October 1, 2021 and in part, on any Interest Payment Date thereafter, in Authorized Denominations, at a redemption price equal to the principal amount redeemed plus accrued interest to the date of redemption, without premium.

(4) *Excess Proceeds Redemption.* If, upon the earlier of either (i) the completion of the work planned to be financed by the proceeds of the 2011C Bonds, or (ii) three years from the date of issuance of the 2011C Bonds, proceeds of the 2011C Bonds remain in the related subaccount in the Capital Expenditures Account in excess of those required to pay then unpaid but incurred capital expenditures, such excess shall be transferred to the Escrow Account and applied to the redemption of the 2011C Bonds, to the extent of the funds so transferred, at their principal amount, plus interest accrued to the redemption date, without premium, on the first day of the next succeeding month for which timely notice of redemption can be given; provided, however, that the three-year limit contained in clause (ii) shall not apply if the Issuer obtains an opinion of bond counsel stating that the delay in the expenditure of proceeds will not cause the 2011C Bonds to lose their tax-exempt status.

(B) No Other Redemption Prior to Maturity. Except as provided in Section 2.3(A) herein, the Series 2011C Bonds shall not be subject to redemption prior to their stated maturity date.

#### Section 2.4 Method of Redemption.

(1) To effect the redemption of the 2011C Bonds under Section 2.3(A)(1),(3) or (4), the Issuer, at least 40 days before the redemption date, shall notify the Trustee of its intention to effect such redemption. The funds required for such redemption shall be provided to the Trustee at least three business days before the redemption date.

(2) The Trustee, on or before the thirtieth day preceding any specified redemption date, shall select the 2011C Bonds to be redeemed by lot. The Trustee shall make the selection in such manner as the Trustee determines to be fair and appropriate, which may include random selection by lot. If and to the extent 2011C Bonds are redeemed in part pursuant to Section 2.3(A)(1), (3) or (4), the amounts shown on the

tables in those Section and the serial maturities of the applicable series of 2011C Bonds shall be reduced as the Issuer shall direct in its notice to the Trustee.

(3) The Trustee shall give notice of redemption of 2011C Bonds mailed not less than 30 days prior to the redemption date by mailing a written notice of redemption, first class mail, postage prepaid, to the Holders of the 2011C Bonds to be redeemed at the addresses for such Holder shown on the books of the Registrar, and by sending such notice by electronic mail to the Holders of 2011C Bonds for whom the Registrar has an electronic mail address, and by sending a notice of such redemption to each Depository in the same manner as an “occurrence notice” under Section 4.5(B)(2) hereof.

(4) To effect the partial redemption of 2011C Bonds under Section 2.3(A) after receipt by the Trustee of notice from the Issuer, as provided herein, the Trustee, prior to giving notice of redemption, shall assign to each 2011C Bond then Outstanding a distinctive number for each Authorized Denomination of the principal amount of such 2011C Bond. The Trustee shall then, using such method of selection as it shall deem proper in its discretion but consistent with subsection (2), from the numbers so assigned to such 2011C Bonds, select as many numbers as, at the Authorized Denomination for each number, shall equal the principal amount of such 2011C Bonds to be redeemed. The 2011C Bonds to be redeemed shall be the 2011C Bonds to which were assigned numbers so selected; provided that if, as a result of partial redemption there is a 2011C Bond outstanding in a principal amount less than the Authorized Denomination, such 2011C Bond shall be redeemed first at the next succeeding redemption date and the Trustee shall provide a written notice to that effect of the affected Holder and the Original Purchaser.

(5) As soon as 2011C Bonds are called for redemption pursuant to this Section 2.4, sums in the Escrow Account in the Revenue Fund sufficient to effect such redemption shall be irrevocably set aside for such purpose and applied for no other purpose under this Series Redemption.

### ARTICLE 3

#### ADDITIONAL PROVISIONS RELATING TO THE 2011 Bonds

##### Section 3.1 Revenue Fund Accounts.

(A) 2011C Revenue Receipts Subaccount. There is hereby created within the Revenue Receipts Account a subaccount titled the 2011C Revenue Receipts Subaccount. All “private payments” (within the meaning of Section 141 of the Code) derived from Facilities financed by the 2011C Bonds shall be deposited therein and applied as provided in Paragraph (B) of this Section and Section 4.03 of the Master Indenture. No such “private payments: shall be initially deposited in any other Fund or Account. Any excess funds held therein as of each March 2 shall be transferred to the Surplus Account.

(B) 2011 Debt Service Subaccounts. The Trustee is hereby directed to create a 2011 Debt Service Subaccount pursuant to the Master Indenture. Net Revenues held in the 2011 Revenue Receipts Account shall be transferred by MnSCU on each March 1 and September 1 to the Trustee for deposit to the 2011 Debt Service Subaccount, and there applied prior to the use of any other funds, to pay principal of, interest on and redemption price of 2011 Bonds.

Section 3.2 Capital Expenditure Account. The Trustee is hereby directed to create a Capital Expenditure Account for the 2011C Bonds pursuant to the Master Indenture, and to deposit proceeds of the 2011C Bonds therein as described in Sections 2.1 hereof. Proceeds of the 2011C Bonds may be used to reimburse the colleges and universities which are using proceeds of the Bonds for costs incurred in connection with their respective financed Facilities as directed by the Issuer.

Section 3.3 Notices to Rating Agency.

Annually, at or about the time that the Issuer provides its Annual Disclosure Report pursuant to Section 4.5 hereof, the Issuer shall provide the same information to each national credit rating agency then maintaining a rating in effect for the 2011C Bonds. In addition, the Issuer shall provide to such rating agencies such other information relating to the 2011C Bonds, all other Revenue Fund Bonds issued under the Master Indenture, and the Revenue Fund, as they may reasonably request.

## ARTICLE 4

### SERIES COVENANTS

Section 4.1 Payment of Principal, Purchase Price, Premium and Interest. Solely from the Net Revenues and sums held in the Accounts in the Revenue Fund, the Issuer will duly and punctually pay the principal of, premium, if any, and interest on the 2011C Bonds in accordance with the terms of the 2011C Bonds, the Master Indenture and this Series Resolution. Nothing in the 2011C Bonds or in this Series Resolution shall be considered as assigning or pledging funds or assets of the Issuer other than those expressly pledged to secure the 2011C Bonds (and other Senior Bonds and Senior Guarantees) set forth in the Master Indenture, as supplemented by this Series Resolution.

Section 4.2 Performance of and Authority for Covenants. The Issuer covenants that it will faithfully perform at all times any and all of its covenants, undertakings, stipulations and provisions contained in the Master Indenture and this Series Resolution, in any and every 2011C Bond executed, authenticated and delivered hereunder and in all proceedings of the Board pertaining thereto; that it is duly authorized under the Constitution and laws of the State of Minnesota, including particularly and without limitation the Act, to issue the 2011C Bonds authorized hereby, to adopt this Series Resolution, to apply the 2011C Bond proceeds to make capital expenditures for the

Facilities and to pledge the Net Revenues and moneys held in the Revenue Fund and its Accounts equally and ratably to secure the 2011C Bonds (and other Senior Bonds and any Senior Guarantees), in the manner and to the extent set forth in the Master Indenture and herein; that all action on its part for the issuance of the 2011C Bonds and the execution and delivery of this Series Resolution has been duly and effectively taken; and that the 2011C Bonds in the hands of the Holders thereof are and will be valid and enforceable obligations of the Issuer according to the terms thereof.

Section 4.3 Books and Records. The Registrar and Paying Agent will, so long as any Outstanding 2011C Bonds issued hereunder shall be unpaid, keep proper books or records and accounts, in which full, true and correct entries will be made of all its financial dealings or transactions in relation to the 2011C Bonds. At reasonable times and under reasonable regulations established by the Registrar and Paying Agent, such books shall be open to the inspection of the Original Purchaser, the Holders and such accountants or other agencies as the Registrar and Paying Agent may from time to time designate.

Section 4.4 Bondholders' Access to Bond Register. At reasonable times and under reasonable regulations established by the Registrar and Paying Agent, the Bond Register or a copy thereof may be inspected and copied by Holders (or a designated representative thereof) of twenty-five percent (25%) or more in principal amount of the then Outstanding 2011C Bonds, such authority of any such designated representative to be evidenced to the satisfaction of the Registrar and Paying Agent. Except as otherwise may be provided by law, the Bond Register shall not be deemed a public record and shall not be made available for inspection by the public, unless and until notice to the contrary is given to the Registrar and Paying Agent by the Issuer.

Section 4.5 Continuing Disclosure.

(A) Purpose; Definitions. Disclosure of information about the 2011C Bonds shall be made as provided in this Section. This Section is intended for the benefit of the Holders of the 2011C Bonds.

For the purposes of this Section, the following terms shall have the following meanings:

- (1) *Rule* means Securities and Exchange Commission Rule 15c2-12, as from time to time amended;
- (2) *Revenue Fund Bonds* means the Prior Bonds and the 2011C Bonds; *2011C Bonds* means the Bonds issued pursuant to this Series Resolution;
- (3) *Obligated Person* means:
  - (a) the Issuer; and



(b) any person who provides 10% or more of the Net Revenues securing the Revenue Fund Bonds (but an Institution shall not be deemed a person independent of the Issuer); and

provided that “obligated person” shall not mean a Credit Enhancer;

(4) *MSRB* means the Municipal Securities Rulemaking Board.

(B) Periodic and Occurrence Notices. Except to the extent this subsection (B) is modified or otherwise altered in accordance with subsection (F) below, the Registrar and Paying Agent or Financial Advisor on behalf of the Issuer shall make or cause to be made public, but solely as provided in subsection (D) below, the information set forth in subsections (1), (2) and (3) below:

(1) Periodic Reports.

(a) the annual audited financial statements for the Revenue Fund of the Issuer; and

(b) annual financial information as to each Obligated Person (subject to subsection (E)(1) below); and

(c) an Annual Disclosure Report in substantially the form of Exhibit B hereto disclosing financial and operating data of the type disclosed in the Official Statement relating to the 2011C Bonds; provided that the form of Annual Disclosure Report shall be amended or changed each year so as to fairly and accurately present financial and operating data required to be disclosed under the Rule.

(2) Occurrence Notices. The Issuer shall give, or shall cause to be given notice of the occurrence of any of the following events within a timely manner, not in excess of ten business days, after the occurrence of the event, and in accordance with the Rule, by filing such notice with the MSRB, in an electronic format prescribed by the MSRB:

(a) principal and interest payment delinquencies;

(b) non-payment related defaults, if material;

(c) unscheduled draws on debt service reserves reflecting financial difficulties;

- (d) unscheduled draws on credit enhancements reflecting financial difficulties;
- (e) substitution of credit or liquidity providers, or their failure to perform;
- (f) adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Senior Bonds, or other material events affecting the tax-exempt status of the Senior Bonds;
- (g) modifications to rights of Bondholders, if material;
- (h) Bond calls, if material, and tender offers;
- (i) defeasances;
- (j) release, substitution or sale of property securing repayment of the Senior Bonds, if material;
- (k) rating changes;
- (l) bankruptcy, insolvency, receivership or similar event of either the Borrower or the Guarantor;
- (m) consummation of a merger, consolidation, or acquisition involving the Borrower or the Guarantor, the or sale of all or substantially all of the assets of the Borrower or the Guarantor, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material; and
- (n) appointment of a successor or additional trustee or the change of name of a trustee, if material.

(3) Notice of Failure to Provide Information. In the event the information described in (1) or (2) above is not made public as required by this Section, such failure shall itself be made public by a notice filed with the MSRB.

(C) Information Provided to the Public.

(1) The Registrar and Paying Agent on behalf of the Issuer shall make public every communication which the Registrar and Paying Agent is required to make (or is permitted to make and in fact makes) to Holders, in each case in accordance with subsection (D) and on the same day such communication is transmitted to Holders hereunder.

(2) The Registrar and Paying Agent on behalf of the Issuer shall make public in accordance with subsection (D) and within the time frame set forth in subsection (3) below, the following, but only to the extent information is actually known by the Issuer or Registrar and Paying Agent or is within the possession, custody or control of the Issuer or Registrar and Paying Agent:

(a) all information which the Registrar and Paying Agent on behalf of the Issuer has agreed to make public under subsections (1), (2) and (3) of subsection (B); and

(b) such other information which the Issuer shall in writing request to be made public, so long as such information is permitted by law to be made public.

(3) (a) The Registrar and Paying Agent on behalf of the Issuer shall make public the periodic information described in subsection (B)(1), within 30 days after receipt by the Registrar and Paying Agent of each annual audited financial statement of the Issuer.

(b) The Registrar and Paying Agent shall, within three business days of obtaining actual knowledge of the occurrence of any of the events described in subsection (B)(2) contact the Issuer, in form the Issuer of the event, and request that the Issuer promptly notify the Dissemination Agent in writing whether or not the event is required to be reported. If the Registrar and Paying Agent has been instructed by the Issuer to report the occurrence, the Registrar and Paying Agent shall file a notice of such occurrence with the MSRB with a copy to the Issuer. Notwithstanding the foregoing, notice of an event described in subsection (B)(2)(d) and (e) need not be given under this subsection any earlier than the notice (if any) of the underlying event is given to the Holders of affected Bonds pursuant to the Master Indenture.

(D) Means of Making Information Public. Information shall be made public by the Registrar and Paying Agent on behalf of the Issuer under this Section if it is transmitted as follows:

(1) all information to be made public under this Section 4.5 shall be provided by electronic transmittal to MSRB;

(2) notices required by subsections (B)(2) and (3) shall be provided to the MSRB in accordance with its rules and procedures; and

(3) to Holders, in the manner provided herein for notices to Holders.

(E) Obligated Persons; Financial Information.

(1) In making public information about Obligated Persons which file financial information with the SEC or the MSRB, the Issuer may, for each Obligated Person that has complied or will comply with the next sentence, disclose financial information about such Obligated Person by cross-reference to information on file with, and publicly available from, the SEC or the MSRB. The Issuer shall cause each such Obligated Person to provide an annual notice stating (a) where its annual reports have been filed, and (b) that the annual reports so filed constitute its annual financial information as an Obligated Person hereunder. Annually the Issuer shall provide to each such Obligated Person a form of such notice and shall direct that such notice be executed by the Obligated Person and returned to the Issuer. In the event such Obligated Person fails or refuses to provide the executed notice, the Issuer shall provide to the Registrar and Paying Agent a notice stating (a) the identity of such Obligated Person and the fact that such Obligated Person has failed and refused to provide the annual notice required by this subsection, and (b) if known to the Issuer, the place where annual financial information about such Obligated Person may be found. The Issuer shall then provide all such notices to the Registrar and Paying Agent concurrently with delivery of the Issuer's annual financial statements and shall direct the Registrar and Paying Agent to forward such notices to the MSRB and the Minnesota SID, if any.

(2) In determining whether a specific person is an "Obligated Person," the Institution shall

(a) aggregate all contracts executed by such person;

(b) aggregate all buildings or structures, or portions thereof, owned, leased or operated by such person; and

(c) aggregate all entities under common control or ownership.

(3) The Issuer shall determine who are Obligated Persons for each fiscal year and disclose in the Annual Disclosure Report the identity(ies) of each such Obligated Person; the disclosure relating to the identity of Obligated Persons in each Annual Disclosure Report shall be for the same fiscal year as that covered by the audited financial statement of the Issuer made public concurrently with the Annual Disclosure Report.

(4) Financial information about the Issuer, and about each Obligated Person, shall be prepared in accordance with, as applicable, generally accepted accounting principles, accounting principles applicable to state and local governments and agencies, or for persons whose equity or debt securities are registered with the State, the accounting principles then in effect governing filings of financial information with the SEC.

Financial information about Obligated Persons which are public entities shall be prepared in accordance with Financial Accounting Standards Board principles as modified by Government Accounting Standards Board principles and by the accounting principles then applied by the Minnesota State Auditor, if applicable.

(F) Amendment of this Section. This Section shall be subject to modification or amendment as provided in Article 9.03 of the Master Indenture. In addition to the requirements and limitations of Article 9.03 of the Master Indenture, no modification or amendment of this Section shall be made unless:

(1) the amendment or modification is made in connection with a change of circumstance arising from a change of legal requirements, change in law, or change in the identity, nature or status of the Obligated Person(s); and

(2) this Section, as amended or modified, would have complied with the Rule on the date of issue of the 2011C Bonds, taking into account any subsequent amendments or interpretations of the Rule and any change of circumstances.

The Registrar and Paying Agent and the Issuer may rely in good faith upon an opinion of counsel familiar with the law governing disclosure in connection with municipal securities as to compliance with the requirements of this Section and of the Rule.

Section 4.6 Resignation or Removal of Registrar and Paying Agent. Notwithstanding anything to the contrary contained herein or in the Master Indenture, the Registrar and Paying Agent shall not resign or be removed until a successor Registrar and Paying Agent has been appointed. The Issuer shall promptly (within 30 days) appoint a successor Registrar and Paying Agent upon the resignation or removal and the then serving Registrar and Paying Agent. Any successor Registrar and Paying Agent shall be a financial institution having trust powers and a capital and surplus of not less than \$50,000,000.

Section 4.7 Compliance with DTC Requirements. So long as the 2011C Bonds are held in Book-Entry form at the Depository Trust Company, as Depository, the Registrar and Paying Agent shall comply with the provisions of the Blanket Letter of Representations between the Issuer and The Depository Trust Institution, and shall also comply with the letter from the Issuer to The Depository Trust Institution dated September 10, 2001 and attached hereto as Exhibit C.

**EXHIBIT A**

**Form of 2011C Bond**

**R-**\_\_\_\_\_ **\$**\_\_\_\_\_

**UNITED STATES OF AMERICA  
STATE OF MINNESOTA**

**MINNESOTA STATE COLLEGES  
AND UNIVERSITIES**

**REVENUE FUND BOND  
Series 2011C**

<b><u>Interest Rate</u></b>	<b><u>Maturity Date</u></b>	<b><u>Date of Original Issue</u></b>	<b><u>CUSIP</u></b>
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**Registered owner: Cede & Co.**

**Stated Principal Amount: \_\_\_\_\_ DOLLARS**

KNOW ALL MEN BY THESE PRESENTS that Minnesota State Colleges and Universities (the "Issuer"), for value received, acknowledges itself to be specially indebted and promises to pay to the registered owner named above, or registered assigns, but only from the sources specified herein, the Stated Principal Amount specified above on the maturity date specified above, with interest thereon from the date hereof at the annual rate specified above, payable semiannually on April 1 and October 1 in each year, commencing April 1, 2012, to the person or entity in whose name this Bond is registered at the close of business on the fifteenth day (whether or not a business day) preceding the date on which the interest is payable (all subject to the provisions hereof with respect to the redemption of this Bond prior to the maturity date specified above). The interest hereon and, upon presentation and surrender hereof at maturity or upon earlier redemption, the principal hereof, are payable in lawful money of the United States of America, by check or draft issued on each interest payment date by U.S. Bank National Association, in Saint Paul, Minnesota (the "Trustee"), which has been designated as Registrar and Paying Agent for the Revenue Fund Bonds; or at the office of such successor, if any, to said bank as may be designated by the Issuer in accordance with the Master Indenture.

This Bond shall not be valid or become obligatory for any purpose or be entitled to any security or benefit under the Master Indenture until the Certificate of Authentication

hereon shall have been executed by the Registrar and Paying Agent by the manual signature of one of its authorized representatives.

This Bond is one of a Series in the Stated Principal Amount of \$12,500,000 each of like date and tenor except as to registration number, interest, maturity date, redemption privilege, and denomination, issued for the purpose of financing the construction or improvement of dormitory, residence hall, student union, food service or other revenue producing buildings and related facilities located or to be located on the campuses of the Institutions comprising the Minnesota State University System (the "System"). The Revenue Fund Bonds of this Series are issued under authority of, and in strict conformity with, the Constitution and laws of the State of Minnesota, including Minnesota Statutes, Chapter 136F (the "Act"), and under and pursuant to an Amended and Restated Master Indenture of Trust (the "Master Indenture") dated as of June 1, 2009 and entered into between the Issuer and the Trustee and a Series Resolution adopted by the Issuer on June 22, 2011 (the "Series Resolution").

Under the Act and the Master Indenture, the principal of and interest on this Bond are payable solely from and secured by an irrevocable pledge of certain Net Revenues (as defined in the Master Indenture) to be derived by the Issuer from the operation of certain revenue producing Facilities of the System which have been pledged and appropriated to the Debt Service Account in the Issuer's Revenue Fund, on a parity as to both principal and interest with certain other Senior Bonds heretofore or hereafter issued under and pursuant to the Master Indenture, and are further secured by a Reserve Requirement required to be established and maintained in the Debt Service Reserve Account. Such pledge and appropriation is junior and subordinate to the pledge and appropriation of such Net Revenues for the payment of the principal of and interest on certain Outstanding Revenue Fund Bonds of the Issuer. All covenants and provisions made for the payment and security of Revenue Fund Bonds payable from the Debt Service Account are set forth in the Master Indenture which is available for inspection by the registered owner of this Bond at the Issuer's administrative office in St. Paul, Minnesota, and which is incorporated herein by reference.

This Bond is not a general obligation of the Issuer, and the full faith and credit of the Issuer is not pledged for its payment. The Issuer has no taxing authority. This Bond does not constitute a debt or obligation of the State of Minnesota within the meaning or application of any constitutional or statutory limitation or provision.

Revenue Fund Bonds of this Series maturing on or after October 1, 2022 are subject to optional redemption and prepayment upon direction of the Issuer in whole on any date after October 1, 2021 and in part, on any Interest Payment Date thereafter, in Authorized Denominations, at a redemption price equal to the principal amount redeemed plus accrued interest to the date of redemption, without premium.

Revenue Fund Bonds of this Series maturing on October 1 in the years \_\_\_\_ and \_\_\_\_ are subject to mandatory redemption prior to maturity by mandatory sinking fund

installments, and are to be redeemed by lot, at 100% of the principal amount thereof plus accrued interest to the redemption date, on the following dates and in the following principal amounts:

[to be provided]

If, upon the earlier of either (i) the completion of the work planned to be financed by the proceeds of these Revenue Fund Bonds, or (ii) three years from the date of issuance of these, proceeds of these Revenue Fund Bonds remain in the related subaccount in the Capital Expenditures Account in excess of those required to pay then unpaid but incurred capital expenditures, such excess shall be transferred to the Escrow Account and applied to the redemption of these Revenue Fund Bonds, to the extent of the funds so transferred, at their principal amount, plus interest accrued to the redemption date, without premium, on the first day of the next succeeding month for which timely notice of redemption can be given; provided, however, that the three-year limit contained in clause (ii) shall not apply if the Issuer obtains an opinion of bond counsel stating that the delay in the expenditure of proceeds will not cause these Revenue Fund Bonds to lose their tax-exempt status.

In the event of damage to or destruction of any Facility, in whole or part, these Revenue Fund Bonds are subject to redemption in whole or in part at the principal amount thereof plus accrued interest to the date of redemption, without premium, on the first day of any month for which timely notice of redemption can be given, whether or not an Interest Payment Date, from the proceeds of any insurance claim payment or condemnation award or portion thereof not applied to repair, restore or replace the damaged or taken Facility.

Notice of redemption shall be given by first class mail, postage prepaid, mailed not less than 30 days prior to the Redemption Date, to each holder of Revenue Fund Bonds to be redeemed at the address of the holder appearing in the Bond Register. No defect in or failure to give notice by mail to any holder shall affect the validity of the proceedings for redemption of any Revenue Fund Bond held by any holder to which proper notice by mail has been given. If notice by publication is required by law, the Paying Agent shall cause publication to be made in the form and at the time provided by law. All notices of redemption shall state: (i) the Redemption Date; (ii) the Redemption Price; (iii) the principal amount of Revenue Fund Bonds to be redeemed and the identification (and, in the case of partial redemption, the respective principal amounts) of the Revenue Fund Bonds to be redeemed, specifying their CUSIP number, their registration number and Maturity Date; (iv) that on the Redemption Date, the Redemption Price will be due and payable upon each Revenue Fund Bond, and interest will cease to accrue from and after such date (unless, under a redemption conditioned on sufficient funds, such condition is not met); and (v) the place or places where such Revenue Fund Bonds are to be surrendered for payment.



The Revenue Fund Bonds of this Series are issuable only as fully registered Bonds, in Stated Principal Amounts of \$5,000 or any multiple thereof of a single maturity.

As provided in the Master Indenture and subject to certain limitations set forth therein, this Bond is transferable upon the books of the Issuer at the principal corporate trust office of the Trustee, as Registrar and Paying Agent, in Saint Paul, Minnesota, or its successor, by the registered owner hereof, in person or by his attorney, duly authorized in writing, upon surrender hereof together with a written instrument of transfer satisfactory to the Registrar and Paying Agent, duly executed by the registered owner or his duly authorized attorney, and may also be surrendered in exchange for Bonds of other authorized denominations. Upon such transfer or exchange, the Issuer will cause to be issued in the name of the transferee or owner a new Bond or Bonds of the same aggregate Stated Principal Amount, Series, type, maturity, interest rate and terms as the surrendered Bond, subject to reimbursement for any tax, fee or governmental charge required to be paid by the Issuer or the Registrar and Paying Agent with respect to such transfer. The Issuer and the Registrar and Paying Agent shall treat the person in whose name this Bond is registered upon the books of the Issuer as the absolute owner hereof, whether this Bond is overdue or not, for the purpose of receiving payment of or on account of the principal, redemption price or interest and for all other purposes, and all such payments so made to the registered owner or upon his order shall be valid and effectual to satisfy and discharge the Issuer's liability upon this Bond to the extent of the sum or sums so paid, and neither the Issuer nor the Registrar and Paying Agent shall be affected by any notice to the contrary.

IT IS CERTIFIED AND RECITED that all acts, conditions and things required by the Constitution and laws of the State of Minnesota to exist, to happen and to be performed precedent to and in the issuance of this Bond in order to make it a valid and binding special obligation of the Issuer in accordance with its terms, do exist, have happened and have been performed in due form, time and manner as so required; that prior to the issuance of this Bond, the Issuer has provided for the payment of the principal of and interest on this Bond as described herein; and that the issuance of this Bond does not cause the indebtedness of the State or the Issuer to exceed any constitutional or statutory limitation.

IN WITNESS WHEREOF, the Issuer has caused this Bond to be executed by the manual or printed facsimile signature and countersignature of its Authorized Representative, and by a manual imprint or printed facsimile of its official seal, and has caused this Bond to be dated as of the date set forth below.

Dated: \_\_\_\_\_

\_\_\_\_\_  
[Authorized Representative]

CERTIFICATE OF AUTHENTICATION

This is one of the Revenue Fund Bonds delivered pursuant to the Authorizing Resolution described within.

U.S. BANK NATIONAL ASSOCIATION

By \_\_\_\_\_  
Authorized Representative

## ABBREVIATIONS

The following abbreviations, when used in the inscription on the face of this Bond, shall be construed as though they were written out in full according to applicable laws or regulations:

TEN COM	--	as tenants in common	UNIF GIFT MIN ACT . . . . . (Cust)	Custodian. . . . . (Minor)
TEN ENT	--	as tenants by the entireties		
JT TEN	--	as joint tenants with right of survivorship and not as tenants in common		under Uniform Gifts to Minors Act . . . . . (State)

Additional abbreviations may also be used.

---

**ASSIGNMENT**

FOR VALUE RECEIVED, the undersigned hereby sells, assigns and transfers unto

\_\_\_\_\_ (Please Print or Typewrite Name and Address of Transferee) the within Bond and all rights thereunder, and hereby irrevocably constitutes and appoints \_\_\_\_\_ attorney to transfer the within Bond on the books kept for registration thereof, with full power of substitution in the premises.

Dated: \_\_\_\_\_

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Please Insert Social Security Number or Other Identifying Number of Assignee.

Notice: The signature to this assignment must correspond with the name as it appears on the face of this Bond in every particular without alteration or any change whatever.

**EXHIBIT B**  
**ANNUAL REPORT INFORMATION**

The Annual Report Date will be the date that is 210 days after each fiscal year end, commencing with the fiscal year ending June 30, 2012.

1. The audited financial statements for the Revenue Fund most recent complete fiscal year.
2. The following financial and operating data:
  - a. Revenues
    - Gross Revenues
    - Maintenance and Operations Costs
    - Net Revenues
  - b. Facilities
    - Repair and Replacement Expenditures
    - Costs for New Facilities
    - Debt Financed Capital Expenditures (other than for new facilities)
  - c. Revenue Fund Bonds
    - Principal Amount of Bonds Outstanding
    - Senior Bonds
    - Subordinate Bonds
    - Annual Debt Service
    - Senior Bond Principal
    - Senior Bond Interest
    - Subordinate Bond Principal
    - Subordinate Bond Interest
    - Unscheduled Redemptions
    - Senior Bonds
    - Subordinate Bonds
  - d. Debt Service Coverage Ratio [Net Revenues divided by annual debt service]
    - Senior Bonds
    - Last fiscal year
    - Preceding fiscal year
    - Second preceding fiscal year

- Subordinate Bonds
- Last fiscal year
- Preceding fiscal year
- Second preceding fiscal year

e. Guarantees

- Maximum exposure
- Amount paid in the last fiscal year

EXHIBIT C



Blanket Issuer Letter of Representations  
(To be Completed by Issuer)

Minnesota State Colleges and Universities  
[Name of Issuer]

September 10, 2001  
[Date]

Attention: Underwriting Department — Eligibility  
The Depository Trust Company  
35 Water Street, 50th Floor  
New York, NY 10041-0099

Ladies and Gentlemen:

This letter sets forth our understanding with respect to all issues (the "Securities") that Issuer shall request be made eligible for deposit by The Depository Trust Company ("DTC").

To induce DTC to accept the Securities as eligible for deposit at DTC, and to act in accordance with DTC's Rules with respect to the Securities, Issuer represents to DTC that Issuer will comply with the requirements stated in DTC's Operational Arrangements, as they may be amended from time to time.

Note:

Schedule A contains statements that DTC believes accurately describe DTC, the method of effecting book-entry transfers of securities distributed through DTC, and certain related matters.

Very truly yours,

Minnesota State Colleges and Universities  
(Issuer)

By: [Signature]  
(Authorized Officer's Signature)

Laura M. King, Vice Chancellor - Finance  
(Type-write Name & Title)

Received and Accepted:

THE DEPOSITORY TRUST COMPANY

By: [Signature]

500 World Trade Center, 30 E. 7th Street  
(Street Address)

Saint Paul MN 55101  
(City) (State) (Zip)

(651) 649-5778  
(Phone Number)

10-0001 (1/95)

April 29, 2011

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

Dear Dr. McCormick:

Subject: Parking Ramp Fee Consultation

On April 19, President Opatz shared and updated the Senate regarding the planning process to provide additional parking for the campus. This second consultation follows the first held on March 22.

Vice President Ed Wines indicated that the SRF Consulting Group completed the 90% Report summary which was shared with the Senate. Ed also presented the financial pro-forma indicating that parking fees would increase from \$4/credit to \$6/credit in FY12 and \$9/credit thereafter. In response to student inquiry Ed indicated that it is unlikely, however should the college come into excess reserves they would use the funds to reduce fees.

The response of the Senate was positive although everyone recognized the added costs would affect students and employees. After questions and careful consideration, the Senate voted with overwhelming support to approve the parking ramp proposal and recommend its approval by the Board of Trustees.

Sincerely yours,



Neal Olmstead, President  
Normandale Student Senate

Cc: Joe Opatz, President  
Normandale Community College

Encl: March 22 Consultation Letter



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

**Agenda Item Summary Sheet**

**Committee:** Finance and Facilities

**Date of Meeting:** June 21, 2011

**Agenda Item:** St. Cloud State University Bookstore Income Contract Approval over \$3M

- Proposed Policy Action       Approval Required by Policy       Other Approvals       Monitoring
- Information

**Cite policy requirement, or explain why item is on the Board agenda:**

Board Policy 5.14, Procurement and Contracts, requires prior approval by the Board of Trustees for contracts exceeding \$3,000,000.

**Scheduled Presenter(s):** Laura M. King, Vice Chancellor – Chief Financial Officer  
Earl H. Potter III, President, St. Cloud State University  
Steven Ludwig, Vice President, Administrative Affairs

**Outline of Key Points/Policy Issues:**

The proposed action item is for Board action to approve the income contract with Follett Education Group, Inc., estimated to total \$3,175,000 through the end of June 2016, estimated to total an additional \$1,945,000 if renewed through the end of Jun, 2019, and estimated to total an additional \$1,280,000 if renewed through the end of June, 2021 for a total estimated contract value of \$6,400,000.

**Background Information:**

Follett Education Group, Inc. is the exclusive contractor to provide the university faculty, students, staff and community the services traditionally offered through the University Husky Bookstore. The contract was established through a Request for Proposal process facilitated by the University Bookstore Committee comprised of representative faculty, students and administration.

St. Cloud State University solicited through a Request for Proposal process a new contract for the operation of the University's Husky Bookstore. After reviewing four proposals, and holding two open sessions with the preferred vendors, a contract was negotiated that best met the University's needs today and in the future with the most lucrative terms and conditions. The contact includes a five year initial period with the option to renew for an additional three years and an additional two years for a total of ten years.

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

**BOARD ACTION**

**St. Cloud State University Bookstore Income Contract Approval Over \$3M**

**BACKGROUND**

Board Policy 5.14, Procurement and Contracts, requires prior approval by the Board of Trustees for contracts exceeding \$3,000,000. The proposed action item is for Board approval for the university to enter into an income contract with Follett Higher Education Group, Inc. for an estimated total of \$6,400,000 through the end of June, 2021.

Minnesota State Colleges and Universities, St. Cloud State University, currently has an agreement with Follett Higher Education Group, Inc. for the operation of the Husky Bookstore. The contract was assigned to the current vendor as a result of the Wallace Bookstore Bankruptcy. The contract has been in place for 10 years and will expire June 30, 2011.

St. Cloud State University Husky Bookstore provides merchandise and services traditionally offered by a university bookstore including rental and sales of electronic and new and used print textbooks, clothing with and without the university emblems, supplies, gifts, souvenirs, graduation regalia and textbook buybacks. The Husky Bookstore provides on-line book ordering and provides information to assist the University in compliance with the Higher Education Act Reauthorization of 2008.

The criteria the University established for the operation of the bookstore through the request for proposals process included the provision for required and recommended texts in a timely manner and in sufficient quantities, a textbook rental program, an electronic ordering system for students and faculty, pricing consistent with other campus bookstore operations, e-textbooks as available, assisting the University with the Higher Education Opportunity Act of 2008, use of excess financial aid for the purchase of texts, integration with the University's campus card system and clothing, graduation memorabilia, novelties trade books, etc. The Request for Proposal process that led to the contract is endorsed by the Bookstore Committee, an advisory committee comprised of faculty, students, and administration. Users are generally satisfied with the services and merchandise available through Husky Bookstore.

The University received four responses to the Request for Proposal, three met the criteria and one did not. The other offers were not as financially favorable to the university as the selected vendor.

The annual proposed contract with Follett Higher Education Group is valued as follows:  
Commission based on gross revenue:

**12.1%** of all Gross Revenue up to **\$5,000,000**; plus  
**13.1%** of all Gross Revenue over **\$5,000,000** but less than **\$8,000,000**; plus  
**14.1%** of any part of Gross Revenue over **\$8,000,000**.

Renewal Incentives:

A **\$100,000** one-time payment within 90 days of the execution of the five year contract  
 An additional **\$100,000** one-time payment within 90 days of the renewal of the contract for an additional three years if the contract is renewed

An additional **\$50,000** one-time payment within 90 days of the renewal of the contract for an additional two years if the contract is again renewed

**\$10,000** annually in textbook scholarships during the term of this Agreement, in the form of gift cards or as an accounts receivable account

Capital Investment of **\$120,000** to update store to the vendor's branding

Proposal

The proposed action item seeks Board action to approve the contract with a term of July1, 2011 to June 30, 2016 with 2 additional renewals possible through June 30, 2021.

Procurement

**Ten Year Income Projection**

	<b>Renewal Incentive</b>	<b>Commission</b>	<b>Scholarship Contribution</b>	<b>Total</b>
Year 1	\$ 100,000	\$ 605,000	\$ 10,000	\$ 715,000
Year 2		\$ 605,000	\$ 10,000	\$ 615,000
Year 3		\$ 605,000	\$ 10,000	\$ 615,000
Year 4		\$ 605,000	\$ 10,000	\$ 615,000
Year 5		\$ 605,000	\$ 10,000	\$ 615,000
Year 6	\$ 100,000	\$ 605,000	\$ 10,000	\$ 715,000
Year 7		\$ 605,000	\$ 10,000	\$ 615,000
Year 8		\$ 605,000	\$ 10,000	\$ 615,000
Year 9	\$ 50,000	\$ 605,000	\$ 10,000	\$ 665,000
Year 10		\$ 605,000	\$ 10,000	\$ 615,000
<b>Total</b>	\$ 250,000	\$ 6,050,000	\$ 100,000	<b>\$ 6,400,000</b>

**RECOMMENDED COMMITTEE ACTION**

The Finance/Facilities Policy Committee recommends that the Board of Trustees approve the income contract between Minnesota State Colleges and Universities, St. Cloud State University and Follett Higher Education Group, Inc. for an estimated total income of \$6,400,000 through June 30, 2016 with two possible additional renewals through June 30, 2021. The Board directs the Chancellor or his designee to execute all necessary documents.

**RECOMMENDED BOARD OF TRUSTEES ACTION**

The Finance/Facilities Policy Committee recommends that the Board of Trustees approve the income contract between Minnesota State Colleges and Universities, St. Cloud State University and Follett Higher Education Group, Inc. for an estimated total income of \$6,400,000 through June 30, 2016 with two possible additional renewals through June 30, 2021. The Board directs the Chancellor or his designee to execute all necessary documents.

*Date Presented to the Board: June 22, 2011*

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

**Agenda Item Summary Sheet**

**Committee:** Finance and Facilities

**Date of Meeting:** June 21, 2011

**Agenda Item:** Online Student Support Center Intra-Agency Agreement

- Proposed Policy Action       Approval Required by Policy       Other Approvals       Monitoring
- Information

**Cite policy requirement, or explain why item is on the Board agenda:**

Board Policy 5.14, Procurement and Contracts, requires that contracts, including amendments, with values greater than \$3,000,000 must be approved in advance by the Board of Trustees.

The proposed action item is for Board approval to amend the intra-agency agreement with Northwest Technical College acting as fiscal agent for Distance Minnesota, estimated to total a cumulative \$4,000,013 through the end of June 2012.

**Scheduled Presenter(s):** Manuel López, Associate Vice Chancellor

**Outline of Key Points/Policy Issues:**

The Online Student Support Center is the core enterprise used in support of all Minnesota State Colleges and Universities online credit courses. Extension of the Intra-Agency Agreement with Northwest Technical College is endorsed by the Minnesota Online Council, an advisory committee comprised of representative faculty, students, and administration.

**Background Information:**

Minnesota State Colleges and Universities entered into a five year intra-agency agreement with Minnesota State Community and Technical College beginning in 2006. The agreement included an option to renew for five additional one year terms. The proposed action item seeks Board approval to exercise the renewal option for a single additional one year term until June 30, 2012 because it exceeds the \$3,000,000 threshold.

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

<b>BOARD ACTION</b>
<b>Online Student Support Center Intra-Agency Agreement</b>

**BACKGROUND**

Board Policy 5.14, Procurement and Contracts, requires that contracts, including amendments, with values greater than \$3,000,000 must be approved in advance by the Board of Trustees.<sup>1</sup>

The proposed action item is for Board approval to amend the Intra-Agency Agreement between the Office of the Chancellor and Northwest Technical College as fiscal agent for Distance Minnesota. The amended intra-agency agreement with Northwest Technical College, estimated to total \$635,000 in FY 2012 will have the cumulative effect of taking the value of the contract beyond the \$3,000,000 threshold for approval through internal processes.

The agreement covers the costs of staffing for student and learner support, marketing and student relationship management, data and technical support, and administration; equipment maintenance and updates; license maintenance and updates, marketing costs, and memberships (in relevant distance education organizations). The programs and services are developed by the partner colleges of Distance Minnesota, a regional collaborative of system colleges which offers online learning experiences and related support services. Member colleges include Alexandria Technical College, Northland Community and Technical College and Northwest Technical College.

Minnesota State Colleges and Universities entered into an intra-agency agreement with Minnesota State Community and Technical College beginning in FY 2006 for a total not to exceed \$2,155,948. The original agreement had been amended to renew fiscal management and oversight of the Online Student Support Center. The proposed action item seeks Board approval to exercise the renewal option for an additional one year term until June 30, 2012.

Extension of the agreement is endorsed by the Minnesota Online Council, an advisory committee comprised of faculty, students, and administration. Users are satisfied with the work of the Online Student Support Center.

<sup>1</sup> Policy 5.14 identifies contracts to include 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 values greater than \$3,000,000.

In anticipation of the agreement's expiration in June 2012, the staff of Minnesota Online and the Minnesota Online Council will begin a review and evaluation process of the Online Student Support Center.

The annual contract with Northwest Technical College is estimated to be \$635,000.

**RECOMMENDED COMMITTEE ACTION**

The Finance and Facilities Policy Committee recommends that the Board of Trustees approve extending the current intra-agency agreement until June 30, 2012 between Minnesota State Colleges and Universities and Northwest Technical College acting as fiscal agent for Distance Minnesota for estimated total expenditures not to exceed \$3,200,000. The Board directs the Chancellor or his designee to execute all necessary documents.

**RECOMMENDED BOARD OF TRUSTEES ACTION**

The Board of Trustees approve extending the current intra-agency agreement until June 30, 2012 between Minnesota State Colleges and Universities and Northwest Technical College acting as fiscal agent for Distance Minnesota for estimated total expenditures not to exceed \$3,200,000. The Board directs the Chancellor or his designee to execute all necessary documents.

*Date Presented to the Board: June 22, 2011*