



FINANCE AND FACILITIES COMMITTEE

JUNE 19, 2013

9:15 A.M.

MCCORMICK ROOM

30 7TH STREET EAST

SAINT PAUL, MN

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

- (1) **Minutes of May 22, 2013 (pp. 1 – 8)**
- (2) **Minutes of June 3, 2013 (pp. 9 – 14)**
- (3) **Fiscal Year 2014 Operating Budget (Second Reading) (pp. 15 – 78)**
- (4) **Capital Budget Request (Second Reading) (pp. 79 – 101)**
- (5) **Campus Service Cooperative Results and Contract Governance Including Approval of Several Contracts exceeding \$3 Million (pp. 102 – 105)**
- (6) **Campus Service Cooperative Contract Approval Exceeding \$3 Million for Cycle Two (IBM) (pp. 106 – 111)**

Members

Michael Vekich, Chair
David Paskach, Vice Chair
Brett Anderson
Dawn Erlandson
Phil Krinkie
Alfredo Oliveira
Thomas Renier

Bolded items indicate action required.

MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD OF TRUSTEES

FINANCE AND FACILITIES COMMITTEE

MEETING MINUTES

May 22, 2013

Finance and Facilities Committee Members Present: Vice Chair David Paskach, Trustees Brett Anderson, Dawn Erlandson, Philip Krinkie, and Thomas Renier

Other Board Members Present: Ann Anaya, Duane Benson, Alexander Cirillo, Cheryl Dickson, Clarence Hightower

Leadership Council Representatives Present: Chancellor Steven Rosenstone, Vice Chancellor Michael Dougherty, President Joe Opatz, President Richard Hanson

The Minnesota State Colleges and Universities Finance and Facilities Committee held its meeting on May 22, 2013 4th Floor, McCormick Room, 30 East 7th Street in St. Paul. Vice Chair Paskach stated that Vice Chancellor King and Chair Michael Vekich were absent today. Vice Chair Paskach called the meeting to order at 8:00 a.m.

1. Minutes of Allocation Framework 101 Study Session

The minutes of the April 16, 2013 Allocation Framework 101 Finance Committee Study Session meeting were approved as published

2. Minutes of April 16, 2013

The minutes of the April 16, 2013 Finance Committee meeting were approved as published.

3. Finance Update

Associate Vice Chancellor Brian Yolitz reported that Minnesota Management and Budget paid back \$100M of what is owed to Minnesota State Colleges and Universities, leaving an outstanding balance of \$557M. The loan will be paid back in full by June 30, 2013.

4. Report on Results of 2013 Legislative Session

Trustee Paskach said that on May 20, the 2013 legislative session concluded and Minnesota now has an enacted higher education appropriation bill which impacts Minnesota State Colleges and Universities' (MnSCU) FY2014 operating budget. Trustee Paskach asked Deb Bednarz, Director of Financial Planning and Analysis to begin the presentation. Ms. Bednarz introduced Finance Leadership Council liaisons, Presidents Opatz and Hanson, Vice Chancellor for Advancement Michael Dougherty, and Susan Anderson from Financial Planning & Analysis unit, who were present to assist with the legislative update and FY2014 Operating Budget agenda items. Ms. Bednarz asked Vice Chancellor Dougherty to present the legislative update.

Vice Chancellor Dougherty said that the higher education bill will provide \$250M in new funding for higher education and \$102M for MnSCU. The \$102M includes three elements - \$78M for tuition relief (an undergraduate tuition freeze for two years at all colleges and universities); \$17M in one-time funds to retain quality employees (with reporting requirements); and \$7.3M for leveraged equipment. In addition, there is a \$75.4M investment in the State Grant program, which will impact 7,800 part-time working students. Five percent (\$28.4M) of the FY2015 appropriation will be withheld until MnSCU reports achievement of 3 of 5 performance goals. These include 1) A 4 percent increase graduates or degrees/diplomas/certificates conferred; 2) A 1 percent increase in persistence and completion rates; 3) A 4 percent increase in related employment; 4) A plan to reduce instructional expenses by 1 percent and 5) A \$22M in reallocations/efficiencies.

Trustee Hightower asked if MnSCU would be able to achieve the performance measures. Chancellor Rosenstone responded that there was concern because 5 percent of the appropriation is at risk in the second year of the biennium and there are only nine months left to show that the metrics were accomplished. There is also concern for the timeframe of these metrics. Many of them depend on actions that were taken two years ago. There will need to be a strong push for improved retention, but Chancellor Rosenstone believes the metrics can be met. Trustee Benson asked if the 4 percent in related employment could be reached in such a short period. Chancellor Rosenstone said that, because of the improved economy, the goal is attainable because graduates will be able to find work in their fields. The metrics are providing incentives to become a performance driven system.

Trustee Benson asked about the change in the State Grant program and how it would affect students. Chancellor Rosenstone replied that the change will increase access and affordability for more than 7,800 part-time students. Trustee Dickson asked how the success of that program could be measured. Chancellor Rosenstone said a meeting has already been scheduled with Chris Halling and Craig Shoenecker to discuss the metrics. Among the items will be access, retention and completion data. A full report will be provided to the Board with proof that the pilot is successful and should continue.

Trustee Erlandson asked about the rationale for one-time funding. Trustee Erlandson asked if the University of Minnesota had performance measures and also, what percentage of part-time students will be affected by the change in the State Grant program. Chancellor Rosenstone said the legislature had the constraint of limiting budget commitments in the FY2016-2017 biennium so it became "soft" funds. MnSCU was opposed to one-time funding and made that very clear. Chancellor Rosenstone confirmed that the U of M also had 5percent withheld and called on Chris Halling to respond to the state grant question. Mr. Halling said there will be an estimated 7,800 new state grant recipients at MnSCU institutions resulting from the change to the State Grant formula for part-time students. This is new grant recipients who would not or did not receive a grant under the old system and an estimated 12-15 percent increase in the number of students receiving a state grant.

Trustee Anderson asked if there was a tuition freeze at the graduate level. Ms. Anderson responded that universities could raise tuition, but no more than 3 percent as per Board guidance.

Ms. Bednarz said that the DREAM Act passed, which changes residency eligibility, and allows undocumented students access to state financial aid and foundation scholarships. The Higher Education bill includes language regarding veterans' admission to graduate programs and consideration for credit for prior learning. The bill also eliminates bonuses in contracts.

Other legislative highlights that are relevant to MnSCU are the ratification of contracts for the IFO, MSCF, MSUAASF and Administrator's Plan for FY2012-2013; the Jobs and Economic Development Finance bill provides funding of \$1.5M per year for the 2014-2015 biennium from the workforce development fund for a grant to FastTRAC; provides one-time funds of \$987,000 to develop a pilot customized training program in skilled manufacturing at Alexandria Technical and Community College, Century College, Central Lakes College, and Hennepin Technical College; funding for STEM internship opportunities; and funding for collaboration between DEED and the Office of Higher Education to produce and publish labor market information.

The K-12 Education Finance bill increases reimbursement to colleges and universities for PSEO students by \$3 per credit, amounting to \$900,000 for MnSCU over the biennium. The Veterans bill expands the GI educational benefits and the Tax bill includes a provision for a Greater Minnesota internship program.

5. FY2014 Operating Budget – 1st Reading

Ms. Bednarz reported that for the first time since FY2008, the system's state support is increasing during the 2014-2015 biennium. The system's state appropriation will increase by \$102.3 million, a 9.4 percent increase. The FY2014 appropriation increased 7.8 percent over FY2013. Most of the new state funding is dedicated to tuition relief - tuition rates for students in undergraduate programs will remain at current levels for both 2014 and 2015. The system will see a slight improvement in the state support per MnSCU student (FYE) when adjusted for inflation. Between FY2002 and FY2012, student support per student FYE decreased by 40 percent.

The enacted higher education bill provides the system with two substantial allocations. The system will receive \$78 million over the 2014-2015 biennium to hold tuition at current FY2013 levels in both FY2014 and FY2015. In FY2014, this equates to an additional \$25.5M of state support and the remaining \$52.5M will be allocated to the system in FY2015. These funds are ongoing and will be part of the base appropriation going forward into the FY2016-2017 biennium. The \$17M of **one-time funds** will be allocated to the system for retaining high quality faculty and staff. Currently, the \$17M is being held back from the operating budget process until the Chancellor and Leadership Council discuss how to best allocate these funds in accordance with the enacted bill.

Ms. Bednarz said that the structure of the new funds provided by the adoption of the 2013 higher education bill alters the approach the Board of Trustees took in its 2014 - 2015 biennial budget request. The priority for the legislature was affordability and new state funding was used to keep undergraduate tuition rates at their current level for the next two

years. All this funding will be distributed to colleges and universities and used to offset revenues that would have been generated from a tuition increase.

Ms. Anderson continued that in preparation for the FY2014 operating budget, colleges and universities assumed a flat or a slight increase to state appropriation, a tuition increase of no more than 3 percent, a slight decline in enrollment, and approximately 3 percent for general operating cost inflation. These assumptions have now changed with the conclusion of the legislative session. Work is currently underway at the colleges and universities to provide revised budgets which reflect legislative outcomes and the revisions will be incorporated into the system level operating budget for the June Board report.

There is a \$42.5M increase in the system's state appropriation for FY2014 compared to FY2013. The system is also budgeting \$2M of interest earnings for total estimated resources of \$589.9M, which will be allocated within the following categories: institutional allocations, priority allocations, systemwide set-asides, and support of the system office. For FY2014, 86.4 percent of state resources received by the system are allocated to colleges and universities either as basic allocations or through priority allocations.

Of the \$451M for institution basic allocations, it is recommended that \$449M be distributed through the allocation framework and an additional \$2M be allocated as a result of general fund attributed in interest earnings. An additional \$25.5M is being allocated to cover the loss of anticipated tuition revenue as a result of freezing undergraduate tuition in FY2014.

It is recommended that \$16.4M be distributed for priority allocations that are used to drive compelling educational interests. FY2014, priority allocations include \$9.8M for Access and Opportunity activities and \$5.1M for workforce education priorities including the Centers of Excellence. Legislative priorities totaling \$1.5M are directed to Range vocational education, economic development E-Folio, community energy pilots, Cook County higher education and a legislative mandated mental health summit. Trustee Dickson asked how the mental health summit came about. Chancellor Rosenstone asked Mr. Bernie Omann to respond. Mr. Omann said that it was an initiative by Senator Clausen, who found resources to produce it.

The systemwide set asides are supported by \$42.8M and include attorney general services, debt service, enterprise technology, leadership transition, repair and replacement, system audit program, and PALS. The Learning Network of Minnesota has been appropriated \$4.1M. The budget of the system office is \$33.1M in state support – no increase over the FY2013 level.

Ms. Bednarz said that the FY2014 operating budget will reflect ongoing efforts to optimize the use of every dollar through the reallocation of resources. The system's biennial budget proposal pledged \$44M in reallocations for the upcoming biennium and the legislature has identified the reallocation of \$22 million in FY2014 as a performance goal. Savings are also expected through the work of the Campus Service Cooperative.

Revenue fund fees support auxiliary facilities, such as residence halls, student unions, parking, and other revenue generating facilities. Other than a slight increase in room and board fees of 2.79 percent, most revenue fund programs have held the line on fee increases. Thirteen campuses currently participate in the revenue fund. Student union facility fees are down 0.34 percent from last year. Health and wellness facility fees average \$123 per year and are proposed to remain the same as last year.

Colleges and universities have been discussing the FY2014 budget with campus constituents for several months and students are satisfied that the presidents and cabinets are working hard to include them in the budget review process. All student consultation letters have been posted to the MnSCU website.

Ms. Bednarz presented a table showing the FY2013 net tuition and fee increase to students based on financial aid awards. An updated table will be presented at the June Board meeting depicting FY2014 impacts. Chancellor Rosenstone noted that it is anticipated that lower income students on average will see a decrease in their tuition and fees as a result of the State Grant program changes and freezing tuition. Trustee Benson commented that he had previously asked Vice Chancellor King to further break down the table into income classes. Trustee Benson said it is the lower middle income class that are the most challenged. Chancellor Rosenstone said the information would be provided in next month's second reading and added that in the commitment to keep tuition costs down, MnSCU is preparing for a \$20M statewide scholarship campaign kick-off the first week of June. Trustee Benson asked if the legislative categorical funding restricts MnSCU's ability to manage and provide access to students in the lower middle class. Chancellor Rosenstone replied that this leads to a bigger conversation because it is the responsibility of the Board to provide the oversight, not the legislature. The legislature did not say to the Board to provide the performance measures, and it did not say to the Board spend these dollars wisely and then report back. This will be considered for a topic at the Board retreat.

Trustee Paskach asked if there was a concern for a budget deficit. Chancellor Rosenstone said that work will be done at the campuses and a balanced budget will be presented to the Board in June. Chancellor Rosenstone recognized the Finance team for putting all of the documents presented today together in 72 hours.

Trustee Hightower commended the efforts of Chancellor Rosenstone and his staff for advocating to the legislature on behalf of the Board for the operational challenges and the system's governance and that the impingement by the legislature concerning the governance should not be taken lightly.

Trustee Paskach called on President Hanson and President Opatz to comment. President Hanson said that the substantial budget challenges can create great opportunities – there must be focus on student success with retention strategies. President Hanson added that with tuition costs frozen, it is a great time to be a student. President Opatz said that when preparing the budgets, planning assumptions were met and that the legislature will not pour large funding into higher education. The good news is changes in the state grant will increase access for part-time students, which will drive enrollment growth.

Trustee Paskach concluded by saying the Board of Trustees will be asked to approve the FY2014 Operating Budget at the June meeting which will include the tuition structure (which is currently being reviewed and revised by our colleges and universities to reflect the legislative tuition buy-down and approve the revenue fund rates and fees.

5. 2014 Capital Bonding Recommendations

Associate Vice Chancellor Yolitz gave an update to the Board on the factors that influenced the development of the FY2014 capital bonding recommendation. Mr. Yolitz said that the Board approved a \$278.7M (\$110M in HEAPR and \$168.7M in capital projects) request in June 2011 for the 2012-2013 biennium. The 2012 bonding bill yielded \$132.1M (\$20M in HEAPR and \$112.1M in projects) The 2013 bonding bill sought funding for unmet requirements from 2012 and received initial strong support from the Governor and the House, but the final bill provided no funding for the system requirements. Mr. Yolitz noted that the 2012 bonding bill was the lowest biennium funding since 2000-2001.

In preparation for the 2014 recommendation, the Board approved guidelines in early 2012 with the overarching principles of taking care of what we have, make existing space more efficient and flexible, mothballing or demolishing what is not longer viable and consideration new square footage only if the requirements meet the priorities of the Strategic Framework.

Mr. Yolitz said that over 50 projects totaling more than \$280M were submitted for consideration as part of the 2014 capital program. HEAPR requirements would be on top of any recommended project funding. Mr. Yolitz said that considerations for developing the 2014 recommendations included legislative and Board input to be more efficient, enrollment trends and demographics, the impact of on-line classes, leadership changes and existing facility infrastructure needs.

The initial FY2014 recommendation is \$250M made up of smaller HEAPR requests, smaller stand- alone projects, specific call for demolition, emphasis on renovation and renewal and defer some for review and validation by strategic workgroups and new institutional leadership. However, because of the lack of funding in FY2013, feedback was sought from the Board on a larger recommendation for FY2014. Mr. Yolitz said that historically, HEAPR has been funded at approximately 50 percent of the system biennial request. HEAPR and HEAPR-like projects will be packaged into line-item capital projects. The stand-alone projects will be bundled together by themes individually or by region for better visibility on requirements and location. In closing, Mr. Yolitz said that renewal of existing space and reducing square footage is a priority and validating programs with facilities is a must. With this information, Mr. Yolitz sought input for the first reading of the capital bonding request.

Trustee Renier asked for clarification of the reduction for the HEAPR request. Mr. Yolitz said that the legislature does not seem to grasp the importance of HEAPR projects. HEAPR projects are not as glamorous as new construction, so they don't seem to get support from the legislature. Campuses will be asked to roll in HEAPR needs into new capital projects. Chancellor Rosenstone added that MnSCU is not backing off on facility renewal, but it is

hard to get backing for the request so it has become necessary to repackage MnSCU's request.

Trustee Anderson Kelliher commented that HEAPR should be renamed and suggested "Take Care of What You Have" fund and also inquired about preservation of historic facilities and assets and how the system cares for them. Mr. Yolitz responded that there are very few historical facilities within the system. The system's target would be on facilities that were built in the 1960's that drag on the budget.

Trustee Hightower said it does not make sense to ask for less in HEAPR if repair and replacement is the number one priority, especially with a \$700M backlog and suggested that there should be a systemwide initiative to get the legislature excited about it. Mr. Yolitz said that success in funding system initiatives has been weak and that is the reason for trying to present it differently. The requests will be organized by institution and then possibly rolled into a regional request with HEAPR infused into the project costs. HEAPR will remain our number one requirement through a single line item request and built into the individual projects.

Trustee Anderson asked if MnSCU goes in with the request as outlined and it does not resonate well, is there is a back-up plan in place. Chancellor Rosenstone replied that there is clarity in the Board's priorities and decisions have been made in how to best package the requests in a way that will get the job done. Further discussion can take place at the June 3rd meeting.

Trustee Paskach thanked the Board for good guidance and there will be time for more comments at the June meeting.

6. St. Cloud State University Contract Approval Exceeding \$3M for Beverage Sponsorship

Mr. Yolitz said that St. Cloud State University seeks Board approval for the university to enter into a beverage contract not exceeding \$4.5M for on-campus pouring services. Vice President of Finance and Administration Doug Vinzant was present to answer questions. The university initiated the RFP process with a timeline of selecting a vendor and having the contract in place by July 1, 2013. Trustee Paskach noted that the Board does not get involved with the selection of the vendor but because of the size of the contract, it requires Board approval.

Trustee Krinkie asked about the proposed term of the contract and payments on the contract. Mr. Yolitz responded that there is a five year or the potential for a ten year option. A scoring mechanism is in place to assist them in making final decisions. Mr. Vinzant replied that it is expected to make equal payments over the terms of either length of contract.

Trustee Dickson asked about the implications of State Services for the Blind (SSB) operating the vending machines. Mr. Yolitz said that SSB's role is out of the scope of the RFP.

Trustee Renier moved that the Finance and Facilities Committee recommend adoption of the following motion. Trustee Erlandson seconded the motion. The motion prevailed.

RECOMMENDED COMMITTEE MOTION:

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

The Board of Trustees approves St. Cloud State University entering into a beverage sponsorship contract not to exceed \$4.5 million for on campus pouring services. Execution of the contract is subject to the review and approval of the chancellor or his designee.

7. Metropolitan State University Contract Approval Exceeding \$3M for Facility Lease

Mr. Yolitz said that Metropolitan State University's current lease of 54,024 square feet at 1450 Energy Park Drive in St. Paul will expire July 31, 2013. Mr. Yolitz noted that President Hammersmith, Murtuza Siddiqui, and Dan Hambrock were present for questions.

The university is seeking Board approval for a new lease that will extend the term for five years, with an additional five year renewal option. The amendment includes a partial contraction right in the event the university's Science Building is funded and completed during the lease term. In addition, the university would also secure 152 additional daytime parking stalls and have the opportunity to add signage to the building.

Trustee Erlandson moved that the Finance and Facilities Committee recommend adoption of the following motion. Trustee Krinkie seconded the motion. The motion prevailed.

RECOMMENDED COMMITTEE MOTION:

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

The Board of Trustees authorizes the Chancellor or his designee to execute all necessary lease documents with the owners of 1450 Energy Park Drive, Saint Paul, consistent with the terms as summarized on Attachment C, D and E.

The meeting was adjourned at 9:58 a.m.

Respectfully submitted,

Laury Anderson, Recorder

MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD OF TRUSTEES

FINANCE AND FACILITIES COMMITTEE

SPECIAL MEETING

MEETING MINUTES

June 3, 2013

Finance and Facilities Committee Members Present: Chair Michael Vekich, Trustees Brett Anderson, Duane Benson, Dawn Erlandson, Philip Krinkie, Alfredo Oliveira and Thomas Renier

Other Board Members Present: Duane Benson, Cheryl Dickson, Clarence Hightower, Louise Sundin

Leadership Council Representatives Present: Chancellor Steven Rosenstone, Vice Chancellor Laura King, President Joe Opatz, President Richard Hanson

The Minnesota State Colleges and Universities Finance and Facilities Committee held its special meeting on June 3, 2013 4th Floor, McCormick Room, 30 East 7th Street in St. Paul. Chair Vekich called the meeting to order at 8:00 a.m. and noted that Trustees Benson, Oliveira, and Paskach were present by phone.

1. FY2014 Capital Budget Request (First Reading)

Vice Chancellor Laura King thanked the Board for their flexibility in participating in the first reading of the capital budget request and introduced President Hanson and President Opatz, Leadership Council liaisons for the Finance Committee, Associate Vice Chancellor Brian Yolitz, and Greg Ewig, Director of Capital Planning, present in the audience. The purpose of the presentation is to introduce the recommended capital budget request for FY2014 including the recommendation, background, program elements and the recommended motion. Vice Chancellor King noted that there was great competition for capital projects totaling more than \$280M, and \$110M for Higher Education Asset Preservation and Restoration (HEAPR). The recommendation totals are less than half of the proposals. Minnesota State Colleges and Universities (MnSCU) has begun looking at facilities differently. Every square foot represents a cost to programs and operating expenses and addressing surplus of space has become a priority.

Mr. Yolitz said that the total recommended capital program is \$286.5M and the list of projects is found on page 11 of the Board packet. The funding for the program comes from two avenues – the system is responsible for 1/3 of the debt service on capital projects (shared 50/50 between the system as a whole and the gaining institution) and 2/3 is covered by the State. The State covers 100 percent of HEAPR projects. The key program components include \$110M for HEAPR, which has historically been the Board's number one priority, \$20.6M for demolition of obsolete space, and \$155.9M for 24 capital investment priorities. Eight of those have been funded for design or advance work in prior years (\$112M), and

eight have been to the legislature two times (\$27M). Five are smaller projects previously bundled as systemwide initiatives and are now repackaged as institutional priorities (\$5.9M). Three are new construction projects, two of which have been seen before (\$1.9M) and one stand-alone design and construction project (\$7.9M). If all of these were to be funded, there would be an anticipated “tail” in 2016 of \$59M. Fourteen projects did not make the list.

There would be no change in square footage coming from renovation and renewal projects, an increase of 278,285 sq. ft. for new facilities, and a reduction of 535,645 sq. ft. through demolition. The net result would be a reduction of 257,360 sq. ft. of academic space. Trustee Krinkie asked for the definition of academic space. Mr. Yolitz replied that there is 28M sq. ft. within the system and 21.7M of that is associated with academic space including classrooms, labs, and student support areas.

Mr. Yolitz said that campus planning is an ongoing process and walked the Board through the timeline that leads to the presentation of the capital budget request to the legislature. The process includes Board guidelines, project submission and scoring, Board scope and sizing, and Board review and approval. Mr. Yolitz gave a review of the overarching principles which include taking care of existing facilities, making existing space more efficient and flexible, mothballing or demolishing what is not longer viable and consider new square footage only if the requirements meet the priorities of the Strategic Framework.

Project scoring is built on Board guidelines – access to an extraordinary education (30 percent), partner of choice (20 percent), high value/most affordable option (50 percent) and there was an additional bonus for prior approval and institutional priority (10 percent). Mr. Yolitz said that there were over 100 scorers from throughout the system and it took two days to score the projects that were submitted. Mr. Yolitz thanked President Opatz for hosting the scoring event at Normandale. Mr. Yolitz said that MnSCU’s “keep up/catch up” strategy for HEAPR includes addressing anticipated needs and reducing the backlog by 50 percent over the next ten years. The “keep up” funding requirement is \$414M over the next five years, which breaks down to \$83M annually. The “catch up” funding to reduce the backlog is \$35M annually. Combined, the “keep up/catch up” needs equal \$118M in annual HEAPR investment. The total backlog is \$705M. There are three streams of revenue – campus operating funds, capital investment for major renovation and repair projects, and capital investment for HEAPR.

The Board directs campuses to spend \$1 per square foot annually in facilities’ renewal and renovation (R&R) equating to \$21.7M annually. The campuses have done better than that with an average investment of \$29.5M annually. For modeling purposes, the assumption is a \$25.5M investment.

Based on capital project funding, from 2000 – 2012 MnSCU has received \$154.3M in major projects, or \$77M annually. The assumption is that the HEAPR funding will be at 50 percent or \$37.5M. With the “keep up/catch up” at \$118M, less the \$25.5M, and \$37.5M, the net result is \$55M annually, equating to a HEAPR request of \$110M over the biennium. Mr. Yolitz said that HEAPR projects for the 2014 request are bundled into capital projects and gave the example that a campus may want to include a new roof (which falls under the

HEAPR category) if a new computer lab was funded through the capital program . Given the current trend of funding streams, there is not enough money to do large stand-alone HEAPR projects.

Trustee Anderson said if HEAPR has been historically funded at 50 percent of the request, and MnSCU's HEAPR request is \$110M, it may not look like a priority at the legislature. Vice Chancellor King replied that there is a debt service dimension as campuses don't pay debt service on HEAPR projects, but the legislature has been friendlier to capital projects. HEAPR needs are more likely to get done if they are packaged with the capital projects and as a result, debt service will be assumed. MnSCU has a great relationship with the State on debt service.

Trustee Erlandson asked about energy incentives. Mr. Yolitz said that Winona State University (WSU) has a new guaranteed energy contract that just completed its first year. WSU is working with consultants to validate energy savings. The Department of Commerce put together a team that partnered with industry and state agencies (including MnSCU) to develop a template for contracts and validation for energy savings. Currently, St. Cloud State University has one of the largest energy contracts in the state. The savings in energy costs should exceed the cost of the contract. Systemwide, \$32M is spent on electric and gas each year.

Trustee Sundin suggested documenting other sources of funds that are invested for the recommended projects. Mr. Yolitz said that the some of the project scoring captures that however, none of these projects have large investments from other sources. Chancellor Rosenstone and the Leadership Council have had conversations about being more aggressive in finding outside sources for MnSCU's funding needs. Trustee Sundin said that HEAPR projects don't receive the same kind of reactions that capital projects get, and recommended celebrating the start and completion of HEAPR projects. Trustee Dickson supported Trustee Sundin's suggestion and said that in order to influence legislators, MnSCU should showcase the importance of the HEAPR projects and the jobs that HEAPR projects create. Trustee Sundin added that the Board should be invited to the HEAPR celebrations in a show of support for the projects.

Trustee Sundin commented that "if you don't ask, you don't get" and inquired why MnSCU's HEAPR request is considerably lower than in the last few years. Trustee Sundin added that MnSCU shouldn't miss out on the low interest rates. Mr. Yolitz replied that initially \$200 - \$250M was presented to the Board and the Board agreed that the request should be a comparatively modest one. After conversations with the Finance committee in May, the request was increased to \$286M. Mr. Yolitz responded that the request is a good balance of system needs and taxpayer dollars. Trustee Renier added that many of the projects are renovation and a few are demolition, and it sends a good message that MnSCU is taking care of the facilities.

Trustee Krinkie asked what percentage of the current request was supported by Governor Dayton and if projects have ever been approved and then vetoed by a Governor. Vice

Chancellor King said that she will provide that data and noted there was strong support by Governor Dayton this legislative session.

Trustee Erlandson said that she likes that job numbers are attached to the request. Mr. Yolitz noted that templates are available to the campuses for HEAPR projects to highlight contractors, sub-contractors and funding sources.

Mr. Yolitz presented a map of Minnesota illustrating where the recommended projects are located throughout the state. There are 24 priority capital projects involving 27 campuses – 6 of which are in the metro area and 21 are out state. The programmatic impact of the request is \$155.9M and impacts many academic areas including STEM, Allied Health, technical programs, business and education, and student support services. Chair Vekich asked Chancellor Rosenstone how the projects are coordinated with academic requirements. Chancellor Rosenstone replied that the request emerged from academic priorities at the individual campuses and academic leadership was part of the scoring process. The process will be strengthened by greater involvement from the Vice Chancellor of Academic and Students Affairs.

Trustee Sundin asked about the impact of Mayo Hospital's announcement that they will no longer hire applicants with AA degrees in health services and if this has been taken into consideration. Vice Chancellor King said that Rochester has a robust relationship with Winona and conversations are already taking place between their nursing programs to respond to the announcement.

Mr. Yolitz concluded the presentation by saying that the rightsizing initiative promotes sustainability and eliminates backlog that will reduce operating expenses and HEAPR needs. Obsolete space is targeted for demolition and this would include space that is mothballed, or chronically underutilized. These spaces are identified in the campus master plans. The request for rightsizing is \$20.6M.

Mr. Yolitz presented the recommended motion listed in the Board report and asked for questions.

Trustee Anderson said that in the future there should be a realism factor to the request and document debt service that is taken on for HEAPR or HEAPR-like projects. Trustee Renier agreed. Vice Chancellor King replied that the legislature has invested over \$1B in the last 10 years. Facility care is the only place in Board policy where there is an explicit expected monetary investment (\$1/sq. ft.) and MnSCU institutions have done an outstanding job of caring for their campuses. Direction from Academic and Student Affairs and input from the strategic workgroups will bring added value to capital planning. Vice Chancellor King agreed with Trustee Sundin's comment that good stewardship needs to come from within the system in fundraising efforts.

Trustee Hightower said that in the past, the design and construction has been presented as two separate phases, but now there are 19 projects on the list where the components are combined. Mr. Yolitz said currently there are only three projects that are design only. For

the remainder, new funding would finish design work that began in prior years and take them into the construction phase. Vice Chancellor King said the table could be relabeled for clarity on the design and construction costs. Trustee Hightower was concerned about the bundling of projects resulting in a large dollar request. Mr. Yolitz said that projects have not changed in size, but there is more than one project bundled in some of the requests. Vice Chancellor King said that when the projects were bundled as program initiatives, there was not much traction, so bundling the projects geographically is an attempt for a higher success path for funding.

Trustee Krinkie said that it seems as though no matter how the request is framed, the legislature repeats its funding pattern and attention needs to be drawn to the fact that there are over 50 campuses out there that need attention. Trustee Krinkie commended the Finance team for making good use of limited funds.

Trustee Hightower asked if data could be provided to reflect the amount of HEAPR funding received versus what was requested. Vice Chancellor King said she could provide that information. Trustee Dickson thanked the Finance team for providing such detailed information that allows the Board to become better decision-makers.

Vice Chancellor King asked Presidents Hanson and Opatz to comment. President Opatz said that the Leadership Council supported the proposal and were disappointed that there was no investment in 2013, which puts pressure on 2014. President Hanson said that two words come to mind – commitment and excitement. There is a commitment to remain competitive and Shared Governance will help find solutions to promote student success. There is excitement for the renewal and removal of facilities which will further promote competitiveness.

Chancellor Rosenstone thanked the committee for giving direction on the recommendation and recognized the tough work and decisions made by the campuses. It has been a disciplined process, which has yielded a disciplined request that was driven by academic priorities and data. The recommendations that will be presented to the legislature is a “must do” list, not a wish list. There has been a 20 percent gain in facility usage over the last ten years. The recommendation to the legislature includes removal of unneeded square footage which will result in additional cost savings through demolition and HEAPR – an aggressive and prudent strategy. The program aligns academic programs with fiscal sustainability. Trustee Sundin asked if there was a list of the demolition projects. Vice Chancellor King said that if funding were received it would be treated as a block grant. Demolition projects would not require Board approval; however, a list of demolition projects would be circulated.

Trustee Vekich asked the committee if there is any concern for the overarching principles. Trustee Krinkie said there is overall change in the system of fewer needs at the rural campuses and greater needs for some of the metro area campuses.

Trustee Vekich asked “what would be good to know if we knew it”. Vice Chancellor King replied the system level debt service forecast would be provided. The numbers are being fine-tuned and will be included in the June 19th Board packet.

Trustee Krinkie commented that higher education funding is split 50/50 between the University of Minnesota (U of M) and MnSCU. The U of M has had more resources on a historical basis, and MnSCU has ten times as many locations with over 50 campuses and this should be addressed at the legislative level.

The meeting was adjourned at 10:12 a.m.

Respectfully submitted,

Laury Anderson, Recorder

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

Agenda Item Summary Sheet

Committee: Finance and Facilities Committee **Date of Meeting:** June 19, 2013

Agenda Item: Fiscal Year 2014 Operating Budget – 2nd reading

Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring

Information

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

Board Policy 5.9, Biennial and Annual Operating Budget Planning and Approval, requires the Board of Trustees to approve the systemwide annual all funds operating budget plans for colleges, universities and the system office. This is the second reading of the Minnesota State Colleges and Universities’ fiscal year 2014 (FY2014) operating budget.

Scheduled Presenter(s): Laura M. King, Vice Chancellor - CFO
Deborah Bednarz, Director – Financial Planning and Analysis

Outline of Key Points/Policy Issues:

The fiscal year 2014 operating budget materials include enterprise level information and analysis as well detailed budget, tuition and fee information for each college and university.

Background Information:

The fiscal year 2014 operating budget reflects the actions of the recently concluded 2013 legislative session, including the requirement that undergraduate tuition rates for degree granting programs remain at their fiscal year 2013 levels.

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

ACTION ITEM
Fiscal Year 2014 Operating Budget (Second Reading)

BACKGROUND

The Board of Trustees is being asked to approve the annual operating budget of Minnesota State Colleges and Universities and the tuition and fee structure that will be in effect from July 1, 2013 to June 30, 2014. The fiscal year 2014 operating budget reflects the actions of the recently concluded 2013 legislative session, including the requirement that undergraduate tuition rates for degree granting programs remain at their fiscal year 2013 levels. This is the second reading of the fiscal year 2014 operating budget.

The fiscal year 2014 operating budget materials include enterprise level information and analysis as well detailed budget, tuition and fee information for each college and university. Materials in the board packet include:

- All-Funds Budget
- General Fund Budget
- Net Cost of Education Analysis
- Detailed Tuition and Fee Charges, including Revenue Fund Fees
- College and University General Fund and All-Funds Budgets
- Reserve Information
- Other Supplement Materials

EXECUTIVE SUMMARY

- The legislature provided a significant increase in funding for Minnesota State Colleges and Universities for the 2014-2015 biennium. Total state appropriation for the biennium increased by \$102.3 million, from \$1.091 billion to \$1.193 billion, a 9.4 percent increase. The fiscal year 2014 appropriation increased by \$42.5 million to \$587.9 million, a 7.8 percent increase.
- Most of the new state funding provided by the legislature is dedicated to tuition relief, supporting the strategic framework's goal of offering the highest value/most affordable higher education option in Minnesota. Tuition rates for undergraduate students enrolled in degree-granting programs will remain at their fiscal year 2013 levels for both fiscal years 2014 and 2015. The fiscal year 2014 operating budget includes \$25.5 million in tuition relief which will be used to offset tuition revenue that would have been generated from increased tuition rates.

- The legislature also provided \$17 million of *one-time* funding in fiscal year 2014 for the retention of talented faculty and staff. The Chancellor and the Leadership Council will carefully consider how these funds can best be used consistent with the language in the higher education bill that places some special expectations on these funds.
- The legislature supported the system's request for leveraged equipment funding by appropriating \$7.278 million in fiscal year 2015. This funding will advance the competitiveness of Minnesota's workforce by enabling students to be trained on the state-of-the art equipment they will encounter in the workplace.
- The all-funds and general fund budgets are the consequence of many months of planning by colleges and universities. The \$1.9 billion all-funds budget and \$1.5 billion general fund budget is the result of individual college and university budgets which incorporate the actions, including funding levels and tuition requirements, of the recently-concluded legislative session.
- Revenue fund fees support auxiliary facilities, such as residence halls, student unions, parking, and other revenue generating facilities. Other than a slight increase in room and board fees, most revenue fund programs are *not* recommending fee increases in fiscal year 2014.
- Substantially more college students (7,677) and university students (764) are projected to receive state grants in fiscal year 2014. The largest increases in the numbers of state grant recipients (35 percent at the colleges and 21 percent at the universities) are projected to occur among students enrolled for less than 12 credits.
- State grant recipients in all income categories and at all three enrollment levels at both the colleges and universities are projected to experience net decreases in student cost in fiscal year 2014. The net decreases in student cost range from \$70 for recipients enrolled for 15 or more credits at the state universities to \$294 for recipients enrolled from 12 to 14 credits at the state colleges.

LEGISLATIVE ACTIONS: FISCAL YEAR 2014 OPERATING BUDGET IMPACTS

Minnesota State Colleges and Universities received a significant increase in state funding for the 2014-15 biennium. Total state appropriation increased by \$102.3 million from \$1.091 billion to \$1.193 billion, a 9.4 percent increase for the biennium. The fiscal year 2014 appropriation increased to \$587.9 million, an increase of \$42.5 million or 7.8 percent.

Tuition Buy-Down

The priority for the legislature was affordability and new state funding was used to keep undergraduate tuition rates at their current level for the next two years. \$25.5 million was appropriated in fiscal year 2014 and \$52.5 million was appropriated in fiscal year 2015 to enable colleges and universities to hold undergraduate tuition rates at 2013 levels. All this

funding will be distributed to colleges and universities and used to offset revenues that would have been generated from a tuition increase.

- In fiscal year 2014, full-time undergraduates attending a college will save an average of \$145 and full-time undergraduates attending a university will save an average of \$205 per year.
- In fiscal year 2015, annual savings for students will increase to \$290 for a full-time college student and \$410 for a full-time university student. Over the two years, a continually enrolled full-time student will save \$435 at our colleges and \$615 at our universities.

Retaining High Quality Faculty and Staff

The legislature appropriated \$17 million in *one-time* funding for the retention of talented faculty and staff. The appropriation requires the Board of Trustees to report to the legislature on the use of these funds, including:

- 1) the number of positions retained;
- 2) the criteria used to determine positions qualified for the use of these funds;
- 3) the allocation of the funding by employment category;
- 4) an itemized listing by individual employment positions of persons receiving this assistance, including the percent increase in compensation and peer data comparisons;
- 5) the number of talented faculty and staff positions targeted for retention that were not able to be retained and the reasons those faculty were not retained.

The Chancellor and the Leadership Council will carefully consider how these one-time funds can best be used to retain quality faculty and staff consistent with the legislative language.

The structure of the new funds provided by the adoption of the 2013 higher education bill alters the approach the Board of Trustees took in its 2014 - 2015 biennial budget request. The following table identifies the required approach given legislative action.

Table A

**Minnesota State Colleges and Universities
2014-2015 New Sources and Uses**

\$s in millions

<i>Sources</i>		FY2014-15
Tuition Buy-Down	Ongoing	78.0
Reallocations	Ongoing	44.0
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Retain Quality Staff	One-time	17.0
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Total New Sources		139.0
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(Table A, continued)

Uses

Compensation (2.6% per year)	Ongoing	87.0
Compensation (0.77% each year)	One-time	17.0
Total Compensation		104.0
Other Operating (3.0% per year)	Ongoing	35.0
Total Uses		139.0

Leveraged Equipment Funding

The system’s request for leveraged equipment was funded in fiscal year 2015 at \$7.278 million. This appropriation will enable colleges and universities to purchase state-of-the-art instructional equipment so that students can be trained on the equipment they are likely to encounter in the workplace. This initiative will not only increase the skills and employability of our students but also advance the competitiveness of Minnesota’s workforce.

The state funds must be matched by cash or in-kind non-state resources, with the details on the source of the matching funds to be reported to the legislature. Although this funding will not be available until fiscal year 2015, campuses can begin planning for equipment purchases and start fundraising efforts now.

State Grant Program Pilot for Part-time MnSCU Students

The legislature funded a pilot program that increases the state grant award for many part-time students attending Minnesota State Colleges and Universities. The bill prorates the percent of assigned family responsibility to reflect the percent of time the student is enrolled. There will be an estimated 8,300 new state grant recipients at MnSCU institutions resulting from the change to the State Grant formula for part-time students. This is new grant recipients who would not or did not receive a grant under the old system.

DREAM Act

A provision in the bill changes resident eligibility for students who meet the following criteria:

- 1) high school attendance within the state for three or more years;
- 2) graduation from a state high school or GED attainment within the state;
- 3) for students without lawful immigration status, a) documentation that the student has complied with selective service registration requirements, and b) if a federal process exists for the student to obtain lawful immigration status, the student must present the higher education institution with documentation from federal immigration authorities that the student has filed an application to obtain lawful immigration status.

These students will also be eligible to apply for state financial aid and participate in scholarship programs managed by foundations affiliated with our colleges and universities.

Based on experiences of other states and the system's current tuition structure, this provision is not expected to have a significant near term enrollment or financial impact on Minnesota State Colleges and Universities.

- The Minnesota Office of Higher Education estimates that approximately 300 eligible students will attend one of MnSCU's colleges, and 120 students will attend one of our universities.
- Twenty-three of the system's colleges and two of the universities currently charge the same rate for resident and non-resident tuition.

This provision will provide greater access to higher education and enhance its affordability for eligible students. It also sends a powerful message that college is accessible to all. An estimated 750 students statewide are affected by this provision.

Funding Provisions in Other Bills

As noted in the legislative update, provisions in several other bills support MnSCU colleges, universities and students. Highlights of these provisions include:

- An increase in the per pupil rate for K-12 education by \$3 per credit will generate approximately \$300,000 in fiscal year 2014 and \$600,000 in fiscal year 2015 in additional PSEO revenue. This increase in the per pupil rate falls short of covering our actual costs of delivering PSEO courses.
- \$1.5 million each year of the 2014-2015 biennium from the workforce development fund for a grant to FastTRAC, a Minnesota Adult Careers Pathway Program.
- One-time funds of \$987,000 in fiscal year 2014 to develop a pilot customized training program for skilled manufacturing industries that integrates academic instruction and job-related learning in the workplace and MnSCU institutions.
- \$94,000 each year of the biennium for statewide mental health counseling support to farm families and business operators through farm business management programs at Central Lakes College and Ridgewater College.

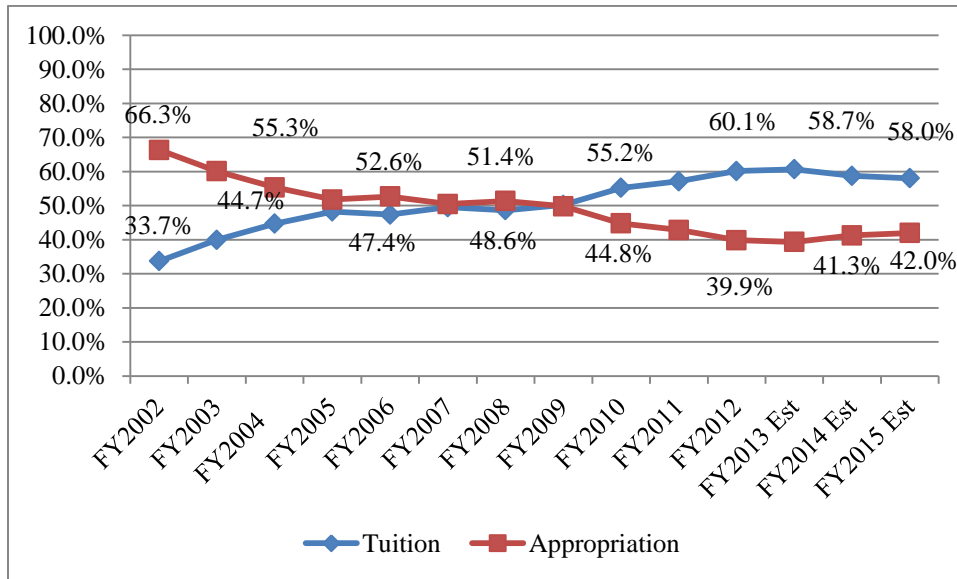
Performance Goals

As part of the enacted appropriation bill, performance language was included to tie five percent (or \$28.4 million) of the system's 2015 operations and maintenance funding to meeting three of five performance goals. Those goals are:

State Support Increases; Tuition Frozen

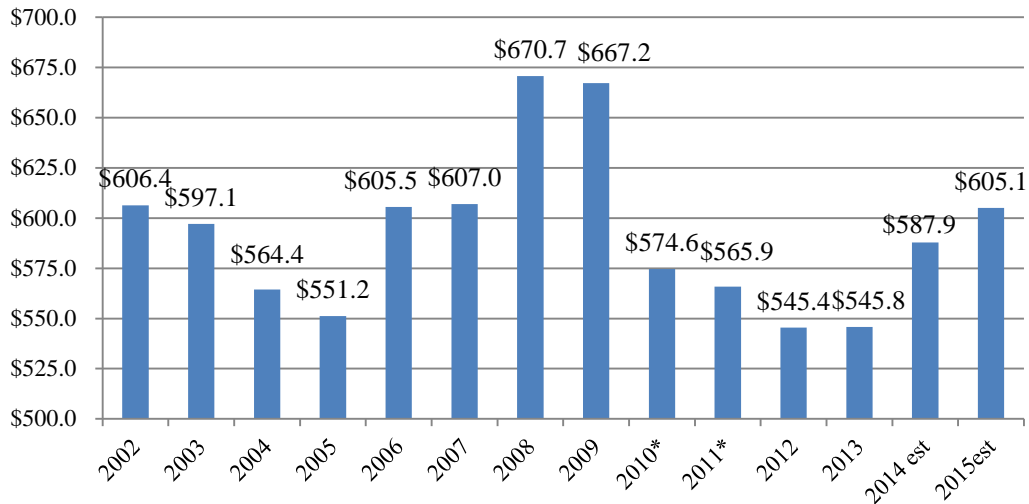
Following a five year trend of declining state appropriation, state support will increase during the 2014-2015 biennium. State appropriation is now expected to account for 41.3 percent of tuition and state appropriation revenue in fiscal year 2014, compared with 39.3 percent in fiscal year 2013. See Graph 1.

Graph 1 **Minnesota State Colleges and Universities**
State Appropriation vs. Tuition Relationship
Fiscal Years 2002-2015



The system has experienced great fluctuation in state appropriation over the past decade. As shown below in Graph 2, the \$587.9 million in state resources for fiscal year 2014 and \$605.1 million for fiscal year 2015 represents the first increase in state appropriation since fiscal year 2008. Despite the significant increase in state appropriation, the system’s appropriation for the 2014-2015 biennium remains 10.8 percent below the nominal levels appropriated in the 2008-2009 biennium.

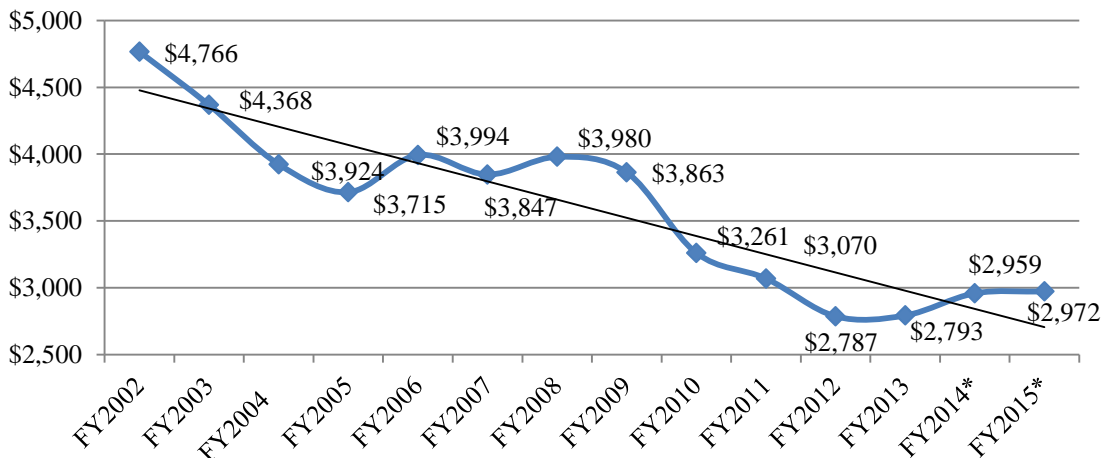
Graph 2
Minnesota State Colleges and Universities
State Appropriation Increasing
 (\$ in millions)



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

State support per full year equivalent (FYE) in constant dollars is expected to improve during the 2014-2015 biennium as a direct result of legislative actions to increase state funding and freeze undergraduate tuition rates at current levels for both fiscal years 2014 and 2015. In fiscal year 2012, state support reached a low of \$2,787 per FYE, a 40 percent reduction compared to fiscal year 2002. By fiscal year 2015, state support per FYE is expected to increase to \$2,972, 38 percent below fiscal year 2002 levels, as shown in Graph 3 below.

Graph 3
Minnesota State Colleges and Universities
State Support per MnSCU Student
 (in constant dollars)



*FY2014 – FY2015 estimates

NET COST OF EDUCATION

Cost of Attendance

A student's total cost of attending a college or university includes tuition, fees, room and board expenses, books, supplies, transportation, and miscellaneous expenses. The net cost of attendance is the amount a student pays after financial aid is subtracted from the total cost of attendance. The net cost varies 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, based upon their income and family circumstances. In fiscal year 2012 (the most recent year data is available) undergraduate students enrolled in the Minnesota State Colleges and Universities received \$1.336 billion in financial aid. Students received a majority of financial aid via grants (\$441.0 million) and loans (\$836.4 million). Table C shows the amount of financial aid awarded to undergraduate MnSCU students in fiscal year 2012.

Table C

**Undergraduate Student Aid in Millions
Minnesota State Colleges and Universities
Fiscal Year 2012: End of Year Data**

	Federal	State	Institution	Private	Total
Grants	\$326.3	\$89.9	\$9.7	\$15.2	\$441.0
Scholarships	\$1.2	\$0.9	\$14.0	\$22.2	\$38.4
Loans	\$770.4	\$27.8		\$38.2	\$836.4
Employment/Work Study	\$8.2	\$9.8	\$2.5	\$0.0	\$20.5
Total	\$1,106.1	\$128.4	\$26.2	\$75.7	\$1,336.4

Source: System Office Research, Planning and Policy

In fiscal year 2012, 62 percent (119,170) of undergraduate students enrolled at MnSCU colleges and 65 percent (48,282) of students enrolled at MnSCU universities received one or more financial aid awards (including loans that were accounted for in the system's financial aid module). Of those undergraduate students who received financial aid, the average award for students enrolled at the colleges was \$7,222 and at the universities was \$9,853. Table D presents fiscal year 2012 average financial aid by type of aid for undergraduate students who received financial aid.

Table D

**Over 60 Percent of Undergraduate Students Receive Aid
Minnesota State Colleges and Universities
Fiscal Year 2012**

	Colleges			Universities		
	# of Awards	% of Receiving Students Awards	Average Award	# of Awards	% of Receiving Students Awards	Average Award
Grants	90,806	47%	\$3,400	29,100	39%	\$4,547
Scholarships	13,895	7%	\$1,462	9,006	13%	\$1,887
Loans	77,612	40%	\$6,676	39,017	52%	\$8,158
Employ/Work Study	6,325	3%	\$2,132	3,161	4%	\$2,213
Total All Awards	119,170	62%	\$7,222	74,458	65%	\$9,853

Source: System Office Research, Planning and Policy

Change in State and Federal Grant Programs

There were several changes in state and federal grant programs that will impact grant aid for MnSCU students in fiscal year 2014. The primary changes that impact MnSCU students include:

- **Increase in the assigned student responsibility (ASR):** Students are assigned responsibility for financing a portion of their cost of attendance under the state grant program. The ASR increases from 46 percent in 2013 to 50 percent in 2014. The net impact of this change will be to reduce the size of state grants for all recipients.
- **Increase in the living and miscellaneous expense allowance:** Students' cost of attendance in the state grant program consists of tuition and fees and a standard living and miscellaneous expense allowance (LME). The LME increases from \$7,000 under previous law to \$7,900. The net impact of this change will be to increase the size of state grants for all recipients.
- **Changes in the assigned family responsibility (AFR):** Students' families are assigned responsibility for financing a portion of their cost of attendance under the state grant program. Students in the lowest income categories typically have no AFR. The AFR for MnSCU students will be prorated with credit load in 2014 to treat part-time students more equitably. The net impact of this change will be to increase the size of state grants for recipients with an AFR greater than zero that enroll for less than 15 credits. The AFR for independent students without children also will be reduced from 68% to 50% in 2014. The net impact of this change will be to increase the size of state grants for these independent recipients that have an AFR greater than zero.
- **Increase in Pell grants:** There will be a \$95 cost of living increase in Pell grants in 2014. The net impact of this change will be to increase the size of Pell grants for all recipients.

Estimated Change in Student Cost

The estimated net impact of the tuition freeze and changes in state and federal Pell grants for undergraduate students are reported by income category in Table E.

Table E

**Estimated Change in Student Cost by Income and Enrollment Status*
Degree-Seeking Undergraduate Students
Minnesota State Colleges and Universities
Fiscal Year 2014**

State Colleges		
<i>Enrolled 1-11 Credits</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	12,263 (6%)	-\$157
\$20,000 to \$39,999	8,379 (46%)	-\$314
\$40,000 to \$59,999	3,656 (127%)	-\$161
\$60,000 and Above	2,028 (301%)	-\$160
All Recipients	26,326 (35%)	-\$237
Non-State Grant Recipients	32,079	\$0

<i>Enrolled 12-14 Credits</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	5,636 (-7%)	-\$195
\$20,000 to \$39,999	3,925 (7%)	-\$390
\$40,000 to \$59,999	2,428 (24%)	-\$268
\$60,000 and Above	1,151 (46%)	-\$280
All Recipients	13,140 (5%)	-\$294
Non-State Grant Recipients	20,555	\$0

<i>Enrolled 15 or more Credits</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	4,096 (0%)	-\$124
\$20,000 to \$39,999	2,736 (3%)	-\$266
\$40,000 to \$59,999	1,642 (3%)	-\$151
\$60,000 and Above	805 (2%)	-\$150
All Recipients	9,279 (1%)	-\$176
Non-State Grant Recipients	10,235	\$0

<i>All Recipients</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	21,995 (1%)	-\$157
\$20,000 to \$39,999	15,040 (24%)	-\$280
\$40,000 to \$59,999	7,726 (49%)	-\$106
\$60,000 and Above	3,984 (91%)	-\$69
All Recipients	48,745 (19%)	-\$210
Non-State Grant Recipients	62,869	\$0

* Student cost equals tuition plus state and Pell Grants.

Table E (continued)

**Estimated Change in Student Cost by Income and Enrollment Status*
Degree-Seeking Undergraduate Students
Minnesota State Colleges and Universities
Fiscal Year 2014**

State Universities

<i>Enrolled 1-11 Credits</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	1,352 (0%)	-\$155
\$20,000 to \$39,999	1,118 (21%)	-\$336
\$40,000 to \$59,999	574 (55%)	-\$215
\$60,000 and Above	365 (114%)	-\$152
All Recipients	3,409 (21%)	-\$233
Non-State Grant Recipients	7,333	\$0

<i>Enrolled 12-14 Credits</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	1,781 (0%)	-\$68
\$20,000 to \$39,999	1,452 (1%)	-\$260
\$40,000 to \$59,999	1,192 (4%)	-\$335
\$60,000 and Above	861 (14%)	-\$301
All Recipients	5,286 (3%)	-\$220
Non-State Grant Recipients	13,657	\$0

<i>Enrolled 15 or more Credits</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	1,874 (0%)	-\$6
\$20,000 to \$39,999	1,936 (0%)	-\$81
\$40,000 to \$59,999	1,772 (1%)	-\$86
\$60,000 and Above	1,480 (-1%)	-\$107
All Recipients	7,062 (0%)	-\$70
Non-State Grant Recipients	16,534	\$0

<i>All Recipients</i>	<i>State Grant Recipients (% Change)</i>	<i>Change in Student Cost</i>
Less Than \$20,000	5,007 (0%)	-\$68
\$20,000 to \$39,999	4,506 (5%)	-\$162
\$40,000 to \$59,999	3,538 (8%)	-\$124
\$60,000 and Above	2,706 (11%)	-\$106
All Recipients	15,757 (5%)	-\$119
Non-State Grant Recipients	37,524	\$0

* Student cost equals tuition plus state and Pell Grants.

The estimates of changes in grants are based on simulations of State Grant Program awards that were prepared by staff of the Minnesota Office of Higher Education.

- The change in average state grants are based on comparisons of projected FY 2014 awards compared to awards that would have occurred in FY 2014 under previous law governing the State Grant Program.
- The change in State and Pell grant reports the change in state grants plus the \$95 increase in Pell grants for all Pell recipients.

Key findings of the analysis are:

- Substantially more college students (7,677) and university students (764) are projected to receive state grants in fiscal year 2014.
- The largest increases in the numbers of state grant recipients (35 percent at the colleges and 21 percent at the universities) are projected to occur among students enrolled for less than 12 credits.
- State grant recipients in all income categories and at all three enrollment levels at both the colleges and universities are projected to experience net decreases in student cost in fiscal year 2014.
- The net decreases in student cost range from \$70 for recipients enrolled for 15 or more credits at the state universities to \$294 for recipients enrolled from 12 to 14 credits at the state colleges.
- State grant recipients in the lowest income category are projected to experience the smallest net decreases in student cost because most students in the lowest income category have no assigned family responsibility and consequently don't benefit from the proration of AFR for MnSCU students.

ALL-FUNDS BUDGET OVERVIEW

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, technology, research, community service, administration, physical plant, and residential life programs.

College and university budgets have now been updated to reflect the legislative outcomes impacting the fiscal year 2014 operating budget. The Board is being asked to approve the fiscal year 2014 all-funds operating budget outlined in Table F. Highlights of the all-funds budget include:

- The system's proposed fiscal year 2014 all-funds revenue budget will grow by \$48.6 million (2.6 percent) to almost \$1.9 billion.
- The increase excludes the one-time funding of \$17 million for retaining quality staff and faculty. Distribution of these funds to colleges and universities will be forthcoming and is not included in the guidance provided to the college and

universities for 2014 operating budget preparation. The \$17 million allocation is one-time funding; it cannot and will not be used to cover on-going compensation costs.

- Expenses in fiscal year 2014 are projected to increase by \$61.9 million (3.4 percent) over the prior year level.

Table F

**Minnesota State Colleges and Universities
Fiscal Year 2014 All-Funds Proposed Budget
(Net of Scholarship Allowance)
(\$ in millions)**

(\$ in millions)	Fiscal Year 2013 Current Budget	Fiscal Year 2014 Proposed Budget	\$ Change	% Change
Revenues	\$1,840.5	\$1,889.1*	\$48.6	2.6%
Expenses	\$1,821.7	\$1,883.6	\$61.9	3.4%
Budget balance	\$18.8	\$ 5.5		

*\$17 million in one-time funds of additional state appropriation is excluded from fiscal year 2014 revenue at this time.

The all-funds budget is net of the scholarship allowance. Approximately 91 percent (\$381 million) of an estimated \$418.7 million of financial aid revenue is recognized as revenue used to pay student obligations (tuition, fees, room and board, and sales and services) with the balance (\$37.7 million) reflecting the net financial aid payments to students for living expenses.

A very slight increase to the all-funds budgetary fund balance of \$5.5 million for fiscal year 2014 is projected, representing three-tenths of one percent of revenue. In fiscal year 2014, colleges and universities are anticipating using \$13.2 million of fund balance, equivalent to less than one percent of total revenue and consistent with fiscal year 2013 use of \$14.3 million in fund balance.

State Support Increases Significantly Between 2013 and 2014

There is a \$42.5 million increase in the system's state appropriation for fiscal year 2014 compared to fiscal year 2013. In addition, the system is budgeting \$2.0 million of interest earnings for total estimated resources of \$589.9 million. These resources are being allocated in the following categories: institutional allocations, systemwide set asides, system office and the Learning Network of Minnesota. For fiscal year 2014, 86.4 percent of state resources received by the system are allocated to colleges and universities, a one percent increase over fiscal year 2013, as shown in Table G.

Table G

**Minnesota State Colleges and Universities
Distribution of Fiscal Year 2014 State Resources
(\$ in millions)**

	Fiscal Year 2013	% of Total	Fiscal Year 2014	% of Total
Institution allocations	\$467.7	85.4%	\$509.9	86.4%
-Basic allocations	\$452.1		\$451.0	
-Tuition buy-down			\$25.5	
-Priority allocations	\$15.6		\$16.4	
-Retain staff/faculty (one-time)*			\$17.0	
 Systemwide set asides	 \$42.9	 7.8%	 \$42.8	 7.3%
 Learning Network of Minnesota	 \$4.1	 0.8%	 \$4.1	 0.7%
 System Office	 \$33.1	 6.0%	 \$33.1	 5.6%
 Total state resources	 \$547.8		 \$589.9	

*Strategies for allocating these one-time funds, consistent with statute, will be developed with Leadership Council.

Institutional allocations totaling \$509 million are recommended for distribution to colleges and universities as follows: \$451 million for basic allocations, \$25.5 million for tuition buy down, \$16.4 million for priority allocations, and \$17 million for one-time funding to retain faculty and staff.

Of the \$451 million for institution basic allocations, it is recommended that \$449 million be distributed through the allocation framework. The allocation framework distributes 50 percent of the allocation based on the institution's prior year base allocation and 50 percent on the results of the fiscal year 2014 allocation framework. It is also recommended that an additional \$2 million in general fund interest earnings be distributed to colleges and universities based upon their share of those earnings.

The legislature designated \$25.5 million for tuition relief. This funding is intended to cover the loss of anticipated tuition revenue resulting from the undergraduate tuition freeze in fiscal year 2014. These funds are being distributed based on fiscal year 2012 undergraduate enrollment multiplied by the initial tuition planning assumption of \$145 annual increase for colleges and \$205 for universities.

It is recommended that \$16.4 million be allocated for priority allocations that are used to drive compelling educational interests. Fiscal year 2014 priority allocations include \$9.8 million for access and opportunity activities and \$5.1 million for workforce education priorities including the centers of excellence. Legislative priorities totaling \$1.5 million are

directed to Range vocational education, economic development E-Folio, community energy pilots, Cook County higher education and a legislatively-mandated mental health summit.

As noted above, state funds also support systemwide activities, the Learning Network of Minnesota and the system office. It is recommended that systemwide set asides be funded at \$42.8 million; these funds support attorney general services, debt service, enterprise technology, leadership transition, repair and replacement, system audit program, and PALS. The Learning Network of Minnesota has been appropriated \$4.1 million. The system office will receive \$33.1 million in state support – no increase over the fiscal year 2013 funding level.

Fiscal Year 2014 Proposed General Fund Budget

Table H details the proposed general fund budget. System office staff worked with colleges and universities to provide revised budgets for the June Board report that now incorporate the system’s enacted biennial appropriation.

Table H

**Minnesota State Colleges and Universities
Fiscal Year 2014 General Fund Proposed Budget
(\$ in millions)**

	Fiscal Year 2013 Current Budget	Fiscal Year 2014 Proposed Budget	\$ Change	% Change
Revenues				
State appropriation	\$545.4	\$570.9*	\$25.5	4.7%
Tuition	\$841.3	\$836.7	(\$4.6)	-0.6%
Other revenues	\$104.2	\$105.3	\$1.1	1.1%
Programmed fund balance	\$10.4	\$11.7	\$1.3	12.5%
Total budgeted revenues	\$1,501.3	\$1,524.6	\$23.3	1.6%
Expenses				
Compensation	\$1,108.8	\$1,134.7	\$25.9	2.3%
Other operating costs	\$379.5	\$388.5	\$9.0	2.4%
Total budgeted expenses	\$1,488.3	\$1,523.2	\$34.9	2.3%
Budget balance	\$13.0	\$1.4		

*\$17 million in one-time funds to retain staff and faculty is not yet included pending further discussions. Total appropriation in fiscal year 2014 is \$587.9.

The general fund budget shows a \$4.6 million decrease in estimated tuition revenue between fiscal years 2013 and 2014. This reflects the legislatively-mandated undergraduate tuition freeze combined with anticipated enrollment declines. State support will increase \$42.5 million after the \$17 million in one-time funds for retaining quality staff and faculty is programmed. Conversations in Leadership Council have begun to determine the best use of these funds consistent with the language adopted in the enacted biennial appropriation bill.

Changes were made to college and university operating expenses to incorporate an assumed 2.6 percent base rate increase in total compensation. College and university budgets include a total of 2.3 percent increase in compensation reflecting the assumed labor rate increase and staffing modifications made to address the projected modest decline in enrollment. Other operating expenses are expected to increase 2.4 percent in fiscal year 2014. The changes in the forecasted general fund revenues compared to expenses results in a slight budgetary balance of \$1.4 million after the use of \$11.7 million in programmed fund balance.

FISCAL YEAR 2014 REALLOCATION

The fiscal year 2014 operating budget will once again reflect on-going efforts to optimize the use of every dollar through the reallocation of resources. Optimized reallocation of resources has been an effective management strategy used by Minnesota State Colleges and Universities to advance the system's priorities and respond to changes in instructional programs and services called for by industries and communities across the state.

The system's biennial budget proposal pledged \$44 million in reallocations for the upcoming biennium and the legislature has identified the reallocation of \$22 million in fiscal year 2014 as a performance goal. The system is committed to achieving that goal in its fiscal year 2014 operating budget. Savings are also expected through the work of the Campus Service Cooperative.

CONCLUSION

The fiscal year 2014 operating budget provides the system with an increase in state support for the first time since fiscal year 2008. The enacted appropriation bill supports the legislative priority and the system's goal of keeping higher education affordable by freezing undergraduate tuition in both fiscal years 2014 and 2015. Over \$7 million is being allocated to the system in fiscal year 2015 for leveraged equipment which supports another of the system's strategic goals of advancing the competitiveness of Minnesota's workforce. The \$17 million of one-time funds in fiscal year 2014 will go towards accelerating competition by retaining quality faculty and staff. Finally, other provisions in the enacted higher education bill, including changes to the state program and DREAM Act, along with provisions enacted in other bills will help to advance the system's strategic goals.

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 for fiscal year 2014 in Table F. Pursuant to 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 2014 as detailed in Attachments 1A through 1E.
- c. All tuition increases are effective Summer Term or Fall Term 2013 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 2015 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, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- e. Approve the Revenue Fund and related fiscal year 2014 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A through 2D, including any housing fees that the campuses may charge for occupancy outside the academic year. Approve the fiscal year 2014 fees structure for room and board for colleges who either own or manage student housing as detailed in Attachments 2E and 2F. 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 2015 recommendations are presented to the Board of Trustees.

RECOMMENDED BOARD OF TRUSTEES MOTION:

- a. Adopt the annual total operating budget for fiscal year 2014 in Table F. Pursuant to 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 2014 as detailed in Attachments 1A through 1E.
- c. All tuition increases are effective Summer Term or Fall Term 2013 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 2015 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, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- e. Approve the Revenue Fund and related fiscal year 2014 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A through 2D, including any housing fees that the campuses may charge for occupancy outside the academic year. Approve the fiscal year 2014 fees structure for room and board for colleges who either own or manage student housing as detailed in Attachments 2E and 2F. 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 2015 recommendations are presented to the Board of Trustees.

Date Presented to the Board of Trustees: June 19, 2013

APPENDIX

The appendix provides additional information on the proposed fiscal year 2014 budget. The sections in this appendix include:

- Enrollment analysis
- Reserves
- System office budget
- College and university operating budget overview
- Revenue fund outlook

ENROLLMENT ANALYSIS

Minnesota State Colleges and Universities continue to educate more Minnesotans than any other post-secondary institution or system in the state. The system experienced rapid enrollment growth and record setting enrollment levels between fiscal year 2006 and fiscal year 2011. That growth has fallen off slightly as students who entered higher education at the start of the recession graduated and as the economy and job market has improved.

Fiscal year 2013 full year equivalent (FYE) enrollment is projected to be 150,214, a decrease of 2.1 percent over fiscal year 2012 levels. In fiscal year 2014, FYE enrollment is projected to fall slightly (0.3 percent) to 149,736, with enrollment at colleges estimated at 93,594 FYE and enrollment at universities projected at 56,142 FYE. Enrollment projections for fiscal year 2014 indicate enrollment levels 7 percent above fiscal year 2008 levels. Forecast now indicates fiscal year 2013 enrollment below fiscal year 2012 levels but remaining above fiscal year 2009 levels.

Virtually all of the enrollment change occurred at the colleges, with very little movement at the universities. Consistent with past experience, enrollment levels are tracking with the employment rates in the general population. As employment rates climb, enrollment levels flatten or decline.

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 as a whole to maintain a reserve up to 2 percent of the total state appropriation. Reserves are one-time resources; once spent they do not replenish without action by the college or university. Consequently, they should not be used to pay for on-going activities.

Colleges and universities are projecting reserve levels totaling \$98.4 million at the end of fiscal year 2014, which represents approximately 6.7 percent of general fund revenues. (Table 1A) Overall no changes to the reserve levels are expected between fiscal years 2013 and 2014.

Reserve levels for each college and university can be found in the supplemental materials (SP-7).

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

- Sudden revenue shortfall - The system level reserve has been used to assist colleges and universities with financial challenges. The presence of reserves prevents immediate expense reductions when revenue or enrollment falls short. The fiscal year 2014 estimates reserves would provide 21 days of operating cash.
- Unanticipated expenses - Board reserves are critical to the financial health of a college or university and its ability to respond to unexpected events without having to impact current operating commitments. Examples include responses to storm damage or new program opportunities.
- Financial protection - A Composite Financial Index (CFI) methodology is used by the Higher Learning Commission (accreditation agency) as a gauge of its member institutions' financial health. Generation of a positive operating margin and the preservation of fund balances are very strong positive influences on the CFI. Financial stress can put the college's accreditation (and access to federal financial aid for students) at risk.
- National best practices - Reserves are also required by rating agencies in order for MnSCU to retain the AA- rating on the system's revenue fund debt issues. A lower credit rating raises the cost to students for residence hall and student union related capital improvements. The system's combined reserves represent about three months of operating costs, a level deemed at the low end of healthy in the national peer review.

Table 1A

**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	\$91.9	5.6%
2012	\$100.0	6.4%
2013 est.	\$98.4	6.7%
2014 est.	\$98.4	6.7%

The system's reserve level is projected to be at \$9.5 million (one percent of general operating revenue) at the end of fiscal year 2013 with no plans to increase/decrease during fiscal year 2014. During fiscal year 2013 \$483,199 of system reserves were used: \$200,000 to execute a loan committed to Pine Technical College in support of its Entrepreneurship Center and Technology Business Incubator Project, and \$283,199 loaned to Vermilion Community College to support acquisition of a building being used by the college as a residence hall. Use of system reserves in this manner represents a commitment by the system to support efforts by the colleges and universities to further the goals of the strategic plan specifically in the areas of workforce development, entrepreneurship training, expanded educational opportunities for underrepresented students, and delivering the highest value/most affordable higher education option.

SYSTEM OFFICE BUDGET

Beginning in fiscal year 2010, the Legislature has designated a maximum appropriation for the system office, limiting the system's ability to manage and respond to the needs of our students, faculty and campuses. In the 2013 legislative session, the legislature has again appropriated funding for the system office in the amount of \$33.1 million each year of the fiscal year 2014-2015 biennium, the same amount appropriated in both the fiscal year 2010-2011 biennium and the FY2012-2013 biennium.

The inability to increase the budget of the system office to offset inflationary expense, particularly those resulting from labor contracts and benefit packages negotiated under the state's coalition bargaining, places a strain on the ability of the system office to maintain its service capacity in support of the work of the colleges and universities. In the absence of sufficient appropriation to cover inflationary increases to system office costs, the system office will use \$1.1 million in fund balance to balance its budget in fiscal year 2014.

The system office leadership, under the direction of Chancellor Rosenstone, continues to seek out innovations and efficiencies that will curb the impact of these costs while maintaining high levels of service to the colleges and universities.

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 to conform to recently enacted legislative requirements and funding levels, 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 as compared with the accrual method which recognizes revenues when earned and expenses when incurred regardless of the timing of related cash flows.

Detail information on college and university budgets and related information is available in the supplemental materials:

- Fiscal years 2013-2014 undergraduate tuition and fees for a full time student (SP-1)
- Fiscal years 2013 and 2014 fee rates (SP-2)
- Master green sheet (SP-3)
- Fiscal year 2014 college/university allocations (SP-4)
- Fiscal years 2013-2014 college and university operating budget (SP-5)
- Fiscal years 2008-2014 enrollment forecasts (SP-6)
- Fiscal year 2012-2014 reserve balances (SP-7)
- Overview of the satisfaction level of student consultation (SP-8)

Additional information including college and university budget at the link below:

<http://www.finance.mnscu.edu/budget/operating/index.html>

STUDENT CONSULTATION PROCESS

Colleges and universities have been discussing the fiscal year 2014 budget with campus constituents for several months. Pursuant to Board Policy 2.3, student leaders from the colleges and universities have provided letters describing the consultation process on their local campuses. In addition, Chancellor Rosenstone has consulted regularly with state-wide student leaders to monitor the campus-level consultation process.

Overall, students are satisfied that the consultation process went well and that their presidents and cabinets are working hard to include them in the budget review process. 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.

The student consultation process occurred assuming different budget assumptions compared to the final legislative actions impacting the fiscal year 2014 operating budget. The academic year has concluded at all our colleges and universities. Since the legislative session resulted in an undergraduate tuition freeze, and fee and graduate tuition rate changes will remain the same as presented in the consultation process, we do not believe it is necessary to return to students for further consultation.

The link to the student consultation letters is provided below:

http://www.finance.mnscu.edu/budget/docs/FY2014_Student_Consultation_Letters.pdf

REVENUE FUND OUTLOOK

The Board of Trustees maintains statutory oversight of the revenue fund, including fee approvals. Revenue fund fees support the operations of revenue fund facilities, such as residence halls, dining services, student unions, health/wellness centers, parking and other

revenue-generating facilities. Revenue fund fees are charged to generate sufficient revenue to pay debt service, operate, equip, maintain, and repair revenue fund facilities.

Fourteen (14) out of fifty-four (54) campuses currently participate in the revenue fund. Table 2A below identifies the campuses with revenue fund facilities. Metropolitan State University has been added to the revenue fund since last year.

Table 2A

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

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

¹ Under design

² "Other" - recreational athletic fields (2009)

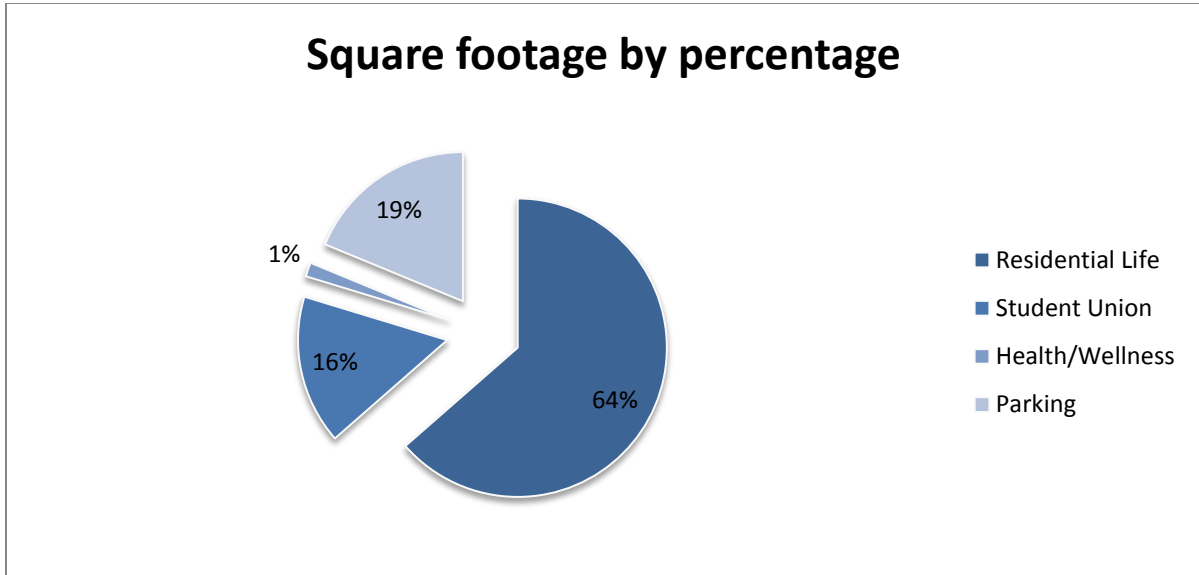
³ "Other" - revenue fund guarantee project being refinanced (March 2012 Board action); Phase I of National Hockey and Event Center

Revenue Fund Facilities

The revenue fund currently supports approximately 5.8 million square feet of improved buildings including parking ramps in active operation. At present, about sixty-four (64) percent of the square footage is found at state universities, primarily in the residence hall program, and the remainder is located at the colleges in the fund. Parking ramps are included in these calculations. The square footage by percentage is shown in Graph 1A:

Graph 1A

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



Room and Board Fees

The total housing inventory amounts to about 14,105 beds in the system. The majority of beds are located at the six state universities that make up approximately 13,000 beds. Colleges make up the remainder with on-campus, owned housing located mostly on the Iron Range adding about 683 beds and off-campus, managed or affiliated housing adding another 421 beds.

The requested room and board fees represent the average double and single room rates for a traditional double occupancy room with the most popular meal plan. A separate line identifies the board cost for the most popular meal plan option.

The average room and board rate for a traditional double room and meal plan is \$7,245. For fiscal year 2014, campuses are seeking an average room and board increase of 2.79 percent. The proposed fee increase for a traditional double room range from 1.64 percent at St. Cloud State University to 5.49 percent at Minnesota State University Moorhead. Southwest Minnesota State University has kept their rates stable this year.

Universities charge differential room rates depending on the type of room, such as single or double rooms, apartment or suite-style, and based on the age of the facility, such as unrenovated, renovated, or new. The amount reported represents the average of the most popular room type. “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.

As a result of a legislative audit finding in 2010, the Board is now asked to approve room and board rates that may occur outside the traditional academic year (such as summer terms or daily rates charged outside of a typical academic term housing contract). The summary rate sheet involving the above-described room and board options is contained in Attachment 2A.

A number of colleges offer housing that are not part of the Revenue Fund, but are owned and operated by the campus. Most colleges 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 and modest amenities. 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 3A outlines the campuses and number of beds at each campus. Proposed room rates for those colleges with owned, on-campus housing are detailed in **Attachment 2E**. Room rates for college and university housing owned by third-parties, primarily foundations and Housing and Redevelopment Authorities, are detailed in **Attachment 2F**. Four universities have 3rd party owned properties incorporated within their residence life program and are already incorporated into the residence hall bed count.

Table 3A

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

CAMPUS	Beds
<i>Owned</i>	
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	260
<i>Total</i>	683
<i>3rd Party Owned and Managed</i>	
Alexandria Technical and Community College (Foundation owned/managed)	150
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
Riverland Community College (Austin)	44
<i>Total</i>	421

Student Union Facility Fees

The student union facility fee supports the facility operations of student unions and centers. Examples of facility operations include utilities, debt service, repair and replacement costs, associated equipment, supplies, and building insurance. By contrast, the programming provided through the student unions is supported by the student activity fee at each campus.

Examples of items covered by the activity fee are student government, student clubs, organizations, and club sports.

The average student union fee request for fiscal year 2014 is \$242 for a full time student, which is a slight decline (-0.13 percent) from last year's fee. Four of eight campuses raised their rates, all less than three (3) percent. The remaining four campuses kept rate increases in check or reduced their rates. Southwest Minnesota State University's rate is \$315.12, unchanged from last year and is part of their ongoing workout plan to stabilize their revenue fund programs. Metropolitan State University is new to the revenue fund and is establishing its student union facility fee at \$60 for fiscal year 2014.

Attachment 2B provides the proposed student union facility fee rates for fiscal year 2014.

As a result of a legislative audit finding in 2010, St. Cloud State University now annually seeks approval for a facility assessment fee that supports their revenue fund guarantee project that was originally approved by the Board in January 2002. The guarantee project was recently the subject of a bond refunding action approved by the Board in March 2012 as part of an opportunity to refinance at a lower interest rate.

The specific facility assessment fee is in support of the guarantee project involved the St. Cloud State University Foundation as a ground lessee and the City of St. Cloud's Housing and Redevelopment Authority (HRA) as the conduit financier for revenue bonds. To finance the project, the HRA originally issued \$16,615,000 worth of bonds used to construct a 15,000 square foot 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 re-authorized a new guarantee for the refinancing of the city's revenue bonds at the March 2012 meeting.

The Board is being asked to approve the \$4.02/credit facility fee for the St. Cloud State University revenue fund guarantee project packaged together in **Attachment 2B** of the Board report.

Wellness and outdoor recreational facility fees

The average wellness and outdoor recreational facility fee request for FY14 is \$123 for a full time student, which is the same as last year's fee. Three universities and two colleges with wellness and/or outdoor recreational facilities seek fee approvals: Minnesota State University Moorhead, Minnesota State University, Mankato, Winona State University, Anoka Ramsey Community College, and Minnesota State Community and Technical College, Moorhead.

Of the group, two campuses are seeking modest rate increases, MSU Moorhead and Winona State, (2.91 percent and 1 percent, respectively). Two campuses, MSU, Mankato, and M State Moorhead, maintained the same fee as last year, and one campus, Anoka Ramsey, reduced its fee by 4.76 percent.

The proposed fiscal year 2014 fees to support the wellness and outdoor recreation facilities can be found in **Attachment 2C**.

Parking ramp and surface lot fees.

Six campuses have revenue fund parking facilities. The fee table for parking is organized by how a campuses charges for parking, whether “by credit” or “by use”. Three campuses seeking approval for their revenue fund parking fees are new to the fund, and include Normandale Community College (2011 revenue bond sale, parking ramp), Alexandria Community and Technical College (2012 reallocation of bond proceeds, parking lot refurbishing), and Saint Paul College (2011 revenue bond sale project, parking ramp).

The proposed fiscal year 2014 revenue fund parking ramp and surface lot fees can be found in **Attachment 2D**.

Looking ahead

Facilities staff held a 2015 Revenue Fund Bond Sale kick off meeting on May 16, which formally starts the planning process for new revenue fund projects scheduled to be financed with a revenue bond in early 2015. As of June 1, 2013, the fund is projected to have approximately \$307 million worth of bonds outstanding with an annual debt service payment attributable to those bonds of about \$21 million.

**Minnesota State Colleges and Universities
Resident Undergraduate (UG) Tuition Rates for FY2014**

Institution	FY2013 TUITION RATE PER CREDIT	FY2014 \$ INCREASE PER CREDIT	FY2014 TUITION RATE PER CREDIT	FY2014 Annual Change (30 credits)
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STATE COLLEGES				
Alexandria Technical & Community College	160.55	0.00	160.55	0.00
Anoka-Ramsey Community College	144.96	0.00	144.96	0.00
Anoka Technical College	166.99	0.00	166.99	0.00
Central Lakes College	159.10	0.00	159.10	0.00
Century College	160.60	0.00	160.60	0.00
Dakota County Technical College	168.95	0.00	168.95	0.00
Fond du Lac Tribal & Community College	158.90	0.00	158.90	0.00
Hennepin Technical College	156.70	0.00	156.70	0.00
Inver Hills Community College	159.00	0.00	159.00	0.00
Lake Superior College	147.25	0.00	147.25	0.00
Minneapolis Community & Technical College	155.25	0.00	155.25	0.00
Minnesota State College-Southeast Technical	167.31	0.00	167.31	0.00
Minnesota State Community & Technical College	160.80	0.00	160.80	0.00
Minnesota West Community & Technical College	171.55	0.00	171.55	0.00
Normandale Community College	161.49	0.00	161.49	0.00
North Hennepin Community College	165.08	0.00	165.08	0.00
Northeast Higher Education District				
Hibbing Community College	157.62	0.00	157.62	0.00
Itasca Community College	157.62	0.00	157.62	0.00
Mesabi Range Community & Technical College	157.62	0.00	157.62	0.00
Rainy River Community College	157.62	0.00	157.62	0.00
Vermilion Community College	157.62	0.00	157.62	0.00
Northland Community & Technical College	165.00	0.00	165.00	0.00
Northwest Technical College (Bemidji)	173.00	0.00	173.00	0.00
Pine Technical College	153.16	0.00	153.16	0.00
Ridgewater College	161.30	0.00	161.30	0.00
Riverland Community College	164.60	0.00	164.60	0.00
Rochester Community & Technical College	164.10	0.00	164.10	0.00
Saint Paul College	161.71	0.00	161.71	0.00
St. Cloud Technical & Community College	158.91	0.00	158.91	0.00
South Central College	161.20	0.00	161.20	0.00

STATE UNIVERSITIES				
Metropolitan State University	210.97	0.00	210.97	0.00
St. Cloud State University	219.45	0.00	219.45	0.00

**Minnesota State Colleges and Universities
Resident Undergraduate (UG) Banded Tuition Rates for FY2014**

Institution	Credits	FY2013 Banded Tuition Rate	FY2014 \$ Increase	FY2014 Banded Tuition Rate	FY2014 Annual Change (30 credits)
Bemidji State University	1-11	\$249.85	\$0.00	\$249.85	
	12-18	\$3,572.50	\$0.00	\$3,572.50	\$0.00
	19+	\$3,572.50+\$249.85/credit		\$3,572.50+\$249.85/credit	
Minnesota State University Moorhead	1-11	\$222.43	\$0.00	\$222.43	
	12-19	\$3,449.00	\$0.00	\$3,449.00	\$0.00
	20+	\$3,449+\$222.43/credit		\$3,449+\$222.43/credit	
Minnesota State University, Mankato	1-11	\$262.34	\$0.00	\$262.34	
	12-18	\$3,333.79	\$0.00	\$3,333.79	\$0.00
	19+	\$3,333.79+\$320/credit		\$3,333.79+\$320/credit	
Southwest Minnesota State University	1-11	\$226.20	\$0.00	\$226.20	
	12-18	\$3,492.90	\$0.00	\$3,492.90	\$0.00
	19+	\$3,492.90+\$226.20/credit		\$3,492.90+\$226.20/credit	
Winona State University	1-11	\$227.00	\$0.00	\$227.00	
	12-18	\$3,433.00	\$0.00	\$3,433.00	\$0.00
	19+	\$3,433+\$227/credit		\$3,433+\$227/credit	

**Minnesota State Colleges and Universities
Resident Graduate (GR) Tuition Rates for FY2014**

Institution	FY2013 TUITION RATE PER CREDIT	FY2014 \$ INCREASE PER CREDIT	FY2014 TUITION RATE PER CREDIT	FY2014 Annual Impact on a Full Time Student (20 credits)
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Masters

Bemidji State University	\$355.50	\$10.30	\$365.80	\$206.00
Metropolitan State University	\$327.33	\$9.00	\$336.33	\$180.00
Minnesota State University Moorhead	\$327.15	\$9.85	\$337.00	\$197.00
Minnesota State University, Mankato	\$344.98	\$10.32	\$355.30	\$206.40
Southwest Minnesota State University	\$351.50	\$8.00	\$359.50	\$160.00
St. Cloud State University	\$334.70	\$10.04	\$344.74	\$200.80
Winona State University	\$349.45	\$10.48	\$359.93	\$209.60

Institution/Program	FY2013 TUITION RATE PER CREDIT	FY2014 \$ INCREASE PER CREDIT	FY2014 TUITION RATE PER CREDIT	FY2014 Annual Impact on a Full Time Student (20 credits)
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Doctoral

Metropolitan State University - Nursing (DNP)	\$810.25	\$22.28	\$832.53	\$445.60
Metropolitan State University - College of Mgmt. (DBA)	\$842.63	\$23.17	\$865.80	\$463.40
Minnesota State University, Mankato - Nursing (DNP)	\$810.25	\$24.25	\$834.50	\$485.00
Minnesota State University, Mankato - Psychology (Psy D)	\$500.81	\$14.99	\$515.80	\$299.80
Minnesota State University, Mankato - Education (CSP)	\$500.81	\$14.99	\$515.80	\$299.80
Minnesota State University, Mankato - Ed Ldrship	\$500.81	\$14.99	\$515.80	\$299.80
St. Cloud State University - Education, Administration and Leadership (St Cloud Campus)	\$525.00	\$15.00	\$540.00	\$300.00
St. Cloud State University - Education, Administration and Leadership (Maple Grove Campus)	\$600.00	\$18.00	\$618.00	\$360.00
St. Cloud State University-Education, Higher Education (St Cloud Campus)	\$525.00	\$15.00	\$540.00	\$300.00
St. Cloud State University-Education, Higher Education (Maple Grove Campus)	\$600.00	\$18.00	\$618.00	\$360.00
Winona State University - Nursing (DNP)	\$0.00	new	\$700.00	new

**Minnesota State Colleges and Universities
Program and Course Tuition Rates for FY2014**

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
PROGRAMS:				
Alexandria Technical & Community College	Law Enforcement Skills	214.77	0.00	214.77
Alexandria Technical & Community College	Law Enforcement Skills - SCSU	225.14	0.00	225.14
Alexandria Technical & Community College	Online	199.00	0.00	199.00
Anoka-Ramsey Community College	Nursing	186.43	0.00	186.43
Anoka-Ramsey Community College	Online Media Code 03	182.77	0.00	182.77
Anoka Technical College	Judicial Reporting/Broadcast Captioning AAS	266.56	0.00	266.56
Anoka Technical College	Surgical Technologist	208.59	0.00	208.59
Anoka Technical College	LPN	187.79	0.00	187.79
Anoka Technical College	Welding	187.79	0.00	187.79
Anoka Technical College	Online	182.00	0.00	182.00
Bemidji State University	Nursing (NRSB)	274.85	0.00	274.85
Bemidji State University	Tech Studies: Off- Campus and On- Line (TADT and TADD)	264.85	0.00	264.85
Bemidji State University	Tech Studies: On Campus (TADT)	274.85	0.00	274.85
Bemidji State University	Art and Design (TADD)	274.85	0.00	274.85
Bemidji State University	Mass Communications Department (MASC)	269.85	0.00	269.85
Bemidji State University	Music (MUSC)	264.85	0.00	264.85
Bemidji State University	Biology (BIOL)	264.85	0.00	264.85
Bemidji State University	Professional Education; Upper Division (ED)	264.85	(1.00)	263.85
Bemidji State University	360 Center of Excellence	199.00	0.00	199.00
Bemidji State University	Extended Learning Courses (off- campus or guided self-directed)	259.85	0.00	259.85
Bemidji State University	Online/Distance Courses	279.85	0.00	279.85
Central Lakes College	Horticulture and Landscape	179.10	0.00	179.10
Central Lakes College	Child Development	164.10	0.00	164.10
Central Lakes College	Dental Assistant	204.10	0.00	204.10
Central Lakes College	Occupational Skills	169.10	0.00	169.10
Central Lakes College	Medical Assistant	184.10	0.00	184.10
Central Lakes College	AD Nursing	194.10	0.00	194.10
Central Lakes College	Nursing Assistant	184.10	0.00	184.10
Central Lakes College	Practical Nursing	189.10	0.00	189.10
Central Lakes College	Criminal Justice	169.10	0.00	169.10
Central Lakes College	Automotive Technology	179.10	0.00	179.10
Central Lakes College	Communication Art & Design	184.10	0.00	184.10
Central Lakes College	Diesel Mechanics	199.10	0.00	199.10
Central Lakes College	Heavy Equipment	189.10	0.00	189.10
Central Lakes College	Machine Trades	174.10	0.00	174.10
Central Lakes College	Marine & Small Engines	179.10	0.00	179.10
Central Lakes College	Photo Imaging	179.10	0.00	179.10
Central Lakes College	Robotics	164.10	0.00	164.10
Central Lakes College	Videography	199.10	0.00	199.10
Central Lakes College	Welding	194.10	0.00	194.10

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Central Lakes College	Online Courses	189.10	0.00	189.10
Central Lakes College	360 Center of Excellence	199.00	0.00	199.00
Central Lakes College	Farm Business Management	161.44	0.00	161.44
Century College	Online Courses	185.00	0.00	185.00
Century College	Nursing	194.85	0.00	194.85
Century College	Dental Assisting	184.65	0.00	184.65
Century College	Dental Hygiene	184.65	0.00	184.65
Century College	Orthotic Practitioner & Prosthetic Practitioner	184.65	0.00	184.65
Century College	Orthotic Technician & Prosthetic Technician	184.65	0.00	184.65
Dakota County Technical College	Heavy Construction Equipment Technology	173.95	0.00	173.95
Dakota County Technical College	Welding Technology	178.95	0.00	178.95
Dakota County Technical College	Medical Assisting	185.43	0.00	185.43
Dakota County Technical College	Manufacturing	2.69 - 250.19	0.00	182.69
Dakota County Technical College	Wood Finishing	4.90 - 367.69	0.00	244.90
Dakota County Technical College	Electrical Construction	5.95 - 184.95	0.00	175.95
Dakota County Technical College	Rail	292.69	0.00	292.69
Dakota County Technical College	Dental Assisting	188.33	0.00	188.33
Dakota County Technical College	Heavy Duty Truck Technology	173.95	0.00	173.95
Dakota County Technical College	Practical Nursing	205.98	0.00	205.98
Dakota County Technical College	Online & Hybrid courses	183.95	0.00	183.95
Hennepin Technical College	Child Dev	158.70	0.00	158.70
Hennepin Technical College	Law Enforcement Skills	231.65	0.00	231.65
Hennepin Technical College	Audio	186.70	0.00	186.70
Hennepin Technical College	Online courses	172.80	0.00	172.80
Hibbing Community College	Law Enforcement Skills: On Campus	252.51	0.00	252.51
Hibbing Community College	Law Enforcement Skills: Off Campus-Brainerd/Worthington	282.08	0.00	282.08
Hibbing Community College	Law Enforcement Skills: Off Campus-Mankato	269.57	0.00	269.57
Inver Hills Community College	Nursing	188.00	0.00	188.00
Inver Hills Community College	CNT - Lower Division	182.00	0.00	182.00
Inver Hills Community College	CNT - Upper Division	188.00	0.00	188.00
Inver Hills Community College	Education (previously charged as fee, no change in cost to student)	164.00	0.00	164.00
Inver Hills Community College	Human Services (previously charged as fee, no change in cost to student)	164.00	0.00	164.00
Inver Hills Community College	EMS	37.00-335.00	0.00	187.00
Inver Hills Community College	Online courses	169.00	0.00	169.00
Itasca Community College	Practical Nursing	180.79	0.00	180.79
Itasca Community College	Natural Resources	157.62	0.00	157.62
Itasca Community College	All courses offered via online (excluding any courses/programs with a differential tuition rate)	182.62	0.00	182.62
Itasca Community College	Home Health Aid	180.79	0.00	180.79
Itasca Community College	Nursing Assistant	180.79	0.00	180.79

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
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Lake Superior College	Architectural Drafting	168.05	0.00	168.05
Lake Superior College	Engineering CAD	168.05	0.00	168.05
Lake Superior College	Media Production	168.05	0.00	168.05
Lake Superior College	Building Construction	178.45	0.00	178.45
Lake Superior College	Civil Engineering Technology	178.45	0.00	178.45
Lake Superior College	Computer Information Systems	178.45	0.00	178.45
Lake Superior College	Commercial and Residential Wiring	178.45	0.00	178.45
Lake Superior College	Electronics/Industrial Controls	178.45	0.00	178.45
Lake Superior College	Truck Driving	178.45	0.00	178.45
Lake Superior College	Auto Body	188.85	0.00	188.85
Lake Superior College	Auto Service	188.85	0.00	188.85
Lake Superior College	Integrated Manufacturing	188.85	0.00	188.85
Lake Superior College	Machine Tool	188.85	0.00	188.85
Lake Superior College	Welding	188.85	0.00	188.85
Lake Superior College	Fire Technology	188.85	0.00	188.85
Lake Superior College	Massage Therapy	194.05	0.00	194.05
Lake Superior College	Nursing (NURS)	214.85	0.00	214.85
Lake Superior College	Physical Therapy Assistant	194.05	0.00	194.05
Lake Superior College	Practical Nursing (NUPN)	214.85	0.00	214.85
Lake Superior College	PN Mobility	214.85	0.00	214.85
Lake Superior College	Respiratory Care Practitioner	194.05	0.00	194.05
Lake Superior College	Dental Hygiene	199.25	0.00	199.25
Lake Superior College	Medical Assistant	194.05	0.00	194.05
Lake Superior College	Medical Laboratory Technician	194.05	0.00	194.05
Lake Superior College	Diagnostic Medical Sonography	209.65	0.00	209.65
Lake Superior College	Radiological Technician	199.25	0.00	199.25
Lake Superior College	Nursing Assistant	162.85	0.00	162.85
Lake Superior College	Surgical Technician	194.05	0.00	194.05
Lake Superior College	All Online courses	184.07	0.00	184.07

Metropolitan State University	Law Enforcement Skills (Applies to Summer 2014)	416.64	0.00	416.64
Metropolitan State University	BSN Nursing program	275.82	0.00	275.82
Metropolitan State University	MSN Nursing program	424.57	11.68	436.25
Metropolitan State University	Online - Graduate	430.51	11.84	442.35
Metropolitan State University	Online - Undergraduate	281.63	0.00	281.63
Metropolitan State University	Wound, Ostomy, Continence MSN specialty track	562.14	15.46	577.60
Metropolitan State University	BS Dental Hygiene	275.82	0.00	275.82
Metropolitan State University	Oral Health Care Practitioner	424.57	11.68	436.25

Mesabi Range Community & Technical College	IMT Millwright - diploma	162.41	0.00	162.41
Mesabi Range Community & Technical College	IMT Millwright - AAS	162.41	0.00	162.41
Mesabi Range Community & Technical College	Welding (AWS Certification)	167.33	0.00	167.33
Mesabi Range Community & Technical College	Certified Nursing Assistant (off-campus)	205.95	0.00	205.95
Mesabi Range Community & Technical College	Graphic Arts	166.17	0.00	166.17
Mesabi Range Community & Technical College	Paramedic	170.06	0.00	170.06
Mesabi Range Community & Technical College	All resident courses offered via online (excluding any courses/programs with a differential tuition rate)	182.62	0.00	182.62
Mesabi Range Community & Technical College	Welding (off campus)	200.00	0.00	200.00

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Mesabi Range Community & Technical College	IMT Millwright (off campus)	200.00	0.00	200.00
Minneapolis Community & Technical College	Weekend courses (regular)	New	New	116.45
Minneapolis Community & Technical College	Online Courses	179.60	0.00	179.60
Minneapolis Community & Technical College	Screen Writing	230.35	0.00	230.35
Minneapolis Community & Technical College	Screen Writing - weekend	New	New	172.80
Minneapolis Community & Technical College	Nursing	188.35	0.00	188.35
Minneapolis Community & Technical College	Nursing - weekend	New	New	141.30
Minneapolis Community & Technical College	Film and Video	230.35	0.00	230.35
Minneapolis Community & Technical College	Film and Video - weekend	New	New	172.80
Minneapolis Community & Technical College	Sound Arts	230.35	0.00	230.35
Minneapolis Community & Technical College	Sound Arts - weekend	New	New	172.80
Minneapolis Community & Technical College	Air Traffic Control	230.35	0.00	230.35
Minneapolis Community & Technical College	Air Traffic Control - weekend	New	New	172.80
Minneapolis Community & Technical College	360 Center of Excellence	199.00	0.00	199.00
Minnesota State College-Southeast Technical	Truck Driving (TRDR)	207.31	0.00	207.31
Minnesota State College-Southeast Technical	Welding Technologies (WELD)	197.31	0.00	197.31
Minnesota State College-Southeast Technical	Machine Tool & Die (MTDM)	177.31	0.00	177.31
Minnesota State College-Southeast Technical	Auto Body Collision Technology (ABCT)	177.31	0.00	177.31
Minnesota State College-Southeast Technical	Automotive Technology (AUTO)	177.31	0.00	177.31
Minnesota State College-Southeast Technical	Heating,ventilation,Air Conditioning & refrigeration(HVAC)	177.31	0.00	177.31
Minnesota State College-Southeast Technical	Electronics Technology (ELEC)	177.31	0.00	177.31
Minnesota State College-Southeast Technical	Practical Nursing (HEAL)	187.31	0.00	187.31
Minnesota State College-Southeast Technical	Nurse Mobility (NURS)	187.31	0.00	187.31
Minnesota State College-Southeast Technical	Online Tuition	192.31	0.00	192.31
Minnesota State College-Southeast Technical	Musical String Instrument Repair (MSIR)	187.31	0.00	187.31
Minnesota State College-Southeast Technical	Band Instrument Repair (BIRT)	187.31	0.00	187.31
Minnesota State Community & Technical College	Electrical Lineworker	190.80	0.00	190.80
Minnesota State Community & Technical College	Dental Assisting	199.75	0.00	199.75
Minnesota State Community & Technical College	Radiology Technician	190.80	0.00	190.80
Minnesota State Community & Technical College	Nursing RN	199.75	0.00	199.75
Minnesota State Community & Technical College	Nursing LPN	199.75	0.00	199.75
Minnesota State Community & Technical College	Nursing Assistant	170.80	0.00	170.80
Minnesota State Community & Technical College	Online Programs	199.00	0.00	199.00
Minnesota State Community & Technical College	Dental Hygiene	199.75	0.00	199.75
Minnesota State University, Mankato	On Campus MBA Program	544.98	10.32	555.30
Minnesota State University, Mankato	On Campus Masters of Accounting (MACC) Program	0.00	555.30	555.30
Minnesota State University, Mankato	Twin Cities MBA Program	676.98	10.32	687.30
Minnesota State University, Mankato	Twin Cities Masters of Accounting (MACC) Program	0.00	687.30	687.30
Minnesota State University, Mankato	Twin Cities MPA Program	404.58	10.32	414.90
Minnesota State University, Mankato	Twin Cities undergraduate courses (resident)	312.34	(40.09)	272.25
Minnesota State University, Mankato	Twin Cities Graduate courses (resident)	394.98	10.32	405.30
Minnesota State University, Mankato	Masters of Social Work (MSW)	394.98	10.32	405.30

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Minnesota State University, Mankato	Master in Science in Teaching & Learning (For Professional Development contract only)	200.00	0.00	200.00
Minnesota State University, Mankato	Graduate Teacher Licensure	394.98	10.32	405.30
Minnesota State University Moorhead	Athletic Training (all AT rubric courses except 120, 210, 420, 460)	247.43	0.00	247.43
Minnesota State University Moorhead	Chemistry (all CHEM rubric courses except 120, 210, 420, 460)	237.43	0.00	237.43
Minnesota State University Moorhead	Construction Management (all CM rubric courses)	228.43	0.00	228.43
Minnesota State University Moorhead	Counseling & Student Affairs (master's)	390.58	9.42	400.00
Minnesota State University Moorhead	Engineering (all ENG rubric courses)	228.43	0.00	228.43
Minnesota State University Moorhead	Graphic Communications (all GCOM courses rubric except 150, 152, 452, 469)	252.43	0.00	252.43
Minnesota State University Moorhead	Mass Communications (all MC rubric courses)	229.93	0.00	229.93
Minnesota State University Moorhead	Nursing (master's)	377.15	42.85	420.00
Minnesota State University Moorhead	Online/Distance Courses (on-line, package, ITV, & off-campus)	277.43	0.00	277.43
Minnesota State University Moorhead	Physical Education (all PE rubric courses)	227.43	0.00	227.43
Minnesota State University Moorhead	School of Business (master's)	new	350.00	350.00
Minnesota State University Moorhead	School Psychology (master's)	425.00	0.00	425.00
Minnesota State University Moorhead	Speech-Language Pathology (master's)	384.58	10.42	395.00
Minnesota State University Moorhead	Technology (all TECH rubric courses)	228.43	0.00	228.43
Minnesota State University Moorhead	Theatre (all THTR rubric courses except THTR 120, 360, 397, 420, 460, 497)	242.43	0.00	242.43
Minnesota State University Moorhead	Theatre (master's) (all THTR rubric master's courses except THTR 560)	342.15	14.85	357.00
Minnesota West Community & Technical College	Farm Business Management	174.05	0.00	174.05
Minnesota West Community & Technical College	Nursing	new in FY2014	196.35	196.35
Normandale Community College	Global Career Development Facilitator Program	172.19	0.00	172.19
Normandale Community College	Online tuition rate	181.49	0.00	181.49
North Hennepin Community College	Nursing	189.78	0.00	189.78
North Hennepin Community College	Online Courses	177.96	0.00	177.96
Northland Community & Technical College	Cardiovascular Tech	190.00	0.00	190.00
Northland Community & Technical College	Commercial Vehicle Operations	289.12	0.00	289.12
Northland Community & Technical College	Fire Technology	190.00	0.00	190.00
Northland Community & Technical College	Fire Fighter-Paramedic	190.00	0.00	190.00
Northland Community & Technical College	Occupational Therapy Assistant	190.00	0.00	190.00
Northland Community & Technical College	Nursing Assistant (course HLTH 1110)	190.00	0.00	190.00
Northland Community & Technical College	Paramedicine	190.00	0.00	190.00
Northland Community & Technical College	Pharmacy Technology	190.00	0.00	190.00
Northland Community & Technical College	Physical Therapist Assistant	190.00	0.00	190.00
Northland Community & Technical College	Practical Nursing	190.00	0.00	190.00
Northland Community & Technical College	Radiologic Technology	190.00	0.00	190.00

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Northland Community & Technical College	Registered Nurse	190.00	0.00	190.00
Northland Community & Technical College	Respiratory Therapist	190.00	0.00	190.00
Northland Community & Technical College	Surgical Technology	190.00	0.00	190.00
Northland Community & Technical College	Phlebotomy	190.00	0.00	190.00
Northland Community & Technical College	EMT Basic	190.00	0.00	190.00
Northland Community & Technical College	Distance/Online Courses	199.00	0.00	199.00
Northland Community & Technical College	360 Center of Excellence	199.00	0.00	199.00
Northland Community & Technical College	Farm Business Management	167.30	0.00	167.30
Northland Community & Technical College	UAS	300.00	0.00	300.00
Northland Community & Technical College	UAS-summer semester 2013 only (prorated due to grant)	300.00	(150.00)	150.00
Northland Community & Technical College	Imagery Analyst - grant funded program	300.00	0.00	300.00
Northland Community & Technical College	Aviation	198.04	0.00	198.04
Northwest Technical College (Bemidji)	Auto Machinist	203.00	0.00	203.00
Northwest Technical College (Bemidji)	Automotive Service Technology	185.00	0.00	185.00
Northwest Technical College (Bemidji)	Nursing	185.00	0.00	185.00
Northwest Technical College (Bemidji)	Dental Assistant	185.00	0.00	185.00
Northwest Technical College (Bemidji)	HVAC Residential Plumbing	185.00	0.00	185.00
Northwest Technical College (Bemidji)	Construction Electricity	185.00	0.00	185.00
Northwest Technical College (Bemidji)	Massage Therapy	NEW	190.25	190.25
Northwest Technical College (Bemidji)	Model Making	185.00	0.00	185.00
Northwest Technical College (Bemidji)	360 Center of Excellence	199.00	0.00	199.00
Northwest Technical College (Bemidji)	Distance/On-line courses	199.00	0.00	199.00
Pine Technical College	Gunsmithing (GTSP)	163.16	0.00	163.16
Pine Technical College	Manufacturing (MTTP)	158.16	0.00	158.16
Pine Technical College	Nursing (HEOP, PRSG, NURS)	189.91	0.00	189.91
Pine Technical College	360 Center of Excellence Consortium Courses	199.00	0.00	199.00
Pine Technical College	Early Childhood Development (CDEV)	155.16	0.00	155.16
Rainy River Community College	Industrial Technology	180.79	0.00	180.79
Rainy River Community College	Online courses (excluding any courses/programs with a differential tuition rate)	182.62	0.00	182.62
Ridgewater College	Online tuition	185.00	0.00	185.00
Riverland Community College	Truck Driving	264.60	0.00	264.60
Riverland Community College	Farm Business Management	167.10	0.00	167.10
Riverland Community College	Independent Studies	239.60	0.00	239.60
Riverland Community College	A.D. Nursing	199.60	0.00	199.60
Riverland Community College	Online Courses	194.60	0.00	194.60
Riverland Community College	Cisco Network Associate Program	189.60	0.00	189.60
Riverland Community College	Microsoft Systems Administrator	189.60	0.00	189.60
Riverland Community College	Microsoft Systems Engineer	189.60	0.00	189.60
Riverland Community College	Multimedia	189.60	0.00	189.60
Riverland Community College	Web Page Design	189.60	0.00	189.60
Riverland Community College	Webmaster	189.60	0.00	189.60
Riverland Community College	Chemistry	167.73	0.00	167.73
Riverland Community College	Business Administration	167.10	0.00	167.10

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Riverland Community College	Business & Office/Administrative Support	167.10	0.00	167.10
Riverland Community College	Accounting	167.10	0.00	167.10
Riverland Community College	Automobile Services	174.60	0.00	174.60
Riverland Community College	Construction Electrician	174.60	0.00	174.60
Riverland Community College	Wind Energy	174.60	0.00	174.60
Riverland Community College	Diesel	174.60	0.00	174.60
Riverland Community College	Industrial Machining	174.60	0.00	174.60
Riverland Community College	Collision Repair	174.60	0.00	174.60
Riverland Community College	Cosmetology	184.60	0.00	184.60
Riverland Community College	Massage Therapy	184.60	0.00	184.60
Riverland Community College	360 Center of Excellence	199.00	0.00	199.00
Riverland Community College	Radiography AAS	194.60	0.00	194.60
Ridgewater College	Online tuition	185.00	0.00	185.00
Rochester Community and Technical College	Online tuition differential - media codes 03, 12, 13	194.10	0.00	194.10
Rochester Community and Technical College	Hybrid Tuition differential - media code 09	179.10	0.00	179.10
Rochester Community and Technical College	Automobile Mechanics (AMT)	179.10	0.00	179.10
Rochester Community and Technical College	Computer Aided Drafting	184.10	0.00	184.10
Rochester Community and Technical College	Nursing AD (FY13 charges included course fee, no change in cost to student in FY14)	179.10	0.00	179.10
Rochester Community and Technical College	PNM (FY13 charges included course fee, no change in cost to student in FY14)	179.10	0.00	179.10
Rochester Community and Technical College	Equine Science (EQSC)	226.10	0.00	226.10
Rochester Community and Technical College	LAWE - Law enforcement (FY13 charges included course fee, no change in cost to student in FY14)	184.10	0.00	184.10
Rochester Community and Technical College	LAWE - Law enforcement Skills	289.10	0.00	289.10
Rochester Community and Technical College	Veterinary Assistant/Technician	174.10	0.00	174.10
Rochester Community and Technical College	Dental Hygiene	184.10	(2.20)	181.90
Rochester Community and Technical College	Dental Assisting	184.10	(7.20)	176.90
Rochester Community and Technical College	Nursing Assistant	184.10	(9.20)	174.90
Rochester Community and Technical College	Emergency Medical Technician (FY13 charges included course fee, no change in cost to student in FY14)	167.10	0.00	167.10
Rochester Community and Technical College	Health Unit Coordinator (FY13 charges included course fee, no change in cost to student in FY14)	167.10	0.00	167.10
Rochester Community and Technical College	Health Services Technician (FY13 charges included course fee, no change in cost to student in FY14)	167.10	0.00	167.10
Rochester Community and Technical College	Child Development Assistant (FY13 charges included course fee, no change in cost to student in FY14)	167.10	0.00	167.10
Rochester Community and Technical College	Design and Visual Communications, Gen (FY13 charges included course fee, no change in cost to student in FY14)	169.10	0.00	169.10

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Rochester Community and Technical College	Film/Video and Photographic Arts (FY13 charges included course fee, no change in cost to student in FY14)	199.10	0.00	199.10
Rochester Community and Technical College	Fine and Studio Art (FY13 charges included course fee, no change in cost to student in FY14)	179.10	0.00	179.10
Rochester Community and Technical College	Welding	new	174.10	174.10
Saint Paul College	360° Manufacturing and Applied Engineering Center of Excellence	199.00	0.00	199.00
Saint Paul College	Online Tuition (Media Code 03 and 12)	181.71	0.00	181.71
Saint Paul College	Pharmacy Tech	New	New	181.54
Saint Paul College	Phlebotomy	New	New	218.03
Saint Paul College	Pilates	New	New	197.44
Saint Paul College	Pre-Engineering	175.90	0.00	175.90
Saint Paul College	Respiratory Therapy	211.71	0.00	211.71
South Central College	FBM	163.60	0.00	163.60
Southwest Minnesota State University	Hospitality/Culinology Labs	252.45	0.00	252.45
Southwest Minnesota State University	Science Labs includes labs in Agronomy, Biology, Chemistry, Physics, Exercise Science and Environmental Science	241.95	0.00	241.95
Southwest Minnesota State University	Studio Art	241.95	0.00	241.95
Southwest Minnesota State University	Intro to Art/Elementary Art	233.55	0.00	233.55
Southwest Minnesota State University	ESL Licensure (Education undergraduate)	231.20	0.00	231.20
Southwest Minnesota State University	ESL Licensure (Education graduate)	356.50	0.00	356.50
Southwest Minnesota State University	Off Camp Grad Ed Learning Communities 13/14	360.00	0.00	360.00
Southwest Minnesota State University	Off Camp Grad Ed Learning Comm. 14/15	360.00	10.00	370.00
Southwest Minnesota State University	Off camp Grad Education (program tuition/semester)	100.00	0.00	100.00
Southwest Minnesota State University	Off Campus Education Graduate Program	400.00	10.00	410.00
Southwest Minnesota State University	Off Campus MBA & Management Graduate Program	400.00	10.00	410.00
Southwest Minnesota State University	Undergraduate Off Campus Programs	274.00	0.00	274.00
Southwest Minnesota State University	Undergraduate Online/Web courses	274.00	0.00	274.00
Southwest Minnesota State University	Graduate online/web courses	405.00	5.00	410.00
St. Cloud State University	Twin Cities Graduate Center MBA	750.00	22.50	772.50
St. Cloud State University	St. Cloud MBA	535.00	16.05	551.05
St. Cloud State University	Undergraduate Nursing	246.60	0.00	246.60
St. Cloud State University	Master of Engineering Management	575.00	17.25	592.25
St. Cloud State University	Master of Regulatory Affairs and Services	750.00	22.50	772.50
St. Cloud State University	Master of Applied Clinical Research	750.00	22.50	772.50
St. Cloud State University	Master of Science, Medical Technology Quality (MTG)	750.00	22.50	772.50
St. Cloud State University	Off Campus or on-line Behavioral Analysis	500.50	15.02	515.52

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
St. Cloud State University	Off Campus North Branch Cohort Undergraduate	259.60	0.00	259.60
St. Cloud State University	Off Campus North Branch Cohort Graduate	382.00	11.46	393.46
St. Cloud State University	Off Campus Workshop Undergraduate	259.60	0.00	259.60
St. Cloud State University	Off Campus Workshop Graduate	382.00	11.46	393.46
St. Cloud State University	Correctional Facility Undergraduate Education	219.45	0.00	219.45
St. Cloud State University	Off Campus Undergraduate	259.60	0.00	259.60
St. Cloud State University	Off Campus Graduate	382.00	11.46	393.46
St. Cloud State University	Off Campus Undergraduate Continuing Education	285.45	8.56	294.01
St. Cloud State University	Off Campus Graduate Continuing Education	400.00	12.00	412.00
St. Cloud State University	Off Campus Undergraduate ITV Continuing Education	285.45	8.56	294.01
St. Cloud State University	Off Campus Graduate ITV Continuing Education	400.00	12.00	412.00
St. Cloud State University	On-Line Department or Continuing Studies Undergraduate	303.30	9.10	312.40
St. Cloud State University	On-Line Department or Continuing Studies Graduate	416.25	12.49	428.74
St. Cloud State University	Masters Information Assurance	575.00	12.49	587.49
St. Cloud State University	Art	247.95	0.00	247.95
St. Cloud State University	Mass Communication	244.45	0.00	244.45
St. Cloud Technical & Community College	Dental Hygiene	183.86	0.00	183.86
St. Cloud Technical & Community College	Dental Assisting	183.86	0.00	183.86
St. Cloud Technical & Community College	Invasive Cardiovascular Technology	183.86	0.00	183.86
St. Cloud Technical & Community College	Sonography	183.86	0.00	183.86
St. Cloud Technical & Community College	Paramedicine	183.86	0.00	183.86
St. Cloud Technical & Community College	Associate Degree of Nursing	212.18	0.00	212.18
St. Cloud Technical & Community College	Surgical Technology	183.86	0.00	183.86
St. Cloud Technical & Community College	LPN	183.86	0.00	183.86
St. Cloud Technical & Community College	360 Center of Excellence	199.00	0.00	199.00
St. Cloud Technical & Community College	Online Courses with Media Code 03, 12, or 13	192.86	0.00	192.86
Winona State University	International Institutes	450.00	0.00	450.00
Winona State University	Math Sciences Teaching Academy- Graduate	125.00	0.00	125.00
Winona State University	Early Childhood Special Education (Roc	375.00	0.00	375.00
Winona State University	Study Abroad Program	450.00	0.00	450.00
Winona State University	Travel Studies Program	400.00	0.00	400.00
Winona State University	Criminal Justice - Rochester Campus	250.00	0.00	250.00
Winona State University	Teacher Preparation Collaborative Certi	400.00	0.00	400.00
Winona State University	Professional Development for Educators - Graduate	125.00	50.00	175.00
Winona State University	Undergraduate Nursing Program	262.00	0.00	262.00
Winona State University	Graduate Nursing Program	0.00	530.48	530.48
Winona State University	Acute Care Nurse Practitioner- Graduate	750.00	150.00	900.00
Winona State University	Health Leadership & Administration Program-HLA	0.00	293.34	293.34

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
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COURSES:

Alexandria Technical & Community College	Psychiatric Clinical	187.26	0.00	187.26
Alexandria Technical & Community College	Medical Clinical	187.26	0.00	187.26
Alexandria Technical & Community College	Surgical Clinical	187.26	0.00	187.26
Alexandria Technical & Community College	OB/Peds Clinical	187.26	0.00	187.26
Alexandria Technical & Community College	Comprehensive Clinical I	187.26	0.00	187.26
Alexandria Technical & Community College	Comprehensive Clinical II	187.26	0.00	187.26
Alexandria Technical & Community College	Child Care Internship	160.55	0.00	160.55
Alexandria Technical & Community College	Child Care Practicum I	160.55	0.00	160.55
Alexandria Technical & Community College	Child Care Practicum II	160.55	0.00	160.55
Alexandria Technical & Community College	Turning II	187.26	0.00	187.26
Alexandria Technical & Community College	Milling II	187.26	0.00	187.26
Alexandria Technical & Community College	CNC Machining Operations I	187.26	0.00	187.26
Alexandria Technical & Community College	CNC Machining Operations II	187.26	0.00	187.26
Alexandria Technical & Community College	Operation of Commercial Vehicle	287.08	0.00	287.08
Alexandria Technical & Community College	Firearms/Officer Survival Tactics	248.05	0.00	248.05

Bemidji State University	Chem -General Chemistry I &II (CHEM 1111/1112)	254.85	0.00	254.85
Bemidji State University	Chem - Principles of Chemistry I & II (CHEM 2211/2212)	254.85	0.00	254.85
Bemidji State University	Chem - Organic Chemistry I & II (CHEM 3371/3372)	269.85	0.00	269.85
Bemidji State University	Chem - Allied Health Lab (CHEM 1110)	259.85	0.00	259.85
Bemidji State University	Chem - Analytical Chem Lab	269.85	0.00	269.85
Bemidji State University	Chem - Biochemistry Lab I & II (CHEM 4471/4472/5471/5472)	264.85	0.00	264.85
Bemidji State University	Chem - Physical Chemistry Lab I & II (CHEM 4771/4772/5771/5772)	264.85	0.00	264.85
Bemidji State University	Chem - Inorganic Chem Lab I (CHEM 3871)	264.85	0.00	264.85
Bemidji State University	Chem - Instrmtl Analys Lab I (CHEM 4571)	264.85	0.00	264.85
Bemidji State University	PE - Athletic Training (PHED 3190/5190)	259.85	0.00	259.85
Bemidji State University	PE - Personal Training: Strength and Speed (PHED 4160/5160)	259.85	0.00	259.85
Bemidji State University	PE - Exercise Physiology & Nutrition (PHED 3300/5300)	259.85	0.00	259.85
Bemidji State University	Physics - Lab (PHYS 1101/1102/2101/2102)	254.85	0.00	254.85
Bemidji State University	Geology - Labs (GEOL 1110/1120/2110 /3120/3212/3500/3600/5120/5212/5500 /5600)	254.85	0.00	254.85
Bemidji State University	Environmental -Thesis (ENVR 4990/6990)	370.50	0.00	370.50

Central Lakes College	BIOL 1404 - Human Biology	169.10	0.00	169.10
Central Lakes College	BIOL 1411 - Concepts of Biology	169.10	0.00	169.10
Central Lakes College	BIOL 1415 - Environmental Biology	169.10	0.00	169.10

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Central Lakes College	BIOL 1431 - General Biology I	169.10	0.00	169.10
Central Lakes College	BIOL 1432 - General Biology II	169.10	0.00	169.10
Central Lakes College	BIOL 2411 - Biology of Women	169.10	0.00	169.10
Central Lakes College	BIOL 2417 - General Ecology Lab	169.10	0.00	169.10
Central Lakes College	BIOL 2457 - Microbiology	169.10	0.00	169.10
Central Lakes College	BIOL 2467 - Anatomy & Physiology I	169.10	0.00	169.10
Central Lakes College	BIOL 2468 - Anatomy & Physiology II	169.10	0.00	169.10
Central Lakes College	CHEM 1405 - Life Science Chemistry	169.10	0.00	169.10
Central Lakes College	CHEM 1424 - Chemical Principles I	169.10	0.00	169.10
Central Lakes College	CHEM 1425 - Chemical Principles II	169.10	0.00	169.10
Central Lakes College	CHEM 2472 - Organic Chemistry I	169.10	0.00	169.10
Central Lakes College	CHEM 2473 - Organic Chemistry II	169.10	0.00	169.10
Central Lakes College	CRJU 2160-Use of Force	NEW	270.78	270.78
Central Lakes College	CRJU 2162-Firearms	NEW	270.78	270.78
Central Lakes College	CRJU 2164-Patrol Practicals	NEW	270.78	270.78
Central Lakes College	CRJU 2166-Tactical Communications/Relations	NEW	270.78	270.78
Central Lakes College	CRJU 2124-General Evidence and Identification Preparation	NEW	270.78	270.78
Central Lakes College	ESCI 1405 - Astronomy	169.10	0.00	169.10
Central Lakes College	ESCI 1452 - Oceanography Lab	169.10	0.00	169.10
Central Lakes College	ESCI 1454 - Earth Science and the Environment	169.10	0.00	169.10
Central Lakes College	EMTS 1502 - Emergency Medical Technician	224.10	0.00	224.10
Central Lakes College	EMTS 1580 - Special Topics (ACLS)	274.10	0.00	274.10
Central Lakes College	PHED 1510 - Skiing/Snowboarding	229.10	0.00	229.10
Central Lakes College	PHED 1511 - Adv. Skiing/Snowboarding	229.10	0.00	229.10
Central Lakes College	PHED 1525 - Personal Protection Awareness	174.10	0.00	174.10
Central Lakes College	PHED 1534 - Beginning Golf	174.10	0.00	174.10
Central Lakes College	PHED 1541 - Bowling	204.10	0.00	204.10
Central Lakes College	AMSL 1412 - American Sign Language II	174.10	0.00	174.10
Central Lakes College	AMSL 2412 - American Sign Language IV	174.10	0.00	174.10
Central Lakes College	AMSL 2414 - Conversational ASL	234.10	0.00	234.10
Central Lakes College	ARTS 1401 Black & White Photo I	169.10	0.00	169.10
Central Lakes College	ARTS 1403 Color Photo I	169.10	0.00	169.10
Central Lakes College	ARTS 1596 Topics In Art	169.10	0.00	169.10
Fond du Lac Tribal & Community College	Digital Photography	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Introduction to Art	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Painting	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Ceramics	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Drawing	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Art Design	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Watercolors	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Sculptures	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Microbiology Lab/Lecture	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Human Anatomy and Physiology Lab/Lecture	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Aspects of Biology Lab/Lecture	163.90	0.00	163.90

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Fond du Lac Tribal & Community College	Environmental Science Lab/Lecture	163.90	0.00	163.90
Fond du Lac Tribal & Community College	General Biology Lab/Lecture	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Intro to Forensic Biology	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Principals of Ecology Lab/Lecture	163.90	0.00	163.90
Fond du Lac Tribal & Community College	Aspects of Inorganic Chemistry Lab/Lecture	178.94	0.00	178.94
Fond du Lac Tribal & Community College	General Chemistry Lab/Lecture	178.94	0.00	178.94
Fond du Lac Tribal & Community College	Organic Chemistry Lab/Lecture	178.94	0.00	178.94
Fond du Lac Tribal & Community College	Leadership, Ethics, Y Diversity in Law Enforcement	204.50	0.00	204.50
Fond du Lac Tribal & Community College	Practical Applications of Criminal Investigations	199.50	0.00	199.50
Fond du Lac Tribal & Community College	Patrol Procedures	240.50	0.00	240.50
Fond du Lac Tribal & Community College	Careers in the Criminal Justice System	182.00	0.00	182.00
Fond du Lac Tribal & Community College	Use of Force I: Basic Defense Tactics	224.00	0.00	224.00
Fond du Lac Tribal & Community College	Use of Force II: Firearms	385.00	0.00	385.00
Fond du Lac Tribal & Community College	Beginning Bowling	204.94	0.00	204.94
Fond du Lac Tribal & Community College	Advanced Bowling	204.94	0.00	204.94
Fond du Lac Tribal & Community College	Summer Outdoor Activities	280.00	0.00	280.00
Fond du Lac Tribal & Community College	Winter Outdoor Activities	280.00	0.00	280.00
Fond du Lac Tribal & Community College	Beginning Golf	255.44	0.00	255.44
Fond du Lac Tribal & Community College	NURS and HLTH Courses (except lab a	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Intro to Nursing	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Home Health Aid	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Personal, Tribal & Comm Health	177.00	0.00	177.00
Fond du Lac Tribal & Community College	emergency Medical Technician	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Community CPR	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Emergency Response/First Responder	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Special Topics	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Food: Safety, Risks & Technology	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Foundations of Nursing	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Clinical Foundations	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Application of Nursing	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Family Nursing	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Family Nursing Clinical	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Ethics in Nursing	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Mathematics for Medication	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Psychosocial Nursing	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Medication AdminI	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Medication Admin II	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Nursing Interventions	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Clinical Applications	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Service Learning for Nursing	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Nursing Role Transition	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Nursing Role Transition Clinical	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Health Assessment	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Integration of Nursing	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Clinical Integration	233.00	0.00	233.00
Fond du Lac Tribal & Community College	synthesis of Nursing	177.00	0.00	177.00
Fond du Lac Tribal & Community College	Clinical Syntheses	233.00	0.00	233.00
Fond du Lac Tribal & Community College	Native Plant Identification	163.90	0.00	163.90
Fond du Lac Tribal & Community College	All Private Music Lessons	280.50	0.00	280.50
Fond du Lac Tribal & Community College	Beginning Downhill Skiing	250.44	0.00	250.44

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Fond du Lac Tribal & Community College	HLTH 1032 Health Care Provider CPR & 1st Aid	233.00	0.00	233.00
Fond du Lac Tribal & Community College	On-Line Courses	178.90	0.00	178.90
Hennepin Technical College	Emergency Vehicle Driving Skills (EMSV 1130)	266.70	0.00	266.70
Hennepin Technical College	Emergency Medical Technician - Basic (EMSV 1100)	170.70	0.00	170.70
Hennepin Technical College	Health Clinical: Clinical Externship I & II (DNTH 1321 & DNTH 1325)	166.70	0.00	166.70
Hennepin Technical College	Health Clinicals: Health Unit Coordinator Internship (HLUC 1200)	166.70	0.00	166.70
Hennepin Technical College	Health Clinicals: Practicum (MAST 2040)	166.70	0.00	166.70
Hennepin Technical College	Health Clinicals: Nursing Assistant (NURS 1001)	166.70	0.00	166.70
Hennepin Technical College	Health Clinicals: Pharmacy Technician Externship I & II (PHRM 1080 & PHRM 1090)	166.70	0.00	166.70
Hennepin Technical College	Nursing: Foundations I & II (NURS 1103 & NURS 1201)	176.70	0.00	176.70
Hennepin Technical College	Nursing: Pharmacology for Practical Nurses (NURS 1141)	176.70	0.00	176.70
Hennepin Technical College	Nursing: Nursing Skills I & II (NURS 1161 & NURS 1261)	176.70	0.00	176.70
Hennepin Technical College	Nursing: Adult Nursing I & II (NURS 1191 & NURS 1222)	176.70	0.00	176.70
Hennepin Technical College	Nursing: Maternal Child Nursing (NURS 1242)	176.70	0.00	176.70
Hennepin Technical College	Nursing: Psychosocial Nursing (NURS 2110)	176.70	0.00	176.70
Hennepin Technical College	Nursing: Capstone (NURS 2550)	176.70	0.00	176.70
Hennepin Technical College	Extrusion Molding Processes I & II (PLST 2011 & PLST 2017)	166.70	0.00	166.70
Hennepin Technical College	Injection Molding Processes I, II, & III (PLST 2128, PLST 2138, & PLST 2143)	166.70	0.00	166.70
Hennepin Technical College	Public Works (PWRK 1060)	206.70	0.00	206.70
Hennepin Technical College	Related Mechanical Skills (FMLR 1301)	231.70	0.00	231.70
Hibbing Community College	Course: Fire Arms	236.58	0.00	236.58
Hibbing Community College	Course: Basic Fire Arms	236.58	0.00	236.58
Hibbing Community College	Automotive Technician Courses	169.62	0.00	169.62
Hibbing Community College	Culinary Arts Courses	169.62	0.00	169.62
Hibbing Community College	Dental Assistant Courses	169.62	0.00	169.62
Hibbing Community College	Diesel Mechanics/Heavy Equip. Maint. Courses	169.62	0.00	169.62
Hibbing Community College	Electrical Maint. And Construction Courses	169.62	0.00	169.62
Hibbing Community College	Industrial Systems Technology Courses	169.62	0.00	169.62
Hibbing Community College	Law Enforcement Courses (Not Listed Above)	169.62	0.00	169.62
Hibbing Community College	Medical Laboratory Technician Courses	169.62	0.00	169.62

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Hibbing Community College	Microcomputer Technician Courses	169.62	0.00	169.62
Hibbing Community College	Multi Media Courses	169.62	0.00	169.62
Hibbing Community College	Nursing Courses	179.71	0.00	179.71
Hibbing Community College	Nursing Assistant/Home Health Aide Courses	169.62	0.00	169.62
Hibbing Community College	Pharmacy Technician Courses	169.62	0.00	169.62
Hibbing Community College	Professional Truck Driver (CDL) Courses	169.62	0.00	169.62
Hibbing Community College	Refrig., Heating, Air Cond. App. Repair Courses	169.62	0.00	169.62
Hibbing Community College	Solar Photovoltaic Technician Courses	169.62	0.00	169.62
Hibbing Community College	Heating and Cooling Technician (new)	0.00	169.62	169.62
Hibbing Community College	Online Tuition - Resident	182.62	0.00	182.62
Mesabi Range Community & Technical College	Applied Math & Medications	180.18	0.00	180.18
Mesabi Range Community & Technical College	Adult Nursing I & Clinical	180.18	0.00	180.18
Mesabi Range Community & Technical College	Applied Nursing Skills	180.18	0.00	180.18
Mesabi Range Community & Technical College	Maternal/Child Health & Clinical	180.18	0.00	180.18
Mesabi Range Community & Technical College	Adult Nursing II & Clinical	180.18	0.00	180.18
Mesabi Range Community & Technical College	Mental Health Concepts & Clinical	180.18	0.00	180.18
Mesabi Range Community & Technical College	Gerontology & Clinical	180.18	0.00	180.18
Minneapolis Community & Technical College	Barbering (1050, 1100, 1200, 1250, 1360, 1370)	158.50	0.00	158.50
Minneapolis Community & Technical College	Barbering (1460, 1470, 1500, 1510)	157.69	0.00	157.69
Minneapolis Community & Technical College	Early Childhood Education 1600	160.13	0.00	160.13
Minneapolis Community & Technical College	Early Childhood Education 2600	158.50	0.00	158.50
Minneapolis Community & Technical College	Community Health Worker 1001	165.17	0.00	165.17
Minneapolis Community & Technical College	Community Health Worker 1016	160.13	0.00	160.13
Minneapolis Community & Technical College	Counseling 2650	158.55	0.00	158.55
Minneapolis Community & Technical College	Counseling 2730	165.00	0.00	165.00
Minneapolis Community & Technical College	Counseling 2830	156.33	0.00	156.33
Minneapolis Community & Technical College	Central Service Technician 1000	165.17	0.00	165.17
Minneapolis Community & Technical College	Central Service Technician 1002	160.13	0.00	160.13
Minneapolis Community & Technical College	DNTA (1170, 1350)	158.50	0.00	158.50
Minneapolis Community & Technical College	DNTA 1274	157.69	0.00	157.69
Minneapolis Community & Technical College	ENDT 1010	158.58	0.00	158.58
Minneapolis Community & Technical College	ENDT (1200, 2050, 2525, 2550)	157.69	0.00	157.69
Minneapolis Community & Technical College	ENDT 1850	160.13	0.00	160.13
Minneapolis Community & Technical College	ENDT 2550	170.13	0.00	170.13
Minneapolis Community & Technical College	HSER 2003	175.25	0.00	175.25
Minneapolis Community & Technical College	HSER 2004	156.88	0.00	156.88
Minneapolis Community & Technical College	NAHA (1819, 1850)	161.20	0.00	161.20
Minneapolis Community & Technical College	NAHA 1900	158.50	0.00	158.50
Minneapolis Community & Technical College	PHLE 1000	160.25	0.00	160.25
Minneapolis Community & Technical College	PHLE 1002	158.50	0.00	158.50
Minneapolis Community & Technical College	PSOM 1500	160.25	0.00	160.25
Minneapolis Community & Technical College	PSOM (1650, 2350)	158.50	0.00	158.50
Minneapolis Community & Technical College	PSOM 2150	157.69	0.00	157.69
Minneapolis Community & Technical College	PSOM 2250	157.20	0.00	157.20
Minneapolis Community & Technical College	FYST 1010	165.58	0.00	165.58
Minneapolis Community & Technical College	PHED 2100	230.25	0.00	230.25
Minnesota State College-Southeast Technical	Comp 2510 Introduction to Computers	177.31	0.00	177.31

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Minnesota State College-Southeast Technical	Chem 2518 General, Organic, & Biochemistry I	177.31	0.00	177.31
Minnesota State College-Southeast Technical	BIOL 2512 Anatomy & Physiology II	177.31	0.00	177.31
Minnesota State College-Southeast Technical	BIOL 2511 Anatomy & Physiology I	177.31	0.00	177.31
Minnesota State College-Southeast Technical	COMP 2525 Computers: Issues and Applications II	177.31	0.00	177.31
Minnesota State College-Southeast Technical	COMP 2520 Introduction to Graphic Design	177.31	0.00	177.31
Minnesota State College-Southeast Technical	HUMA 2540 Introduction to Multimedia and Digital Arts	177.31	0.00	177.31
Minnesota State College-Southeast Technical	HUMA 2525 Digital Photography	177.31	0.00	177.31
Minnesota State College-Southeast Technical	HUMA 2520 Film Studies	177.31	0.00	177.31
Minnesota State College-Southeast Technical	BIOL 2501 Introduction to Biology	177.31	0.00	177.31
Minnesota State College-Southeast Technical	BIOL 2530 Microbiology	177.31	0.00	177.31
Minnesota State College-Southeast Technical	CHEM 2522 Environmental Chemistry	177.31	0.00	177.31
Minnesota State College-Southeast Technical	CHEM 2525 Introduction to Forensic Science	177.31	0.00	177.31
Minnesota State College-Southeast Technical	INDS 1628 Introduction to Welding Technologies	187.31	0.00	187.31
Minnesota State College-Southeast Technical	INDS 1629 Welding Technologies II	187.31	0.00	187.31
Minnesota State College-Southeast Technical	INDS 1630 Welding Technologies III	187.31	0.00	187.31
Minnesota State College-Southeast Technical	INDS 1632 Oxy-Fuel Welding Fundamentals	187.31	0.00	187.31
Minnesota State Community & Technical College	Online Courses	199.00	0.00	199.00
Minnesota State University, Mankato	Anthropology 486/586 (Crime Scene Recovery Workshop)	495.00	0.00	495.00
Minnesota State University, Mankato	Online Courses (Note: It is \$35.00 above the existing resident undergraduate or graduate tuition rates)	35.00	0.00	35.00
Minnesota State University Moorhead	ART 100, 125, 126, 203C, 203L, 234, 300B, 303C, 304C, 305C, 310, 400B, 400C, 404C, 405C, 408, 450, 451B, 451D, 451E, 452B, 452D, 452E, 452F	237.43	0.00	237.43
Minnesota State University Moorhead	ART 101, 102, 210, 405H, 451C, 452C, 452H, 452L, 480	227.43	0.00	227.43
Minnesota State University Moorhead	ART 203A, 300A, 303A, 304A, 305A, 400A, 404A, 405A, 451A, 452A	257.43	0.00	257.43
Minnesota State University Moorhead	ART 203D, 203E, 203F, 203K, 290, 300D, 300E, 300F, 300K, 303B, 303D, 303E, 303F, 304B, 304D, 304E, 304F, 305B, 305D, 305E, 305F, 390, 400D, 400E, 400F, 404B, 404D, 404E, 404F, 405B, 405D, 405E, 405F, 451F, 490, 499	252.43	0.00	252.43
Minnesota State University Moorhead	ART 203B, 203H, 303H	242.43	0.00	242.43
Minnesota State University Moorhead	ART 350	232.43	0.00	232.43
Minnesota State University Moorhead	ART 494A	new	257.43	257.43
Minnesota State University Moorhead	ART 494B, 494D, 494E	new	237.43	237.43
Minnesota State University Moorhead	ART 494C, 494H, 494L	new	227.43	227.43
Minnesota State University Moorhead	ART 494F	new	252.43	252.43

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Minnesota State University Moorhead	AST 102, 104	232.43	0.00	232.43
Minnesota State University Moorhead	AST 365	227.43	0.00	227.43
Minnesota State University Moorhead	BCBT 100	232.43	0.00	232.43
Minnesota State University Moorhead	BCBT 420, 425, 430, 475, 476, 477, 478, 479, 480, 481, 482, 490	247.43	0.00	247.43
Minnesota State University Moorhead	BCBT 520, 525, 530	352.15	9.85	362.00
Minnesota State University Moorhead	BIOL 109, 125, 126, 236, 300, 370	232.43	0.00	232.43
Minnesota State University Moorhead	BIOL 111, 115, 275, 305, 321, 322, 323, 326, 341, 345, 347, 349, 350, 360, 365, 372, 385L, 390, 402, 455, 479, 497	242.43	0.00	242.43
Minnesota State University Moorhead	CJ 290	297.43	0.00	297.43
Minnesota State University Moorhead	CM 496	288.43	0.00	288.43
Minnesota State University Moorhead	COMH 490 (course is to be re- numbered to COMH 468)	272.43	0.00	272.43
Minnesota State University Moorhead	CSIS 221	222.43	0.00	222.43
Minnesota State University Moorhead	CNSA 691A, 691B, 691C	390.58	34.42	425.00
Minnesota State University Moorhead	CNSA 692A, 692B, 692C	390.58	59.42	450.00
Minnesota State University Moorhead	ED 205, 294, 310	252.43	0.00	252.43
Minnesota State University Moorhead	FILM 100, 172, 200, 284, 384, 400, 401, 472, 484, 485, 496	252.43	0.00	252.43
Minnesota State University Moorhead	FILM 372, 375	247.43	0.00	247.43
Minnesota State University Moorhead	GEOS 115	223.68	0.00	223.68
Minnesota State University Moorhead	GEOS 116, 117, 170, 301, 302, 303, 315, 320, 330, 340, 350, 360, 370, 405, 415, 416, 417	224.09	0.00	224.09
Minnesota State University Moorhead	HLTH 110	227.43	0.00	227.43
Minnesota State University Moorhead	HLTH 122	297.43	0.00	297.43
Minnesota State University Moorhead	HLTH 125	237.43	0.00	237.43
Minnesota State University Moorhead	HLTH 311, 335, 340, 465	232.43	0.00	232.43
Minnesota State University Moorhead	HLTH 327, 412	232.43	0.00	232.43
Minnesota State University Moorhead	HSAD 490 (course is to be re- numbered to HSAD 468)	272.43	0.00	272.43
Minnesota State University Moorhead	MATH 105, 110, 127, 142, 143, 229, 232, 261, 262	225.43	0.00	225.43
Minnesota State University Moorhead	MATH 234, 238, 260, 355	227.43	0.00	227.43
Minnesota State University Moorhead	MDEV 090, 099 (formerly 127)	227.43	0.00	227.43
Minnesota State University Moorhead	MDEV 095	new	227.43	227.43
Minnesota State University Moorhead	MUS 108, 110, 150A, 150B, 151, 152, 191, 207, 208, 209, 219, 231, 232, 233, 234, 235, 236, 291, 300, 303, 304, 305, 307, 319, 328, 333, 334, 335, 342, 343, 372, 375, 377, 390, 391, 392, 421, 423, 431A, 431B, 432, 433, 440, 441, 442, 445, 446, 447, 471, 472, 475, 496	262.43	0.00	262.43
Minnesota State University Moorhead	MUS 166, 184, 266, 281, 284, 363, 364, 365, 366, 381, 382, 384, 461, 463, 466, 469, 481, 482, 484, 486	297.43	0.00	297.43
Minnesota State University Moorhead	MUS 523, 524, 527, 531A, 531B, 545, 572, 574, 595, 596, 620, 621, 632, 634, 635, 636, 637, 674, 695, 697, 699	367.15	9.85	377.00
Minnesota State University Moorhead	MUS 550, 554, 555A, 650, 654, 655A, 670	577.15	9.85	587.00

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Minnesota State University Moorhead	MUS 150C, 150D, 154, 155A, 155B, 155C, 155J, 156A, 156B, 156C, 156D, 156E, 157A, 157B, 157C, 157D, 157E, 158A, 158B, 158C, 158D, 158E, 158F, 159, 170, 254, 255A, 255B, 255C, 255J, 256A, 256B, 256C, 256D, 256E, 257A, 257B, 257C, 257D, 257E, 258A, 258B, 258C, 258D, 258E, 258F, 270, 259, 354, 355A, 355B, 355J, 356A, 356B, 356C, 356D, 356E, 357A, 357B, 357C, 357D, 357E, 358A, 358B, 358C, 358D, 358E, 358F, 359, 370, 450, 454, 455A, 455B, 455J, 456A, 456B, 456C, 456D, 456E, 457A, 457B, 457C, 457D, 457E, 458A, 458B, 458C, 458D, 458E, 458F, 459, 470	472.43	0.00	472.43
Minnesota State University Moorhead	MUS 682, 685, 686	402.15	9.85	412.00
Minnesota State University Moorhead	NURS 302	239.43	0.00	239.43
Minnesota State University Moorhead	NURS 474	261.43	0.00	261.43
Minnesota State University Moorhead	NURS 600	394.15	42.85	437.00
Minnesota State University Moorhead	NURS 640P	387.15	42.85	430.00
Minnesota State University Moorhead	NURS 642P	397.15	42.85	440.00
Minnesota State University Moorhead	PARA 425	234.43	0.00	234.43
Minnesota State University Moorhead	PHYS 105, 140, 160, 161, 200, 201, 302, 305, 306, 312, 350	232.43	0.00	232.43
Minnesota State University Moorhead	PHYS 318, 322, 370	227.43	0.00	227.43
Minnesota State University Moorhead	POL 270	272.43	0.00	272.43
Minnesota State University Moorhead	PSCI 170	232.43	0.00	232.43
Minnesota State University Moorhead	PSY 230	new	225.43	225.43
Minnesota State University Moorhead	PSY 620	431.00	0.00	431.00
Minnesota State University Moorhead	PSY 622	445.00	0.00	445.00
Minnesota State University Moorhead	PSY 724	430.00	0.00	430.00
Minnesota State University Moorhead	School of Business (only includes 300- and 400-level courses in the following rubrics: ACCT, BUS, FINC, MGMT, MKTG)	232.43	(4.00)	228.43
Minnesota State University Moorhead	SLHS 273, 421, 446	237.43	0.00	237.43
Minnesota State University Moorhead	SLHS 347	252.43	0.00	252.43
Minnesota State University Moorhead	SLHS 473	227.43	0.00	227.43
Minnesota State University Moorhead	SOC 351	225.43	0.00	225.43
Minnesota State University Moorhead	SPED 225	252.43	0.00	252.43
Minnesota State University Moorhead	STL 291, 330	227.43	0.00	227.43
Minnesota State University Moorhead	Student Teaching Abroad	322.43	0.00	322.43
Minnesota State University Moorhead	WS 415	236.43	0.00	236.43
Minnesota West Community & Technical College	DEN1120 Chairside Assisting I	181.55	0.00	181.55
Minnesota West Community & Technical College	DEN1125 Chairside Assisting II	181.55	0.00	181.55
Minnesota West Community & Technical College	DEN1140 Dental Materials	184.88	0.00	184.88
Minnesota West Community & Technical College	DEN1105 Oral Radiology II	198.22	0.00	198.22
Minnesota West Community & Technical College	DEN1145 Expanded Functions A	198.22	0.00	198.22
Minnesota West Community & Technical College	DEN1150 Expanded Functions B	198.22	0.00	198.22
Minnesota West Community & Technical College	HC1175 Nursing Assistant	182.09	0.00	182.09
Minnesota West Community & Technical College	LAW1120 Physical Fitness	221.55	0.00	221.55
Minnesota West Community & Technical College	LAW2233 Firearms-Patrol Ops	221.55	0.00	221.55

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Minnesota West Community & Technical College	LAWE2250 Accident Inv-Radar-Radio	221.55	0.00	221.55
Minnesota West Community & Technical College	LAWE2300 Tactical Management	221.55	0.00	221.55
Minnesota West Community & Technical College	LAWE2310 Use of Force	221.55	0.00	221.55
Minnesota West Community & Technical College	LAWE2340 Traffic Law-Traffic Stops	221.55	0.00	221.55
Minnesota West Community & Technical College	MUSC1140 Piano Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	MUSC1141 Piano Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	MUSC1145 Voice Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	MUSC1146 Voice Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	MUSC2140 Piano Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	MUSC2141 Piano Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	MUSC2145 Voice Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	MUSC2146 Voice Lessons	321.55	0.00	321.55
Minnesota West Community & Technical College	PHED1145 Bowling	256.55	0.00	256.55
Minnesota West Community & Technical College	PHED1160 Beginning Golf	186.55	0.00	186.55
Minnesota West Community & Technical College	RADT1100 Intro to Radiography & Patient Care	183.55	0.00	183.55
Minnesota West Community & Technical College	RADT1110 Radiological Procedures I	183.55	0.00	183.55
Minnesota West Community & Technical College	RADT1120 Radiological Procedures II	183.55	0.00	183.55
Minnesota West Community & Technical College	RADT1130 Radiological Exposures I	183.55	0.00	183.55
Minnesota West Community & Technical College	RADT1140 Radiological Exposures II	183.55	0.00	183.55
Minnesota West Community & Technical College	RADT1150 Clinical Radiography I	194.11	0.00	194.11
Minnesota West Community & Technical College	RADT1160 Clinical Radiography II	201.55	0.00	201.55
Minnesota West Community & Technical College	RADT2210 Radiological Procedures III	182.09	0.00	182.09
Minnesota West Community & Technical College	RADT2220 Radiological Equipment	194.09	0.00	194.09
Minnesota West Community & Technical College	RADT2240 Principles of Radiobiology	183.55	0.00	183.55
Minnesota West Community & Technical College	RADT2250 Clinical Radiography III	201.55	0.00	201.55
Minnesota West Community & Technical College	RADT2260 Clinical Radiography IV	208.24	0.00	208.24
Minnesota West Community & Technical College	RADT2270 Clinical Radiography V	201.55	0.00	201.55
Minnesota West Community & Technical College	RNEW1115 Mech. Fundamentals for Processing Control	227.55	0.00	227.55
Minnesota West Community & Technical College	RNEW1175 Industrial Water Treatment	181.55	0.00	181.55
Minnesota West Community & Technical College	RNEW2120 Ethanol Separation Technology	191.55	0.00	191.55
Minnesota West Community & Technical College	RNEW1105 Introduction to OSHA	231.55	0.00	231.55
Minnesota West Community & Technical College	SURG1130 Operating Room Theory	182.09	0.00	182.09
Minnesota West Community & Technical College	SURG1140 Operating Room Practices	191.55	0.00	191.55
Minnesota West Community & Technical College	SURG1160 Clinical 1	211.55	0.00	211.55
Minnesota West Community & Technical College	SURG1170 Clinical 2	211.55	0.00	211.55
Minnesota West Community & Technical College	SURG1180 Clinical 3	211.55	0.00	211.55
Minnesota West Community & Technical College	SURG1190 Clinical 4	211.55	0.00	211.55
Minnesota West Community & Technical College	All other Online Courses	184.05	0.00	184.05
Normandale Community College	NURS 1110 Nursing 1	193.79	0.00	193.79
Normandale Community College	NURS 1120 Nursing 2	193.79	0.00	193.79
Normandale Community College	NURS 1130 Transition to RN for LNP	193.79	0.00	193.79
Normandale Community College	NURS 2210 Nursing 3	193.79	0.00	193.79
Normandale Community College	NURS 2220 Nursing 4	193.79	0.00	193.79
Normandale Community College	NURS 1057 Nursing Assistant	193.79	0.00	193.79
Normandale Community College	NURS 1135 Nursing Health Assessment	193.79	0.00	193.79
Normandale Community College	NURS 1140 Clinical Internship	193.79	0.00	193.79
Normandale Community College	NURS 1190 Clinic Enrichment	193.79	0.00	193.79

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Normandale Community College	DENH 1112 Oral Anatomy, Embryology, Histology	193.79	0.00	193.79
Normandale Community College	DENH 1140 Pre-Clinic Theory	193.79	0.00	193.79
Normandale Community College	DENH 1143 Clinic 1	193.79	0.00	193.79
Normandale Community College	DENH 1150 Dental Radiology	193.79	0.00	193.79
Normandale Community College	DENH 1151 Accelerated Dental Radiology	193.79	0.00	193.79
Normandale Community College	DENH 1160 Dental Materials	193.79	0.00	193.79
Normandale Community College	DENH 1161 Accelerated Dental Materials	193.79	0.00	193.79
Normandale Community College	DENH 2241 Clinic II	193.79	0.00	193.79
Normandale Community College	DENH 2243 Clinic 3	193.79	0.00	193.79
Normandale Community College	DENH 2252 Clinical Radiology 1	193.79	0.00	193.79
Normandale Community College	DENH 2254 Clinical Radiology 2	193.79	0.00	193.79
Normandale Community College	DENH 2263 Pain Management	193.79	0.00	193.79
Normandale Community College	DENH 2263 Pain Management	193.79	0.00	193.79
Normandale Community College	DENH 1139 Infection Control and Disease Prevention	193.79	0.00	193.79
Normandale Community College	DENH 1141 Pre-Clinic Skill Development	193.79	0.00	193.79
Normandale Community College	DENH 1142 Clinic Theory I	193.79	0.00	193.79
Normandale Community College	DENH 1144 Special Needs	193.79	0.00	193.79
Normandale Community College	DENH 1162 Pharmacology	193.79	0.00	193.79
Normandale Community College	DENH 2240 Clinic 2 Theory	193.79	0.00	193.79
Normandale Community College	DENH 2242 Clinic 3 Theory	193.79	0.00	193.79
Normandale Community College	DENH 2264 Periodontics for the Dental Hygienist	193.79	0.00	193.79
Normandale Community College	DENH 2266 General and Oral Pathology	193.79	0.00	193.79
Normandale Community College	DENH 2281 Preventive Concepts in Community Dental Health	193.79	0.00	193.79
Northland Community & Technical College	CRJU 2220	255.67	0.00	255.67
Northland Community & Technical College	SURT 2212	246.13	0.00	246.13
Northland Community & Technical College	PNSG 1200 - new course differential	0.00	354.50	354.50
Northland Community & Technical College	NURS 2110 - new course differential	0.00	476.30	476.30
Northwest Technical College - Bemidji	BLDG 1108 Metal Fabrication	185.00	0.00	185.00
Riverland Community College	General Biology BIOL 1091	174.60	0.00	174.60
Riverland Community College	General Biology BIOL 1092	174.60	0.00	174.60
Riverland Community College	A & P I BIOL 2021	174.60	0.00	174.60
Riverland Community College	A & P II BIOL 2022	174.60	0.00	174.60
Riverland Community College	Microbiology BIOL 2040	174.60	0.00	174.60
Riverland Community College	Forensic Biology BIOL 1050	174.60	0.00	174.60
Riverland Community College	Nursing Assistant HCNA 1200	182.36	0.00	182.36
Riverland Community College	Nursing Assistant Practicum HCNA 1101	174.60	0.00	174.60
Riverland Community College	Fundamentals of Wireless LANs	189.60	0.00	189.60
Riverland Community College	Fundamentals of Network Security	189.60	0.00	189.60
Riverland Community College	Basic Firearms LAWE 1115	214.60	0.00	214.60
Riverland Community College	Criminal Investigations LAWE 1110	214.60	0.00	214.60
Riverland Community College	Vehicle Ops LAWE 2140	214.60	0.00	214.60

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Riverland Community College	Police Tactics and Procedures LAWE 2130	214.60	0.00	214.60
Riverland Community College	Criminal Procedures LAWE 2122	214.60	0.00	214.60
Riverland Community College	Industry Related Welding DESL 1107	189.60	0.00	189.60
Riverland Community College	Gas Welding IMMR 1730	189.60	0.00	189.60
Riverland Community College	Gas Metal Arc Welding IMMR 2765	189.60	0.00	189.60
Riverland Community College	Arc Welding IMMR 1725	189.60	0.00	189.60
Riverland Community College	Gas Tungsten Arc Welding IMMR 2770	189.60	0.00	189.60
Riverland Community College	Music Private Lessons (MUS 1150-1179 & 2150-2179)	189.60	0.00	189.60
Riverland Community College	TAST 2214 Advanced Engine Service	287.20	0.00	287.20
Riverland Community College	TAST 2215 High Performance Cylinder Heads	287.20	0.00	287.20
Riverland Community College	TAST 2216 High Performance Cylinder Blocks	287.20	0.00	287.20
Riverland Community College	Emergency Medical Technician EMER 1200	169.77	0.00	169.77
Riverland Community College	Intro to Radiography RADT 1211	202.36	0.00	202.36
Riverland Community College	Clinical II RADT 2283	197.42	0.00	197.42
Riverland Community College	Concepts of Nursing NURS 1020	198.48	0.00	198.48
Riverland Community College	Advanced Med/Surgical NURS 2010	198.48	0.00	198.48
Riverland Community College	Hser Field Experience I HSER 1101	195.65	0.00	195.65
Riverland Community College	Internship I HSER 2200	172.36	0.00	172.36
Riverland Community College	Internship II HSER 2201	172.36	0.00	172.36
Riverland Community College	Intr & Treatment Applications HSER 1103	180.12	0.00	180.12
Riverland Community College	Internship IV HSER 2203	168.48	0.00	168.48
Riverland Community College	TAST 2218 Advanced High Performance Engine Assembly	287.20	0.00	287.20
Rochester Community and Technical College	Dental Radiology DS 1300	184.10	0.00	184.10
Rochester Community and Technical College	Independent Study	194.10	0.00	194.10
Rochester Community and Technical College	ART 1115 - Study Tour	214.10	0.00	214.10
Rochester Community and Technical College	Spch 2100	419.10	0.00	419.10
Rochester Community and Technical College	NURS 2400	419.10	0.00	419.10
Rochester Community and Technical College	SPAN 1001	264.10	0.00	264.10
Rochester Community and Technical College	HORT 2390	274.10	0.00	274.10
Saint Paul College	ASLS 1411-1414 American Sign Language 1-4	175.90	0.00	175.90
Saint Paul College	ASLS 1420 ASL Linguistics	175.90	0.00	175.90
Saint Paul College	ASLS 1430 Classifiers	175.90	0.00	175.90
Saint Paul College	BIOC 1760 Chemical & Biological Instrumentation	175.90	0.00	175.90
Saint Paul College	BIOC 1761 Chemical & Biological Ethics & Regulations	175.90	0.00	175.90
Saint Paul College	BIOC 2700 Biochemistry	175.90	0.00	175.90
Saint Paul College	BIOC 2790 Biochemistry Internship/Research Project	175.90	0.00	175.90
Saint Paul College	BIOL 1730 Human Body Systems	175.90	0.00	175.90
Saint Paul College	BIOL 1740 & 1745 General Biology 1 & 2	175.90	0.00	175.90

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Saint Paul College	BIOL 1782 Introduction to Forensic Science	175.90	0.00	175.90
Saint Paul College	BIOL 2721 & 2722 Human Anatomy and Phys 1 & 2	175.90	0.00	175.90
Saint Paul College	BIOL 2750 General Microbiology	175.90	0.00	175.90
Saint Paul College	CHEM 1700 Chemistry Concepts	175.90	0.00	175.90
Saint Paul College	CHEM 1711 & 1712 Principles of Chemistry 1 & 2	175.90	0.00	175.90
Saint Paul College	CHEM 1760 & 1761 Chem Tech Lab Skills, Lab Safety	175.90	0.00	175.90
Saint Paul College	CHEM 2711 & 2712 Organic Chemistry 1 & 2	175.90	0.00	175.90
Saint Paul College	CHSN 1409 Preclinic Chemical Control	191.71	0.00	191.71
Saint Paul College	CHSN 1413 Preclinic Hair Color	191.71	0.00	191.71
Saint Paul College	CHSN 1445 Cosmetic Chemistry & Makeup Applications	191.71	0.00	191.71
Saint Paul College	CHSN 1450 Skin Analysis & Massage	191.71	0.00	191.71
Saint Paul College	CHSN 1520 40 Hour Refresher	191.71	0.00	191.71
Saint Paul College	CHSN 1565 155 Hour Reactivation	191.71	0.00	191.71
Saint Paul College	CHSN 1585 Esthetics Refresher	191.71	0.00	191.71
Saint Paul College	CHSN 1590 Esthetics Reactivation	191.71	0.00	191.71
Saint Paul College	CHSN 2411 CIDESCO Exam Student Preparation	191.71	0.00	191.71
Saint Paul College	CULA 1400 Culinary Basics 1	191.71	0.00	191.71
Saint Paul College	CULA 1420 Culinary Basics 2	191.71	0.00	191.71
Saint Paul College	CULA 1450 Meat Fabrication	191.71	0.00	191.71
Saint Paul College	CULA 1460 Basic Menu Prod	191.71	0.00	191.71
Saint Paul College	CULA 1510 Commercial Bakery	191.71	0.00	191.71
Saint Paul College	CULA 1520 Commercial Pantry	191.71	0.00	191.71
Saint Paul College	CULA 1530 Commercial Range	191.71	0.00	191.71
Saint Paul College	CULA 1550 Grill/Short Order	191.71	0.00	191.71
Saint Paul College	CULA 1570 Basic Cake Décor	191.71	0.00	191.71
Saint Paul College	CULA 1610 Flavor Dynamics of Wine	261.71	0.00	261.71
Saint Paul College	CULA 2411 Rest Operat Lab 1	191.71	0.00	191.71
Saint Paul College	CULA 2412 Rest Operat Lab 2	191.71	0.00	191.71
Saint Paul College	CULA 2430 Adv Food Prep	191.71	0.00	191.71
Saint Paul College	CULA 2440 Ice Carving	191.71	0.00	191.71
Saint Paul College	CULA 2450 Adv Cake Pastry	191.71	0.00	191.71
Saint Paul College	CULA 2460 Classical Buffet	191.71	0.00	191.71
Saint Paul College	CULA 3630 Artisan Breads	191.71	0.00	191.71
Saint Paul College	CULA 3635 Artisan Cheese	191.71	0.00	191.71
Saint Paul College	CULA 3640 Fundamentals of Charcuterie	191.71	0.00	191.71
Saint Paul College	CULA 3650 Organic Foods	191.71	0.00	191.71
Saint Paul College	ESOL 0820 Pronunciation and Articulation	175.90	0.00	175.90
Saint Paul College	HLTH 1465 Functional Holistic Nutrition	175.90	0.00	175.90
Saint Paul College	INTP 1512 & 1513 Consecutive Interpreting 1 & 2	175.90	0.00	175.90
Saint Paul College	INTP 2411 & 2412 Sign to Voice Interpreting 1 & 2	175.90	0.00	175.90

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Saint Paul College	INTP 2421 & 2422 Voice to Sign Interpreting 1 & 2	175.90	0.00	175.90
Saint Paul College	INTP 2431 & 2432 Transliterating 1 & 2	175.90	0.00	175.90
Saint Paul College	MLDT 1421 Hematology 1	211.71	0.00	211.71
Saint Paul College	MLDT 1422 Hematology 2	211.71	0.00	211.71
Saint Paul College	MLDT 1430 Urinalysis/Body Fluids	211.71	0.00	211.71
Saint Paul College	MLDT 1441 Clinic Chem 1	211.71	0.00	211.71
Saint Paul College	MLDT 1442 Clinic Chem 2	211.71	0.00	211.71
Saint Paul College	MLDT 1446 Phlebotomy	211.71	0.00	211.71
Saint Paul College	MLDT 1510 Immunology	211.71	0.00	211.71
Saint Paul College	MLDT 2400 Mycology/Parasitology	211.71	0.00	211.71
Saint Paul College	MLDT 2410 Immunohematology	211.71	0.00	211.71
Saint Paul College	MLDT 2420 Clinic Microbiology	211.71	0.00	211.71
Saint Paul College	PHYS 1720 & 1722 Principles of Physics 1 & 2	175.90	0.00	175.90
Saint Paul College	PHYS 2700 & 2710 General Physics 1 & 2	175.90	0.00	175.90
Saint Paul College	PRNS 1491 Clinical 1	211.71	0.00	211.71
Saint Paul College	PRNS 1492 Clinical 2	211.71	0.00	211.71
Saint Paul College	PRNS 1493 Clinical 3	211.71	0.00	211.71
Saint Paul College	PRNS 2491 Practicum	211.71	0.00	211.71
South Central College	On line courses and programs	195.70	0.00	195.70
South Central College	Accounting 2900	166.00	0.00	166.00
South Central College	BIOL 235 Anatomy and Physiology II	168.70	0.00	168.70
South Central College	BIOL 270 Microbiology	169.06	0.00	169.06
South Central College	BIOL 225 Anatomy and Physiology I	165.07	0.00	165.07
South Central College	BIOL 100 Intro to Biology	163.50	0.00	163.50
South Central College	BIOL 101 Intro to Ecology	163.89	0.00	163.89
South Central College	BIOL 115 General Biology 1	168.76	0.00	168.76
South Central College	BIOL 116 General Biology 2	164.02	0.00	164.02
South Central College	BIOL 211 Genetic	new	169.98	169.98
South Central College	BIOL 220 Human Anatomy	new	172.95	172.95
South Central College	BIOL 230 Human Physiology	new	170.66	170.66
South Central College	CDEV 1230 Guiding Children's Behavior	167.86	0.00	167.86
South Central College	CDEV 2510 Internship	167.86	0.00	167.86
South Central College	CIM 1126 Concept Engineering 1	new	174.47	174.47
South Central College	CIM 1225 Concept Engineering 2	169.95	0.00	169.95
South Central College	CIM 2225 Technical Design IV FALL 2013 ONLY	new	167.24	167.24
South Central College	CIM 2225 Technical Design IV SPRING 2014 ONLY	new	176.99	176.99
South Central College	Civing Engineering Technology 1820 Material Tech	188.70	0.00	188.70
South Central College	Community Social Service CSS 1910	168.64	0.00	168.64
South Central College	Engineering Foundations ENGR 1121 (2 cr)	new	226.20	226.20
South Central College	Engineering Foundations ENGR 1222 (2 cr)	new	261.20	261.20
South Central College	Engineering Foundations ENGR 2113	new	261.20	261.20
South Central College	Engineering Foundations ENGR 2214	new	261.20	261.20
South Central College	GCC 1120 Graphic Software 1	169.95	0.00	169.95

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
South Central College	GCC 1220 Graphic Software 2	169.95	0.00	169.95
South Central College	GCC 1260 Printing Process	182.42	(6.22)	176.20
South Central College	GCC 2210 Design & Illustration 2	169.95	0.00	169.95
South Central College	GCC 2220 Portfolio 2	181.20	(5.00)	176.20
South Central College	GCC 2261 Production Work Flow 2	195.87	(13.42)	182.45
South Central College	HCTC 1886 Basic Nursing 101	168.64	0.00	168.64
South Central College	HEMS 1200 EMT	180.04	0.00	180.04
South Central College	HEMS 1220 EMT - Refresher	179.08	0.00	179.08
South Central College	HVAC 2100 Theory	178.70	0.00	178.70
South Central College	HVAC 2340 - Sheet Metal Ductwork Fabrication	168.66	0.00	168.66
South Central College	ICP 1000 Intro Paramedics	207.86	0.00	207.86
South Central College	ICP 1010 EMS Skills	165.20	0.00	165.20
South Central College	ICP 2030 Critical Care 1	164.45	0.00	164.45
South Central College	ICP 2050 Field Internship 1	177.86	0.00	177.86
South Central College	ICP 2060 Field Internship II	177.86	0.00	177.86
South Central College	Marketing MKT 1940 01	167.86	0.00	167.86
South Central College	Medical Assisting MA 2040	192.45	0.00	192.45
South Central College	MDLT 1810 Lab Techniques and Orientation	164.45	0.00	164.45
South Central College	MDLT 1815 Hematology	167.87	0.00	167.87
South Central College	MDLT 1825 Urinalysis/Body Fluids	171.12	0.00	171.12
South Central College	NURS 1150 Clinical Foundation	181.12	0.00	181.12
South Central College	NURS 1175 Nursing Interventions	171.20	0.00	171.20
South Central College	NURS 1275 Medication Administration	171.20	0.00	171.20
South Central College	NURS 1350 Clinical Application	171.20	0.00	171.20
South Central College	NURS 2250 Clinical Practice Semester 1	186.08	0.00	186.08
South Central College	NURS 2275 Skills & Pharm 1	171.20	0.00	171.20
South Central College	NURS 2350 Clinical Practice	171.20	0.00	171.20
South Central College	NURS 2375 Skills & Pharm II	171.20	0.00	171.20
South Central College	NURS 2450 Semester 3 Clinical Practice	178.64	0.00	178.64
South Central College	NURS 2550 Semester 4 Clinical Practice	171.20	0.00	171.20
South Central College	DA 1814 Chairside DA1	172.45	(7.64)	164.81
South Central College	PHRM 2119 Hospital/Institutional Internship	193.25	0.00	193.25
South Central College	QFPR 1841 Basic Meat/Poultry/Fish/Sh	184.20	(8.00)	176.20
South Central College	QFPR 1850 Basic Baking	184.20	(13.00)	171.20
South Central College	Welding 1 FastTRAC	new	247.74	247.74
South Central College	Welding 2 FastTRAC	new	247.74	247.74
South Central College	Capstone CAP 250 AA of Arts	175.20	0.00	175.20
Southwest Minnesota State University	Global Studies French Language course (3 cr course)	418.20	0.00	418.20
Southwest Minnesota State University	Hosp. 486: Cruiselines (1 credit course)	296.20	0.00	296.20
Southwest Minnesota State University	PE 142 Bowling (1 credit)	271.20	0.00	271.20
Southwest Minnesota State University	PE 122 Lifetime Activities (3 credit course)	241.20	0.00	241.20
Southwest Minnesota State University	PE 144 Adventure Ropes (1 credit course)	241.20	0.00	241.20
Southwest Minnesota State University	PE 210 Introduction to Adapted PE (3 cr)	229.20	0.00	229.20

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
Southwest Minnesota State University	PE 144 Golf 1 credit course	281.20	0.00	281.20
Southwest Minnesota State University	Computer Science courses: \$5.25/credit differential Courses COMP 164, 165, 166, 233, 306, 324, 351, 368, 376, 377	231.45	0.00	231.45

St. Cloud State University	EDAD 605 Educational Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 608 Educational Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 613 Educational Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 631 Advanced Supervision Techniques	382.80	11.48	394.28
St. Cloud State University	EDAD 622 Legal Aspects for Educational Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 640 Educational Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 646 Educational Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 657 Educational Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 697 Current Programs & Issues in School Administration	382.80	11.48	394.28
St. Cloud State University	EDAD 802 Leadership Development	600.00	18.00	618.00
St. Cloud State University	EDAD 804 Visioning and the Change Process	600.00	18.00	618.00
St. Cloud State University	SPED 601 Trends and Problems in Special Education	382.80	11.48	394.28
St. Cloud State University	SPED 602 Research in Special Education	382.80	11.48	394.28
St. Cloud State University	ROTC courses taught by ROTC instructors	0.00	0.00	0.00

St. Cloud Technical & Community College	HPWT 2502 – Reverse Osmosis Chemistry	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2504 – Reverse Osmosis Principles	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2506 - Reverse Osmosis (RO) Monitoring	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWR2508 – Reverse Osmosis (RO) Cleaning	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2510 – Reverse Osmosis (RO) Pretreatment	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2512 – Reverse Osmosis (RO) Biological Control	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2514 – Reverse Osmosis (RO) System Design	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2516 – Reverse Osmosis (RO) System Analysis	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2518 – Ion Exchange (IX) Principles	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2520 – Electrodialysis Reversal (EDR) & Electrodeionization (EDI)	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2522 – Ion Exchange (IX) System Design	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2524 – Ion Exchange (IX) System Analysis	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2526 – Deionized (DI) Water Principles	192.86	0.00	192.86

Institution	Program/Course Name	FY2013 Tuition Rate Per Credit	FY2014 \$ Increase Per Credit	FY2014 Tuition Rate Per Credit
St. Cloud Technical & Community College	HPWT2528 – Deionized (DI) Water System Design	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2530 – Deionized (DI) Water System Analysis	192.86	0.00	192.86
St. Cloud Technical & Community College	HPWT2532 – Deionized (DI) Water Maintenance	192.86	0.00	192.86
Vermilion Community College	PREC 2271-2275 Seasonal Park Law Enforcement Ranger Training	272.67	0.00	272.67
Vermilion Community College	HLTH 1755 Emergency Medical Response	273.84	0.00	273.84
Vermilion Community College	HLTH 1761 EMT Preparation Course	new	213.06	213.06
Vermilion Community College	HLTH 1765 Emergency Medical Technician	213.06	0.00	213.06
Vermilion Community College	HLTH 1762 Emergency Medical Technician Completion	213.06	0.00	213.06
Vermilion Community College	HLTH 1255 Wilderness Emergency Response	350.75	0.00	350.75
Vermilion Community College	HLTH 1275 Wilderness First Responder	273.84	0.00	273.84
Vermilion Community College	HLTH 1276 Wilderness First Responder Open Recert	new	273.84	273.84
Vermilion Community College	HLTH 1265 Winter Wilderness Emergency Response	350.75	0.00	350.75
Vermilion Community College	HLTH 1445 Low Angle - Technical Rope Rescue	350.75	0.00	350.75
Vermilion Community College	HLTH 1446 High Angle Technical Rope Rescue	350.75	0.00	350.75
Vermilion Community College	HLTH 1447 Water, Boat, and Ice Rescue	350.75	0.00	350.75
Vermilion Community College	HLTH 1448 ATV and GPS Land-Based Rescue	350.75	0.00	350.75
Vermilion Community College	Independent Study courses	269.06	0.00	269.06
Vermilion Community College	All resident courses offered via online (excluding any courses/programs with a differential tuition rate)	182.62	0.00	182.62
Vermilion Community College	TXDY 1225 Taxidermy Forum	272.67	0.00	272.67
Vermilion Community College	TXDY 1235 State and Federal Taxidermy Regulations	272.67	0.00	272.67
Vermilion Community College	TXDY 1245 Game Head Mounts	272.67	0.00	272.67
Vermilion Community College	TXDY 1255 Full Body Mounts	272.67	0.00	272.67
Vermilion Community College	TXDY 1265 Bird Mounts	272.67	0.00	272.67
Vermilion Community College	TXDY 1275 Fish Mounts	272.67	0.00	272.67
Vermilion Community College	TXDY 1285 Habitats and Bases	272.67	0.00	272.67
Winona State University	Creative Visions Teaching Academy (CVTA)	up to \$200/credit	0.00	up to \$200/credit
Winona State University	SCIE 640 Topics in STEM Professional Development	150.00	0.00	150.00

Minnesota State Colleges & Universities

FY2014 Non-resident Tuition Rates

Institution	FY2014 Non-Resident
STATE COLLEGES	
Alexandria Technical & Community College	\$160.55
Anoka-Ramsey Community College	\$144.96
Anoka Technical College	\$166.99
Central Lakes College	\$159.10
Century College	\$160.60
Dakota County Technical College	\$168.95
Fond du Lac Tribal & Community College	\$158.90
Hennepin Technical College	\$156.70
Inver Hills Community College	\$159.00
Lake Superior College	\$294.51
Minneapolis Community & Technical College	\$155.25
Minnesota State College-Southeast Technical	\$167.31
Minnesota State Community & Technical College	\$160.80
Minnesota West Community & Technical College*	\$343.10
Normandale Community College	\$161.49
North Hennepin Community College	\$165.08
Northeast Higher Ed District	
Hibbing Community College	\$197.02
Itasca Community College	\$197.02
Mesabi Range Community & Technical College	\$197.02
Rainy River Community College	\$197.02
Vermilion Community College	\$197.02
Northland Community & Technical College	\$165.00
Northwest Technical College (Bemidji)	\$173.00
Pine Technical College	\$306.32
Ridgewater College	\$161.30
Riverland Community College	\$164.60
Rochester Community and Technical College	\$164.10
Saint Paul College	\$161.71
St. Cloud Technical & Community College	\$158.91
South Central College	\$161.20

STATE UNIVERSITIES	FY2014 Undergraduate	FY2014 Graduate
Bemidji State University	\$249.85	\$365.80
Metropolitan State University	\$430.45	\$672.66
Minnesota State University, Mankato	\$564.04	\$355.30
Minnesota State University Moorhead**	\$444.86	\$674.00
Saint Cloud State University	\$474.20	\$538.86
Southwest Minnesota State University	\$226.20	\$359.50
Winona State University	\$411.90	\$542.10

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

**Effective Fall 2012, non-resident rates will be charged to all MSU Moorhead NR/NR students; this was updated in last year's presentation to the Board

**Minnesota State Colleges and Universities
Revenue Fund
Proposed Room and Board Fees FY 2014**

	Approved FY 2013	Projected FY 2014	Percent Change
Bemidji State University			
Double Room	\$4,380.00	\$4,555.00	4%
Single Room	\$5,100.00	\$5,300.00	4%
Meal Plan options			
400 meals + 640 Flex Dollars	\$2,590.00	\$2,700.00	4%
Flex Dollars	\$2,590.00	\$2,700.00	4%
Summer Session (per week)	\$120.00	\$125.00	
Minnesota State University Moorhead			
Double Room	\$4,612.00	\$4,796.00	4%
Single Room	\$5,301.00	\$5,513.00	4%
14 Meals a Week	\$2,178.00	\$2,178.00	0%
Flex Dollars	\$200.00	\$400.00	100%
Summer Session (10 weeks)			
Double Room	\$79.20/week	\$82.50/week	
Single Room	\$96.80/week	\$101.20/week	
Double as Single	\$110.00/week	\$114.40/week	
Minnesota State University, Mankato			
Double Room	\$4,475.00	\$4,650.00	4%
Single Room	\$6,151.00	\$6,478.00	5%
19 Meals a Week	\$2,175.00	\$2,273.00	5%
Flex Dollars	\$130.00	\$130.00	0%
Summer Session (10 weeks)			
Double	Term \$960.00	Term \$1,000.00	
Single	\$1,330.00	\$1,390.00	
Full bath suite	\$1,400.00	\$1,460.00	
St. Cloud State University			
Double Room	\$4,360.00	\$4,475.00	3%
Single Room	\$6,030.00	\$6,186.00	3%
20 Meals a Week	\$2,234.00	\$2,234.00	0%
Flex Dollars	\$400.00	\$400.00	0%
Summer Session (10 weeks)			
Double (per week)	\$75.00	\$75.00	
Single (per week)	\$100.00	\$100.00	
Southwest Minnesota State University			
Double Room	\$4,330.00	\$4,546.00	5%
Single Room	\$5,620.00	\$5,900.00	5%
15 Meals a Week	\$2,528.00	\$2,300.00	-9%
Flex Dollars	\$350.00	\$300.00	-14%
Summer Session			
	Per week \$125.00	Summer \$1,300.00	
		Per week \$130.00	Summer \$1,400.00
Winona State University			
Double Room	\$4,916.00	\$5,046.00	3%
Single Room	\$6,055.00	\$6,056.00	0%
14 Meals a Week (Contract base)	\$2,098.00	\$2,144.00	2%
Flex (Basic Mandatory)	\$330.00	\$340.00	3%
Summer session (per night)	\$12.00	\$12.00	
Average (double room & board)	\$7,048	\$7,245	2.79%

Rates noted above are based on the most common traditional-style room and most popular 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.

MINNESOTA STATE COLLEGES AND UNIVERSITIES

Attachment 2B

Revenue Fund

Proposed Student Union Facility Fees FY 2014

	Approved FY 2013	Proposed FY 2014	% Increase
Bemidji State University Per credit charged to all students 22.10 per credit hour by 12 credits	\$258.74	\$265.19	2.49%
Minneapolis Community & Technical College Per credit charged to all students 5.50 per credit hour by 30 credits	\$180.00	\$165.00	-8.33%
Minnesota State University Moorhead Per credit charged to all students 11.72 per credit hour by 24 credits	\$273.12	\$281.28	2.99%
Minnesota State University, Mankato Per credit charged to all students 10.65 per credit hour by 24 credits	\$250.56	\$255.60	2.01%
Normandale Community College Per credit charged to all students 7.00 per credit hour by 30 credits	\$210.00	\$210.00	0.00%
St. Cloud State University Per credit charged to all students 8.35 per credit hour by 24 credits	\$215.52	\$200.40	-7.02%
Southwest Minnesota State University Per credit charged to all students 13.13 per credit hour by 24 credits	\$315.12	\$315.12	0.00%
Winona State University Per credit charged to all students 7.85 per credit hour by 32 credits	\$243.20	\$251.20	3.29%
Average Fee	\$243.28	\$242.97	-0.13%
Maximum Fee	\$315.12	\$315.12	

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

Recently Approved Project			
Metropolitan State University	\$0.00	\$60.00	**
Per credit charged to all students 2.00 per credit hour			

** This is only a preliminary fee being charged during the construction phase. This is not included in the average above.

Revenue Fund Guarantee Project

St. Cloud State University			
Per Credit Facility Assessment Fee (Revenue Fund Guarantees debt)	\$3.54	\$4.02	13.56%

MINNESOTA STATE COLLEGES AND UNIVERSITIES
Revenue Fund

Proposed Wellness Facility Fees FY 2014

	Approved FY 2013	Proposed FY 2014	% Change
Anoka Ramsey Community College Annual Wellness Fee (5.00 per credit hour)	\$157.50	\$150.00	-4.76%
Minnesota State University, Mankato Annual Outdoor Rec Facilities (2.50 per credit hour)	\$60.00	\$60.00	0.00%
Minnesota State University Moorhead Annual Wellness Fee (8.24 per credit hour)	\$192.00	\$197.76	2.91%
Minnesota State Community & Technical College Annual Wellness Fee (2.20 per credit hour)	\$66.00	\$66.00	0.00%
Winona State University Annual Wellness Fee (6.00 per credit hour)	\$142.56	\$144.00	1.00%
Average	\$123.61	\$123.55	-0.05%

MINNESOTA STATE COLLEGES AND UNIVERSITIES
Revenue Fund

Proposed Parking Facility Fees FY 2014

		FY13	FY14	FY13	FY14	
		<u>Per Credit</u>	<u>Per Credit</u>	<u>Annual</u>	<u>Annual</u>	<u>note</u>
<u>Charge By Credit</u>						
Alexandria Technical and Community College	Lot	\$2.40	\$2.80	\$72.00	\$84.00	FY13 project
Century College	Lot	\$4.00	\$4.00	\$120.00	\$120.00	No change
Normandale Community College	Lot, Ramp	\$9.00	\$9.00	\$270.00	\$270.00	FY12 project
<u>Charge by Use</u>						
		<u>Per Day</u>	<u>Per Day</u>	<u>Annual</u>	<u>Annual</u>	<u>note</u>
Minneapolis Community and Technical College	Ramp	\$2.50	\$2.50	\$272.50	\$260.00	\$5.00/cash (non-contract)
St. Cloud State University	Ramp	\$8.00	\$12.00	\$500.00	\$500.00	\$1.50/hr; Max \$12 day
Saint Paul College*	Ramp	\$3.00	\$3.00	\$386.40	\$386.40	No change

*Assumptions for Daily Usage Fee:

Average full time student cost based on 129 days of parking

Minnesota State Colleges and Universitys Student Housing - University/College Owned

(Not in Revenue Fund)

FY 2013 Housing Fees

For the Academic Year

FY 2014 Housing Fees

For the Academic Year

Fond du Lac Tribal and Community College

Cloquet

Fall Days - 120
Spring Days - 137
 Total 257 Housing Days

The school has changed their housing calculation to a daily rate (for FY 2013 it will be \$13.25 per day) Given 257 days for the average housing period, the amount charged per student would be approxmiately \$3,405.25

The school has changed their housing calculation to a daily rate (for FY 2014 it will be \$13.65 per day) Given 257 days for the average housing period, the amount charged per student would be approxmiately \$3,508.05 (an increase of 3%)

Northeast Higher Education District

Rainy River	Doubles	\$ 2,950	\$ 2,950	0.00%
	Singles	\$ 4,300	\$ 4,300	0.00%
	Board	\$ 800	\$ 800	0.00%
Hibbing	Doubles	\$ 3,000	\$ 3,000	0.00%
	Singles	\$ 4,000	\$ 4,000	0.00%
Itasca	Doubles	\$ 3,680	\$ 3,790	2.99%
	Singles	\$ 3,880	\$ 3,990	2.84%
	Triples	\$ 3,480	\$ 3,580	2.87%
	Quads	\$ 3,080	\$ 3,170	2.92%
	Board	\$ 1,200	\$ 1,236	3.00%
Vermilion	Doubles	\$ 3,200	\$ 3,400	6.25%
	Singles	\$ 4,200	\$ 4,400	4.76%

Minnesota State Colleges and Universities Student Housing - 3rd Party Owned/Managed

(Not in Revenue Fund)

Colleges	FY 2013 Housing Fees		FY 2014 Housing Fees		Change
	For the Academic Year		For the Academic Year		
Alexandria Foundation Hall					
	Number of Beds: 150				
	(7 units)	2 bedroom (per person)	n/a	\$ 6,360	
	(33 units)	4 bedroom (per person)		\$ 7,080	
Minnesota State Community and Technical College					
	Fergus Falls				
		Williams Hillside Village - Doubles	\$ 2,950	\$ 3,040	3.05%
		Williams Hillside Village - Singles	\$ 3,550	\$ 3,640	2.54%
		College Manor - Singles	\$ 3,450	\$ 3,500	1.45%
	Board	10 meals	\$ 796	\$ 796	0.00%
		6 meals	\$ 709	\$ 709	0.00%
		Declining Card Balance	\$ 600	\$ 600	0.00%
Minnesota West Community and Technical College					
	Canby				
		Doubles - eliminated in 2014	\$ 1,800		
		Singles	\$ 2,600	\$ 2,400	-7.69%
Northeast Higher Education District					
	Mesabi				
	Virginia	Doubles	\$ 3,598	\$ 3,658	1.67%
		Singles	\$ 4,064	\$ 4,150	2.12%
Riverland					
	Austin				
		Doubles	\$ 2,800	\$ 2,800	0.00%
		Singles	\$ 4,000	\$ 4,000	0.00%
Universities (part of residence hall inventory)					
MSU Moorhead Foundation Apartments - 10 month Lease					
	Number of beds: 144				
		Full Apartment rental	\$ 15,780	\$ 16,330	3.49%
		4 Residents	\$ 3,945	\$ 4,083	3.49%
		3 Residents	\$ 5,260	\$ 5,444	3.50%
		2 Residents	\$ 7,890	\$ 8,165	3.49%
MSU Southwest Foundation Apartments - 10 month Lease					
	Number of beds: 141				
		2,3 and 4 bedrooms	\$ 5,492	\$ 5,766	4.99%
Coburn Plaza Apartments - 10 month Lease					
	Number of beds: 453				
		Studio	\$ 7,874	\$ 7,874	0.00%
		1 Bedroom	\$ 7,993	\$ 7,993	0.00%
		2 Bedroom	\$ 7,707	\$ 7,707	0.00%
		4 Bedroom	\$ 7,273	\$ 7,273	0.00%
East Lake Apartments - Winona Foundation- 9 Month Lease					
	Number of beds: 376				
		Efficiency	\$ 3,796	\$ 3,870	1.95%
		1 Bedroom	\$ 4,100	\$ 4,180	1.95%
		2 Bedroom	\$ 4,100	\$ 4,180	1.95%
		4 Bedroom	\$ 4,740	\$ 4,838	2.07%

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

Agenda Item Summary Sheet

Committee: Finance and Facilities Committee **Date of Meeting:** June 19, 2013

Agenda Item: 2014 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:

This report presents the Chancellor’s recommendation for the FY2014 Capital Budget and is provided to the Board consistent with the Board of Trustees Policy 6.5, *Capital Program Planning*. The Board is asked to consider and approve the enclosed motion regarding the capital budget request.

Scheduled Presenter(s): Laura M. King, Vice Chancellor - CFO
Brian Yolitz, Associate Vice Chancellor - Facilities

Outline of Key Points/Policy Issues:

Campus facilities master planning drives planning and strategy for capital projects, and the projects on the list typically begin as an item on a campus master plan. The system began work on the 2014 capital budget upon the Board of Trustees issuing guidance to shape and focus the capital programming process. The Board reviewed and approved 2014 capital guidelines in April 2012.

Background Information:

The proposed 2014 capital budget recommendations started with campus facilities master plans and are the result of an ongoing facility planning process. Institutions reviewed their facilities master plans, prepared, updated, and refined candidate project predesigns, and created and submitted project narrative and data sheets documenting candidate projects. Throughout the summer and fall of 2012, system office staff reviewed project documentation and provided feedback and recommendations to institutions in preparation for formal project scoring. In January, the candidate projects were reviewed and scored by campus and system office representatives from academic affairs, student affairs, information technology, finance, and facilities. By Board direction, the review and scoring process included capital projects approved by the Board as part of the 2012 process that were not funded in the 2012 capital bonding bill. The scoring results were reviewed and used to shape the capital budget recommendation

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

BOARD ACTION
2014 Capital Budget Request Second Reading

This report presents the Chancellor’s recommendation for the FY2014 Capital Budget and is provided to the Board consistent with the Board of Trustees Policy 6.5, *Capital Program Planning*. The Board is asked to consider and approve the enclosed motion regarding the capital budget request. The recommended capital project and priority list is contained in Attachment A.

BACKGROUND

The proposed 2014 capital budget recommendations started with campus facilities master plans and are the result of a deliberate, ongoing facility planning process taking into account academic program priorities, space utilization, enrollment, and financial trends and requirements as well as age and condition of the existing physical plant and its supporting systems.

Campus facilities master planning drives programming for capital projects, and takes into account the Chancellor and Boards strategic instructions. In preparation for a bonding bill, the Board issues capital budget instructions. The Board adopted the 2014 capital budget guidelines in April 2012, which are found here:

<http://www.mnscu.edu/board/materials/2012/april18-docs/fin-05-capbudg.pdf>

The Board-approved 2014 guidelines are rooted in the elements of the strategic framework and include four guiding principles:

1. Take care of what we have
2. Make campus space more efficient and flexible
3. Mothball or demolish what is no longer viable in terms of conditions, operating costs and programs, and
4. Only consider new square footage if the requirement meets the three priorities in the strategic framework

In response, institutions reviewed their facilities master plans, prepared, updated, and refined proposed project predesigns, and created and submitted project narrative and data sheets documenting proposed projects. Throughout the summer and fall of 2012, system office staff reviewed project documentation and provided feedback and recommendations to institutions in preparation for formal project scoring.

In early January 2013, more than 100 representatives from campuses and the system office reviewed and scored proposed projects which included 54 capital projects totaling \$264.0 million. Participants in the review and scoring process included campuses and system office representatives from academic affairs, student affairs, information technology, finance, and facilities.

By Board direction, the review and scoring process included capital projects approved by the Board as part of the 2012 process that ultimately were not funded in the 2012 capital bonding bill. The scoring results were reviewed and used to shape the capital budget recommendation contained in Attachment A.

CAPITAL BUDGET RECOMMENDATION FOR FY2014

The recommended 2014 program is aligned with the system's overall strategic framework, the Board's capital guidelines, and is informed by the Chancellor's commitment to financial sustainability and greater physical efficiency. The recommendation for the 2014 capital budget at Attachment A totals \$286.5 million and includes:

HEAPR	\$110.0 million
Demolition of obsolete facilities:	\$20.6 million
<u>Capital projects:</u>	<u>\$155.9 million</u>
Total	\$286.5 million

The proposed capital budget request aligns with the system's emphasis on STEM facilities and the ongoing work in meeting Minnesota's workforce needs. In particular, the capital guidelines emphasized STEM facilities, and the 2014 capital review process supported projects that would align with Minnesota workforce and industry sector's needs.

The 2014 capital budget by the numbers:

- \$89 million investment in STEM and Allied Health facilities at six campuses throughout the state (Metropolitan State University, Lake Superior College, Saint Paul College, Minnesota State University, Mankato, South Central College and Northland Community and Technical College, East Grand Forks)
- \$125 million for projects meeting Minnesota's workforce needs. These are projects in the healthcare/allied health, manufacturing, engineering, information technology, energy, transportation, agriculture, mining and natural resources, and financial services sectors. The capital projects meeting these market sectors are designed to produce graduates that Minnesota businesses and industry need.
- 27 campuses have capital projects on the list and all 54 campuses have HEAPR projects.
- 1.5 million square feet will be touched in some way by the 2014 capital budget. This translates to about 5% of overall academic space. This will occur through renovating

and renewing existing space, construction of new facilities and space, or demolishing obsolete facilities.

- \$13-\$14 million worth of HEAPR-like work embedded within the capital projects representing approximately 190,000 sq. ft.
- 101,000 full-year equivalent (FYE) enrollment (FY12) at campuses impacted by capital projects

The major facets of the 2014 capital budget include:

1. Higher Education Asset Preservation and Replacement (HEAPR). \$110 million.

The system's number one priority is to address the deferred maintenance and repair backlog in our academic facility space that totals over \$700.0 million. HEAPR funds touch every campus in the system, and address a wide variety of backlog within building systems, such as installation of new roofs, heating, ventilating, and cooling equipment, boiler replacements, Americans with Disabilities Act (ADA) improvements, electrical systems upgrades, asbestos abatement, window replacement, and similar upgrades to infrastructure items.

New Minnesota Management and Budget criteria for HEAPR this year require consideration of projects for the Guaranteed Energy Savings Program (GESP). The state will be examining the system's HEAPR list to determine possible candidates for using the Department of Commerce's newly implemented GESP in place of HEAPR funds. The GESP uses Energy Performance Contracts (ESPC), a performance-based procurement and financing mechanism that uses energy and operational cost savings achieved through the installation of energy efficient and renewable energy equipment, to finance the cost of the building retrofit and renewal project, with no net cost increase to the public entity. St. Cloud State University is currently undertaking the first steps of participating in GESP to tackle some of its backlog. The current HEAPR list identifies approximately \$30-\$40 million worth of projects that may be suited to GESP.

- 2. Capital Projects, \$155.9 million.** The capital projects include about \$155.9 million of major design and construction projects throughout the state and \$15.9 million in campus-specific initiative (smaller) projects centered on renovating and optimizing existing classroom and lab space. The project list will impact approximately 1.5 million square feet. When taking into account the demolition of obsolete space, the 2014 capital budget culminates in a net overall reduction in square footage.

3. Demolition of obsolete space, \$20.6 million

About 132,195 sq. ft. worth of demolition is embedded in capital projects. Projects at Hibbing and at Minnesota West Community and Technical College have planned demolitions of major amounts of square footage and are designed to address the mothballed or extremely inefficient space. The project at Northland Community and

Technical College, Thief River Falls campus involves the demolition and replacement of new hangar and work space for the unmanned aerial drone program.

Additional detail on the capital project lists are contained below on Table 1 and on Attachment A. Generally, the square footage is broken into four categories: Renovation, Renewal, New Facilities, and Demolition. A high level summary is contained below in Table 1:

Table 1 – FY2014 Capital Program Impact on Facilities

	Square Footage	% of 2014 Program	Change In Square Footage
Renovation	540,800	34.7%	0
Renewal	202,301	13.0%	0
New Facilities	278,285	17.9%	+278,285
Demolition	535,645	34.4%	-535,645
Total Impacted Space	1,557,031	100.0%	-257,360

- Renovation, 540,800 sq. ft.** The majority of projects on the recommended list include renovation and are fairly diverse in work and scope. Renovations involve the repurposing of space from one use to another or substantial interior and infrastructure work, such as the movement of walls and installation of new programmatic furniture and equipment. The largest of the renovation projects is a combined renovation and renewal project located at Minneapolis Community and Technical College. MCTC’s project is Phase 2 of their workforce renovation work, and includes a substantial portion of infrastructure renewal and HEAPR-like work. The second largest is Bemidji State University, which is also undertaking some substantial renovations, bringing academic units back into the core of campus from an outlying building and demolishing an obsolete hall as part of their work.
- Renewal, 202,301 sq. ft.** Renewal work primarily involves traditional “lights and brights,” or more generally, expenditures required to keep the physical plant in reliable operating condition for its present use. Such work includes new floor coverings, paint, new doors, lights and furnishings (chairs, tables, etc), and may include a component of HEAPR-like work. The largest of the renewal projects is at South Central College at the North Mankato campus, and represents one of the major STEM and healthcare workforce renewals and renovations. Similarly, Central Lakes College is another large reconfiguration and renewal project to rightsize their Staples campus.
- New Facilities. 278,285 sq. ft.** There are five major projects that involve new square footage, including Metropolitan State University (Science), Saint Paul College, MSU, Mankato, M State Moorhead, Century College and St. Cloud State University. (Although included in the new square footage line, the project at St. Cloud State University renovates and adds a new floor within the existing building. No new

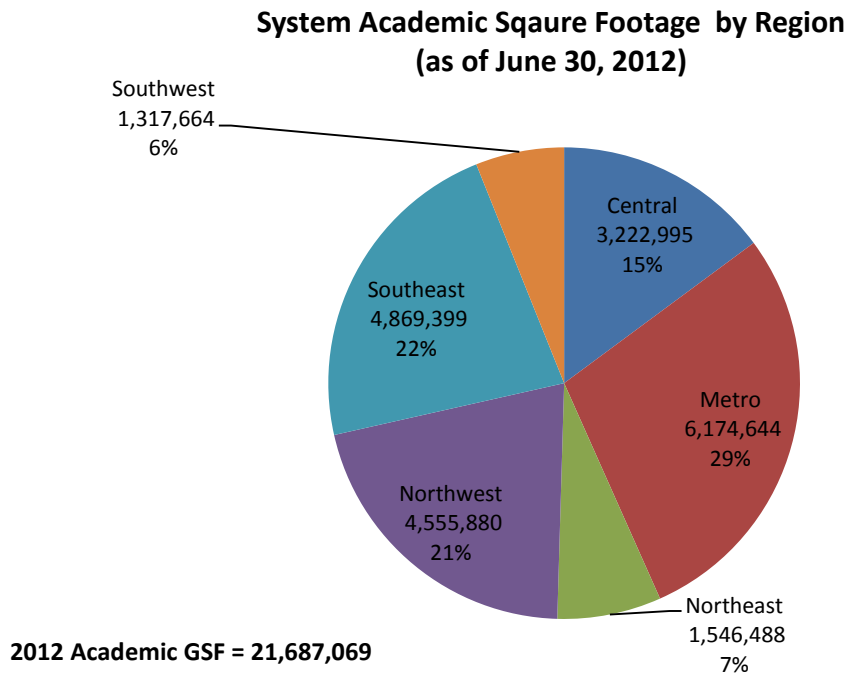
square footage is being constructed outside the existing footprint.) Funding to construct new square footage is recommended only at campuses where the project is in strong alignment with the strategic framework, and where space utilization is expected to remain high.

- **Demolition line item, about 400,000 sq. ft.** Using a candidate list culled from facilities master plans and in consultation with campuses, the amount includes funds for design, demolition, and modest renovation of relocated space resulting from demolition work. A preliminary list of campuses that have identified demolition in their master plans or have substantial rightsizing plans demolition are listed in the supplemental information at the end of this report.

SYSTEMWIDE FACILITIES STATISTICS

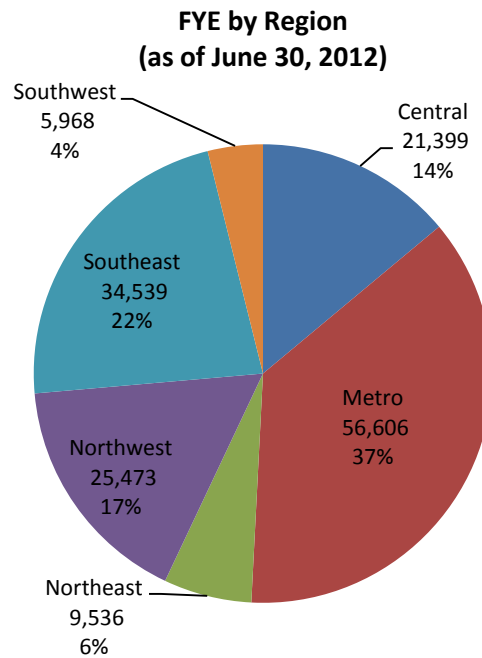
As of June 30, 2012, the system had approximately 21.7 million sq. ft. of academic space. Of that, a little over one-half (1/2) is located in the Metropolitan and Southeast regions. The Southwest region maintains the smallest square footage by region. **Chart 1** below identifies the distribution of gross square feet by region.

Chart 1 - System Gross Square Footage (GSF) By Region (FY12)



Despite having only 29% of the system square footage, the Metropolitan region represents nearly 37% of the system's FYE students. The Southeast region, although it contains about the same square footage, serves around 22% of the system's FYE students.

Chart 2 – System Full-Year Equivalent (FYE) By Region

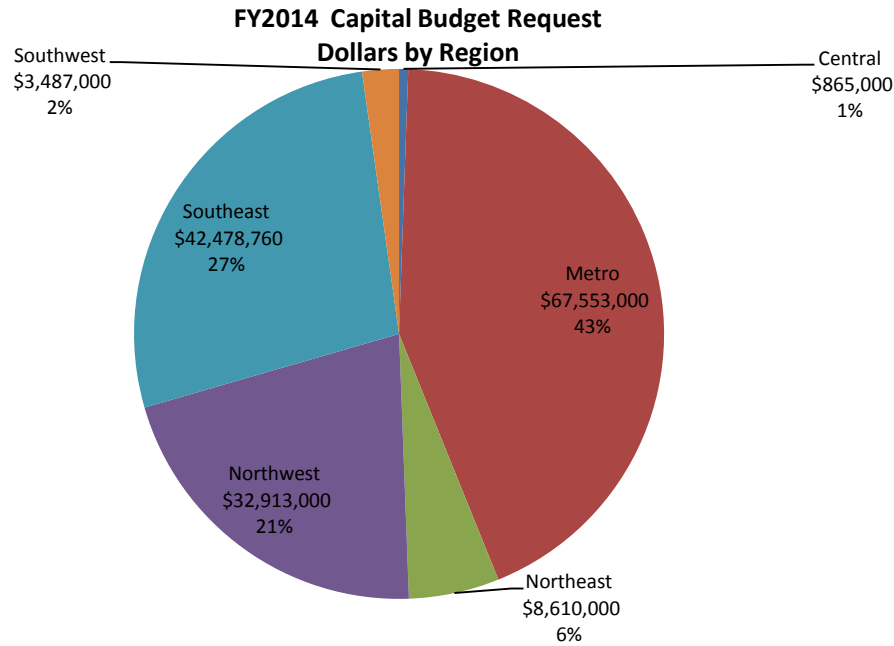


The next chart breaks out the FY2014 capital budget investment by regional distribution. Chart 3 highlights how the bonding bill – if full funded – would be apportioned by region.

Some noteworthy considerations

- This is based on the distribution of the \$155 million of capital projects if fully funded
- The chart does not take into account HEAPR funding nor demolition funding
- The metropolitan region and southeast regions, which have the highest FYE, are identified for the highest amount of capital project dollars in FY2014 capital budget
- Despite the minimal funding, the central region has historically had proportionate funding. St. Cloud State University’s request is for design only in this biennium, which has made the request appear fairly low.

Chart 3 – FY2014 Capital Investment in Projects by Region



FUTURE CAPITAL PROGRAM

Fifteen (15) projects with an estimated cost of approximately \$178.0 million were scored during the process but did not make the recommended list for 2014. Five (5) of the projects were for large, new space requests to be funded over two biennia.

Two of the projects not on the recommended list – the original requests at Bemidji State University for Hagg-Sauer and at Rochester Community and Technical College for Memorial and Plaza Halls – were dropped, but two new line items were added to the recommended list to assist both Bemidji State and Rochester campuses post-demolition that would provide planning funds to design renovation and better right size the campuses.

2013 CAPITAL BONDING RESULTS

During the 2012 legislative session, the system received \$132.1 out of a \$278.7 million capital budget request, representing about 47% of the total request. The 2012 appropriation included \$20.0 million in HEAPR and \$112.1 million for design and construction of projects, leaving \$146.6 million unfunded from the 2012 request.

Shortly before the 2013 legislative session, the system learned that the legislature and governor were considering introduction of a 2013 bonding bill. After inquiries from legislative and the governor's staff, the system submitted a 2013 bonding request that included the unfunded requirements left over from the Board's 2012 priorities. When

accounting for inflation and minor project adjustments, the 2013 request totaled \$151.4 million and included \$90 million in HEAPR and \$61.4 million in capital projects for 2013. The 2013 list of projects are shown on Attachment B.

Both the House and Governor put forth a bonding bill including system projects, but ultimately, that version of the bonding bill did not pass. The legislature did pass and the governor did sign a pared down bonding bill in the waning hours of the session, but the legislature adjourned without including any projects for the system. Projects on the 2013 list were already part of the 2014 capital budget review process.

PAST CAPITAL BONDING REQUESTS

Since 2006, the system has requested approximately \$1.8 billion of capital bonding. The system has received approximately \$836 million of the \$1.8 billion total request from 2006-2013, representing about a 52% funding rate during the bonding years and a combined funding rate of around 38% overall since 2006.

The table below identifies the past four biennial capital requests (years in bold) and the appropriation results, and includes the veto amounts and governor’s recommendation during the given years. A more detailed breakdown is contained in the supplemental information at the end of this report.

Table 2 – Systemwide Capital Bonding Request and Appropriation (2006-2013)

Bonding Year	Request	Received	% Received	Governor Veto	Governor Recommends
2006	\$280.4	\$191.4	68%		\$142.6
2007	\$33.8	\$0.0	0%		\$0
2008	\$350.2	\$234.2	67%	\$46.7	\$128.7
2009	\$117.1	\$40.0	34%	\$38.9	\$40.0
2010	\$396.8	\$106.2	27%	\$133.8	\$114.6
2011	\$279.8	\$131.6	47%		\$127.6
2012	\$278.7	\$132.1	47%		\$111.9
2013	\$151.4	\$0.0	0%		\$89.3
Total	\$1.8 B	\$835.5M	38%	\$219.4M	\$754.7M

NEXT STEPS

All capital bonding requests are due to MMB on June 21, 2013. The legislature will use this preliminary information as they make visits around the state this summer and fall to become familiar with proposed capital requests. Specific project cost estimates on Attachment A may change over the next several months as some design work is completed on previously funded projects. Final adjustments to the requested projects must occur no later than October 2013

for preparation of the Governor's capital budget recommendation to the 2014 legislative session.

RECOMMENDED COMMITTEE ACTION:

Finance and Facilities Committee recommend the Board of Trustees adopt the following motion:

The Board of Trustees approves the 2014 capital bonding request as presented in Attachment A, specifically the projects and priorities for 2014. The Chancellor is authorized to make cost and related adjustments to the request as required, and to forward the request through Minnesota Management and Budget to the Governor for consideration in the state's 2014 capital budget. The Chancellor shall advise the Board of any subsequent changes in the capital bonding request prior to the 2014 legislative session. In addition, as funding is authorized and appropriated by the legislature and approved by the Governor, the Chancellor or his designee are authorized to execute those contracting actions necessary to deliver on the project scope and intent.

RECOMMENDED MOTION:

The Board of Trustees approves the 2014 capital bonding request as presented in Attachment A, specifically the projects and priorities for 2014. The Chancellor is authorized to make cost and related adjustments to the request as required, and to forward the request through Minnesota Management and Budget to the Governor for consideration in the state's 2014 capital budget. The Chancellor shall advise the Board of any subsequent changes in the capital bonding request prior to the 2014 legislative session. In addition, as funding is authorized and appropriated by the legislature and approved by the Governor, the Chancellor or his designee are authorized to execute those contracting actions necessary to deliver on the project scope and intent.

Date Submitted to the Board of Trustees: June 19, 2013

Minnesota State Colleges and Universities
FY2014 Capital Budget Request - Recommended List
Second Reading

Priority	Institution	Campus/ Location	Region	Project Title	Design OR Construct	Project Type	Project Cost		Square Footage				
							2014	2016	New	Renovate	Renewal	Demo/ Mothball	
1	HEAPR	Systemwide	System wide	Higher Education Asset Preservation and Replacement	D/C		\$110,000,000						
2	Demolition	Systemwide	System wide	Demolition of obsolete space on campuses	D/C		\$20,576,000						403,450
3	Metropolitan State University	St. Paul	Metro	Science Education Center new construction	C	○	\$35,865,000		65,712	3,500			
4	Bemidji State University	Bemidji	North West	Memorial, Decker, and Sanford Hall renovation, demolition; design, post-demolition Hagg Sauer	D/C	○	\$13,790,000	\$5,000,000	4,000	46,700	11,800	17,000	
5	Lake Superior College	Duluth	North East	Allied Health ('86 Wing) Revitalization renovation	C	○	\$5,266,000			36,500	4,500		
6	Minneapolis Community & Technical College	Minneapolis	Metro	Workforce Program Phase 2 renovation	C	○	\$3,600,000			90,470			
7	Saint Paul College	St. Paul	Metro	Culinary Arts Lab and Machine Tool renovation	D/C	△	\$1,500,000			16,773	10,777		
8	Minnesota State College - Southeast Technical	Red Wing, Winona	South East	Welding/Industrial Labs, Science Labs, and Multipurpose Classrooms renovation	D/C	△	\$1,700,000			14,250			
9	Central Lakes College	Staples	North West	Campus Rightsizing renovation	D/C	□	\$4,581,000			7,435	56,895	17,810	
10	Minnesota State University, Mankato	Mankato	South East	Clinical Science Building new construction, renovation	C	○	\$25,818,000	\$4,444,000	55,717	13,191	8,584		
11	Minnesota State Community & Technical College	Moorhead	North West	Transportation Center addition	C	□	\$6,544,000		22,630	23,186		2,900	
12	Rochester Community and Technical College	Rochester	South East	Design, post-demolition Plaza, Memorial & Art buildings	D	□	\$1,000,000	\$5,000,000		13,530			
13	Minnesota West Community and Technical College	Jackson, Canby	South West	ITV Classrooms, Powerline Training Facility, and Geothermal System renovation	D/C	△	\$3,487,000		10,900	44,090		18,000	
14	Dakota County Technical College	Rosemount	Metro	Transportation & Emerging Technologies lab renovation	C	○	\$7,586,000			42,580	22,970		
15	Century College	White Bear Lake	Metro	Digital Fabrication, Kitchen space, and Solar Panel System renovation	D/C	△	\$2,020,000			6,000	1,700		
16	Northland Community Technical College	Thief River Falls	North West	Aviation Maintenance Facility Expansion demolition and addition	C	○	\$5,864,000		20,410	5,790		21,680	
17	(NHED) Northeast Higher Education District	Itasca, Hibbing, Rainy River, Vermilion	North East	Science Labs (3), Art Classroom, Biomass renovate; Rightsizing/ Demolition	D/C	△	\$3,344,000	\$8,600,000	20,000	19,371	8,500	46,805	
18	Winona State University	Winona	South East	Education Village, Phase I, renovation	D/C	□	\$5,902,000	\$18,697,000	1,000	18,816			
19	Anoka Technical College	Anoka	Metro	Manufacturing Technology Hub and Auto Tech Lab renovation	D/C	△	\$1,500,000			42,025			
20	Saint Paul College	St. Paul	Metro	Health and Science Alliance Center addition	C	○	\$14,482,000		36,770	3,248		8,000	
21	Century College	White Bear Lake	Metro	Classroom and Workforce Alignment addition	D	○	\$1,000,000	\$12,432,000	25,584	4,000	1,000		
22	South Central College	North Mankato	South East	STEM and Healthcare Workforce renovation	D/C	○	\$7,467,000			19,765	71,125		
23	St. Cloud State University	St. Cloud	Central	Integrated Student Health and Academic Programs renovation	D	○	\$865,000	\$15,000,000	15,562	43,291			
24	Minnesota State Community and Technical College	Fergus Falls, Wadena	North West	Campus Rightsizing and Center for Student Success renovation	D/C	△	\$1,385,000			21,832			
25	Northland Community and Technical College	East Grand Forks	North West	Laboratory renovation	D/C	△	\$749,000			754	4,450		
26	Winona State University	Winona	South East	Psychology Lab - Phelps Hall renovation	D/C	△	\$591,760			3,703			

Project Type Legend

- Previous Appropriation (2008-2012)
- Appeared on 2013 Capital Budget Bonding List
- First Time Submittal
- △ Initiative - Small Projects

FY2014 - 2019 Major, HEAPR, and Demolition GRAND TOTAL:

HEAPR:	\$110,000,000
Projects:	\$176,482,760
user (MnSCU) Financing:	\$58,827,587
General Obligation:	\$227,655,173

\$286,482,760	\$69,173,000	278,285	540,800	202,301	535,645
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Attachment B
2013 Capital Bonding Priorities - Results

Priority	Project Title	Campus/Location	FY2012 Request	FY2012 Funding	Request	2013 Approved and Funded
1	Higher Education Asset Preservation and Replacement (HEAPR)	Systemwide	\$110,000	\$20,000	\$90,000	\$0
2	Metropolitan State University - Science Education Center, <i>construction</i>	St. Paul	\$31,000		\$33,800	
3	Systemwide STEM Initiative - Renovation (Century College, MSU Moorhead, NHED Itasca Community College, NHED Mesabi Range - Eveleth), <i>design and construction</i>	White Bear Lake, Moorhead, Grand Rapids, Eveleth	\$5,200	\$2,500	\$2,700	
4	Rochester Community and Technical College - Classroom renovation, <i>design</i>	Rochester	\$0,900		\$0,900	
5	Central Lakes College, Staples - Agriculture reconfiguration, and renovation, <i>design & construction</i>	Staples	\$3,458		\$3,458	
6	Riverland Community College, Albert Lea - Demolition, reconfiguration, and renovation, <i>design and construction</i>	Albert Lea	\$3,083		\$3,083	
7	Systemwide Energy Initiative - Renovation (Century College, Minnesota West - Canby and Jackson, NHED Itasca Community College), <i>design and construction</i>	White Bear Lake, Canby, Jackson, Grand Rapids	\$3,700		\$3,700	
8	Systemwide Classroom Initiative - Renovation (Century College, Inver Hills Community College, NHED Vermilion Community College, Saint Paul College), <i>design and construction</i>	White Bear Lake, Inver Grove Heights, Ely, St. Paul	\$2,675		\$2,675	
9	Minnesota State Community and Technical College, Moorhead - Transportation Center addition & renovation, <i>design and construction</i>	Moorhead	\$5,210		\$5,210	
10	Winona State University - Business & classroom renovation, <i>design and construction</i>	Winona	\$5,828		\$5,828	
	Total Program				\$151,354	
	HEAPR				\$90,000	
	Projects				\$61,354	
	User Financing				\$20,451	
	General Obligation				\$130,903	

Supplemental Information for Second Reading

The following supplemental information addresses the issues and questions raised by the Board when the Board first considered the request on June 3, 2013.

- A. Capital Bonding by Capital Projects and HEAPR (2006-2014)*
- B. Debt Capacity*
- C. Initiative Project History*
- D. Demolition of Obsolete Space – Candidate List*
- E. Comparison of Metropolitan area and Rural Area Capital Budget Projects*

A. CAPITAL BONDING BY CAPITAL PROJECTS AND HEAPR

Year	Board Approved Requests	Governor Recommends	Governor Vetos	MnSCU Appropriation Received	% of Request
2006	280,410,000	142,580,000		191,430,000	68%
Capital	170,410,000	122,580,000		151,430,000	89%
HEAPR	110,000,000	20,000,000		40,000,000	36%
2007	33,800,000			0	0%
Capital	3,800,000			0	0%
HEAPR	30,000,000			0	0%
2008	350,210,000	128,675,000	46,710,000	234,225,000	67%
Capital	240,210,000	88,675,000	46,710,000	179,225,000	75%
HEAPR	110,000,000	40,000,000		55,000,000	50%
2009	117,110,000	40,000,000	38,875,000	40,000,000	34%
Capital	67,110,000		38,875,000	0	0%
HEAPR	50,000,000	40,000,000		40,000,000	80%
2010	396,811,000	114,645,000	133,751,000	106,169,000	27%
Capital	286,811,000	64,645,000	133,751,000	54,169,000	19%
HEAPR	110,000,000	50,000,000		52,000,000	47%
2011	279,794,000	127,621,000		131,586,000	47%
Capital	221,794,000	97,621,000		101,586,000	46%
HEAPR	58,000,000	30,000,000		30,000,000	52%
2012	278,722,000	111,863,000		132,126,000	47%
Capital	168,722,000	91,863,000		112,126,000	66%
HEAPR	110,000,000	20,000,000		20,000,000	18%
2013	151,354,000	89,294,000		0	0%
Capital	61,354,000	54,294,000		0	0%
HEAPR	90,000,000	35,000,000		0	0%
2014	286,482,760			0	0%
Capital	176,482,760				0%
HEAPR	110,000,000			0	0%
Grand Total	2,174,693,760	754,678,000	219,336,000	835,536,000	44%
Capital	1,396,693,760			598,536,000	
HEAPR	778,000,000			237,000,000	

B. DEBT CAPACITY

In modeling debt capacity, the system established an annual debt service target of no more than 3% of annual operating revenues. For analysis purposes, the base year operating revenue is derived from FY12 financial statements and represents unrestricted funding sources that may be eligible to pay debt service. Operating revenues for that purpose include tuition and fees, appropriations, and scholarship and grant revenues. The amount excludes restricted revenues, such as fees from the operations of revenue fund facilities.

One-Third Rule

Upon passage of a bonding bill, the state of Minnesota issues debt in the form of general obligation bonds for capital projects. Since the early 1990s, both public higher education systems in Minnesota have been obligated to pay the debt service on one-third (1/3) of the principal amount of general obligation bonds sold to finance capital projects authorized by a bonding bill. The current outstanding principal associated with system capital bonding projects is \$230.4 million and the total debt service payable in 2012 was \$27.5 million. Half of the debt would be passed on to the individual institutions receiving the project with the remaining half paid for by the system. HEAPR projects are not subject to the one-third debt service rule.

Student Cost

By itself, the student cost of capital bonding debt is very low, and softened by two factors: 1) that the state does not charge the system debt service for HEAPR, and 2) only one-third (1/3) of the debt service for capital projects is paid by the system, while the remaining two-thirds (2/3) is paid by the state.

The impact of capital bonding debt is further lessened by how the system allocates debt responsibility between the individual campus benefiting from the project and the system as a whole. In an analysis completed for the legislature earlier this year, the system reported that institutional debt service averaged about \$2.71 per credit for FY12, and historically has ranged between \$1.50 - \$2.71. Tab 13:

http://www.mnscu.edu/media/publications/mnscudata/docs/MnSCU_Financial_Demographic_Data_2-13-13.pdf

This calculation assumes that all debt service was being paid out of tuition. In reality, colleges and universities use a combination of tuition, state appropriation and other revenues to pay operating expenses, including debt service.

Forecasting Need

The system used the 2014 Capital Budget of \$176 million per biennium as a guide for future capital request modeling. The amount includes capital projects only and does not include

HEAPR appropriations, where debt is not charged to the system. Three questions were analyzed:

1. *How much debt could the system handle if the system continued asking for the same amount in capital budget requests?*
2. *How much more debt service could the system handle?*
3. *How much could revenue decline before reaching the debt threshold?*

Analysis

1. *How much debt could the system handle if the system continued asking for the same amount in capital budget requests?*

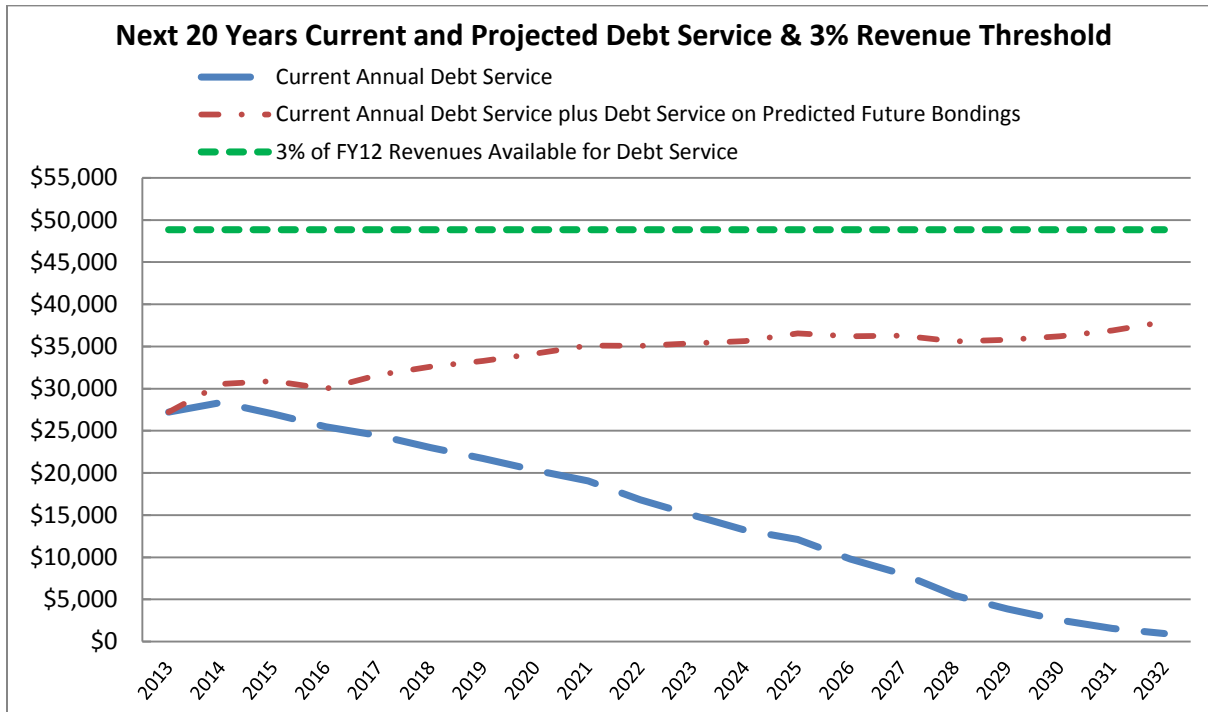
The assumptions under this first scenario include:

- Current debt service
- Flat revenues into the future
- New debt service on \$176 million of new capital projects each biennium
- Excludes HEAPR
- Bond interest = 4% true interest cost

Under the above assumptions, the system would be able to add \$176 million per biennium and comfortably remain under the 3% threshold for the next 20 years and likely longer.

The resultant debt profile shows that the current debt that is paid off in the next 20 years and the amount that is added each biennium follows a slow, upward trend from around \$27.5 million currently to just a little under \$40 million worth of debt service in 2032. This scenario is graphically represented by the following chart:

Chart 1: 20 Year Debt Service Trend at \$176M of Capital Project Requests Each Biennium



2. *How much debt service could the system handle?*

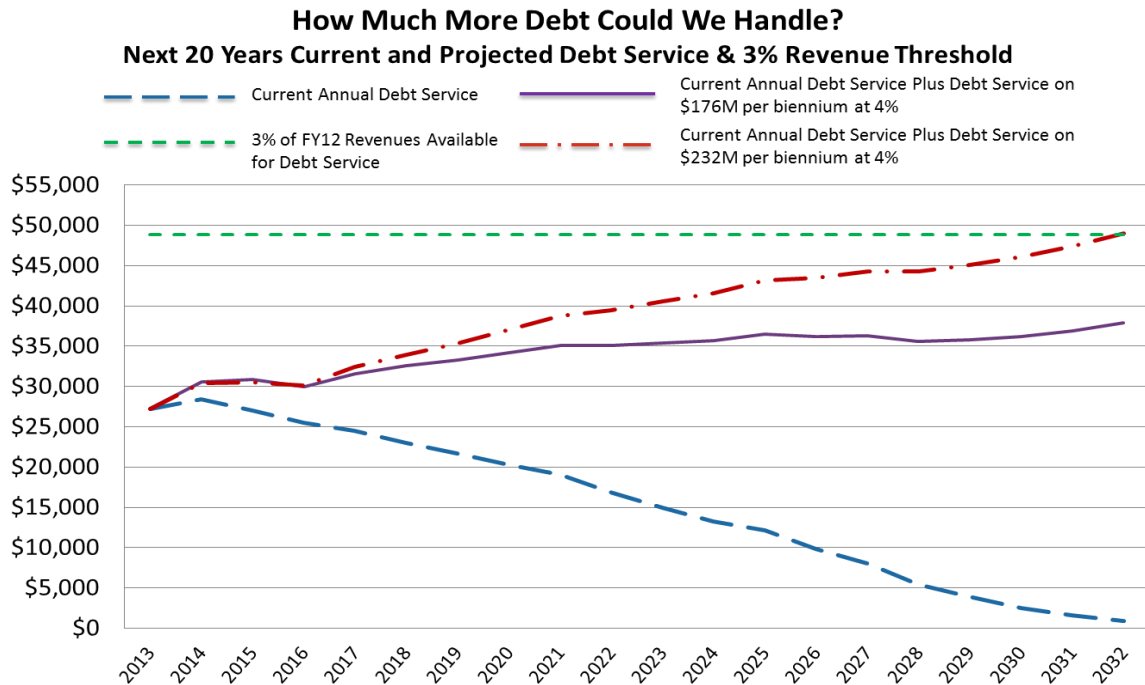
This scenario assumed the following factors:

- Current debt service
- Flat revenues into the future
- Excludes HEAPR
- Bond interest = 4% true interest cost

The approach to this question controls for interest rate shifts and revenue declines, and looks at what sort of additional capacity the system would have to pursue more capital projects above \$176 million per biennium.

The chart below includes the current debt service, projected flat revenues, the annual projected debt service based on capital projects of \$176 million per biennium and the projected debt service based on capital projects of \$232 million per biennium.

Chart 2: 20 Year Debt Service Trend at \$176M and \$232M of Capital Project Requests Each Biennium



Based on the above, the system would generate approximately \$48-49 million worth of projected annual debt service that the system could support. This translates into an average capital project request of approximately \$232 million per biennium for the next 20 years before reaching the 3% revenue threshold around 2032.

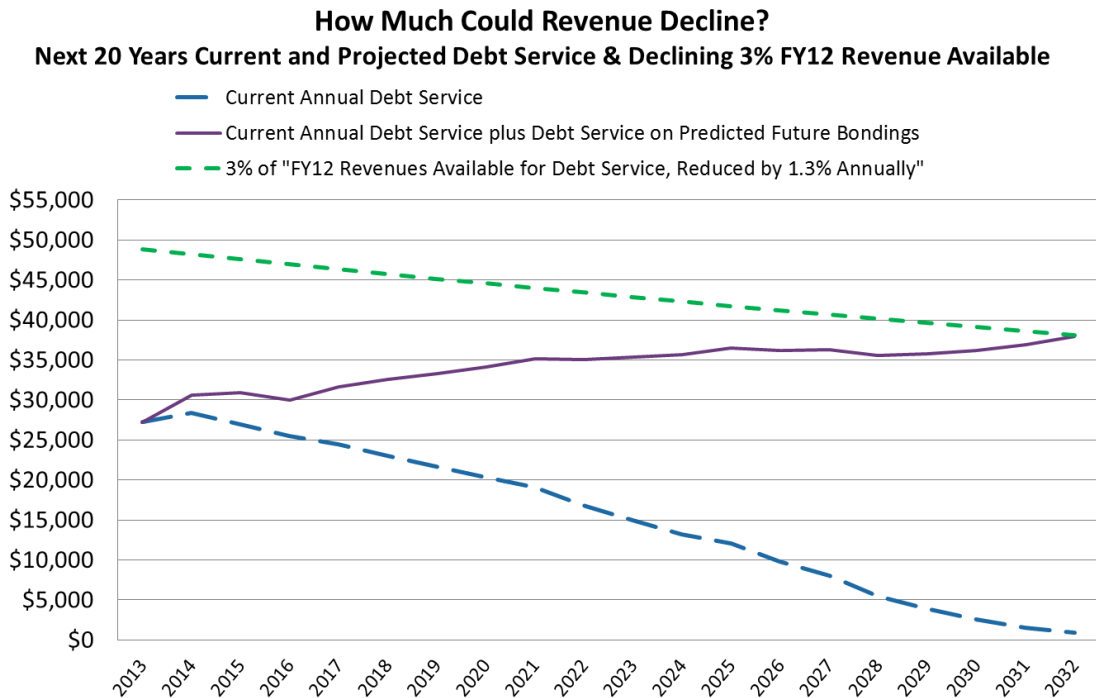
3. *How much could revenue decline before reaching the debt threshold?*

This scenario assumes:

- Current debt service
- Adding \$176 million per biennium
- Decreasing revenues
- Excludes HEAPR
- Bond interest = 4% true interest cost

The last scenario evaluates how much revenues would have to decline before reaching the 3% revenue threshold, assuming continued requests of \$176 million in capital projects per biennium. The chart below shows that revenues would have to decline an average of 1.3% annually before the threshold would be reached around 2032.

Chart 3: 20 Year Debt Service Trend at \$176M of Capital Project Requests Each Biennium and Declining Revenues



Summary

At present rates, the student burden attributable to capital project debt service is about \$2.71 per credit assuming all debt service is paid by tuition. At current revenue rates and modest increase in bond interest rates, the system can regularly afford \$176 million worth of capital projects in biennial bonding bills without dramatically increasing that cost to students. The system could afford as much as \$232 million worth of capital projects per biennium and remain under the 3% threshold until about 2032. By contrast, revenues could decline by an average of 1.3% annually for the next 20 years before the debt service would hit the 3% revenue threshold.

C. HISTORY OF INITIATIVE (BUNDLED) PROJECTS

Initiative Projects

Initiative projects have been packaged in bonding requests since 2010 and are smaller capital projects (usually less than \$1 million) organized around a programmatic theme, such as science labs, energy, and classroom renovations. Initiatives mostly focus on renovating existing space, although there have been instances where initiatives targeted land acquisitions or demolition of obsolete space. The system began packaging these smaller projects as a strategy to improve high demand or strategic goals by 1) offering smaller scale renovations as a targeted approach to improving campuses, and 2) increase the success in receiving funding from the legislature.

- FY 2000** **Minor Construction and Remodeling, Request \$5,600,000**
- Nine campuses
 - **Result:** Not Funded
- FY 2002** **Science Lab Renovations, Request: \$1,900,000:**
- Six campuses - targeting science and nursing
 - **Result:** Funded at \$1,900,000
- FY 2004/5** **Science Labs, Workforce, Technology Programs, Consolidation, and Demolition, Request: \$13,868,000:**
- Five separate initiatives affecting 31 campuses benefitting science, nursing, technology, high-demand workforce programs
 - **Result:** Funded at \$25,740,000
- FY2006** **Science and Workforce Programs, Demolition and Land Acquisition: Request: \$18,200,000**
- Three separate initiatives affecting 16 campuses benefitting science, nursing, technology, high-demand workforce needs; improved space utilization and facilities condition through demolition
 - **Result:** Funded at \$10,200,000
- FY 2008** **Science Technology, Engineering and Math (STEM) renovations, Request: \$5,775,000**
- Affected eleven campuses benefitting science, allied health, and technology
 - **Result:** Funded at \$5,775,000
- Classroom renovations for seven campuses, Request: \$3,625,000**
- **Result:** Not Funded (\$3,625,000), and not funded in 2009
- FY 2010** **Science, Technology, Engineering and Math (STEM) renovations, Request, \$4,835,000:**
- Affecting nine campuses benefitting science, allied health, and technology

- **Result:** Not Funded (\$4,835,000), and again in 2011
Classroom renovations for seven campuses, Request, \$3,883,000:

- **Result:** Funded at \$3,883,000

Technical College library renovations, Request, \$3,448,000:

- Renovation of library spaces at eight technical colleges

- **Result:** Not Funded (\$3,448,000)

FY 2012

Science, Technology, Engineering and Math (STEM) renovations, Request, Request: \$5,200,000:

- Affected nine campuses benefitting science, allied health, and technology

- **Result:** Funded at \$2,500,000 (partial), and again in 2013

Energy renovation and additions, Request \$3,700,000

- Affected six campuses benefitting various types of solar panels and demolitions

- **Result:** Not Funded (\$3,700,000), and again in 2013

Classroom renovations, Request: \$2,675,000

- Affected four campuses benefitting 40+ year old classrooms and improve HVAC

- **Result:** Not Funded (\$2,675,000), and again in 2013

D. DEMOLITION OF OBSOLETE SPACE

A preliminary list of campuses that have identified demolition in their master plans or have substantial rightsizing plans demolition are listed. The intent of this effort to demolish obsolete space is three-fold:

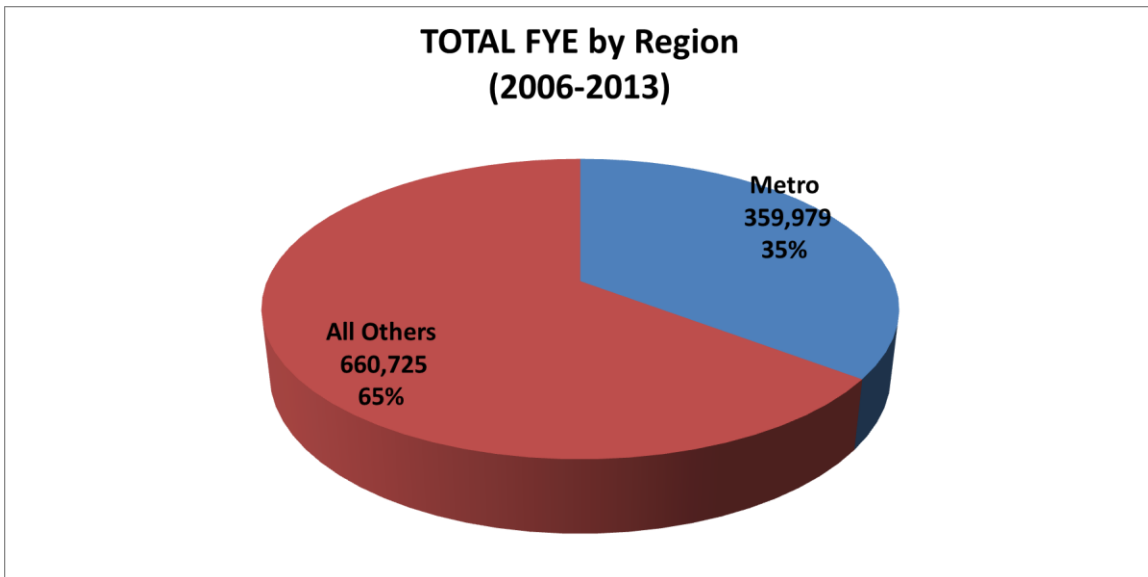
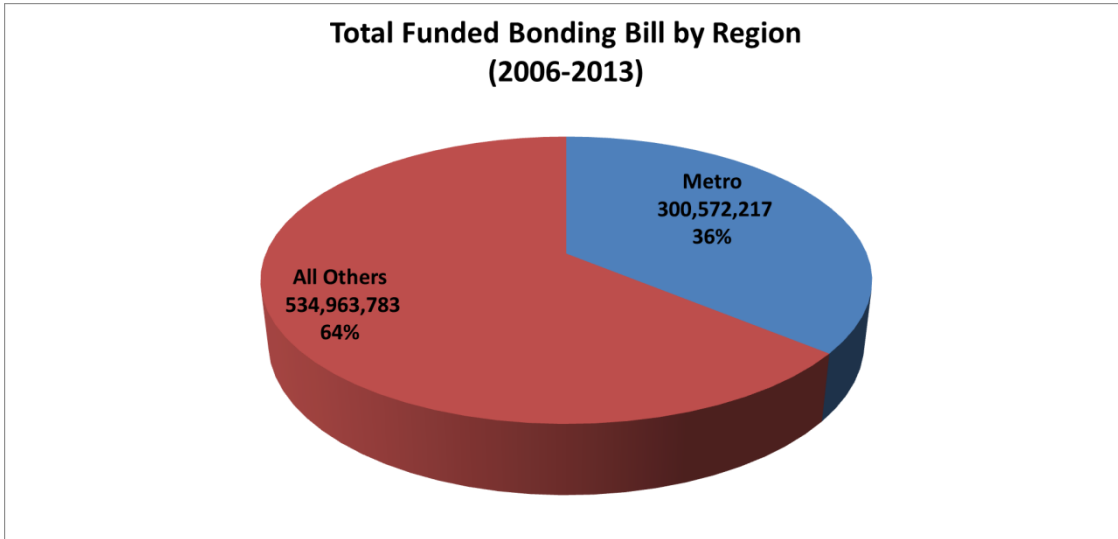
1. To decrease operating costs
2. To remove backlog
3. To drive further efficiencies in the use of space through increased space utilization

The list is not intended to be exhaustive and would remain open for other campuses that develop a project to demolish qualifying, obsolete campus space. Projects with resources already committed to demolition are not part of this demolition request.

Total Request: \$20.6 million

No.	Institution (Alphabetically)	Campus/ Location	Region	Project Title	Project Cost	Square Feet
1	Alexandria Technical and Community College	Alexandria	Central	Temporary Building (TH8), Small Engine and Marine Repair;	\$ 255,000	5,000
2	Bemidji State University	Bemidji	Northwest	Hagg Sauer	\$ 4,207,500	82,500
3	Central Lakes College	Staples	Northwest	Ag/Energy Center Campus	\$ 306,000	6,000
4	Minnesota State Community & Technical College	Detroit Lakes, Fergus Falls, Wadena	Northwest	Demolition of obsolete space (TBD)	\$ 2,550,000	50,000
6	Minnesota West Community and Technical College	Canby	Southwest	Building 1 and Building 3	\$ 841,500	16,500
7	Minnesota West Community and Technical College	Granite Falls	Southwest	300 Building	\$ 1,190,850	23,350
8	NHED - Vermilion Community College	Ely	Northeast	Demolition of old IT Center	\$ 117,300	2,300
9	NHED - Various Campuses	Mesabi, Hibbing, Rainy River	Northeast	Demolition of obsolete space (TBD)	\$ 1,275,000	25,000
10	Riverland Community College	Albert Lea, Austin	Southeast	AL - 1986 Addition, Gateway bldg; AU - TBD	\$ 4,029,000	79,000
11	Southwest Minnesota State University	Marshall	Southeast	Various locations on campus	\$ 2,448,000	48,000
12	Rochester Community and Technical College	Rochester	Southeast	Memorial, Plaza Hall, and Art Hall	\$ 2,233,800	43,800
13	Design and Demolition	Systemwide		To design and demolish small projects, systemwide	\$ 1,122,000	22,000
				Total	\$20,575,950	403,450
				per Square Foot		\$51

E. COMPARISON OF METROPOLITAN AREA AND RURAL AREA CAPITAL



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

Agenda Item Summary Sheet

Committee: Finance and Facilities

Date of Meeting: June 19, 2013

Agenda Item: Campus Service Cooperative Results and Contract Governance
Including Approval of Several Contracts Exceeding \$3 Million

Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring
 Information

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

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

Scheduled Presenter(s):

Sue Collins, *President*, Northeast Higher Education District

Karen Kedrowski, *Vice President of Finance and Administration*, Northeast Higher Education District

Michael Noble-Olson, *Purchasing Manager*, Minneapolis Community and Technical College

Laura King, *Vice Chancellor of Finance - CFO*

Colin Dougherty, *Managing Director*, Campus Service Cooperative

Jason Cavallo, *Strategy Director and Lead Project Manager*, Campus Service Cooperative

Outline of Key Points/Policy Issues:

The Campus Service Cooperative (CSC) recommends that the Board delegate approval authority to the Chancellor for the following systemwide contracts expected to be awarded through October 2013: janitorial supplies, office supplies, managed print, IT software and accessories. This delegation is needed in order to expedite contract approvals and maximize potential savings. These contracts will be used by all colleges, universities, and the system office to purchase the respective goods and services.

Background Information:

The CSC is currently executing its six month "Cycle One" (February through July 2013). As part of this project, the CSC strategic sourcing team is in the process of issuing requests for proposals for multiple key expenditure categories. Based on MnSCU's evaluation of the proposals, the Campus Service Cooperative will prepare contracting documents for the Chancellor's approval. Based on analysis of current spending levels, the CSC expects each of these contracts to exceed \$3 million over the three year contract term. Each contract would be used by all colleges, universities, and the system office and represent a savings over purchasing goods through the individual contracts currently in place.

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

BOARD ACTION

Campus Service Cooperative Results and Contract Governance Including
Approval of Several Contracts Exceeding \$3 Million

REQUEST

Board Policy 5.14, Procurement and Contracts, requires approval by the Board of Trustees of contracts exceeding \$3 million. The purpose of this report is to request that the Board approval of four contracts.

BACKGROUND

The Campus Service Cooperative (CSC) is currently executing its six month “Cycle One” (February through July 2013). This project includes the CSC strategic sourcing team analyzing the system’s \$550 million in annual procurement of goods, services, and construction, to identify more than \$45 million in annual savings opportunities. Collectively, the CSC, working with the system’s colleges, universities, and system office, will achieve these savings by adopting modern supplier management disciplines, best practices, and collaboration with the State of Minnesota, the University of Minnesota, and other partners. During Cycle One, the team is targeting \$25 million in annual expenditures across nine categories to capture a projected \$4.6 million in annual savings – 61% of the savings at colleges, 32% of the savings at universities, and 7% of the savings at the system office. These nine categories are:

- Maintenance, repair, and operations supplies
- Office supplies
- Janitorial supplies
- Paper
- Telecommunications/cellular
- Managed print
- Transportation couriers
- Postage meters and equipment
- IT software and accessories

The CSC’s overall sourcing strategy is holistic and requires a thorough analysis for each of these contract categories. The best sourcing approach is formulated for each contract based on an understanding of the current environment of the system’s spending habits. The solution to discovering savings opportunities is not necessarily engaging in the request for proposal process, but includes appropriately leveraging contract vehicles that already exist through the state or in other cooperative agreements. For the Cycle One contract categories that involved the request for proposal process, the CSC will engage MnSCU representatives

to help in the evaluation process using the CSC's sourcing values of price, quality, speed, and targeted group businesses.

Of the nine contract categories covered in Cycle One, there are four that exceed the \$3 million threshold and are expected to involve a new contract award. The CSC expects to be ready to award the following systemwide contracts before the end of October 2013. The anticipated award dates annotated below are dependent on the sourcing strategy selected:

- Janitorial supplies – June 2013
- Office supplies – June 2013
- Managed print – August 2013
- IT software and accessories – August 2013

The delegation of authority is needed to expedite these contract approvals and maximize potential savings given that the contracts are expected to be ready before the next regular Board meeting in October 2013.

THE OPPORTUNITY

The total expenditure for the four systemwide contract categories is \$53.6 million over three years with a projected savings of 10 to 30 percent, depending on the contract category. ***Note bene: the actual savings realized are dependent upon the level of adoption and participation in the new contracts by the colleges, universities, and the system office.***

[1] Janitorial supplies: The janitorial supplies contract category represents approximately \$5.4 million over three years across the colleges, universities, and system office. The intent is that this contract would replace five contracts with one systemwide contract that represents a savings over purchasing goods through the individual contracts currently in place. This contract covers approximately 1,090 items and includes items such as bathroom tissue, paper towels, trash bag liners, and soap. The CSC will use the request for proposal process for this contract.

[2] Office supplies: The office supplies contract category represents approximately \$5.9 million over three years across the colleges, universities, and system office. The intent is that this contract would replace 15 contracts with one systemwide contract that represents a savings over purchasing goods through the individual contracts currently in place. This contract covers approximately 22,285 items and includes items such as pens, binders, dry erase markers, and office files. The CSC will use the request for proposal process for this contract.

[3] Managed print: Before the CSC can determine the best sourcing strategy, it will first have to assess current print environment and goals for print optimization. This contract represents approximately \$21.0 million over three years across the colleges, universities, and system office. The intent is that this contract (new or existing) would replace up to 10 contracts with one systemwide contract that represents a savings over purchasing goods and services through the individual contracts currently in place. This contract covers all printing devices such as copiers, printers, multifunction devices, and relevant accessories.

[4] IT software and accessories: This contract represents over \$21.3 million over three years across the colleges, universities, and system office. The intent is that this contract would replace up to 15 contracts with one systemwide contract that represents a savings over purchasing goods and services through the individual contracts currently in place. This contract covers approximately 1,835 items and includes items such as shrink-wrap software, monitors, cables, and mice. The Campus Service Cooperative will use the request for proposal process for this contract.

RECOMMENDED COMMITTEE ACTION:

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

The Board of Trustees authorizes execution of the following contracts in amounts not to exceed those listed for janitorial supplies, office supplies, managed print, and IT software and accessories, to provide supplies and services to colleges, universities, and the system office, each for a term not to exceed three years.

- Janitorial supplies – not to exceed \$5.9 million
- Office supplies – not to exceed \$6.5 million
- Managed print – not to exceed \$23.1 million
- IT software and accessories – not to exceed \$23.4 million

The Board directs the Chancellor or his designee to execute all necessary documents.

RECOMMENDED BOARD ACTION:

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

The Board of Trustees authorizes execution of the following contracts in amounts not to exceed those listed for janitorial supplies, office supplies, managed print, and IT software and accessories, to provide supplies and services to colleges, universities, and the system office, each for a term not to exceed three years.

- Janitorial supplies – not to exceed \$5.9 million
- Office supplies – not to exceed \$6.5 million
- Managed print – not to exceed \$23.1 million
- IT software and accessories – not to exceed \$23.4 million

The Board directs the Chancellor or his designee to execute all necessary documents.

Date Submitted to the Board of Trustees: June 19, 2013

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

Agenda Item Summary Sheet

Committee: Finance and Facilities

Date of Meeting: June 19, 2013

Agenda Item: Campus Service Cooperative Contract Approval Exceeding \$3 Million for Cycle Two (IBM)

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

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

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

Scheduled Presenter(s):

Sue Collin, *President*, Northeast Higher Education District

Karen Kedrowski, *Vice President of Finance and Administration*, Northeast Higher Education District

Laura King, *Vice Chancellor of Finance, CFO*, System Office

Colin Dougherty, *Managing Director*, Campus Service Cooperative

Jason Cavallo, *Strategy Director and Lead Project Manager*, Campus Service Cooperative

Outline of Key Points/Policy Issues:

The Campus Service Cooperative (CSC) recommends that the Board approve execution by the Chancellor of the CSC Cycle Two (IBM) contract for shared services and strategic sourcing. The CSC Cycle Two will be a twelve month effort, August 2013 through July 2014. This action is needed in order to maintain continuous support to the CSC beyond August 2013, maintain momentum for all elements of the program, and accelerate potential savings.

Background Information:

The CSC is a multi-year, multi-cycle program that focuses on efficient, high quality, and transformational delivery of services, while respecting the distinct educational mission of each college and university. The scope of the effort includes shared services and strategic sourcing across the colleges, universities, and system office. CSC Cycle One (IBM) contract was initiated in February 2013 and is currently funded through July 2013. CSC Cycle One is on-track to deliver \$14.7 million in potential savings over three years. The CSC Cycle Two contract will extend support through July 2014, including systemwide rollout of the CSC Cycle One business processes and delivery of signed contracts with \$21.4 million in potential savings in additional sourcing categories.

BOARD OF TRUSTEES

MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD ACTION

Campus Service Cooperative Contract Approval Exceeding \$3 Million
for Cycle Two (IBM)

REQUEST

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

BACKGROUND

The Campus Service Cooperative is a multi-year, multi-cycle program that focuses on efficient, high quality, and transformational delivery of services, while respecting the distinct educational mission of each college and university. The scope of the effort includes shared services and strategic sourcing across the colleges, universities, and system office. CSC Cycle One (IBM) contract was initiated in February 2013 and is currently funded through July 2013. Cycle One is on track to deliver signed contracts or sourcing actions with \$14.7 million in potential savings over three years. **Note bene: the actual savings realized are dependent upon the level of adoption and participation in the new contracts by the colleges, universities, and the system office.**

Strategic Sourcing – Cycle One Savings

Cycle One strategic sourcing actions are yielding greater savings value than the estimates presented at the January 2013 Board of Trustees Study Session. Current projections are \$4.9 million or 19% in savings from Cycle One strategic sourcing actions versus the \$4.6 million estimated in January.

Shared Services – Cycle One Business Process Value

By August, the CSC, in partnership with campus and system office leaders, will have launched a series of pilots with the goal of validating and refining standard practices based on both internal and external best practices as well as industry trends, for the eleven services identified during functional area workshops in the fall of 2012. These services fall into three functional areas across MnSCU – Finance, Human Resources, and Financial Aid Processing – and include:

- Finance (Business Office)
 - Purchasing Cards
 - Business Expense Processing
 - SWIFT to ISRS Reconciliation
 - Payroll (w/HR)
- Human Resources
 - On-boarding
 - Faculty Assignments
 - Retirement Administration

- Payroll (w/Finance)
- Financial Aid Processing
 - Tracking Verification Setup
 - MN State Grant Unit Counting
 - Direct Loan and Pell Grant Reconciliation
 - Return to Title IV (R2T4)

Based on 2012 payroll data, across the Finance, Human Resources, and Financial Aid Processing functional areas, MnSCU expenditures over \$60 million and employs approximately 850 staff members. Preliminary estimates suggest that the eleven processes addressed in Cycle One account for approximately \$14.1 million of these expenditures.

In addition to the savings realized from the strategic sourcing work, implementation of the common processes defined in Cycle One will produce significant value to campuses across MnSCU in the form of more efficient processes, higher quality outcomes, reduced processing time, better use of existing resources, increased staff flexibility, and dramatically improved ability to share workload across locations. The intent of this effort is to redeploy time from transactional processing activities to higher-value professional services, including student, faculty, and staff-facing activities.

Analysis to date suggests that the CSC is on track to deliver an aggregate 30% productivity improvement across the eleven processes. In addition to this value, through a systemwide perspective, campuses and the system office will benefit from greater alignment and focused collaboration with IT, audit compliance, common training and materials, and the potential for clearer professional development.

Cycle One Business Case

In January 2013, the Board of Trustees met for a Study Session to review the business case for Cycle One of the shared services and strategic sourcing contract (IBM). Table 1, below, is a cash flow-only view, as presented at the January Board of Trustees Study Session. Savings figures in Table 1 assume 100% participation by the colleges, universities, and system office.

Table 1: Forecast Program Economics – Cash Flow by Fiscal Year (\$ millions)

GROSS SAVINGS	FY13	FY14	FY15	FY16	FY17	FY18
Strategic Sourcing	0.9	11.8	23.9	32.6	40.0	40.0
Shared Services	0	4.0	10.0	15.0	20.0	20.0
Total Savings	\$0.9	\$15.8	\$33.9	\$47.6	\$60.0	\$60.0
COSTS						
IBM – Sourcing/Shared Services	2.3	4.5	3.8	2.9	1.9	0.5
Internal CSC	0.5	1.0	1.2	1.4	1.7	1.9
Technology*	0	0	2.9	6.5	0	0
Total Costs	\$2.8	\$5.5	\$7.9	\$10.8	\$3.6	\$2.4
NET SAVINGS						
Annual Savings	(\$1.8)	\$10.3	\$26.0	\$36.8	\$56.4	\$57.6
Cumulative Savings	(\$1.8)	\$8.5	\$34.5	\$71.3	\$127.7	\$185.3

*NOTE: Technology investments could include e-procurement, workflow, expenditure analysis, intelligent back office, CRM, supplier lifecycle management (vendor management), enhancement of SWIFT-ISRS integration, and other enhancements (SWIFT, etc.) to support further improvement opportunities in shared services and/or strategic sourcing.

Due to Cycle One starting one month later than the original plan, the CSC anticipates both costs and savings for FY13 will be less than the estimated figures presented at the January Board of Trustees study session. However, the CSC is still tracking to net savings for FY14 and beyond as outlined in Table 1.

THE OPPORTUNITY

The Cycle Two contract will extend support through July 2014, including systemwide rollout of the eleven Cycle One business processes and delivery of signed contracts with \$21.4 million in potential savings in additional sourcing categories.

Cycle Two will build upon lessons learned in Cycle One, particularly scenarios of college, university, and system office participation and adoption. Other lessons learned include the effectiveness of strategic sourcing and shared services efforts, execution of process pilots, tracking and reporting of metrics, and change management across 31 colleges and universities and the system office. For strategic sourcing, this effort includes identifying and addressing additional expenditure categories, while negotiating systemwide strategic vendor contracts, policies, and incentives. For shared services and business process design, the CSC team will work closely with campus and system office leaders to implement standard practices identified in Cycle One and to expand the number of campuses at which common practices are executed. In addition to this roll-out, the team will actively engage campuses to help identify and prioritize additional processes that can be addressed through common practices, external leading practices and trends, identifying additional practices within Finance, Human Resources, and Financial Aid Processing, and/or extending to new functional areas.

Strategic Sourcing Opportunity

For strategic sourcing, the total expenditure for the five systemwide contract categories in Cycle Two is \$107.0 million over three years with a potential savings of \$21.4 million. Table 2 summarizes the anticipated expenditure and savings opportunities for each contract category.

Table 2: Cycle Two Strategic Sourcing Anticipated Expenditure and Savings

Key Event	Three-Year Anticipated Expenditure	Anticipated Savings
Desktops & Laptops	TBD	15-20%
Travel Services	\$ 3M	15-20%
Purchase Cards	\$29M	15-20%
Food Services	\$60M	15-20%
Construction	\$15M	15-20%

These five categories are described below.

[1] IT desktops/laptops: This contract category is currently under review to determine the expenditure over three years across the colleges, universities, and system office. The strategy for this category is to review current contract vehicles and collaborate with the MnSCU Chief Information Officer Sourcing Committee members to define specifications and configurations. This contract (new or existing) explicitly covers desktops and laptops within the category of IT.

[2] Travel services: This contract category represents \$3 million in expenditures over three years across the colleges, universities, and system office. The strategy for this category is to review current contract vehicles and collaborate with MnSCU Business Office Managers to develop a sourcing strategy. This contract (new or existing) covers the service fees and other expenses associated with reserving and managing travel.

[3] Purchase cards: This contract category represents \$29 million in expenditures over three years across the colleges, universities, and system office. The intent is that this contract would replace two existing contracts with one systemwide contract that represents a savings over the individual contracts currently in place. This contract covers the fees associated with using a Purchasing Card as well as expansion of services and data analytics for the colleges, universities, and system office.

[4] Food services: This contract category represents \$60 million in expenditures over three years across the colleges, universities, and system office. The intent is that this contract would replace up to 25 contracts with one systemwide contract that represents a savings over purchasing goods and services through the individual contracts currently in place. This contract covers food, vending, and catering services.

[5] Construction: This contract category represents, at a minimum, \$15 million in expenditures over three years across the colleges, universities, and system office. The CSC

will work with Facilities leadership to determine opportunities to provide value within the potential sourcing opportunities.

Shared Services Opportunity

For shared services, implementation of the eleven standard business processes defined in Cycle One and deployed systemwide in Cycle Two will result in the tangible benefits for campuses and the system office as defined in Table 3.

Table 3: Cycle Two Business Process Implementation Benefits

Process	Leverage Existing Resource/s	Enhance Automation	Improve Productivity	Reduce Processing Time	Standardize Process
On-boarding	X	X	X	X	X
Faculty Assignments	X	X	X	X	X
Retirement Administration	X	X	X	X	X
Payroll	X		X		X
SWIFT to ISRS Reconciliation	X		X	X	X
Purchasing Cards	X	X	X	X	X
Business Expense Processing		X	X	X	X
Tracking Verification Setup		X	X	X	X
MN State Grant Unit Counting		X	X	X	X
DL/Pell Grant Reconciliation	X	X	X	X	X
Return to Title IV (R2T4)	X	X	X	X	X

RECOMMENDED COMMITTEE ACTION:

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

The Board of Trustees authorizes execution of an amendment to the contract with IBM for the Cycle Two of the shared services and strategic sourcing not to exceed \$4.5 million (FY14). The Board directs the Chancellor or his designee to execute all necessary documents.

RECOMMENDED BOARD ACTION:

The Board of Trustees authorizes execution of an amendment to the contract with IBM for the Cycle Two of the shared services and strategic sourcing not to exceed \$4.5 million (FY14). The Board directs the Chancellor or his designee to execute all necessary documents.

Date Submitted to the Board of Trustees: June 19, 2013