

# **Office of the Chancellor Profile:**

**Serving students, increasing efficiency,  
raising quality**

**September 2008**



**Minnesota**  
STATE COLLEGES  
& UNIVERSITIES

## **Chancellor's Office/Board of Trustees Office Staff**

Main function: Carries out Board of Trustees directives

Number of employees: 8

Annual budget: \$1.2 million

- Provides all staffing support to the governing board
- Represents the system by meeting legislators and community leaders in the Twin Cities and around the state; so far in 2008, Chancellor McCormick has logged 14,380 miles. (In 2007, he logged 16,838 miles.)
- Promotes awareness and appreciation of the system by speaking to national, regional and statewide audiences; in the last two years, he has spoken 120 times to outside audiences
- Visited the 53 campuses a combined 168 times in the last two years
- Develops and maintains strong relationships with Minnesota state legislators. Since the 2006 election, he has discussed higher education and system issues with all 201 Minnesota legislators (some more, some less in coffee shops, farm fields, restaurants, lake homes, motor boats, home offices and at the Capitol)

## **Development**

Main function: Develops and supports fund-raising initiatives

Number of employees: 4

Annual budget: \$304,208

- Provides professional development resources for presidents and development/ alumni staff; in the last three years, more than 3,300 combined hours have been provided
- Helps ensure campus-based fundraising activities support the goals of the respective institutions and the strategic directions of the system
- Partners with the Minnesota State Colleges and Universities Foundation Board to cultivate philanthropic interests of individuals and organizations interested in supporting higher education, furthering the system's mission
- Assists the Minnesota State Colleges and Universities Foundation in providing current and prospective donors with the information, guidance, support and materials to make informed giving decisions
- Manages scholarship, endowment and special initiative funds that benefit Minnesota State Colleges and Universities students
- Prepares and submits appeals and written grant proposals to current and prospective individual, corporate and foundation donors
- Provides current and prospective donors with information regarding estate gifts, gifts of insurance, charitable trust and other forms of planned giving

## **Academic and Student Affairs**

Main function: Works to continuously improve academic programs and services

Number of employees: 93 (includes 22  
nonstate funded)

Annual budget: \$22.6 million (includes \$11  
million in nonstate funds)

### **Academic Policy Unit**

- Handles governance and leadership issues related to academic and student affairs
- Manages Board of Trustee grants that support innovative curriculum and service projects
- Oversees research and production of major reports and studies
- Works with the Minnesota Department of Education on P-16 issues to develop a seamless secondary and postsecondary education system

### **Center for Teaching and Learning**

- Awards faculty grants to improve teaching and learning; since 2005, \$3 million has been awarded to 302 faculty members
- Administers systemwide competitive compensation funding; since 2006, more than 2,000 faculty-led projects to improve student learning have been funded
- Facilitates 10 to 15 discipline or interdisciplinary workshops each year
- Works with faculty leaders to plan and assess faculty development programs

### **Program Review and Transfer Unit**

- Processes more than 1,000 applications a year to begin, revamp, suspend or close programs
- Maintains a Web site for seamless transfer
- Develops, reviews and maintains minimum qualifications standards for about 4,598 two-year college faculty members and 300 fields of study

### **Student Affairs Unit**

- Directs the design, development, maintenance, operation and improvement of the Integrated Statewide Records System financial aid module (used to award, disburse and report on \$718.2 million in federal, state and institutional aid )
- Helps institutions understand and apply 190 regulatory subsections and 892 pages of rules governing federal financial aid programs
- Reviews and revises policies, procedures, reports and transactions
- Works with lenders, guarantors, the Minnesota Office of Higher Education and the U.S. Department of Education to ensure continued student loan availability for students, who borrowed \$450 million in fiscal year 2007
- Coordinated expansion of Veterans Centers, now at 44 campuses systemwide
- Created a money management brochure and Web site that all system campuses provide new students
- Participated in troop demobilization sessions at Fort McCoy, Wis., and at Family Preparation Academies, Family Reintegration Academies and 30-day follow-up sessions with troops returning from Iraq or Afghanistan
- Works with the University of Minnesota's Boynton Health Service to administer an annual student health survey involving eight to 12 colleges and universities

**Academic Innovations Unit**

- Provides access to 6,000 online course sections and 245 programs through Minnesota Online
- Operates the Minnesota Online Support Center 80 hours a week to provide personalized help from advisors, counselors and technical staff
- Manages eFolioMinnesota, the electronic portfolio developed by the system now used by more than 90,000 students, faculty and workers

**Strategic Partnerships and Workforce Development Unit**

- Manages industry partnerships in health care, manufacturing, biosciences, nanosciences and energy, producing, for example, a nearly 100 percent increase in the number of nursing graduates since 2000
- Manages the system's network of customized training and continuing education offerings, which serves more than 150,000 employees annually
- Coordinates various initiatives with the Minnesota Department of Employment and Economic Development and the Job Skills Partnership Board

**Career One Stop**

- Maintains the extensive collection of online workforce development data sets, including the nation's largest data sets of certifications, licenses, employers and OneStop Centers
- Responds to emergency needs; disaster relief Web sites have been set up after Hurricane Katrina and Hurricane Gustav

**Internet System for Education and Employment (iSEEK Solutions)**

- Publishes MnCareers, the state's only comprehensive guide for career and education exploration
- Maintains a Web site with information about 250 Minnesota colleges and universities, 7,800 programs, 66,000 courses (5,700 online), 500 different careers and links to more than 23,000 current job openings; the site attracts nearly 2 million page views each month

**Fire/Emergency Medical Services/Safety Center**

- Oversees emergency preparedness plans for all system institutions and provides training for relevant administrators and employees on all campuses
- Houses a specialized library with more than 4,000 books, 100 journals and online resources
- Houses the Multi Regional Training Center, which serves 3,000 instructors across the state; trained 80,000 students last year, making it the largest training center in the country
- Generated nearly \$2 million in nonstate funds over the past year for new system initiatives

**Research and Planning Unit**

- Manages the Integrated Statewide Records System, which contains records for the more than 6 million students who have attended system colleges and universities
- Completes federal and state reports and surveys for system colleges and universities; completed 480 reports in fiscal year 2007-2008
- Provides strategic planning services at the system, regional and institutional level for the system and its key partners

## **Diversity and Multiculturalism**

Main function: Promotes welcoming environments on all system campuses and works to expand diversity in the system

Number of employees: 5

Annual budget: \$691,962

- Assists campuses in developing and implementing recruitment strategies for students and employees from traditionally underrepresented groups in higher education
- Conducts Office for Civil Rights Compliance Reviews; in 2008, four reviews have been conducted
- Trains administrators to evaluate and rule on discrimination complaints; in 2008, 50 system administrators have been trained
- Plans, coordinates and delivers anti-racism/harassment/discrimination training; in 2008 training has been provided to 12 institutions
- Develops and provides training for system diversity officers; in 2008, a newly developed training program was chosen as a national model by the 21<sup>st</sup> Annual National Conference on Race and Ethnicity and presented nationally
- Plans and coordinates outreach initiatives including Super Weekend (13 religious and community-based organizations participated in 2008); more than 25 colleges and universities participated in community events such as Cinco de Mayo, Rondo Days, Minneapolis Urban League Family Day and Twin Cities Pride
- Works to expand diversity initiatives within the system; in 2008, coordinated a proposal that led to a \$200,000 Bremer Foundation grant
- Promotes a welcoming environment within the Office of by Chancellor by coordinating activities such as Diversity Brown Bags and noontime lunch discussions; in 2008, about 9 percent of the Office of the Chancellor staff attended at least one event
- Coordinates the Office of the Chancellor's Diversity Committee
- Coordinates quarterly meetings of the system's Diversity Action Council, a group of community members who provide counsel on the system's diversity initiatives
- Develops and maintains relationships with various diversity-related organizations, such as the Twin Cities Diversity Council, in the metropolitan area and outstate Minnesota

## **Finance and Facilities**

Main function: Manages efficient use of resources, including maintaining 26 million square feet of buildings

Number of employees: 66

Annual budget: \$9.4 million

### **Budget Unit**

- Supports development of the biennial budget request
- Oversees annual tuition setting and enrollment projections
- Supports collection and reporting of statewide student association fees
- Provides support and advice to chief finance officers at all institutions concerning budgets, planning, finance policies and procedures

### **Facilities Unit**

- Supports and oversees the capital improvement program; since 1996, more than \$1.216 billion has been appropriated
- Supervises more than \$300 million of projects in design and construction
- Responsible for more than 26 million total square feet with approximately 850 buildings, nearly one-third of the state's square footage (comparable to six Malls of America)
- Helps campuses improve efficiency; recently helped seven campuses save more than \$450,000 in operational energy costs
- Oversees Revenue Fund bond sales; proceeds in 2007 and 2008 totaled more than \$81 million

### **Risk Management Unit**

- Responsible for insuring replacement value of system property and contents; in fiscal year 2008, \$6.6 billion was insured
- Responsible for paying premiums, which totaled \$4.9 million
- Responsible for insuring 2,989 vehicles – cars, vans and trucks

### **Real Estate Unit**

- Coordinated and negotiated acquisition of more than \$11 million in property at nine campuses during the past two years
- Coordinated and negotiated sales of \$1.8 million of property at six campuses during the past two year; proceeds benefit the campuses
- Negotiated off-campus property leases for 21 different campuses, including leases for classrooms, residence halls, automotive and shop space, and nursing labs

### **Tax Services Unit**

- Provides approximately 250,000 students with year-end tuition statements that may enable them to claim educational tax benefits on their tax returns
- Educates, supports and works closely with 53 campuses to create processes to comply with federal and state tax laws and regulations
- Provides timely and accurate remission of employment taxes and W-2's for 24,000 student workers on 53 campuses, ensuring compliance with employment tax reporting requirements in four different states and with federal reporting

### **Student Loan Unit**

- Provides loan collection services for 15 community colleges, six state universities and 13,600 students
- Offers easy online access services for students

- Operates a single tuition and fee Web payment system that eliminates the need for multiple set-up and maintenance costs
- Supervises cash receipts, fee settlements and issue resolution for all colleges and universities; in fiscal year 2008, that totaled 190,556 transactions and \$152.4 million in payments

#### **Business Office**

- Oversees grants accounting
- Provides accounting and management services to Fire Center voucher training program for 18 campuses and more than 780 Minnesota fire departments, Multi Regional Training Center, iSEEK (Internet System for Education, Employment and Knowledge), CareerOneStop and Minnesota Satellite and Technology
- Provides guidance to all campuses in obtaining indirect cost rate for federal grant awards

#### **Office of the Chancellor Business and Accounting Services Unit**

- Oversees payroll and business expense reimbursement for Office of the Chancellor and all college and university presidents
- Handles purchasing, accounts payable and accounts receivable

#### **Financial Reporting Unit**

- Provides technical assistance and training to colleges and universities for preparing quarterly accrual-based internal financial statements and quarterly systemwide statements
- Supports the Facilities Unit in submitting Revenue Fund financial ratio and other financial data to Moody's Investor Services and Standard & Poor's for formal credit rating
- Coordinates 14 sets of annual audited financial statements
- Provides lead analysis of current financial reporting practices including new Governmental Accounting Standard Boards pronouncements
- Manages the stand-alone accrual and reporting software (Fundware) used for financial statement preparation.

#### **Campus Assistance Unit**

- Provides accounting, payroll and accounts receivable process support to all campus business offices
- Coordinates the opening and closing of each fiscal year in the accounting system and assures that system data in the state treasury is clean so that the state can open and end each fiscal year in their accounting system

## **General Counsel**

Main function: Provides legal assistance and represents the system in legal matters

Number of employees: 6

Annual budget: \$666,325

- Educates presidents, administrators, faculty and staff in preventing and handling legal issues; in fiscal year 2008, this office trained 2,125 employees; training is offered in such areas as ethics, data practices, Title IX athletic compliance, contracts, student discipline, First Amendment, religion on campus, affirmative action issues, bankruptcy basics and supervisor training
- Visits campus to discuss legal matters and train employees; in fiscal year 2008, the office made 42 campus visits
- Maintains the Office of General Counsel Web page, which drew 21,860 visitors in the last year; most frequently visited sections were on data privacy and Election Day voting
- Reviews and ensures that contracts serve the system's and state's interests; in fiscal year 2008, this office reviewed 750 contracts

## **Government Relations**

Main function: Works with the governor and legislators to ensure they have an accurate and complete understanding of the system and its needs

Number of employees: 3

Annual budget: \$671,608

- Works to enact state and federal legislation that benefits the system's students and its individual institutions
- Provides information to the governor, state executives and legislators on request
- Tracks state and federal legislation that affects the system and higher education
- Works with the governor and legislators to enact a biennial state appropriation and a capital improvements appropriation; in 2007 and 2008, the office helped secure \$234.2 million in capital improvements and a \$151.8 increase to the base biennial budget (both bills provided the largest amount received in the system's history.)
- Keeps presidents, alumni, faculty, staff, business leaders and other key constituencies informed about the status of legislation and the role that can play in the legislative process
- Develops and maintains relationships with Minnesota's congressional delegations to secure federal funding for projects that support the system's strategic plan; in fiscal year 2008, the system received \$3.46 million in federal funds



## Human Resources

Main function: Hires and trains employees and handles personnel issues for about 19,500 faculty and staff

Number of employees: 30

Annual budget: \$3.4 million

- Negotiates labor contracts with eight unions representing 13,759 full-time equivalency employees on behalf of the Board of Trustees
- Develops and provides staff and leadership development; in fiscal year 2008, the unit served more than 9,000 employees through online training and trained 258 supervisors
- Since 2004, the office has provided leadership development to more than 200 employees
- Initiated 21 campus-based staff development programs in fiscal year 2008 with \$100,000 board-funded grants
- Handles employee grievances; about 130 grievance cases are pending
- Serves individuals who seek consulting services, referrals, training and organizational development services; in fiscal year 2008, 1,283 individuals sought these services
- Maintains a Web site with information on job opportunities, training resources, benefits, compensation, labor contracts, among other topics
- Administers the system-sponsored retirement plans, which have in excess of \$1.2 billion in assets and provide retirement benefits for 15,000 employees/retirees
- Administers the voluntary, system-sponsored, tax-sheltered annuity program that allows employees to save supplemental money for retirement; about 25 percent of system employees participate
- Processes and submits vacancies to the Department of Finance and Employees Relations; this unit handled 1,022 classified vacancies and posted 1,741 vacancies (not including faculty) on the Human Resources Web site for fiscal year 2008

## **Information Technology Services**

Main function: Assures fast, secure and reliable access to the system's technology network

Number of employees: 128

Annual budget: \$43.0 million

- Maintains a statewide technology network for more than 400,000 Minnesota State Colleges and Universities students, faculty, staff and others
- Provides online student services, such as courses registration and advising; for the fall 2008 term, 103,452 applications were processed, resulting in 89,535 admitted students
- Maintains course management software known as D2L; currently, there are 20,773 D2L courses and 97,060 user accounts (the all-time high number of D2L hits in one day was 29.3 million on Aug. 25, 2008)
- Processes payments through the ePay system; since the program began, the system has handled 524,000 payments, collecting \$464 million
- Processed 25.7 million financial transactions in the last fiscal year, including processing more than 100,000 financial transactions in one hour for St. Cloud State University
- Processes student payroll of \$46.4 million for 21,920 students
- Protects private student and employee information on more than 6 million individuals
- Safeguards and prevents security breaches; every day, there are thousands of unsuccessful attempt to breach the system's security system
- Maintains 350 network hardware devices and more than 112 central servers with critical functions, including 90 that operate 24 hours a day, seven days a week
- Develops new software programs such as eTranscript, Web payment, Web grading and other applications to curtail mailing paper documents

## **Internal Auditing**

Main function: Provides assurance services to improve organizational effectiveness.

Number of employees: 10

Annual budget: \$1.0 million

- Reports directly to the Board of Trustees, but also provides services, such as consulting and fraud investigation support, to the chancellor and campus presidents as warranted
- Coordinates audits of system institutions with the help of six audit coordinators located in Hibbing, Minneapolis, Moorhead, Owatonna, St. Cloud and St. Paul; each audit coordinator serves five to seven institutions
- Conducts at least one systemwide study each year; previous topics have included affiliated foundations, student success measures, capital construction administration, network computing, Post-Secondary Enrollment Options programs, and programs and services for groups traditionally underrepresented in higher education
- Works closely with the legislative auditor's office to support and fulfill requests for special audits
- Conducts Web-based surveys, such as campus climate surveys, upon request

## Public Affairs

Main function: Raises awareness and appreciation of the system and its 32 colleges and universities

Number of employees: 6

Annual budget: \$1.6 million

- Coordinates information and prepares publications about the system's legislative requests with Government Affairs
- Provides speechwriting support for the chancellor and Board of Trustees; last year, the office produced 120 speeches
- Produces and publishes various system publications on health care, customized training, and transfer, specifically:
  - *Make College Part of Your Future*, aimed at young people in groups traditionally underrepresented in higher education, which is being translated into eight languages other than English
  - *Go Places*, the system's viewbook. Since 1998, *Go Places* has been distributed to more than 1 million high school students, and in 2008, *Go Places* generated 99,912 prospective student leads that were forwarded to the colleges and universities
- Publishes two issues yearly of the *Minnesota State Colleges & Universities* magazine, featuring interesting alumni, faculty members and educational programs; stories are routinely reprinted in national publications
- Generates news releases and responds to media inquiries; last year, more than 211 media inquiries resulted in at least 153 stories, issued 49 news releases generating dozens of stories and 53 story pitches resulted in at least 59 stories
- Assists presidents, key communicators and Office of the Chancellor staff with crisis communications and public relations initiatives
- Designs and maintains the system's Web site, which currently brings more than 146,000 visitors per month, an increase of 47 percent in a year; develops advertising campaigns and coordinates placement of ads in television, radio, newspapers and magazine