



**HUMAN RESOURCES COMMITTEE  
MARCH 15, 2011  
3:00 P.M.**

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

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

Committee Chair Clarence Hightower calls the meeting to order.

- (1) Minutes of January 18, 2011 (pp. 1-2)**
- (2) Human Resources Update
- (3) Update on Searches (pp.3-4)
- (4) Demographic Report (pp. 5-29)
- (5) Chancellor Search Process Debriefing (pp. 30-31)

Members

Clarence Hightower, Chair  
Thomas Renier, Vice Chair  
Cheryl Dickson  
Dan McElroy  
David Paskach  
Christine Rice  
Scott Thiss

**Bolded** items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
BOARD OF TRUSTEES  
HUMAN RESOURCES COMMITTEE  
MEETING MINUTES  
January 18, 2011**

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***Human Resources Committee Members Present:*** Clarence Hightower, Chair; Thomas Renier, Vice Chair; Cheryl Dickson; Christine Rice; Scott Thiss

***Human Resources Committee Member Absent:*** Dan McElroy; David Paskach

***Other Board Members Present:*** Duane Benson; Jacob Englund (via phone); Christopher Frederick; Phil Krinkie; Louise Sundin; James Van Houten; Michael Vekich

***Leadership Council Committee Members Present:*** Lori Lamb, Vice Chancellor for Human Resources, and Earl Potter, President, St. Cloud State University

The Minnesota State Colleges and Universities Human Resources Committee held its committee meeting on Tuesday, January 18, 2011, at Wells Fargo Place, 4<sup>th</sup> Floor, Board Room, 30 Seventh Street East, in St. Paul. Chair Hightower called the meeting to order at 3:15 p.m.

**1. MINUTES OF NOVEMBER 17, 2010**

*Chair Hightower called for the motion to approve the minutes of the Human Resources Committee meeting on November 17, 2010. The minutes were moved, seconded and passed without dissent.*

**2. HUMAN RESOURCES UPDATE**

Vice Chancellor Lamb provided an update on the two committee goals: contract negotiations and succession planning. Contract negotiations work is done in the context of the closed sessions. Work on succession planning will focus on the position of president in an effort to identify and develop a pool of candidates who will compare favorably to external candidates.

**3. UPDATE ON SEARCHES**

Vice Chancellor Lamb reported that a call for nominations was sent out for individuals who are interested in the interim president position at Southwest Minnesota State University. Searches are underway for the Anoka alignment, Saint Paul College and Century College presidential positions. One consultant is handling all three searches; recruitment is underway. Recommendations for these positions are anticipated for late spring. She deferred a report on the chancellor search to the full Board meeting.

**4. DELEGATION TO THE BOARD CHAIR TO NAME CHANCELLOR FINALISTS**

This item was deleted from the agenda.

**5. EMERITUS RECOGNITION**

Before making his recommendations for emeritus status, Chancellor McCormick stated that it may be appropriate to review Policy 4.8, Emeritus Status, at a future date. He proceeded to present his recommendation for conferring presidential emeritus status on Larry Shellito, who previously served as president at Alexandria Technical and Community College from 1995-2003, and Anne Weyandt, who served as president at Anoka Technical College from 2001-2010.

The Human Resources Committee recommended that the Board of Trustees adopt the following motion:

*The Human Resources Committee recommends that, upon the recommendation of Chancellor James H. McCormick, the Board of Trustees hereby confer emeritus status upon Larry Shellito, Alexandria Technical and Community College, and Anne Weyandt, Anoka Technical College.*

The motion passed without dissent.

Chair Hightower opened the discussion about reviewing the policy. After hearing from trustees, he asked Vice Chancellor Lamb to put parameters around this discussion and provide more details at a future committee meeting after the policy has been reviewed.

**6. PERFORMANCE PAY DISCUSSION**

Chair Hightower asked for trustees' views whether to continue performance pay provisions in executive employment agreements. Following a lengthy discussion, the Human Resources Committee recommended that the Board of Trustees adopts the following motion:

*The Human Resources Committee recommends that the Board of Trustees supports the continued use of performance pay incentives for the chancellor, vice chancellors and presidents based on attainment of specific goals, in addition to the appropriate base salary.*

The motion passed without dissent.

**7. CLOSED SESSION ON BARGAINING**

Due to the lateness in the day, the decision was made to move the closed session to the end of the board meeting on January 19.

Meeting adjourned at 4:50 p.m.

Submitted by,  
Vicki Schoenbeck, Recorder

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

**Agenda Item Summary Sheet**

**Committee:** Human Resources Committee    **Date of Meeting:** March 15, 2011

**Agenda Item:** Update on Searches

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

**Cite policy requirement, or explain why item is on the Board agenda:**  
Pursuant to Board Policies 1A.4 and 4.2, the Board appoints the Chancellor, presidents and other system executives.

**Scheduled Presenter(s):**  
Lori Lamb, Vice Chancellor for Human Resources

- Outline of Key Points:**
- Anoka Technical College and Anoka-Ramsey Community College
  - Century College
  - Saint Paul College
  - Southwest Minnesota State University (interim president)

**Background Information:**  
Searches are underway. Vice Chancellor Lamb will provide an update on each of the above listed searches.

1 **BOARD OF TRUSTEES**  
2 **MINNESOTA STATE COLLEGES AND UNIVERSITIES**  
3

<b>INFORMATION ITEM</b>
UPDATE ON SEARCHES

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6  
7 **BACKGROUND:**

8 Vice Chancellor Lori Lamb will provide updates on the current presidential searches at Century  
9 College and Saint Paul College, and for the Anoka alignment. She will report on the status of the  
10 interim presidency appointment at Southwest Minnesota State University.  
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15 *Date Presented to the Board: March 16, 2011*

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

**Agenda Item Summary Sheet**

**Committee:** Human Resources Committee    **Date of Meeting:** March 15, 2011

**Agenda Item:** Demographic Report

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

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

The Demographic Report is presented annually to the Board.

**Scheduled Presenter(s):**

Lori Lamb, Vice Chancellor for Human Resources  
Human Resources Staff

**Outline of Key Points:**

The Demographic Report for FY 2010 will be presented and is attached at this time.

**Background Information:**

The Demographic Report is intended as a reference for anyone seeking information regarding employees of the Minnesota State Colleges and Universities workforce.

1 **BOARD OF TRUSTEES**  
2 **MINNESOTA STATE COLLEGES AND UNIVERSITIES**  
3

<b>INFORMATION ITEM</b>
DEMOGRAPHIC REPORT

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7 **BACKGROUND:**

8 Vice Chancellor Lori Lamb and her staff will present the 2010 Demographic Report. This attached  
9 report is intended as a quick reference for persons seeking demographic information regarding the  
10 Minnesota State Colleges and Universities workforce. It includes employee data from all 32 colleges  
11 and universities as of the spring of 2010.  
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17 *Date Presented to the Board: March 16, 2011*

# Demographic Report

Human Resources  
Fiscal Year 2010  
Revised March 1, 2011



**Minnesota**  
STATE COLLEGES  
& UNIVERSITIES





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## **Purpose of the Demographic Report**

This report is intended as a quick reference for persons seeking demographic information regarding the Minnesota State Colleges and Universities workforce. It includes employee data from all 32 colleges and universities as of the spring of 2010.

The demographic report has been a work-in-progress and has changed with each release because of refinements in data collection and analysis as well as in response to new issues raised by the readers.

The FTE data is for the period 7/1 through 6/30 of each fiscal year. The headcount data is as of March 1<sup>st</sup> of each year. Unless otherwise indicated, the headcount data is a duplicated headcount, meaning that employees with concurrent appointments in more than one bargaining unit, or with more than one college or university will be counted more than once.

Included in this report is information that breaks down the number of employees by bargaining units and by type of institution or other variables applicable to the employee group.

This report also addresses issues affecting Human Resources management in the System, including:

- Growth in System employment over the past 5 years
- Aging of the System workforce and what it means for the System
- Layoffs and proportional employment
- Resignations and other separations
- Gender, Racial and Ethnic makeup of the faculty and staff

Comments and suggestions regarding this report are welcome and should be addressed to Linda Skallman, Office of the Chancellor, Human Resources Division at [linda.skallman@so.mnscu.edu](mailto:linda.skallman@so.mnscu.edu).

## Measures of Employment

**Duplicated Headcount** – Each employee is counted once for each bargaining unit, college and university they are associated with as of the effective date of the data. For example, a classified staff member who also teaches one course at the same college would be counted twice in a breakdown of Headcount by Bargaining Unit, but only once in a breakdown of Headcount by Institution.

**Unduplicated Headcount** – Each employee is counted only once. Unduplicated headcounts are possible when each employee has only one value for the variables under analysis. For example, it is possible to determine an unduplicated headcount for the variable of Gender because each employee’s record contains only one of three values (female, male, no data). It is not possible to break down an unduplicated headcount by a variable when it is possible for one employee to have two or more values for that variable, e.g. when employees have concurrent appointments in two or more bargaining units, or with two or more colleges or universities within the System.

**Full Time Equivalent** – A measure of the percentage of a normal work year that the employee worked or was on paid leave. For hourly employees, FTE is based on the number of hours worked (including overtime) or on paid leave, divided by 2,088 hours. For salaried non-faculty employees, the FTE is the number of days paid, divided by the number of contractually agreed-to duty days in the academic year. Faculty may be paid for more than 1.0 FTE during the course of a fiscal year. Unlike either of the Headcount measures, any unit of FTE can only be counted once, whether the analysis is done by job class, bargaining unit, college/university, or any other unit of analysis.

### Comparison of Duplicated and Unduplicated Headcounts versus FTE

March 1 of FY	Duplicated Headcount	Unduplicated Headcount	FTE for FY
2006	18,162	17,455	14,521
2007	19,486	17,780	14,950
2008	19,734	17,991	15,276
2009	19,346	18,300	15,600
2010	19,521	18,516	15,671

## Employee Bargaining Units and Employee Groups

The State executive branch and Minnesota State Colleges and Universities are covered by the provisions of Minnesota Statute Chapter 179A, the Minnesota Public Employment Labor Relations Act (PELRA). This statute defines sixteen (16) bargaining units for executive branch employees. Each of these units is represented by a union certified as the exclusive representative for that unit. Minnesota State Colleges and Universities has employees in twelve (12) of those bargaining units.

There are also certain groups of employees excluded from bargaining unit coverage under Minnesota Statute Chapter 179A. They are managerial employees, confidential employees, those who do not work enough hours (less than 14 hours per week or less than 67 days per calendar year) to be included in their normal bargaining unit, pharmacists and dentists. These include:

- Health Treatment Professionals who are unrepresented
- Confidential Employees excluded from bargaining units
- Insufficient Work Time Employees (Non-bargaining unit employees)
- Classified Managers covered by the State's Managerial Plan
- Administrators covered by the Personnel Plan for Administrators

**Employees by bargaining unit or employee group**  
(Duplicated Headcount as of March 1, 2010)

**Instructional Faculty**

*Bargaining Unit Represented by Inter Faculty Organization (IFO)*

IFO represents instructional faculty, counselors, coaches and librarians at the state universities.

Figure 1	State Universities				
	Tenured/ Tenure Track	Non-Tenure Track	Fixed Term	Adjunct	Totals
Professor	929	4	2		935
Associate Professor	621	9	32		662
Assistant Professor	516	9	227		752
Instructor	1	1	168		170
Adjunct Faculty				1,203	1,203
<b>Totals</b>	<b>2,067</b>	<b>23</b>	<b>429</b>	<b>1,203</b>	<b>3,722</b>

*Bargaining Unit Represented by Minnesota State College Faculty (MSCF)*

MSCF represents instructional faculty, counselors, and librarians at the community colleges, technical colleges and consolidated colleges. Customized Training Faculty teach hourly based instruction not offered for or directly transferable to college credit or college credit courses offered under contract to a specific customer.

Figure 2	Community Colleges	Community & Technical Colleges	Technical Colleges	Totals
Unlimited Full-time	647	1,798	383	2,828
Unlimited Part-time	8	86	34	128
Temporary Full-time	37	90	23	150
Temporary Part-time	671	1,454	302	2,427
Customized Training Faculty - Exclusive	0	89	48	137
<b>Totals</b>	<b>1,363</b>	<b>3,517</b>	<b>790</b>	<b>5,670</b>

## Administrators and University Administrative Faculty

*Bargaining Unit Represented by Minnesota State University Association of Administrative & Service Faculty (MSUAASF)*

MSUAASF represents state university unclassified professional positions in academic and academic support programs at the state universities, including financial aid directors, registrars, development and alumni directors, student union and housing coordinators.

Figure 3	State Universities				
	Permanent	Probationary	Fixed Term	Externally Funded	Totals
Range E*	48	16	5	3	72
Range D	82	36	7	18	143
Range C	157	88	26	18	289
Range B	61	95	38	47	241
Range A	1			1	2
<b>Totals</b>	<b>349</b>	<b>235</b>	<b>76</b>	<b>87</b>	<b>747</b>

*\*Includes 4 physicians in the Student Health Services area.*

### Administrators

*Employees Covered by the Personnel Plan for Administrators*

The positions in the Personnel Plan for Administrators are unclassified positions that are defined as managerial by Minnesota Statute Chapter 43A. The positions are presidents, chief academic officers, chief financial officers, chief student affairs officers, academic deans and other managers in academic and academic support programs.

Figure 4	State Colleges	State Universities	Office of the Chancellor	Totals
Executive (Chancellor, Presidents & Vice Chancellors)	25	7	5	37
Other Administrators	322	159	61	542
<b>Totals</b>	<b>347</b>	<b>166</b>	<b>66</b>	<b>579</b>

## Staff

*Bargaining Units Represented by American Federation of State, County, and Municipal Employees (AFSCME)*

Positions covered by the AFSCME collective bargaining agreement include: general maintenance workers, groundskeepers, food service workers, campus security officers, clerical workers, plumbers, carpenters, account clerks, and licensed practical nurses.

AFSCME Units (Figure 5)	State Colleges	State Universities	Office of the Chancellor	Totals
Craft, Maintenance & Labor	125	154		279
Service	484	376		860
Healthcare Non-Professional	2	11		13
Clerical & Office	1,116	770	33	1,919
Technical	519	164	14	697
<b>Totals</b>	<b>2,246</b>	<b>1,475</b>	<b>47</b>	<b>3,768</b>

*Bargaining Unit Represented by Minnesota Nurses Association (MNA)*

MNA represents positions that are typically assigned to classifications in the Registered Nurse series.

Figure 6	State Colleges	State Universities	Office of the Chancellor	Totals
Classified MNA	4	14	0	18
<b>Totals</b>	<b>4</b>	<b>14</b>	<b>0</b>	<b>18</b>

*Bargaining Unit Represented by Minnesota Government Engineers Council (MGEC)*

MGEC represents professional engineers and engineering specialists.

Figure 7	State Colleges	State Universities	Office of the Chancellor	Totals
Classified	0	8	0	8
<b>Totals</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>8</b>

*Bargaining Unit Represented by Minnesota Association of Professional Employees*

MAPE represents both classified and academic unclassified positions. The classified positions represented by MAPE include general professional positions such as computer-related professionals and accounting professionals. The academic unclassified professional positions represented by MAPE are generally in academic and academic support programs in the state colleges, such as financial aid specialists, minority student advocates, equity coordinators, student activity coordinators, and customized training representatives.

Employee Subgroup (Figure 8)	State Colleges	State Universities	Office of the Chancellor	Totals
Classified MAPE	446	389	188	1,023
Unclassified Academic Professionals	602		26	628
Project Unclassified	7	10	2	19
Unclassified Customized Training Representatives	150			150
<b>Totals</b>	<b>1,205</b>	<b>399</b>	<b>216</b>	<b>1,820</b>

*Bargaining Unit Represented by Middle Management Association*

MMA represents both classified and academic unclassified positions. The classified positions represented by MMA include supervisory positions such as accounting supervisors, computer-related supervisors, building maintenance supervisors, and clerical supervisors. The academic unclassified professional supervisory positions represented by MMA are generally in academic and academic support programs in the state colleges, including supervisory financial aid directors, admissions directors, and registrars.

MMA ( Figure 9)	State Colleges	State Universities	Office of the Chancellor	Totals
Classified MMA	160	123	15	298
Project Unclassified	1			1
Unclassified Academic Supervisors	173		2	175
<b>Totals</b>	<b>334</b>	<b>123</b>	<b>17</b>	<b>474</b>

*Employees Covered by the Commissioner's and Managerial Plans*

Confidential employees are governed by the Commissioner's Plan. These are employees who: (1) have access to labor relations information as that term is defined in section 13.37, subdivision 1, paragraph (c); or (2) actively participate in the meeting and negotiating on behalf of the public employer. This group also includes classified pharmacists and dentists who are covered by the Medical Addendum to the Commissioner's Plan. In Unit 220, there are some classified managerial employees covered by the managerial plan promulgated by MMB.

Commissioner's Plan and Managerial Plan (Figure 10)	State Colleges	State Universities	Office of the Chancellor	Totals
Classified Commissioner's Plan	112	61	29	202
Unclassified Commissioner's Plan	1		6	7
Health Treatment Professionals	9	5		14
Managerial Plan	13	14	13	40
<b>Totals</b>	<b>135</b>	<b>80</b>	<b>48</b>	<b>263</b>



### Non-Bargaining Unit Employees

All classified and unclassified staff positions in this unit are part-time and do not work enough hours (less than 14 hours per week or less than 67 days per calendar year) to be covered by their normal bargaining unit agreement.

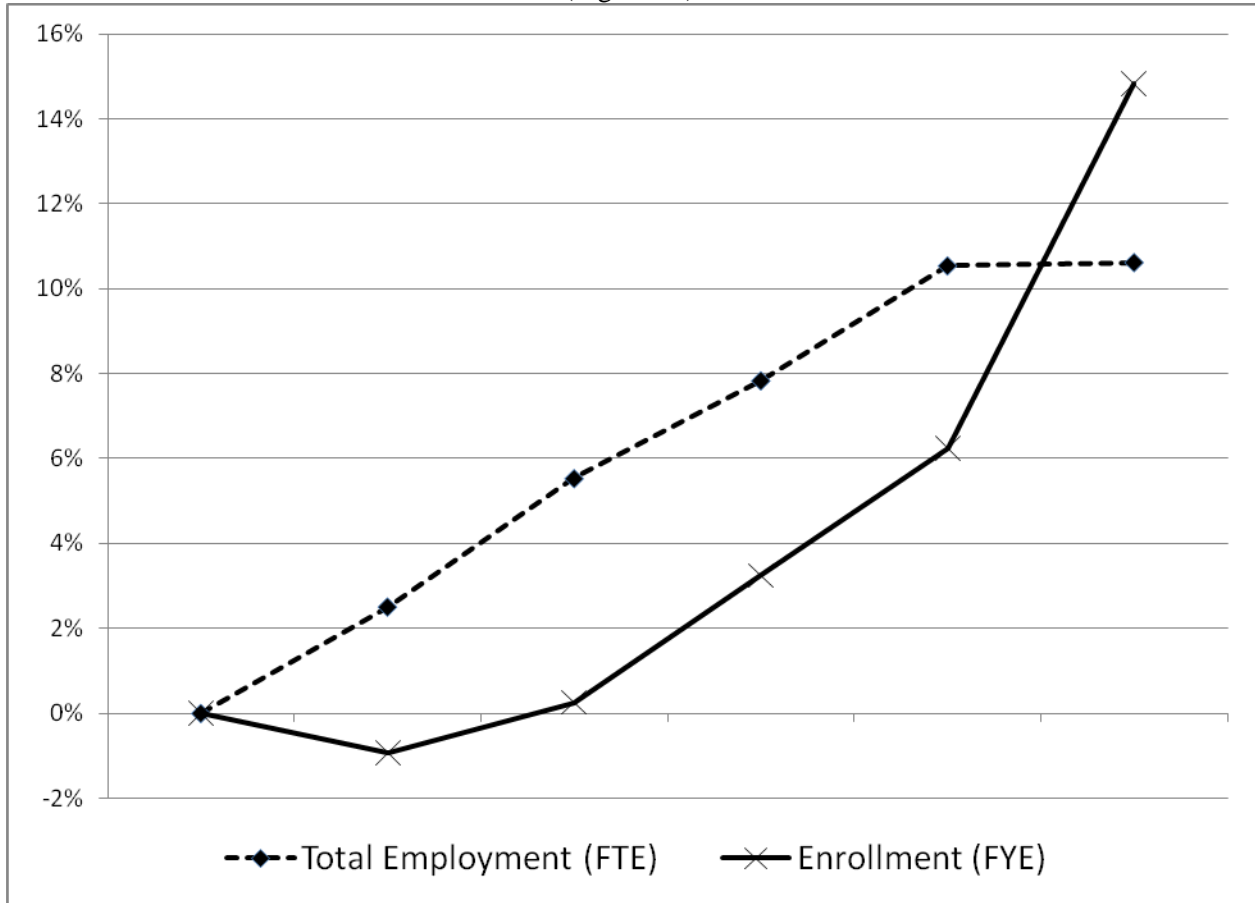
All faculty members in this unit are defined in Minnesota Statute Chapter 179A as: an individual employed as an instructor in an adult vocational education program for less than 300 hours in a fiscal year or hired by a state college or state university to teach one course for three or fewer credits for one semester in a year.

Figure 11	State Colleges	State Universities	Office of the Chancellor	Totals
Non-bargaining faculty	1,685	448	0	2,133
Non-bargaining staff	298	21	0	319
<b>Totals</b>	<b>1,983</b>	<b>469</b>	<b>0</b>	<b>2,452</b>

## Growth in System employment over the past 5 years

### Comparison of Percentage Change in Student Enrollment and Total System Employment (FTE) FY05 to FY10

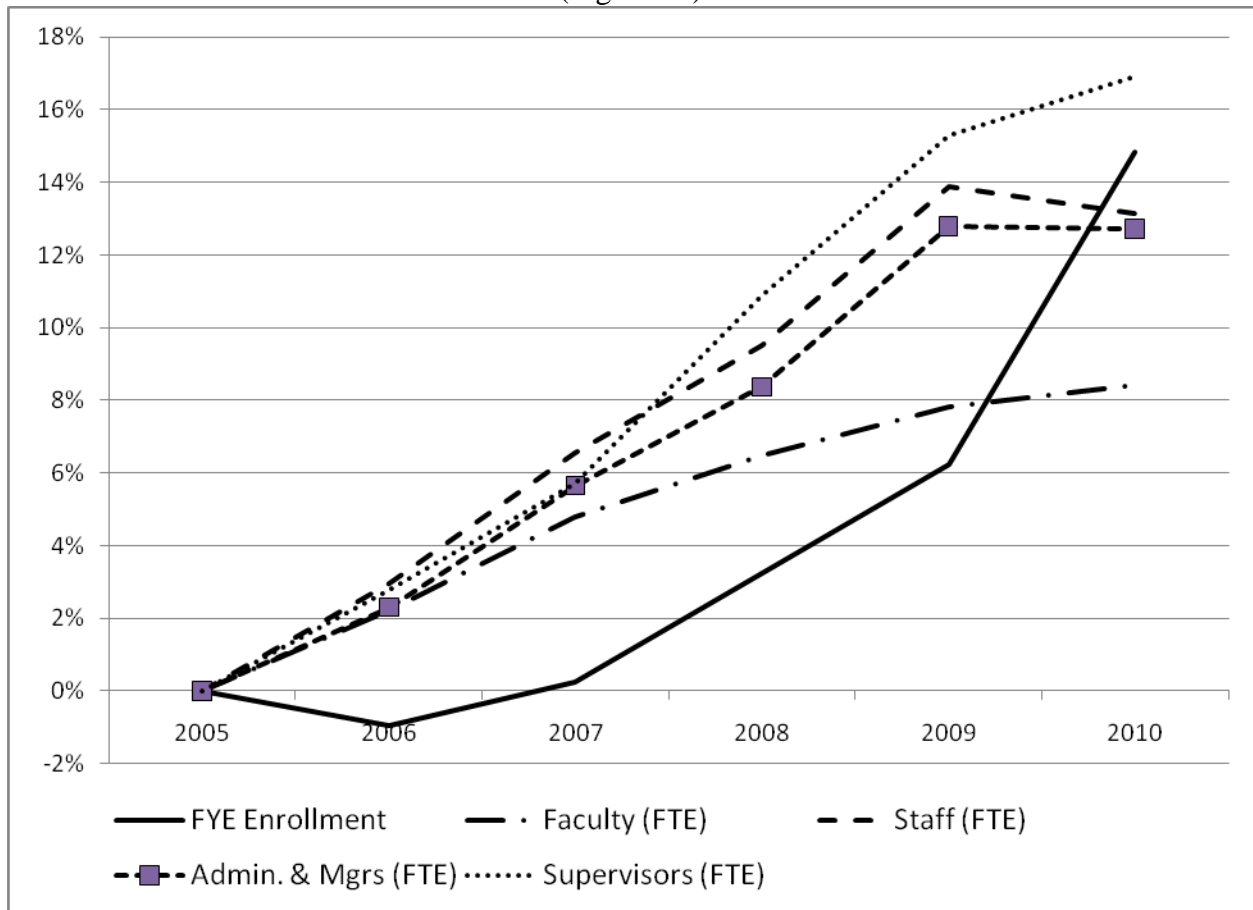
(Figure 12)



Over the past five years, System employment has increased by 10.6 percent while enrollment increased by 14.8 percent. The data indicates that during the period from 2009 to 2010 employment flattened out as enrollment went through a growth spurt. This may be an indication of two opposing results of an economic downturn. Enrollment surges when the state's general workforce returns to the colleges and universities to gain new skills, while System employment remains stable or declines due to restricted budgets.

## Percentage Change in FTE Employment by Employee Role FY05 to FY10

(Figure 13)



Increases in System employment have not been the same across all employee groups. Over the ten year period, the percentage increases in Supervisory employees has outpaced the rate of growth in enrollment as well as the increases in employment of Staff, Instructional Faculty and Administrators/Managers. In the 2009-2010 period employment of Staff and Administrators/Managers has leveled off or declined, while employment of Faculty and Supervisors has continued to increase, and enrollment has surged again.

Cumulative Change in FTE Employment by Bargaining Unit or Employee Group  
FY05 to FY10

(Figure 14)

<b>Bargaining Unit or Employee Group</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Administrators	10.97	27.32	40.20	59.68	58.02
AFSCME - Clerical & Office	8.44	38.69	46.15	67.41	29.72
AFSCME - Crafts, Maint. and Labor	1.59	2.96	5.02	12.37	4.15
AFSCME - Health Care Non-prof	-0.61	-0.97	-0.52	-0.06	0.03
AFSCME - Service	0.15	14.76	39.83	47.49	34.25
AFSCME - Technical	19.60	44.84	45.09	55.52	53.92
IFO - State University Faculty	54.09	132.34	196.36	226.52	167.34
Managers	1.40	3.05	4.82	9.09	10.43
MAPE - General Professional	85.64	155.95	265.33	398.29	413.71
MGEC - Prof. Engineers	0.28	2.35	2.46	2.52	3.08
MMA - Supervisory	8.65	21.46	41.29	58.51	65.58
MNA - Registered Nurses	1.19	1.05	-0.60	0.80	0.30
MSCF - State College Faculty	89.88	224.05	294.78	354.80	488.88
MSUAASF - University Service and Admin.	36.07	82.05	103.63	155.35	164.01
Unrep - Confidential	6.02	6.26	7.19	16.78	14.47
Unrep - Health Treatment Prof.	0.01	-0.08	-0.26	-0.60	0.32
Unrep. - Insuff. Work Time	31.82	27.62	19.55	29.54	-3.21
<b>Grand Total</b>	<b>355.19</b>	<b>783.70</b>	<b>1,110.32</b>	<b>1,494.01</b>	<b>1,505.00</b>

In terms of Full Time Equivalents, most of the growth in System employment has been in the 2 Instructional Faculty units and the General Professional and University Administrative Faculty units. These 4 units account for 82 percent of the growth in employment from FY 2005 through FY2010.

Growth in the general professional unit has been primarily in the Information Technology Specialist classification series across all Sectors of the System and in the Academic Professional classification series in the colleges.

Growth in the University Administrative Faculty unit mirrors growth in Academic Professional class series, as many of the positions in this unit perform duties parallel to the work performed by Academic Professionals.

Net Increase in FTE Employment from FY 2005 to FY 2010, by Job Class  
(Figure 15)

<b>Employee Unit Description</b>	<b>Job Title</b>	<b>Increase</b>
Administrators Total	Administrator Series	56.41
AFSCME - Clerical & Office Total	Office & Admin Special Series	46.26
AFSCME - Crafts, Maint. and Labor	General Repair Worker	9.84
AFSCME - Service	General Maintenance Worker	25.95
AFSCME - Service	Security Officer	17.84
AFSCME - Technical	College Laboratory Assistant 2	25.34
IFO - State University Faculty	State Univ Adjunct Unit	63.94
IFO - State University Faculty	State University Faculty	109.59
MAPE - General Professional	Information Technology Spec 1	8.07
MAPE - General Professional	Information Technology Spec 2	17.76
MAPE - General Professional	Information Technology Spec 3	71.04
MAPE - General Professional	Information Technology Spec 4	33.90
MAPE - General Professional	Information Technology Spec 5	17.85
MAPE - General Professional	Management Analyst 1	12.38
MAPE - General Professional	Management Analyst 2	6.20
MAPE - General Professional	Management Analyst 3	9.58
MAPE - General Professional	MnSCU Academic Professional 1	83.23
MAPE - General Professional	MnSCU Academic Professional 2	48.66
MAPE - General Professional	Systems Architect	7.19
MMA - Supervisory	Mgmt Info Systems Supv 2	9.54
MMA - Supervisory	MnSCU Academic Supervisor 1	15.57
MMA - Supervisory	MnSCU Academic Supervisor 2	21.16
MSCF - State College Faculty	Community College Faculty	462.86
MSCF - State College Faculty	Technical College Faculty	32.78
MSUAASF - University Service and Admin.	MSUAASF Range B	63.31
MSUAASF - University Service and Admin.	MSUAASF Range C	62.38
MSUAASF - University Service and Admin.	MSUAASF Range D	33.25
Total Increase in FTE is these classifications		1,371.88

Most of the growth in FTE employment over the past five years has been in Job Classes involved in the core business of the System. Significant growth occurred in the Instructional Faculty, as well as the Academic Professional and Supervisor class series, the College Laboratory Assistant 2 class and in the University Administrative Faculty unit. The positions in these classifications provide instruction and academic support to the students. Additional growth occurred in the Information Technology Specialist class series. The growth in the ITS series was spread across the colleges, universities and the System Office. Employees in the other classifications on this list above also provide direct or indirect services to students, by working in bookstores, and in the offices providing registration, financial aid, advising and other student support services.

Growth in FTE Employment by Funding Source  
FY05 to FY10

(Figure 16)

Funding Source	Colleges	System Office	Universities	Total
DNR Special Grant	0.00	0.00	0.02	0.02
Federal Grants	44.82	9.78	70.08	124.68
General Fund	859.01	66.50	349.69	1275.20
Local Special Revenue	15.77	1.56	58.35	75.68
Misc. Funds	0.98	0.00	4.08	5.06
Private Grants	6.15	-0.19	4.71	10.67
Revenue Fund Res Hall	0.00	0.00	-0.12	-0.12
State Operating Grants	8.42	0.00	5.39	13.81
Grand Total	935.15	77.65	492.2	1505.00

The vast majority of employment growth was supported by the General Fund appropriation from the Legislature.

Distribution of FTE Employment by Employee Role and System Sector  
FY05 – FY10

(Figure 17)

Fiscal Year	2005	2006	2007	2008	2009	2010
<b>Admin. &amp; Mgrs</b>						
Colleges	2.08%	2.08%	2.02%	2.03%	2.07%	2.08%
System Office	0.72%	0.70%	0.69%	0.70%	0.70%	0.71%
Universities	1.00%	1.02%	1.08%	1.09%	1.10%	1.08%
<b>Admin. &amp; Mgrs Total</b>	<b>3.80%</b>	<b>3.79%</b>	<b>3.80%</b>	<b>3.82%</b>	<b>3.87%</b>	<b>3.87%</b>
<b>Faculty</b>						
Colleges	32.08%	32.14%	32.03%	31.74%	31.41%	32.20%
System Office	0.01%	0.01%	0.01%	0.00%	0.00%	0.00%
Universities	23.16%	22.93%	22.82%	22.81%	22.48%	21.93%
<b>Faculty Total</b>	<b>55.25%</b>	<b>55.08%</b>	<b>54.86%</b>	<b>54.56%</b>	<b>53.89%</b>	<b>54.14%</b>
<b>Staff</b>						
Colleges	20.45%	20.35%	20.46%	20.68%	20.89%	20.70%
System Office	1.60%	1.72%	1.70%	1.75%	1.86%	1.87%
Universities	15.98%	16.12%	16.25%	16.19%	16.43%	16.33%
<b>Staff Total</b>	<b>38.03%</b>	<b>38.19%</b>	<b>38.40%</b>	<b>38.62%</b>	<b>39.18%</b>	<b>38.90%</b>
<b>Supervisors</b>						
Colleges	2.00%	2.01%	2.05%	2.10%	2.11%	2.15%
System Office	0.12%	0.12%	0.11%	0.12%	0.12%	0.13%
Universities	0.80%	0.81%	0.77%	0.78%	0.83%	0.82%
<b>Supervisors Total</b>	<b>2.93%</b>	<b>2.93%</b>	<b>2.93%</b>	<b>3.01%</b>	<b>3.05%</b>	<b>3.09%</b>
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Each cell in the table above indicates the percentage of total System FTE assigned to each combination of Employee Role and Sector for each fiscal year. For example, the use of Supervisors in the System Office has remained fairly constant at 0.11 to 0.13 percent of total System FTE, while the use of Supervisors in the college sector has increased from 2.00 to 2.15 percent of total System FTE. Faculty FTE across the System has declined from 55.25 percent in FY 2005 to 54.14 percent of total System FTE in FY 2010.

Net Change in FTE Employment and Enrollment by College and University  
 FY05 to FY10  
 (Figure 18)

Institution	Admin. & Mgrs	Faculty	Staff	Supervisors	Total	Enrollment Change
Alexandria TC	0.95	-0.37	3.01	-1.51	2.08	125
Anoka TC	0.00	9.47	-1.89	2.16	9.74	337
Anoka-Ramsey CC	4.71	48.04	54.84	8.50	116.09	1,624
Bemidji State Univ	5.60	-15.03	3.22	-1.81	-8.02	225
Central Lakes Coll	2.45	3.72	12.64	-2.21	16.60	1,022
Century College	4.27	61.02	70.91	-0.17	136.03	1,517
Dakota County TC	-0.09	6.47	-8.20	-2.78	-4.60	239
Fond du Lac TCC	-0.95	-0.84	-12.07	2.39	-11.47	255
Hennepin TC	-0.37	21.34	3.48	0.07	24.52	851
Hibbing CC	0.35	-6.64	-1.42	2.33	-5.38	-11
Inver Hills CC	0.77	38.13	26.03	5.20	70.13	904
Itasca CC	-0.82	3.82	4.62	3.09	10.71	72
Lake Superior Coll	1.24	2.01	7.70	0.05	11.00	174
Mesabi Range CC	-0.28	-4.21	0.12	4.40	0.03	35
Metro State Univ	4.24	67.33	59.88	1.35	132.80	814
MN West CTC	-1.77	-6.90	-1.62	-5.00	-15.29	206
MN State CTC	2.77	6.04	31.23	3.60	43.64	470
Minneapolis CTC	-1.29	86.63	12.74	6.53	104.61	2,392
MSC-SE Tech	1.92	19.42	3.25	2.89	27.48	430
MSU Moorhead	5.41	16.99	5.62	-1.12	26.90	-276
MSU, Mankato	-1.86	9.76	66.49	9.22	83.61	560
N. Hennepin CC	3.90	40.66	39.28	1.27	85.11	827
Normandale CC	3.58	57.27	29.36	8.49	98.70	1,297
Northland CTC	1.58	-11.06	1.66	0.41	-7.41	153
Northwest TC	-0.47	5.84	0.34	-0.16	5.55	213
Pine TC	3.79	7.24	9.97	-0.49	20.51	197
Rainy River CC	-2.03	-8.10	-5.65	1.69	-14.09	-27
Ridgewater Coll	-0.08	4.61	8.45	1.76	14.74	222
Riverland CC	-1.27	7.82	-6.68	3.02	2.89	178
Rochester CTC	0.68	36.82	33.55	2.55	73.60	331
South Central Coll	2.47	24.96	-9.10	0.34	18.67	475
Southwest MSU	-0.77	0.20	-13.65	0.16	-14.06	127
St. Cloud State Univ	3.76	33.79	114.44	0.59	152.58	1,162
St. Cloud TCC	4.21	33.04	15.69	-0.38	52.56	746
St. Paul College	1.30	17.21	28.57	4.34	51.42	1,550
Vermilion CC	0.00	-1.82	-2.53	0.73	-3.62	-18
Winona State Univ	10.91	42.65	58.88	5.95	118.39	709



## Aging of the System Workforce

Cornell University studied available demographic data on System employees, including gender, age, length of service, job category, type of retirement plan, etc. and found that the sole statistically significant predictor of retirement age that is available in our HRIS is the employee’s age. Over the past ten years, the average retirement age for employees across all employee groups has been slightly above age 63.

Over 70 percent of the employees who retire from the System retire at or after age 60. System-wide, over 15 percent of the Unlimited and Seasonal workforce is age 60 or above. The Administrator/Manager group and the IFO – University Faculty group have the highest of percentage of age 60 + employees, between 23 and 24 percent.

Percentage of Unlimited and Seasonal Employees at or Above Age 60  
By Major Employee Group

(Figure 19)

Employee Group	60 and over
Administrators and Managers	23.90%
AFSCME - Clerical & Office	13.76%
AFSCME - Craft, Maint. & Labor	15.13%
AFSCME - Service	15.21%
AFSCME - Technical	15.84%
IFO - University Faculty	23.34%
MAPE - General Prof.	7.34%
MMA - Supervisory	11.04%
MSCF - College Faculty	16.86%
MSUAASF - Univ. Admin.	9.17%
Unrep - Confidential	8.21%
<b>Total</b>	<b>15.48%</b>

The System’s workforce is not unique in this respect. Other employers, public and private, will be competing for employees with the education and experience the System requires in order to fulfill its mission.

The System will need to identify key job categories that are going to be affected by pending retirements and engage in workforce planning, succession planning and workforce development to close any gaps between projected needs and projected availability of qualified candidates.

## Layoffs and Proportional Employment

Recent budgetary driven layoffs have renewed the focus of some employee representatives on Minnesota Statute 43A.046, which addresses staff reductions. This statute reads:

“In order to maximize delivery of services to the public, if layoffs of state employees are necessary, each agency with more than 50 full-time equivalent employees must reduce at least the same percentage of management and supervisory personnel as line and support personnel.”

This law was enacted in response to state employee unions testifying that managers and supervisors were seldom, if ever, laid off while line and the support staff bears the brunt of budget cuts. There are several nuances to the statutory language that need explanation. First, layoffs occur every year, and are not always related to budget problems. Therefore, the notion that the statute only merits attention during budget problems is false.

Permanent Layoffs by Employee Unit and Fiscal Year  
FY01 through FY10  
(Figure 20)

Barg Unit or Employee Group	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
AFSCME - Craft, Maint. & Labor		1		2		1		1		1
AFSCME - Service	1	4	2	4	8	4		1	4	6
AFSCME - Health Care Non-Prof.										1
MNA - Health Care Prof.	2						1			
AFSCME - Clerical & Office	2	5	6	12	7	4	2	4	12	7
AFSCME - Technical	12	7	8	4	3	3	4	8	11	5
IFO - University Faculty						1				
MSCF - College Faculty	37	25	22	27	38	14	16	5	14	14
MSUAASF - Univ. Admin & Serv.		1					1	2	1	1
MAPE - General Professional	7	13	15	12	15	10	11	3	8	8
MMA - Supervisors		3	2		2	3	1	3	3	4
Unrep. - Confidential		3	2	1						
Unrep. - Classified Managers	1			1						
<b>System Totals</b>	<b>62</b>	<b>62</b>	<b>57</b>	<b>63</b>	<b>73</b>	<b>40</b>	<b>36</b>	<b>27</b>	<b>53</b>	<b>47</b>

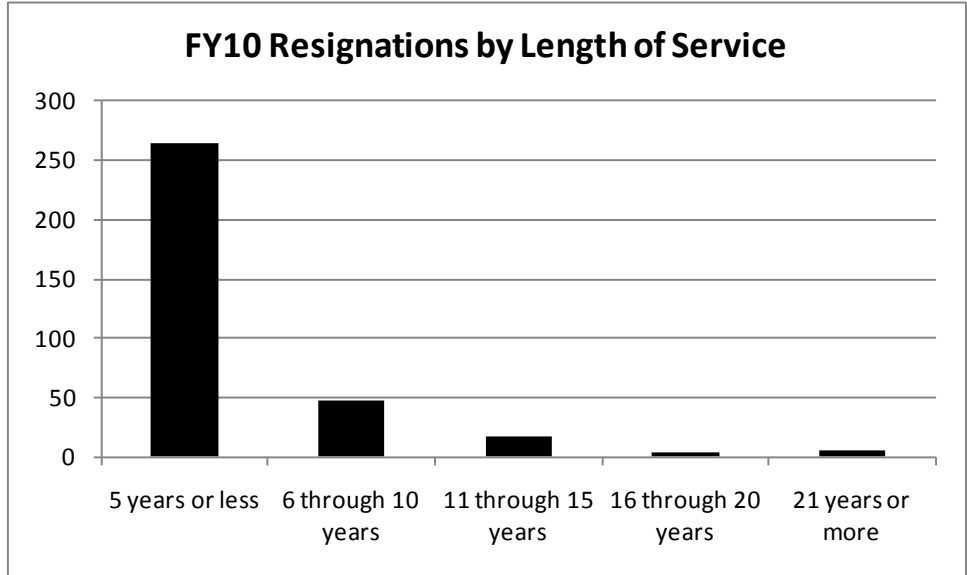
Second, most line and support personnel attain permanent status and the associated seniority-based layoff rights, while many managerial employees are ‘at will’ employees, without layoff rights. This distinction most likely resulted in the use of the word ‘reduce’ later in the sentence. Theoretically, the ‘reductions’ in employment can take the form of holding positions vacant after resignations or retirements. It is very time-consuming and difficult to document compliance with the statute by documenting ‘reductions’ of every type. Therefore, the System Office has adopted a practice of monitoring the levels of employment in the managerial/supervisory classifications versus staff and faculty classifications. The following table indicates that managerial and supervisory employment has remained a fairly constant percentage of total system employment over the past ten years, totaling 6.86 % of the total in 2001 and 6.96% in 2010.

(Figure 21)

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Admin./Mgr./Supv.	6.86%	6.88%	6.67%	6.67%	6.72%	6.72%	6.73%	6.82%	6.93%	6.96%
Faculty/Staff	93.14%	93.12%	93.33%	93.33%	93.28%	93.28%	93.27%	93.18%	93.07%	93.04%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

## Resignations and Other Separations in FY 2010

(Figure 22)



In Fiscal Year 2010, 75 percent of employees who resigned from employment with the System (excluding transfers to other state agencies) left after 5 or fewer years of service. A similar analysis of all the Executive Branch, conducted by Minnesota Management and Budget, yielded similar results. This data confirms the new reality that most new members of the labor force will work for multiple employers over the course of their careers. Relatively frequent turnover does present a challenge to the employer if a significant amount of time and effort is spent training and developing workers.

A review of the FY2010 resignation data for employees with 5 or fewer years of service shows ten or more resignations in the following job classes.

(Figure 23)

Class Title	FY10 Quits
State University Faculty	40
Community College Faculty	24
MSUAASF Range B	16
College Laboratory Assistant 1	13
MnSCU Academic Professional 1	13
Technical College Faculty	12
General Maintenance Worker	11
MSUAASF Range C	10
Group Total	139

The resignation rates (number of quits divided by number of positions in the class) vary from class to class on this list, of course. Looking at the raw number of quits does give us clues as to where the System is spending time and money advertising, recruiting,

screening candidates and processing appointments for new employees. Most of the job classes on this list also appeared on the list of job classes with significant growth in the past ten years, with the single exception being the College Laboratory Assistant 1. The System should determine whether making an effort to reduce voluntary quits in these classifications would be more cost effective than the recruiting and development costs associated with new hires.

## Fiscal Year 2010 Separation Analysis

(Figure 24)

Separations by Type, Gender and Race/Ethnic Group	Death		Dismissal		Layoff		Non-Renewal/Non-Cert		Resignation		Retirement		Termination		Transfer		Grand Total
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	
<b>Racial/Ethnic Group</b>																	
American Indian or Alaska Native	1				2				6	3	1	3		2			18
Asian						1	2	1	14	10	1		13	3	1	1	47
Black or African American					2	1		1	6	12		2	5	4	4		37
Hispanic or Latino								1	2	5	2	3	4	3	1		21
Native Hawaiian/Other Pacific Islander								1									1
Unknown									2		2		1	2			7
White	10	10	6	5	23	17	28	15	163	116	212	167	67	48	40	26	953
<b>Grand Total</b>	<b>11</b>	<b>10</b>	<b>6</b>	<b>5</b>	<b>27</b>	<b>19</b>	<b>30</b>	<b>19</b>	<b>193</b>	<b>146</b>	<b>218</b>	<b>175</b>	<b>90</b>	<b>62</b>	<b>46</b>	<b>27</b>	<b>1,084</b>

## Ethnicity Data for Faculty, Staff, Students

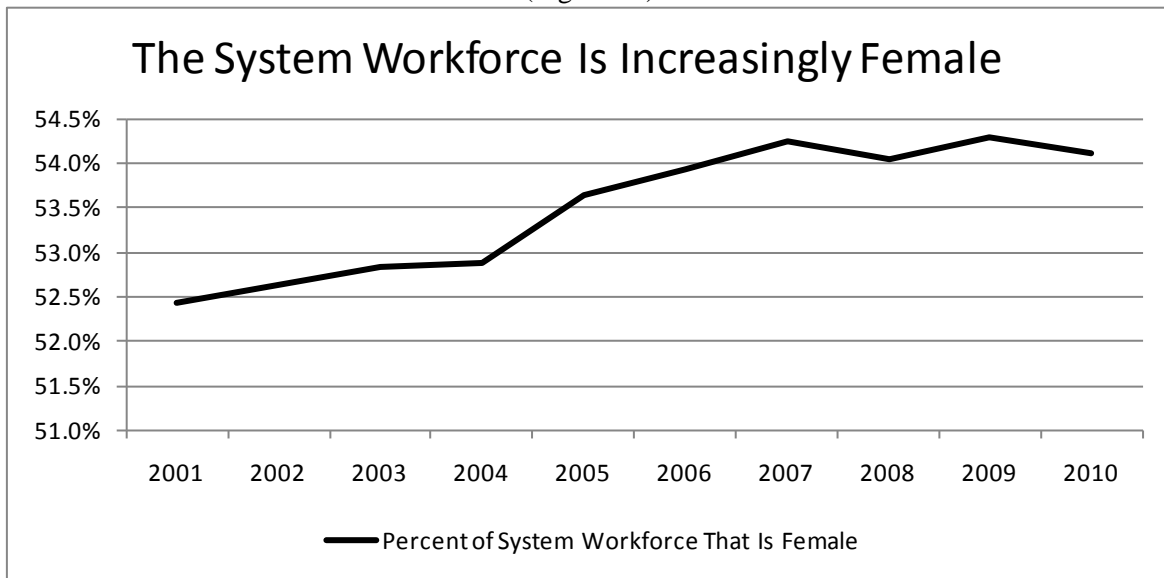
(Figure 25)

Race/Ethnicity	Metro Area			Outstate		
	Faculty	Non-faculty	Students	Faculty	Non-faculty	Students
American Indian or Alaska Native	0.82%	1.13%	1.18%	1.01%	1.38%	1.60%
Asian/Pacific Islander	4.24%	5.96%	8.24%	3.36%	0.87%	2.01%
Black or African American	4.18%	6.17%	16.72%	1.40%	1.34%	3.40%
Hispanic or Latino	2.00%	2.81%	2.94%	1.11%	0.89%	1.63%
White	88.75%	83.93%	69.81%	93.13%	95.52%	88.83%
Non-resident Alien	NA	NA	1.11%	NA	NA	2.53%
<b>Grand Total</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>

Data on System employees is as of March 1, 2010. Student data is for Fall 2009. All figures are a percent of known values. Records with missing or Unknown codes were deleted.

## Gender Distribution of System Employees Over Ten Years

(Figure 26)



The population of the State of Minnesota is 50.3% female as of 2009.

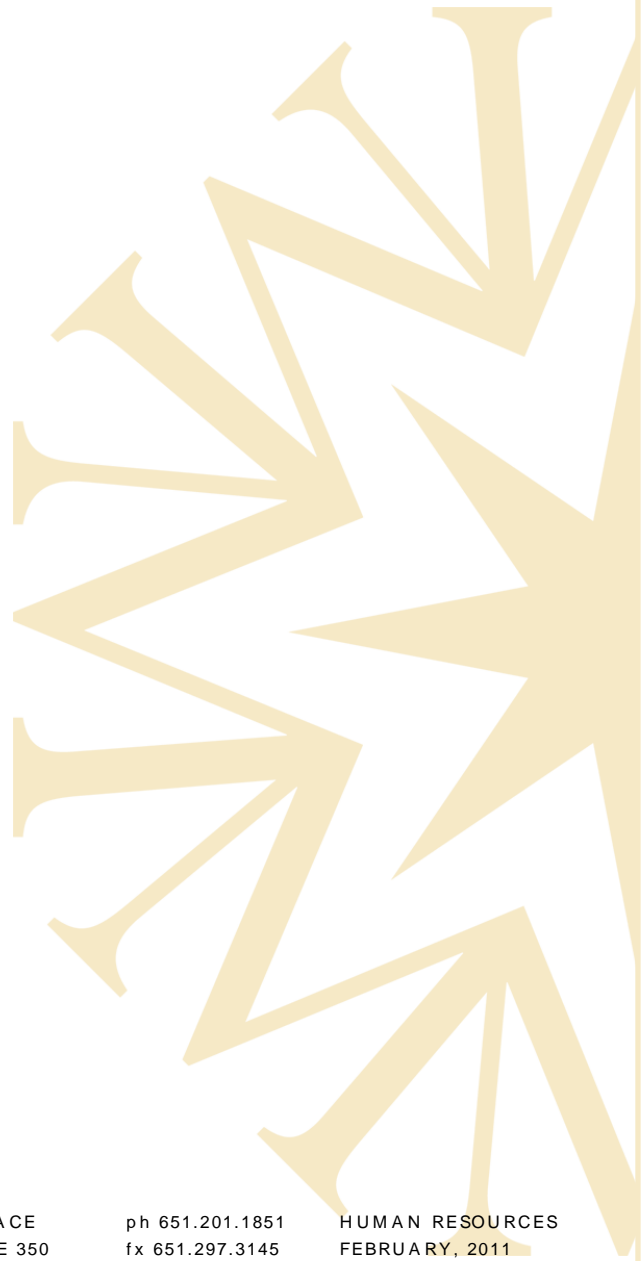


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FEBRUARY, 2011



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

**Agenda Item Summary Sheet**

**Committee:** Human Resources Committee    **Date of Meeting:** March 15, 2011

**Agenda Item:** Chancellor Search Process Debriefing

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

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

Debrief of chancellor search process

**Scheduled Presenter(s):**

Lori Lamb, Vice Chancellor for Human Resources

**Outline of Key Points:**

- Feedback on chancellor search process

**Background Information:**

The chancellor search culminated on February 2, 2011, with the selection and approval of Dr. Steven J. Rosenstone to become the next chancellor of the Minnesota State Colleges and Universities system following the retirement of Chancellor McCormick. A discussion of the search process will be held in order to receive feedback.

1 **BOARD OF TRUSTEES**  
2 **MINNESOTA STATE COLLEGES AND UNIVERSITIES**  
3

**INFORMATION ITEM**

**CHANCELLOR SEARCH PROCESS DEBRIEFING**

4  
5  
6  
7 **BACKGROUND:**

8 The chancellor search culminated on February 2, 2011, with the selection and approval of Dr. Steven  
9 J. Rosenstone to become the next chancellor of the Minnesota State Colleges and Universities system  
10 following the retirement of Chancellor McCormick. A discussion of the search process will be held  
11 in order to receive feedback.  
12

13 The search for a new chancellor began in May 2010 and ended in February 2011. The general  
14 timeline of significant events included:

- 15 • May 17, 2010 – Request for Proposal for Search Consultant issued
- 16 • July 14 and 20, 2010 – Review of finalists for search consultant
- 17 • June 16, 2010 – Board discussion of chancellor characteristics facilitated by Kent Eklund
- 18 • July 21, 2010 – Ratification by Board of Trustees of Search Advisory Committee members
- 19 • August 6, 2010 – Storbeck/Pimentel & Associates selected as search consultant
- 20 • September 8, 2010 – First meeting of Search Advisory Committee
- 21 • September 8 through November 15, 2010 – Recruitment of candidates
- 22 • November 30, 2010 – Search Advisory Committee determination of initial applicants for  
23 screening interviews
- 24 • December 13-14, 2010 – Search Advisory Committee conducted screening interviews and  
25 forwarded four names plus one alternate to Chair Thiss as semi-finalists
- 26 • January 11-12, 2011 – Informational sessions with semifinalists
- 27 • January 28, 2011 – Informational sessions with semi finalists
- 28 • January 31, 2011 – Board of Trustees meeting to determine finalists and public announcement  
29 of finalists
- 30 • February 1-2, 2011 – Interviews of finalists and selection of new chancellor  
31

32 The recruiting efforts by the search consultant resulted in the following:

- 33 • 1500 sourcing contacts to obtain prospects (contacts with sitting presidents, system heads,  
34 political appointees, etc.)
- 35 • 330 total contacts with prospects
- 36 • 42 applicants (25 recruited by search consultant, including all four semi-finalists)
- 37 • 12 applicants of color (8 recruited by search consultant)
- 38 • 6 female applicants (5 recruited by search consultant)  
39  
40  
41  
42

43 *Date Presented to the Board: March 16, 2011*