



MINNESOTA STATE

Board of Trustees

30 East 7th Street
St. Paul, MN 55101

651-201-1705

Board of Trustees Meetings June 19-20, 2018



Minnesota State is an affirmative action, equal opportunity employer and educator.



Board of Trustees Meeting Schedule
Tuesday and Wednesday, June 19-20, 2018
Minnesota State
30 7th Street East
St. Paul, Minnesota

Unless noticed otherwise, all meetings are in the McCormick Room on the fourth floor. Committee and board meeting times are tentative. Meetings may begin up to 45 minutes earlier than the times listed if a committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members attending in person, some members may participate by telephone.

Tuesday, June 19, 2018

- 1:00 pm Diversity, Equity, and Inclusion Committee, Ann Anaya, Chair
- 1. Minutes of May 15, 2018**
 2. Model Partnership Program Update: Minnesota State University, Mankato and 3M
 3. Campus Climate Framework Model
- 2:00 pm Human Resources Committee, Dawn Erlandson, Chair
- 1. Minutes of May 16, 2018**
 2. Human Resources Transactional Services Model (HR-TSM) Project Update
- 2:30 pm Joint Diversity, Equity, and Inclusion and Human Resources Committees
Ann Anaya and Dawn Erlandson, Co-chairs
- Minnesota State Faculty and Staff Diversity: Current Demographics and Strategies
- 3:15 pm Audit Committee, Michael Vekich, Chair
- 1. Minutes of Joint Audit and Human Resources Committees of May 16, 2018**
 - 2. Minutes of May 16, 2018**
 - 3. Approval of FY19 Audit Plan**
- 3:45 pm Committee of the Whole, Michael Vekich, Chair
1. NextGen Project Update
 2. Internal Audit Summary Report
- 4:45 pm Meeting ends
- 5:30 pm Dinner (Social event, not a meeting)

Wednesday, June 20, 2018

- 8:00 am Finance and Facilities Committee, Jay Cowles, Chair
- 1. Minutes of May 15, 2018**
 - 2. Students United Fee Increase (Second Reading)**
 - 3. FY2019 Annual Operating Budget (Second Reading)**
 - 4. Proposed Amendment to Policy 5.11 Tuition and Fees (Second Reading)**
 - 5. Contracts Exceeding \$1 Million**
 - a. Constituent Relationship Management Master Contracts**
 - b. Enterprise IT Agreement with Minnesota IT Services**
 - c. Amendment to Agreement with Baker Tilly for Internal Audit Services**
 - d. MSU, Mankato Bookstore Contract**
 - e. Southwest Minnesota State University and Winona State University Food Service Contract Amendments**
 - f. St. Cloud State University**
 - i. Castle Lease (England)**
 - ii. Chinese University Agreement Extension**
 6. System Office Space Planning
 7. Procurement Program Update
- 10:30 am Academic and Student Affairs, Alex Cirillo, Chair
- 1. Minutes of May 15, 2018**
 - 2. Minutes of Joint Meeting of Academic and Student Affairs and Diversity, Equity, and Inclusion Committees of May 15, 2018**
 - 3. Mission Statement: Minnesota State Community and Technical College**
 4. Proposed Amendment to Policy 3.4 Undergraduate Admissions (First Reading)
 5. Proposed Amendment to Policy 3.35 Credit for Prior Learning (First Reading)
 6. Proposed New Policy 3.42 Posthumous Academic Awards (First Reading)
 7. Transfer Pathways Update
 8. Twin Cities Baccalaureate Implementation Update
- 12:30 pm Luncheon, Rooms 3304/3306, Third Floor
- 1:30 pm Board of Trustees Meeting, Michael Vekich, Chair
- 3:00 pm Meeting ends
- 3:15 pm Reception, Third Floor, Rooms 3304/3306

BOLDED items indicate action is required



APPROVED FY2018 AND FY2019 MEETING CALENDARS

The meeting calendar is subject to change with the approval of the board chair. Changes to the meeting calendar will be publicly noticed.

FY2018 MEETING DATES

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 19-20, 2017	
Cancelled: Executive Committee	October 4, 2017	
Committee / Board Meetings	October 17-18, 2017	October 17, 2017
Executive Committee	November 1, 2017	
Committee / Board Meetings	November 14-15, 2017	November 14, 2017
Executive Committee	January 10, 2018	
Committee / Board Meetings	January 23-24, 2018	January 23, 2018
Added: Special Committee/Board Meetings	February 21, 2018	
Added: Special Board Meetings	February 27-28, 2018	
Added: Special Board Meetings	March 2, 2018	
Cancelled: Executive Committee	March 7, 2018	
Committee / Board Meetings	March 20-21, 2018	March 20, 2018
Cancelled: Executive Committee	April 4, 2018	
Committee / Board Meetings and Awards for Excellence in Teaching	April 17-18, 2018	
Executive Committee	May 2, 2018	
Committee / Board Meetings	May 15-16, 2018	May 15, 2018
Cancelled: Executive Committee	June 6, 2018	
Committee / Annual Board Meetings	June 19-20, 2018	June 19, 2018

FY2019 MEETING DATES

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 18-19, 2018	
Executive Committee	October 3, 2018	
Committee / Board Meetings	October 16-17, 2018	October 16, 2018

Executive Committee	November 7, 2018	
Committee / Board Meetings	November 13-14, 2018	November 13, 2018
Executive Committee	January 2, 2019	
Committee / Board Meetings	January 15-16, 2019	January 15, 2019
Executive Committee	March 6, 2019	
Committee / Board Meetings	March 19-20, 2019	March 19, 2019
Executive Committee	April 3, 2019	
Committee / Board Meetings and Awards for Excellence in Teaching	April 16-17, 2019	
Executive Committee	May 1, 2019	
Committee / Board Meetings	May 21-22, 2019	May 21, 2019
Executive Committee	June 5, 2019	
Committee / Annual Board Meetings	June 18-19, 2019	June 18, 2019



Committee Roster

2017-2018

Executive

Michael Vekich, Chair
Dawn Erlandson, Vice Chair
Jay Cowles, Treasurer
Ann Anaya
Alex Cirillo
Roger Moe
Louise Sundin

Academic and Student Affairs

Alex Cirillo, Chair
Louise Sundin, Vice Chair
Dawn Erlandson
Amanda Fredlund
Jerry Janezich
Rudy Rodriguez
Cheryl Tefer

President Liaisons:

Ginny Arthur
Peggy Kennedy

Audit

Michael Vekich, Chair
George Soule, Vice Chair
Amanda Fredlund
Bob Hoffman
Jerry Janezich

President Liaisons:

Richard Davenport
Pat Johns

Diversity, Equity, and Inclusion

Ann Anaya, Chair
Cheryl Tefer, Vice Chair
AbdulRahmane Abdul-Aziz
Basil Ajuo
Jay Cowles
George Soule
Louise Sundin

President Liaisons:

Scott Olson
Sharon Pierce

Finance and Facilities

Jay Cowles, Chair
Roger Moe, Vice Chair
AbdulRahmane Abdul-Aziz
Basil Ajuo
Ann Anaya
Bob Hoffman
Jerry Janezich

President Liaisons:

Anne Blackhurst
Barbara McDonald

Human Resources

Dawn Erlandson, Chair
Rudy Rodriguez, Vice Chair
Basil Ajuo
Alex Cirillo
Bob Hoffman
Roger Moe
Cheryl Tefer

President Liaisons:

Connie Gores
Kent Hanson

Minnesota State is an affirmative action, equal opportunity employer and educator.



MINNESOTA STATE

Diversity, Equity and Inclusion Committee

June 19, 2018

1:00 P.M.

McCormick Room

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.

Diversity, Equity and Inclusion Committee

1. **Minutes of May 15, 2018 (pp. 1-8)**
2. Model Partnership Program Update: Minnesota State University, Mankato and 3M (pp. 9-10)
3. Campus Climate Framework Model (pp. 11-12)

Committee Members:

Ann Anaya, Chair

Cheryl Tefer, Vice Chair

AbdulRahmane Abdul-Aziz

Basil Ajuo

Jay Cowles

George Soule

Louise Sundin



Bolded items indicate action is required.

**MINNESOTA STATE
BOARD OF TRUSTEES**
DIVERSITY, EQUITY, AND INCLUSION COMMITTEE
McCORMICK ROOM
30 7TH STREET EAST
ST. PAUL, MN

Committee Members Present: Chair Ann Anaya and Dawn Erlandson, AbdulRahmane Abdul-Aziz, Basil Ajuo, Alex Cirillo, Jay Cowles, Dawn Erlandson, Bob Hoffman, Rudy Rodriguez, George Soule, Louise Sundin

Other Trustees Present: Jerry Janezich, and Michael Vekich

Leadership Council Members Present: Chancellor Devinder Malhotra

The Minnesota State Board of Trustees Joint Diversity, Equity, and Inclusion and Human Resources Committees held its meeting on May 15, 2018 in the McCormick Room, 30 East 7th Street in St. Paul, MN.

Chair Ann Anaya called the meeting to order at 1:40 p.m.

1. Minutes of February 21, 2018

Chair Anaya called for a motion to approve the minutes from February 21, 2018 Joint Diversity, Equity, and Inclusion and Human Resources Committees. Trustee Ajuo made the motion, Trustee Abdul-Aziz seconded. There were no changes to the minutes as presented. The motion carried.

Chair Ann Anaya stated the purpose of the meeting is provide the board with an update on equity by design at the campuses. The presenters are Chief Diversity Officer Clyde Pickett, Mary Sam, Dean of Students - Central Lakes College Charles Black Lance, Director of TRIO Programs, Central Lakes College, Harold Torrence, Business Management Faculty, Dakota County Technical College

2. Equity by Design

Dr. Pickett provided an update on the initial work on Equity by Design. The purpose of the work is to address the opportunity gap and approaches to advancing the work to support students. The strategic priority focuses on the success of students. During the January 2018 meeting, the initial work on Equity by Design was shared. This worked has moved forward under the leadership of Assistant Chief Diversity Officer, Dr. Josefina Landrieu in partnership with Academic and Student Affairs and 13 institutional partners across the system.

Equity by Design is a way of approaching educational reform that foregrounds the policies and practices contributing to disparities in educational achievement and abstains from blaming students for those accumulated disparities.

The research and data at institutions around the country reflects that a critical component of making an impact is to have equity practitioners and leaders at campuses implement equity strategies in the day-to-day practice.

Thirteen campuses participated in the Equity by Design workgroup in partnership with Academic and Student Affairs. Targeted activities and tools were developed with the main goal to operationalize student success through data-informed practices to address educational disparities.

“Equity” and “equality” have long been used interchangeably, but the terms are often confused. While the focus of equality is framed with sameness being the end goal, equity may be defined as a state in which all people, regardless of their socioeconomic, racial, or ethnic grouping, have fair and just access to the resources and opportunities necessary to thrive. Beyond equity’s newer association with pluralism, it has long been connected with a vested interest and a sense of value or self-worth. Equity has a strong potential as a new paradigm and social construct to succeed on multiple levels from enterprise and reaching out to all different perspectives in terms of system which includes equity in education, equitable practice in the workplace, social equity in access to basic life resources, healthy and safe communities, and public space in our urban centers. The equity-focused value proposition at all these levels is rooted in transparency, education, collaboration, and trust.

The Equity by Design Workgroup came about as a result of a partnership between Minnesota State system of colleges and universities and the Minnesota Office of Higher Education (OHE). OHE brought Dr. Estela Bensimon to Minnesota in the fall of 2017 where she along with the University of Southern California’s Center for Urban Education offered a day-long institute on strategies and activities to implement Equity by Design in higher education. Within Minnesota State, the work became a collaborative effort between the Office of Equity and Inclusion and Academic and Student Affairs.

Currently, there are 13 institutions participating in this work. Each institution has identified the following partners in the work: Diversity Officer, Academic Affairs Officer, Institutional Research Director, Faculty, and other stakeholders. Campus teams are implementing Equity by Design activities and protocols that allow them to navigate from best practices to best practitioners. They have identified programs within their college or university and are conducting a deep dive into analyzing success gaps among underserved and underrepresented student populations. Once the data analysis is completed, teams will formulate recommendations to system office to address current practices, routines, and move structures that act as barriers to educational equity forward.

Dr. Pickett shared the following information from the slide presentation. A particular cohort has 56% white students, 12% American Indian, and 32% LatinX students. If we achieve educational equity, our student success data (graduation, transfer, or retention rates) for this particular

cohort, would have the same proportion of students by racial and ethnic groups. For example, the graph on the right would have 56% White students who have successfully transitioned through the institution (graduated, transferred, or retained), the same for American Indians at 12 % and for LatinX students at 32%.

The enacted policy doesn't always result in the desired outcomes. Despite our state-wide 70% attainment goal, educational disparities remain across all racial and ethnic groups.

This work aims to address the following questions:

- 1) Will equity-focused policy translate into equitable outcomes for Black, LatinX, and American Indian students?
- 2) How can we bridge the gap between equity as a policy intent and institutional readiness for implementation?

One of the reasons for us to illustrate how this work has already taken shape at the campuses. This the main element of equity by design is to ensure that the strategies and activities are implemented with those closest to practice. This work addresses a gap in data-informed decision making and data-informed processes. We have strategically developed deep and strong partnerships to decide how to move the work forward.

Dr. Pickett provided a timeline update: The system pilot began late in the fall of 2017. Implementation teams were formed in early 2018. There was a capacity building exercise in February and two which were facilitated by Dr. Landrieu. Project updates on the work were shared in April.

Mary Sam and Charles Black Lance of Central Lakes College was invited to speak. Mary Sam stated that Central Lakes College has been a champion of this work. There is a fluctuation between 10 to 12% of students of color. Leadership at CLC, cabinet members, staff and faculty stated that if students are not succeeding academically, there need to be some changes made on the campus. There has been equity-minded training which started conversations on campus about creating a better system for doing this work. Many of the students of color in this region can be isolated because of the location. Initially, there was a small team of equity-minded training which consisted of the vice president of academic and student affairs, an individual from the IR division, Mary Sam Charles Black Lance and TRIO director. The conversation was around how to make this shift, how to make it work and how to make institutional change. In looking at the data, it was realized that the largest number of students of color and American Indians reside in the athletic department and nursing program. The black males in the athletic department are mostly from out of state. There were listening sessions with faculty from the athletic and nursing departments to brainstorm ways to help students. Ideas were put together to develop a doable action plan that would help create a stronger foundation for change within the institution.

Charles Black Lance spoke on strategies that are part of the work plan and communication with faculty and staff on campus. During the process, it was important to remain student-focused

specifically related to students of color. It was very clear that in order to have successful movement it was important to have faculty and staff included in the early-onset of effort. The listening sessions revealed that there is work already being done in the range of faculty and within the programs that are in focus. Some of the strategies along with the listening sessions involve the responsive learning tools that were provided to faculty and staff during the spring and in-service days are important as well. Identifying best practices are also an important piece in listening to faculty on what they have done that has been successful for students. Another tool is preparing for preseason presentations for football players as well as revamping or retooling the orientation session for the nursing students and establishing the student advisory council early on for these programs. In looking at the work plan outcome for the campus, it is important to come up with outcomes within the areas that can be quantified and measured. Some of the outcomes involve faculty survey and orientation and effort to gain 100% participation from faculty across the board. This includes pre-and post-evaluation from faculty beginning in the fall. Phase 2 in the coming year will focus on liberal arts and developmental education.

Chair Anaya asked for an explanation on addressing gaps. Charles Black Lance responded that information on students of color is only provided as a whole are not separated in terms of data. Mary Sam responded that this year there are more student athletes of color. The challenge is to drill down into the data to identify bringing more students of color. There needs to be a good baseline of data to start creating more outcomes to attach to the strategies. Some challenges are working through biases and fears as an institution, creating a culture to identify bias. There are limited research staffing capacity and limited resources for faculty and staff development. Faculty will help drive this initiative; the tools identified will be used and expanding campus communications, and collectively developing a stronger learning community. Addressing the disparity intentionally will help in getting the work accomplished.

Chair Anaya commented that there is a fair amount of momentum to move from raising awareness of implicit bias toward action.

Trustee Rodriguez commented that it is important to combat unconscious bias and putting the tools in place using best practice benchmarks which are critical to success.

Dr. Pickett commented in looking at the work from the system approach there has been discussions on inclusive behavior how to model across the system in order to move the work forward across the system. There will be a discussion on accountability and how to move equity and inclusion work forward by and using an equity-based lens approach to policy review and holding campuses accountable to advance the work forward. Moving from approaches to equity-minded practitioners and how behavior is modeled.

Trustee Cirillo asked whether there is cross-training among all staff as it relates to ethnicity. Mary Sam responded there is training done at Central Lakes College but there will be some

outside trainers brought in as well. Some faculty prefers to remain in the classroom and not always be involved in the cross-training.

Dr. Pickett responded to Trustee Cirillo's questions. There have been broad conversations with colleagues and human resources to look at ways on how to retain employees and faculty of diverse backgrounds. Employee composition will be a focus of a conversation in June. When we think comprehensively about the work to address equity, hiring and retention, and supporting faculty is a big part of the work. Mary Sam commented that there is a trainer at Central Lakes College who does equity-mindedness, explicit bias training. He is a Sociologist who has been working with the faculty and staff and has done a phenomenal job in addressing awareness. This has opened up doors for more difficult conversations.

Dr. Pickett commented that faculty and staff at the colleges and universities have indicated that they want to be partners in this work.

Trustee Sundin asked whether non-bias pedagogy connect well with experiential, engaging, and active pedagogy. Charles Lance Black responded in the personal research that was done specifically in gifted American Indian students, they present themselves differently and may be bringing different experience to the table i.e. standardized tests. Certain students may not have experience with standardized tests or mentorship at home, therefore it is important for instructors to be aware of this. Trustee Sundin followed up asking about traditional sports whether there will other club type sports added. Charles Lance Black responded that there is a fishing club and martial arts sports at Central Lakes College. There has been a number of athletic activities that students can take part in. Trustee Sundin recommends that awareness is spread by talking beyond club measures and invite competitions across institutions. Dr. Pickett responded that the recommendation will be taken into consideration and stated that as we think about the comments that Dean Sam referenced in relation to rural communities, it has been witnessed that a number of institutions incur a higher number of students of color who are there to participate in athletics. We need to be intentional about connecting equity by design work to connect specifically with students to move forward to impact retention, completion, and graduation. The work should be operationalized to connect directly with sports teams and other co-curricular activities.

Chancellor Malhotra commented that there are two areas which have not been discussed today but are on Dr. Pickett's radar. For some of the students of non-color, when they enter an environment like Central Lakes College, it is the most diverse environment they have seen. Our work has to also focus on mainstream students as well and help them get ready for the multicultural world. This is an important part of the equity by design and inclusion work. It needs to impact all students and focus on the cultural competency of all students. The communities where rural colleges are located are becoming diverse and are also struggling with the increasing ability to deal with diversity. We need to provide leadership in regards to helping the communities deal with diversity. Even though the focus is on equity by design as a paradigm, there is much broader work which is unfolding and the challenges are addressed.

Chair Anaya commented that in moving forward what is effective for both minority and majority populations in embracing inclusion is to talk about the value of difference and add the value in a way that lifts everyone. This is an important piece of the idea of an inclusive ethos or culture. Dr. Pickett responded that the point resonates and thought is given to the assets that all the students bring to the table and to harvest it collectively for the benefit of all institutions.

Dr. Pickett introduced Harold Torrence, Business Management Faculty of Dakota County Technical College to give an update on their initiatives on equity by design.

Mr. Torrence has been part of the system 14 years and has been teaching business management and Spanish during that time. In 2013, he became the first city council chair and started setting up a model for the diversity council through learning circles, employee engagement, multicultural recruitment and student success. In 2017 the Council had an opportunity to present at the Academic and Student Affairs conference to share the success they achieved and closing the opportunity gap. Equity and diversity has been included in the in-service at the institution since 2013. The council also collaborated with institutional research and was able to put together a quantitative and qualitative study with the two students who collaborated with the research department. After collecting data on students of color the council was able to plot trends which help close the gap. The data was viewed by department areas and discussed and reviewed with faculty governance and department areas.

Chair Anaya asked what the outcome is from the graphs and data collected. Mr. Torrence responded in looking at department gaps the council discussed and reviewed what the challenges are and took a deeper look and collaborated with faculty to identify students of color who have issues with English proficiency which impacted their attainment. Over time students obtained skills and industry goals but did not complete their degree because they began working which causes an issue with them completing their degree. This needs to be reviewed in terms of how to work better with industries so that students value their degree and also to work in collaboration with the institutions to make sure that they complete the program.

There have been six quantitative focus groups. Two for students, two for faculty, one for staff and one for alumni. Faculty and staff support makes a difference in building relationships with students of color and is fundamental to improve the outcomes at Central Lakes College. Student life and engagement on campus and athletics clubs are also important.

The comments and perceptions of the different groups indicate that there is strong campus climate where students are engaged and are able to have a better opportunity to be successful. There will be an in service training in the fall of 2018 where there will be the focus on department areas. Initiatives will be started to continue building successful relationships and improving the equity-minded pilot program for fall 2019 and continue the data on equity and inclusion targeted practices solutions.

Chair Anaya asked whether the data on equity and inclusion targeted practices solutions refreshing of the data from 2014 to present. Mr. Torrence responded that institutional research will continue to impact the data on demand. Dr. Pickett responded that it is in the plan of action in the findings report and the plan is to connect with the 13 workgroups to review the advancements on campuses and make broad recommendations throughout the system to build the work to scale. The formal report will be provided in the summer 2018. The outcomes and recommendations will be shared at the Diversity Officers conference in order to strengthen partnerships. This is an opportunity to collectively build with academic and student affairs staff and colleagues. The Equity and Inclusion council will meet in the fall and will be another opportunity to disseminate information.

Dr. Pickett concluded the meeting with two questions for board consideration:

1. In order to impact student outcomes, what does strategic policy look like?
2. What additional recommendations do you have for the Equity by Design workgroup?

The committee was asked to provide additional recommendations and questions to the Equity by Design workgroup as it relates to strategic partnerships on an enterprise level.

Trustee Cowles asked how the orientation process might be useful on campus from an institutional research standpoint whether there will be the new technology system to provide robust, customized data analysis in real time.

Dr. Pickett responded that the committee is involved with NextGen to think about how strategic equity can be embedded in the process and is a key consideration in the work. In terms of orientation, providing support from an equity-based mindset is imperative. In referencing Chancellor Malhotra's comment regarding students of majority status and how to start conversations early on about the ever-diversifying society for which they live and prepare them for transition from the system.

Trustee Rodgriuez commented that there are a lot of things that impact the overall success of students but it would be great to identify who the key stakeholders are that impact the students and community and what the roles are. A focus on metrics that relates to faculty, students and the community would provide greater context about issues and having a framework on best practices which can be viewed across other educational institutions that has been proven to work such as visible leadership commitment, recruiting functions with a clear understanding of the target of a diverse workforce.

Trustee Sundin asked whether there has been connections with Twin Cities Rise. Dr. Pickett responded yes.

Trustee Abdul-Aziz commented that if the workgroup is based on students, student input should be key.

Dr. Pickett responded that the diversity student task force have reviewed the information and will continue to be engaged.

Chancellor Malhotra commented that we should be cognoscente of the fact that diversity has evolved in Minnesota and is different from other parts of the country. New Americans will bring language and cultural diversity. There is an evolution of migratory formations that will lead to hybridization of the current culture and the ways it functions. As the equity by design work is done, a fundamental question to think about is:

Would traditional diversity be applicable directly to the Minnesota situation or does other approaches need to be thought of?

The work should focus on diversity as a strength. It is no longer a choice but an imperative. There aren't any programmatic or cultural paths for communities to stay vibrant without embracing diversity. In viewing the level of student success, the connection on equity by design and intentional inclusion will have to have increased participation rate from the communities that are anticipating the future workforce. Increasing the scale of operations, personalizing and customizing the experience of each individual student will need to align into the approach for this work.

Chair Anaya asked Dr. Pickett and Chancellor Malhotra to consider having a long-term goal metric for the achievement gap.

Trustee Erlandson commented that data should be disaggregating to provide more classified information on ethnic groups and be gender fluid.

There were no further questions or comments

The meeting adjourned at 2:40 p.m.

Respectfully submitted

Maureen Braswell, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Diversity Equity and Inclusion

Date: June 19, 2018

Title: Model Partnership Program Update: Minnesota State University, Mankato and 3M

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

This session will provide the board information on an educational training partnership program between 3M and students at Minnesota State University, Mankato. The student participants will be acknowledged for their work and will share information on the training program.

Material will be provided at the meeting.

Scheduled Presenter(s):

Clyde Wilson Pickett, Chief Diversity Officer

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM

MODEL PARTNERSHIP PROGRAM UPDATE:
MINNESOTA STATE UNIVERSITY, MANKATO AND 3M

Background

Training and education around equity and inclusion best practices continue to expand in higher education and with business and industry. Organizations have made considerable investments and have given attention to the information of training and education in the subjects. In the spring of 2018 Minnesota State University, Mankato students partnered with 3M to present a training on the “Science of Inclusion.” Minnesota State Trustee, Ann Anaya was directly involved in the facilitation of this training and the partnership with students. At the June Board meeting, the students will be acknowledged for their work with this collaboration and will present general information on the training.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Diversity Equity and Inclusion

Date: June 19, 2018

Title: Campus Climate Framework Model

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

This sessions will provide updated information on the Office of Equity and Inclusion’s goal to provide a system-wide strategy to examine a framework to assess campus climate. The updated framework will illuminate a broad evidence based model to promote the examination of data relative to student, faculty, staff, administrator, and community campus experiences.
Material will provided at the meeting.

Scheduled Presenter(s):

Clyde Wilson Pickett, Chief Diversity Officer

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM
CAMPUS CLIMATE FRAMEWORK MODEL

Background

Campus Climate refers to the experience of individuals and groups on a campus and the quality and extent of the interaction between those various groups and individuals. A key component of equity in student outcome are these experiences and the environment for which it supports its constituents. Minnesota State institutions have long examined campus climate, but with varying approaches and frameworks of consideration. The Office of Equity and Inclusion in partnership with constituents around the system has drafted a system-wide framework for climate assessment. This model framework and sample assessment tool will provide a common approach to review climate and advance strategies to support institutions.

Information on the framework and sample assessment tool will be shared with the board of trustees.



MINNESOTA STATE

Human Resources Committee

June 19, 2018

2:00 PM

McCormick Room, Fourth Floor

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 16, 2018 (pp.1)**
2. Human Resources Transactional Services Model (HR-TSM) Project Update (pp. 2-3)

Committee Members:

Dawn Erlandson, Chair
Rudy Rodriguez, Vice Chair
Basil Ajuo
Alexander Cirillo
Robert Hoffman
Roger Moe
Cheryl Tefer



Bolded items indicate action is required.

**Minnesota State Board of Trustees
Human Resources Committee
May 16, 2018**

Human Resources Committee members present: Dawn Erlandson, Chair; Trustees Basil Ajuo, Alexander Cirillo, Robert Hoffman, Roger Moe, Rudy Rodriguez, and Cheryl Tefer.

Human Resources Committee members absent: None.

Other board members present: Jay Cowles, Amanda Fredlund, Jerry Janezich, Louise Sundin, and Michael Vekich.

Leadership Council committee members present: Devinder Malhotra, Chancellor; Sue Appelquist, Interim Vice Chancellor for Human Resources.

Committee Chair Erlandson called the meeting to order at 11:45 AM.

Approval of the April 18, 2018 Committee Meeting Minutes

Committee Chair Erlandson called for a motion to approve the Human Resources Committee Meeting Minutes. The minutes were approved as written.

1. Appointment of President of St. Cloud State University

Chancellor Malhotra stated that Ashish Vaidya has served as interim president of St. Cloud State University since July 2016, after the tragic passing of Earl Potter. In the fall 2017, a national search was initiated for a new president of St. Cloud State University. The executive search firm AGB Search was retained to assist with the recruitment for this position, and Ann Blackhurst, president of Minnesota State University Moorhead, served as search chair. After careful consideration of information received from each element of the interview process, Chancellor Malhotra recommended Dr. Robbyn Wacker to serve as the next president of St. Cloud State University.

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Robbyn Wacker as president of St. Cloud State University effective July 1, 2018, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

The motion passed without dissent.

The meeting adjourned at 12:15 PM.

Pa Yang

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Human Resources Committee

Date: June 19, 2018

Title: Human Resources Transactional Services Model (HR-TSM) Project Update

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

This session will provide the Board a project update on the Human Resources Transactional Service Model (HR-TSM) effort. Topics will include project governance, Phase 2 transition planning, and next steps.

Scheduled Presenter(s):

Sue Appelquist, Interim Vice Chancellor for Human Resources

Deb Gehrke, Chief Human Resources Officer, Metropolitan State University

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM

Human Resources Transactional Services Model (HR-TSM) Project Update

BACKGROUND

This session will provide the Board a project update on the Human Resources Transactional Service Model (HR-TSM) effort. Topics will include project governance, Phase 2 transition planning, and next steps.



MINNESOTA STATE

Joint Diversity, Equity, and Inclusion and Human Resources Committees

June 19, 2018

2:30 PM

McCormick Room, Fourth Floor

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. Minnesota State Faculty and Staff Diversity: Current Demographics and Strategies (pp. 1-2)

Diversity, Equity, and Inclusion Committee

Members:

Ann Anaya, Chair

Cheryl Tefer, Vice Chair

AbdulRahmane Abdul-Aziz

Basil Ajuo

Jay Cowles

George Soule

Louise Sundin

Human Resources Committee Members:

Dawn Erlandson, Chair

Rudy Rodriguez, Vice Chair

Basil Ajuo

Alexander Cirillo

Robert Hoffman

Roger Moe

Cheryl Tefer



Bolded items indicate action is required.

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Diversity, Equity, and Inclusion and
Human Resources Committees

Date: June 19, 2018

Title: Faculty and Staff Diversity: Current Demographics and Strategies

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The Diversity, Equity and Inclusion and Human Resources Committees will engage in a study session on current faculty and staff demographics including strategies to recruit, retain, and “grow our own” diverse workforce.

Scheduled Presenter(s):

Clyde Pickett, Chief Diversity Officer

Sue Appelquist, Interim Vice Chancellor for Human Resources

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM

FACULTY AND STAFF DIVERSITY: CURRENT DEMOGRAPHICS AND STRATEGIES

BACKGROUND

The Diversity, Equity and Inclusion and Human Resources Committees will engage in a study session on current faculty and staff demographics including strategies to recruit, retain, and “grow our own” diverse workforce.



MINNESOTA STATE

Audit Committee
June 19, 2018
3:15 p.m.
McCormick Room

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 Joint Audit and Human Resources Committees of May 16, 2018 (pages 1-5)**
2. **Minutes of May 16, 2018 (pages 6-8)**
3. **Approval of FY19 Audit Plan (pages 9-15)**

Committee Members:

Michael Vekich, Chair
George Soule, Vice Chair
Amanda Fredlund
Bob Hoffman
Jerry Janezich

Bolded items indicate action is required.



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
JOINT AUDIT and HUMAN RESOURCES COMMITTEES MEETING MINUTES
May 16, 2018**

Audit & Human Resources Committee Members Present: Trustees Michael Vekich, Dawn Erlandson, Basil Ajuo, Alex Cirillo, Amanda Fredlund, Robert Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, George Soule, and Cheryl Tefer

Audit Committee Members Absent: None.

Others Present: Trustees AbdulRahmane Abdule-Aziz, Jay Cowles, and Louise Sundin

The Minnesota State Colleges and Universities Joint Audit and Human Resources Committees held their meeting on May 16, 2018, in the 4th Floor McCormick Room, 30 East 7th Street in St. Paul. Chair Erlandson called the meeting to order at 10:05 a.m.

1. Human Resources Transactional Service Model (HR-TSM) Consultation Results and Project Update

Mr. Eric Wion, Interim Executive Director for Internal Auditing, began by introducing Mr. Chris Jeffrey, Baker Tilly, and Interim Vice Chancellor Sue Appelquist, Human Resources. He stated that a copy of the Internal Audit Summary Advisory Report was emailed to members of the audit committee and the human resources committee on May 4, 2018, along with a memorandum from Vice Chancellor Appelquist which was a response to that report.

Mr. Wion continued by thanking all the college, university and system staff for their assistance and cooperation on this project. The internal audit staff along with staff from Baker Tilly met with more than forty staff members from human resources, academic affairs, information technology, as well as presidents.

Mr. Wion explained that Human Resources Transactional Service Models is a new shared service initiative. It moves human resources transactional processing off of colleges and universities and it strives to do three things. First it creates consistent business practices, second it strives to proactively mitigate risks, and finally it strives to free up human resource professionals to focus on more strategic work such as workforce planning, talent acquisition and retention, and professional development. The three-phased implementation is led by a cross-system leadership team. Mr. Wion reviewed the scope, objectives and conclusion.

Mr. Wion stated that while the project has made progress, it is at a critical juncture. The project is behind schedule and the level of effort to transition to the new shared service model was underestimated. To realize the anticipated benefits, a mid-course project reset is needed across project governance, project management and timing, and implementation aspects (including assessing the sufficiency of funding).

Mr. Chris Jeffrey reviewed the criticality of action steps with the committee. He reviewed the strengths of the project, including an overall acceptance of the potential benefits.

Mr. Jeffrey reviewed the lessons learned. The first area was around project governance. The level of systemwide commitment to the project could be strengthened. The next area was the area of communication. Communication of expectations could have been clearer during the initial phase of implementation. The next area was tools, templates and technology. There should be a more formalized structure for identifying and resolving issues on the front end would be a benefit to the project. The next area would be ownership of roles and responsibilities. From a reporting standpoint, clarity around what success looks like with the creation of the HR-TSM service centers. And finally the transition plan was underestimated in terms of time and resources, so the transition plan needs to be re-evaluated in the context of project progress and the availability of resources.

Trustee Hoffman expressed concern that we may be adding a level of costs and not getting the efficiencies that we hoped to develop. Mr. Jeffrey stated that they believe that there will be efficiencies gained from this project. There will be more opportunity for strategic transactions to occur with the human resources teams. Standardized processes should result in efficiencies. But probably, just as important, the shared services should result in less risk to the system because there's just one way of doing things versus many. So ultimately we would expect to see efficiencies gained that should result in cost savings.

Trustee Erlandson thanked everyone who has been involved in this transition. She stated that change is never easy, and she reminded everyone that the three reasons for doing this project were to reduce risk to the system, to create consistent business practices, and to free up HR resources to focus on other critical work, such as succession planning.

Trustee Erlandson noted that internal communications may need to be improved to get the message out about why the project is happening and why it is important to make these changes sooner rather than later. She asked if there was an improved communications plan going forward. Vice Chancellor Appelquist stated that they had done a really good job communicating within the human resources community. That had been one of their strengths since the very beginning. Where they hadn't been as strong was in communicating across the enterprise, and that's where the improvements need to happen.

Trustee Tefer stated that it will be important to identify a set of parameters by which to measure success. With clear success indicators there will be an opportunity to communicate the message clearly to the whole enterprise.

Mr. Jeffrey reviewed the recommendations. He stated that it was important to revisit the project progress and reevaluate the implementation timeline. They would need to reestablish strong project governance around the project, reassess and reevaluate resources and funding that have been dedicated to the project, and clarify roles and

responsibilities and what elements of the project were non-negotiable. He stated that it was important to restore the technology development resources to the project because there were some critical technology components. And finally to Trustee Tefer's comment, adopt reporting around the implementation progress and ROI indicators, to ensure everyone understands what success means.

Trustee Cirillo asked if the staff involved at the service centers were trained in project management. He worried that staff in the service centers might be used to working in isolation from a project management standpoint, and he wondered if it would be worthwhile to spend some resources to provide training for staff. Mr. Jeffrey agreed that it may be worth talking about and stated that reassessing what the project looked like and better communicating that to the system would go a long way as well.

Ms. Sue Appelquist, Interim Vice Chancellor for Human Resources reviewed the timeline for the project. She reiterated that from an enterprise perspective, the project strives to create consistent practices across the system and mitigate the risk that comes from disparate practices. She added that from the campus perspective, the project once fully mature will allow campus human resource teams to better focus on the strategic HR work that's needed at the campus such as activities that let campuses recruit, retain and grow our own.

Ms. Appelquist recognized the eight HR directors from across the system who led this challenging and rewarding effort with the support of system office staff like Ms. Barb Biljan, Ms. Andrea Kubat and the former project manager, Ms. Kari Campbell. Many of the human resource directors were present, they are Ms. Carmen Bradach from the Northeast Higher Education District, Ms. Laina Carlson from Dakota County Technical College and Inver Hills Community College, Mr. Michael Freer from St. Cloud State University, Ms. Deb Gehrke from Metropolitan State University, Ms. Sharon Mohr from Central Lakes College, Mr. Jay Nelson from Anoka-Ramsey Community College and Anoka Technical College, Ms. Dawn Pearson from South Central College, and Ms. Megan Zothman from Bemidji State University & Northwest Technical College. In addition there are four service centers. The north is managed by Mr. Jamie Janezich at Mesabi Range College, the west is managed by Ms. Pam Anderson-Popp at Hennepin Technical College, the east is managed by Ms. Heather Schultz at Dakota County Technical College and the south is managed by Ms. Carrie Suzuki at Minnesota State College Southeast. Trustee Cowles thank Vice Chancellor Appelquist for calling out key members of the team. He noted that this was one of those quiet projects that, in addition to other demands, requires continual attention and effort.

Ms. Appelquist reviewed the work that had been done and where they were currently with the project. She noted that it was clear based on the results of the advisory project that there was a need to re-evaluate project needs and revise the plan to ensure that Phase 1 was successfully completed before moving to Phase 2.

Ms. Appelquist stated that she agreed with the overall conclusion that the project was at a critical junction, and leaders and stakeholders across the system must advance the project

with clear expectations and a commitment to success in order to achieve the desired result. The advisory report was highly informative, and provided a number of recommendations to assist in overcoming project barriers that have slowed progress.

Ms. Appelquist reviewed the recommendations under project governance. The first priority will be to reinstate a project manager through phase 3 of the project. It was noted that project leadership would benefit from additional cross functional diversity and advocacy beyond Human Resources to include leaders in Finance, Academic Affairs, and Information Technology. There is a need to reassess the sufficiency of resources and funding for the project, especially if Phase 2 is delayed. And finally, there are opportunities to adjust the structure and organization of the service centers to enhance their performance and further standardization of processes as the work moves from campuses to service centers. She explained that as they start to look at restructuring the project governance they are exploring dividing the work into two types of teams, governance and operations.

Ms. Appelquist noted that communication of expectations could have been clearer during the initial phase of implementation, specifically around institutional level advocacy, mandatory deadlines for workload transition, and technology adoption and the anticipated project benefits. With greater attention to the project and an enhanced governance structure, they will strive to project clear and consistent messaging in two key areas. First clear and consistent messaging to presidents and other c-suite leaders on final decisions and expectations, and secondly, clear and consistent messaging on the anticipated benefits of the project.

Ms. Appelquist reviewed the anticipated benefits of a mature operation. She talked about the tools, templates and technology. She noted that the roles and responsibilities haven't always been clear, and they are working to fix that. She talked about reporting deliverables and return on investment.

Finally Ms. Appelquist stated that in addition to identifying project management needs and developing a funding recommendation for the chancellor, the HR-TSM leadership team has begun to look at options for revising the transition plan, taking into consideration all the factors, observations, and recommendations of the internal audit team.

Trustee Cowles noted that he was struck by the comparisons to other projects like NextGen. He stated that this might be a really a good dry run for other cross campus collaborative efforts. He stressed the importance of capturing best practices along the way to apply to other projects going forward.

Trustee Tefer complimented the team, saying she was very impressed. She stated that this was really formidable trail setting work and she thought the process should be documented and published as a template for our own future projects but also for other smaller institutions to use.

Trustee Cirillo noted that future project manager should be a person that understands the business process analysis that's coming through NextGen so that they don't create a business process that has to be changed again when NextGen is implemented.

Trustee Janezich asked why we no longer have a project manager. Ms. Appelquist noted that it was a matter of funding. She planned to work with the Chancellor to secure additional funding. She asked for the Board's continued support and continued sense of urgency that this was an important project that needed to be successful.

Chancellor Malhotra stated that it was not a question of whether we have the money or not, we have to find it, it is imperative. He noted that the money will come from internal reallocation. There have been a lot of lessons learned from this project. In addition to the recommendations that came from the report, there were also lessons learned about what not to do. Chancellor Malhotra stated that the most important lesson learned is that when we embark on a change management project, we should be thinking about all the dynamics between the current state until we reach the future state. We will make the hard choices to find the money.

Trustee Hoffman asked that presidents perspectives be included in future presentation. The progress and the success of this initiative directly affects the presidents and he felt it was import to hear from the along the way. Ms. Appelquist agreed. Trustee Cowles agreed and stated that having presidents testify to this project would be a great way of demonstrating that the communications plan and ownership of the project extended beyond the HR function.

Trustee Cowles asked for a matrix template similar to the one presented for roles and decisions, around results and outcomes that allowed anyone to readily understand the status of the project. He added that as human resources began freeing up resources for strategic HR activities, the board should be informed that those resources were successfully becoming available as a result of this initiative. Information on project successes should be shared robustly and frequently.

Trustee Erlandson thanked everyone for their hard work. She noted the wisdom of bringing in internal audit and Baker Tilly early in the process. She stated that the board remains committed to success, and added that this project would be an important model for NextGen and other shared service projects.

The meeting adjourned at 10:49 a.m.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
AUDIT COMMITTEE MEETING MINUTES
May 16, 2018**

Audit Committee Members Present: Trustees Michael Vekich, Amanda Fredlund, Robert Hoffman, Jerry Janezich, and George Soule

Audit Committee Members Absent: none.

Others Present: Trustees AbdulRahmane Abdule-Aziz, Basil Ajuo, Alex Cirillo, Jay Cowles, Dawn Erlandson, Roger Moe, Rudy Rodriguez, Louise Sundin, and Cheryl Tefer

The Minnesota State Colleges and Universities Audit Committee held its meeting on May 16, 2018, in the 4th Floor McCormick Room, 30 East 7th Street in St. Paul. Trustee Soule called the meeting to order at 10:59 a.m.

1. Minutes of April 17, 2018

The minutes of the April 17, 2018 audit committee were approved as published.

2. Executive Director of Internal Audit Search Update

Trustee Vekich gave a brief update on the search process. He thanked those who had participated in the search. Trustee Hoffman chaired the search committee. There was one candidate brought forward and that individual was interviewed. After further discussion, a joint decision was made not to proceed that candidate. In consultation with the search committee and Chancellor Malhotra, we have asked Mr. Eric Wion to stay on as the Interim Executive Director for the Office of Internal Auditing. He has agreed. It is our considered opinion that we would not look to do another search process for at least a year. We are all agreed that Mr. Wion has been doing a great job. I continue to meet with him on a regular basis as some others do. The search committee is satisfied and we are looking forward to some great work coming up this year from Mr. Wion and his team, along with Baker Tilly.

3. Information Security Consultation, Phase 1 Results

Mr. Eric Wion, Interim Executive Director for Internal Auditing, introduced Mr. Chris Jeffrey partner with Baker Tilly. Mr. Wion stated that the report was mailed out to audit committee members prior to the meeting.

Mr. Wion stated that cyber security risks are real and evolving. Leaders what to know how they are doing to address risks. The system's information security plan is intended to provide guidance to the colleges and universities and the system office on the most critical information technology controls for reducing risks. Ultimately the goal is to not only identify those controls, but to be a tool to help campuses assess how they are doing and identify opportunities for improvement.

Mr. Wion stated that the Top 5 Information Security Controls are based on industry best practices and frameworks. It was developed by the system office's information security team with input from a variety of stakeholders. Mr. Wion reviewed the scope of Phase 1.

Mr. Jeffrey presented the report conclusions. He stated that the design of the program was valid for addressing the risks faced by the colleges and universities, and the system office. Mr. Jeffrey noted that to help increase adoption by the institutions, the information security office should modify the Top 5 document to provide more explicit details on the specific information security actions institutions should implement. He noted that the information security team had already begun to make some of the recommended changes.

Finally, Mr. Jeffrey stated that the next steps would be to continue implementing the recommended changes and then move forward with Phase 2. He added that in Phase 2 they would start to do some work at the institutions to determine the level of adoption of the Top 5 initiatives.

Mr. Wion characterized Phase 2 as a pilot. Four institutions would be selected, plus the system office, to evaluate the metrics that has been defined. Phase 3 will be to figure out how to scale up the evaluation systemwide to all institutions. With 37 institutions and limited audit resources, it will not be possible to do separate assessments in a short period of time. The actual assessment work might be a hybrid methodology of self-assessments, peer assessments, and internal audit assessments.

Trustee Tefer asked for an explanation of the first item on the Top 5 information security controls, Data Classification and Inventory. Mr. Wion explained that you have to know what data you have in order to protect it. In addition each individual institution is responsible to know what data they have and how it's classified and must then apply the appropriate controls. Vice Chancellor for Information Technology, Mr. Ramon Padilla further explained that the system has a series of policies, procedures and operating instructions in place. A timeline was put in place for the colleges and universities to take action steps in classifying their data, starting with the most sensitive data, and included identifying who the data owners were at the campus level. Those dates have come and gone and the campuses have gone through that process. Mr. Padilla added that Data Classification and Inventory is high on the Top 5 list because when there is an information security event, the first question is what kind of data is it.

Chancellor Malhotra asked for a brief history on how the Top 5 was developed. Mr. Craig Munson, Chief Information Security Officer, stated that the Top 5 was rooted in industry standards first, but it was also based on the history of things that have happened at the institutions. He stated that the cyber security team has a running history of actual threats that we face. Finally he added that they also used their own real world experience from the IT and security practitioners in the entire system and the information and security compliance team.

Trustee Hoffman asked when the committee would get an update on Phase 2 and Phase 3. Mr. Jeffrey stated that they planned to report on Phase 2 in October.

Trustee Hoffman asked what internal audit's role will be with the NextGen initiative. Mr. Jeffrey stated that the NextGen project risk review is an ongoing project. He added that they were very intimately involved and had been working with Vice Chancellor Padilla and his team and the rest of the NextGen Steering Committee. He added that they would be reporting on that at the next board meeting in June. Mr. Jeffrey stated that their role was to provide assurance to management and the committee as to how that project is moving along, and to identify whether risks were being identified and mitigated.

The meeting adjourned at 11:19 a.m.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Audit Committee

Date: June 19, 2018

Title: Approval of FY19 Audit Plan

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

Board Policy 1D.1, part 6, requires the Executive Director of Internal Auditing to present and seek approval of an audit plan for each fiscal year. Internal auditing standards require that the board approve the annual plan.

The audit plan presents an overview of how the Office of Internal Auditing plans to use its resources in fiscal year 2019.

Plan updates will be brought to the Audit Committee throughout fiscal year 2019.

Scheduled Presenter(s):

Eric Wion, Interim Executive Director of Internal Auditing

Chris Jeffrey, Baker Tilly Partner

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

ACTION ITEM
Approval of FY19 Audit Plan

BACKGROUND

According to Board Policy 1.D., Part 6, the Office Internal Auditing must submit an annual audit plan to the Audit Committee. Internal auditing standards require that the Board approve the annual plan. The fiscal year 2019 audit plan will be reviewed at the meeting.

The audit plan presents an overview of how the Office of Internal Auditing plans to use its resources in fiscal year 2019. The plan is broken into two parts. Part one will be presented today and part two will be presented at the Audit Committee meeting in October 2018. This will allow for the work of the Enterprise Risk Management Committee to be completed over the summer to help inform the remainder of the plan.

RECOMMENDED COMMITTEE ACTION:

On June 19, 2018, the Audit Committee reviewed the Fiscal Year 2019 Internal Audit Plan – Part 1 and recommends that the Board of Trustees adopt the following motion:

RECOMMENDED BOARD MOTION:

The Board of Trustees approves the Office of Internal Auditing annual audit plan for fiscal year 2019 – Part 1.

Date Presented to the Board of Trustees: June 19, 2017



June 19, 2018

Office of Internal Auditing

Proposed Fiscal Year 2019 Internal Auditing Audit Plan - Part 1

Board of Trustees, Audit Committee

The Office of Internal Auditing

We are an Independent, objective, and forward looking **assurance** and **advisory** function. We strive to:

- Serve as a **strategic partner** to system leadership in addressing a range of business, operational, compliance, and financial challenges and risks, providing assurance regarding processes and systems, and identifying opportunities to increase efficiency and effectiveness.
- Help the system anticipate and address risks proactively, enabling business and process improvements and supporting the viability of system operations.
- Partner with others to monitor and mitigate system risks.

Internal Auditing Team

Minnesota State	Baker Tilly
<ul style="list-style-type: none"> Eric Wion, CPA, CISA, CISSP – Interim Executive Director and Deputy Director 	<ul style="list-style-type: none"> Raina Rose Tagle, CPA, CISA, CIA - Partner, National Higher Education Consulting Practice Leader
<ul style="list-style-type: none"> Melissa Primus, CPA, CIA – Internal Audit Project Manager 	<ul style="list-style-type: none"> Chris Jeffrey, CPA - Partner, Midwest Risk, Internal Audit and Cybersecurity Practice Leader
<ul style="list-style-type: none"> Craig Fautsch, CFE - Audit Coordinator/Investigator 	<ul style="list-style-type: none"> Mallory Thomas, CPA - Senior Manager- Risk & Internal Audit Consulting
<ul style="list-style-type: none"> Darla Senn – Executive Assistant 	<ul style="list-style-type: none"> Mike Cullen, CISA, CISSP, CIPP/US - Senior Manager-Risk & Internal Audit Consulting
	<ul style="list-style-type: none"> 2700+ professionals and staff

2

2



Annual Baker Tilly Contract Amendment

- Competitive bidding process in 2017, 3 year master contract executed (option to extend 3 years)
- Funded year-by-year from Internal Auditing’s budget
 - 6 “unfilled” internal audit positions fund the contract
- Seeking approval at tomorrow’s Finance Committee for \$600k amendment to accomplish internal auditing’s 2019 work plan

3

3



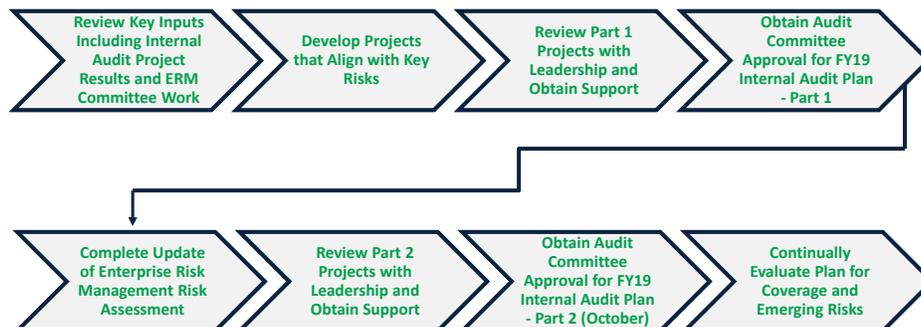
Audit Plan

- Board Policy (1D.1, part 6) requires the Executive Director of Internal Auditing to present and seek approval of an annual audit plan.
- Internal auditing standards require that the board approve the annual plan
- The audit plan presents an overview of how the Office of Internal Auditing plans to use its resources
 - Ongoing Activities
 - Projects
- Plan updates, including suggested changes, will be brought to the Audit Committee throughout the year

4



FY19 Internal Audit Plan Development Process



5



Proposed Ongoing Activities

- Consulting and Advisory Services
 - Enterprise Risk Management Committee
 - Chancellor’s Cabinet and Leadership Committee
 - NextGen Steering Committee
 - Other Committee and Work Group Participation: Information Security, ISRS, Finance User’s Group, Financial Aid Directors Group
 - Risk and Control Guidance for Key Business Processes
 - Ongoing Ad-Hoc Inquiries and Advice
- Assurance Services
 - Audit of Board Expenses and Trustee Expense Reimbursements
 - Monitoring Progress on Outstanding Audit Findings
- External Audit Coordination
 - Annual Financial Statement Audits
 - Annual Federal Student Financial Aid Compliance Audit
 - NCAA Compliance Audits (every 3 years)
 - Other External Party Audits
- Fraud Inquiry and Investigation Services

FY19 Proposed Internal Audit Plan – Part 1

Project	Type (Advisory or Assurance)	Strategic Objective	Risk(s)	Audit Objective
Projects from FY18 Plan Recommended to be Completed in FY19				
Compliance practices assessment**	Advisory	Programmatic and Financial Sustainability	Governance and compliance structure	<ul style="list-style-type: none"> • Gain an understanding of the Systems’ compliance governance structures, accountabilities and responsibilities, and monitoring and oversight practices, with a focus on the delegation of responsibilities between System-level and institution-level leadership. • Identify top compliance challenges and concerns facing the System, with a particular focus on key compliance areas that may be lacking in strong oversight and management. • Explore different ways of structuring and managing a compliance a program.
Shared services governance framework review**	Advisory	Student Success and Financial Sustainability	Governance and compliance structure	<ul style="list-style-type: none"> • Develop a roadmap to govern and manage shared service implementation initiatives and operations, grounded in leading practice, considering potential risks and informed by lessons learned.
			Change management	
Enrollment initiatives review	Advisory	Student Success, Diversity/Equity/Inclusion, Programmatic, Financial Sustainability	Financial sustainability	<ul style="list-style-type: none"> • Assess the institutions’ initiatives to increase enrollment and evaluate how institutions recruit and retain successful students in relation to leading practices across higher education. • Determine how results of the project could impact the System’s Transfer Pathways initiative.
			Enrollment	
			Reputation	
			Academic Support	
			Financial Sustainability	

** Substantial planning work has occurred, including working with stakeholders to identify tentative project objectives, scope, and deliverables.

FY19 Proposed Internal Audit Plan – Part 1

Project	Type (Advisory or Assurance)	Strategic Objective	Risk(s)	Audit Objective
Multi-Year Projects from FY18 Plan				
NextGen Steering Committee participation	Advisory	Student Success, Programmatic and Financial Sustainability	System-wide IT systems	<ul style="list-style-type: none"> Participate in the ERP Steering Committee, provide professional advice, and assist as requested.
NextGen Project Risk Review (PRR) Phase 1	Advisory	Student Success, Programmatic and Financial Sustainability	System-wide IT systems	<ul style="list-style-type: none"> Conduct business project reviews and assess specific project processes and products. Checkpoint #1: June 2018; Checkpoint #2: September 2018; Checkpoint #3: December 2018/January 2019 Checkpoint #4: March 2019; Checkpoint #5: June 2019.
			Change management	
ERM Advisory	Advisory	All	All	<ul style="list-style-type: none"> Participate in the ERM Steering Committee and assist as requested. Assist the committee in facilitating an annual enterprise risk management assessment; conduct facilitated discussions with key stakeholders.
Information security consultation – Phase 2	Advisory/ Assurance	Programmatic and Financial Sustainability	Information security and privacy	<ul style="list-style-type: none"> Develop methodology for assessing institutions' Top 5 (information security controls) implementation plan. Conduct pilot assessment with 4 institutions.
Information technology risk assessment – Phase 1	Advisory	Programmatic and Financial Sustainability	System-wide IT systems	<ul style="list-style-type: none"> Perform an initial review to identify and prioritize top IT risks for the System Office IT systems and services. Develop a high-level approach for future IT risk assessment projects at the campus level.
			Change management	
Additional FY19 Proposed Projects				
HR – TSM	Advisory	Programmatic and Financial Sustainability	Change management	<ul style="list-style-type: none"> Continue to review the HR service center model progress to date, and the extent to which the desired project goals and objectives have been achieved.
			Financial sustainability	
8	 MINNESOTA STATE			

Recommended Action and Motion

- Recommended Committee Action
 - *On June 19, 2018, the Audit Committee reviewed the Fiscal Year 2019 Internal Audit Plan – Part 1 and recommends that the Board of Trustees adopt the following motion:*
- Recommended Board Motion
 - *The Board of Trustees approves the Office of Internal Auditing annual audit plan for fiscal year 2019 – Part 1.*



MINNESOTA STATE

Committee of the Whole

June 19, 2018

3:45 PM

McCormick Room

30 7th Street East

Saint, Paul, MN

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 of the Whole, Michael Vekich, Chair

1. NextGen Project Update (pp. 1-20)
2. Internal Audit Summary Report (pp. 1-7)

Bolded items indicate action is required.



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Committee of the Whole

Date: June 19, 2018

Title: NextGen Project Update

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

The NextGen update will provide the board with information on the status of this project including information on the project objectives, upcoming milestones, the communication plan, the change management strategy, as well as the NextGen Project Risk Review report from Internal Audit.

Scheduled Presenter(s):

Angelia Millender, President Century College
Ron Anderson, Sr. Vice Chancellor – Chief Academic Officer
Ramon Padilla, Vice Chancellor – Chief Information Officer
Laura King, Vice Chancellor – Chief Finance Officer
Eric Wion, Interim Executive Director of Internal Auditing
Mike Cullen, Baker Tilly



June 19, 2018

NextGen Update

Board of Trustees Meeting

Topics

- Project Objective & Overview
- Topics Presented to Date
- Status Update / Upcoming Milestones
- Communication Plan
- Change Management Strategy

NextGen Overview

Project Objective: Provide an enhanced student experience and “future proof” our technology investment.

- Deliver tools to improve registration, degree planning, credit transfer, online advising, data analytics and recruitment.
- Total estimated cost of the project is \$150 million over 7 years.
 - Phase 1 – Design phase November 2017 – January 2019 - \$8M from 2018 Omnibus bill. Funding to cover: Business process reviews, ERP development, platform refresh, data integration, project management and communication
 - Phase 2 – Implementation phase - \$25M /year FY2020- FY2024. Funding to cover: Implementation of all new functionality, new reporting and data analytics

Topics Presented To Date

BOT SESSION	TOPICS PRESENTED	DECISIONS MADE
June 2014	<ul style="list-style-type: none"> • Topic introduced 	
October 2015	<ul style="list-style-type: none"> • Student Experience (overview) • Update on listening sessions and business case development 	
March 2016	Presentation of NextGen Business Case	Board supports.. <ul style="list-style-type: none"> • moving forward with planning • submitting FY2018 biennial legislative request
October 2016	Presented estimates timeline and budget	NextGen updates to be presented to Board biannually - in January and June
June 2017	<ul style="list-style-type: none"> • Received \$8M from FY2018 legislative request - enough for team to kickoff Phase 1 (business process reviews, RFP, legacy technology preparation) • RISK! Failure to provide sufficient funding to enter into long term contracts for Phase 2 (implementation) will add significant and critical delays to the project. 	Board supports... <ul style="list-style-type: none"> • moving forward with Phase 1 • submitting FY2018 supplemental funding request and FY2019 biennial legislative request
January 2018	<ul style="list-style-type: none"> • Introduction of ERP Steering Committee • Introduction of Phase 1 and vendor (CampusWorks) 	Board supports... <ul style="list-style-type: none"> • Project overall design • Phase I timeline
March 2018	<ul style="list-style-type: none"> • Project organization structure • Reviewed program dashboard template • Communication Plan for BOT and Leadership Council Updates 	Board supports... <ul style="list-style-type: none"> • Revised project team structure • Reporting format • Update cadence for BOT and LC



MINNESOTA STATE
NextGen

STATUS UPDATE

NEXT GEN ERP | STATUS REPORT

PREPARED BY : Melinda Clark

REPORT DATE : 6/04/2018

OVERALL HEALTH STATUS

	OVERALL	SCOPE	SCHEDULE	BUDGET	RESOURCES
CURRENT STATUS	ON TRACK				
LAST STATUS	ON TRACK				

Phase 1 Budget (FY18-FY19) \$ 8,000,000

Spent to Date 392,231

Current Obligations 5,160,746

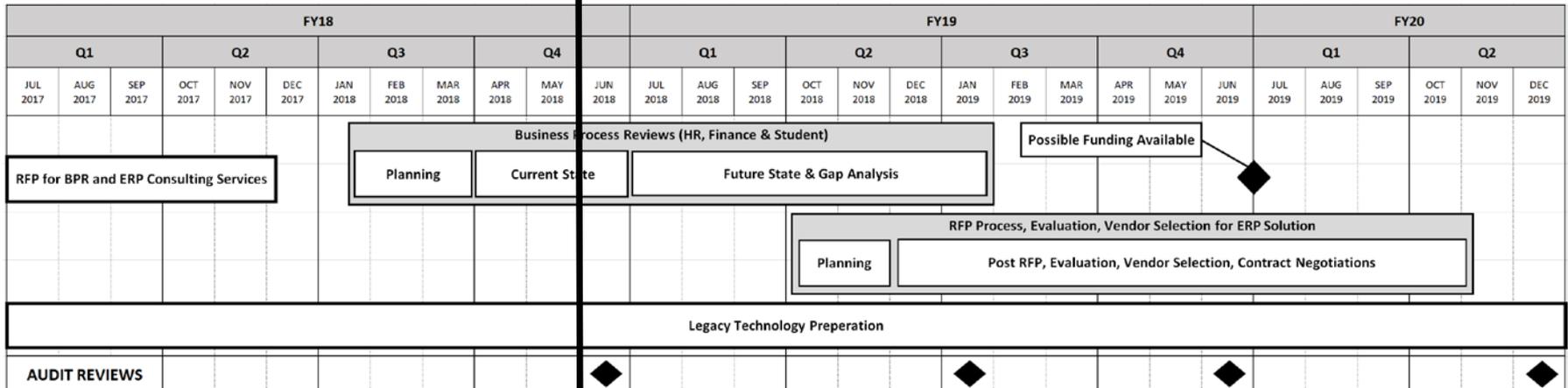
REMAINING BUDGET \$ 2,447,023

HEALTH STATUS NOTES:

Project remains ON TRACK. Current state business processes are on track for a completion date of 6/22. Vendor Showcase (of three ERP Solutions) will be hosted virtually 6/25 – 7/13. Working Teams will begin future state business process mapping mid-July.

PHASE 1 TIMELINE

6/04/2018



MILESTONE STATUS

MILESTONES	START DATE	END DATE	LEADERSHIP COUNCIL REVIEW	BOARD OF TRUSTEES REVIEW	STATUS
Business Case w/ High-level Timeline for ERP Replacement	7/2015	3/2016	3/2016	3/2016	COMPLETE
Funding Strategy	1/2016	6/2017	6/2017	6/2017	COMPLETE
Project Charter	9/2017	9/2017		1/2018	COMPLETE
Risk Management Plan	1/2018	1/2018	--	--	COMPLETE
Communications Plan	1/29/18	4/03/18	5/2018	6/2018	ON TRACK
Change Management Plan	1/24/18	7/27/18	7/27/18	--	AT RISK
PHASE 1					
Planning	1/23/18	4/04/18	--	3/2018	COMPLETE
Current State Process Reviews	2/12/18	6/29/18	--	--	ON TRACK
Future State Business Process Mapping	7/16/18	1/18/19	1/2019	1/2019	Not Started
Conduct ERP Request for Proposal	10/15/18	7/26/2019	--	--	Not Started
Finalize Phase 2 Funding Strategy	7/2019	7/2019	7/2019	7/2019	Not Started
Vendor Selection	7/29/2019	10/25/19	7/2019	7/2019	Not Started
Legacy Technology Updates	7/2016	12/2019	--	--	ON TRACK
PHASE 2					
Finance Planning & Implementation	11/2019*	7/2021*	TBD	TBD	Not Started
HR Planning & Implementation	1/2020*	4/2021*	TBD	TBD	Not Started
Student Planning & Implementation	8/2020*	11/2023*	TBD	TBD	Not Started

Upcoming Milestones

June 2018

- Complete Current State Regional Reviews (Student, Human Resources & Finance)
- Working Teams finalize current state business processes (Student, Human Resources & Finance)
- Identify members for IT Working Team and Data Management Working Team

July 2018

- Vendor Showcase – Imagine the possibilities with demos of three industry leading ERP solutions. **Note: This is not the RFP.**
- IT and Data Management Teams begin drafting current state
- Working Teams begin drafting future state business processes (Student, Human Resources & Finance)
- Finalize Change Management Plan – Review with Leadership Council.

Future State Regional Reviews will be held October / November 2018

Continuous Process Improvement

IT Risk Review Group was formed to review the Internal Auditing Report for Human Resources Transaction Services Model (HR-TSM).

- Tasked with comparing lessons learned from TSM to the NextGen Project Plan
- Recommend areas of improvement to mitigate similar issues within NextGen

Participants: Sr. Enterprise Architect, Chief Information Security Officer, IT Business Architect, NextGen Program Manager

Next Steps

- June – Review ERP Steering Committee
- July – Review with Board of Trustees

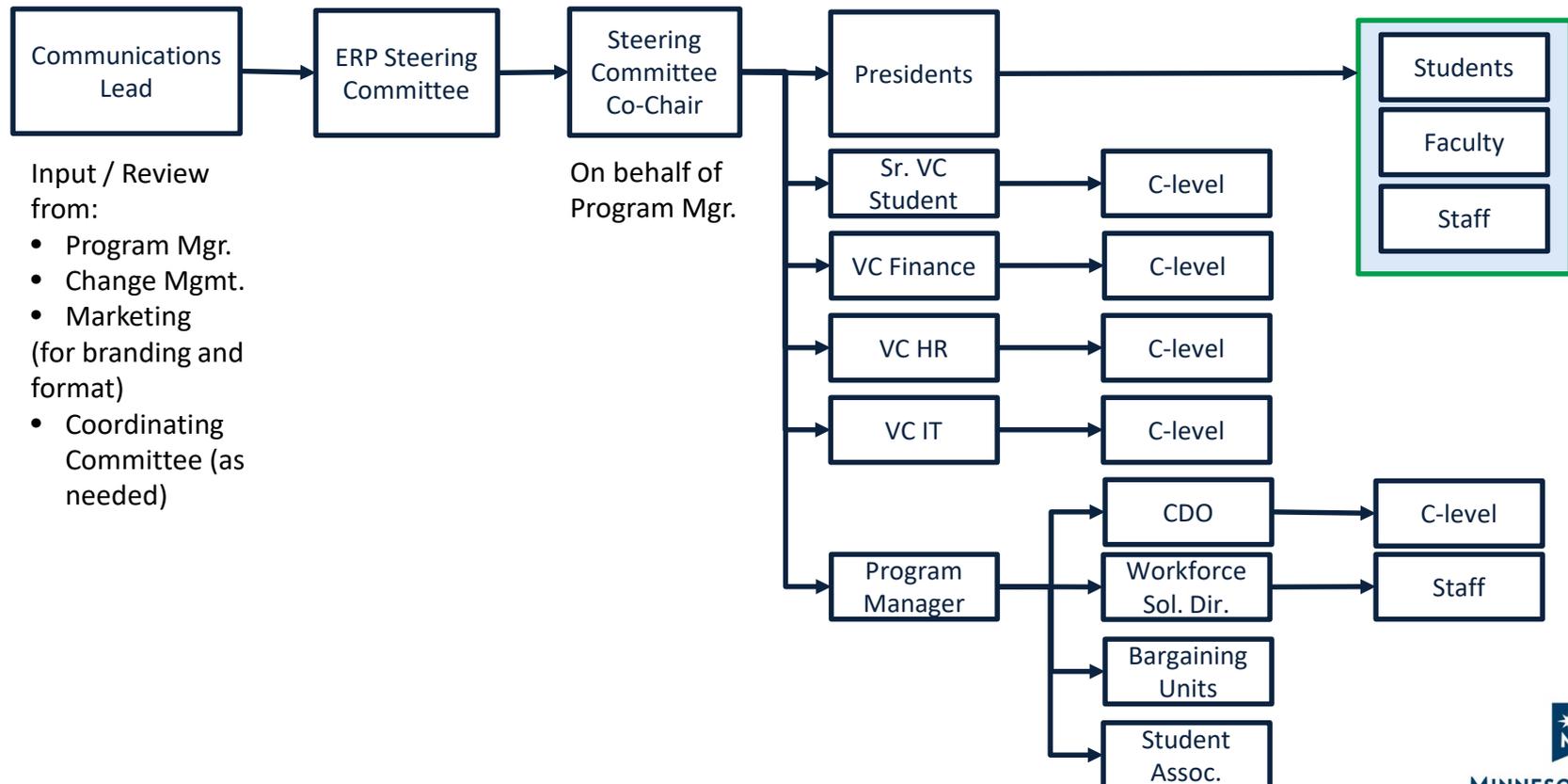


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NextGen

COMMUNICATIONS PLAN

Communications Plan

Communication Review and Distribution Process



Communications Plan

COMMUNICATION	FORUM	FREQUENCY	DATES
BOT Status Updates (includes Project Risk Reviews from Internal Audit)	Email	Monthly	2018 - 2024
BOT Status Updates	Board of Trustees Meeting	Quarterly (or as major deliverables are accomplished)	January, March, June and September (thru 2024)
Leadership Status Update	Leadership Council Meetings	Monthly	2018 – 2024
Minnesota State Update (Faculty, Staff, and Student)	Email	Quarterly	January, March, June, September, December (thru 2024) <i>Volume 1 sent June 7</i>
Project Artifacts	Phase 1 Overview / Infographic (pdf) Phase 1 Timeline (pdf)	Once (updated as needed)	May, 2018

Communications Plan

COMMUNICATION	FORUM	FREQUENCY	DATES
Feedback Surveys (Experience Workshops, Working Teams, Regional Reviews)	Online Survey	Continual	2018-2024
Overview Video	Video	Once	August, 2018
Conferences CHRO/Spring HR Meeting IT Conference ASA Spring Conference Finance Conference Facilities Conference Students United LeadMN	Conference Presentations	Annually (semi-annually when available)	2018-2024

Communications Plan

NextGen SharePoint Site is the main communications hub for the project.

- All project artifacts will be posted
- Students, Faculty and Staff can register for updates via “Friends of NextGen”

MINNESOTA STATE
NextGen

imagine the possibilities

Welcome to the NextGen ERP site!

[Subscribe to Friends of NextGen](#)

[NextGen Phase 1 Current State Review](#)

Your input is needed! Current State Regional Reviews will be held throughout Minnesota May 10- June 8. There will be three ways to provide feedback. Reviews.

[Click here for more information about Virtual Q&A and On-site Review Sessions.](#)
[Click here to start Online Reviews beginning May 10.](#)

To review Current State documentation and provide feedback:

1. Open the **[Current State Review Table of Contents](#)** document.
2. Find the **Category** (i.e., Finance, Human Resources, or Student Services) for the processes you'd like to review and click the process document you
3. Once reviewed, open a separate browser and **[click here to submit feedback](#)**. Be sure to enter the Process Id (located in the top, left of

Information will be submitted to the NextGen ERP Working Teams. Appropriate changes/improvements will be made prior to Future State Regional Reviews. If you have any questions, please feel free to send an email to the NextGen Project Team at: NextGenERP@MinnState.edu.

Title	Created
UpNext Quarterly Newsletter: Volume 1, May 2018 🌟	Yesterday
Current State Regional Reviews	May 1
NextGen Phase 1 Kickoff	April 10
NextGen Update from Interim Chancellor Malhotra	March 2

Student Login: [YourStarID@go.minnstate.edu](https://yourstarid@go.minnstate.edu) and [StarID password](#)

Faculty and Staff Login: [YourStarID@minnstate.edu](https://yourstarid@minnstate.edu) and [StarID password](#)



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CHANGE MANAGEMENT STRATEGY

Defining Change Management

Change management is defined as: **“the application of processes and tools to manage the people side of change from the current state to a new future state so that the desired results of the change are achieved.”** (Hiatt & Creasey, 2012)



Jeff Hiatt's 5 fundamental tenants for change management.

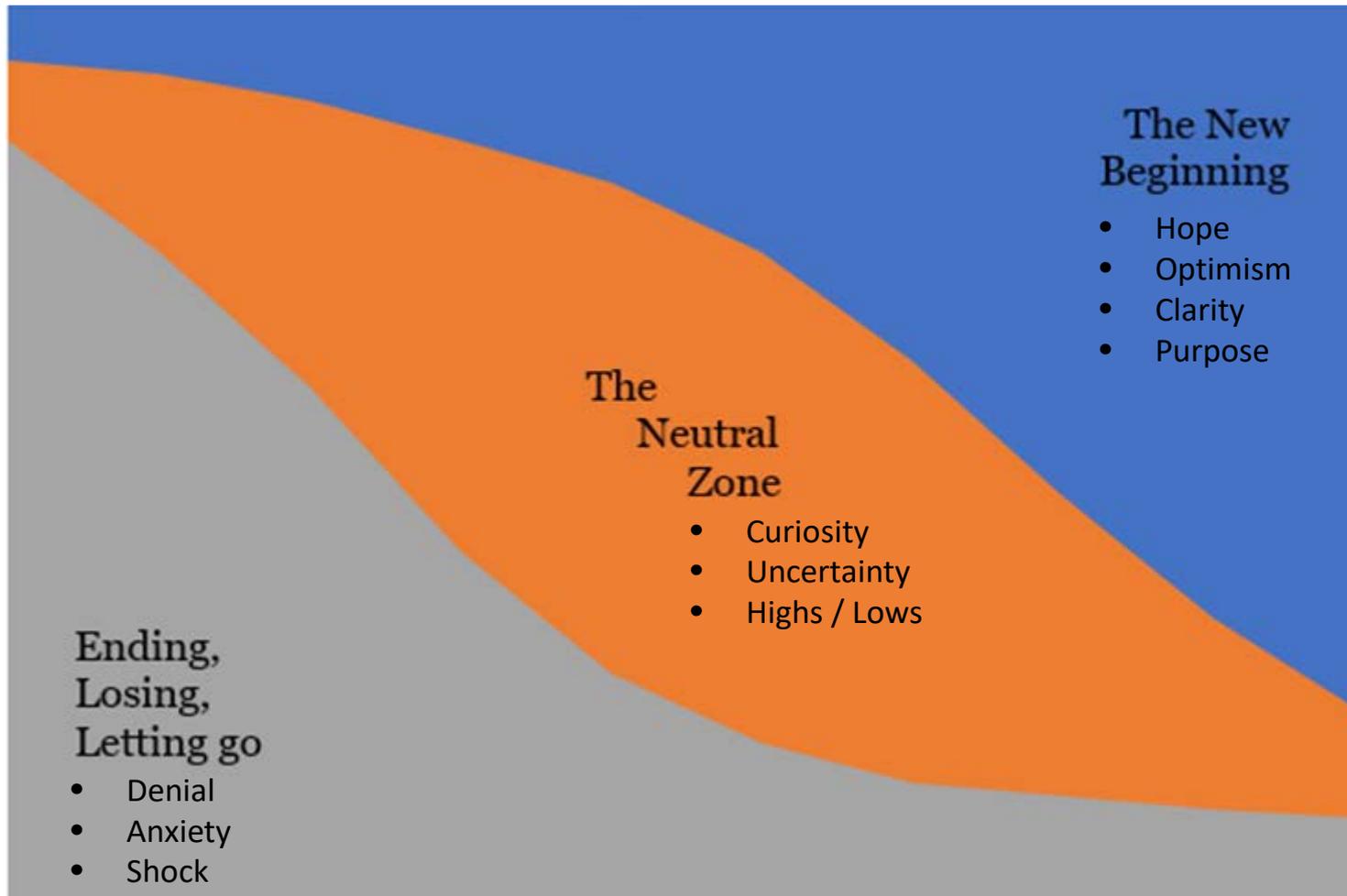
Communicating Change Management

“In the workplace, employees have specific expectations related to communications surrounding change. Messages about *why* the change is being made and how the change aligns with the business strategy are expected from the person near or at the top of the organization. Messages about *how* the change will impact employees locally and how the change may impact them personally are expected from their immediate supervisor.”

(Best Practices in Change Management report, Prosci, 2003)

Change & Transition

Time 



William Bridges' Transition Model.

Change Management Strategy

Objectives & Deliverables

NextGen Change Management Readiness & Engagement



- Engage Institutional Presidents and Vice Chancellors
- Stakeholder Conference, forums, and meetings
- Experience Workshops
- Future State process development
- Gather input through surveys and other vehicles
- Institutional Readiness Assessment Plan

NextGen Change Management Training



- Leadership equipped with NextGen Change Management tool kits
- Supervisors trained in NextGen Change Management
- Curriculum development (LMS) for NextGen Change Management training modules

NextGen Change Transition Management



- Local NextGen activity coordination
- Local transition management
- Transition monitoring and reporting feedback
- Issue mitigation and resolution

NextGen Change Management Sustainability



- Long-term Change Management structure
- Revised Change Management strategy for ERP implementation
- NextGen software training approach

Upcoming Milestones

(recap of slide 8)

June 2018: Current State definitions complete

July 2018:

- Conduct Vendor Showcase
- Review Change Management Plan at Joint Leadership Council and Board Meeting

July - September 2018: Future State Workshops underway

October - November 2018: Future State Regional Reviews



June 19, 2018

Office of Internal Auditing

Internal Audit Summary Report

NextGen Project Risk Review (PRR) – Checkpoint 1

NextGen PRR – Background

- Approved as part of the fiscal year (FY) 2018 Audit Plan
- Provides ongoing and objective assessments of NextGen for two purposes:
 1. Providing assurance to the Board on project risk management
 2. Providing assurance and advisory guidance to the project Steering Committee on project risk leading practices

NextGen PRR – Categories of Risk Areas Reviewed

Project governance and management

Leadership, oversight, guidance, and decision-making over the project

Organizational change management

Planning, communications, training, support related to the successful transition and adoption

Stakeholder involvement

Participation of key business process and control owners in definition and validation of requirements

Project execution

Evidence of all implementation activities, including operational, technical, and compliance controls



NextGen PRR – Other “N/A” Risks Considered

Possible risks when replacing legacy systems	Why not applicable to NextGen
Contractor/internal staff hired to rewrite in-house/legacy code	Purchase of commercially available software
Code is written to accommodate unique and non-standard business practices	No customizations allowed – change business processes to match software
Process tends to focus on transferring legacy functionality to new software platform; may not start with effort to rethink how business is done	Business readiness and organizational change management is part of the software as a service acquisition process
Often seen as an IT project since the focus is on rewriting existing system	Project governance, stakeholder engagement, board, and audit oversight are integral to the project
Resulting software is “one-of-a-kind” tailored to own environment	Software is maintained and hosted by vendor
Project design may or may not include user engagement as code is written	Project design includes substantial user engagement in product selection and change management

NextGen PRR – Leading Practices for Board’s Role

Project governance and management

- Approve upcoming key milestones as recommended by the Steering Committee
- Monitor project risks (via regular project team updates and PRRs)

Organizational change management

- Promote and support the project goals
- Direct any individual wanting to provide feedback to the project team

Stakeholder involvement

- Promote and support the participation of key stakeholder constituencies in the project

Project execution

- No board role in project execution

NextGen PRR Checkpoint 1 – Results



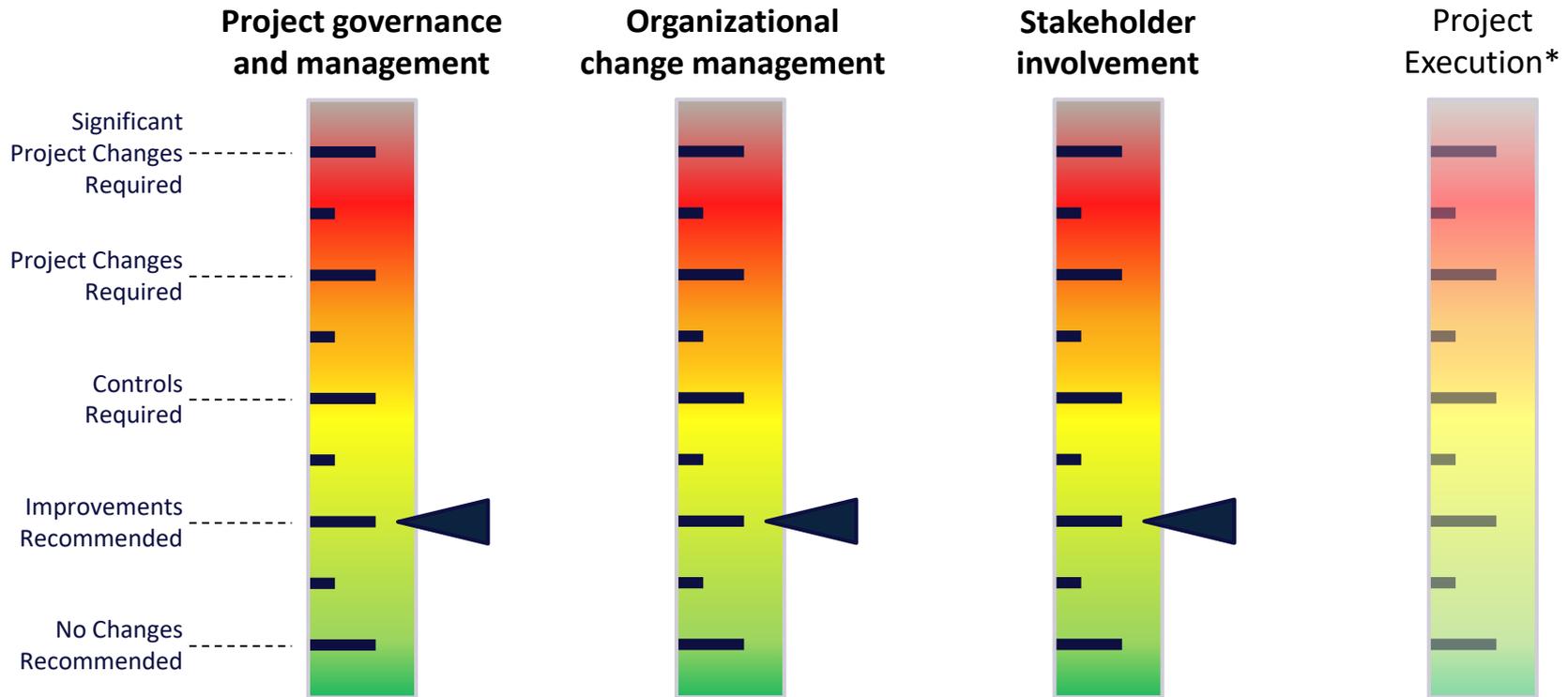
Current Checkpoint Conclusion

Current stage of NextGen is primarily information gathering (e.g., current state business processes); at this time, the overall risk is low of not achieving project success, not meeting timeline, and not staying within budget.

Note: Conclusion is based on the information available to Internal Audit and analyzed as of May 30, 2018

NextGen PRR Checkpoint 01 – Results

Internal Audit noted opportunities to enhance certain project activities before the next stage of Phase 1 (i.e., future state business process definition)



* Project execution not assessed during this checkpoint by design due to timing and type of project activities during this period.

NextGen PRR – Next Steps

- Work with project team to implement recommended improvements
- Continue serving as ex-officio member of Steering Committee
- Execute Checkpoint 2 activities in July and August
- Report Checkpoint 2 results in October



MINNESOTA STATE

Finance and Facilities Committee

June 20, 2018

8:00 A.M.

McCormick Room

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.

Finance and Facilities Committee, Jay Cowles, Chair

1. **Minutes of May 15, 2018 (pp. 1-15)**
2. **Students United Fee Increase (Second Reading) (pp. 16-31)**
3. **FY2019 Annual Operating Budget (Second Reading) (pp.32-151)**
4. **Proposed Amendment to Policy 5.11 Tuition and Fees (Second Reading) (pp. 152-166)**
5. **Contracts Exceeding \$1 Million: (pp. 167-175)**
 - a. **Customer Relationship Management RFP Master Contract**
 - b. **Enterprise IT Agreement with Minnesota IT Services**
 - c. **Amendment to Baker Tilly for Internal Audit Services**
 - d. **MSU, Mankato Bookstore Contract**
 - e. **Southwest Minnesota State University and Winona State University Food Service Contract Amendments**
 - f. **St. Cloud State University**
 - i. **Castle Lease (England)**
 - ii. **Chinese University Agreement Extension**
6. System Office Space Planning (pp. 176-180)
7. Procurement Program Update (pp.181-217)

Committee Members:

Jay Cowles, Chair

AbdulRahmane Abdul-Aziz

Basil Ajuo

Ann Anaya

Robert Hoffman

Jerry Janezich

Roger Moe

President Liaisons:

Anne Blackhurst

Barbara McDonald

Bolded items indicate action is required.



**MINNESOTA STATE
BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE
May 15, 2018
McCORMICK ROOM
30 7TH STREET EAST
ST. PAUL, MN**

Finance and Facilities Committee Members Present: Chair Jay Cowles, Vice-Chair Roger Moe, Trustees AbdulRahmane Abdul-Aziz, Basil Ajuo, Robert Hoffman, Jerry Janezich

Absent: Trustee Ann Anaya

Other Board Members Present: Trustees Alexander Cirillo, Dawn Erlandson, Louise Sundin, Michael Vekich

Cabinet Members Present: Chancellor Devinder Malhotra, Vice Chancellors Laura King

The Minnesota State Finance and Facilities Committee held its meeting on May 15, 2018 in the 4th Floor McCormick Room, 30 East 7th Street in St. Paul, MN.

Chair Cowles called the meeting to order at 10:30 a.m. There was a quorum.

1. Minutes of April 17, 2018

Chair Cowles called for a motion to approve the minutes from the April 17, 2018. Trustee Ajuo made the motion, Trustee Janezich seconded. There were no changes to the minutes as presented. The motion carried.

Vice Chancellor King was invited to provide updates.

- Congratulations to President Olson on the groundbreaking for the Education Village in late April. Project funding totals \$31M with a completion date of early spring 2019. Thank you also to Chair Vekich for his presence.
- The Facilities Maintenance Operations Review project has completed the first phase of project documents. This project is in the current workplan and designed to review policies and practices around facilities operations and compare against national standards. Summary, action plans and any policy impacts planned for review by this committee in the fall of 2018.
- Disparity study is complete and in draft form and was released for public comment. Comment period has closed. Overall purchasing and procurement program recommendations and action items informed by the study will be before the committee next month.
- Labor negotiations completed.

2. 2018 Legislative Summary:

Vice Chancellor King stated there are six (6) days left in regular session. Handouts were provided to the Board regard the bonding discussion. This shows tracking against the House and Senate positions in conference committee. The other handouts show the project list provided to committee staff at the two HEAPR funding levels that are in discussion, \$40M and \$65M.

Projects for HEAPR are informed by each campus priority list, the facility condition index , whether projects have a safety and security impact, whether there is are code compliance element, whether they're tied to other work on the campus, and the campus's capacity to execute. Trustee Cirillo asked if the list provided to the committee staff is in priority order. Vice Chancellor King responded no, the list is alphabetical by campus, and reflective of campus priorities given their individual conditions.

The supplemental operating bill closed in conference committee, but has not been finally adopted. The bill provides \$3M in campus support funds for Minnesota State and \$1M in miscellaneous items. The bill also included language from the student association on a textbook study, as well as expanding required language on sexual assault policy.

Trustee Hoffman complimented the Chancellor's broad sweep of visits to all campuses, while meeting presidents and talking to the media.

Trustee Erlandson stated that more roofing and HVAC contractors are needed. Trustee Erlandson asked why the HEAPR amounts in the Senate are low relative to the non-HEAPR funds?. Vice Chancellor King responded stating that a strong message of asset preservation has been communicated throughout Minnesota. The pressure of the overall project list as a choice compared to the HEAPR funding level is source of continuing discussion. Chair Cowles stated that college and university presidents are patching and/or packaging projects in order to get the work completed. Campuses are forced to pay for maintenance work that should be HEAPR funding. Trustee Hoffman asked what is the total HEAPR backlog? Associate Vice Chancellor Yolitz responded that the total backlog of HEAPR is around \$930M.

Trustee Moe stated that every year is the same. The state's bonding capacity is not the issue. The system should team up with everyone else and convince the Legislature to take the HEAPR requests offline. The work should have ongoing appropriation instead. Vice Chancellor King responded with acknowledgement that this an issue with which we struggle.

Vice Chancellor King continued the update on bills moving forward in the House and Senate. The contract modification bill was signed in late March. Remaining contracts that need ratification are MSCF and MSUAASF. They are on track to be finalized.

The pension bill which is designed to address the state's unfunded pension liability, was passed to the House Ways and Means committee and is expected to proceed to the floor.

There is language in the government operations bill concerning cyber security spending levels; language in the K-12 bill around school safety with provision of \$20M for school safety purposes; and there is language that allows non-public 10th graders to participate in career and technical education PSEO courses. These bills are moving along.

3. **FY2019 Annual Operating Budget (First Reading):**

Vice Chancellor King presented on the proposed fiscal year 2019 annual operating budget, including tuition and fees along with Deb Bednarz, System Director of Financial Planning and Analysis.

Vice Chancellor King stated that the material being presented does not reflect what is going on in this legislative session. There is a \$10M campus support request and a \$21M Next Gen funding request before legislators this session.

The fiscal year 2019 operating budget advances the three important goals that formed the basis of our 2018-19 legislative budget request that was presented to the 2017 legislature.

- Protect programs and campuses to meet workforce needs in communities across Minnesota
- Reduce economic and racial disparities by protecting affordability and access and advancing student success
- Provide the faculty, staff and IT infrastructure needed to deliver these programs

Fiscal Year 2019 Operating Budget Highlights

- The FY2019 overall budget recommendation finds that revenues are essentially flat between FY18 and FY19 with a modest increase in expenses at 1.1 percent.
- Fund balance saved from FY18 will be carried over to FY19 to help support expense increases. This is a trend we expected to see considering how the legislature structured the system's appropriation this biennium.
- The FY2019 budget shows a structural gap of \$23M, or \$10M less than we forecast last spring at the end of the legislative session. Colleges and universities have reduced base costs to reduce that gap.

Enrollment

As the Minnesota job market remains strong, FYE enrollment is expected to be one (1) percent lower in fiscal year 2019 than in fiscal year 2018, the trend that began as the state of Minnesota recovered from the Great Recession following fiscal year 2011. Colleges and universities handled explosive growth from 2006 to 2011, growing 17.6 percent. Since then, enrollment has trended down and 2019 is projected 5.2 percent below 2006 levels.

Compared to 2018, College FYE is projected to be down 0.9 percent or 726 FYE, and university FYE is expected to be down 1.1 percent or 565 FYE. Colleges are 3.1 percent below 2006 while Universities are 4.7 percent below 2006. The strong economy and demographic dips in the number of high school graduates continue to negatively impact enrollment.

The presentation includes enrollment trends over time for colleges and universities by region. For colleges, the enrollment loss has been experienced across all regions, with the Central region showing the least change and the Southeast showing the greatest enrollment loss.

Trustee Moe stated that high school projected graduate rates would be helpful. Vice Chancellor King responded that the information will be provided next month. Trustee Erlandson stated that enrollment information illustrates our missed market of students that could attend in the metropolitan area but are going elsewhere. Vice Chancellor King added that we cannot conclude that the entire right side of the graphic is a market for the metropolitan area but it is a substantial market. Chair Cowles asked if some go to our other campuses. Vice Chancellor King responded yes.

Trustee Sundin stated that “graduation rate” might be misleading because the actual rate is increasing; the actual numbers are down. Vice Chancellor King acknowledged the difference. Chair Cowles asked Vice Chancellor King to confirm his calculation of roughly one third (1/3) of the student body receiving grants relative to the group not receiving the grants in both colleges and universities; two thirds of the student body is paying the rate card. Vice Chancellor King confirmed.

Trustee Janezich asked for the real cost. Vice Chancellor King responded that the slide shows tuition, not fees or LME. We do not have the total cost, but can recall the general cost of college is around \$15,000. She will follow up next month with better figures, not from memory. Trustee Erlandson stated that costs directly related to going to college are what matter, and what the return on investment (of attending college) is with respect to income over time.

Trustee Ajuo asked for clarification on the difference between college and university numbers. Vice Chancellor King responded that university tuition is higher than college tuition. Chair Cowles followed up with a question about qualitative difference in the learning between university and college. Vice Chancellor King indicated that she will ask Academic and Student Affairs to consider this dimension for a future board discussion.

Board approved fee maximums were presented for information purposes only, and reflect that some have not been raised in almost 20 years; ranges from FY1999-2008. Vice Chancellor King indicated that more work is to come regarding the fee maximum analysis.

All Funds Operating Budget - 2019

The recommended motion asks that the board to adopt table 1 as referenced in the motion.

The proposed fiscal year 2019 all funds operating budget totals \$2.0 billion, 0.2 percent higher than in fiscal year 2018. The proposed \$1.6 billion general fund budget is 0.6 percent more than last year. Our activity is accounted for in the general fund, the revenue fund and miscellaneous other funds.

The general fund accounts for 80 percent of our activity. This is the fund that carries the revenues and expense that are central to our mission – teaching and learning and student services. The revenue fund hold the business associated with dorms, wellness centers, student unions and parking facilities financed with revenue bonds and dedicated student fees. Other funds include bookstores, food service, parking, federal grants, fed and state financial aid, etc.

General Fund Operating Budget - 2019

Table two includes the general fund which has \$721.9M in state appropriation, \$9.1M less than in FY2018, a 1.2 percent decrease. Colleges and universities are bringing 2018 revenue into 2019 to partially absorb the flat 2019 state appropriation.

Colleges and universities made provision in their FY2019 operating budget plans for the \$8M forecast Next Gen contribution. Some have narratives that indicate it is included it in the expense forecast while others expect to use fund balances.

Trustee Janezich asked if we are using technology fee for the cost of Next Gen. Vice Chancellor King responded that under current Board policy, the technology fee cannot be used in that way. Trustee Janezich added that the technology fee was last raised in 2008 and could potentially offset pressure to campuses.

Recommended Motion

- Adopt the FY2019 annual total all funds operating budget.
- Approve the proposed tuition structure recommendations and differential tuition rationale for fiscal year 2019.
- Approve the revenue fund and related fiscal year 2019 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots.
- Approve Health Services fee (\$74.00 per term) for Winona State University.
- Authorize the \$4,115,000 payment to the Learning Network of Minnesota as appropriated in law.

Closing Remarks

The budget before the Board supports our strategic framework and focuses on our key priorities. It includes \$34M in reallocations and limited use of fund balances, while overall revenues and expense are increasing less than one percent.

Tuition is flat and fees will increase \$9 (colleges) to \$33 (universities) for a full-time student. The cost of attendance will decrease for all Pell and state grant recipients colleges on average \$57 and on average \$72 for universities.

Trustee Janezich asked which schools triggered the Allocation Framework transition plan provision. Three schools that triggered the transition finance plan provision in FY2019 are Northeast Higher Education District, St. Cloud State University, and Minnesota State University Moorhead. They are provided about \$300,000 in transition funding for FY2019. This was not used in FY2018 because of strong additional state financing. Other schools under financial review are making good progress and we will continue to monitor.

Chair Cowles asked to walk through the student consultation letters. Vice Chancellor King reminded the board that each student association sends a letter to the chancellor and the board, indicating their satisfaction level concerning the consultation process. The material shows a summary of satisfaction levels. One letter stated unsatisfactory. The Metropolitan State University student association letter expressed concern about the timeline of the consultation process. Generally, such letters are taken as advice to the president and their leadership team to work on the relationship.

Trustee Hoffman asked how a letter is categorized as neutral. Vice Chancellor King explained that some letters are not clear and we do not presume. Some letters simply state the consultation happened.

4. **Students United Fee Increase (First Reading)**

Vice Chancellor King introduced the Chair (Faical Rayani), Vice Chair (Lexi Byler), and Treasurer (Ben Uecker) of Students United to present the association's proposed fee increase.

The Students United mission is:

Led by Minnesota State University students, we are the inclusive voice for all future, current, and former students. We actively work to represent and support Minnesota State University students and advocate at a campus, state, and federal level for higher education policies that make a positive impact for our students and communities.

The Students United Vision is:

Students United will be the inclusive voice for all future, current and former Minnesota state university students and will advocate for affordability and student success. We believe that students should lead the conversation on higher education because it affects our future.

Not on the slides is that Students United provides professional development opportunities for students. Many involved excel in their fields.

Minnesota Statute 136F.22 STUDENT ASSOCIATIONS states that:

Subdivision 1. Statewide. The board shall recognize one statewide student association for the state universities and one for the community and technical colleges. Each campus student association shall be affiliated with its statewide student association and all students enrolled on those campuses shall be members of their respective statewide association.

Subd. 2. Fees. Each statewide association shall set its fees to be collected by the board and shall submit any changes in its fees to the board for review. The board may revise or reject the fee change. Fees must be collected by each state college and university and shall be credited to each association's account to be spent as determined by that association.

History of the Students United Fee

Fee started at 3 cents in the 1980s, raising to 9 cents in the 1990s, 33 cents fee in the 2000s, and started with a 43 cents fee in the 2010s, with the most recent increase to 47 cents in the last year to pay for diversity and inclusion director. Note there is an eleven year gap between the last increase and the most recent increase of 4 cents.

Impact on Students

Current fee is 47 cents per credit: student taking 30 credits per year pay \$14.10. Proposed increase to 61 cents per credit fee raises the total fee for a student taking 30 credits per year to \$18.30.

Use of Funds

Enrollment is projected to decrease and cause about a \$20,000 decrease in revenue. In recent years, Students United has been spending down a reserve fund. The accumulated funds are used in a variety of ways including:

- Creation of seven Students United internship positions at each state university
- Expanded student campus committees that offer stipends
- Increased student attendance and number of Delegate Assembly Conferences
- Additional board meetings during year
- Increased state advocacy training and participants at Advocacy Day
- Additional student participation in annual federal advocacy trip
- New database utilized to communicate with students, increase scholarship fundraising and advocacy

Work to support Minnesota State includes:

- Legislative advocacy supporting funding for the universities
- Legislative advocacy supporting bonding and HEAPR, supplemental request
- Work for retention and sexual violence prevention on each campus
- Provide education leadership opportunities for university students

- Civic engagement through non-partisan voter engagement efforts
- Seven scholarship programs for college & university students
- Select students to serve on system councils and committees

Fee Increase Priorities

- Prioritize diversity-themed organizational change as a shared priority for Students United
- Expand advocacy work at the state legislative level, including increased student presence at the Capitol
- Work to hold a gubernatorial debate in 2018
- Grow voter registration numbers on our campuses through voter outreach efforts across all seven universities during 2018
- Expand federal legislative work
- Host three 3-day conferences during the academic year with over 90 students
- Increase campus visits by Students United Officers

The fee increase will help expand advocacy work on college affordability. The increase will also help in the continuation of the expanded organizing work due to the use of the reserve fund. The increase will enable and equity and inclusion budget. Lastly, continue campus-based work.

Chair Cowles asked if scholarships are part of the expenses. Treasurer Uecker responded stating the scholarships are separate – all funds are obtained through fundraising.

Chair Cowles reminded that the committee will not be asked to approve the fee increase, but the Board can revise or reject the increase. Trustee Janezich asked if Students United supported the tuition increase in past years. Chair Rayani responded that they support a fully funded tuition freeze.

Trustee Moe commented that part of the reason the increase is needed is because enrollment is decreasing and cannot support the Students United current budget, much like our system. Chair Rayani expressed his view that our system should have the funds necessary to operate and that the investment should be on the shoulders of those who govern this state. He further noted that a slight difference is that Students United is looking to grow. If it were simply looking to sustain, other options for funding would have been sought. Chair Rayani also acknowledged the parallel between the system and Students United.

Trustee Erlandson asked if the fee charged is a flat fee eg. lower income students pay the same as those in higher brackets. How is affordability handled for those students? Treasurer Uecker responded that the fee is per credit with no current structure to adjust fee by grant or adjusted income. Students United is not privy to data showing different student income levels. Trustee Erlandson followed up with a statement of working with the universities to allow for adjustment according to the student's ability to pay. Chair Rayani acknowledged the idea.

Chair Cowles asked the current status of the reserve account? Treasurer Uecker responded with the amount (\$647,000). With the increase and the reserve account, it is estimated that in six (6) years another increase or cuts will be needed; the organization has planned to spend down the reserve over the next six (6) years.

Chair Cowles asked to describe the student consultation process. Treasurer Uecker described three parts: the first is the board feedback, student delegate assemblies, and visits to each campus to present prior to assemblies. There was more financial information requested and presented than in recent years.

Chair Cowles asked if an annual report is available to students. Treasurer Uecker responded that such reports can be found on the Students United website and are sent to all board members. Vice Chair Byler added that their director of communications creates a report including financial information.

Trustee Erlandson asked if Students United's financial information is audited and how frequently; describe expenditure process. Treasurer Uecker responded that CliftonAllenLarson has done the audit and are approved for the coming year. As for checks/expenditures, two officers and a staff member are required to sign off. Moving forward, the treasurer reviews all salary and payroll.

Trustee Abdul asked for Students United to describe last year's increase opposed to this request. Treasurer Uecker stated that last year's increase was to 43 cents. Each cent generates about \$15,000 in revenue depending on enrollment. Last year's increase was to fund the director of equity and inclusion; the fee increase request this year will be used to expand the budget for the director that has been instrumental in connecting campuses.

Trustee Abdul asked if the three present Student United representatives made the decision to bring forward the increase request Treasurer Uecker provided a recommendation to their board using feedback from delegates. The decision was made by the board.

Chair Cowles thanked the presenters for their presentation and engagement in the discussion. The item will return next month for consideration for action.

5. Policy 5.11 Tuition and Fees (First Reading)

Vice Chancellor King and System Director of Financial Planning and Analysis Deb Bednarz presented the recommended amendments to Policy 5.11, *Tuition and Fees*. In the audience are Vice Chancellor Anderson, Paul Shepherd, and Kathy Hanon whom were instrumental in the review process.

While policy 5.11 is considered a Finance policy, this review process was a joint effort between Academic and Student Affairs and Finance, given the importance of this policy to both areas. These divisions have a strong history of working closely together on this policy, both in the development and in its implementation.

In October of 2017, the committee was briefed on the Tuition and Fee policy review process and asked for some guidance on the policy's objectives. We will point out the board's guidance in a few slides.

The policy review involved the participation of individuals who represented differing perspectives, including both university and college student leaders, a college and a university Chief Financial Officer, a college and a university Chief Student Affairs Officer, and a college and university Chief Academic Officer. This is also the first policy review process that engaged a drafting team to help facilitate the process.

Project Timeline

The review process began last September and has moved through advisory group work, Leadership Council review, the normal 30-day comment period, and is now before the board. The process is scheduled to conclude in June with the second reading. Leadership Council was provided updates and an opportunity for input on three occasions including the final update last week.

Communication

The review process was designed to be open and inclusive. In addition to soliciting input from the policy review group, drafting team, and Leadership Council, the process offered multiple channels for interested parties to stay informed about proposed changes and provide input to both the policy and procedure.

Those channels include:

- Web-based forum open to all interested parties held on April 23 and attended by approximately 60 participants
- The standard 30-day policy review process that allows all interested parties to comment on proposed changes (April 2-May 2)
- Updates offered during key constituency groups' regularly scheduled meetings

Recommended Changes

The purpose of the changes proposed are to articulate policy objectives endorsed by the board and Leadership Council, add clarity, address identified issues, and modernize tuition and fee policy.

It is worthwhile to review the policy objectives that are being recommended: Affordable access, sustainability, equity, transparency, and flexibility. The board provided initial input into these objectives.

It is noted that there are some tensions in these objectives due to competing interests. Our work is to bring you recommendations for the right balance of these tensions when we bring actual tuition and fee rate change recommendations forward.

One important point to emphasize is that the policy recommendations do not recommend specific tuition or fee rates. Rather they articulate board guidance – or the rules – for tuition and fee rate consideration. Any actual rate changes come from the FY2019 operating budget material presented earlier. An example would be moving to a standard system program differential for nursing. The policy changes would allow it to happen.

The recommended amendments are:

- The recommendation reiterates the chancellor's authority to set the budget planning parameters that colleges and universities use to develop their budget. For example setting a 3 percent aggregate fee cap. The board, of course, retains its authority to approve tuition rates and the fee maximums.
- The ability to create guaranteed tuition rates for undergraduate programs was proposed by the students and fully endorsed by the work group. This is an option for our colleges and universities, not a requirement.
- One of the most confusing parts of the current policy is the difference between mandatory and optional fees. The changes in policy attempt to clarify this. Rather than using the terms "mandatory" and "optional", these fees are more accurately referred to as "required" and "campus discretionary".
- The revised policy requires regular review and reporting on fee maximums to the board by the system office. This is to inform the board of the inflationary impacts on fee maximums and how many c/u are assessing the fees. This was the most frequently commented on policy change during the 30-day review and comment period. It is strongly supported by campuses.
- The proposed new student orientation fee and changes to clarify the circumstances needed for special events fees go hand-in-hand. Most universities currently charge for orientation through the special events fee, which is in compliance with current policy. However, under the proposed changes, the special event fee language is being tightened to clarify that special event fees may only be charged for voluntary events and only to those who voluntarily participate in the event.
- Universities that require students to attend orientation and charge them for it would no longer be allowed do so under the special events fee language. However, with and only with the support of the campus student association, colleges and universities could require participation and assess a New Student Orientation fee.
- There is added language to clarify and make transparent current policy that allows colleges and universities to levy assessments to discourage certain behaviors. For example, overdue library charges, NSF charges, and the like.
- Revisions that clarify and modernize revenue fund fee language.

New Student Orientation Fee Concerns

As mentioned earlier, a new campus discretionary fee is proposed – the new student orientation fee.

For residential universities, orientation is an important and long-standing tradition focused on student engagement and success. Six of the seven universities have a student orientation fee to help onboard new students.

Students United had representatives on the review advisory team. It is their position that each university should consult with their student senates about orientation and how it is funded, and in that context are supportive of this proposal. LeadMN also had representatives on the review advisory team, and opposes this addition. They have expressed the opinion that orientation expenses should part of a campus budget without a special fee. After considerable discussion, the advisory group determined that the best course of action is to propose the addition of this “new student orientation fee” to the list of allowable campus discretionary fees.

In addition, the proposed policy requires that this fee may only be assessed to new students if the campus student association supports the establishment of the fee on the campus. Our recommendation supports this approach.

In addition to the protections that require local student association/senate support of this fee, the system office student affairs leadership has convened an ad-hoc committee to identify effective/promising orientation practices with the participation of the statewide student associations at both the colleges and universities. The purpose of this work is to analyze what research says about best practices that improve student success. Colleges will be prohibited from assessing the new student orientation fee until the committee work is completed and reviewed by all interested parties.

Proposed Board Motion

The proposed board motion reflects this understanding regarding the new student orientation fee. Colleges will not be allowed to assess the fee until this work is done. Universities may continue with their current practices through the start of fall term 2018. At that time, the new policy requirement for a local student government endorsement of an orientation fee will take effect for any spring term university orientations.

The discussion of the college orientation practices will continue through the summer and into the fall. System student affairs leadership will work with the statewide college student association.

Trustee Abdul asked the purpose, and what is the need to charge a new student orientation fee. Vice Chancellor King responded that the board’s current policy was being unevenly applied. Universities have a long-standing cultural practice. Fees range from \$70 - \$130 and are used for

the cost of programming, materials, etc. The colleges have less structure and the study will help us understand what is happening. Trustee Abdul followed up asking if this was already in the policy, then the change is for clarification. Vice Chancellor King agreed, but mentioned that only one college was charging an orientation fee. The proposed policy will make clear what fees can be charged under what conditions.

Trustee Hoffman responded to Vice Chancellor King's last comment about clarification and reiterated that the fee can only be adopted with student consultation. Vice Chancellor agreed that it is for clarification, and that only the student government/senate need affirmatively vote. The policy does not call for a whole campus referendum.

Trustee Soule asked if a student can opt out of orientation and not pay the fee. Vice Chancellor King responded that practices have varied. Universities generally say orientation is essential to student success. Deb Bednarz added that with this new student orientation fee, schools can decide whether to make it mandatory or not by using the special events fee (voluntary events).

Trustee Abdul asked for clarification regarding student consultation (referendum). Vice Chancellor King explained that fees are in a consultation process, but athletics/student life do need a referendum. This policy would require an affirmative vote of the student government, not the whole student body.

Trustee Erlandson asked if Minnesota State community and technical college students pay the fifth highest tuition and fees in the nation, if it is ticket price or actual cost. Vice Chancellor King responded stating that it is ticket price.

Cecilia Damian, Vice President of LeadMN, presented testimony opposing the new student orientation fee.

Key points include:

- 33 student senate presidents oppose
- Orientation should be a core function of a campus, not paid by students
- Orientation already happening
- Introducing a new fee opens door to more fees
- Raising tuition and fees reduces the ethnic diversity of two year institutions
- Best practices regarding orientation were conducted after the fee was proposed
- A way to find new streams of revenue due to the current tuition freeze
- Make this fee a university only fee

Trustee Hoffman stated that this fee is a way to provide clarification and noted that the students still have control on implementing the fee. Vice President Damian responded that each year student senate leaders change and that leaders can mislead or misinform others about the fee.

Trustee Abdul asked if LeadMN had a conversation with Students United about why they supported the fee. Vice President Damian responded that she and Chair Rayani from Students United were on the tuition and fee advisory group. Each association had differing views.

Trustee Abdul asked for clarification of how many signed on to Lead Mn's letter opposing the fee. Vice President Damian responded that not all 49 presidents were able to sign on due to communication issues.

Trustee Moe asked what goes into orientation. Vice Chancellor King replied that the university experience may include: welcome week, academic advising, introduction to the financial aid process, and orientation on housing options. Paul Shepherd explained that orientations often also include sessions on personal budgeting, other rules and policies specific to the college/university (e.g., sexual violence prevention), and opportunities available for enriching the college/university experience.

Trustee Erlandson asked LeadMN what our students actually pay and how it compares to other states. Vice President Damian did not have the information at the time of the meeting. Trustee Janezich asked LeadMN what their cost is per credit and when it was last raised. Vice President Damian did not have the information during the meeting.

Trustee Janezich stated there should be a larger context discussion about fees. The pressures are strong all around.

Chair Cowles reiterated that there is no actual money in the policy.

Trustee Moe stated he has no issue differentiation between colleges and universities; one is clarification and the other is requesting an increase. The new student orientation fee has student control.

6. Approval of Contract Exceeding \$1 Million

- E-builder License Extension - no more than \$4.9M
- Lake Superior College - Helicopter Lease Renewal - no more than \$5M
- Minnesota State University, Mankato
 - i. Internet Service in Residence Halls - five years, no more than \$1.4M
 - ii. McElroy Residence Halls E&F HVAC Renovation - no more than \$1.8M

Chair Cowles called for a motion to approve the contracts. Trustee Hoffman made the motion, Trustee Janezich seconded. The motion carried.

Chancellor Maholtra shared with the committee that the legislature approved the pending labor contract bills.

The meeting adjourned at 9:20 a.m.
Respectfully submitted
Rosa Melin, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 20, 2018

Title: Students United Fee Increase (Second Reading)

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

Board policy 3.7 recognizes Students United (Minnesota State University Student Association) as the designated student association for the universities and establishes the conditions for the association's ability to collect fee revenue to fund association operations.

The association's per-credit fee is currently set at \$.47, meaning a full-time student at one of our universities pays \$14.10 on an annual basis. This year, after a lengthy discussion, the Students United Board of Directors adopted a budget for FY2019 that includes an increase in the per credit fee of 14 cents, to \$.61 cents.

Board policy provides that student associations establish their fees and submit changes in the fee to the board.

Scheduled Presenter(s):

Faical Rayani, State Chair, Students United
Lexi Byler, Vice Chair, Students United
Ben Uecker, Treasurer, Students United

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

BOARD ACTION – SECOND READING
STUDENTS UNITED FEE INCREASE

BACKGROUND

Fee Change Amount and Minnesota State Policy

In April 2018, students voted to increase the Students United, formerly Minnesota State University Student Association/MSUSA, fee by fourteen cents, from .47 cents per credit to .61 cents per credit.

Minnesota Statute 136F.22 STUDENT ASSOCIATIONS states that:

Subdivision 1. Statewide. The board shall recognize one statewide student association for the state universities and one for the community and technical colleges. Each campus student association shall be affiliated with its statewide student association and all students enrolled on those campuses shall be members of their respective statewide association.

Subd. 2. Fees. Each statewide association shall set its fees to be collected by the board and shall submit any changes in its fees to the board for review. The board may revise or reject the fee change. Fees must be collected by each state college and university and shall be credited to each association's account to be spent as determined by that association.

Minnesota State Board Policy 3.7, Statewide Student Association, provides that:

Each statewide student association shall set its fees and shall submit any changes in its fees to the board for review. The board may revise or reject the fee change during the two board meetings immediately following the fee change submission. Fees must be collected for each enrolled credit by each college and university and must be credited to each association's account to be spent as determined by that association.

About Students United

Established in 1967, Students United is an independent, non-profit organization funded and operated by students. Students United serves over 65,000 students attending Minnesota's seven state universities: Bemidji, Mankato, Metropolitan (St. Paul/Minneapolis), Moorhead, St. Cloud, Southwest (Marshall) and Winona.

The Students United mission is:

Led by Minnesota State University students, we are the inclusive voice for all future, current, and former students. We actively work to represent and support Minnesota

State University students and advocate at a campus, state, and federal level for higher education policies that make a positive impact for our students and communities.

Students United has been a strong voice for state university students on the campus, system, state and federal levels for almost 50 years. We are recognized by the Board of Trustees as the sole representative of state university students in Minnesota.

Students United supports the work of the Board of Trustees and System by providing students opportunities to enhance their educations by participating in leadership and advisory roles at the system level, working for accessibility, safety, inclusion and retention of state university students at the campus level, and supporting system legislative efforts including support for funding, bonding and HEAPR requests.

History of the Students United Fee

Students United was initially funded by donations, however in 1981 a fee request was approved by the Minnesota State University Board and fee collection began in 1982. The fee has been raised periodically over the past 35 years, and the last fee increase was presented and approved by the Minnesota State Board of Trustees in 2017, from .43 cents per credit to .47 cents per credit. Prior to that, it was 11 years since the fee was raised, from .39 cents per credit to .43 cents per credit in 2006.

Student Support of the Fee Increase

Board Members began formally discussing a potential fee increase during the February 2017 Delegates Assembly Conference. At that time students discussed the financial status of the organization and various options regarding the Students United fee. In April, several fee increase proposals were discussed, and the position to raise the fee by .14 cents was approved by the Board of Directors.

Students United Financial Need and Plans for the Increased Revenue

If approved, this fee change will impact all students taking classes for credit at the state universities. Currently a student taking 30 credits during a year at a state university pays \$14.10, this increase would raise that amount to \$18.30.

In FY2017, Student United received \$656,161 in student fee income. The student fee based revenue fluctuates with university enrollment. Fee based revenues increased from 2006 to 2011 and are now forecast at 2006 levels in 2018 without the fee increase. (University enrollment in FY2006 was 54,215, in FY2011 it was 58,799, and in FY2018 it was 52,500. FY2019 university enrollment is projected at 51,082.) If approved, the fee increase would add approximately \$214,545 to the organization's annual revenues.

Between 2008-2012, Students United planned to build or buy an office building and began saving money for that large purchase. However, in 2012 the organization determined that it would be better to use those funds to increase student participation and engagement on each campus. Those accumulated funds have been used in a variety of ways including:

- Creation of seven Students United internship positions at each state university
- Expanded student campus committees that offer stipends
- Increased student attendance and number of Delegate Assembly conferences
- Additional board meetings during year
- Increased state advocacy training and participants at Advocacy Day
- Additional student participation in annual federal advocacy trip
- Increased travel for students and staff to all state university campuses
- Rebranding and strategic planning
- Addition of issue campaign events at each state university
- New database utilized to communicate with students, increase scholarship fundraising and advocacy
- December 2015 Board motion to add a Director of Equity and Inclusion

These programming additions have greatly increased the effectiveness and responsiveness of Students United for students, and there is a desire to continue them in the future.

In addition, the Students United Delegates and Board Members are committed to becoming a more inclusive and equitable organization. To make real progress toward this goal, the FY2016 Board of Directors determined the need for a full-time, permanent staff member whose sole focus will be on inclusive excellence. The position was hired in 2017 and works to prioritize diversity-themed organizational change as a shared priority for Students United in order create a student association that is inclusive and excellent for all.

The surplus funds from the building fund are projected to be used by 2020, and this fee increase will be used primarily to sustain the above-described enhancements to the organization. These include hiring seven part-time students as Students United staff members during the year, and providing up to 35 students stipends for their work on campuses. We also plan to increase our advocacy work, both at the state and federal levels, and have a goal of sponsoring a gubernatorial debate this year. This fee increase is expected to create the revenue needed to provide the programming students want from Students United.

RECOMMENDED COMMITTEE MOTION

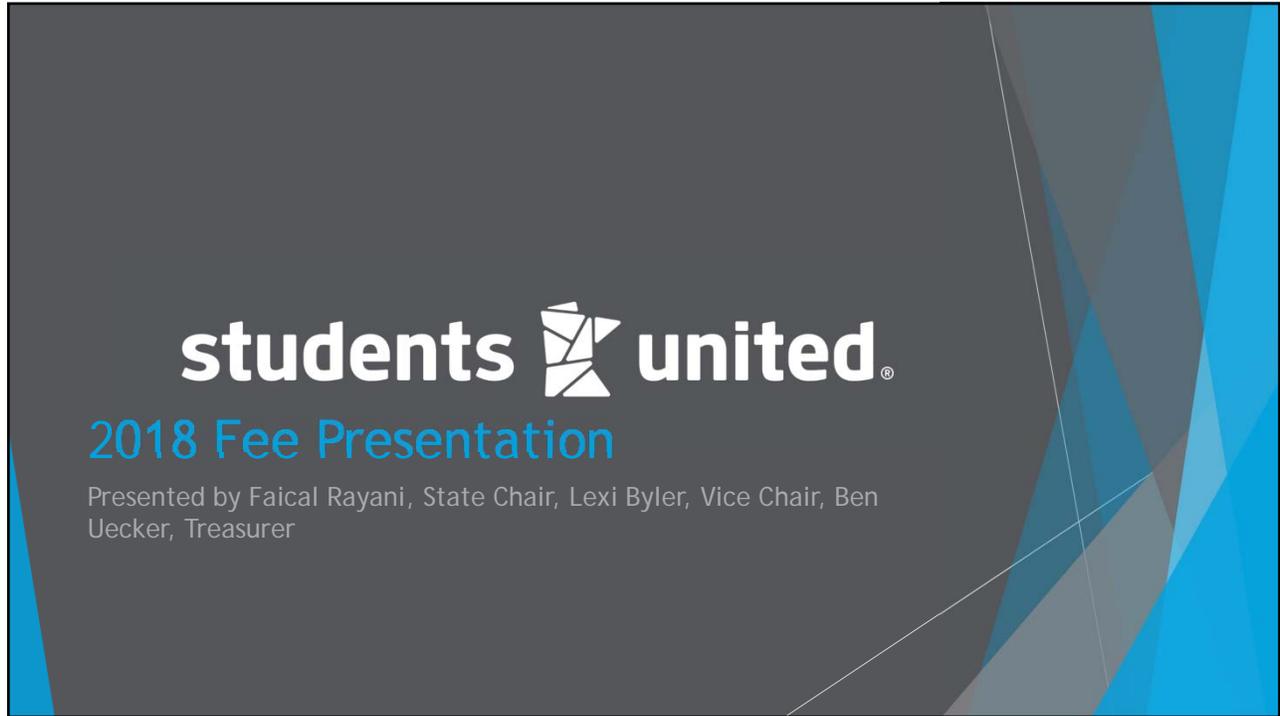
The Finance and Facilities Committee recommends that the Board of Trustees adopt the following motion:

The Board of Trustees accepts the increase of the Students United fee from \$.47 to \$.61 per credit hour beginning fall semester 2018.

RECOMMENDED BOARD MOTION

The Board of Trustees accepts the increase of the Students United fee from \$.47 to \$.61 per credit hour beginning fall semester 2018.

Date Presented to the Board of Trustees: 06/20/18
Date of Implementation: 07/01/18



students  united.
2018 Fee Presentation
Presented by Faical Rayani, State Chair, Lexi Byler, Vice Chair, Ben
Uecker, Treasurer



about.
students  united.



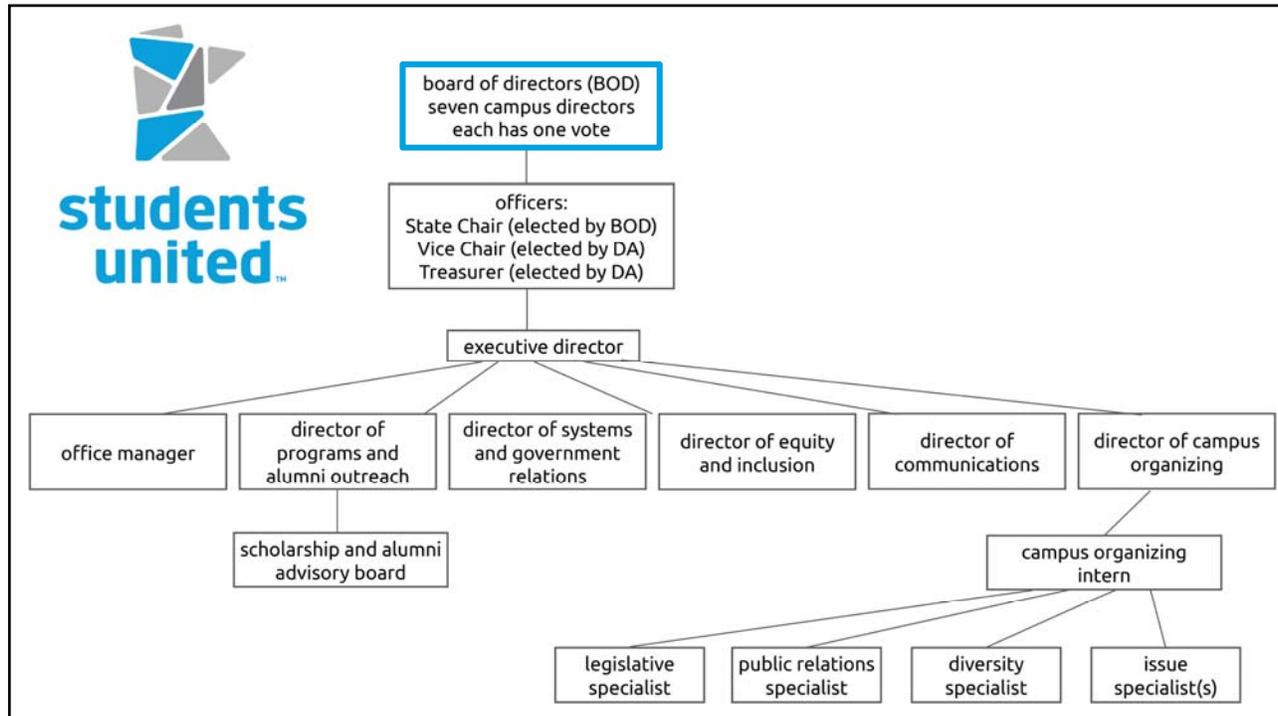
mission

Led by Minnesota State University students, we are the inclusive voice for all future, current, and former students. We actively work to represent and support Minnesota State university students and advocate at a campus, state, and federal level for higher education policies that make a positive impact for our students and communities.



vision

Students United will be the inclusive voice for all future, current and former Minnesota state university students and will advocate for affordability and student success. We believe that students should lead the conversation on higher education because it affects our future.



Minnesota Statute 136F.22

Subdivision 1. Statewide.

The board shall recognize one statewide student association for the state universities and one for the community and technical colleges. Each campus student association shall be affiliated with its statewide student association and all students enrolled on those campuses shall be members of their respective statewide association.

Subdivision 2. Fees.

Each statewide association shall set its fees to be collected by the board and shall submit any changes in its fees to the board for review. The board may revise or reject the fee change. Fees must be collected by each state college and university and shall be credited to each association's account to be spent as determined by that association.

Minnesota State Board Policy 3.7, Statewide Student Association, provides that:

Subdivision 1. Statewide.

Each statewide student association shall set its fees and shall submit any changes in its fees to the board for review. The board may revise or reject the fee change during the two board meetings immediately following the fee change submission. Fees must be collected for each enrolled credit by each college and university and must be credited to each association's account to be spent as determined by that association.

fee information.

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history of fee

1980s	1990s	2000s	2010s
Fee started at 3 cents in 1982	Decade started with a 9 cents fee	Decade started with a 33 cents fee	Decade started with a 43 cents fee
3 fee increases during the decade	4 fee increases during the decade	2 fee increases during the decade	1 fee increase

financial needs & plans

impact on students.

This is a **\$4.20** increase for a student taking 30 credit a year.

Current Fee:	\$0.47 per credit fee: student taking 30 credits a year pays \$14.10
Proposed Increase:	\$0.61 per credit fee: student taking 30 credits a year would pay \$18.30

enrollment numbers.

FY2006	54,215 university enrollment
FY2019	51,082 university enrollment

saved funds timeline

2008-2012

Through this period of time Students United planned to buy an office building and began saving money for that large purchase.

2012

The organization determined that it would be better to use those funds to increase student participation and engagement on each campus.

accumulated funds spent on

- ▶ Creation of seven Students United internship positions at each state university
- ▶ Expanded student campus committees that offer stipends
- ▶ Increased student attendance and number of Delegate Assembly Conferences
- ▶ Additional board meetings during year
- ▶ Increased state advocacy training and participants at Advocacy Day
- ▶ Additional student participation in annual federal advocacy trip
- ▶ New database utilized to communicate with students, increase scholarship fundraising and advocacy

work to support Minnesota State

- ▶ Legislative advocacy supporting funding for the universities
- ▶ Legislative advocacy supporting bonding and HEAPR
- ▶ Work for retention and sexual violence prevention on each campus
- ▶ Provide education leadership opportunities for university students
- ▶ Civic engagement through non-partisan voter engagement efforts
- ▶ Seven scholarship programs for college & university students
- ▶ Select students to serve on system councils and committees



what will fee increase contribute to?

- ▶ The fee increase will expanded our advocacy work on college affordability and funding our universities properly
- ▶ The fee increase will help in the continuation of the expanded organizing work we were able to accomplish due to the extra funds saved from 2008-2012
 - ▶ *Continue work of Director of Equity and Inclusion*
 - ▶ *Continue campus-based work, including one part-time student staff member during the academic year per university, and up to 35 students receiving stipends*

fee increase priorities

- ▶ Prioritize diversity-themed organizational change as a shared priority for Students United
- ▶ Expand advocacy work at the state legislative level, including increased student presence at the Capitol
- ▶ Work to hold a gubernatorial debate in 2018
- ▶ Grow voter registration numbers on our campuses through voter outreach efforts across all seven universities during 2018
- ▶ Expand federal legislative work
- ▶ Host three 3-day conferences during the academic year with over 90 students
- ▶ Increase campus visits by Students United Officers

thank you.

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2017-2018 Students United Budget

Revenue	Budget
Student Fees	\$740,250
Career Consortium Fee	\$750
50th Anniversary Revenue	\$13,000
Total Revenue	\$754,000
Expenses	
<i>Personnel</i>	\$466,040
<i>General & Administrative</i>	\$173,775
<i>Student Program</i>	\$101,615
<i>Student Organizing</i>	\$192,300
Total Expenses	\$933,730
Annual Budgeted Revenue	\$754,000
Annual Budgeted Expenses	\$933,730
Annual Budgeted Difference	-\$179,730

2018-2019 Students United Budget

Revenue	Budget	Explanation
Projected Student Fees	\$720,256	Projected enrollment of 51,082 students at 30 credits multiplied by .47 cents
Career Consortium Fee	\$750	
Total Revenue	\$721,006	
Expenses		
<i>Personnel</i>	\$519,140	Staff salaries, benefits, insurance, payroll taxes
<i>General & Administrative</i>	\$187,505	Bookkeeping, office, technology, insurance, legal, rent, fee collection
<i>Student Program</i>	\$107,112	Student officer, committee and intern stipends
<i>Student Organizing</i>	\$213,200	Conferences, campus events, advocacy and Get Out the Vote
Total Expenses	\$1,026,957	
Annual Budgeted Fee Revenue	\$721,006	
Annual Budgeted Expenses	\$1,026,957	
Annual Budgeted Difference	-\$305,951	

2017-2018 Students United Scholarships Budget

Penny Fellowship & Scholarship	
Fundraising and Endowment Revenue	\$58,000
Awards and Expenses	\$57,315
JPS Scholarship	
Fundraising and Endowment Revenue	\$5,000
Awards and Expenses	\$2,000
Friends Scholarship	
Fundraising and Endowment Revenue	\$1,000
Awards and Expenses	\$1,000
Pegues Scholarship	
Endowment Revenue	\$3,550
Awards and Expenses	\$3,550
Carothers Scholarship	
Endowment Revenue	\$3,500
Awards and Expenses	\$3,500
Hull Scholarship	
Endowment Revenue	\$16,000
Awards and Expenses	\$16,000

2018-2019 Students United Scholarships Budget
DRAFT

Penny Fellowship & Scholarship	
Fundraising and Endowment Revenue	\$65,305
Awards and Expenses	\$63,716
JPS Scholarship	
Fundraising and Endowment Revenue	\$7,032
Awards and Expenses	\$6,550
Friends Scholarship	
Fundraising and Endowment Revenue	\$2,542
Awards and Expenses	\$1,450
Pegues Scholarship	
Endowment Revenue	\$8,365
Awards and Expenses	\$5,450
Carothers Scholarship	
Endowment Revenue	\$3,950
Awards and Expenses	\$3,950
Hull Scholarship	
Endowment Revenue	\$41,440
Awards and Expenses	\$41,440

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 20, 2018

Title: FY2019 Annual Operating Budget (Second Reading)

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

The board is being asked to approve the proposed fiscal year 2019 all funds operating budget, including tuition and fees, for the system. This agenda item occurs annually in May (first reading) and June (second reading) so that colleges and universities can begin the fiscal year with approved tuition and fee rates and operating budgets. The fiscal year begins on July 1, 2018 and ends on June 30, 2019. This is the second reading of the FY2019 Annual Operating Budget.

Scheduled Presenter(s):

Laura M. King – Vice Chancellor – Chief Financial Officer
Deb Bednarz – System Director for Financial Planning & Analysis

**BOARD OF TRUSTEES
MINNESOTA STATE**

BOARD ACTION – SECOND READING
Fiscal Year 2019 Annual Operating Budget

FISCAL YEAR 2019 OPERATING BUDGET EXECUTIVE SUMMARY

- *New:* No additional state operating funding is incorporated in the fiscal year 2019 operating budget. One-time funding for campus support (\$3 million) and for workforce development scholarships (\$500,000) was included in the omnibus supplemental budget bill passed by the legislature and subsequently vetoed by the governor.
- The proposed fiscal year 2019 all funds operating budget totals \$2.0 billion, 0.2 percent more than in fiscal year 2018. The proposed \$1.6 billion general fund budget is 0.6 percent more than last year. The operating budget includes \$721.9 million in state appropriation, \$9.1 million less than in fiscal year 2018, a 1.2 percent decrease.
- *Updated:* University and college undergraduate tuition will be frozen in fiscal year 2019 at fiscal year 2018 rates, keeping tuition rates the most affordable in Minnesota. Average annual college tuition will remain at \$4,815, the same rate it was in during the 2012-13 academic year. Average annual university tuition will be \$7,287, the same as last year. Annual college fee charges are projected to increase by an average of \$9.51 per year for full-time students, and annual university fees are projected to increase by an average of \$33.45 per year. Total tuition and fees are projected to increase by 0.2 percent for colleges and 0.4 percent for universities.
- One primary challenge faced by all colleges and universities in developing their fiscal year 2019 budget is the state funding cliff. As reported last year, the state appropriated \$9.1 million less in fiscal year 2019 than it did in fiscal year 2018, while also freezing undergraduate tuition in fiscal year 2019. This funding structure does not support ongoing compensation and other inflationary cost increases into the future. Colleges and universities have planned for this structural imbalance by adding to fund balance in fiscal year 2018, using fund balance in fiscal year 2019, and carefully managing spending in both years to better align ongoing revenues with ongoing expenses.
- In contrast to last year’s operating budget, colleges and universities developed their budgets with significantly more information about costs and revenues, including

compensation changes (all contracts have settled), state funding levels, and tuition and fee parameters. Developing budgets with more certainty regarding revenue and cost assumptions significantly reduces budget risks.

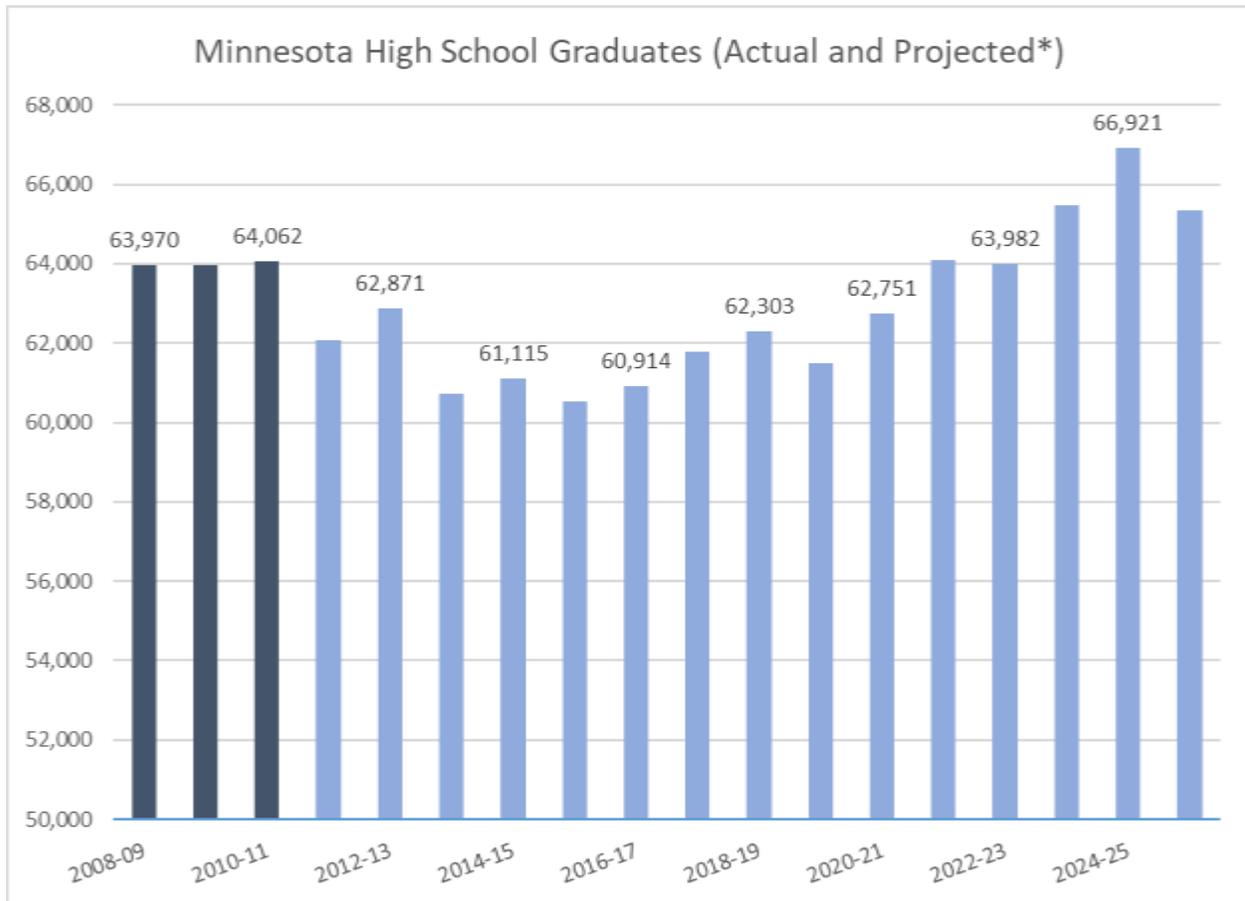
- Enrollment remains a significant budget risk, as the strong economy continues to dampen demand. Full year equivalent (FYE) enrollment is expected to be 1.0 percent lower in fiscal year 2019 than in fiscal year 2018. College FYE is projected to be down 0.9 percent or 726 FYE, and university FYE is expected to be down 1.1 percent or 565 FYE.
- Changes in state and Pell grants will impact the cost paid by students for tuition. Net tuition, or the amount a student pays after financial aid grants are subtracted from total tuition, is expected to offset tuition costs. In fiscal year 2019, state grant recipients at colleges are projected to experience decreases in net tuition ranging from -\$24 to -\$57, and state grant recipients at universities are projected to experience decreases in net tuition ranging from -\$4 to -\$92.
- *Updated:* Universities and colleges with revenue fund facilities, which rely solely on user and student fees to maintain these facilities, are proposing to increase rates for fiscal year 2019 to ensure proper investment in the facilities. Average room and board rates for traditional double room and board will increase by \$318 to \$8,534, which is an increase of 3.9 percent. Five of the seven campuses with residence halls had increases of three percent or less. Student union fees will average \$264.14, which is an increase of \$11.71 or 4.6 percent. Among the nine campuses with student union fees, six of nine kept rates below three percent (with three of the nine keeping rates the same as last year). The average wellness / outdoor recreational facility fees will increase \$7.39 per year or 5.0 percent to \$155.33. Three of five campuses maintained the same wellness facility rates from last year.

FOLLOW-UP FROM MAY BOARD MEETING (FIRST READING)

High School Graduation Trends

- Based on projections from the Western Interstate Commission for Higher Education (WICHE), the number of Minnesota high school graduates is projected to be lower than 2010/11 levels until 2021/22. The number of high school graduates is projected to peak in 2024/25. (Chart 1)
- The WICHE projections are done approximately every four years. Those shown below were completed in 2016 and based on actual enrollment through 2010/11. (Note: The Minnesota Department of Education and the Minnesota Demographic Center do not project high school enrollment; WICHE is the best known source of this data.)

Chart 1



**Dark blue indicates actual and lighter blue indicates projected.*

Source: Western Interstate Commission for Higher Education

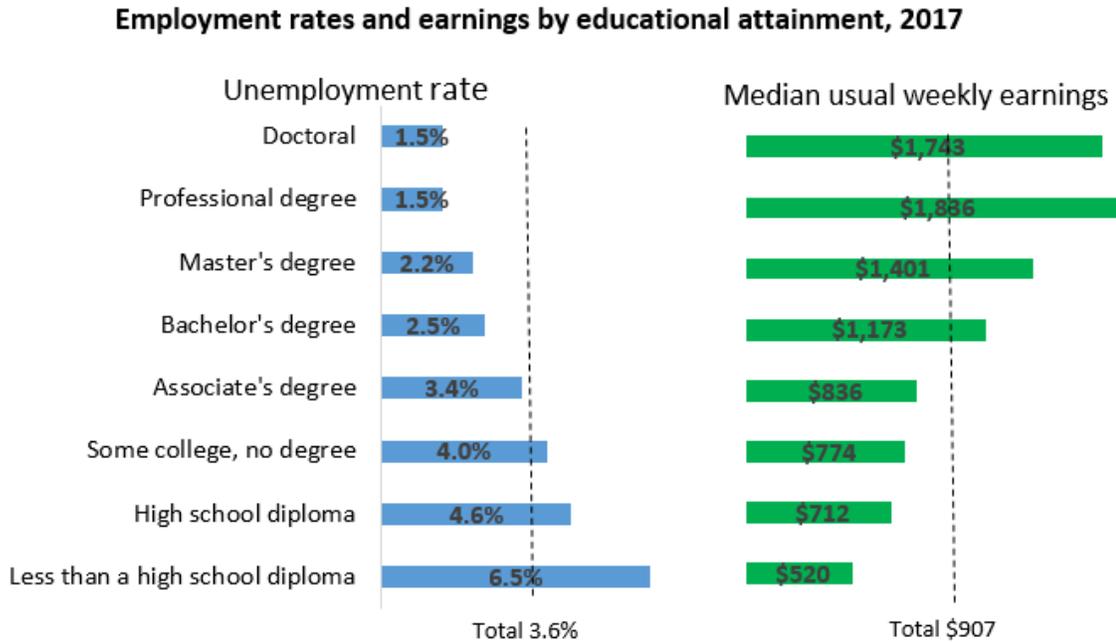
Unemployment and Earnings by Educational Attainment

The U.S. Bureau of Labor Statistics (BLS) reports unemployment and earning data by level of educational attainment for people 25 and over. As Chart 2 shows, based on 2017 data, as educational attainment increases unemployment rates decline and earnings rise.

- Workers with less than a high school education experienced the highest rates of unemployment (6.5 percent) and the lowest median weekly earnings (\$520).
- Workers with an associate's degree had significantly lower rates of unemployment (3.4 percent) and higher weekly earnings (\$836).
- Workers with a bachelor's degree experienced even lower rates of unemployment (2.5 percent) and higher weekly earnings (\$1,173).

- The trend continues with advanced degrees, with those with professional degrees reporting the lowest unemployment rates (1.5 percent) and the highest weekly earnings (\$1,836).

Chart 2



Source: U.S. Bureau of Labor Statistics, Current Population Survey

FISCAL YEAR 2019 OPERATING BUDGET BACKGROUND

College and university and the system office fiscal year 2019 budgets prioritize actions that maintain and improve academic and student success. Presidents reported new academic programs, commitment to campus diversity and achievement gap improvements, position reallocations, investments in direct student support services including recruitment and retention activities, implementation of significant reform in developmental education and transfer pathways, and enhanced enrollment management strategies as central to the budget's development. At the enterprise level, Leadership Council is working together to strengthen enterprise level strategy deployment and expand campus and system capacity and capability for implementing systemic change. System office budgets have been built to support collective work and achieve overarching Board goals.

The 2017 session established the system's basic state funding level for fiscal year 2018 and fiscal year 2019. The fiscal year 2018 approved budget and the proposed fiscal year 2019 budget are intended to advance the three important goals that formed the basis of our legislative budget request:

- Protect programs and campuses to meet workforce needs in communities across Minnesota
- Reduce economic and racial disparities by protecting affordability and access, and by advancing student success and equitable student outcomes
- Provide the faculty, staff and IT infrastructure needed to deliver these programs

The system’s FY2018-FY2019 state funding request resulted in \$106.3 million in additional funds over the FY2018 -FY2019 biennium to support the colleges and universities of Minnesota State. These funds are deployed in fiscal year 2018 and fiscal year 2019 to advance the goals outlined above.

The Board of Trustees, chancellor and Leadership Council have been advancing a very aggressive and future facing agenda of innovation and collaboration over the past several years. Strategies and action plans are underway for improved student success, strengthened community partnerships and innovation in teaching and learning. This work is supported and financed in the system’s 2019 operating budget. Work continues on development education redesign, graduate education strategy, online education strategy, Twin Cities Baccalaureate implementation, collaborative campus and regional planning, and transfer pathways implementation.

PROPOSED FISCAL YEAR 2019 OPERATING BUDGET

Fiscal Year 2019 All Funds Operating Budget

The Minnesota State proposed fiscal year 2019 all funds operating budget includes the individual operating budgets of the universities, colleges, and system office. It encompasses all aspects of the system’s educational enterprise: instruction, academic support, student services, technology, institutional support (administration), facilities (maintenance and operation), and student and residential life programs.

Tuition and state appropriation are the two primary sources of revenue. Other revenue sources are fees, grants, and auxiliary/enterprise income. Compensation is the largest expense category, accounting for approximately 66 percent of the all funds expenditure budget. The proposed fiscal year 2019 all funds operating budget is shown in Table 1.

Table 1

**Proposed All Funds Operating Budget
Minnesota State
Fiscal Year 2019**

<i>\$s in millions</i>	FY2018 Current Budget	FY2019 Proposed Budget	\$ Change	% Change
Revenues				
General Fund	\$1,620.0	\$1,608.7	(\$11.3)	-0.7%
Revenue Fund	\$116.6	\$117.3	\$0.7	0.6%
Other Funds	\$277.0	\$272.3	(\$4.7)	-1.7%
Programmed Fund Balance	\$13.1	\$31.6	\$18.5	141.2%
Revenues Total	\$2,026.7	\$2,029.9	\$3.2	0.2%
Expenses				
Compensation	\$1,310.4	\$1,328.7	\$18.3	1.4%
Other Operating	\$689.8	\$693.2	\$3.4	0.5%
Expenses Total	\$2,000.2	\$2,021.9	\$21.7	1.1%
Budget Balance	\$26.5	\$8.0		

Proposed Fiscal Year 2019 All Funds Operating Budget Highlights:

- The proposed fiscal year 2019 all funds budget includes \$2.0 billion in projected revenues and expenditures. A positive budget balance of \$8.0 million is projected.
- Fiscal year 2019 revenues are projected to increase by \$3.2 million (0.2 percent).
- Fiscal year 2019 expenses are projected to increase by \$21.7 million (1.1 percent) over prior year expenses.
- Funds from fiscal year 2018 will be needed to address the structural deficit expected in fiscal year 2019. The all funds budget includes \$8.0 million in fund balance contributions and \$31.6 million in planned use of fund balance.

Overall, the current fiscal year 2018 operating budget is less than one percent lower than the budget approved by the board a year ago, with expenses lower than originally projected. Almost all the change occurred in funds other than the general fund. General fund expenses were only 0.5 percent lower than the expense levels approved by the board last year.

The proposed fiscal year 2019 and the current fiscal year 2018 compensation line items incorporate contract settlements and changes in college and university personnel.

Fiscal Year 2019 General Fund Operating Budget

The largest component of the all funds budget is the general fund. General fund revenues and expenses account for approximately 80 percent of the all funds budget. The proposed general fund budget is shown in Table 2.

Table 2

**General Fund Operating Budget
Minnesota State
Fiscal Year 2019**

<i>\$s in millions</i>	FY 2018 Current Budget	FY 2019 Proposed Budget	\$ Change	% Change
Revenues				
State appropriation	\$731.0	\$721.9	(\$9.1)	-1.2%
Tuition	\$753.0	\$749.3	(\$3.7)	-0.5%
Other revenues	\$136.0	\$137.4	\$1.4	1.0%
Programmed fund balance	\$7.3	\$28.0	\$20.7	283.6%
Total budgeted revenues	\$1,627.3	\$1,636.6	\$9.3	0.6%
Expenses				
Compensation	\$1,198.7	\$1,217.5	\$18.8	1.6%
Other operating costs	\$407.4	\$417.4	\$10.0	2.5%
Total budgeted expenses	\$1,606.1	\$1,634.9	\$28.8	1.8%
Budget balance	\$21.2	\$1.7		

Fiscal Year 2019 General Fund Operating Budget Highlights:

- The proposed fiscal year 2019 general fund budget includes \$1.6 billion in projected revenues and expenditures. A positive budget balance of \$1.7 million is projected.
- Fiscal year 2019 general fund revenues are projected to increase by \$9.3 million (0.6 percent).
- Fiscal year 2019 general fund expenses are projected to increase by \$28.8 million (1.8 percent) over prior year revenues.
- Nine colleges and universities are planning to add \$1.7 million to their fund balances, and twenty five are reporting planned use of general fund balances.
- Colleges, universities, and the system office have budgeted their share of the \$8 million contribution for the NextGen information technology project. Many are using fund balance to support this cost in fiscal year 2019.

Tuition Rates

Undergraduate tuition rates at both colleges and universities will be frozen at their current rates. The average tuition charge at state colleges is \$4,815 per year. This is the same rate that was charged to students during the 2012-13 academic year. Average annual university tuition will be \$7,287, the same as last year. The legislature authorized some flexibility on increasing differential tuition charges when the cost for program or course delivery have increased due to extraordinary circumstances beyond the control of the college or university. The rates and

rationale for these increases are included in Attachments 1D and 1F. University graduate tuition is not included in the tuition freeze. Graduate tuition rates are increasing an average of 3.8 percent in fiscal year 2019, with six of the seven universities requesting a 4.0 percent increase in their graduate rates and one requesting a 2.5 percent increase.

Student Fees (Updated)

Mandatory and optional fees are charged to students pursuant to Board Policy 5.11. Fees fund important activities that provide necessary services or enhance campus life, such as health services and student activities. Each year, the Board of Trustees is asked to review and approve the overall tuition and fee structure. Individual fees are not subject to annual board approval; rather, the Board of Trustees sets maximum fee rates that colleges and universities cannot exceed when charging students. Board action is not required unless a change in a fee maximum is requested, and no changes in board maximums are being requested at this time.

Fee maximums have not been adjusted in ten years or more. The following chart provides information on the current fee maximums for the most commonly charged fees, the last year the maximum was increased, and the inflation-adjusted value of the fee maximum. The Financial Planning and Analysis (FP&A) unit will review the fee maximums and recommend changes to the board this fall for the fiscal year 2020 operating budget.

Table 3

Board Approved Fee Maximums Analysis

	Technology (per credit)	Athletics (per semester)	Health Services (per semester)	Student Activity/Life (per semester)
Current Maximum	\$10.00	\$55.00	\$65.00	\$112.50
Inflation Adjusted Maximum ¹	\$12.00	\$61.50	\$74.00	\$172.00
Last Time Fee Maximum Increased	FY2008	FY2009	FY2009	FY1999

¹ Based on CPI-U rounded to the nearest \$0.50

To further constrain fee increases, colleges and universities were asked to limit increases on fees charged to all students to no more than three percent in aggregate, with limited exceptions for student supported and/or required fee increases. In fiscal year 2019, the average annual proposed fee increase for colleges is \$9.51 and for universities \$33.45. Four colleges and two universities were approved to increase fees in excess of the three percent cap. All exceptions to the cap were supported by the student government.

This is the first year that campus-wide student referendums were held to approve increases to student activity or athletics fees in excess of 2.0 percent, in compliance with Minnesota Statute 135A.0434. Two colleges and two universities held referendums this past spring term. Detailed information on the exceptions to the three percent cap, student referendums, fee maximums, and fee charges is found in the supplemental materials (SP-2 and SP-3).

Revenue Fund (Updated)

Revenue fund fees are not subject to the newly enacted student referendum requirements. Nevertheless, the campuses with revenue fund facilities actively consult with students and users of the facilities when considering rate increases. The rates charged for the revenue fund are specific to supporting revenue fund facilities, including the pledge to pay outstanding debt, utilities, insurance and ongoing repairs and replacement.

Room and board fees, which generate approximately 70 percent of all revenues in the revenue fund, are proposed to increase for fiscal year 2019 by 3.9 percent, mostly offsetting losses in enrollment that translate to slightly lower occupancy rates. Student union and wellness fees are increasing 4.6 percent and 5.0 percent, respectively. These rates are much more sensitive to enrollment fluctuations. Additional information about the revenue fund can be found in the supplement materials (SP-11).

Student Consultation Process

Colleges and universities have been discussing the fiscal year 2019 budget with campus constituents for several months. Campus student leaders were satisfied with the consultation process that occurred over the past academic year and generally expressed support for the fee proposals colleges and universities submitted.

Letters documenting the student consultative process are posted on the Minnesota State website (link below.) Summaries of student consultation by college and university is provided in the supplemental materials (SP-12).

<http://minnstate.edu/system/finance/budget/operating/docs/FY2019/FY19%20Student%20Consultation%20Letters%20Summary%2006.04.18.pdf>

Learning Network of Minnesota

Since fiscal year 2010, the Minnesota legislature has appropriated funding to Minnesota State for the Learning Network of Minnesota. The Learning Network of Minnesota is the core telecommunications network infrastructure that supports public higher education in Minnesota and is critical for daily campus and system operations.

In compliance with board policy 5.14, the board is asked to authorize the chancellor or his designee to enter into a contract with the Learning Network of Minnesota to provide the legislatively authorized funding. The legislature appropriated \$4.115 million in fiscal year 2018 and \$4.115 million in fiscal year 2019 for the Learning Network, the same amount as last biennium.

Additional information on the Learning Network of Minnesota is included in the supplemental materials (SP-14).

FINANCIAL PLAN STATUS AND TRANSITION PLAN UPDATE

Five colleges and four universities are currently operating under financial plans because they triggered one or both of the following financial health indicators: low composite financial index (CFI) score and/or low general fund cash balance. In fiscal year 2017, two of the colleges reported low CFIs, one reported a low fund balance, and two reported both low fund balances and low CFIs. One university reported a low CFI, two reported low fund balances, and one reported both a low fund balance and low CFI.

Both actual enrollment results and enrollment forecast accuracy are primary drivers of an institution's financial health. Colleges and universities that maintain or grow enrollment and accurately predict enrollment are more successful at achieving the goals set out in their financial plans than are those that continue to lose enrollment or fall short of budgeted enrollment projections.

The five colleges operating under financial plans are all located in Greater Minnesota and have comparatively low enrollments. Combined, their projected fiscal year 2019 FYE totals 5,657, an average of 1,131 FYE per college. Over the past year, these five colleges reported an enrollment loss of 3.2 percent and are projecting an overall decline of 1.2 percent in fiscal year 2019. In spite of these challenges, these colleges are projecting fiscal year 2018 contributions to fund balance totaling \$1.35 million. These contributions are in line with the financial plans submitted last year. In fiscal year 2019, three colleges are planning to increase their fund balance slightly, one is projecting a break even budget, and one is projecting to use fund balance to balance their budget.

The universities operating under financial plans also face enrollment challenges. All reported enrollment losses in fiscal year 2018 and three are projecting enrollment losses to continue in fiscal year 2019. Three of the four universities are expected to contribute \$8.05 million to fund balance in fiscal year 2018, exceeding the amounts projected in their financial plans. In fiscal year 2019, two of the universities are planning smaller contributions to fund balance and two are planning to draw down fund balance as part of their plan to achieve a balanced budget in fiscal year 2019.

Another factor in the successful implementation of a financial plan is leadership's commitment to effective implementation. A unified message consistently communicated to all campus partners creates an environment of trust, common understanding, and shared goals.

In addition to financial plans, three institutions qualified for modified transition assistance funding in the allocation framework. Because the legislature appropriated less funding in fiscal year 2019 than it did in fiscal year 2018, there was not sufficient state appropriation to support the transition assistance plan approved by the board in November 2016. Staff is recommending a modified transition assistance plan that would fund half the appropriation loss between fiscal years 2017 and 2019, rather than half the appropriation loss between fiscal years 2018 and 2019. Under this plan, three institutions would receive funding totaling slightly less than

\$300,000. To receive this funding, these institutions must develop and submit a plan to achieve structural balance for approval by the Chancellor and Vice Chancellor of Finance. The three institutions have been invited to submit their plans for approval.

Fiscal year 2018 final results for all colleges and universities and review of the financial indicators will be available in November 2018 as financial statements are completed. The system office staff will continue to monitor the key indicators, meet with colleges and universities on financial plans as needed, and provide status updates to the board.

BUDGET RISKS

The system operating budget is built on the assumptions outlined in this report; its successful implementation depends on the accuracy of those assumptions. With employee contracts settled, there are two primary areas of risk for the fiscal year 2019 operating budget.

- *Enrollment risk:* Accurately predicting enrollment and responding quickly to enrollment changes is critical for a successful financial outcome. To mitigate this risk, colleges and universities are undertaking recruitment and retention strategies, carefully monitoring enrollment activity, and preparing contingency plans if enrollment projections are not met.
- *Structural risk:* The legislature appropriated \$9.1 million less in fiscal year 2019 than it did in fiscal year 2018. At the same time, the legislature froze college and university undergraduate tuition in fiscal year 2019. This funding structure, combined with tuition constraints, has created a structural imbalance in fiscal year 2019 and beyond. The imbalance exists because expenses, such as compensation, typically increase each year and compound over time. To address this risk, colleges and universities have undertaken a multi-year strategy that generally includes adding to fund balances in fiscal year 2018, using fund balance in fiscal year 2019, and reducing and/or limiting spending in both years to better align ongoing spending with ongoing revenues. Nonetheless, structural budget risks will continue into fiscal year 2020.

CONCLUSION

The proposed fiscal year 2019 all funds operating budget is designed to support and improve academic and student success. The budget totals \$2.0 billion, 0.2 percent higher than in fiscal year 2018. It includes \$721.9 million in state appropriation and \$749.3 million in tuition revenue. Colleges and universities addressed the state funding shortfall in fiscal year 2019 by increasing carryforward from fiscal year 2018, reallocating funds, and managing spending.

RECOMMENDED MOTION

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

- Adopt the annual all funds operating budget for fiscal year 2019 as shown in Table 1.
- Approve the proposed tuition structure recommendations and differential tuition rationale for fiscal year 2019 as detailed in Attachments 1A through 1F.
- Tuition rates are effective summer term or fall term 2018 at the discretion of each president. The chancellor or designee is authorized to approve any required technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2020 tuition recommendations are presented to the Board of Trustees.
- Continue the policy of market-driven tuition for closed enrollment courses, customized training, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- Approve the Revenue Fund and related fiscal year 2019 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A through 2E, including any housing fees that the campuses may charge for occupancy outside the academic year.
- Approve Health Services fee (\$74.00 per term) for Winona State University.
- Authorize the chancellor or designee to enter into an agreement with the Learning Network of Minnesota to provide the funding appropriated to the organization in Minnesota Laws 2017, Chapter 89, Article 1, Section 3, Subdivision 4, in the amount of \$4,115,000.

RECOMMENDED BOARD MOTION

The Board of Trustees adopt the following motion:

- Adopt the annual all funds operating budget for fiscal year 2019 as shown in Table 1.
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- Continue the policy of market-driven tuition for closed enrollment courses, customized training, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- Approve the Revenue Fund and related fiscal year 2019 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A through 2E, including any housing fees that the campuses may charge for occupancy outside the academic year.
- Approve Health Services fee (\$74.00 per term) for Winona State University.

- Authorize the chancellor or designee to enter into an agreement with the Learning Network of Minnesota to provide the funding appropriated to the organization in Minnesota Laws 2017, Chapter 89, Article 1, Section 3, Subdivision 4, in the amount of \$4,115,000.

Date Presented to the Board of Trustees: 06/20/18

Date of Implementation: 07/01/18



Attachments

- 1-A Resident Undergraduate Tuition Rates for FY2019
- 1-B Resident Undergraduate Banded Tuition Rates for FY2019
- 1-C Resident Graduate Tuition Rates for FY2019
- 1-D Program Differential Rates for FY2019
- 1-E Non-resident Tuition Rates for FY2019
- 1-F Differential Tuition Rationale
- 2-A Room and Board Fees FY2019
- 2-B Student Union Facility Fees FY2019
- 2-C Wellness Facility Fees FY2019
- 2-D Parking Facility Fees FY2019
- 2-E Student Housing (University/College Owned/Foundation Owned)

Minnesota State
Resident Undergraduate Tuition Rates for FY2019

Institution	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit	FY2019 Annual Change (30 credits)
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STATE COLLEGES				
Alexandria Technical & Community College	160.53	0.00	160.53	0.00
Anoka-Ramsey Community College	144.95	0.00	144.95	0.00
Anoka Technical College	166.97	0.00	166.97	0.00
Central Lakes College	159.08	0.00	159.08	0.00
Century College	160.58	0.00	160.58	0.00
Dakota County Technical College	168.93	0.00	168.93	0.00
Fond du Lac Tribal & Community College	158.90	0.00	158.90	0.00
Hennepin Technical College	156.68	0.00	156.68	0.00
Inver Hills Community College	158.98	0.00	158.98	0.00
Lake Superior College	147.24	0.00	147.24	0.00
Minneapolis Community & Technical College	155.25	0.00	155.25	0.00
Minnesota State College Southeast	167.29	0.00	167.29	0.00
Minnesota State Community & Technical College	160.70	0.00	160.70	0.00
Minnesota West Community & Technical College	171.53	0.00	171.53	0.00
Normandale Community College	161.48	0.00	161.48	0.00
North Hennepin Community College	165.06	0.00	165.06	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 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)	172.98	0.00	172.98	0.00
Pine Technical and Community College	153.15	0.00	153.15	0.00
Ridgewater College	161.29	0.00	161.29	0.00
Riverland Community College	164.60	0.00	164.60	0.00
Rochester Community & Technical College	164.08	0.00	164.08	0.00
Saint Paul College	161.69	0.00	161.69	0.00
St. Cloud Technical & Community College	158.89	0.00	158.89	0.00
South Central College	161.18	0.00	161.18	0.00

STATE UNIVERSITIES				
Metropolitan State University	227.53	0.00	227.53	0.00

Minnesota State
Resident Undergraduate Banded Tuition Rates Per Term for FY2019

Institution	Credits	FY2018 Banded Tuition Rate	FY2019 \$ Increase	FY2019 Banded Tuition Rate	FY2019 Annual Change (30 credits)	% Change
Bemidji State University	1-11	266.45	-	266.45	-	0.0%
	12-18	3,815.00	-	3,815.00	-	0.0%
	19+	3,815+\$266.45/credit		3,815+\$266.45/credit	-	
Minnesota State University Moorhead	1-11	239.00	-	239.00	-	0.0%
	12-19	3,704.50	-	3,704.50	-	0.0%
	20+	3,704.50+\$239/credit		3,704.50+\$239/credit	-	
Minnesota State University, Mankato (Non-Twin Cities Locations Only)	1-11	280.75	-	280.75	-	0.0%
	12-18	3,589.25	-	3,589.25	-	0.0%
	19+	3,589.25 + \$320/credit		3,589.25 + \$320/credit	-	
St Cloud State University	1-11	241.00	-	241.00	-	0.0%
	12-18	3,547.25	-	3,547.25	-	0.0%
	19+	3,547.25+241/credit		3,547.25+241/credit	-	
Southwest Minnesota State University	1-11	243.00	-	243.00	-	0.0%
	12-18	3,748.40	-	3,748.40	-	0.0%
	19+	3,748.40+\$243/credit		3,748.40+\$243/credit	-	
Winona State University	1-11	243.98	-	243.98	-	0.0%
	12-18	3,688.50	-	3,688.50	-	0.0%
	19+	3,688.50+243.98/credit	-	3,688.50+243.98/credit	-	

Financial Planning and Analysis

Minnesota State
Resident Graduate Tuition Rates for FY2019

Institution	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit	FY2019 Annual Change (20 credits)	% Change
Masters					
Bemidji State University	403.50	16.10	419.60	322.00	4.0%
Metropolitan State University	373.61	14.94	388.55	298.80	4.0%
Minnesota State University Moorhead	374.00	14.90	388.90	298.00	4.0%
Minnesota State University, Mankato	395.60	15.80	411.40	316.00	4.0%
Southwest Minnesota State University	392.50	10.00	402.50	200.00	2.5%
St. Cloud State University	383.41	15.34	398.75	306.80	4.0%
Winona State University	388.17	15.52	403.69	310.40	4.0%

Institution/Program	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit	FY2019 Annual Change (20 credits)	% Change
Doctoral					
Metropolitan State University - Nursing (DNP)	924.81	36.99	961.80	739.80	4.0%
Metropolitan State University - College of Mgmt. (DBA)	961.76	38.47	1,000.23	769.40	4.0%
Minnesota State University, Mankato - Nursing (DNP)	929.15	37.10	966.25	742.00	4.0%
Minnesota State University, Mankato - Nursing (DNP) - Twin Cities Locations	980.95	37.10	1,018.05	742.00	3.8%
Minnesota State University, Mankato - Psychology (Psy D)	574.30	22.95	597.25	459.00	4.0%
Minnesota State University, Mankato - Psychology (Psy D) - Twin Cities Locations	626.10	22.95	649.05	459.00	3.7%
Minnesota State University, Mankato - Education (CSP)	574.30	22.95	597.25	459.00	4.0%
Minnesota State University, Mankato - Education (CSP) - Twin Cities Locations	626.10	22.95	649.05	459.00	3.7%
Minnesota State University, Mankato - Ed Ldrship	574.30	22.95	597.25	459.00	4.0%
Minnesota State University, Mankato - Ed Ldrship - Twin Cities Locations	626.10	22.95	649.05	459.00	3.7%
Minnesota State University Moorhead - Education (Ed. D)	545.00		545.00	-	0.0%
St. Cloud State University - Education, Administration and Leadership (St Cloud Campus)	601.24	24.05	625.29	481.00	4.0%
St. Cloud State University - Education, Administration and Leadership (Maple Grove Campus)	688.08	27.52	715.60	550.40	4.0%
St. Cloud State University-Education, Higher Education (St Cloud Campus)	601.24	24.05	625.29	481.00	4.0%
St. Cloud State University-Education, Higher Education (Maple Grove Campus)	688.08	27.52	715.60	550.40	4.0%
Winona State University - Nursing (DNP)	722.58	28.90	751.48	578.00	4.0%

Financial Planning and Analysis

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Alexandria Technical & Community College			
Law Enforcement Skills	214.75	0.00	214.75
Law Enforcement Skills - SCSU	225.12	0.00	225.12
Online	199.00	0.00	199.00
Anoka-Ramsey Community College			
Nursing	186.42	0.00	186.42
Online Media Code 03	182.75	0.00	182.75
Anoka Technical College			
Judicial Reporting/Broadcast Captioning AAS	266.53	0.00	266.53
LPN	187.77	0.00	187.77
Online	181.98	0.00	181.98
Surgical Technologist	208.57	0.00	208.57
Welding	187.77	0.00	187.77
Bemidji State University			
360 Center of Excellence	187.00	0.00	187.00
Art and Design (TADD) on campus	291.45	0.00	291.45
Biology (BIOL)	281.45	0.00	281.45
Camp Nursing Certificate Undergrad Online	331.45	0.00	331.45
Camp Nursing Certificate Grad Online	468.50	0.00	468.50
Extended Learning Courses off-campus	276.45	0.00	276.45
Mass Communications Department (MASC)	286.45	0.00	286.45
MBA program - Cohort #1 (Spring 2015 starts, only)	545.45	0.00	545.45
MBA program - Cohort #2 (Fall 2015 and on going starts)	560.45	0.00	560.45
Music (MUSC)	281.45	0.00	281.45
Nursing (NRSB)	301.45	0.00	301.45
Online/Distance Courses - Undergrad	296.45	0.00	296.45
Online/Distance Courses - Grad	433.50	0.00	433.50
Professional Education; Upper Division (ED/SPED) On Campus	278.45	0.00	278.45
Professional Education; Upper Division (ED/SPED) Online	308.45	0.00	308.45
Professional Education; Graduate 5000 only (ED/SPED) On Campus	415.50	0.00	415.50
Professional Education; Graduate 5000 only (ED/SPED) Online	445.50	0.00	445.50
Tech Studies: Off- Campus (TADT and TADD)	281.45	0.00	281.45
Tech Studies: On-Line (TADT and TADD)	311.45	0.00	311.45
Tech Studies: On Campus (TADT)	291.45	0.00	291.45

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Central Lakes College			
360 Center of Excellence	186.98	0.00	186.98
AD Nursing	194.08	6.42	200.50
Application Development	179.24	0.00	179.24
Automotive Technology	179.08	0.00	179.08
Child Development	164.08	0.00	164.08
Communication Art & Design	184.08	0.00	184.08
Computer Technology	179.24	0.00	179.24
Criminal Justice	171.40	0.00	171.40
Dental Assistant	204.08	0.00	204.08
Diesel Mechanics	184.08	0.00	184.08
Farm Business Management	161.42	0.00	161.42
Heavy Equipment	184.08	0.00	184.08
Horticulture and Landscape	179.08	0.00	179.08
Machine Trades	174.08	0.00	174.08
Marine & Small Engines	179.08	0.00	179.08
Medical Assistant	184.08	0.00	184.08
Nursing Assistant	184.08	0.00	184.08
Occupational Skills	169.08	0.00	169.08
Online Courses	189.08	0.00	189.08
Practical Nursing	189.08	3.42	192.50
Robotics	164.08	0.00	164.08
Videography	199.08	0.00	199.08
Welding	194.08	0.00	194.08
Welding: Non-Destructive Testing	721.13	0.00	721.13
Century College			
Dental Assisting	184.63	0.00	184.63
Dental Hygiene	184.63	0.00	184.63
Nursing	194.83	0.00	194.83
Online Courses	184.98	0.00	184.98
Orthotic Practitioner & Prosthetic Practitioner	184.63	0.00	184.63
Orthotic Technician & Prosthetic Technician	184.63	0.00	184.63
Visual Communication Technology	170.58	0.00	170.58

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Dakota County Technical College			
Dental Assisting	188.31	0.00	188.31
Electrical Construction	175.93	0.00	175.93
ELLW Lineman Worker	168.00	4.63	172.63
Heavy Construction Equipment Technology	173.93	0.00	173.93
Heavy Duty Truck Technology	173.93	0.00	173.93
Manufacturing	182.67	0.00	182.67
Medical Assisting	185.41	0.00	185.41
Online & Hybrid courses	183.93	0.00	183.93
Practical Nursing	205.96	0.00	205.96
Rail	292.66	0.00	292.66
Transportation Management - NEW	0.00	0.00	227.00
Veterinary Technician	350.00	0.00	350.00
Welding Technology	178.93	0.00	178.93
Wood Finishing	244.88	0.00	244.88
Fond du Lac Tribal & Community College			
Nursing classes (clinical component)	215.00	0.00	215.00
Nursing classes (without clinical comp.)	200.00	0.00	200.00
Hennepin Technical College			
360 Center of Excellence	187.00	0.00	187.00
Audio	186.68	0.00	186.68
Automation Robotics	156.68	25.00	181.68
Child Dev	158.68	0.00	158.68
Law Enforcement Skills	231.62	20.00	251.62
Online courses	172.78	0.00	172.78
Welding and Metal Fabrication	156.68	5.00	161.68

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Hibbing Community College			
Automotive Technician	169.62	23.00	192.62
Culinary Arts	169.62	0.00	169.62
Dental Assistant	169.62	0.00	169.62
Diesel Mechanics/Heavy Equip. Maint.	169.62	23.00	192.62
Electrical Maint. And Construction	169.62	0.00	169.62
Heating and Cooling Technician	169.62	0.00	169.62
Industrial Systems Technology	169.62	0.00	169.62
Law Enforcement	189.92	0.00	189.92
Law Enforcement Skills: On Campus	252.51	0.00	252.51
Law Enforcement Skills: Off Campus-Brainerd/Worthington	282.08	0.00	282.08
Law Enforcement Skills: Off Campus-Mankato	269.57	0.00	269.57
Medical Laboratory Technician	169.62	0.00	169.62
Microcomputer Technician	169.62	0.00	169.62
Multi Media	169.62	0.00	169.62
Nursing Assistant/Home Health Aide	169.62	0.00	169.62
Nursing	199.13	0.00	199.13
Pharmacy Technician	169.62	0.00	169.62
Professional Truck Driver (CDL)	182.92	0.00	182.92
Refrig., Heating, Air Cond. App. Repair	169.62	0.00	169.62
Solar Photovoltaic Technician	169.62	0.00	169.62
Non-resident online courses	222.02	0.00	222.02
Resident online courses	182.62	0.00	182.62
Inver Hills Community College			
CNT - Lower Division	181.98	0.00	181.98
CNT - Upper Division	187.98	0.00	187.98
Education	159.98	0.00	159.98
EMS	188.83	0.00	188.83
Human Services	159.98	0.00	159.98
Nursing	193.56	0.00	193.56
Online courses	168.98	0.00	168.98

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Itasca Community College			
All courses offered via online (excluding any courses/programs with a differential tuition rate)	182.62	0.00	182.62
Home Health Aid	180.79	0.00	180.79
Natural Resources	174.62	0.00	174.62
Non-resident online courses	222.02	0.00	222.02
Nursing Assistant	180.79	0.00	180.79
Practical Nursing	195.79	0.00	195.79
Process Operations	210.08	0.00	210.08
Lake Superior College			
360 Center of Excellence courses	187.00	0.00	187.00
All Online courses	184.05	0.00	184.05
Architectural Drafting	168.03	0.00	168.03
ART1138	167.23	0.00	167.23
ART1305	167.23	0.00	167.23
ART2100	167.23	0.00	167.23
ART2139	167.23	0.00	167.23
ART2140	167.23	0.00	167.23
Auto Body	188.83	0.00	188.83
Auto Service	188.83	0.00	188.83
Building Construction	178.43	0.00	178.43
Civil Engineering Technology	178.43	0.00	178.43
Commercial and Residential Wiring	178.43	0.00	178.43
Computer Information Systems	178.43	0.00	178.43
Dental Hygiene	208.33	0.00	208.33
Electronics/Industrial Controls	178.43	0.00	178.43
Engineering CAD	168.03	0.00	168.03
Fire Technology	188.83	0.00	188.83
Integrated Manufacturing	188.83	0.00	188.83
Machine Tool	188.83	0.00	188.83
Massage Therapy	202.13	0.00	202.13
Media Production	168.03	0.00	168.03
Medical Assistant	194.03	0.00	194.03
Medical Laboratory Technician	194.03	0.00	194.03

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Nursing (NURS)	229.58	0.00	229.58
Physical Therapy Assistant	198.78	0.00	198.78
Practical Nursing (NUPN)	219.23	0.00	219.23
PTA2780	164.73	0.00	164.73
Radiological Technician	202.53	0.00	202.53
Respiratory Care Practitioner	199.63	0.00	199.63
Surgical Technician	203.73	0.00	203.73
Truck Driving	178.43	0.00	178.43
Welding	188.83	0.00	188.83
Metropolitan State University			
Biology (BIOL)	235.53	0.00	235.53
BS Dental Hygiene	297.46	0.00	297.46
BSN Nursing program	297.46	0.00	297.46
Chemistry (all CHEM rubric courses except 102, 304)	235.53	0.00	235.53
Environmental Science (ESCI)	235.53	0.00	235.53
Geology (GEOL)	235.53	0.00	235.53
Human Biology (HBIO)	235.53	0.00	235.53
Law Enforcement Skills	432.05	17.28	449.33
MSN Nursing program	484.61	19.38	503.99
Natural Sciences (NSCI)	235.53	0.00	235.53
Online - Graduate	491.38	19.66	511.04
Online - Undergraduate	303.73	0.00	303.73
Oral Health Care Practitioner	484.61	19.38	503.99
Physics (PHYS)	235.53	0.00	235.53
Prior Learning Assessments - Grad. credit	224.16	8.97	233.13
Prior Learning Assessments - UG credit	136.50	0.00	136.50
Student Designed Ind. Studies - Grad.	261.53	10.46	271.99
Student Designed Ind. Studies - UG	159.25	0.00	159.25
Wound, Ostomy, Continenence MSN specialty track	550.00	0.00	550.00

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Mesabi Range College			
Certified Nursing Assistant (off-campus)	205.95	0.00	205.95
Graphic Arts	166.17	0.00	166.17
IMT Millwright - AAS	162.41	0.00	162.41
IMT Millwright - diploma	162.41	0.00	162.41
IMT Millwright (off campus)	200.00	0.00	200.00
Online - Non-resident	222.02	0.00	222.02
Online - Resident (excluding differential specific)	182.62	0.00	182.62
Online - Nursing	205.18	0.00	205.18
Paramedic	170.06	0.00	170.06
Welding (AWS Certification)	167.33	0.00	167.33
Welding (off campus)	200.00	0.00	200.00
Minneapolis Community & Technical College			
360 Center of Excellence	199.00	0.00	199.00
Aircraft Technician	230.35	0.00	230.35
Air Traffic Control	230.35	0.00	230.35
Air Traffic Control - weekend	172.80	0.00	172.80
Background Check Differential (Community Health Worker (CMHW), Addiction Counseling (COUN), Central Services Technician (CSIP), Dental Assistant (DNATA), Early Childhood Education (ECED), Human Services (HSER), Nursing Assistant/Home Health Aide (NAHA), Pharmacy Technician (PHRM) and Polysomnography Technology (PSOM))	155.25	5.00	160.25
Film and Video	230.35	0.00	230.35
Film and Video - weekend	172.80	0.00	172.80
Nursing	188.35	0.00	188.35
Nursing - weekend	141.30	0.00	141.30
Online Courses	179.60	0.00	179.60
Screen Writing	230.35	0.00	230.35
Screen Writing - weekend	172.80	0.00	172.80
Sound Arts	230.35	0.00	230.35
Sound Arts - weekend	172.80	0.00	172.80
Weekend courses (regular)	116.45	0.00	116.45

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Minnesota State College Southeast			
Auto Body Collision Technology (ABCT)	177.20	0.00	177.20
Automotive Technology (AUTO)	177.20	0.00	177.20
Band Instrument Repair (BIRT)	187.10	0.00	187.10
Electronics Technology (ELEC)	177.20	0.00	177.20
Heating,ventilation,Air Conditioning & refrigeration(HVAC)	177.20	0.00	177.20
Machine Tool & Die (MTDM)	177.20	0.00	177.20
Musical String Instrument Repair (MSIR)	187.10	0.00	187.10
Nurse Mobility (NURS)	187.10	0.00	187.10
Online Tuition	192.05	0.00	192.05
Practical Nursing (HEAL)	187.10	0.00	187.10
Radiologic Tech/Science-Radiographer (RADT)	167.29	10.00	177.29
Truck Driving (TRDR)	206.90	0.00	206.90
Welding Technologies (WELD)	197.00	0.00	197.00
Minnesota State Community & Technical College			
Cardiovascular Tech	199.70	0.00	199.70
Dental Assisting	199.70	0.00	199.70
Dental Hygiene	199.70	0.00	199.70
Electrical Lineworker	190.70	0.00	190.70
Nursing Assistant	170.70	0.00	170.70
Nursing LPN	199.70	0.00	199.70
Nursing RN	199.70	0.00	199.70
Online Programs	198.95	0.00	198.95
Radiology Technician	190.70	0.00	190.70
Surgical Technician	199.70	0.00	199.70
Minnesota State University, Mankato			
Graduate Teacher Licensure	447.60	17.85	465.45
Masters of Social Work (MSW)	447.60	17.85	465.45
On Campus Masters of Accounting (MACC) Program	603.60	24.10	627.70
On Campus MBA Program	603.60	24.10	627.70
On Campus Professional Science Masters (PSM) - Engineering Mgmt	603.60	24.10	627.70
On Campus Professional Science Masters (PSM) - Geographic Information Science	603.60	24.10	627.70
Professional Science Masters (PSM) - Info Security & Risk Mgmt	603.60	24.10	627.70

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Twin Cities Graduate Courses	447.40	15.80	463.20
Twin Cities Masters of Accounting (MACC) Program	740.30	24.10	764.40
Twin Cities MBA Program	740.30	24.10	764.40
Twin Cities MPA Program	457.30	15.80	473.10
Twin Cities Professional Science Masters (PSM) - Engineering Mgmt	655.40	24.10	679.50
Twin Cities Professional Science Masters (PSM) - Geographic Information Science	655.40	24.10	679.50
Twin Cities Professional Science Masters (PSM) - Info Security & Risk Mgmt	655.40	24.10	679.50
Twin Cities undergraduate courses (resident)	291.05	0.00	291.05
Minnesota State University Moorhead			
Animation (all ANIM rubric courses)	254.00	0.00	254.00
Athletic Training (all AT rubric courses except 210, 420, 460)	264.00	0.00	264.00
BCBT (except 100, 220 and 460)	239.00	25.00	264.00
Chemistry (all CHEM rubric courses except 102, 304)	254.00	0.00	254.00
Communications (all COMM rubric courses except 100)	245.00	0.00	245.00
Computer Science & Information Systems (all CSIS rubric courses except 103, 104, 104A)	243.00	0.00	243.00
Construction Management (all CM rubric courses)	245.00	0.00	245.00
Counseling & Student Affairs (master's) (Except 691A-D and 692A-D)	425.00	0.00	425.00
GEOS	240.66	3.34	244.00
Graphic Communications (all GCOM courses rubric except 150, 152, 452, 469)	264.00	0.00	264.00
Healthcare Administration (master's)	475.00	0.00	475.00
Nursing (master's)	475.00	0.00	475.00
Online/Distance Courses (on-line, package, ITV, & off-campus)	294.00	0.00	294.00
Operations Management (all OM rubric courses)	245.00	0.00	245.00
Paralegal (all PARA rubric courses except 201, 321, 416, 470)	244.00	0.00	244.00
Physical Education (all PE rubric courses)	244.00	0.00	244.00
Project Management (all PMGT rubric courses)	245.00	0.00	245.00

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
School of Business (master's)	389.00	15.56	404.56
School Psychology (master's)	435.00	0.00	435.00
Speech-Language Pathology (master's)	425.00	0.00	425.00
Technology (all TECH rubric courses)	245.00	0.00	245.00
Theatre (all THTR rubric courses except THTR 120, 360, 397, 420, 460, 497)	259.00	0.00	259.00
Theatre (master's) (all THTR rubric master's courses except THTR 560)	394.00	0.00	394.00
Minnesota West Community & Technical College			
Farm Business Management	174.01	0.00	174.01
Nursing	196.09	16.00	212.09
Precision Machining	193.25	0.00	193.25
Rad Tech (FY14 charges included course fee, no change in cost to student in FY15)	192.20	0.00	192.20
Surg Tech(FY14 charges included course fee, no change in cost to student in FY15)	192.00	0.00	192.00
Welding	246.23	0.00	246.23
Normandale Community College			
Dental (DENH) except DENH 1900	193.77	0.00	193.77
Global Career Development Facilitator Program	172.18	0.00	172.18
Nursing (NURS) except NURS 1900	193.77	0.00	193.77
Online tuition rate	181.48	0.00	181.48
North Hennepin Community College			
Medical Laboratory Technician	175.00	0.00	175.00
Nursing	189.76	0.00	189.76
Online Courses	177.94	0.00	177.94
Northland Community & Technical College			
360 Center of Excellence	187.00	0.00	187.00
Aviation	198.04	0.00	198.04
Cardiovascular Tech	199.00	0.00	199.00
Commercial Vehicle Operations	289.12	0.00	289.12
Distance/Online Courses	199.00	0.00	199.00
EMT Basic	199.00	0.00	199.00
Fire Fighter-Paramedic	199.00	0.00	199.00
Fire Technology	199.00	0.00	199.00
GINT-Geospatial Intelligence	300.00	-101.00	199.00
IMAG Imagery Analyst	300.00	-101.00	199.00
Nursing Assistant (course HLTH 1110)	199.00	0.00	199.00

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Occupational Therapy Assistant	199.00	0.00	199.00
Paramedicine	199.00	0.00	199.00
Pharmacy Technology	199.00	0.00	199.00
Phlebotomy	199.00	0.00	199.00
Physical Therapist Assistant	199.00	0.00	199.00
Practical Nursing	199.00	0.00	199.00
Precision Agriculture Equip. Tech.	196.00	0.00	196.00
Radiologic Technology	199.00	0.00	199.00
Registered Nurse	199.00	0.00	199.00
Respiratory Therapist	199.00	0.00	199.00
Surgical Technology	199.00	0.00	199.00
Unmanned Aerial Systems	300.00	0.00	300.00
Northwest Technical College (Bemidji)			
360 Center of Excellence	187.00	0.00	187.00
Auto Machinist	202.98	0.00	202.98
Automotive Service Technology	184.98	0.00	184.98
Construction Electricity	184.98	0.00	184.98
Dental Assistant	184.98	0.00	184.98
Distance/On-line courses	199.00	0.00	199.00
HVAC Residential Plumbing	184.98	0.00	184.98
Nursing	184.98	0.00	184.98
Welding	185.10	0.00	185.10
Pine Technical & Community College			
360 Center of Excellence Consortium Courses	187.00	0.00	187.00
Automation Technology (ETEC)	158.15	20.00	178.15
Early Childhood Development (CDEV)	155.15	0.00	155.15
Gunsmithing (GTSP)	163.15	0.00	163.15
Manufacturing (MTTP)	158.15	0.00	158.15
Medical Assistant (MEDA)	177.90	0.00	177.90
Nursing (HEOP, PRSG, NURS, HPPC)	189.90	0.00	189.90
Online courses - media code 03, 12 & 13	157.65	0.00	157.65
Plastics (PLST)	158.15	0.00	158.15
Robotics (ETEC)	158.15	0.00	158.15
Welding (WELD) - NEW	0.00	0.00	183.15

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Rainy River Community College			
Non-resident online courses	222.02	0.00	222.02
Nursing Assistant	180.79	0.00	180.79
Online courses (excluding any courses/programs with a differential tuition rate)	182.62	0.00	182.62
Ridgewater College			
Farm Business Management	161.29	0.00	161.29
Online tuition	184.98	0.00	184.98
Riverland Community College			
360 Center of Excellence	187.00	0.00	187.00
A.D. Nursing	199.60	10.00	209.60
Accounting	167.10	0.00	167.10
Agricultural Science	174.60	0.00	174.60
Agricultural Business	167.10	0.00	167.10
Automobile Services	174.60	0.00	174.60
Business & Office/Administrative Support	167.10	0.00	167.10
Business Administration	167.10	0.00	167.10
Chemistry	167.73	0.00	167.73
Cisco Network Associate Program	189.60	0.00	189.60
Collision Repair	174.60	0.00	174.60
Construction Electrician	174.60	0.00	174.60
Cosmetology	184.60	0.00	184.60
Diesel	174.60	0.00	174.60
Electrical Maintenance Technician	174.60	0.00	174.60
English As A Second Language-Academic	194.60	0.00	194.60
Farm Business Management	167.10	0.00	167.10
Food Science Technolgoy	174.60	0.00	174.60
Independent Studies	194.60	0.00	194.60
Industrial Machining	174.60	0.00	174.60
Machining	184.60	0.00	184.60
Massage Therapy	184.60	0.00	184.60
Medical Assistant/Phlebotomy	184.60	10.00	194.60
Microsoft Systems Administrator	189.60	0.00	189.60
Microsoft Systems Engineer	189.60	0.00	189.60
Multimedia	189.60	0.00	189.60

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Online Courses	194.60	0.00	194.60
Radiography AAS	194.60	10.00	204.60
Truck Driving	264.60	0.00	264.60
Web Page Design	189.60	0.00	189.60
Webmaster	189.60	0.00	189.60
Wind Energy	174.60	0.00	174.60
Rochester Community and Technical College			
Accounting (ACCT)	164.08	2.70	166.78
Automobile Mechanics (AMT)	179.08	0.00	179.08
Business (BUS)	164.08	2.70	166.78
Child Development Assistant	167.08	0.00	167.08
Computer Aided Drafting	184.08	-5.00	179.08
Dental Assisting	176.88	16.62	193.50
Dental Hygiene	181.88	16.35	198.23
Design and Visual Communications, Gen	169.08	0.00	169.08
Emergency Medical Technician	167.08	2.00	169.08
Equine Science (EQSC)	226.08	0.00	226.08
Film/Video and Photographic Arts	199.08	0.00	199.08
Fine and Studio Art	179.08	0.00	179.08
Health Unit Coordinator	167.08	0.00	167.08
Human Services Technician	164.08	0.00	164.08
Hybrid Tuition differential - media code 09	179.08	0.00	179.08
LAWE - Law enforcement	184.08	0.00	184.08
LAWE - Law enforcement Skills	289.07	0.00	289.07
Nursing AD	179.08	11.34	190.42
Nursing Assistant	174.88	0.00	174.88
Online tuition differential - media codes 03, 12, 13	194.08	0.00	194.08
Practical Nursing	179.08	11.13	190.21
Veterinary Assistant/Technician	174.08	2.00	176.08
Welding	174.08	0.00	174.08

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Saint Paul College			
360 ^o Manufacturing and Applied Engineering Center of Excellence	186.98	0.00	186.98
Online Tuition (Media Code 03 and 12)	181.69	0.00	181.69
Pharmacy Tech	181.52	0.00	181.52
Phlebotomy	218.01	0.00	218.01
Pilates	197.42	0.00	197.42
Pre-Engineering	175.88	0.00	175.88
Surgical Tech - NEW	0.00	0.00	199.05
Respiratory Therapy	211.69	0.00	211.69
South Central College			
FBM	163.58	0.00	163.58
Southwest Minnesota State University			
Administrative Licensure Program	412.50	10.00	422.50
Graduate online/web courses	446.00	14.00	460.00
Culinology Labs	270.70	0.00	270.70
Hospitality Labs	270.15	0.00	270.15
Intro to Art/Elementary Art	250.60	0.00	250.60
Off Camp Grad Ed Learning Comm. 18/19 & 19/20 Program	412.50	10.00	422.50
Off Camp Grad Ed Learning Comm. 17/18 & 18/19 Program	412.50	0.00	412.50
Off Campus Education Graduate Program	446.00	14.00	460.00
Off Campus MBA & Management Graduate Program	446.00	14.00	460.00
Science Labs includes labs in Agronomy, Biology, Chemistry, Physics, Exercise Science and Environmental Science	260.00	0.00	260.00
Studio Art	259.25	0.00	259.25
Undergraduate Off Campus Programs	292.50	0.00	292.50
Undergraduate Online/Web courses	292.50	0.00	292.50
St. Cloud State University			
Art	272.38	0.00	272.38
Correctional Facility Undergraduate Education	236.44	0.00	236.44
Mass Communication	268.77	0.00	268.77
Master of Applied Clinical Research	779.55	31.18	810.73
Master of Engineering Management	597.66	23.91	621.57
Master of Regulatory Affairs and Services	779.55	31.18	810.73
Master of Science, Medical Technology Quality (MTG)	779.55	31.18	810.73
Masters Information Assurance	383.41	15.34	398.75
Off Campus Graduate	421.23	16.85	438.08
Off Campus Graduate Continuing Education	455.83	18.23	474.06
Off Campus Graduate ITV Continuing Education	455.83	18.23	474.06

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Off Campus North Branch Cohort Graduate	435.98	17.44	453.42
Off Campus North Branch Cohort Undergraduate	276.59	0.00	276.59
Off Campus or on-line Behavioral Analysis	566.66	22.67	589.33
Off Campus Undergraduate	276.59	0.00	276.59
Off Campus Undergraduate Continuing Education	311.00	0.00	311.00
Off Campus Undergraduate ITV Continuing Education	311.00	0.00	311.00
Off Campus Workshop Graduate	435.98	17.44	453.42
Off Campus Workshop Undergraduate	284.38	0.00	284.38
On-Line Department or Continuing Studies Graduate	459.00	18.36	477.36
On-Line Department or Continuing Studies Undergraduate	320.30	12.81	333.11
St. Cloud MBA	604.09	24.16	628.25
Twin Cities Graduate Center MBA	825.48	33.02	858.50
Undergraduate Nursing	263.59	0.00	263.59
St. Cloud Technical & Community College			
360 Center of Excellence	186.98	0.00	186.98
Associate Degree of Nursing	212.16	0.00	212.16
Community Paramedicine Certificate	192.84	0.00	192.84
Dental Assisting	183.84	0.00	183.84
Dental Hygiene	183.84	0.00	183.84
Invasive Cardiovascular Technology	183.84	0.00	183.84
LPN	183.84	0.00	183.84
Online Courses with Media Code 03, 12, or 13	192.84	0.00	192.84
Paramedicine	183.84	0.00	183.84
Sonography	183.84	0.00	183.84
Surgical Technology	183.84	0.00	183.84
Vermilion Community college			
All resident courses offered via online (excluding any courses/programs with a differential tuition rate)	182.62	0.00	182.62
Non-resident online courses	222.02	0.00	222.02
Seasonal Park Law Enforcement Ranger Training	350.75	0.00	350.75
Taxidermy	272.67	0.00	272.67
Veterinary Assistant/Technician	182.62	25.00	207.62

Minnesota State
Program Differential Rates for FY2019

Program Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Winona State University			
Advanced Nursing Practice Specialty Cohorts	970.63	38.82	1,009.45
Education Doctorate Ed. D. - NEW	0.00	0.00	650.00
Composite Materials Engineering Program-Ugrad	288.98	0.00	288.98
Graduate Nursing Program	572.10	22.88	594.98
Health Leadership & Administration Program-HLA	312.58	0.00	312.58
Master of Science Athletic Training-Grad	438.17	15.52	453.69
Offsite Programs-Ugrad	263.98	0.00	263.98
Online Programs-Ugrad	248.48	0.00	248.48
Online Programs-Grad	392.67	15.52	408.19
Master of Social Work-Grad - NEW	0.00	0.00	635.52
Study Abroad Program-Ugrad	450.00	0.00	450.00
Teacher Preparation Collaborative Certificate-Grad	431.39	17.25	448.64
Travel Studies Program-Ugrad	400.00	100.00	500.00
Undergraduate Nursing Program	281.62	0.00	281.62

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Alexandria Technical & Community College			
Child Care Internship	160.53	0.00	160.53
Child Care Practicum I	160.53	0.00	160.53
Child Care Practicum II	160.53	0.00	160.53
CNC Machining Operations I	187.24	0.00	187.24
CNC Machining Operations II	187.24	0.00	187.24
Comprehensive Clinical I	187.24	0.00	187.24
Comprehensive Clinical II	187.24	0.00	187.24
Firearms/Officer Survival Tactics	248.03	0.00	248.03
Medical Clinical	187.24	0.00	187.24
Milling II	187.24	0.00	187.24
OB/Peds Clinical	187.24	0.00	187.24
Operation of Commercial Vehicle	287.05	0.00	287.05
Psychiatric Clinical	187.24	0.00	187.24
Surgical Clinical	187.24	0.00	187.24
Turning II	187.24	0.00	187.24
Bemidji State University			
Chem - Allied Health Lab (CHEM 1110)	276.45	0.00	276.45
Chem - Analytical Chem Lab (CHEM 3570)	286.45	0.00	286.45
Chem - General Chemistry I (CHEM 1111)	271.45	1.25	272.70
Chem - General Chemistry II (CHEM 1112)	271.45	3.00	274.45
Chem - Biochemistry Lab I & II (CHEM 4471/4472)	281.45	0.00	281.45
Chem - Biochemistry Lab I & II (CHEM 5471/5472)	418.50	0.00	418.50
Chem - Instrmntl Analys Lab I (CHEM 4571)	281.45	0.00	281.45
Chem - Organic Chemistry I & II (CHEM 3371/3372)	286.45	0.00	286.45
Chem - Physical Chemistry Lab I & II (CHEM 4771/4772)	281.45	0.00	281.45
Chem - Physical Chemistry Lab I & II (CHEM 5771/5772)	418.50	0.00	418.50
Chem - Principles of Chemistry I (CHEM 2211)	271.45	1.25	272.70
Chem - Principles of Chemistry II (CHEM 2212)	271.45	3.00	274.45
ENVR 3930 Natural Resource Management	281.45	0.00	281.45
Environmental -Thesis ENVR 4990	281.45	0.00	281.45
ENVR 5930 Natural Resource Management	418.50	0.00	418.50
Environmental -Thesis ENVR 6990	418.50	0.00	418.50
Geology - Labs (GEOL 1110/1120)	271.45	0.00	271.45
Geology - Labs (GEOL 2110)	271.45	0.00	271.45
Geology - Labs (GEOL 3120)	281.45	0.00	281.45
Geology - Labs (GEOL /3500)	271.45	0.00	271.45
Geology - Labs (GEOL 3600)	271.45	0.00	271.45
Geology - Labs (GEOL 4300)	281.45	0.00	281.45

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Geology - Labs (GEOL 5120)	418.50	0.00	418.50
Geology - Labs (GEOL 5300)	418.50	0.00	418.50
Geology - Labs (GEOL /5500)	408.50	0.00	408.50
Geology - Labs (GEOL 5600)	408.50	0.00	408.50
PE - Exercise Physiology & Nutrition (PHED 3300)	281.45	0.00	281.45
PE - Exercise Physiology & Nutrition (PHED 5300)	418.50	0.00	418.50
PE - Personal Training: Strength and Speed (PHED 4160)	281.45	0.00	281.45
PE - Personal Training: Strength and Speed (PHED 5160)	418.50	0.00	418.50
PE -Athletic Training (PHED 3190)	276.45	0.00	276.45
PE -Athletic Training (PHED 5190)	413.50	0.00	413.50
Physics - Lab (PHYS 1101/1102/2101/2102)	271.45	0.00	271.45
Central Lakes College			
AMSL 1412 - American Sign Language II	174.08	0.00	174.08
AMSL 2412 - American Sign Language IV	174.08	0.00	174.08
AMSL 2414 - Conversational ASL	234.08	0.00	234.08
ARTS 1401 Black & White Photo I	169.08	0.00	169.08
ARTS 1403 Color Photo I	169.08	0.00	169.08
ARTS 1487 Ceramics: Beginning Hand Building	159.08	17.00	176.08
ARTS 1488 Ceramics: Beginning Throwing	159.08	17.00	176.08
ARTS 1489 Intermediate Ceramics	159.08	17.00	176.08
ARTS 1596 Topics In Art	169.08	0.00	169.08
BIOL 1404 - Human Biology	169.08	0.00	169.08
BIOL 1411 - Concepts of Biology	169.08	0.00	169.08
BIOL 1415 - Environmental Biology	169.08	0.00	169.08
BIOL 1431 - General Biology I	169.08	0.00	169.08
BIOL 1432 - General Biology II	169.08	0.00	169.08
BIOL 2411 - Biology of Women	169.08	0.00	169.08
BIOL 2417 - General Ecology Lab	169.08	0.00	169.08
BIOL 2457 - Microbiology	169.08	0.00	169.08
BIOL 2467 - Anatomy & Physiology I	169.08	0.00	169.08
BIOL 2468 - Anatomy & Physiology II	169.08	0.00	169.08
CHEM 1407 - Life Science Chemistry	169.08	0.00	169.08
CHEM 1424 - Chemical Principles I	169.08	0.00	169.08
CHEM 1425 - Chemical Principles II	169.08	0.00	169.08
CHEM 2472 - Organic Chemistry I	169.08	0.00	169.08
CHEM 2473 - Organic Chemistry II	169.08	0.00	169.08
CRJU 1125 - Personal Protection Awareness	174.08	0.00	174.08
CRJU 2124-General Evidence and Identification Preparation	275.04	0.00	275.04
CRJU 2160-Use of Force	275.04	0.00	275.04

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
CRJU 2162-Firearms	275.04	0.00	275.04
CRJU 2164-Patrol Practicals	275.04	0.00	275.04
CRJU 2166-Tactical Communications/Relations	275.04	0.00	275.04
EMTS 1502 - Emergency Medical Technician	224.08	0.00	224.08
EMTS 1580 - Special Topics (ACLS)	274.07	0.00	274.07
ESCI 1405 - Astronomy	169.08	0.00	169.08
ESCI 1452 - Oceanography Lab	169.08	0.00	169.08
ESCI 1454 - Earth Science and the Environment	169.08	0.00	169.08
PHED 1510 - Skiing/Snowboarding	229.08	0.00	229.08
PHED 1511 - Adv. Skiing/Snowboarding	229.08	0.00	229.08
PHED 1534 - Beginning Golf	174.08	0.00	174.08
PHED 1541 - Bowling	204.08	0.00	204.08
Century College			
ART 2032 - Digital Photography	170.58	0.00	170.58
Fond du Lac Tribal & Community College			
Advanced Bowling	204.94	0.00	204.94
All Private Music Lessons	280.51	0.00	280.51
AMIN 1020 Foundations of American and Anishinabe Elem. Education	173.90	0.00	173.90
AMIN 2300 Culturally Responsive Education	193.90	0.00	193.90
Application of Nursing	177.00	0.00	177.00
ART 1055 Fashion, Fabric Design and Construction	178.90	0.00	178.90
Art Design	163.90	0.00	163.90
ART/MUSC 1250 Foundations of American and Anishinabe Arts in Educ	198.90	0.00	198.90
Aspects of Biology Lab/Lecture	163.90	0.00	163.90
Aspects of Inorganic Chemistry Lab/Lecture	178.94	0.00	178.94
Beginning Bowling	204.94	0.00	204.94
Beginning Downhill Skiing	250.44	0.00	250.44
Beginning Golf	255.44	0.00	255.44
BIOL 1065	158.90	5.00	163.90
Careers in the Criminal Justice System	182.00	0.00	182.00
Ceramics	163.90	0.00	163.90
Clinical Applications	233.00	0.00	233.00
Clinical Foundations	233.00	0.00	233.00
Clinical Integration	233.00	0.00	233.00
Clinical Syntheses	233.00	0.00	233.00
Community CPR	233.00	0.00	233.00
Digital Photography	163.90	0.00	163.90
Drawing	163.90	0.00	163.90
emergency Medical Technician	233.00	0.00	233.00
Emergency Response/First Responder	233.00	0.00	233.00
ENGL 2200 American Indian Children's Literature	218.90	0.00	218.90
Environmental Science Lab/Lecture	163.90	0.00	163.90

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Ethics in Nursing	177.00	0.00	177.00
Family Nursing	177.00	0.00	177.00
Family Nursing Clinical	233.00	0.00	233.00
Food: Safety, Risks & Technology	177.00	0.00	177.00
Foundations of Nursing	177.00	0.00	177.00
General Biology Lab/Lecture	163.90	0.00	163.90
General Chemistry Lab/Lecture	178.94	0.00	178.94
Health Assessment	233.00	0.00	233.00
HLTH 1032 Health Care Provider CPR & 1st Aid	233.00	0.00	233.00
HLTH 2100 Community Health Wellness w/ Annishinabe Perspective	173.90	0.00	173.90
Home Health Aid	233.00	0.00	233.00
Human Anatomy and Physiology Lab/Lecture	163.90	0.00	163.90
Integration of Nursing	177.00	0.00	177.00
Intro to Forensic Biology	163.90	0.00	163.90
Intro to Nursing	233.00	0.00	233.00
Introduction to Art	163.90	0.00	163.90
Leadership, Ethics, Y Diversity in Law Enforcement	204.51	0.00	204.51
Mathematics for Medication	177.00	0.00	177.00
Medication Admin II	177.00	0.00	177.00
Medication AdminI	177.00	0.00	177.00
Microbiology Lab/Lecture	163.90	0.00	163.90
Native Plant Identification	163.90	0.00	163.90
NURS and HLTH Courses (except lab and clinical)	177.00	0.00	177.00
NURS2130 - Community Clinicals	233.00	0.00	233.00
Nursing Interventions	233.00	0.00	233.00
Nursing Role Transition	177.00	0.00	177.00
Nursing Role Transition Clinical	233.00	0.00	233.00
On-Line Courses	178.90	0.00	178.90
Organic Chemistry Lab/Lecture	178.94	0.00	178.94
Painting	163.90	0.00	163.90
Patrol Procedures	240.51	0.00	240.51
Personal, Tribal & Comm Health	177.00	0.00	177.00
Practical Applications of Criminal Investigations	199.50	0.00	199.50
Principals of Ecology Lab/Lecture	163.90	0.00	163.90
Psychosocial Nursing	177.00	0.00	177.00
SCI 1280 Investigative Science I	208.90	0.00	208.90
SCI 1285 Investigative Science II	208.90	0.00	208.90
Sculptures	164.03	0.00	164.03
Service Learning for Nursing	232.31	0.00	232.31
Special Topics	177.00	0.00	177.00
Summer Outdoor Activities	280.00	0.00	280.00
synthesis of Nursing	177.00	0.00	177.00

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Use of Force I: Basic Defense Tactics	224.00	0.00	224.00
Use of Force II: Firearms	385.00	0.00	385.00
Watercolors	163.90	0.00	163.90
Winter Outdoor Activities	280.00	0.00	280.00
Hennepin Technical College			
Emergency Medical Technician - Basic (EMSV 1100)	170.68	0.00	170.68
Emergency Vehicle Driving Skills (EMSV 1130)	266.67	0.00	266.67
Extrusion Molding Processes I & II (PLST 2011 & PLST 2017)	166.68	0.00	166.68
Health Clinical: Clinical Externship I & II (DNTL 1321 & DNTL 1325)	166.68	15.00	181.68
Health Clinicals: Health Unit Coordinator Internship (HLUC 1200)	166.68	0.00	166.68
Health Clinicals: Nursing Assistant (NURS 1001)	166.68	0.00	166.68
Health Clinicals: Pharmacy Technician Externship I & II (PHRM 1080 & PHRM 1090)	166.68	14.00	180.68
Health Clinicals: Practicum (MAST 2040)	166.68	0.00	166.68
Injection Molding Processes I, II, & III (PLST 2128, PLST 2138, & PLST 2143)	166.68	0.00	166.68
Nursing: Adult Nursing I & II (NURS 1191 & NUSR 1222)	176.68	15.00	191.68
Nursing: Capstone (NURS 2550)	176.68	15.00	191.68
Nursing: Foundations I & II (NURS 1103 & NURS 1201)	176.68	15.00	191.68
Nursing: Maternal Child Nursing (NURS 1242)	176.68	15.00	191.68
Nursing: Nursing Skills I & II (NURS 1161 & NUSR 1261)	176.68	15.00	191.68
Nursing: Pharmacology for Practical Nurses (NURS 1141)	176.68	15.00	191.68
Nursing: Psychosocial Nursing (NURS 2110)	176.68	15.00	191.68
Public Works (PWRK 1060)	206.68	0.00	206.68
Related Mechanical Skills (FMLR 1301)	231.67	0.00	231.67
Hibbing Community College			
Course: Basic Fire Arms	236.58	0.00	236.58
Course: Fire Arms	236.58	0.00	236.58
Lake Superior College			
Nursing Assistant 1400	174.73	0.00	174.73
Nursing Assistant 1420	174.73	0.00	174.73
Mesabi Range College			
Clinical I (NURS 1239)	200.18	0.00	200.18
Clinical II (NURS 1249)	200.18	0.00	200.18
Maternal/Child Health Nursing (NURS 1241)	200.18	0.00	200.18
Medical Terminology (NURS 1227)	177.62	0.00	177.62
Mental Health Nursing (NURS 1233)	200.18	0.00	200.18
N-CLEX Review (NURS 1275)	177.62	0.00	177.62

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Nursing Care of the Adult (NURS 1243)	200.18	0.00	200.18
Nursing Care of the Older Adult (NURS 1234)	200.18	0.00	200.18
Nursing Math, Medications & Skills (NURS 1230)	200.18	0.00	200.18
Pharmacology (NURS 1231)	177.62	0.00	177.62
Transition Into Practice (NURS 1240)	177.62	0.00	177.62
Minneapolis Community & Technical College			
FYST 1010	165.58	0.00	165.58
PHED 2100	230.25	0.00	230.25
PHLE 1000	160.25	0.00	160.25
PHLE 1002	158.50	0.00	158.50
Minnesota State College Southeast			
BIOL 2501 Introduction to Biology	177.20	0.00	177.20
BIOL 2511 Anatomy & Physiology I	177.20	0.00	177.20
BIOL 2512 Anatomy & Physiology II	177.20	0.00	177.20
BIOL 2530 Microbiology	177.20	0.00	177.20
Chem 2518 General, Organic, & Biochemistry I	177.20	0.00	177.20
CHEM 2522 Environmental Chemistry	177.20	0.00	177.20
CHEM 2525 Introduction to Forensic Science	177.20	0.00	177.20
Comp 2510 Introduction to Computers	177.20	0.00	177.20
COMP 2520 Introduction to Graphic Design	177.20	0.00	177.20
COMP 2525 Computers: Issues and Applications II	177.20	0.00	177.20
HUMA 2520 Film Studies	177.20	0.00	177.20
HUMA 2525 Digital Photography	177.20	0.00	177.20
HUMA 2540 Introduction to Multimedia and Digital Arts	177.20	0.00	177.20
INDS 1628 Introduction to Welding Technologies	187.10	0.00	187.10
INDS 1629 Welding Technologies II	187.10	0.00	187.10
INDS 1630 Welding Technologies III	187.10	0.00	187.10
INDS 1632 Oxy-Fuel Welding Fundamentals	187.10	0.00	187.10

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Minnesota State Community & Technical College			
Online Courses	198.95	0.00	198.95
Minnesota State University, Mankato			
Online Courses (Note: It is \$36.25 above the existing resident undergraduate or graduate tuition rates)	36.25	0.00	36.25
Minnesota State University Moorhead			
ACCT 280	245.00	0.00	245.00
ART 101, 102, 125, 311, 480, 498	249.00	0.00	249.00
ART 203A, 300A, 303A, 304A, 305A, 306A, 400A, 404A, 405A, 494A	274.00	0.00	274.00
ART 203C, 303C, 304C, 305C, 306C, 400C, 404C, 405C, 494C	259.00	0.00	259.00
ART 203D, 300D, 303D, 304D, 305D, 306D, 400D, 404D, 405D, 494D	269.00	0.00	269.00
ART 203E, 300E, 303E, 304E, 305E, 306E, 400E, 404E, 405E, 494E	269.00	0.00	269.00
ART 203F, 300F, 303F, 304F, 305F, 306F, 400F, 404F, 405F, 494F	269.00	0.00	269.00
ART 203H, 300H, 303H, 304H, 305H, 400H, 404H, 405H, 494H	249.00	0.00	249.00
ART 203K, 203N	269.00	0.00	269.00
ART 203L, 305L, 405L, 494L	249.00	0.00	249.00
ART 350, ART 375, ART 402	249.00	0.00	249.00
AST 102, 104	249.00	0.00	249.00
AST 365	244.00	0.00	244.00
BCBT 100, 220	249.00	0.00	249.00
BIOL 109, 125, 126, 236, 300, 370	249.00	0.00	249.00
BIOL 111, 115, 341	269.00	0.00	269.00
BIOL 275, 305, 321, 322, 326, 345, 347, 349, 360, 365, 372, 385L, 390, 402, 455, 479, 497	259.00	0.00	259.00
BIOL 323, 350	269.00	0.00	269.00
BIOL 400/405/410 - NEW	0.00	0.00	274.00
CNSA 691A, 691B, 691C, 691D	450.00	0.00	450.00
CNSA 692A, 692B, 692C, 692D	475.00	0.00	475.00
CNSA 669E Internship in Addiction Counseling - NEW	0.00	0.00	475.00
CNSA 691E Practicum in Addiction Counseling - NEW	0.00	0.00	450.00
CSIS 320, 365	259.00	0.00	259.00
ED 205, 294, 310	269.00	0.00	269.00
ED 461V (Student Teaching Abroad)	339.00	0.00	339.00
EECE 481V (Student Teaching Abroad)	339.00	0.00	339.00
EIT 160, 180, 182, 280, 284, 383, 462	314.00	0.00	314.00
EIT 161, 181, 281, 361, 381, 461, 481	314.00	0.00	314.00
FILM 100, 172, 200, 284, 384, 400, 401, 472, 484, 485, 496	269.00	0.00	269.00
FILM 372, 375	264.00	0.00	264.00
GDES 203, 375	259.00	0.00	259.00
GDES 303, 304, 305, 306, 307, 404, 405	269.00	0.00	269.00
GDES 400, 494	254.00	0.00	254.00
HLTH 110	249.00	0.00	249.00

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
HLTH 125	259.00	0.00	259.00
HLTH 311, 327, 335, 340, 412, 465	249.00	0.00	249.00
HSAD 417	249.00	0.00	249.00
MATH 260, 355, 323, 366, and 327	242.00	0.00	242.00
MATH 000, 100 level and 200 level courses except other listed MATH differentials and 235, 291, 302, 303, and 304 courses	246.00	0.00	246.00
MDEV 090, 095, 099	244.00	0.00	244.00
MGMT 260	245.00	0.00	245.00
MHA 615 Master in Healthcare Administration - NEW	0.00	0.00	480.00
MHA 692A Masters in Healthcare Administration Capstone I	475.00	80.00	555.00
MKTG 270	245.00	0.00	245.00
MUS 107A, 107B, 108A, 108B, 110, 150A, 150B, 151, 152, 154A, 191, 207A, 207B, 208, 219, 231, 232, 233, 234, 235, 236, 291, 300, 303, 304, 305, 307, 319, 328, 333, 334, 335, 342, 343, 372, 378, 390, 391, 392, 421, 423, 431A, 431B, 432, 433, 440, 441, 442, 445, 446, 447, 471, 472	279.00	0.00	279.00
MUS 266, 267, 284, 361, 363, 364, 384, 466, 469, 486	314.00	0.00	314.00
MUS 523, 524, 531B, 572, 574, 595, 596, 620, 621, 632, 634, 635, 636, 637, 695, 697, 699	414.00	0.00	414.00
MUS 682, 685, 686	449.00	0.00	449.00
NURS 301	261.00	0.00	261.00
NURS 348L, 473L	244.00	0.00	244.00
NURS 473	252.00	0.00	252.00
NURS 600	492.00	-7.00	485.00
NURS 610	475.00	10.00	485.00
NURS 642P	505.00	13.50	518.50
NURS 643P, 645P	485.00	15.00	500.00
NURS 644P	485.00	33.50	518.50
MHA 692B	475.00	16.66	491.66
PHYS 105, 140, 302, 305, 306, 312, 350	249.00	0.00	249.00
PHYS 160, 161, 200, 201	252.00	0.00	252.00
PHYS 318, 322, 370	244.00	0.00	244.00
PSCI 170	259.00	0.00	259.00
PSY 230	242.00	0.00	242.00
PSY 620	441.00	0.00	441.00

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
PSY 622	470.00	0.00	470.00
PSY 641, 642, 643	460.00	0.00	460.00
PSY 723	445.00	0.00	445.00
PSY 724	440.00	0.00	440.00
School of Business (only includes 300- and 400-level courses in the following rubrics: ACCT, BUS, FINC, MGMT, MKTG)	245.00	0.00	245.00
SLHS 273, 421	254.00	0.00	254.00
SLHS 446	254.00	20.00	274.00
SLHS 347	269.00	0.00	269.00
SLHS 473	244.00	0.00	244.00
SLP 646	450.00	0.00	450.00
SPED 225	269.00	0.00	269.00
SPED 567A, 668B, 668C, 668D, 668E, 668I, 668P	399.00	0.00	399.00
WS 300	249.00	0.00	249.00
WS 415	253.00	0.00	253.00
Minnesota West Community & Technical College			
All other Online Courses	184.03	0.00	184.03
DEN1105 Oral Radiology II	197.94	0.00	197.94
DEN1120 Chairside Assisting I	181.43	0.00	181.43
DEN1125 Chairside Assisting II	181.43	0.00	181.43
DEN1140 Dental Materials	184.73	0.00	184.73
DEN1145 Expanded Functions A	197.94	0.00	197.94
DEN1150 Expanded Functions B	197.94	0.00	197.94
HC1175 Nursing Assistant	181.97	0.00	181.97
LAWE SKILLS courses	276.92	0.00	276.92
LAWE1120 Physical Fitness	221.03	0.00	221.03
LAWE1125 Physical Fitness for Law Enf II	221.03	0.00	221.03
LAWE1210 Communication - Relations	221.03	0.00	221.03
LAWE2224 Police Report Writing	221.03	0.00	221.03
LAWE2233 Firearms-Patrol Ops	221.03	0.00	221.03
LAWE2250 Accident Inv-Radar-Radio	221.03	0.00	221.03
LAWE2300 Tactical Management	221.03	0.00	221.03
LAWE2310 Use of Force	221.03	0.00	221.03
LAWE2500 Traffic Stops	221.03	0.00	221.03
LAWE2510 Crime Scene Processing	221.03	0.00	221.03
MUSC1140 Piano Lessons	320.03	0.00	320.03

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
MUSC1141 Piano Lessons	320.03	0.00	320.03
MUSC1145 Voice Lessons	320.03	0.00	320.03
MUSC1146 Voice Lessons	320.03	0.00	320.03
MUSC2140 Piano Lessons	320.03	0.00	320.03
MUSC2141 Piano Lessons	320.03	0.00	320.03
MUSC2145 Voice Lessons	320.03	0.00	320.03
MUSC2146 Voice Lessons	320.03	0.00	320.03
Northland Community & Technical College			
CRJU 2209 & 2219	285.00	0.00	285.00
SURT 2212	246.13	0.00	246.13
Northwest Technical College - Bemidji			
BLDG 1108 Metal Fabrication	184.98	0.00	184.98
Riverland Community College			
A & P I BIOL 2021	174.60	0.00	174.60
A & P II BIOL 2022	174.60	0.00	174.60
Advanced Med/Surgical NURS 2010	198.48	0.00	198.48
Arc Welding IMMR 1725	189.60	0.00	189.60
Basic Firearms LAWE 1115	214.60	0.00	214.60
Clinical II RADT 2283	197.42	0.00	197.42
Concepts of Nursing NURS 1020	198.48	0.00	198.48
Criminal Investigations LAWE 1110	214.60	0.00	214.60
Criminal Procedures LAWE 2122	214.60	0.00	214.60
Emergency Medical Technician EMER 1200	169.76	0.00	169.76
Forensic Biology BIOL 1050	174.60	0.00	174.60
Fundamentals of Network Security	189.60	0.00	189.60
Fundamentals of Wireless LANs	189.60	0.00	189.60
Gas Metal Arc Welding IMMR 2765	189.60	0.00	189.60
Gas Tungsten Arc Welding IMMR 2770	189.60	0.00	189.60
Gas Welding IMMR 1730	189.60	0.00	189.60
General Biology BIOL 1091	174.60	0.00	174.60
General Biology BIOL 1092	174.60	0.00	174.60
Hser Field Experience I HSER 1101	195.65	0.00	195.65
Industry Related Welding DESL 1107	189.60	0.00	189.60
Internship I HSER 2200	172.36	0.00	172.36
Internship II HSER 2201	172.36	0.00	172.36
Internship IV HSER 2203	168.48	0.00	168.48
Intr & Treatment Applications HSER 1103	180.12	0.00	180.12
Intro to Radiography RADT 1211	202.36	0.00	202.36
Microbiology BIOL 2040	174.60	0.00	174.60
Music Private Lessons (MUS 1150-1179 & 2150-2179)	189.60	0.00	189.60

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Nursing Assistant HCNA 1200	182.36	0.00	182.36
Nursing Assistant Practicum HCNA 1101	174.60	0.00	174.60
Police Tactics and Procedures LAWE 2130	214.60	0.00	214.60
TAST 2214 Advanced Engine Service	287.20	0.00	287.20
TAST 2215 High Performance Cylinder Heads	287.20	0.00	287.20
TAST 2216 High Performance Cylinder Blocks	287.20	0.00	287.20
TAST 2218 Advanced High Performance Engine Assembly	287.20	0.00	287.20
Vehicle Ops LAWE 2140	214.60	0.00	214.60
Rochester Community and Technical College			
ART 1115 - Study Tour	214.08	0.00	214.08
Dental Radiology DS 1300	184.08	0.00	184.08
HORT 2390	274.07	0.00	274.07
Independent Study	194.08	0.00	194.08
NURS 2400	419.06	0.00	419.06
SPAN 1001	264.07	0.00	264.07
Spch 2100	419.06	0.00	419.06
Saint Paul College			
ARTS 1713-1714 Photography 1-2	186.69	0.00	186.69
ARTS 1756 Metal Arts	168.43	0.00	168.43
ASLS 1411-1414 American Sign Language 1-4	175.88	0.00	175.88
ASLS 1420 ASL Linguistics	175.88	0.00	175.88
ASLS 1430 Classifiers	175.88	0.00	175.88
BIOC 1760 Chemical & Biological Instrumentation	175.88	0.00	175.88
BIOC 1761 Chemical & Biological Ethics & Regulations	175.88	0.00	175.88
BIOC 2700 Biochemistry	175.88	0.00	175.88
BIOC 2790 Biochemistry Internship/Research Project	175.88	0.00	175.88
BIOL 1730 Human Body Systems	175.88	0.00	175.88
BIOL 1740 & 1745 General Biology 1 & 2	175.88	0.00	175.88
BIOL 1782 Introduction to Forensic Science	175.88	0.00	175.88
BIOL 2721 & 2722 Human Anatomy and Phys 1 & 2	175.88	0.00	175.88
BIOL 2750 General Microbiology	175.88	0.00	175.88
CHEM 1700 Chemistry Concepts	175.88	0.00	175.88
CHEM 1711 & 1712 Principles of Chemistry 1 & 2	175.88	0.00	175.88
CHEM 2711 & 2712 Organic Chemistry 1 & 2	175.88	0.00	175.88
CULA 1405 Culinary Arts Foundations 1	191.69	4.17	195.86
CULA 1415 Culinary Arts Foundations 2	191.69	4.17	195.86
CULA 1435 Butchery and Chacuterie	191.69	4.17	195.86
CULA 1445 Food Service Practicum	191.69	4.17	195.86
CULA 1505 Contemporary Bake Shop Production	191.69	4.17	195.86
CULA 1515 Contemporary Pantry Production	191.69	4.17	195.86
CULA 1525 Contemporary Range Production	191.69	4.17	195.86
CULA 1545 Contemporary Quick Fare Production	191.69	4.17	195.86

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
CULA 2105 Applied Resturant Operations 1	191.69	4.17	195.86
CULA 2110 Applied Resturant Operations 2	191.69	4.17	195.86
CULA 2220 Sensory Evaluation & Wine Pairing	191.69	4.17	195.86
CULA 2450 Advanced Pastry Confection	191.69	4.17	195.86
CULA 2460 Culinary Capstone	191.69	0.00	191.69
CULA 3630 Artisan Baking	191.69	0.00	191.69
CULA 3635 Artisan Cheese	191.69	0.00	191.69
CULA 3641 Charcuterie	191.69	0.00	191.69
CULA 3650 Organic and Sustainable Foods	191.69	0.00	191.69
ESOL 0820 Pronunciation and Articulation	175.88	0.00	175.88
HLTH 1465 Functional Holistic Nutrition	175.88	0.00	175.88
INTP 1512 & 1513 Consecutive Interpreting 1 & 2	175.88	0.00	175.88
INTP 2411 & 2412 Sign to Voice Interpreting 1 & 2	175.88	0.00	175.88
INTP 2421 & 2422 Voice to Sign Interpreting 1 & 2	175.88	0.00	175.88
INTP 2431 & 2432 Transliterating 1 & 2	175.88	0.00	175.88
MLDT 1421 Hematology 1	211.69	0.00	211.69
MLDT 1422 Hematology 2	211.69	0.00	211.69
MLDT 1430 Urinalysis/Body Fluids	211.69	0.00	211.69
MLDT 1441 Clinic Chem 1	211.69	0.00	211.69
MLDT 1442 Clinic Chem 2	211.69	0.00	211.69
MLDT 1446 Phlebotomy	211.69	0.00	211.69
MLDT 1510 Immunology	211.69	0.00	211.69
MLDT 2400 Mycology/Parasitology	211.69	0.00	211.69
MLDT 2410 Immunohematology	211.69	0.00	211.69
MLDT 2420 Clinic Microbiology	211.69	0.00	211.69
MUSC 1310 Applied Voices	247.54	0.00	247.54
MUSC 1320 Applied Piano	247.54	0.00	247.54
PHYS 1720 & 1722 Principles of Physics 1 & 2	175.88	0.00	175.88
PHYS 2700 & 2710 General Physics 1 & 2	175.88	0.00	175.88
PRNS 1481 Clinical 1	211.69	0.00	211.69
PRNS 1482 Clinical 2	211.69	0.00	211.69
PRNS 1483 Clinical 3	211.69	0.00	211.69
South Central College			
Accounting 2900	165.98	0.00	165.98
BIOL 100 Intro to Biology	163.48	0.00	163.48
BIOL 101 Intro to Ecology	163.87	0.00	163.87
BIOL 115 General Biology 1	168.74	0.00	168.74
BIOL 116 General Biology 2	164.00	0.00	164.00
BIOL 211 Genetic	169.96	0.00	169.96
BIOL 220 Human Anatomy	172.93	0.00	172.93
BIOL 230 Human Physiology	170.64	0.00	170.64
BIOL 270 Microbiology	169.04	0.00	169.04

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Capstone CAP 250 AA of Arts	175.18	0.00	175.18
Carp 1226 Stairway Technology	186.18	0.00	186.18
Carp 2100 Footings & Foundation	177.84	0.00	177.84
Carp 2101 Commercial Construction	186.18	0.00	186.18
CDEV 1230 Guiding Children's Behavior	167.84	0.00	167.84
CDEV 2510 Internship	167.84	0.00	167.84
CIM 2225 Concept Engineering IV	176.97	0.00	176.97
Civing Engineering Technology 1820 Material Tech	188.68	0.00	188.68
CMAE 1514 Safety Awareness	193.46	0.00	193.46
CMAE 1518 Manufacturing Proc & Prod	193.46	0.00	193.46
CMAE 1522 Quality Practices	193.46	0.00	193.46
CMAE 1526 Maintenance Awareness	193.46	0.00	193.46
Community Social Service CSS 1910	168.62	0.00	168.62
COMP 2452 Information Storage & Mgmt	190.18	0.00	190.18
COMP 2453 Virtualization Technologies	190.18	0.00	190.18
COMP 2456 Cloud Tehnologies & Svcs	190.18	0.00	190.18
Culn 1103 Culinary Fundamentals 1	173.68	0.00	173.68
Culn 1104 Culinary Fundamentals 2	173.68	0.00	173.68
Culn 1105 Butchery	179.93	0.00	179.93
Culn 1106 World Cuisine & Culturers	173.68	0.00	173.68
Culn 1200 Garde Manager	177.84	0.00	177.84
Culn 1201 Baking 2	177.84	0.00	177.84
Culn 1202 Ala Cart Cooking & Prod	167.43	0.00	167.43
Culn 1203 Baking 1	171.18	0.00	171.18
Culn 1204 Garde Manager 2	177.84	0.00	177.84
Culn 1301 Advanced Culinar	173.68	0.00	173.68
DA 1814 Chairside DA1	164.79	0.00	164.79
DA 1815 Dental Materials	161.18	25.00	186.18
DA 1825 Dental Assisting Expanded	161.18	12.00	173.18
DA 1828 Nitrous Oxide Sedation	161.18	17.00	178.18
Engineering Foundations ENGR 1121 (2 cr)	226.18	0.00	226.18
Engineering Foundations ENGR 1222 (2 cr)	261.17	0.00	261.17
Engineering Foundations ENGR 2113	261.17	0.00	261.17
Engineering Foundations ENGR 2214	261.17	0.00	261.17
GCC 1120 Graphic Software 1	169.93	0.00	169.93
GCC 1220 Graphic Software 2	169.93	0.00	169.93
GCC 1260 Printing Process	176.18	0.00	176.18
GCC 2210 Design & Illustration 2	169.93	0.00	169.93
GCC 2220 Portfolio 2	176.18	0.00	176.18
GCC 2261 Production Work Flow 2	182.43	0.00	182.43
HCTC 1886 Basic Nursing Assistant	168.62	0.00	168.62
HEMS 1200 EMT	180.02	0.00	180.02

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
HEMS 1220 EMT - Refresher	179.06	0.00	179.06
HUCF 1201 Health Unit Coordinator	211.19	0.00	211.19
HVAC 2100 Theory	178.68	0.00	178.68
HVAC 2340 - Sheet Metal Ductwork Fabrication	168.64	0.00	168.64
ICP 1000 Intro Paramedics	207.84	0.00	207.84
ICP 1010 EMS Skills	165.18	0.00	165.18
ICP 2030 Critical Care 1	164.43	0.00	164.43
ICP 2050 Field Internship 1	177.84	0.00	177.84
ICP 2060 Field Internship II	177.84	0.00	177.84
Marketing MKT 1940 01	167.84	0.00	167.84
MDLT 1810 Lab Techniques and Orientation	164.43	0.00	164.43
MDLT 1815 Hematology	167.85	0.00	167.85
MDLT 1825 Urinalysis/Body Fluids	171.10	0.00	171.10
Medical Assisting MA 2040	192.43	0.00	192.43
NURS 1150 Clinical Foundation	181.10	0.00	181.10
NURS 1175 Nursing Interventions	171.18	0.00	171.18
NURS 1275 Medication Administration	171.18	0.00	171.18
NURS 1350 Clinical Application	171.18	0.00	171.18
NURS 2220 Semester 1 Fundamentals	231.18	0.00	231.18
NURS 2240 Semester 1 Fundamentals	201.18	0.00	201.18
NURS 2250 Clinical Practice Semester 1	186.06	0.00	186.06
NURS 2250 Semester 1 Clinical Practice	171.18	0.00	171.18
NURS 2275 Semester 1 Skills Lab	191.18	0.00	191.18
NURS 2350 Clinical Practice	171.18	0.00	171.18
NURS 2375 Skills & Pharm II	171.18	0.00	171.18
NURS 2375 Semester 3 Skills Lab and Pharmacology	178.62	0.00	178.62
NURS 2455 Semester 3 Clinical Practice Specialty	171.18	0.00	171.18
On line courses and programs	195.68	0.00	195.68
Welding 1045	199.53	0.00	199.53
Welding 1075 Advance Welding Lab	192.43	0.00	192.43
Southwest Minnesota State University			
Computer Science courses: COMP 164, 165, 166, 233, 306, 324, 343, 351, 368, 376, 377, 328, 425, 486, 402	250.00	0.00	250.00
Graduate: CHEM 543 Quantitative Chemical Analysis	463.00	14.00	477.00
Travel Abroad Study Course (3 cr course)	432.50	0.00	432.50
Hosp. 486: Cruiselines (1 credit course)	306.50	0.00	306.50
PE 122 Lifetime Activities (3 credit course)	258.50	0.00	258.50
PE 144 Adventure Ropes (1 credit course)	258.50	0.00	258.50
PE 210 Introduction to Adapted PE (3 cr)	246.10	0.00	246.10

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
St. Cloud State University			
EDAD 605 Educational Administration	436.86	17.47	454.33
EDAD 608 Educational Administration	436.86	17.47	454.33
EDAD 613 Educational Administration	436.86	17.47	454.33
EDAD 622 Legal Aspects for Educational Administration	436.86	17.47	454.33
EDAD 631 Advanced Supervision Techniques	436.86	17.47	454.33
EDAD 640 Educational Administration	436.86	17.47	454.33
EDAD 646 Educational Administration	436.86	17.47	454.33
EDAD 657 Educational Administration	436.86	17.47	454.33
EDAD 697 Current Programs & Issues in School Administration	436.86	17.47	454.33
EDAD 802 Leadership Development	676.37	27.05	703.42
EDAD 804 Visioning and the Change Process	676.37	27.05	703.42
ROTC courses taught by ROTC instructors	0.00	0.00	0.00
SPED 601 Trends and Problems in Special Education	436.86	17.47	454.33
SPED 602 Research in Special Education	436.86	17.47	454.33
St. Cloud Technical & Community College			
HPWR2508 – Reverse Osmosis (RO) Cleaning	192.84	0.00	192.84
HPWT 2502 – Reverse Osmosis Chemistry	192.84	0.00	192.84
HPWT2504 – Reverse Osmosis Principles	192.84	0.00	192.84
HPWT2506 - Reverse Osmosis (RO) Monitoring	192.84	0.00	192.84
HPWT2510 – Reverse Osmosis (RO) Pretreatment	192.84	0.00	192.84
HPWT2512 – Reverse Osmosis (RO) Biological Control	192.84	0.00	192.84
HPWT2514 – Reverse Osmosis (RO) System Design	192.84	0.00	192.84
HPWT2516 – Reverse Osmosis (RO) System Analysis	192.84	0.00	192.84
HPWT2518 – Ion Exchange (IX) Principles	192.84	0.00	192.84
HPWT2520 – Electrodialysis Reversal (EDR) & Electrodeionization (EDI)	192.84	0.00	192.84
HPWT2522 – Ion Exchange (IX) System Design	192.84	0.00	192.84
HPWT2524 – Ion Exchange (IX) System Analysis	192.84	0.00	192.84
HPWT2526 – Deionized (DI) Water Principles	192.84	0.00	192.84
HPWT2528 – Deionized (DI) Water System Design	192.84	0.00	192.84
HPWT2530 – Deionized (DI) Water System Analysis	192.84	0.00	192.84
HPWT2532 – Deionized (DI) Water Maintenance	192.84	0.00	192.84

Minnesota State
Course Differential Rates for FY2019

Course Name	FY2018 Tuition Rate Per Credit	FY2019 \$ Increase Per Credit	FY2019 Tuition Rate Per Credit
Vermilion Community College			
HLTH 1275 Wilderness First Responder	273.84	0.00	273.84
HLTH 1276 Wilderness First Responder Open Recert	273.84	0.00	273.84
HLTH 1446 High Angle Technical Rope Rescue	350.75	0.00	350.75
HLTH 1448 ATV and GPS Land-Based Rescue	350.75	0.00	350.75
HLTH 1450 Technical Rescue I	350.75	0.00	350.75
HLTH 1451 Technical Rescue II	350.75	0.00	350.75
HLTH 1755 Emergency Medical Response	273.84	0.00	273.84
HLTH 1761 EMT Preparation Course	213.06	0.00	213.06
HLTH 1762 Emergency Medical Technician Completion	213.06	0.00	213.06
HLTH 1765 Emergency Medical Technician	213.06	0.00	213.06
Independent Study courses	269.06	0.00	269.06

**Minnesota State
Non-resident Tuition Rates FY2019**

Institution	FY2018 Non-Resident	FY2019 Non-Resident
STATE COLLEGES		
Alexandria Technical & Community College	160.53	160.53
Anoka-Ramsey Community College	144.95	144.95
Anoka Technical College	166.97	166.97
Central Lakes College	159.08	159.08
Century College	160.58	160.58
Dakota County Technical College	168.93	168.93
Fond du Lac Tribal & Community College	158.90	158.90
Hennepin Technical College	156.68	156.68
Inver Hills Community College	158.98	158.98
Lake Superior College	291.56	147.24
Minneapolis Community & Technical College	155.25	155.25
Minnesota State College Southeast	167.29	167.29
Minnesota State Community & Technical College	160.70	160.70
Minnesota West Community & Technical College*	343.06	343.06
Normandale Community College	161.48	161.48
North Hennepin Community College	165.06	165.06
Northeast Higher Ed District		
Hibbing Community College	197.02	197.02
Itasca Community College	197.02	197.02
Mesabi Range College	197.02	197.02
Rainy River Community College	197.02	197.02
Vermilion Community College	197.02	197.02
Northland Community & Technical College	165.00	165.00
Northwest Technical College (Bemidji)	172.98	172.98
Pine Technical and Community College	306.30	306.30
Ridgewater College	161.29	161.29
Riverland Community College	164.60	164.60
Rochester Community and Technical College	164.08	164.08
Saint Paul College	161.69	161.69
St. Cloud Technical & Community College	158.89	158.89
South Central College	161.19	161.18

Minnesota State
Non-resident Tuition Rates FY2019

STATE UNIVERSITIES	FY2018 Undergraduate	FY2019 Undergraduate	FY2018 Graduate	FY2019 Graduate
Bemidji State University (UG per credit up to 12 credits)	266.45	266.45	403.50	419.60
Bemidji State University (UG 12-18 credits)	3,815.00	3,815.00		
Bemidji State University (UG 19+)	3815+266.45	3815+266.45		
Metropolitan State University	464.23	464.23	747.22	777.11
Minnesota State University, Mankato (UG 1-11 cr.)	603.70	603.70	395.60	411.40
Minnesota State University, Mankato (UG Banded 12-18 cr)	7,614.80	7,614.80	n/a	n/a
Minnesota State University, Mankato (UG 19 + cr)	7,614.80 + 575.00	7,614.80 + 575.00	n/a	n/a
Minnesota State University Moorhead (UG 1-11 cr.)	478.00	478.00	748.00	388.90
Minnesota State University Moorhead (UG 12-19 cr.)	7,409.00	7,409.00	n/a	
Minnesota State University Moorhead (UG 20+ cr.)	7,409 + 478	7,409 + 478	n/a	
Saint Cloud State University (UG 1-11cr.)	520.75	520.75	582.49	605.79
Saint Cloud State University (UG 12-18 cr.)	7,663.81	7,663.81		
Saint Cloud State University UG 19 cr.)	7,663.81+520.75/c	7,663.81+520.75/credit		
Southwest Minnesota State University	243.00	243.00	392.50	402.50
Winona State University	442.95	442.95	585.65	609.07
Winona State University (UG Banded 12-18 cr.)	6,649.18	6,649.18	n/a	n/a
Winona State University (UG Banded 19+ cr.)	6,649.18+442.95	6,649.18+442.95	n/a	n/a

Banded tuition is semester based

*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.

Summary of Rationale for Undergraduate Differential Tuition Rate Increases

Category Program/Courses	Colleges and Universities	Rationale
Healthcare: Nursing Practical Nursing Radiology Medical Assistant Emergency Med Tech Dental Assistant Dental Hygiene Surgical Tech Health Clinicals	Central Lakes College, Hennepin Technical College, Minnesota State College Southeast, MinnWest Community & Technical College, Minnesota State University Moorhead, Riverland Community College, Rochester Community & Technical College, South Central College, Saint Paul College	Replacement of out of date equipment; increasing costs of specialized and expensive consumable supplies; increased costs related to clinical placements, background checks, and accreditation requirements
Law Enforcement Skills	Hennepin Technical College	OSHA requirements for modification of firing range
Laboratory Sciences: Biology Chemistry	Bemidji State University, Fond du Lac Tribal & Community College, Minnesota State University Moorhead, Southwest Minnesota State University	Replacement of out of date equipment; increasing costs of specialized and expensive consumable supplies
Studio Arts	Central Lakes College	Net savings to students anticipated; moves cost of specialized and expensive consumable art supplies to tuition rather than individual purchase in bookstore
Transportation Management	Dakota County Technical College	Expensive equipment required to establish new collaborative program with Metropolitan State University
Electrical Linemen	Dakota County Technical College	OSHA safety requirements
Automation Technology/Robotics	Hennepin Technical College, Pine Technical College	Replacement of out of date equipment; increasing costs of specialized and expensive software
Welding & Metal Fabrication	Hennepin Technical College, Pine Technical College	Replacement of out of date equipment; increasing costs of specialized and expensive consumable supplies
Diesel Mechanics and Heavy Machinery	Hibbing Community College	Replacement of out of date equipment; increasing costs of specialized and expensive consumable supplies

Background Check Differential	Minneapolis Community & Technical College	Standardizes differential tuition rates related to background checks including fingerprinting; students will now be able to fingerprint on campus; existing differential rates ranged from \$156.88 to \$175.25 per credit; new rate will be \$160.25
Geosciences	Minnesota State University Moorhead	Replacing out of date software and equipment
Math	Minnesota State University Moorhead	Mandatory minimum wage increase for student tutors
Accounting & Business	Rochester Community & Technical College	Cost related to maintaining recent accreditation
Vet Tech	Rochester Community & Technical College, Vermilion Community College	Increasing costs of specialized and expensive consumable supplies; expanded travel to remote clinical sites
Culinary Arts	Saint Paul College, Southwest Minnesota State University	Increasing costs of specialized and expensive consumable supplies
Travel Study	Winona State University	Increasing costs for international study abroad programs

Minnesota State

Attachment 2

FY2018 and FY2018 Revenue Fund Fee Rates Per Annum (Academic Year)

Fee Type (Annual Rate)	Revenue Fund Fees (annual, full time)										
	Room & Board		Student Union		Wellness		Parking		Other		
	FY18	FY19	FY18	FY19	FY18	FY19	FY18	FY19	FY18	FY19	
STATE COLLEGES											
Alexandria Technical and Community College								\$ 108.00	\$ 114.00		
Anoka Ramsey					\$ 174.00	\$ 174.00					
Century College							\$ 133.50	\$ 133.50			
Minneapolis Community and Technical College			\$ 165.00	\$ 165.00			\$ 265.00	\$ 265.00			
M State (Moorhead)					\$ 120.00	\$ 120.00					
Normandale Community College			\$ 225.00	\$ 225.00			\$ 285.00	\$ 285.00			
Saint Paul College							\$ 279.90	\$ 279.90			
Vermilion (1)	\$ 6,010	\$ 6,160									
UNIVERSITIES											
Bemidji State	\$ 8,163	\$ 8,408	\$ 292.78	\$ 298.56							
Metropolitan State University			\$ 204.00	\$ 255.00			\$ 360.00	\$ 360.00			
MSU Moorhead	\$ 8,282	\$ 8,532	\$ 300.00	\$ 300.00	\$ 231.60	\$ 258.72					
MSU, Mankato (2)	\$ 8,375	\$ 8,621	\$ 261.84	\$ 263.76						\$ 60.00	
St. Cloud State (3)	\$ 8,558	\$ 8,826	\$ 241.20	\$ 270.18			\$ 500.00	\$ 500.00		\$ 115.20	
Southwest Minnesota State	\$ 7,970	\$ 8,186	\$ 324.48	\$ 334.20							
Winona State	\$ 7,946	\$ 8,628	\$ 257.60	\$ 265.60	\$ 154.08	\$ 163.92					

(1) Vermilion is room only (no board amount)

(2) MSU, Mankato rec field fee

(3) St. Cloud State charges an "Other" fee for Revenue Fund Guaranteed debt

**Minnesota State
Summary Revenue Fund Fees - By Program**

Residential Rates - Table A	FY2018	FY2019	% Change	\$ Change
Bemidji State	\$ 8,163	\$ 8,408	3.0%	\$ 245
MSU Moorhead	\$ 8,282	\$ 8,532	3.0%	\$ 250
MSU, Mankato	\$ 8,375	\$ 8,621	2.9%	\$ 246
St. Cloud State	\$ 8,558	\$ 8,826	3.1%	\$ 268
Southwest Minnesota State	\$ 7,970	\$ 8,186	2.7%	\$ 216
Vermilion (1)	\$ 6,010	\$ 6,160	2.5%	\$ 150
Winona State (3)	\$ 7,946	\$ 8,628	8.6%	\$ 682
Summary Averages(2)	\$ 8,216	\$ 8,534	3.9%	\$ 318

Student Union - Table B	FY2018	FY2019	% Change	\$ Change
Bemidji State	\$ 292.78	\$ 298.56	2.0%	\$ 5.78
Metropolitan State (4)	\$ 204.00	\$ 255.00	25.0%	\$ -
Minneapolis Community & Technical College	\$ 165.00	\$ 165.00	0.0%	\$ -
MSU Moorhead	\$ 300.00	\$ 300.00	0.0%	\$ -
MSU, Mankato	\$ 261.84	\$ 263.76	0.7%	\$ 1.92
Normandale Community College	\$ 225.00	\$ 225.00	0.0%	\$ -
St. Cloud State	\$ 241.20	\$ 270.18	12.0%	\$ 28.98
Southwest Minnesota State	\$ 324.48	\$ 334.20	3.0%	\$ 9.72
Winona State	\$ 257.60	\$ 265.60	3.1%	\$ 8.00
Summary Averages	\$ 252.43	\$ 264.14	4.6%	\$ 11.71
Maximums	\$ 324.48	\$ 334.20		
Minimum	\$ 165.00	\$ 165.00		

(1) Vermilion does not have a board plan

(2) Summary does not include Vermilion

(3) Winona State had a technical adjustment to their res hall rate in FY18

(4) Metro State charged same per credit fee in 2018

Wellness Center Fees - Table C	FY2018	FY2019	% Change	\$ Change
Anoka Ramsey	\$ 174.00	\$ 174.00	0.0%	\$ -
MSU, Mankato	\$ 60.00	\$ 60.00	0.0%	\$ -
MSU Moorhead	\$ 231.60	\$ 258.72	11.7%	\$ 27.12
M State (Moorhead)	\$ 120.00	\$ 120.00	0.0%	\$ -
Winona State	\$ 154.08	\$ 163.92	6.4%	\$ 9.84
Average	\$ 147.94	\$ 155.33	5.0%	\$ 7.39
Maximum	\$ 231.60	\$ 258.72		
Minimum	\$ 60.00	\$ 60.00		

Parking - Table D	FY2018	FY2019	% Change	FY18	FY19
By Credit					
Alexandria Technical and Community College	\$3.60	\$3.80	5.56%	\$108.00	\$114.00
Century College	\$4.45	\$4.45	0.00%	\$133.50	\$133.50
Normandale Community College	\$9.50	\$9.50	0.00%	\$285.00	\$285.00
Saint Paul College	\$9.33	\$9.33	0.00%	\$279.90	\$279.90
Metropolitan State University	\$12.00	\$12.00	0.00%	\$360.00	\$360.00
By Use					
Minneapolis Community and Technical College	\$2.50	\$2.50	0.00%	\$265.00	\$265.00
St. Cloud State University	\$12.00	\$12.00	0.00%	\$500.00	\$500.00

**Minnesota State
Revenue Fund
Proposed Room and Board Fees FY 2019**

	Approved FY 2018	Proposed FY2019	Percent Change	Ave R&B FY2018	Ave R&B FY2019	% Change Ave Rates	\$ Change
Bemidji State University							
Double Room	\$ 5,123	\$ 5,276	3.0%				
Single Room	\$ 5,966	\$ 6,144	3.0%				
Suites	\$ 6,384	\$ 6,544	2.5%				
200 meals (Aramark)	\$ 3,040	\$ 3,132					
Flex Dollars included	\$ 345	\$ 345	0.0%	\$ 8,163	\$ 8,408	3.0%	\$ 245
Summer Session (per week)	\$ 150	\$ 155	3.3%				
Minnesota State University Moorhead							
Double Room	\$ 5,224	\$ 5,380	3.0%				
Single Room	\$ 5,998	\$ 6,178	3.0%				
Unlimited (Sodexo)	\$ 3,058	\$ 3,152	3.1%				
Flex Dollars included	\$ 150.00	\$ 150.00		\$ 8,282	\$ 8,532	3.0%	\$ 250
Summer Session (per week)							
Double Room	\$ 87	\$ 87	0.0%				
Single Room	\$ 107	\$ 107	0.0%				
Double as Single	\$ 119	\$ 119	0.0%				
Minnesota State University, Mankato							
Double Room	\$ 5,524	\$ 5,704	3.3%				
Single Room	\$ 7,596	\$ 7,834	3.1%				
Suites	\$ 7,057	\$ 7,340	4.0%				
Anytime Plan (Sodexo)	\$ 2,851	\$ 2,917	2.3%				
Flex Dollars included	\$ 200	\$ 200	0.0%	\$ 8,375	\$ 8,621	2.9%	\$ 246
Summer Session (10 weeks)							
Double (Renovated)	\$ 1,695	\$ 1,695	0.0%				
Single			0.0%				
St. Cloud State University							
Double Room	\$ 5,314	\$ 5,526	4.0%				
Single Room	\$ 6,320	\$ 6,572	4.0%				
21 Meals a Week (Chartwells)	\$ 3,244	\$ 3,300	1.7%				
Flex Dollars included	\$ 400	\$ 400	0.0%	\$ 8,558	\$ 8,826	3.1%	\$ 268
Summer Session (10 weeks)							
Double (per week)	\$ 80	\$ 85	6.3%				
Single (per week)	\$ 110	\$ 115	4.5%				

**Minnesota State
Revenue Fund
Proposed Room and Board Fees FY 2019**

	Approved FY 2018	Proposed FY2019	Percent Change	Ave R&B FY2018	Ave R&B FY2019	% Change Ave Rates	\$ Change
Southwest Minnesota State University							
Double Room	\$ 4,918	\$ 5,066	3.0%				
Single Room	\$ 6,385	\$ 6,578	3.0%				
10 meals a week (Chartwells)	\$ 3,052	\$ 3,120	2.2%				
Flex Dollars included	\$ 400	\$ 800	100.0%	\$ 7,970	\$ 8,186	2.7%	\$ 216
Summer Session	\$ 1,464	\$ 1,464	0.0%				
Vermilion Community College**							
Doubles	\$ 4,100	\$ 4,200	2.44%	\$ 6,010	\$ 6,160	2.5%	\$ 150
Singles	\$ 5,100	\$ 5,700	11.76%				
10 meals / week	\$ 1,910	\$ 1,960	2.62%				
15 meals/ week	\$ 2,090	\$ 2,140	2.39%				
Winona State University							
Double Room (1)	\$ 5,568	\$ 5,750	3.3%				
Single Room	\$ 6,482	\$ 6,500	0.3%				
14 Meals a Week (Contract base)(Chartwells)	\$ 2,378	\$ 2,878	21.0%				
Flex (Basic Mandatory) included	\$ 380	\$ 400	5.3%	\$ 7,946	\$ 8,628	8.6%	\$ 682
(1) Adjusted FY18 Room Rate from \$5688 to \$5568							
Summer session (per semester starting FY19)	\$ 12	\$ 500					
Winona has switched to a summer semester rate vs a per night rate as in FY18							
Average (double room & board)				\$ 8,216	\$ 8,534	3.9%	\$ 318
						Max Change	8.6% \$ 682
						Min Change	2.50% \$ 150

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.

**Vermilion Food Service is not in the Revenue Fund
Flex dollars were not included in Contract base amount in FY18

**Minnesota State
Revenue Fund
Proposed Student Union Facility Fees FY 2019**

	Approved FY 2018	Proposed FY 2019	% Change	\$ Change
Bemidji State University	\$ 292.78	\$ 298.56	1.97%	\$ 5.78
Per credit charged to all students 24.88 per credit hour by 12 credits				
Metropolitan State University	\$ 204.00	\$ 255.00	25.00%	\$ -
Per Credit charged to all students (\$8.50 per credit by 30 credits) <i>Same per credit rate, but only charged up to 24 credits in FY2018</i>				
Minneapolis Community & Technical College	\$ 165.00	\$ 165.00	0.00%	\$ -
Per credit charged to all students 5.50 per credit hour by 30 credits				
Minnesota State University Moorhead	\$ 300.00	\$ 300.00	0.00%	\$ -
Per credit charged to all students \$12.50/per credit up to 24 credits				
Minnesota State University, Mankato	\$ 261.84	\$ 263.76	0.73%	\$ 1.92
Per credit charged to all students \$10.99 per credit by 24 credits				
Normandale Community College	\$ 225.00	\$ 225.00	0.00%	\$ -
Per credit charged to all students 7.50 per credit hour by 30 credits				
St. Cloud State University	\$ 241.20	\$ 270.18	12.01%	\$ 28.98
Per credit charged to all students 15.01 per credit hour by 18 credits				
Southwest Minnesota State University	\$ 324.48	\$ 334.20	3.00%	\$ 9.72
Per credit charged to all students 13.925 per credit hour by 24 credits				
Winona State University	\$ 257.60	\$ 265.60	3.11%	\$ 8.00
Per credit charged to all students 8.30 per credit hour by 32 credits				
Average Fee	\$ 252.43	\$ 264.14	4.64%	\$ 11.71
Maximum Fee	\$ 324.48	\$ 334.20		
The total maximum is the amount for the academic year only. Summer or other sessions are charged on a per credit bases				
St. Cloud State University (Revenue Fund Guarantees debt)				
Per Credit Facility Assessment Fee	\$ 115.20	\$ 117.60	2.08%	\$ 2.40
4.90 per credit hour by 24 credits				

**Minnesota State
Revenue Fund
Proposed Wellness Facility Fees FY 2019**

	Approved FY 2018	Proposed FY 2019	% Change	\$ Change
Anoka Ramsey Community College Annual Wellness Fee (5.80 per credit hour 30 credits)	\$174.00	\$174.00	0.00%	\$0.00
Minnesota State University, Mankato Annual Outdoor Rec Facilities (2.50 per credit (1-11 credits) \$30 per term for banded credits (12-18 cr.)	\$60.00	\$60.00	0.00%	\$0.00
Minnesota State University Moorhead Annual Wellness Fee (\$9.65 per credit hour 24 credits)	\$231.60	\$258.72	11.71%	\$27.12
Minnesota State Community & Technical College Annual Wellness Fee (\$4.00 per credit hour 30 credits)	\$120.00	\$120.00	0.00%	\$0.00
Winona State University Annual Wellness Fee (6.83 per credit hour 24 credits)	\$154.08	\$163.92	6.39%	\$9.84
Average	\$147.94	\$155.33	5.00%	\$7.39

Minnesota State
 Revenue Fund
 Proposed Parking Facility Fees FY 2019

Charge By Credit	FY18		FY19		FY18		FY19		note
	Per Credit	Per Credit	Per Credit	Per Credit	Annual	Annual	Annual	Annual	
Alexandria Technical and Community College Lot	\$3.60	\$3.80	5.56%	\$108.00	\$114.00	Surface Lot; All students charged except online and off campus internships			
Century College Lot	\$4.45	\$4.45	0.00%	\$133.50	\$133.50	Surface Lot; All students charged except online			
Normandale Community College Lot, Ramp	\$9.50	\$9.50	0.00%	\$285.00	\$285.00	Ramp; All students charged except online;			
Saint Paul College Ramp	\$9.33	\$9.33	0.00%	\$279.90	\$279.90	Ramp; all students charged			
Metropolitan State University Lot, Ramp	\$12.00	\$12.00	0.00%	\$360.00	\$360.00	Ramp; Open in FY16; all students charged			
Charge by Use	Per Day	Per Day	% Change	Annual	Annual	note			
Minneapolis Community and Technical College Ramp	\$2.50	\$2.50	0.00%	\$265.00	\$265.00	Ramp; \$5.00/cash (non-contract)			
St. Cloud State University Ramp	\$12.00	\$12.00	0.00%	\$500.00	\$500.00	Ramp; \$1.50/hr; Max \$12 day/\$3.00 Evening After 6/\$5.00 Weekend Day Flat Rate			

Average full time student cost based on 129 days of parking

Minnesota State
FY 2019 Housing Fees
University/College Owned/Foundation Owned

(Not in Revenue Fund)

Fall Days - 120

Spring Days - 137

257 Housing Days

	FY 2018 Academic Year	FY2019 Academic Year	Change
Alexandria Technical and Community College			
Foundation owned			
Academic Lease- 149 beds			
4 Bedroom Apartment	\$ 5,500	\$ 5,500	0.00%
3 Bedroom Apartment	\$ 5,500	\$ 5,500	0.00%
2 Bedroom Apartment	\$ 6,100	\$ 6,100	0.00%
Central Lakes College**			
Foundation Owned/Private Managed			
Parkway Apartments (6plex) 24 beds	\$ 3,050	\$ 3,300	8.20%
Parkway Apartments 99 beds			
4 Bedroom	\$ 4,000	\$ 4,250	6.25%
3 Bedroom	\$ 4,000	\$ 4,250	6.25%
2 Bedroom	\$ 4,000	\$ 4,250	6.25%
Fond du Lac Tribal and Community College			
College Owned			
Cloquet (based on \$14.00/night; 120 fall 137 spring days for a total of 257 days) 94 beds	\$ 3,598	\$ 3,598	0.00%
Hibbing			
College Owned			
116 Beds-Apartment Style			
Doubles	\$ 3,140	\$ 3,380	7.64%
Singles	\$ 4,450	\$ 4,720	6.07%
Itasca			
College Owned			
116 Beds			
Doubles	\$ 4,340	\$ 4,520	4.15%
Singles	\$ 4,840	\$ 5,080	4.96%
Triples	\$ 4,040	\$ 4,200	3.96%
Quads	\$ 3,560	\$ 3,700	3.93%
Minnesota West Community and Technical College			
Foundation Owned and Managed			
Canby (Carr Residence Hall) 16 beds			
Single room	\$ 2,500	\$ 2,500	0.00%

Minnesota State**FY 2019 Housing Fees****University/College Owned/Foundation Owned**

(Not in Revenue Fund)

Fall Days - 120

Spring Days - 137

257 Housing Days

	FY 2018 Academic Year	FY2019 Academic Year	Change
M-State Fergus Falls			
Foundation Owned / College Managed			
136 Beds			
Williams Hillside Village - Triples		\$ 4,533	
College Manor - Singles	\$ 3,800	\$ 3,800	0.00%
Board - Declining Card Balance	\$ 900	\$ 900	0.00%
MSU Moorhead Foundation Apartments			
Foundation Owned/University Managed			
10 Month Lease Number of beds 144			
Full Apartment Rental	\$ 18,704	\$ 19,194	2.62%
4 Residents	\$ 4,676	\$ 4,799	2.62%
3 Residents	\$ 6,235	\$ 6,398	2.61%
2 Residents	\$ 9,352	\$ 9,597	2.62%
NHED Rainy River			
College Owned			
84 Beds			
Doubles	\$ 3,250	\$ 3,480	7.08%
Singles	\$ 4,750	\$ 4,850	2.11%
Northland College Thief River Falls			
Foundation Owned and Managed			
144 beds Apartment style	\$ 4,500	\$ 4,500	0.00%
3 or 4 beds			
10 month lease			
Riverland Community College - Austin			
Foundation Owned and Managed			
3 housing Apartments -96 Beds 1 Community Building			
Doubles	\$ 3,000	\$ 3,000	0.00%
Singles*	\$ 4,200	\$ 4,200	0.00%
*Only if space available, most likely all will be filled as doubles			
Southwest Minnesota State University Foundation Apartments			
Foundation Owned and Managed			
10 Month Lease			
Number of beds: 142			
1,2,3 and 4 bedrooms (includes meal plan of \$600 flex dollars)	\$ 6,116	\$ 6,299	2.99%
Mandatory flex dollar meal plan	\$ 600	\$ 600	0.00%

Minnesota State**FY 2019 Housing Fees****University/College Owned/Foundation Owned**

(Not in Revenue Fund)

Fall Days - 120

Spring Days - 137

257 Housing Days

FY 2018 Academic Year	FY2019 Academic Year	Change
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Winona State University**Foundation Owned/University Managed****East Lake Apartments - Winona Foundation- 9 Month Lease**

Number of beds: 376

Efficiency	\$	4,192	\$	4,320	3.05%
1 Bedroom	\$	4,526	\$	4,660	2.96%
2 Bedroom	\$	4,526	\$	4,660	2.96%
4 Bedroom	\$	5,240	\$	5,400	3.05%

Minnesota State
FY2019 Housing Fees
University/College Managed or Affiliated
(Not in Revenue Fund)

	FY 2018 Academic Year	FY 2019 Academic Year	Change
Bemidji State University Apartments			
12 month Contract (meal plan optional)	\$9,000	\$8,760	-2.67%
56 Beds			
16 Units (8 with 4 beds, 8 with 3 beds)			
Minnesota State University Mankato			
Stadium Heights Apartments LLLP			
96 Units, 372 beds			
Double room in 5 person Apartment	\$6,090	\$6,274	3.02%
Single room in 5 person Apartment	\$7,011	\$7,166	2.21%
Single room in 3 person Apartment	\$7,707	\$7,947	3.11%
Dining Dollars Plan	\$500	\$500	
NHED Mesabi Range (Alpine Village)			
Owned and managed by HRA			
Virginia 88 beds			
Doubles	\$3,726	\$3,726	0.00%
Singles	\$4,626	\$4,626	0.00%
St Cloud State University			
Coborn Plaza Apartments 453 beds 10 month lease			
Studio (1 Bed)	\$8,160	\$8,160	0.00%
1 Bedroom	\$8,310	\$8,310	0.00%
2 Bedroom	\$8,058	\$8,058	0.00%
4 Bedroom	\$7,720	\$7,720	0.00%



Supplemental Packet

Intro:	FY2019 Operating Budget Overview
SP-1	FY2018-FY2019 Undergraduate Tuition and Fees (UPDATED)
SP-2	FY2019 Fee Overview
SP-3	FY2018-FY2019 Fee Rates (UPDATED)
SP-4	Student Full Year Equivalent (FYE) Enrollment FY2008-FY2020
SP-5	Master Green Sheet
SP-6	College and University Allocations
SP-7	FY2018-FY2019 College and University Operating Budgets
SP-8	FY2018-FY2019 Health Services Fee
SP-9	Reserve Analysis
SP-10	FY2018-FY2019 Reserve Balances
SP-11	Revenue Fund Outlook (UPDATED)
SP-12	Student Consultation – Summary of Satisfaction Level (UPDATED)
SP-13	System Office Budget Overview
SP-14	Learning Network of Minnesota

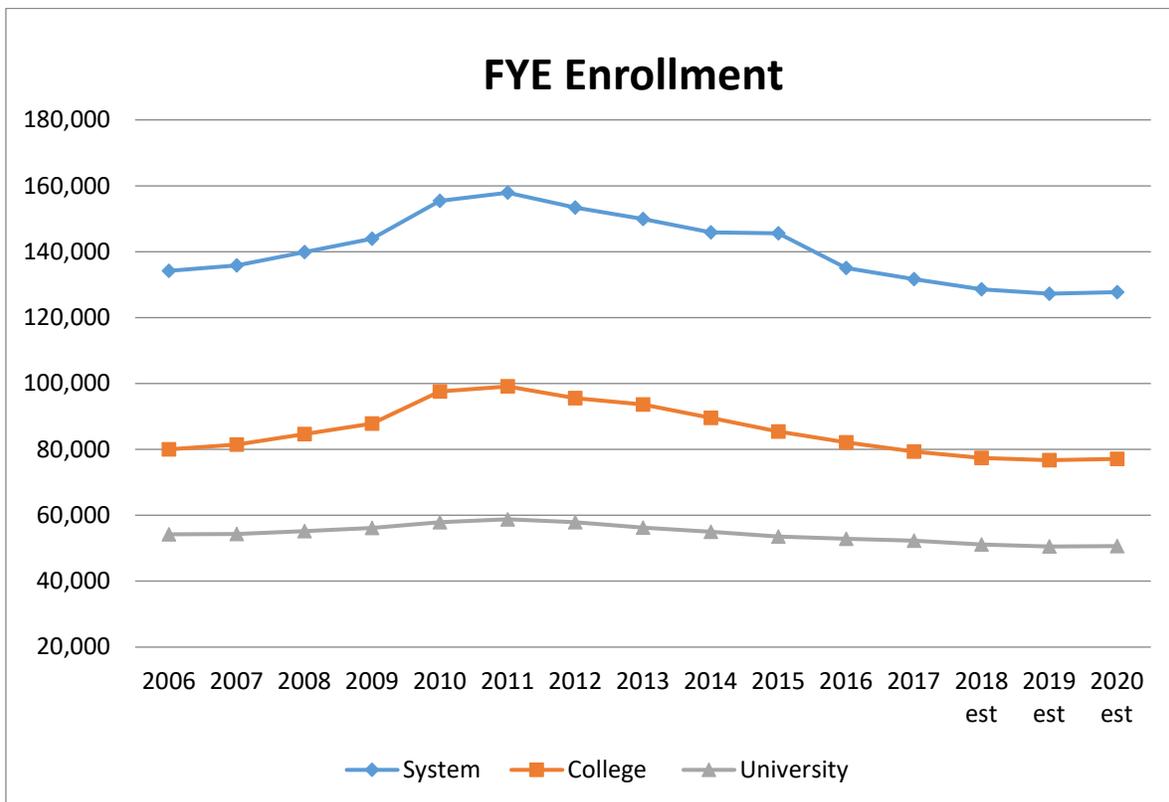
Fiscal Year 2019 Operating Budget Overview

Enrollment

Enrollment is the key driver of tuition revenue and therefore a critical operating budget assumption. The fiscal year 2019 budget is based upon 127,260 full year equivalent (FYE) enrollment, 1,291 FYE or 1.0 percent lower than fiscal year 2018. Colleges are projected to be down 726 FYE or 0.9 percent and universities are projected to be down 565 FYE or 1.1 percent.

Updated enrollment projections for fiscal year 2018 show enrollment is expected to be 2.3 percent below fiscal year 2017 levels, 2.4 percent lower in colleges and 2.3 percent lower in universities. Since the enrollment peak in fiscal year 2011, FYE enrollment has fallen by 18.6 percent. College enrollment has experienced steeper declines in enrollment, falling 21.8 percent since fiscal year 2011. In comparison, university enrollment fell 13.1 percent over the same period.

The chart below shows college and university enrollment from fiscal year 2006 to fiscal year 2020 (projected). Enrollment projections by college and university are shown in SP-4.

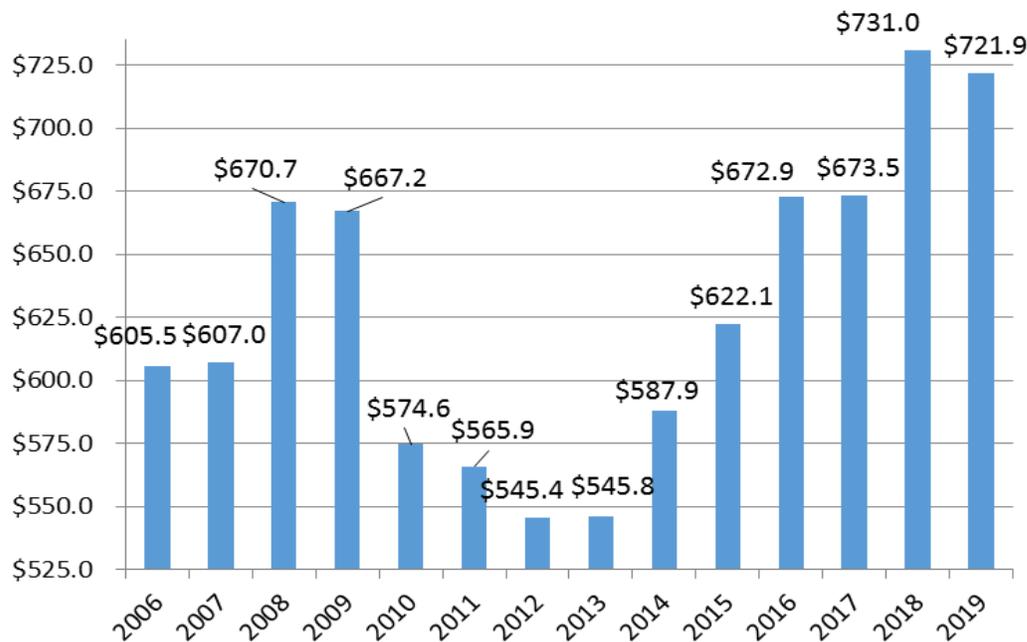


Funding Trends

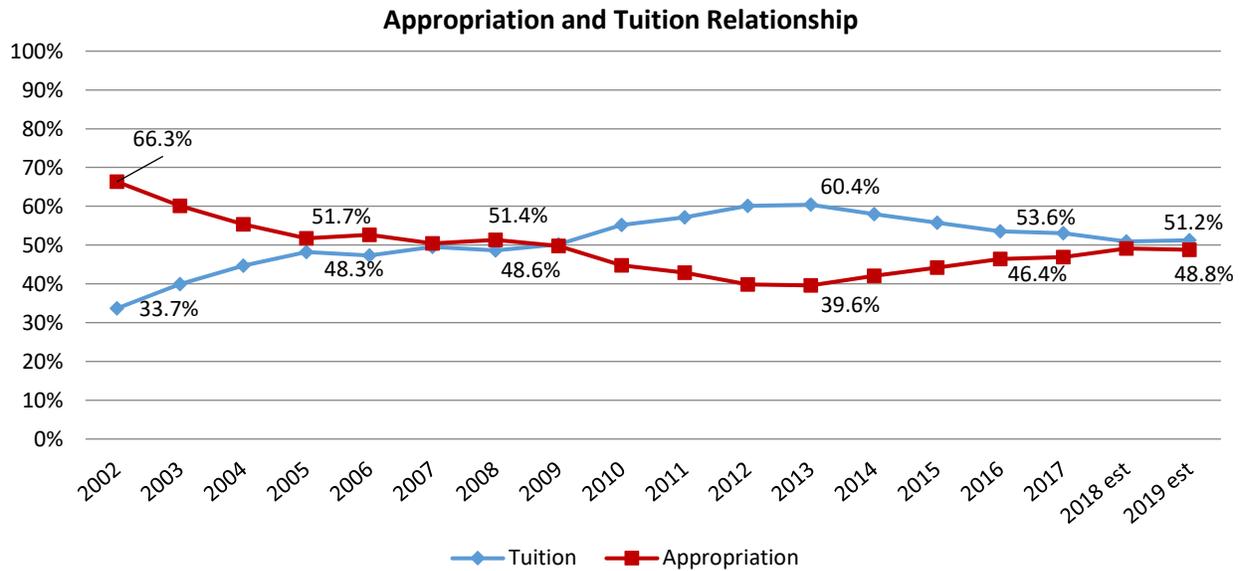
State appropriation increased by 8.5 percent or \$57.5 million to \$731.0 million in fiscal year 2018 compared to fiscal year 2017 funding levels. However, fiscal year 2019 state funding will fall by \$9.1 million or 1.2 percent to \$721.9 million.

The chart below shows the history of state funding for Minnesota State from fiscal year 2006 to fiscal year 2019. Over that time period, state appropriation increased 19.2 percent, although that increase was not linear. From fiscal year 2006 to fiscal year 2012, the level of state appropriation fell 9.9 percent or \$60.1 million. From fiscal year 2012 to fiscal year 2019, state appropriation increased 32.4 percent or \$176.6 million. The funding increases in fiscal years 2013-2017 included state funds to replace tuition revenue when tuition rates were frozen.

\$'s in millions



The system's operating budget is based on two primary revenue sources: state appropriation and tuition. A closely monitored metric is the relationship between these two revenue streams. For many years, the relationship held fairly constant at one-third tuition and two-thirds state appropriation. That relationship began changing in the early 2000s and, as illustrated in the graph below, has shifted significantly over the past 17 years. In fiscal year 2009 the relationship flipped with state appropriation accounting for 50.2 percent of the revenue and tuition accounting for 49.8 percent. Since 2013 the relationship has improved, however, the slight decline of appropriation in fiscal year 2019 reduces that relationship, with an estimated 51.2 percent of revenue attributable to tuition and 48.8 percent from state appropriation estimated for fiscal year 2019.



Net Cost of Education Analysis

The net tuition is the amount a student pays after financial aid grants are subtracted from total tuition. The net tuition varies depending on a student’s full- or part-time status, college or university of attendance, academic program choice, and financial aid award.

Financial Aid Analysis

Need-based financial aid programs help bridge the gap between the cost of attendance and the expected family contribution, a calculation based upon family income and circumstances.

Financial Aid Highlights:

- In fiscal year 2017, the most recent year financial data is available, students enrolled in Minnesota State colleges and universities received \$1.09 billion in financial aid. The majority of the financial aid was provided in the form of grants (\$398 million or 37 percent) and loans (\$614 million or 56 percent.)
- Federally-funded financial aid accounts for 74 percent of the aid received by students; state-funded financial aid accounts for 14 percent.
- Almost six of ten students attending Minnesota State Colleges and Universities receive some form of financial aid. In fiscal year 2017, 55 percent of students enrolled at state colleges and 61 percent of students enrolled at state universities received one or more financial aid awards.
- Of those students who received financial aid, the average award was \$6,410 for college students and \$9,927 for university students.

Change in State and Federal Grant Programs

There was one change made to the state grant program for fiscal year 2019 (an increase in the living and miscellaneous expense allowance used for awarding the grants) that will have an impact on state grant aid for Minnesota State students.

Students' cost of attendance in the state grant program includes tuition, fees and a living and miscellaneous expense allowance (LME). The LME allowance will increase to \$9,436 in 2019 from \$9,135 in 2018. The net impact of this change will be an increase of \$80 in the average size of state grants for recipients at Minnesota State colleges and universities.

Other factors related to state and federal grant programs, such as such as the maximum allowable Pell grant, maximum tuition and fees and the proration of assigned family responsibility, will remain unchanged in fiscal year 2019.

Estimated Change in Student Tuition Cost

The estimated net impact of the proposed changes in state grants for undergraduate students is reported by income category in Table 1 for colleges and universities. Also included is an estimate of the number of state grant recipients and the percent change from fiscal year 2018.

Table 1
Estimated Change in Student Tuition Cost by Income
Degree-Seeking Undergraduate Students
Minnesota State Colleges and Universities
Fiscal Year 2019

<i>All Recipients</i>	<i>State Colleges State Grant Recipients (% Change)</i>	<i>Change in Student Tuition Cost</i>
Less Than \$20,000	14,035 (2%)	-\$51
\$20,000 to \$39,999	11,995 (1%)	-\$51
\$40,000 to \$59,999	5,762 (1%)	-39
\$60,000 and Above	4,214 (-3%)	-\$24
All Recipients	36,007 (1%)	-\$57
Non-State Grant Recipients	73,193	\$0

Table 1 (Continued)
State Universities
State Grant Recipients (%

<i>All Recipients</i>	<i>Change)</i>	<i>Change in Student Tuition Cost</i>
Less Than \$20,000	3,995 (0%)	-\$92
\$20,000 to \$39,999	3,858 (0%)	-\$67
\$40,000 to \$59,999	2,883 (-1%)	-\$42
\$60,000 and Above	3,701 (-4%)	-\$4
All Recipients	14,437 (-1%)	-\$72
Non-State Grant Recipients	39,820	\$0

The estimates of changes in state and Pell grants are based on simulations prepared by the Minnesota Office of Higher Education.

- The change in average state and Pell grants and the number of recipients are based on projections of fiscal year 2019 awards that incorporate all changes in the state and federal programs compared to projections of fiscal year 2018 awards prior to those changes.
- The assumptions take into account that in fiscal year 2019 tuition and fees will remain at the fiscal year 2018 level.

Key findings:

- More college students (318) and fewer university students (206) are projected to receive state grants in fiscal year 2019.
- State grant recipients at the colleges are projected to experience decreases in net student tuition cost ranging from -\$24 to -\$57 in fiscal year 2019.
- State grant recipients at the universities are projected to experience decreases in student tuition cost ranging from -\$4 to -\$92 in fiscal year 2019.

Estimated Net Student Tuition Cost

Tuition charges paid by the student are lower when state and Pell grants are taken into account. Table 2 shows the estimated net tuition rate for full-time college and university students based on their income and average projected state and federal grant award. For purposes of this analysis, the average state and Pell grants for each income category were applied against full-time tuition costs to arrive at the estimated net student tuition cost.

Table 2
Estimated Net Student Tuition Cost in Fiscal Year 2019
2018-19 Tuition Rate for Full-Time Students
Less Estimated State and Pell Grants
Minnesota State Colleges and Universities

State Colleges

<i>Income Levels for State Grant Recipients</i>	<i>Average 2018-2019 Student Tuition Cost</i>
Less than \$20,000	\$296
\$20,000 to \$39,999	\$888
\$40,000 to \$59,999	\$1,400
\$60,000 and above	\$2,635
Average for all state grant recipients	\$944
Non-state grant recipients	\$4,815

Table 2
State Universities

<i>Income Levels for State Grant Recipients</i>	<i>Average 2018-2019 Student Tuition Cost</i>
Less than \$20,000	\$732
\$20,000 to \$39,999	\$1,212
\$40,000 to \$59,999	\$2,224
\$60,000 and above	\$4,415
Average for all state grant recipients	\$2,102
Non-state grant recipients	\$7,287

Key findings:

- For undergraduate students receiving state and Pell grants and attending a state college, the estimated average net annual tuition cost is \$944.
- For undergraduate students receiving state and Pell grants and attending a state university, the estimated average net annual tuition cost is \$2,102

Distribution of State Appropriation

The fiscal year 2019 operating budget includes \$721.9 million in state appropriation, a 1.2 percent or \$9.1 million decrease over fiscal year 2018 funding. The proposed distribution of the appropriation is detailed on the *Green Sheet* which is found in the supplemental materials (SP-5).

Fiscal Year 2019 State Appropriation Allocations Highlights:

- \$606.3 million or 84 percent of the appropriation will be distributed directly to colleges and universities as general operating dollars known as *Institutional Basic Allocations*. \$538.5 million will be distributed through the allocation framework and \$65.8 million will be distributed based on FYE as tuition replacement funding. Distribution of this funding by college and university is found in the SP-6.
- \$33.0 million will be distributed as *Institutional Priority Allocations* for board or legislative priorities, including:
 - \$3.0 million for the Supplemental Rural College Aid, distributed to colleges with campuses outside the metropolitan area.
 - \$5.4 million for the new Collaboration Initiative approved by the board in November 2016. The program began in January 2018 and focuses on systemwide, enterprise and multi-campus collaboration/initiatives.
 - \$9.8 million for Access and Opportunity programming. This funding is distributed to all colleges and universities to fund initiatives and programs to support underserved students.
 - \$7.3 million for the Leverage Equipment program to fund instructional equipment purchases. Funding is distributed to all colleges and universities and requires a cash or in-kind match.
 - \$5.1 million for Workforce Education Priorities including the Centers of Excellence.
 - The remaining funds are earmarked for smaller legislative initiatives.
- \$47.5 million funds systemwide set asides including enterprise technology, debt service, the system audit program, PALS library services, the attorney general and other systemwide expenses. The \$4 million in annual ongoing funding received for ISRS Next Generation is included under this funding category.
- \$33.1 million is appropriation for the system office. More information on the system office budget can be found in SP-13.
- \$4.1 million is appropriated for the Learning Network of Minnesota, a pass-through grant that funds the core telecommunications network infrastructure that supports public higher education in Minnesota. More information on the Learning Network can be found in SP-14.

Reallocations

Minnesota State as a system reallocated \$34.5 million in fiscal year 2018. The majority of the reductions were achieved through personnel reductions, primarily through managing vacancies, although some employees were laid off. The reductions were mainly used to balance the budget. Colleges, universities and the system office are planning on reallocating another \$30.3 million in fiscal year 2019. As in fiscal year 2018, most of these savings will come from reductions in personnel costs and most of the savings will be used to balance the budget, including funding inflationary increases.

Health Services Funding

State statute 136F.20 requires universities and colleges that charge a health services fee to report annually to the board on the health service fees. Currently, seven universities and ten colleges offer some form of health services to students. The detail reporting of this information by college and university is found in SP- 8.

Reserves

Board Policy 5.10 and Procedure 5.10.1 set requirements for designated cash reserve levels. The policy directs colleges and universities to maintain general fund cash reserves in the range of five to seven percent of general fund cash-basis operating revenues through designation as a special reserve amount. In addition, the policy allows the system as a whole to maintain a reserve up to two percent of the total state appropriation.

Colleges and universities are projecting reserve levels totaling \$103.1 million at the end of fiscal year 2019, which represents approximately 6.7 percent of general fund revenues. The system's reserve level is projected to be at \$12 million (less than one percent of general operating revenue) at the end of fiscal year 2018, with no plans to increase/decrease during fiscal year 2019. Reserve levels for each college and university are found in SP- 10.

Minnesota State

FY2018 and FY2019 Annual Undergraduate Tuition And Fee Rates Based on Full Year Equivalent (30 credits) (UPDATED)

Institution	FY2018 Annual Tuition	FY2019 Annual Tuition	FY2019 Annual Tuition Increase	FY2019 Tuition % Change	FY2018 Annual Tuition & Fees	FY2019 Annual Tuition & Fees	FY2019 Annual Tuition & Fee Increase	FY2019 Tuition & Fee % Change
STATE COLLEGES								
Alexandria Technical & Community College	\$4,816	\$4,816	\$0	0.0%	\$5,410	\$5,416	\$6	0.1%
Anoka-Ramsey Community College	\$4,349	\$4,349	\$0	0.0%	\$5,042	\$5,049	\$7	0.1%
Anoka Technical College	\$5,009	\$5,009	\$0	0.0%	\$5,584	\$5,584	\$0	0.0%
Central Lakes College	\$4,772	\$4,772	\$0	0.0%	\$5,428	\$5,431	\$3	0.1%
Century College	\$4,817	\$4,817	\$0	0.0%	\$5,418	\$5,436	\$18	0.3%
Dakota County Technical College	\$5,068	\$5,068	\$0	0.0%	\$5,711	\$5,711	\$0	0.0%
Fond du Lac Tribal & Community College	\$4,767	\$4,767	\$0	0.0%	\$5,258	\$5,318	\$60	1.1%
Hennepin Technical College	\$4,700	\$4,700	\$0	0.0%	\$5,202	\$5,232	\$30	0.6%
Inver Hills Community College	\$4,769	\$4,769	\$0	0.0%	\$5,333	\$5,333	\$0	0.0%
Lake Superior College	\$4,417	\$4,417	\$0	0.0%	\$5,150	\$5,188	\$38	0.7%
Minneapolis Community & Technical College	\$4,658	\$4,658	\$0	0.0%	\$5,396	\$5,396	\$0	0.0%
Minnesota State College Southeast	\$5,019	\$5,019	\$0	0.0%	\$5,609	\$5,609	\$0	0.0%
Winona	\$5,019	\$5,019	\$0	0.0%	\$5,687	\$5,687	\$0	0.0%
Red Wing	\$5,019	\$5,019	\$0	0.0%	\$5,532	\$5,532	\$0	0.0%
Minnesota State Community & Technical College	\$4,821	\$4,821	\$0	0.0%	\$5,358	\$5,358	\$0	0.0%
Fergus Falls	\$4,821	\$4,821	\$0	0.0%	\$5,417	\$5,417	\$0	0.0%
Detroit Lakes	\$4,821	\$4,821	\$0	0.0%	\$5,282	\$5,282	\$0	0.0%
Moorhead	\$4,821	\$4,821	\$0	0.0%	\$5,423	\$5,423	\$0	0.0%
Wadena	\$4,821	\$4,821	\$0	0.0%	\$5,312	\$5,312	\$0	0.0%
Minnesota West Community & Technical College	\$5,146	\$5,146	\$0	0.0%	\$5,687	\$5,687	\$0	0.0%
Normandale Community College	\$4,844	\$4,844	\$0	0.0%	\$5,790	\$5,790	\$0	0.0%
North Hennepin Community College	\$4,952	\$4,952	\$0	0.0%	\$5,525	\$5,542	\$17	0.3%
Northeast Higher Education District								
Hibbing Community College	\$4,729	\$4,729	\$0	0.0%	\$5,309	\$5,309	\$0	0.0%
Itasca Community College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Mesabi Range College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Rainy River Community College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Vermilion Community College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Northland Community & Technical College	\$4,950	\$4,950	\$0	0.0%	\$5,549	\$5,549	\$0	0.0%
East Grand Forks	\$4,950	\$4,950	\$0	0.0%	\$5,549	\$5,549	\$0	0.0%
Thief River Falls	\$4,950	\$4,950	\$0	0.0%	\$5,549	\$5,549	\$0	0.0%
Northwest Technical College - Bemidji	\$5,189	\$5,189	\$0	0.0%	\$5,480	\$5,488	\$8	0.1%
Pine Technical & Community College	\$4,595	\$4,595	\$0	0.0%	\$5,082	\$5,082	\$0	0.0%
Ridgewater College	\$4,839	\$4,839	\$0	0.0%	\$5,418	\$5,424	\$6	0.1%
Riverland Community College	\$4,938	\$4,938	\$0	0.0%	\$5,562	\$5,562	\$0	0.0%
Rochester Community and Technical College	\$4,922	\$4,922	\$0	0.0%	\$5,630	\$5,630	\$0	0.0%
St. Cloud Technical & Community College	\$4,767	\$4,767	\$0	0.0%	\$5,359	\$5,376	\$18	0.3%
Saint Paul College	\$4,851	\$4,851	\$0	0.0%	\$5,561	\$5,561	\$0	0.0%
South Central College	\$4,835	\$4,835	\$0	0.0%	\$5,416	\$5,491	\$75	1.4%
Average	\$4,815	\$4,815	\$0	0.0%	\$5,419	\$5,428	\$10	0.2%
STATE UNIVERSITIES								
Bemidji State University	\$7,630	\$7,630	\$0	0.0%	\$8,678	\$8,692	\$14	0.2%
Metropolitan State University	\$6,826	\$6,826	\$0	0.0%	\$7,860	\$7,875	\$15	0.2%
Minnesota State University, Mankato	\$7,179	\$7,179	\$0	0.0%	\$8,164	\$8,180	\$16	0.2%
Minnesota State University Moorhead	\$7,409	\$7,409	\$0	0.0%	\$8,467	\$8,570	\$103	1.2%
St. Cloud State University	\$7,095	\$7,095	\$0	0.0%	\$8,228	\$8,261	\$33	0.4%
Southwest Minnesota State University	\$7,497	\$7,497	\$0	0.0%	\$8,619	\$8,632	\$12	0.1%
Winona State University*	\$7,377	\$7,377	\$0	0.0%	\$8,411	\$8,451	\$41	0.5%
Average	\$7,287	\$7,287	\$0	0.0%	\$8,347	\$8,380	\$33	0.4%
WEIGHTED SYSTEM AVERAGE	\$5,797	\$5,797	\$0	0.0%	\$6,581	\$6,600	\$19	0.3%

Weighted average based on projected FY18 and FY19 FYE

Note: Fees include revenue fund charged to all students, technology, athletics, health services, student activity/life, parking and statewide student association.

*The parking fee is excluded from the calculation for Winona State University as it is only assessed to Rochester Center students.

Minnesota State

FY2018 and FY2019 Annual Undergraduate Tuition And Fee Rates Based on Full Year Equivalent (30 credits) (UPDATED)
 With Students United \$0.14 Per Credit Increase

Institution	FY2018 Annual Tuition	FY2019 Annual Tuition	FY2019 Annual Tuition Increase	FY2019 Tuition % Change	FY2018 Annual Tuition & Fees	FY2019 Annual Tuition & Fees	FY2019 Annual Tuition & Fee Increase	FY2019 Tuition & Fee % Change
STATE COLLEGES								
Alexandria Technical & Community College	\$4,816	\$4,816	\$0	0.0%	\$5,410	\$5,416	\$6	0.1%
Anoka-Ramsey Community College	\$4,349	\$4,349	\$0	0.0%	\$5,042	\$5,049	\$7	0.1%
Anoka Technical College	\$5,009	\$5,009	\$0	0.0%	\$5,584	\$5,584	\$0	0.0%
Central Lakes College	\$4,772	\$4,772	\$0	0.0%	\$5,428	\$5,431	\$3	0.1%
Century College	\$4,817	\$4,817	\$0	0.0%	\$5,418	\$5,436	\$18	0.3%
Dakota County Technical College	\$5,068	\$5,068	\$0	0.0%	\$5,711	\$5,711	\$0	0.0%
Fond du Lac Tribal & Community College	\$4,767	\$4,767	\$0	0.0%	\$5,258	\$5,318	\$60	1.1%
Hennepin Technical College	\$4,700	\$4,700	\$0	0.0%	\$5,202	\$5,232	\$30	0.6%
Inver Hills Community College	\$4,769	\$4,769	\$0	0.0%	\$5,333	\$5,333	\$0	0.0%
Lake Superior College	\$4,417	\$4,417	\$0	0.0%	\$5,150	\$5,188	\$38	0.7%
Minneapolis Community & Technical College	\$4,658	\$4,658	\$0	0.0%	\$5,396	\$5,396	\$0	0.0%
Minnesota State College Southeast	\$5,019	\$5,019	\$0	0.0%	\$5,609	\$5,609	\$0	0.0%
Winona	\$5,019	\$5,019	\$0	0.0%	\$5,687	\$5,687	\$0	0.0%
Red Wing	\$5,019	\$5,019	\$0	0.0%	\$5,532	\$5,532	\$0	0.0%
Minnesota State Community & Technical College	\$4,821	\$4,821	\$0	0.0%	\$5,358	\$5,358	\$0	0.0%
Fergus Falls	\$4,821	\$4,821	\$0	0.0%	\$5,417	\$5,417	\$0	0.0%
Detroit Lakes	\$4,821	\$4,821	\$0	0.0%	\$5,282	\$5,282	\$0	0.0%
Moorhead	\$4,821	\$4,821	\$0	0.0%	\$5,423	\$5,423	\$0	0.0%
Wadena	\$4,821	\$4,821	\$0	0.0%	\$5,312	\$5,312	\$0	0.0%
Minnesota West Community & Technical College	\$5,146	\$5,146	\$0	0.0%	\$5,687	\$5,687	\$0	0.0%
Normandale Community College	\$4,844	\$4,844	\$0	0.0%	\$5,790	\$5,790	\$0	0.0%
North Hennepin Community College	\$4,952	\$4,952	\$0	0.0%	\$5,525	\$5,542	\$17	0.3%
Northeast Higher Education District								
Hibbing Community College	\$4,729	\$4,729	\$0	0.0%	\$5,309	\$5,309	\$0	0.0%
Itasca Community College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Mesabi Range College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Rainy River Community College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Vermilion Community College	\$4,729	\$4,729	\$0	0.0%	\$5,324	\$5,324	\$0	0.0%
Northland Community & Technical College	\$4,950	\$4,950	\$0	0.0%	\$5,549	\$5,549	\$0	0.0%
East Grand Forks	\$4,950	\$4,950	\$0	0.0%	\$5,549	\$5,549	\$0	0.0%
Thief River Falls	\$4,950	\$4,950	\$0	0.0%	\$5,549	\$5,549	\$0	0.0%
Northwest Technical College - Bemidji	\$5,189	\$5,189	\$0	0.0%	\$5,480	\$5,488	\$8	0.1%
Pine Technical & Community College	\$4,595	\$4,595	\$0	0.0%	\$5,082	\$5,082	\$0	0.0%
Ridgewater College	\$4,839	\$4,839	\$0	0.0%	\$5,418	\$5,424	\$6	0.1%
Riverland Community College	\$4,938	\$4,938	\$0	0.0%	\$5,562	\$5,562	\$0	0.0%
Rochester Community and Technical College	\$4,922	\$4,922	\$0	0.0%	\$5,630	\$5,630	\$0	0.0%
St. Cloud Technical & Community College	\$4,767	\$4,767	\$0	0.0%	\$5,359	\$5,376	\$18	0.3%
Saint Paul College	\$4,851	\$4,851	\$0	0.0%	\$5,561	\$5,561	\$0	0.0%
South Central College	\$4,835	\$4,835	\$0	0.0%	\$5,416	\$5,491	\$75	1.4%
Average	\$4,815	\$4,815	\$0	0.0%	\$5,419	\$5,428	\$10	0.2%
STATE UNIVERSITIES								
Bemidji State University	\$7,630	\$7,630	\$0	0.0%	\$8,678	\$8,696	\$18	0.2%
Metropolitan State University	\$6,826	\$6,826	\$0	0.0%	\$7,860	\$7,879	\$19	0.2%
Minnesota State University, Mankato	\$7,179	\$7,179	\$0	0.0%	\$8,164	\$8,184	\$20	0.2%
Minnesota State University Moorhead	\$7,409	\$7,409	\$0	0.0%	\$8,467	\$8,574	\$107	1.3%
St. Cloud State University	\$7,095	\$7,095	\$0	0.0%	\$8,228	\$8,265	\$37	0.5%
Southwest Minnesota State University	\$7,497	\$7,497	\$0	0.0%	\$8,619	\$8,636	\$17	0.2%
Winona State University*	\$7,377	\$7,377	\$0	0.0%	\$8,411	\$8,456	\$45	0.5%
Average	\$7,287	\$7,287	\$0	0.0%	\$8,347	\$8,384	\$38	0.5%
WEIGHTED SYSTEM AVERAGE	\$5,797	\$5,797	\$0	0.0%	\$6,581	\$6,602	\$21	0.3%

Weighted average based on projected FY18 and FY19 FYE

Note: Fees include revenue fund charged to all students, technology, athletics, health services, student activity/life, parking and statewide student association.

*The parking fee is excluded from the calculation for Winona State University as it is only assessed to Rochester Center students.

Fiscal Year 2019 Fee Overview

The proposed fiscal year 2019 budget adheres to the board-established fee maximums and the chancellor's three percent aggregate limit on fee increases, with the exceptions documented below. In addition, two colleges and two universities held student referendums to increase either their student life/activity fee or athletic fee more than two percent, as required by state statute (135A.0434). The outcomes of those referendums are also reported below. This analysis does not include the impact of the proposed \$0.14 per credit fee increase proposed by Students United.

- *Fond du Lac Tribal and Community College:* FDLTCC is proposing to increase its technology fee by \$2 to \$10 per credit. The fee revenue will be used to upgrade their current technology and any required maintenance. The college plans to turnover 20-25 percent of the computers in the labs each year. There is also planned work in the telepresence room to switch out some equipment to make it more faculty friendly so students at remote sites can have a better learning experience. No other fees will be increased. Total per credit fees will increase from \$16.35 to \$18.35 per credit, an increase of 12.2 percent or \$60 per year for a full-time student.

Students support the fee increase, writing in their consultation letter: "FDLTCC's I.T. department works rigorously to ensure that the students here at the college have all the technology tools to optimize success and to ease the struggles of finding reliable technology equipment for our students. We on the Senate, along with administration, support a rise in the technology fee."

- *Hennepin Technical College:* HTC is proposing to increase its technology fee from \$9 per credit to \$10 per credit. The new funds will be used to provide student technology training and increase on-campus and online student technology support. According to their consultation letter, students at both the Brooklyn Park and Eden Prairie campuses "have overwhelmingly voiced their support for increasing the technology fee." No other fees will be increased. Total annual fees paid by a full-time student will increase by 6.0 percent or \$30 per year.
- *Lake Superior College:* LSC is proposing to increase its athletics fee by \$1.58 to \$2.83. The funding will be used to start a varsity basketball program in fall 2018. In addition, clay target shooting and mountain biking are switching from club to varsity sports. Administration and Student Senate worked together to organize and promote a student referendum which included open discussions at Student Senate meetings, two open student forums, and several all-student email notifications. As student senate by-laws mandate, the election was held the week after spring break and was open for more than the 24 hours required. The referendum was conducted online, via D2L, as all student elections are conducted and was open for nearly 48 hours beginning on March 14 and ending at midnight on March 15. The referendum passed with an overwhelming

majority, 79.3% approving and 20.6% opposed. 115 students voted in favor, 30 voted opposed, which is fairly consistent with typical participation in student senate elections. Total annual fees paid by a full-time student will increase by 5.1 percent or \$37.50 per year.

- *Minnesota State University Moorhead:* MSU Moorhead is proposing to increase its technology fee from \$3.00 to \$6.00 per credit and its student life/activity fee by \$0.17 per credit, resulting in a 9.8 percent aggregate fee increase totaling \$103.20 in additional fee charges for a full-time student. The technology fee increase will be used to fund classroom updates, significant Wi-Fi upgrades, student computer updates, classroom computer updates, and security enhancements. The students expressed “resounding support” for the fee increase.
- *Minnesota State University, Mankato:* MSU, Mankato is proposing to increase their fees by 1.6 percent or \$16 annually for a full-time student. Because their student life/activity and athletics fees are slated to increase by 3.0 percent and 4.0 percent respectively, a student referendum was held. The student life/activity fee passed by a vote of 910 (yes) to 520 (no) and the athletic fee passed by a vote of 908 (yes) and 555 (no). In addition they increased their technology fee by \$0.19 to the board maximum \$10 limit.
- *South Central College:* SCC is proposing to establish a \$2.50 per credit student health services fee to meet students’ mental health needs. The college is forming a health advisory committee to be composed of students (majority members), faculty, and staff that will investigate and recommend to the president the most effective methods to meet student needs. This fee was initiated and approved through a vote that was “unanimous and strongly supported by the students” at both the Faribault and North Mankato campuses. Annual fees will be increased by \$75 per year for a full time student, an increase of 12.9 percent.
- *St. Cloud State University:* SCSU is proposing to restructure its fee schedule; students taking 9 or more credits will pay the same fee amounts as students taking 12 or more credits for most fees. Under their current structure, students taking 12 or more credits pay the same fee amounts for most fees, and those taking 11 or less credits pay a reduced amount. The rationale for this change is that students taking 9 or more credits participate in fee-supported activities at about the same rate as those taking 12 credits and should be charged similar amounts for these services.

In addition to the restructuring, SCSU is proposing to lower the student life/activity fees for full-time students from \$117.36 to \$112.50 per term. The facility assessment fee will be increased. The technology fee which is charged on a per credit basis is slated for an increase of \$0.38 per credit to \$10 per credit. Health services will continue to be charged as a \$65 flat fee per term. The combined changes will result in an annual fee increase of 2.9 percent or \$32.88 per year for a full-time student. The fee restructuring

was approved in a campus referendum in which 1,082 students participated. Referendum results were 725 (76 percent) students supported the initiative, 143 (17 percent) voted no, and 55 (7 percent) had no opinion.

- *Winona State University:* WSU is proposing to increase fees by 4.0 percent in FY2019. The largest increase will support adding one to two positions in the counseling center. Initially WSU proposed funding these services under their wellness center fee but upon review the system office advised funding it through the health services fee. Because WSU is near the board approved fee maximum for health services and the \$0.75 per credit increase will place the fee over the fee maximum, the board is being asked to approve this higher rate in the board motion. Smaller fee increases are proposed for the wellness center, student life, and athletics. The total annual fee increase for a full-time student will be \$40.88. Students support the fee proposal and note that the increase to support mental health services on campus was “especially important.”
- *Minneapolis Community and Technical College:* MCTC held a student referendum to increase student life fees in which very few students participated (approximately 20). After reviewing the process with the Associate Vice Chancellor for Student Affairs, MCTC opted to forego the proposed increase in the student/life fee this year. Instead the student life fee will increase by \$0.10 per credit (1.9 percent) and the health services fee will decrease by \$0.10 per credit, keeping net fee charges the same as in fiscal year 2019.

**Minnesota State
FY2018 and FY2019 Fee Rates Per Credit (UPDATED)**

Fee Type (Board Maximum)	Revenue		Technology (\$10 per credit)		Athletics ³ (\$55 per term)		Health services (\$65 per term)		Student activity/life ³ (\$112.50 per		Parking		Statewide student association		Total Annual Charges			
	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	\$ Change	% Change
STATE COLLEGES																		
Alexandria Technical & Community College	-	-	10.00	10.00	-	-	1.35	1.35	4.50	4.50	3.60	3.80	0.35	0.35	594.00	600.00	6.00	1.0%
Anoka-Ramsey Community College	-	-	10.00	10.00	3.20	3.20	-	-	7.25	7.25	1.80	1.80	0.35	0.35	678.00	678.00	-	0.0%
Cambridge	5.80	5.80	7.45	7.82	3.20	3.20	-	-	5.05	5.15	1.80	1.80	0.35	0.35	709.50	723.60	14.10	2.0%
Coon Rapids	-	-	10.00	10.00	-	-	-	-	3.55	3.55	5.25	5.25	0.35	0.35	574.50	574.50	-	0.0%
Anoka Technical College	-	-	10.00	10.00	4.20	4.20	-	-	5.35	5.45	2.50	2.50	0.35	0.35	656.00	659.00	3.00	0.5%
Central Lakes College	-	-	9.75	10.00	1.14	1.10	-	-	4.32	4.10	4.45	4.45	0.35	0.35	600.30	618.30	18.00	3.0%
Century College	-	-	10.00	10.00	-	-	1.00	1.00	7.30	7.30	2.80	2.80	0.35	0.35	643.50	643.50	-	0.0%
Dakota County Technical College	-	-	8.00	10.00	-	-	-	-	7.00	7.00	1.00	1.00	0.35	0.35	490.50	550.50	60.00	12.2%
Fond du Lac Tribal & Community College	-	-	9.00	10.00	-	-	1.00	1.00	3.90	3.90	3.00	3.00	0.35	0.35	501.90	531.90	30.00	6.0%
Hennepin Technical College	-	-	10.00	10.00	-	-	0.95	0.95	4.47	4.47	3.00	3.00	0.35	0.35	563.10	563.10	-	0.0%
Inver Hills Community College	-	-	10.00	10.00	1.58	2.83	-	-	7.61	7.61	5.00	5.00	0.35	0.35	732.90	770.40	37.50	5.1%
Lake Superior College	5.50	5.50	10.00	10.00	-	-	3.50	3.40	5.25	5.35	-	-	0.35	0.35	738.00	738.00	-	0.0%
Minneapolis Community & Technical College	-	-	10.00	10.00	-	-	3.55	3.55	6.88	6.88	1.50	1.50	0.35	0.35	668.40	668.40	-	0.0%
Minnesota State College - Southeast Technical	-	-	10.00	10.00	-	-	2.25	2.25	3.00	3.00	1.50	1.50	0.35	0.35	513.00	513.00	-	0.0%
Winona	-	-	10.00	10.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Red Wing	-	-	10.00	10.00	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Minnesota State Community & Technical College																		
Fergus Falls	-	-	10.00	10.00	-	-	-	-	9.38	9.38	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Detroit Lakes	-	-	10.00	10.00	-	-	-	-	3.00	3.00	2.00	2.00	0.35	0.35	460.50	460.50	-	0.0%
Moorhead	4.00	4.00	10.00	10.00	-	-	-	-	3.70	3.70	2.00	2.00	0.35	0.35	601.50	601.50	-	0.0%
Wadena	-	-	10.00	10.00	-	-	-	-	4.00	4.00	2.00	2.00	0.35	0.35	490.50	490.50	-	0.0%
Minnesota West Community & Technical College	-	-	10.00	10.00	-	-	-	-	5.50	5.50	2.20	2.20	0.35	0.35	541.50	541.50	-	0.0%
Normandale Community College	7.50	7.50	9.76	9.76	-	-	-	-	4.40	4.40	9.50	9.50	0.35	0.35	945.30	945.30	-	0.0%
North Hennepin Community College	-	-	8.66	9.23	-	-	1.00	1.00	5.90	5.90	3.20	3.20	0.35	0.35	573.30	590.40	17.10	3.0%
Northeast Higher Education District																		
Hibbing Community College	-	-	10.00	10.00	-	-	-	-	7.00	7.00	2.00	2.00	0.35	0.35	580.50	580.50	-	0.0%
Itasca Community College	-	-	10.00	10.00	-	-	-	-	7.50	7.50	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Mesabi Range College	-	-	10.00	10.00	-	-	-	-	7.65	7.65	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Rainy River Community College	-	-	10.00	10.00	-	-	-	-	7.50	7.50	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Vermilion Community College	-	-	10.00	10.00	-	-	-	-	7.50	7.50	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Northland Community & Technical College																		
East Grand Forks	-	-	10.00	10.00	-	-	-	-	6.60	6.60	3.00	3.00	0.35	0.35	598.50	598.50	-	0.0%
Thief River Falls	-	-	10.00	10.00	-	-	-	-	6.60	6.60	3.00	3.00	0.35	0.35	598.50	598.50	-	0.0%
Northwest Technical College (Bemidji)	-	-	8.00	8.25	-	-	-	-	1.33	1.35	-	-	0.35	0.35	290.40	298.50	8.10	2.8%
Pine Technical and Community College	-	-	10.00	10.00	-	-	-	-	3.40	3.40	2.50	2.50	0.35	0.35	487.50	487.50	-	0.0%
Ridgewater College	-	-	8.30	8.30	-	-	0.85	0.85	7.65	7.65	2.30	2.50	0.35	0.35	579.00	584.99	5.99	1.0%
Riverland Community College	-	-	9.95	9.95	-	-	-	-	7.77	7.77	3.00	3.00	0.35	0.35	624.00	624.00	-	0.0%
Rochester Community and Technical College	-	-	10.00	10.00	-	-	1.00	1.00	7.80	7.80	4.75	4.75	0.35	0.35	708.00	708.00	-	0.0%
St. Cloud Technical & Community College	-	-	9.00	9.45	-	-	0.35	0.35	7.03	7.17	3.00	3.00	0.35	0.35	591.90	609.60	17.70	3.0%
Saint Paul College	-	-	10.00	10.00	-	-	-	-	4.00	4.00	9.33	9.33	0.35	0.35	710.40	710.40	-	0.0%
South Central College	-	-	10.00	10.00	-	-	-	-	6.50	6.50	2.50	2.50	0.35	0.35	580.50	655.50	75.00	12.9%

**Minnesota State
FY2018 and FY2019 Fee Rates Per Credit (UPDATED)**

Fee Type (Board Maximum)	Revenue		Technology (\$10 per credit)		Athletics ³ (\$55 per term)		Health services (\$65 per term)		Student activity/life ³ (\$112.50 per		Parking		Statewide student association		Total Annual Charges		
	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	% Change
Institution	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	% Change
STATE UNIVERSITIES																	
Bemidji State University ¹	24.40	24.89	10.00	10.00	9.17	9.17	10.02	10.32	16.32	16.67	-	-	0.47	0.47	1,048.02	1,061.70	13.68
Metropolitan State University	8.50	8.50	7.00	9.00	-	-	2.50	1.00	4.00	4.00	12.00	12.00	0.47	0.47	1,034.10	1,049.10	15.00
Minnesota State University, Mankato	13.41	13.49	9.81	10.00	3.71	3.86	5.41	5.42	8.12	8.36	-	-	0.47	0.47	985.10	1,001.10	16.00
Minnesota State University Moorhead	22.15	23.28	3.00	6.00	4.58	4.58	5.41	5.41	8.35	8.52	-	-	0.47	0.47	1,057.86	1,161.06	103.20
St. Cloud State University ⁴	14.85	21.54	9.62	10.00	4.58	6.10	65.00	65.00	9.78	12.50	-	-	0.47	0.47	1,133.74	1,166.62	32.88
Southwest Minnesota State University	13.52	13.93	10.00	10.00	4.00	4.00	3.81	3.92	8.80	8.80	2.42	2.42	0.47	0.47	1,122.24	1,134.72	12.48
Winona State University ²	14.47	15.13	7.40	7.40	4.46	4.54	5.41	6.16	6.82	6.95	-	-	0.47	0.47	1,033.54	1,074.42	40.88

1 BSU: Charges based on 6 credits max per semester with health services, athletic fee, student activity and revenue fund. Students with 1-2 credits pay nothing for these fees. There's a flat \$7.50 charged per semester for a Green fee.

2 WSU: A parking fee of \$4.75 is assessed only to the Rochester Center and is excluded from the fee calculation. Student union is \$8.05/credit calculated on 32 credits annually. Wellness is \$6.42/credit based on 24 credits annually

3 Increases to Student Activity/Life and Athletics fees are legislatively limited to 2% EACH unless the campus conducts a referendum in which students support a larger increase.

4 SCSU: Revenue fee includes a facilities fee for the Atwood rec center and stadium. The change from FY18 to FY19 reflects a fee restructuring from 12 to 9 credits. St. Cloud SU charges a flat fee for health services to all students.

*A full-time student is typically 30 credits

**Minnesota State
FY2018 and FY2019 Fee Rates Per Credit Including Students United Proposed Fee Increase (\$0.14 per credit) (UPDATED)**

Fee Type (Board Maximum)	Revenue		Technology (\$10 per credit)		Athletics ³ (\$55 per term)		Health services (\$65 per term)		Student activity/life ³ (\$112.50 per term)		Parking		Statewide student association		Total Annual Charges			
	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	\$ Change	% Change
STATE COLLEGES																		
Alexandria Technical & Community College	-	-	10.00	10.00	-	-	1.35	1.35	4.50	4.50	3.60	3.80	0.35	0.35	594.00	600.00	6.00	1.0%
Anoka-Ramsey Community College	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cambridge	-	-	10.00	10.00	3.20	3.20	-	-	7.25	7.25	1.80	1.80	0.35	0.35	678.00	678.00	-	0.0%
Coon Rapids	5.80	5.80	7.45	7.82	3.20	3.20	-	-	5.05	5.15	1.80	1.80	0.35	0.35	709.50	723.60	14.10	2.0%
Anoka Technical College	-	-	10.00	10.00	-	-	-	-	3.55	3.55	5.25	5.25	0.35	0.35	574.50	574.50	-	0.0%
Central Lakes College	-	-	10.00	10.00	4.20	4.20	-	-	5.35	5.45	2.50	2.50	0.35	0.35	656.00	659.00	3.00	0.5%
Century College	-	-	9.75	10.00	1.14	1.10	-	-	4.32	4.10	4.45	4.45	0.35	0.35	600.30	618.30	18.00	3.0%
Dakota County Technical College	-	-	10.00	10.00	-	-	1.00	1.00	7.30	7.30	2.80	2.80	0.35	0.35	643.50	643.50	-	0.0%
Fond du Lac Tribal & Community College	-	-	8.00	10.00	-	-	-	-	7.00	7.00	1.00	1.00	0.35	0.35	490.50	550.50	60.00	12.2%
Hennepin Technical College	-	-	9.00	10.00	-	-	1.00	1.00	3.90	3.90	3.00	3.00	0.35	0.35	501.90	531.90	30.00	6.0%
Inver Hills Community College	-	-	10.00	10.00	-	-	0.95	0.95	4.47	4.47	3.00	3.00	0.35	0.35	563.10	563.10	-	0.0%
Lake Superior College	-	-	10.00	10.00	1.58	2.83	-	-	7.61	7.61	5.00	5.00	0.35	0.35	732.90	770.40	37.50	5.1%
Minneapolis Community & Technical College	5.50	5.50	10.00	10.00	-	-	3.50	3.40	5.25	5.35	-	-	0.35	0.35	738.00	738.00	-	0.0%
Minnesota State College - Southeast Technical																		
Winona	-	-	10.00	10.00	-	-	3.55	3.55	6.88	6.88	1.50	1.50	0.35	0.35	668.40	668.40	-	0.0%
Red Wing	-	-	10.00	10.00	-	-	2.25	2.25	3.00	3.00	1.50	1.50	0.35	0.35	513.00	513.00	-	0.0%
Minnesota State Community & Technical College																		
Fergus Falls	-	-	10.00	10.00	-	-	-	-	9.38	9.38	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Detroit Lakes	-	-	10.00	10.00	-	-	-	-	3.00	3.00	2.00	2.00	0.35	0.35	460.50	460.50	-	0.0%
Moorhead	4.00	4.00	10.00	10.00	-	-	-	-	3.70	3.70	2.00	2.00	0.35	0.35	601.50	601.50	-	0.0%
Wadena	-	-	10.00	10.00	-	-	-	-	4.00	4.00	2.00	2.00	0.35	0.35	490.50	490.50	-	0.0%
Minnesota West Community & Technical College	-	-	10.00	10.00	-	-	-	-	5.50	5.50	2.20	2.20	0.35	0.35	541.50	541.50	-	0.0%
Normandale Community College	7.50	7.50	9.76	9.76	-	-	-	-	4.40	4.40	9.50	9.50	0.35	0.35	945.30	945.30	-	0.0%
North Hennepin Community College	-	-	8.66	9.23	-	-	1.00	1.00	5.90	5.90	3.20	3.20	0.35	0.35	573.30	590.40	17.10	3.0%
Northeast Higher Education District																		
Hibbing Community College	-	-	10.00	10.00	-	-	-	-	7.00	7.00	2.00	2.00	0.35	0.35	580.50	580.50	-	0.0%
Itasca Community College	-	-	10.00	10.00	-	-	-	-	7.50	7.50	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Mesabi Range College	-	-	10.00	10.00	-	-	-	-	7.65	7.65	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Rainy River Community College	-	-	10.00	10.00	-	-	-	-	7.50	7.50	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Vermilion Community College	-	-	10.00	10.00	-	-	-	-	7.50	7.50	2.00	2.00	0.35	0.35	595.50	595.50	-	0.0%
Northland Community & Technical College																		
East Grand Forks	-	-	10.00	10.00	-	-	-	-	6.60	6.60	3.00	3.00	0.35	0.35	598.50	598.50	-	0.0%
Thief River Falls	-	-	10.00	10.00	-	-	-	-	6.60	6.60	3.00	3.00	0.35	0.35	598.50	598.50	-	0.0%
Northwest Technical College (Bemidji)	-	-	8.00	8.25	-	-	-	-	1.33	1.35	-	-	0.35	0.35	290.40	298.50	8.10	2.8%
Pine Technical and Community College	-	-	10.00	10.00	-	-	-	-	3.40	3.40	2.50	2.50	0.35	0.35	487.50	487.50	-	0.0%
Ridgewater College	-	-	8.30	8.30	-	-	0.85	0.85	7.65	7.65	2.30	2.50	0.35	0.35	579.00	584.99	5.99	1.0%
Riverland Community College	-	-	9.95	9.95	-	-	-	-	7.77	7.77	3.00	3.00	0.35	0.35	624.00	624.00	-	0.0%
Rochester Community and Technical College	-	-	10.00	10.00	-	-	1.00	1.00	7.80	7.80	4.75	4.75	0.35	0.35	708.00	708.00	-	0.0%
St. Cloud Technical & Community College	-	-	9.00	9.45	-	-	0.35	0.35	7.03	7.17	3.00	3.00	0.35	0.35	591.90	609.60	17.70	3.0%
Saint Paul College	-	-	10.00	10.00	-	-	-	-	4.00	4.00	9.33	9.33	0.35	0.35	710.40	710.40	-	0.0%
South Central College	-	-	10.00	10.00	-	-	-	-	6.50	6.50	2.50	2.50	0.35	0.35	580.50	655.50	75.00	12.9%

**Minnesota State
FY2018 and FY2019 Fee Rates Per Credit Including Students United Proposed Fee Increase (\$0.14 per credit) (UPDATED)**

Fee Type (Board Maximum)	Revenue		Technology (\$10 per credit)		Athletics ³ (\$55 per term)		Health services (\$65 per term)		Student activity/life ³ (\$112.50 per		Parking		Statewide student association		Total Annual Charges		
	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	% Change
Institution	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	FY2018	FY2019	% Change
STATE UNIVERSITIES																	
Bemidji State University ¹	24.40	24.89	10.00	10.00	9.17	9.17	10.02	10.32	16.32	16.67	-	-	0.47	0.61	1,048.02	1,065.90	1.7%
Metropolitan State University	8.50	8.50	7.00	9.00	-	-	2.50	1.00	4.00	4.00	12.00	12.00	0.47	0.61	1,034.10	1,053.30	1.9%
Minnesota State University, Mankato	13.41	13.49	9.81	10.00	3.71	3.86	5.41	5.42	8.12	8.36	-	-	0.47	0.61	985.10	1,005.30	2.1%
Minnesota State University Moorhead	22.15	23.28	3.00	6.00	4.58	4.58	5.41	5.41	8.35	8.52	-	-	0.47	0.61	1,057.86	1,165.26	10.2%
St. Cloud State University ⁴	14.85	21.54	9.62	10.00	4.58	6.10	65.00	65.00	9.78	12.50	-	-	0.47	0.61	1,133.74	1,170.82	3.3%
Southwest Minnesota State University	13.52	13.93	10.00	10.00	4.00	4.00	3.81	3.92	8.80	8.80	2.42	2.42	0.47	0.61	1,122.24	1,138.92	1.5%
Winona State University ²	14.47	15.13	7.40	7.40	4.46	4.54	5.41	6.16	6.82	6.95	-	-	0.47	0.61	1,033.54	1,078.62	4.4%

1 BSU: Charges based on 6 credits max per semester with health services, athletic fee, student activity and revenue fund. Students with 1-2 credits pay nothing for these fees. There's a flat \$7.50 charged per semester for a Green fee.

2 WSU: A parking fee of \$4.75 is assessed only to the Rochester Center and is excluded from the fee calculation. Student union is \$8.05/credit calculated on 32 credits annually. Wellness is \$6.42/credit based on 24 credits annually

3 Increases to Student Activity/Life and Athletics fees are legislatively limited to 2% EACH unless the campus conducts a referendum in which students support a larger increase.

4 SCSU: Revenue fee includes a facilities fee for the Atwood rec center and stadium

*A full-time student is typically 30 credits

**Minnesota State
Student Full Year Equivalent (FYE) FY2008-2020**

Institution	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Projected FY2018 (April 18)	Projected FY2019 (April 18)	Projected FY2020 (April 18)
Colleges													
Alexandria Technical & Community College	2,110	2,063	2,270	2,290	2,268	2,324	2,170	2,046	1,993	1,944	1,900	1,881	1,852
Anoka Colleges	6,640	6,982	8,070	8,203	7,740	7,520	7,213	7,124	7,071	6,709	6,818	6,843	6,850
Anoka-Ramsey Community College	5,113	5,339	6,174	6,327	6,048	5,918	5,684	5,654	5,683	5,409	5,479	5,479	5,480
Anoka Technical College	1,527	1,643	1,896	1,876	1,692	1,602	1,530	1,469	1,387	1,300	1,339	1,364	1,370
Central Lakes College	2,645	3,020	3,384	3,558	3,434	3,371	3,206	2,993	2,710	2,612	2,562	2,588	2,588
Century College	6,287	6,714	7,650	7,879	7,662	7,393	6,955	6,410	6,204	5,978	5,789	5,847	5,905
Dakota County Technical College	2,104	2,206	2,484	2,549	2,475	2,478	2,235	2,069	2,004	1,884	1,950	1,950	2,028
Fond du Lac Tribal and Community College	1,268	1,242	1,376	1,421	1,388	1,301	1,251	1,223	1,188	1,121	1,020	1,000	1,100
Hennepin Technical College	3,781	3,889	4,493	4,779	4,678	4,515	4,214	3,927	3,739	3,505	3,357	3,350	3,350
Inver Hills Community College	3,656	3,784	4,284	4,329	4,140	4,049	3,944	3,809	3,550	3,263	3,067	2,914	2,972
Lake Superior College	3,415	3,549	3,679	3,675	3,749	3,768	3,603	3,431	3,292	3,160	3,131	3,140	3,140
Minneapolis Community & Technical College	6,252	6,538	7,405	7,302	6,963	6,726	6,484	6,026	5,658	5,074	4,783	4,783	4,830
Minnesota State College Southeast	1,552	1,660	1,988	1,985	1,796	1,701	1,597	1,454	1,316	1,286	1,215	1,200	1,200
Minnesota State Community and Technical College	4,595	4,584	4,884	5,116	5,056	4,863	4,527	4,398	4,319	4,202	4,086	4,007	4,007
Minnesota West Community & Technical College	2,062	2,088	2,360	2,469	2,287	2,225	2,099	1,948	1,858	1,895	1,908	1,890	1,890
Normandale Community College	6,648	6,869	7,405	7,426	7,131	7,048	6,740	6,799	6,837	6,915	6,871	6,800	6,800
North Hennepin Community College	4,314	4,625	5,110	5,058	4,928	4,957	4,813	4,644	4,446	4,198	4,152	4,046	4,067
Northwest Higher Education District	4,273	4,314	4,525	4,630	4,399	4,208	4,034	3,742	3,589	3,586	3,469	3,339	3,310
Hibbing Community College	1,207	1,315	1,370	1,346	1,246	1,129	1,115	1,042	1,014	1,041	923	904	885
Itasca Community College	999	969	1,073	1,118	1,074	1,028	1,016	975	931	944	935	925	915
Mesabi Range College	1,148	1,194	1,186	1,216	1,128	1,087	1,043	897	873	829	798	740	740
Rainy River Community College	304	261	296	307	302	318	267	278	270	244	240	235	240
Vermilion Community College	615	575	600	643	649	646	593	552	501	528	573	535	530
Northland Community & Technical College	2,814	2,788	2,938	2,828	2,659	2,717	2,558	2,299	2,220	2,227	2,105	2,105	2,136
Northwest Technical College	870	831	943	918	848	783	723	679	648	575	559	529	559
Pine Technical & Community College	479	516	619	651	633	667	702	723	728	742	769	773	796
Ridgewater College	3,304	3,306	3,514	3,537	3,381	3,288	3,077	2,860	2,737	2,754	2,607	2,600	2,600
Riverland Community College	2,329	2,274	2,599	2,562	2,406	2,321	2,200	2,078	1,998	2,019	2,020	2,040	2,040
Rochester Community and Technical College	4,270	4,410	4,714	4,582	4,438	4,444	4,296	4,134	3,948	3,682	3,552	3,500	3,500
St. Cloud Technical and Community College	2,983	3,046	3,484	3,668	3,447	3,493	3,483	3,462	3,373	3,202	3,097	3,050	3,050
Saint Paul College	3,499	3,785	4,383	4,590	4,729	4,778	4,825	4,642	4,546	4,637	4,563	4,470	4,470
South Central College	2,504	2,714	2,989	3,099	2,912	2,726	2,590	2,490	2,212	2,159	2,103	2,082	2,080
Subtotal: Colleges	84,654	87,797	97,550	99,104	95,547	93,664	89,541	85,410	82,185	79,329	77,453	76,727	77,120

**Minnesota State
Student Full Year Equivalent (FYE) FY2008-2020**

Institution	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Actual FY2012	Actual FY2013	Actual FY2014	Actual FY2015	Actual FY2016	Actual FY2017	Projected FY2018 (April 18)	Projected FY2019 (April 18)	Projected FY2020 (April 18)
Universities													
Bemidji State University	4,272	4,276	4,485	4,715	4,634	4,347	4,296	4,274	4,295	4,338	4,323	4,323	4,363
Metropolitan State University	4,745	5,069	5,412	5,850	6,086	6,266	6,192	6,052	6,102	6,168	6,073	6,010	6,040
Minnesota State University, Mankato	13,624	13,773	13,933	14,388	14,443	14,194	14,180	13,861	13,752	13,657	13,425	13,350	13,350
Minnesota State University Moorhead	6,578	6,558	6,733	6,812	6,574	6,167	5,987	5,697	5,316	5,378	5,217	5,145	5,145
St. Cloud State University	14,382	14,563	15,096	14,976	13,938	13,053	12,381	11,851	11,837	11,480	11,103	10,822	10,745
Southwest Minnesota State University	3,678	3,716	3,822	3,764	3,681	3,769	3,679	3,679	3,712	3,760	3,577	3,603	3,650
Winona State University	7,952	8,172	8,391	8,294	8,544	8,459	8,267	8,149	7,890	7,530	7,380	7,280	7,320
Subtotal: Universities	55,231	56,127	57,872	58,799	57,900	56,255	54,983	53,564	52,904	52,311	51,098	50,533	50,613
System Total	139,885	143,924	155,422	157,903	153,447	149,919	144,524	138,973	135,089	131,640	128,551	127,260	127,733

MASTER GREEN SHEET - FY2018 - FY2019

	FY2018	FY2019
Institutional Basic Allocations		
Base	510,434,159	511,355,474
ITC earnings	2,000,000	2,000,000
Inflation	39,843,000	27,143,000
Tuition Replacement (18-19) Colleges only	8,000,000	8,000,000
Tuition Replacement (15-17)	58,681,812	57,760,497
Subtotal Basic Allocations	618,958,971	606,258,971
Institutional Priority Allocations		
Collaboration	2,700,000	5,400,000
Workforce Education Priorities	5,112,000	5,112,000
Access and Opportunity	9,752,000	9,752,000
NHED - Range Voc Ed	900,696	900,696
Cook County Higher Education	200,000	200,000
Leveraged Equipment	7,278,000	7,278,000
Legislative Initiatives	458,000	358,000
Rural College Support	3,000,000	3,000,000
Workforce Development Grants		1,000,000
Subtotal Institutional Priority Allocations	29,400,696	33,000,696
Systemwide Set Asides		
ISRS NextGen	4,000,000	4,000,000
Attorney General	900,000	900,000
Debt Service - system level	17,420,000	17,420,000
- campus level	[16,500,000]	[16,500,000]
Enterprise Technology	20,443,682	20,443,682
Repair and Replacement	400,000	400,000
Leadership Transitions (Searches)	800,000	800,000
System audit program	1,200,000	1,200,000
PALS	1,606,651	1,606,651
Campus Service Cooperative	700,000	700,000
Subtotal - Set Asides	47,470,333	47,470,333
TOTAL COLLEGE/UNIVERSITY ALLOCATIONS	695,830,000	686,730,000
Learning Network of Minnesota	4,115,000	4,115,000
System Office	33,074,000	33,074,000
TOTAL ALLOCATIONS	733,019,000	723,919,000
STATE APPROPRIATION	731,019,000	721,919,000
ITC EARNINGS	2,000,000	2,000,000
TOTAL TARGET RESOURCES	733,019,000	723,919,000
Unallocated resources	(0)	0

College and University Allocation Framework Analysis

The allocation framework was initially developed in the late 1990s and fully implemented in 2006. In November 2017, the Board of Trustees approved several changes to the allocation framework for implementation with the fiscal year 2018 operating budget. The changes were the result of a year-long review process led by a technical advisory committee of college and university CFOs and CAOs and wide consultation with the faculty, staff, student groups, and Leadership Council. At the time the board approved the changes, it requested periodic updates on how the changes were impacting college and university allocations.

This is the second year of implementation of the board-approved changes to the allocation framework. These changes were designed to promote and support student success, be more responsive to changing conditions, better align the cost of programs/services with resources, and increase the framework's transparency and simplicity.

Several factors are important to keep in mind when reviewing the results:

- The system has less state funds to allocate in fiscal year 2019 than it had in fiscal year 2018. There will be \$11.8 million less state funding distributed through the allocation framework in fiscal year 2019. Our \$10 million supplemental request for campus support is designed to address this directly.
- Every year, the algorithms that comprise the allocation framework distribute funding among all our colleges and universities based on changes in the underlying inputs. The major drivers of change include enrollment trends, student demographics, and instructional cost comparisons.

Observations of the fiscal year 2019 Allocation Simulation Results

The following observations are intended to illustrate changes based on percent share, not on total dollar amounts available. In fiscal year 2019, the system has less appropriation to allocate compared to fiscal year 2018. In order to isolate and illustrate the impact of the allocation framework methodologies on base allocations, the results will be illustrated in percentage change terms only.

- The overall shift of state appropriation between institutions is 0.94%. This shift is slightly less than between fiscal year 2017 and fiscal year 2018 (1.2%).
- Overall, there would have been a small shift between sectors with 0.32% of allocation redistributed to the colleges from the universities.
- Within the college sector, colleges increasing percent share gained 0.68% combined while colleges decreasing percent share lost a combined -0.37% for a net change to the colleges of 0.32%.

- Within the university sector, universities increasing percent share gained 0.26% combined while universities decreasing percent share lost a combined -0.58% for a net change to universities of -0.32%. One university accounts for the majority those declining losing -0.32%.
- Metro area colleges gain 0.4% under the new methodology as a result of the change to a weighted headcount for student services, cost competitiveness in instruction/academic support, and overall enrollment changes. This mirrors the results of the fiscal year 2018 allocation framework.
- Colleges and universities with more part-time and/or underrepresented students improved their allocation results in the simulation because of the change to recognize headcount in student services.
- The weighting of instruction/academic support and student services/institutional support increased under the new methodology while the weighting of facilities and research/public service decreased. This weighting shift impacts the allocation for some colleges and universities to a greater degree than others.
- The student success component has a limited impact on allocation at the system level, but the impact is greater for select colleges/universities that performed well on the measures. (Minnesota State College Southeast, Minnesota West, North Hennepin, and Saint Paul College).
- Overall, the results of the fiscal year 2019 allocation framework were similar to fiscal year 2018 with some notable exceptions driven primarily by the student success allocation. Several colleges/universities that may have lost shares in the fiscal year 2019 allocation framework due to changing conditions, experienced less loss, or in some cases, increased percent share in the fiscal year 2019 framework as a result of their student success allocation.

Transition Plan Assistance

The board approved a two year transition provision to mitigate potential negative impacts to individual colleges and universities resulting from the changes to the allocation framework. The transition provision was subject to sufficient available funds. The provision requires each participating college and university to develop a plan to achieve structural balance. The plan must be approved by both the Vice Chancellor of Finance and the Chancellor.

The transition plan provision ensured each college and university received the *same dollar amount of base allocation* in fiscal year 2018 as it did in fiscal year 2017, provided there was sufficient state appropriation to fund the provision. In fiscal year 2019, the provision funds half of the shortfall between a college or university's fiscal year 2018 base allocation and their fiscal year 2019 base allocation.

It was not necessary to implement the provision in fiscal year 2018 because the system received additional state support and all colleges and universities received at least as much base allocation in fiscal year 2018 as they did in fiscal year 2017. Application of the provision in fiscal year 2019 is confounded by the decline in total funds available between fiscal year 2018 and fiscal year 2019. Based on the results of the fiscal year 2019 allocation framework and comparing results to fiscal year 2018, the system would need \$6.5 million to provide 50 percent of fiscal year 2018 funding levels to colleges and universities. The system does not have enough funds to implement the transition plan assistance between fiscal year 2018 and fiscal year 2019. It is possible to fund half of the shortfall between a college's or university's fiscal year 2017 base allocation and its fiscal year 2019 base allocation. After comparing fiscal year 2017 and fiscal year 2019 base allocations, a modest transition assistance allocation of less than \$300,000 is required for three institutions.

Minnesota State
 FY2019 COLLEGE/UNIVERSITY ALLOCATIONS DRAFT
 (FRAMEWORK BASED ON FY2017 DATA)

Sum A thru E

F/tot F

Inst ID	Institution Name	FY2017 FYE	A Instruction & Academic Support	B Student Services & Institutional Support	C Facilities	D Student Success	E Research & Public Service	F TOTAL ALLOCATION FRAMEWORK	G % Share of Allocation Framework
0203	Alexandria TCC	1,944	5,845,971	3,821,317	846,397	124,000	32,627	10,670,311	1.72%
0152	Anoka Ramsey CC - Anoka TC	6,709	16,061,089	9,751,328	1,326,816	20,000	29,157	27,188,389	4.37%
0070	Bemidji SU & Northwest TC-Bemidji	4,913	13,130,117	9,302,533	1,274,424	70,000	22,701	23,799,775	3.83%
0301	Central Lakes College	2,612	7,457,395	5,167,720	1,140,064	48,000	20,371	13,833,550	2.22%
0304	Century College	5,978	14,561,725	8,364,886	1,106,467	552,000	71,657	24,656,735	3.96%
0211	Dakota County TC - Inver Hills CC	5,147	14,092,086	8,232,346	1,394,817	298,000	194,503	24,211,753	3.89%
0163	Fond du Lac Tribal & CC	1,121	2,697,002	2,987,945	303,619	0	10,641	5,999,207	0.96%
0204	Hennepin Technical College	3,505	11,319,780	6,744,734	1,661,313	0	0	19,725,827	3.17%
0302	Lake Superior College	3,160	8,923,862	5,585,524	656,311	12,000	5,767	15,183,464	2.44%
0076	Metropolitan State University	6,168	18,185,088	11,432,797	468,033	0	12,766	30,098,684	4.84%
0305	Minneapolis CTC	5,074	12,691,140	8,189,699	1,611,467	20,000	0	22,512,306	3.62%
0213	Minnesota Sc-Southeast	1,286	4,364,645	3,403,806	543,949	298,000	0	8,610,400	1.38%
0442	Minnesota State CTC	4,202	11,873,070	7,029,027	1,251,984	70,000	12,847	20,236,928	3.25%
0072	Minnesota SU Moorhead	5,378	16,386,957	9,856,766	1,559,054	14,000	173,706	27,990,483	4.50%
0071	Minnesota SU, Mankato	13,657	36,137,980	17,780,181	2,038,480	8,000	838,094	56,802,736	9.13%
0209	Minnesota West CTC	1,895	6,154,621	4,529,441	1,001,221	590,000	213,075	12,488,358	2.01%
0156	Normandale Community College	6,915	14,249,960	8,233,849	733,588	0	0	23,217,398	3.73%
0153	North Hennepin Community College	4,198	10,350,323	6,268,347	707,077	606,000	1,235	17,932,981	2.88%
0411	Northeast Higher Education District	3,586	10,022,214	6,906,529	1,817,431	82,000	150,855	18,979,029	3.05%
0403	Northland CTC	2,227	6,773,295	4,571,778	866,118	0	51,981	12,263,172	1.97%
0205	Pine TCC	742	2,060,962	2,713,413	215,446	0	6,206	4,996,027	0.80%
0308	Ridgewater College	2,754	8,496,417	4,984,460	1,160,317	74,000	0	14,715,195	2.37%
0307	Riverland Community College	2,019	5,897,903	4,196,290	937,735	340,000	0	11,371,927	1.83%
0306	Rochester CTC	3,682	10,047,526	5,285,425	1,224,552	0	43,289	16,600,792	2.67%
0206	Saint Paul College	4,637	10,847,127	6,310,832	774,704	1,258,000	0	19,190,662	3.08%
0309	South Central College	2,159	7,101,239	4,561,482	744,346	16,000	0	12,423,066	2.00%
0075	Southwest Minnesota SU	3,760	9,315,456	9,267,209	1,161,716	130,000	128,674	20,003,055	3.22%
0073	St. Cloud SU	11,480	34,495,169	19,481,591	2,733,108	0	712,193	57,422,061	9.23%
0208	St. Cloud TCC	3,202	8,287,994	4,759,285	740,987	0	1,437	13,789,703	2.22%
0074	Winona SU	7,530	21,782,320	11,679,080	1,604,377	0	97,917	35,163,694	5.65%
TOTAL		131,640	359,610,429	221,399,617	33,605,918	4,630,000	2,831,701	622,077,666	100.00%

Minnesota State
 FY2019 COLLEGE/UNIVERSITY ALLOCATIONS DRAFT
 (FRAMEWORK BASED ON FY2017 DATA)

Inst ID	Institution Name	H	H/tot H	I	I*\$X	J	g*\$X	K	L	j+k	L/tot L	M	L-H	N	N/H	O
		FY2018 Base Allocation	% Share of FY2018 Allocation		50% FY2018 Base % Share		50% Allocation Framework % Share		FY2019 Base Allocation		% Share of FY2019 Allocation		\$ Change Over FY2018		% Change Over FY2018	
0203	Alexandria TCC	9,511,065	1.73%		4,653,740		4,618,351		9,272,092		1.72%		(238,974)		-2.5%	
0152	Anoka Ramsey CC - Anoka TC	23,602,160	4.29%		11,548,478		11,767,748		23,316,226		4.33%		(285,934)		-1.2%	
0070	Bemidji SU & Northwest TC-Bemidji	20,653,251	3.75%		10,105,584		10,301,079		20,406,663		3.79%		(246,588)		-1.2%	
0301	Central Lakes College	12,556,842	2.28%		6,144,032		5,987,472		12,131,504		2.25%		(425,339)		-3.4%	
0304	Century College	21,174,818	3.85%		10,360,786		10,671,991		21,032,776		3.91%		(142,042)		-0.7%	
0211	Dakota County TC - Inver Hills CC	21,781,363	3.96%		10,657,567		10,479,392		21,136,959		3.93%		(644,404)		-3.0%	
0163	Fond du Lac Tribal & CC	4,854,417	0.88%		2,375,254		2,596,592		4,971,846		0.92%		117,429		2.4%	
0204	Hennepin Technical College	17,976,533	3.27%		8,795,873		8,537,783		17,333,655		3.22%		(642,878)		-3.6%	
0302	Lake Superior College	13,097,321	2.38%		6,408,487		6,571,745		12,980,232		2.41%		(117,090)		-0.9%	
0076	Metropolitan State University	25,231,818	4.59%		12,345,865		13,027,389		25,373,254		4.71%		141,436		0.6%	
0305	Minneapolis CTC	20,185,005	3.67%		9,876,473		9,743,834		19,620,306		3.64%		(564,699)		-2.8%	
0213	Minnesota SC-Southeast	7,504,598	1.36%		3,671,981		3,726,775		7,398,756		1.37%		(105,842)		-1.4%	
0442	Minnesota State CTC	18,416,624	3.35%		9,011,208		8,758,999		17,770,207		3.30%		(646,417)		-3.5%	
0072	Minnesota SU Moorhead	26,364,115	4.79%		12,899,896		12,114,912		25,014,807		4.65%		(1,349,308)		-5.1%	
0071	Minnesota SU, Mankato	50,580,702	9.19%		24,749,011		24,585,505		49,334,516		9.16%		(1,246,186)		-2.5%	
0209	Minnesota West CTC	10,422,932	1.89%		5,099,915		5,405,243		10,505,158		1.95%		82,225		0.8%	
0156	Normandale Community College	19,621,426	3.57%		9,600,714		10,049,013		19,649,728		3.65%		28,302		0.1%	
0153	North Hennepin Community College	14,561,854	2.65%		7,125,079		7,761,798		14,886,877		2.76%		325,023		2.2%	
0411	Northeast Higher Education District	17,701,278	3.22%		8,661,191		8,214,551		16,875,742		3.13%		(825,535)		-4.7%	
0403	Northland CTC	11,083,264	2.01%		5,423,014		5,307,777		10,730,791		1.99%		(352,474)		-3.2%	
0205	Pine TCC	3,798,144	0.69%		1,858,422		2,162,393		4,020,815		0.75%		222,671		5.9%	
0308	Ridgewater College	13,411,619	2.44%		6,562,271		6,369,068		12,931,339		2.40%		(480,279)		-3.6%	
0307	Riverland Community College	10,269,573	1.87%		5,024,876		4,922,026		9,946,903		1.85%		(322,670)		-3.1%	
0306	Rochester CTC	14,638,237	2.66%		7,162,453		7,185,197		14,347,649		2.66%		(290,587)		-2.0%	
0206	Saint Paul College	14,957,199	2.72%		7,318,520		8,306,151		15,624,671		2.90%		667,472		4.5%	
0309	South Central College	11,190,961	2.03%		5,475,709		5,376,983		10,852,692		2.02%		(338,269)		-3.0%	
0075	Southwest Minnesota SU	16,630,761	3.02%		8,137,390		8,657,773		16,795,163		3.12%		164,402		1.0%	
0073	St. Cloud SU	54,370,832	9.88%		26,603,512		24,853,562		51,457,074		9.56%		(2,913,758)		-5.4%	
0208	St. Cloud TCC	12,170,500	2.21%		5,954,995		5,968,494		11,923,490		2.21%		(247,011)		-2.0%	
0074	Winona SU	31,957,945	5.81%		15,636,942		15,219,640		30,856,582		5.73%		(1,101,363)		-3.4%	

TOTAL 550,277,159 100.00% 269,249,237 269,249,237 538,498,474 100.00% (11,778,685) -2.1%

Minnesota State
 FY2019 COLLEGE/UNIVERSITY ALLOCATIONS DRAFT
 (FRAMEWORK BASED ON FY2017 DATA)

Inst ID	Institution Name	P FY14-17 Tuition Relief Allocation	Q FY2019 Access & Opportunity	R FY18 Tuition Relief Allocation	S Rural College Campus Aid
0203	Alexandria TCC	970,494	141,055	198,885	100,000
0152	Anoka Ramsey CC - Anoka TC	3,195,617	554,685	638,230	100,000
0070	Bemidji SU & Northwest TC-Bemidji	1,930,629	306,989	66,069	100,000
0301	Central Lakes College	989,571	202,991	201,164	200,000
0304	Century College	3,075,603	482,024	630,463	
0211	Dakota County TC - Inver Hills CC	2,653,152	375,554	550,117	
0163	Fond du Lac Tribal & CC	341,523	88,926	69,348	100,000
0204	Hennepin Technical College	1,773,703	306,568	355,713	
0302	Lake Superior College	1,476,144	248,567	280,009	100,000
0076	Metropolitan State University	2,279,805	440,169	-	
0305	Minneapolis CTC	2,594,556	474,866	516,035	
0213	Minnesota SC-Southeast	641,484	105,616	136,362	200,000
0442	Minnesota State CTC	1,910,003	345,512	391,963	300,000
0072	Minnesota SU Moorhead	1,923,966	267,391	-	
0071	Minnesota SU, Mankato	4,866,360	629,705	-	
0209	Minnesota West CTC	936,411	182,634	203,509	300,000
0156	Normandale Community College	3,542,635	545,669	729,778	
0153	North Hennepin Community College	2,143,387	387,060	450,240	
0411	Northeast Higher Education District	1,726,036	306,111	347,965	300,000
0403	Northland CTC	1,105,124	185,768	232,042	200,000
0205	Pine TCC	276,586	101,476	54,348	100,000
0308	Ridgewater College	1,423,533	202,034	292,939	200,000
0307	Riverland Community College	929,049	172,820	194,652	300,000
0306	Rochester CTC	1,915,728	291,319	400,298	100,000
0206	Saint Paul College	2,387,719	492,222	492,462	
0309	South Central College	1,120,377	181,280	230,427	200,000
0075	Southwest Minnesota SU	879,368	280,459	-	
0073	St. Cloud SU	3,862,405	655,967	-	
0208	St. Cloud TCC	1,659,462	289,172	336,983	100,000
0074	Winona SU	2,930,475	356,400	-	
TOTAL		57,460,905	9,601,008	8,000,001	3,000,000

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Alexandria Technical & Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	11,394,999		0	11,394,999	11,135,779	0	0	11,135,779
Tuition	9,311,869		0	9,311,869	9,161,935	0	0	9,161,935
Other	2,767,384	154,212	6,458,915	9,380,511	2,457,550	147,212	5,042,804	7,647,566
Carry forward	339,121		60,539	399,660	348,828	0		348,828
Total Revenues	23,813,373	154,212	6,519,454	30,487,039	23,104,092	147,212	5,042,804	28,294,108
EXPENDITURES								
Personnel	17,514,970		911,012	18,425,982	17,574,356		517,863	18,092,219
Other Operating Costs	6,298,403	154,212	5,608,442	12,061,057	5,529,736	147,212	4,516,920	10,193,868
Total Expenditures	23,813,373	154,212	6,519,454	30,487,039	23,104,092	147,212	5,034,783	28,286,087
Revenues/Expense	0	0	0	0	0	0	8,021	8,021

Anoka Ramsey Community College - Anoka Technical College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	31,494,277	0		31,494,277	31,248,308	0		31,248,308
Tuition	29,389,858	0	0	29,389,858	28,228,513	0	0	28,228,513
Other	7,323,880	793,925	13,850,030	21,967,835	7,077,887	780,382	13,951,148	21,809,417
Carry forward	0	0	0	0	3,731,753	0	0	3,731,753
Total Revenues	68,208,015	793,925	13,850,030	82,851,970	70,286,461	780,382	13,951,148	85,017,991
EXPENDITURES								
Personnel	49,506,670	190,913	0	49,697,583	51,321,907	191,901	0	51,513,808
Other Operating Costs	17,926,819	581,038	13,850,030	32,357,887	18,964,552	581,451	13,951,148	33,497,151
Total Expenditures	67,433,489	771,951	13,850,030	82,055,470	70,286,459	773,352	13,951,148	85,010,959
Revenues/Expense	774,526	21,974	0	796,500	2	7,030	0	7,032

Bemidji State University/Northwest Technical College - Bemidji

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	26,151,522	0	0	26,151,522	25,971,558	0	0	25,971,558
Tuition	35,090,225	0	0	35,090,225	35,019,947	0	0	35,019,947
Other	6,887,834	11,703,908	19,572,977	38,164,719	6,584,642	11,372,211	19,370,246	37,327,099
Carry forward	0	0	38,862	38,862	1,265,466	0	27,420	1,292,886
Total Revenues	68,129,581	11,703,908	19,611,839	99,445,328	68,841,613	11,372,211	19,397,666	99,611,490
EXPENDITURES								
Personnel	49,074,744	3,454,712	2,327,425	54,856,881	50,328,761	3,453,281	2,483,301	56,265,343
Other Operating Costs	17,682,868	7,613,200	16,932,974	42,229,042	18,512,852	7,123,031	16,904,240	42,540,123
Total Expenditures	66,757,612	11,067,912	19,260,399	97,085,923	68,841,613	10,576,312	19,387,541	98,805,466
Revenues/Expense	1,371,969	635,996	351,440	2,359,405	0	795,899	10,125	806,024

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Central Lakes College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	15,667,058			15,667,058	15,548,061			15,548,061
Tuition	10,096,320			10,096,320	10,463,905			10,463,905
Other	3,314,234		12,475,174	15,789,408	3,067,229		12,633,691	15,700,920
Carry forward			300,809	300,809	0		313,979	313,979
Total Revenues	29,077,612	0	12,775,983	41,853,595	29,079,195	0	12,947,670	42,026,865
EXPENDITURES								
Personnel	20,438,831		2,144,120	22,582,951	21,135,828		2,183,981	23,319,809
Other Operating Costs	8,082,449		10,600,616	18,683,065	7,767,139		10,758,890	18,526,029
Total Expenditures	28,521,280	0	12,744,736	41,266,016	28,902,967	0	12,942,871	41,845,838
Revenues/Expense	556,332	0	31,247	587,579	176,228	0	4,799	181,027

Century College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	25,480,618			25,480,618	25,220,866			25,220,866
Tuition	28,900,000			28,900,000	29,189,000			29,189,000
Other	3,472,000	725,000	27,830,000	32,027,000	3,500,000		28,108,300	31,608,300
Carry forward				0				0
Total Revenues	57,852,618	725,000	27,830,000	86,407,618	57,909,866	0	28,108,300	86,018,166
EXPENDITURES								
Personnel	47,000,000		4,600,000	51,600,000	47,710,000		4,738,000	52,448,000
Other Operating Costs	10,600,000	720,000	21,830,000	33,150,000	10,000,000		21,830,000	31,830,000
Total Expenditures	57,600,000	720,000	26,430,000	84,750,000	57,710,000	0	26,568,000	84,278,000
Revenues/Expense	252,618	5,000	1,400,000	1,657,618	199,866	0	1,540,300	1,740,166

Dakota County Technical College - Inver Hills Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	26,423,237	0		26,423,237	25,868,557	0		25,868,557
Tuition	25,960,773	0	1,370,104	27,330,877	25,195,302	0	1,425,426	26,620,728
Other	3,711,905	0	18,032,601	21,744,506	5,609,726	0	17,854,323	23,464,049
Carry forward	0	0	0	0	0	0	0	0
Total Revenues	56,095,915	0	19,402,705	75,498,620	56,673,585	0	19,279,749	75,953,334
EXPENDITURES								
Personnel	41,468,751	0	3,215,961	44,684,712	43,224,432	0	3,144,031	46,368,463
Other Operating Costs	13,513,922	0	15,918,694	29,432,616	13,447,213	0	15,738,767	29,185,980
Total Expenditures	54,982,673	0	19,134,655	74,117,328	56,671,645	0	18,882,798	75,554,443
Revenues/Expense	1,113,242	0	268,050	1,381,292	1,940	0	396,951	398,891

Fond du Lac Tribal & Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	5,743,006			5,743,006	5,751,643			5,751,643
Tuition	2,942,190			2,942,190	2,942,190			2,942,190
Other	540,044		4,576,081	5,116,125	561,000		4,600,000	5,161,000
Carry forward	103,890			103,890	384,287			384,287
Total Revenues	9,329,130	0	4,576,081	13,905,211	9,639,120	0	4,600,000	14,239,120
EXPENDITURES								
Personnel	7,577,567		1,160,754	8,738,321	7,729,120		1,200,000	8,929,120
Other Operating Costs	1,751,563		3,415,327	5,166,890	1,910,000		3,400,000	5,310,000
Total Expenditures	9,329,130	0	4,576,081	13,905,211	9,639,120	0	4,600,000	14,239,120
Revenues/Expense	0	0	0	0	0	0	0	0

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Hennepin Technical College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	21,417,415			21,417,415	20,634,639			20,634,639
Tuition	16,856,400			16,856,400	16,381,086			16,381,086
Other	5,480,674		14,952,850	20,433,524	4,615,296		15,206,899	19,822,195
Carry forward				0	1,003,374		35,651	1,039,025
Total Revenues	43,754,489	0	14,952,850	58,707,339	42,634,395	0	15,242,550	57,876,945
EXPENDITURES								
Personnel	32,195,265		1,959,829	34,155,094	32,001,686		2,164,960	34,166,646
Other Operating Costs	10,526,024		12,915,686	23,441,710	10,632,709		13,009,844	23,642,553
Total Expenditures	42,721,289	0	14,875,515	57,596,804	42,634,395	0	15,174,804	57,809,199
Revenues/Expense	1,033,200	0	77,335	1,110,535	0	0	67,746	67,746

Lake Superior College

	FY2018 Update				FY2019			
	General Fund		Other Funds	Total	General Fund		Other Funds	Total
REVENUES								
State Appropriation	16,821,859			16,821,859	16,518,575			16,518,575
Tuition	14,189,350			14,189,350	14,074,359			14,074,359
Other	6,127,241		11,087,715	17,214,956	6,116,198		11,182,619	17,298,817
Carry forward				0	127,164			127,164
Total Revenues	37,138,450	0	11,087,715	48,226,165	36,836,296	0	11,182,619	48,018,915
EXPENDITURES								
Personnel	25,669,800		1,440,047	27,109,847	26,087,861		1,503,248	27,591,109
Other Operating Costs	10,841,889		9,681,007	20,522,896	10,748,435		9,405,933	20,154,368
Total Expenditures	36,511,689	0	11,121,054	47,632,743	36,836,296	0	10,909,181	47,745,477
Revenues/Expense	626,761	0	(33,339)	593,422	0	0	273,438	273,438

Metropolitan State University

	FY2018 Update				FY2019			
	General Fund		Other Funds	Total	General Fund		Other Funds	Total
REVENUES								
State Appropriation	31,265,134	0	0	31,265,134	31,189,031	0	0	31,189,031
Tuition	46,361,300			46,361,300	45,622,917			45,622,917
Other	4,478,355	3,581,131	23,316,877	31,376,363	4,742,399	3,571,697	23,316,900	31,630,996
Carry forward	0			0	600,000	17,085		617,085
Total Revenues	82,104,789	3,581,131	23,316,877	109,002,797	82,154,347	3,588,782	23,316,900	109,060,029
EXPENDITURES								
Personnel	59,187,500	41,877		59,229,377	61,173,307	75,000		61,248,307
Other Operating Costs	20,630,682	3,235,407	22,228,013	46,094,102	20,950,325	3,513,782	22,500,000	46,964,107
Total Expenditures	79,818,182	3,277,284	22,228,013	105,323,479	82,123,632	3,588,782	22,500,000	108,212,414
Revenues/Expense	2,286,607	303,847	1,088,863	3,679,317	30,715	0	816,900	847,615

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Minneapolis Community & Technical College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	24,176,026			24,176,026	23,260,260			23,260,260
Tuition	22,936,178			22,936,178	22,912,627			22,912,627
Other	3,600,000	1,966,462	26,384,225	31,950,687	3,368,000	1,920,500	25,984,225	31,272,725
Carry forward		411,933		411,933	250,000	233,238		483,238
Total Revenues	50,712,204	2,378,395	26,384,225	79,474,824	49,790,887	2,153,738	25,984,225	77,928,850
EXPENDITURES								
Personnel	41,071,800	478,395	4,917,796	46,467,991	40,413,530	490,000	4,667,796	45,571,326
Other Operating Costs	9,455,358	1,900,000	21,183,392	32,538,750	9,377,356	1,663,738	21,158,392	32,199,486
Total Expenditures	50,527,158	2,378,395	26,101,188	79,006,741	49,790,886	2,153,738	25,826,188	77,770,812
Revenues/Expense	185,046	0	283,037	468,083	1	0	158,037	158,038

Minnesota State College - Southeast

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	8,600,000			8,600,000	8,400,000			8,400,000
Tuition	6,245,000			6,245,000	6,105,000			6,105,000
Other	2,000,000		5,000,000	7,000,000	2,000,000		4,800,000	6,800,000
Carry forward				0				0
Total Revenues	16,845,000	0	5,000,000	21,845,000	16,505,000	0	4,800,000	21,305,000
EXPENDITURES								
Personnel	12,700,000		600,000	13,300,000	12,500,000		500,000	13,000,000
Other Operating Costs	4,145,000		4,400,000	8,545,000	4,005,000		4,300,000	8,305,000
Total Expenditures	16,845,000	0	5,000,000	21,845,000	16,505,000	0	4,800,000	21,305,000
Revenues/Expense	0	0	0	0	0	0	0	0

Minnesota State Community & Technical College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	21,856,079			21,856,079	21,395,861			21,395,861
Tuition	18,141,987			18,141,987	17,832,325			17,832,325
Other	4,864,474	197,000	18,340,618	23,402,092	4,929,664	197,000	17,331,465	22,458,129
Carry forward				0	577,092			577,092
Total Revenues	44,862,540	197,000	18,340,618	63,400,158	44,734,942	197,000	17,331,465	62,263,407
EXPENDITURES								
Personnel	34,547,271	62,000	1,937,518	36,546,789	35,097,588	65,000	1,899,875	37,062,463
Other Operating Costs	9,217,928	135,000	16,303,100	25,656,028	9,637,354	132,000	15,276,241	25,045,595
Total Expenditures	43,765,199	197,000	18,240,618	62,202,817	44,734,942	197,000	17,176,116	62,108,058
Revenues/Expense	1,097,341	0	100,000	1,197,341	0	0	155,349	155,349

Minnesota State University Moorhead

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	28,308,376			28,308,376	27,020,455			27,020,455
Tuition	39,194,969			39,194,969	39,403,876			39,403,876
Other	2,066,587	13,642,705	20,600,000	36,309,292	1,988,637	13,368,313	21,218,000	36,574,950
Carry forward	2,302,545	37,234		2,339,779	2,265,233	193,768		2,459,001
Total Revenues	71,872,477	13,679,939	20,600,000	106,152,416	70,678,201	13,562,081	21,218,000	105,458,282
EXPENDITURES								
Personnel	56,564,987	2,727,124	3,295,319	62,587,430	55,531,306	2,727,686	3,394,880	61,653,872
Other Operating Costs	15,307,490	10,952,815	17,139,000	43,399,305	15,146,895	10,834,395	17,653,170	43,634,460
Total Expenditures	71,872,477	13,679,939	20,434,319	105,986,735	70,678,201	13,562,081	21,048,050	105,288,332
Revenues/Expense	0	0	165,681	165,681	0	0	169,950	169,950

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Minnesota State University, Mankato

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	57,572,367			57,572,367	55,908,825			55,908,825
Tuition	109,225,000			109,225,000	110,975,000			110,975,000
Other	15,228,718	29,621,434	47,566,827	92,416,979	16,051,349	30,329,161	48,306,020	94,686,530
Carry forward				0	3,000,000			3,000,000
Total Revenues	182,026,085	29,621,434	47,566,827	259,214,345	185,935,174	30,329,161	48,306,020	264,570,355
EXPENDITURES								
Personnel	134,863,151	8,390,238	9,825,521	153,078,910	137,906,541	8,546,033	9,962,431	156,415,004
Other Operating Costs	45,438,356	21,231,196	37,741,306	104,410,858	48,028,633	21,783,128	38,343,590	108,155,351
Total Expenditures	180,301,507	29,621,434	47,566,827	257,489,767	185,935,174	30,329,161	48,306,020	264,570,355
Revenues/Expense	1,724,578	(0)	0	1,724,578	0	0	0	0

Minnesota West Community & Technical College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	12,428,634			12,428,634	12,685,757			12,685,757
Tuition	9,768,057			9,768,057	9,609,999			9,609,999
Other	2,414,813		8,910,287	11,325,100	2,928,331		9,205,327	12,133,658
Carry forward				0	362,279			362,279
Total Revenues	24,611,504	0	8,910,287	33,521,791	25,586,366	0	9,205,327	34,791,693
EXPENDITURES								
Personnel	19,087,777	0	1,685,693	20,773,470	19,188,862		1,455,187	20,644,049
Other Operating Costs	5,523,727		7,224,594	12,748,321	6,397,504		7,750,140	14,147,644
Total Expenditures	24,611,504	0	8,910,287	33,521,791	25,586,366	0	9,205,327	34,791,693
Revenues/Expense	0	0	0	0	0	0	0	0

Normandale Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	24,610,247			24,610,247	24,467,810			24,467,810
Tuition	32,445,216			32,445,216	31,733,662			31,733,662
Other	5,314,093	3,764,688	23,882,431	32,961,212	8,616,133	3,765,970	24,132,657	36,514,760
Carry forward				0	4,961,022	645,000		5,606,022
Total Revenues	62,369,556	3,764,688	23,882,431	90,016,675	69,778,627	4,410,970	24,132,657	98,322,254
EXPENDITURES								
Personnel	47,774,341	584,615	2,053,574	50,412,530	48,340,641	550,635	2,186,565	51,077,841
Other Operating Costs	14,595,215	3,109,276	21,439,093	39,143,584	21,437,986	3,775,342	21,882,161	47,095,489
Total Expenditures	62,369,556	3,693,891	23,492,667	89,556,114	69,778,627	4,325,977	24,068,726	98,173,330
Revenues/Expense	0	70,797	389,764	460,561	0	84,993	63,931	148,924

North Hennepin Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	16,645,346			16,645,346	17,025,778			17,025,778
Tuition	20,560,409			20,560,409	20,035,505			20,035,505
Other	1,484,642		19,049,252	20,533,894	1,484,642		19,620,729	21,105,371
Carry forward				0	1,031,667			1,031,667
Total Revenues	38,690,397	0	19,049,252	57,739,648	39,577,592	0	19,620,729	59,198,321
EXPENDITURES								
Personnel	31,159,510	0	2,107,795	33,267,304	32,329,618		2,240,469	34,570,087
Other Operating Costs	7,530,887		16,941,457	24,472,344	7,247,974		17,380,260	24,628,233
Total Expenditures	38,690,396	0	19,049,252	57,739,648	39,577,592	0	19,620,729	59,198,321
Revenues/Expense	0	0	0	0	0	0	0	0

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Northeast Higher Education District

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	21,492,879	0	0	21,492,879	20,562,066	0	0	20,562,066
Tuition	15,755,898	0	70,000	15,825,898	15,660,898	0	70,000	15,730,898
Other	5,424,369	1,143,919	18,483,520	25,051,808	4,608,570	1,203,500	18,325,000	24,137,070
Carry forward	137,727	0	24,350	162,077	508,354	0	0	508,354
Total Revenues	42,810,873	1,143,919	18,577,870	62,532,662	41,339,888	1,203,500	18,395,000	60,938,388
EXPENDITURES								
Personnel	32,537,051	230,377	3,922,170	36,689,598	31,331,634	360,500	3,959,500	35,651,634
Other Operating Costs	10,229,798	636,568	14,400,700	25,267,066	10,003,167	649,550	14,087,000	24,739,717
Total Expenditures	42,766,849	866,945	18,322,870	61,956,664	41,334,801	1,010,050	18,046,500	60,391,351
Revenues/Expense	44,024	276,974	255,000	575,998	5,087	193,450	348,500	547,037

Northland Community & Technical College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	14,013,490			14,013,490	13,695,327			13,695,327
Tuition	11,541,740			11,541,740	11,586,740			11,586,740
Other	2,711,591		7,864,605	10,576,196	2,646,591		8,000,000	10,646,591
Carry forward			176,951	176,951	200,000		38,000	238,000
Total Revenues	28,266,821	0	8,041,556	36,308,377	28,128,658	0	8,038,000	36,166,658
EXPENDITURES								
Personnel	20,560,403		930,233	21,490,636	21,035,848		963,000	21,998,848
Other Operating Costs	7,653,717		7,111,323	14,765,040	7,092,810		7,075,000	14,167,810
Total Expenditures	28,214,120	0	8,041,556	36,255,676	28,128,658	0	8,038,000	36,166,658
Revenues/Expense	52,701	0	0	52,701	0	0	0	0

Pine Technical & Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	4,406,270			4,406,270	4,615,225			4,615,225
Tuition	2,610,591			2,610,591	2,739,092			2,739,092
Other	4,874,057		4,640,844	9,514,901	4,388,343		4,361,506	8,749,849
Carry forward				0				0
Total Revenues	11,890,918	0	4,640,844	16,531,762	11,742,660	0	4,361,506	16,104,166
EXPENDITURES								
Personnel	7,827,027		1,362,369	9,189,396	8,061,838		1,403,240	9,465,077
Other Operating Costs	3,774,749		3,219,011	6,993,760	3,462,001		2,897,258	6,359,259
Total Expenditures	11,601,776	0	4,581,380	16,183,156	11,523,839	0	4,300,498	15,824,336
Revenues/Expense	289,142	0	59,465	348,607	218,821	0	61,008	279,830

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Ridgewater College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	17,295,061			17,295,061	16,708,422			16,708,422
Tuition	12,682,772			12,682,772	12,664,428			12,664,428
Other	4,775,909		12,023,340	16,799,249	5,058,170		10,783,982	15,842,152
Carry forward				0	737,824			737,824
Total Revenues	34,753,742	0	12,023,340	46,777,082	35,168,844	0	10,783,982	45,952,826
EXPENDITURES								
Personnel	25,755,456		1,780,256	27,535,712	26,357,003		1,064,344	27,421,347
Other Operating Costs	8,578,370		10,137,924	18,716,294	8,811,841		9,670,083	18,481,924
Total Expenditures	34,333,826	0	11,918,180	46,252,006	35,168,844	0	10,734,427	45,903,271
Revenues/Expense	419,916	0	105,160	525,076	0	0	49,555	49,555

Riverland Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	12,204,844			12,204,844	11,644,724			11,644,724
Tuition	10,200,806			10,200,806	10,231,028			10,231,028
Other	2,257,795		9,400,000	11,657,795	1,865,972		9,400,000	11,265,972
Carry forward				0				0
Total Revenues	24,663,445	0	9,400,000	34,063,445	23,741,724	0	9,400,000	33,141,724
EXPENDITURES								
Personnel	18,907,500		700,000	19,607,500	19,339,395		700,000	20,039,395
Other Operating Costs	4,705,945		8,700,000	13,405,945	4,252,329		8,700,000	12,952,329
Total Expenditures	23,613,445	0	9,400,000	33,013,445	23,591,724	0	9,400,000	32,991,724
Revenues/Expense	1,050,000	0	0	1,050,000	150,000	0	0	150,000

Rochester Community & Technical College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	17,871,740	0	0	17,871,740	17,736,090	0	0	17,736,090
Tuition	17,572,392	0	0	17,572,392	17,424,582	0	0	17,424,582
Other	4,062,935	0	16,207,163	20,270,098	3,316,981	0	16,203,356	19,520,337
Carry forward				0	1,771,443	0	0	1,771,443
Total Revenues	39,507,067	0	16,207,163	55,714,230	40,249,096	0	16,203,356	56,452,452
EXPENDITURES								
Personnel	31,801,731	0	2,220,863	34,022,594	31,964,229	0	2,779,166	34,743,395
Other Operating Costs	7,705,336	0	13,986,300	21,691,636	8,284,867	0	13,080,508	21,365,375
Total Expenditures	39,507,067	0	16,207,163	55,714,230	40,249,096	0	15,859,674	56,108,770
Revenues/Expense	0	0	0	0	0	0	343,682	343,682

Saint Paul College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	18,935,990			18,935,990	19,724,078			19,724,078
Tuition	21,334,352			21,334,352	21,975,518			21,975,518
Other	2,577,087	1,420,000	23,196,935	27,194,022	3,048,960	1,373,800	23,196,940	27,619,700
Carry forward				0	0			0
Total Revenues	42,847,429	1,420,000	23,196,935	67,464,364	44,748,556	1,373,800	23,196,940	69,319,296
EXPENDITURES								
Personnel	33,626,488	101,260	1,813,568	35,541,316	35,199,399	80,000	1,834,828	37,114,227
Other Operating Costs	9,220,941	1,318,740	21,383,367	31,923,048	9,549,157	1,293,800	21,362,112	32,205,069
Total Expenditures	42,847,429	1,420,000	23,196,935	67,464,364	44,748,556	1,373,800	23,196,940	69,319,296
Revenues/Expense	0	0	0	0	0	0	0	0

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

St. Cloud State University

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	59,493,000			59,493,000	56,125,000			56,125,000
Tuition	82,247,000			82,247,000	81,501,000			81,501,000
Other	11,025,000	18,785,375	57,415,000	87,225,375	10,270,000	19,346,343	55,550,000	85,166,343
Carry forward		1,200,597	734,000	1,934,597		957,188	135,000	1,092,188
Total Revenues	152,765,000	19,985,972	58,149,000	230,899,972	147,896,000	20,303,531	55,685,000	223,884,531
EXPENDITURES								
Personnel	116,066,000	5,017,396	11,630,000	132,713,396	117,334,000	5,401,355	11,137,000	133,872,355
Other Operating Costs	31,273,000	14,968,576	46,519,000	92,760,576	30,445,000	14,902,176	44,548,000	89,895,176
Total Expenditures	147,339,000	19,985,972	58,149,000	225,473,972	147,779,000	20,303,531	55,685,000	223,767,531
Revenues/Expense	5,426,000	0	0	5,426,000	117,000	0	0	117,000

St. Cloud Technical & Community College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	15,214,884			15,214,884	14,901,764			14,901,764
Tuition	15,510,253			15,510,253	15,195,651			15,195,651
Other	2,084,541	0	13,589,675	15,674,216	1,809,593		13,466,650	15,276,243
Carry forward			1,152,000	1,152,000	735,285		0	735,285
Total Revenues	32,809,678	0	14,741,675	47,551,353	32,642,293	0	13,466,650	46,108,943
EXPENDITURES								
Personnel	25,257,283		1,164,060	26,421,343	26,015,001		1,198,982	27,213,983
Other Operating Costs	6,817,110	0	13,577,615	20,394,725	6,627,292		12,267,668	18,894,960
Total Expenditures	32,074,393	0	14,741,675	46,816,068	32,642,293	0	13,466,650	46,108,943
Revenues/Expense	735,285	0	0	735,285	(0)	0	0	(0)

South Central College

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	13,762,287			13,762,287	13,827,776			13,827,776
Tuition	11,309,962			11,309,962	11,196,862			11,196,862
Other	3,300,201		20,222,840	23,523,041	3,477,039		19,809,108	23,286,147
Carry forward				0				0
Total Revenues	28,372,450	0	20,222,840	48,595,290	28,501,677	0	19,809,108	48,310,785
EXPENDITURES								
Personnel	21,720,056		1,913,636	23,633,692	22,588,858		1,990,181	24,579,040
Other Operating Costs	4,988,452		17,573,443	22,561,895	5,400,000		17,300,000	22,700,000
Total Expenditures	26,708,508	0	19,487,079	46,195,587	27,988,858	0	19,290,181	47,279,040
Revenues/Expense	1,663,942	0	735,761	2,399,703	512,819	0	518,927	1,031,746

Southwest Minnesota State University

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	18,418,920			18,418,920	18,477,640	0	0	18,477,640
Tuition	20,048,413			20,048,413	20,363,416	0	0	20,363,416
Other	2,398,824	5,742,301	10,229,064	18,370,189	2,307,315	6,292,501	10,229,064	18,828,880
Carry forward		457,437		457,437				0
Total Revenues	40,866,157	6,199,738	10,229,064	57,294,959	41,148,371	6,292,501	10,229,064	57,669,936
EXPENDITURES								
Personnel	32,045,324	1,703,385	1,214,877	34,963,586	33,040,065	1,709,400	1,251,323	36,000,788
Other Operating Costs	8,403,458	4,496,353	8,976,295	21,876,106	7,661,523	4,437,262	8,976,295	21,075,080
Total Expenditures	40,448,782	6,199,738	10,191,172	56,839,692	40,701,588	6,146,662	10,227,618	57,075,868
Revenues/Expense	417,375	0	37,892	455,267	446,783	145,839	1,446	594,068

FY2018-FY2019

Operating Budgets

(Gross Before Net of Financial Aid)

Winona State University

	FY2018 Update				FY2019			
	General Fund	Revenue Fund	Other Funds	Total	General Fund	Revenue Fund	Other Funds	Total
REVENUES								
State Appropriation	39,776,337			39,776,337	38,539,529			38,539,529
Tuition	54,580,930			54,580,930	53,923,230			53,923,230
Other	9,406,958	23,387,845	31,885,607	64,680,410	8,924,613	23,673,724	31,663,967	64,262,304
Carry forward	76,924	682,678	577,638	1,337,240	2,091,927	363,841	666,318	3,122,086
Total Revenues	103,841,149	24,070,523	32,463,245	160,374,917	103,479,299	24,037,565	32,330,285	159,847,149
EXPENDITURES								
Personnel	76,901,243	5,049,242	4,822,201	86,772,686	76,823,898	5,399,116	4,849,854	87,072,868
Other Operating Costs	26,939,906	19,021,281	27,450,494	73,411,681	26,655,401	18,629,632	27,476,913	72,761,946
Total Expenditures	103,841,149	24,070,523	32,272,695	160,184,367	103,479,299	24,028,748	32,326,767	159,834,814
Revenues/Expense	0	0	190,550	190,550	0	8,817	3,518	12,335

Alexandria Technical & Community College

REVENUES	FY2018	FY2019
Health Services Fees	\$ 56,301	\$ 55,275
Fees for Services Provided		
Other		
Total Revenues	\$ 56,301	\$ 55,275
EXPENSES		
Compensation	\$ 10,597	\$ 11,254
Other Operating	\$ 13,944	\$ 36,000
Total Expenses	\$ 24,541	\$ 47,254
Net	\$ 31,760	\$ 8,021

Bemidji State University

REVENUES	FY2018	FY2019
Health Services Fees	\$ 414,719	\$ 380,400
Fees for Services Provided	\$ 179,266	\$ 187,000
Other	\$ 348,411	\$ 330,242
Total Revenues	\$ 942,396	\$ 897,642
EXPENSES		
Compensation	\$ 460,559	\$ 500,153
Other Operating	\$ 151,595	\$ 205,854
Total Expenses	\$ 612,155	\$ 706,007
Net	\$ 330,242	\$ 191,635

Century College

REVENUES	FY2018	FY2019
Health Services Fees		\$ 108,000
Fees for Services Provided		\$ 15,000
Other		
Total Revenues	\$ -	\$ 123,000
EXPENSES		
Compensation		\$ 97,000
Other Operating		\$ 26,000
Total Expenses	\$ -	\$ 123,000
Net	\$ -	\$ -

Dakota County Technical College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 53,550	\$ 58,500
Fees for Services Provided	\$ 68,230	\$ 40,000
Other		
Total Revenues	\$ 121,780	\$ 98,500
<u>EXPENSES</u>		
Compensation	\$ 119,280	\$ 96,500
Other Operating	\$ 2,500	\$ 2,000
Total Expenses	\$ 121,780	\$ 98,500
Net	\$ -	\$ -

Hennepin Technical College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 92,125	\$ 101,560
Fees for Services Provided		\$ -
Other	\$ (698)	
Total Revenues	\$ 91,427	\$ 101,560
<u>EXPENSES</u>		
Compensation	\$ 60,861	\$ 51,260
Other Operating	\$ 23,078	\$ 50,280
Total Expenses	\$ 83,939	\$ 101,540
Net	\$ 7,488	\$ 20

Inver Hills Community College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 88,293	\$ 83,049
Fees for Services Provided		
Other		
Total Revenues	\$ 88,293	\$ 83,049
<u>EXPENSES</u>		
Compensation	\$ 59,248	\$ 63,552
Other Operating	\$ 29,045	\$ 19,497
Total Expenses	\$ 88,293	\$ 83,049
Net	\$ -	\$ (0)

Metropolitan State University

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 439,675	\$ 174,100
Fees for Services Provided		
Other		
Total Revenues	\$ 439,675	\$ 174,100
<u>EXPENSES</u>		
Compensation	\$ 62,000	\$ 64,000
Other Operating	\$ 58,000	\$ 59,000
Total Expenses	\$ 120,000	\$ 123,000
Net	\$ 319,675	\$ 51,100

Minneapolis Community and Technical College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 490,000	\$ 475,000
Fees for Services Provided		
Other		
Total Revenues	\$ 490,000	\$ 475,000
<u>EXPENSES</u>		
Compensation	\$ 475,000	\$ 475,000
Other Operating	\$ 300	\$ 300
Total Expenses	\$ 475,300	\$ 475,300
Net	\$ 14,700	\$ (300)

Minnesota State College Southeast

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 115,000	\$ 115,000
Fees for Services Provided		
Other		
Total Revenues	\$ 115,000	\$ 115,000
<u>EXPENSES</u>		
Compensation		
Other Operating	\$ 115,000	\$ 115,000
Total Expenses	\$ 115,000	\$ 115,000
Net	\$ -	\$ -

Minnesota State University, Mankato

REVENUES	FY2018	FY2019
Health Services Fees	\$ 1,708,029	\$ 1,679,896
Fees for Services Provided	\$ 915,000	\$ 925,000
Other	\$ 205,194	\$ 205,973
Total Revenues	\$ 2,828,223	\$ 2,810,869
EXPENSES		
Compensation	\$ 1,911,649	\$ 1,928,311
Other Operating	\$ 916,574	\$ 918,195
Total Expenses	\$ 2,828,223	\$ 2,846,506
Net	\$ -	\$ (35,637)

Minnesota State University Moorhead

REVENUES	FY2018	FY2019
Health Services Fees	\$ 539,246	\$ 486,900
Fees for Services Provided	\$ 140,200	\$ 140,000
Other	\$ 279,474	\$ 294,487
Total Revenues	\$ 958,920	\$ 921,387
EXPENSES		
Compensation	\$ 1,057,270	\$ 893,590
Other Operating	\$ 253,164	\$ 252,002
Total Expenses	\$ 1,310,434	\$ 1,145,592
Net	\$ (351,514)	\$ (224,205)

North Hennepin Community College

REVENUES	FY2018	FY2019
Health Services Fees	\$ 116,300	\$ 116,300
Fees for Services Provided		
Other		
Total Revenues	\$ 116,300	\$ 116,300
EXPENSES		
Compensation		
Other Operating	\$ 116,300	\$ 116,300
Total Expenses	\$ 116,300	\$ 116,300
Net	\$ -	\$ -

Ridgewater College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 46,558	\$ 46,130
Fees for Services Provided		
Other		
Total Revenues	\$ 46,558	\$ 46,130
<u>EXPENSES</u>		
Compensation	\$ 37,497	\$ 34,856
Other Operating	\$ 7,000	\$ 10,900
Total Expenses	\$ 44,497	\$ 45,756
Net	\$ 2,061	\$ 374

Rochester Community & Technical College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 106,644	\$ 108,045
Fees for Services Provided	\$ 7,931	\$ 6,000
Other	\$ 11,393	\$ 18,666
Total Revenues	\$ 125,968	\$ 132,711
<u>EXPENSES</u>		
Compensation	\$ 94,391	\$ 100,040
Other Operating	\$ 17,911	\$ 15,500
Total Expenses	\$ 112,302	\$ 115,540
Net	\$ 13,666	\$ 17,171

St. Cloud Technical & Community College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 31,803	\$ 31,025
Fees for Services Provided		
Other		
Total Revenues	\$ 31,803	\$ 31,025
<u>EXPENSES</u>		
Compensation		
Other Operating	\$ 21,089	\$ 30,136
Total Expenses	\$ 21,089	\$ 30,136
Net	\$ 10,714	\$ 889

Southwest Minnesota State University

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 175,000	\$ 180,250
Fees for Services Provided	\$ 2,900	\$ 3,000
Other		
Total Revenues	\$ 177,900	\$ 183,250
<u>EXPENSES</u>		
Compensation	\$ 124,920	\$ 128,700
Other Operating	\$ 68,708	\$ 66,650
Total Expenses	\$ 193,628	\$ 195,350
Net	\$ (15,728)	\$ (12,100)

St. Cloud State University

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 1,715,588	\$ 1,536,429
Fees for Services Provided	\$ 181,090	\$ 214,135
Other	\$ 742,557	\$ 871,569
Total Revenues	\$ 2,639,235	\$ 2,622,133
<u>EXPENSES</u>		
Compensation	\$ 1,796,969	\$ 1,814,850
Other Operating	\$ 842,266	\$ 815,315
Total Expenses	\$ 2,639,235	\$ 2,630,165
Net	\$ -	\$ (8,032)

South Central College

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ -	\$ 145,000
Fees for Services Provided		
Other		
Total Revenues	\$ -	\$ 145,000
<u>EXPENSES</u>		
Compensation		\$ 145,000
Other Operating		
Total Expenses	\$ -	\$ 145,000
Net	\$ -	\$ -

Winona State University

Financing on Campus Provided Student Health Services

SP-8

<u>REVENUES</u>	<u>FY2018</u>	<u>FY2019</u>
Health Services Fees	\$ 862,397	\$ 968,648
Fees for Services Provided	\$ 340,000	\$ 365,000
Other	\$ 65,000	\$ 60,000
Total Revenues	\$ 1,267,397	\$ 1,393,648
<u>EXPENSES</u>		
Compensation	\$ 1,070,690	\$ 1,238,286
Other Operating	\$ 212,000	\$ 227,000
Total Expenses	\$ 1,282,690	\$ 1,465,286
Net	\$ (15,293)	\$ (71,638)

Reserves

Board Policy 5.10 and Procedure 5.10.1 set requirements for designated cash reserve levels. The policy requires colleges and universities to maintain general fund cash reserves in the range of five to seven percent of general fund cash-basis operating revenues through designation as a special reserve amount. In addition, the policy allows the system as a whole to maintain a reserve up to two 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 \$103.1 million at the end of fiscal year 2019, which represents approximately 7 percent of general fund revenues. (See table on next page.)

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 2017 actual 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 Minnesota State 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.

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

<u>Fiscal Year</u>	<u>Total</u>	<u>% of Revenues</u>
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	\$100.0	6.8%
2014	\$98.7	6.7%
2015	\$99.6	6.7%
2016	\$108.0	7.2%
2017	\$102.9	6.7%
2018 est.	\$102.4	6.6%
2019 est.	\$103.1	6.7%

The system's reserve level is projected to be at \$12 million (one percent of general operating revenue) at the end of the current fiscal year (2018) with no plans to increase/decrease during fiscal year 2019.

MINNESOTA STATE
FY2013-2019 RESERVE BALANCES

Institution	FY2013 Actual Reserve	FY2014 Actual Reserve	FY2015 Actual Reserve	FY2016 Actual Reserve	FY2017 Actual Reserve	FY17 Reserve as % of General Operating Revenue	FY2018 Estimated Reserve	FY2019 Estimated Reserve
STATE COLLEGES								
Alexandria Technical & Community College	1,626,977	1,658,484	1,604,897	1,676,652	1,557,730	7%	1,780,000	1,655,000
Anoka-Ramsey Community College	3,207,800	3,135,800	3,255,420	3,425,637	3,425,637	7%	3,404,243	3,529,527
Anoka Technical College	1,306,800	1,143,675	1,143,700	1,105,466	1,105,466	7%	1,123,282	1,245,034
Central Lakes College	1,920,390	1,958,276	1,999,697	1,912,658	1,999,697	7%	2,000,000	2,015,000
Century College	4,000,000	4,000,000	4,000,000	4,000,000	4,146,522	7%	3,750,000	3,750,000
Dakota County Technical College	1,804,000	1,794,872	1,728,307	1,759,447	1,731,944	7%	1,703,807	1,715,409
Fond du Lac Tribal & Community College	800,000	703,175	720,146	687,627	695,777	7%	645,767	672,305
Hennepin Technical College	2,807,727	3,050,000	3,050,000	3,108,000	2,948,000	7%	3,062,814	2,984,408
Inver Hills Community College	2,096,000	2,184,000	2,316,948	2,338,538	2,319,110	7%	2,237,775	1,902,684
Lake Superior College	2,221,558	2,275,740	2,361,959	2,305,970	2,282,385	6%	2,599,692	2,569,639
Minneapolis Community & Technical College	3,773,348	3,739,525	3,856,785	3,950,021	3,701,967	7%	3,568,232	3,549,854
Minnesota State College Southeast	1,400,000	1,251,434	1,200,000	1,200,000	1,200,000	7%	1,200,000	1,200,000
Minnesota State Community & Technical College	3,203,036	3,191,579	3,151,774	3,256,667	3,213,797	7%	3,050,000	3,170,000
Minnesota West Community & Technical College	1,730,960	1,687,385	1,698,839	1,679,731	1,667,455	7%	1,683,485	1,667,455
Normandale Community College	3,895,172	3,744,545	4,001,779	4,232,441	4,364,860	7%	4,425,399	4,365,869
North Hennepin Community College	2,715,944	2,791,168	2,792,075	2,900,000	2,900,000	7%	2,831,663	2,708,328
Northwest Higher Education District	3,440,853	3,152,527	3,266,102	3,208,829	3,300,000	9%	3,300,000	3,300,000
Hibbing Community College	1,028,120	739,794	866,102	850,686	900,000	6%	900,000	900,000
Itasca Community College	700,000	700,000	700,000	700,000	700,000	7%	700,000	700,000
Mesabi Range College	712,733	712,733	700,000	658,143	700,000	7%	700,000	700,000
Rainy River Community College	500,000	500,000	500,000	500,000	500,000	15%	500,000	500,000
Vermilion Community College	500,000	500,000	500,000	500,000	500,000	9%	500,000	500,000
Northland Community & Technical College	1,833,799	1,952,657	1,882,975	1,846,123	1,832,657	7%	1,832,657	1,978,677
Pine Technical & Community College	456,225	460,687	473,432	534,005	529,183	7%	496,732	594,546
Ridgewater College	2,296,787	2,324,446	2,376,162	2,295,911	2,350,400	7%	2,336,459	2,432,762
Riverland Community College	1,226,674	1,228,825	1,673,690	1,714,090	1,695,890	7%	1,662,877	1,726,441
Rochester Community & Technical College	3,227,949	3,161,457	3,068,022	3,483,953	3,067,432	6%	2,775,665	3,067,432
Saint Paul College	2,653,239	2,713,036	2,840,168	2,875,839	2,944,820	7%	2,700,000	2,700,000
South Central College	1,784,869	1,727,185	1,985,051	6,623,921	1,925,146	7%	1,706,011	1,702,347
St. Cloud Technical & Community College	2,148,439	2,211,190	2,340,940	2,396,000	2,346,269	7%	2,231,200	2,296,677
Subtotal Colleges	57,578,546	57,241,668	58,785,868	64,517,526	59,252,980	7%	58,107,760	58,499,394
STATE UNIVERSITIES								
Bemidji State University	4,400,000	4,450,000	4,413,355	4,648,981	4,646,650	7%	4,607,934	4,769,071
Metropolitan State University	4,625,506	3,445,479	1,888,870	3,737,000	3,735,000	5%	3,991,824	4,105,239
Minnesota State University Moorhead	5,217,820	5,217,820	5,217,820	5,217,820	5,217,820	7%	5,217,820	5,217,820
Minnesota State University Mankato	10,525,000	10,835,000	11,230,000	11,500,000	12,075,000	7%	12,325,000	12,742,571
Southwest Minnesota State University	2,200,000	2,200,000	2,500,000	2,500,000	2,500,000	6%	2,500,000	2,500,000
St. Cloud State University	10,500,000	10,288,902	10,522,570	10,925,000	10,500,000	7%	10,693,550	10,289,720
Winona State University	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	5%	5,000,000	5,000,000
Subtotal State Universities	42,468,326	41,437,201	40,772,615	43,528,801	43,674,470	6%	44,336,128	44,624,471
TOTAL Colleges/Universities Reserves	100,046,872	98,678,869	99,558,483	108,046,327	102,926,550	7%	102,443,888	103,123,815
System Reserve	9,516,801	9,975,000	10,500,000	12,000,000	12,000,000		12,000,000	12,000,000

FP&A - April 2018

REVENUE FUND OUTLOOK (UPDATED)

Room and board fees, which generate approximately 70% of all revenues in the revenue fund, are proposed to be increased for FY2019 by 3.9 percent, mostly offsetting losses in enrollment that translate to slightly lower occupancy rates. Student union and wellness fees are increasing 4.6 percent and 5.0 percent, respectively. These rates are much more sensitive to enrollment fluctuations. The rates charged for the revenue fund are specific to supporting revenue fund facilities, including the pledge to pay outstanding debt, utilities, insurance and ongoing repairs and replacement. Revenue fund facilities are not supported by the general fund.

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. Fifteen (15) campuses are currently in the revenue fund. Vermilion Community College is the most recent campus that joined the fund as part of the 2015 revenue bond sale. The table below identifies the campuses and types of revenue fund facilities at each location.

Table 3A

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

CAMPUSES	Housing	Student Union	Parking	Wellness	Other
Universities					
1. Bemidji State University	X	X			
2. Metropolitan State University		X	X		
3. Minnesota State University, Mankato ¹	X	X			X
4. Minnesota State University Moorhead	X	X		X	
5. St. Cloud State University ²	X	X	X		X
6. Southwest Minnesota State University	X	X			
7. Winona State University	X	X		X	
Colleges					
8. Alexandria Technical and Community College			X		
9. Anoka Ramsey Community College (Coon Rapids)				X	
10. Century College			X		
11. Minneapolis Community and Technical College		X	X		
12. Minnesota State Community and Technical College, Moorhead				X	
13. Normandale Community College		X	X		
14. Saint Paul College			X		
15. Vermilion Community College	X				

¹ "Other" - recreational athletic fields (2009)

² "Other" - revenue fund guarantee project refunded in May 2012 (March 2012 Board action) and Phase I of National Hockey and Event Center

The revenue fund is comprised of approximately 5.6 million square feet, which represents about 20 percent of the total building square footage within the system. Vermilion Community College's new student housing, completed in July 2017, will be added to the revenue fund inventory for FY2018, which is pending.

Room and Board Fees

Residential life facilities make up the largest portion of the revenue fund in both square footage and revenue, and include residence halls and dining facilities. The system's total housing inventory amounts to 14,834 beds, including all owned and managed housing. The majority of beds are located at six state universities with a current program capacity of approximately 11,841. Colleges make up the remainder of on-campus, owned housing, which are mostly located on the Iron Range campuses. A summary look of residence hall and apartment capacities is contained on Table 4A below.

Table 4A – Summary of All Housing – Owned and Managed (Beds, Program Capacity)

<i>Summary of Owned and Managed Housing</i>					
	Rev Fund or Not	College / University	Foundation Owned	Managed or Affiliated	Totals
Alexandria Technical & Community College	N		149		149
Bemidji State University*	RF	1,389		56	1,445
Central Lakes College (Brainerd)**	N		123		123
Fond du Lac Tribal and Community College	N	94			94
M State - Fergus Falls	N			136	136
MSU Moorhead	RF	1,478	144		1,622
MSU, Mankato	RF	2,862		372	3,234
Minn West, Canby	N		16		16
NHED - Hibbing College	N	116			116
NHED - Itasca CC	N	116			116
NHED - Mesabi Range	N			88	88
NHED - Rainy River CC	N	84			84
NHED - Vermilion CC	RF	288			288
Northland (Thief River Falls)***	N		144		144
Riverland (Austin)	N		96		96
Southwest Minnesota SU	RF	1,034	142		1,176
St. Cloud SU	RF	2,719		453	3,172
Winona SU	RF	2,359	376		2,735
Totals		12,539	1,190	1,105	14,834
Total beds in revenue fund		12,129			
University res life		11,841			
Managed or affiliated - property owned by third party (usually HRA or foundation), but managed by campus					
*University Heights targeted to open in August 2016					
** Central Lakes College Foundation purchased apartments adjacent to Central Lake College in December 2016					
*** The college's foundation renovated and opened student housing in August 2016					

The Board is asked to approve room and board rates for university and college residence halls in the revenue fund. The requested FY2019 room and board fees represent the average double and single room rates for a traditional double occupancy room with the most popular meal plan, and are shown on **Attachment 2A**. Vermilion Community College brought its residential housing program into the revenue fund with the 2015 revenue bond sale, and is now the sole college included in the revenue fund room and board rates, although it is not included in the average room and board rate calculation.

Most universities and colleges charge different room rates depending on the type of room occupancy (single, double or triple), style of room (traditional, apartment or suite-style), and facility condition (unrenovated, renovated or new). A separate line identifies the meal plan cost for the most popular plan options on **Attachment 2A**.

Pending Board approval, the average FY2019 room and board rate for a double room and popular meal plan will be \$8,534. This represents a 3.9 percent increase in room and board rates from last year. The fee request seeks to balance affordability with the need for revenues to offset enrollment and occupancy declines at some campuses and to address increased operational costs due to compensation increases. The universities are taking steps to contain increases with a continued combination of cost containment and focusing on retention rates so students return to the residence halls year over year.

Proposed rate increases for FY2019 range from 2.5 percent to 8.6 percent. If the rates are approved, combined average room and board rates for FY2019 will range from \$6,160 at Vermilion Community College to \$8,826 at St. Cloud State University.

The board is also 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 room and board rate sheet, including summer rates, is contained in **Attachment 2A**.

College-owned housing

The Board is also asked to approve room and board rates for housing owned and operated by colleges, but not in the revenue fund. The proposed FY2019 room rates for owned housing is contained in **Attachment 2E**.

Most colleges with housing offer academic year leases. Room rates for college housing are a little lower than comparable beds in the state universities residence hall programs, primarily because college facilities are often commercial-grade apartment buildings with kitchens, little to no outstanding debt, and do not include a meal plan. 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.

Affiliated or managed housing

Affiliated housing means student housing that is neither owned nor managed by the college, but which may be on or adjacent to campus and primarily serves students. The proposed room rates for those colleges with on campus housing and room rates for housing that is managed, but not owned by colleges, are detailed in **Attachment 2E**.

Student Union Facility Fees

Pending approval, the average student union facility fee for FY2019 will be \$264.14, which represents a 4.6 percent increase from last year's average fee. The student union facility fee supports the facility operations of student unions and centers, which includes utilities, debt service, repair and replacement costs, associated equipment, supplies, and building insurance. By contrast, the separate student life / activity fee charged to students supports activities within the building. Examples of items covered by the student life / activity fee are student government, student clubs, organizations, and club sports.

Of the 9 campuses charging a student union facility fee, three campuses are proposing no rate increases for FY2019: Minneapolis Community and Technical College, MSU, Moorhead and Normandale Community College.

If approved, the total proposed student union facility rates will range from \$165 at Minneapolis Community and Technical College to \$334.20 at Southwest Minnesota State University. **Attachment 2B** provides the summary of proposed student union facility fee rates for FY2019.

Revenue Fund Guarantee Facility Fee (St. Cloud State)

Fee rates also include for consideration includes the proposed fee charged students at St. Cloud State University for projects financed by the city of St. Cloud Housing and Redevelopment Authority and guaranteed by the revenue fund. Pending approval, the St. Cloud State University guarantee project facility fee for FY2019 will be \$117.60, a 2 percent increase, as further noted on **Attachment 2B**. More details about that particular fee are included below:

As a result of a legislative audit finding in 2010, St. Cloud State University now includes for Board approval its proposed facility assessment fee that supports a revenue fund guarantee project that was originally approved by the Board in January 2002. The specific facility assessment fee is in support of projects guaranteed by the revenue fund that involved the St. Cloud State University Foundation as a ground lessee and the City of St. Cloud's Housing and Redevelopment Authority (HRA) as the conduit financier for revenue bonds. To finance the projects, the HRA originally issued \$16,615,000 of bonds and used the funds to construct a 15,000 sq. feet addition to Atwood Student Union, a free-standing student recreation center near Halenbeck Hall, and a new stadium east of Halenbeck Hall on St. Cloud State University's

campus. The St. Cloud HRA refunded the 2002 bonds and reissued refunding bonds in May 2012, resulting in a savings to St. Cloud State University through lower interest rate costs.

Wellness and Outdoor Recreational Facility Fees

The average wellness/outdoor recreational facility fee for FY2019 will increase by \$7.39 (5.0%) percent to \$155.33 for a full time student. Of the five campuses that charge a wellness facility fee, three of the five (Anoka Ramsey, MSU, Mankato, and M State Moorhead) kept the fee the same year over year. MSU Moorhead (\$27.12 increase) and Winona State (\$9.84 increase) each increased their fees year over year. The proposed FY2019 campus fees to support the wellness and outdoor recreation facilities can be found in **Attachment 2C**.

Parking Ramp and Surface Lot Fees

Seven campuses have revenue fund financed parking facilities, and the fees noted in **Attachment 2D** are exclusively related to parking facilities funded by revenue fund bonds. The parking fee table is organized by how a campus charges for parking, whether “per credit” or “by use”.

For FY2019, 6 of the 7 campuses with parking in the revenue fund are proposing the same parking rates as last year: Century College, Normandale Community College, Saint Paul College, Metropolitan State University, Minneapolis Community and Technical College, St. Cloud State University. Alexandria Technical and Community College seeks a rate increase of from \$108 to \$114 per year, an increase of \$6.00 year over year.

Student Consultation

Consultation on revenue fund fees has been successful and elicited generally favorable consultation letters among all the campuses that levy revenue fund facilities fees.

Minnesota State
FY2019 Summary of Consultation Letters (UPDATED)

SP-12

Regarding Tuition & Fees

<http://minnstate.edu/system/finance/budget/operating/docs/FY2019/FY19%20Student%20Consultation%20Letters%20Summary%2006.04.18.pdf>

College/University	Satisfactory	Neutral	Unsatisfactory
Alexandria Technical and Community College	x		
Anoka-Ramsey Community College			
Cambridge		x	
Coon Rapids		x	
Anoka Technical College	x		
Bemidji State University	x		
Central Lakes College	x		
Century College	x		
Dakota County Technical College	x		
Fond du Lac Tribal and Community College	x		
Hennepin Technical College			
Brooklyn Park	x		
Eden Prairie	x		
Inver Hills Community College	x		
Lake Superior College	x		
Metropolitan State University			x
Minneapolis Community and Technical College	x		
Minnesota State College Southeast			
Red Wing	x		
Winona	x		
Minnesota State Community and Technical College			
Detroit Lakes		x	
Fergus Falls	x		
Moorhead	x		
Wadena	x		
Minnesota State University Moorhead	x		
Minnesota State University, Mankato		x	
Minnesota West Community and Technical College			
Canby	x		
Granite Falls	x		
Jackson	x		
Luverne	x		
Pipestone	x		
Worthington	x		

Minnesota State
FY2019 Summary of Consultation Letters (UPDATED)

SP-12

Regarding Tuition & Fees

<http://minnstate.edu/system/finance/budget/operating/docs/FY2019/FY19%20Student%20Consultation%20Letters%20Summary%2006.04.18.pdf>

College/University	Satisfactory	Neutral	Unsatisfactory
Normandale Community College	x		
Northeast Higher Education District			
Hibbing Community College	x		
Itasca Community College	x		
Mesabi Range College	x		
Rainy River Community College		x	
Vermilion Community College	x		
North Hennepin Community College	x		
Northland Community and Technical College:			
East Grand Forks	x		
Thief River Falls	x		
Northwest Technical College	x		
Pine Technical & Community College		x	
Ridgewater College			
Hutchinson	x		
Willmar	x		
Riverland Community College			
Albert Lea	x		
Austin	x		
Owatonna	x		
Rochester Community and Technical College	x		
St. Cloud State University	x		
St. Cloud Technical and Community College		x	
Saint Paul College	x		
South Central College (UPDATED)			
Faribault	x		
North Mankato	x		
Southwest Minnesota State University	x		
Winona State University	x		

College/University submissions may contain Revenue Fund letters not rated

SYSTEM OFFICE BUDGET

Beginning in fiscal year 2010, the legislature has designated a maximum appropriation for the system office. In fiscal year 2012, that amount was set at \$33.1 million. As part of the fiscal year 2018-2019 biennial appropriation for Minnesota State, the legislature again has designated that same amount for system office operations.

The inability to increase the system office budget in order to offset inflationary expenses, 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. Leadership and strategic work on behalf of Minnesota State continues to increase, as does the expectation that such work is coordinated and staffed by the system office.

In the absence of sufficient appropriation to cover inflationary increases to system office costs, the system office has used a combination of decreased operational activities, cost sharing with colleges and universities, and system office fund balance to balance its annual budgets. Fiscal year 2017 required the use of \$2.4 million in fund balance resources to maintain service levels. Fiscal year 2018 saw the system office using \$4.3 million of fund balance resources to balance the budget and provide Information Technology Services with the resources required to begin Next Gen planning. In fiscal year 2019, the system office will use a combination of operational reductions (\$1 million) and fund balance (\$2.1 million) to balance the budget.

A growth in enterprise level administrative service provision aimed at increasing efficiency and effectiveness, particularly in the area of technology, has resulted in increased cost sharing with the colleges and universities. The Enterprise-wide Administrative Services and Related Financing project (EAS) resulted in recommendations to the chancellor for establishing a standing advisory body that will review, analyze and recommend action that will better align shared services practice with the principles and guidelines established by the EAS. This body, the Shared Services Advisory Group (SSAG) was launched in March 2018 and is comprised of campus representatives from Academic and Student Services, Finance, Human Resources, and Information Technology Services.

The ultimate goal of this work is to pursue opportunities for greater innovation and efficiency of operations in an effort to curb the impact of rising costs while maintaining high levels of service to the colleges, universities and Minnesota State.

The Learning Network of Minnesota

The Learning Network of Minnesota is the core telecommunications network infrastructure that supports public higher education in Minnesota and is critical for daily campus and system operations. Minnesota State is appropriated \$4.115 million annually to support this confederation and administers distribution of the funds to members.

The Learning Network connects college campuses, system offices, regional learning centers, tribal learning centers, research centers, and extension offices. It supports services and operations such as:

- academic programs, including online, video and on-campus programs
- collaborative research and partnerships with communities and businesses
- financial aid and other administrative transactions
- communications including internet access, video, telephone services, and email
- library services
- global network access

According to their website¹, “the Learning Network of Minnesota is the education component of the Integrated Statewide Network. The initiative began in 1993 to connect post-secondary institutions and later public school districts and libraries as well. State funds also provided for interactive video facilities to expand educational opportunities. The Learning Network has evolved to include Internet, data, voice and video services to support academic programs and administrative services.

The higher education portion of the Learning Network has two primary components:

- **Campus Networks** developed and managed by the individual institutions with support from their respective systems.
- **The Statewide Network** developed and managed through a partnership of The University of Minnesota, the Minnesota State Colleges and Universities, the six Higher Education Telecommunications Regions and the Minnesota Department of Administration’s InterTechnologies Group.

The six higher education telecommunications regions are funded by State of Minnesota legislative grants and by matching funds paid by each region’s member institutions. All of the state’s public education institutions are members of a region.

The integration of the telecommunications regions into the Learning Network provides for more institutional and campus-based decision making in the development of the statewide network. Each region is governed by a board of directors which is representative of its member institutions.”¹

For additional information about the Learning Network of Minnesota visit the MetNet webpages: http://www.metnet.edu/about/learning_net/index.html

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 20, 2018

Title: Policy 5.11 Tuition and Fees (Second Reading)

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The board is being asked to approve proposed changes to Board Policy 5.11 Tuition and Fees. The board was briefed on the policy review process and provided input on the policy objectives during its October 2017 meeting. Leadership Council has discussed the tuition and fee policy review on three separate occasions.

Vice Chancellors Anderson and King formed a Tuition and Fees Policy Review Advisory Group to review and recommend changes to the policy. This group included college and university student representatives as well as campus academic, student affairs, and finance administrators. The proposed changes have undergone a 30-day review and comment period and have been reviewed by the Office of General Counsel.

Scheduled Presenter(s):

Laura M. King – Vice Chancellor – Chief Financial Officer

Deb Bednarz – System Director for Financial Planning & Analysis

**BOARD OF TRUSTEES
MINNESOTA STATE**

BOARD ACTION – SECOND READING
Board Policy 5.11 Tuition and Fees

BACKGROUND

Board policies and procedures are regularly reviewed and amendments are proposed as appropriate. Vice Chancellors Anderson and King established a Tuition and Fee Policy Review Advisory Group in the fall of 2017, and this body has completed a comprehensive review of Board Policy 5.11 and related System Procedure 5.11.1. Members of this group included a wide range of interested parties representing student as well as college and university campus perspectives. Advice and suggestions from this group were put into language by a drafting team that included campus and system office staff.

RECOMMENDATIONS

The advisory group recommendations include both technical modifications and significant changes in policy language, addressing issues that include but are not limited to:

- Adds objectives to policy
- Codifies chancellor’s authority to establish limits on tuition and fee increases
- Clarifies and provides further guidance on tuition types
- Establishes the ability for colleges and universities to create guaranteed tuition rates for undergraduate programs
- Clarifies definitions of ‘mandatory’ and ‘optional’ fees
- Clarifies assessments to discourage certain behaviors are permitted by policy
- Establishes a requirement for system office review and recommendations regarding board maximum rates for campus discretionary fees
- Establishes a new campus discretionary fee to support new student orientation, and requires an affirmative vote of the campus student association in order to implement this fee
- Clarifies that colleges and universities with multiple campuses or sites may assess fees on a campus by campus or site by site basis
- Modifies Revenue Fund fee language

FOLLOW-UP FROM MAY BOARD MEETING (FIRST READING)

The following information is provided in response to committee discussion in May.

New Student Orientation Fee: The proposed policy would enable colleges and universities to consider assessing a campus discretionary fee for new student orientation. Only those universities and colleges that receive an affirmative majority vote of the campus student association may establish a New Student Orientation fee. In addition, colleges may not adopt the fee until a review of national and regional best practices and research related to orientation and increased student success is completed.

If adopted, the fee would generally be assessed to all eligible students, typically new or transfer students. However, there are provisions in board policy *5.12 Tuition and Fee Due Dates, Refunds, Withdrawals and Waivers* that permit the president or designee to waive amounts due to the college or university provided the college and university defines the terms under which any authorized waiver will be granted and that the reasons are consistent with system procedure 5.12.2. These reasons include significant personal circumstances.

Additionally, Procedure 5.11.1 contains language that allows presidents, after consultation with the recognized campus student association, to exempt specific groups of students from all or a percentage of any campus discretionary fees when deemed in the best interests of the college or university.

A college or university could also opt to charge for orientation events under a special event fee provided participation is voluntary and the charge is only assessed on those students who voluntarily participate in the orientation. If a college or university chooses this path, they would not assess the proposed New Student Orientation fee. Students would be strongly encouraged to attend the orientation but would not be compelled to do so.

Services Supported with a New Student Orientation Fee: Specific orientation services and activities vary between colleges and universities; however, orientation generally includes basic information about the college or university and its policies and procedures. It also can include sessions and/or information on personal finance management strategies, study skills, financial aid process, housing, student life activity opportunities, academic advising strategies, required trainings (e.g., sexual violence prevention), and similar topics.

Fee Study: A fee study will be conducted by Finance staff and presented to the board in the fall. The study will describe the current fee structure including fee types, purpose of each authorized fee type, statutory/policy authority for each fee type, governance/decision making process for administration of each fee type, and current board fee maximums. The report will analyze fee rate trend data and use of each fee type by sector. It will also calculate the inflation-adjusted fee maximums and recommend changes in the maximums for the board's consideration.

5.11 REVIEW AND COMMENT

A 30-day review and comment period began on April 2, 2018, and closed on May 2, 2018. The review process included an invitation to all faculty and staff associations, both student associations, all presidents, and the chief financial, chief academic and chief student affairs communities to review and consider the proposed policy changes. The proposed changes to policy and procedure were posted on the system's policy and procedure SharePoint site, and an Adobe Connect review session that offered participants the ability to ask questions and offer comments was held on Monday, April 23, 2018. Ten comments on board policy 5.11 were received. A summary of those comments follows. Comments provided on procedure 5.11.1, which is not subject to board review, are not included in this report.

Review of Fee Maximums

The majority of the ten comments related to the review of the fee maximums. There was strong support for the proposed language that the board review fee maximums every two years, but several comments requested an annual review of the board fees maximums. Concerns were raised about the need to increase the specific fee maximums for technology, student life/activity, health services, and doctoral and graduate application fees.

New Student Orientation Fee

As proposed, colleges and universities could opt to assess this fee only if a majority of the campus student association voted affirmatively to establish the fee on its campus.

LeadMN, the statewide college student association, opposes the addition of the New Student Orientation fee to the group of campus discretionary fees available to colleges.

As a direct result of this concern, the system office student affairs leadership has convened an ad-hoc committee that includes student affairs professionals from across the system as well as the leadership of the college and university statewide student associations. The purpose of this ad-hoc committee is to identify effective/promising orientation practices currently in use regionally and nationally, specifically those with proven positive impact on student persistence and success.

Until the committee work is completed and reviewed by all interested parties, and a recommendation is made, the proposed new student orientation fee would not be available to Minnesota State colleges. Universities may continue with their current orientation charges through the start of fall term 2018. After that, universities would be required to bring the matter to its student government for consideration and support.

Attachments to this report are:

- Proposed modifications to current policy displayed legislative format (strike outs and underlines) (Attachment 1)
- Proposed modifications to current policy incorporated (Attachment 2)

RECOMMENDED COMMITTEE ACTION

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

The Board of Trustees approves the changes to Board Policy 5.11, Tuition and Fees, effective July 1, 2018. Colleges may not institute a new student orientation fee until Minnesota State completes a review of regional and national orientation practices/literature to identify and promote effective and promising student success practices for first-year students. Universities may continue with their current orientation charges through the start of fall term 2018.

RECOMMENDED MOTION

The Board of Trustees approves the changes to Board Policy 5.11, Tuition and Fees, effective July 1, 2018. Colleges may not institute a new student orientation fee until Minnesota State completes a review of regional and national orientation practices/literature to identify and promote effective and promising student success practices for first-year students. Universities may continue with their current orientation charges through the start of fall term 2018.

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

BOARD POLICY	5.11
Chapter 5 Administration	
Section 5.11 Tuition and Fees	

1
2 5.11 Tuition and Fees

3
4 **Part 1. Policy objectives**

5 The tuition and fees policy of Minnesota State seeks to balance five values:

- 6 1. **Affordable access to higher education:** Minnesota State will champion a quality
7 affordable higher education that all Minnesotans can access.
- 8 2. **Sustainability:** Minnesota State seeks to provide the resources needed for
9 colleges and universities to support quality higher education and long term
10 financial viability.
- 11 3. **Equity:** Minnesota State students taking similar academic programs are charged
12 similar rates across Minnesota State colleges and universities.
- 13 4. **Transparency:** Minnesota State students will know what they are paying for and
14 how their total tuition and fee charges are calculated.
- 15 5. **Flexibility for innovation and emerging markets:** Minnesota State seeks to
16 support the flexibility to be innovative, respond to the marketplace, and address
17 emerging program and course development requirements.

18
19 **Part 2. Authority-**

20 Minnesota Statutes § 136F.06, Powers and Duties, and Minnesota Statutes § 136F.70,
21 Tuition; Fees; Activities Funds provide that the board shall set tuition and fees and
22 adopt suitable policies for the colleges and universities it governs. All colleges and
23 universities shall charge tuition and fees consistent with Minnesota Statutes, board
24 policies, and system procedures. The ~~Board-board~~ shall approve the tuition and fee
25 structure for all colleges and universities.

26
27 The chancellor may establish limits on tuition and fee rate increases that are presented
28 to the board as part of the annual operating budget. The chancellor or designee is
29 authorized to make any necessary technical adjustments to the tuition rates and fees.
30 Technical adjustments are defined as changes in tuition and fee rates which are deemed

31 a correction or the addition of a program rate for a new program established in the
32 interim.

33
34 **Part 32. Tuition.**

35 Tuition shall be charged by all colleges and universities. The tuition categories are:

- 36 1. ~~per~~Per credit
37 2. ~~Banded differential course and program~~
38 3. ~~banded and~~ Differential course and program
39 4. ~~market~~ Market driven-

40
41 ~~Any~~Each tuition category may include resident, reciprocity, and nonresident rates. All
42 tuition must be identified separately on a tuition and fee statement.

43
44 Colleges and universities have the option to create guaranteed tuition rates for
45 undergraduate programs.

46
47 **Part 34. ~~Approval Authorization and Notice~~notice.**

48 **Subpart A. ~~Approval Authorization of Mandatory required and Optional campus~~**
49 **~~discretionary Fees~~fees.**

50 The board authorizes the following four ~~Four~~ categories of fees ~~shall to~~ be ~~applied~~
51 ~~charged to students by Minnesota State Colleges and Universities~~ students. No fee
52 ~~shall be charged unless authorized by the Board~~ The amount of the fees and how
53 they are charged are determined by a college or university, subject to Minnesota
54 statutes and board policy.

- 55 1. ~~Mandatory Required~~ fees are in statute or established by board policy and
56 are required to be charged by all colleges and universities.
57 2. ~~Optional Campus discretionary~~ fees are established by ~~the Board~~ board policy
58 and adopted at campus discretion.
59 3. Personal property charges, ~~and~~ service charges, and assessments are
60 established by ~~the b~~ Board policy, ~~and~~ adopted at campus discretion, ~~and~~
61 ~~include items that are retained by the student or services that are on the~~
62 ~~student's behalf.~~
63 4. Revenue Fund fees are established in accordance with statutes, board policy,
64 ~~or~~ and bond indenture.

65
66 **Subpart B. Notice required.**

67 All fees must be identified separately on a tuition and fee statement. On an annual
68 basis, colleges and universities shall publish all fees that are charged to their
69 students.

70
71 **Part 54. Fees.**

72 **Subpart A. ~~Mandatory Required~~ fees**

73 There are five ~~mandatory required~~ fees:

- 74 1. Senior citizen fee in lieu of tuition

- 75 2. Parking fee, permits, or charges
 76 3. Late fee
 77 4. Payment plan fee
 78 5. Statewide student association fee
 79

80 All colleges and universities shall charge these fees consistent with Minnesota
 81 Statutes, board policies, and system procedures ~~(see related documents below)~~.

82

83 **Subpart B. ~~Optional~~ Campus discretionary fees**

84 The ~~Board~~ board approves ~~authorizes~~ the ~~optional~~ campus discretionary fee
 85 categories and approves the fee maximums. ~~Colleges and universities may establish~~
 86 ~~policies to charge fees not to exceed the maximum amount approved by the~~
 87 ~~Board.~~ The system office shall review, report, and make recommendations to the
 88 board regarding fee maximum levels every two years.
 89

89

90 The authorized ~~optional~~ campus discretionary fees are:

- 91 1. Application fee
 92 2. Credit for prior learning assessment fee
 93 3. Student life/activity fee
 94 4. Athletics fee
 95 5. Health services fee
 96 6. Special events fee
 97 7. Residential learning community fee
 98 8. Technology fee
 99 9. New student orientation fee
 100

100

101 Colleges and universities may establish policies to charge campus discretionary fees.
 102 These fees are not to exceed the maximum amount approved by the board and
 103 published as an attachment to board policy. If an institution has multiple campuses
 104 or sites, they may choose to assess the fees on a campus by campus or site by site
 105 basis.
 106

106

107 **Subpart C. Personal property charges, ~~and~~ service charges, and assessments.**

108 Colleges and universities may charge students the ~~actual~~ cost of property retained
 109 by the student and services received by the student. ~~The charges shall be for items~~
 110 ~~that become the personal property of a student and have an educational or personal~~
 111 ~~value beyond the classroom or for services for or on the behalf of the students.~~ The
 112 actual cost shall be the allowable maximum charge must be based on actual costs.
 113 Colleges and universities may also assess charges to discourage certain behaviors.
 114

114

115 **Subpart D. Revenue ~~Fund~~ fund facility fees.**

116 Adequate fees ~~shall~~ must be charged for the use of revenue fund facilities to meet
 117 the requirements of Minnesota Statutes ~~§§135F~~ 136F.93 and 136F.95 and the Master

118 Indenture of Trust. The fees must be sufficient to cover debt, operating cost and all
 119 repair and replacement costs, and reserves.

120
 121 There are two types of revenue fund fees:

- 122 1. Revenue ~~f~~Fund ~~f~~Fees. ~~For Colleges and universities shall charge revenue fund~~
 123 ~~fees for~~ facilities that were constructed, renovated or acquired using revenue
 124 bonds or facilities that the ~~Board board~~ designated as part of the revenue
 125 fund, ~~R~~Revenue fund fees ~~shall be charged, and~~ include, but are not limited
 126 to:
 127 a. Room and board fees
 128 b. Student union facilities fees
 129 c. Wellness center and recreation facility fees
 130 d. Parking ramp and surface lot facility fees
 131 ~~d.e.~~ Other revenue fund fees for eligible projects as may be approved by
 132 the board
- 133
- 134 2. ~~Optional~~ Revenue ~~f~~Fund ~~f~~Fees charged for use of facilities. Colleges and
 135 universities ~~may shall~~ charge ~~optional revenue fund~~ fees for the use of
 136 revenue fund facilities, which ~~shall must~~ be reported to the ~~Board board~~ as
 137 part of the annual operating budget. On an annual basis, colleges and
 138 universities shall publish all ~~optional fee schedules or explanation of~~ fees that
 139 are charged to their students for revenue fund facilities. ~~Optional r~~Revenue
 140 fund fees include but are not limited to ~~room event~~ or facility usage fees,
 141 service charges, and equipment charges. The president of the college or
 142 university shall have final approval on all ~~optional~~ fees and subsequent rates
 143 for the use of revenue fund facilities.

144
 145 **Part 56. Student Consultation**

146 All tuition and fees are subject to student consultation requirements as defined by
 147 Board Policy 2.3, Student Involvement in Decision Making board policy.

148
 149 *Date of Implementation: 08/15/07*

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

151
 152 *Date & Subject of Revisions:*

153 *04/20/11 – Addition of language to govern Revenue Fund fee administration*

154 *08/15/07 - Amended Part 3, by adding two additional mandatory fees: late fees and
 155 payment plans fees and deleted the same two fees from the optional fees list (see
 156 July 20, 2005 Board Meeting minutes)*

157 *07/20/05 - Added a new Part 1 - Authority, and renumbered subsequent Parts. Amended
 158 Part 3, Subpart B by eliminating two optional fees: Drop fee and Career services fee
 159 with Career services fee to be addressed by the requirements of Subpart C (effective
 160 8/15/05).*

161 *Amended Part 3, by adding two additional mandatory fees: late fees and payment*
162 *plans fees and deleted the same two fees from the optional fees list (effective*
163 *8/15/07).*

164 *6/18/03 - Separates the policy into two parts, Part 1-Tuition and Part 2-Fees; moves*
165 *examples of tuition types from the policy to the procedure; changes the student*
166 *application fee from a mandatory fee to an optional fee; changes the student*
167 *application fee process of “waived” to “not charge or waive”, applies a maximum to*
168 *the graduate application fee; adds a payment plan fee to the optional fees; adds “per*
169 *Semester” to the late fee maximum; changes the experiential learning assessments*
170 *fee language for more clarity; under the technology fee advisory committee*
171 *comprised of a majority of students; adds language to the special equipments lease,*
172 *rental or purchase; and changes the amount of the credit for prior learning*
173 *assessment fee from “maximum 100% of tuition per credit attempted” to “no*
174 *maximum.”*

175 *06/21/00 - Contains language formerly in Board policy 5.2; adds tuition language to*
176 *Parts 1 & 2; Adds Part 2, Subpart D Market Driven Tuition; Adds Part 3.*

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

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Chapter 5 Administration	
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9

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11 colleges and universities to support quality higher education and long term
12 financial viability.

11

12 3. **Equity:** Minnesota State students taking similar academic programs are charged
13 similar rates across Minnesota State colleges and universities.

13

14 4. **Transparency:** Minnesota State students will know what they are paying for and
15 how their total tuition and fee charges are calculated.

15

16 5. **Flexibility for innovation and emerging markets:** Minnesota State seeks to
17 support the flexibility to be innovative, respond to the marketplace, and address
18 emerging program and course development requirements.

18

19 **Part 2. Authority**

20 Minnesota Statutes § 136F.06, Powers and Duties, and Minnesota Statutes § 136F.70,

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22 Tuition; Fees; Activities Funds provide that the board shall set tuition and fees and

22

23 adopt suitable policies for the colleges and universities it governs. All colleges and

23

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24

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25

26 for all colleges and universities.

26

27 The chancellor may establish limits on tuition and fee rate increases that are presented

28

28 to the board as part of the annual operating budget. The chancellor or designee is

29

29 authorized to make any necessary technical adjustments to the tuition rates and fees.

30

30 Technical adjustments are defined as changes in tuition and fee rates which are deemed

31 a correction or the addition of a program rate for a new program established in the
32 interim.

33

34 **Part 3. Tuition.**

35 Tuition shall be charged by all colleges and universities. The tuition categories are:

- 36 1. Per credit
- 37 2. Banded
- 38 3. Differential course and program
- 39 4. Market driven

40

41 Each tuition category may include resident, reciprocity, and nonresident rates. All
42 tuition must be identified separately on a tuition and fee statement.

43

44 Colleges and universities have the option to create guaranteed tuition rates for
45 undergraduate programs.

46

47 **Part 4. Authorization and notice.**

48 **Subpart A. Authorization of required and campus discretionary fees.**

49 The board authorizes the following four categories of fees to be charged to
50 Minnesota State students. The amount of the fees and how they are charged are
51 determined by a college or university, subject to Minnesota statutes and board
52 policy.

- 53 1. Required fees are in statute or established by board policy and are required
54 to be charged by all colleges and universities.
- 55 2. Campus discretionary fees are established by board policy and adopted at
56 campus discretion.
- 57 3. Personal property charges, service charges, and assessments are established
58 by board policy and adopted at campus discretion.
- 59 4. Revenue Fund fees are established in accordance with statutes, board policy,
60 and bond indenture.

61

62 **Subpart B. Notice required.**

63 All fees must be identified separately on a tuition and fee statement. On an annual
64 basis, colleges and universities shall publish all fees that are charged to their
65 students.

66

67 **Part 5. Fees.**

68 **Subpart A. Required fees**

69 There are five required fees:

- 70 1. Senior citizen fee in lieu of tuition
- 71 2. Parking fee, permits, or charges
- 72 3. Late fee
- 73 4. Payment plan fee
- 74 5. Statewide student association fee

75

76 All colleges and universities shall charge these fees consistent with Minnesota
77 Statutes, board policies, and system procedures.

78

79 **Subpart B. Campus discretionary fees**

80 The board authorizes the campus discretionary fee categories and approves the fee
81 maximums. The system office shall review, report, and make recommendations to
82 the board regarding fee maximum levels every two years.

83

84 The authorized campus discretionary fees are:

- 85 1. Application fee
- 86 2. Credit for prior learning assessment fee
- 87 3. Student life/activity fee
- 88 4. Athletics fee
- 89 5. Health services fee
- 90 6. Special events fee
- 91 7. Residential learning community fee
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94

95 Colleges and universities may establish policies to charge campus discretionary
96 fees. These fees are not to exceed the maximum amount approved by the
97 board and published as an attachment to board policy. If an institution has
98 multiple campuses or sites, they may choose to assess the fees on a campus by
99 campus or site by site basis.

100 **Subpart C. Personal property charges, service charges, and assessments.**

101 Colleges and universities may charge students the cost of property retained by the
102 student and services received by the student. The allowable charge must be based
103 on actual costs. Colleges and universities may also assess charges to discourage
104 certain behaviors.

105

106 **Subpart D. Revenue fund facility fees.**

107 Adequate fees must be charged for the use of revenue fund facilities to meet the
108 requirements of Minnesota Statutes §136F.93 and 136F.95 and the Master
109 Indenture of Trust. The fees must be sufficient to cover debt, operating cost and all
110 repair and replacement costs, and reserves.

111

112 There are two types of revenue fund fees:

- 113 1. Revenue fund fees. Colleges and universities shall charge revenue fund fees
114 for facilities that were constructed, renovated or acquired using revenue
115 bonds or facilities that the board designated as part of the revenue fund.
116 Revenue fund fees include but are not limited to:
 - 117 a. Room and board fees
 - 118 b. Student union facilities fees

- 119 c. Wellness center and recreation facility fees
 120 d. Parking ramp and surface lot facility fees
 121 e. Other revenue fund fees for eligible projects as may be approved by the
 122 board
 123

124 2. Revenue fund fees charged for use of facilities. Colleges and universities shall
 125 charge fees for the use of revenue fund facilities, which must be reported to
 126 the board as part of the annual operating budget. On an annual basis,
 127 colleges and universities shall publish all fee schedules or explanation of fees
 128 that are charged to their students for revenue fund facilities. Revenue fund
 129 fees include but are not limited to event or facility usage fees, service
 130 charges, and equipment charges. The president of the college or university
 131 shall have final approval on all fees and subsequent rates for the use of
 132 revenue fund facilities.
 133

134 **Part 6. Student Consultation**

135 All tuition and fees are subject to student consultation requirements as defined by
 136 board policy.

137
 138 *Date of Implementation: 08/15/07*

139 *Date of Adoption: 06/21/00*
 140

141 *Date & Subject of Revisions:*

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 144 *payment plans fees and deleted the same two fees from the optional fees list (see*
 145 *July 20, 2005 Board Meeting minutes)*

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 147 *Part 3, Subpart B by eliminating two optional fees: Drop fee and Career services fee*
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 154 *examples of tuition types from the policy to the procedure; changes the student*
 155 *application fee from a mandatory fee to an optional fee; changes the student*
 156 *application fee process of “waived” to “not charge or waive”, applies a maximum to*
 157 *the graduate application fee; adds a payment plan fee to the optional fees; adds “per*
 158 *Semester” to the late fee maximum; changes the experiential learning assessments*
 159 *fee language for more clarity; under the technology fee advisory committee*
 160 *comprised of a majority of students; adds language to the special equipments lease,*

161 *rental or purchase; and changes the amount of the credit for prior learning*
162 *assessment fee from “maximum 100% of tuition per credit attempted” to “no*
163 *maximum.”*

164 *06/21/00 - Contains language formerly in Board policy 5.2; adds tuition language to*
165 *Parts 1 & 2; Adds Part 2, Subpart D Market Driven Tuition; Adds Part 3.*

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 20, 2018

Title: Contracts exceeding \$1 million:

- a) Constituent relationship management Master Contracts
- b) Enterprise IT agreement with Minnesota IT Services
- c) Amendment to agreement with Baker Tilly for Internal Audit services
- d) MSU Mankato, bookstore contract
- e) Southwest Minnesota State University and Winona State University food service contract amendments
- f) St Cloud State University
 - i. Castle Lease (England)
 - ii. University agreement extension (China)

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

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

Scheduled Presenter(s):

Laura M. King – Vice Chancellor – CFO
Greg Ewing – Sr System Director, Capital Development

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

BOARD ACTION – FIRST READING

CONTRACTS EXCEEDING \$1M –

- A) CONSTITUENT RELATIONSHIP MANAGEMENT MASTER CONTRACTS
- B) ENTERPRISE IT AGREEMENT WITH MINNESOTA IT SERVICES
- C) AMENDMENT TO AGREEMENT WITH BAKER TILLY FOR INTERNAL AUDIT SERVICES
- D) MSU MANKATO, BOOKSTORE CONTRACT
- E) SOUTHWEST MINNESOTA STATE UNIVERSITY AND WINONA STATE UNIVERSITY FOOD SERVICE CONTRACT AMENDMENTS
- F) ST CLOUD STATE UNIVERSITY
 - i. CASTLE LEASE (ENGLAND)
 - ii. CHINESE UNIVERSITY AGREEMENT EXTENSION

BACKGROUND

Board Policy 5.14, Procurement and Contracts, requires that contracts, including amendments, with values greater than \$1,000,000, must be approved in advance by the Board of Trustees. The first three actions requested in this report concern contracts with system wide benefit. The others have campus specific benefit.

System wide benefit:

a. Constituent Relationship Management Master Contracts

The existing Hobson’s master contract for constituent relationship services will expire on June 30, 2019. The Academic and Student Affairs division undertook a master contract RFP and is requesting approval to execute up to three CRM master contracts focused on supporting recruitment, retention, and communication with prospective and current students. The Software as a Service approach provides a range of options to manage recruitment, retention, and communications with prospective and current students.

The contracts would run five (5) years with the option to renew each one for up to three (3) additional years. The total not to exceed cost over eight (8) years for all three master contracts is \$26,000,000. If colleges and universities choose to utilize one of the three contracts, they will cover the full cost of their agreement.

b. Enterprise IT Agreement with Minnesota IT Services

The system office is seeking approval to execute an inter-agency agreement with Minnesota IT services (Mn.IT) services to have them continue providing a variety of services including: wide area network (WAN), computing, phone, and data center lease and services. Minnesota State

has been utilizing these types of services from Mn.IT for many years. The WAN is the conduit through which all of our data travels. It is the network backbone that every campuses utilizes to connect to the internet, the system office and each other. This infrastructure is essential to all facets of our campus operations, including administration, life safety, teaching and learning. In addition, as the largest customer of this service Minnesota State's networks serve as the conduit for other Federal, State and County agencies. Mn.IT assists us with the acquisition, installation, configuration, operation and 24x7x365 monitoring of our network. The Board previously approved Minnesota State to utilize these services in May 2015.

Minnesota State also leases data center space in two locations controlled by Mn.IT. Mn.IT provides highly reliable and available data center space for Minnesota State's data center needs. This has not been brought to the Board in the past as it did not meet the threshold of the policy.

The costs for this agreement is annually budgeted in the System Office Information Technology budget and will not exceed \$14,000,000 over the term of the agreement.

c. Amendment to Agreement with Baker Tilly for Internal Audit Services

Through a competitive bidding process in fiscal year 2017, Baker Tilly Virchow Krause, LLP was selected, and a master contract was executed, to provide internal auditing services for three years with a one-time option to extend it up to an additional three years. The master contract is funded year-by-year from the Office of Internal Auditing's budget, requiring a contract amendment each year.

The master contract is not a guarantee of work and the system office is not committed to issuing work orders or spending any money for services. Rather, the system office requests work as needed by completing a work order for each project. The work order formally authorizes Baker Tilly to proceed with work and establishes the terms, duties, and agreed compensation.

To accomplish the internal audit work in the 2019 audit plan, the system office is seeking approval of a \$600,000 amendment to the contract bringing the total contract to \$1.6 million. Funds are available in the Office of Internal Audit approved fiscal year 2019 operating budget. The contract was previously funded \$400,000 in fiscal year 2017 and \$600,000 in fiscal year 2018.

College/university contracts:

d. MSU, Mankato, bookstore contract

As part of their regularly scheduled contract management process, MSU, Mankato undertook an RFP for bookstore services in February 2018. Two vendors responded and an ad hoc Bookstore Contract and RFP committee reviewed the proposals, ultimately recommending Barnes & Noble for a new 5 year (3 + 2 year) term.

Barnes & Noble serves as the current bookstore provider with a main retail location within Centennial Union on campus. Barnes & Noble will remain in its current location on campus, and there will be no cost to the university.

The university favored Barnes & Noble for its strong customer service, textbook services (including better textbook buyback options), price match and working with student associations on campus. The university anticipates revenues of approximately \$2.5 million to \$3 million over the five year term. Revenue generated from the agreement is expected to be allocated to the student union for space rent and non-need based scholarship funding.

As part of the agreement, Barnes & Noble agrees to provide:

- \$300,000 in one time investments (capital and signing bonus) plus \$275,000 worth of annual support including:
 - \$25,000 for Student Association’s MavTextbook Reserve Program,
 - \$10,000 for Blue Earth Review student literary magazine,
 - \$5,000 to support on-campus activities of the Society of Honored Staff, Teaching & Administrative/Service Faculty,
 - \$6,000 for campus environmental committee and sustainability programs,
 - \$1,000 annually for the Pedal Past Poverty Initiative

e. Southwest Minnesota State University and Winona State University and food service contract amendments

In March 2016, the Board of Trustees authorized the chancellor or his designee to execute food service contracts at the six residential universities. Although each university had the discretion to select their own provider, the approved contracts maintain common start and end dates for their initial five (5) year term of July 1, 2016 to June 30, 2021. All contracts also contained an option to extend for an additional five (5) year term, July 1, 2021 – June 30, 2026, that required Board approval prior to execution. Each university must provide notice to the individual vendors of the planned extension on or before January 1, 2020.

At the time of the food service solicitation, the universities supplied current financial performance data and estimates related to future enrollment to allow vendors to gauge the opportunity. The food service vendors used the enrollment estimates (among other details) to structure their proposals.

In the case of Southwest Minnesota State University and Winona State University, each university estimated stable or slight increases in enrollment in future years, starting in July 1, 2016. Instead of stable enrollment, Winona State saw a decline of 619 FYE (7.5%) between July 1, 2016 and June 30, 2017 (8,149 to 7,530) with an expected 150 FYE decline when final numbers are tallied for FY2018.

By contrast, Southwest Minnesota State University saw a slight increase in FYE between July 1, 2016 and June 30, 2017 (3,712 to 3,760), however this number masks that approximately 30% of overall FYE were Post-Secondary Enrollment Option (PSEO) students that were not physically located on campus and did not participate in food service programs. As a result, the performance of the program was less than anticipated.

Last fall, Chartwells, which is the food service vendor for both Southwest Minnesota State University and Winona State University, faced less than expected revenues as a result of the enrollment performance and sought to restructure the arrangement to maintain the current program and food quality, customer service, and capital reinvestment options.

PROPOSED SOLUTION

In addition to rate and default meal plan adjustments, Chartwells proposes an early exercise of the five (5) year option to extend for both universities’ contracts. Committing to the additional term now would allow Chartwells to offer capital reinvestment dollars, restructure commission rates and minimize rate increases to students. The current proposed solution highlights include:

Proposed adjustments to the contract assuming early exercise:

	Winona State	Southwest Minnesota State
Signing bonus	\$500,000	\$500,000
Capital Investment	\$2,400,000	\$200,000
Commissions	Increase from \$240K to \$350K	No adjustment
Food service rates	2% increase (FY19)	3% increase (FY19)

For Southwest only, the arrangement will be restructured so that the daily rates sliding scale, which is the amount payable to vendor depending on volume, will be increased slightly to make up the deficit.

Both campuses are generally pleased with the service provided by Chartwells, and wish to continue. The remaining four universities (Bemidji State, MSU Moorhead, MSU, Mankato and St. Cloud State) will make a decision as to whether to extend their existing agreements within the next fiscal year.

f. St Cloud State University
i. Castle Lease (England)

St. Cloud State University has provided education abroad experiences in the Alnwick Castle since 1973. Alnwick Castle is located approximately 315 miles north of London in northern England. The university entered into their first lease with the landlord, the Trustees of the Tenth Duke of Northumberland’s Will Trust, in 1984. Since the total lease payments made over the years exceed \$1,000,000, St. Cloud State seeks authorization from the Board of Trustees to extend the current lease for an additional five (5) year term, effective September 2018 – August 2023.

The first lease agreement was signed in May of 1984, and amended in January 1995, 2003, and 2006. The latest iteration of the lease was signed in September 2013 and is scheduled to expire in 2018. St. Cloud State University and Northumberland Estates upgraded the space to make it more attractive to students, added ADA-accessible rooms and elevator, modernized technological capacities, and provided additional bed capacity.

SCSU has worked with the General Counsel's staff to create an amendment to extend the current lease through 2023. As a feature of the lease amendment, St. Cloud State is bringing the lease into compliance with policy and statutory requirements and will have the ability to supplement revenue by hosting other educational and SCSU-related programming with other schools.

Regarding the latter point, Minnesota State University-Mankato has delivered a short-term study abroad experience at Alnwick Castle this summer, and Winona State University has two programs considering the same opportunity in upcoming terms. St. Cloud State is also in communication with other universities to hold similar short-term programs at Alnwick Castle, and extending the opportunity to our international partner universities.

The lease extension (when combined with the previous lease terms since 1984) will exceed \$1 million. In isolation, however, the lease costs for the five year extension term is approximately \$674,000 depending on the exchange rate for the British Pound. The university anticipates spending approximately \$3 million total (including rent) during the next 5 year term of the lease to deliver the program. With the expansion to include other campus partners, the university anticipates generating sufficient revenues to operate at a surplus in the future.

ii. Chinese University agreement extension

In August 2013, SCSU signed a 5-year agreement to establish the Confucius Institute with the Confucius Institute Headquarters of China (aka HANBAN). The agreement stipulates that St. Cloud State University will match the Chinese government's contribution of \$150,000 per year. The university has contributed faculty and staff support as its part of the agreement along with office and teaching space. HANBAN's matching amount is used for on-campus activities, K-12 outreach, study abroad, curriculum development and other related activities and programs.

The institute was established with the purpose of "promoting innovative, integrated and interdisciplinary teaching and learning of Chinese language within the State of Minnesota K-16 systems of education." The university faculty is working in collaboration with the Minnesota Department of Education to research, develop and design licensure programs for licensed K-12 Chinese language programs in accordance with Board of Teaching standards. The program contributes to the promotion of Minnesota's future work force in the global business community.

The 5-year agreement is nearing completion and the university seeks a 2-year extension through August 2020. The extension would carry the same financial contribution expectations

of \$150,000 per year. Over the seven year term the university would contribute \$1,050,000 in faculty and space support. To date the institute has provided scholarships to more than 75 students to study in China, and support for more than 25 school administrators and teachers to participate in educational programs in China. In the next two years the program is expanding to also promote the inclusion and engagement of people with disabilities, especially the deaf.

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

RECOMMENDED COMMITTEE MOTION

- a. The Board of Trustees authorizes the chancellor or his designee to execute up to three Constituent Relationship Management master contracts to support the recruitment, retention, and communication with prospective and current students. Each contract will be for five years with the option to renew for up to three additional years. The total not to exceed cost for all three master contracts is \$26,000,000. The Board delegates execution of the contracts and all necessary documents to the chancellor or the chancellor's designee.
- b. The Board of Trustees authorizes the chancellor or his designee to execute an Inter-Agency Agreement between Minnesota State and Mn.IT Services for a term of three (3) years for a total of \$14,000,000. The Board delegates execution of the contract and all necessary documents to the chancellor or the chancellor's designee.
- c. The Board of Trustees authorizes the chancellor or his designee to execute an amendment to the Baker Tilly Virchow Krause, LLP contract for continued internal auditing services bringing the contract to a not to exceed amount of \$1,600,000. The board delegates execution of the contract and all necessary documents to the chancellor or the chancellor's designee.
- d. The Board of Trustees authorizes the chancellor or the chancellor's designee to negotiate and execute up to a five (5) year agreement (3 + 2 year) with Barnes & Noble to provide bookstore services. The Board delegates execution of the contract and all necessary documents to the chancellor or the chancellor's designee.
- e. The Board of Trustees authorizes the chancellor or the chancellor's designee to negotiate and execute the five (5) year extension option for the contracts held by Southwest Minnesota State University and Winona State University with their food service vendor, subject to the terms and conditions described in this report. This approval authorizes the chancellor or the chancellor's designee to grant construction authority to upgrade university facilities, provided vendors provide appropriate design and construction documentation that conforms to system and related universities' design and construction standards and requirements. The Board delegates execution of the contracts and all necessary documents to the chancellor or the chancellor's designee.
- f. The Board of Trustees authorizes the chancellor or the chancellor's designee to negotiate and execute the five (5) year lease extension with the Trustees of the 10th Duke of Northumberland's Trust. The Board delegates execution of the contract and all necessary documents to the chancellor or the chancellor's designee.

The Board of Trustees authorizes the chancellor or the chancellor's designee to execute an amendment on behalf of St Cloud State University to the agreement with Confucius Institute Headquarters (HANBAN) for two (2) years ending August 21, 2020 subject to the terms outlined above. The Board delegates execution of the contract and all necessary documents to the chancellor or the chancellor's designee.

RECOMMENDED BOARD MOTION

- a. The Board of Trustees authorizes the chancellor or his designee to execute up to three Constituent Relationship Management master contracts to support the recruitment, retention, and communication with prospective and current students. Each contract will be for five years with the option to renew for up to three additional years. The total not to exceed cost for all three master contracts is \$26,000,000. The Board delegates execution of the contracts and all necessary documents to the chancellor or the chancellor's designee.
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- f. The Board of Trustees authorizes the chancellor or the chancellor's designee to negotiate and execute the five (5) year lease extension with the Trustees of the 10th Duke of Northumberland's Trust. The Board delegates execution of the contract and all necessary documents to the chancellor or the chancellor's designee.

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Date of Adoption: 06/20/18

Date of Implementation: 06/20/18

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 20, 2018

Title: System Office Space Planning

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

The system office in downtown St. Paul operates approximately 90,000 square feet of leased space in Wells Fargo Place, housing approximately 300 staff associated with the office of the chancellor, system office divisions, ITS and the Board of Trustees. The current lease is scheduled to expire July 31, 2022.

Scheduled Presenter(s):

Laura M. King – Vice Chancellor – CFO
Greg Ewing - Sr System Director Capital Development

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM
System Office Space Planning

Background

The system office in downtown St. Paul operates approximately 90,000 square feet of leased space in Wells Fargo Place, housing approximately 300 staff associated with the office of the chancellor, system office divisions, ITS and the Board of Trustees. The current lease is scheduled to expire July 31, 2022. The system office also has staff and resources stationed throughout the state. A listing of the locations and square footages are noted in **Attachment A**.

In 2017 and again in 2018, bills were introduced in the legislature to direct the system office to prepare a space study to evaluate the current system office location. In the 2018 legislation, the bill sought to direct the functions located in the leased Wells Fargo Place to vacate downtown St Paul and to move to one or more Minnesota State campuses effective with the end of the current lease. The legislation did not pass during either session.

Campus Build and Own Option

During the recent legislative discussions, the system prepared a fiscal note evaluating the costs of moving from Wells Fargo Place to one of our campuses. The analysis made a number of assumptions related to the build option:

1. Sizing of approximately 90,000 square feet of office and support space, including public space required for the Board of Trustees operations and meetings.
2. The move would not displace currently functioning or needed student or academic program space on the selected campus.
3. To minimize staff attrition and retention of its workforce, campus relocation candidates would be within proximity of downtown St. Paul.
4. Construction costs were estimated at \$300 per square foot (psf) based on comparable capital project costs, which assumes compliance with all relevant Minnesota State design and construction standards and B3.

In analyzing the feasibility for a campus in the proximity downtown St. Paul to accommodate the system office functions, it became apparent new construction or a combination of new construction and major renovation of existing campus space would be required. This presented several programmatic and financial challenges. Regardless of location, the cost to renovate or construct the system office on a campus would require general obligation bond funds to support it.

By requiring general obligation bonds, the system office project would be in direct competition with the academic bonding needs of the campuses. Based on early estimates, the colleges and universities have indicated project needs of over \$235 million for consideration in the system's 2020. The capital bonding process is already lagging in its ability to provide adequate asset preservation funding and meet the needs to upgrade and renovate academic spaces to meet the teaching and learning needs of faculty and student and keep our institutions viable and competitive.

Using the legislature's previous bonding bills as a guide, it is highly unlikely that Minnesota State would receive the funds in time to meet the Wells Fargo lease expiration date. This places a substantial risk on the operations of the Board and system office divisions.

The following are the high level financial details used when evaluating the build option:

Campus Build and Own– Financial Model

Square footage:	90,000
Construction Cost (\$300 psf)	\$27.0M
Design, PM, Occupancy:	\$ 8.1M
<u>Contingency:</u>	<u>\$ 2.7M</u>
Total Cost to build:	\$37.8M

Using the above assumptions, the system office completed an analysis comparing the cost of leasing vs. owning. The comparison assumed the project would be funded in a bonding bill and would require the system office and/or the state of Minnesota to make the full payment of outstanding debt service. The model also made assumptions regarding ongoing capital renewal or reinvestment in years 10 and 20.

The lease comparison assumed current lease rates with a 2.5% annual escalator. Assuming general obligation bond rates stay low, the break-even cost of an "owned" versus "build" strategy is between 35-40 years when compared to the current lease arrangement. In other words, the system could lease office space for another 35-40 years in its current location before it would match the costs to build and renovate on campus.

The build option offers little to improve the function or financial sustainability of the system.

Space Planning- lease option

Given that conclusion, with the Board's support and guidance regarding strategic objectives, the system office would undertake a space study starting in July 2019. The goal of the project would be to determine the system office occupancy needs, costs, and opportunities and prepare an analysis to determine the long-term location of system office functions focused primarily on a lease solution.

Scope

The space planning project will review the current system office occupancies in St. Paul and

throughout the state (**Attachment A**) to determine the full scope of space and technology needs, develop a resource matrix for space requirements, estimate future needs, analyze the current lease market, and develop an evaluation model to prioritize system office needs and financial objectives.

Expected Scope of Study Parameters

- Organizational needs analysis, including individual workspace needs for current and existing services and staffing
- Evaluation of inter-unit cooperation and collaboration, including the allocation of shared resources
- Analysis of any specialized equipment needs for departments and the Board of Trustees
- Recommendation regarding deployment of ITS space at various leased and campus locations
- Market analysis
- Lease cost comparisons

The study would be used to inform the board's strategy regarding a stay vs. relocate to a new leased location. It will inform a RFP for new leased space well in advance of the conclusion of the current lease July 2022.

One final note, a review of system offices across the country made several findings:

- Nearly one-half (15 of 33) are located within walking distance of the state capital complex.
- 80 percent (24 of 33) are located within five miles
- Only five were located on a campus and all of these 5 campuses were within the capital city.

Attachment A: Current System Office Locations

Minnesota State operates 111,481 square feet throughout the state on 12 lease/agreements for system office sponsored activities that support our colleges and universities. The locations include both campus locations and commercially owned spaces, including:

Commercial / University of Minnesota

1. Wells Fargo Place, Main offices, 89,013 sq. ft.
2. Moorhead, ITS, 3,000 sq. ft.
3. Waite Park, ITS, 13,324 sq. ft.
4. U of M (West Bank Office Building) (Data Center & Offices), 394 sq. ft.
5. State of Minnesota (MnIT Services – EDC4 Data Center) – equipment only
6. City of Minneapolis (MnIT Services – Data Center) – equipment only
7. Records storage warehouse (West St. Paul) – records only, 1,800 sq. ft.

Minnesota State campuses

8. Bemidji State University, ITS, 1,160 sq. ft.
9. Mesabi Range Community and Technical College (Eveleth), ITS, 336 sq. ft.
10. Minnesota West Community and Technical College (Granite Falls), ITS, 2,202 sq. ft.
11. MSU, Mankato, ITS, 140 sq. ft.
12. Hennepin Tech (Brooklyn Park), Audit, 112 sq. ft.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: June 20, 2018

Title: Procurement Program update

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

Minnesota State has policies, procedures, practices and shared services to support procurement activities and enhance regulatory compliance across the system. The purpose of this report is to update the Board on these activities and provide an overview of the program improvement plan for the coming years.

Scheduled Presenter(s):

Laura M. King – Vice Chancellor – CFO
Michael Noble-Olson – System Chief Procurement Officer

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

INFORMATION ITEM
PROCUREMENT PROGRAM UPDATE

Background:

Minnesota State has policies, procedures, practices and shared services to enhance regulatory compliance and support procurement activities across the system. The purpose of this report is to update the Board on these activities and provide an overview of the program improvement plan for the coming years.

Procurement Overview

Minnesota state colleges and universities and the system office operating units reported \$846 million in commodity and goods and services purchasing activity in FY2017. Construction related purchasing totaled approximately \$84 million in FY2017. Transactions are governed by state law, board policy, and system procedure.

All purchasing activity originates either with the campus or system office staff operating units. Authority for purchasing activity is governed by delegation permissions. All delegation assignments originate with the board and flow to college and university presidents and system vice chancellors through the chancellor. Procurement authorities may be further delegated by college and university presidents and system vice chancellors to responsible officials or program or project managers.

System Programs

All colleges and universities and the system office participate in a variety of programs and services offered by the system office procurement team or the system office facilities team. The system office procurement team offers master contracts for a variety of goods and services.

The procurement team is implementing a new software tool for all campuses called "Marketplace". The new software replaces and substantially expands the former on-line purchasing system, and will provide integrated contract management, archiving of all system contracts, and robust reporting capabilities. Marketplace houses vendor catalogs with pre-negotiated prices for hundreds of commodities. The team also supports and assists other system office units and campuses in the solicitation and negotiation of other master services contracts and software licenses. See **Appendix A** for a complete listing.

The system office facilities team oversees all design and construction related contracts for all work across the system. The team maintains a list of pre-negotiated master contracts for architectural,

engineering, mechanical and various other vendors available to all campuses. See **Appendix B** for a complete listing.

Joint Disparity Study

Minnesota State participated in the recently completed 2017 Minnesota Joint Disparity Study sponsored by the State of Minnesota Department of Administration. Study participants included: Minnesota Department of Administration on behalf of certain state purchasing activities, Minnesota Department of Transportation, Metropolitan Airports Commission, Metropolitan Council, the cities of Minneapolis and St Paul, Hennepin County, Metropolitan Mosquito Control District and Minnesota State Colleges and Universities. Minnesota State chose to participate in an effort to benchmark its procurement and sourcing practices and identify areas for improvement.

The study examined purchasing activity from 2011-2016 and focused on the participation rates of women and minority owned business enterprises (W/MBE). Enterprises owned by veterans and small businesses were not examined. The survey has identified areas where Minnesota State can improve its procurement and sourcing practices, which will result in more equity in the participation of women or minority-owned business enterprises (W/MBEs).

Findings

The survey results support Minnesota State participation in a preference program. Minnesota State results and findings show:

- There are areas where Minnesota State can improve its procurement and sourcing practices, which will result in more equity to W/MBEs.
- Minnesota State has a legal basis for a preference program and the report gives us guidance as to program design.

The study found that there are capable W/MBE vendors for **19.85%** of Minnesota State purchasing activity examined between 2011 and 2016. It also found that **7.46%** of the actual purchasing was awarded to W/MBE firms. The study also examines vendor participation at the sector level and found the lowest award rates were for African American, Native American and Hispanic owned firms. See **Appendix C** for the Executive Summary of Minnesota State results, and Chapter 9 of the report which includes a comparison with all participating entity findings.

Next Steps

The system office has convened a leadership team to develop recommendations for the design of college and university, system office and system wide program strategies and goals for equity of access and participation. The system work will rely in part on companion improvement efforts launched by the Minnesota Department of Administration. The project team is a part of a larger state strategic steering committee dedicated to this effort.

The leadership team will also develop a vendor community outreach program for colleges and

universities and the system office. The work will require the review/re-engineering of college and university and system office bidding documents/processes to reduce barriers and enhance inclusion of W/MBEs in submissions. The new Marketplace software tool provides workflow and flexibility to assist in this effort. It is also expected that the recommendations will include the establishment of system procurement participation goals. Finally, the work is expected to result in recommended revisions to current board policy and related chancellor's procedures. The recommendations will be developed and then circulated within the college and university communities and the boarder vendor communities for review and comment. Broad and deep consultation and advice is expected.

A status report with the preliminary recommendations and implementation plan is targeted to the Board in January 2019.

System & Master Contracts

Vendor/contractor	Service description
WileyPlus	Integrated digital textbooks and research with D2L
JAGGAER (E-Procurement formerly SciQuest)	e-procurement system
Global Talent Strategies, LLC	360-degree Assessment to strengthen Leadership & Executive coaching services and Transition consultant
En Pointe Technology Sales	AIDS & DEVICES; LOW VISION INCL SOFTWARE & HARDWARE; COMPUTERS; ENTERPRISE HARDWARE SOFTWARE & SERVICES; TELECOM; NETWORK EQUIP, MAINT & SUPPORT
4S Consulting, LLC	Analytics & Evaluation Consultant
College Board	Assessment for Course Placement
Daniel W. Rowbotham	Audio Production Contractor
Baker Tilly Virchow Krause	Audit services
Weidt Group	B3 Energy Benchmarking Program Design and Implementation, & Data Collection , Compliance & Energy Guidelines Consultant
MBS Service Company - Bookstore	Bookstore
Neuger Communications Group, Inc.	Branding Contractor
rSchoolToday.com	CECT software (CECT Online Registration)
Uniface	Client Server License (SRS)
Quest (CDN) Construction Data	Cloud Hosting
Cloud Navigators	Cloud Storage
University of Minnesota	COMET Region Fiscal Agent & METNET region Fiscal Agent (Learning Network)
Apple, Inc.	COMPUTER EQUIPMENT & RELATED PERIPHERALS/SVCS (IT Hardware)
Padilla Speer Beardsley	Consultant
Oracle America Inc. (Rightnow)	Customer Relations Software for helpdesks and call centers
MnIT (Intra-Agency)	Data Center hosting
Object Partners, Inc	design and implementation consultants
Ann C Holm, MS PCC	Diversity Transition consultant
ImageNow	Document imaging and management system
Mn West Comm & Tech (Intra-Agency)	Documentation Migration to SharePoint
Iceberg Technology Group	Emergency IT Staff
International Projects Consultancy Services	Emergency IT Staff
North Highland	Emergency IT Staff
Hobsons	Enrollment management (Campus CRM software)
CampusWorks, Inc	ERP project consultant
DocuSign	eSignature: software and implementation costs associated with accepting and managing electronic signatures
Business And Leadership Consulting, LLC	Executive coaching services and Transition consultant
Differentiated Coaching Associates, LLC	Executive coaching services and Transition consultant
Millennium Consulting Group, inc.	Executive coaching services and Transition consultant
CliftonLarsonAllen LLP	External Audit Services & Recruiter for Internal Auditing
Grainger	Facilities MIRO
Lockridge, Grindal, Nauen, PLLP	Federal & State Funding Consultants
Aon Hewitt Investment Consulting	Financial Services
Garda	Financial Services- Provide armored car/case pickup services between MnSCU and their financial institutions depositories.
ConServe - Accounts Receivable Management (ARM)	Financial Services- 3rd Party Collections
National Credit Management	Financial Services- 3rd Party Collections
Todd, Bremer & Lawson, Inc	Financial Services- 3rd Party Collections
Williams & Fudge	Financial Services- 3rd Party Collections
Bremer Bank	Financial Services- Banking Services for Metro schools
Customers Bank (formerly Higher One)	Financial Services- Refund Management
Deloitte Forensics Services	Forensic Services
Newberry Group	Forensic Services
Sightlines, LLC	FRRM Software
US Bank - General Banking	General Banking

System & Master Contracts

Vendor/contractor	Service description
ESRI	Geographical Information Systems - software
Darren Varley Creative LLC	Graphic Design Contractor
DV Creative	Graphic Design Contractor
SHI	Hardware & Software supplies
Dynamic recycling	Hazardous Materials: Used Electronics Recycling and Management
StarRez Inc.	Housing, room and roommate self-service needs
Marcia Hyatt, LLC	Individual Coaching
Stone Arch Organization Development	Individual Coaching
Blackboard Connect	Individual Emergency Messaging System (Star Alert)
KMH Consulting, Inc.	ISRS Next Gen
CDW-G	IT hardware/ software/ support
DELL	IT hardware
Now Micro	IT hardware/software/support
Lanterna Consulting, Inc.	ITS Executive coaching services and Transition consultant
MVP System Software, Inc.	JAMS software & training
Hillyard Inc	Janitorial supplies
Autism Works	Job Placement Consultant
Melva Radtke	Job Placement Consultant
Maricopa County Community College	Leadership Academy
D2L	Learning Management System
Office of the Attorney General (Intra-Agency)	Legal Services
Perman Law Firm	Legal Services
Roseanne Zaidenweber	Legal Services
Vogel Law Firm	Legal Services
ReIX	Library Information Services News Portal Interface
Lyrus Software, Inc (Aurea)	Listserv Mgmt.
Heartland (ECSI)	Loan Service System
Marco	Managed Print Services
Upper Midwest Sleep LLC	Mattresses
Media Bridge	Media Contractor
Point B Solutions	Media Contractor
Metropolitan Council	Metropass License
Microsoft - EES (Insight)	Microsoft Suite & Licensing [all Microsoft desktop, server and access license products for staff and students are available under the Enrollment for Education Solutions (EES)]
Whelless Partners	Minn State Chancellor Recruiter
Ink-ink Consulting LLC	Multi- Regional Training Center management
Northeast Service Cooperative	NEAT region Fiscal Agent (Learning Network)
M State (Intra-Agency)	NETS region Fiscal Agent
MN.IT Wide Area Network (WAN)	Network services
Mesabi Range (Intra-Agency)	North HR Service Center
Winona State University (Intra- Agency)	Office 365 Project
Staples	Office Supplies
Innovative Office Solutions	Office Supplies & Toner
Office Depot	Office/janitorial supplies
MSDOnline.com	Online Material Safety Data Sheet (MSDS) Service
Northwest Tech College (Intra-Agency)	Online Support Center
Sherwin Williams	Paint supplies
Lumension (Ivanti)	Patch Management & remediation software
US Bank - Pcard services	PCard
Jonathan Chapman	Photography Contractor
Regents of the University of Minnesota	Printing Department

System & Master Contracts

Vendor/contractor	Service description
Futuretime, Inc.	Process-Related Assessment Services
C.M. Perme & Associates, LLC	Project Consultant
Luann Bartley	Project Consultant
Minnesota Diversified Industries	Project Contractor
AGB Search, LLC	Recruiter
Cizek Associates, Inc.	Recruiter
Isaacson Miller, Inc.	Recruiter
Pauly Group, Inc.	Recruiter
RH Perry & Associates	Recruiters
Central MN Educational Research and Development Council	Regional Campus Link
Keswic Joiner	Risk Management Service
Roof Spec, Inc.	Risk Management Program
Beyond 20	Service Desk Mgmt.
Southwest MN State University (Intra-Agency)	SHOT region Fiscal Agent (Learning Network)
ASL Interpreting Services	Sign Language Services
Middle English	Sign Language Services
Snap-On	Small Hand & Power tools and Accessories
Arkadin, Inc.	Software License
Groupe Sharegate, Inc	Software License
Mobile Media Technologies, LLC	Software License
Blackbaud Solutions	Software service -- specifically to support foundations in tracking, contacting, soliciting and recording of donations -- both from alumni and from other donors.
NIMSaaS, Inc.	Software Training and Support
MN State College Southeast (Intra-Agency)	South HR Service Center
TSG Server & Storage, Inc.	Storage, Server and Software Services
NetNet	Student Financial Disbursement
PALS - MSU Mankato (Intra-Agency)	student helpdesk/support
Fisher Scientific	Supplies
VWR International	supplies
Microsoft Premier	Support
WebEx (Adobe Connect / Cisco WebEx)	System wide web services: On-Line Conferencing, Web Meetings
Maplesoft - Waterloo Maple (Academic Software)	Technical computing software: Academic software
Wolfgram Research - Mathematica (Academic Software)	Technical computing software: Academic software
Fastenal	TOOLS: INDUSTRIAL SUPPLIES & EQUIPMENT, MAINT. & REPAIR & electrical Supplies
MSC Industrial Direct Co	TOOLS: INDUSTRIAL SUPPLIES & EQUIPMENT, MAINT. & REPAIR & electrical Supplies
Comprehensive Loss Management, Inc.	Training Programs library Software License/ Comprehensive Loss Management
College Source	Transfer Evaluation System (TES) system-wide subscription
A to Z Communications	Transfer Pathways Marketing Contractor
Cherwell Software, LLC	Transition to cloud
Tutor.com	Tutor Services Contract
WBOB Lease	U of M Rack space Lease -WBOB
Isumm Media Inc. - Don't Blink	Video Marketing Consultants
Don't Blink	Video Production Contractor
Gary Hattenberg	Video Production Contractor
Arrow Electronics	VMWare software
West A Thompson Reuters	West Complete Library Books

Facilities Prenegotiated Master Contracts

Vendor/contractor	Service description
Grainger	Facilities MRO
Legend Technical Services, Inc.	FACILITIES: Asbestos Abatement Design, Air Monitoring, Indoor Air Quality, Industrial Hygienist, Lead Testing, -
Center for Energy and Environment	FACILITIES: Commissioning Mechanical, -
Commissioning Solutions, Inc	FACILITIES: Commissioning Mechanical, -
Questions & Solutions Engineering, Inc.	FACILITIES: Commissioning Mechanical, -
ICS Consulting, Inc.	FACILITIES: Commissioning Mechanical, Owners Representative, -
Institute of Environmental Assessment, Inc.	FACILITIES: Commissioning Mechanical, Asbestos Abatement Design, Air Monitoring, Indoor Air Quality, Industrial Hygienist, Lead Testing, -
Edward H. Cook & Associates, P.A.	FACILITIES: Commissioning Mechanical, Mechanical Engineering, -
Gausman & Moore Associates, Inc.	FACILITIES: Commissioning Mechanical, Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, -
Dunham Associates, Inc.	FACILITIES: Commissioning Mechanical, Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, Audio and Visual, Telecommunications and Voice
Ericksen Ellison and Associates, Inc.	FACILITIES: Commissioning Mechanical, Electrical Engineering, Environmental Engineering, Fire Protection Engineering, Geotechnical Engineering, Mechanical Engineering, -
Cain Thomas Associates, Inc.	FACILITIES: Commissioning Mechanical, Electrical Engineering, Mechanical Engineering, -
Hallberg Engineering, Inc.	FACILITIES: Commissioning Mechanical, Electrical Engineering, Mechanical Engineering, -
Engineering Design Initiative	FACILITIES: Commissioning Mechanical, Electrical Engineering, Mechanical Engineering, Audio and Visual, Telecommunications and Voice
MBN Engineering, Inc.	FACILITIES: Commissioning Mechanical, Civil Engineering, Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, -
Stanley Consultants, Inc.	FACILITIES: Commissioning Mechanical, Civil Engineering, Electrical Engineering, Mechanical Engineering, Structural Engineering, -
Bay West LLC	FACILITIES: Environmental Engineering, Asbestos Abatement Design, -
Chosen Valley Testing Inc.	FACILITIES: Environmental Engineering, Geotechnical Engineering, Inspectors and Laboratories, -
Terracon Consultants, Inc.	FACILITIES: Environmental Engineering, Geotechnical Engineering, Asbestos Abatement Design, Air Monitoring, Indoor Air Quality, Industrial Hygienist, Lead Testing, Inspectors and Laboratories, -
Professional Service Industries, Inc.	FACILITIES: Geotechnical Engineering, Asbestos Abatement Design, Air Monitoring, Lead Testing, Inspectors and Laboratories, -
Twin Ports Testing, Inc.	FACILITIES: Geotechnical Engineering, Asbestos Abatement Design, Air Monitoring, Indoor Air Quality, Lead Testing, Inspectors and Laboratories, -
Industrial Hygiene Services Corporation	FACILITIES: Geotechnical Engineering, Asbestos Abatement Design, Air Monitoring, Indoor Air Quality, Industrial Hygienist, Lead Testing, -
Northern Technologies, LLC	FACILITIES: Geotechnical Engineering, Inspectors and Laboratories, -
Architectural Testing, Inc.	FACILITIES: Inspectors and Laboratories, Audio and Visual
CBRE, Inc.	FACILITIES: Appraisals, Real Estate Broker, -
ProSource Technologies, LLC	FACILITIES: Appraisals, Real Estate Broker, -
LKPB Engineers, Inc.	FACILITIES: Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, -
BARK-L Consulting Engineers, LLC	FACILITIES: Electrical Engineering, Mechanical Engineering, -
Dolejs Associates, Incorporated	FACILITIES: Electrical Engineering, Mechanical Engineering, -
MEP Associates, LLC	FACILITIES: Electrical Engineering, Mechanical Engineering, -
Steen Engineering, Inc.	FACILITIES: Electrical Engineering, Mechanical Engineering, -
The Design Group, Inc.	FACILITIES: Electrical Engineering, Mechanical Engineering, -
WUNDERLICH-MALEC ENGINEERING, INC.	FACILITIES: Electrical Engineering, Mechanical Engineering, -
HDR Architecture, Inc	FACILITIES: Predesign
INSPEC, INC.	FACILITIES: Predesign, Exterior Wall, Roofing, Waterproofing, Windows Curtain Wall, Civil Engineering, -
LS Engineers, Inc.	FACILITIES: Structural Engineering,
Clark Engineering Corporation	FACILITIES: Structural Engineering, -
Walker Parking Consultants/Engineers Inc.	FACILITIES: Structural Engineering, -
Wiss, Janney, Elstner Associates, Inc.	FACILITIES: Structural Engineering, -
Faith Group, LLC	FACILITIES: Audio and Visual, Information Data Networks, -
Elett & Associates Networking Division, Inc.	FACILITIES: Audio and Visual, Information Data Networks, Telecommunications and Voice

Facilities Prenegotiated Master Contracts

Vendor/contractor	Service description
Civil Methods, Inc.	FACILITIES: Civil Engineering, -
Élan Design Lab, Inc.	FACILITIES: Civil Engineering, -
EVS, Inc.	FACILITIES: Civil Engineering, Land Surveyor, -
JPJ Engineering, Inc.	FACILITIES: Civil Engineering, Land Surveyor, -
Moore Engineering, Inc.	FACILITIES: Civil Engineering, Land Surveyor, -
Rani Engineering, Inc.	FACILITIES: Civil Engineering, Land Surveyor, -
Hansen Thorp Pellinen Olson, Inc.	FACILITIES: Civil Engineering, Land Surveyor, Landscape Architectural Design, -
Tom Loucks & Associates, Inc.	FACILITIES: Civil Engineering, Land Surveyor, Landscape Architectural Design, -
Bakke Kopp Ballou & McFarlin, Inc.	FACILITIES: Civil Engineering, Structural Engineering, -
Interstate Engineering, Inc.	FACILITIES: Civil Engineering, Structural Engineering, Land Surveyor, -
Bolton & Menk, Inc.	FACILITIES: Civil Engineering, Environmental Engineering, Land Surveyor, Landscape Architectural Design, -
Wenck Associates, Inc.	FACILITIES: Civil Engineering, Environmental Engineering, Asbestos Abatement Design, Air Monitoring, Indoor Air Quality, Industrial Hygienist, Lead Testing, Land Surveyor, Owners Representative, -
Edge Consulting Engineers, Inc.	FACILITIES: Civil Engineering, Environmental Engineering, Structural Engineering, -
Kimley-Horn and Associates, Inc.	FACILITIES: Civil Engineering, Environmental Engineering, Structural Engineering, Landscape Architectural Design, Owners Representative, -
Kadimas, Lee & Jackson	FACILITIES: Civil Engineering, Environmental Engineering, Structural Engineering, Land Surveyor, -
Obermiller Nelson Engineering, Inc	FACILITIES: Civil Engineering, Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, -
WSB & Associates, Inc.	FACILITIES: Civil Engineering, Environmental Engineering, Structural Engineering, Asbestos Abatement Design, Land Surveyor, Landscape Architectural Design, -
SRF Consulting Group, Inc.	FACILITIES: Civil Engineering, Landscape Architectural Design, -
Sebesta, Inc.	FACILITIES: Comprehensive Facility Planning, Commissioning Mechanical, Electrical Engineering, Mechanical Engineering, Structural Engineering, -
Meyer Group of Duluth, PC	FACILITIES: Comprehensive Facility Planning, Predesign, Interior Design, -
Larson Engineering, Inc.	FACILITIES: Exterior Wall, Windows and Curtain Walls, Civil Engineering, Structural Engineering, -
Encompass, Inc.	FACILITIES: Exterior Wall, Windows Curtain Wall, Mechanical Engineering, Structural Engineering, Owners Representative, -
Buildings Consulting Group, Inc.	FACILITIES: Exterior Wall, Waterproofing, Windows Curtain Wall, Structural Engineering, -
Bonnema Surveys Inc.	FACILITIES: Land Surveyor, -
Sunde Land Surveying, LLC	FACILITIES: Land Surveyor, -
Cost, Planning and Management International, Inc. (CPMI)	FACILITIES: Owners Representative, -
Gehrtz Construction Services, Inc.	FACILITIES: Owners Representative, -
Hamline Construction, Inc.	FACILITIES: Owners Representative, -
Hansen Construction Consulting Inc	FACILITIES: Owners Representative, -
MOCA systems, Inc.	FACILITIES: Owners Representative, -
Pegasus Group I, Inc.	FACILITIES: Owners Representative, -
Jones Lang LaSalle Americas, Inc.	FACILITIES: Owners Representative, Real Estate Broker, -
Nova Consulting Group, Inc.	FACILITIES: Air Monitoring, Indoor Air Quality, Lead Testing, -
Blumentals/Architecture, Inc.	FACILITIES: Architectural Design, -
C.M. Architecture, PA	FACILITIES: Architectural Design, -
CNH Architects, Inc.	FACILITIES: Architectural Design, -
OWA Architects	FACILITIES: Architectural Design, -
R H Rogers & Associates P C	FACILITIES: Architectural Design, -
Ringdahl Architects, Inc	FACILITIES: Architectural Design, -
Snow Kreilich Architects, Inc.	FACILITIES: Architectural Design, -
Studio E Architects, LLC	FACILITIES: Architectural Design, -
Vedi Associates, Inc.	FACILITIES: Architectural Design, -
Karvako, P.A.	FACILITIES: Architectural Design, Civil Engineering, -
Busch Architects, Inc.	FACILITIES: Architectural Design, Interior Design, -
Michael J. Burns Architects, Ltd.	FACILITIES: Architectural Design, Interior Design, -
Baker, Hogan, Houx Architecture & Planning	FACILITIES: Architectural Design, Predesign 189

Facilities Prenegotiated Master Contracts

Vendor/contractor	Service description
HMA Architects, LTD	FACILITIES: Architectural Design, PreDesign
Mahler & Associates Architecture, Inc.	FACILITIES: Architectural Design, PreDesign
River Architects, Inc.	FACILITIES: Architectural Design, PreDesign
VJAA, Inc	FACILITIES: Architectural Design, PreDesign
Engineers-Architects, P.C.	FACILITIES: Architectural Design, PreDesign, Commissioning Mechanical, Electrical Engineering, Mechanical Engineering, Structural Engineering, Interior Design, -
IHW, P.C.	FACILITIES: Architectural Design, PreDesign, Structural Engineering, Interior Design, -
Bollig Inc	FACILITIES: Architectural Design, PreDesign, Civil Engineering, -
BWBR Architects, Inc.	FACILITIES: Architectural Design, PreDesign, Interior Design, -
CRW architecture + design group, Inc.	FACILITIES: Architectural Design, PreDesign, Interior Design, -
Foss Architecture & Interiors, Inc.	FACILITIES: Architectural Design, PreDesign, Interior Design, -
Luken Architecture, PA	FACILITIES: Architectural Design, PreDesign, Interior Design, -
Oleson + Hobbie Architects, LLC	FACILITIES: Architectural Design, PreDesign, Interior Design, -
Pope Associates, Inc.	FACILITIES: Architectural Design, PreDesign, Interior Design, -
RSP Architects, Ltd.	FACILITIES: Architectural Design, PreDesign, Interior Design, -
Damberg, Scott, Gerzina, Wagner Architects, Inc.	FACILITIES: Architectural Design, PreDesign, Wayfinding, Interior Design, -
Kodet Architectural Group, Ltd.	FACILITIES: Architectural Design, Comprehensive Facility Planning, -
Johnson Laffen Galloway Architects, LTD	FACILITIES: Architectural Design, Comprehensive Facility Planning, Owners Representative, -
Elness Swenson Graham Architects Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign
HSR Associates, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign
Klein McCarthy & Co., Ltd.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign
Lawal Scott Erickson Architects, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign
Shultz & Associates, Ltd.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign
DLR Group inc. (a Minnesota corporation)	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Commissioning Mechanical, Electrical Engineering, Mechanical Engineering, Structural Engineering, Interior Design, -
Boarman Kroos Vogel Group, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Electrical Engineering, Mechanical Engineering, Structural Engineering, Interior Design, Landscape Architectural Design, -
Collaborative Design Group, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Structural Engineering, Interior Design, -
Widseth Smith Nolting & Associates, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Civil Engineering, Electrical Engineering, Mechanical Engineering, Structural Engineering, Land Surveyor, -
Leo A Daly Company	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Civil Engineering, Electrical Engineering, Mechanical Engineering, Structural Engineering, Interior Design, -
Architectural Resources, Inc	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Exterior Wall, Roofing, Electrical Engineering, Mechanical Engineering, Interior Design, and Landscape Architectural Design
292 Design Group, Inc	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, & Interior Design
Grooters Leapaltd Tideman Architects P.C.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Interior Design, -
Hay Dobbs P.A.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Interior Design, -
M. Arthur Gensler Jr. & Associates, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Interior Design, -
TSP, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Interior Design, -
YHR Partners, Ltd.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Interior Design, -
Cuningham Group Architecture, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Interior Design, Landscape Architectural Design, -
PERKINS & WILL INC	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Interior Design, Landscape Architectural Design, -
Bentz/Thompson/Rietow, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Wayfinding, Interior Design, -
The Alliance, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Wayfinding, Interior Design, -
Miller Dunwiddie Architecture, Inc.	FACILITIES: Architectural Design, Comprehensive Facility Planning, PreDesign, Wayfinding, Exterior Wall, Roofing, Waterproofing, Windows Curtain Wall, Interior Design, Owners Representative, -
The Adkins Association Inc.	FACILITIES: Architectural Design, Exterior Wall, Roofing, -
AECOM Technical Services, Inc.	FACILITIES: Architectural Design, PreDesign, Civil Engineering, Electrical Engineering, Environmental Engineering, Fire Protection Engineering, Mechanical Engineering, Structural Engineering, Interior Design, Audio and Visual, Information Data Networks, Telecommunications and Voice

Facilities Prenegotiated Master Contracts

Vendor/contractor	Service description
Zerr Berg Architects, Inc.	FACILITIES: Architectural Design, Predesign, Interior Design, -
Alpha Video and Audio, Inc.	FACILITIES: Audio and Visual
Alliant Engineering, Inc.	FACILITIES: Civil Engineering, Land Surveyor, and Landscape Architectural Design
Anderson Engineering of Minnesota, LLC.	FACILITIES: Civil Engineering, Land Surveyor, and Landscape Architectural Design
Amecc Foster Wheeler Environment & Infrastructure, Inc.	FACILITIES: Commissioning Mechanical, Environmental Engineering, and Mechanical Engineering
American Engineering Testing, Inc.	FACILITIES: Environmental Engineering, Geotechnical Engineering, Asbestos Abatement Design, Air Monitoring, Lead Testing, Inspectors and Laboratories
AVENTUR, LLC	FACILITIES: Landscape Architectural Design
Damon Farber Associates, Inc.	FACILITIES: Landscape Architectural Design, -
Hoisington Koegler Group Inc.	FACILITIES: Landscape Architectural Design, -
SGA GROUP, INC.	FACILITIES: Landscape Architectural Design, -
Cerna Engineering, LLC	FACILITIES: Mechanical Engineering, -
Martin Mechanical Design Inc	FACILITIES: Mechanical Engineering, -
Advocates For Owners Consultants	FACILITIES: Owners Representative
Architecture Advantage, LLC	FACILITIES: Predesign
Cushman & Wakefield U.S., Inc.	FACILITIES: Real Estate Broker, -
Michael Haug	FACILITIES: Wayfinding, -
Visual Communications, Inc.	FACILITIES: Wayfinding, -
Akiba Architects, P.A.	FACILITIES: Windows Curtain Wall
Karges-Faulconbridge, Inc.	FACILITIES; Commissioning Mechanical, Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, Audio and Visual, Information Data Networks, -
Barr Engineering Co.	FACILITIES; Civil Engineering, Electrical Engineering, Environmental Engineering, Geotechnical Engineering, Mechanical Engineering, Structural Engineering, Landscape Architectural Design, Information Data Networks, Telecommunications and Voice
Braun Intertec Corporation	FACILITIES; Exterior Wall, Roofing, Waterproofing, Windows Curtain Wall, Environmental Engineering, Geotechnical Engineering, Structural Engineering, Asbestos Abatement Design, Air Monitoring, Indoor Air Quality, Industrial Hygienist, Lead Testing, Inspectors and Laboratories, -
Stantec Consulting Services Inc.	FACILITIES; Architectural Design, Civil Engineering, Electrical Engineering, Environmental Engineering, Mechanical Engineering, Structural Engineering, Indoor Air Quality, Industrial Hygienist, Land Surveyor, Landscape Architectural Design, -
Burns & McDonnell Engineering Company, Inc.	FACILITIES; Architectural Design, Commissioning Mechanical, Civil Engineering, Electrical Engineering, Environmental Engineering, Fire Protection Engineering, Mechanical Engineering, Information Data Networks, -
Hammel, Green and Abrahamson, Inc.	FACILITIES; Architectural Design, Predesign, Civil Engineering, Electrical Engineering, Mechanical Engineering, Structural Engineering, Interior Design, Landscape Architectural Design, Audio and Visual, Information Data Networks, Telecommunications and Voice
Wold Architects, Inc.	FACILITIES; Architectural Design, Comprehensive Facility Planning, Predesign, Commissioning Mechanical, Electrical Engineering, Mechanical Engineering, Interior Design, Audio and Visual, Information Data Networks, Telecommunications and Voice
LHB, Inc.	FACILITIES; Architectural Design, Comprehensive Facility Planning, Predesign, Roofing, Rejected - Waterproofing, Commissioning Mechanical, Civil Engineering, Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, Structural Engineering, Interior Design, Land Surveyor, Landscape Architectural Design, -
I&S Group, Inc.	FACILITIES; Architectural Design, Comprehensive Facility Planning, Predesign, Civil Engineering, Electrical Engineering, Mechanical Engineering, Structural Engineering, Interior Design, Land Surveyor, Landscape Architectural Design, -
Toltz, King, Duvall, Anderson and Associates	FACILITIES; Architectural Design, Comprehensive Facility Planning, Predesign, Wayfinding, Commissioning Mechanical, Civil Engineering, Electrical Engineering, Fire Protection Engineering, Mechanical Engineering, Structural Engineering, Interior Design, Landscape Architectural Design, -

Appendix C - Procurement Report



*Market research · Policy analysis
Business strategy · Implementation*

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2017 MINNESOTA JOINT DISPARITY STUDY Minnesota State Colleges and Universities Final Report

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FINAL REPORT
March 2018

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EXECUTIVE SUMMARY

The 2017 Minnesota Joint Disparity Study examines whether there is a level playing field for minority- and women-owned firms in the Minnesota marketplace and in public entity procurement. Keen Independent Research LLC (Keen Independent) performed the study for the Minnesota State Colleges and Universities (Minnesota State) and eight other state and local government entities. Minnesota State can use study results when making decisions about programs to assist minority- and women-owned companies and other small businesses.

Minnesota State makes purchases for 37 colleges and universities and the central system office. It follows the Targeted Group, Economically Disadvantaged and the Veteran (TG/ED/VO) Small Business Procurement Program to encourage opportunities for certified businesses in its procurement. This program provides preferences to certified minority- and women-owned firms, companies owned by people with a substantial physical disability, businesses located in an economically disadvantaged area, and veteran-owned businesses.

The study analyzes whether Minnesota State's current programs are effective in eliminating any disparities in the utilization of minority- and women-owned businesses (MBEs and WBEs) in its contracts. The disparity study also examines marketplace conditions for MBEs, WBEs, veteran-owned businesses and companies owned by persons with disabilities.

This report was released as a draft for public comment on January 29, 2018. It has been expanded based on public input received through February 28, 2018. This Executive Summary includes:

- A. Background on the study;
- B. Disparity Study research activities;
- C. Quantitative and qualitative information for the Minnesota marketplace;
- D. Disparity analysis;
- E. Recommendations; and
- F. Public participation in the Disparity Study.

A. Background on the Study

Legal framework for the disparity study. In 1989, the U.S. Supreme Court established substantial limitations on the ability of state and local governments to have MBE programs or any other initiatives benefitting businesses based on the race of their owners. Legal restrictions also apply to programs for women-owned firms. Disparity studies help to provide state and local governments information to determine whether programs are needed and supportable.

Even if a targeted business program does not consider race or gender, it can still be subject to legal challenge. However, such programs are more easily defended by the enacting jurisdiction. These types of programs include small business enterprise (SBE) programs and those that provide assistance to firms based on whether they are owned by veterans or by persons with disabilities. Although disparity studies typically do not examine these groups, the Minnesota Joint Disparity

Study added analysis of marketplace conditions for businesses owned by veterans and persons with disabilities.

Programs. The TG/ED/VO Program applies to construction, professional and technical services, and goods and other services contracts. This program provides preferences to targeted group businesses (TGBs) and other certified bidders. Minnesota State has not implemented a contract goals program.

B. Disparity Study Research Activities

The Keen Independent study team began work in summer 2016 and completed draft reports in late 2017. Local team members included Felton Financial Forensics, C J Petersen & Associates, LLC, Fondungallah & Kigham, and KLD Consulting. Team members from outside Minnesota were Holland & Knight, BBC Research & Consulting and Customer Research International.

Minnesota State contracts and subcontracts. Keen Independent examined payments for Minnesota State procurements from July 1, 2011 through June 30, 2016 maintained in the StateWide Integrated Financial Tools online system (SWIFT). Because Minnesota State does not have comprehensive information about subcontracts for its construction contracts, Keen Independent compiled information from Contractor Affidavits (IC134 Forms) that prime contractors and subcontractors submit to the Minnesota Department of Revenue.

In the Minnesota State utilization analysis, Keen Independent included more than 10,126 procurements totaling \$984 million over the study period. This does not encompass all Minnesota State spending. For example, the study team excluded the types of purchases typically made from national markets (including software, computers and books) as well as utilities, leases, insurance, payments to banks and small purchases. Also excluded were payments to not-for-profit organizations and public agencies and from industries in Minnesota principally composed of those organizations (e.g., most type of health care and social services procurements).

Relevant geographic market area. About 89 percent of the combined Minnesota State contract dollars go to firms with locations in Minnesota and two counties in Wisconsin (Pierce and St. Croix). This geographic area was the focus of the marketplace and availability analyses in the disparity study.

Analysis of marketplace conditions. The study team compiled and analyzed quantitative information about outcomes for minorities and women, and minority- and women-owned firms in the Minnesota marketplace. Keen Independent also researched conditions for firms owned by veterans and persons with disabilities.

The study team conducted in-depth interviews, surveys and focus groups that obtained input from 2,449 business owners and other individuals. Keen Independent also held public forums and received comments from the website, dedicated email address and dedicated telephone hotline for the study. Companies interviewed included minority- and women-owned firms, majority-owned firms, veteran-owned businesses and companies owned by persons with disabilities.

Availability, utilization and disparity analyses. Disparity analyses compare the percentage of entity contract dollars going to minority- and women-owned firms with what might be anticipated given the relative availability of MBEs and WBEs for individual entity contracts and subcontracts.

- Data for the availability analysis came from Keen Independent’s online and telephone surveys that reached thousands of companies in Minnesota. Firms were asked about their availability for different types, sizes and locations of prime contracts and subcontracts for public agencies in the state.
- After completing surveys with 20,527 businesses in Minnesota, the study team reviewed responses to develop a database of companies that are potentially available for Minnesota State and other participating entity work. The study team’s research identified 5,064 businesses reporting that they were available for specific types of public sector procurements and subcontracts. Of those businesses 9 percent were minority-owned; and 18 percent were white women-owned (27.6% MBE/WBE in total).
- Keen Independent then determined the availability of MBEs, WBEs and majority-owned firms for each of the more than 10,126 Minnesota State procurements examined in the study. For some procurements, MBE/WBEs were a relatively large percentage of total firms available. There were other contracts for which only a few firms were available and none were MBE/WBEs. Keen Independent combined the results of these contract-by-contract availability analyses to calculate overall availability benchmarks. From this availability analysis, one might expect MBE/WBEs to have received 19.85 percent of Minnesota State contract dollars, including subcontracts.

Keen Independent compared the share of procurement dollars going to minority- and women-owned firms (“utilization”) with what might be expected based on the availability analysis.

Minnesota State applies the TG Program to its contracts, so any lack of disparity in Minnesota State procurements might indicate success of this race- and gender-conscious program. Therefore, Keen Independent also considered disparity analysis results from other participating entities. This information helped the study team evaluate whether there would have been disparities in Minnesota State procurement but for the TG Program.

C. Quantitative and Qualitative Information for the Minnesota Marketplace

Keen Independent examined marketplace conditions based on U.S. Census data, information collected through surveys and in-depth interviews, public forums and other sources.

Marketplace conditions for minority- and women-owned businesses. There is quantitative and qualitative information suggesting that there is not a level playing field for minority- and women-owned businesses in the Minnesota construction, professional services, goods and other services industries. This includes evidence of unequal opportunities to:

- Enter and advance as employees within certain study industries;
- Start and operate businesses within study industries; and
- Obtain financing and bonding.

As a result, there are fewer minority- and women-owned firms in certain industries than there would be if there were a level playing field for minorities and women in the Minnesota marketplace.

Business outcomes also differed for MBE/WBEs compared with majority-owned companies.

- Compared with majority-owned companies, minority- and women-owned businesses in Minnesota are more likely to be small. Therefore, any disadvantages for small businesses disproportionately affect MBEs and WBEs.
- There is evidence that outcomes for minority- and women-owned firms differ from similarly-situated white male-owned companies, even after controlling for other factors. In particular, female business owners earned less than men who owned businesses.
- Success in Minnesota marketplace depends on relationships with other individuals, including customers, suppliers, bankers, prime contractors and subcontractors, depending on the type of business. Some of the minority and female interviewees reported unequal access to these relationships, stereotyping and other unequal treatment based on their race or gender.

Such information is important when Minnesota State and other participating entities examine programs that assist MBE/WBE businesses.

Results for persons with disabilities and veterans. Persons with disabilities and veterans in Minnesota are more likely than other groups to own businesses in the study industries. However, there is also evidence that persons with disabilities who own businesses earn less than other business owners. Veterans who own businesses have slightly lower earnings than non-veteran business owners.

D. Disparity Analysis

Minnesota State procurement. Minority- and women-owned businesses received 7.46 percent of the Minnesota State procurement dollars examined in this study, including payments to non-certified MBE/WBEs. Utilization of minority- and women-owned firms in Minnesota State procurement was below the 19.85 percent that might be expected from the availability analysis. Figure ES-1 presents these overall results from the disparity analysis.

The study team compared utilization and availability results using a “disparity index,” which is calculated by dividing utilization by availability and multiplying by 100 (“100” is parity). The disparity index for MBE/WBE utilization in Minnesota State procurement is 38 (7.46% divided by 19.85%, multiplied by 100). Because the index is below 80, the disparity is “substantial,” according to guidance from the courts. The disparity occurred even though Minnesota State followed the TG Program.

Figure ES-1.
 MBE/WBE utilization and availability for
 Minnesota State procurements,
 July 2011–June 2016

Note:
 10,126 procurements examined.

Source:
 Keen Independent disparity analysis for Minnesota State
 procurements.

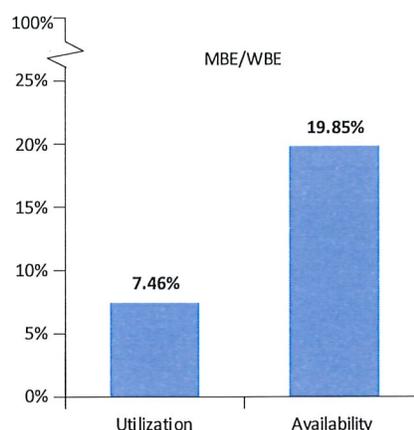


Figure ES-2 shows utilization, availability and disparity results for individual MBE groups as well as white women-owned firms. There were substantial disparities for each MBE group and WBEs.

Figure ES-2.
 Disparity analysis for Minnesota State procurements, July 2011–June 2016

	Utilization	Availability	Disparity index
African American-owned	0.05 %	2.92 %	2
Asian American-owned	1.11	1.46	76
Hispanic American-owned	0.11	1.21	9
Native American-owned	0.11	1.19	9
Unknown MBE	0.01		
Total MBE	1.39 %	6.77 %	21
WBE (white women-owned)	6.07	13.08	46
Total MBE/WBE	7.46 %	19.85 %	38

Note: Disparity index = 100 x Utilization/Availability.

Source: Keen Independent utilization and availability analyses for Minnesota State procurements.

Finally, Figure ES-3 presents results for Minnesota State construction, professional services, goods and other services procurements. There were substantial disparities for each group except for Asian American-owned construction firms and Native American-owned other services firms. (Note that there are a few MBEs for which the race of the business owner could not be identified.)

Figure ES-3.
Disparity analysis for Minnesota State procurements, July 2011–June 2016

	Utilization	Availability	Disparity index
Construction			
African American-owned	0.02 %	2.50 %	1
Asian American-owned	2.52	1.18	214
Hispanic American-owned	0.10	1.35	7
Native American-owned	0.11	2.80	4
Unknown MBE	0.04		
Total MBE	<u>2.79 %</u>	<u>7.83 %</u>	36
WBE (white women-owned)	<u>6.75</u>	<u>13.15</u>	51
Total MBE/WBE	9.53 %	20.98 %	45
Professional services			
African American-owned	0.17 %	4.30 %	4
Asian American-owned	1.00	2.63	38
Hispanic American-owned	0.35	0.91	38
Native American-owned	0.00	1.03	0
Unknown MBE	0.00		
Total MBE	<u>1.52 %</u>	<u>8.87 %</u>	17
WBE (white women-owned)	<u>12.63</u>	<u>17.86</u>	71
Total MBE/WBE	14.15 %	26.73 %	53
Goods			
African American-owned	0.03 %	2.03 %	1
Asian American-owned	0.18	1.39	13
Hispanic American-owned	0.01	2.07	0
Native American-owned	0.00	0.14	0
Total MBE	<u>0.21 %</u>	<u>5.62 %</u>	4
WBE (white women-owned)	<u>3.65</u>	<u>14.97</u>	24
Total MBE/WBE	3.86 %	20.60 %	19
Other services			
African American-owned	0.02 %	3.21 %	1
Asian American-owned	0.22	0.98	22
Hispanic American-owned	0.01	0.45	2
Native American-owned	0.29	0.19	153
Unknown MBE	0.01		
Total MBE	<u>0.54 %</u>	<u>4.83 %</u>	11
WBE (white women-owned)	<u>2.31</u>	<u>7.53</u>	31
Total MBE/WBE	2.86 %	12.35 %	23

Note: Disparity index = 100 x Utilization/Availability.

Source: Keen Independent utilization and availability analyses for Minnesota State procurements, including subcontracts.

The TG Program has not eliminated disparities for minority- and women-owned firms in Minnesota State procurement. Even with these efforts in place, there were substantial disparities in each industry for white women-owned firms and each MBE group in each industry except for Asian American-owned construction firms and Native American-owned other services firms.

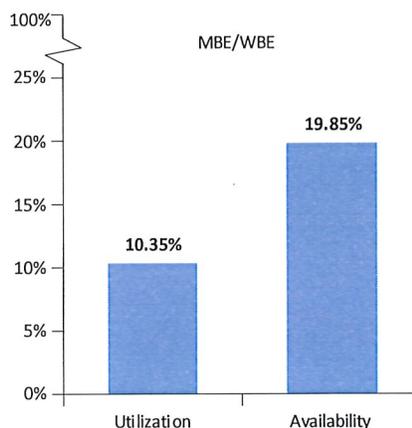
Combined participating entity procurement. The study team also analyzed whether there were disparities between MBE/WBE utilization and availability for combined participating entity procurement. Figure ES-4 reports aggregate results for participating entities.

The combined utilization of minority- and women-owned firms in participating entity procurement during the study period — 10.35 percent of total procurement dollars — was below the 19.85 percent that might be expected from the availability analysis. The resulting disparity index for MBE/WBEs is 52. The disparity occurred even though eight of the nine entities operated race- and gender-based programs during this time period and the ninth entity drew from a pool of certified firms that was mostly MBE/WBEs.

Figure ES-4.
MBE/WBE utilization and availability for combined entity procurements, July 2011–June 2016

Note:
125,474 procurements analyzed.

Source:
Keen Independent utilization and availability analyses for combined entity procurements.



E. Recommendations

The TG Program has not eliminated disparities for minority- and women-owned firms in Minnesota State procurement. Even with these efforts in place, there were substantial disparities for white women-owned firms and each MBE group across each industry except for one group for construction contracts and one group for other services contracts.

Keen Independent recommends that Minnesota State and other participating entities:

1. Work together to address barriers and open opportunities for minority- and women-owned firms and other small businesses;
2. Based on all information available, consider whether it is appropriate to retain certain existing programs and more fully implement them;
3. Pursue opportunities for new and better tools to address barriers;
4. Track and report results on MBE/WBE participation; and
5. Carefully consider study results and other information to determine future program eligibility by group.

1. Work together to address barriers and open opportunities for MBE/WBEs and other small businesses. There is a need for a broad combined effort by participating entities and other partners to address the effects of race and gender discrimination in employment, entrepreneurship and business success. Minnesota State and other participating entities might work together to:

- a. Better communicate procurement opportunities, coordinate outreach and build a joint bidders list.
- b. Strengthen local technical assistance, financing, bonding assistance and other capacity-building efforts.
- c. Improve virtual assistance portals for businesses in Minnesota.
- d. Maintain efforts that enforce non-discrimination in employment as well as further training, employment and advancement for women and people of color in certain industries.
- e. Jointly work to streamline and simplify public procurement processes, including unbundling large contracts, removing unnecessary contract specifications, writing procurement documents in plain language, routinely providing feedback to bidders and proposers, and prompt payment.
- f. Share best practices and results of pilot programs among government entities.
- g. Streamline certification and pursue reciprocity or joint certification when possible.
- h. Jointly pursue action by the State Legislature to reduce barriers to public sector procurement embedded in state law.

2. Based on all information available, consider whether it is appropriate to retain certain existing programs and more fully implement them. Minnesota State follows the TG/ED/VO Program, which includes provisions for price and evaluation preferences, and contract goals (which, to date, it has not implemented). In addition, Minnesota State instructs individuals making small purchases to reach out to TG/ED/VO businesses when soliciting bids and proposals.

Minnesota State might consider more broadly implementing these program measures, after reviewing the information it has from this report and other sources and conducting further legal review.

For example:

- a. Minnesota State might set contract goals on construction and professional services contracts with substantial subcontracting opportunities.
- b. When it is difficult to set a contract goal for a professional services contract, Minnesota State might consider applying evaluation preference points for TGB participation as subconsultants.
- c. Develop a list of TGB-certified companies able to provide the types of construction, professional services, goods and other services to specific campuses across the state.

3. Pursue opportunities for new and better tools to address barriers. After reviewing available information and legal issues, Minnesota State might evaluate and consider seeking authority to:

- a. Increase the maximum amount of preference (currently up to 6%) for TGB-certified businesses.
- b. Implement an Equity Select program that mirrors the Minnesota Department of Administration program that allows for direct selection of a TG/ED/VO business for purchases over \$5,000 and not greater than \$25,000; and
- c. Evaluate whether it can enact a sheltered market program for certain types of procurements above the reach of the suggested Equity Select program. The sheltered market program might be limited to bids from eligible firms where there are least three TGBs that can submit bids or proposals for those procurements. Minnesota State might consider defining this program to include SBE bidders.

4. Track and report results on MBE/WBE participation. Minnesota State has begun reporting participation of TGB businesses by race, ethnicity and gender. It should review whether it fully captures subcontract participation in its reports.

Minnesota State might also explore systems to record ownership information for its contractors and vendors and report combined utilization of certified and non-certified MBE/WBEs.

5. Carefully consider study results and other information to determine future program eligibility by group. The TG Program may have had a positive impact on the utilization of minority- and women-owned firms, but disparities persisted.

Minnesota State should consider all of the results of the disparity study and other information when considering whether it should continue to operate race- and gender-conscious programs, and if so, which groups will be eligible for programs in specific industries.

F. Public Participation in the Disparity Study

In addition to considerable time devoted to the study by their own staff, the government entities participating in the Joint Disparity Study implemented an extensive public participation process. These activities included:

- Obtaining regular feedback from an External Stakeholder Group that met with the study team once per quarter throughout the project. The External Stakeholder Group included representatives of the local business community and community groups that had an interest in entity contracting and programs, and small business development.
- Distribution of information to interested groups through press releases, email blasts and presentations.
- A study website that posted information about the 2017 Joint Disparity Study from the outset of the study.

- A telephone hotline and dedicated email address for anyone wishing to comment.
- Public forums at the start of the study and after the draft report release to obtain input from stakeholders and other interested groups.
- Through online and telephone surveys, opportunities for company owners and managers to provide information about their businesses and any perceived barriers in the marketplace (the study team successfully reached 20,527 businesses).
- In-depth interviews and focus groups with businesses, trade associations and others.

Keen Independent and the participating entities sought public input regarding the study and draft Disparity Study report. The public was able to give feedback and provide written comments:

1. In person at public forums (including comment cards collected at those meetings);
2. Through the study website;
3. By calling the study telephone hotline;
4. Via email; and
5. Through regular mail to Keen Independent Research.

Keen Independent reviewed information from the public forums and written and telephone comments before preparing the final Disparity Study report. This information will aid Minnesota State and other participating entities in making decisions concerning continuation or enhancement of existing programs and implementation of new programs.

CHAPTER 9.

Combined Participating Entity Utilization and Disparity Analysis

Keen Independent examined the percentage of procurement dollars going to minority- and women-owned firms for the participating entities:

- Minnesota Department of Administration (Admin);
- Minnesota State Colleges and Universities (Minnesota State);
- Minnesota Department of Transportation (MnDOT);
- Metropolitan Airports Commission (MAC);
- Metropolitan Mosquito Control District (MMCD);
- Metropolitan Council (Met Council);
- City of Minneapolis;
- City of Saint Paul; and
- Hennepin County.

The first five of these entities provide preferences to TGB firms and some also set TGB contract goals. Met Council, the City of Minneapolis and the City of Saint Paul have other race- and gender-based programs as well as neutral programs, and Hennepin County operates a small business enterprise (SBE) program for which CERT-certified companies are eligible.

The utilization and disparity analysis are presented in three parts:

- A. Utilization of MBE/WBEs in participating entity procurement;
- B. Disparity analysis for individual participating entities; and
- C. Disparity analysis for entities' combined procurement.

A. Utilization of MBE/WBEs in Participating Entity Procurement

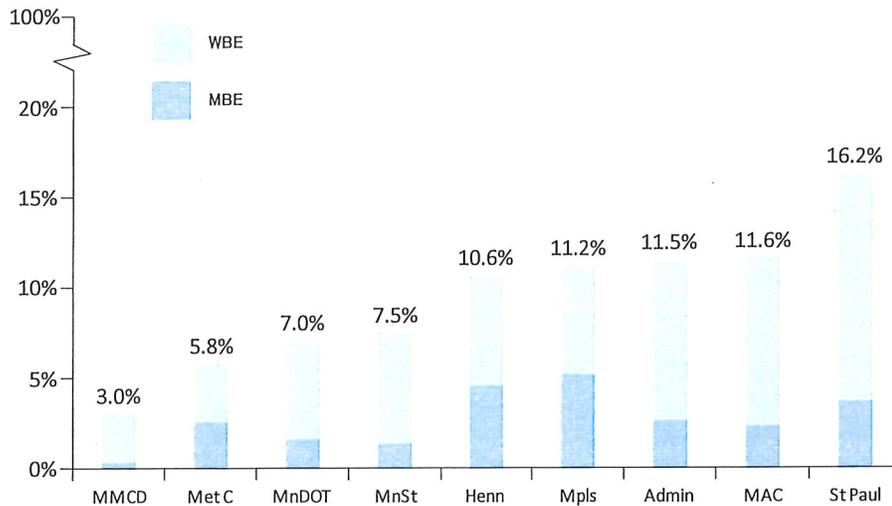
Part A of Chapter 9 examines MBE/WBE participation by entity and the total procurement dollars going to minority-, women- and majority-owned firms for the combined entities.

Utilization results by entity. Figure 9-1 examines the percentage of procurement dollars received by MBE/WBEs for each participating entity for the study period. MBE/WBE participation was lowest for entities for which programs were newer or not fully implemented during the study period

(MMCD, Met Council, MnDOT and Minnesota State). The City of Saint Paul had the highest overall utilization (16%).¹

Figure 9-1.

MBE/WBE participation for participating entity procurements for July 2011–June 2016



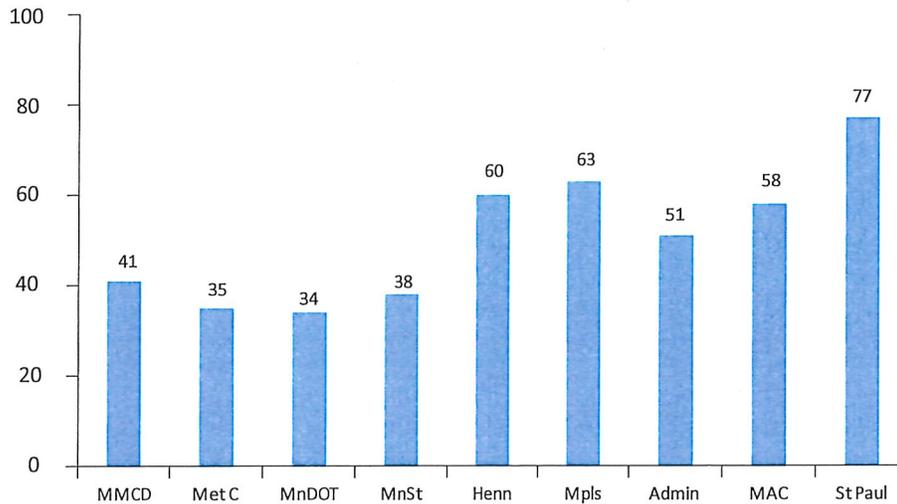
Note: Number of contracts/subcontracts analyzed is 125,474.

Source: Keen Independent from participating entity procurements, July 2011–June 2016.

Disparity index results by entity. Figure 9-2 examines the disparity index for each participating entity for the study period (“100” is parity). Although MMCD had the lowest MBE/WBE utilization, the availability benchmark was also relatively low for the District, and its disparity index was 41. MnDOT, Met Council and Minnesota State had lower disparity indexes (34, 35 and 38, respectively).

¹ This was due to its success in obtaining participation on Saint Paul Housing and Redevelopment projects (21% MBE/WBE). The balance of City of Saint Paul procurement showed MBE/WBE participation in the range of Hennepin County, the City of Minneapolis, Admin and MAC.

Figure 9-2.
Disparity index for participating entity procurements for July 2011–June 2016



Note: Number of contracts/subcontracts analyzed is 125,474.

Disparity index = 100 x Utilization/Availability.

Source: Keen Independent from participating entity procurements, July 2011–June 2016.

Utilization for entities combined. Figures 9-3 through 9-7 examine procurement dollars for combined entities.

Overall results. Adding procurement dollars across entities, MBE/WBEs received 10.35 percent of contract dollars. MBE utilization was 3.02 percent and WBE participation was 7.32 percent. These results include certified and non-certified companies.

The bottom portion of Figure 9-3 presents the number and dollars of procurements going to firms that were certified under the respective entity’s programs at the time of the procurement award, including companies owned by persons with disabilities, veteran-owned businesses, SBEs certified under CERT, and businesses certified for participation in Admin’s Economically Disadvantaged Small Business Procurement Program. Certified firms accounted for 7.03 percent of participating entity procurement dollars. Most of the dollars going to certified firms went to white women-owned businesses (3.11%) and majority-owned companies (2.14%).

Figure 9-3.

Utilization of minority- and women-owned firms in combined participating entity procurements, July 2011–June 2016

	Number of procurements*	\$1,000s	Percent of dollars
Business ownership			
African American-owned	1,170	\$ 72,014	0.60 %
Asian American-owned	1,643	167,006	1.39
Hispanic American-owned	638	38,688	0.32
Native American-owned	493	83,623	0.70
Unknown MBE	37	1,286	0.01
Total MBE	3,981	\$ 362,616	3.02 %
WBE (white women-owned)	15,181	877,963	7.32
Total MBE/WBE	19,162	\$ 1,240,579	10.35 %
Majority-owned	106,312	10,750,902	89.65
Total	125,474	\$ 11,991,481	100.00 %
Certified			
African American-owned	406	\$ 32,295	0.27 %
Asian American-owned	905	88,417	0.74
Hispanic American-owned	352	21,224	0.18
Native American-owned	223	70,268	0.59
Total MBE	1,886	\$ 212,204	1.77 %
WBE (white women-owned)	5,800	373,319	3.11
Majority-owned	2,439	257,049	2.14
Total certified	10,125	\$ 842,574	7.03 %
Non-certified	115,349	11,148,906	92.97
Total	125,474	\$ 11,991,481	100.00 %

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers rounded to nearest tenth of 1 percent. Numbers may not add to totals due to rounding.

Source: Keen Independent from data on participating entity procurements July 2011-June 2016.

Construction. Figure 9-4 presents utilization of minority- and women-owned firms in construction contracts (including subcontractors) for all entities combined. (Note that some construction projects are classified under “professional services” because the prime contractor was a construction management firm.)

- As shown in the top portion of Figure 9-4, 11.50 percent of construction contract dollars went to MBE/WBEs.
- The bottom portion of Figure 9-4 provides results for certified firms. White male-owned businesses that were certified received 3.84 percent of contract dollars, followed by certified firms that were white women-owned (3.76%).

Figure 9-4.

Utilization of minority- and women-owned firms in combined participating entity construction contracts, July 2011–June 2016

	Number of procurements*	\$1,000s	Percent of dollars
Business ownership			
African American-owned	391	\$ 19,708	0.39 %
Asian American-owned	317	64,594	1.28
Hispanic American-owned	340	23,505	0.47
Native American-owned	289	79,148	1.57
Unknown MBE	14	1,045	0.02
Total MBE	1,351	\$ 188,000	3.73 %
WBE (white women-owned)	4,352	391,158	7.77
Total MBE/WBE	5,703	\$ 579,158	11.50 %
Majority-owned	21,105	4,456,407	88.50
Total	26,808	\$ 5,035,565	100.00 %
Certified			
African American-owned	212	\$ 9,129	0.18 %
Asian American-owned	194	40,232	0.80
Hispanic American-owned	209	14,804	0.29
Native American-owned	184	68,630	1.36
Total MBE	799	\$ 132,795	2.64 %
WBE (white women-owned)	2,374	189,378	3.76
White male-owned	1,222	193,362	3.84
Total certified	4,395	\$ 515,535	10.24 %
Non-certified	22,413	4,520,030	89.76
Total	26,808	\$ 5,035,565	100.00 %

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on participating entity procurements July 2011–June 2016.

Professional services. Figure 9-5 examines utilization of minority- and women-owned firms for professional services contracts (which includes construction when the prime was a construction management company) for all entities combined. MBEs received 3.17 percent of professional services procurement dollars and WBEs received 8.13 percent of those dollars. Asian American-owned companies accounted for most of the MBE participation.

Of the combined MBE/WBE utilization of 11.30 percent, certified MBE/WBEs accounted for 5.25 percentage points. White male-owned firms that were certified under a participating entity program received 1.07 percent of professional services dollars.

Figure 9-5.

Utilization of minority- and women-owned firms in combined participating entity professional services contracts, July 2011–June 2016

	Number of procurements*	\$1,000s	Percent of dollars
Business ownership			
African American-owned	533	\$ 18,073	0.50 %
Asian American-owned	854	84,258	2.33
Hispanic American-owned	155	10,785	0.30
Native American-owned	29	1,359	0.04
Unknown MBE	6	138	0.00
Total MBE	1,577	\$ 114,613	3.17 %
WBE (white women-owned)	3,489	293,860	8.13
Total MBE/WBE	5,066	\$ 408,473	11.30 %
Majority-owned	25,758	3,206,791	88.70
Total	30,824	\$ 3,615,264	100.00 %
Certified			
African American-owned	62	\$ 3,593	0.10 %
Asian American-owned	441	37,969	1.05
Hispanic American-owned	66	4,815	0.13
Native American-owned	3	300	0.01
Total MBE	572	\$ 46,677	1.29 %
WBE (white women-owned)	1,685	143,075	3.96
White male-owned	235	38,804	1.07
Total certified	2,492	\$ 228,556	6.32 %
Non-certified	28,332	3,386,708	93.68
Total	30,824	\$ 3,615,264	100.00 %

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on participating entity procurements July 2011–June 2016.

Goods. MBE/WBE participation was 7.03 percent for goods purchases for all entities combined. MBEs received 0.79 percent and WBEs received 6.23 percent of goods procurement dollars.

As shown in Figure 9-6 below, certified firms received 2.30 percent of goods dollars, of which 1.47 percentage points was utilization of MBE/WBEs that were certified and 0.83 percentage points was participation of certified firms owned by white men.

Figure 9-6.

Utilization of minority- and women-owned firms in combined participating entity goods contracts, July 2011–June 2016

	Number of procurements*	\$1,000s	Percent of dollars
Business ownership			
African American-owned	84	\$ 5,926	0.30 %
Asian American-owned	248	7,918	0.40
Hispanic American-owned	27	1,533	0.08
Native American-owned	30	325	0.02
Unknown MBE	5	50	0.00
Total MBE	394	\$ 15,752	0.79 %
WBE (white women-owned)	5,547	123,934	6.23
Total MBE/WBE	5,941	\$ 139,686	7.03 %
Majority-owned	42,299	1,848,232	92.97
Total	48,240	\$ 1,987,918	100.00 %
Certified			
African American-owned	69	\$ 4,851	0.24 %
Asian American-owned	132	4,722	0.24
Hispanic American-owned	18	129	0.01
Native American-owned	8	207	0.01
Total MBE	227	\$ 9,909	0.50 %
WBE (white women-owned)	968	19,310	0.97
White male-owned	826	16,560	0.83
Total certified	2,021	\$ 45,779	2.30 %
Non-certified	46,219	1,942,139	97.70
Total	48,240	\$ 1,987,918	100.00 %

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on participating entity procurements July 2011–June 2016.

Other services. Figure 9-7 outlines participation of minority- and women-owned firms in other services contracts (services other than professional services) for all entities combined. MBE/WBE utilization was 8.37 percent for other services procurements. Participation was highest for white women-owned firms (5.10%) and African American-owned firms (2.09%).

Certified firms, in total, received 3.90 percent of other services procurement dollars. Of the certified firms, most of the utilization was minority- and women-owned companies.

Figure 9-7.

Utilization of minority- and women-owned firms in combined participating entity other services contracts, July 2011–June 2016

	Number of procurements*	\$1,000s	Percent of dollars
Business ownership			
African American-owned	162	\$ 28,309	2.09 %
Asian American-owned	224	10,240	0.76
Hispanic American-owned	116	2,863	0.21
Native American-owned	145	2,791	0.21
Unknown MBE	12	53	0.00
Total MBE	659	\$ 44,256	3.27 %
WBE (white women-owned)	1,793	69,010	5.10
Total MBE/WBE	2,452	\$ 113,266	8.37 %
Majority-owned	17,150	1,239,464	91.63
Total	19,602	\$ 1,352,730	100.00 %
Certified			
African American-owned	63	\$ 14,722	1.09 %
Asian American-owned	138	5,494	0.41
Hispanic American-owned	59	1,479	0.11
Native American-owned	28	1,130	0.08
Total MBE	288	\$ 22,825	1.69 %
WBE (white women-owned)	773	21,556	1.59
White male-owned	156	8,324	0.62
Total certified	1,217	\$ 52,705	3.90 %
Non-certified	18,385	1,300,025	96.10
Total	19,602	\$ 1,352,730	100.00 %

Note: *Number of prime contracts, subcontracts and other procurements.

Numbers may not add to totals due to rounding.

Source: Keen Independent from data on participating entity procurements July 2011–June 2016.

B. Disparity Analysis for Participating Entity Procurement

Figures 9-8 and 9-9 provide a scan of disparity results by industry for each participating entity.

Disparity results. Figure 9-8 summarizes results of the disparity analysis for participating entities that provide preferences to TGBs — Admin, Minnesota State, MnDOT, MAC and MMCD. As shown, even with the program, there was a pattern of substantial disparities across MBE/WBE groups across industries. (See Chapter 7 for a definition of “substantial disparity.”)

One exception for these entities was Asian American-owned professional services firms, for each there was a substantial disparity for two of the five entities. This was in part due to the success of entity efforts to encourage participation in areas such as IT consulting.

Figure 9-8.

Summary of disparity analysis results for participating entity by industry, July 2011–June 2016, Admin, Minnesota State, MnDOT, MAC and MMCD

	Admin	Minnesota State	MnDOT	MAC	MMCD
Construction					
African American-owned	Substantial	Substantial	Substantial	Substantial	Substantial
Asian American-owned	Substantial	No disparity	No disparity	Small disparity	Substantial
Hispanic American-owned	Substantial	Substantial	Substantial	Substantial	Substantial
Native American-owned	Substantial	Substantial	Substantial	Substantial	Substantial
WBE (white women-owned)	Substantial	Substantial	Substantial	Small disparity	Substantial
Total MBE/WBE	Substantial	Substantial	Substantial	Substantial	Substantial
Professional services					
African American-owned	Substantial	Substantial	Substantial	Substantial	Substantial
Asian American-owned	No disparity	Substantial	No disparity	No disparity	Substantial
Hispanic American-owned	Substantial	Substantial	No disparity	Substantial	Substantial
Native American-owned	Substantial	Substantial	Substantial	Substantial	Substantial
WBE (white women-owned)	Substantial	Substantial	Substantial	Substantial	Substantial
Total MBE/WBE	Substantial	Substantial	Substantial	Substantial	Substantial
Goods					
African American-owned	Substantial	Substantial		Substantial	Substantial
Asian American-owned	Substantial	Substantial		No disparity	Substantial
Hispanic American-owned	Substantial	Substantial		Substantial	Substantial
Native American-owned	Substantial	Substantial		Substantial	Substantial
WBE (white women-owned)	Substantial	Substantial		Substantial	No disparity
Total MBE/WBE	Substantial	Substantial		Substantial	Small disparity
Other services					
African American-owned	Substantial	Substantial		Small disparity	Substantial
Asian American-owned	Substantial	Substantial		Substantial	Substantial
Hispanic American-owned	Substantial	Substantial		Substantial	No disparity
Native American-owned	Substantial	No disparity		Substantial	Substantial
WBE (white women-owned)	Substantial	Substantial		No disparity	Substantial
Total MBE/WBE	Substantial	Substantial		No disparity	Substantial

Note: Disparity index = 100 x Utilization/Availability.

Source: Keen Independent utilization and availability analyses for Admin, Minnesota State, MnDOT, MAC and MMCD procurements, including subcontracts.

Figure 9-9 summarizes results of the disparity analyses for entities operating other programs to assist MBE/WBEs and other small businesses. The figure shows a strong pattern of disparities across MBE/WBE groups for these entities, even with programs in place. Exceptions to this pattern were Asian American-owned construction businesses (largely due to one formerly CERT-certified firm that had work with multiple entities) and Asian American-owned other services companies. In some instances, a lack of disparity for a group might indicate a positive impact of programs for certain businesses.

Figure 9-9.

Summary of disparity analysis results for participating entity by industry, July 2011–June 2016, Met Council, City of Minneapolis, City of Saint Paul and Hennepin County

	Met Council	City of Minneapolis	City of Saint Paul	Hennepin County
Construction				
African American-owned	Substantial	Substantial	Substantial	Substantial
Asian American-owned	No disparity	No disparity	No disparity	No disparity
Hispanic American-owned	Substantial	Substantial	Substantial	Small disparity
Native American-owned	Substantial	No disparity	Substantial	Substantial
WBE (white women-owned)	Substantial	Substantial	Small disparity	Substantial
Total MBE/WBE	Substantial	Small disparity	Small disparity	Substantial
Professional services				
African American-owned	Substantial	Substantial	Substantial	Substantial
Asian American-owned	No disparity	Substantial	Substantial	No disparity
Hispanic American-owned	Substantial	Substantial	Substantial	Substantial
Native American-owned	Substantial	Substantial	Substantial	Substantial
WBE (white women-owned)	Substantial	Substantial	No disparity	Small disparity
Total MBE/WBE	Substantial	Substantial	Substantial	Substantial
Goods				
African American-owned	Substantial	Substantial	Substantial	Substantial
Asian American-owned	Substantial	Substantial	Substantial	Substantial
Hispanic American-owned	No disparity	Substantial	Substantial	Substantial
Native American-owned	Substantial	Substantial	Substantial	Substantial
WBE (white women-owned)	Substantial	Substantial	Substantial	Substantial
Total MBE/WBE	Substantial	Substantial	Substantial	Substantial
Other services				
African American-owned	No disparity	Substantial	Substantial	Substantial
Asian American-owned	No disparity	No disparity	Substantial	No disparity
Hispanic American-owned	Substantial	No disparity	Substantial	Substantial
Native American-owned	Substantial	Substantial	Substantial	No disparity
WBE (white women-owned)	Substantial	No disparity	Small disparity	Substantial
Total MBE/WBE	No disparity	No disparity	Substantial	Substantial

Note: Disparity index = 100 x Utilization/Availability.

Source: Keen Independent utilization and availability analyses for Met Council, City of Minneapolis, City of Saint Paul and Hennepin County procurements, including subcontracts.



MINNESOTA STATE

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

JUNE 20, 2018

10:30 AM

**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 15, 2018 (pp. 1)**
- 2. Minutes of Joint Meeting of Academic and Student Affairs and Diversity, Equity, and Inclusion Committees of May 15, 2018 (pp. 2-7)**
- 3. Mission Statement: Minnesota State Community and Technical College (pp. 8-12)**
4. Proposed Amendment to Policy 3.4 Undergraduate Admissions (First Reading) (pp. 13-18)
5. Proposed Amendment to Policy 3.35 Credit for Prior Learning (First Reading) (pp. 19-25)
6. Proposed New Policy 3.42 Posthumous Academic Awards (First Reading) (pp. 26-28)
7. Transfer Pathways Update (pp. 29-50)
8. Twin Cities Baccalaureate Implementation Update (pp. 51-82)

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Alex Cirillo, Chair

Louise Sundin, Vice Chair

Dawn Erlandson

Amanda Fredlund

Jerry Janezich

Rudy Rodriguez

Cheryl Tefer

Bolded items indicate action required.



**Minnesota State Board of Trustees
Academic and Student Affairs Committee
May 16, 2018
McCormick Room, 30 7th Street East
St. Paul, MN**

Academic and Student Affairs Committee members present: Alex Cirillo, Dawn Erlandson, Jerry Janezich, Amanda Fredlund, Cheryl Tefer

Academic and Student Affairs Committee members on the phone:

Academic and Student Affairs Committee members absent: Rudy Rodriguez, Louise Sundin

Other board members present: Michael Vekich, Jay Cowles, George Suole, Bob Hoffman, Chancellor Devinder Malhotra, Basil Ajuo, Roger Moe, AbdulRahmaneAbdul-Aziz

Committee Chair Alex Cirillo called meeting to order at 10:00 am.

Approval of the March 21, 2018, Academic and Student Affairs Committee Meeting Minutes

Committee Alex Cirillo called for a motion to approve the Academic and Student Affairs Committee Meeting Minutes. The minutes were approved as written.

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

- 1. Proposed Amendment to Policy 2.8 Student Life (Second Reading)**
- 2. Proposed Amendment to Policy 3.7 Statewide Student Association (Second Reading)**
- 3. Proposed Amendment to Policy 3.24 Institution Type and Mission, and System Mission (Second Reading)**

Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Senior Vice Chancellor Anderson: You have before three proposed amendments for your approval. They were presented at the March meeting for a first reading and we have received no comments or suggested changes or edits between the first and second reading. They are primarily technical edits, one updating the names of the student associations which recently changed and the others updating the writing and formatting style with some minor clarifications across policies.

MOTION: Move to accept all three proposed amendments as written.

***The motion carries.**

Meeting Adjourned 10:03 am

**Meeting minutes prepared by Kathy Pilugin
5/23/2018**

Minnesota State Board of Trustees
Joint Academic and Student Affairs and Diversity, Equity, and Inclusion Committees
May 15, 2018
McCormick Room, 30 7th Street East
St. Paul, MN

Academic and Student Affairs Committee members present: Chair Alex Cirillo, Dawn Erlandson, Jerry Janezich, Rudy Rodriguez

Academic and Student Affairs Committee members on the phone:

Committee members absent: Louise Sundin, Amanda Fredlund, Cheryl Tefer

Diversity, Equity, and Inclusion Committee members present: Chair Ann Ananya, George Suole, Jay Cowles, Basil Ajuo, AbdulRahamane Abdul-Aziz

Other board members present: Michael Vekich, Chancellor Devinder Malhotra

Academic and Student Affairs Committee Chair Alex Cirillo called the meeting to order at 3:00 pm.

1. Student Success and Opportunity Gap

Presenters:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Clyde Pickett, System Chief Diversity Officer

Sue Carter, Interim Senior System Director for Research

Ginny Arthur, President of Metropolitan State University

Peggy Kennedy, President of Minnesota State Community and Technical College

Each spring, the Academic and Student Affairs division, in partnership with the Diversity, Equity, and Inclusion division, examines student persistence and completion rates across the system. The examination includes not only a review of aggregate rates, but also any gaps between outcomes for students of color and American Indian student and the outcomes for white students. This examination is completed within the context of current student demographics and the factors known to impact persistence and completion at our colleges and universities, and is undertaken as a means of gauging the impact of campus and system efforts to improve student success, and informing our future efforts.

This presentation will provide an overview of key lessons learned through campus and system level work to improve student outcomes and eliminate opportunity gaps across student subgroups, as well as a description of the current context for our work, our most recent persistence and completion results, and the steps we are taking to improve those results. Presidents Arthur and Kennedy will also share campus perspectives on both local and enterprise efforts to eliminate the opportunity gap and improve the persistence and completion rates of all students.

Dr. Pickett: We recognize that we must shift our thinking about our students and build upon the broad strengths and assets that they bring to the table with their educational experience and know that it is critical to leverage these strengths and assets so we continue to work to eliminate the opportunity gap in our System. Dr. Yosso, Professor at the University of Michigan, argues that in all forms capital can be used to empower individuals, capital that they all bring to the table. This model was designed to capture the talents, the strengths and the experiences that students of color bring to their college environment and how it impacts the broader learning environment.

- Hopes and dreams for the future
- Intellectual and social skills attained through proficiency in multiple languages
- Varied experiences and deep knowledge of diverse cultures
- Access to diverse networks of people and community
- Skills for navigating social institutions

Senior Vice Chancellor Anderson: We will provide some data relative to our context and some changes we have seen over the last number of years on some factors we know impact the success of our students. We know that financial need and academic preparation remain significant determinants of student success for us.

Trustee Janezich: What is the average age of our students at our institutions?

Senior Vice Chancellor Anderson: I believe it is mid to late twenties but we will need to get back to you on that.

Dr. Sue Carter: Shares data

One of the universities had closed the gap for the most recent entering cohort. This is an opportunity for us to look deeper into what is happening on that campus, what programs are in place to try to identify practices that can be shared and potentially used at other campuses.

Trustee Janezich: Which campus?

Dr. Sue Carter: I don't have that information with me but we can get that for you.

Senior Vice Chancellor Anderson: Staff in ASA are in the process of working with all of our Colleges and Universities to identify which high impact and promising practices each institution is utilizing, what they have learned thus far from an outcome standpoint and what direction they think it would be helpful for us to engage in relative to enterprise-wide efforts.

A key component of our Next Gen computer system is to have a component that will give us the ability to track data around interventions and other kinds of student experiences that get folded into our analysis both from a predictive analysis and from an understanding results standpoint.

Dr. Pickett: The success of our efforts hinge on aligning all of our student success work and strategy with current and emerging initiatives under way across the System. Scaling practices and understanding that qualitative approaches to research are also a component to this work.

Trustee Cowles: Could you please elaborate on “Equity minded strategic enrollment management”

Senior Vice Chancellor Anderson: When talking about strategic enrollment in the System, we talk about a different lens that we take towards how we think about both academic affairs and student affairs. So strategic enrollment management really involves being intentional about the portfolio of programs that are offered within regions and across the state, understanding the workforce needs of the local and broader community, understanding the students that are in our marketplace and how we both recruit those students and retain them and being strategic around managing the enrollment, then supporting them during their time at the institution and including the support and connection after they leave. How does the work impact our student and remain equitable for all students.

Trustee Janezich: Question of recruitment was on my mind. How are we going to get the kids in and letting their parents know that it is affordable. How to get them in becomes the most important part.

Senior Vice Chancellor Anderson: We are very mindful of the need to re-educate families and communities about what we do and what the different pathways are so that students can see themselves in pathways they never thought about or never knew were actually attainable.

Trustee Janezich: Are we sitting down with the tradespeople, the labor force? Do we have a relationship there where we are talking about how we can do this?

Senior Vice Chancellor Anderson: Absolutely. At this point the relationships have primarily been at the campus level, individual program to program and local community levels but as we move into this next year and are executing some strategy around how we approach this work, we will have more broad conversations that would include more of a systemic enterprise view.

Trustee Janezich: Just a quick comment – they can help us with our budget too, then.

Trustee Cowles: If you look back at the data and improvement in persistence results. For those who seem to be succeeding by this metric, are they receiving more funds or as an equity driven organization, are we directing to those institutions who need more resources in order to succeed?

Senior Vice Chancellor Anderson: Yes, it is funding for doing better and is based on the number of students beyond the successful amount.

Trustee Cowles: Are we restricting the allocation of these funds in any way?

Senior Vice Chancellor Anderson: They are not restricted when they are sent out to the Institutions. However we do have access and opportunity funds which are pushed out to campuses on the basis of the demographics of their students.

Chancellor Malhotra: I want to go back to the discussion on strategic enrollment. There are really three components, one is enhanced access drawing students from communities that historically have low participation rates. Another is meeting the needs of these students over the lifecycle. And third one is embedded in the whole discussion about equity by design and student success. The intersection of student success, strategic enrollment management, enhanced access and looking at all this through the equity lens they all come in together.

President Kennedy: Three primary practices got us started in strengthening our institutional capacity for our greatest opportunity:

- 1 Openly Sharing Data
- 2 Articulating enrollment management that impacts everyone's positions
- 3 Looking through the eyes of Vincent Tinto, he has been the guru of student success and we like to ensure that we are using his practices and procedures. He says that improving student success is about supporting student motivation to persist and eliminating the barriers

President Arthur: We have a Student Success Council. They prioritize three actions for this year.

- 1 Focus on our advising models and their effectiveness
- 2 Improvement of student orientation for which we do not charge a fee
- 3 Student course registration

We have a Strategic Enrollment Management Council. This year they focused on aggregating all the data we have about students and creating student profiles.

We have an Equity and Inclusion Council. They are reviewing all our policies and procedures for differential impact.

We have an American Indian Advisory Council.

Chair Ananya: President Arthur - please provide more information on the Inclusion Council that you mentioned.

President Arthur: The members are broadly representative, chaired by our Chief Diversity Officer and a faculty member. There are also sub committees that have

representation as well as students and student bargaining units. Their Charter is to help to consider all the ways that we can achieve equity and inclusion on our campus.

Chair Ananya: That sounds like a best practice. Dr. Pickett – is that something we are using as a best practice across the System?

Dr. Pickett: In working with the Diversity Officers across the campuses, we have shared the models that are present in institutions like Metropolitan State with other campuses, so absolutely.

Trustee Ajuo: Do we know why students often take so long to complete their degree?

President Arthur: There are a variety of personal experiences including financial that contribute to why they may stop or go more slowly through their program. But there is room for everybody to get their degree whether they are 20 or 70.

Chair Cirillo: What keeps me awake at night is 50% completion is a terrible number. If you believe we are in a mechanical system the best you can do is linear – whatever you put in you get out. But going to an organic model which is what we have done there are two words, one is cascade and the other is autocatalytic. What happens in an organic system is as you start to align the system it picks itself up and gets faster and once you get to a certain tipping point you get what is called a cascade and it is changed completely so what gives me hope here is we will get to a tipping point and a cascade so this will change and it will change pretty rapidly if we do it right.

Trustee Cowles: Regarding the question - How can we increase our risk tolerance to better support innovation and reform? From a Board perspective, I would like to hear what the current barriers are to risk tolerance and innovation and reform.

Senior Vice Chancellor Anderson: One example is how you offer reading and writing instruction is to pair a small developmental class with a regular composition class. We are building a culture. This is all new. Assessing financial risk and balancing different tensions.

Chancellor Malhotra: There is also the element of capacity. You need to develop an information set. Some of that foundational work needs to be done on which this work can be accelerated.

Dr. Pickett: We need to be intentional about understanding a conversation about dexterity for the system and for institutions to give them an opportunity to be flexible to react to change, capacity certainly is a big part of the conversation but the nuances around the dexterity of our various institutions when we think about how we react to change and contextual environments. We think about, particularly from an equity standpoint, allowing certain institution some flexibility to impact different populations.

That is paramount in our state given the demographic shifts. The ability to try, fail, and then adapt is a big part of the work.

***Meeting Adjourned 4:40 pm
Meeting minutes prepared by Kathy Pilugin
5/23/2018***

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 20, 2018

Title: Mission Statement: Minnesota State Community and Technical College

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

The mission of Minnesota State Community and Technical College is being presented for Board approval. The mission meets the criteria in Board Policy 3.24 Institution Type and Mission, and System Mission, Part 4: Approval of College or University Mission Statements.

Scheduled Presenter(s):

Peggy Kennedy, President, Minnesota State Community and Technical College
Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

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

BOARD ACTION ITEM

**Mission Statement:
Minnesota State Community and Technical College**

BACKGROUND

The revised mission statement of Minnesota State Community and Technical College is being presented for Board approval. The mission and vision meet the criteria identified in Board Policy 3.24 Institution Type and Mission, and System Mission, Part 4: Approval of College or University Mission Statements.

Current Mission Statement:

M State's mission is to provide accessible education with vigor and integrity to diverse learners, preparing them for dynamic living, working and serving.

Proposed Mission Statement:

Minnesota State Community and Technical College specializes in affordable, exceptional education, service, and workforce training. We welcome all students and engage them in shaping their futures and communities.

The following are notable elements that led to the revised mission statement:

- Stakeholder feedback resulted in the addition of the word *affordability* to the revised mission statement. Affordability is of utmost importance to students and their families.
- Stakeholder feedback on the powerful impact of our welcoming and caring staff and faculty resulted in the addition of the word *welcome* to the mission statement.
- Stakeholder feedback on the importance and effectiveness of our workforce training programs resulted in the addition of the phrase *workforce training*.
- The addition of the phrase *engage them in shaping their futures and communities* places greater emphasis on the unique potential and accomplishments of our students.
- The complete name of the College was added to more clearly state our identity as a community and technical college.
- The revised mission statement is more specific than the current mission statement.

Current Vision Statement:

A success story for every student and stakeholder.

Proposed Vision Statement:

A success story for every student.

The proposed statement keeps the student at the center of our vision. Our revised vision will help to better guide our stakeholder relationship development. It will ensure that we have fully evaluated and can articulate how our partnerships and stakeholder relationships support student success.

The college vision and mission respond to the following elements in system procedure:

1. The alignment of the proposed mission with the system mission and statewide needs;
The revised mission and vision relies on and aligns with the system strategic framework:
 - Ensure access to an extraordinary education for all Minnesotans.
Inclusion of “welcome all,” “exceptional” and “affordable” align with the system.
 - Be the partner of choice to meet Minnesota’s workforce and community needs.
Inclusion of “education” “workforce training” and “shaping their communities” align with the system.
 - Deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option.
Inclusion of “affordable” and “exceptional” align with the system.

In addition to the alignment with the system in the proposed mission and vision, there is direct alignment with system priorities in the College’s pillars of success and values. The pillars of success are *Student Success, Culture of Excellence, Equity and Inclusion, Financial Sustainability, and Strategic Partnerships*. The strategic plan identifies specific, measureable, achievable, relevant and time-bound (SMART) goals that correspond with each pillar. Further, the College values of *Integrity, Inclusion, and Innovation* align with the system strategic framework as follows:

- *Integrity* – Aligns with being sincere and honest partners and responsible stewards of resources to deliver the highest value/most affordable higher education option.
 - *Inclusion* – Aligns with respecting and accepting and celebrating all people for who they are to ensure access to an extraordinary education for all Minnesotans.
 - *Innovation* – Aligns with using the power of our four campuses and strategic partnerships to be the partner of choice to meet Minnesota’s workforce and community needs.
2. The extent to which the college or university will meet expectations of statute and how it relates to other institutions of higher education;
The proposed revision does not change the extent to which the college will meet expectations of statute or how the college relates to other institutions of higher education. Minnesota State Community and Technical College will remain a comprehensive community and technical college governed by statutes, accreditation requirements and the policies of the Board of Trustees.
 3. The array of awards it offers;
The proposed revision of the mission statement does not change the array of awards offered by Minnesota State Community and Technical College.
 4. The compliance of the college or university mission with statute, policy, and regional accreditation requirements;
Minnesota State Community and Technical College will remain a comprehensive community and technical college governed by statutes, accreditation expectations of the Higher Learning Commission and Board of Trustees policies and procedures. The new Minnesota State Community and Technical College mission statement is more direct than our previous mission statement, and a broad base of stakeholder feedback was incorporated into the development of the revised statement.

5. The consultation with faculty, students, employers, and other essential stakeholders; The College started a comprehensive strategic planning process in June of 2017. The steps in the process included:

June-August, 2017 – Determined planning resources, assignments and overall goals

August, 2017-February, 2018 – Gathered and reviewed input/data from:

- Employee Personalized Assessment of the College Environment (PACE) survey
- Employee threats, weaknesses, opportunities, strengths analysis (TOWS)
- Student surveys
- Student focus groups
- Student government association appreciative inquiry interviews
- Institutional key performance indicators
- System accountability dashboard measures

January, 2018-February, 2018 – Gathered and reviewed input/data from:

- HLC systems portfolio feedback
- DEED data/labor market trends
- External stakeholder survey (workforce partners, foundation board members, K12 partners, employers, agency partners)
- National higher education trends/higher education association reports
- MN Student Longitudinal Educational Data System (SLEDS) trends

February, 2018 – Engaged in data analysis and synthesis, gap analysis of process, and progress check

March and April, 2018

- Drafted revised mission statement, vision statement and values
- Conducted an employee and student survey focused specifically on the mission statement, vision and values

May, 2018 – Presented draft of mission statement, vision and values to all employees at the spring in-service and conducted an employee engagement exercise

May-July, 2018

- Present revised mission statement to the Board of Trustees for approval
- Submit for Higher Learning Commission review
- Finalize publications, communications, and web page redesign
- Refine strategic plan SMART goals

July, 2018

– Implementation retreat including faculty and bargaining unit leaders, the leadership team and the strategic planning workgroup

August, 2018 to June 30, 2021

- Ongoing implementation and evaluation of progress
- Evaluation of process survey for employees and students

It is important to note that one of the stated goals of the comprehensive strategic planning process involved securing more broad-based input from internal and external stakeholder groups. The College achieved that goal and utilized the input from over 800 stakeholders in the development of the revised mission statement, vision statement, values and pillars of success.

Specifically, the College offered formal input opportunities to the following stakeholders:

- All students
- All employees
- Five student focus groups, involving over 100 students
- Academic Affairs and Standards Council
- Faculty Shared Governance Council
- Diversity and Inclusion Committee
- Human Resources Department
- Faculty Division Chairs
- Combined Leadership Group
- Strategic Planning Workgroup
- College President's General Advisory Council
- Foundation board members
- Workforce Development Solutions customers
- Fargo/Moorhead/West Fargo Chamber of Commerce
- Fargo/Moorhead Economic Development Council Board of Directors
- Fergus Falls Chamber of Commerce
- Detroit Lakes Chamber of Commerce
- Wadena Rotary
- K-12 Partners

RECOMMENDED COMMITTEE ACTION

Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the mission of Minnesota State Community and Technical College.

RECOMMENDED MOTION

The Board of Trustees approves the mission of Minnesota State Community and Technical College.

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 20, 2018

Title: Proposed amendment to Policy 3.4 Undergraduate Admissions – First Reading

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The policy was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

EDUCATION ABROAD PROGRAMS – FIRST READING

BACKGROUND

Board Policy 3.4 Undergraduate Admissions was adopted by the Board of Trustees on January 18, 1995 and implemented on July 1, 1995. The policy was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment updates the policy language to reflect best practices for admissions in our system and in higher education. The amendment relocates the more detailed policy information to the accompanying System Procedure 3.4.1 Undergraduate Admissions. The new writing and formatting styles were also applied to the policy.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – FIRST READING		
Chapter 3	Chapter Name	Educational Polices
Section 4	Policy Name	Undergraduate Admissions

3.4 Undergraduate Admissions

Part 1. Purpose.

To establish standards that facilitate the admission process for prospective students.

Part 21. Definitions.

Subpart A. Admission.

~~Admission means a~~ A student's initial entrance into a Minnesota state college or university as a candidate for a certificate, diploma, or degree.

Subpart B. College.

~~College means a System institution~~ A college authorized to offer certificates, diplomas, and associate degrees.

Subpart C. University.

~~University means a System institution~~ A university authorized to offer certificates, ~~diplomas,~~ and associate, bachelors, masters, doctoral and professional degrees. ~~at the associate level and above.~~

Subpart D. Academic or Career Program.

~~Academic or career program means a major, minor, concentration, or emphasis offered by the college or university.~~

Subpart E. International Student.

~~International student means a~~ A student who is required to be registered under the federal Student and Exchange Visitor Information System (SEVIS).

Part 32. Admissions.

Consistent with their specific missions, colleges and universities shall consider for admission students who are able to benefit from the educational offerings ~~of an institution.~~

Colleges shall be committed to open admissions with required minimum standards. Universities shall set admissions standards based on student achievement of a high school diploma or its equivalent, completion of specific high school courses, and academic performance standards.

34 All institutions colleges and universities shall provide clear, accessible information to potential students
35 regarding admissions requirements, as well as the appropriate level of academic preparation
36 necessary for success in specific programs of study.

37
38 Academic and career programs may have additional admission requirements. Admission to a college or
39 university does not guarantee subsequent admission to a specific such programs. Academic, fiscal, and
40 facilities considerations may limit admission to particular programs, colleges or universities, or
41 institutions.

42
43 ~~**Part 3. State College Admission Requirements.**~~

44 ~~Colleges are committed to open admissions with the following requirements:~~

- 45
46 1. ~~The basic requirement is a high school diploma or General Educational Development (GED)~~
47 ~~certificate.~~
- 48 2. ~~A person who **has neither** a high school diploma nor **a GED certificate** may be admitted if, at the~~
49 ~~discretion of the college, that person demonstrates potential for being a successful college~~
50 ~~student, based on a passing score on an approved Ability to Benefit Test.~~
- 51 3. ~~Admission to a college does not guarantee **admission to** college-level courses as provided for in~~
52 ~~**Board Policy 2.3 Assessment for College Readiness.**~~

53
54 ~~**Part 4. State University Admission Requirements.**~~

55 ~~Subpart B. Universities. Admission to universities in the system shall be based on the achievement~~
56 ~~of a high school diploma and preparation standards in specific subject areas **as noted below.**~~

57
58 ~~**Subpart A. New first year students.**~~

59 ~~To be considered for admission to a university as a new first year student, students shall have~~
60 ~~completed courses determined to be college preparatory in the following pattern or which provide~~
61 ~~mastery of equivalent competencies in grades 9-12.~~

- 62
63 1. ~~Required Academic Core consisting of:~~
 - 64 a. ~~4 years of English (including composition, literature, and speech)~~
 - 65 b. ~~3 years of mathematics (2 years of algebra, of which one is intermediate or advanced~~
66 ~~algebra, and 1 year of geometry)~~
 - 67 c. ~~3 years of science (at least 1 year each of a biological and physical science, with all courses~~
68 ~~including significant laboratory experience)~~
 - 69 d. ~~3 years of social studies (including 1 year each of geography and U.S. history)~~
 - 70 e. ~~2 years of a single world language (including non-English native languages and~~
71 ~~American Sign Language)~~
 - 72 f. ~~One year of arts (visual arts and the performing arts of theater, music, dance and media~~
73 ~~arts)~~
- 74
75 2. ~~Academic Performance Requirement. In addition to the preceding subject area requirement,~~
76 ~~new first year students shall have a rank in their high school graduating class in the top 50% or a~~
77 ~~composite score on the ACT, the PSAT, or the SAT, at or above the 50th percentile on the~~

78 national norms. If a student's high school does not rank graduates, an unweighted grade point
79 average of at least 3.0 shall be deemed to meet the class rank requirement. Individual
80 universities may set higher test score, grade point average, or class rank requirements.

81
82 Universities shall include consideration of Minnesota Comprehensive Assessment (MCA) scores
83 for Minnesota high school students that completed the grade 10 Reading MCA and/or the grade
84 11 Mathematics MCA and submitted documentation of such test score results.

85
86 **Subpart B. Transfer students.**

87 ~~Students transferring to a state university from any other college or university must have a level of~~
88 ~~academic achievement that is at least equal to the standard required for good academic standing at~~
89 ~~the transfer institution. In addition, students who did not complete the preparation requirements~~
90 ~~in high school may be admitted according to the following:~~

- 91
92 1. ~~Students who have completed an Associate in Arts degree from a Minnesota community~~
93 ~~college and the world language requirement shall be judged to have met all preparation~~
94 ~~requirements.~~
- 95 2. ~~Students who have completed the Minnesota Transfer Curriculum and the world language~~
96 ~~requirement shall be judged to have met all preparation requirements.~~
- 97 3. ~~Students who wish to transfer from a two year or four year college or university shall have~~
98 ~~completed sufficient college or university credits that are judged by the receiving~~
99 ~~institutions to have satisfied all high school preparation deficiencies.~~
- 100 4. ~~Students whose college or university credits were completed before implementation of the~~
101 ~~preparation requirements (1994) shall be reviewed individually at each university on the~~
102 ~~basis of university guidelines consistent with its mission.~~

103
104 **Subpart C. Out of state students.**

105 ~~The high school preparation requirements and exceptions shall apply to students who have~~
106 ~~graduated from high schools in states other than Minnesota.~~

107
108 **Subpart D. Exceptions.**

109 ~~Individual universities may make exceptions to the requirement set forth in subparts A and B~~
110 ~~above.~~

- 111
112 1. ~~New first year students who are admitted with deficiencies shall be advised to make up~~
113 ~~those deficiencies during their first year of enrollment.~~
- 114 2. ~~Other students with deficiencies shall be required to make up the deficiency within the first~~
115 ~~year of enrollment. [Standard practice equates two years of high school world language~~
116 ~~instruction with one year of college level world language instruction.]~~
- 117 3. ~~Universities shall document the reasons for granting exceptions and maintain adequate~~
118 ~~records to determine the academic success of students admitted under these exceptions.~~

119
120 **Part 5. Procedure.**

121 ~~The Chancellor shall develop a system procedure to implement the provisions of Board Policy 3.4,~~
122 ~~including requirements for consistency in administering admissions processes.~~

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 20, 2018

Title: Proposed amendment to Policy 3.35 Credit for Prior Learning – First Reading

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

The policy was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

The policy language reflects best practices for assessing and awarding credit for prior learning (CPL). The amended Policy 3.35 covers all types of CPL, and merges Policies 3.15 Advanced Placement Credit, 3.16 International Baccalaureate Credit and 3.33 College-Level Examination Program (CLEP) Credit into Policy 3.35.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

CREDIT FOR PRIOR LEARNING – FIRST READING

BACKGROUND

Board Policy 3.35 Credit for Prior Learning was adopted by the Board of Trustees on September 17, 2008 and implemented on March 1, 2009. The policy was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

PROPOSED AMENDMENT

The proposed amendment updates the policy language to reflect best practices for assessing and awarding credit for prior learning (CPL). The amended Policy 3.35 covers all types of CPL. The amendment merges Policies 3.15 Advanced Placement Credit, 3.16 International Baccalaureate Credit and 3.33 College-Level Examination Program (CLEP) Credit into Policy 3.35.

Within Minnesota State, prior learning is separated into three categories which the corresponding system procedures address; System Procedures 3.35.1 CPL – External Assessments, 3.35.2 Internal College & University Assessments, and 3.35.3 Military Courses and Military Occupations.

The new writing and formatting styles were also applied to the policy.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – FIRST READING		
Chapter 3	Chapter Name	Educational Polices
Section 35	Policy Name	Credit for Prior Learning

3.35 Credit for Prior Learning

Part 1. Purpose.

~~The purpose of this policy is to require system colleges and universities to~~ To provide students with opportunities to demonstrate competence at the college- and university-level from learning gained in ~~non-credit or experiential settings through learning experiences outside of a college or university credit-bearing course~~ and to establish consistent practices among ~~all system~~ colleges and universities for evaluating and ~~granting~~ awarding undergraduate or graduate credit for ~~such~~ prior learning.

Part 2. Authority

Minn. Stat. § 197.775 Higher Education Fairness requires the awarding of credit for veteran’s military training or service. Minn. Stat. § 120B.13 Advanced Placement and International Baccalaureate Programs requires Minnesota State to award credit for Advanced Placement (AP) and International Baccalaureate (IB). Minn. Stat. § 120B.131 College-Level Examination Program (CLEP) requires Minnesota State to award credit for College-Level Examination Program (CLEP) examinations. Minn. Stat. § 120B.022 Elective Standards requires Minnesota State colleges and universities to establish criteria for translating world language certificates and seals into academic credit.

~~**Part 2. Institutional Policy and Procedure.**~~

~~Each system college and university shall provide students a means for evaluation of prior learning and shall develop policies and procedures consistent with Procedure 3.35.1 Credit for Prior Learning.~~

Part 3. Definitions

Credit for prior learning

Academic credit awarded for demonstrated college- and university-level learning gained through learning experiences outside college or university credit-bearing courses and assessed by academically sound and rigorous methods and processes.

Credit for prior learning (CPL) - external assessments

Assessment methods and processes at the colleges or universities of Minnesota State that could result in credit for prior learning achieved and assessed through a nationally recognized third-party assessment agency or organization, regionally or nationally accredited postsecondary institution, or noncredit instruction. Students demonstrate a level of proficiency that is recognized through

35 curriculum, instruction, program, or a standardized exam. CPL external assessment types may
36 include, but are not limited to, AP, IB, CLEP, and other national standardized assessments, world
37 languages seals and certificates, industry recognized credentials, licenses, and certifications, and
38 noncredit instruction in programs such as registered apprenticeships, continuing education, and
39 customized training.

40
41 **Credit for prior learning (CPL) - internal college/university assessments**

42 College or university assessment methods and processes used by Minnesota State faculty members
43 to assess students' demonstrated learning and/or competence. Such assessments determine
44 competence-to-credit comparability, course-equivalency or individualized subject status, and
45 application to degree requirements or electives. CPL internal assessment types may include, but
46 are not limited to, credit by exam, prior learning portfolio assessment, individualized subject-area
47 assessment, group or seminar assessment, and competency-based assessment.

48
49 **Military courses**

50 A curriculum with measurable outcomes and learning assessments that service members are
51 required to successfully complete based on their military occupation.

52
53 **Military occupations**

54 A service member's job(s) while in the military.

55
56 **Prior learning**

57 Learning gained in life, community and/or work-based settings, and through experiences outside of
58 the college or university credit-bearing course, including but not limited to independent study, life
59 experience and reflection, non-credit study programs, career education, continuing education,
60 online learning or instruction, and training or certificate programs. The learning occurs "prior to"
61 the student's request for assessment at a college or university.

62
63 **~~Part 3. Compliance with Legislation.~~**

64 ~~Each system college and university shall grant credit for prior learning for a veteran's military training~~
65 ~~or service in compliance with Subd. 2 of Minnesota Statutes §197.775.~~

66
67 **Part 4. Opportunities for Students**

68 Colleges and universities shall provide current, comprehensive, and accessible information on
69 opportunities to obtain credit for prior learning to prospective and admitted students as part of degree
70 planning and advising. Colleges and universities shall provide opportunities for enrolled students to
71 demonstrate college- and university-level learning achieved through prior learning experiences outside
72 of the college or university credit-bearing course that is applicable to their courses, programs, or
73 degree requirements. Credit for prior learning opportunities may include CPL external assessments,
74 CPL internal college/university assessments, and/or military courses and military occupations according
75 to System Procedure 3.35.1 Credit for Prior Learning - External Assessments, System Procedure 3.35.2
76 Credit for Prior Learning - Internal Assessments, and System Procedure 3.35.3 Military Courses and
77 Military Occupations.

79 ~~Information Dissemination.~~
80 ~~Each system college and university shall provide accessible and timely information to prospective and~~
81 ~~admitted students regarding opportunities for credit for prior learning.~~

82
83 **Part 5. Awarding Credit for Prior Learning**

84 Colleges and universities shall determine the credit award for students who demonstrate prior learning
85 consistent with system procedures and through processes and methods of external assessment,
86 internal college/university assessment, and/or for military courses or occupations. Credit awarded for
87 prior learning may fulfill general, technical, Minnesota Transfer Curriculum (MnTC),
88 program/major/minor, and/or elective courses.

89
90 **Part 6. College and University Transfer of Credit for Prior Learning**

91 Credit awarded for prior learning by a college or university must be accepted in transfer by the
92 receiving college or university in accordance with System Procedure 3.21.1 Undergraduate Course
93 Credit Transfer.

94
95 **Part 7. Credit for Prior Learning Appeals**

96 Colleges and universities shall establish an appeals process that may be used by students who are
97 denied credit requested for prior learning.

98 **3.15 Advanced Placement Credit**

99
100 ~~**Part 1. Purpose.** The purpose of this policy is to establish common practices among all Minnesota State~~
101 ~~Colleges and Universities for granting credit based on student performance on Advanced Placement~~
102 ~~(AP) examinations.~~

103
104 ~~**Part 2. Definition.**~~

105
106 ~~**Advanced Placement:** Advanced Placement (AP) is a program of The College Board through which a~~
107 ~~secondary student completes college-level courses that are designated as AP in high schools. A student~~
108 ~~may earn college credits by demonstrating a specified level of performance on AP examinations. The~~
109 ~~AP examinations, which are scored on a 5-point scale, can be taken by any student who feels prepared~~
110 ~~by independent study or other preparation as well as by students who complete AP courses.~~

111
112 ~~**Part 3. Credit for Advanced Placement.** Minnesota State Colleges and Universities shall grant credit~~
113 ~~for scores of 3 or higher on AP examinations according to Procedure 3.15.1 Advanced Placement Credit.~~

114
115 ~~Related Documents:~~

- 116 ~~• Procedure 3.15.1 Advanced Placement Credit~~

117
118 ~~Policy History:~~

119

120 *Date of Adoption:* _____ 7/17/96

121 *Date of Implementation:* _____ 7/17/96

122

123 **Date & Subject of Revisions:**

124

125 4/19/06—Amended the Policy title to include the word "Credit." Amended Part 1 to "grant" credit
126 (instead of "award" credit). Amended Part 2, Advanced Placement definition language. Amended Part 3
127 to refer to the procedure and deleted 1-5.

128 There is no additional HISTORY for policy 3.15.

129

130

131

132

133

134

135

136 **3.16 International Baccalaureate Credit**

137

138 **Part 1. Purpose.**

139 The purpose of this policy is to establish consistent practices among all Minnesota State Colleges and
140 Universities for granting credit based on students performance on International Baccalaureate (IB)
141 examinations or completion of an IB diploma.

142

143 **Part 2. Definition.**

144

145 **Subpart A. International Baccalaureate (IB) program.** The IB program is an internationally
146 recognized program through which a secondary student completes a comprehensive curriculum of
147 rigorous study and demonstrates performance on IB examinations. A student may present a full IB
148 diploma or a certificate recognizing specific higher level or standard level examination scores.

149

150 **Subpart B. Higher level IB examinations.** Higher level IB examinations assess work for higher level
151 courses which generally involve significant breadth and depth of learning. They represent a
152 recommended 240 teaching hours.

153

154 **Subpart C. Standard level IB examinations.** Standard level IB examinations assess work completed at
155 a narrower or less rigorous level than the higher level examinations. They represent a recommended 150
156 teaching hours.

157

158 **Subpart D. IB Diploma.** The IB diploma covers six subjects and is awarded to students who achieve
159 specified scores on three higher level and three standard level examinations or four higher level and two
160 standard level examinations.

161

162 **Part 3. International Baccalaureate Policy.**

163 Minnesota State Colleges and Universities shall grant credit for scores of 4 or higher on individual IB
164 examinations or successful completion of the IB diploma according to Procedure 3.16.1 International
165 Baccalaureate Credit.

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Related Documents:

- ~~Procedure 3.16.1 International Baccalaureate Credit~~
-

Policy History:

~~Date of Adoption: 7/16/96,~~

~~Date of Implementation: 7/16/96,~~

~~Date & Subject of Revisions:~~

~~4/18/07 wording changes throughout. Divided Part 2 into subparts, and added language for subparts B-D. New language for Part 3, deleted numbers 1-3.~~

~~There is no additional HISTORY for policy 3.16.~~

3.33 College-Level Examination Program (CLEP) Credit

Part 1. Purpose. ~~The purpose of this policy is to establish consistent practices among all Minnesota State Colleges and Universities for granting credit based on student performance on College Level Examination Program (CLEP) examinations.~~

Part 2. Definitions. ~~College Level Examination Program (CLEP). CLEP is a testing program of The College Board designed to measure prior learning. A student may earn college credits by achieving a specified level of performance on a CLEP examination.~~

Part 3. Credit for College Level Examination Program. ~~Minnesota State Colleges and Universities shall grant credit for CLEP examinations according to Procedure 3.33.1.~~

Related Documents:

- ~~Procedure 3.33.1 College Level Examination Program (CLEP) Credit~~
-

Policy History:

~~Date of Adoption: 04/19/06,~~

~~Date of Implementation: 04/19/06,~~

~~Date & Subject of Revisions:~~

~~There is no additional HISTORY for policy 3.33.~~

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 20, 2018

Title: Proposed NEW Policy 3.42 Posthumous Academic Award – First Reading

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The proposed new policy authorizes colleges and universities to confer posthumous academic awards to students who become deceased before completing their degree, diploma, or certificate.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

POSTHUMOUS ACADEMIC AWARDS – FIRST READING

BACKGROUND

Proposed new Board Policy 3.42 Posthumous Academic Awards was created to address a situation that unfortunately arises every year.

PROPOSED NEW POLICY

The proposed new policy authorizes colleges and universities to confer posthumous academic awards. The corresponding System Procedure 3.42.1 Posthumous Academic Awards reflects the best practices in higher education for awarding a degree, diploma, or certificate to a student who becomes deceased before completing their education.

The proposed new policy was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – FIRST READING		
Chapter 3	Chapter Name	Educational Polices
Section 42	Policy Name	Posthumous Academic Awards

1 **3.42 Posthumous Academic Awards**

2

3 **Part 1. Purpose**

4 To recognize the work and achievements of a student who completed a significant amount of the
5 requirements for a degree, diploma, or certificate but becomes deceased before the degree, diploma,
6 or certificate is conferred.

7

8 **Part 2. Definition**

9

10 **Posthumous Academic Award**

11 A degree, diploma, or certificate awarded after the recipient’s death.

12

13 **Part 3. Authorization**

14 Colleges and universities may confer posthumous degrees, diplomas, or certificates in compliance with
15 system procedures.

**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: June 20, 2018

Title: Transfer Pathways Update

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The purpose of this board presentation is to provide an update on the progress of the Transfer Pathways initiative.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Kim Lynch, Interim Associate Vice Chancellor for Academic Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

TRANSFER PATHWAYS UPDATE

BACKGROUND

In 2014, legislation directed Minnesota State Colleges and Universities to develop a plan to address certain transfer problems through the creation and implementation of statewide curricular pathways to aid students in transfer. Minnesota State provided such a plan in March 2015, to which the legislature responded with session law requiring Minnesota State to implement the transfer pathways plan.

The Transfer Pathways project is a Minnesota State systemwide effort to respond to transfer challenges through the implementation of multi-campus curricular pathways for students pursuing associate in arts, associate in science, and associate in fine arts degrees to complete baccalaureate degrees at the system's universities without accumulating excess course credits.

The goals of the project include:

- Create opportunities to streamline transfer for all students who intend to prepare for the bachelor's degree by completing an associate degree at a two-year college.
- Facilitate communication and collaboration among faculty in the same discipline at all of the system's institutions.
- Generate savings on many levels, including cost to students, time to degree completion, and administrative overhead to maintain articulation agreements.

Implementation of the transfer pathways plan began in spring 2016 with the first four pilot pathways. Twenty-six total pathways were developed over the course of a year and a half. Campus implementation of the pilot pathways began in fall 2016, offering the programs in fall 2017. Implementation of the remaining 22 pathways will continue through spring 2020.



June 20, 2018

Academic and Student Affairs Committee

Transfer Pathways Update

Board of Trustees

Minnesota State

Presentation Agenda

- Overview of Transfer Pathways
- Update on implementation efforts to date
- Primary FY18 accomplishments
- Challenges and lessons learned
- FY19 priorities
- Examples of transfer pathways implementation efforts

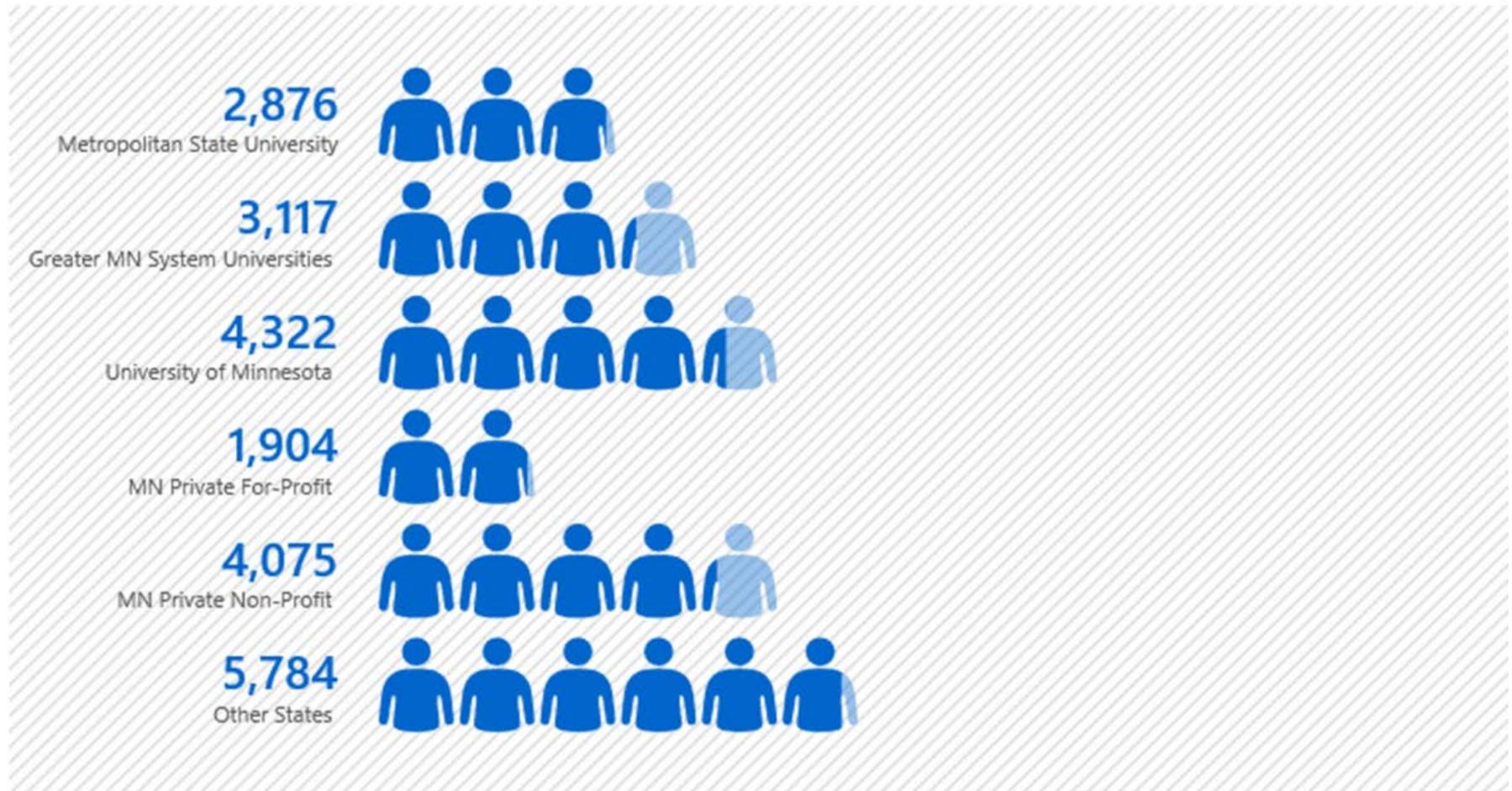


Legislative Action

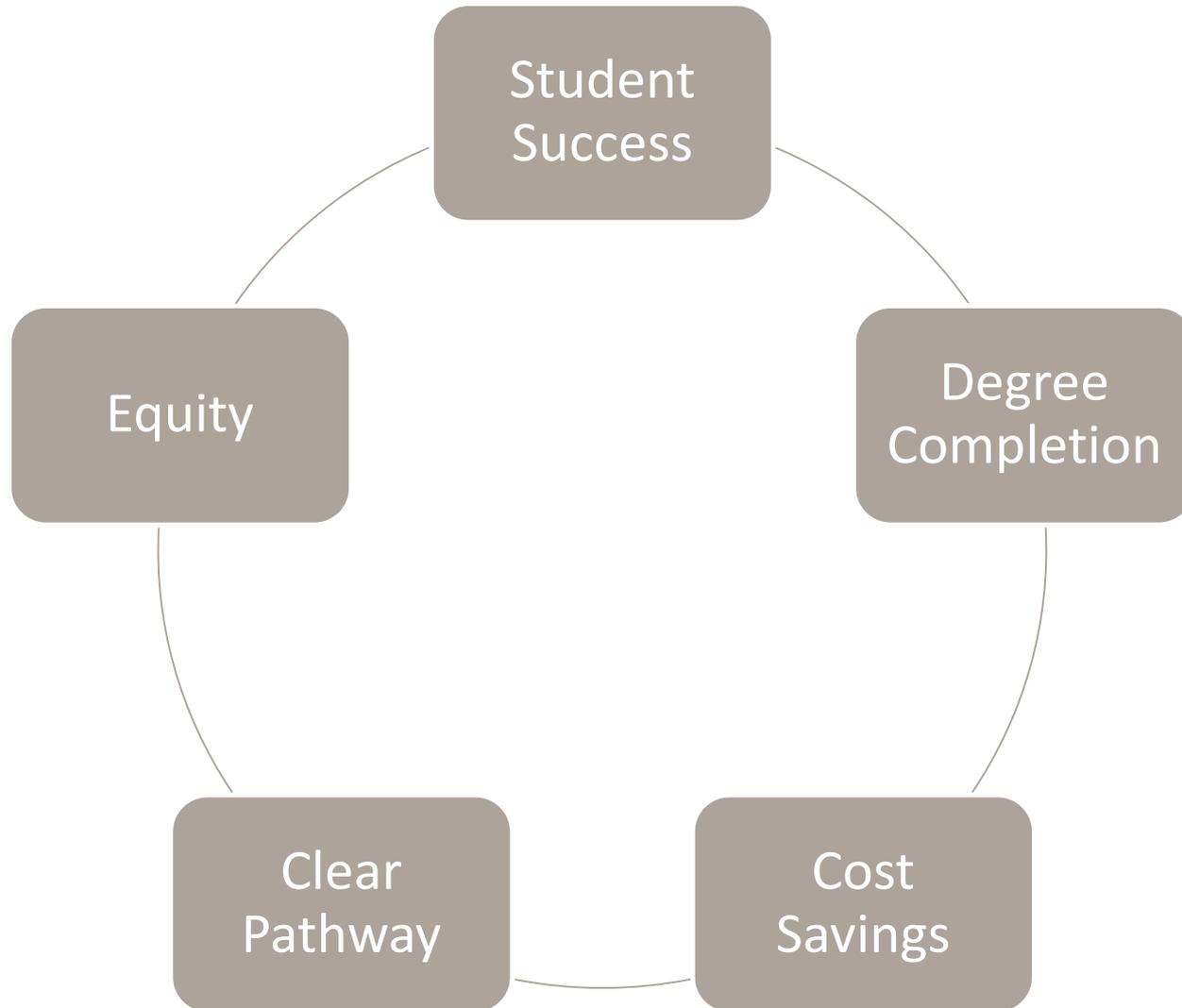
- Lower costs through efficiency with credits and time
- Simpler set of pathways
- “Implement multi-campus articulation agreements that lead to baccalaureate degree completion upon earning the number of credits required minus 60 credits at the system university...”



FY17 Transfer Destinations of Metro area Minnesota State College Students



Biggest WHY of All: Promise of the Greater Good



Guarantees:

The Promises We Made to Students

- All lower-division general education requirements are met
- Full junior status upon successful completion of pathway
- Baccalaureate degree earned with number of required credits minus 60
- Admitted to program if meet or exceed requirements
- Experiential, clinical or applied learning experiences are specified

Students are not disadvantaged in any way by transfer



Key Elements of the Transfer Pathways Plan

- 1 A **Transfer Pathways Coordinating Team**, co-chaired by college and university faculty, will implement the plan 2015-2018.
- 2 **Transfer Pathways Teams in 30 disciplines** will create aligned associate and bachelor's programs for smooth transfer from colleges to universities. The process will be faculty-led, and involve students and transfer and advising staff.
- 3 Implementation will occur in **several phases, 2015-2018**. Four pilot degree pathways will be designed in spring 2016.
- 4 Pathways will address **the great majority of programs** in which students take bachelor's degrees.
- 5 The scope of the project **includes all colleges and all universities** that offer parallel associate and bachelor's degrees.



Transfer Pathways Development and Implementation Timeline

FY15-FY17

- **Faculty-led teams** develop transfer pathway degrees

FY18

- **Implement first four pilot** transfer pathway degrees

FY19-FY20

- **Complete implementation** of remaining transfer pathway degrees



Accomplishments

- ✓ 26 transfer pathways degrees developed by faculty-led teams.
- ✓ 44 pilot transfer pathway degree programs were implemented at 18 colleges during FY18.
- ✓ Over 2,000 students declared a pilot transfer pathway degree in FY18.
- ✓ Transfer Pathways Coordinating Team developed and approved an evaluation and governance plan for transfer pathways.



Challenges and Lessons Learned



FY19 Priorities

- Governance Structure – fall 2018 kickoff
- Maintenance of curriculum
 - Faculty connections
- Marketing and advising
- Transfer and completion
 - Twin Cities Baccalaureate, Transfer Pathways, Minnesota Transfer Curriculum, and Transfer Guarantee



STRATEGIC QUESTIONS FOR CONSIDERATION AND DISCUSSION

1. From your perspective, which of the FY19 priorities need greatest attention? What might we be missing?
2. Ongoing connections between sectors and across disciplines is critical to this work. How might the board help forward those efforts?
3. As we work to bring an equity lens to all of our efforts, how might we do so more fully with transfer pathways?

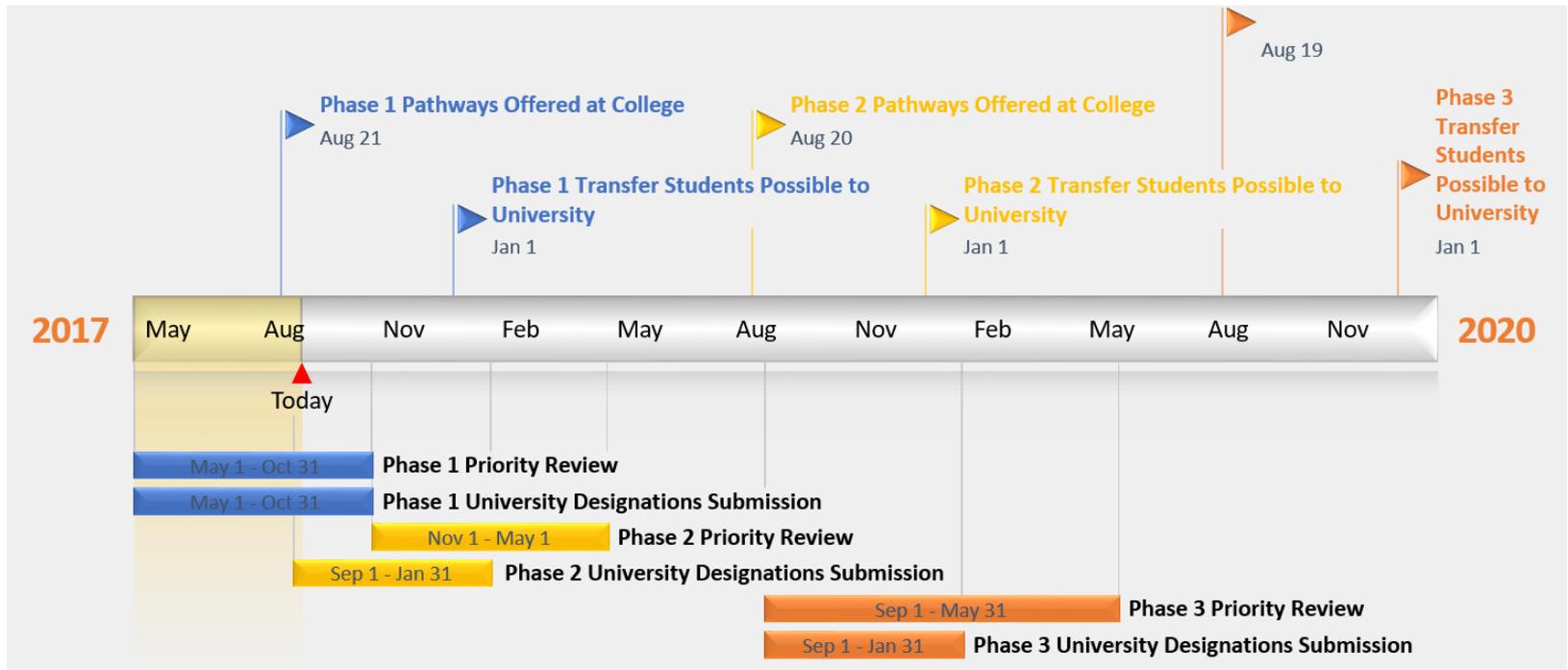


Background Information

- Implementation Timeline
- Transfer Pathways in Each Phase
- Colleges Implementing Transfer Pathways FY18
- Universities Designating Degrees FY18
- College Program Application and Approvals
- Pathways Approved



Implementation Timeline



Transfer Pathways in each Phase

Phase 1 Pathways (Pilots)	Phase 2 Pathways	Phase 3 Pathways
<p>Biology Business Psychology Theatre</p>	<p>Accounting Chemistry Communication Studies Computer Science Economics Exercise Science History Law Enforcement Mass Communication Mathematics Pre-Social Work Spanish</p>	<p>Art CAL Education Criminal Justice Early Childhood Education Elementary Education English Management Information Systems Political Science Sociology Special Education</p>



Colleges Implementing Transfer Pathways FY18

College	#
Alexandria Technical and Community College	1
Anoka-Ramsey Community College	10
Central Lakes College	2
Century College	8
Hennepin Technical College	2
Inver Hills Community College	6
Lake Superior College	6
Minneapolis Community and Technical College	11
Minnesota State College Southeast	5
Minnesota State Community and Technical College	6



Colleges Implementing Transfer Pathways FY18, continued

College	#
Normandale Community College	14
North Hennepin Community College	4
Northland Community and Technical College	1
Pine Technical and Community College	2
Riverland Community College	4
Rochester Community and Technical College	6
St. Cloud Technical and Community College	2
Saint Paul College	3
South Central College	2



University Degree Designations – FY18

University	# of Designated Degrees
Bemidji State University	12
Metropolitan State University	19
Minnesota State University, Mankato	19
Minnesota State University Moorhead	4
Southwest Minnesota State University	13
St. Cloud State University	20
Winona State University	12



College Pathway Degree Applications and Approvals

Pathways Submitted			Pathways Approved		
Pilot	Phase II	Phase III	Pilot	Phase II	Phase III
55	64	18	43	38	4



Number of Pathways Approved

Pilot Transfer Pathways FY18	#	Phase 2 FY19	#	Phase 3 FY20	#	Transfer pathways no longer being pursued
Biology	10	Accounting	9	Art	2	Addiction Studies
Business	14	Chemistry	9	CAL Education		Nursing
Psychology	11	Communication Studies	6	Criminal Justice		Health PE
Theatre	8	Computer Science	5	Early Childhood Ed.		Mechanical Engineering
		Economics	4	Elementary Education		
		Exercise Science	5	English	1	
		History	5	MIS		
		Law Enforcement	2	Political Science	2	
		Mass Communication		Sociology		
		Mathematics	4	Special Education		
		Pre-Social Work	2			
		Spanish	3			

MINNESOTA STATE COLLEGES AND UNIVERSITIES

Agenda Item Summary Sheet

Name: Academic & Student Affairs

Date: June 20, 2018

Title: Twin Cities Baccalaureate Implementation Update

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

This presentation provides an update on the many aspects and associated projects to advance the Twin Cities Baccalaureate Strategy. Among the topics to be addressed are overall oversight and workgroup focus areas, interconnections with other system initiatives, and a focus on collaborative and regional academic program planning. The board will have an opportunity to hear from one of the Minnesota State Centers of Excellence designated by the system regarding collaborative program development efforts within information technology.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
Todd Harmening, System Director for Academic Programs and Collaboration
Wilson Garland, Executive Director, Minnesota State IT Center of Excellence

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

BOARD INFORMATION ITEM

TWIN CITIES BACCALAUREATE IMPLEMENTATION UPDATE

This presentation provides an update on the Twin Cities Baccalaureate Strategy aimed at growing baccalaureate access and success. The following is an overview of the presentation:

- Overview and oversight of strategic elements
- Collaborative and regional academic program planning
- Primary FY18 accomplishments and FY19 priority areas
- Challenges and integration for system strategies
- Discussion



June 20, 2018

Academic & Student Affairs Committee

Twin Cities Baccalaureate Implementation Update

Board of Trustees

Minnesota State

Presentation Overview

- Strategy overview
- FY18 implementation progress
 - Highlighting collaborative academic program development in IT
- Program, enrollment, and degree completion growth to date
- Challenges and integration of system strategies
- FY19 priorities
- Discussion



The Opportunity

Challenge

We need to significantly increase access to and completion of baccalaureate programs in the Twin Cities metropolitan area.

Solution

Bring the power and collaborative capacity of seven state universities together, in partnership with our colleges, to provide student access to a full range of baccalaureate programs and services.



Twin Cities Baccalaureate Strategy

The seven state universities are strategically and collaboratively expanding baccalaureate programming in the Twin Cities metro area

- Anchored by Metropolitan State University
- Complemented by Greater Minnesota universities

Programs are located on metro area college campuses, with the largest concentration of offerings on the western and northwestern metro area campuses

Existing campus facilities are being used without incurring additional capital expenditures for new buildings



Creating the Baccalaureate Student Experience

Vision: Students at Twin Cities area colleges will be able to seamlessly enter a baccalaureate program delivered by a Minnesota State university on the student's home college campus.

- A **visible and consistently designated baccalaureate presence** at most metro area college campuses
- Access to a **range of high demand bachelor's degree programs** available across the Twin Cities region
- Access to **coordinated student services at critical points in student progression**



FY18 Implementation Progress



Governance and Implementation Team Structure



Collaborative Academic Planning and Program Development Model

Bilateral Partnerships

- Local and bilateral dialogue
- No system role

Multilateral Communication

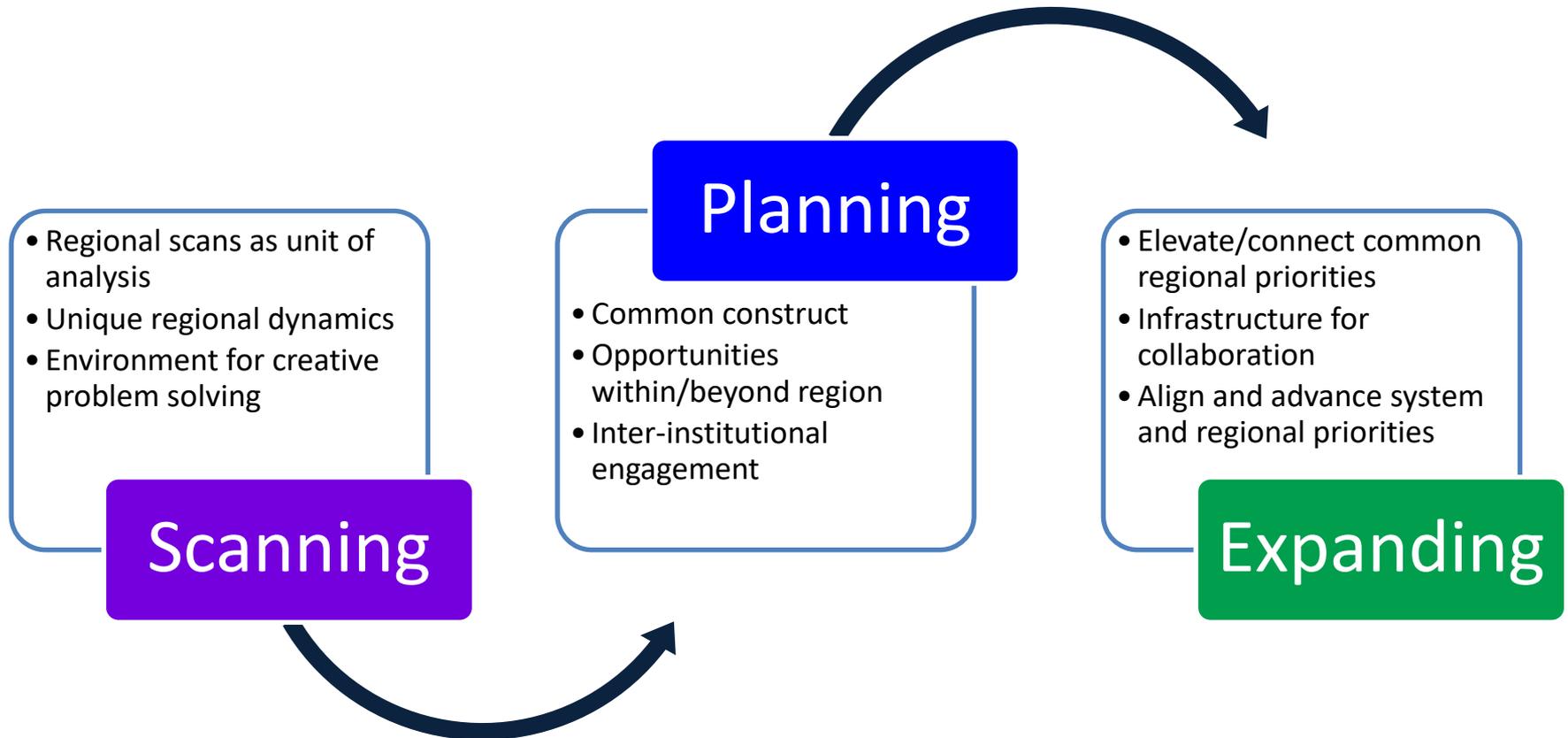
- Local interest
- Multilateral dialogue
- System convenes

Multilateral Coordination

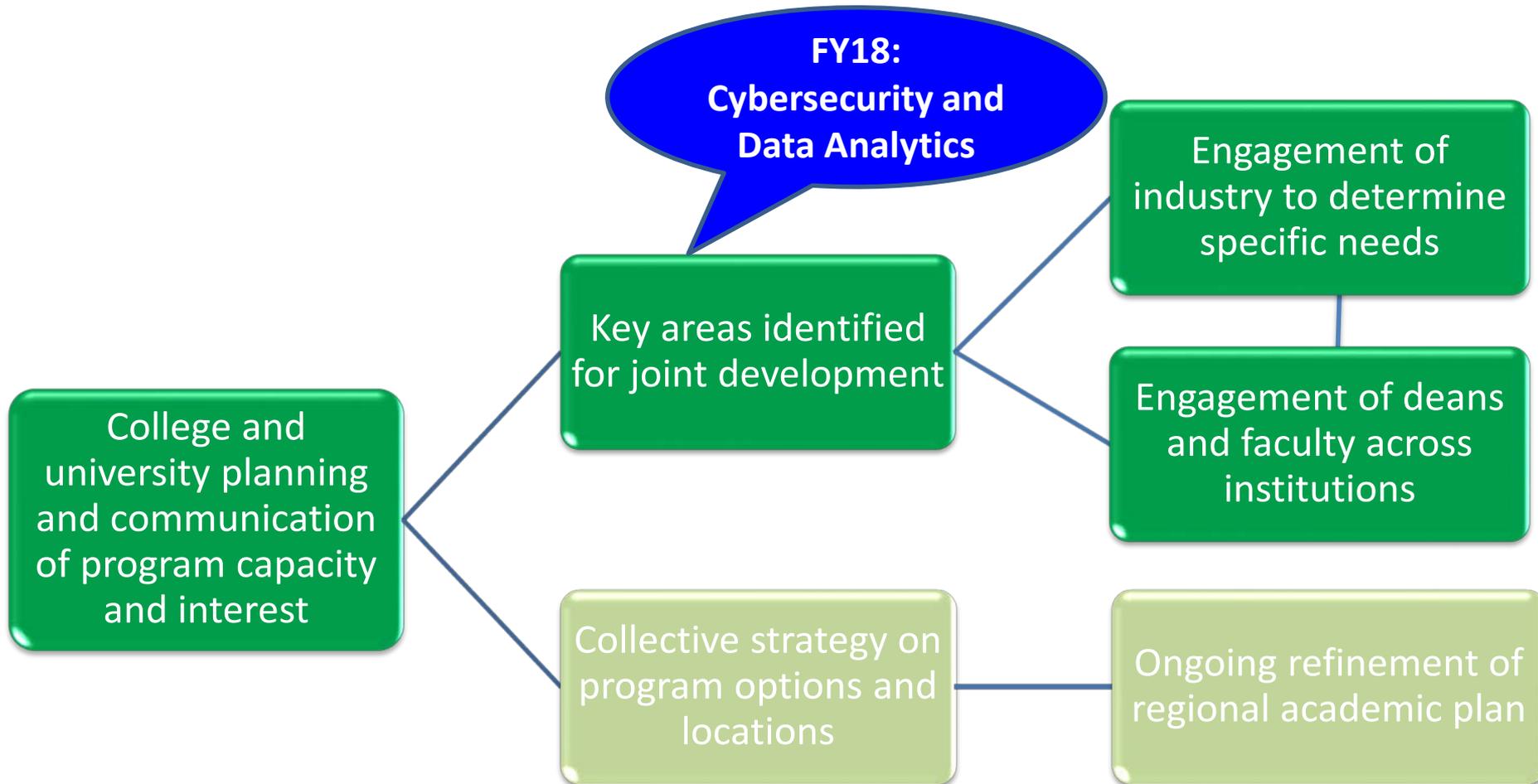
- Collective market understanding
- Regional program planning
- System guides and supports



Collaborative Academic Planning: Emerging Recommendations and Framework



Collaborative Academic Planning and Program Development Model



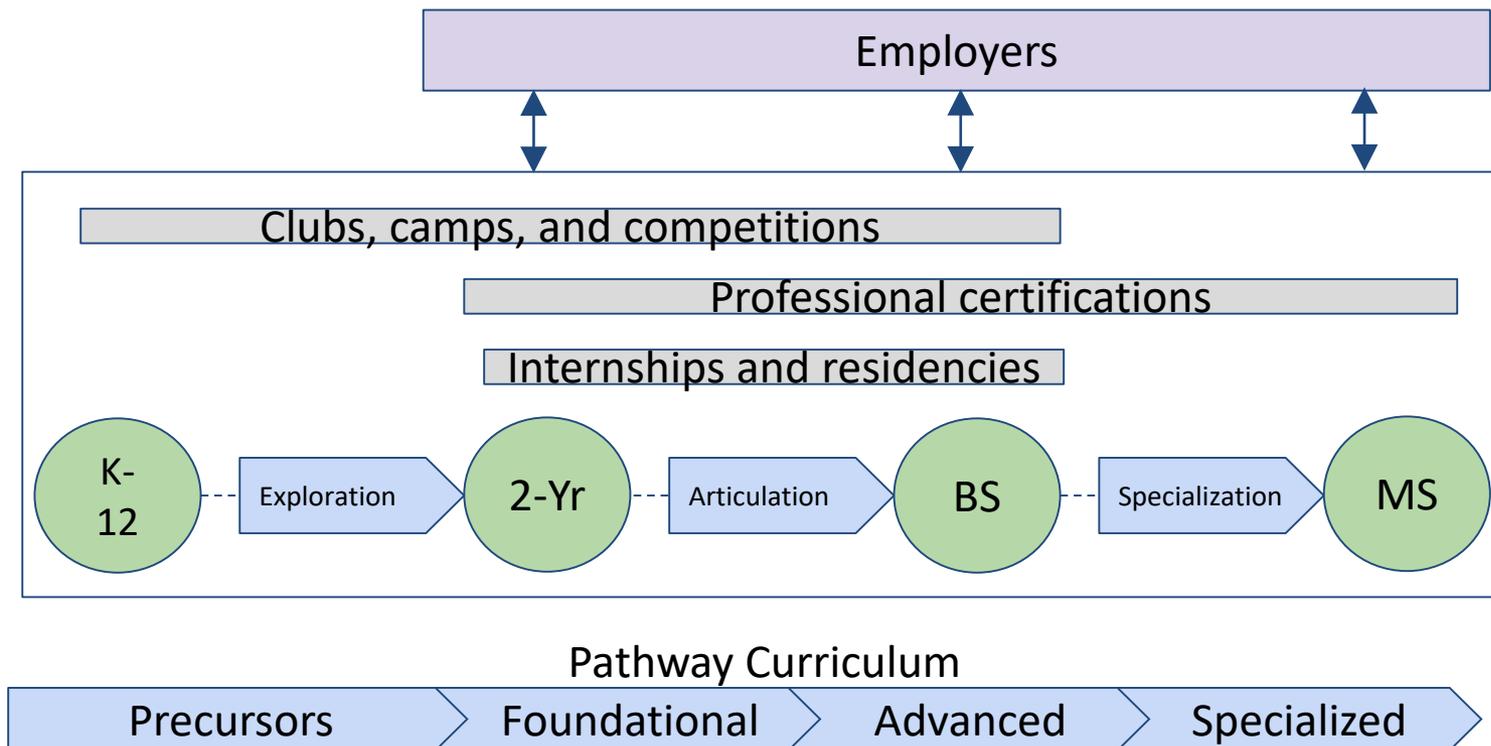
Collaborative Academic Planning: Information Technology

Step 1: Determine Need

- **Demand for qualified IT talent in Minnesota** continues to outstrip the supply of professionals with necessary skills, experience, and credentials.
- **Sophistication of virtual learning environments** and speed of change driving greater use of online tools and infrastructure.
- **Changing profile of students** requires programs with greater flexibility in delivery and robust transfer and credit for prior learning processes.

Collaborative Academic Planning: Information Technology

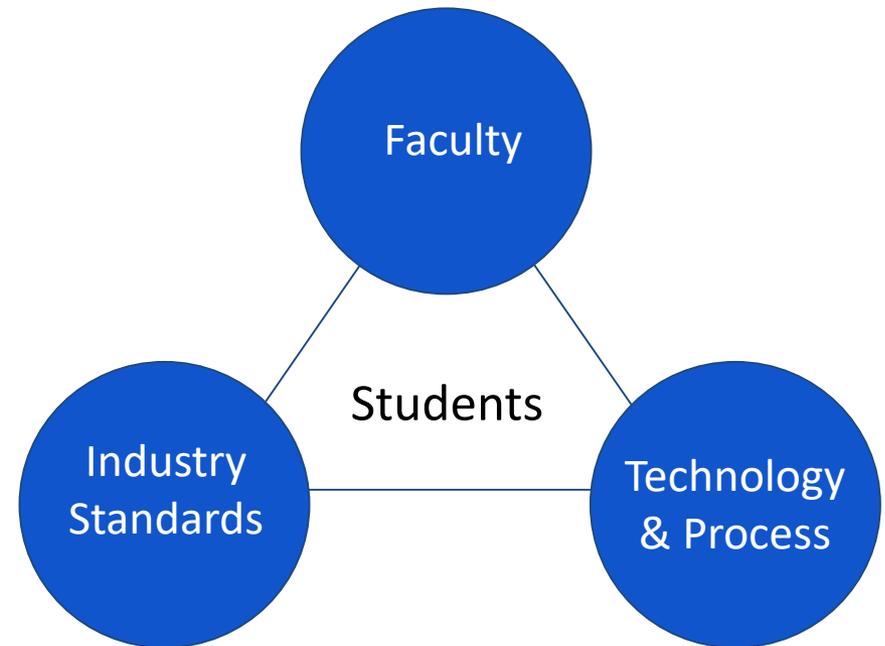
Step 2: Develop Professional Pathway



Collaborative Academic Planning: Information Technology

Step 3: Develop Curricular Framework

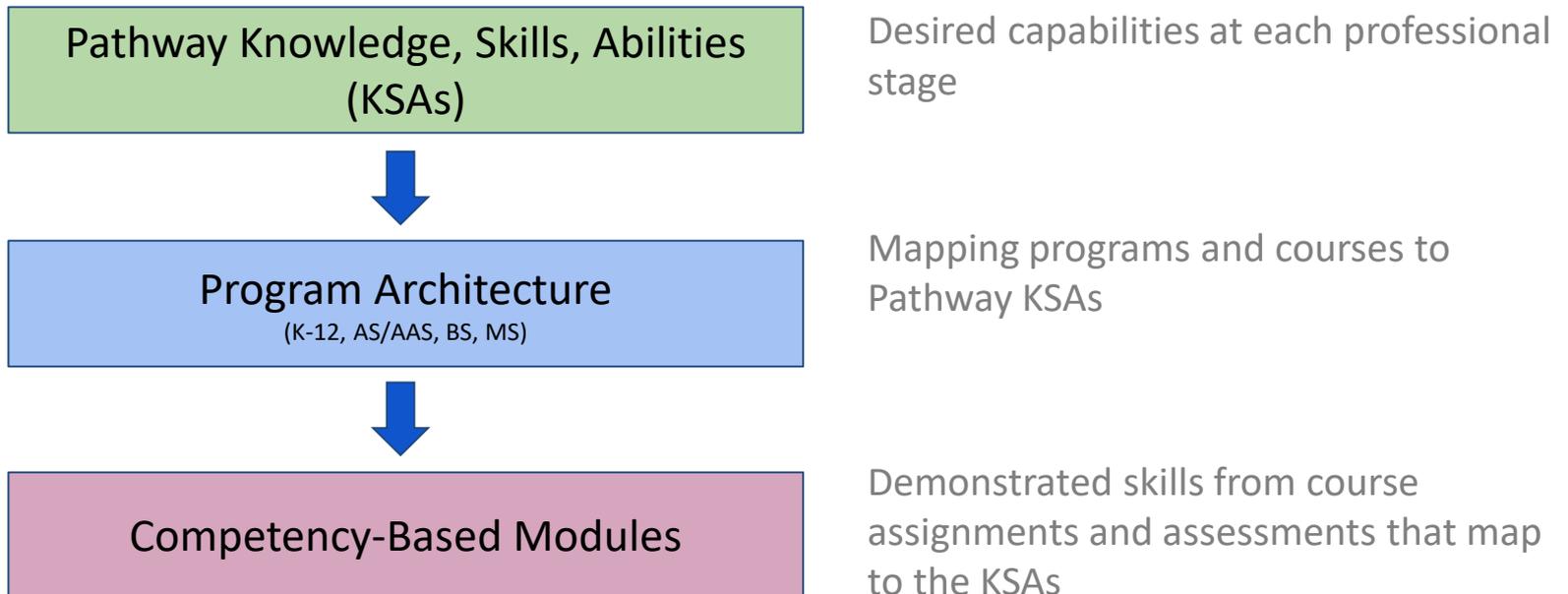
- Faculty are essential experts, leaders, guides, catalysts for learning
- Industry standards ensure value and relevance to students
- Technology offers opportunities to create student learning experiences that are effective, flexible, and accessible



*Student Centered, industry aligned, faculty driven,
and technology enabled.*

Collaborative Academic Planning: Information Technology

Step 4: Develop Curricular Pathway

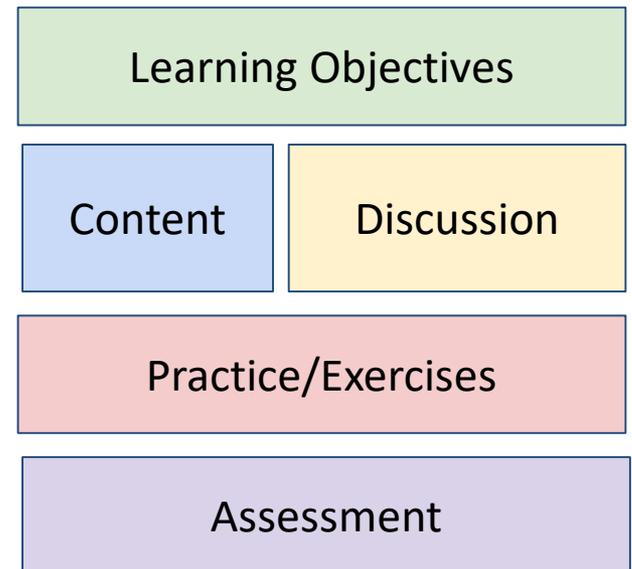


Collaborative Academic Planning: Information Technology

Innovative Modular Curriculum Approach

- Competency-based approach ensures relevant outcomes
- 1:1 match between competencies and modules (approximately 1 credit of learning)
- More flexible - easily adapted to the needs of specific institutions and programs
- 3-4 modules can be combined into a single course
- Modules designed to industry standards and can be aligned with Credit for Prior Learning

Competency Module



Collaborative Academic Planning: Information Technology

FY18 Focal Area 1: Data Science and Analytics

- High interest among faculty, institutions, and employers
- Few comprehensive programs across the system
- Opportunities at all degree levels (especially for online)
- Need coverage in many overlapping disciplines (data science, analytics, math, IT)

Progress to Date:

- Identified Pathway Competencies (KSAs)
- Proposed program-level hierarchy
- Prioritized modules for development
- Module development underway!

Collaborating Institutions:

- *Metropolitan SU (lead)*
- *Century College*
- *Hennepin TC*
- *Lake Superior College*
- *Minnesota West CTC*
- *MSU Mankato*
- *North Hennepin CC*
- *St. Cloud SU*
- *Saint Paul College*

Collaborative Academic Planning: Information Technology

FY18 Focal Area 2: Cybersecurity

- High employer demand at all levels
- Metropolitan State, St. Cloud State, and Lake Superior College are all Academic Centers of Excellence designated by NSA/DHS
- Established MN Cyber Institute as a state-wide resource
- Grant funding received from NSF to develop Pathway Curriculum (K-18)
- Virtual learning infrastructure and tools will be integrated into programs

Progress to Date:

- Identified Pathway Competencies (KSAs)
- Proposed program-level hierarchy
- Prioritized modules for development
- Module development underway!

Collaborating Institutions:

- *Metropolitan SU (lead)*
- *Alexandria TCC*
- *Century College*
- *Hennepin TC*
- *Lake Superior College*
- *Minnesota State CTC*
- *North Hennepin CC*
- *St. Cloud SU*
- *Saint Paul College*

Student Services

Core Student
Services Strategy

FY18

Key services, staffing
and IT requirements
for core student
services

FY19

Roll-out process for
dual admission
System-wide solutions
for library resources

Information Technology Services

IT Infrastructure for
Collaboration

FY18

IT plan that addresses
key areas identified in
academic programs
and services

FY19

Expanded use of StarID,
Eduroam, and Office365
Prioritize and advance
primary IT support areas

Finance/Facilities

Financial
Partnership Model

FY18

Development of
model for student
fees and shared
tuition

FY19

Test financial
model, make
revisions and scale

Marketing

Naming and
Messaging

FY18

Development and
discussion of new name:
Minnesota State Connect
and associated key
messaging

FY19

Guidance on naming
New marketing campaign
Aligned website landing
pages

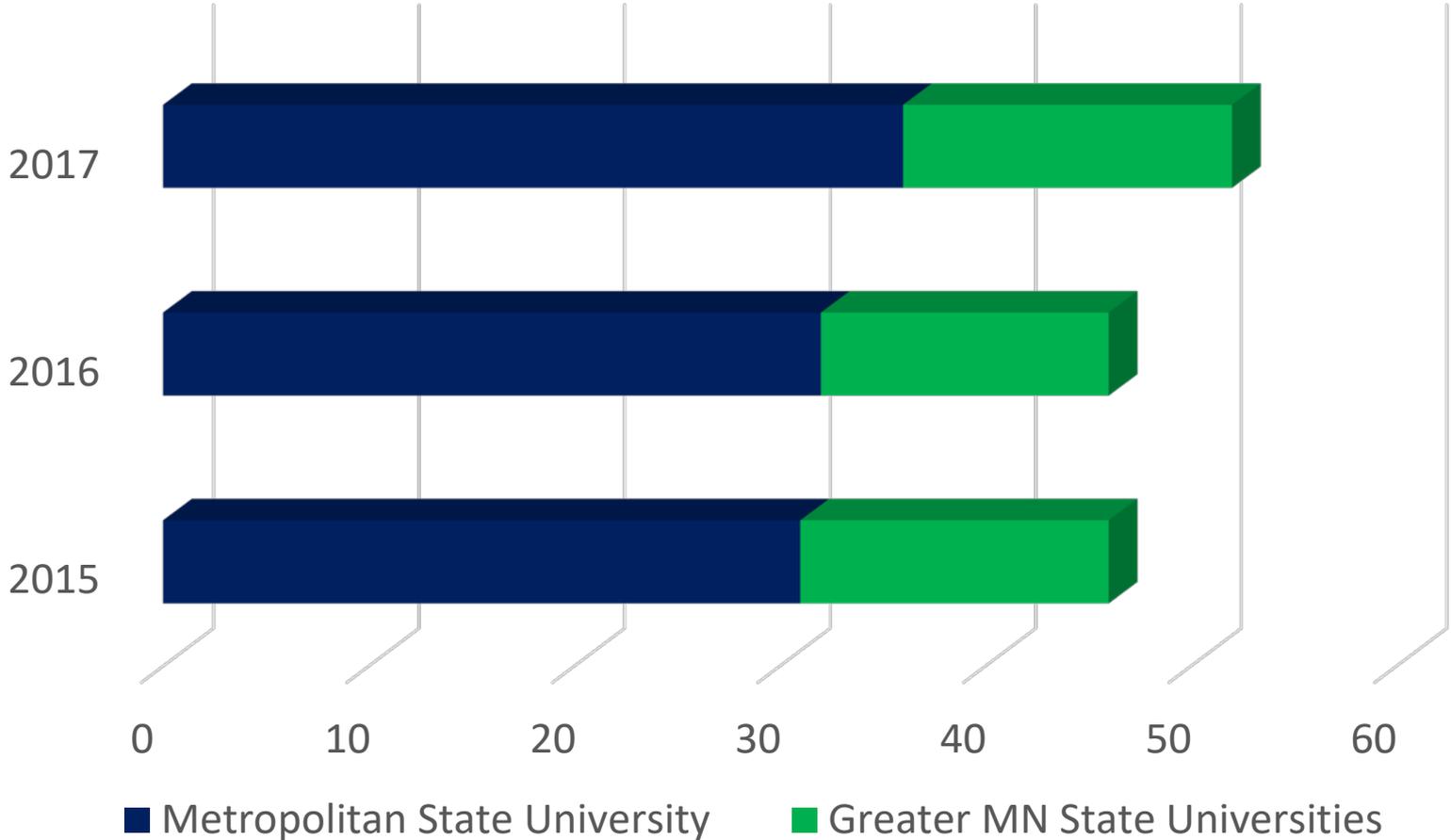
TWIN CITIES BACCALAUREATE

The seven state universities offer a selection of bachelor's degree programs that can be completed at various community colleges in the Twin Cities metro area, allowing you to earn your degree from a university without leaving the comfort of the college campus setting.

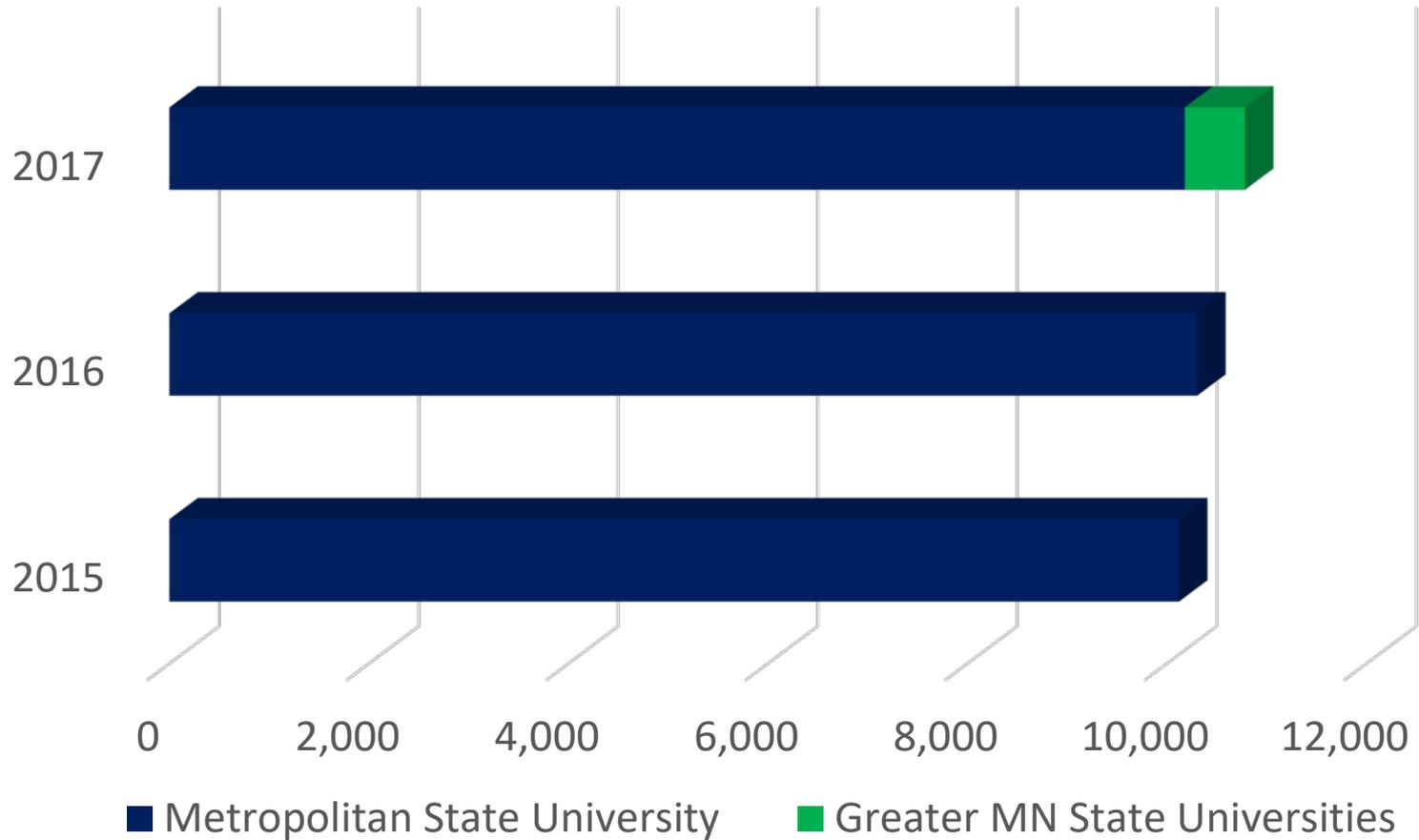
PROGRAM TITLE	PROGRAM LOCATION	UNIVERSITY
BUSINESS AND MANAGEMENT		
Accounting	MCTC	Metropolitan State
Accounting	Normandale	Metropolitan State
Advertising and Business Management	MCTC	Metropolitan State
Business Administration	Anoka-Ramsey	Bemidji State
Business Administration	MCTC	Metropolitan State
Business Administration	Normandale	Metropolitan State
Business Administration	NHCC	Metropolitan State
Economics (General)	MCTC	Metropolitan State
Economics (General)	NHCC	Metropolitan State
Finance	MCTC	Metropolitan State
Human Resource Management	MCTC	Metropolitan State
International Business	MCTC	Metropolitan State
International Commerce	MCTC	Metropolitan State
Management	MCTC	Metropolitan State
Organizational Administration	MCTC	Metropolitan State
EDUCATION		
Elementary Education	Anoka-Ramsey	Bemidji State
Elementary Education	Normandale	Minnesota State Mankato
Special Education	Anoka-Ramsey	MSU Moorhead
Special Education	Normandale	Minnesota State Mankato
ENGINEERING AND ENGINEERING TECHNOLOGIES		
Integrated Engineering	Normandale	Minnesota State Mankato

PROGRAM TITLE	PROGRAM LOCATION	UNIVERSITY
HEALTH		
Clinical Lab Science	Saint Paul College	Winona State
Dental Hygiene	Century College	Metropolitan State
Dental Hygiene	Normandale	Metropolitan State
Exercise Science	Anoka-Ramsey	SMSU
Exercise Science	Normandale	SMSU
Exercise Science	NHCC	SMSU
Medical Laboratory Science	NHCC	St. Cloud State
Nursing	Anoka-Ramsey	Bemidji State
Nursing	Anoka-Ramsey	Metropolitan State
Nursing	Century College	Bemidji State
Nursing	Century College	Metropolitan State
Nursing	Inver Hills	Metropolitan State
Nursing	MCTC	Metropolitan State
Nursing	Normandale	Metropolitan State
Nursing	NHCC	Metropolitan State
HUMAN AND PERSONAL SERVICES		
Alcohol and Drug Counseling	MCTC	Metropolitan State
Human Services	NHCC	Metropolitan State
Human Services	NHCC	Metropolitan State
Psychology	Inver Hills	Metropolitan State
Psychology	Normandale	Metropolitan State
Psychology	NHCC	Metropolitan State
INFORMATION TECHNOLOGY		
Computer Information Technology	Normandale	Metropolitan State
Computer Science	Normandale	Metropolitan State
Management Information Systems	MCTC	Metropolitan State
LAW, PUBLIC ADMINISTRATION, AND SAFETY		
Criminal Justice	HTC-Brooklyn Park	Metropolitan State
Law Enforcement	HTC-Brooklyn Park	Metropolitan State
LIBERAL ARTS AND SCIENCES		
Biology	NHCC	Bemidji State
Individualized Studies	MCTC	Metropolitan State
Individualized Studies	Normandale	Metropolitan State
Theater	MCTC	Metropolitan State
Theater	Normandale	SMSU
MEDIA AND COMMUNICATIONS		
Communication Studies	Normandale	Minnesota State Mankato
Marketing	MCTC	Metropolitan State

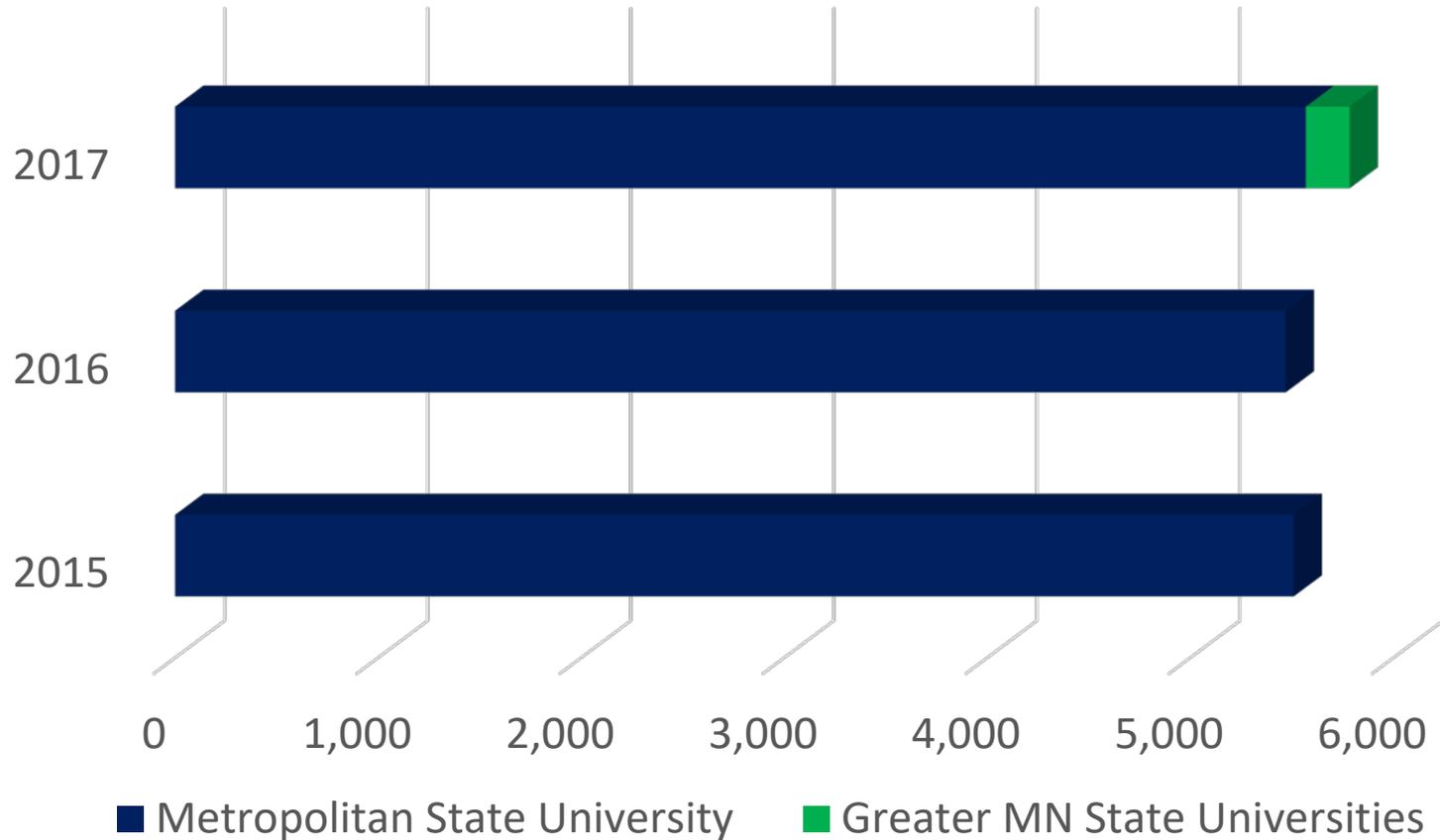
Baccalaureate Programs at Twin Cities Metro Colleges



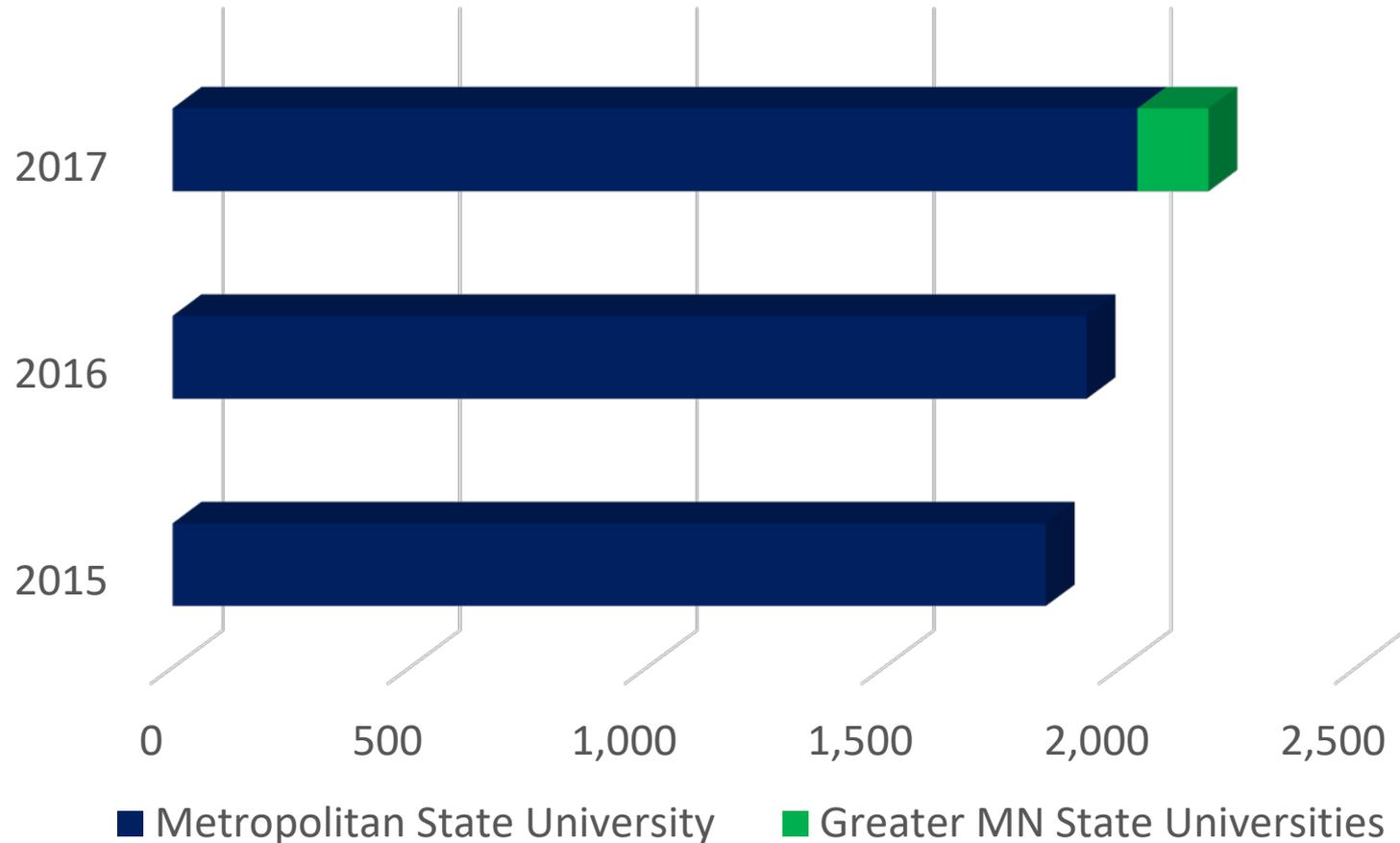
Baccalaureate Headcount in Twin Cities



Baccalaureate FYE in Twin Cities



Baccalaureate Graduates in Twin Cities



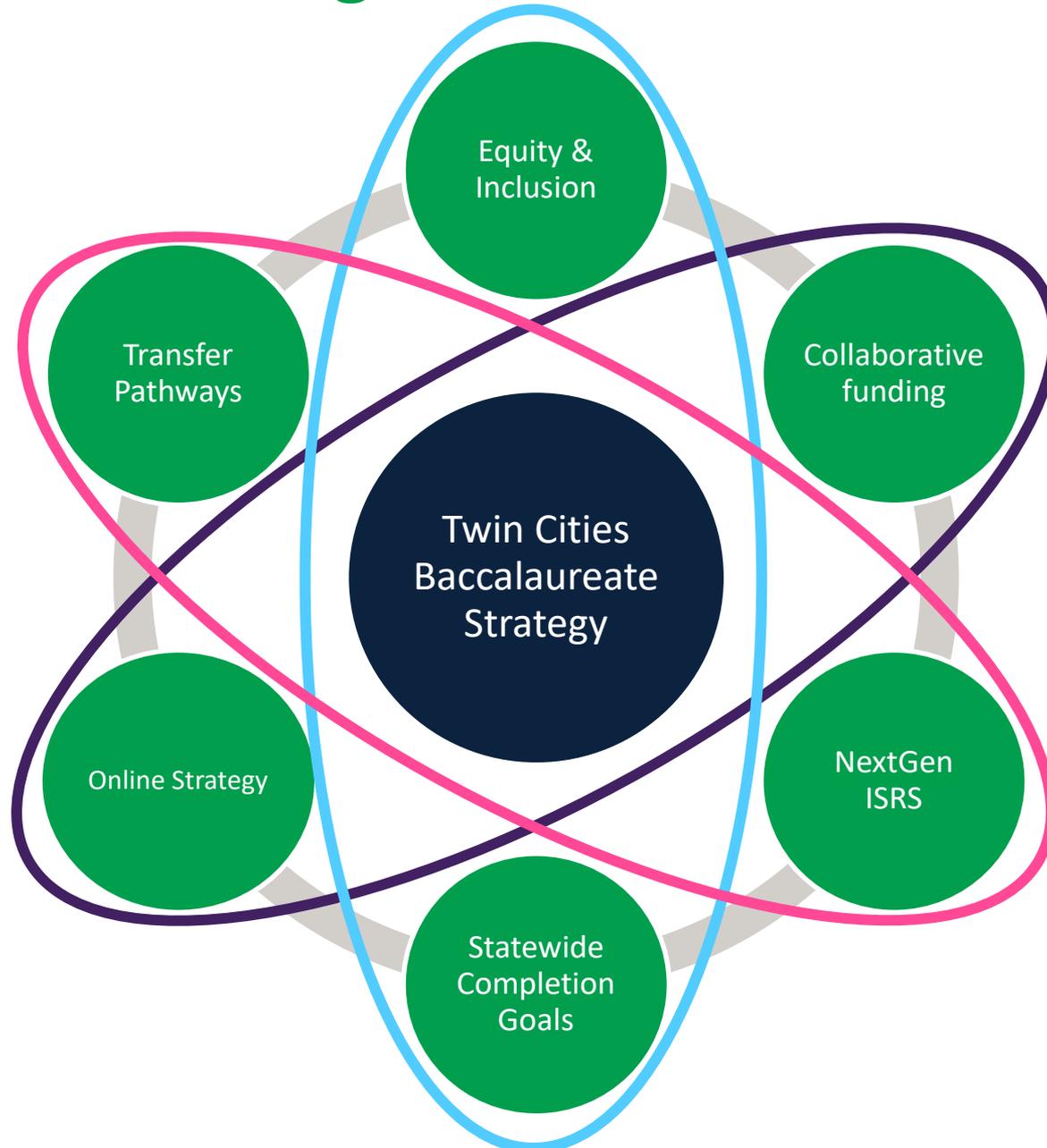
Challenges in Implementation

- 1 **Capacity** at our universities to take on this expansion of programming and student support, during times of enrollment decline and budget constraint
- 2 **Complexity and interconnectivity** with other system priorities and policies
- 3 Coordination of **change management**
- 4 Financial, human resource, and IT **capacity** to advance programming and services
- 5 **Timing** and approach to market analysis and regional planning

Primary Areas of Focus for FY19

- Recalibrate targets for program and enrollment growth, and program completion
- Formalize market analysis, collaborative program planning, and approval processes
- Prioritize and integrate primary technology needs into system IT projects
- Pilot, evaluate, and scale financial partnership model
- Develop marketing toolkit in conjunction with other system initiatives
- Allocate system collaboration funds to advance programs and services

Integrated Strategies



Strategic Questions

1. What interconnections with other Board priorities should we be mindful of as we advance the Twin Cities Baccalaureate Strategy?
2. What aspects of the Twin Cities Baccalaureate Strategy do you most want to see advanced as part of a system and regional academic planning framework?





Board of Trustees Meeting

June 20, 2018

1:30 PM

Note: Committee and board meeting times are tentative. Meetings may begin up to 45 minutes earlier than the times listed if a committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members attending in person, some members may participate by telephone.

Call to Order

Chair's Report, Michael Vekich

- Recognition of Trustee Service

Chancellor's Report, Devinder Malhotra

- Recognition of Presidential Service

Consent Agenda

1. **Minutes, Board of Trustees Meeting, May 16, 2018**
2. **Revised FY2019 and Proposed FY20 Meeting Calendars (Second Reading)**
3. **Mission Statement: Minnesota State Community and Technical College**
4. **FY2019 Annual Operating Budget (Second Reading)**
5. **Students United Fee Increase (Second Reading)**
6. **Approval of FY19 Audit Plan**
7. **Contracts Exceeding \$1 Million**
 - a. **Constituent Relationship Management Master Contracts**
 - b. **Enterprise IT Agreement with Minnesota IT Services**
 - c. **Amendment to Agreement with Baker Tilly for Internal Audit Services**
 - d. **MSU, Mankato Bookstore Contract**
 - e. **Southwest Minnesota State University and Winona State University Food Service Contract Amendments**
 - f. **St. Cloud State University**
 - i. **Castle Lease (England)**
 - ii. **Chinese University Agreement Extension**

Board Policy Decision (Second Reading)

- **Proposed Amendment to Policy 5.11 Tuition and Fees**

Student Associations

1. LeadMN
2. Students United



Minnesota State Colleges and Universities' Bargaining Units

1. American Federation of State, County, and Municipal Employees
2. Inter Faculty Organization
3. Middle Management Association
4. Minnesota Association of Professional Employees
5. Minnesota State College Faculty
6. Minnesota State University Association of Administrative and Service Faculty

Board Standing Committee Reports

1. Diversity, Equity, and Inclusion Committee, Ann Anaya, Chair
 - a. Model Partnership Program Update: Minnesota State University, Mankato and 3M
 - b. Campus Climate Framework Model
2. Human Resources Committee, Dawn Erlandson, Chair
 - Human Resources Transactional Services Model (HR-TSM) Project Update
3. Joint Diversity, Equity, and Inclusion and Human Resources Committees, Ann Anaya and Dawn Erlandson, Co-chairs
 - Minnesota State Faculty and Staff Diversity: Current Demographics and Strategies
4. Audit Committee, Michael Vekich, Chair
 - Information Security Consultation, Phase 1 Results
5. Committee of the Whole, Michael Vekich, Chair
 - NextGen Project Update
6. Finance and Facilities Committee, Jay Cowles, Chair
 - a. System Office Space Planning
 - b. Procurement Program Update
7. Academic and Student Affairs, Alex Cirillo, Chair
 - a. Proposed Amendment to Policy 3.4 Undergraduate Admissions (First Reading)
 - b. Proposed Amendment to Policy 3.35 Credit for Prior Learning (First Reading)
 - c. Proposed New Policy 3.42 Posthumous Academic Awards (First Reading)
 - d. Transfer Pathways Update
 - e. Twin Cities Baccalaureate Implementation Update

Trustee Reports

Other Business

- **Election of Officers: Chair and Vice Chair**
- Next Meeting, July 25 and 26, 2018

Adjournment

Bolded items indicate action is required



Consent Agenda

June 20, 2018

1:30 PM

Note: Committee and board meeting times are tentative. Meetings may begin up to 45 minutes earlier than the times listed if a committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members attending in person, some members may participate by telephone.

Consent Agenda

- 1. Minutes, Board of Trustees Meeting, May 16, 2018 (pp. 1-6)**
- 2. Revised FY2019 and Proposed FY20 Meeting Calendars (Second Reading) (pp.7-9)**
- 3. Mission Statement: Minnesota State Community and Technical College (pp. 8-12 of the Academic and Student Affairs Committee meeting materials)**
- 4. FY2019 Annual Operating Budget (Second Reading) (pp. 32-151 of the Finance and Facilities Committee meeting materials)**
- 5. Students United Fee Increase (Second Reading) (pp. 16-31 of the Finance and Facilities Committee meeting materials)**
- 6. Approval of FY19 Audit Plan (pp. 9-15 of the Audit Committee meeting materials)**
- 7. Contracts Exceeding \$1 Million (pp. 167-175 of the Finance and Facilities Committee meeting materials)**
 - a. Constituent Relationship Management Master Contracts**
 - b. Enterprise IT Agreement with Minnesota IT Services**
 - c. Amendment to Agreement with Baker Tilly for Internal Audit Services**
 - d. MSU, Mankato Bookstore Contract**
 - e. Southwest Minnesota State University and Winona State University Food Service Contract Amendments**
 - f. St. Cloud State University**
 - i. Castle Lease (England)**
 - ii. Chinese University Agreement Extension**

Bolded items indicate action is required



Minnesota State Colleges and Universities
Board of Trustees Meeting Minutes
St. Paul, MN
Wednesday, May 16, 2018

Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, and Trustees AbdulRahmane Abdul-Aziz, Basil Ajuo, Ann Anaya, Alex Cirillo, Amanda Fredlund, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, George Soule, Louise Sundin, Cheryl Tefer, and Chancellor Devinder Malhotra

Absent: None

Call to Order

Chair Michael Vekich called the meeting to order at 1:18pm. He welcomed everyone and acknowledged Trustees Ann Anaya and Rudy Rodriguez who participated by phone.

Chair's Report, Michael Vekich

Chair Vekich directed the trustees to look in their materials at the revised FY2019-FY2020 calendar; today is the first reading. One of the revisions is an added meeting on July 25-26, 2018. The meeting may only be one day on July 25, with a joint study session with Leadership Council. Orientations with new trustees will happen as soon as the appointments have been made. The board retreat is September 18-19, 2018 in Duluth. The chancellor and staff have been working on the agenda for the retreat, and a significant portion will relate to strategic planning and reimagining higher education.

President Scott Olson, Winona State University, has graciously offered to host our October 16-17, 2018 board meeting.

Chancellor's Report, Devinder Malhotra

I would like to begin by thanking each and every trustee for attending commencements on our campuses across Minnesota in the past few weeks. I spoke at the commencements at Itasca Community College, Rainy River Community College, and Hibbing Community College last week; and tomorrow I will address the graduates, their families, and their friends at Saint Paul College. I chose to attend these particular commencements because Saint Paul College is the closest campus to my office and Rainy River is the farthest. So far, in fact, that I could actually see Canada from the Rainy River campus.

One astonishing fact about our commencements is the sheer numbers involved: roughly 20,000 students are graduating this semester. A great many of them are the talent that will assist business and industry across the state in managing the shortage of workers that's obvious from the "Help Wanted" signs that seem to greet you no matter what city or town you drive through these days.

The 40,000 graduates we send back into Minnesota communities every year are a powerful symbol of our value proposition as a system of colleges and universities. Our graduates represent the critical role our 54 campuses play as the flagship higher education system of the state. Growing Minnesota's economy through talent development, opening the doors of educational opportunity to all Minnesotans, and serving as a catalyst – often the catalyst – for social and economic vibrancy in communities across the state.

In the months ahead, two studies will help us quantify our impact on Minnesota. The first is the economic impact study that is underway this spring and will conclude later this summer. This study will serve as a tool to quantify the total economic and social impact Minnesota State makes to the entire state.

The second study is a research initiative called Collegiate Leaders in Increasing MoBility – also known as the CLIMB study. The study is a partnership between higher education economists, policymakers, and a diverse set of US colleges and universities who seek to understand which campuses act as engines of intergenerational mobility; why those campuses are such engines; and how schools and policymakers can promote opportunity and economic growth by helping larger numbers of low-income students reach the middle class.

What is clear, though, is that the communities we serve don't need to be convinced about our value proposition. They already understand that our legislative requests are really about maintaining the bricks and mortar that allow us to provide human capital to our state; and that investment in our colleges and universities is incredibly critical in today's knowledge-based economy. The students on our campuses understand our value to them. Their families understand it. I witnessed this first hand at the commencement ceremonies I attended last week, and I have no doubt that all of you, as members of the board, do as well.

I also witnessed it during a three-day, 936-mile tour I undertook at the beginning of the month. I shared the story of my tour in an email to all faculty and staff last week, and I would like to share it with the board here today also. The tour included campus visits and conversations with local news media in ten cities: St. Cloud, Staples, Bemidji, Fargo-Moorhead, Worthington, Canby, Marshall, Mankato, Winona, and Red Wing. Joined by the presidents of the college or university in each community, I shared the story of our value proposition. Everywhere I went, the editorial board got it, and then they wrote about it, which resulted in editorial after editorial in support of our legislative requests.

I also visited our campuses, and two of my stops – at Central Lakes College in Staples and the Canby campus of Minnesota West Community and Technical College – gave me the opportunity to complete my quest to visit all 54 Minnesota State campuses. Let me offer a few brief examples from my recent campus visits that reveal what we do and who we are as a system of colleges and universities.

At Central Lakes College, I toured the 360-acre operations field –affectionately known as “the sand box” – used by the Heavy Equipment Operations and Maintenance program, which is the largest laboratory at any of our colleges and universities. Central Lakes’ students gain hands-on experience running equipment fitted with the latest GPS technology, including one piece of equipment for laying underground utility pipes donated by community partners.

My visit to Canby gave me a great deal to reflect on. It’s where I met Jody Olson, an incredibly proud supporter of the campus, whose late husband, Dr. Robert Olson, was instrumental in the creation of what was then Canby Area Vocational Technical Institute in 1965. Jody continues that legacy through an annual scholarship, and her family’s generosity represents the generosity of families and community partners who over the years helped build our system of colleges and universities. Because of people like the Olsons, the Canby campus of Minnesota West is now home to unique programs such as Wind Energy Technology, which attracts students from across the state.

At every campus I set foot on, I am incredibly humbled and impressed by the deep commitment the faculty, staff, and community members show for students and for their college or university. It might be a simple “hello” that faculty and staff say to students in the hallway. It might be a president who doesn’t think it’s beneath him to stop to pick up trash. Or, it might be a community partner who make it possible for our students to have real-world experience long before they graduate.

In all of these interactions, I have sensed something powerful that’s unlike anything that exists at any other higher education provider. That’s what makes Minnesota State and the work we do very special.

I would now like to close by sharing with you a humorous encounter during my tours. As we were driving one day at lunch time, and we were looking for a place to eat, I saw this sign which looked like a restaurant. This huge sign read: “Vegetarian”, as soon as I saw that sign, we swerved the car, we went across two lanes, and stopped in the parking lot all excited. Then we got out and I looked at the sign again, it still said “Vegetarian,” but there was a subtext underneath that said: “Definition of a lousy hunter.” True story. Needless to say, we got back in the car and found another restaurant where we could get some vegetarian dishes. And that, Chair Vekich, concludes my report.

Consent Agenda

- 1. Minutes, Board of Trustees Meeting, April 18, 2018**
- 2. Minutes, Executive Committee Meeting, May 2, 2018**
- 3. Contract Exceeding \$1 Million**
 - a. E-builder License Extension**
 - b. Lake Superior College – Helicopter Lease Renewal**
 - c. Minnesota State University, Mankato**
 - i. Internet Service in Residence Halls**
 - ii. McElroy Residence Halls E and F HVAC Renovation**

Chair Vekich called for a motion to approve the Consent Agenda. The consent agenda carried

unanimously.

Board Policy Decisions (Second Reading)

- 1. Proposed Amendment to Policy 2.8 Student Life**
- 2. Proposed Amendment to Policy 3.7 Statewide Student Association**
- 3. Proposed Amendment to Policy 3.24 Institution Type and Mission, and System Mission**

Chair Vekich called for a motion to approve the Proposed Amendments to Policy 2.8 Student Life, Policy 3.7 Statewide Student Association, and Policy 3.24 Institution Type and Mission, and System Mission. The motion was carried unanimously.

Board Standing Committee Reports

1. Human Resources Committee, Dawn Erlandson, Chair

Appointment of President of St. Cloud State University

The following motion was approved unanimously:

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Robbyn Wacker as president of St. Cloud State University effective July 1, 2018, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

Dr. Wacker thanked the board and the chancellor.

Student Associations

LeadMN:

Isaac Jahraus, president, and Cecilia Damian, vice president, addressed the board.

Students United:

Lexi Byler, vice chair, and Ben Uecker, treasurer, addressed the board.

Board Standing Committee Reports (continued)

2. Finance and Facilities Committee, Jay Cowles, Chair
 - a. 2018 Legislative Summary
 - b. FY2019 Annual Operating Budget (First Reading)
 - c. Students United Fee Increase (First Reading)
 - d. Policy 5.11 Tuition and Fees (First Reading)

Committee Chair Cowles reported that Vice Chancellor Laura King has proposed a moratorium on new student orientation fees at the colleges. Vice Chancellor King will also convene an ad hoc group to review all fees and provide a report in the fall. Chair Cowles wants to review all student fees and be clear about decision-making authority across all levels.

Chair Vekich requested a memo from staff explaining the charge of the ad hoc group prior to the June board meeting. Trustee Alex Cirillo suggested the presidents receive the memo

so they have an opportunity to provide their input and perspective on the project.

3. Diversity, Equity, and Inclusion Committee, Ann Anaya, Chair

- Equity by Design

Committee Chair Anaya reported that the committee had a discussion regarding taking a holistic approach focused on equity as compared to equality or equal access. The information was a good sharing of knowledge and progress that has been made in this approach.

4. Joint Academic and Student Affairs and Diversity, Equity, and Inclusion Committees
Alex Cirillo and Ann Anaya, Co-chairs

- Student Success and the Opportunity Gap

Committee Chair Cirillo reported on the joint meeting with Chief Diversity Officer Clyde Wilson Pickett and Senior Vice Chancellor Ron Anderson. We learned four things from their presentation:

1. Act with intentionality;
2. Build our capacity;
3. We are now working in an organic environment; and
4. Our students bring tremendous assets.

5. Academic and Student Affairs Committee, Alex Cirillo, Chair

Committee Chair Cirillo reported the board approved the three (3) policies set forth before the board.

6. Joint Audit and Human Resources Committee

Michael Vekich and Dawn Erlandson, Co-chairs

- Human Resources Transactional Service Model (HR-TSM) Consultation Results and Project Update

Committee Chair Erlandson reported the Office of Internal Audit and Baker Tilly gave an excellent report and recommendations to keep the project on track.

7. Audit Committee, George Soule, Vice Chair, reported

- Information Security Consultation, Phase 1 Results

Committee Vice Chair Soule reported that all is well and we are moving on to Phase 2.

Trustee Reports

Trustee Roger Moe is going to his seventh commencement ceremony of the year at Fond du Lac Tribal and Community College on May 17, 2018.

Trustee Alex Cirillo reported that two Winona State University students were going to miss their commencement ceremonies because of a baseball tournament so he and President Scott Olson went to the field and performed an ad hoc commencement ceremony for them and their families.

Trustee Amanda Fredlund reported that she participated in Pine Technical & Community College's commencement ceremony and the power went out. They were able to improvise and have the commencement ceremony outside.

Trustee Basil Ajuo reported how much he learned from attending the Open Educational Resources Project Showcase on April 23, 2018. He also mentioned attending the LeadMN spring general assembly.

Trustee AbdulRahmane Abdul-Aziz reported on his study abroad trip in Europe.

Other Business

The Executive Committee will meet on June 6 and the board meeting is June 19-20. We will be electing the chair and vice chair during this annual board meeting.

The meeting adjourned at 2:43pm.

**BOARD OF TRUSTEES
MINNESOTA STATE**

BOARD ACTION – SECOND READING

REVISED FY2019 AND PROPOSED FY2020 MEETING CALENDARS

BACKGROUND

In June 2017, the Board of Trustees approved a meeting calendar for FY2018 and FY2019. The FY2019 calendar has been revised to add a meeting in July. The Executive Committee will review the meeting calendars on May 2, 2018. The Board of Trustees will review the calendars as a first reading on May 16, 2018, and a second reading and approval on June 20, 2018. The calendar is subject to change with the approval of the board chair. Changes to the meeting calendar will be publicly noticed.

REVISED FY2019 MEETING DATES

Meeting	Date	If agendas require less time, these dates will be cancelled.
Board Meeting/Joint Meeting with Leadership Council	July 25-26, 2018	July, 26, 2018
Orientation and Board Retreat	September 18-19, 2018	
Executive Committee	October 3, 2018	
Committee / Board Meetings	October 16-17, 2018	October 16, 2018
Executive Committee	November 7, 2018	
Committee / Board Meetings	November 13-14, 2018	November 13, 2018
Executive Committee	January 2, 2019	
Committee / Board Meetings Joint Meeting with Leadership Council	January 29-30, 2019	January 29, 2019
Executive Committee	March 6, 2019	
Committee / Board Meetings	March 19-20, 2019	March 19, 2019
Executive Committee	April 3, 2019	
Committee / Board Meetings Awards for Excellence in Teaching	April 16-17, 2019	
Executive Committee	May 1, 2019	
Committee / Board Meetings	May 21-22, 2019	May 21, 2019
Executive Committee	June 5, 2019	
Committee / Annual Board Meetings	June 18-19, 2019	June 18, 2019

PROPOSED FY2020 MEETING DATES

Meeting	Date	If agendas require less time, these dates will be cancelled.
Board Meeting/Joint Meeting with Leadership Council	July 23-24, 2019	
Orientation and Board Retreat	September 17-18, 2019	
Executive Committee	October 2, 2019	
Committee / Board Meetings	October 15-16, 2019	October 15, 2019
Executive Committee	November 6, 2019	
Committee / Board Meetings	November 19-20, 2019	November 19, 2019
Executive Committee	January 8, 2020	
Committee / Board Meetings Joint Meeting with Leadership Council	January 28-29, 2020	
Executive Committee	March 4, 2020	
Committee / Board Meetings	March 17-18, 2020	March 17, 2020
Executive Committee	April 1, 2020	
Committee / Board Meetings Awards for Excellence in Teaching	April 21-22, 2020	
Executive Committee	May 6, 2020	
Committee / Board Meetings	May 19-20, 2020	May 19, 2020
Executive Committee	June 3, 2020	
Committee / Annual Board Meetings	June 16-17, 2020	June 16, 2020

RECOMMENDED MOTION:

The Board of Trustees approves the revised FY2019 and proposed FY2020 meeting calendars as presented. Changes to the calendar will be publicly noticed.

National Higher Education Conferences for Trustees

Association of Community College Trustees

Leadership Congress:

- Oct. 24-27, 2018, New York, NY
- Oct. 16-19, 2019, San Francisco, CA
- Sept. 30-Oct. 3, 2020, Chicago, IL
- Oct. 13-16, 2021, San Diego, CA

National Legislative Summit:

- Feb. 10-13, 2019, Washington, D.C.
- Feb. 9-12, 2020, Washington, D.C.
- Feb. 7-10, 2021, Washington, D.C.

Association of Governing Boards of Universities and Colleges

National Conference on Trusteeship:

- Apr. 14-16, 2019, Orlando, FL
- Apr. 5-7, 202, Washington, D.C.
- Apr. 11-13, 2021, San Diego, CA
- Apr. 10-12, 2022, Orlando, FL

Higher Learning Commission

Annual Conference:

- Apr. 5-9, 2019, Chicago, IL
- Apr. 17-21, 2020, Chicago, IL



MINNESOTA STATE

Board of Trustees

30 East 7th Street
St. Paul, MN 55101

651-201-1705

Board of Trustees Meeting

June 20, 2018

1:30 PM

Note: Committee and board meeting times are tentative. Meetings may begin up to 45 minutes earlier than the times listed if a committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members attending in person, some members may participate by telephone.

Board Policy Decisions (Second Reading)

- **Proposed Amendment to Policy 5.11 Tuition and Fees**
(pp. 152-166 of the Finance and Facilities Committee meeting materials)

Bolded items indicate action is required



Minnesota State is an affirmative action, equal opportunity employer and educator.

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

BOARD ACTION
ELECTION OF OFFICERS

BACKGROUND

The election of a chair and a vice chair shall be conducted at the annual meeting of the Board of Trustees on June 20, 2018.

Board Policy 1A. 2, Part 4, Officers of the Board

Subpart B. Terms of Office.

Subpart B. Terms of Office. The chair and vice chair of the board shall be elected for a one-year term. An officer's term shall commence on July 1, or upon the office becoming vacant, whichever is earlier. No trustee shall hold the same office for more than three consecutive terms.

Subpart D. Election of Officers

The election of officers shall be conducted at the annual meeting of the board. Any board member who wishes to run for a position as an officer shall submit his/her name in writing to the board office at least 30 days prior to the date of the election. The board office shall, at least 25 days prior to the date of election, mail to each board member a list of candidates. Nominations from the floor shall be received at the annual meeting.

The following trustees submitted their intent to run for office:

Chair: Michael Vekich

Vice Chair: Jay Cowles

Minnesota State Acronyms

AACC	American Association of Community Colleges
AASCU	American Association of State Colleges and Universities
ACCT	Association of Community College Trustees
ACE	American Council on Education
AFSCME	American Federation of State/County/Municipal Employees
AGB	Association of Governing Boards of Universities and Colleges
API	Application Programming Interface
AQIP	Academic Quality Improvement Program
ASA	Academic and Student Affairs
BPAC	Business Practices Alignment Committee
CAG	Cross-functional Advisory Group
CAS	Course Applicability System
CASE	Council for the Advancement and Support of Education
CCSSE	Community College Survey of Student Engagement
CFI	Composite Financial Index
CIP	Classification of Instructional Programs
COE	Centers of Excellence <ul style="list-style-type: none">• Advance IT Minnesota• 360° Manufacturing and Applied Engineering Center of Excellence• HealthForce Minnesota• Minnesota Center for Engineering and Manufacturing Excellence (MNCEME)• Center for Agriculture - Southern Minnesota• Minnesota Agriculture Center for Excellence – North – AgCentric• Minnesota Energy Center• Minnesota Transportation Center

CRM	Constituent Relationship Management
CSC	Campus Service Cooperative
CST	Collaborative Sourcing Team
CTF	Charting the Future
CTL	Center for Teaching and Learning
CUPA	College and University Personnel Association
DARS	Degree Audit Reporting System
DEED	Department of Employment and Economic Development
DOA	Department of Administration
DOER	Department of Employee Relations (merged with MN Management and Budget)
EEOC	Equal Employment Opportunity Commission
EIC	Enterprise Investment Committee
ERP	Enterprise Resource Planning
FERPA	Family and Educational Rights and Privacy Act
FIN	Finance
FTE	Full Time Equivalent
FUG	Financial User Group
FY	Fiscal Year (July 1 – June 30)
FYE	Full Year Equivalent
HEAC	Higher Education Advisory Council
HEAPR	Higher Education Asset Preservation
HLC	Higher Learning Commission
HR	Human Resources
HR-TSM	Human Resources Transactional Service Model

IAM	Identity and Access Management
IDM	Identity Management (Old term)
IFO	Inter Faculty Organization
iPASS	Integrated Planning and Advising for Student Success
IPEDS	Integrated Postsecondary Education Data System
ISEEK	CareerWise Education
ISRS	Integrated Statewide Records System
IT	Information Technology
ITS	Information Technology Services
LTFS	Long-term Financial Sustainability
MAPE	Minnesota Association of Professional Employees
MDOE	Minnesota Department of Education
MDVA	Minnesota Department of Veterans Affairs
MHEC	Midwestern Higher Education Compact
MMA	Middle Management Association
MMB	Minnesota Management and Budget
MnCCECT	Minnesota Council for Continuing Education and Customized Training
MMEP	Minnesota Minority Education Partnership
MNA	Minnesota Nurses Association
MOU	Memorandum of Understanding
MSCF	Minnesota State College Faculty
MSCSA	Minnesota State College Student Association
MSUAASF	Minnesota State University Association of Administrative and Service Faculty
MSUSA	Students United (previously known as MSUSA or Minnesota State University Student Association)

NASH	National Association of System Heads
NCAA	National Collegiate Athletic Association
NCHEMS	National Center for Higher Education Management Systems
NSSE	National Survey of Student Engagement
OCR	Office for Civil Rights
OET	Office of Enterprise Technology
OHE	Minnesota Office of Higher Education
OLA	Office of the Legislative Auditor
PEAQ	Program to Evaluate and Advance Quality
PM	Project Manager
PSEO	Post-Secondary Enrollment Options
RFP	Request for Proposal
SAG	Services Advisory Group
SCUPPS	State College and University Personnel/Payroll System
SEMA4	Statewide Employee Management System
SER	Subcommittee on Employee Relations
SHEEO	State Higher Education Executive Officers
SME	Subject Matter Experts
USDOE	United States Department of Education
USDOL	United State Department of Labor