



## Meeting Presentations June 20-21, 2023

	Page
Academic and Student Affairs Committee	<b>2</b>
Diversity, Equity and Inclusion	<b>41</b>
Audit Committee	<b>58</b>
Joint Meeting: Audit and Workforce and Organizational Effectiveness Committees	<b>78</b>
Joint Meeting: Academic and Student Affairs and Diversity, Equity and Inclusion Committees	<b>90</b>
Finance and Facilities Committee	<b>108</b>
Joint Meeting: Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees	<b>182</b>



# PROPOSED MISSION STATEMENT REVISION

Jeffery Boyd, President

Michelle Pyfferoen, Vice President of Academic Affairs

Morris Thompson, Dean of Institutional Effectiveness



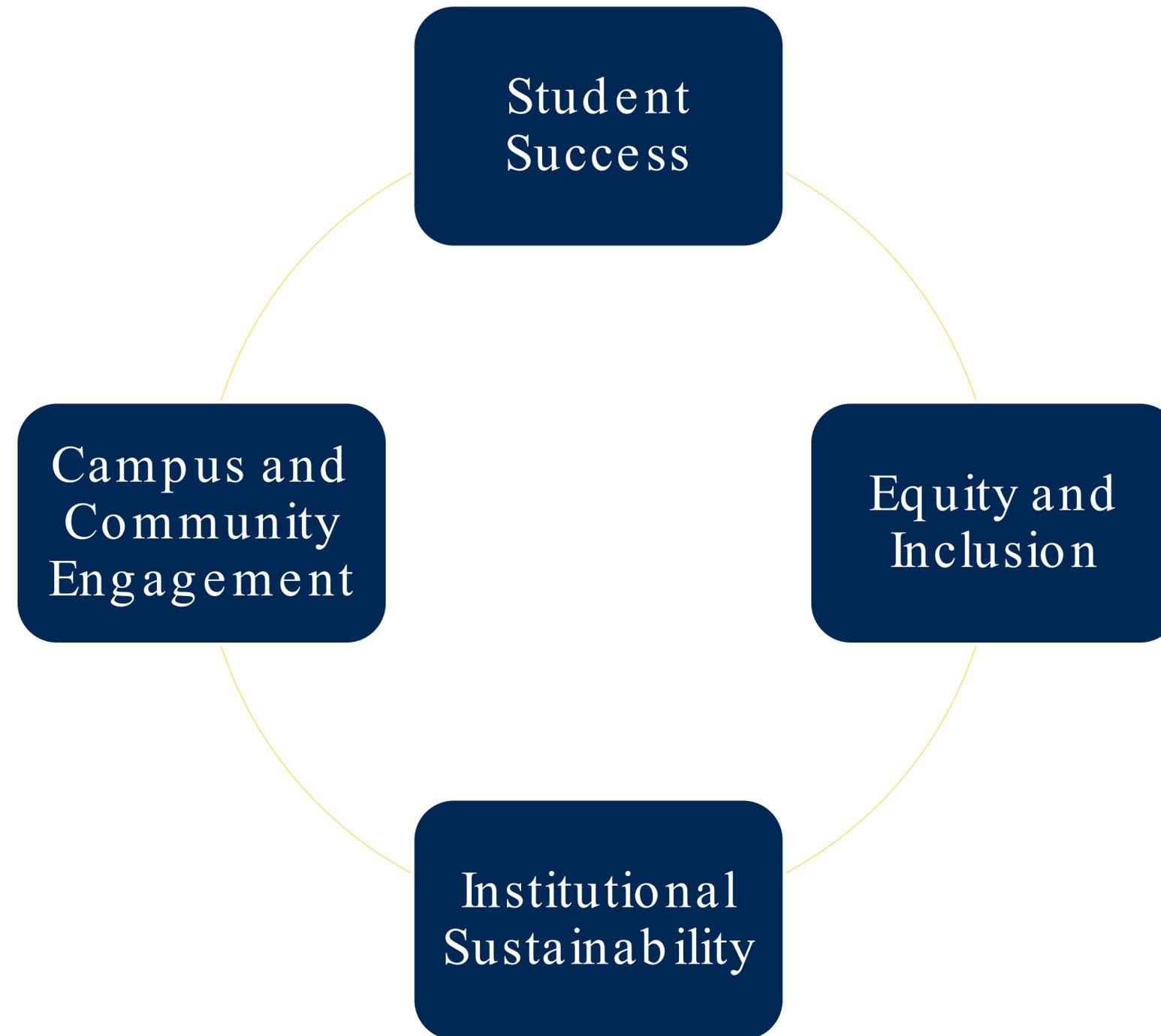
# **CURRENT MISSION STATEMENT**

RCTC PROVIDES ACCESSIBLE, AFFORDABLE,  
QUALITY LEARNING OPPORTUNITIES TO  
SERVE A DIVERSE AND GROWING  
COMMUNITY

- As the oldest public two-year college in Minnesota, Rochester Community and Technical College has had a long history of education and service to the southeast region of Minnesota.
- The first mission statement after the merger was written in 1996, updated in 2000, and re-affirmed with no changes in 2012.
- Today, the institution serves 6,189 students while offering 48 credit-bearing certificate programs and 54 associate degree programs.
- RCTC serves an increasingly diverse student body with over 30% of the student population identifying as an ethnic or racial minority.
- Between 2018 and 2022, RCTC averaged a 10% annual Post Secondary Education Option (PSEO) enrollment growth.
- Responding to the regional labor market demand for workers in STEM industries, RCTC grew enrollment in STEM transfer pathways by 17% annually between 2018 and 2022.

## **INSTITUTIONAL BACKGROUND AND DISTINCTION**

# 2020-2024 STRATEGIC PLAN AND PRIORITIES



# STRATEGIC PLANNING PROCESS



**CURRENT  
STRATEGIC  
PLAN**

2020-2024



**MISSION  
STATEMENT**

REVIEW AND REVISION



**2024-2028  
STRATEGIC  
PLANNING**

FALL 2023



# MISSION REVIEW

FALL 2022

Virtual Town Hall Meeting to launch the Mission Statement Review Process

Completed environmental scan reviewing labor market information, enrollment patterns, and student success metrics

Launched Stakeholder survey of students, faculty/staff, and community partners



# MISSION REVIEW

SPRING 2023

Established Mission Statement Taskforce

Stakeholder input and environmental scan data shared with campus community – All Employee  
Development Day

Taskforce evaluated stakeholder input and environmental scan

Drafted and ranked proposed mission statements



# MISSION REVIEW

SPRING 2023

President's Cabinet review and selection of Taskforce recommendations to share with the campus community

Held a virtual Gallery Walk to gather final input

President's Cabinet revised proposed statement

Announced revised Mission Statement to Stakeholders

# PROPOSED REVISED MISSION STATEMENT

RCTC EMPOWERS STUDENTS TO THRIVE IN AN  
EVER-CHANGING, DIVERSE SOCIETY BY  
PROVIDING ACCESS TO EXCEPTIONAL EDUCATION

EQUITY-FOCUSED

# PLANNING FOR STUDENT SUCCESS

Access

Opportunity and Outcomes

Improve equitable student outcomes in:

Completion

Transfer

Employment



# CONTACT US



**MINNESOTA STATE**

*Rochester Community and Technical College,  
A member of Minnesota State*

851 30<sup>th</sup> AVE SE | ROCHESTER MN 55904 | 507-285-7210 | [rctc.edu](http://rctc.edu)



June 20, 2023

Board of Trustees Academic and Student Affairs Committee

# Programming in Correctional Facilities

Dr. Jesse Mason, Associate Vice Chancellor for Academic Affairs

Dr. Satasha Green-Stephen, Senior Vice Chancellor for Academic and Student Affairs

# Agenda:

- Introduction
- Overview - Current College in Prison Programs
- Current State - Second Chance Pell
- Future State - US Department of Education Prison Education Program process
- Campus Presentations: Minneapolis College, MSU-Mankato, and St. Paul College

# Department of Corrections and Federal Prisons Partnership with Minnesota State



The partnership with the Minnesota Department of Corrections directly aligns with Minnesota State's core value of providing an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities.

**Incarcerated people who participate in postsecondary education programs are**

**48%**

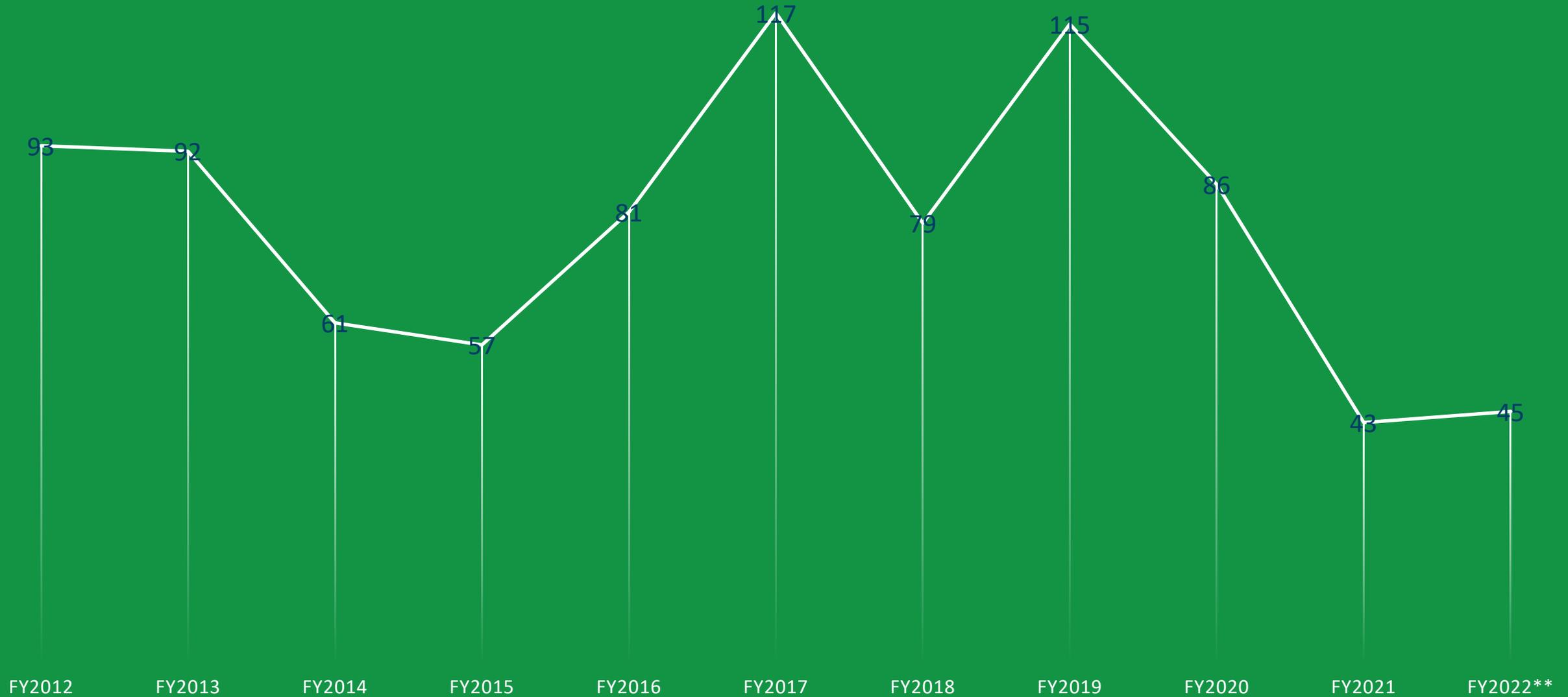
**Less likely to return to prison than those who do not.**

# History: Offering Academic Programming in Correctional Facilities

Academic Years	Number of Mn DOC Education Programs	Number of Federal Prison Education Programs
Prior to 2012	12	10
2012-2022	16	0

- Minnesota State has a long history of providing educational opportunities to incarcerated individuals
- The 1994 crime bill banned individuals in prisons from accessing federal financial aid
- 2015 – Second Chance Pell
- 2020-- FASFA Simplification Act
- 2022--Minnesota State institutions invited as expansion sites for Second Chance Pell

# INCARCERATED GRADUATES



Estimated Headcount by Institution and Academic Year	FY2019	FY2020	FY2021	FY2022
Fond du Lac Tribal and Community College– Moose Lake Correctional Facility	2	2	0	0
Hennepin Technical College– MCF-Shakopee	58	38	10	2
Inver Hills Community College—MCF Shakopee, Lino Lakes, Stillwater, Oak Park Heights	178	161	102	5
Lake Superior College--MCF Moose Lake/Willow River and FCF Duluth	97	69	89	69
Minneapolis Community and Technical College– MCF Lino Lakes, Faribault, Stillwater	0	0	0	8
Pine Technical and Community College	44	15	23	38
Riverland Community College– FCF Waseca	33	14	1	0
South Central College--MCF Faribault	33	32	22	28
Metropolitan State University—MCF Faribault, Lino Lakes, Stillwater	1	4	189	44
Minnesota State University, Mankato—MCF Faribault , Shakopee and FCF Waseca	0	0	5	83
St. Cloud State University—MCF St. Cloud	0	16	2	11
<b>System Total: 1,524</b>	<b>444</b>	<b>349</b>	<b>443</b>	<b>288</b>

# Estimated Headcount of Incarcerated Graduates in Top Academic Programs

FY2020	
Degree Programs	Headcount of Graduates
Liberal Arts and Sciences/Liberal Studies AA	21
Automation Engineer Technology/Technician CERT	17
General Office Occupations and Clerical Services CERT	16
Carpentry/Carpenter CERT	14
Cosmetology/Cosmetologist, General DIP	11

FY2022 (Preliminary)	
Degree Programs	Headcount of Graduates
Carpentry/Carpenter CERT	17
Liberal Arts and Sciences/Liberal Studies AA	15
Automation Engineer Technology/Technician CERT	7
Business/Commerce, General CERT	6

# Current State – Second Chance Pell

- In 2015, the Obama Administration created the Second Chance Pell experiment to allow incarcerated individuals to access Pell Grant funding to pursue postsecondary education while incarcerated.
- The experiment included three (3) rounds of funding where institutions of higher education could apply to be pilot program sites and work with local Department of Correction facilities to establish Prison Education Programs. There are over 200 institutions across nearly all 50 states that are Second Chance Pell pilot programs.
- Nine (9) Minnesota State institutions were awarded Second Chance Pell pilot status though not all are currently operating Prison Education Programs.

# Future State – USDE Prison Education Program Process

- Starting July 1, 2023, and under the FAFSA Simplification Act, the US Department of Education (USDE) will open the Prison Education Program (PEP) competitive process.
- Institutions not a designated Second Chance Pell pilot must apply to become an official Prison Education Program (PEP), recognized by the US Department of Education.
- Second Chance Pell pilot institutions will have until January 1, 2026, to apply to become USDE recognized PEPs as to not disrupt current student's education.
- *Note: Ability to Benefit will commence Fall 2023.*

# Minnesota State Department of Corrections Partnership

## Scope of Work in Progress

1. Conduct an environmental scan of current prison education programs (PEP) operating in DOC facilities:
  - ✓ to identify the current state and
  - ✓ alignment for future Second Chance Pell programing.
2. Meet with DOC post secondary education leadership
  - ✓ to explore program policy and procedure implementation, administration and technical assistance needs, Second Chance Pell grant trainings for current and prospective campus providers and
  - ✓ to identify supports for future Minnesota State institutions to complete the USDE PEP process **after July 1, 2023.**
3. Form a Minnesota State Consortium, comprised of post secondary prison education programming stakeholders:
  - ✓ to share best practices across program development, implementation and successful student and completion efforts and
  - ✓ to support the DOC Prison Education Program expansion efforts to additional facilities.



**MINNEAPOLIS**  
COMMUNITY & TECHNICAL  
**COLLEGE**®

# TREC Program

Transformation & Reentry through Education & Community

Tuesday June 20, 2023

Minnesota State Colleges & Universities-Board of Trustees Meeting

Presentation by:

Dr. Sharon Pierce, President

Dr. Ann Deiman-Thornton, Dean-School of Education, Public and Human Service

## TREC Mission:

The mission of the TREC Program is to provide transformative college degree programs and experiences to incarcerated students as pathways to human dignity, sustainable careers, community engagement, and lifelong freedom.



# TREC Programming

## Lino Lakes

- Associate of Arts
- Associate of Arts w/emphasis in Creative Writing
- Associate of Arts w/emphasis in Philosophy
- Associate of Arts w/emphasis in Communication Studies
- Associate of Science in Business Mgmt
- Certificate in Entrepreneurship

## Stillwater

- Associate of Arts



# MINNEAPOLIS COMMUNITY & TECHNICAL COLLEGE®

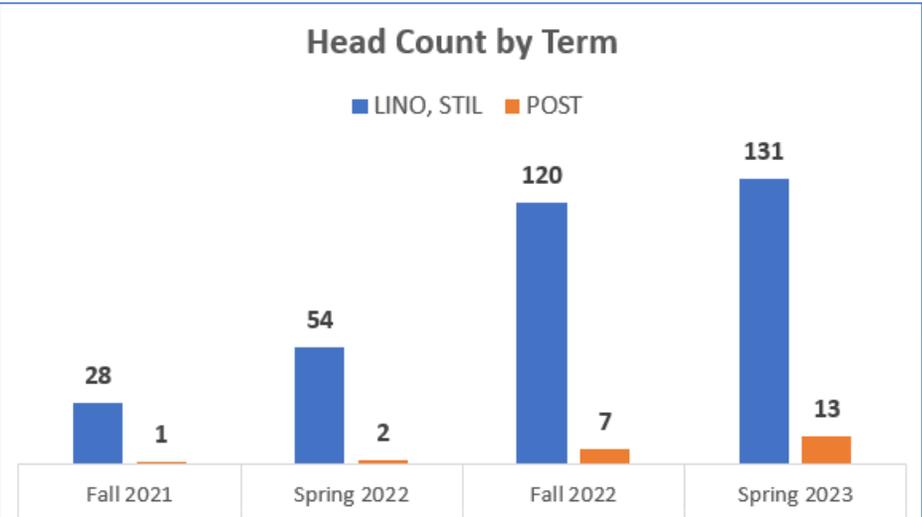
**TREC Degrees Conferred: 15**



**Total Students Served: 202**



**Total Credits Earned: 2,961**



# TREC Program Structure

- Ann Deiman-Thornton, Dean of TREC Program
- Matthew Palombo, TREC Coordinator & Faculty
- Maran Wolston, TREC Coordinator & Faculty
- Michael Valesano, TREC Coordinator

*Many others on the Minneapolis College campus contribute to making this a successful program*



# Questions/Comments



**MINNEAPOLIS**  
COMMUNITY & TECHNICAL  
**COLLEGE**®

A Member of  
Minnesota State

# Scholars Serving Time

Higher Ed Prison Programming at  
Minnesota State University, Mankato

June 20, 2023

**Anne Dahlman, PhD**

Interim Associate Provost for Academic Affairs



# OUTLINE

- History and Overview of SST at MNSU, Mankato
- Successes
- Challenges and Opportunities

# BRIEF HISTORY

- Faculty members taught courses at Waseca Shakopee facilities 2010—2020 through the “Inside Out”-program
- In 2020, contract secured from Bureau of Prisons to offer an AA-degree at FCI Waseca (3-year contract)
- 2021, the AA degree programs offered at Minnesota Correctional Facilities at Shakopee and Faribault
- Today, we offer the AA degree program at Shakopee for 24 students (rolling enrollment), most are Pell eligible



**DR. VICKI HUNTER**  
**SCHOLARS SERVING TIME PROGRAM COORDINATOR**



# STUDENTS SERVED

- Faribault

- From 2021-2022 (5 semesters)
- Offered 24 classes
- 40 part-time students (at least one class)
- 20 full-time students (four classes every semester)
- 8 students graduated with an AA degree

- Shakopee:

- From 2021-2023 (6 semesters)
- Offered 23 classes
- Started with 9 students (full-time students)
- Summer 2023 graduation – 10 graduating
- Currently 24 students (full-time)





# Scholars Serving Time – Fall 2022 Graduation

By Vicky Hunter

# SUMMER 2023 GRADUATION

- Official ceremony
- Led By Provost Hood

April 27<sup>TH</sup>, 2023

Greetings Provost David Hodd,

As you know, there will be a graduation ceremony on Thursday July 13<sup>TH</sup>, 2023 from 12:30p.m. to 2:30p.m. for The Scholars Serving Time Program at MCF Shakopee. The first class will be graduating and it would mean so much to us if you would attend. This is a moment that we want to share with you, and everyone involved in making this program a reality. We've worked very hard academically, and Dr. Hunter always tells us how much you and many others have worked to make this program what it is today.

We are extremely grateful, for you and the work that you've done to organize and arrange the logistics necessary for the establishment and sustenance of this program. But most dear to us, taking a chance on those who many consider not worthy of a second chance. We hope to see you at the ceremony, so you can see the fruits of your labor realized.

Sincerely Shakopee Mavericks!

Jessica Kielele  
Camisha Njiru  
Sharrie Dirk Binder  
Buffy French  
Megan Thorsen  
Cheryl Albert  
Amanda L. Keltner  
Parah Johnson  
C. Bell  
Anna Shinkaranko

# MOVING FORWARD

- Add a 5-semester Bachelor's Program (Sociology with Nonprofit Leadership Certificate and Minor in Spanish)
- Infuse with high demand professional skills in research, bilingual employees, and leadership potential
- Double students served (24 students in AA and 24 in BS-degree)

-> ***10% of incarcerated individuals at Shakopee served***



# CHALLENGES AND OPPORTUNITIES

- Creating a sustainable financial model that accounts for services provided by offices such as financial aid and advising
- Space capacity for education at corrections facilities
- Opportunity to streamline services for *new* student populations on campuses
- Existing collaboration across three MinnState institutions involved in prison education, potential for further collective capacity building



---

**St. Paul College**



# MINNESOTA STATE

30 East 7th Street, Suite 350  
St. Paul, MN 55101-7804

651-201-1800

888-667-2848

[MinnState.edu](https://www.minnstate.edu)

This document is available in alternative formats to individuals with disabilities.

To request an alternate format, contact Human Resources at 651-201-1664.

Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.

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



Office of Equity & Inclusion

---

# Campus Climate Survey: Discussion on Dissemination and Uptake

June 2023

# Aims of Campus Climate Assessment

- All Minnesota State institutions will complete student & employee campus climate surveys within a 3-year cycle
- Assessing climate is important for:
  - Employee and student retention and recruitment
  - Compositional diversity - students and employees
  - Equity in student success
  - Community relations
  - Strategic continuous improvement

# Aims of Campus Climate Assessment

- Provide insight into climate conditions - institutional level
- Assess sense of belonging, inclusion, and safety for students and employees
- Support evidence-based decision-making and planning for efforts to improve campus climate
- Inform & Align to system EDI priorities; Equity 2030 & Equity Scorecard
  - KPI 5 and 6 (currently in development)
  - Allow for measuring changes over time (3-year cycles)
  - Holistic view of equity, diversity, and inclusion strategy

# Priority Campus Climate Conceptual Domains

## Student Related

1. Sense of Belonging & Inclusion
2. Safety – Physical
3. Safety – Psychological
4. Cultural Fluency of staff & faculty
5. Discrimination, harassment, & bias experiences
6. Accessibility & facilities

## Employee Related

1. Sense of Belonging & Inclusion
2. Safety – Physical
3. Safety – Psychological
4. Cultural Fluency of employees /leaders/supervisors
5. Discrimination, harassment, & bias experiences
6. Accessibility & facilities
7. Peer/Team/Supervisor relationships & effectiveness

# Update

- Contracts updated or established with 3 vendors
- Year 1 (FY2023) included 17 institutions
  - 10 completed both student & employee surveys
  - 5 completed the employee survey only
  - 2 completed the student survey only
- Year 1 Timeframe
  - Campuses will be receiving results over the summer
  - Expectation is for campuses to begin sharing results with stakeholders Fall semester 2023
  - Begin considering how campus climate assessment results can inform challenges, opportunities, and strategies to impact equity and improve experiences of students and employees.

# Next Steps

- System office leadership confirming cohorts for FY2024 and FY2025
- Minnesota State has, and will continue to, encourage campus leadership to:
  - Disseminate findings amongst stakeholders (including entities responsible for improvement)
  - Utilize the results in planning and decision making
  - Provide guidance to campuses on engagement with campus climate
  - Develop KPI 5 and 6, to ensure measurement of progress/changes over time



# MINNESOTA STATE

30 East 7th Street, Suite 350  
St. Paul, MN 55101-7804

651-201-1800

888-667-2848

[www.MinnState.edu](http://www.MinnState.edu)

This document is available in alternative formats to individuals with disabilities.

To request an alternate format, contact Human Resources at 651-201-1664.

Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.

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



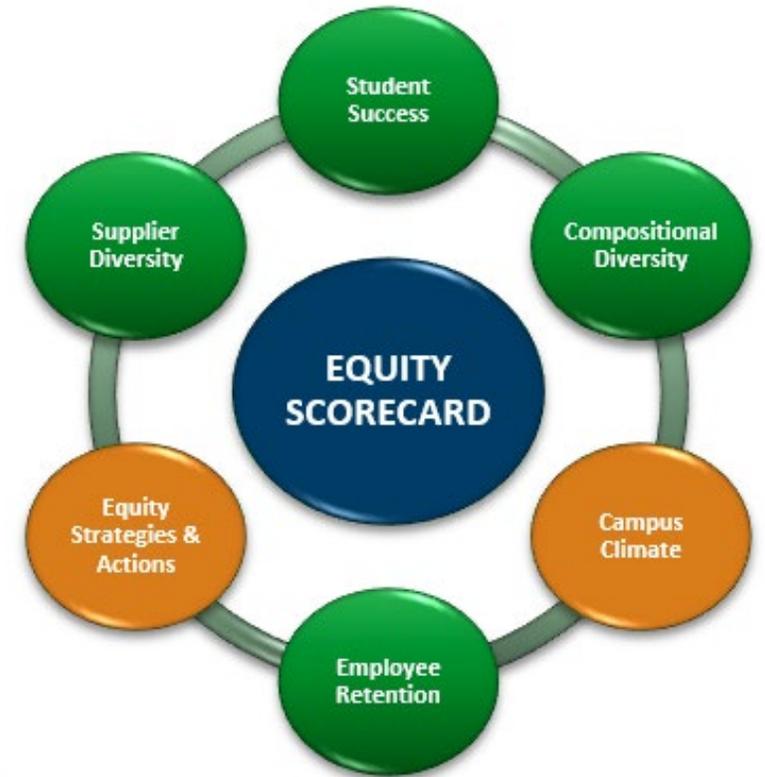
Office of Equity & Inclusion  
The Center for Data Access & Analytics

# Minnesota State Equity Scorecard: Building Out KPI 5: Equity Strategies & Structures

June 2023

# Equity Scorecard – Current State

- **Equity Scorecard Aims**
- **Status:**
  - Prototype -> Dashboard -> Ongoing Refinement & KPI Development
- **Expanding Access**



# KPI 5 Equity Strategies & Actions

## Conceptual Overview

In keeping with using a holistic and multifaceted approach to equity efforts, we need to consider if the key strategy and structure elements that help support equity efforts are in place.

### KPI 5 Helps:

1. Provide baseline view of strategies at a campus: Overview of the structures and strategic elements campuses are leveraging to advance equity and realize Equity 2030
2. Facilitate strategic consideration of what is needed or being done to advance equity, diversity, and inclusion at a school.
3. Allows campuses to identify areas of opportunities and growth toward closing institutional performance gaps.
4. Support's HLC Accreditation Assurance efforts.

# KPI 5 Parameters

- Baseline View: Documents establishment of, and progress towards, key strategic and structural elements that institutions should have in place to pursue Equity 2030 goals and narrow equity gaps.
- Core Foundational Elements: Encourages putting into place key components, that are supportive of institutions to make progress towards Equity 2030; elements identified using stakeholder input about best practices & requisite structures.
- One size does not fit all: Important to acknowledge that local campus context shape variations in how structures, resources, and strategies are realized/manifested.

# KPI 5 Parameters

## KPI 5 Does Not:

- Specifically aiming to capture intention, impact, or effectiveness of structures and strategies.
- Supplant or replace other important existing processes and structures (i.e. Affirmative Action Plans, Equity Plans, campus climate surveys, etc.).

# Tentative KPI 5 Elements: Equity Strategies, Structures, & Actions

## The college/university:

1. \* Has an active **Bias Incident Response Team**.
2. \* Has an established **American Indian Advisory Council** (legislatively required for schools with 10+ full-time American Indian students, if requested).
3. \* Has completed a **campus climate assessment** within the last 3 years.
4. \* Has an approved **Affirmative Action Plan**.
5. Has an established **council or committee that is dedicated to helping advance campus Equity, Diversity, & Inclusion efforts**.
6. Has a dedicated and filled **leadership role for leading equity, diversity, and inclusion** efforts (such as a CDO (Campus Diversity Officer)) and the position is filled.
7. Has a published strategic **EDI (Equity, Diversity, & Inclusion) plan** that is reviewed and assessed annually.
8. Has a concerted effort or group leading work focused on **anti-racist pedagogy and curriculum, culturally responsive pedagogy and curriculum, and/or universal design for learning**.
9. Has developed a **strategic enrollment management (SEM) plan** that uses disaggregated data and centers equity to inform recruitment and persistence strategies and outcomes.
10. Has an established **policy review process** that uses an equity lens.
11. Has a normalized practice of using **disaggregated data and conducting academic planning and review with an equity lens**.
12. Has **targeted student support services** for BIPOC and underserved students (such as dedicated orientation, LGBTQ+ resource center, 211 partnership).
13. Has adopted **anti-racist and inclusive hiring and retention practices**.

*\*Denotes required by law, legislative requirement, or Chancellor's mandate.*

# Next Steps & Future Directions

- Phased Approach
  - Stakeholder engagement & feedback
  - Integrate KPI 5 core elements into the Equity Scorecard (Summer 2023)
  - Refine KPI 5 core elements
  - Determine progress and reporting mechanisms
  - Integrate KPI 5 progress and reporting mechanisms (Summer-Fall 2024)
- Continue development of KPI 6 (Campus Climate)
- Ongoing support and alignment to Equity 2030
  - Integration with other key strategies & initiatives
- Expand access permissions
- Move towards public-facing
- Longitudinal view of Equity Gap Progress
- Additional metrics and measures

# Discussion – Q&A



# MINNESOTA STATE

30 East 7th Street, Suite 350  
St. Paul, MN 55101-7804

651-201-1800

888-667-2848

[www.MinnState.edu](http://www.MinnState.edu)

This document is available in alternative formats to individuals with disabilities.

To request an alternate format, contact Human Resources at 651-201-1664.

Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.

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



6/20/23

Office of Internal Auditing

---

# Audit Committee

MINNESOTA STATE

# Chief Audit Officer's Annual Report and Proposed Fiscal Year 2024 Internal Auditing Plan



# THE OFFICE OF INTERNAL AUDITING



# Internal Auditing Team



**MELISSA PRIMUS**  
CPA, CIA  
Deputy Director



**AMY JORGENSON**  
CPA  
Chief Audit Officer



**CRAIG FAUTSCH**  
CFE, Investigator-  
Audit Coordinator



**DARLA CONSTABLE**  
Executive Assistant



**MALLORY THOMAS**  
CPA, MBA, CIA, CITP  
Baker Tilly



**CHRIS JEFFREY**  
CPA  
Baker Tilly



**MIKE CULLEN**  
CISA, CISSP, CIPP/US  
Baker Tilly



**ASHLEY DEIHR**  
CPA, CIA, CFE  
Baker Tilly



**CARLA HIRSCH**  
CPA  
Baker Tilly

**Supporting managers, seniors, and staff**

Local resources determined based on  
project needs and skill requirements



# Fiscal Year 2023 in Review

## Internal Audit Operational Updates

- Annual Financial Statement Audits
- Federal Compliance Testing Over Student Financial Assistance and Higher Education Emergency Relief Fund Programs

## Internal Audit Program Development

- System-Level Enterprise Risk Management Activities
- Institution-Level Enterprise Risk Management Activities

## Executed Projects

- NextGen Project Risk Review #9
- Equity 2030 Status Assessment
- Controlled Use of Admin Privileges
- Academic Program Process Review – Transfer Pathways
- Ethics, Employee Conduct, and Fraud Review
- Financial Controls Assessments
- Enterprise Identity Management System Audit
- Quarterly Board of Trustee Expense Audits

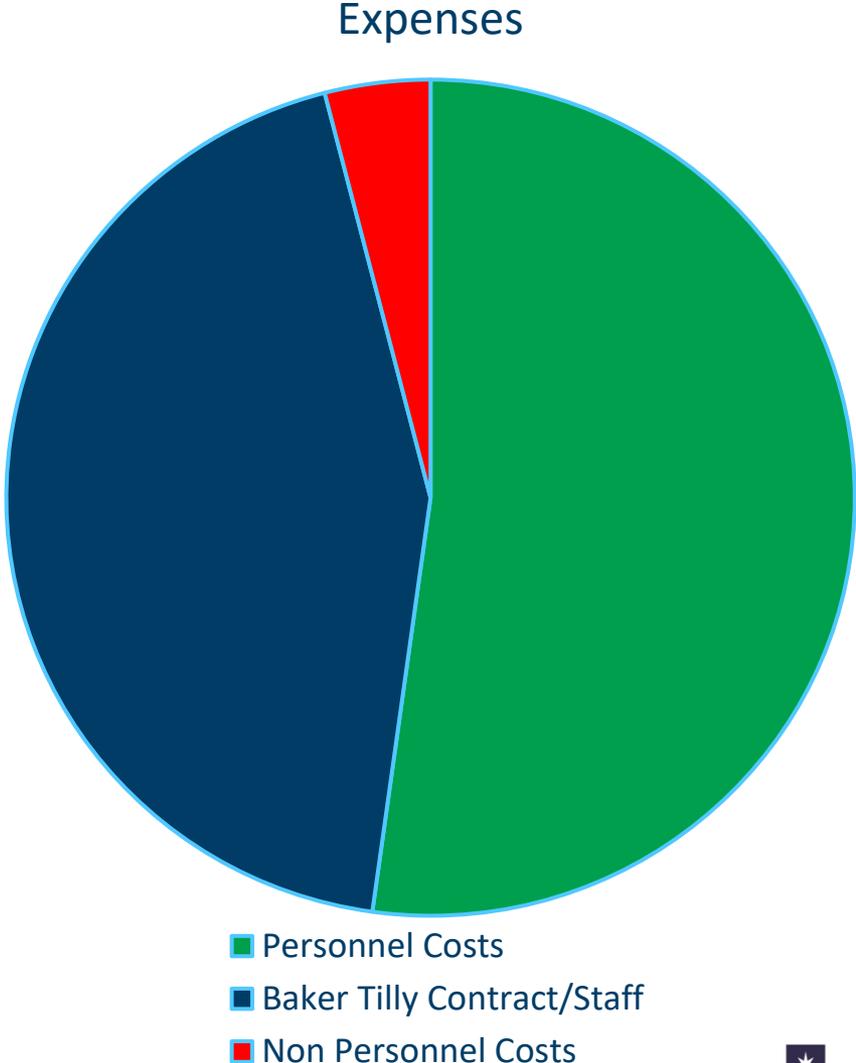
## Fraud Investigations

- Received 7 allegations
- Issued 5 Investigation Reports; 4 investigations are in progress

# Internal Auditing Budget

- FY24 system office expected divisional funding allocation/budget

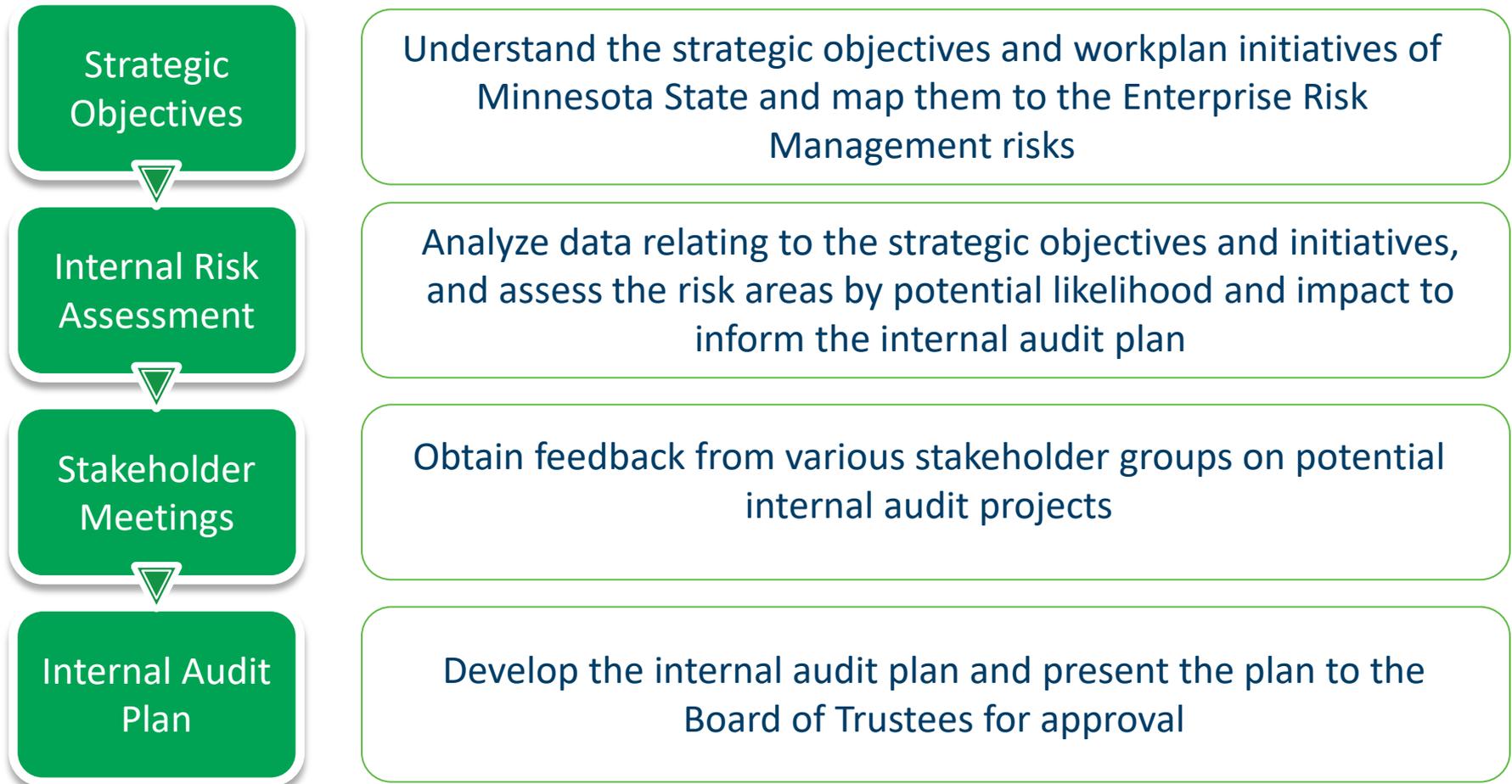
Personnel Costs	\$715,152
Baker Tilly Contract/Staff	\$600,000
Non-Personnel Costs	\$55,058
Total	\$1,370,210



# Internal Audit (IA) Plan

- IA's Charter and the International Professional Practices Framework requires the Chief Audit Officer to present and seek approval of an annual internal audit plan
- The plan presents an overview of how IA plans to use its resources
  - Part 1 – Ongoing Activities
  - Part 2 – Multi-Year Projects
  - Part 3 – New Projects
- Plan updates, including suggested changes, will be discussed with the Audit Committee throughout the year
- The Audit Committee is to also review the internal audit budget, resource plan, activities and organizational structure

# Internal Audit Plan Development Process



# Internal Auditing Focus Areas for 2024



Advancing Enterprise Risk Management Model



NextGen



Top 5 Information Security/NIST



Internal Controls and Compliance



Attraction and Retention of Faculty and Staff



Financial Sustainability and Athletics

# Part 1 – Ongoing Activities

## Committee Participation and Advisory Services

- NextGen Steering Committee
- Enterprise Risk Management Steering Committee
- Chancellor’s Cabinet and Leadership Committee
- Other Committee and Work Group Participation
- Ongoing Ad-Hoc Risk & Control Inquiries and Advice

## Assurance Services

- 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



# Part 2 – Multi-Year Projects

## ERM Advisory (advisory)

Participate in the ERM Steering Committee and assist in facilitating the ERM program and implementing ERM across the colleges and universities.

## NextGen Review (advisory/assurance)

Advise trustees and leadership on project status and risks and provide potential project improvements via period risk review checkpoints. Review security roles and internal controls prior to implementation.

## Top 5 Information Security Review (advisory/assurance)

Validate the implementation of safeguards and recommend information security program improvements for secured network engineering. Follow up on years 1-3 observations.

## Financial Controls Audit (assurance)

Execute year four of the rotational plan and facilitate internal control assessments for selected two-year institutions.

# Part 3 – New Projects



# Customized Training Controls Audit

## Project Description:

Assess the design and adherence to the internal control framework for customized training and review the accounting and transaction coding practices for consistency. (assurance)

## Potential Guiding Questions:

1. Are there updates needed to the business practices and procedures for customized training?
2. Are internal controls designed to ensure adherence to regulations, policies, procedures and are these controls operating effectively?
3. Are governance structures clearly defined and consistently applied to guide decision-making on strategy, curriculum, business operations, resourcing, and use of systems?
4. What best practices can be shared across the colleges and universities?



# NIST Framework Implementation Advisory



## Project Description:

Advise on the implementation of the National Institute of Standards and Technology Special Publication 800-171. (advisory)

## Potential Guiding Questions:

1. What processes and internal controls should be implemented to comply with the NIST framework?
2. How can colleges, universities, and the system office leverage the Top 5 Information Security guidelines and policies when implementing the NIST framework?

# Employee Attraction and Retention Practices Advisory



## Project Description:

Review the practices for attracting, hiring, and retaining employees. Review policies and procedures for opportunities to enhance the attraction and retention of diverse employees. (advisory)

## Potential Guiding Questions:

1. How can Minnesota State improve employee attraction, recruitment, and retention?
2. What best practices should be shared across the colleges and universities? How do similar higher education systems attract and retain employees?
3. How should policies and procedures be updated to promote the attraction and retention of diverse employees?



# Athletics Department Impact Advisory



## Project Description:

Determine how athletic departments are structured across Minnesota State and evaluate the financial impact. (advisory)

## Potential Guiding Questions:

1. Are governance structures clearly defined and consistently applied to guide decision-making for athletics department operations? How does Title IX impact the decision-making process and overall governance of athletics?
2. What is the impact (enrollment, financial, etc.) of athletics for the colleges and universities?



# Quality Assessment Review

## Fiscal year 2024

- Multi-year strategic plan to support the dynamic nature of Minnesota State and guide the IA function
- Balanced scorecard to communicate performance
- Quality Assurance and Improvement Program (QAIP) updates

## Fiscal year 2023 and continuing

- Internal assessment, including an evaluation of the “Core Principles”
- Dashboard for monitoring audit findings and tracking remediation efforts
- Internal Audit Manual

# Additional Projects Considered (Partial List)

- Mental Health and Wellness Advisory
- Recruitment Marketing Review
- Academic Program Advisory
- Program Delivery Model Advisory
- Dual Credit Review
- Physical Safety and Security Review
- Facilities Management and Utilization Advisory
- Center for Data Access and Analytics Advisory

# Recommended Action and Motion

## Recommended Committee Action

- The audit committee recommends the Board of Trustees adopt the following motion:

## Recommended Board Motion

- The Board of Trustees approves the Office of Internal Auditing's annual internal auditing plan for fiscal year 2024.



# MINNESOTA STATE

30 East 7th Street, Suite 350  
St. Paul, MN 55101-7804

651-201-1800  
888-667-2848

[www.MinnState.edu](http://www.MinnState.edu)

This document is available in alternative formats to individuals with disabilities.

To request an alternate format, contact Human Resources at 651-201-1664.

Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.

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



June 20, 2023

Office of Internal Auditing

---

# Joint Meeting: Audit and Workforce and Organizational Effectiveness Committee

Project Results – Ethics, Employee Conduct, and Fraud Review

(Advisory Project)

MINNESOTA STATE

# Project Background & Objectives

The objective was to assess the current practices for managing activities related to ethics, employee conduct, and fraud to gain an understanding of the relevant policies and procedures, regulations, communication channels, and supporting tools to manage the various areas.

## The questions to be addressed focused on:

- Goals and objectives for ethics, employee conduct, and fraud prevention and how policies, programs, and activities are designed to achieve the goals
- Policies and procedures alignment with applicable state requirements, peer institutions, and leading practices
- Policies and programs implementation and sufficiency to uphold an ethical environment and address ethics-related issues as they arise
- Training and awareness activities as well as tracking and monitoring training requirements

# Scope and Approach



Selected five (5) colleges and universities based on diverse size and location, along with the system office, to focus interviews and evaluation



Reviewed documentation, conducted interviews, benchmarked against peer institutions, assessed policy alignment with applicable state statutes, evaluated monitoring efforts of training requirements, and gathered insight into escalation and investigation procedures for ethics, employee conduct, and fraud allegations



Developed recommendations to address gaps noted and improve practices aligned with the culture, budget, and context of Minnesota State and advise on how to implement a more proactive approach to managing risks related to ethics, employee conduct, and fraud

# Conclusion

Minnesota State has an opportunity to enhance its ethics, employee conduct, and fraud related practices in the following areas:

**Goals and Objectives  
related to Ethics,  
Employee Conduct,  
and Fraud**

**Policies and  
Procedures Alignment  
with Industry Best  
Practice**

**Implementation and  
Sufficiency of a  
Conflict of Interest  
Process**

**Implementation,  
Tracking, and  
Monitoring of Training  
and Awareness  
Activities**

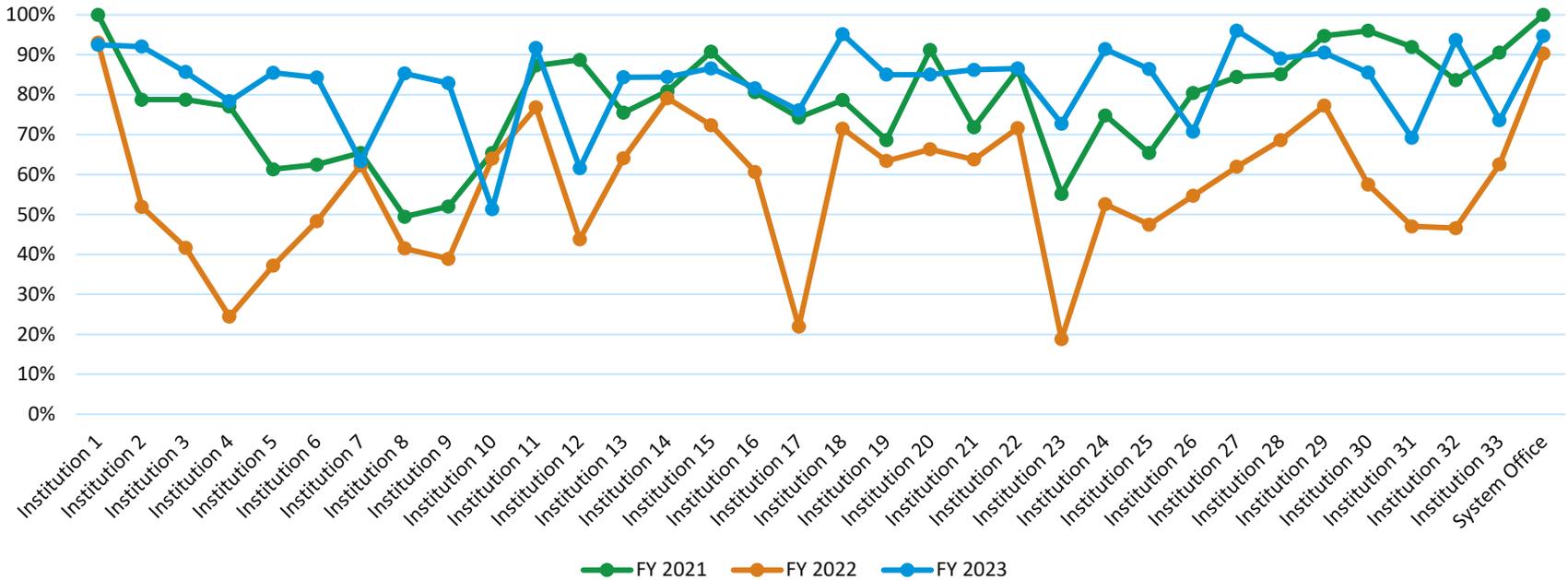
**Implementation and  
Sufficiency of  
Investigations**



# Code of Conduct Training Data

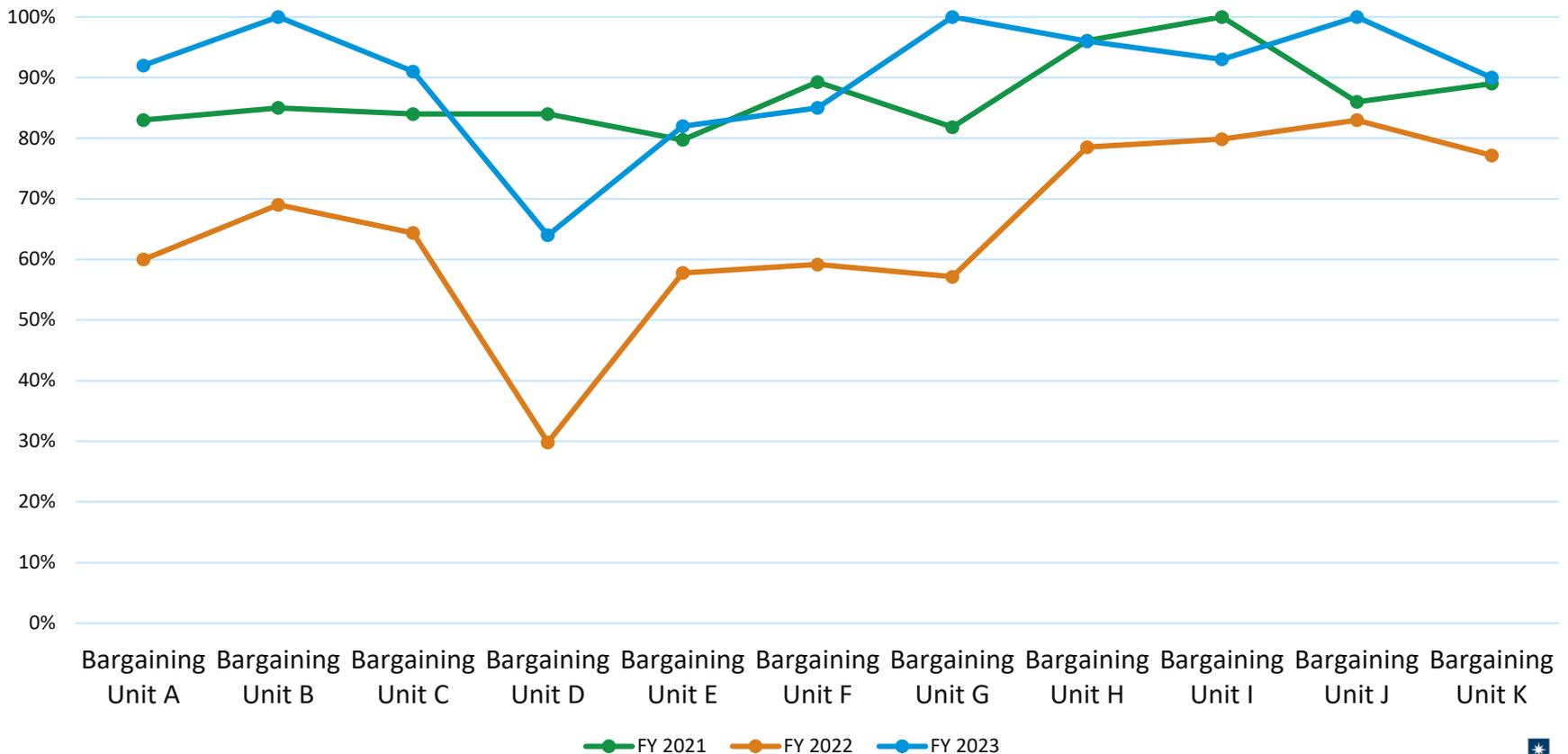
We reviewed and analyzed the completion rates of the Code of Conduct Training for FY 2021, FY 2022, and FY 2023. The data in the following diagrams are sourced from the Code of Conduct Training Completion Data provided by the Human Resources Division as of May 31, 2023.

**Diagram 1: Code of Conduct Training Completion by Institution**



# Code of Conduct Training Data by Bargaining Unit

Diagram 2: Code of Conduct Training Completion by Bargaining Unit



# Code of Conduct Training Data by year based on System Completion

Diagram 3: Average Code of Conduct Training Completion Rate by Year



# Risk

## *Why does it matter?*

The lack of clarity related to Minnesota State's expectations of its employees around ethics, employee conduct, and fraud presents the risk employees are unaware of their ethical expectations which increases the likelihood of ethics-related violations. Due to this, when unethical acts occur, it can be difficult for Minnesota State to appropriately reprimand employees due to incomplete or ambiguous terms in ethical-related guidance, such as board policies and procedures.



# Improvement Opportunities and Recommendations

## Goals and Objectives related to Ethics, Employee Conduct, and Fraud



Update the Code of Conduct, Core Commitments, Core Values, and Strategic Framework, to reinforce expectations around the ethical environment. Implement a communication plan to communicate expectations related to ethics, employee conduct, and fraud. Identify an owner of ethics-related processes to define responsibility and enhance tone at the top.

## Policies and Procedures Alignment with Industry Best Practice



Update the Code of Conduct to ensure alignment with state regulations and consider including leading practices of peer institutions. Additionally, add specific instances of recent investigations to FAQs to provide lessons learned.

## Implementation and Sufficiency of a Conflict of Interest Process



Create a documented Conflict of Interest (COI) policy and formalize the COI process. This should include:

- Disclosure requirements and education on requirements
- Procedures for reviewing COI
- Development and monitoring of COI management plans

## Implementation, Tracking, and Monitoring of Training and Awareness Activities



Further define potential consequences related to Code of Conduct Training completion rates and continue monitoring efforts past the deadline. Define specific thresholds for completion rates and define impacts in accordance with each.

# Improvement Opportunities and Recommendations, *cont.*

## Implementation and Sufficiency of Investigations: Intake



In the short term, document reporting capabilities in a centralized location for easy identification of reporting avenues. In the long term, implement system-wide reporting platform for complaints and allegations. Allegations reported outside the platform should be recorded on the platform to ensure comprehensive data.

## Implementation and Sufficiency of Investigations: Escalation



Inform the Office of Internal Audit of fraud allegations at the inquiry stage. Consider an institutional committee model to help guide institution-level investigations. IA and the system office should work with institutions in building a consistent process across the system. Maintain a list on the status of all ethics and employee conduct allegations.

## Implementation and Sufficiency of Investigations: Execution



Leverage the Minnesota State Labor Relations Investigations Guidebook and associated training to implement consistent processes for investigations. Each institution should document the individuals designated as investigators and decision makers, as well as the process for identifying outside investigators and decision makers.

# Management Response Next Steps

The Vice Chancellor for Human Resources and the General Counsel will develop responses related to next steps to implement the recommendations presented in this project.

**Eric Davis**

Vice Chancellor for Human  
Resources

**Scott Goings**

General Counsel





# MINNESOTA STATE

30 East 7th Street, Suite 350  
St. Paul, MN 55101-7804

651-201-1800  
888-667-2848

[www.MinnState.edu](http://www.MinnState.edu)

This document is available in alternative formats to individuals with disabilities.  
To request an alternate format, contact Human Resources at 651-201-1664.  
Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.  
Minnesota State is an affirmative action, equal opportunity employer and educator.



June 20, 2023

Educational Development and Technologies

# NED Talk: Equity Outcomes Realized

## Board of Trustees: Joint Meeting of ASA and OEI Committees

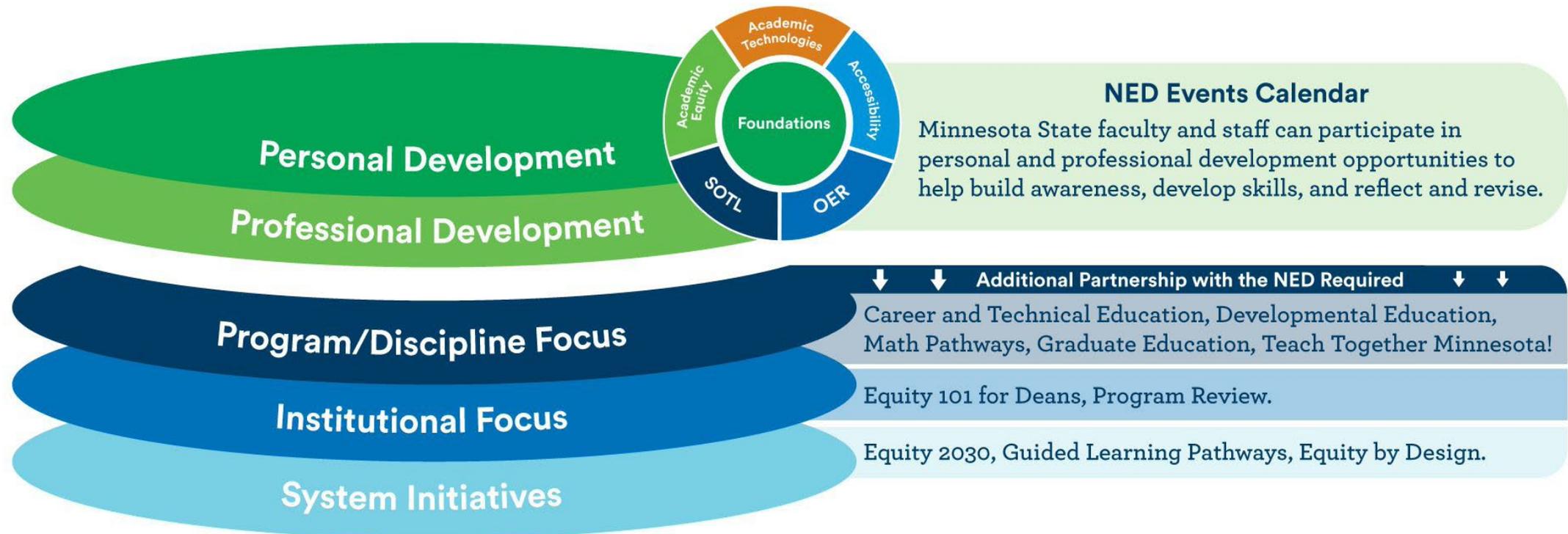
Kim Lynch, Sr. System Director for Educational Development and Technology

Ed Minnema, Equity Coach

Melissa Williams, Instructional Designer

Cindy Aamlid, Sociology Professor, Southwest Minnesota State University

# Network for Educational Development (NED): Offerings





JANUARY - DECEMBER

2022

YEAR IN  
REVIEW



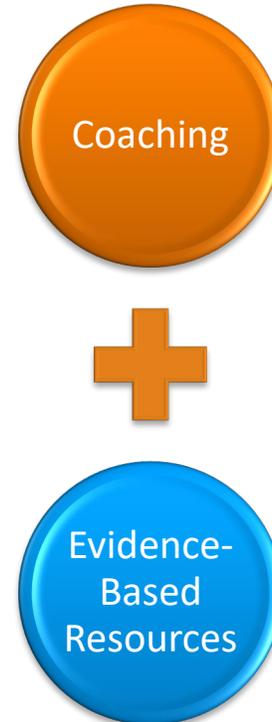
# Discipline-Specific Faculty Learning Communities (FLC): Conceptual Framework

Coaching establishes a culture of trust, inquiry, and support amongst FLC participants

Increases Equity awareness in:

- Rigor
- Relevance
- Relationships

Offers evidence-based resources to create personalized Equity action plans



# Discipline-Specific Faculty Learning Communities (FLC): Structure



# Equity Rubric & Action Plans

## Be Intrusive

Digital Literacy  
Survey & Supports

Pre-semester  
outreach &  
onboarding

Accessible course  
materials

## Be Relational

“Bumper” videos

“Student” (rather  
than “office”)  
hours

Intelligent Agents  
for connection &  
retention

## Be Culturally Relevant and Affirming

Diverse  
community  
service learning  
projects

Diverse chemists  
exploratory  
assignment

“Math in your  
daily life” learning  
activities

## Be Community Focused

Creative,  
collaborative  
exam reviews

Student-guided  
community  
agreements

History  
gamification  
projects

## Be Race Conscious

Proactive  
microaggressions  
activity

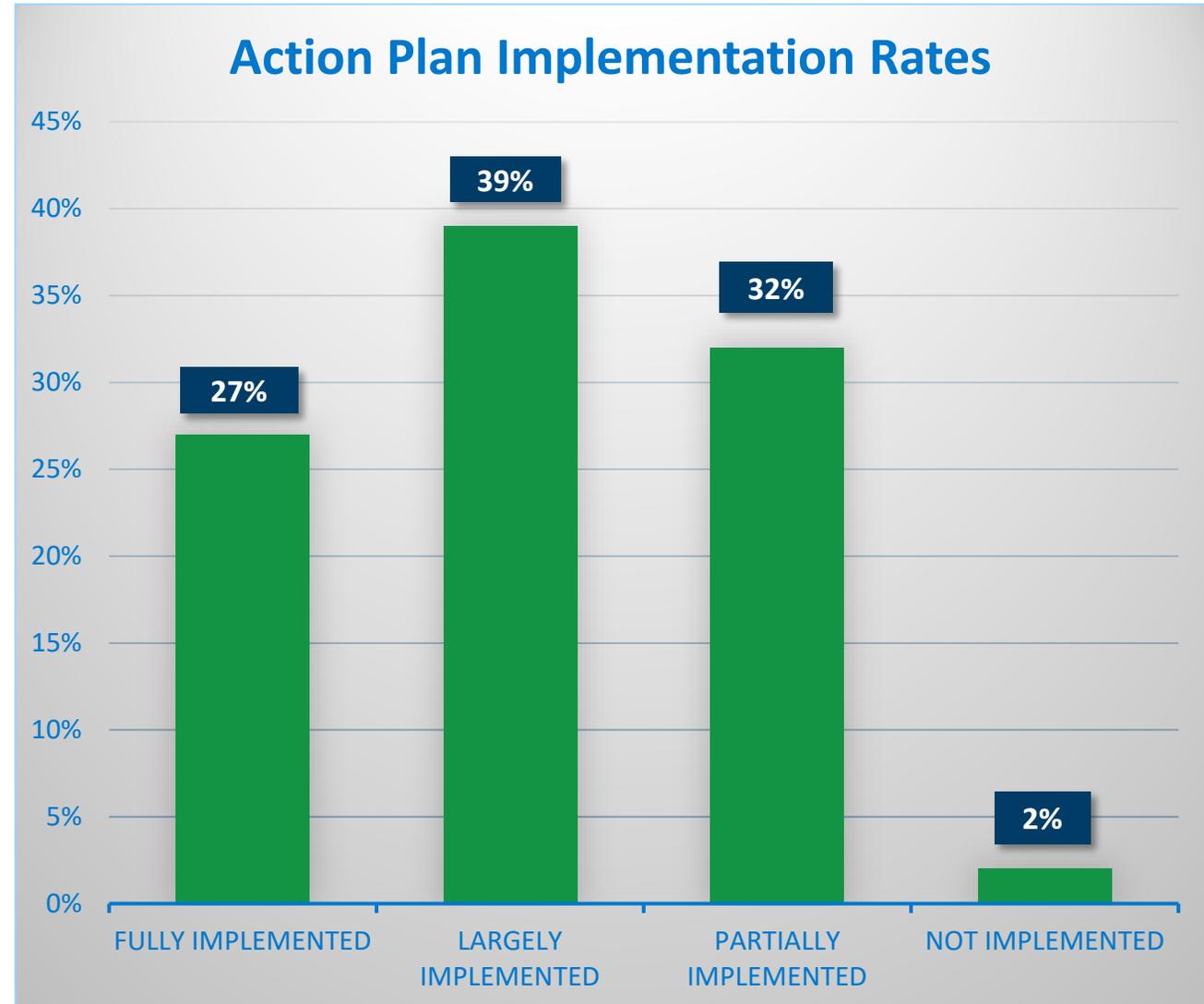
Student cultures  
story theater  
projects

Partnering with  
diverse local  
businesses for  
class projects

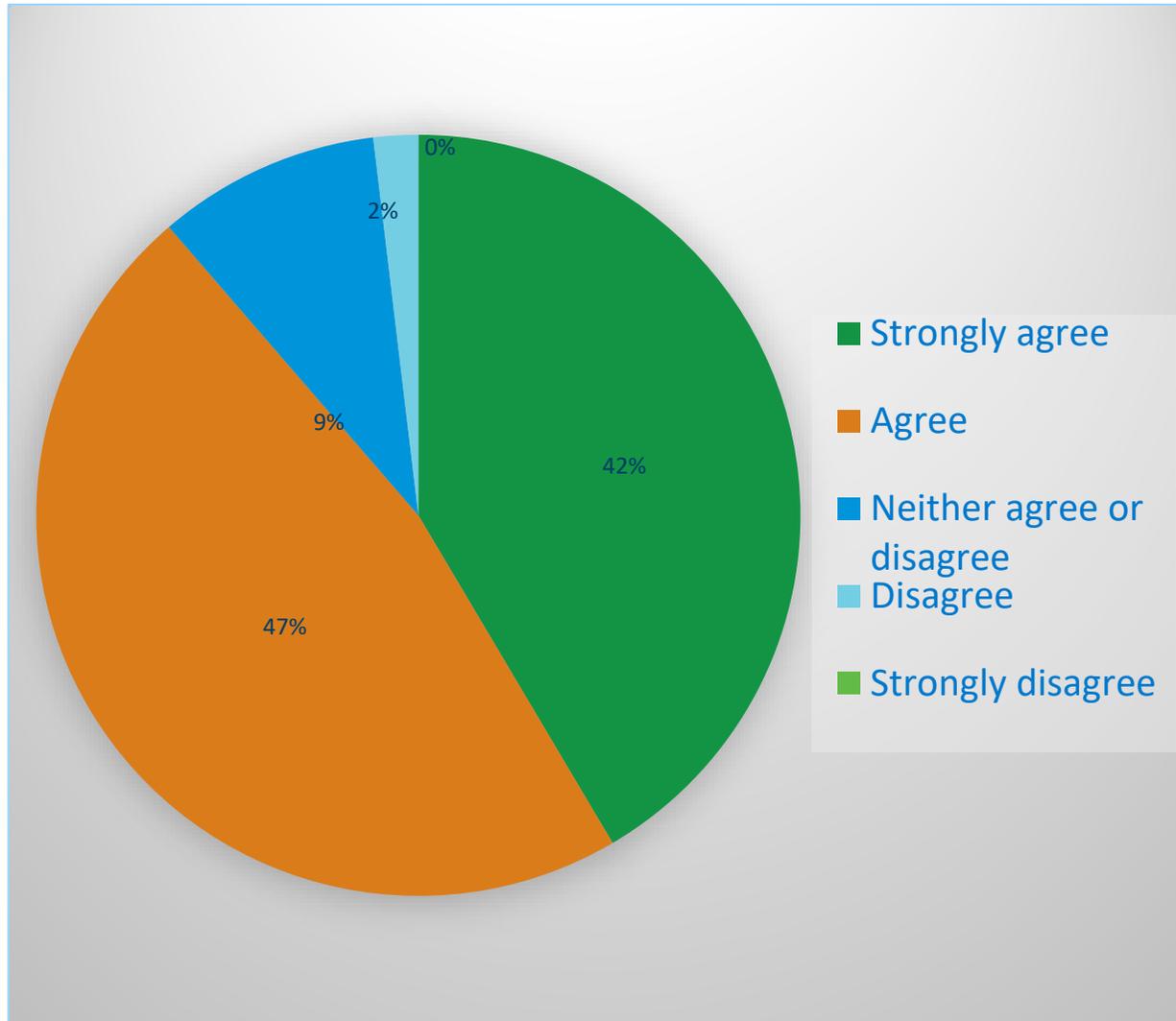
# Action Plan Implementation Rates

- First two cohorts (Sp22 & Su22)
- 40% response rate
- N=56

I need the structure and timeline to keep myself working through the material and reflecting with others.

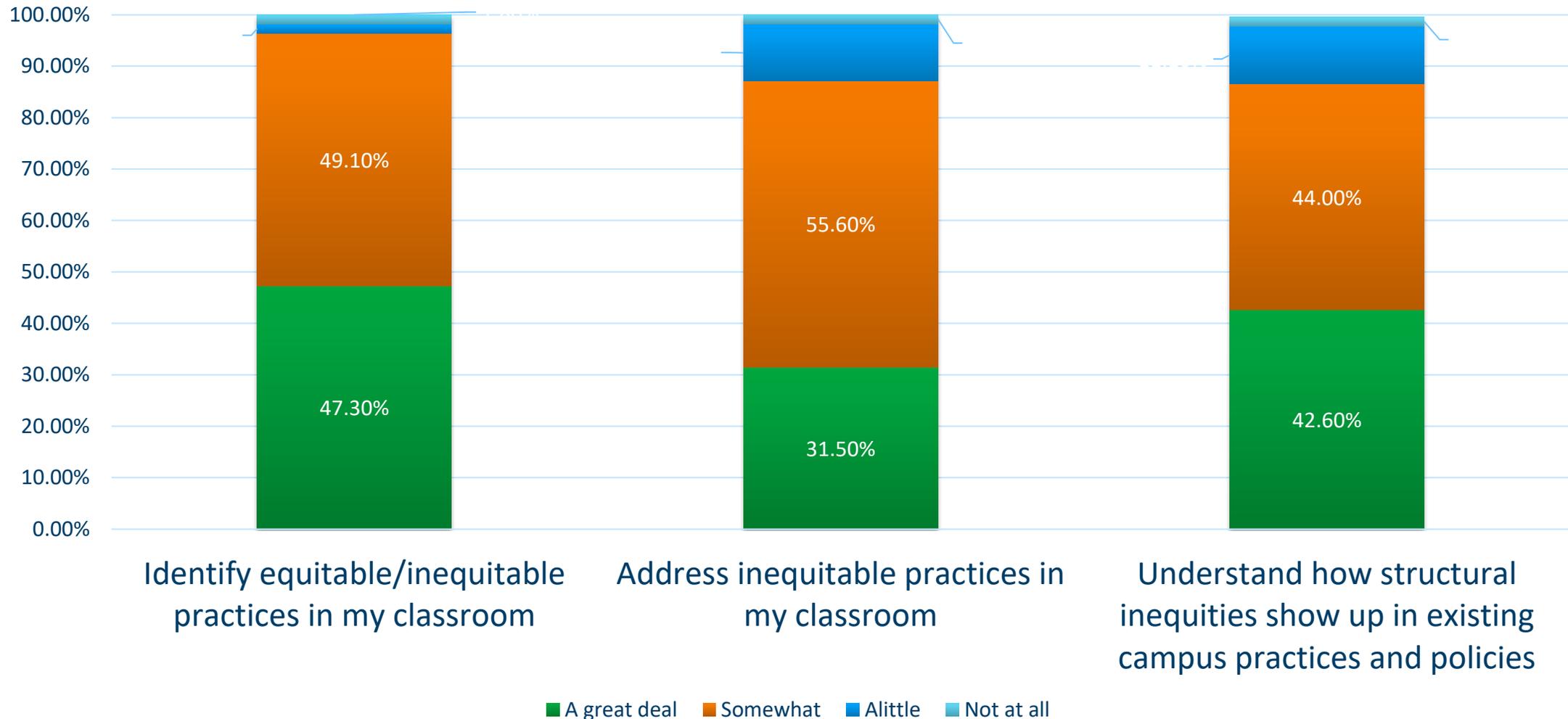


# The FLC Prepared Me to Successfully Implement My Selected Equity Practice:



This course was designed meticulously, and the instructors modeled equity in their approach.

# Equity in the Classroom and on Campus: Did Participating in the FLC Increase Your Ability to do the Following?



# Equity Action Project: Specs Grading & Bumper Videos

Cindy Aamlid, Sociology Professor  
Southwest Minnesota State University



# Specs Grading

## *Equity Dimension #1: Be Intrusive*

*Providing transparency and agency to students to manage their own learning*

	<b>D</b>	<b>C</b>	<b>B</b>	<b>A</b>
Assignments	4 of 8	5 of 8	6 of 8	7 of 8
Quizzes	6 (>70%)	7 (>75%)	8 (>80%)	9 (>80%)
Exams	2 (>60%)	2 (>70%)	2 (>70%)	2 (>80%)
Projects	0	0	1	2
Engagement	-	Average	Most	Most

Specs Grading Chart for SOCI 101

### ***Assignments:***

*"Meet Expectations" on all criteria*

- Submitted on time in correct format
- Clear writing in own words
- Responds to all components of prompt
- Concepts accurately applied
- Meets word length

### ***Virtual Tokens:***

*Redeem for...*

- *Revise assignment*
- *2-day extension*
- *Another attempt on quiz*
- *Any other bending of course rules...(not related to expectations of each grade bundle)*

## Student feedback: specs grading

■ Strongly Agree

Reduced my stress over the semester

55%

Felt I had more control over my grade

73%

Provided me more flexibility to complete tasks

82%

*I really enjoyed this grading method because it gave me flexibility in how I do my weekly work. I enjoyed how I could plan ahead with my weekly schedule and how I would know what my grade it could be.*

## Bumper Videos

### *Equity Dimension #2: Be Relational*

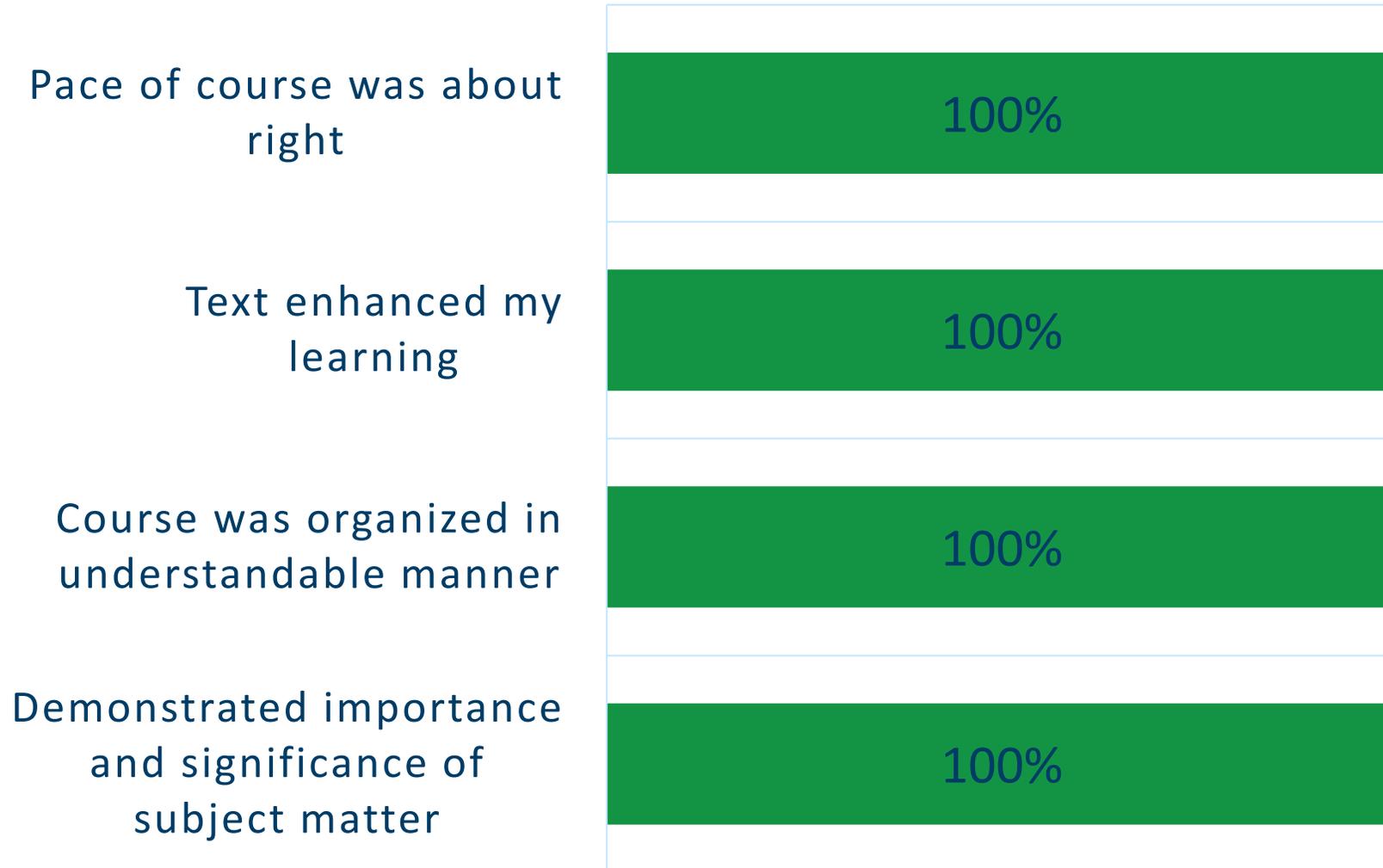
Created weekly videos for online course to introduce topic and readings

## Equity Action Project: Bumper Videos

Cindy Aamod, Sociology Professor  
Southwest Minnesota State University

## Student feedback: bumper videos

■ Agree or Strongly Agree



*I liked the videos of you explaining the week.*

*The videos and how they thoroughly explained everything.*

*I never had to question what was due or expected of me.*



# Questions and Feedback

# Acknowledgement



Discipline-focused Faculty Learning Communities were funded in part by the Minnesota Office of Higher Education through the Governor's Emergency Education Relief Grant.



# MINNESOTA STATE

30 East 7th Street, Suite 350  
St. Paul, MN 55101-7804

651-201-1800

888-667-2848

[MinnState.edu](https://www.minnstate.edu)

This document is available in alternative formats to individuals with disabilities.

To request an alternate format, contact Human Resources at 651-201-1664.

Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.

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

# Resources

- [Network for Educational Development \(NED\)](#)
- [Faculty Learning Communities for Culturally Responsive Teaching \(public version of the FLC course shell, licensed under Creative Commons Attribution-NonCommercial 4.0 International License\)](#)
- [Hartnell College Equity Rubric for Teaching & Learning \(licensed under CC BY-NC-SA 4.0\)](#)
- [Employing Equity-Minded and Culturally-Affirming Teaching and Learning Practices in Virtual Learning Communities](#), by Dr. Frank Harris III and Dr. J. Luke Wood, from the [Center for Organizational Responsibility and Advancement \(CORA\)](#).



June 21, 2023

---

# Fiscal Year 2024 Operating Budget (Second Reading)

# Summary of First Reading of FY2024 Operating Budget May 2023

- 2023 Legislative summary:
  - Legislative support for system request
  - Grant programs to students via Office of Higher Education
  - FY2024-2025 tuition freeze language
- Projected FY2024 campus discretionary fee adjustments
- Projected FY2024 Revenue Fund fee adjustments

# Higher Education Legislative Outcomes - \$650 million target

- Minnesota State - \$292.9 million
  - Stabilization and campus support - \$178 million
  - Student support - \$83.3 million
  - Workforce and economic development - \$27 million
  - Other - \$4.6 million
- Office of Higher Education - \$231 million
  - North Star Promise - \$118 million
  - State Grant Program - \$39 million
  - Minnesota American Indian Scholarships - \$17 million
- University of Minnesota - \$121 million
- Specials/Mayo - \$4 million

# North Star Promise Effective Fall 2024 (FY2025)– Office of Higher Education (OHE)

- Scholarships not to exceed 100% of tuition and fees after grants and other scholarships deducted
- Eligibility:
  - Family adjusted gross income below \$80,000
  - Student has not earned a baccalaureate degree at time of scholarship
  - Enrolled in at least 1 credit per semester
  - Satisfactory progress
- Grant renewable up to 60 credits certificate/associate degree or 120 credits for bachelor's degree
- Preliminary estimates from OHE:
  - 5,350 Minnesota State college students will benefit with average award of \$1,900
  - 4,400 Minnesota State university students will benefit with average award of \$3,170

# 2024-2025 OHE Funding Benefiting Minnesota State Students

- State Grant Program increasing living and miscellaneous expense allowance (LME) and conforming to Pell Grant changes approved by Congress impacting academic year 2024-2025 financial aid
- Grants to Underrepresented Teacher Candidates and Students Teachers in Shortage Areas
- Minnesota American Indian Scholarships
- Next Generation Nursing Assistant Training Program



# FY2024 Estimated Change in College Student Tuition by Income (degree seeking undergraduate students receiving state grant)

Recipient AGI (Adjusted Gross Income) Level	State Grant Recipients Headcount (% Change)	Change in Student Tuition Cost	Average Student Tuition Cost
Less Than \$20,000	8,937 (+1.3%)	-\$140	\$812
\$20,000 to \$39,999	9,023 (-2.1%)	-\$72	\$1,459
\$40,000 to \$59,999	4,186 (-5.5%)	\$31	\$2,019
\$60,000 to \$79,999	2,262 (-8.2%)	-\$77	\$2,980
\$80,000 and Above	1,148 (-4.3%)	\$69	\$3,661
All State Grant Recipients	25,555 (-2.2%)	-\$104	\$1,558
Non-State Grant Recipients	119,073	\$0	\$5,471

*\*Numbers may not add due to rounding.*

# FY2024 Estimated Change in University Student Tuition by Income (degree seeking undergraduate students receiving state grant)

Recipient AGI (Adjusted Gross Income) Level	State Grant Recipients Headcount (% Change)	Change in Student Tuition Cost	Average Student Tuition Cost
Less Than \$20,000	2,572 (-10.6%)	-\$221	\$1,993
\$20,000 to \$39,999	2,659 (-12.8%)	-\$43	\$2,565
\$40,000 to \$59,999	1,970 (-12.3%)	-\$118	\$3,497
\$60,000 to \$79,999	1,506 (-15.5%)	-\$263	\$5,057
\$80,000 and above	1,495 (-1.1%)	\$83	\$6,514
All State Grant Recipients	10,202 (-11.0%)	-\$125	\$3,547
Non-State Grant Recipients	46,202	\$0	\$8,685

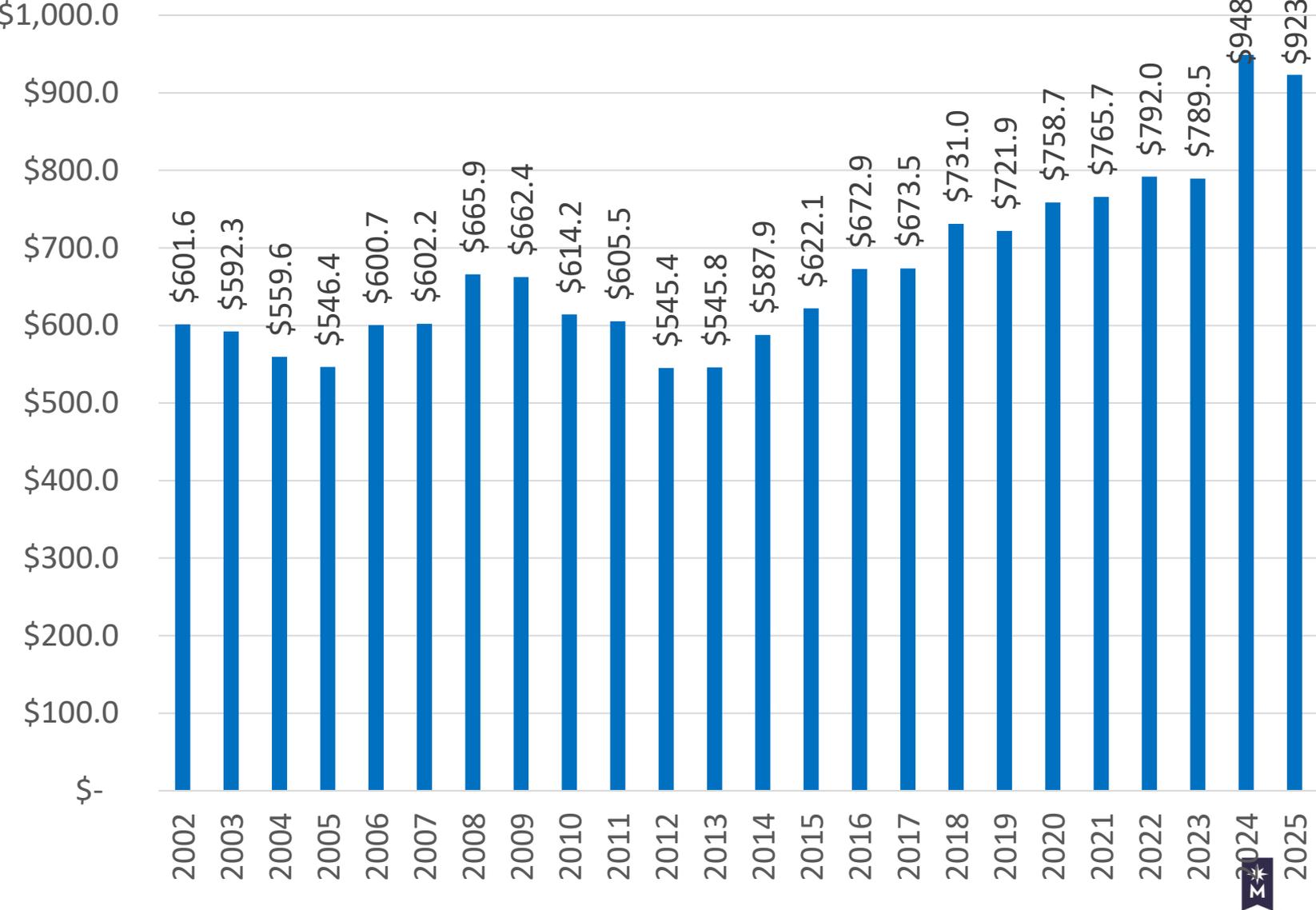
*\*Numbers may not add due to rounding.*

# 2024-2025 State Biennial Budget Bill Appropriations

Appropriations in Thousands of Dollars	System Request	Governor's Budget	House Bill	Senate Bill	Conference Committee	Conf. vs. Request
System Stabilization	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$128,000	\$3,000
One-time Operation Support			\$ 50,000	\$ 74,000	\$50,000	\$50,000
Tuition Freeze	\$ 75,000		\$ 75,000		\$75,000	\$0
Student Support, Basic Needs	\$ 26,000	\$ 26,000	\$ 26,000	\$ 26,000	\$6,316	(\$19,684)
Transfer Scholarships	\$ 12,000	\$ 12,000				(\$12,000)
Emergency Grants	\$ 10,000					(\$10,000)
Z-degrees/Free Materials	\$ 2,000		\$ 2,000		\$2,000	\$0
Advanced Technology/Facilities	\$ 49,000	\$ 11,500	\$ 25,000	\$ 20,000	\$13,500	(\$35,500)
Industry Sector Development	\$ 25,500		\$ 12,500	\$ 10,000	\$13,500	(\$12,000)
Workforce Scholarships	\$ 25,500		\$ 12,500			(\$25,500)
IRAP Employer Contributions		\$ 521	\$ 1,733	\$ 521	\$1,733	\$1,733
Unemployment Insurance			\$ 1,618		\$1,618	\$1,618
Menstrual Products				\$ 764	\$764	\$764
Child Development Pathway					\$475	\$475
<b>Total</b>	<b>\$ 350,000</b>	<b>\$ 175,021</b>	<b>\$ 331,351</b>	<b>\$ 256,285</b>	<b>\$292,906</b>	<b>(\$57,094)</b>



# System Appropriation History (\$ in millions)

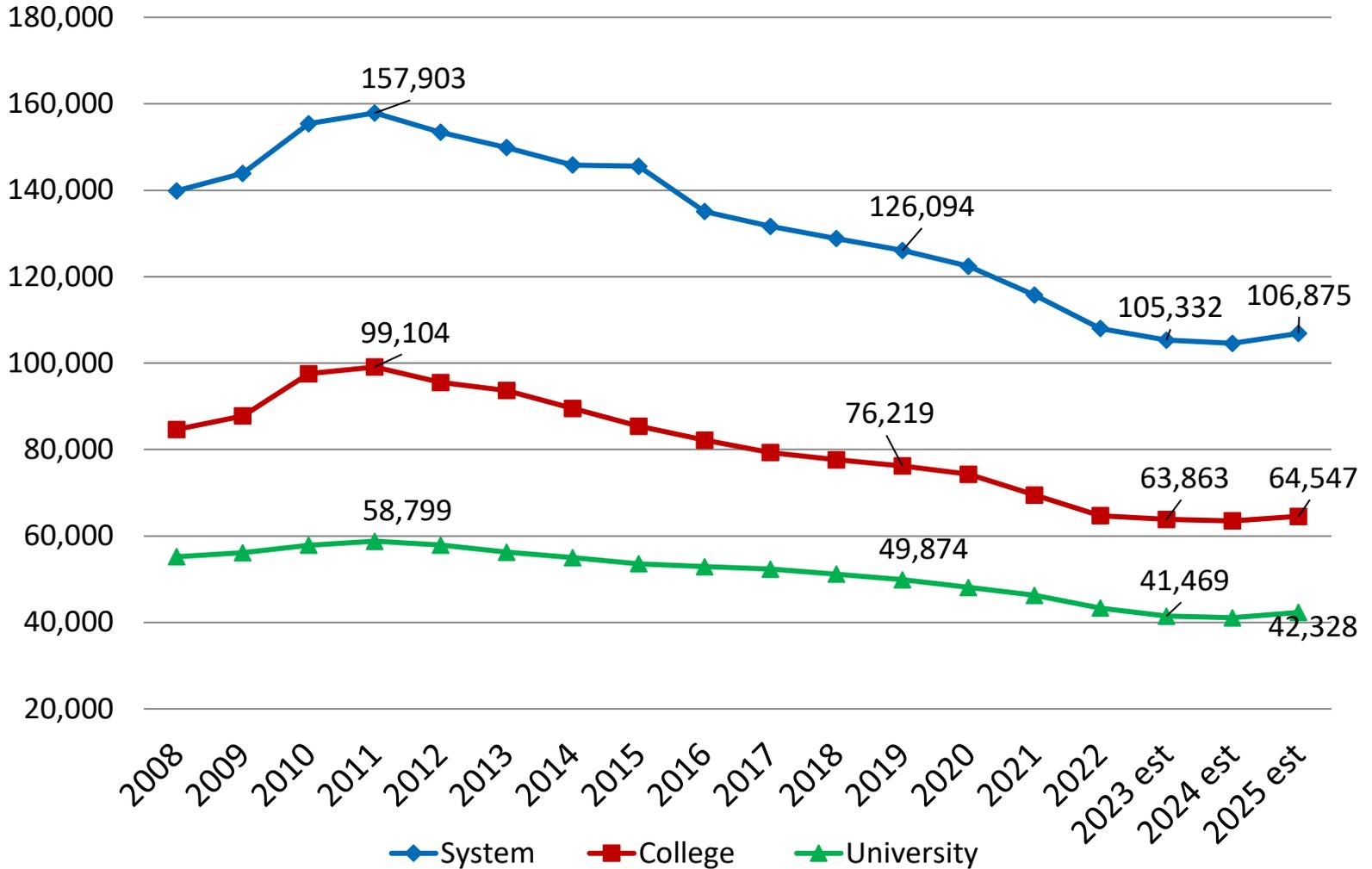


# FY2024-2025 Tuition and Fees

- Undergraduate tuition frozen during 2024-2025 biennium
  - Average full-time college student saving \$191 per year
  - Average full-time university student saving \$304 per year
- When factoring in fee increases, tuition & fees are increasing \$49 (0.6%) on an annual basis or
  - \$31 annually (0.5%) for full-time college students
  - \$74 annually (0.8%) for full-time university students
- *“Colleges and universities are permitted to increase differential tuition charges in fiscal years 2024 and 2025 where costs for course or program delivery have increased due to extraordinary circumstances beyond the control of the college or university. Rates and rationale must be approved by the Board of Trustees.”*

# FY2008 – FY2025 Full Year Equivalent (FYE)

## Enrollment



# System's Enrollment FY2019-FY2025

Full Year Equivalent	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Colleges	76,219	74,260	69,472	64,710	63,863	63,492	64,547
Universities	49,874	48,223	46,286	43,323	41,469	41,073	42,328
System	126,094	122,483	115,758	108,034	105,332	104,565	106,875

\*FY2019-FY2022 Actual; FY2023-FY2025 Projected

# Student Consultation

- Board Policy 2.3 – Student Involvement in Decision-Making: Campus student associations as the official representatives of college and university students submit a letter stating the level of consultation and any position taken by the association on an issue
- College and university leadership consulted with campus student association leaders throughout the budget process including tuition and fees changes (including Revenue Fund)
  - Student consultation letters can be found as item SP-14 of the supplemental packet.
- Student Involvement in Decision-Making policy and procedure will go through formal review process in FY2024

# Revenue Fund

- Fifteen colleges and universities are currently in the Revenue Fund
- Room and board account for 75% of Revenue Fund activity
- Colleges and universities are less reliant on one-time funds
  - FY2021 use of one-time funds was around 29% of revenue vs.
  - FY2024 projected use of one-time funds around 3% of revenue
- Despite enrollment and increasing operating costs, Revenue Fund fee increases are below the rate of inflation for FY2024

# FY2024 Average Annual Revenue Fund Rates

Revenue fund program or facility	FY2024 Rate	\$ Change	% Change
Room and board for traditional double room with meal plan	\$9,723.00	\$212.00	2.2%
Student Union	\$288.18	\$6.96	2.5%
Wellness and Recreation Facilities	\$181.55	\$2.93	1.6%
Parking	\$280.41	\$8.92	3.3%

# Revenue Fund Budget

\$s in millions	FY2023 Updated Budget	FY2024 Proposed Budget	\$ Change	% Change
<b>Revenues</b>				
Operating revenues	\$99.5	\$103.2	\$3.7	3.7%
Fund balance for 1x investments	\$1.5			
<b>Revenue Total</b>	\$101.0	\$103.2	\$2.2	2.2%
<b>Expenses</b>				
Compensation	\$25.3	\$26.4	\$1.0	4.0%
Operating costs	\$78.3	\$78.9	\$0.5	0.7%
<b>Expenses Total</b>	\$103.7	\$105.2	\$1.5	1.5%
<b>Budget gap</b>	(\$2.6)	(\$2.0)		
<b>HEERF Transfer in</b>	\$0.8	\$0		
<b>Fund balance to balance budget</b>	\$4.9	\$2.9		
<b>Budget balance</b>	\$3.0	\$0.9		

*\*Numbers may not add due to rounding.*



# Factors Impacting Operating Budgets

- Enrollment
- Compensation comprises around 75% of expenses and will put additional pressure on college and university budgets when base resources decline next biennium
- Inflationary pressures on operating costs
- Ability to eliminate reliance on one-time funds for on-going operational costs
- Significant one-time state resources during the 2024-2025 biennium

# FY2024-FY2026 Annual Appropriations

Appropriations in Thousands of Dollars	FY2024	FY2025	FY2026
System Stabilization	\$ 64,000	\$ 64,000	\$ 41,500
One-time Operation Support	\$ 50,000		
Tuition Freeze	\$ 25,000	\$50,000	\$37,500
Student Support, Basic Needs	\$ 3,158	\$ 3,158	\$ 3,158
Z-degrees/Free Materials	\$ 1,000	\$1,000	
Advanced Technology/Facilities	\$ 6,750	\$ 6,750	
Industry Sector Development	\$ 6,750	\$6,750	
IRAP Employer Contributions	\$861	\$ 872	\$ 883
Unemployment Insurance	\$809	\$809	\$809
Menstrual Products	\$482	\$282	\$282
Child Development Pathway	\$475		
<b>Total</b>	<b>\$ 159,285</b>	<b>\$ 133,621</b>	<b>\$ 84,132</b>

# College and University Budget Priorities

- College and university budget align resources to system priorities of student success and equity, workforce and economic development, technology, data democratization, and organizational effectiveness
- Investments being made to improve student persistence and completion
- Investments are also being made to reskill Minnesota's workforce to enhance the state's economy



# College and University Insights



# FY2024 All Funds Budget

<i>\$s in millions</i>	FY2023 Updated Budget	FY2024 Proposed Budget	\$ Change	% Change
<b>Revenues/Sources</b>				
General Fund	\$1,655.0	\$1,827.1	\$172.1	10.4%
Revenue Fund	\$101.0	\$103.2	\$2.2	2.2%
Other Funds	\$309.0	\$329.8	\$28.0	6.7%
HEERF Acts	\$34.6	\$6.6	(\$28.0)	-80.9%
<b>Revenues/Sources Total</b>	\$2,099.6	\$2,266.7	\$167.1	8.0%
<b>Expenses/Uses</b>				
Compensation	\$1,363.4	\$1,418.9	\$55.5	4.1%
Operating costs	\$799.7	\$855.5	\$55.8	7.0%
<b>Expenses/Uses Total</b>	\$2,163.1	\$2,274.4	\$111.2	5.1%
<b>Budget gap</b>	(\$63.5)	(\$7.7)		
<b>HEERF Transfer in</b>	\$23.6	\$0		
<b>Fund balance to balance budget</b>	\$59.7	\$26.1		
<b>Budget balance</b>	\$19.7	\$18.4		

\*Numbers may not add due to rounding.



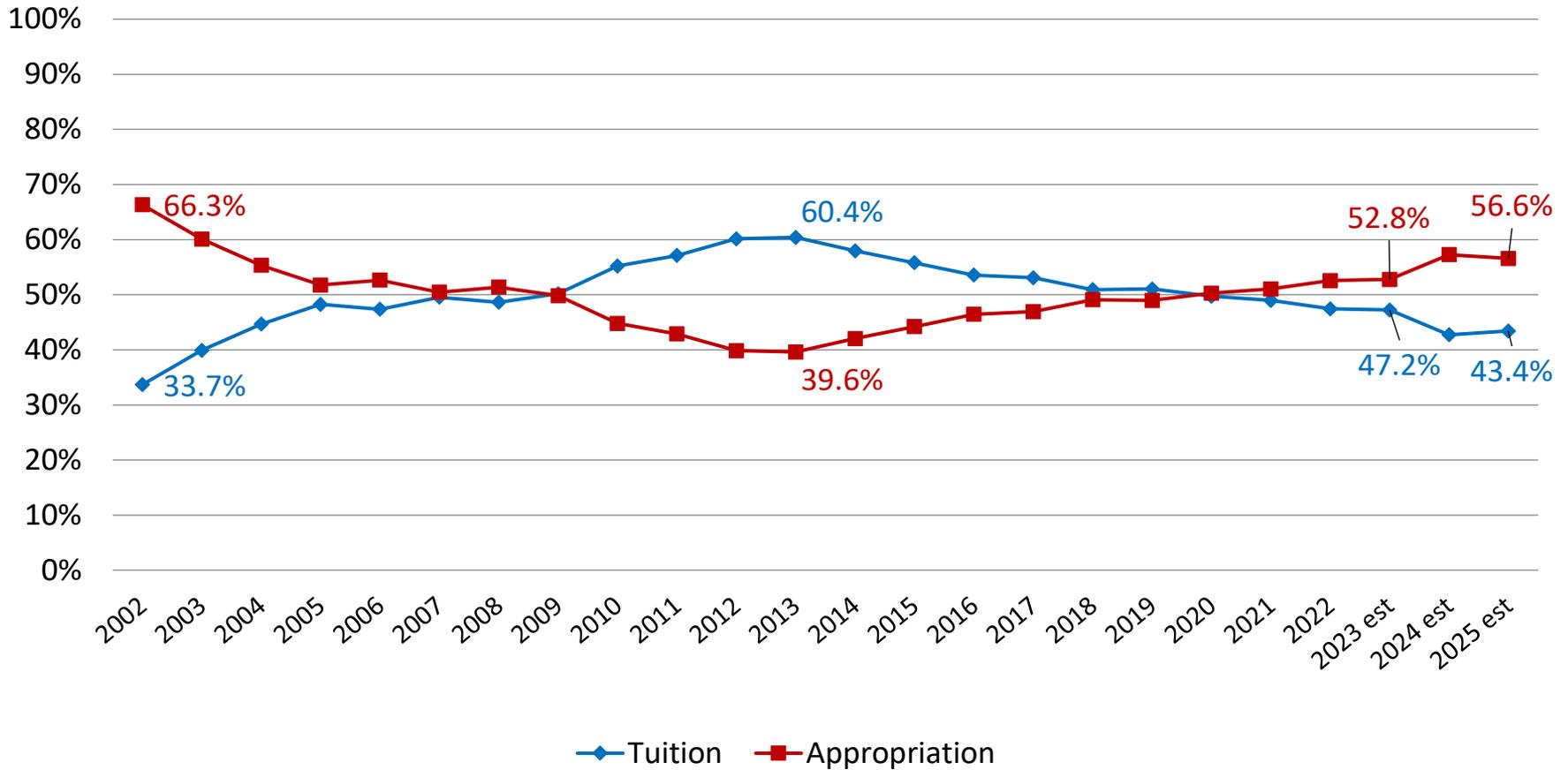
# FY2024 General Fund Operating Budget

\$s in millions	FY2023 Updated Budget	FY2024 Proposed Budget	\$ Change	% Change
<b>Revenues/Sources</b>				
State appropriation	\$789.5	\$948.9	\$159.4	20.2%
Tuition	\$706.3	\$708.1	\$1.8	0.3%
Other revenues	\$143.4	\$144.2	\$0.9	0.6%
Fund balance for 1x investments	\$15.9	\$25.9		
<b>Revenue/Sources Total</b>	\$1,655.0	\$1,827.1	\$172.1	10.4%
<b>Expenses/Uses</b>				
Compensation	\$1,261.7	\$1,309.7	\$48.0	3.8%
Operating costs	\$449.4	\$522.1	\$72.7	16.2%
<b>Expenses/Uses Total</b>	\$1,711.1	\$1,831.8	\$120.7	7.1%
<b>Budget gap</b>	<b>(\$56.1)</b>	<b>(\$4.7)</b>		
<b>HEERF Transfer in</b>	\$22.3	\$0		
<b>Fund balance to balance budget</b>	\$49.2	\$19.8		
<b>Budget balance</b>	\$15.4	\$15.1		

22 \*Numbers may not add due to rounding.



# FY2002 – FY2025 Appropriation and Tuition Relationship



# Committee and Board Motion

- Adopt the annual total all funds operating budget for fiscal year 2024 as shown in Table 5.
- Approve the proposed tuition structure recommendations and differential tuition rationale for fiscal year 2024 as detailed in Attachments 1A through 1H.
- Establish that fiscal year 2024 tuition rates are effective summer term or fall term 2023 at the discretion of the 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 2025 tuition recommendations are presented to the Board of Trustees.
- Continue the policy of market-driven tuition for closed enrollment courses, customized training, non-credit instruction, continuing education, fully online undergraduate programs, graduate programs, and contract postsecondary enrollment option programs.
- Approve the Revenue Fund and related fiscal year 2024 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.
- 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 2023, Chapter 41, Article 1, Section 3, Subdivision 4, in the amount of \$4,115,000.



# Appropriation and Tuition Changes since 2014

Fiscal Year	Appropriation in \$Millions	Appropriation Change from previous year	College Tuition Compared to previous year	University Tuition Compared to previous year	State Funding in-lieu of Tuition
2014	\$587.9	7.7%	Frozen	Frozen	Yes, fully funded
2015	\$622.1	5.8%	Frozen	Frozen	Yes, fully funded
2016	\$672.9	8.2%	Frozen	Increased overall average of 3.4%	Colleges fully funded
2017	\$673.5	0.1%	Reduced by 1%	Frozen	None
2018	\$731.0	8.5%	Increased overall average of 1%	Increased overall average of 3.9%	Colleges fully funded
2019	\$721.9	-1.2%	Frozen	Frozen	None
2020	\$758.7	5.1%	Increased by 3%	Increased by 3%	None
2021	\$765.7	0.9%	Increased by 3%	Increased by 3%	None
2022	\$792.0	3.4%	Increased overall average of 3.3%	Increased by 3.5%	None
2023	\$789.5	-0.3%	Increased overall average of 3.4%	Increased by 3.5%	None
2024	\$948.9	20.2%	Frozen	Frozen	Yes, fully funded
2025	\$923.2	-2.7%	Frozen	Frozen	Yes, fully funded*

\*Tuition freeze support currently funded at 75% in FY26-27





June 21, 2023

Finance and Facilities Committee

# 2024 Capital Budget Recommendation

## Second Reading

MINNESOTA STATE

# Agenda

## 2023 Program

- Request, Outcomes, and Impacts

## 2024 Program:

- Guidelines, Considerations, and Recommendation

## Next Steps



# 2023 Capital Program Request

Total program: **\$348.7 million**

Asset preservation - HEAPR:

- **\$173.7 million**
- **75 projects statewide**

Major projects:

- **\$175.0 million**
- **19 major capital projects**
- 4 Construction of previously funded design
- 6 Design and construction
- 9 Design for future construction

2023 Program Request Financing:

- State GO: **\$245.3 million**
- User: **\$47.6 million**



# 2023 Capital Program Outcomes



Total program: **\$181.1 million**

Asset preservation - HEAPR:

- **\$44.7 million**
- **20 projects statewide**

Major projects:

- **\$136.4 million**
- **14 major capital projects**
- 4 Construction of previously funded design
- 5 Design and construction
- 5 Design for future construction

2023 Program Financing:

- State GO: **\$134.7 million**
- User: **\$45.0 million**
- GF Cash: **\$1.3 million**

# Impacts

## Asset Preservation – HEAPR

- \$44.7 million - \$26% of the requested amount
- Under funding continues:
  - Average funding \$42 million (31%) over last 5 biennium
- Backlog of maintenance now \$1.4 billion

## Major Projects - \$409 million in future needs

- \$259 million to complete funded design work
- \$150 million to address unfunded projects

# 2024 Capital Planning Process



Today

# 2024 Program - Board Guidelines

Approved April 2022

## Context

- Enrollment and space trends
- State support, especially asset preservation (HEAPR)
- Project size
- Pandemic disruption

## Themes and Priorities

- Adapt and modernize academic and support spaces critical to student success.
- Facilitate fulfilling the vision of Equity 2030.
- Advance resilience and environmental sustainability.
- No net increase in academic footprint.

## Scope - Financials

- **\$450 million** - total program request, including HEAPR and projects
- Priority on projects that are quickly deliverable and focused on improving specific programmatic or student support needs.
- Limit potential future requests to **\$100 million** (Construction tails)



# 2024 Program - Considerations

## Asset Preservation – HEAPR

- Growing asset preservation needs
- 10-year renewal needs: \$2.6 billion
  - Backlog of maintenance: \$1.4 billion
  - Next 10 years: \$1.2 billion
- Basic Stewardship responsibility
- Impacts all colleges and universities

## Major Projects - \$588 million

- \$409 million to complete 2023 priorities
- \$179 million to address new project requests



# 2024 Program Recommendation

## Total recommended program request: **\$523.2 million**

- Asset perseveration in HEAPR - **\$200 million**
- 15 Projects - **\$323.2 million**:
  - Construction of design work funded in 2023 - **\$219.3 million**
    - \$40.1 million in future construction
  - Work not funded in 2023, validated for 2024 - **\$52.5 million**
    - \$52.4 million in future construction
  - New work - **\$51.4 million**
    - \$20.2 million in future construction

## Unmet requests - **\$152.4M**

- 3 projects split/reprioritized from 2023 - **\$44.9 million**
- 4 new candidate projects - **\$107.5 million**





# 2024 Capital Program

## Recommended Priority List

Priority	Institution	Project Title	Requested Amount (\$000)
1	Systemwide	Higher Education Asset Preservation and Replacement (HEAPR)	\$200,000
2	Saint Paul College	Academic Excellence Renovation 2018, 2020 #8, 2022 #6, 2023 (\$1,671)	\$30,494
3	Minnesota State University, Mankato	Armstrong Hall Replacement 2020 #11, 2022 #10, 2023 (\$8,460)	\$72,599
4	Winona State University	Center for Interdisciplinary Collaboration, Engagement, & Learning 2020 #12, 2022 #11, 2023 (\$4,866)	\$67,277
5	Alexandria Technical and Community College	Transportation Center Construction, Student Services Renovation, and Selective Campus Demolition 2022 #14, 2023 (\$955)	\$34,440
6	Riverland Community College	Student Services Renovation - Austin Campus 2022 #15	\$17,140
7	Southwest Minnesota State University	Wellness and Human Performance Center 2022 #16	\$14,018
8	St. Cloud State University	Education and Learning Design Building (Design) 2022 #17	\$3,429

2023 Design Funded Project
2023 Not Funded Project
New Project

# 2024 Capital Program

## Recommended Priority List

Priority	Institution	Project Title	Requested Amount (\$000)
9	Rochester Community and Technical College	Heintz Center Renovation: Reimagining Education for a Diverse Workforce 2022 #18, 2023 (\$1,347)	\$14,500
10	Minnesota West Community and Technical College	Nursing and Student Service Renovation - Granite Falls and Worthington Campuses 2022 #19	\$9,672
11	Ridgewater College	Electrician, Automation, and Nursing Renovation – Hutchinson Campus 2022 #20	\$8,268
12	Minnesota State College - Southeast	Student-Ready College and Campus Modernization - Winona Campus	\$14,575
13	South Central College	Instructional Lab Renovation - North Mankato Campus \$250K in Donor Funds	\$6,189
14	Anoka Ramsey Community College	Science Labs and Classroom Modernization – Coon Rapids Campus	\$14,504
15	Dakota County Technical College	Technical Trades and Allied Health Renovation (Design)	\$1,588
16	Normandale Community College	Library Renovation	\$14,511
			<b>Totals</b>
			<b>\$523,204</b>
			<b>GO</b>
			<b>\$415,469</b>
			<b>UF</b>
			<b>\$107,735</b>

2023 Design Funded Project
2023 Not Funded Project
New Project

# Next Steps

## 2024 Program Recommendation – Second Reading

- June 21, 2023
- Board approval

## Submit program request to MMB

- Capital Budget System – ASAP June 30, 2023

## Advocacy Planning

- College and university leaders
- 2024 Minnesota State Bonding Book

## Bonding Tours

- August through January 2024

## Legislative Session

- February 12, 2024

# Motion

- A.** The Board of Trustees approves the 2024 capital program recommendation as presented in Attachment B, specifically the projects and priorities for the 2024 legislative session.
- B.** The chancellor is authorized to make project cost and related adjustments to the request as required, and to forward the request through Minnesota Management and Budget to the governor and legislature for consideration in the state's 2024 capital budget.
- C.** The chancellor shall advise the board of any subsequent changes in the approved capital program prior to the 2024 legislative session.
- D.** In addition, as funding is authorized and appropriated by the legislature and approved by the governor, the chancellor or the chancellor's designee is authorized to execute contracting actions necessary to deliver on the scope and intent of the projects.

# Questions





# MINNESOTA STATE

30 East 7th Street, Suite 350  
St. Paul, MN 55101-7804

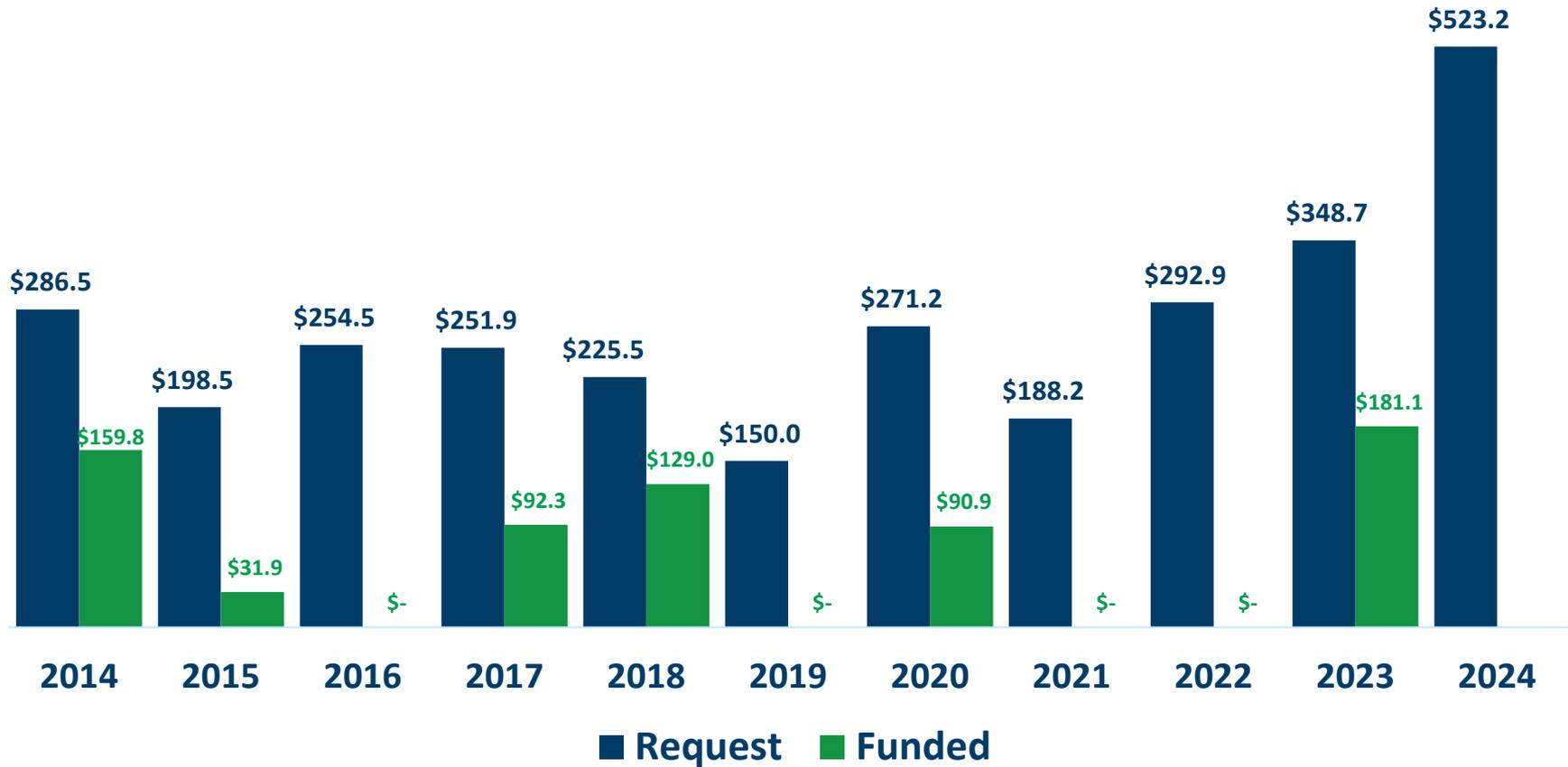
651-201-1800  
888-667-2848

[MinnState.edu](https://www.minnstate.edu)

This document is available in alternative formats to individuals with disabilities.  
To request an alternate format, contact Human Resources at 651-201-1664.  
Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.  
Minnesota State is an affirmative action, equal opportunity employer and educator.

# Capital budget funding history

Requested vs Funded (\$M)



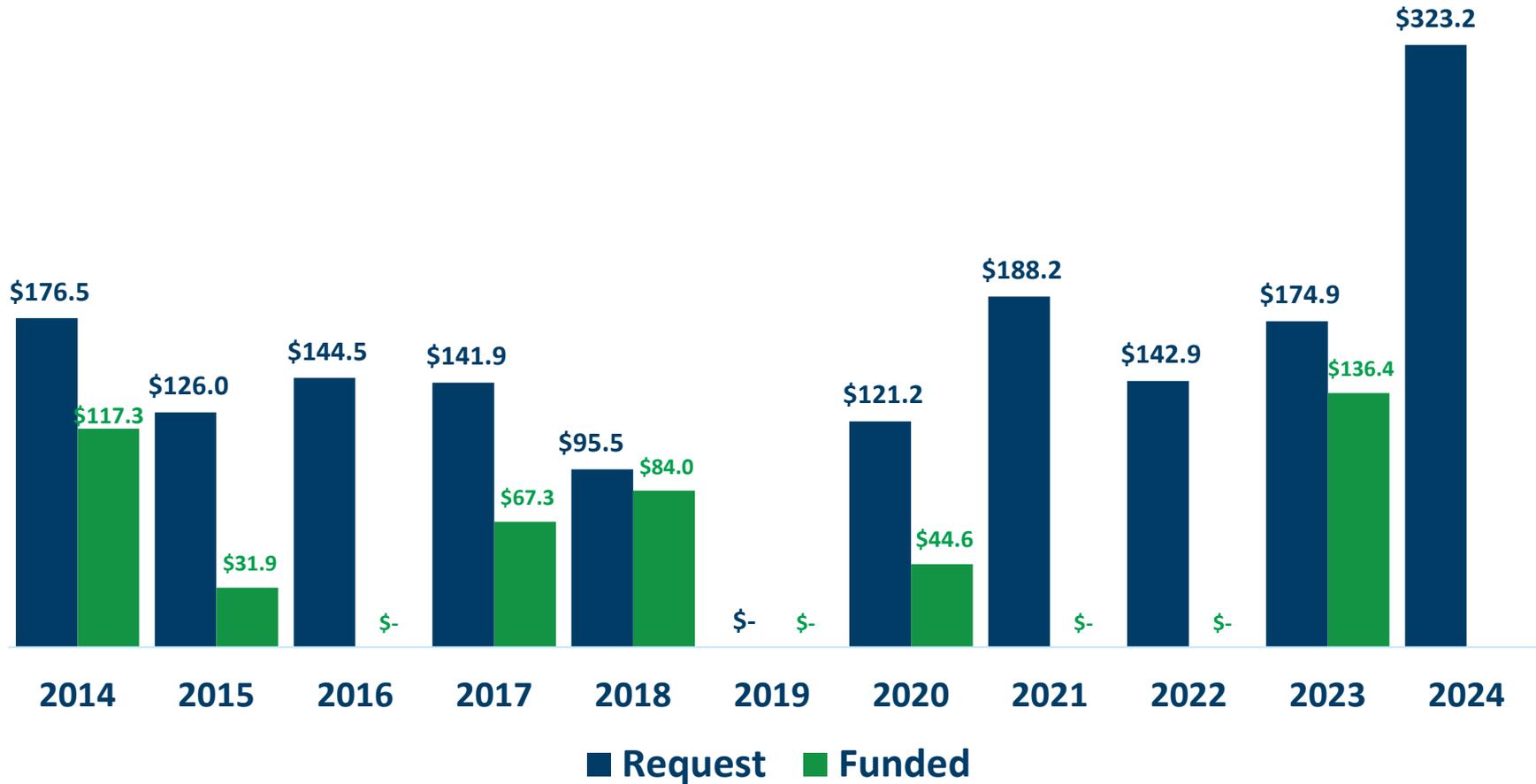
# HEAPR funding history

Requested vs Funded (\$M)



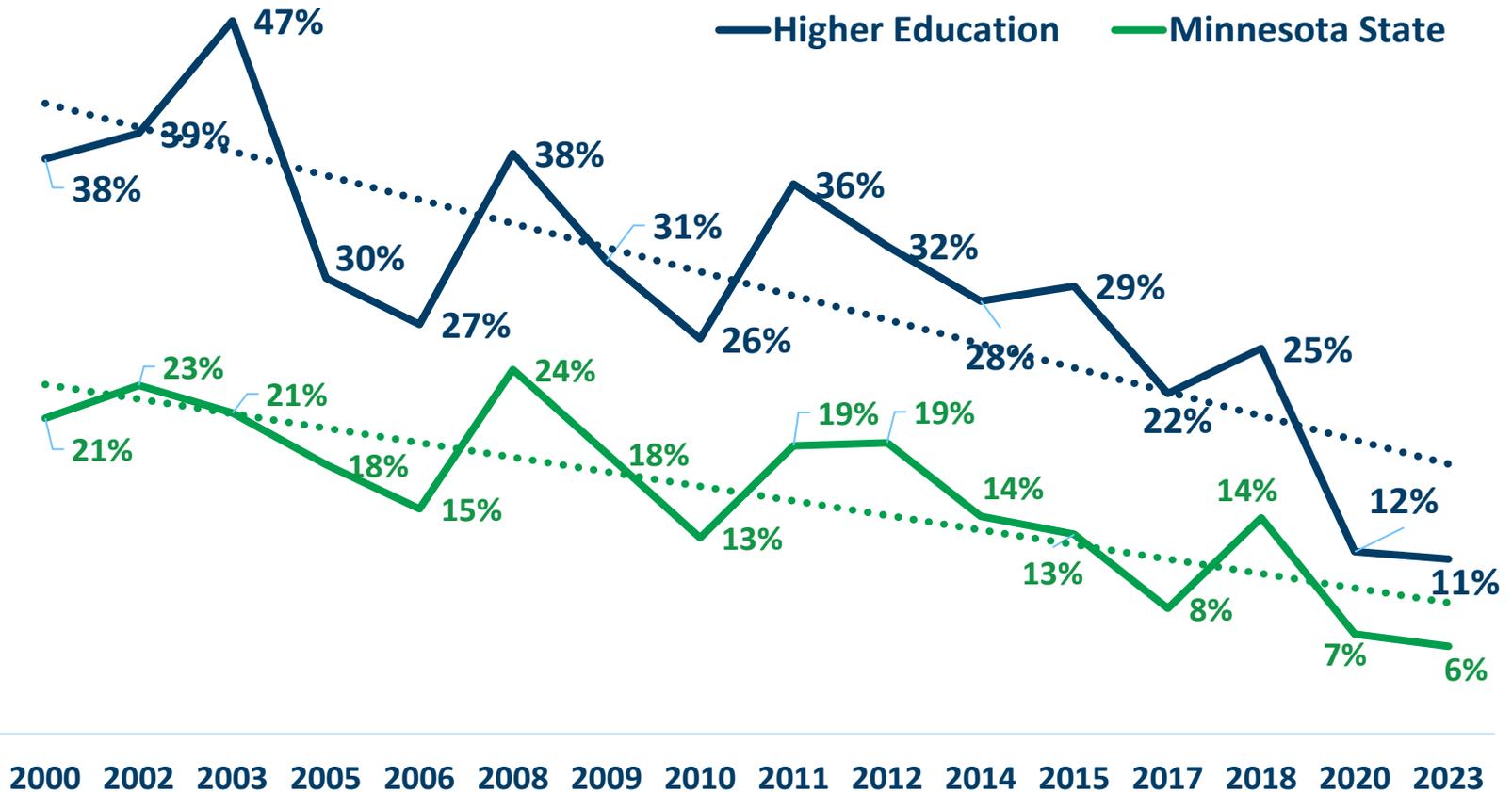
# Major project funding history

Requested vs Funded (\$M)

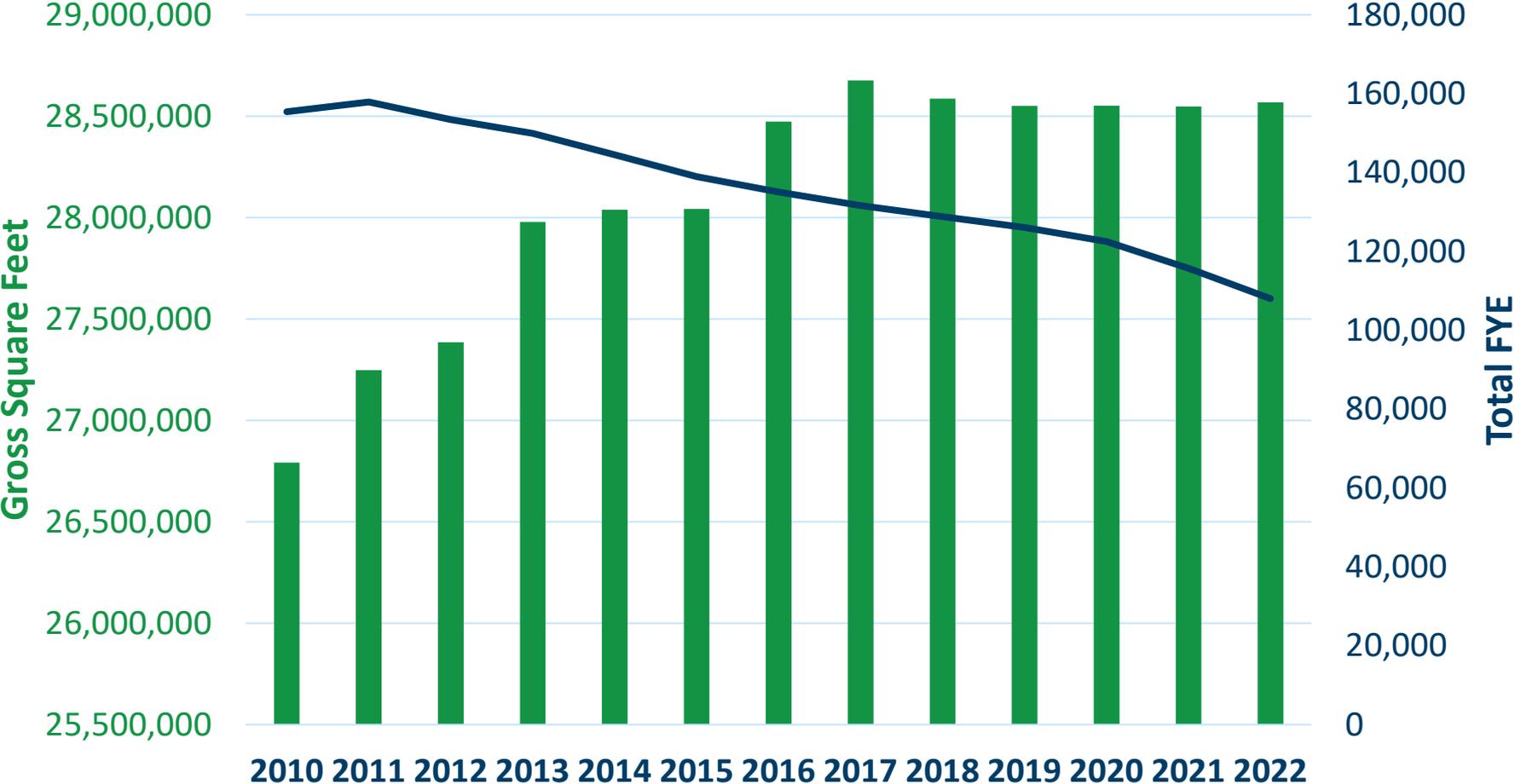


# Capital investment in higher education

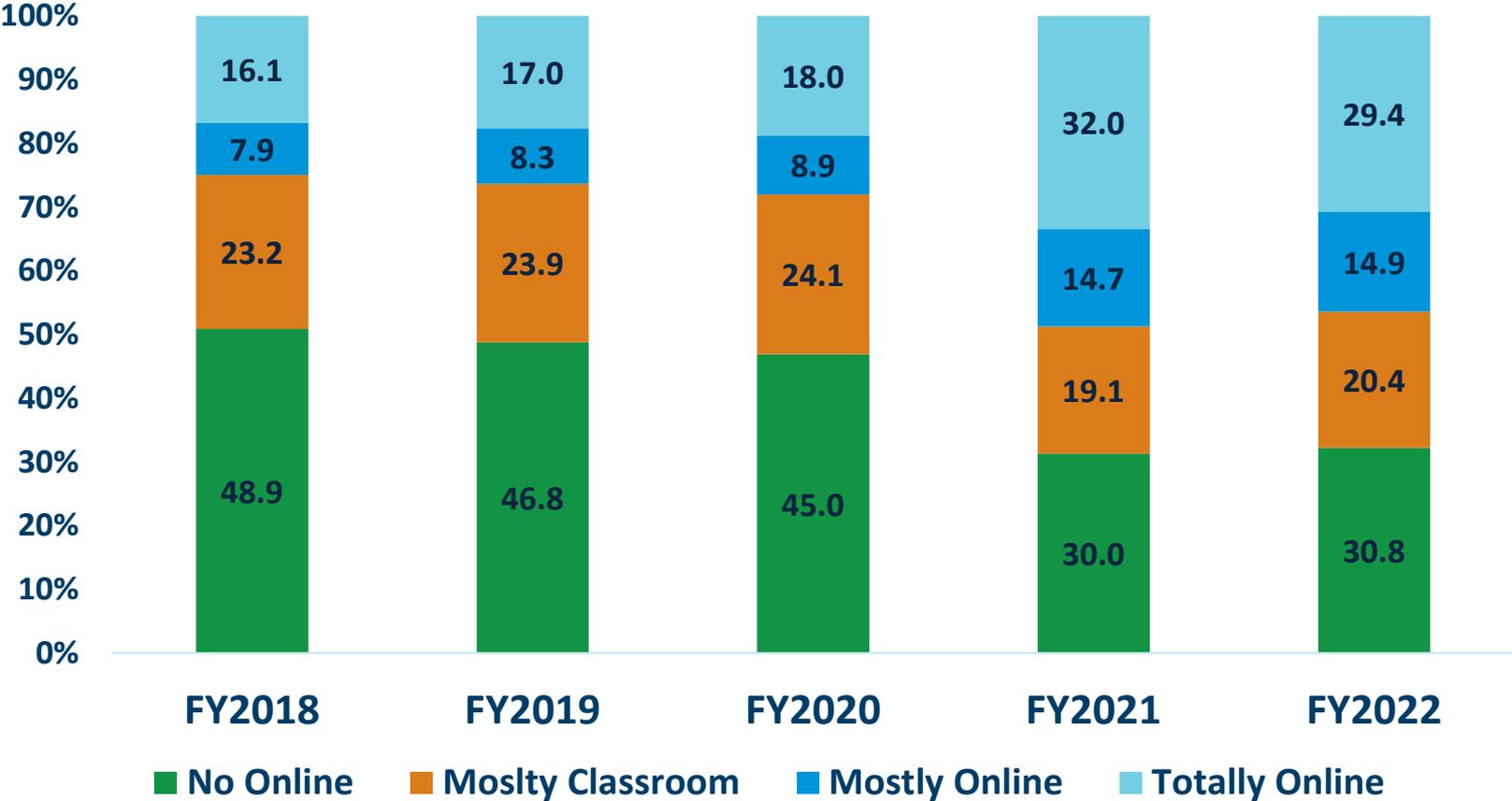
Percent of total state capital investment



# Space (GSF) vs. enrollment (FYE)



# Course Offering Trends





May 2023

---

# 2024 Capital Budget Candidate Projects

Project Summary Sheets

MINNESOTA STATE

# Alexandria Technical & Community College

## Transportation Center Construction, Student Services Renovation, and Selective Campus Demolition

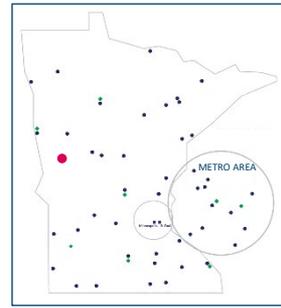
2024 Campus Priority: 1

**Description:** This is a net-square-footage-neutral project that will construct a new energy efficient, state-of-the-art Transportation Center that will strengthen synergies between the Diesel Mechanics and Professional Truck Driver Programs, replacing the original 1975 diesel labs. Innovative virtualization reduces the need for physical space and provides exposure to industry-leading technology and program growth. The project will also renovate space to create a vibrant Student Union at the heart of the campus. The “Campus Center” will create a new branded front door and provide spaces for learning, inclusion, collaboration, health, and express student services.

### Campus Facts

Comprehensive Facilities Plan: 2017  
Institution Square Footage: 486,961 GSF  
Campus FCI (2022): 0.12  
Institution FYE (2022): 1,696  
3-year R&R: \$3.15/sq ft

Alexandria, MN (Northwest region)



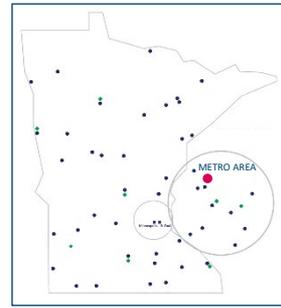
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 1,036,000
- **2026 Request Amount:** \$37,338,000
- **Total Request, all years:** \$38,374,000
- **Request Type:** Design
- **Project Type:** Renovation, Addition, Demo
- **Project Square Footage (GSF):**
  - Renovation: 38,000
  - New Construction: 43,000
  - Demolition: 43,000
- **Backlog Reduction:** \$4,300,000
- **Previous Submittal(s):** 2022
- **Status:** Predesign Complete

## Science Labs and Classroom Modernization

2024 Campus Priority: 1

Coon Rapids, MN (Metro region)



**Description:** This project will renovate existing science labs and classroom spaces; programs that will benefit include biology, chemistry, and physical sciences, as well as other STEM programs. The spaces will be adapted to better serve modern teaching and learning techniques. New fume hoods and controls will interface with the equipment and controls replacement occurring in advance of this project for long term benefit to energy and operating efficiency.

### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** **\$14,504,000**
- **2026 Request Amount:** **\$ 0**
- **Total Request, all years:** **\$14,504,000**
- **Request Type:** Design/Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 19,590
- **Backlog Reduction:** \$4,500,000
- **Previous submittal(s):** None
- **Status:** Predesign complete

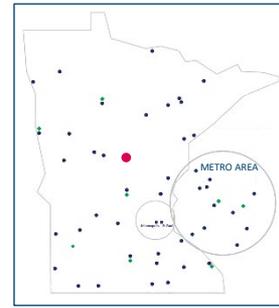
### Campus Facts

Comprehensive Facilities Plan: 2018  
Campus Square Footage: 419,337 GSF  
Campus FCI (2022): 0.02  
Institution FYE (2022): 4,617  
3-year R&R: \$0.57/sq ft

## ***Student Services and Academic Support Renovation***

*2024 Campus Priority: 1 of 2*

*Brainerd, MN (Central region)*



**Description:** This project will renovate student services and adjacent academic support spaces in the core of campus, strategically clustering the student services area to support the natural flow and progression of students across admissions, enrollment, and advising, and all the way through the student life cycle. Academic support space renovations will provide appropriately sized spaces for athletic, physical education, and transfer programming, whose spaces are currently ADA noncompliant, old, unsafe, and too small to meet the needs of the College’s current programming due to their current location and age.

### **Campus Facts**

Comprehensive Facilities Plan: 2015 (update in progress)

Campus Square Footage: 360,749 GSF

Campus FCI (2022): 0.09

Institution FYE (2022): 2,464

3-year Institution R&R: \$1.24/sq ft

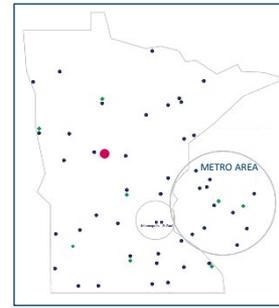
### **Project Summary:**

- **Project on 2020 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** **\$14,083,000**
- **2026 Request Amount:** **\$ 0**
- **Total Request, all years:** **\$14,083,000**
- **Request Type:** Design/Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 22,410
  - Renewal: 23,048
- **Backlog Reduction:** \$1,616,000
- **Previous Submittal(s):** 2018, 2020, 2022
- **Status:** Predesign complete

## Agriculture Workforce Development Renovation

2024 Campus Priority: 2 of 2

Staples, MN (Central region)



**Description:** This project will demolish an existing building that is in poor condition, then consolidate and add to the existing office building at the Ag/Energy Center, which will be heavily renovated to address condition issues. This will better support academic programs and the Ag Industry, providing a potential to bring inside larger equipment for instructional purposes. In addition to classroom, shop, and office space, the project includes a large heated space for instruction and machinery to support instruction during the winter months when farmers have the most availability.

### Campus Facts

Comprehensive Facilities Plan: 2015 (update in progress)

Campus Square Footage: 272,882 GSF

Campus FCI (2022): 0.15

Institution FYE (2022): 2,464

3-year Institution R&R: \$1.24/sq ft

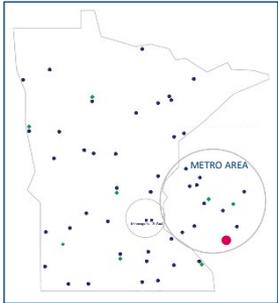
### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** **\$5,827,000**
- **2026 Request Amount:** **\$ 0**
- **Total Request, all years:** **\$5,827,000**
- **Request Type:** Design/Construction
- **Project Type:** Renovation, Demo/Addition
- **Project Square Footage (GSF):**
  - Renovation: 5,325
  - Demolition: 4,000
  - New Construction: 4,000
- **Backlog Reduction:** \$260,000
- **Previous Submittal(s):** None
- **Status:** Predesign complete

## Technical Trades and Allied Health Renovation

2024 Campus Priority: 1

Rosemount, MN (Metro region)



**Description:** This project will build upon exceptional programs at DCTC that have historic high demand, growth potential, and job opportunities expected to continue. The Electrical Lineworkers, HVAC/R, Allied Health/Nursing, and Medical Assistant programs have consistent enrollment, sometimes experiencing waiting lists. The project will expand the HVAC/R and Electrical Lineworker programs, renovations of outdated Allied Health program spaces, and ongoing replacement of aged mechanical and electrical systems. Also included in the project is the relocation of District 917 TESA Program to the east end of campus resulting in the centralization of the District’s programs. (District 917 is a long-standing partner to DCTC.)

**Campus Facts**

- Comprehensive Facilities Plan: 2011 (update in progress)
- Campus Square Footage: 539,331 GSF
- Campus FCI (2022): 0.13
- Institution FYE (2022): 1,845
- 3-year R&R: \$2.04/sq ft

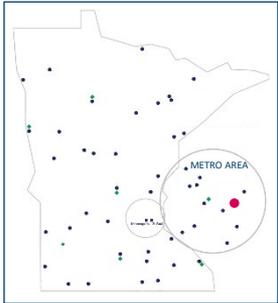
### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 1,588,000
- **2026 Request Amount:** \$20,237,000
- **Total Request, all years:** \$21,825,000
- **Request Type:** Design
- **Project Type:** Renovation, New Construction
- **Project Square Footage (GSF):**
  - Renovation: 24,358
  - Renewal: 10,433
  - Demolition: 1,300
  - New Construction: 8,200
- **Backlog Reduction:** \$5,000,000
- **Previous submittal(s):** None
- **Status:** Predesign complete

## St. Johns Hall Renovation and Addition

2024 Campus Priority: 1 of 2

St. Paul, MN (Metro region)



**Description:** The project will renovate St. John’s Hall and the St. John’s Hall Addition office areas to increase utilization of the existing spaces and provide more collaboration/interaction space for students, faculty and staff. Offices from St. John’s Hall Expansion are consolidated within St. John’s Hall and the vacated space renovated for classrooms. The project also includes an approximately 44,000 gross square foot new addition and link for classrooms, lab and studio space, casual study/gathering areas, and facilities and maintenance space.

**Campus Facts**

- Comprehensive Facilities Plan: 2011 (update in progress)
- Institution Square Footage (Gen Fund only): 387,213 GSF
- Campus FCI (2022): 0.01
- Institution FYE (2022): 5,283
- 3-year R&R: \$1.64/sq ft

### Project Summary:

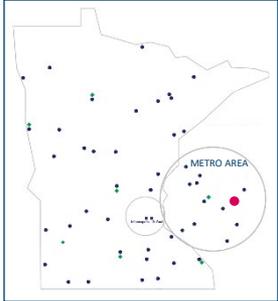
- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount\*:** **\$46,422,000**
- **2026 Request Amount:** **\$ 0**
- **Total Request, all years:** **\$46,422,000**
- Request Type: Construction\*
- Project Type: Renovation, Addition
- **Project Square Footage (GSF):**
  - Renovation: 30,129
  - New Construction: 43,224
  - Demolition: 8,500
- Backlog Reduction: \$876,000
- Previous Submittal(s): None
- Status: Predesign complete

*\*Metro State plans to self-fund this project’s design; estimated cost is \$2.269 million.*

## Cyber Security Lab

2024 Campus Priority: 2 of 2

St. Paul, MN (Metro region)



**Description:** The project will provide dedicated state-of-the-art cybersecurity learning and research facility for the growing Cyber Security program at Metropolitan State University. This space will consist of an active learning classroom housing the MN Cyber Range (a cutting-edge cyber security simulation facility), dedicated research space that will utilize Security Operations and Collaborative Research Center (SOCRC), and administrative amenities to support the program as well as the students and faculty. The SOCRC coupled with the research space together provide a fully functional simulated cyber security operations laboratory able to conduct analysis and create intelligence in an academic setting.

### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** **\$3,038,000**
- **2026 Request Amount:** **\$ 0**
- **Total Request, all years:** **\$3,038,000**
- **Request Type:** Design/Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 3,183
- **Backlog Reduction:** \$1,747,000
- **Previous Submittal(s):** 2020, 2022
- **Status:** Predesign complete

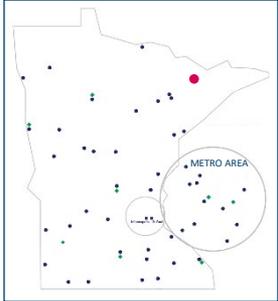
**Campus Facts**

Comprehensive Facilities Plan: 2011 (update in progress)  
 Institution Square Footage (Gen Fund only): 387,213 GSF  
 Campus FCI (2022): 0.01  
 Institution FYE (2022): 5,283  
 3-year R&R: \$1.64/sq ft

## Classroom Building Renovation

2024 Campus Priority: 1

Ely, MN (Northeast region)



**Description:** This project renovates six general-purpose classrooms by enhancing technology capabilities, lighting, furnishings, and interior finishes. The project also renovates two sets of restrooms and lobby/corridor areas in the Classroom Building. Finally, the project provides a new entry and replaces the Classroom Building roof. No new square footage is constructed.

**Campus Facts**

- Comprehensive Facilities Plan: 2010 (NHED)
- Campus Square Footage\*: 124,080 GSF
- Campus\* FCI (2022): 0.12
- College FYE (2022): 2,635
- 3-year R&R\*: \$1.56/sq ft
- \*Vermilion campus only; facilities reports will not show combined numbers for Minnesota North College until FY23.*

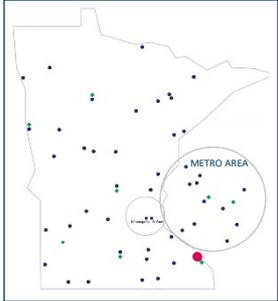
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$4,240,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$4,240,000
- Request Type: Design/Construction
- Project Type: Renovation
- **Project Square Footage (GSF):**
  - Renovation: 6,925
- Backlog Reduction: \$1,478,000
- Previous Submittal(s): 2018, 2020, 2022
- Status: Predesign complete

## Student-Ready College and Campus Modernization

2024 Campus Priority: 1

Winona, MN (Southeast region)



**Description:** This project re-imagines space to support a culture shift in student services, in an identifiable multi-cultural diversity center and in campus wide improvements to connect students to programs and to each other. The project makes major improvements to nursing and cosmetology labs--high-demand and popular programs that have direct impact on the diverse regional workforce needs.

### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$14,575,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$14,575,000
- **Request Type:** Design/Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 28,900
  - Renewal: 9,000
- **Backlog Reduction:** \$1,400,000
- **Previous submittal(s):** None
- **Status:** Predesign complete

**Campus Facts**

Comprehensive Facilities Plan: 2008 (update in progress)

Campus Square Footage: 183,316 GSF

Campus FCI (2022): 0.04

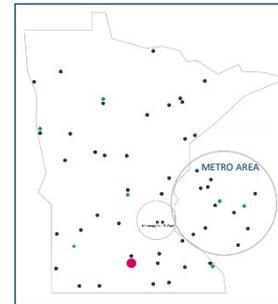
Institution FYE (2022): 1,069

3-year R&R: \$0.17/sq ft

## Armstrong Hall Replacement

2024 Campus Priority: 1

Mankato, MN (Southeast region)



**Description:** This project replaces Armstrong Hall, the most heavily used and worn out classroom building on campus. The proposed construction of a new, smaller building and renovation of existing space will result in a net reduction of 45,000 GSF in the building inventory and result in a higher overall utilization of existing academic space. The reduction of campus square footage is accomplished by the implementation of student focused space use and scheduling principles to increase space utilization. The demolition of Armstrong Hall will also eliminate several building code and ADA deficiencies.

### Campus Facts

Comprehensive Facilities Plan: 2019  
Institution Square Footage (Gen Fund only): 1,809,355 GSF  
Campus FCI (2022): 0.08  
Institution FYE (2022): 13, 068  
3-year R&R: \$2.52/sq ft

### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount\*:** \$ 40,685,000
- **2026 Request Amount\*:** \$ 85,292,000
- **Total Request, all years:** \$125,977,000
- **Request Type:** Design/Construction
- **Project Type:** New Building, Renovation, Demolition
- **Project Square Footage (GSF):**
  - Renovation: 68,100
  - Renewal: 5,000
  - New Construction: 100,000
  - Demolition: 145,000
- **Backlog Reduction:** \$40,849,000
- **Previous Submittal(s):** 2020, 2022
- **Status:** Predesign complete

*\*Request amounts shown are assuming no GO funding is received for this project in 2023.*

## Nemzek Hall Renovation

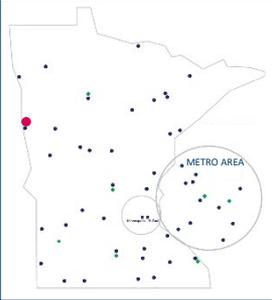
2024 Campus Priority: 1

**Description:** The revitalization scope of work for Nemzek Hall includes the renovation and enhancement of significant amounts of interior space across two levels, mechanical upgrades, structural corrections to existing framing, and replacement of an existing roof that is past its functional lifespan. The interior work focuses on technological and multi-function alterations that maximize usage of spaces to benefit the users and optimize spatial relationships. Users include the Department of Health and Human Performance, Dragon Athletics, Intramurals and Club Sports, community patrons and other campus resources.

**Campus Facts**

- Comprehensive Facilities Plan: 2023
- Campus Square Footage: 1,148,506 GSF
- Campus FCI (2022): 0.15
- Institution FYE (2022): 4,495
- 3-year R&R: \$1.01/sq ft

Moorhead, MN (Northwest region)



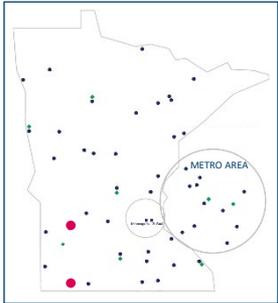
### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 2,311,000
- **2026 Request Amount:** \$38,343,000
- **Total Request, all years:** \$40,654,000
- Request Type: Design
- Project Type: Renovation
- **Project Square Footage (GSF):**
  - Renovation: 131,842
  - Renewal: 21,752
  - New Construction: 13,865\*
- \*New construction occurs within existing building footprint.
- Backlog Reduction: \$21,547,000
- Previous submittal(s): None
- Status: Predesign complete

## Nursing and Student Services Renovation

2024 Campus Priority: 1 of 2

Granite Falls/Worthington, MN  
(Southwest region)



**Description:** This project will renovate existing space on the Granite Falls and Worthington campuses, including updates to the nursing classroom and lab spaces. The nursing space on both campuses is also shared with the CNA program; this project creates dedicated space for that growing program as well. The Student Service renovation portion of this project is also on the Granite Falls campus and will relocate the front entrance to the south side of the building and renovate existing space to allow all student support functions to be co-located, open and inviting.

### Project Summary:

- **Project on 2022/23 List?** Yes\*
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$9,672,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$9,672,000
- **Request Type:** Design, Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 24,466
  - Renewal: 2,311
- **Backlog Reduction:** \$2,000,000
- **Previous submittal(s):** 2022\*
- **Status:** Predesign complete

\*Project was submitted for 2022 as a combined project with the Peace Officer Addition (2024 priority #2).

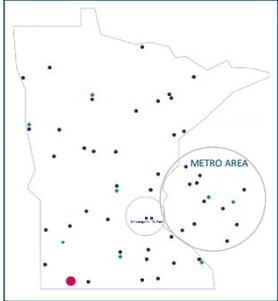
**Campus Facts**

Comprehensive Facilities Plan: 2019  
 Institution Square Footage: 556,363 GSF  
 Campus FCI (2022): 0.00 (GF), 0.06 (Worth.)  
 Institution FYE (2022): 1,889  
 3-year R&R: \$1.49/sq ft

## Peace Officer Addition

2024 Campus Priority: 2 of 2

Worthington, MN (Southwest region)



**Description:** This project will create space for the Peace Officer training and skills classes. This program currently uses space across the Worthington campus, across town (shooting range), and on another campus 35 miles away to complete all the training requirements. This project will allow students to learn in space that is conducive for their training by creating lab space for forensics, gun cleaning, investigations, simulations and other peace officer-specific training. While this project will accommodate the growing Peace Officer program at Minnesota West, it will also support regional and state Peace Officer partners in tactical training needs. The closest training facility is 180 miles away in Alexandria. Having this facility in Worthington will not only help local Peace Officer needs, it will also serve as a regional site for training and recruiting.

**Campus Facts**

Comprehensive Facilities Plan: 2019  
 Institution Square Footage: 556,363 GSF  
 Campus FCI (2022): 0.00 (GF), 0.06 (Worth.)  
 Institution FYE (2022): 1,889  
 3-year R&R: \$1.49/sq ft

### Project Summary:

- **Project on 2022/23 List?** Yes\*
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 1,001,000
- **2026 Request Amount:** \$16,289,000
- **Total Request, all years:** \$17,290,000
- **Request Type:** Design, Construction
- **Project Type:** Renovation, Addition
- **Project Square Footage (GSF):**
  - New Construction: 24,060
  - Renewal: 5,440
- **Backlog Reduction:** \$507,000
- **Previous submittal(s):** 2022\*
- **Status:** Predesign complete

\*Project was submitted for 2022 as a combined project with the Nursing and Student Services Renovation (2024 priority #1).

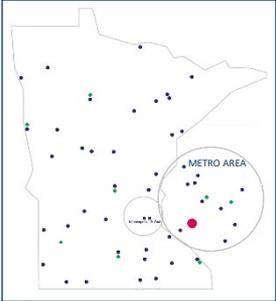
## Library Renovation

2024 Campus Priority: 1

**Description:** This project includes a full gut and remodel of the main level and mezzanine floors of the library building. Dedicated study rooms, equipped with updated technology and of varying sizes for independent and small group work, will be located throughout the renovated building. Expansion of the mezzanine level allows for increased open study space within the existing footprint of the building. Centralized services points for research help and staff assistance, as well as a dedicated library classroom, will allow library staff to reach the broader student audience and engage in additional one-on-one support. Additional dedicated office space for the departments of HR and Equity and Inclusion will be centrally located outside of the library footprint, offering increased access and wayfinding to the entire college community.

<b>Campus Facts</b>
Comprehensive Facilities Plan: 2023
Campus Square Footage: 583,759 GSF
Campus FCI (2022): 0.07
Institution FYE (2022): 6,012
3-year R&R: \$2.15/sq ft

Bloomington, MN (Metro region)



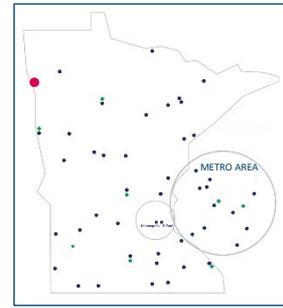
### Project Summary:

- **Project on 2022/23 List?** No
  - **Previous Appropriation(s):** None
  - **2024 Request Amount:** \$14,511,000
  - **2026 Request Amount:** \$ 0
  - **Total Request, all years:** \$14,511,000\*
  - Request Type: Design/Construction
  - Project Type: Renovation
  - **Project Square Footage (GSF):**
    - Renovation: 29,635
    - New Construction: 4,190\*\*
  - Backlog Reduction: \$7,540,000
  - Previous submittal(s): None
  - Status: Predesign complete
- \*Normandale plans to fund significant portions of the project scope via HEAPR and campus funding (\$17.7 million).

## Effective Teaching and Learning Labs

2024 Campus Priority: 1

East Grand Forks, MN (NW region)



**Description:** This project will consolidate and expand the Early Childhood and Education Program, Pharmacy Technology Program, Respiratory Therapist Program and Computer and Networking Technology Program within the existing building footprint. The project renovates existing Classrooms and Lab Spaces to provide “real world” class-lab spaces which meet program and accreditation requirements with ‘active’ teaching and learning environments to support student success. The project includes updated infrastructure, HVAC systems, lighting, technology and sound attenuation between classrooms.

### Campus Facts

Comprehensive Facilities Plan: 2018 (update in progress)

Campus Square Footage: 171,244 GSF

Campus FCI (2022): 0.08

Institution FYE (2022): 1,563

3-year R&R: \$1.47/sq ft

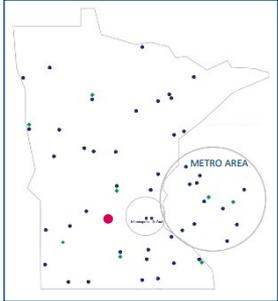
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$4,171,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$4,171,000
- **Request Type:** Design/Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 7,900
- **Backlog Reduction:** \$887,000
- **Previous Submittal(s):** 2020, 2022
- **Status:** Predesign complete

## Electrician, Automation, and Nursing Education Renovation

2024 Campus Priority: 1

Hutchinson, MN (Central region)



**Description:** This project will provide improved instructional labs for Electricians, Automation, and Nursing programs along with reconfigured spaces for Early Childhood Education, Photography. The project will renovate existing space and infill an existing underutilized high bay space in support of key academic and student support services. In addition, existing rooftop units will be replaced with more energy efficient AHUs and electrical service upgrades will support improved instructional delivery in the lab spaces.

**Campus Facts**

- Comprehensive Facilities Plan: 2016
- Campus Square Footage: 195,906 GSF
- Campus FCI (2022): 0.04
- Institution FYE (2022): 2,155
- 3-year R&R: \$0.94/sq ft

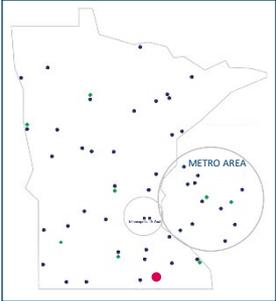
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$8,268,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$8,268,000
- Request Type: Design/Construction
- Project Type: Renovation
- **Project Square Footage (GSF):**
  - Renovation: 23,787
- Backlog Reduction: \$500,000
- Previous submittal(s): 2022
- Status: Predesign complete

## Student Services Renovation

2024 Campus Priority: 1

Austin, MN (Southeast region)



**Description:** This project will entail the deliberate re-design of the busiest part of the Austin East Campus to create a Student Services Hub of belonging and support. It will entail the strategic co-location of expanded student services to one location as well as some tech-rich Active Learning Classrooms and study and engagement spaces. Existing services--Admissions, Student Service Center (Advising, Financial Aid, and Registration), Accessibility Services, Tutoring, Math Center, Writing Center, Multicultural Center, Counseling/Mental Health, and TRIO-Student Support Services, Student Life, Food Pantry, Library, and Tech Support--are currently located in five "centers" on the Austin East campus.

**Campus Facts**

- Comprehensive Facilities Plan: 2019
- Campus Square Footage: 361,369 GSF
- Campus FCI (2022): 0.09
- Institution FYE (2022): 1,977
- 3-year R&R: \$1.08/sq ft

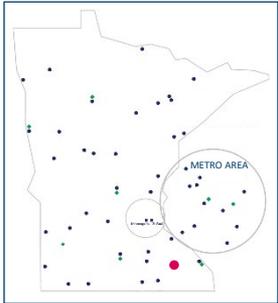
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 17,140,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$17,140,000
- **Request Type:** Design/Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 24,525
  - Renewal: 28,455
- **Backlog Reduction:** \$4,045,000
- **Previous Submittal(s):** 2022
- **Status:** Predesign complete

## Heintz Center: Renovation to Support Equity in Industry and Public Safety

2024 Campus Priority: 1

Rochester, MN (Southeast region)



**Description:** The project will significantly renovate interior spaces serving high-demand Career and Technical Education (CTE) programs. Improvements will affect these programs: Facility and Service Technology (FAST), Law Enforcement, CAD, and Welding Technology. Modernization will update A/V and IT technology for classrooms and labs; increase flexibility and adaptability to accommodate both active and traditional learning; and provide effective, more acoustically supportive environments. Improvements will increase visibility into and out of renovated spaces and make wayfinding more intuitive. The open long, undifferentiated corridors with windows into labs, and day light-infused spaces with overhead light monitors.

**Campus Facts**

- Comprehensive Facilities Plan: 2023
- Institution Square Footage: 616,428 GSF
- Campus FCI (2022): 0.09
- Institution FYE (2022): 2,930
- 3-year R&R: \$2.28/sq ft

### Project Summary:

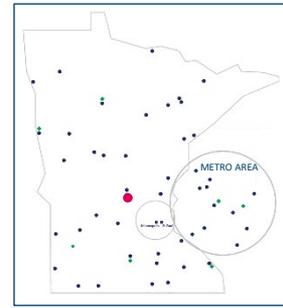
- **Project on 2022/23 List?** Yes\*
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$10,469,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$10,469,000
- **Request Type:** Design, Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 38,850
  - Renewal: 14,100
- **Backlog Reduction:** \$2,000,000
- **Previous submittal(s):** 2022\*
- **Status:** Predesign complete

*\*Project was rescope and scaled down for the 2024 request.*

## Education and Learning Design Building

2024 Campus Priority: 1

St. Cloud, MN (Central region)



**Description:** This project will include demolishing the existing Education Building; this outdated, inefficient building with significant deferred maintenance will be replaced by a smaller, right-sized facility that is designed to support innovative strategies for PK-12, higher education, and teacher and administrator development. The building will be designed to adapt to new pedagogy and to provide technology-rich, active learning environments designed to maximize collaboration.

### Campus Facts

Comprehensive Facilities Plan: 2015  
Institution Square Footage (Gen Fund only): 2,090,144 GSF  
Campus FCI (2022): 0.20  
Institution FYE (2022): 7,638  
3-year R&R: \$0.37/sq ft

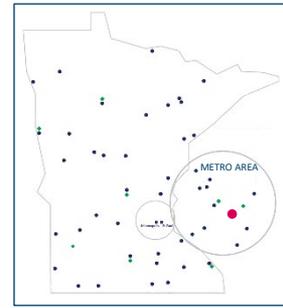
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 3,429,000
- **2026 Request Amount:** \$52,423,000
- **Total Request, all years:** \$55,852,000
- **Request Type:** Design
- **Project Type:** Demolition/New Building
- **Project Square Footage (GSF):**
  - Renovation: 0
  - New Construction: 59,000
  - Demolition: 101,006
- **Backlog Reduction:** \$14,307,000
- **Previous submittal(s):** 2022
- **Status:** Predesign complete

## Academic Excellence Renovation

2024 Campus Priority: 1

St. Paul, MN (Metro region)



**Description:** This project will reorganize, repurpose, and renew existing classroom and laboratory spaces in the East Tower, West Tower, and first floor of the campus to improve access to student services and academic resources, which in turn broadly support student persistence and success. The project significantly re-visions the one-stop service area to provide easy access to student services and student life supports centrally located on the main level at the crossroads of the west entrance corridor and the main entrance. In addition, removal of the College Learning Center (CLC), as well as repurposing the outdated theater, combine with other improvements to eliminate significant deferred maintenance backlog.

### Campus Facts

Comprehensive Facilities Plan: 2019  
Institution Square Footage (Gen Fund only): 557,150 GSF  
Institution FCI (2022): 0.03  
Institution FYE (2022): 3,394  
3-year R&R: \$2.44/sq ft

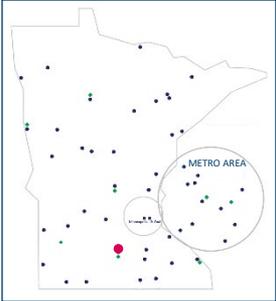
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 4,264,000
- **2026 Request Amount:** \$30,192,000
- **Total Request, all years:** \$34,456,000
- Request Type: Design
- Project Type: Renovation, Demolition
- **Project Square Footage (GSF):**
  - Renovation: 116,500
  - Demolition: 13,000
- Backlog Reduction: \$6,254,000
- Previous Submittal(s): 2018, 2020, 2022
- Status: Predesign complete

## Instructional Lab Renovation

2024 Campus Priority: 1

North Mankato, MN (Southeast region)



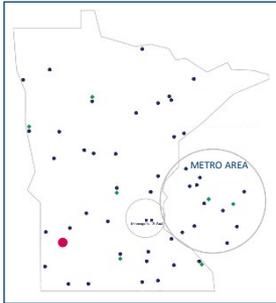
**Description:** This project renovates existing space to provide improved lab spaces for students in the following programs: Agribusiness, Architectural Drafting and Design, Civil Engineering Technology, Dental Assisting, Emergency Medical Services, and Geographic Information Systems. It also improves science labs that serve students in the Biology Transfer Pathway, Nursing, and Associate of Arts degree programs. The project builds on prior work at the North Mankato campus, working to align the proposed renovations to those programs that require in-person instruction. Additional areas will have deferred maintenance items addressed, with updates to finishes, HVAC, lighting, electrical connectivity, and technology.

**Campus Facts**

- Comprehensive Facilities Plan: 2022
- Campus Square Footage: 302,315 GSF
- Campus FCI (2022): 0.58
- Institution FYE (2022): 1,785
- 3-year R&R: \$2.97/sq ft

### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$6,189,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$6,189,000
- Request Type: Design/Construction
- Project Type: Renovation
- **Project Square Footage (GSF):**
  - Renovation: 20,952
  - Renewal: 12,446
- Backlog Reduction: \$2,275,000
- Previous submittal(s): None
- Status: Predesign complete



**Description:** In addition to its renovation scope, this project will create a link building to replace obsolete demolished space. This project will enable SMSU to permanently relocate programmatic elements from the Social Sciences building. New active learning classrooms will be provided to replace outdated tablet-arm classrooms which are common throughout the campus. New class and research laboratory spaces will be created to support the Exercise Science and Physical Education Programs.

**Campus Facts**

- Comprehensive Facilities Plan: 2017
- Institution Square Footage (Gen Fund only): 801,231 GSF
- Campus FCI (2022): 0.28
- Institution FYE (2022): 3,366
- 3-year R&R: \$0.80/sq ft

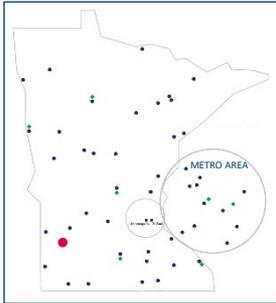
**Project Summary:**

- **Project on 2022/23 List?** Yes\*
  - **Previous Appropriation(s):** None
  - **2024 Request Amount:** \$14,018,000
  - **2026 Request Amount:** \$ 0
  - **Total Request, all years:** \$14,018,000
  - **Request Type:** Design, Construction
  - **Project Type:** Renovation, Demo/Addition
  - **Project Square Footage (GSF):**
    - Renovation: 2,000
    - New Construction: 14,700
    - Demolition: 55,513
  - **Backlog Reduction:** \$6,506,000
  - **Previous Submittal(s):** 2022
  - **Status:** Predesign complete
- \*Project from 2022 was divided into 3 separate, smaller projects for the 2024 submittal.

## Bellows Academic Center Renovation

2024 Campus Priority: 2 of 3

Marshall, MN (Southwest region)



**Description:** This project will renovate key academic space, address deferred maintenance, and create new active learning classroom space. The project will provide a permanent home for classroom spaces displaced by the long-term lease of the Social Sciences building. This project provides new active learning classrooms to replace outdated tablet-arm classrooms which are common throughout the campus. New class and research laboratory spaces will be created to support the Exercise Science and Physical Education Programs.

**Campus Facts**

- Comprehensive Facilities Plan: 2017
- Institution Square Footage (Gen Fund only): 801,231 GSF
- Campus FCI (2022): 0.28
- Institution FYE (2022): 3,366
- 3-year R&R: \$0.80/sq ft

### Project Summary:

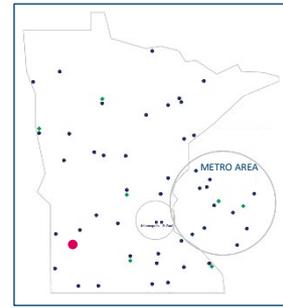
- **Project on 2022/23 List?** Yes\*
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$14,302,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$14,302,000
- **Request Type:** Design, Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 41,600
- **Backlog Reduction:** \$11,500,000
- **Previous Submittal(s):** 2022
- **Status:** Predesign complete

\*Project from 2022 was divided into 3 separate, smaller projects for the 2024 submittal.

## Physical Education Building Improvements

2024 Campus Priority: 3 of 3

Marshall, MN (Southwest region)



**Description:** This project will include a partial renovation of the existing PE Building. It will provide new active learning classrooms to support general curriculum delivery and athletic team film viewing. This project builds on prior HEAPR funding in the existing natatorium, creating a safe and modern pool area that will support general student fitness and the SMSU Swimming and Diving Teams. This project will address a significant amount of deferred maintenance, replacing HVAC systems, obsolete and dangerous electrical distribution, and inefficient fluorescent lighting. The project will address critical life safety needs by providing a sprinkler system and new code compliant fire alarm system.

### Campus Facts

Comprehensive Facilities Plan: 2017  
Institution Square Footage (Gen Fund only): 801,231 GSF  
Campus FCI (2022): 0.28  
Institution FYE (2022): 3,366  
3-year R&R: \$0.80/sq ft

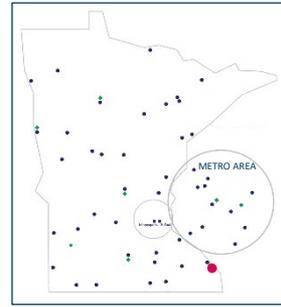
### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$13,306,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$13,306,000
- **Request Type:** Design, Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 56,424
- **Backlog Reduction:** \$16,743,000
- **Previous Submittal(s):** 2022
- **Status:** Predesign complete

## Center for Interdisciplinary Collaboration, Engagement, & Learning

2024 Campus Priority: 1 of 2

Winona, MN (Southeast region)



**Description:** The project scope replaces the obsolete Gildemeister and Watkins Halls with a new, smaller building combining the two sites. The new building will create modern learning spaces to support the demand for fields of study that combine practice of science, art, design, and technology. Additionally, it will provide learning spaces, studio spaces, student support spaces, and faculty workspaces that encourage innovation, creativity, collaboration, and experimentation and are flexible and adaptable to meet future needs. Finally, the net zero energy facility will exemplify Winona State University's re-energized focus on sustainability and resilience.

### Campus Facts

Comprehensive Facilities Plan: 2023  
Institution Square Footage (Gen Fund only): 1,266,691 GSF  
Campus FCI (2020): 0.16  
Institution FYE (2019): 6,023  
3-year R&R: \$2.43/sq ft

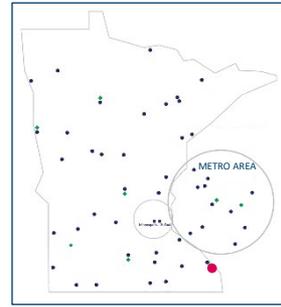
### Project Summary:

- **Project on 2022/23 List?** Yes
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$ 5,357,000
- **2026 Request Amount:** \$73,123,000
- **Total Request, all years:** \$78,480,000
- **Request Type:** Design
- **Project Type:** New Building, Demolition
- **Project Square Footage (GSF):**
  - New Construction: 73,017
  - Demolition: 78,333
- **Backlog Reduction:** \$14,307,000
- **Previous Submittal(s):** 2020, 2022
- **Status:** Predesign complete

## Krueger Library Renovation

2024 Campus Priority: 2 of 2

Winona, MN (Southeast region)



**Description:** This project will reprioritize library programs and services within the existing library to create a 21st Century Learning Commons that co-locates and re-organizes student-centered learning services, such as Tutoring, Teaching Learning and Technology (TLT), the Information Gallery, and the Digital Learning Center (DLC), with full Library services into a unified experience. The goal of the project is to create the library of the future by removing traditional barriers and opening access to the full array of resources designed to support students' academic success.

### Campus Facts

Comprehensive Facilities Plan: 2023  
Institution Square Footage (Gen Fund only): 1,266,691 GSF  
Campus FCI (2020): 0.16  
Institution FYE (2019): 6,023  
3-year R&R: \$2.43/sq ft

### Project Summary:

- **Project on 2022/23 List?** No
- **Previous Appropriation(s):** None
- **2024 Request Amount:** \$14,589,000
- **2026 Request Amount:** \$ 0
- **Total Request, all years:** \$14,589,000
- **Request Type:** Design/Construction
- **Project Type:** Renovation
- **Project Square Footage (GSF):**
  - Renovation: 19,000
  - Renewal: 77,800
- **Backlog Reduction:** \$1,350,000
- **Previous Submittal(s):** None
- **Status:** Predesign complete



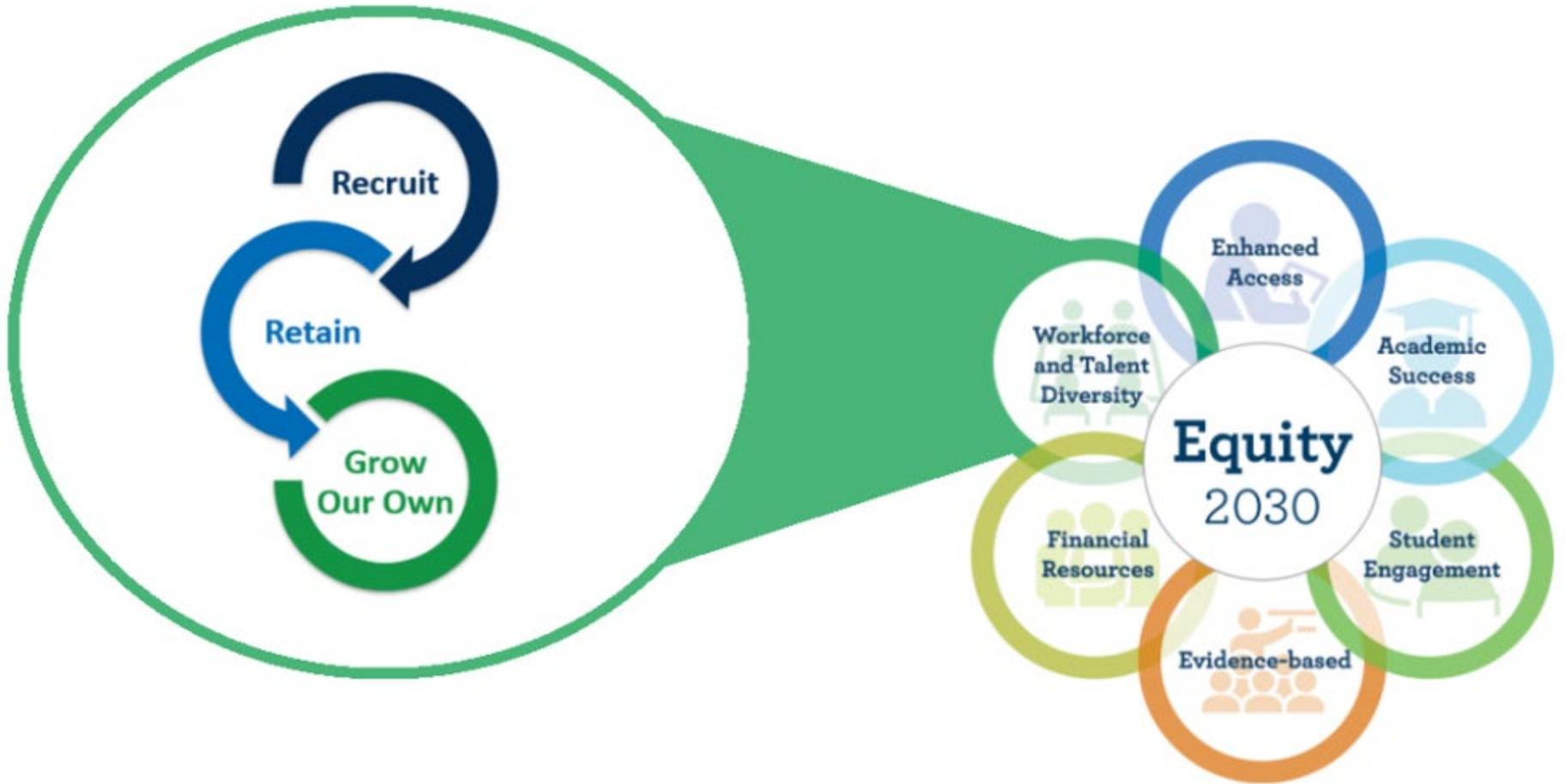
June 21, 2023

---

# Faculty and Staff Diversity: Current Demographics and Strategies

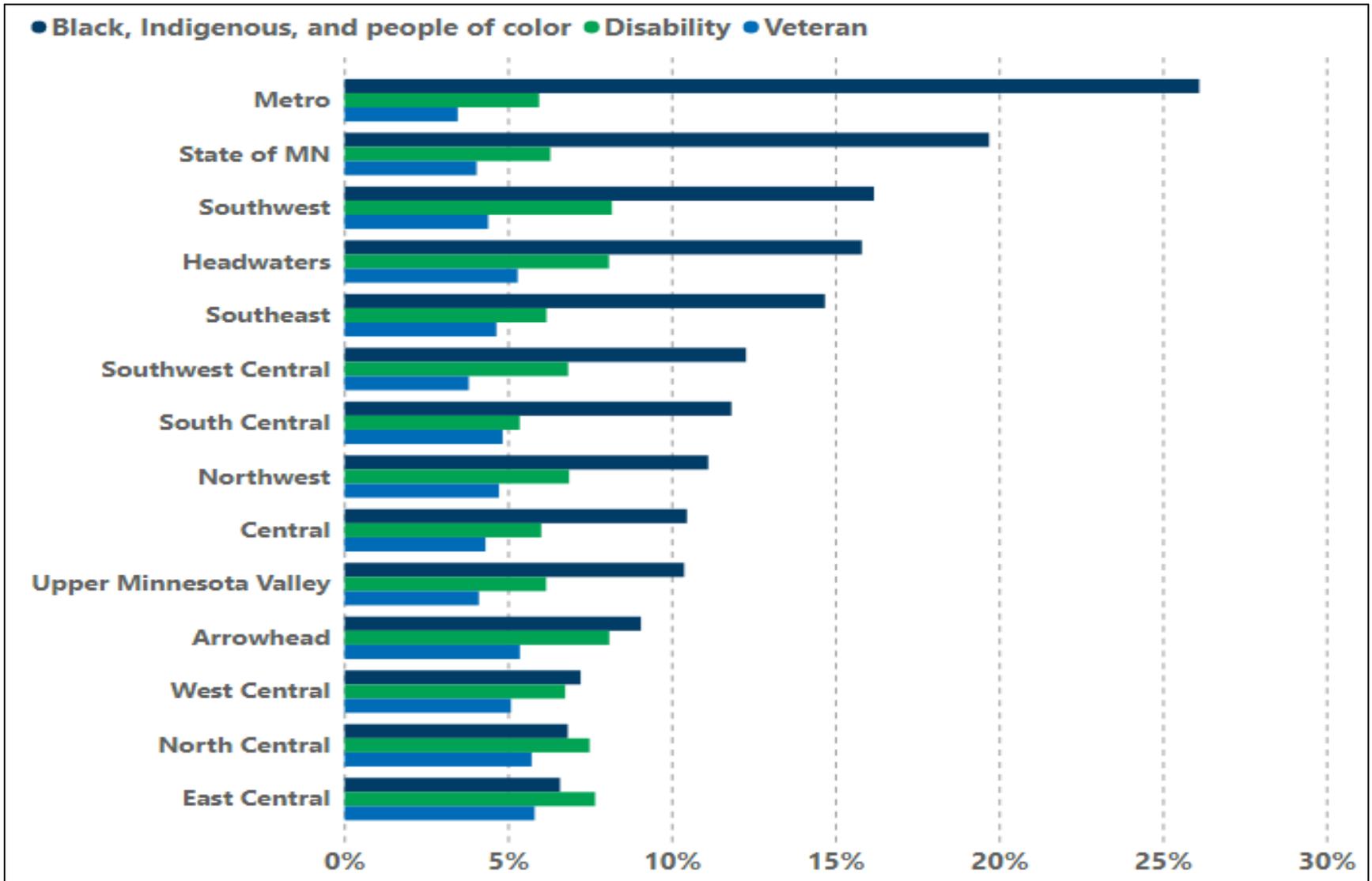
Board of Trustees

Diversity, Equity, and Inclusion Committee and Workforce and Organizational Effectiveness Committee



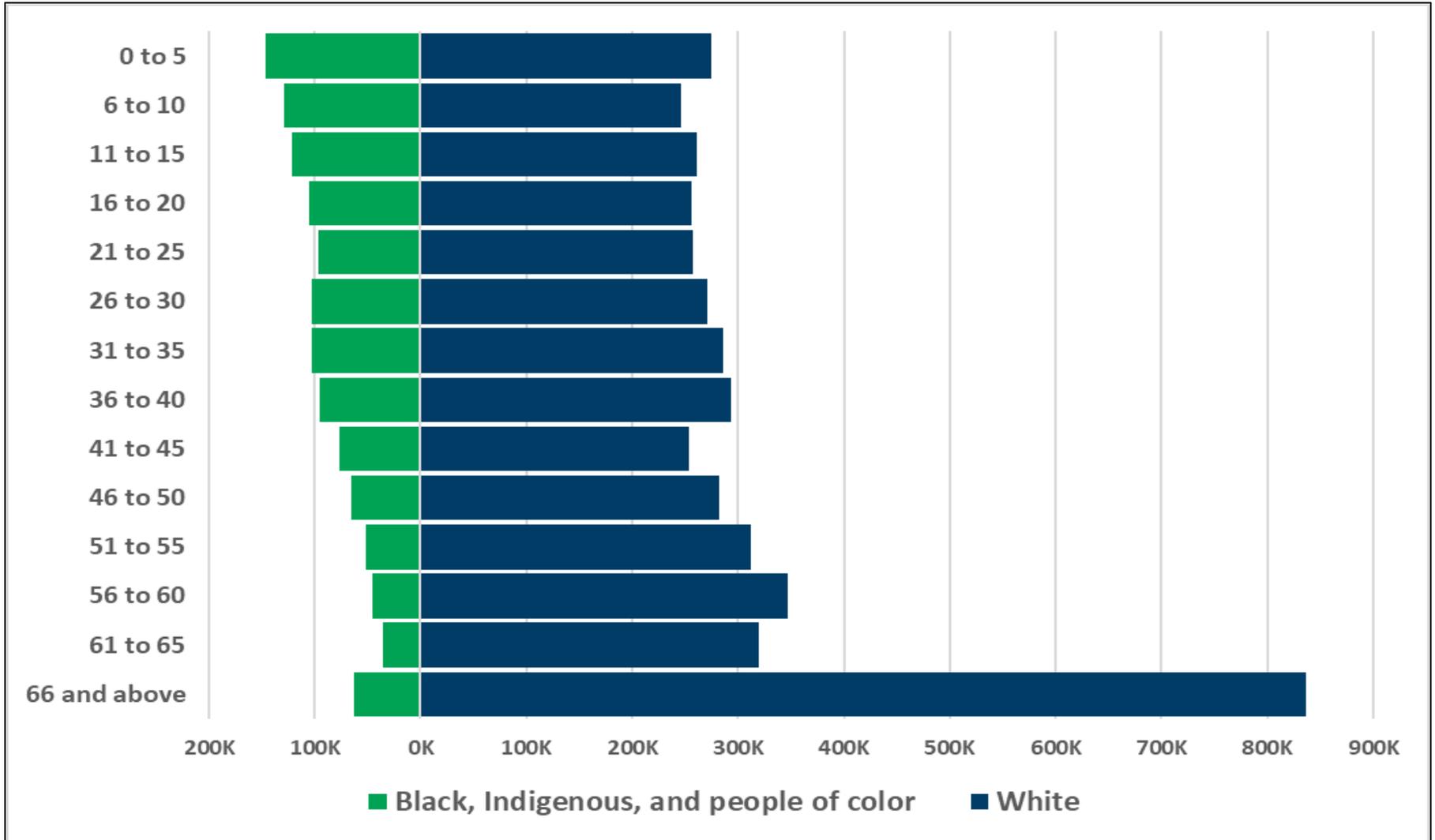
# Minnesota Demographics

# Diversity by Region



Source: 2017 to 2021 five-year American Community Survey

# Race/Ethnicity by Age

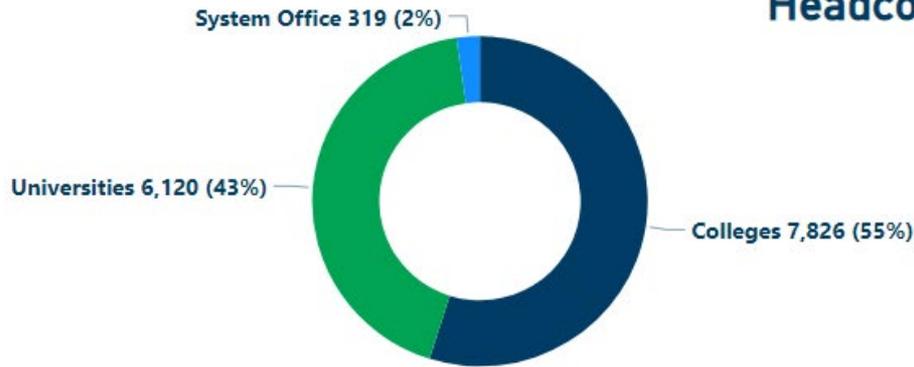


Source: Source: 2017 to 2021 five-year American Community Survey

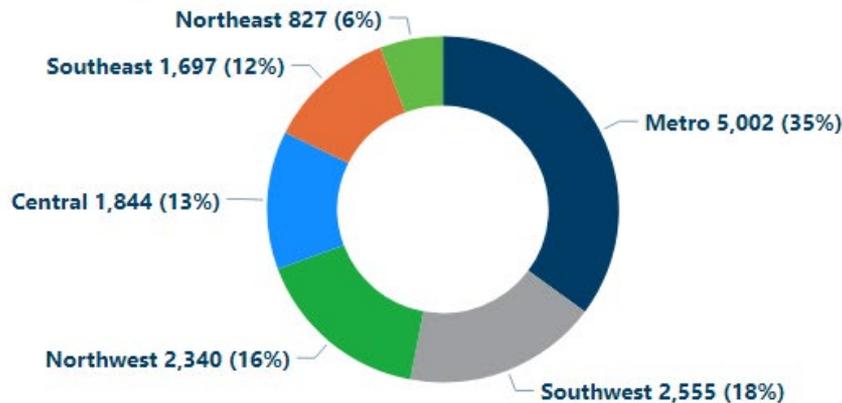
# **Minnesota State Workforce at a Glance as of 3/1/2023**

# System Unduplicated Headcount

Unduplicated Headcount by Sector



Unduplicated Headcount by Region



## Total System Unduplicated Headcount



Administrators  
**505**



Managers and Supervisors  
**556**



Instructional Faculty  
**7,419**



Professionals  
**2,960**

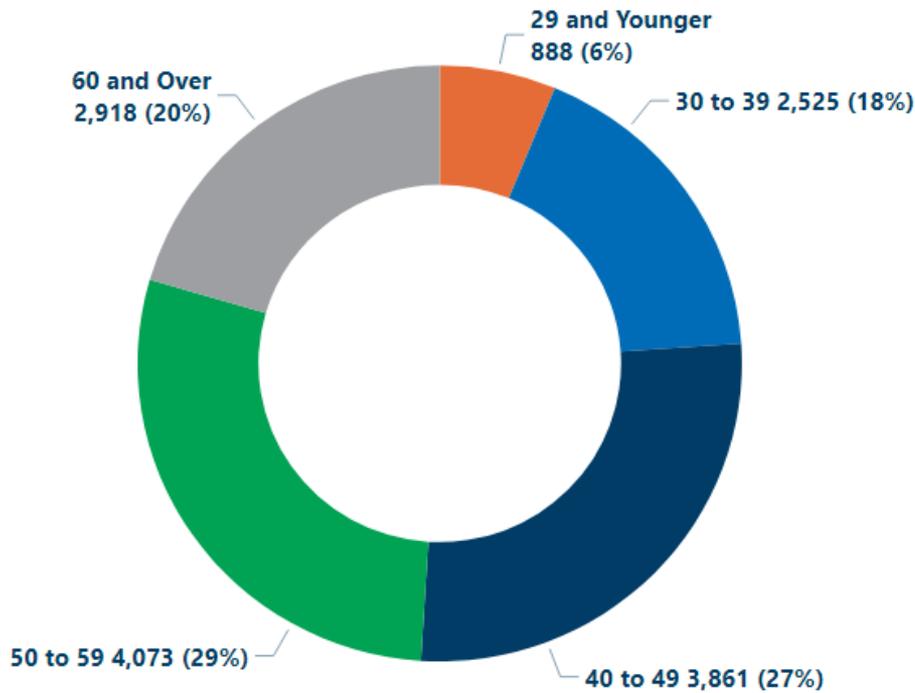


Service and Support  
**2,825**



# System Unduplicated Headcount

## Unduplicated Headcount by Age Group



Nearly one in ten unlimited employees are age 65 or over



Median Age Female

49



Median Age Male

50



Median Age Black, Indigenous, and  
people of color

46



Median Age White  
Employees

50



# System Unduplicated Headcount

Percent Black, Indigenous, and people of color by Sector and Role

SECTOR	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support	Total
Colleges	21 %	12 %	17 %	22 %	17 %	15 %
System Office	17 %		11 %	15 %	30 %	16 %
Universities	22 %	18 %	11 %	15 %	9 %	16 %
<b>Total</b>	<b>21 %</b>	<b>15 %</b>	<b>15 %</b>	<b>18 %</b>	<b>14 %</b>	<b>15 %</b>

Percent Female Employees by Sector and Role

SECTOR	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support	Total
Colleges	55 %	53 %	54 %	62 %	60 %	56 %
System Office	48 %		60 %	51 %	81 %	54 %
Universities	48 %	53 %	46 %	59 %	63 %	56 %
<b>Total</b>	<b>52 %</b>	<b>53 %</b>	<b>52 %</b>	<b>60 %</b>	<b>62 %</b>	<b>56 %</b>



Percent Asian

6 %



Percent Black

4 %



Percent Hispanic

3 %



Percent Two or More

2 %



Percent American Indian/Alaska Native

1 %



# System Unduplicated Headcount

**Percent Employees with Disabilities by Sector and Role**

SECTOR	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support	Total
Colleges	6%	5%	6%	7%	6%	6%
System Office	11%		6%	7%	4%	7%
Universities	1%	3%	5%	5%	5%	4%
<b>Total</b>	<b>5%</b>	<b>4%</b>	<b>6%</b>	<b>6%</b>	<b>6%</b>	<b>5%</b>



"Employment among people with disabilities has increased in recent years in Minnesota and the U.S., although it remains below employment among people without disabilities."

Source: Minnesota Compass

**Percent Veteran Employees by Sector and Role**

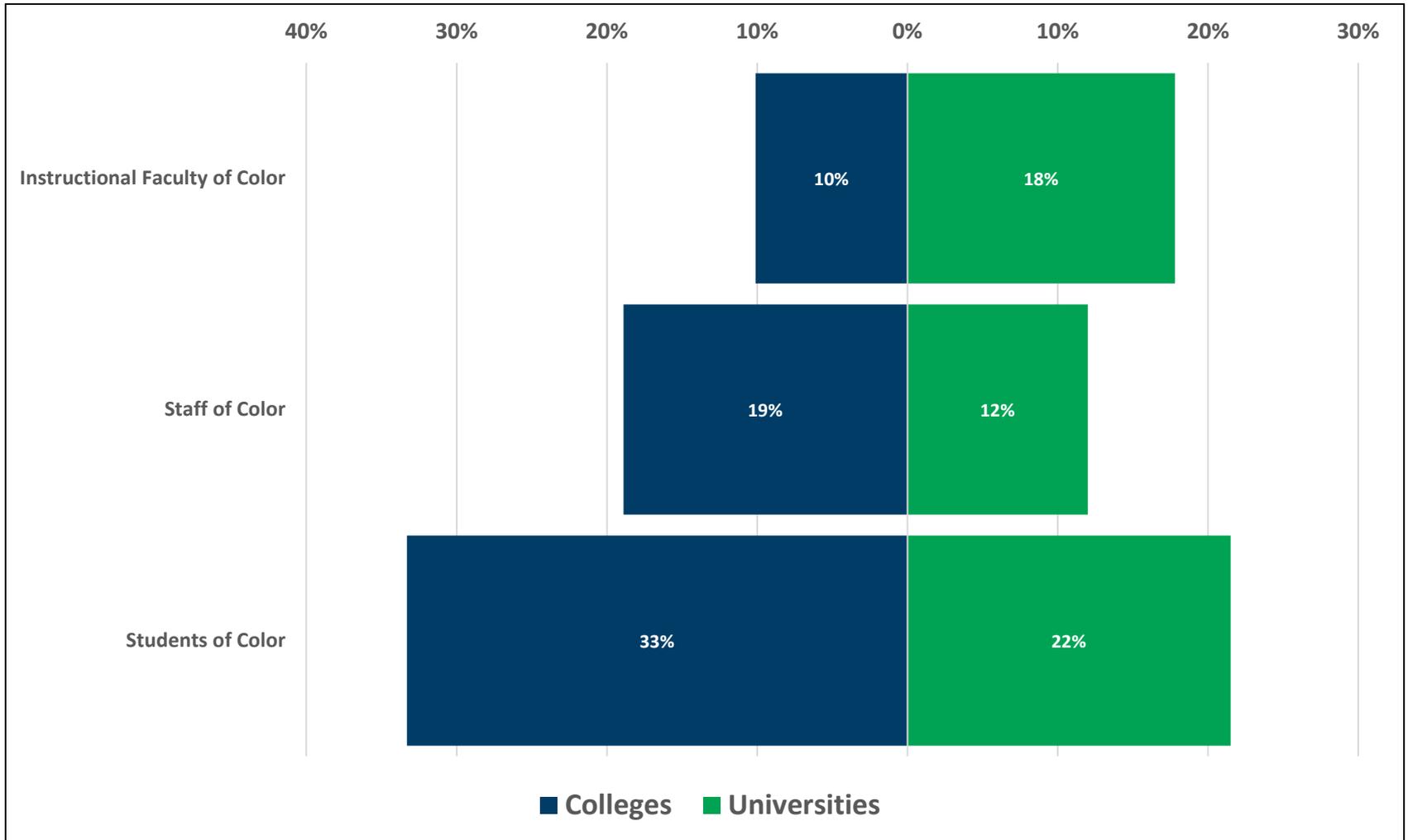
SECTOR	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support	Total
Colleges	2%	3%	3%	4%	3%	3%
System Office	9%		6%	6%	4%	7%
Universities	5%	2%	6%	3%	4%	3%
<b>Total</b>	<b>4%</b>	<b>2%</b>	<b>4%</b>	<b>4%</b>	<b>3%</b>	<b>3%</b>



# Student Diversity Relative to Faculty and Staff Diversity

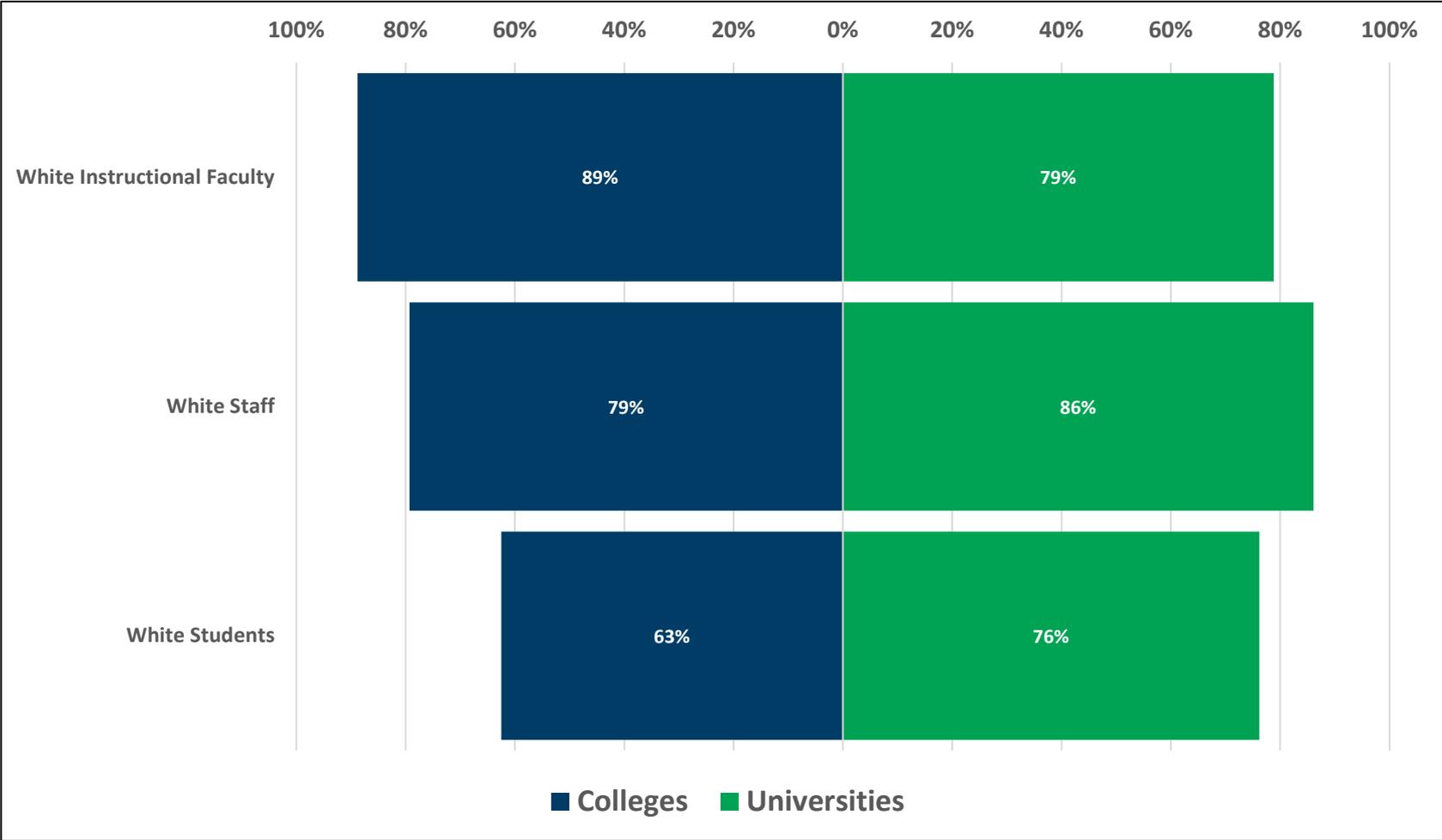


# Students of Color Relative to Faculty and Staff of Color by Sector (FY2022)



Source: Minnesota State Equity Scorecard

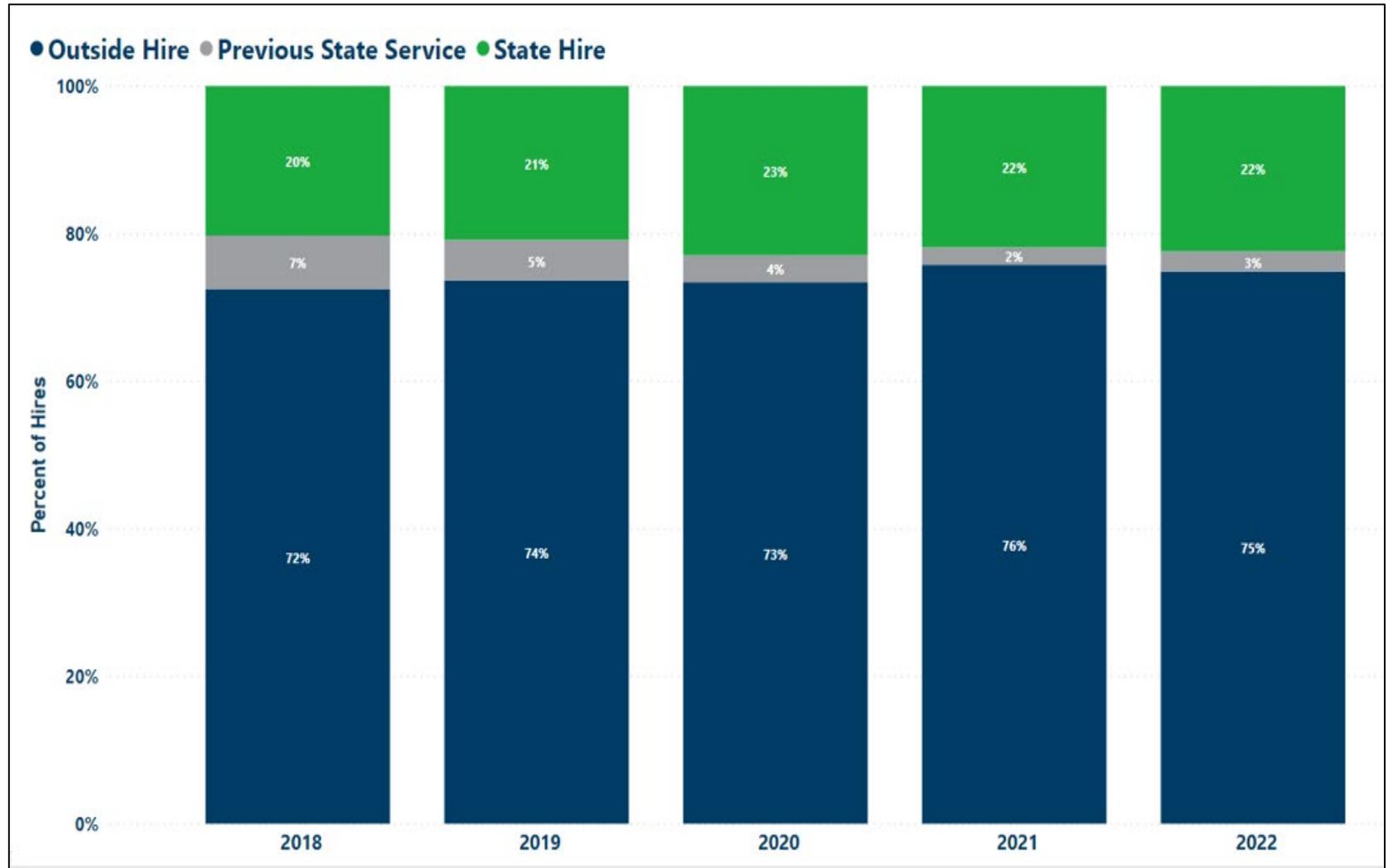
# White Students Relative to White Faculty and Staff by Sector (FY2022)



Source: Minnesota State Equity Scorecard

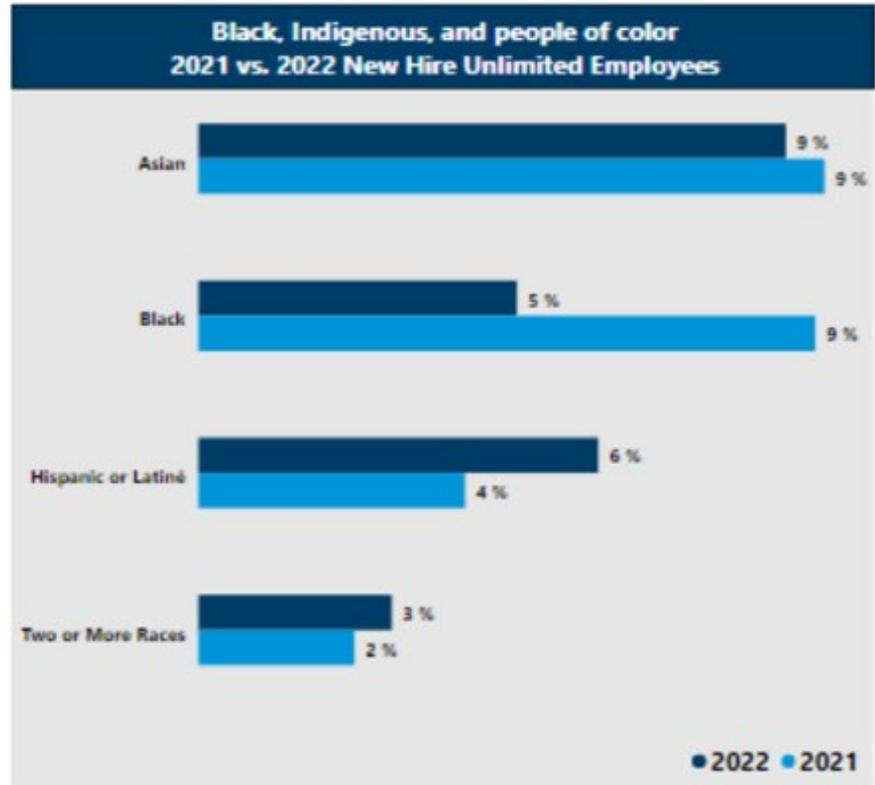


# Internal vs. External Hires FY2018 to FY2022



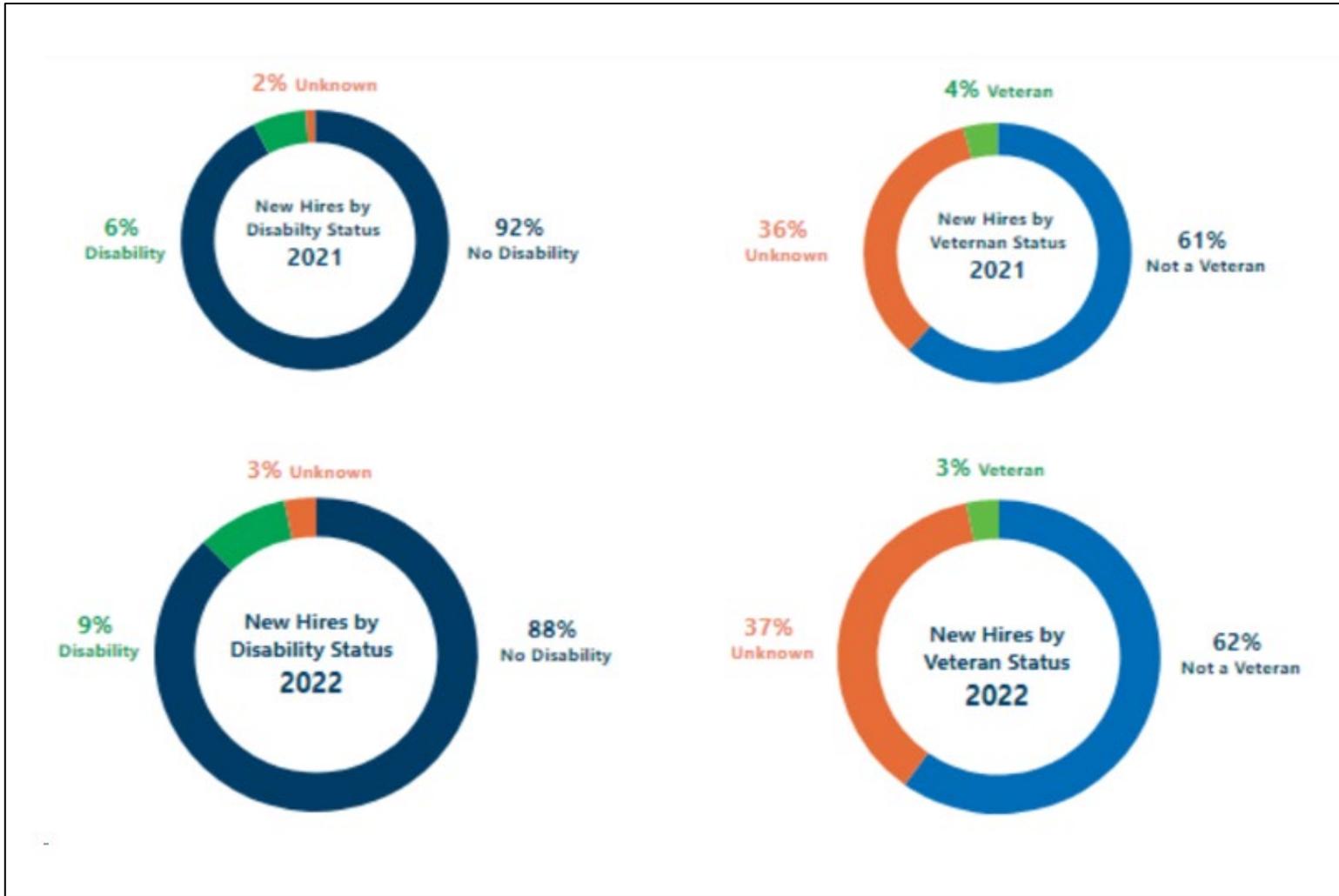
# Percent Hire by Race/Ethnicity

## Unlimited Employees



# Percent Hire by Disability and Veteran Status

## Unlimited Employees



# Recruitment Observations, Strategies, and Opportunities

- Campuses with a dedicated recruiter have seen greatest diverse recruitment results
- Social media use to reach a more diverse local audience
- Equity Scorecard integration of anti-racist and inclusive hiring practices

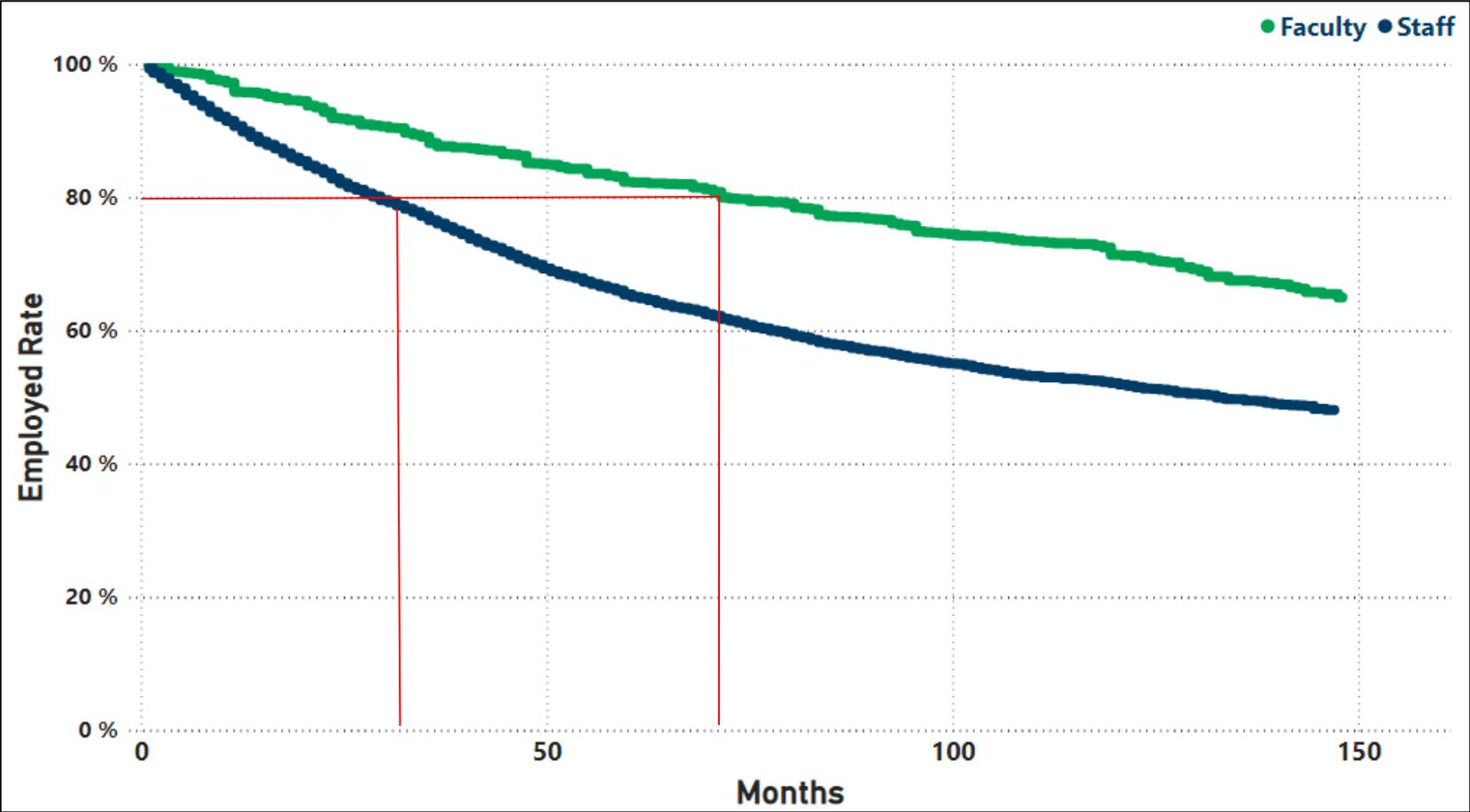


# Recruitment Observations, Strategies, and Opportunities

- NextGen-Workday data centralization and report availability
- Creation of a 1B.4 Affirmative Action procedure that aligns with Equity 2030
- Cluster Hiring
- Experience- based hiring

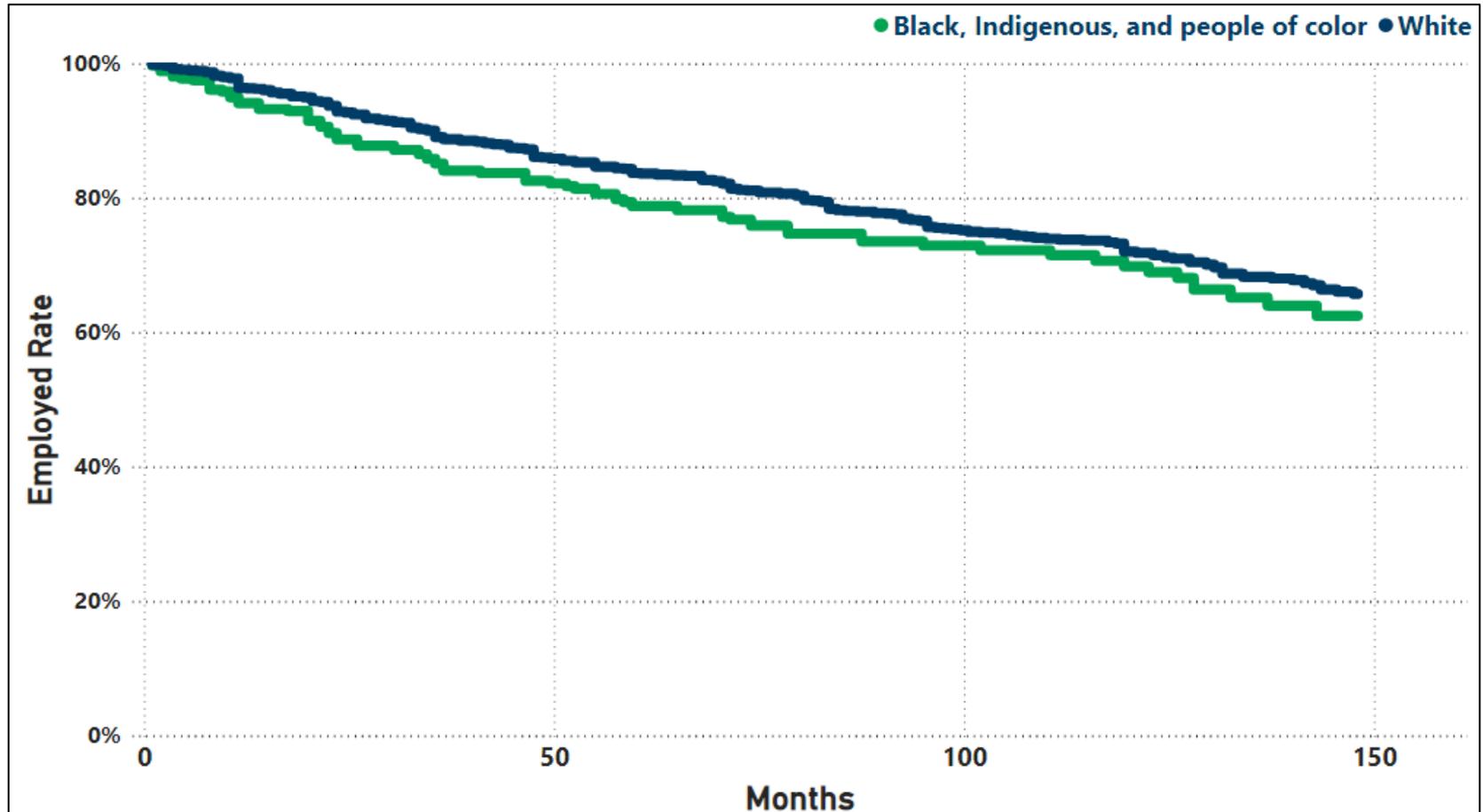


# FY2010 to FY2022 New Hires into Unlimited Positions by Faculty / Staff



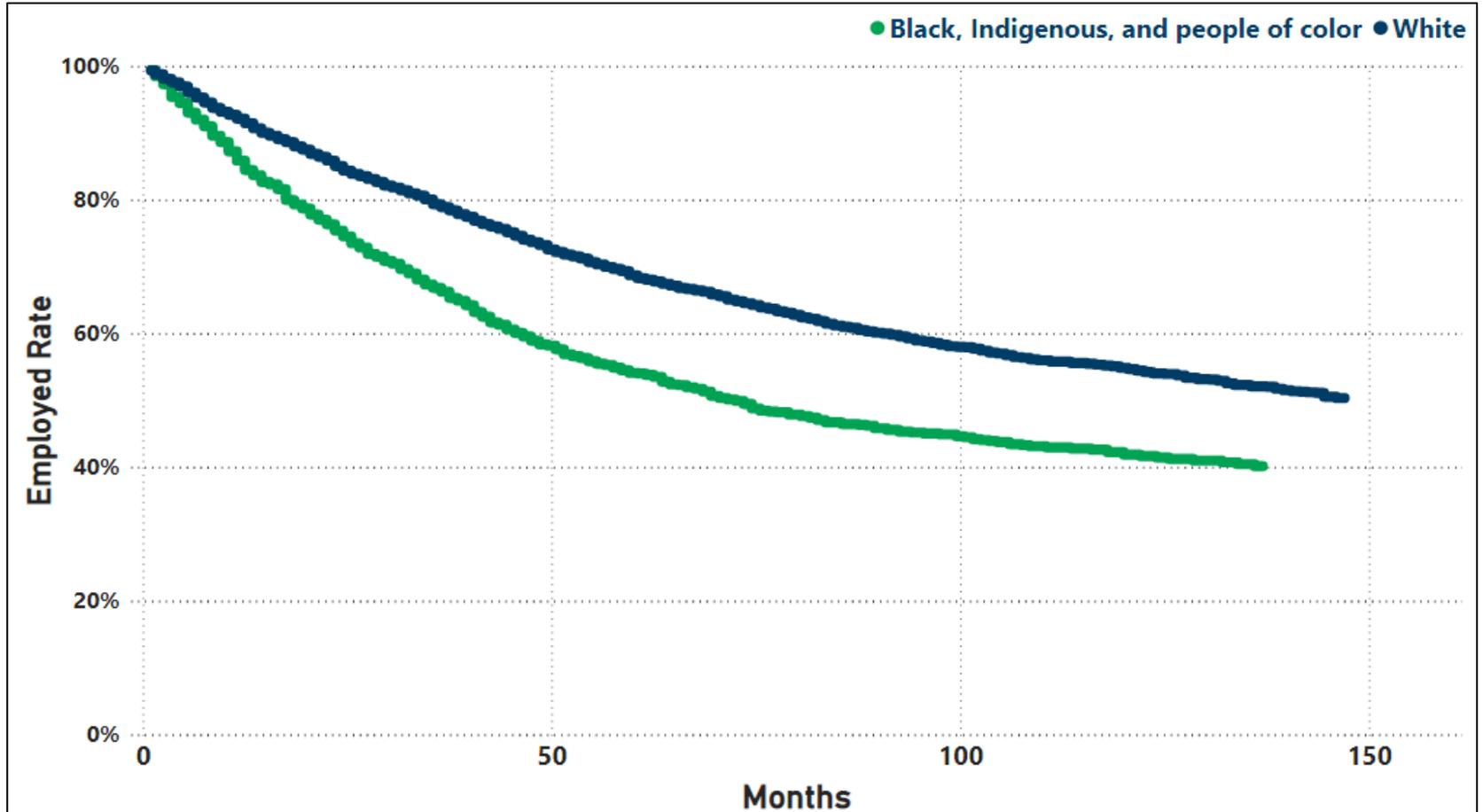
# FY2010 to FY2022 New Hires into Unlimited Faculty Positions by Race/Ethnicity

Faculty only. All age groups



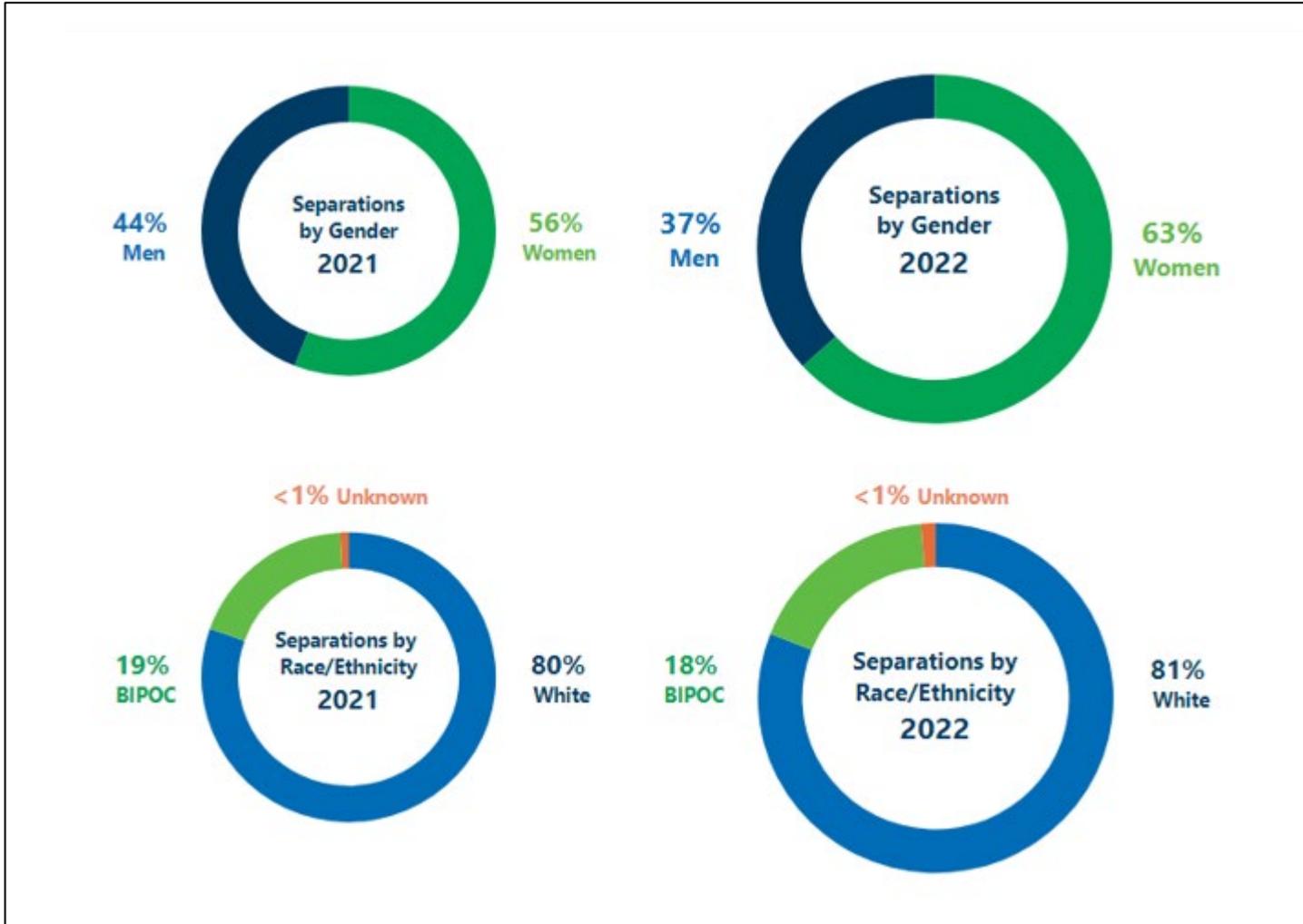
# FY2010 to FY2022 New Hires into Unlimited Staff Positions by Race/Ethnicity

Staff only. All age groups



# FY2021 vs. F2022 Percent of Separations by Gender and Race/Ethnicity

## Unlimited Positions



# Retention Observations, Strategies, and Opportunities

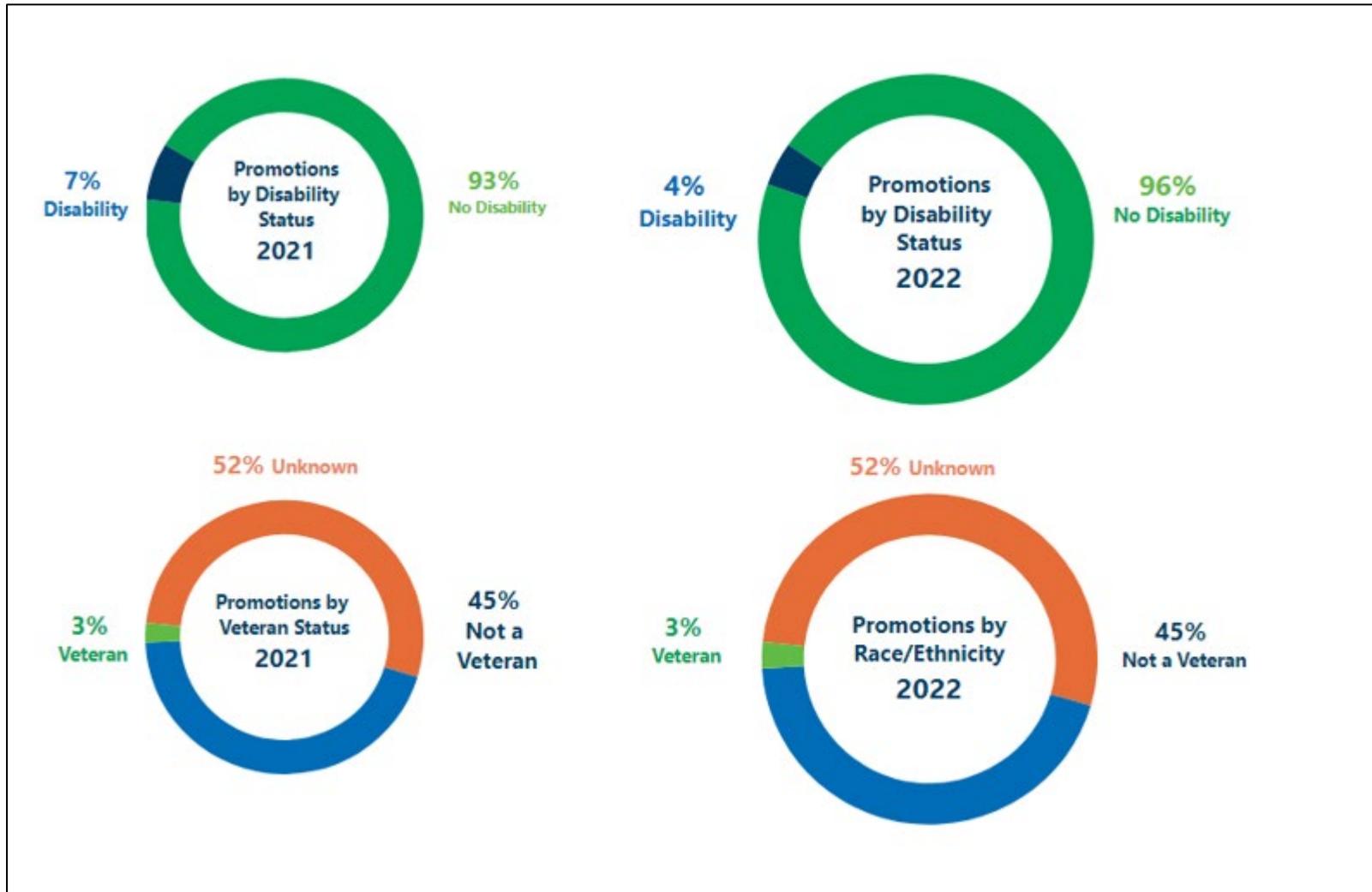
- Struggling to retain people of color, veterans, and individuals with disabilities
- Systematic exit survey process
- Stay interviews
- Campus climate assessments
- Additional metrics and measures to monitor / assess employee outcomes within the Equity Scorecard
- Mentorship Programs
- Employee Resource Groups



# FY2021 vs. F2022 Percent of Promotions by Gender and Race/Ethnicity



# FY2021 vs. F2022 Percent of Promotions by Disability and Veteran Status



# Leadership Development

Newly hired and promoted supervisors, managers, directors and administrators participate in 8 days of classroom training and 13 units of e-learning.

- Inclusive Supervision
- Building Respectful Relationships
- A Foundation of Equity and Inclusion

222 total participants in FY23

# Building a Foundation for a Safe and Inclusive Campus Climate

Minnesota State is committed to providing a safe and inclusive work environment. The annual compliance training program for new and existing employees supports that goal by providing required information that sets the foundation for a safe and welcoming culture at all our campuses and work locations.

- FY 22 Completion 53.6%
- FY 23 Completion 79.1%

# Inclusive Leadership for Campus Leadership Teams

In-person leadership team workshop  
focused on the role of leaders to create an inclusive  
work environment.

- Understand what diversity, equity, and inclusion mean at Minnesota State and for leaders.
- Examine biases and the impact they have at work.
- Learn how to apply four inclusive leadership behaviors and build your cultural fluency

14 Leadership Teams

264 Leaders



# Growth Observations, Strategies, and Opportunities

- Faculty Fellowship Programs
- Equity Leadership Training Institute
- Professional development opportunities
- Incorporate diversity, equity, and inclusion metrics in performance reviews for all employees
- Employee Mentorship Programs
- Expand awards for excellence in Equity, Diversity and Inclusion across functional areas



MINNESOTA STATE

**THANK YOU**

30 East 7th Street  
St. Paul, MN 55101

651-201-1800  
888-667-2848



MINNESOTA STATE IS AN EQUAL OPPORTUNITY EMPLOYER AND EDUCATOR