



Meeting Presentations October 18-19, 2022

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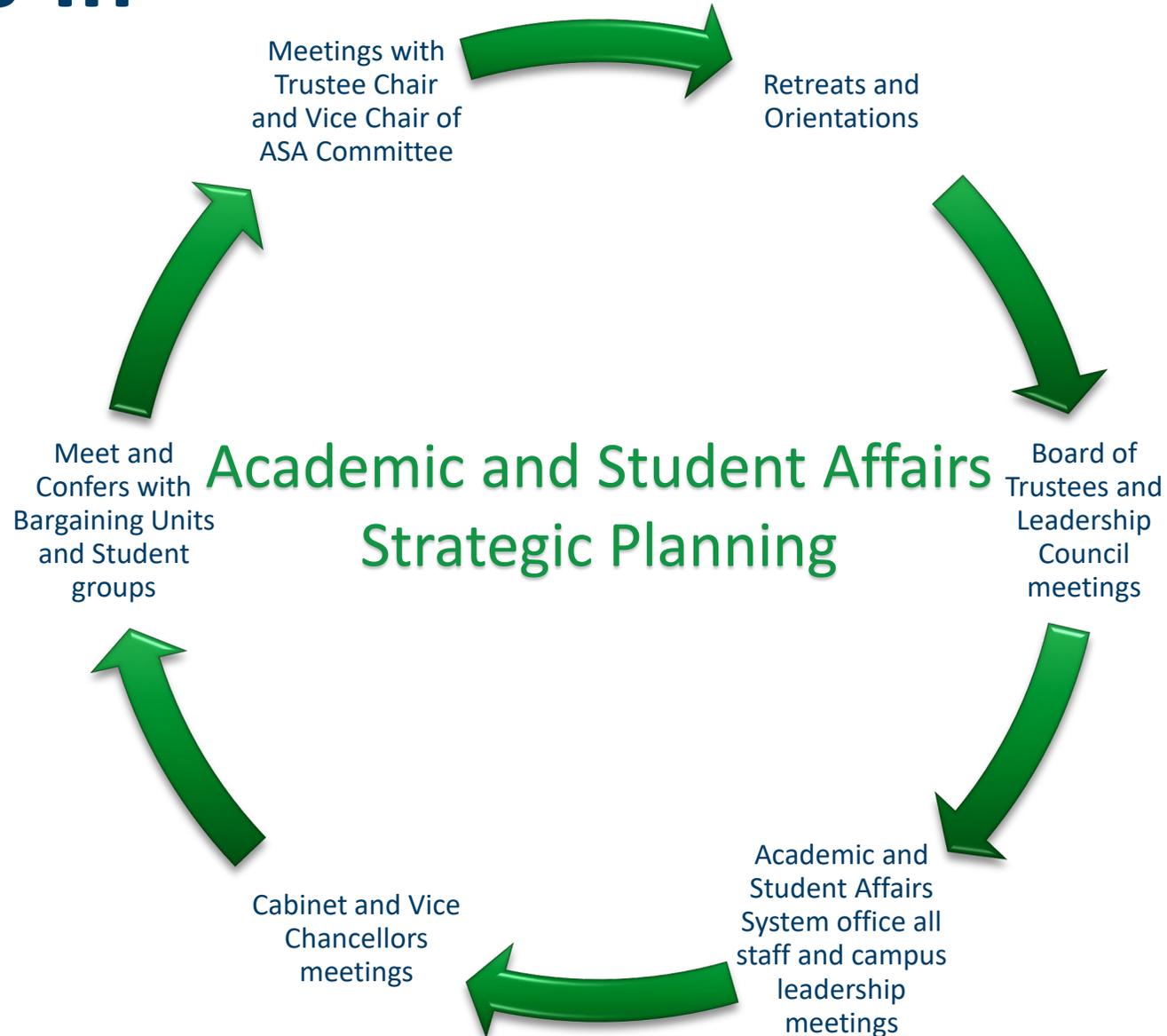


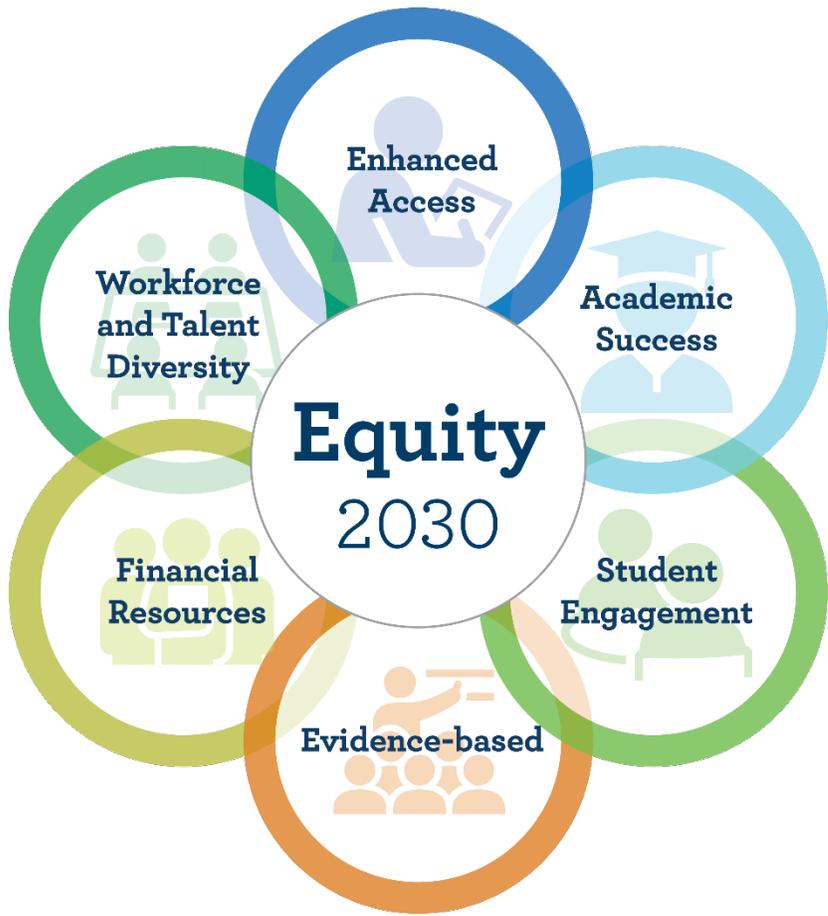
Academic and Student Affairs Committee

October 2022

Academic and Student Affairs Planning Framework

90+ Days-In





The Power of Systemness

Systems have...

- Knowledge and perspective that individual campuses may not have (conductor view)
- Data that individual institutions may not have and can disseminate information to support institutional planning
- Natural convener, in a position to identify and convene expertise from across the system to address challenges
- Communities for best-practices, where campus administrators, faculty and staff can learn from one another
- Arbitrate, serve as a geographic/sector neutral body to meet the larger (public) good
- Ensure accountability and standards of excellence across institutions types through shared governance and consultation
- Realize economies of scale; exercise political force; rally communities, regions and states around areas of mutual concern (crises, threats, disaster relief)

Strategic Planning Framework and Alignment

Academic and Student Affairs (ASA) Core Commitments:

- Provide greater clarity about **how our work fits together** and contributes to Equity 2030 goals
- Focus on our priorities and **stick with them**
- Monitor, measure, and communicate our progress
- Continue to review what we need to **start, stop, and continue**



Strategic Communication

- Align focused presentations on key initiatives across ASA Board of Trustees committee; monthly meetings with ASA campus leaders; and other constituent groups
- Refresh and updates underway to ASA website and ASA Connect

VISION

Minnesota State Academic and Student Affairs will be a national leader in transforming higher education systems and practices to improve student outcomes and eliminate disparities.

This means:



We will be known nationally as a system that is continually evolving and one that embraces and thrives on creating new and more effective ways to educate and serve students, our communities, and our state.



We will pursue intentional, equity-focused, and evidence-based solutions to address the problems of today and tomorrow.



We will sustain rigor in our work – holding high standards and expectations of our students, our partners, and ourselves.



We will approach our work with intentionality and compassion – working with integrity, humility, and caring, accepting people where they are and moving them forward without sacrificing standards or expectations.

Implementation of the Strategic VISION

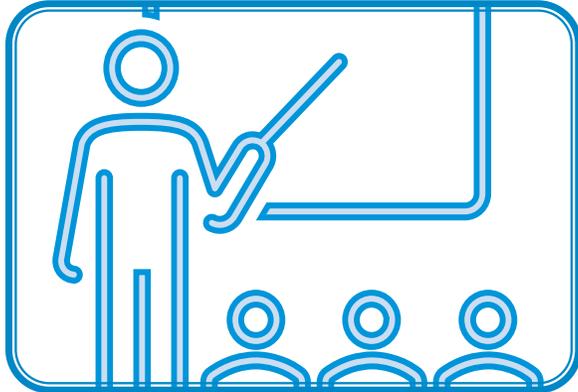
Academic and Student Affairs will think and act differently to eliminate barriers that inhibit student access and student success by fostering innovation and being more strategic in our approaches to support and serve our students.



We will implement change through Minnesota State's identified three operational priorities to effectively implement Minnesota State's Guided Learning Pathways (framework for Equity 2030) across ALL colleges and universities in the Minnesota State system.

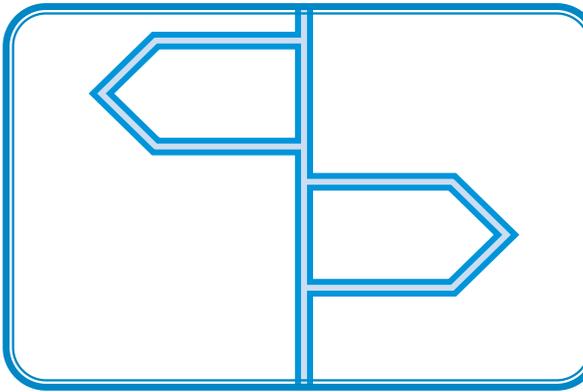
Academic and Student Affairs

Key Principles and Initiatives



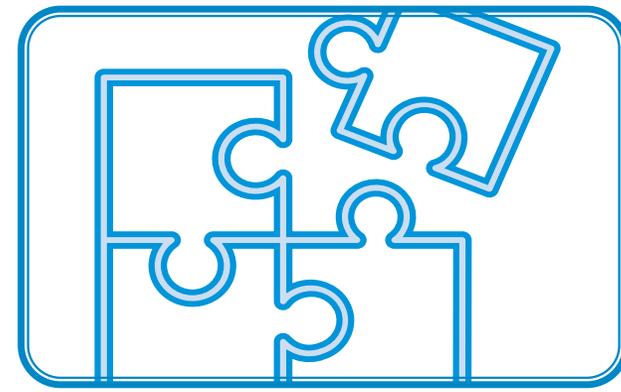
Strategic Enrollment Management

Re-envisioning and enhancing the entire student experience to improve student success and effectively manage enrollment



Minnesota State Guided Learning Pathways

Re-envisioning learning pathways to create multiple and equitable paths to development and credentials for lifelong success



Innovation and Evolution

Re-envisioning higher education as a collective and collaborative enterprise where innovation and evolution are integral to our culture



Priorities of Minnesota State Guided Learning Pathways

Academic Affairs

1.

Curricular and Program Design and Delivery

- Well-articulated, coherent pathways aligned with careers
- Inclusive perspectives and approaches in content, pedagogy, and service delivery
- Maintaining academic momentum and credit intensity

Student Affairs and Enrollment Management

2.

Comprehensive Orientation and First-Year Experience

- Comprehensive orientation and connection with campus
- Robust career assessment and exploration

Educational Development & Technology

3.

Holistic Advising and Comprehensive Student Support

- Proactive advising that is sustained and focused on program completion and remaining on track
- Bridging to basic needs resources

Research

EQUITY 2030



Implications for Organizational Structure



VS.



Does it support the work to advance our initiatives?

New ASA Org Structure and Units

Previous Units

Educational Innovation

Located in Academic Affairs:
Academic Programs and Quality Assurance

Located in Academic Affairs
P-20 and College Readiness

Innovations and Collaboration located in
Educational Innovation

NEW Units

Educational Technology and Development

Located in Academic Affairs:
Academic Programs, Planning and Transfer

Located in Academic Affairs
P-20 and Student Success

Innovations and Collaboration **relocated** Sr. Vice
Chancellor's Office





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October 2022

2022-23 Executive Search Update

Board of Trustees

Workforce and Organizational Effectiveness Committee

Minnesota State is committed to hiring extraordinary leaders who meet the needs of colleges, universities, and their communities through a selection process that is broadly consultative and transparent.

Source: Board Policy 4.2 Appointment of Presidents



Presidential Searches:

Minnesota State University Moorhead

- Search Chair: President Robbyn Wacker

Riverland Community College

- Search Chair: President Terry Gaalswyk

Cabinet Searches:

General Counsel

- Search Chair: Trustee George Soule



FIVE STAGES OF THE EXECUTIVE SEARCH PROCESS





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October 19, 2022

FY2023 Annual Operating Budget Update

FY2023 All Funds **Approved** Budget June 22, 2022

<i>\$s in millions</i>	FY2022 Current Budget	FY2023 Proposed Budget	\$ Change	% Change
Sources				
General Fund	\$1,657.9	\$1,683.6	\$25.7	1.6%
Revenue Fund	\$102.5	\$108.0	\$5.5	5.3%
Other Funds	\$302.8	\$285.9	(\$16.9)	-5.6%
HEERF Funds	\$242.2	\$41.5	(\$200.7)	-82.9%
Sources Total	\$2,305.5	\$2,119.0	(\$186.5)	-8.1%
Expenses				
Compensation	\$1,353.1	\$1,366.6	\$13.5	1.0%
Operating costs	\$998.6	\$763.0	(\$235.6)	-23.6%
Expenses Total	\$2,351.7	\$2,129.6	(\$222.1)	-9.4%
Budget gap	(\$46.2)	(\$10.6)		
HEERF transfer in	\$86.8	\$22.0		
Budget balance	\$40.6	\$11.4		

*Numbers may not add due to rounding.



FY2023 General Fund Operating **Approved** Budget

June 22, 2022

<i>\$s in millions</i>	FY 2022 Current Budget	FY 2023 Proposed Budget	\$ Change	% Change
Revenue/Sources				
State appropriation	\$792.0	\$789.5	(\$2.5)	-0.3%
Tuition	\$707.1	\$712.7	\$5.6	0.8%
Other revenues	\$140.1	\$131.2	(\$9.2)	-6.5%
Programmed fund balance	\$18.4	\$50.2	\$31.8	172.7%
Total budgeted	\$1,657.9	\$1,683.6	\$25.7	1.6%
Expenses/Uses				
Compensation	\$1,249.9	\$1,267.1	\$17.2	2.6%
Operating costs	\$454.1	\$435.3	(\$18.8)	-4.1%
Total budgeted	\$1,704.0	\$1,702.4	(\$1.6)	-0.1%
Budget gap	(\$46.1)	(\$18.8)		
HEERF transfer in	\$74.9	\$21.7		
Budget balance	\$28.7	\$2.9		

3 *Numbers may not add due to rounding.



System's enrollment outlook for FY2023

FY2023 Compared to FY2022	June 2022 Enrollment Projections	June 2022 Enrollment FYE Projection	October 2022 Enrollment Projections	October 2022 Enrollment Projections
Colleges	-2.2%	63,430	-3.0%	62,763
Universities	-3.0%	42,039	-5.0%	41,160
System	-2.2%	105,469	-3.8%	103,923

FY2023 All Funds Budget **Update** October 19, 2022

<i>\$s in millions</i>	FY2023 Approved Budget	FY2023 Updated Budget	\$ Change	% Change
Revenues/Sources				
General Fund	\$1,683.6	\$1,678.8	(\$4.8)	-0.3%
Revenue Fund	\$108.0	\$106.6	(\$1.4)	-1.3%
Other Funds	\$285.9	\$290.9	\$5.0	1.7%
HEERF Funds	\$41.5	\$38.7	(\$2.8)	-6.8%
Total budgeted	\$2,119.0	\$2,115.0	(\$4.0)	-0.2%
Expenses/Uses				
Compensation	\$1,366.6	\$1,366.6	\$0.0	0.0%
Operating costs	\$763.0	\$763.5	\$0.4	0.1%
Total budgeted	\$2,129.6	\$2,130.0	\$0.4	0.0%
Budget gap	(\$10.6)	(\$15.0)	(\$4.4)	41.5%
HEERF transfer in	\$22.0	\$25.0	\$3.0	13.8%
Budget balance	\$11.4	\$10.0	(\$1.4)	-12.1%

**Numbers may not add due to rounding.*

FY2023 General Fund Operating **Update** Budget

October 19, 2022

<i>\$s in millions</i>	FY 2023 Approved Budget	FY 2023 Updated Budget	\$ Change	% Change
Revenues/Sources				
State appropriation	\$789.5	\$789.5	\$0.0	0.0%
Tuition	\$712.7	\$703.0	(\$9.6)	-1.4%
Other revenues	\$131.2	\$131.1	(\$0.1)	-0.1%
Programmed fund balance	\$50.2	\$55.2	\$5.0	10.0%
Total budgeted	\$1,683.6	\$1,678.8	(\$4.8)	-0.1%
Expenses/Uses				
Compensation	\$1,267.1	\$1,264.8	(\$2.3)	-0.2%
Operating costs	\$435.3	\$436.5	\$1.2	0.3%
Total budgeted	\$1,702.4	\$1,701.3	(\$1.1)	-0.1%
Budget gap	(\$18.8)	(\$22.4)	(\$3.7)	19.5%
HEERF transfer in	\$21.7	\$24.3	\$2.7	12.4%
Budget balance	\$2.9	\$1.9	(\$1.0)	-34.2%



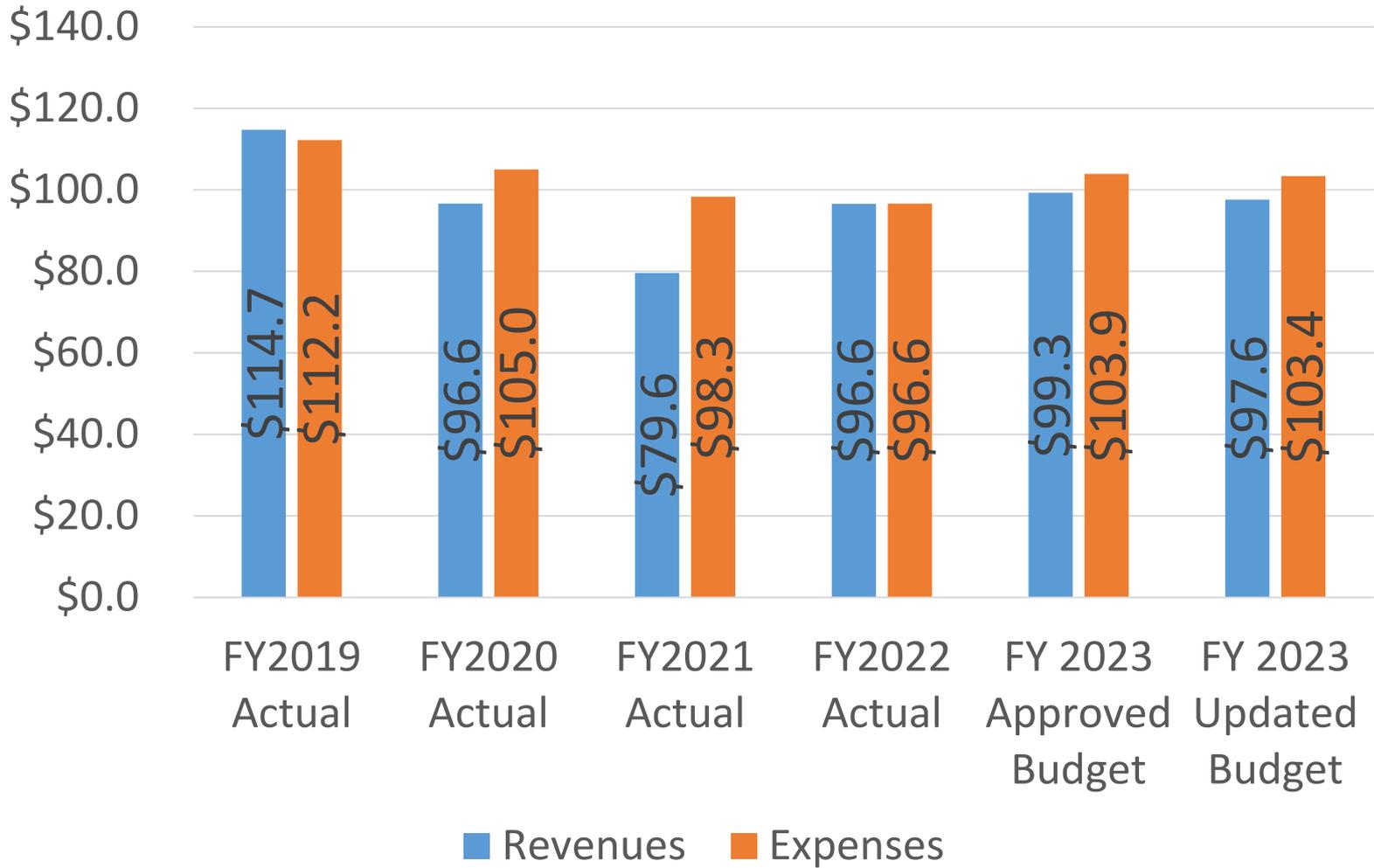
Federal HEERF Funding

Higher Education Emergency Relief Funds (HEERF)	Actual Use FY2020-21 Biennium	Estimated Use FY2022-23 Biennium*	Total Awarded in Three Rounds of HEERF
Student Grant Awards	\$92.1	\$168.3	\$260.4
Institutional Awards			
a) additional student grants	\$10.4	\$30.0	\$40.4
b) pandemic response	\$111.1	\$155.0	\$306.5
Total to Institutions	\$213.6	\$353.3	\$607.3

*additional students grants are fiscal year 2022 only and will increase when fiscal year 2023 is final



Revenue Fund Comparison of Revenues and Expenses



Revenue Fund

- Revenue Fund revenues are \$17 million less in FY2023 compared to FY2019
- Colleges and universities rely on one-time fund balance and/or HEERF funding to cover budget gaps
- Residential housing makes up 74% of the Revenue Fund revenues
- Bed utilization declined by 29% between FY2019 and FY2023

Structural Gap – October 2022

	General Fund	Revenue Fund	Other Funds
\$s in millions			
Revenue/Sources	\$1,623.6	\$97.6	\$287.0
Expenses/Uses	\$1,701.3	\$103.4	\$288.4
Budget gap	(\$77.6)	(\$5.7)	(\$1.4)
HEERF Transfer in	\$24.3	\$0.4	\$0.3
Programmed fund balance	\$55.2	\$8.1	\$3.9
Budget balance	\$1.9	\$2.8	\$2.8

**Numbers may not add due to rounding.*



Budget Strategies

- Adjusting course offerings
- Hiring delays and/or eliminating positions due to vacancies
- Board Early Separation Incentive (BESI) program to right-size staffing
- Investing in student success technologies to improve tracking and retention of current students
- New program development or program expansion to meet regional needs

Summary

- Long-term enrollment challenges continue
- HEERF funding no longer available after FY2023
- Stabilizing Revenue Fund operations

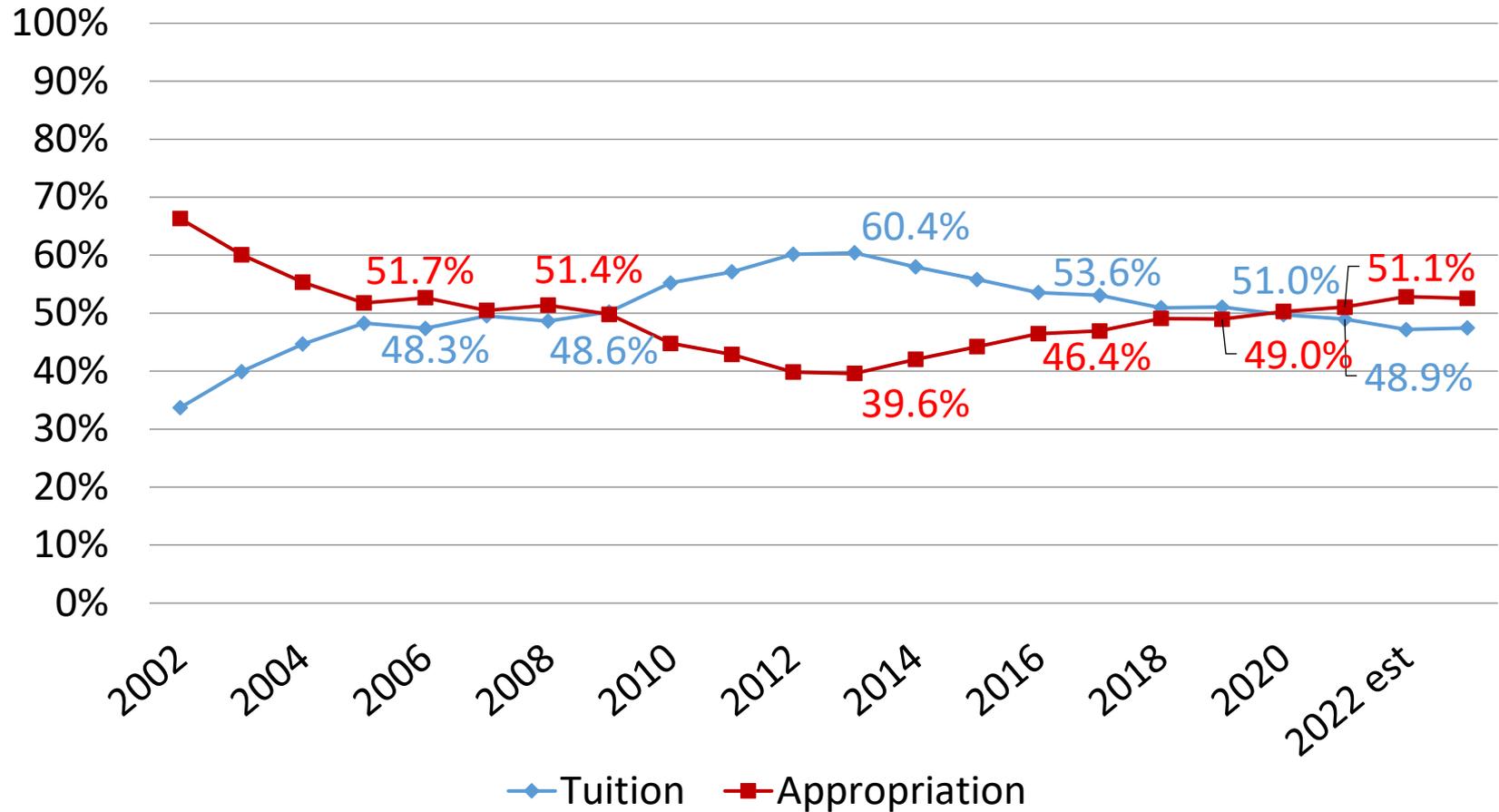


October 19, 2022

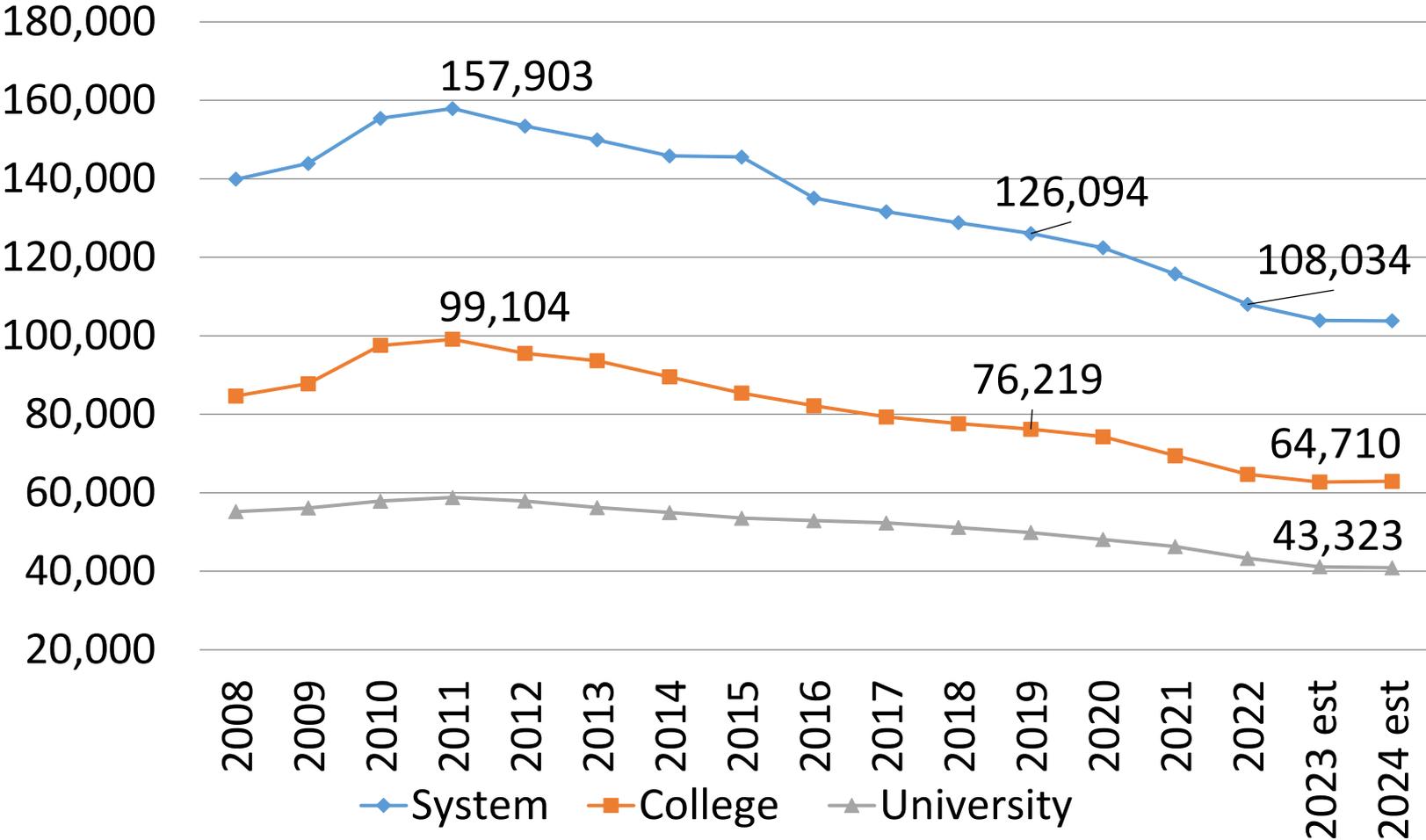
FY2023 Annual Operating Budget Update

Appropriation and Tuition

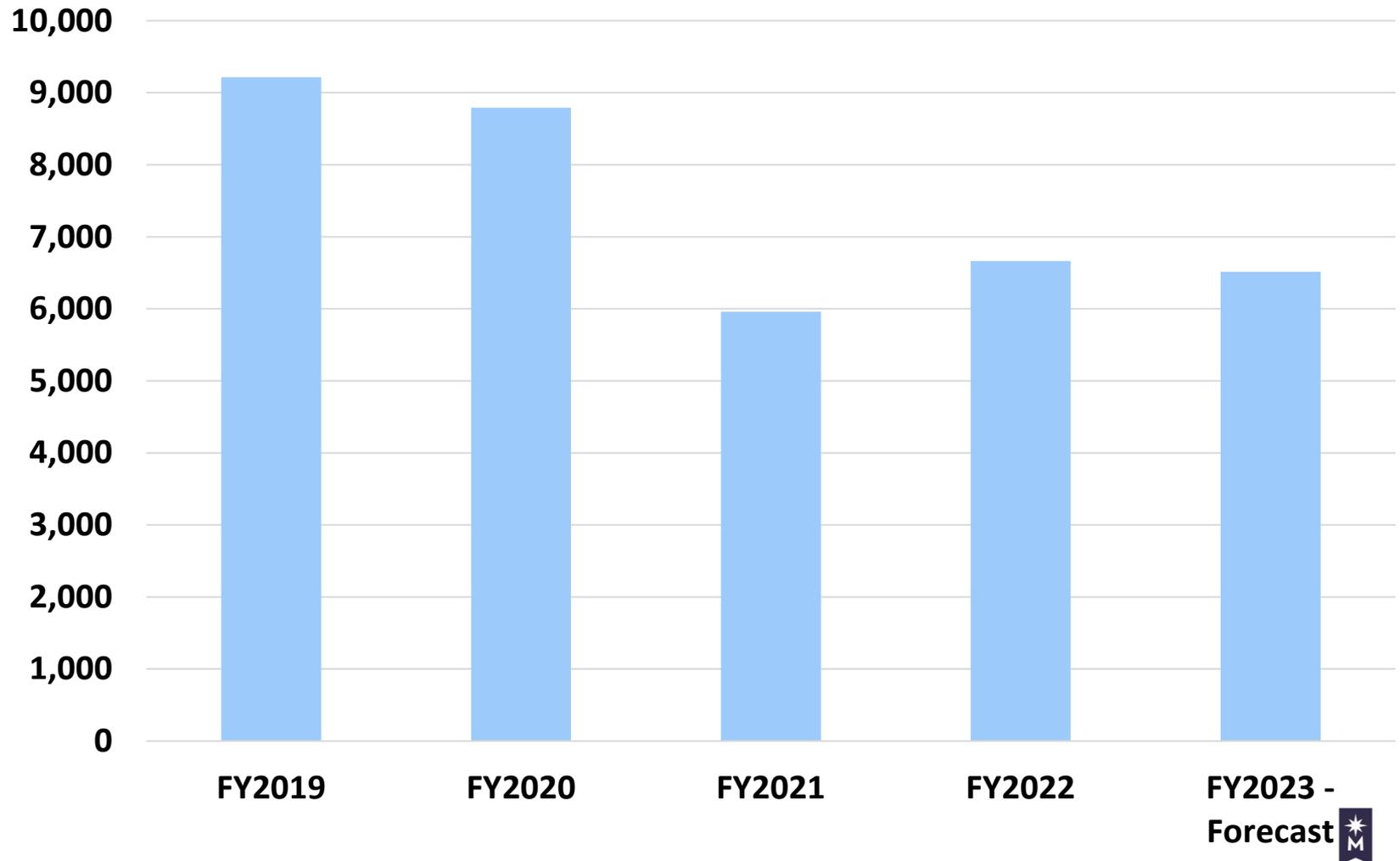
Appropriation and Tuition Relationship



Historical & Projected Enrollment for the System



University Revenue Fund Residential Beds Used



Year-to-date enrollment as of October 10

FY2023 Compared to FY2022	Summer YTD	Fall YTD
Colleges	-7.3%	-1.5%
Universities	-3.8%	-4.9%
System	-5.7%	-2.8%



Finance Committee

October 19, 2022

State Biennial Budget Request for FY2024 and FY2025

First Reading

Minnesota State Biennial Budget Listening Sessions



September 2022

By The Numbers:

- 12 listening sessions
- 550+ attendees
- 14 legislators
- Local print and tv coverage in many regions visited

Summary of Themes from Listening Sessions

Student Success and Equity

- Funded tuition freeze
- Financial support directly to students
 - Additional student scholarships
 - Additional student emergency grants
 - Increase of student worker wages
 - All required internships, practicums, student teaching, etc. become paid experiences
- Basic needs support
 - Additional funding for food pantries
 - Housing insecurity
 - Childcare
 - Transportation
 - Campus coordinators
- Additional student services
 - Mental health resources
 - Social workers
 - Community resource connectors
 - Additional college and university staffing to provide services



Summary of Themes from Listening Sessions

Minnesota State Stabilization

- Direct campus support to cover inflation – campuses can no longer do more with less
- Faculty and staff compensation not keeping up with the market and inflation
- Asset preservation: taking care of buildings
- Technology funding
 - Additional mobile devices for students
 - Digital literacy
- Need state funding to replace HEERF funding for mission-critical positions added during the pandemic



Summary of Themes from Listening Sessions

Workforce and Economic Development

- Increase collaboration and partnerships with K-12 and business and industry
 - More career pathway and pipeline programs
 - Expand the number of internships and apprenticeships
- Expand career, technical, and professional programs
 - Funding for equipment
 - Funding for additional supplies
 - Competitive salaries to be able to recruit & retain faculty
- Funding for innovation and program development
- Increase non-credit training opportunities
 - Adult learning
 - Removal of financial barriers

Minnesota State Biennial Budget History

\$ in millions

Fiscal Year	Request	Appropriation	College Tuition Increase	University Tuition Increase	Fiscal Year	Request	Appropriation	College Tuition Increase	University Tuition Increase
1996	\$115.7	\$42.5	3.9%	6.0%	2010	\$71.7	(\$92.7)	4.8%	5.0%
1997	\$29.7	\$4.9	4.3%	8.9%	2011	\$0	(\$60.5)	4.7%	5.0%
1998	\$127.9	\$110.5	2.2%	3.0%	2012	\$50.0	(\$120.0)	3.7%	4.9%
1999	\$42.0	\$36.0	3.8%	0.6%	2013	\$0	\$0.5	3.7%	4.4%
2000	\$253.0	\$104.4	3.6%	4.6%	2014	\$97.0	\$88.3	0.0%	0.0%
2001	\$21.6	\$13.2	4.5%	6.3%	2015	\$31.0	\$17.0	0.0%	0.0%
2002	\$310.9	\$105.0	11.2%	10.3%	2016	\$142.0	\$101.5	0.0%	3.5%
2003	\$0	(\$22.7)	11.4%	10.3%	2017	\$21.0	\$0.6	(1.0%)	0.0%
2004	\$107.6	(\$189.0)	13.2%	14.9%	2018	\$178.0	\$106.3	1.0%	3.9%
2005	\$0	\$0	13.0%	15.3%	2019	\$31.0	\$0	0.0%	0.0%
2006	\$197.3	\$107.5	5.9%	6.6%	2020	\$246.0	\$81.5	3.0%	3.2%
2007	\$31.5	\$0	6.9%	8.4%	2021	\$54.2	\$0	3.0%	3.0%
2008	\$177.0	\$151.8	3.4%	3.9%	2022	\$120.0	\$56.4	3.3%	3.5%
2009	\$0	(\$7.6)	2.0%	4.1%	2023	\$60.0	\$0	3.3%	3.5%



Recent Biennial Budget Requests

(requested vs. received in biennial numbers)

- **2022-2023 request - (\$120 mil vs. \$56.4 mil)**
 - Campus support (\$75 mil vs. \$45 mil)
 - Equity & Affordability (\$45 mil vs. \$3 mil)
 - Additional legislative funded priorities - \$8.4 mil for rural colleges, workforce scholarships, system office
- **2020-2021 request - (\$246 mil vs. \$81.5 mil)**
 - Campus support, including funding a tuition freeze (\$169 mil vs. \$64.5 mil)
 - ISRS Next Generation (\$37 mil vs. \$8 mil) total of \$8 million ongoing
 - College Promise/University Transfer Grants (\$25 mil vs. \$0 mil)
 - Career Technical Education (\$15 mil vs. \$0 mil)
 - Additional legislative funded priorities - \$9 mil for workforce scholarships, mental health, leveraged equipment, etc.
- **2018-2019 request - (\$178 mil vs. \$106.2 mil)**
 - Campus support, including funding a tuition freeze (\$173 mil vs. \$91.1 mil)
 - ISRS Next Generation (\$25 mil vs. \$8 mil) total of \$4 million ongoing
 - Student Incentive Grants (\$10 mil vs. \$0)
 - Additional legislative funded priorities - \$7.2 mil for rural colleges, workforce scholarships, etc.

Minnesota State Proposed FY2024-FY2025 Biennial Budget Request

	FY2024	FY2025	Biennium
Student Support	\$50	\$75	\$125
Minnesota State Stabilization	\$40	\$85	\$125
Workforce & Economic Development	\$50	\$50	\$100
Total	\$140	\$210	\$350

(dollars in millions)



Student Support Tuition Freeze, Affordability \$77 million

- Consistent with past legislated limitations on undergraduate tuition, would be in-lieu of 3.5 percent increase each year
- Would save students \$25 million in FY2024 and \$50 million in FY2025
- Expanded offerings of free Open Educational Resources (OERs) and zero materials costs Z-degrees would save students additional out of pocket costs

Student Support

Student Support Services

\$26 million

- Funding direct to campuses, customized for local needs with local and systemwide data assessment to guide responsiveness and improvement
- Student support services such as
Advisors Transfer specialists Social workers
Community resource connectors Mental health support staff
Basic needs coordinators, etc.
- Basic needs access via support for 24/7 phone, text, and online hub connecting students with campus and community resources
- Mental health support including 24/7 access to
Peer mental health resource platform
Professional clinical support platform including telepsychiatry
Mental health education for students, faculty and staff,
including bystander intervention training



Student Support

Transfer Scholarships, Emergency Grants \$22 million

- \$12 million in scholarships for students who transfer from a Minnesota State College to a Minnesota State university completing a transfer pathway program to further their educational goals
- \$10 million for emergency grants that are locally customized, administratively streamlined, promptly awarded fund to help with unforeseen emergencies
- These funds help fill funding needs where HEERF dollars have gone away



Systemwide Funding Stabilization Continuing Operations \$125 million

- \$40 million in FY2024 and \$85 million in FY2025
- Providing exceptional education and ensuring availability of the programs and services that serve students on a daily basis
- Equates to roughly five percent annual increase in core operations funding

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

*Fall 2020 tuition frozen by Board **Not including online reset at four universities



Workforce and Economic Development Equipment and Learning Environments \$49 million

- Strategically directed funding for program modernization
- Enhancing stand-alone equipment, technologies or learning environments, such as: labs for applied research, data visualization spaces, spaces for collaboration
- Funding matched one-to-one with non-state funds in-kind or cash

Workforce and Economic Development

Workforce Development Scholarships

\$25.5 million

- Funding directly to colleges and universities to award to students
- Adding three new degree fields for scholarship eligibility: construction, education, and law enforcement and public safety
- Expanding eligibility to state university students, increasing award maximum in recognition of the difference in tuition and fees
- Adding select credit and non-credit certificates and short-term stackable credentials
- Funding matched one-to-one with non-state funds in-kind or cash



Workforce and Economic Development Industry Sector Programming \$25.5 million

- Add Centers of Excellence for:
 - Public Safety (law enforcement, first responders, firefighting)*
 - Construction/Building Trades*
- Develop programs in high-demand areas experiencing extraordinary changes in occupational skills due to technological changes
- Create multiple-entry stackable credential career pathways to enable students to further their education, secure employment and advance
- Funding matched one-to-one with non-state funds in-kind or cash



Minnesota State Proposed FY2024-FY2025 Biennial Budget Request

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Minnesota State Stabilization	\$40	\$85	\$125
Workforce & Economic Development	\$50	\$50	\$100
Total	\$140	\$210	\$350

(dollars in millions)



Next Steps

- Consultation will continue with statewide college and university student associations, all statewide bargaining units, the Leadership Council
- Local campus discussions will inform consultation, including conversations with students, faculty, staff, and campus leadership
- Second reading of biennial budget request at November Board of Trustees meeting
- Legislature will convene in January
- Governor will release budget proposals in January or February