

# Report to the Legislature

February 1, 2010



**Minnesota**  
STATE COLLEGES  
& UNIVERSITIES



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## Introduction

This report is the response of the Minnesota State Colleges and Universities to the higher education policy and finance legislative committees. By February 1 of each even-numbered year, the Board of Trustees of the Minnesota State Colleges and Universities must submit a report to the chairs of the legislative committees with jurisdiction over higher education policy and finance. The Legislature defined the content of the report in Minnesota Session Laws 2007, Chapter 144, Article 2, Section 6, Subdivision 7 which amends Minnesota Statutes 2006, Section 135A.031, Subdivision 7. The report must describe the following:

- (1) how state appropriations made to the system in the previous odd-numbered year were allocated and the methodology used to determine the allocation;
- (2) data describing how the institution reallocated resources to advance the priorities set forth in the budget submitted under Section 135A.034 and the statewide objectives under Section 135A.011. The information must indicate whether instruction and support programs received a reduction in or additional resources. The total amount reallocated must be clearly explained;
- (3) the tuition rates and fees established by the governing board in each of the past ten years and comparison data for peer institutions and national averages;
- (4) data on the number and proportion of students graduating within four, five, and six years from universities and within three years from colleges as reported in the Integrated Postsecondary Education Data System (IPEDS). These data must be provided for each institution by race, ethnicity, and gender. Data and information must be submitted that describe the system's plan and progress toward attaining the goals set forth in the plan to increase the number and proportion of students that graduate within four, five, or six years from a university or within three years from a college;
- (5) data on, and the methodology used to measure, the numbers of students traditionally underrepresented in higher education enrolled at the system's institutions. Data and information must be submitted that describe the system's plan and progress toward attaining the goals set forth in the plan to increase the recruitment, retention, and timely graduation of students traditionally underrepresented in high education; and
- (6) data on the revenue received from all sources to support research or workforce development activities or the systems efforts to license, sell, or otherwise market products, ideas, technology, and related inventions created in whole or in part by the system. Data and information must be submitted that describe the system's plan and progress toward attaining the goals set forth in the plan to increase the revenues received to support research or workforce development activities or revenue received from the licensing, sale, or other marketing and technology transfer activities by the system

## Chapter 1

### System and Institutional Allocations

This chapter contains data about the Minnesota State Colleges and Universities system and institutional allocations. It includes several documents to satisfy the legislative request for information:

- **Minnesota State Colleges and Universities Master Green Sheet:** This document shows the system's state appropriation allocation for fiscal year 2009 and fiscal year 2010 and how appropriation is allocated between institutional basic allocations, priority allocations, and systemwide set asides. Specific legislative mandated priorities are included.
- **General Description of the Allocation Framework Components:** This document provides a summary of all major components of the allocation framework that is used to distribute institutional basic allocations across the system.
- **College/University Allocations – January 2009:** This document is the summary sheet of the Minnesota State Colleges and Universities allocation model showing the final fiscal year 2010 allocation to individual colleges and universities (fiscal year 2009 base allocations are noted as a column in this document).

**MASTER GREEN SHEET**  
**Minnesota State Colleges and Universities**

	<b>FY2009</b>	<b>FY2010</b>
<b>Institutional Basic Allocations</b>		
Base	540,667,275	477,224,100
Technology	7,500,000	5,341,579
PALS	968,543	1,141,064
Non-resident tuition buy-down	2,940,000	2,595,013
Tuition Buydown	9,400,000	8,296,982
Competitive Salaries - IFO	2,252,500	1,988,186
NetWork (Contract & Non Credit)	11,589,311	10,229,394
<b>Subtotal Basic Allocations</b>	<b>575,317,629</b>	<b>506,816,319</b>
<b>Institutional Priority Allocations</b>		
Alliss Subsidy	439,334	387,782
Fire Fighter Subsidy	279,155	246,398
Management Programs (FBM/SBM)	193,126	170,464
Minnesota Online	600,000	529,595
Sign Language Interpreter	1,541,199	1,360,351
Centers for Excellence	5,000,000	4,413,288
Awards of Excellence - MSCF/MSUAASF	3,747,500	0
Campus programs - Colleges	0	2,905,936
Campus programs - Universities	0	401,824
Serving Underrepresented	11,000,000	11,000,000
Community Energy Pilots	440,000	388,369
Cook Co Higher Education	40,000	0
Econ Dev e-Folio Upgrade	225,000	225,000
NHED - Range Voc Ed	1,000,000	1,000,000
Learning Network of Minnesota	0	4,800,000
Power of You (1x appro FY2009)	600,000	0
Teachers of Diverse Background (1x appro FY2009)	120,000	0
<b>Subtotal Institutional Priority Allocations</b>	<b>25,225,314</b>	<b>27,829,006</b>
<b>Subtotal Institutional Allocations</b>	<b>600,542,942</b>	<b>534,645,325</b>
<b>Systemwide Set Asides</b>		
Attorney General	616,536	616,536
Debt Service - system level	15,539,000	15,539,000
- campus level	[10,500,000]	[10,500,000]
Repair and Replacement	385,736	385,736
Searches	500,000	500,000
System audit program	1,054,403	1,054,403
Enterprise Technology	21,228,000	20,000,000
<b>Subtotal - Set Asides</b>	<b>39,323,675</b>	<b>38,095,675</b>
<b>STIMULUS FUNDS</b>	<b>0</b>	<b>39,583,000</b>
Tuition mitigation [FY2010 2% cumulative]	0	[12,946,000]
College/University operating budget support	0	[26,637,000]
<b>TOTAL COLLEGE/UNIVERSITY ALLOCATIONS</b>	<b>639,866,617</b>	<b>612,324,000</b>
<b>Appropriation</b>	<b>639,866,617</b>	<b>572,741,000</b>
<b>Stimulus Funds</b>		<b>39,583,000</b>
<b>OOC/SSD</b>		
Office of the Chancellor	12,891,736	12,538,395
Presidents Compensation	7,500,000	7,500,000
Shared Services Division	10,758,647	10,463,770
Shared Services Division - IT	17,300,000	16,825,835
<b>Total - Office of Chancellor/Shared Services</b>	<b>48,450,383</b>	<b>47,328,000</b>
<b>TOTAL ALLOCATIONS</b>	<b>688,317,000</b>	<b>659,652,000</b>
<b>AVAILABLE RESOURCES</b>		
State Appropriation	682,417,000	614,169,000
Stimulus Funds	0	39,583,000
ITC EARNINGS	5,900,000	5,900,000
<b>TOTAL AVAILABLE RESOURCES</b>	<b>688,317,000</b>	<b>659,652,000</b>
UNDER/(OVER)	0	0

## General Description of Allocation Framework Components

### INSTRUCTION AND ACADEMIC SUPPORT

**Rationale for method:** Provides comparable funding for similar programs. Allows for mission differentiation and flexibility to pursue unique goals and program mix.

**Data Used:**

- 1) Actual instruction and academic support expenditures for each program at each institution at the level of instruction (lower division, upper division, and graduate).
- 2) Actual FYE for each program at each institution at the level of instruction.
- 3) Institutional academic support expenditures per total FYE is added to each academic program when calculating instruction and academic support costs.

**How it works:**

A 20% band around the system average (10% above and 10% below) for each instructional program is calculated. If the cost per FYE of an institution's program is: **1) "Average Cost"** (within the band), the institution is allocated the same level of expenditures per FYE for that program; **2) "High cost"** (above the upper 10% band), the institution's allocation is reduced to the level of the upper band for that program. **3) "Low Cost"** (below the lower 10% band), the institution's allocation is increased to the level of the lower band.

The amount per FYE that a program is above or below the band is then multiplied by the number of FYE in the program to get a total allocation for the program. The total instructional and academic support allocation for the institution is arrived at by summing the total allocation for each of its programs. The program cost increases (or decreases) are added (or subtracted) from the institution's base to arrive at a net adjustment to the base instructional expenditures. Beginning in FY2006, a three year rolling average of instruction and academic support was added to improve predictability and create stability with this category.

**Principle Policy Choices that Impact Outcomes**

Lowering overall program costs while maintaining enrollment; and increasing FYE's while maintaining expenditure levels.

### ADMINISTRATIVE SUPPORT

**Rationale for approach:** Recognize core administrative activities and account for differences in enrollment and institutional type. Administrative Support is composed of Institutional Support and Student Services based on IPEDS definitions.

**Data:**

- 1) Expenditures of national data set of colleges and universities in similar Carnegie classifications
- 2) FTE enrollment of national data set of colleges and universities in similar Carnegie classifications
- 3) MnSCU college and university FYE enrollment

**How it works:**

A core cost and a variable cost is estimated using the administrative expenditures and enrollments of the national data set of colleges and universities in similar Carnegie classifications. The core and variable costs are calculated separately for colleges and universities. Beginning in FY2006, a three year rolling average of administrative support was added to improve predictability and create stability with this category.

**Principle Policy Choices that Impact Outcomes**

The allocation calculation is based on an external measure. As long as an institution's expenditures are below the estimated spending level of the national data set, an institution's costs will be covered.

### FACILITIES

**Rationale for approach:** Recognize the costs related to the operation, maintenance and repair of an institution's physical plant.

## **General Description of Allocation Framework Components**

### **Data:**

1) Square feet (current operating square feet of buildings); 2) Headcount enrollment 3) Utility costs; and 4) Leases.

### **How it works:**

Benchmarks of \$1.80 per square foot for maintenance and operations and \$1.50 per square foot for repair and replacement. Other smaller impacts include costs for utilities (average expenditures of previous three years or an adjustment for institutions with a steam plant), large leases for instructional purposes, multiple campus factor, and residential living factor.

### **Principle Policy Choices that Impact Outcomes**

Keep costs below the allocation per square foot for operations and repair and replacement. Most institutions are well below this threshold.

## **LIBRARY**

**Rationale for approach:** Recognizes the unique mission differences between college and university libraries. Fund institutions close to national benchmarks.

### **Data:**

1) Total operating costs from the Instruction and Academic Support, Administration, and Facilities categories of the allocation framework.

### **How it works:**

The Library function is calculated as a percentage of an institution's total operating costs. Colleges are allocated 3.5% of total operating expenditures and universities are allocated 6% of total operating expenditures.

### **Principle Policy Choices that Impact Outcomes**

The measure is based on an external measure, and consequently, as long as an institution's expenditures are below the estimated benchmark, an institution's costs will be covered.

## **RESEARCH AND PUBLIC SERVICE**

**Rationale for approach:** Funds colleges and universities at a rate similar to national peers.

### **Data:**

1) FY1999 expenditures of peer groups (unrestricted funds)  
2) Total operating costs from the Instruction and Academic Support, Administration, Library and Facilities categories of the allocation framework

### **How it works:**

The peers of MnSCU's colleges spend 1.17% of operating expenditures on research and public service. The peers of MnSCU's universities spend 2.62% of operating expenditures on these activities. These percentages are applied to an institution's total operating costs.

### **Principle Policy Choices that Impact Outcomes**

The measure is based on an external measure. As long as an institution's expenditures are below the estimated peer level, an institution's costs will be covered.

## **ENROLLMENT ADJUSTMENT**

**Rationale for Approach:** Accounts for the difference between how the state funding formula in the past recognized Non-resident and Non-reciprocity (NR/NR) and Midwest Student Exchange Program (MSEP) and how the allocation framework does.

### **Data:**

1) Total Expenditures (from the Instruction and Academic Support, Administration, Library, Facilities and Research and Public Service categories) per total FYE  
2) NRNR and MSEP enrollment (FYE)

### **How it works:**

1) Determine the total allocation per FYE to arrive at a simulated "per FYE allocation".  
2) Multiply the number of NR/NR by 50%.

## General Description of Allocation Framework Components

- 3) Multiply the number of MSEP by 50%.
- 4) Reduce an institution's per FYE allocation from #1 by the number of NR/NR and MSEP in #2 and #3 above.
- 6) Redistribute the total amount reduced for all institutions based on percent share of total allocation.

### Principle Policy Choices that Impact Outcomes

Reduce the number of non-resident and non-reciprocity students.

### TUITION OFF-SET

**Rational for Method:** The allocation framework allocates only state appropriations. State appropriation revenue is isolated from the other general fund revenue (primarily tuition) as a means to recognize only the state appropriation expenditures in the instructional cost comparisons and in other framework categories.

#### **Data:**

- 1) Total institutional General Fund expenditures
- 2) Total institutional General Fund revenue, categorized by: a) state appropriation revenue; and b) All "other" revenue -- revenue that is not state appropriation (primarily tuition revenue)

#### **How it works:**

For each institution, divide the "other" revenue by total general fund expenditures to arrive at a percentage. This percentage is applied against institutional expenditures to isolate the state appropriations. The greater reliance on state appropriation, the lower the tuition off-set.

#### **Principle Policy Choices that Impact Outcomes:**

The tuition offset has an impact on all allocation framework categories. In all categories except instruction, the tuition offset is applied at the end of the calculation becoming, in a sense, a discount on the allocation. Consequently, institutions with a relatively higher tuition offset would receive lower appropriation allocation, all else being equal.

Within the instruction and academic support category, the tuition buy down is applied in two steps in the calculation. In the first step, the tuition revenue offset creates a direct discount on total instructional expenditures. Consequently, a relatively low tuition offset results in a higher state appropriation allocation. In the second step, where expenditures for similar programs are compared, a program with a higher discount (and lower cost) would perform better in the direct comparisons, all else being equal. The first step has a greater impact than the second step.

**Minnesota State Colleges and Universities  
FY2010 COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2008 DATA)  
January 2009**

Inst ID	Institution Name	FY2008 FYE	Sum A thru F							g/tot g
			A	B	C	D	E	F	G	H
			Allocation for Instruction & Academic Support	Allocation for Administrative & Student Support Services	Allocation for Facilities	Allocation for Library	Allocation for Separately Budgeted Research & Public Service	Allocation for Enrollment Adjustment	TOTAL ALLOCATION FRAMEWORK	% Share of Allocation
0203	Alexandria TC	2,110	6,321,846	3,133,510	1,110,364	369,800	127,946	202,010	11,265,476	1.87%
0152	Anoka-Ramsey CC	5,113	9,760,469	5,385,773	1,239,221	573,491	198,420	350,749	17,508,123	2.91%
0202	Anoka TC	1,527	4,340,181	2,384,821	918,312	267,516	92,557	132,268	8,135,654	1.35%
0070	Bemidji SU & Northwest TC-Bemidji	5,142	13,034,579	6,806,195	2,484,422	1,339,512	620,015	(242,975)	24,041,749	3.99%
0301	Central Lakes College	2,645	6,873,854	3,675,886	1,598,597	425,192	147,110	128,380	12,849,019	2.13%
0304	Century College	6,287	12,931,576	5,607,730	1,532,009	702,496	243,054	87,902	21,104,767	3.51%
0211	Dakota County TC	2,104	6,123,505	2,829,968	1,367,172	361,223	124,978	208,436	11,015,281	1.83%
0163	Fond du Lac Tribal & CC	1,268	2,343,929	2,053,879	307,534	164,687	56,979	74,690	5,001,697	0.83%
0204	Hennepin TC	3,781	11,768,841	5,027,253	2,395,135	671,693	232,396	213,248	20,308,566	3.37%
0157	Inver Hills CC	3,656	6,815,579	3,087,922	694,574	370,933	128,337	126,282	11,223,626	1.86%
0302	Lake Superior College	3,415	8,777,596	4,186,785	1,059,468	490,835	169,822	169,711	14,854,217	2.47%
0076	Metropolitan SU	4,745	12,173,679	6,342,922	1,815,902	1,219,950	564,674	295,357	22,412,486	3.72%
0305	Minneapolis CTC	6,252	12,663,232	5,669,809	2,440,701	727,081	251,560	(279,539)	21,472,843	3.57%
0213	MSC-Southeast Technical	1,552	4,403,757	2,600,100	817,792	273,758	94,716	77,248	8,267,370	1.37%
0442	Minnesota State CTC	4,595	11,722,808	5,426,245	1,724,603	660,578	228,551	192,981	19,955,764	3.31%
0071	Minnesota SU, Mankato	13,624	33,311,283	13,938,514	3,645,487	3,053,717	1,413,464	(271,486)	55,090,980	9.15%
0072	Minnesota SU Moorhead	6,578	18,227,159	8,816,451	3,217,134	1,815,645	840,401	(491,086)	32,425,705	5.39%
0209	Minnesota West CTC	2,062	6,416,413	3,810,985	1,642,702	415,454	143,741	(107,743)	12,321,552	2.05%
0156	Normandale CC	6,648	12,005,586	5,243,072	1,071,483	641,205	221,848	134,431	19,317,625	3.21%
0153	North Hennepin CC	4,314	8,604,071	4,073,713	982,548	478,112	165,420	145,495	14,449,358	2.40%
0411	Northeast Higher Education District	4,273	10,938,997	6,322,377	2,841,705	703,608	243,438	(54,709)	20,995,416	3.49%
0403	Northland CTC	2,814	8,231,948	3,838,192	1,334,065	469,147	162,318	73,095	14,108,765	2.34%
0205	Pine TC	479	1,302,404	1,621,530	277,642	112,055	38,769	76,671	3,429,071	0.57%
0308	Ridgewater College	3,304	9,378,523	4,305,551	1,761,079	540,580	187,033	202,808	16,375,574	2.72%
0307	Riverland CTC	2,329	6,607,044	3,643,362	1,561,855	413,429	143,041	49,615	12,418,347	2.06%
0306	Rochester CTC	4,270	10,150,179	4,317,096	1,913,794	573,337	198,367	(232,188)	16,920,585	2.81%
0073	St. Cloud SU	14,382	37,903,660	15,619,661	4,562,148	3,485,128	1,613,150	(447,325)	62,736,421	10.42%
0208	St. Cloud TCC	2,983	7,509,634	3,376,879	978,117	415,262	143,675	259,907	12,683,473	2.11%
0206	Saint Paul College	3,499	8,751,402	4,065,875	1,424,010	498,445	172,455	96,449	15,008,636	2.49%
0309	South Central CTC	2,504	7,587,117	3,763,809	1,069,245	434,706	150,402	166,752	13,172,031	2.19%
0075	Southwest Minnesota SU	3,678	8,843,634	5,626,956	1,733,507	972,246	450,020	(610,348)	17,016,016	2.83%
0074	Winona SU	7,952	19,742,212	9,267,332	3,043,084	1,923,158	890,166	(727,085)	34,138,867	5.67%
<b>TOTAL</b>		<b>139,885</b>	<b>345,566,697</b>	<b>165,870,155</b>	<b>54,565,412</b>	<b>25,563,977</b>	<b>10,458,822</b>	<b>0</b>	<b>602,025,063</b>	<b>100.00%</b>

**Minnesota State Colleges and Universities  
FY2010 COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2008 DATA)  
January 2009**

Inst ID	Institution Name	I	J	K	L	M	N	O	P	Q	Q1	R
		FY2009 BASE ALLOCATION	% Share of FY2009 Base	50% FY2009 Base % Share	50% Allocation Framework % Share	FY2010 Base Allocation	\$ Change Over FY2009	% Share of FY2010 Allocation	% Change Over FY2009	Federal Stimulus - Operating	Federal Stimulus - Tuition Mitigation	Non Resident Non Reciprocity Distribution
0203	Alexandria TC	10,222,470	1.89%	4,514,798	4,465,060	8,979,858	(1,242,612)	1.88%	-12.2%	504,909	179,102	49,320
0152	Anoka-Ramsey CC	14,453,593	2.68%	6,383,491	6,939,328	13,322,819	(1,130,774)	2.79%	-7.8%	749,100	458,338	
0202	Anoka TC	7,316,309	1.35%	3,231,279	3,224,559	6,455,838	(860,471)	1.35%	-11.8%	362,991	115,636	14,162
0070	Bemidji SU & Northwest TC-Bemidji	22,629,603	4.19%	9,994,461	9,528,924	19,523,385	(3,106,217)	4.09%	-13.7%	1,097,738	455,336	
0301	Central Lakes College	11,731,886	2.17%	5,181,438	5,092,696	10,274,134	(1,457,752)	2.15%	-12.4%	577,682	195,327	
0304	Century College	18,963,725	3.51%	8,375,411	8,364,854	16,740,265	(2,223,460)	3.51%	-11.7%	941,252	539,329	424,952
0211	Dakota County TC	10,185,944	1.89%	4,498,666	4,365,896	8,864,562	(1,321,382)	1.86%	-13.0%	498,426	165,965	
0163	Fond du Lac Tribal & CC	3,432,168	0.64%	1,515,832	1,982,418	3,498,250	66,082	0.73%	1.9%	196,696	74,096	
0204	Hennepin TC	18,908,453	3.50%	8,350,999	8,049,280	16,400,280	(2,508,173)	3.44%	-13.3%	922,136	332,516	85,382
0157	Inver Hills CC	9,485,923	1.76%	4,189,499	4,448,473	8,637,972	(847,951)	1.81%	-8.9%	485,686	293,941	171,557
0302	Lake Superior College	12,686,321	2.35%	5,602,968	5,887,455	11,490,423	(1,195,898)	2.41%	-9.4%	646,070	307,875	
0076	Metropolitan SU	19,801,299	3.67%	8,745,329	8,883,167	17,628,496	(2,172,803)	3.69%	-11.0%	991,195	560,045	
0305	Minneapolis CTC	19,541,760	3.62%	8,630,702	8,510,740	17,141,443	(2,400,317)	3.59%	-12.3%	963,809	528,517	729,179
0213	MSC-Southeast Technical	7,103,473	1.31%	3,137,279	3,276,764	6,414,044	(689,429)	1.34%	-9.7%	360,641	126,068	
0442	Minnesota State CTC	17,530,242	3.24%	7,742,307	7,909,448	15,651,755	(1,878,487)	3.28%	-10.7%	880,049	344,751	
0071	Minnesota SU, Mankato	51,719,659	9.57%	22,842,210	21,835,256	44,677,466	(7,042,193)	9.36%	-13.6%	2,512,073	1,471,095	
0072	Minnesota SU Moorhead	29,783,446	5.51%	13,153,987	12,851,897	26,005,884	(3,777,562)	5.45%	-12.7%	1,462,229	719,679	
0209	Minnesota West CTC	11,510,970	2.13%	5,083,869	4,883,635	9,967,505	(1,543,465)	2.09%	-13.4%	560,441	155,082	
0156	Normandale CC	16,770,079	3.10%	7,406,577	7,656,522	15,063,099	(1,706,979)	3.16%	-10.2%	846,950	536,822	412,553
0153	North Hennepin CC	12,046,650	2.23%	5,320,455	5,726,989	11,047,444	(999,206)	2.31%	-8.3%	621,163	340,286	257,899
0411	Northeast Higher Education District	20,039,321	3.71%	8,850,452	8,321,513	17,171,965	(2,867,356)	3.60%	-14.3%	965,525	351,975	
0403	Northland CTC	12,660,761	2.34%	5,591,679	5,591,995	11,183,675	(1,477,086)	2.34%	-11.7%	628,823	207,407	
0205	Pine TC	2,660,237	0.49%	1,174,905	1,359,109	2,534,014	(126,223)	0.53%	-4.7%	142,480	39,090	
0308	Ridgewater College	14,723,736	2.73%	6,502,801	6,490,443	12,993,244	(1,730,492)	2.72%	-11.8%	730,569	275,599	
0307	Riverland CTC	11,503,961	2.13%	5,080,774	4,922,000	10,002,773	(1,501,187)	2.10%	-13.0%	562,424	173,418	
0306	Rochester CTC	14,096,217	2.61%	6,225,655	6,706,458	12,932,113	(1,164,105)	2.71%	-8.3%	727,132	339,023	240,912
0073	St. Cloud SU	55,401,210	10.25%	24,468,182	24,865,520	49,333,702	(6,067,507)	10.34%	-11.0%	2,773,878	1,573,592	
0208	St. Cloud TCC	10,884,010	2.01%	4,806,970	5,027,082	9,834,052	(1,049,958)	2.06%	-9.6%	552,938	246,592	79,471
0206	Saint Paul College	13,422,457	2.48%	5,928,086	5,948,658	11,876,744	(1,545,713)	2.49%	-11.5%	667,792	302,205	129,625
0309	South Central CTC	12,803,585	2.37%	5,654,759	5,220,722	10,875,480	(1,928,105)	2.28%	-15.1%	611,494	216,099	
0075	Southwest Minnesota SU	15,477,039	2.86%	6,835,501	6,744,281	13,579,782	(1,897,257)	2.85%	-12.3%	763,548	279,321	
0074	Winona SU	30,772,321	5.70%	13,590,728	13,530,907	27,121,635	(3,650,686)	5.68%	-11.9%	1,524,964	846,070	
<b>TOTAL</b>		<b>540,268,825</b>	<b>100.00%</b>	<b>238,612,050</b>	<b>238,612,050</b>	<b>477,224,100</b>	<b>(63,044,725)</b>	<b>100.00%</b>	<b>-11.7%</b>	<b>26,832,803</b>	<b>12,750,197</b>	<b>2,595,013</b>

MnSCU Finance Division  
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FY2010 Institutional Allocation - FINAL  
May 2009

**Minnesota State Colleges and Universities  
FY2010 COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2008 DATA)  
January 2009**

		R1	R2	R3	R4
<b>Inst ID</b>	<b>Institution Name</b>	<b>FY2009 Tuition Buydown</b>	<b>Legislative Specials</b>	<b>IFO Competitive Comp</b>	<b>Information Technology</b>
0203	Alexandria TC	148,999			83,128
0152	Anoka-Ramsey CC	291,072			191,738
0202	Anoka TC	110,905			61,973
0070	Bemidji SU & Northwest TC-Bemidji	275,670		165,720	195,631
0301	Central Lakes College	163,114			92,015
0304	Century College	428,770			234,246
0211	Dakota County TC	174,058			86,628
0163	Fond du Lac Tribal & CC	57,334			46,361
0204	Hennepin TC	246,294			142,191
0157	Inver Hills CC	254,095	35,306		137,158
0302	Lake Superior College	212,047			128,940
0076	Metropolitan SU	209,812		181,891	180,885
0305	Minneapolis CTC	431,794			224,376
0213	MSC-Southeast Technical	113,366			59,535
0442	Minnesota State CTC	330,416			180,924
0071	Minnesota SU, Mankato	641,106		467,063	519,927
0072	Minnesota SU Moorhead	292,694		256,483	261,930
0209	Minnesota West CTC	149,572	117,687		80,533
0156	Normandale CC	451,392			249,621
0153	North Hennepin CC	304,848			164,802
0411	Northeast Higher Education District	291,422	1,342,688		166,887
0403	Northland CTC	214,731			112,070
0205	Pine TC	28,514			17,184
0308	Ridgewater College	225,298			125,676
0307	Riverland CTC	153,691	117,687		89,381
0306	Rochester CTC	321,528			168,027
0073	St. Cloud SU	654,368		517,275	553,273
0208	St. Cloud TCC	194,291			109,396
0206	Saint Paul College	232,691			128,822
0309	South Central CTC	161,155			92,173
0075	Southwest Minnesota SU	147,688		117,105	145,062
0074	Winona SU	384,246		282,649	311,083
<b>TOTAL</b>		<b>8,296,982</b>	<b>1,613,369</b>	<b>1,988,186</b>	<b>5,341,579</b>

## Chapter 2 Reallocation of Resources to Advance the System's and the State's Priorities

This chapter contains information on reallocations of resources for fiscal years 2009 and 2010 was collected by surveying each college and university and the Office of the Chancellor within the Minnesota State Colleges and Universities. Respondents were asked to identify both the source and use of all reallocated funds. Similar surveys have been conducted since fiscal year 2002.

Reallocation of resources is a permanent, on-going strategy used by the Minnesota State Colleges and Universities to advance the system's and the state's priorities and to respond to changes in the instructional programs and services called for by industries and communities across the state.

System colleges and universities report \$24.8 million in reallocations for fiscal year 2009 and an additional \$40.6 million for fiscal year 2010. The range of institutional reallocations spanned from \$80,000 to \$2,791,839 in fiscal year 2009 and from \$56,800 to \$7,354,834 in fiscal year 2010. Additionally, the average institutional reallocation amount in fiscal year 2009 was \$669,441 and \$1,096,064 in fiscal year 2010.

Primary sources for reallocated funds are:

- Suspended or Closed Programs
- Faculty Positions Reduced
- Administration/Staff Positions Reduced
- Equipment Reductions
- Student Services Reductions
- General operating budget reductions

Primary uses for the reallocated funds are:

- Enhanced, Redesigned, or Added New Programs
- Added or Reassigned Faculty Positions
- Added or Reassigned Administrative/Staff Positions
- Equipment and/or Repair & Replacement
- Student Services
- Balance Budget and/or Inflationary Cost of Personnel

Minnesota State Colleges and Universities  
 FY 2009/FY 2010 Reallocations

Systemwide Summary	Primary Sources		# of Institutions		Primary Uses	# of Institutions	
			FY 2009	FY 2010		FY 2009	FY 2010
	Suspended or Closed Programs		7	12	Enhanced, Redesigned, or Added New Programs	8	15
	Reductions in Faculty Positions		19	29	Added or Reassigned Faculty Positions	13	16
	Reductions in Administrative/Staff Positions		25	30	Added or Reassigned Administrative/Staff Positions	12	15
	Equipment Reductions		8	8	Equipment and/or Repair & Replacement	4	8
	Reductions in Student Services		20	22	Increased Student Services	12	8
	General operating budget reductions		19	21	Balance Budget and/or Inflationary Cost of Personnel	23	25
<b>Institution</b>							
	<b>Reductions/Cuts</b>		<b>Dollar Amount</b>		<b>Uses of Funds</b>	<b>Dollar Amount</b>	
<b>FY 2009</b>	.5 FTE - Vice President Retired / Not Replaced		\$ 59,000		Balance Budget/ Inflationary Cost of Personnel	\$ 209,000	
<b>Alexandria Technical College</b>	.5 FTE - Reduced Dean of Student Affairs		\$ 66,000				
	1 FTE - Retired Associate Dean / Not Replaced		\$ 84,000				
	<b>Total Dollars Reduced</b>		<b>\$ 209,000</b>		<b>Total Dollars Reallocated</b>	<b>\$ 209,000</b>	
<b>FY 2010</b>	4.5 - FTE Faculty Retired / Not Replaced		\$ 404,950		Adjunct Faculty	\$ 101,500	
<b>Alexandria Technical College</b>	.5 FTE - Reduced Dean of Student Services		\$ 53,000		Balance Budget / Inflationary Cost of Personnel	\$ 643,500	
	1 FTE - IT Position Resigned / Not Replaced		\$ 91,200				
	.5 FTE - Delayed Hiring GMW		\$ 24,900				
	1 FTE - Director of Financial Aid / Retired Not Replaced		\$ 93,000				
	1 FTE - Director of Annual Giving / Position Cut		\$ 78,350				
	<b>Total Dollars Reduced</b>		<b>\$ 745,400</b>		<b>Total Dollars Reallocated</b>	<b>\$ 745,000</b>	
<b>FY 2009</b>							
<b>Anoka Technical College</b>	Eliminated OAS position - Corp. Center		\$ 45,315		Budget Balancing	\$ 373,721	
	Eliminated OAS-Senior position - Finance		\$ 58,406				
	Delayed Replacement of Dean of Academic Resources		\$ 20,000				
	Reduce non-personnel budgets		\$ 250,000				
	<b>Total Dollars Reduced</b>		<b>\$ 373,721</b>		<b>Total Dollars Reallocated</b>	<b>\$ 373,721</b>	

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010</b>	Eliminate CSS position - Admissions	\$ 48,500	Temporary staffing support - Human Resources	\$ 55,000
<b>Anoka Technical College</b>	Eliminate Transitions Coordinator - Admissions	\$ 46,000	Expand Financial aid staffing	\$ 35,000
	Eliminate Account Clerk position -Corp. Center	\$ 46,600	Budget Balancing	\$ 404,868
	Replace Academic Dean (Savings)	\$ 15,000		
	Reduce Librarian from 1.0 FTE to .8 FTE	\$ 8,673		
	Replace/Reduce Counselor from 1.0 FTE to .8 FTE	\$ 25,000		
	Eliminate 1 FTE MAPE position	\$ 45,095		
	Eliminate 1 FTE Faculty (BESI)	\$ 45,000		
	2 Faculty Retirements (Replacements' cost savings)	\$ 15,000		
	Reduce Non-personnel budgets	\$ 200,000		
	<b>Total Dollars Reduced</b>	<b>\$ 494,868</b>	<b>Total Dollars Reallocated</b>	<b>\$ 494,868</b>
<b>FY 2009</b>	Increased enrollment above budget assumption	\$ 1,500,000	Unallotment	\$ 435,000
<b>Anoka-Ramsey Community College</b>			Workforce Initiative Program	\$ 107,000
			Student Center Construction	\$ 958,000
	<b>Total Dollars Reduced</b>	<b>\$ 1,500,000</b>	<b>Total Dollars Reallocated</b>	<b>\$ 1,500,000</b>
<b>FY 2010</b>	VP of Ed Services Vacant	\$ 99,500	Balance budget	\$ 1,272,140
<b>Anoka-Ramsey Community College</b>	Restructure CE/CT	\$ 41,550		
	Reduce substitute pay	\$ 25,000		
	Reduce Overload	\$ 11,833		
	Restructure IMS release time	\$ 11,000		
	Reduce Development Dir to PT	\$ 30,000		
	Reduce Assessment team release	\$ 47,646		
	Reduce Faculty Alternative Assignments	\$ 53,000		
	Reduce Librarian Summer days	\$ 11,309		
	Eliminate Release time for CC Honors Prog	\$ 8,729		
	Restructure Aspire	\$ 20,300		
	Restructure Admissions/Recruitment	\$ 14,337		
	CIO vacant	\$ 101,000		
	Reduce staff time charged to Business Office	\$ 13,750		
	Staff Reduction in HR office	\$ 30,000		
	Operating Budget Reductions	\$ 753,186		
	<b>Total Dollars Reduced</b>	<b>\$ 1,272,140</b>	<b>Total Dollars Reallocated</b>	<b>\$ 1,272,140</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b>	Shift of D1 Hockey Expenditures to Private Funds	\$ 500,000	Addition of 3.0 FTE Four-Year track Nursing Positions	\$ 300,000
<b>Bemidji State University</b>	Elimination of 1.0 FTE IT Supervisory Position	\$ 120,000	Addition of 0.5 FTE Engineering Technology Position	\$ 50,000
	Reduction of 1.42 FTE faculty positions in the College of Arts and Sciences	\$ 115,000	Addition of 1.0 FTE Chief Information Officer	\$ 140,000
	Elimination of 1.0 FTE Admin Position (Asst of the President)	\$ 120,000	Balance FY2009 Operating Budget	\$ 365,000
	<b>Total Dollars Reduced</b>	<b>\$ 855,000</b>	<b>Total Dollars Reallocated</b>	<b>\$ 855,000</b>
<b>FY 2010</b>	Eliminate 1.0 FTE Associate Dean position in the College of Arts and Sciences	\$ 132,000	Restructure of Office of VP of Academic Affairs - Add 1.0 FTE Associate VP	\$ 145,000
<b>Bemidji State University</b>	Reduction of Academic Lab, Supplies, and Equipment Funds	\$ 199,320	Add 1.0 FTE position in Nursing Program	\$ 80,000
	Elimination IT Supervisory (1.0 FTE) position	\$ 99,000	Add 1.0 FTE Support position for IT Help Desk	\$ 59,400
	Elimination of 1.0 FTE vacant Geology faculty position	\$ 72,600	Professional Program Accreditation Costs	\$ 50,000
	Elimination of 1.0 FTE vacant Mass Communication faculty position	\$ 72,600	Balance FY2010 Operating Budget	\$ 718,920
	Elimination of 1.0 FTE Assistant to the VP of Academic Affairs	\$ 99,000		
	Elimination of 0.5 FTE Support position in Distance Learning	\$ 25,000		
	Elimination of 0.75 FTE (50% general fund) Orientation position and reduction of faculty reassigned time	\$ 45,000		
	Reduce general fund contribution to Recreation Center and Student Health Services positions	\$ 39,000		
	Reduce Supplies and Expenses Allocations in Non-academic areas	\$ 106,000		
	Elimination of Vacant 1.0 FTE Carpenter position	\$ 64,000		
	Reduction of 0.50 FTE of 3 Steam Boiler Attendant positions from 1.0 FTE to .83 FTE	\$ 27,000		
	Reduction of 1.0 FTE Cashier's Position	\$ 52,800		
	Reduction of overtime and use of temporary employees	\$ 20,000		
	<b>Total Dollars Reduced</b>	<b>\$ 1,053,320</b>	<b>Total Dollars Reallocated</b>	<b>\$ 1,053,320</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b> <b>Central Lakes College</b>	Retirement Savings with replacement	\$ 125,250	Balance Budget	\$ 360,569
	Vacancy savings	\$ 75,639	Unallotment	\$ 354,450
	Operating Budget reductions	\$ 150,000		
	Equipment Budget reductions	\$ 85,000		
	Operating Budget reductions-unallotment	\$ 232,717		
	Staffing vacancy-unallotment	\$ 46,413		
	<b>Total Dollars Reduced</b>	<b>\$ 715,019</b>	<b>Total Dollars Reallocated</b>	<b>\$ 715,019</b>
<b>FY 2010</b> <b>Central Lakes College</b>	Non-renew 1.0 FTE Faculty	\$ 56,934	Added 1 FTE staff position in On-Line Learning and expansion of Online	\$ 90,359
	Layoff of 5.65 FTE faculty and staff	\$ 284,862	Added 2 faculty FTE for new programs in Welding & Medical Assistant	\$ 201,106
	Reduction in Faculty Release Time	\$ 138,900	Strategic Initiatives	\$ 40,000
	Reallocation of responsibilities to existing staff resulting in reductions in temporary help, overtime or elimination of services	\$ 174,302	Balance Budget	\$ 717,480
	Operating Budget Reductions	\$ 215,300		
	Equipment Budget Reductions	\$ 25,000		
	Retirement not replaced	\$ 64,765		
	Grant or other funding stream to cover personnel	\$ 55,481		
	Reduced retirement budgets	\$ 33,401		
	<b>Total Dollars Reduced</b>	<b>\$ 1,048,945</b>	<b>Total Dollars Reallocated</b>	<b>\$ 1,048,945</b>
	<b>FY 2009</b> <b>Century College</b>	Reduced out-of-state travel	\$ 75,000	With new classrooms, we increased budget to offer more classes (Science)
Left vacant position unfilled (VP-CFO Assistant)		\$ 55,000	Increased academic tutoring	\$ 25,000
Delayed hires (Plant Maint Eng, Public Safety Officer, & 2 ITS positions)		\$ 80,000	Added community outreach activities and initiatives	\$ 18,500
Eliminated literary magazine (reduced faculty release time)		\$ 22,000		
Reduced teaching circle initiative (reduced faculty release time)		\$ 30,000		
Discontinued college debate team (reduced faculty release time)		\$ 26,000		
Reduced new program development funds		\$ 60,000		
<b>Total Dollars Reduced</b>		<b>\$ 348,000</b>	<b>Total Dollars Reallocated</b>	<b>\$ 348,000</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010</b>	Reduced out-of-state travel requests by 20%	\$ 40,000	Increase in sabbatical expense	\$ 172,000
<b>Century College</b>	Left vacant position unfilled (VP-CFO Assistant)	\$ 55,000	Increased debt service budget	\$ 100,000
	Temporary reorganization to cover VP-CFO position (split responsibilities between President, VP-CAO, and Assistant VP-Finance)	\$ 165,000	Established legal claims budget	\$ 100,000
	Unfilled Academic Affairs position - Adult Options	\$ 56,000	Smart classroom technology	\$ 35,000
	Reduced new program development	\$ 70,000	Additional instructional equipment purchases	\$ 96,500
	Reduced initiative spendig (faculty release time)	\$ 30,000		
	Salary savings (dean vacancy)	\$ 35,000		
	Reduced non-personnel expense	\$ 52,500		
	<b>Total Dollars Reduced</b>	<b>\$ 503,500</b>	<b>Total Dollars Reallocated</b>	<b>\$ 503,500</b>
<b>FY 2009</b>	.375 FTE VP of Finance open from 10/31/08 until 3/16/09	\$ 31,336	.50 FTE Hire Civil Engineer Instructor	\$ 33,065
<b>Dakota County Technical College</b>	1.00 FTE Office & Student Svcs secretary pos. not filled	\$ 62,928	Balance Budget	\$ 574,808
	1.00 FTE Pres. Office secretary layed off	\$ 43,000		
	.50 FTE Student Svcs specialist layed off	\$ 5,000		
	1.00 FTE IT Spec 2 layed off 5/28/09	\$ (2,570)		
	1.00 retirement of FA Office & Admin Spec	\$ (4,385)		
	1.00 FTE resignation of Acad VP	\$ (21,738)		
	1.00 FTE MnSCU PD 1 reassigned, old position left vacant	\$ 52,000		
	1.00 FTE Landscape Faculty replaced with adjunct	\$ 60,000		
	Eliminate 1 Adjunct position in Real Estate	\$ 32,642		
	3.0 FTE Eliminate 3 faculty positions in Truck Driver Training	\$ 232,107		
	Reduced department chairs from 10 to 7	\$ 8,550		
	1.00 FTE Eliminate College Receptionist	\$ 47,718		
	1.00 FTE Eliminate Assessment Secretary	\$ 31,251		
	.38 FTE Presidents office staff moved from Gen to Grant	\$ 30,035		
	<b>Total Dollars Reduced</b>	<b>\$ 607,873</b>	<b>Total Dollars Reallocated</b>	<b>\$ 607,873</b>
<b>FY 2010</b>	.50 FTE Retirement of Library Technician	\$ 42,386	.465 FTE Library Technician	\$ 16,689
<b>Dakota County Technical College</b>	1.00 FTE Resignation of Management Analyst	\$ 62,583	1.00 FTE Replaced Management Analyst with Dir. Of Research & Planning	\$ 63,820
	1.00 FTE Resignation of Acad VP	\$ 148,858	1.00 FTE Reassigned Dean to Acad VP	\$ 143,648

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2010</b>	1.00 FTE Reassigned Dean to Acad VP	\$ 124,779	1.00 FTE Reassigned Assoc Dean to Dean	\$ 104,950
<b>Dakota County Technical College</b>	1.00 FTE Reassigned Assoc Dean to Dean	\$ 78,131	1.00 FTE CT Rep to replace Assoc Dean	\$ 62,803
<b>Continued</b>	Assoc Dean position open until 8/1/09	\$ 15,328		
	1.00 FTE Resignation of Student Svcs Advisor	\$ 44,926	.50 FTE Replace Student Svc Advisor	\$ 26,889
	.50 FTE Student Svcs specialist layed off	\$ 28,600	1.00 FTE Hire Chrysler instructor	\$ 89,715
	1.00 FTE Retirement of FA Office & Admin Spec	\$ 48,599	1.00 FTE Hire Chrysler instructor	\$ 78,189
	Student Svcs advisor position vacant until 11/29/09	\$ 10,399	.05 FTE Hire Welding instructor	\$ 3,410
	1.00 FTE IT Spec 2 layed off 5/28/09	\$ 68,199	Balance Budget	\$ 363,257
	.12 FTE Eliminate CLA from Railroad program	\$ 6,000		
	1.00 FTE Eliminate CLA from VCOM	\$ 43,809		
	1.00 FTE Groundskeeper position eliminated	\$ 36,483		
	1.00 FTE Layoff of Capital Campaign/Public Rel pos.	\$ 47,072		
	.11 FTE MMA salary moved from GEN to Aux Svcs after Aux Svcs supervisor layed off	\$ 30,200		
	.38 FTE Presidents office staff moved from Gen to Grant	\$ 31,098		
	1.00 FTE Resignation of Elec Lineworker faculty-left vacant	\$ 85,920		
	<b>Total Dollars Reduced</b>	<b>\$ 953,371</b>	<b>Total Dollars Reallocated</b>	<b>\$ 953,371</b>
<b>FY 2009</b>	Left FT EUT position vacant	\$ 73,575	PI director assigned additional Student Services Duties	\$ 5,052
<b>Fond du Lac Tribal &amp; Community College</b>	Outreach Coordinator (.5 FTE charged to Stdnt Life)	\$ 29,175	Director of Records/Registration assigned addl Stud Serv Duties	\$ 15,299
	Left GMW position vacant	\$ 50,718	Counselor assigned additional Student Services Duties	\$ 31,790
	Left VP Student Services and Administration Vacant	\$ 134,881	Covered FY08 loss	\$ 236,208
	<b>Total Dollars Reduced</b>	<b>\$ 288,349</b>	<b>Total Dollars Reallocated</b>	<b>\$ 288,349</b>
<b>FY 2010</b>	Delay Hire of VP Student Services & Admin	\$ 134,881	Sponsored Programs Director	\$ 52,509
<b>Fond du Lac Tribal &amp; Community College</b>	Utilities Rebate	\$ 11,738	Grant funded Advisor position now out of GEN Fund	\$ 44,313
	Delay Hire of GMW	\$ 50,718	Balance budget	\$ 100,515
	<b>Total Dollars Reduced</b>	<b>\$ 197,337</b>	<b>Total Dollars Reallocated</b>	<b>\$ 197,337</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b>	Delayed hiring 1.0 FTE faculty Information Technology program	\$ 83,621	Public Works program 2nd yr	\$ 81,849
<b>Hennepin Technical College</b>	Reduction in program equipment	\$ 316,690	Medical Asistant 2nd yr	\$ 71,477
	Reduced .75 FTE CLA in Photography	\$ 30,135	Dean of Gen Ed 1.0 FTE	\$ 116,649
	Reduced non-personel Academic support	\$ 17,150	Additional Welding faculty .23 FTE	\$ 12,161
	Eliminated 1.0 FTE Senior Dean position	\$ 141,489	Multi Cultural Advisor non -personnel	\$ 7,500
	Combined Dean of Mfg and Dean of CT	\$ 64,564	Reclassification 4 Student Serv positions	\$ 20,000
	Eliminated contract with Dist 287 for purchasing	\$ 67,053	Reclassification of 4 dean positions	\$ 31,693
	Reduction Plant non-personnel	\$ 14,000	Added Assoc Dean of Student Success .18 FTE	\$ 18,384
			Added Biology faculty	\$ 97,793
			Added 1.0 Purchasing Director	\$ 61,002
			Student background studies	\$ 17,020
			President/VP searches	\$ 16,000
			PCIDSS Audit	\$ 25,000
			Assessment Coach non-personnel	\$ 16,000
			Budget balancing	\$ 142,174
	<b>Total Dollars Reduced</b>	<b>\$ 734,702</b>	<b>Total Dollars Reallocated</b>	<b>\$ 734,702</b>
<b>FY 2010</b>	Eliminated 1.0 carpentry instructor	\$ 85,869	Increased Science faculty	\$ 167,546
<b>Hennepin Technical College</b>	Eliminated .50 Culinary faculty	\$ 39,500	Added CLA Science .84 FTE	\$ 46,574
	Combined Office Serv Supv and Purchasing Director	\$ 49,618	Added 1.0 receptionist	\$ 47,284
	Reduced 1.0 Cabinetmaking faculty	\$ 95,749	Increased tuition waivers	\$ 33,608
	Eliminated Sim Spec in EMS .25 FTE	\$ 14,480	Addtl staff Admissions 1.11 FTE	\$ 34,032
	Reduced .25 FTE CLA Audio recording	\$ 11,663		
	Reduced budget for staff workshops	\$ 15,078		
	Eliminated contract for inter-campus courier	\$ 17,087		
	<b>Total Dollars Reduced</b>	<b>\$ 329,044</b>	<b>Total Dollars Reallocated</b>	<b>\$ 329,044</b>
<b>FY 2009</b>	Defer filling Plant Engineer for the year 1.0 FTE	\$63,561	Active Learning Advocate	\$81,474
<b>Inver Hills Community College</b>	Leave clerical position in Counseling vacant 0.4 FTE	\$16,613	Service Learning	\$61,216
	Reassign work of employee on medical leave 0.48 FTE	\$28,883	Academic furniture replacement	\$29,600
	Salary Savings on Info Ctr position 0.15 FTE	\$11,590	Innovation Fund	\$88,238
	Leave copy center position vacant 0.53 FTE	\$23,871	Online Staff Training	\$13,800
	Delay replacement of Bldg Maint Foremen 0.67 FTE	\$59,370	Online Peer Review	\$8,824
	Delay replacing Director of Marketing 0.42 FTE	\$24,859	Online Faculty Mentor	\$11,765

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b>	Delay replacing Dir. of Institutional Research 0.38 FTE	\$25,845	Course Redesign	\$14,500
<b>Inver Hills Community College</b>	Saving from sabbatical replacements	\$93,735	Online Student Services	\$13,400
<b>Continued</b>	Defer technology purchases	\$114,353	Student Success Day	\$26,730
			President's Climate Commitment	\$19,000
			Security system for classrooms	\$26,000
			College Center indoor signage	\$10,046
			Create Mac Lab	\$58,087
	<b>Total Dollars Reduced</b>	<b>\$462,680</b>	<b>Total Dollars Reallocated</b>	<b>\$462,680</b>
<b>FY 2010</b>	Reassign work of employee on medical leave 0.50 FTE	\$26,358	Active Learning Advocate	\$94,225
<b>Inver Hills Community College</b>	Delay filling Counseling support position 0.21 FTE	\$7,864	Service Learning	\$66,066
	Hold open Safety position 1.0 FTE	\$55,102	Academic Furniture	\$19,563
	Hold open Copy Center position 0.63 FTE	\$28,450	Innovation Fund	\$25,000
	Defer filling Plant Engineer for the year 1.0 FTE	\$64,771	Grant Writing Service	\$15,000
	Delay filling GMW position 0.50 FTE	\$23,168	Student Academic Achievement Program	\$43,130
	Saving from sabbatical replacements	\$119,653	Online Course Development	\$109,565
	Savings from retirement replacements	\$43,793	Online Staff Training	\$7,300
	Delay implementation of a portion of campus electronic access program	\$40,600	Online Peer Review	\$7,386
	Delay phase one of FPE panel replacement program	\$10,000	Online Faculty Mentor	\$6,383
	Delay phase one of three mapping of utility system	\$10,000	Course Redesign	\$13,153
	Postpone bathroom partition replacements	\$15,000	Online Student Services	\$18,700
	Defer purchase of floor scrubber	\$6,000	Student Success Day	\$26,937
	Postpone purchase of mobile computer rack	\$40,000	President's Climate Commitment	\$14,974
	Postpone replacement of computer workstations	\$94,943	Equip Mac Lab	\$118,320
	<b>Total Dollars Reduced</b>	<b>\$585,702</b>	<b>Total Dollars Reallocated</b>	<b>\$585,702</b>
<b>FY 2009</b>	Service and supply reductions	\$848,000	Cover appropriation reduction due to unallotment	\$383,000
<b>Lake Superior College</b>	Equipment purchase reductions	\$540,000	Capital project design costs	\$73,000
			Equipment for Aviation program	\$347,000
			Design fees for Aviation Center	\$78,000
			Remodeling projects	\$165,000
			Student Life/Internet Café remodel	\$342,000
	<b>Total Dollars Reduced</b>	<b>\$1,388,000</b>	<b>Total Dollars Reallocated</b>	<b>\$1,388,000</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010</b> <b>Lake Superior College</b>	Staff Layoffs (7 FTE)	\$388,000	Fund Balance restoration	\$1,500,000
	Staff Non Replacement (7.97 FTE)	\$492,000	Repayment to Office of the Chancellor	\$241,000
	Academic Efficiencies (reduction in sections and release credits) (11.43 FTE)	\$573,000		
	Staff Retirements (net of replacement) (4 FTE)	\$128,000		
	Faculty Retirement (net of replacement) (2.5 FTE)	\$160,000		
	<b>Total Dollars Reduced</b>	<b>\$1,741,000</b>	<b>Total Dollars Reallocated</b>	<b>\$1,741,000</b>
<b>FY 2009</b> <b>Metropolitan State University</b>	Delayed hiring VP for Fin and Administration	\$125,000	Added funding for academic programs	\$192,500
	Delayed hiring VP for Student Affairs	\$67,500	due to increased enrollment	
	<b>Total Dollars Reduced</b>	<b>\$192,500</b>	<b>Total Dollars Reallocated</b>	<b>\$192,500</b>
<b>FY 2010</b> <b>Metropolitan State University</b>	Reduced operating budgets by 2%	\$274,925	Budgeted for workers compensation and separation salaries/benefits	\$80,000
	Delayed hiring of Dean of Students (1 FTE)	\$50,000	Increased available nursing courses for higher enrollment	\$136,398
	Delayed hiring of 1 FTE for Business Office	\$54,000	Increased available business courses for higher enrollment	\$202,527
	Replacement of vacant positions at lower salaries	\$40,000		
	<b>Total Dollars Reduced</b>	<b>\$418,925</b>	<b>Total Dollars Reallocated</b>	<b>\$418,925</b>
<b>FY 2009</b> <b>Minneapolis Community and Technical College</b>	Marketing	\$ 50,000	Language lab	\$ 4,000
	Eliminate Dean of Nursing	\$ 100,000	Volunteer Coordination	\$ 3,800
	Bldg Maintenance Supervisor Position	\$ 75,000	College Readiness Instistute	\$ 7,200
	Director of Multi Cultural	\$ 50,000	New personnel effort in Resource Development	\$ 20,000
	Advsiior position	\$ 50,000	Employee Tuition Reimbursement	\$ 25,000
			Employee job advertising	\$ 5,000
			Learning Center Director	\$ 75,000
			Academic Affairs Administrative Support	\$ 55,000
			Director of Nursing	\$ 130,000
	<b>Total Dollars Reduced</b>	<b>\$ 325,000</b>	<b>Total Dollars Reallocated</b>	<b>\$ 325,000</b>
<b>FY 2010</b> <b>Minneapolis Community and Technical College</b>	Faculty Release Credits	\$ 32,000	State appropriation reduction	\$ 1,500,476
	Professional and Support Staff reductions - Volunteer Coordinator	\$ 27,300		
	Instructional Program Reductions - Jewelry/Gemology	\$ 222,900		
	Instructional Program Reductions - Carpentry	\$ 92,525		

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010</b>	Instructional Program Reductions - Cabinetmaking	\$ 209,168		
<b>Minneapolis Community and Technical College Continued</b>	Instructional Program Reductions - HVAC	\$ 85,000		
	Professional and Support Staff reductions - AA OAS	\$ 40,130		
	Professional and Support Staff reductions - CLA	\$ 23,642		
	Administration Supervision Reductions - Associate Dean	\$ 54,600		
	Administration Supervision Reductions - MMA Student Services	\$ 61,961		
	Reduce Counselors Extra Days	\$ 70,000		
	Reduce Nursing Enrollment	\$ 100,000		
	Instructional Program Reductions - Journalism	\$ 14,000		
	Instructional Program Reductions - World Languages	\$ 25,000		
	Instructional Program Reductions - Studio Arts	\$ 1,000		
	Instructional Program Reductions - Physical Education	\$ 34,250		
	Energy Savings	\$ 67,000		
	Postage Printing reductions	\$ 50,000		
	Consumable Inventory	\$ 25,000		
	Purchasing Card	\$ 10,000		
	Staff Development	\$ 25,000		
	Veterans Center Coordination	\$ 10,000		
	Job Candidate Reimbursement	\$ 5,000		
	Advertising	\$ 50,000		
	Other misc cuts	\$ 75,000		
	Travel	\$ 25,000		
	Administration Supervision Reductions - AVP Facilities	\$ 65,000		
	<b>Total Dollars Reduced</b>	<b>\$ 1,500,476</b>	<b>Total Dollars Reallocated</b>	<b>\$ 1,500,476</b>
<b>FY 2009</b>	Programmatic Reductions		Increase equipment back to FY2007 levels	\$165,000
<b>Minnesota State Community and Technical College</b>	Eliminate Habitat for Humanity		Establish Presidential initiative fund	\$100,000
	Reduce Repair and Replacement	715,279	Increase fund balance	\$250,000
	Reduce library book purchases	90,000	Background checks for health	\$30,000
	Reduce new program funds	80,000	Employee increases	\$445,279
	Reduce intermittent help	20,000	Start new programs in Equine Science, Associate of Fine Arts, Information Technology, and Business Enterprise	\$25,000
		50,000		
		20,000		

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2009</b>	Share rent/services with NW distance and MnOnline			
<b>Minnesota State Community and Technical College Continued</b>	<b>Total Dollars Reduced</b>	40,000	<b>Total Dollars Reallocated</b>	
<b>FY 2010</b>	Elimination of physical education courses	\$113,047	Add Landscaping Technology program	1,015,279,500
<b>Minnesota State Community and Technical College</b>	Suspension of dental assisting program while program curriculum is revised	1,015,279 \$135,799	Add American Sign Language program	\$37,560
	Reduce number of course sections in Construction Electricity and Telecommunications programs	\$131,167	Add programming and services for evening and weekend offering	\$67,111
	Increase music lessons fee to align with costs of lesson delivery	\$11,543	Increase 2.0 FTE for web development	\$130,000
	Eliminate 1.50 FTE of library technician positions	\$70,425	Increase FTE of Enterprise Center director - .25 FTE	\$14,000
	Eliminate .50 learning center position	\$22,950	Create a resource specialist position	\$52,191
	Eliminate 1.0 FTE financial aid technician position through retirement.	\$73,057	Increase academic advisor position to 1.0 FTE	\$22,500
	Reduce the number of division chairs to 12 and move to a straight stipend.	\$148,554	Create college-wide call center - completed through re-assignments and layoff - 3 FTE	\$101,029
	Eliminate 1.0 FTE IT position	\$48,251	Add computer related Accuplacer testing component	\$15,000
	Reduce the Director of Facilities position to .50 FTE through phased retirement.	\$50,771	Budget balancing	\$1,200,717
	Eliminate .52 FTE of career services position	\$19,324		
	Reduce Associate Registrar positions by .80 FTE	\$33,203		
	Reduce equipment budgets for all functions of college	\$407,755		
	Reduce receptionist intermittent position by .68 FTE	\$21,025		
	Eliminate 1.0 FTE of college resource specialist position	\$46,801		
	Reduction in release credits for nursing	\$100,000		
	Eliminate a large portion of faculty release credits for unique assignments	\$100,000		
	Eliminate achievement awards	\$12,000		
	Defer filling .50 FTE collegewide development position	\$39,519		
	Elimination of one campus Provost position and realign duties so one Provost oversees two campuses	\$126,417		
	<b>Total Dollars Reduced</b>	<b>\$1,711,608</b>	<b>Total Dollars Reallocated</b>	<b>\$1,711,608</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2009</b>	Reduce custom support position 1 FTE	\$63,592	Balance Budget	\$171,666
<b>Minnesota State College - Southeast Technical College</b>	Did not fill Director of Enrollment-1 FTE	\$73,074		
	Reduce repair and betterment	\$35,000		
	<b>Total Dollars Reduced</b>	<b>\$171,666</b>	<b>Total Dollars Reallocated</b>	<b>\$171,666</b>
<b>FY 2010</b>	Reduce IT support .5 FTE	\$38,932	Balance Budget	\$316,283
<b>Minnesota State College - Southeast Technical College</b>	Reduce Instructional support 1 FTE	\$60,351		
	Reduce non-personnel Budget	\$52,000		
	Reduce faculty overload	\$165,000		
	<b>Total Dollars Reduced</b>	<b>\$316,283</b>	<b>Total Dollars Reallocated</b>	<b>\$316,283</b>
<b>FY 2009</b>	Reduction in fixed term, adjunct, Grad Assistants	\$1,000,000	Unbudgeted equity pay adjustments	\$303,000
<b>Minnesota State University, Mankato</b>	Reduction in out of state travel	\$30,000	Additional admissions processor - 1 FTE	\$36,000
	Personnel cuts in Facilities office support services, Building Services and Receiving & Delivery - 3 FTE	\$221,599	Budget Reduction	\$1,188,725
	Reduction in scholarship support	\$54,270		
	other non salary reductions: less student help, printing, mailings, ITS dial in support	\$221,856		
	<b>Total Dollars Reduced</b>	<b>\$1,527,725</b>	<b>Total Dollars Reallocated</b>	<b>\$1,527,725</b>
<b>FY 2010</b>	Reduction of Director of Gift Planning - 1 FTE	\$91,387	Marketing Initiative	\$100,000
<b>Minnesota State University, Mankato</b>	Non salary reductions in all divisions	\$1,289,831	Dean Of Students Position -1 FTE	\$125,000
	Equipment purchase reductions	\$365,842	Budget Reduction	\$5,950,111
	Fixed Term and Adjuncts not being replaced	\$75,000		
	Reduction in Grad Assistants	\$183,890		
	Classified positions not filled and Fringe	\$1,299,161		
	Reduction of Assistant to VP in Student Affairs - 1 FTE	\$70,000		
	Administrator & staff reductions in Student Affairs - 2 FTE	\$250,000		
	Director of Health Services moved to self support - 1 FTE	\$90,000		
	Director of Campus Rec moved to Self Support - 1 FTE	\$80,000		
	First Year Experience Parent Coordinator position eliminated - 1 FTE	\$45,000		
	CDC Classified position eliminated - .75 FTE	\$30,000		

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2010</b>	Registrar office Classified position eliminated - .5 FTE	\$20,000		
<b>Minnesota State University, Mankato</b>	Faculty positions moved to stimulus funds to be phased out or eliminated	\$2,100,000		
<b>Continued</b>	Assistant Director of Center for Academic Success - 1 FTE	\$45,000		
	Director Educational Opportunities position - 1 FTE	\$100,000		
	International Programs Office Classified - 1 FTE	\$40,000		
	<b>Total Dollars Reduced</b>	<b>\$6,175,111</b>	<b>Total Dollars Reallocated</b>	<b>\$6,175,111</b>
<b>FY 2009</b>	FY 2008 MnSCU competitive salaries allocation	\$ 290,580	FY 2009 MSUM structural deficit	\$ 1,066,061
<b>Minnesota State University Moorhead</b>	FY 2008 contractual settlement carryforward	\$ 76,109		
	FY 2008 health insurance increase	\$ 90,896		
	FY 2008 IFO career steps	\$ 21,202		
	Division operating budget reductions	\$ 587,274		
	8.78 FTE frozen positions salary savings	\$ 287,109	FY 2009 Governor's unallotment	\$ 892,382
	Health insurance increase - January 2009	\$ 196,422		
	Division operating budget reductions	\$ 408,851		
	Reduced general university expenditures	\$ 833,396	FY 2009 MSU Moorhead tuition revenue shortfall due to negative enrollment change	\$ 833,396
	<b>Total Dollars Reduced</b>	<b>\$ 2,791,839</b>	<b>Total Dollars Reallocated</b>	<b>\$ 2,791,839</b>
<b>FY 2010</b>	Budgeted contractual settlements	\$ 1,214,050	FY 2010 change in state appropriation	\$ 3,265,370
<b>Minnesota State University Moorhead</b>	Reduced general university expenditures	\$ 1,453,000	FY 2010 MSUM structural deficit	\$ 3,601,258
	.41 FTE Administrator Asst to the President	\$ 36,402	1.0 FTE MSUAASF Asst. Athletic Director	\$ 55,667
	.25 FTE Administrator Dean's Office	\$ 31,214	3.0 FTE MSUAASF Director of Development	\$ 267,323
	1.0 FTE MSUAASF News Director	\$ 115,849	1.0 FTE MSUAASF Career Services Specialist	\$ 65,217
	1.0 FTE MSUAASF Planned Giving Director	\$ 107,901	Current employee reallocations resulting from reorganizations	\$ 100,000
	.20 FTE MSUAASF Alumni Relations Director	\$ 17,005		
	1.0 FTE MSUAASF Couns/Career Services Director	\$ 128,678		
	1.0 FTE MSUAASF Career Services Asst Director	\$ 82,143		
	1.0 FTE MSUAASF Sports Information Director	\$ 82,470		
	1.0 FTE MSUAASF Multicultural Affairs Director	\$ 92,056		

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2010</b>	1.0 FTE MSUAASF Multicultural Affairs Asst. Director	\$ 83,424		
<b>Minnesota State University Moorhead</b>	1.0 FTE MSUAASF Study Abroad Director	\$ 88,066		
<b>Continued</b>	.75 FTE MSUAASF Nursing advisor	\$ 40,000		
	.75 FTE MSUAASF Math Learning Center	\$ 73,035		
	.40 FTE MAPE Management Analyst 2	\$ 26,731		
	1.0 FTE MAPE ITS 2	\$ 71,781		
	1.0 FTE AFSCME Library Technician	\$ 53,231		
	.95 FTE AFSCME OAS Nursing	\$ 56,697		
	.60 FTE AFSCME OAS SLHS	\$ 33,701		
	1.49 FTE AFSCME OAS Academic Affairs	\$ 73,186		
	1.0 FTE AFSCME OAS Security	\$ 53,888		
	4.0 FTE AFSCME GMW	\$ 176,698		
	1.0 FTE AFSCME Welder	\$ 59,507		
	.233 FTE AFSCME Seasonal Groundskeeper	\$ 8,463		
	1.5 FTE AFSCME Theatre support	\$ 77,203		
	1.0 FTE IFO Counselor	\$ 72,639		
	1.0 FTE IFO English	\$ 106,305		
	2.0 FTE IFO EECE	\$ 140,113		
	1.0 FTE IFO Foundations	\$ 85,885		
	2.21 FTE IFO HPE	\$ 162,555		
	.50 FTE IFO Nursing	\$ 61,246		
	2.0 FTE IFO Social Work	\$ 172,595		
	2.13 FTE IFO SLHS	\$ 243,004		
	1.0 FTE IFO AMCS	\$ 78,222		
	1.0 FTE IFO Music	\$ 80,392		
	1.0 FTE IFO Spanish	\$ 47,796		
	1.0 FTE IFO Counseling/Student Affairs	\$ 119,305		
	1.0 FTE IFO Nursing	\$ 82,642		
	1.0 FTE IFO Chinese	\$ 69,084		
	1.0 FTE IFO Criminal Justice	\$ 130,670		
	1.0 FTE IFO Biosciences	\$ 69,084		
	Salary savings IFO Physics/Biosciences	\$ 110,995		
	Salary savings IFO School of Business	\$ 72,847		
	Reduced adjunct, overload, EDDs, reassigned time	\$ 461,306		
	Division operating budget reductions	\$ 651,770		
	<b>Total Dollars Reduced</b>	<b>\$ 7,354,834</b>	<b>Total Dollars Reallocated</b>	<b>\$ 7,354,834</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b> <b>Minnesota West Community and Technical College</b>	Auto body instructor 1.0 FTE	\$80,000	Radiologic Technical instructor .75 FTE	\$80,000
	<b>Total Dollars Reduced</b>	<b>\$80,000</b>	<b>Total Dollars Reallocated</b>	<b>\$80,000</b>
<b>FY 2010</b> <b>Minnesota West Community and Technical College</b>	Carpentry Instructor 1.0 FTE	\$80,000	Wind Technology Instructor 1.0 FTE	\$80,000
	Cotract with PIC for placement services	\$50,000	Redwood Falls site staffing .80 FTE	\$60,000
	Robotics instructor .15 instructor	\$10,000		
	<b>Total Dollars Reduced</b>	<b>\$140,000</b>	<b>Total Dollars Reallocated</b>	<b>\$140,000</b>
<b>FY 2009</b> <b>Normandale Community College</b>	Reduce nonpersonnel budgets college wide	\$1,200,000	Increase carryforward for future years	\$908,082
	Reallocate Auxiliary Enterprise funds to GEN	\$150,000	Support departmental student worker payroll	\$150,000
	Personnel costs assumed by MJSP grants	\$107,027	1.00 FTE HR	\$70,918
	Reduction in ITS non-salary budget	\$365,000	Workers compensation and Unemployment Insurance	\$63,000
			Repair & Betterment increase	\$153,000
			Costs assumed by MJSP grants Personnel costs savings CE/CT	\$107,027
			2.00 FTE Dean of Enrollment Services and Public Retaions Dir	\$220,000
			Debt Service	\$150,000
	<b>Total Dollars Reduced</b>	<b>\$1,822,027</b>	<b>Total Dollars Reallocated</b>	<b>\$1,822,027</b>
<b>FY 2010</b> <b>Normandale Community College</b>	Reduction in retirement/overtime budgets	\$380,000	Increase carryforward for future years	\$23,944
	Reallocate Auxiliary Enterprise funds to GEN	\$150,000	Support departmental student worker payroll	\$150,000
	Personnel costs assumed by MJSP grants	\$129,201	2.00 FTE Distance Learning	\$208,306
	Reduction in Admissions non-salary	\$107,250	Workers compensation and Unemployment Insurance	\$35,000
	Reduction in Study Abroad Program	\$50,000	Costs assumed by MJSP grants Personnel costs savings CE/CT	\$129,201
	Reduction in Humanities non-salary	\$150,000	Design costs for Academic Partnership Building	\$420,000
	<b>Total Dollars Reduced</b>	<b>\$966,451</b>	<b>Total Dollars Reallocated</b>	<b>\$966,451</b>
<b>FY 2009</b> <b>North Hennepin Community College</b>	Office Assistance Personnel	\$5,000	Campus portion of BHCC design funding	\$321,750
	Internal Education Personnel and Non-Pers.	\$135,000	Governors Unallotment	\$364,150
	Retention Specialist Personnel and Non-Pers.	\$59,500	HWC Locker Room Renovations	\$754,200
	Grant Manager Personnel and non-Pers.	\$49,500		
	CTL Campus Leader Credits	\$11,250		
	Super Saturday	\$20,000		
	Student Resume Website	\$5,000		

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b>	Budget Cuts @ 1.2% of Total Revenues	\$368,850		
<b>North Hennepin Community College</b>	Campus Security System & Monitoring	\$136,000		
<b>Continued</b>	Postpone Kitchen Renovations	\$650,000		
	<b>Total Dollars Reduced</b>	<b>\$1,440,100</b>	<b>Total Dollars Reallocated</b>	<b>\$1,440,100</b>
<b>FY 2010</b>	Research Analyst	\$59,650	Theater Electrical Repair	\$40,000
<b>North Hennepin Community College</b>	Release credits for Computer Science	\$12,100	Theater Lighting Upgrade	\$40,000
	Administrative Assistant	\$11,750	Convert Classroom into Adjunct Offices and Computer Lab	\$58,410
	Art Paraprofessional to FT Unlimited	\$7,540		
	Humanities Admin Spec to PT Unlimited	\$6,000		
	Jazz Ensemble Faculty	\$5,300		
	Rent Storage Space	\$1,740		
	Refurbish Auditorium Seating	\$20,000		
	Clean/paint/ paint ceiling in Campus Center	\$7,430		
	Plaster and paint Art Gallery	\$6,900		
	<b>Total Dollars Reduced</b>	<b>\$138,410</b>	<b>Total Dollars Reallocated</b>	<b>\$138,410</b>
<b>FY 2009</b>	Two Phased retirements in FBM .9 FTE	\$78,166	Base Allocation Reduction	\$262,074
<b>Northland Community and Technical College</b>	General Health Retirement .9FTE	\$92,000	Aviation Director Hired .4FTE	\$38,914
	Clinical Lab Suspended 1.3 FTE	\$153,000	Dean of Student Development 1.0FTE	\$113,385
	Reduction Sales & Marketing 1.0 FTE	\$75,098	Foundation Support .3FTE	\$25,000
	Events Coordinator .3 FTE	\$15,943	OAS - Student Development - Student Life .8 FTE	\$39,814
	VP Admin Services Resignation - Duties Reassigned	\$75,387	Business Instructor 1.0 FTE	\$80,507
	Instructional Equipment Reduction	\$45,000		
	Noninstructional Equipment Reduction	\$25,100		
	<b>Total Dollars Reduced</b>	<b>\$559,694</b>	<b>Total Dollars Reallocated</b>	<b>\$559,694</b>
<b>FY 2010</b>	Institutional Support Supervisor 1.0 FTE	\$80,000	Base Allocation Reduction	\$611,056
<b>Northland Community and Technical College</b>	SBM Program Suspension .75 FTE	\$67,238	Psychology Hire .4 FTE	\$30,250
	Computer Animation Program Suspension 1.0 FTE	\$75,000	English Hire .5 FTE	\$33,500
	Program Closed Clinical Lab Tech .5 FTE	\$25,000	Comm Veh Op Hire .6 FTE	\$33,722
	Athletic Trainer Assignment Reduction .27 FTE	\$20,322	Aviation Director .6 FTE	\$60,000
	Events Coordinator .3 FTE - Reassigned	\$9,000	Foundation Support .2 FTE	\$18,000
	Placement Director 1.0 FTE - Reassigned	\$64,000	IT Web Content Specialist .4 FTE	\$21,531

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2010</b>	Diversity Director .4 FTE Resignation - Reassigned	\$23,507		
<b>Northland Community and Technical College</b>	Enrollment Management Retirement .7 FTE Reassigned	\$40,444		
<b>Continued</b>	Psychology Retirement 1.0 FTE	\$80,000		
	English Retirement .6 FTE	\$50,000		
	FBM Retirement 1.3 FTE	\$106,766		
	Equipment Reductions	\$166,782		
	<b>Total Dollars Reduced</b>	<b>\$808,059</b>	<b>Total Dollars Reallocated</b>	<b>\$808,059</b>
<b>Northeast Higher Ed District</b>				
<b>FY 2009 Itasca Community College</b>	Nonpersonnel budget cuts	\$60,455	Unalloment	\$60,455
	Remodel of Financial Aid and Records	\$20,000	Unalloment	\$20,000
	1.00 FTE MMA Physical Plant	\$23,815	Unalloment	\$23,815
	.25 Military Leave Tech services	\$6,171	Unalloment	\$6,171
	1.00 FTE AFSCME support lay off	\$8,369	Balance Budget	\$16,520
	.50 cut MAPE directors	\$6,152		
	Provost	\$2,000		
	<b>Total Dollars Reduced</b>	<b>\$126,961</b>	<b>Total Dollars Reallocated</b>	<b>\$126,961</b>
<b>FY 2010 Itasca Community College</b>	1.00 FFTE GMW retired	\$45,354	Balance Budget	\$434,009
	.50 Public Relations retired	\$34,556		
	1.00 FTE AFSCME support staff reductions (7)	\$22,492		
	1.00 FTE MMA Physical Plant	\$67,284		
	.25 MAPE Director	\$10,344		
	Layoff MAPE Director	\$46,479		
	Provost shared with RRCC	\$6,000		
	Counseling /Library summer credits	\$11,500		
	Faculty Release/reduction part time	\$60,000		
	Nonpersonnel reductions	\$105,000		
	Federal Grant matching	\$25,000		
	<b>Total Dollars Reduced</b>	<b>\$434,009</b>	<b>Total Dollars Reallocated</b>	<b>\$434,009</b>
<b>FY 2009 Mesabi Range Community and Technical College</b>	1.0 FTE Reduction or Advisor (Resigned 1/2 yr)	\$35,000	1.0 FTE MEST Instructor for New Program	\$68,000
	1.0 FTE Recution of Chemistry Instructor due to Resignation (Position filled by other instructors)	\$80,000	2009 Unallotment	\$152,280
	.5 English Phased Retirement	\$45,000	balance budget and build reserve	\$183,720
	.50 FTE Reduction in Financial Aid	\$40,000		
	.50 Savings in Library Sabbatical Replacement	\$40,000		

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY 2009 Mesabi Range Community and Technical College Continued	1.5 FTE Closed Auto Program	\$138,000		
	.50 FTE Reduction in Foreign Language Offerings	\$26,000		
	<b>Total Dollars Reduced</b>	<b>\$404,000</b>	<b>Total Dollars Reallocated</b>	<b>\$404,000</b>
FY 2010 Mesabi Range Community and Technical College	1.0 FTE Advisor Resigned and not replaced	\$60,000	1.0 FTE Energy Tech - Wind Instructor Hired	\$85,000
	Nonrenewal of .75 FTE counselor	\$60,000	.5 FTE Mest Instructor Hired (Second Semester)	\$40,000
	1.0 English Retirement not replaced	\$92,000	.5 Library Tech	\$28,840
	Layoff .75 FTE Administrative Assistant Position	\$45,000	Balance Budget	\$560,160
	Layoff 1.0 FTE OAS in Library	\$54,000		
	Eliminate 2 CLA's	\$20,000		
	Did not replace 1.0 FTE Disability/Learning Center Director (Duties assigned to other staff)	\$46,000		
	.20 Reduction of Maintenance Dept (ERI)	\$11,000		
	Sharing Math Instructor with VCC	\$34,000		
	1.35 FTE Customized Training Reductions	\$75,000		
	1.0 FTE Auto Program Closed	\$92,000		
	100,000 non personal budgets reductions (travel, R&R and Equipment)	\$100,000		
	<b>Total Dollars Reduced</b>	<b>\$629,000</b>	<b>Total Dollars Reallocated</b>	<b>\$629,000</b>
	FY 2009 Hibbing Community College	Elim. 1.0 FTE Construction Electrician Program	\$68,365	Added 1.0 FTE Industrial Mining Program
Elim. .4 FTE Online Marketing Mgmt.		\$33,353	Applied Toward Construction of Cold Storage Building	\$101,076
Reduced .35 FTE Planetarium Director		\$24,073		
Reduced Marketing Budget		\$23,650		
Delayed Purchase of Mini-Van		\$20,000		
<b>Total Dollars Reduced</b>	<b>\$169,441</b>	<b>Total Dollars Reallocated</b>	<b>\$169,441</b>	
FY 2010 Hibbing Community College	Eliminate .55 FTE Business Software Specialist	\$35,490	Applied Toward a Balanced Budget	\$378,031
	Eliminate .15 FTE Sales & Business Course	\$9,775		
	Reduce .77 FTE Computer Lab Assistants	\$41,995		
	Phased Retirement .35 FTE Curriculum Specialist	\$13,975		
	Reduce .44 FTE In IT Department	\$21,600		
	Reduce 1.40 FTE in CT & CE Department	\$75,351		
Reduce .21 FTE In The Business Office	\$10,510			

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010 Hibbing Community College</b>	Reduce Library Budget	\$10,700		
	<b>Continued</b> Reduce Computer Support Budget	\$50,000		
	Reduce Marketing Budget	\$20,000		
	Reduce Repair & Betterment Budget	\$50,000		
	Reduce CE & CT Budget	\$38,635		
	<b>Total Dollars Reduced</b>	<b>\$378,031</b>	<b>Total Dollars Reallocated</b>	<b>\$378,031</b>
<b>FY 2009 Rainy River Community College</b>	Lay off 1.00FTE Account Clerk	\$13,847	Unallotment	\$64,035
	lay off 1.00FTE MAPE housing/enrollment	\$42,261	balance budget	\$80,224
	Lay off 1.5 FTE GMW	\$25,279		
	Lay off 1.00FTE Office support	\$10,786		
	Lay off Provost	\$2,086		
	Suspend Football program	\$50,000		
	<b>Total Dollars Reduced</b>	<b>\$144,259</b>	<b>Total Dollars Reallocated</b>	<b>\$144,259</b>
<b>FY 2010 Rainy River Community College</b>	Lay off 1.00FTE Account Clerk	\$34,924	Hire 1.00FTE MAPE Advising Student Life	\$53,524
	lay off 1.00FTE MAPE housing/enrollment	\$10,634	Increase MAPE advising	\$3,741
	Lay off 1.5 FTE GMW	\$68,046	Hire .80MMA Business Manager	\$53,770
	Lay off 1.00FTE Office support	\$42,853	Aministration support ICC	\$20,000
	Lay off Provost	\$134,552	Add Building Trades	\$60,000
	Resignation .80 FTE MAPE	\$63,961	balance budget	\$272,384
	Retire Counselor	\$62,884		
	Retire Advisor	\$45,564		
	<b>Total Dollars Reduced</b>	<b>\$463,418</b>	<b>Total Dollars Reallocated</b>	<b>\$463,418</b>
<b>FY 2009 Vermillion Community College</b>	Suspended Computer Information Systems program	\$10,000	Balancing FY09 Budget	\$283,533
	Did not replace Advising position 1.0 FTE	\$63,600		
	Did not replace Custom Training rep 1.0 FTE	\$68,713		
	Layoff Director position .5 FTE	\$30,300		
	Reduced CFFO to Business Manager .2 FTE	\$36,110		
	Did not replace IT1 position 1.0 FTE	\$56,582		
	Reduced CT/CE position to 60%	\$18,228		
	<b>Total Dollars Reduced</b>	<b>\$283,533</b>	<b>Total Dollars Reallocated</b>	<b>\$283,533</b>
<b>FY 2010 Vermillion Community College</b>	Reduced number of developmental courses for fall	\$26,000	Addition to operating reserves	\$26,000
	Did not replace English position 1.0 FTE	\$12,000	Replaced with Adjunct teachers	\$12,000
	Reduced athletic assistant coaching credits	\$8,000	Balance FY10 Budget	\$108,038

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010 Vermillion Community College</b>	Reduced release time for faculty program coordinators	\$30,000	Addition to operating reserves	\$13,400
<b>Continued</b>	Director 1 Layoff 1.0 FTE	\$67,000		
	Closed Tech Prep Center	\$13,400		
	Reduced CT/CE position to 50%	\$3,038		
	<b>Total Dollars Reduced</b>	<b>\$159,438</b>	<b>Total Dollars Reallocated</b>	<b>\$159,438</b>
<b>FY 2009 Northwest Technical College - Bemidji</b>	Elimination of Provost Position	\$140,000	Addition of Shared (BSU/NTC) Webmaster	\$30,000
	Elimination of ITS 2 Position	\$70,000	Addition of Shared (BSU/NTC) Network Position	\$35,000
			Contribution to Phase 2 of STEM Lab Initiative Project	\$105,000
			Addition of Shared (BSU/NTC) Financial Reporting Position	\$40,000
	<b>Total Dollars Reduced</b>	<b>\$210,000</b>	<b>Total Dollars Reallocated</b>	<b>\$210,000</b>
<b>FY 2010 Northwest Technical College - Bemidji</b>	Reduced Faculty Overload Budget	\$25,000	Addition of Student Services Leadership	\$95,000
	Elimination of Business Office Position	\$60,000	Faculty Laptop Replacement Program	\$100,000
	Shift of portion of cost of ITS 3 position to Tech Fee	\$35,000		
	Reduction of Repair & Betterment Budget	\$75,000		
	<b>Total Dollars Reduced</b>	<b>\$195,000</b>	<b>Total Dollars Reallocated</b>	<b>\$195,000</b>
<b>FY 2009 Pine Technical College</b>	Reduced Academic Assessment and Curriculum Development Coordinator to .5 assigned to grant	\$11,730	Cover increased course and section offerings as a result of increased student enrollment	\$70,339
	Office Administrative Specialist-vacancy in President's office, hiring delayed filled at a lower rate	\$14,964		
	Office Administrative Specialist in Student Affairs part-time position held vacant for year	\$17,068		
	.5 FTE Senior Account Clear position held vacant in Business Office	\$26,577		
	Academic Skills Center Coordinator reduced to seasonal status	\$16,125		
	<b>Total Dollars Reduced</b>	<b>\$86,464</b>	<b>Total Dollars Reallocated</b>	<b>\$86,464</b>
<b>FY 2010 Pine Technical College</b>	.5 FTE Senior Account Clear position held vacant in Business Office	\$29,500	Cover increased course and section offerings as a result of increased student enrollment	\$89,477
	Reduced Academic Assessment and Curriculum Development Coordinator to .5 assigned to grant	\$35,719		

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010</b>	Academic Skills Center Coordinator reduced to seasonal status	\$24,258		
<b>Pine Technical College</b>				
<b>Continued</b>	<b>Total Dollars Reduced</b>	<b>\$89,477</b>	<b>Total Dollars Reallocated</b>	<b>\$89,477</b>
<b>FY 2009</b>	Delayed filling open Cosmetology Lab Assistant	\$8,000	Advisory Board membership	\$25,000
<b>Ridgewater College</b>	Delayed filling open 1 FTE Receptionist position	\$23,084	Balance Budget	\$473,482
	Delayed filling open .5 FTE Transcript Evaluator position	\$13,000		
	Cut remaining Classified Staff Development budget	\$11,398		
	Cut Non-Personnel budgets	\$443,000		
	<b>Total Dollars Reduced</b>	<b>\$498,482</b>	<b>Total Dollars Reallocated</b>	<b>\$498,482</b>
<b>FY 2010</b>	Eliminate 1 FTE Administrator Dir. Of Fin. & Facilities	\$91,863	Balance Budget	\$702,477
<b>Ridgewater College</b>	Eliminate .5 FTE Transcript Evaluator	\$26,000	Community College for International Development membership	\$700
	Decreased General Fund contribution to Student Life coach salaries	\$40,000	Collaboration with St. Cloud State - international student recruitment	\$7,000
	Non-renewal of SBM Faculty at end of probation	\$69,553	Additional computer tables in Hutchinson Library to meet student needs	\$5,000
	Eliminate 1 FTE Receptionist due to retirement	\$46,169		
	Eliminate 1 FTE Receptionist due to retirement	\$55,355		
	Replace 1 FTE Test Center Coordinator with .5 FTE	\$25,000		
	Eliminate .25 FTE IT Support position due to attrition	\$12,772		
	Eliminate Classified Staff Development budget	\$8,465		
	Reduce R&R budget	\$100,000		
	Reduce Non-Personnel budget by 3%	\$240,000		
	<b>Total Dollars Reduced</b>	<b>\$715,177</b>	<b>Total Dollars Reallocated</b>	<b>\$715,177</b>
<b>FY 2009</b>	Reduction in OCUC lease pymts - purchase 12/30/08	\$130,000	Move salaries/benefits from Perkins grant to GEN	\$110,000
<b>Riverland Community College</b>	Decrease background study fees budget	\$10,000	Move salaries/benefits from Student Life to GEN	\$28,510
	Small Business Mgmt instructor position not filled	\$78,875	Full-time BUSO instructor	\$7,000
	Dean of Mgmt Ed position vacant until 9/1/09	\$80,314	Establish budget for advisory committees	\$5,000

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b>	Travel	\$1,650	PT instructor for Writing Center	\$8,000
<b>Riverland Community College</b>	Class cancellations - low enrollment	\$154,177	Increase R&R (Fund 830) budget	\$20,000
<b>Continued</b>	Fund IT technicians w/ Technology Fee	\$33,225	Increase Plant Operations budget	\$20,000
	Reduce special initiative budgets	\$39,750	Fund Opportunities publication	\$17,500
	Reduce goods & services budgets	\$29,369	Capital project predesign	\$28,000
	RIF - .50 FTE Copy Center	\$4,639	Supplemental college funds for welding shop HEAPR project	\$41,000
	RIF - 1.0 FTE AV/ITV Technician	\$11,131	Unallotment	\$347,500
	RIF - 1.0 FTE GMW in Austin East	\$8,444	Balance budget	\$17,636
	RIF - Public Relations Specialist	\$19,583		
	RIF - Receptionists in AL & OW	\$14,000		
	Leave Foundation Dir. Position vacant	\$5,406		
	Leave RTD support position vacant perpetually	\$19,583		
	Eliminate GMW subs	\$3,000		
	Don't print student handbooks	\$7,000		
	<b>Total Dollars Reduced</b>	<b>\$650,146</b>	<b>Total Dollars Reallocated</b>	<b>\$650,146</b>
<b>FY 2010</b>	RIF Dean of Student Affairs	\$121,738	Add'l nursing faculty position	\$95,000
<b>Riverland Community College</b>	RIF Construction Electrician instructors (2)	\$147,733	Increase unemployment tax budget due to RIFs	\$96,000
	Online stipends funded by online market tuition	\$20,000	Increase property insurance expense to actual	\$20,000
	More in-house publication work	\$25,000	New dean goods & services budget	\$5,500
	Reduce goods & services budgets	\$47,200	Be Your Best summer transitions program	\$37,000
	Move cashier to bookstore	\$10,000	Higher sabbaticals in FY10 vs. FY09	\$178,457
	Leave FBM position vacant perpetually	\$58,747	Soccer athletic program	\$17,000
	Discontinue golf	\$5,400	IMMR new sections	\$48,250
	Library phased retirement	\$25,000	Create budget for athletic post-season play	\$25,600
	Suspend Legal Secretary program	\$20,000	Add'l liberal arts sections	\$32,000
	Suspend Ag Diesel program	\$28,000	Advance degree education	\$6,000
	Impact from FY09 RIFs (beyond FY09 savings)	\$380,530	Assessment/accreditation	\$13,700
	Fund IT technician w/ Tech Fee (beyond FY09 savings)	\$33,225	Student Affairs - one-stop enrollment, document imaging	\$8,600
			Add'l chemistry sections	\$15,000
			FT Safety Officer	\$21,000
			Community Leadership program participants from college	\$2,925
			Prospect software	\$19,000
			Appropriation decrease	\$281,541
	<b>Total Dollars Reduced</b>	<b>\$922,573</b>	<b>Total Dollars Reallocated</b>	<b>\$922,573</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009 Rochester Community and Technical College</b>	Counselor position	\$92,235	Program developer ITS3	\$41,600
	.5 Position Library	\$40,000	Technology support center	\$35,200
	Sports Center Coordinator position	\$65,000	Equity for Faculty leaders	\$61,200
	Faculty Development Officer	\$67,840	Proctoring increased hours	\$5,500
	Academic Dean	\$94,720	Enrollment services - new position	\$38,000
	Eliminate 40 Hours overtime	\$15,000	Marketing and graphics assistant - new position	\$51,200
	ITS 1 Position not filled	\$45,000	College lab assistant computer applications	\$31,000
			Upgrade Human Resources position to Prof. HR	\$10,000
			Salary faculty	\$146,095
		<b>Total Dollars Reduced</b>	<b>\$419,795</b>	<b>Total Dollars Reallocated</b>
<b>FY 2010 Rochester Community and Technical College</b>	Positions not filled by October 2009	\$46,500	New student study space	\$10,000
	New initiative cancelled	\$5,000	Facility grand opening	\$3,000
	Capital equipment purchased delayed	\$5,300	ASL Retreat	\$1,200
			Nursing lab assistant increase to 1.0	\$4,000
			AACC (Nursing) Membership	\$4,000
			R & R project - security door	\$1,200
			Leadership RCTC Class increased costs	\$1,000
			Dynasty Marching Band Drum equipment	\$4,000
			Compensation Adjustment	\$7,000
			Additional STAR brochures	\$1,000
			Convenience Learning - Safety training	\$3,000
			Increase spending on classroom communication system	\$5,000
			Legal fees - Chancellor's office	\$1,500
			MSCF Faculty Leadership	\$10,000
			Student Engagement Conference ???	\$900
	<b>Total Dollars Reduced</b>	<b>\$56,800</b>	<b>Total Dollars Reallocated</b>	<b>\$56,800</b>
<b>FY 2009 South Central College</b>	Internal remodeling Project	\$375,000	Unallotment	\$386,492
	Reducing college-wide initiatives	\$11,492	Balance budget	\$165,000
	Capital Equipment	\$75,000		
	Investment in outreach locations	\$15,000		
	Investigate Student Electronic Catalog	\$10,000		
	College wide initiatives	\$25,000		
	Repair & Replacement projects	\$30,000		
	Employment recruiting	\$10,000		

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b>				
<b>South Central College Continued</b>	<b>Total Dollars Reduced</b>	<b>\$551,492</b>	<b>Total Dollars Reallocated</b>	<b>\$551,492</b>
<b>FY 2010</b>	Reduced costs in replacing an Agri-Business Faculty	\$14,911	Balance Budget	\$1,305,851
<b>South Central College</b>	Reduce FT Biology Faculty and replace with PT & Adjunct	\$50,253		
	Reduce FT Math Faculty and replace with PT & Adjunct	\$74,517		
	No Replacment for FBM Retirement	\$77,813		
	No Replacement for Commerical Art Faculty Retirement	\$66,789		
	No FT Replacement for Marketing Faculty Retirement	\$61,106		
	No replacement for Small Business Faculty Retirement	\$108,547		
	Reduction of Part Time Math Faculty	\$18,200		
	Not replacing vacant Computer Integrated Machine Faculty	\$65,766		
	Reduce Library Technician	\$22,528		
	Reduce extra days for Librarians	\$8,883		
	Reduce Business Internship	\$5,000		
	Reduce hours for College Lab Assistant - Auto Collision	\$35,610		
	Reduce hours for College Lab Assistant - Auto Mechanics	\$25,413		
	Reduce Nursing Administrative Assistant	\$49,235		
	Not replacing Facility Scheduler Retirement	\$57,164		
	Not filling the Faribault Receptionist vacant position	\$49,831		
	Not filling the Student Service vacant position	\$49,831		
	Not replacing Audio Visual Education Specialist - resignation	\$57,588		
	No replacement of Assoc Registrar on Faribault campus- reorganized	\$79,404		
	Replace Math Faculty savings - Retirement	\$19,392		
	Reduce Receptionist on North Mankato campus	\$49,831		
	Non-salary College-wide spending	\$200,000		
	Reduce IT Specialst	\$58,238		
	<b>Total Dollars Reduced</b>	<b>\$1,305,851</b>	<b>Total Dollars Reallocated</b>	<b>\$1,305,851</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b>	Library Adjunct Faculty .5 FTE	\$25,000	WHP Faculty 1.0 FTE	\$70,000
<b>Southwest Minnesota State University</b>	Math Faculty 1.0 FTE	\$75,000	Speech Fixed-Term Faculty 1.0 FTE	\$75,000
	Education Fixed-Term Faculty 1.0 FTE	\$60,000	Agronomy Faculty 1.0 FTE	\$90,000
	Education Faculty Vacancies 2.0 FTE	\$145,000	IT/SHOT Staff 2.0 FTE	\$125,000
	Music Faculty Vacancy 1.0 FTE	\$110,000	Worker's Comp Estimated Costs	\$20,000
	Biology Faculty Vacancy .67 FTE	\$90,000	Severance Estimate	\$40,000
	VP for Advancement 1.0 FTE	\$170,000	Adj/Ovl Estimate to Cover Prior Year Shortfalls	\$100,000
	Reassign CIO Vacancy Duties to SHOT Dir 1.0 FTE	\$140,000	Increase Utility Estimate	\$440,000
	Custodial Supervisor 1.0 FTE	\$70,000	Increase Insurance Costs	\$15,000
	Library Acquisitions	\$65,000	Increase System Assessments	\$10,000
	Reduce Departmental Operating Budgets	\$100,000	Increase Debt Service	\$35,000
			Increase Hazardous & Other Waste Removal	\$10,000
			Net decreases in revenue; salary & benefit inflation; and misc.	\$20,000
	<b>Total Dollars Reduced</b>	<b>\$1,050,000</b>	<b>Total Dollars Reallocated</b>	<b>\$1,050,000</b>
<b>FY 2010</b>	Library Faculty .4 FTE + Duty Days	\$25,000	Spanish Faculty 1.0 FTE	\$70,000
<b>Southwest Minnesota State University</b>	Decrease Assistant Coaches 1.75 FTE	\$90,000	Increase Grants-In-Aid	\$50,000
	Athletic Duty Days	\$20,000	Increase Work-Study Matching	\$5,000
	Bus Adm Faculty 1.0 FTE	\$85,000	Increase Workers' Comp/Reemployment Insurance Estimate	\$125,000
	Political Science Faculty 1.0 FTE	\$65,000	Increase Distance Learning Faculty for Enrollment Increase	\$65,000
	WHP Faculty 1.0 FTE	\$55,000	Increase Adjunct/Overload	\$225,000
	Education Faculty 1.0 FTE	\$100,000	Net Cost of Employee Tuition Waiver Change in Practice	\$150,000
	Humanities Faculty .4 FTE	\$40,000	Net decreases in revenue; salary & benefit inflation; and misc.	\$2,335,000
	Chemistry Faculty .3 FTE	\$50,000		
	Physics Faculty 1.0 FTE	\$75,000		
	Art Faculty 1.0 FTE	\$45,000		
	History Faculty .9 FTE	\$70,000		
	English Faculty Reduced/Adj Hired .1 FTE	\$40,000		
	Faculty Duty Days & Reassigned Time	\$80,000		
	Special Projects Director 1.0 FTE	\$140,000		
	Event Services Mid Year Layoff .5 FTE	\$45,000		
	Athletic Development Director .5 FTE	\$30,000		
	Associate Director Career Services 1.0 FTE	\$85,000		
	Reorganize Cult Div and Int'l Student Affairs Offices	\$20,000		

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2010</b>	Asst Dir Int'l Student Affairs	\$55,000		
<b>Southwest Minnesota State University</b>	Admission Interim Positions Savings	\$45,000		
<b>Continued</b>	Reorganize ADR & Elim Director .7 FTE	\$110,000		
	History Center Director to Stabilization Funds	\$50,000		
	Merge Pres & Provost Support Positions 1.0 FTE	\$65,000		
	Art Galleries Coordinator .25 FTE	\$45,000		
	Development Clerical .25 FTE	\$15,000		
	Custodial 3.0 FTE	\$145,000		
	Business Services 1.5 FTE	\$80,000		
	Financial Aid .8 FTE	\$55,000		
	Electrician 1.0 FTE	\$70,000		
	Academic Clerical 4.3 FTE	\$240,000		
	ISRS 1.0 FTE	\$70,000		
	ITV Coordinators 2.0 FTE	\$70,000		
	Salary Savings from LWOP, Vacancies, etc.	\$110,000		
	Eliminate Merit Pay & Optional Benefits	\$190,000		
	Reduce Technology Equipment	\$50,000		
	Lease Computers for 4 Years Rather Than 3	\$60,000		
	Reduce Grant Matching Reserve	\$50,000		
	Reduce Renewals & Replacement Funding	\$200,000		
	Reduce Departmental Operating budgets	\$90,000		
	<b>Total Dollars Reduced</b>	<b>\$3,025,000</b>	<b>Total Dollars Reallocated</b>	<b>\$3,025,000</b>
<b>FY 2009</b>	Eliminated risk management position (1 FTE)	\$70,000	Public Safety Equipment replacement	\$17,989
<b>St. Cloud State University</b>	Undergraduate Studies .5 position unfilled	\$36,000	3 FTE General Maintenance workers	\$120,000
	Cost savings by utilizing central loan collections	\$170,000	Supplies for Buildings and Grounds	\$50,000
	Unfilled positions in academics (6.75 FTE)	\$407,062	Repair and Replacement Funding	\$20,000
	Technology equipment replacement	\$62,500	Expand Placement testing	\$22,500
	Reduction in advertising and communications	\$62,995	Structural investments in International Studies	\$100,000
	Athletics operating expense reduction	\$105,000	Additional English Faculty (3 FTE)	\$180,000
			Additional Reading 120 sections (2 FTE)	\$120,000
			Additional Foundation staff (1 FTE)	\$44,688
			Counselor replacement during phased retirement	\$37,000
			10 Month support staff in Counseling Center	\$50,000
			U Choose alcohol awareness program	\$15,000
			Additional space lease costs VP, Student Life	\$15,000
			2 year temporary Programmer Institutional Effectiveness	\$91,380

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2009</b>			Dedicated consultant Institutional Effectiveness	\$30,000
<b>St. Cloud State University</b>				
<b>Continued</b>	<b>Total Dollars Reduced</b>	<b>\$913,557</b>	<b>Total Dollars Reallocated</b>	<b>\$913,557</b>
<b>FY 2010</b>	Repair and Betterment reduction	\$120,000	Additional maintenance positions (3 FTE)	\$120,000
<b>St. Cloud State University</b>	Court Settlement cost reduction	\$29,428	Capital Improvement Project Debt	\$28,928
			Fleet reduction early termination fee	\$500
	<b>Total Dollars Reduced</b>	<b>\$149,428</b>	<b>Total Dollars Reallocated</b>	<b>\$149,428</b>
<b>FY 2009</b>	Eliminated Alumni/Marketing Coordinator Position .25 FTE	\$78,643	Reorganized administrative structure for VP Institutional Advancement	\$30,926
<b>St. Cloud Technical and Community College</b>	Adjunct EMS Faculty in place of full-time hire	\$15,000	Web Developer - 1 FTE	\$56,122
	Did not fill vacant custodial position - 1 FTE	\$42,240	Welding Instructor - 1 FTE	\$41,708
	Did not fill counselor position after mid-year retirement - .5 FTE	\$46,238	Campus Card Coordinator - 1 FTE	\$28,096
	Did not fill 2 vacant Practical Nursing faculty positions - 2 FTE	\$72,963	EMS Customized Training Rep - 1 FTE	\$40,682
	Reduced marketing budget	\$50,000	Director of Facilities and Safety - 1 FTE	\$87,550
			OASI Customized Training - 1 FTE	\$20,000
	<b>Total Dollars Reduced</b>	<b>\$305,084</b>	<b>Total Dollars Reallocated</b>	<b>\$305,084</b>
<b>FY 2010</b>	Eliminated college funding of Carpentry house project	\$236,616	Director of Institutional Sustainability - 1 FTE	\$126,000
<b>St. Cloud Technical and Community College</b>	College Lab Assistant - Electronics - .15 FTE	\$12,000	Nurse Aide Instructor - 1 FTE	\$76,300
	Did not fill Counselor vacancy - 1 FTE	\$92,475	Biology Instructors - 2 FTE	\$130,550
	Did not fill 2 vacant Practical Nursing faculty positions - 1.5 FTE	\$138,550	Director, Foundations & Academic Achievement - 1 FTE	\$73,032
	Did not fill Reading/Study skills faculty - 1 FTE	\$86,100	Disability/Special Needs - 1 FTE	\$57,588
	Eliminated Plumbing faculty position - 1 FTE	\$73,850	Health Care Technician Enrollment Specialist - 1 FTE	\$69,397
	Eliminated Electrical faculty position - 1 FTE	\$71,400	Management Analyst - 1 FTE	\$46,256
	Customized Training Administration reorganization	\$25,444	College Lab Assistant - MIS - 1 FTE	\$41,183
	Eliminated 2 FTE Customized Training program managers	\$206,056	Web Developer - 1 FTE	\$55,536
			Faculty hires for new Assoc. Degree Nursing program - 1.5 FTE	\$121,837
			Welding Instructor - 1 FTE	\$34,592
			Campus Card Coordinator	\$30,000
			EMS Customized Training Rep	\$57,318
			OASI Customized Training Rep	\$22,902
	<b>Total Dollars Reduced</b>	<b>\$942,491</b>	<b>Total Dollars Reallocated</b>	<b>\$942,491</b>

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2009</b> <b>Saint Paul College</b>	Variable classroom supplies GMW not replaced 1.0 FTE Institutional Support Vacancies 2.5 FTE 90 FYE over budget = 366,255 additional tuition  with no additional indirect costs	\$82,868 \$48,393 \$145,431  \$164,815	Retiree Benefits Debt Service On Line MnSCU chargeback Insurance  Technology Plant & Security Materials Student Support Positions 4.25 FTE	\$50,000 \$40,000 \$5,000 \$25,000  \$33,000 \$57,507 \$231,000
	<b>Total Dollars Reduced</b>	<b>\$441,507</b>	<b>Total Dollars Reallocated</b>	<b>\$441,507</b>
<b>FY 2010</b> <b>Saint Paul College</b>	Equipment replacement/purchase Variable Supplies	\$300,000 \$41,255	Repair and Replacement Increase Fixed Cost - Insurance-Utilities, Debt Service  On Line MnSCU Chargeback Fixed Program Cost	\$50,000 \$130,000  \$25,000 \$136,255
	<b>Total Dollars Reduced</b>	<b>\$341,255</b>	<b>Total Dollars Reallocated</b>	<b>\$341,255</b>
<b>FY 2009</b> <b>Winona State University</b>	Held 9.0 FTE Vacant (1 IFO, 3 ASF, 5 AFSCME)  Reduced University Innovation Budget Held Vacant 1.0FTE Asst VP Academic Affairs  Held Vacant 1.0FTE AAO/Recruiter Position Reduced University Carryforward Budget Restructure 3.0 vacant positions in IT	\$498,830  \$100,000 \$155,000  \$113,210 \$54,945 \$184,434	To fund WSU Share of unallotment  To fund WSU Share of unallotment To fund WSU Share of unallotment  To fund WSU Share of unallotment To fund WSU Share of unallotment Positions reallocated to Assessment/IR/E-learning	\$498,830  \$100,000 \$155,000  \$113,210 \$54,945 \$184,434
	<b>Total Dollars Reduced</b>	<b>\$1,106,419</b>	<b>Total Dollars Reallocated</b>	<b>\$1,106,419</b>
<b>FY 2010</b> <b>Winona State University</b>	3.0 IFO Positions ERI - Not Replaced 7% Reduction in all University operatign budgets  Eliminate 1.0FTE Asst VP Academic Affairs Eliminate 1.0FTE AAO/Recruiter Position Reduce Administrator professional Development Funds Reduce University Innovation Budget Shift funding of positions to Revenue Fund Eliminated 5.0 FTE Vacant Positions (1 IFO, 1 ASF, 3 AFSCME) Restructured and/or eliminated IFO release time and/or EDD Reduced Facility Repair and Betterment budget	\$300,000 \$521,212  \$155,000 \$113,210 \$35,000 \$200,000 \$100,000 \$268,210 \$300,000 \$300,000	To Balance FY10 Budget Redeployed into high demand programs (Nursing, Educ, STEM, Liberal Arts)	\$1,992,632 \$300,000

<b>Institution</b>	<b>Reductions/Cuts</b>	<b>Dollar Amount</b>	<b>Uses of Funds</b>	<b>Dollar Amount</b>
<b>FY 2010</b>				
<b>Winona State University Continued</b>	<b>Total Dollars Reduced</b>	<b>\$2,292,632</b>	<b>Total Dollars Reallocated</b>	<b>\$2,292,632</b>
<b>FY2009</b>	Vacant positions held open	\$2,329,211	Unallotment	\$930,000
<b>Office of the Chancellor</b>			Budget balancing	\$1,399,211
	<b>Total Dollars Reduced</b>	<b>\$2,329,211</b>	<b>Total Dollars Reallocated</b>	<b>\$2,329,211</b>
<b>FY 2010</b>	Eliminated 28 FTE	\$4,429,059	Budget balancing	\$4,429,059
<b>Office of the Chancellor</b>				
	<b>Total Dollars Reduced</b>	<b>\$4,429,059</b>	<b>Total Dollars Reallocated</b>	<b>\$4,429,059</b>
<b>SUMMARY:</b>	Institution FY 2009 Total	\$ 24,769,314	Institution FY 2010 Total	\$ 40,554,364
	Institution FY 2009 Average	\$ 669,441	Institution FY 2010 Average	\$ 1,096,064
	Systemwide FY 2009 Total Including Office of the Chancellor	\$ 27,098,525	Systemwide FY 2010 Total Including Office of the Chancellor	\$ 44,983,423
	FY 2009 Minimum*	\$ 80,000	FY 2010 Minimum*	\$ 56,800
	FY 2009 Maximum*	\$ 2,791,839	FY 2010 Maximum*	\$ 7,354,834
	*does not include Office of the Chancellor		*does not include Office of the Chancellor	

## Chapter 3 Tuition and Fees

This chapter contains data about tuition and fees from two sources of data. Ten years of annual tuition and fee data were compiled for all Minnesota State Colleges and Universities from Board of Trustee actions approving annual tuition and fee rates. This is shown in Table 3-1. In addition, the Minnesota State Colleges and Universities accountability dashboard was used to compare system institutions with two-year and four-year public institutions similar to the system. The comparison is shown in Table 3-2. The Integrated Postsecondary Data System (IPEDS) is the data source for this comparison. Each year, colleges and universities nationwide report to IPEDS tuition and fee data charged to the typical student.

The IPEDS data set includes data elements that allow the system to compare Minnesota State Colleges and Universities with higher education institutions nationally in similar Carnegie classifications. The Carnegie Commission developed a classification system of higher education institutions that has been in use since 1970. The current classification structure was implemented in 2005 clustering institutions into peer groups based on the classification system. A list of Minnesota State Colleges and Universities by Carnegie classification can be found at the end of this chapter in Table 3-3.

Using the national data set from the accountability dashboard, two comparisons were made for the purposes of this report. The first compares Minnesota State Colleges and Universities to peer two-year and four-year institutions in border states, and the second compares system colleges and universities with similar two-year and four-year institutions nationally.

Overall, Minnesota State Colleges and Universities average annual tuition and fees tend to be higher than the national and border states averages. The state universities tend to be closer to the national average, but the colleges rank in the high 90<sup>th</sup> percentile for average annual tuition and fees.

**Table 3-1**  
**Average Annual Tuition and Fees**  
**Minnesota State Colleges and Universities**  
**Fiscal Year 2001 - Fiscal Year 2010**

<b>Colleges</b>	<b>Fiscal Year</b>									
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Alexandria Technical College	2,385	2,580	2,874	3,223	3,608	3,857	4,179	4,329	4,506	4,657
Anoka-Ramsey Community College	2,548	2,730	2,917	3,170	3,456	3,582	3,804	4,015	4,100	4,208
Anoka Technical College	2,501	2,798	3,131	3,565	4,053	4,308	4,464	4,586	4,669	4,731
Central Lakes College	2,474	2,660	2,958	3,242	3,712	3,940	4,238	4,419	4,540	4,705
Century College	2,486	2,588	2,873	3,244	3,618	3,903	4,244	4,410	4,565	4,690
Dakota County Technical College	2,537	2,904	3,252	3,521	3,974	4,218	4,586	4,749	4,909	5,084
Fond du Lac Tribal and Community College	2,505	2,738	2,987	3,368	3,750	3,975	4,215	4,365	4,440	4,560
Hennepin Technical College	2,339	2,500	2,698	3,074	3,507	3,707	3,947	4,187	4,265	4,415
Inver Hills Community College	2,519	2,877	3,172	3,525	3,925	4,179	4,368	4,535	4,655	4,811
Lake Superior College	2,513	2,760	2,972	3,196	3,473	3,698	3,923	4,151	4,254	4,394
Minneapolis Community and Technical College	2,483	2,753	3,100	3,466	3,886	4,028	4,284	4,442	4,532	4,675
MSC-Southeast Technical	2,484	2,729	3,025	3,442	3,813	4,055	4,352	4,502	4,584	4,711
Minnesota State Community and Technical College	2,448	2,832	3,119	3,536	3,982	4,223	4,402	4,629	4,730	4,814
Minnesota West Community and Technical College	2,397	2,775	3,047	3,441	3,898	4,172	4,461	4,692	4,807	4,937
Normandale Community College	2,663	2,925	3,235	3,545	3,675	3,975	4,318	4,512	4,607	4,738
North Hennepin Community College	2,607	2,868	3,164	3,573	3,924	4,070	4,263	4,421	4,623	4,749
Northeast Higher Education District										
Hibbing Community College	2,453	2,688	2,994	3,301	3,758	3,957	4,252	4,344	4,481	4,630
Itasca Community College	2,583	2,834	3,139	3,541	4,004	4,147	4,303	4,337	4,489	4,638
Mesabi Range Community and Technical College	2,744	2,827	3,126	3,437	3,888	4,028	4,174	4,344	4,481	4,630
Rainy River Community College	2,561	2,801	3,148	3,546	4,003	4,178	4,325	4,380	4,517	4,660
Vermilion Community College	2,573	2,937	3,171	3,579	4,045	4,188	4,367	4,374	4,511	4,660
Northland Community and Technical College	2,507	2,889	3,084	3,544	4,016	4,250	4,604	4,799	4,893	4,899
Northwest Technical College - Bemidji	2,369	2,751	3,029	3,428	3,901	4,170	4,535	4,704	4,808	4,955
Pine Technical College	2,430	2,813	3,122	3,421	3,571	3,726	4,071	4,206	4,341	4,457
Ridgewater College	2,514	2,876	3,194	3,571	3,991	4,134	4,355	4,517	4,606	4,729
Riverland Community College	2,432	2,762	3,084	3,473	3,871	4,109	4,427	4,598	4,701	4,841
Rochester Community and Technical College	2,483	2,781	3,116	3,529	4,013	4,268	4,497	4,656	4,820	4,944
St. Cloud Technical and Community College	2,325	2,540	2,878	3,336	3,810	3,980	4,302	4,424	4,614	4,737
Saint Paul College	2,328	2,552	2,816	3,202	3,499	3,791	4,134	4,319	4,399	4,554
South Central College	2,408	2,550	2,837	3,165	3,532	3,818	4,223	4,436	4,515	4,697

<b>State Universities</b>	<b>Fiscal Year</b>									
	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Bemidji SU	3,480	3,955	4,279	4,852	5,446	5,801	6,265	6,507	6,756	6,953
Metropolitan SU	2,942	3,098	3,359	3,852	4,392	4,681	5,083	5,293	5,473	5,628
Minnesota SU, Mankato	3,132	3,450	3,762	4,258	4,841	5,157	5,587	5,795	5,951	6,117
Minnesota SU Moorhead	3,093	3,192	3,527	4,060	4,590	4,894	5,354	5,585	6,016	6,186
St. Cloud SU	3,139	3,418	3,814	4,370	4,981	5,188	5,488	5,719	5,905	6,084
Southwest Minnesota SU	3,272	3,471	3,850	4,360	5,201	5,579	5,965	6,242	6,412	6,636
Winona SU	3,337	3,559	4,013	4,548	5,120	5,464	5,893	6,117	6,281	6,462

**Table 3-2**  
**Average Annual Tuition and Fees**  
**Minnesota State Colleges and Universities vs. Border States and Nation**  
**Fiscal Year 2003 - Fiscal Year 2008**

	Minnesota State Colleges and Universities			Border States			Nation		
	Two-year	Four-year	All	Two-year	Four-year	All	Two-year	Four-year	All
FY2003	3,042	3,800	3,185	2,710	3,659	3,063	1,916	3,665	2,615
FY2004	3,407	4,329	3,581	2,788	4,416	3,384	2,098	4,110	2,877
FY2005	3,805	4,939	4,020	3,043	4,879	3,720	2,252	4,488	3,107
FY2006	4,021	5,252	4,254	3,267	4,979	3,898	2,360	4,794	3,310
FY2007	4,290	5,662	4,549	3,539	5,464	4,123	2,488	5,108	3,497
FY2008	4,444	5,894	4,718	3,700	5,696	4,322	2,593	5,428	3,680

**Table 3-3**  
**Minnesota State Colleges and Universities**  
**Colleges and Universities by Carnegie Classifications**

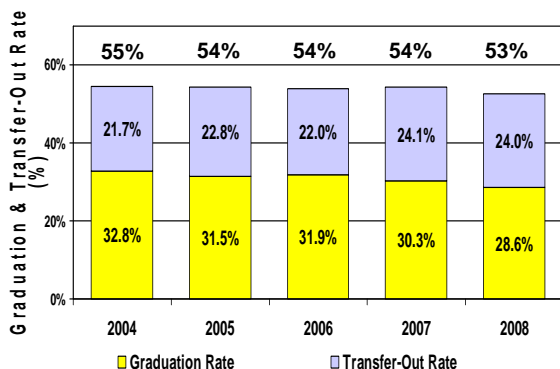
<b>Carnegie Code</b>	<b>Carnegie Classification</b>
1	Assoc/Pub-R-S: Associate's--Public Rural-serving Small Itasca Community College Mesabi Range Community and Technical College Northwest Technical College - Bemidji Pine Technical College Rainy River Community College Vermilion Community College
2	Assoc/Pub-R-M: Associate's--Public Rural-serving Medium Alexandria Technical College Central Lakes College Hibbing Community College Minnesota State College-Southeast Technical Minnesota State Community and Technical College Minnesota West Community and Technical College Northland Community and Technical College Ridgewater College Riverland Community College Saint Cloud Technical and Community College South Central College
3	Assoc/Pub-R-L: Associate's--Public Rural-serving Large Lake Superior College Rochester Community and Technical College
4	Assoc/Pub-S-SC: Associate's--Public Suburban-serving Single Campus Century College Dakota County Technical College Inver Hills Community College Normandale Community College North Hennepin Community College
5	Assoc/Pub-S-MC: Associate's--Public Suburban-serving Multicampus Anoka-Ramsey Community College Anoka Technical College Hennepin Technical College
6	Assoc/Pub-U-SC: Associate's--Public Urban-serving Single Campus Minneapolis Community and Technical College Saint Paul College
18	Master's L: Master's Colleges and Universities (larger programs) Minnesota State University, Mankato Saint Cloud State University
19	Master's M: Master's Colleges and Universities (medium programs) Metropolitan State University Winona State University
20	Master's S: Master's Colleges and Universities (smaller programs) Bemidji State University Minnesota State University Moorhead Southwest Minnesota State University
33	Tribal: Tribal Colleges Fond du Lac Tribal and Community College

## Chapter 4 IPEDS Graduation and Transfer-Out Rates

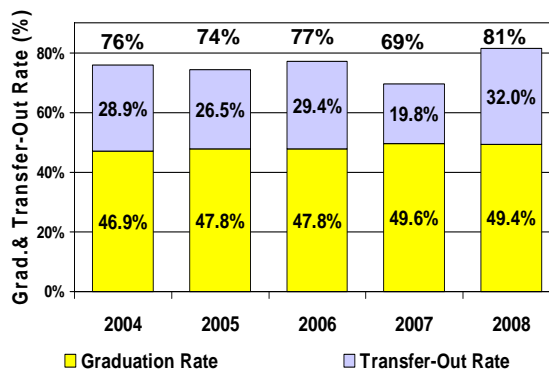
This chapter includes graduation and transfer-out rates as reported to the National Center for Education Statistics on the Integrated Postsecondary Education Data System (IPEDS) Graduation Rates Survey. The graduation rate is the percent of full-time, first-time certificate-seeking, diploma-seeking or degree-seeking undergraduate students who graduate within 150 percent of the time it would take a full-time student to complete the award. The transfer-out rate is the percent of these students who do not graduate within 150 percent of the time, but transfer to another college or university. The most recent rates for each state university and college are reported by race/ethnicity and gender in Table 4-1 at the end of this chapter.

The combined graduation and transfer-out rates for the state colleges and for the state universities reported to IPEDS between 2004 and 2008 are shown in the following figures. Figure 4-1 shows rates for the state colleges and Figure 4-2 shows rates for the state universities.

**Figure 4-1  
COLLEGE GRADUATION  
& TRANSFER-OUT RATES**



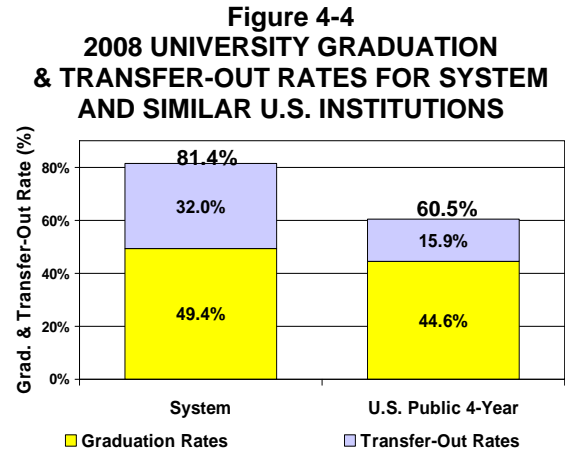
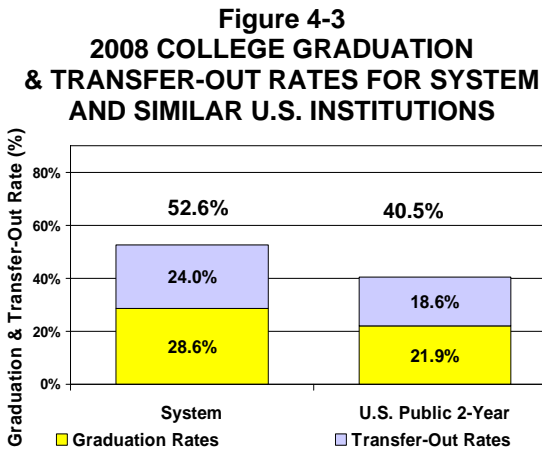
**Figure 4-2  
UNIVERSITY GRADUATION  
& TRANSFER-OUT RATES**



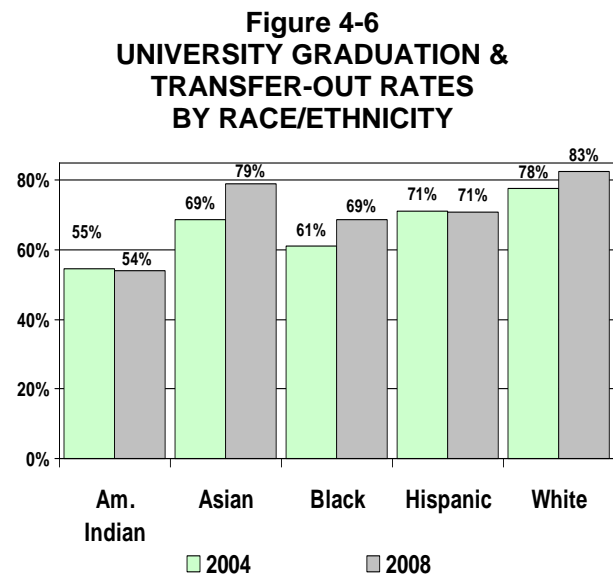
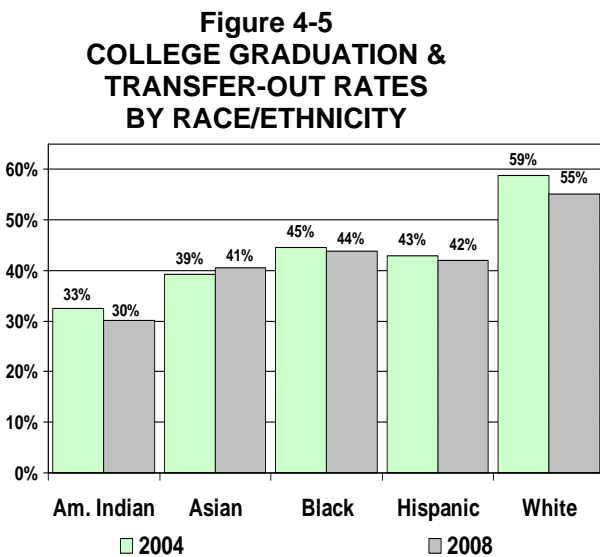
Graduation and transfer-out rates for similar colleges and universities are included in this report to provide context for the system rates. However, only institutions with a mission to provide substantial preparation for students to transfer are required to report transfers-out to IPEDS, otherwise transfer-out reporting is optional. All system colleges and universities do report transfers-out. Transfers-out are reported by 80 percent of college peers and 60 percent of university peers.

The 2008 graduation and transfer-out rates for the state colleges, 28.6 percent and 24.0 percent, were higher than those of similar U.S. public two-year colleges, as shown in Figure 4-3. The 2008 graduation and transfer-out rates for the state universities, 49.4 percent and 32.0 percent, also were higher than those of similar U.S. public four-year universities, as shown in Figure 4-4. Similar colleges and universities are public institutions with the same Basic Carnegie Classification Code as Minnesota state system

colleges and universities. The Basic Carnegie Classification Code classifies all accredited degree-granting colleges and universities in the United States and is widely used as a basis for comparison of colleges and universities. A complete list of Carnegie Classifications for the Minnesota State Colleges and Universities is included in Chapter 3.

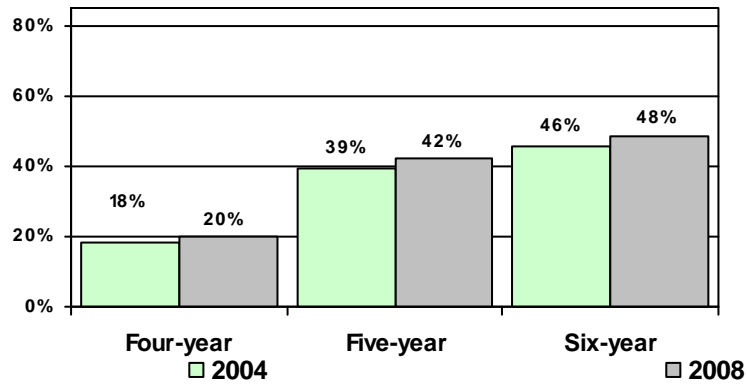


Combined graduation and transfer-out rates by race/ethnicity are reported in Figures 4-5 and 4-6. The graduation and transfer-out rate increased for Asian students between 2004 and 2008 at the state colleges, as shown in Figure 4-5. Graduation rates at the state universities increased for Asian, Black, and White students between 2004 and 2008, as shown in Figure 4-6.



Cumulative four-, five-, and six-year graduation rates at the state universities for bachelors degree completers are reported in Figure 4-7 for 2004 and 2008. Increases are seen in all three categories. Data for each university are shown in Table 4-2 at the end of this chapter.

**Figure 4-7  
UNIVERSITY FOUR-, FIVE- AND SIX-YEAR  
GRADUATION RATES FOR BACHELORS  
DEGREE COMPLETERS**



A system initiative called Access, Opportunity and Success, with a goal of improving recruitment and retention of underrepresented students, began in fiscal year 2008. The Board of Trustees allocated \$11 million each year for this initiative. The system provided funds to every college and university to expand programs and services that have proven to be effective. Best practices for improving retention and graduation include programs to help new students succeed in the transition from high school, advisors who routinely initiate contact with students, learning communities of students, summer programs and tutoring.

The system also is participating in Access to Success initiative which is sponsored by the National Association of System Heads. The goal of this initiative is to halve the gap in graduation and transfer rates between underrepresented minority and low income students and majority students. Twenty-three public college and university systems from across the country are participating in the initiative. Each system college and university has established targets for improvement in the persistence and completion rate of underrepresented students in order to help achieve the goal.

**Table 4-1  
2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students  
Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>Colleges Total</b>											
	Graduation Rate	15.4%	7.4%	14.7%	19.4%	19.2%	31.9%	18.2%	29.5%	27.4%	28.6%
	Transfer Out Rate	20.2%	36.4%	15.5%	21.2%	22.8%	23.2%	27.6%	22.2%	26.3%	24.0%
	Combined Rate	35.6%	43.8%	30.2%	40.6%	42.0%	55.1%	45.8%	51.8%	53.8%	52.6%
<b>Metro Area Community Colleges Total</b>											
	Graduation Rate	11.1%	4.1%	6.5%	17.2%	10.0%	15.1%	11.5%	10.7%	17.2%	14.0%
	Transfer Out Rate	30.6%	49.1%	22.6%	25.9%	31.4%	38.2%	34.9%	39.1%	36.3%	37.7%
	Combined Rate	41.7%	53.1%	29.0%	43.1%	41.4%	53.2%	46.3%	49.8%	53.4%	51.6%
<b>Anoka-Ramsey Community College</b>											
	Initial Cohort	3	24	8	34	8	913	31	481	540	1021
	Total Completers	1		1	11	2	152	4	66	105	171
	Transfers-Out	1	17	1	10	2	344	10	180	205	385
	Graduation Rate	33.3%		12.5%	32.4%	25.0%	16.7%	12.9%	13.7%	19.4%	16.8%
	Transfer Out Rate	33.3%	70.8%	12.5%	29.4%	25.0%	37.7%	32.3%	37.4%	38.0%	37.7%
	Combined Rate	66.7%	70.8%	25.0%	61.8%	50.0%	54.3%	45.2%	51.1%	57.4%	54.5%
<b>Inver Hills Community College</b>											
	Initial Cohort	3	37	7	37	26	542	20	325	347	672
	Total Completers		2		4	1	66	1	26	48	74
	Transfers-Out		19		10	6	192	6	120	113	233
	Graduation Rate		5.4%		10.8%	3.9%	12.2%	5.0%	8.0%	13.8%	11.0%
	Transfer Out Rate		51.4%		27.0%	23.1%	35.4%	30.0%	36.9%	32.6%	34.7%
	Combined Rate		56.8%		37.8%	26.9%	47.6%	35.0%	44.9%	46.4%	45.7%
<b>Normandale Community College</b>											
	Initial Cohort	11	118	10	86	28	887	143	625	658	1283
	Total Completers		5	1	13	3	120	15	55	102	157
	Transfers-Out	3	55	3	24	13	382	57	283	254	537
	Graduation Rate		4.2%	10.0%	15.1%	10.7%	13.5%	10.5%	8.8%	15.5%	12.2%
	Transfer Out Rate	27.3%	46.6%	30.0%	27.9%	46.4%	43.1%	39.9%	45.3%	38.6%	41.9%
	Combined Rate	27.3%	50.9%	40.0%	43.0%	57.1%	56.6%	50.4%	54.1%	54.1%	54.1%
<b>North Hennepin Community College</b>											
	Initial Cohort	19	92	6	75	8	468	24	359	333	692
	Total Completers	3	4		12	1	86	5	44	67	111
	Transfers-Out	7	42	3	16	1	154	3	117	109	226
	Graduation Rate	15.8%	4.4%		16.0%	12.5%	18.4%	20.8%	12.3%	20.1%	16.0%
	Transfer Out Rate	36.8%	45.7%	50.0%	21.3%	12.5%	32.9%	12.5%	32.6%	32.7%	32.7%
	Combined Rate	52.6%	50.0%	50.0%	37.3%	25.0%	51.3%	33.3%	44.9%	52.9%	48.7%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

\*\* Indicates that information was suppressed to prevent disclosure of personally identifiable information.

Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

Source: Office of the Chancellor Research and Planning

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**Table 4-1**  
**2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender**  
**Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students**  
**Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>Metro Area Community and Technical Colleges Total</b>											
	Graduation Rate	11.5%	2.9%	14.3%	13.5%	11.5%	19.5%	11.9%	16.1%	14.3%	15.2%
	Transfer Out Rate	11.5%	28.1%	20.6%	21.2%	17.3%	25.6%	28.6%	22.3%	28.2%	25.2%
	Combined Rate	23.1%	31.1%	34.9%	34.6%	28.9%	45.1%	40.5%	38.4%	42.5%	40.4%
<b>Century College</b>											
	Initial Cohort	**	55	**	135	15	824	11	498	555	1053
	Total Completers	**	2	**	15		124		57	85	142
	Transfers-Out	**	21	**	38	6	253	6	143	186	329
	Graduation Rate	**	3.6%	**	11.1%		15.1%		11.5%	15.3%	13.5%
	Transfer Out Rate	**	38.2%	**	28.2%	40.0%	30.7%	54.6%	28.7%	33.5%	31.2%
	Combined Rate	**	41.8%	**	39.3%	40.0%	45.8%	54.6%	40.2%	48.8%	44.7%
<b>Minneapolis Community and Technical College</b>											
	Initial Cohort	20	215	44	32	22	347	18	361	337	698
	Total Completers	1	5	7	3	1	43	4	26	38	64
	Transfers-Out	2	62	7	4	2	74	4	78	77	155
	Graduation Rate	5.0%	2.3%	15.9%	9.4%	4.6%	12.4%	22.2%	7.2%	11.3%	9.2%
	Transfer Out Rate	10.0%	28.8%	15.9%	12.5%	9.1%	21.3%	22.2%	21.6%	22.9%	22.2%
	Combined Rate	15.0%	31.2%	31.8%	21.9%	13.6%	33.7%	44.4%	28.8%	34.1%	31.4%
<b>Saint Paul College</b>											
	Initial Cohort	**	139	**	41	15	215	13	244	191	435
	Total Completers	**	5	**	10	5	103	1	95	32	127
	Transfers-Out	**	32	**	2	1	28	2	25	42	67
	Graduation Rate	**	3.6%	**	24.4%	33.3%	47.9%	7.7%	38.9%	16.8%	29.2%
	Transfer Out Rate	**	23.0%	**	4.9%	6.7%	13.0%	15.4%	10.3%	22.0%	15.4%
	Combined Rate	**	26.6%	**	29.3%	40.0%	60.9%	23.1%	49.2%	38.7%	44.6%
<b>Metro Area Technical Colleges Total</b>											
	Graduation Rate	28.6%	22.3%	20.0%	25.5%	31.3%	37.1%	29.6%	35.0%	35.2%	35.0%
	Transfer Out Rate	35.7%	24.3%	10.0%	7.3%	15.6%	13.6%	9.1%	11.7%	20.9%	14.2%
	Combined Rate	64.3%	46.6%	30.0%	32.7%	46.9%	50.7%	38.6%	46.6%	56.1%	49.3%
<b>Anoka Technical College</b>											
	Initial Cohort		14	**	5	**	312		261	76	337
	Total Completers		3	**		**	106		89	22	111
	Transfers-Out		5	**	2	**	45		33	19	52
	Graduation Rate		21.4%	**		**	34.0%		34.1%	29.0%	32.9%
	Transfer Out Rate		35.7%	**	40.0%	**	14.4%		12.6%	25.0%	15.4%
	Combined Rate		57.1%	**	40.0%	**	48.4%		46.7%	54.0%	48.4%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

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Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

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**Table 4-1  
2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students  
Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>Dakota County Technical College</b>											
	Initial Cohort	**	20	**	14	12	373	13	292	149	441
	Total Completers	**	7	**	2	4	165	3	126	57	183
	Transfers-Out	**	2	**	1	3	52		36	24	60
	Graduation Rate	**	35.0%	**	14.3%	33.3%	44.2%	23.1%	43.2%	38.3%	41.5%
	Transfer Out Rate	**	10.0%	**	7.1%	25.0%	13.9%		12.3%	16.1%	13.6%
	Combined Rate	**	45.0%	**	21.4%	58.3%	58.2%	23.1%	55.5%	54.4%	55.1%
<b>Hennepin Technical College</b>											
	Initial Cohort	**	69	6	36	**	476	31	474	167	641
	Total Completers	**	13	2	12	**	160	10	144	59	203
	Transfers-Out	**	18	1	1	**	61	4	51	39	90
	Graduation Rate	**	18.8%	33.3%	33.3%	**	33.6%	32.3%	30.4%	35.3%	31.7%
	Transfer Out Rate	**	26.1%	16.7%	2.8%	**	12.8%	12.9%	10.8%	23.4%	14.0%
	Combined Rate	**	44.9%	50.0%	36.1%	**	46.4%	45.2%	41.1%	58.7%	45.7%
<b>Greater Minnesota Community Colleges Total</b>											
	Graduation Rate	50.0%	10.4%	14.3%	60.0%	10.0%	32.5%	7.7%	24.1%	32.5%	27.0%
	Transfer Out Rate		60.4%	9.1%	20.0%	30.0%	27.0%	30.8%	33.5%	21.4%	29.4%
	Combined Rate	50.0%	70.8%	23.4%	80.0%	40.0%	59.5%	38.5%	57.6%	54.0%	56.4%
<b>Fond du Lac Tribal and Community College</b>											
	Initial Cohort		**	52	**	**	119	**	82	95	177
	Total Completers		**	7	**	**	37	**	19	26	45
	Transfers-Out		**	4	**	**	27	**	12	19	31
	Graduation Rate		**	13.5%	**	**	31.1%	**	23.2%	27.4%	25.4%
	Transfer Out Rate		**	7.7%	**	**	22.7%	**	14.6%	20.0%	17.5%
	Combined Rate		**	21.2%	**	**	53.8%	**	37.8%	47.4%	42.9%
<b>Itasca Community College</b>											
	Initial Cohort		**	19	**	**	236	9	171	100	271
	Total Completers		**	4	**	**	87	1	56	37	93
	Transfers-Out		**	1	**	**	51	3	40	17	57
	Graduation Rate		**	21.1%	**	**	36.9%	11.1%	32.8%	37.0%	34.3%
	Transfer Out Rate		**	5.3%	**	**	21.6%	33.3%	23.4%	17.0%	21.0%
	Combined Rate		**	26.3%	**	**	58.5%	44.4%	56.1%	54.0%	55.4%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

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Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

Source: Office of the Chancellor Research and Planning

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**Table 4-1  
2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students  
Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>Rainy River Community College</b>											
	Initial Cohort	4	50	**			36	**	67	28	95
	Total Completers	2	7	**			15	**	14	10	24
	Transfers-Out		26	**			12	**	30	10	40
	Graduation Rate	50.0%	14.0%	**			41.7%	**	20.9%	35.7%	25.3%
	Transfer Out Rate		52.0%	**			33.3%	**	44.8%	35.7%	42.1%
	Combined Rate	50.0%	66.0%	**			75.0%	**	65.7%	71.4%	67.4%
<b>Vermilion Community College</b>											
	Initial Cohort		42	**	**	16	132		166	29	195
	Total Completers		2	**	**	2	31		28	9	37
	Transfers-Out		31	**	**	6	51		81	8	89
	Graduation Rate		4.8%	**	**	12.5%	23.5%		16.9%	31.0%	19.0%
	Transfer Out Rate		73.8%	**	**	37.5%	38.6%		48.8%	27.6%	45.6%
	Combined Rate		78.6%	**	**	50.0%	62.1%		65.7%	58.6%	64.6%
<b>Greater Minnesota Community and Technical Colleges Total</b>											
	Graduation Rate	9.5%	10.4%	16.8%	29.7%	25.7%	38.5%	24.8%	37.3%	34.8%	36.2%
	Transfer Out Rate	9.5%	34.3%	14.6%	15.4%	22.1%	18.2%	24.8%	17.5%	20.7%	18.9%
	Combined Rate	19.1%	44.6%	31.4%	45.1%	47.8%	56.7%	49.5%	54.8%	55.5%	55.1%
<b>Central Lakes College</b>											
	Initial Cohort	**	17	8	**	6	674		409	300	709
	Total Completers	**		1	**	1	275		174	105	279
	Transfers-Out	**	5	1	**	2	133		79	63	142
	Graduation Rate	**		12.5%	**	16.7%	40.8%		42.5%	35.0%	39.4%
	Transfer Out Rate	**	29.4%	12.5%	**	33.3%	19.7%		19.3%	21.0%	20.0%
	Combined Rate	**	29.4%	25.0%	**	50.0%	60.5%		61.9%	56.0%	59.4%
<b>Lake Superior College</b>											
	Initial Cohort		9	9	**	**	410	22	260	194	454
	Total Completers			2	**	**	91	3	49	47	96
	Transfers-Out		2	2	**	**	88	5	55	44	99
	Graduation Rate			22.2%	**	**	22.2%	13.6%	18.9%	24.2%	21.2%
	Transfer Out Rate		22.2%	22.2%	**	**	21.5%	22.7%	21.2%	22.7%	21.8%
	Combined Rate		22.2%	44.4%	**	**	43.7%	36.4%	40.0%	46.9%	43.0%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

\*\* Indicates that information was suppressed to prevent disclosure of personally identifiable information.

Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

Source: Office of the Chancellor Research and Planning

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**Table 4-1  
2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students  
Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>Minnesota State Community and Technical College</b>											
	Initial Cohort	**	39	55	**	24	1075	34	708	531	1239
	Total Completers	**	5	13	**	4	410	7	266	178	444
	Transfers-Out	**	18	4	**	9	214	12	139	118	257
	Graduation Rate	**	12.8%	23.6%	**	16.7%	38.1%	20.6%	37.6%	33.5%	35.8%
	Transfer Out Rate	**	46.2%	7.3%	**	37.5%	19.9%	35.3%	19.6%	22.2%	20.7%
	Combined Rate	**	59.0%	30.9%	**	54.2%	58.1%	55.9%	57.2%	55.7%	56.6%
<b>Minnesota West Community and Technical College</b>											
	Initial Cohort	**	29	**	8	13	427	16	304	199	503
	Total Completers	**	3	**	3	5	243	7	175	88	263
	Transfers-Out	**	9	**	3	2	39	4	30	27	57
	Graduation Rate	**	10.3%	**	37.5%	38.5%	56.9%	43.8%	57.6%	44.2%	52.3%
	Transfer Out Rate	**	31.0%	**	37.5%	15.4%	9.1%	25.0%	9.9%	13.6%	11.3%
	Combined Rate	**	41.4%	**	75.0%	53.9%	66.0%	68.8%	67.4%	57.8%	63.6%
<b>Hibbing Community College</b>											
	Initial Cohort		37	8	**	**	296	**	221	123	344
	Total Completers		1	1	**	**	143	**	82	64	146
	Transfers-Out		23	2	**	**	49	**	59	16	75
	Graduation Rate		2.7%	12.5%	**	**	48.3%	**	37.1%	52.0%	42.4%
	Transfer Out Rate		62.2%	25.0%	**	**	16.6%	**	26.7%	13.0%	21.8%
	Combined Rate		64.9%	37.5%	**	**	64.9%	**	63.8%	65.0%	64.2%
<b>Mesabi Range Community and Technical College</b>											
	Initial Cohort		23	**	**	**	235	**	187	77	264
	Total Completers		3	**	**	**	116	**	88	32	120
	Transfers-Out		7	**	**	**	40	**	29	20	49
	Graduation Rate		13.0%	**	**	**	49.4%	**	47.1%	41.6%	45.5%
	Transfer Out Rate		30.4%	**	**	**	17.0%	**	15.5%	26.0%	18.6%
	Combined Rate		43.5%	**	**	**	66.4%	**	62.6%	67.5%	64.0%
<b>Northland Community and Technical College</b>											
	Initial Cohort		22	25	6	21	448	3	293	232	525
	Total Completers		3	4	2	2	162		107	66	173
	Transfers-Out		3	3	1	3	71	1	33	49	82
	Graduation Rate		13.6%	16.0%	33.3%	9.5%	36.2%		36.5%	28.5%	33.0%
	Transfer Out Rate		13.6%	12.0%	16.7%	14.3%	15.9%	33.3%	11.3%	21.1%	15.6%
	Combined Rate		27.3%	28.0%	50.0%	23.8%	52.0%	33.3%	47.8%	49.6%	48.6%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

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Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

Source: Office of the Chancellor Research and Planning

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**Table 4-1**  
**2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender**  
**Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students**  
**Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>Ridgewater College</b>											
	Initial Cohort		12	6	7	23	830	4	469	413	882
	Total Completers		2		1	10	369	1	192	191	383
	Transfers-Out		1	1	1	5	145	2	72	83	155
	Graduation Rate		16.7%		14.3%	43.5%	44.5%	25.0%	40.9%	46.3%	43.4%
	Transfer Out Rate		8.3%	16.7%	14.3%	21.7%	17.5%	50.0%	15.4%	20.1%	17.6%
	Combined Rate		25.0%	16.7%	28.6%	65.2%	61.9%	75.0%	56.3%	66.3%	61.0%
<b>Riverland Community College</b>											
	Initial Cohort	12	23	**	5	24	429	**	306	192	498
	Total Completers		1	**	1	7	189	**	123	77	200
	Transfers-Out	2	11	**	1	3	68	**	45	40	85
	Graduation Rate		4.4%	**	20.0%	29.2%	44.1%	**	40.2%	40.1%	40.2%
	Transfer Out Rate	16.7%	47.8%	**	20.0%	12.5%	15.9%	**	14.7%	20.8%	17.1%
	Combined Rate	16.7%	52.2%	**	40.0%	41.7%	59.9%	**	54.9%	60.9%	57.2%
<b>Rochester Community and Technical College</b>											
	Initial Cohort	5	70	12	42	14	864	19	526	500	1026
	Total Completers		11	1	13	3	212	6	120	126	246
	Transfers-Out		16	4	4	2	213	2	118	123	241
	Graduation Rate		15.7%	8.3%	31.0%	21.4%	24.5%	31.6%	22.8%	25.2%	24.0%
	Transfer Out Rate		22.9%	33.3%	9.5%	14.3%	24.7%	10.5%	22.4%	24.6%	23.5%
	Combined Rate		38.6%	41.7%	40.5%	35.7%	49.2%	42.1%	45.3%	49.8%	47.5%
<b>South Central College</b>											
	Initial Cohort		8	3	3	8	441	5	272	196	468
	Total Completers		1			2	149	1	98	55	153
	Transfers-Out		4	2		3	53	1	34	29	63
	Graduation Rate		12.5%			25.0%	33.8%	20.0%	36.0%	28.1%	32.7%
	Transfer Out Rate		50.0%	66.7%		37.5%	12.0%	20.0%	12.5%	14.8%	13.5%
	Combined Rate		62.5%	66.7%		62.5%	45.8%	40.0%	48.5%	42.9%	46.2%
<b>Greater Minnesota Technical Colleges Total</b>											
	Graduation Rate	33.3%	7.4%	13.9%	30.4%	17.4%	42.2%	40.0%	42.7%	37.5%	40.7%
	Transfer Out Rate		18.5%	19.4%	30.4%	17.4%	20.3%	10.0%	16.7%	25.4%	20.1%
	Combined Rate	33.3%	25.9%	33.3%	60.9%	34.8%	62.5%	50.0%	59.5%	62.8%	60.8%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

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Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

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**Table 4-1**  
**2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender**  
**Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students**  
**Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>Alexandria Technical College</b>											
	Initial Cohort		**	**	**	12	527	17	386	180	566
	Total Completers		**	**	**	3	311	6	228	95	323
	Transfers-Out		**	**	**		67	2	48	23	71
	Graduation Rate		**	**	**	25.0%	59.0%	35.3%	59.1%	52.8%	57.1%
	Transfer Out Rate		**	**	**		12.7%	11.8%	12.4%	12.8%	12.5%
	Combined Rate		**	**	**	25.0%	71.7%	47.1%	71.5%	65.6%	69.6%
<b>Minnesota State College - Southeast Technical</b>											
	Initial Cohort	**	5	**	6	**	329		201	146	347
	Total Completers	**	2	**	2	**	111		68	48	116
	Transfers-Out	**	1	**	1	**	52		30	26	56
	Graduation Rate	**	40.0%	**	33.3%	**	33.7%		33.8%	32.9%	33.4%
	Transfer Out Rate	**	20.0%	**	16.7%	**	15.8%		14.9%	17.8%	16.1%
	Combined Rate	**	60.0%	**	50.0%	**	49.5%		48.8%	50.7%	49.6%
<b>Northwest Technical College - Bemidji</b>											
	Initial Cohort		**	26	**	**	**	**	85	112	197
	Total Completers		**	4	**	**	**	**	24	40	64
	Transfers-Out		**	5	**	**	**	**	15	39	54
	Graduation Rate		**	15.4%	**	**	**	**	28.2%	35.7%	32.5%
	Transfer Out Rate		**	19.2%	**	**	**	**	17.7%	34.8%	27.4%
	Combined Rate		**	34.6%	**	**	**	**	45.9%	70.5%	59.9%
<b>Pine Technical College</b>											
	Initial Cohort		**				**		31	23	54
	Total Completers		**				**		7	9	16
	Transfers-Out		**				**		6	3	9
	Graduation Rate		**				**		22.6%	39.1%	29.6%
	Transfer Out Rate		**				**		19.4%	13.0%	16.7%
	Combined Rate		**				**		41.9%	52.2%	46.3%
<b>St. Cloud Technical and Community College +</b>											
	Initial Cohort	**	16	**	11	6	657	**	432	276	708
	Total Completers	**		**	2	1	232	**	158	84	242
	Transfers-Out	**	3	**	4	1	177	**	91	96	187
	Graduation Rate	**		**	18.2%	16.7%	35.3%	**	36.6%	30.4%	34.2%
	Transfer Out Rate	**	18.8%	**	36.4%	16.7%	26.9%	**	21.1%	34.8%	26.4%
	Combined Rate	**	18.8%	**	54.6%	33.3%	62.3%	**	57.6%	65.2%	60.6%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

\*\* Indicates that information was suppressed to prevent disclosure of personally identifiable information.

Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

Source: Office of the Chancellor Research and Planning

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**Table 4-1  
2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students  
Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>State Universities Total</b>											
	Graduation Rate	43.2%	29.8%	19.7%	42.0%	40.0%	51.3%	47.1%	44.9%	52.6%	49.4%
	Transfer Out Rate	14.7%	38.7%	34.4%	37.0%	30.9%	31.3%	34.1%	29.6%	33.6%	32.0%
	Combined Rate	57.9%	68.6%	54.1%	79.0%	70.9%	82.5%	81.2%	74.5%	86.2%	81.4%
<b>Bemidji State University</b>											
	Initial Cohort	**	6	18	**	**	537	10	303	281	584
	Total Completers	**		2	**	**	283	3	151	141	292
	Transfers-Out	**	1	5	**	**	137	1	67	79	146
	Graduation Rate	**		11.1%	**	**	52.7%	30.0%	49.8%	50.2%	50.0%
	Transfer Out Rate	**	16.7%	27.8%	**	**	25.5%	10.0%	22.1%	28.1%	25.0%
	Combined Rate	**	16.7%	38.9%	**	**	78.2%	40.0%	72.0%	78.3%	75.0%
<b>Metropolitan State University</b>											
	Initial Cohort	**	6	**	15		22	7	23	32	55
	Total Completers	**		**	3		7		4	7	11
	Transfers-Out	**	4	**	5		6	1	6	12	18
	Graduation Rate	**		**	20.0%		31.8%		17.4%	21.9%	20.0%
	Transfer Out Rate	**	66.7%	**	33.3%		27.3%	14.3%	26.1%	37.5%	32.7%
	Combined Rate	**	66.7%	**	53.3%		59.1%	14.3%	43.5%	59.4%	52.7%
<b>Minnesota State University, Mankato *</b>											
	Initial Cohort		36	6	43	12	1515	439	968	1083	2051
	Total Completers		14	3	24	4	808	204	475	582	1057
	Transfers-Out		18		13	3	498	118	289	361	650
	Graduation Rate		38.9%	50.0%	55.8%	33.3%	53.4%	46.5%	49.1%	53.7%	51.6%
	Transfer Out Rate		50.0%		30.2%	25.0%	32.9%	26.9%	29.9%	33.3%	31.7%
	Combined Rate		88.9%	50.0%	86.1%	58.3%	86.3%	73.4%	79.0%	87.1%	83.3%
<b>Minnesota State University Moorhead</b>											
	Initial Cohort	15	14	11	4	13	826	363	455	791	1246
	Total Completers	4	1	2	3	4	361	139	141	373	514
	Transfers-Out	2	5	6	1	5	294	137	163	287	450
	Graduation Rate	26.7%	7.1%	18.2%	75.0%	30.8%	43.7%	38.3%	31.0%	47.2%	41.3%
	Transfer Out Rate	13.3%	35.7%	54.6%	25.0%	38.5%	35.6%	37.7%	35.8%	36.3%	36.1%
	Combined Rate	40.0%	42.9%	72.7%	100.0%	69.2%	79.3%	76.0%	66.8%	83.4%	77.4%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

\*\* Indicates that information was suppressed to prevent disclosure of personally identifiable information.

Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

Source: Office of the Chancellor Research and Planning

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**Table 4-1**  
**2008 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender**  
**Two-year College Fall 2005 and Four-year University Fall 2002 First-time, Full-time, Degree-seeking Students**  
**Minnesota State Colleges and Universities**

Area	Institution	Non-Resident Alien	African American	American Indian	Asian/Pacific Islander	Hispanic	White	Unknown Race/Ethnicity	Total Male	Total Female	Grand Total
<b>St. Cloud State University</b>											
	Initial Cohort	25	31	21	57	14	1568	435	876	1275	2151
	Total Completers	19	15	5	23	10	812	181	399	666	1065
	Transfers-Out	4	8	8	24	2	479	174	265	434	699
	Graduation Rate	76.0%	48.4%	23.8%	40.4%	71.4%	51.8%	41.6%	45.6%	52.2%	49.5%
	Transfer Out Rate	16.0%	25.8%	38.1%	42.1%	14.3%	30.6%	40.0%	30.3%	34.0%	32.5%
	Combined Rate	92.0%	74.2%	61.9%	82.5%	85.7%	82.3%	81.6%	75.8%	86.3%	82.0%
<b>Southwest Minnesota State University</b>											
	Initial Cohort	24	23	**	**	8	383	34	233	247	480
	Total Completers	6	4	**	**	4	173	6	74	119	193
	Transfers-Out		9	**	**	2	82	15	54	58	112
	Graduation Rate	25.0%	17.4%	**	**	50.0%	45.7%	17.7%	32.3%	48.2%	40.6%
	Transfer Out Rate		39.1%	**	**	25.0%	21.6%	44.1%	23.6%	23.5%	23.5%
	Combined Rate	25.0%	56.5%	**	**	75.0%	67.3%	61.8%	55.9%	71.7%	64.1%
<b>Winona State University</b>											
	Initial Cohort	22	8	**	10	**	847	625	467	1050	1517
	Total Completers	8	3	**	4	**	476	368	246	613	859
	Transfers-Out	7	3	**	5	**	283	207	140	368	508
	Graduation Rate	36.4%	37.5%	**	40.0%	**	56.2%	58.9%	52.7%	58.4%	56.6%
	Transfer Out Rate	31.8%	37.5%	**	50.0%	**	33.4%	33.1%	30.0%	35.1%	33.5%
	Combined Rate	68.2%	75.0%	**	90.0%	**	89.6%	92.0%	82.7%	93.4%	90.1%

+ St. Cloud Technical and Community College was a technical college in fall 2005 and is grouped with the technical colleges.

\* Minnesota State University, Mankato (-1) and Southwest Minnesota State University (-4) include allowable exclusions which were subtracted from the initial cohort to produce the rates.

\*\* Indicates that information was suppressed to prevent disclosure of personally identifiable information.

Note: The graduation rate and transfer-out rate may not sum to the combined rate because of rounding.

Source: Office of the Chancellor Research and Planning

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**Table 4-2**  
**2008 IPEDS Cumulative Four-, Five-, and Six-year Graduation Rates**  
**for Bachelor's Degree Completers**  
**Fall 2002 First-time, Full-time, Degree-seeking Students**  
**Minnesota State Universities**

Institution	Cohort	4 Years		5 Years or Less		6 Years or Less	
		Number	Graduation Rate	Number	Graduation Rate	Number	Graduation Rate
Bemidji State University	584	114	19.5%	232	39.7%	268	45.9%
Metropolitan State University	55	3	5.5%	6	10.9%	11	20.0%
Minnesota State University, Mankato	2,051	376	18.3%	938	45.8%	1,048	51.1%
Minnesota State University Moorhead	1,246	218	17.5%	435	34.9%	498	40.0%
St. Cloud State University	2,151	416	19.3%	886	41.2%	1,048	48.7%
Southwest Minnesota State University	480	94	19.7%	164	34.5%	190	39.9%
Winona State University	1,517	378	24.9%	762	50.2%	840	55.4%
<b>Total: Universities</b>	<b>8,084</b>	<b>1,599</b>	<b>19.8%</b>	<b>3,423</b>	<b>42.3%</b>	<b>3,903</b>	<b>48.3%</b>

## Chapter 5

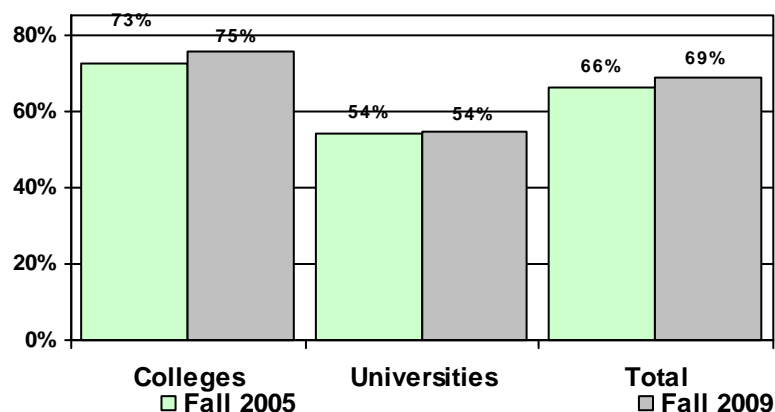
### Students Traditionally Underrepresented in Higher Education

This chapter contains information about students traditionally underrepresented in higher education. Table 5-1 at the end of this chapter shows undergraduate underrepresented students enrolled in credit courses in fiscal year 2009 by institution.

Underrepresented students include students of color (African American/Black, Asian, Hispanic, American Indian and multi-racial) plus first generation students, and low income students. A first generation student, as defined by the Minnesota State Legislature for accountability purposes, is a student neither of whose parents attended college. The Minnesota State Colleges and Universities system uses Pell grant eligibility as an indicator of low-income.

Between fall 2008 and fall 2009 the system saw a dramatic increase in enrollment of new students from groups traditionally underrepresented in higher education. The state colleges and universities enrolled 7,300 new underrepresented students fall 2009 and 8,000 more underrepresented students returned to the system's institutions fall 2009. Figure 5-1 shows that underrepresented students constitute 69 percent of undergraduate credit enrollment on the 30<sup>th</sup> day of fall 2009. The system experienced a 29 percent increase from 73,195 underrepresented students enrolled fall 2005 to 94,639 enrolled fall 2009. These numbers are enrollment counts of students taking credit-based courses on the 30<sup>th</sup> day of the fall semester.

**Figure 5-1**  
**FALL 30<sup>th</sup> DAY UNDERGRADUATE UNDERREPRESENTED STUDENTS**



A system initiative called Access, Opportunity and Success, with a goal of improving recruitment and retention of underrepresented students, began in fiscal year 2008. The Board of Trustees has allocated \$11 million each year for this initiative. The system's Access and Opportunity Centers, based at St. Cloud State University, Minnesota State Community and Technical College, Century College and Inver Hills Community College, also are at work on improving students' college readiness by developing college-preparatory programs and college-level courses, advising students and their parents on education and career paths and providing professional development for K-12 teachers.

The system provided funds to every college and university to improve recruitment and retention of underrepresented students. Activities to improve recruitment include brochures, posters and a Web site in nine languages also reached out to students from non-English speaking backgrounds in the grades eight through ten to explain the benefits of attending college and to encourage them to prepare for college.

Thirtieth day enrollment was up fall 2009 in all underrepresented subgroups. Between fall 2008 and fall 2009, the number of new students of color grew by 16 percent, new first-generation college students increased by 21 percent, and new students eligible for Pell grants increased by 37 percent.

**Table 5-1**  
**Undergraduate Students Enrolled in Credit Courses in FY2009**  
**Underrepresented Students: Pell Recipients, First-generation Students and Students of Color**  
**Minnesota State Colleges and Universities**

Institution	Unduplicated Headcount	Underrepresented Students							
		First-generation		Pell Eligible		Students of Color		Total	
		#	%	#	%	#	%	#	%
<b>Colleges</b>									
Alexandria Technical College	3,685	656	17.8%	727	19.7%	107	2.9%	1,276	34.6%
Anoka-Ramsey Community College	11,044	2,230	20.2%	2,355	21.3%	1,323	12.0%	4,534	41.1%
Anoka Technical College	3,405	781	22.9%	821	24.1%	526	15.4%	1,557	45.7%
Central Lakes College	5,539	1,293	23.3%	1,671	30.2%	222	4.0%	2,503	45.2%
Century College	13,031	3,059	23.5%	4,009	30.8%	3,550	27.2%	6,710	51.5%
Dakota County Technical College	5,282	902	17.1%	918	17.4%	747	14.1%	1,922	36.4%
Fond du Lac Tribal and Community College	2,748	466	17.0%	726	26.4%	551	20.1%	1,137	41.4%
Hennepin Technical College	8,564	2,132	24.9%	2,275	26.6%	2,366	27.6%	4,431	51.7%
Inver Hills Community College	8,535	1,536	18.0%	1,596	18.7%	1,516	17.8%	3,367	39.4%
Lake Superior College	8,513	1,372	16.1%	1,749	20.5%	595	7.0%	2,929	34.4%
Minneapolis Community and Technical College	13,477	3,380	25.1%	5,584	41.4%	5,884	43.7%	8,612	63.9%
Minnesota State College - Southeast Technical	3,062	881	28.8%	1,023	33.4%	315	10.3%	1,685	55.0%
Minnesota State Community and Technical College	8,940	1,934	21.6%	2,622	29.3%	668	7.5%	3,927	43.9%
Minnesota West Community and Technical College	4,547	866	19.0%	1,161	25.5%	353	7.8%	1,730	38.0%
Normandale Community College	14,095	2,561	18.2%	3,114	22.1%	3,160	22.4%	5,943	42.2%
North Hennepin Community College	9,943	2,343	23.6%	2,792	28.1%	2,984	30.0%	5,204	52.3%
<b>Northeast Higher Education District</b>	<b>7,005</b>	<b>1,415</b>	<b>20.2%</b>	<b>2,569</b>	<b>36.7%</b>	<b>576</b>	<b>8.2%</b>	<b>3,352</b>	<b>47.9%</b>
Hibbing Community College	2,085	463	22.2%	892	42.8%	119	5.7%	1,127	54.1%
Itasca Community College	1,498	305	20.4%	589	39.3%	126	8.4%	754	50.3%
Mesabi Range Community and Technical College	2,127	407	19.1%	703	33.1%	158	7.4%	922	43.3%
Rainy River Community College	451	107	23.7%	139	30.8%	73	16.2%	221	49.0%
Vermilion Community College	844	133	15.8%	246	29.1%	100	11.8%	328	38.9%
Northland Community and Technical College	5,601	1,340	23.9%	1,771	31.6%	627	11.2%	2,677	47.8%
Northwest Technical College - Bemidji	2,433	688	28.3%	661	27.2%	305	12.5%	1,240	51.0%
Pine Technical College	1,235	333	27.0%	380	30.8%	89	7.2%	613	49.6%
Ridgewater College	5,779	1,375	23.8%	1,714	29.7%	364	6.3%	2,680	46.4%
Riverland Community College	4,824	1,083	22.5%	1,213	25.1%	516	10.7%	2,070	42.9%
Rochester Community and Technical College	7,856	1,734	22.1%	2,066	26.3%	1,119	14.2%	3,531	44.9%
St. Cloud Technical and Community College	5,184	1,348	26.0%	1,563	30.2%	394	7.6%	2,473	47.7%
Saint Paul College	8,717	2,374	27.2%	3,233	37.1%	4,040	46.3%	5,523	63.4%
South Central College	5,573	1,161	20.8%	1,434	25.7%	387	6.9%	2,221	39.9%
<b>Subtotal: Colleges</b>	<b>178,617</b>	<b>39,243</b>	<b>22.0%</b>	<b>49,747</b>	<b>27.9%</b>	<b>33,284</b>	<b>18.6%</b>	<b>83,847</b>	<b>46.9%</b>
Bemidji State University	5,566	859	15.4%	1,449	26.0%	375	6.7%	2,136	38.4%
Metropolitan State University	8,755	2,126	24.3%	2,238	25.6%	2,331	26.6%	4,504	51.4%
Minnesota State University, Mankato	14,472	2,054	14.2%	3,243	22.4%	1,204	8.3%	4,921	34.0%
Minnesota State University Moorhead	8,166	1,107	13.6%	1,913	23.4%	509	6.2%	2,844	34.8%
St. Cloud State University	18,430	2,722	14.8%	3,991	21.7%	1,506	8.2%	6,297	34.2%
Southwest Minnesota State University	7,355	663	9.0%	848	11.5%	390	5.3%	1,440	19.6%
Winona State University	8,606	1,084	12.6%	1,572	18.3%	452	5.3%	2,526	29.4%
<b>Subtotal: Universities</b>	<b>71,350</b>	<b>10,615</b>	<b>14.9%</b>	<b>15,254</b>	<b>21.4%</b>	<b>6,767</b>	<b>9.5%</b>	<b>24,668</b>	<b>34.6%</b>
<b>Total: Colleges and Universities</b>	<b>249,967</b>	<b>49,858</b>	<b>19.9%</b>	<b>65,001</b>	<b>26.0%</b>	<b>40,051</b>	<b>16.0%</b>	<b>108,515</b>	<b>43.4%</b>

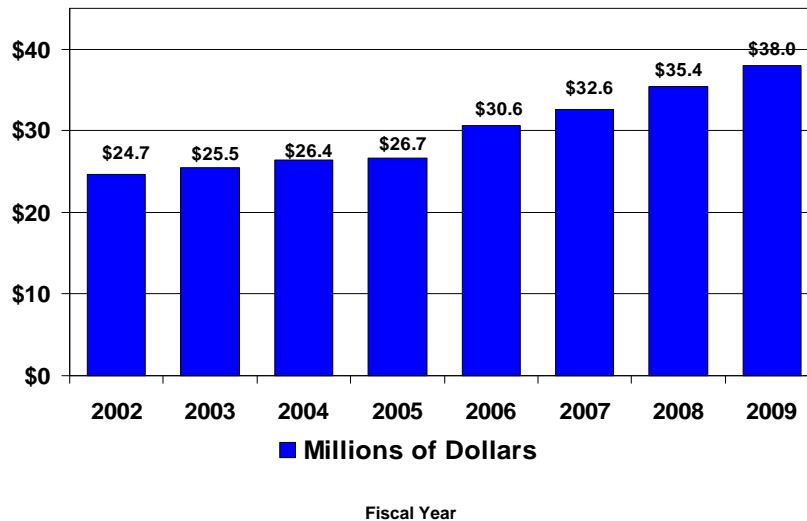
## Chapter 6

### Workforce Development Activities

#### Customized Training Revenues

This chapter reports on the system's workforce development activities as measured by customized training revenues. Customized training and education programs help employers meet their training needs and become competitive in a world economy. Customized training revenues increased by 53 percent from \$24.7 million in fiscal year 2002 to \$38.0 million in fiscal year 2009, as shown in Figure 6-1. The figure includes revenues from employers and other sources, but excludes state appropriations that support customized training.

**Figure 6-1**  
**CUSTOMIZED TRAINING REVENUES**



The 2006-2010 Action Plan for the Minnesota State Colleges and Universities included targets on three goals to advance the strategic direction that focuses on providing programs and services integral to state and regional economic needs.



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