

# Report to the Legislature

February 1, 2008



**Minnesota**  
STATE COLLEGES  
& UNIVERSITIES



## Table of Contents

Introduction.....	2
Chapter 1: System and Institutional Allocations.....	3
Chapter 2: Reallocation of Resources to Advance the System’s and the State’s Priorities...14	
Chapter 3: Tuition and Fees.....	33
Chapter 4: IPEDS Graduation and Transfer-out Rates.....	37
Chapter 5: Students Traditionally Underrepresented in Higher Education.....	50
Chapter 6: Workforce Development Activities: Customized Training Revenues.....	54

## 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 allocation. It includes the following documents:

- MnSCU Master Green Sheet: The document shows the systems state appropriation allocation for FY2007-FY2009 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: The 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 - May 2007: This attachment is the summary sheet of the Minnesota State Colleges and Universities allocation model showing the final FY2008 allocation to individual colleges and universities.
- College/University Allocations - November 2007: This attachment is the summary sheet of the Minnesota State Colleges and Universities allocation model showing the final FY2009 allocation to individual colleges and universities.

# MnSCU MASTER GREEN SHEET

December 17, 2007

	FY2007	FY2008	FY2009
<b>Institutional Basic Allocations</b>			
Base	477,250,295	512,693,360	530,006,815
1% Performance		[6,669,000]	[6,893,000]
Inflation		17,350,707	18,160,460
ITC Earnings	1,000,000		
Enrollment - Reinvestment	34,500,000		
PALS	874,356	931,291	968,543
NetWork (Contract & Non Credit)	10,235,553	10,235,553	10,235,553
<b>Subtotal Basic Allocations</b>	<b>523,860,204</b>	<b>541,210,911</b>	<b>559,371,371</b>
<b>Institutional Priority Allocations</b>			
Alliss Subsidy	439,334	439,334	439,334
Fire Fighter Subsidy	279,155	279,155	279,155
Management Programs (FBM/SBM)	193,126	193,126	193,126
MnOnline	600,000	600,000	600,000
NetWork (Contract & Non Credit)	1,353,758	1,353,758	1,353,758
Sign Language Interpreter	1,541,199	1,541,199	1,541,199
Initiatives	7,500,000	7,500,000	
Centers for Excellence	5,000,000	5,000,000	5,000,000
Competitive Salaries	6,000,000	6,000,000	6,000,000
On-going Initiatives		16,000,000	18,500,000
-Serving Underserved		[11,000,000]	[11,000,000]
-Technology		[5,000,000]	[7,500,000]
Non-resident tuition buy-down		2,479,000	2,479,000
Community Energy Pilots		440,000	440,000
Cook Co Higher Education		40,000	40,000
Econ Dev e-Folio Upgrade		225,000	225,000
NHED - Range Voc Ed		1,000,000	1,000,000
Range Higher Education Needs Study		300,000	
SPC - Clean Room		750,000	
Textbook Pricing		500,000	
Title IX Compliance		200,000	
Tuition Buydown			9,400,000
<b>Subtotal Institutional Priority Allocations</b>	<b>22,906,571</b>	<b>44,840,571</b>	<b>47,490,571</b>
<b>Subtotal Institutional Allocations</b>	<b>546,766,775</b>	<b>586,051,482</b>	<b>606,861,942</b>
<b>Systemwide Set Asides</b>			
Attorney General	816,536	616,536	616,536
Board/Chancellor Initiatives	1,700,000	1,500,000	
Debt Service - system level	14,000,000	15,500,000	16,000,000
- campus level	[8,500,000]	[9,500,000]	[10,500,000]
Repair and Replacement	385,736	585,736	385,736
Searches	500,000	500,000	500,000
System audit program	1,054,403	1,054,403	1,054,403
Enterprise Technology		24,089,000	26,228,000
<b>Subtotal - Set Asides</b>	<b>18,456,675</b>	<b>43,845,675</b>	<b>44,784,675</b>
Office of the Chancellor	12,636,985	13,047,687	13,671,736
Shared Services Division	27,833,566	28,938,156	29,878,647
<b>Subtotal - Office of Chancellor/Shared Services</b>	<b>40,470,550</b>	<b>41,985,843</b>	<b>43,550,383</b>
<b>Subtotal Systemwide Set Asides</b>	<b>58,927,225</b>	<b>85,831,518</b>	<b>88,335,058</b>
<b>TOTAL ALLOCATIONS</b>	<b>605,694,000</b>	<b>671,883,000</b>	<b>695,197,000</b>
<b>AVAILABLE RESOURCES</b>			
State Appropriation	<b>602,194,000</b>	<b>666,883,000</b>	<b>689,297,000</b>
ITC EARNINGS	3,500,000	5,000,000	5,900,000
<b>TOTAL AVAILABLE RESOURCES</b>	<b>605,694,000</b>	<b>671,883,000</b>	<b>695,197,000</b>
UNDER/(OVER)	(0)	(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.

**COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2006 DATA) - FINAL  
May 2007**

		Sum A thru F    g/tot g									
Inst ID	Institution Name	FY2006 FYE	A Allocation for Instruction & Academic Support	B Allocation for Administrative & Student Support Services	C Allocation for Facilities	D Allocation for Library	E Allocation for Separately Budgeted Research & Public Service	F Allocation for Enrollment Adjustment	G TOTAL ALLOCATION FRAMEWORK	H % Share of Allocation	I FY2007 BASE ALLOCATION
0203	Alexandria TC	2,071	6,146,953	2,863,520	1,079,167	353,137	122,181	187,281	10,752,239	1.89%	10,047,852
0152	Anoka Ramsey CC	4,540	8,639,619	4,538,263	1,175,646	502,373	173,814	263,644	15,293,359	2.68%	12,579,727
0202	Anoka TC	1,601	4,334,383	2,133,443	869,781	256,816	88,855	144,946	7,828,224	1.37%	7,224,236
0070	Bemidji SU & Northwest TC-Bemidji	4,959	13,109,707	6,858,945	2,619,034	1,355,261	627,305	(429,513)	24,140,738	4.24%	22,014,389
0301	Central Lakes College	2,347	6,653,199	3,465,786	1,600,070	410,167	141,912	83,149	12,354,283	2.17%	11,622,373
0304	Century College	5,980	12,318,192	5,378,205	1,559,824	673,968	233,183	175,313	20,338,684	3.57%	17,812,169
0211	Dakota County TC	2,255	6,273,528	2,756,084	1,231,060	359,124	124,252	179,910	10,923,956	1.92%	10,108,403
0163	Fond du Lac Tribal & CC	1,190	2,015,605	1,196,706	282,481	122,318	42,320	71,643	3,731,073	0.66%	2,456,047
0204	Hennepin TC	3,649	11,354,628	4,748,523	2,373,650	646,688	223,745	317,523	19,664,757	3.45%	18,253,503
0157	Inver Hills CC	3,300	6,068,935	2,791,920	603,450	331,251	114,608	150,245	10,060,409	1.77%	8,884,626
0302	Lake Superior College	3,396	8,131,293	3,859,040	882,928	450,564	155,889	101,261	13,580,975	2.38%	11,490,560
0076	Metropolitan SU	4,571	11,188,441	5,957,460	1,705,802	1,131,102	523,549	130,827	20,637,181	3.62%	18,657,679
0305	Minneapolis College	5,329	11,780,218	5,431,459	2,905,873	704,114	243,613	(12,606)	21,052,672	3.70%	18,631,398
0213	Minnesota SC-Southeast Technical	1,578	4,147,062	2,277,230	792,487	252,587	87,392	23,776	7,580,534	1.33%	6,479,358
0442	Minnesota State College	4,619	10,791,898	5,079,337	1,557,172	609,994	211,049	238,976	18,488,426	3.25%	16,078,061
0072	Minnesota SU Moorhead	6,818	17,477,107	8,490,346	2,982,044	1,736,970	803,985	(324,648)	31,165,804	5.47%	28,868,273
0071	Minnesota SU, Mankato	13,343	32,670,686	14,113,099	3,620,131	3,024,235	1,399,818	(358,168)	54,469,801	9.56%	49,177,465
0209	Minnesota West College	2,067	6,343,750	3,600,317	1,755,272	409,477	141,673	(97,888)	12,152,601	2.13%	11,255,796
0156	Normandale CC	6,008	10,945,375	4,849,297	1,045,153	589,394	203,922	235,834	17,868,974	3.14%	15,015,498
0153	North Hennepin CC	4,165	7,723,284	3,464,188	872,841	422,111	146,044	152,060	12,780,529	2.24%	10,706,610
0411	Northeast Higher Education District	4,188	10,888,687	6,211,594	3,001,685	703,569	243,425	(370,940)	20,678,019	3.63%	21,175,159
0403	Northland College	2,744	7,896,067	3,638,362	1,370,841	451,684	156,276	(71,348)	13,441,883	2.36%	12,265,499
0205	Pine TC	410	1,199,594	1,172,132	278,724	92,766	32,096	49,826	2,825,138	0.50%	2,382,071
0308	Ridgewater College	3,145	8,969,769	3,938,892	1,713,859	511,788	177,071	210,063	15,521,444	2.72%	14,203,623
0307	Riverland College	2,311	6,573,159	3,525,331	1,621,959	410,216	141,929	66,082	12,338,676	2.17%	11,052,170
0306	Rochester College	4,388	8,942,788	3,744,107	1,559,821	498,635	172,521	(18,625)	14,899,247	2.62%	12,858,011
0206	Saint Paul College	3,090	8,293,633	3,648,982	1,374,776	466,109	161,267	205,099	14,149,866	2.48%	12,749,613
0309	South Central College	2,238	8,022,011	3,661,037	1,135,411	448,646	155,225	180,978	13,603,307	2.39%	12,882,116
0075	Southwest Minnesota SU	3,754	8,579,578	5,179,832	1,575,941	920,121	425,893	(494,883)	16,186,483	2.84%	15,083,436
0073	St. Cloud SU	13,825	34,053,454	14,218,085	4,527,354	3,167,934	1,466,331	(354,871)	57,078,287	10.02%	51,669,419
0208	St. Cloud TC	2,666	6,925,491	2,912,459	891,937	375,546	129,934	210,621	11,445,989	2.01%	10,119,276
0074	Winona SU	7,675	18,893,252	8,974,632	2,860,916	1,843,728	853,400	(845,569)	32,580,359	5.72%	28,945,878
<b>TOTAL</b>		<b>134,220</b>	<b>327,351,345</b>	<b>154,678,613</b>	<b>53,427,091</b>	<b>24,232,393</b>	<b>9,924,477</b>	<b>0</b>	<b>569,613,919</b>	<b>100.00%</b>	<b>512,750,295</b>

MnSCU Finance Division  
s:\finance\bargain\FY2008 allocation\Summary of  
FY2008 Institutional Allocation - FINAL  
May 23, 2007

**COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2006 DATA) - FINAL  
May 2007**

		i/tot i J	j*\$256.4m K	h*\$256.4m L	k+l M	j*\$18.6m N	n+o O	p-i P	Q	o+g R	r/tot r S	r-i T
Inst ID	Institution Name	% Share of FY2007 Base	50% FY2007 Base % Share	50% Allocation Framework % Share	FY2008 Base Allocation	Inflation	FY2008 Total Base + Inflation	\$ Change Over FY2007	Bridge Transition	FY2008 Allocation	% Share of FY2008 Allocation	\$ Change Over FY2007
0203	Alexandria TC	1.96%	5,023,368	4,838,893	9,862,261	340,004	10,202,265	154,414		10,202,265	1.92%	154,414
0152	Anoka Ramsey CC	2.45%	6,289,165	6,882,560	13,171,725	425,679	13,597,404	1,017,677		13,597,404	2.56%	1,017,677
0202	Anoka TC	1.41%	3,611,717	3,522,981	7,134,698	244,457	7,379,156	154,920		7,379,156	1.39%	154,920
0070	Bemidji SU & Northwest TC-Bemidji	4.29%	11,005,972	10,864,197	21,870,170	744,934	22,615,104	600,715		22,615,104	4.26%	600,715
0301	Central Lakes College	2.27%	5,810,541	5,559,870	11,370,412	393,284	11,763,695	141,322		11,763,695	2.22%	141,322
0304	Century College	3.47%	8,905,096	9,153,137	18,058,233	602,737	18,660,970	848,801		18,660,970	3.52%	848,801
0211	Dakota County TC	1.97%	5,053,640	4,916,172	9,969,812	342,053	10,311,865	203,463		10,311,865	1.94%	203,463
0163	Fond du Lac Tribal & CC	0.48%	1,227,887	1,679,117	2,907,004	83,109	2,990,113	534,066		2,990,113	0.56%	534,066
0204	Hennepin TC	3.56%	9,125,738	8,849,846	17,975,584	617,671	18,593,255	339,752		18,593,255	3.51%	339,752
0157	Inver Hills CC	1.73%	4,441,820	4,527,545	8,969,365	300,643	9,270,007	385,381		9,270,007	1.75%	385,381
0302	Lake Superior College	2.24%	5,744,642	6,111,926	11,856,568	388,823	12,245,391	754,831		12,245,391	2.31%	754,831
0076	Metropolitan SU	3.64%	9,327,804	9,287,471	18,615,275	631,348	19,246,623	588,944		19,246,623	3.63%	588,944
0305	Minneapolis College	3.63%	9,314,665	9,474,457	18,789,121	630,459	19,419,580	788,182		19,419,580	3.66%	788,182
0213	Minnesota SC-Southeast Technical	1.26%	3,239,319	3,411,512	6,650,831	219,252	6,870,083	390,725		6,870,083	1.30%	390,725
0442	Minnesota State College	3.14%	8,038,138	8,320,455	16,358,593	544,058	16,902,650	824,589		16,902,650	3.19%	824,589
0072	Minnesota SU Moorhead	5.63%	14,432,534	14,025,729	28,458,262	976,859	29,435,122	566,849		29,435,122	5.55%	566,849
0071	Minnesota SU, Mankato	9.59%	24,586,002	24,513,363	49,099,365	1,664,092	50,763,457	1,585,992		50,763,457	9.57%	1,585,992
0209	Minnesota West College	2.20%	5,627,273	5,469,106	11,096,379	380,879	11,477,259	221,463		11,477,259	2.16%	221,463
0156	Normandale CC	2.93%	7,506,915	8,041,679	15,548,594	508,102	16,056,697	1,041,198		16,056,697	3.03%	1,041,198
0153	North Hennepin CC	2.09%	5,352,710	5,751,696	11,104,406	362,296	11,466,702	760,092		11,466,702	2.16%	760,092
0411	Northeast Higher Education District	4.13%	10,586,404	9,305,850	19,892,254	716,536	20,608,790	(566,369)	424,777	21,033,567	3.97%	(141,592)
0403	Northland College	2.39%	6,132,069	6,049,329	12,181,398	415,046	12,596,444	330,945		12,596,444	2.37%	330,945
0205	Pine TC	0.46%	1,190,903	1,271,413	2,462,317	80,606	2,542,922	160,851		2,542,922	0.48%	160,851
0308	Ridgewater College	2.77%	7,101,023	6,985,206	14,086,229	480,629	14,566,858	363,235		14,566,858	2.75%	363,235
0307	Riverland College	2.16%	5,525,471	5,552,846	11,078,318	373,989	11,452,307	400,137		11,452,307	2.16%	400,137
0306	Rochester College	2.51%	6,428,292	6,705,195	13,133,487	435,096	13,568,583	710,572		13,568,583	2.56%	710,572
0206	Saint Paul College	2.49%	6,374,099	6,367,947	12,742,046	431,428	13,173,474	423,861		13,173,474	2.48%	423,861
0309	South Central College	2.51%	6,440,343	6,121,976	12,562,319	435,912	12,998,230	116,115		12,998,230	2.45%	116,115
0075	Southwest Minnesota SU	2.94%	7,540,880	7,284,498	14,825,378	510,401	15,335,779	252,343		15,335,779	2.89%	252,343
0073	St. Cloud SU	10.08%	25,831,841	25,687,275	51,519,116	1,748,416	53,267,532	1,598,113		53,267,532	10.04%	1,598,113
0208	St. Cloud TC	1.97%	5,059,076	5,151,105	10,210,181	342,421	10,552,603	433,327		10,552,603	1.99%	433,327
0074	Winona SU	5.65%	14,471,332	14,662,329	29,133,661	979,485	30,113,146	1,167,269		30,113,146	5.68%	1,167,269
<b>TOTAL</b>		<b>100.00%</b>	<b>256,346,680</b>	<b>256,346,680</b>	<b>512,693,360</b>	<b>17,350,707</b>	<b>530,044,067</b>	<b>17,293,772</b>	<b>424,777</b>	<b>530,468,844</b>	<b>100.00%</b>	<b>17,718,550</b>

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FY2008 Institutional Allocation - FINAL  
May 23, 2007

256,346,680

17,350,707

**COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2006 DATA) - FINAL  
May 2007**

Inst ID	Institution Name	t/i	V	W	s*\$6.6m
		U			X
		% Change Over FY2007	FY2008 Non Resident Non Reciprocity Distribution	FY2008 Legislative Specials	FY2008 Contribution to 1% Performance
0203	Alexandria TC	1.5%			(128,262)
0152	Anoka Ramsey CC	8.1%			(170,945)
0202	Anoka TC	2.1%			(92,770)
0070	Bemidji SU & Northwest TC-Bemidji	2.7%		200,000	(284,315)
0301	Central Lakes College	1.2%			(147,892)
0304	Century College	4.8%	481,584		(234,604)
0211	Dakota County TC	2.0%			(129,640)
0163	Fond du Lac Tribal & CC	21.7%			(37,591)
0204	Hennepin TC	1.9%			(233,753)
0157	Inver Hills CC	4.3%	194,420	40,000	(116,542)
0302	Lake Superior College	6.6%		40,000	(153,948)
0076	Metropolitan SU	3.2%			(241,967)
0305	Minneapolis College	4.2%	826,353		(244,141)
0213	Minnesota SC-Southeast Technical	6.0%			(86,370)
0442	Minnesota State College	5.1%			(212,498)
0072	Minnesota SU Moorhead	2.0%			(370,055)
0071	Minnesota SU, Mankato	3.2%			(638,193)
0209	Minnesota West College	2.0%		133,333	(144,291)
0156	Normandale CC	6.9%	467,532		(201,863)
0153	North Hennepin CC	7.1%			(144,158)
0411	Northeast Higher Education District	-0.7%		1,658,334	(264,432)
0403	Northland College	2.7%			(158,361)
0205	Pine TC	6.8%			(31,969)
0308	Ridgewater College	2.6%			(183,133)
0307	Riverland College	3.6%		133,333	(143,977)
0306	Rochester College	5.5%	273,017		(170,583)
0206	Saint Paul College	3.3%	146,900	750,000	(165,616)
0309	South Central College	0.9%			(163,412)
0075	Southwest Minnesota SU	1.7%			(192,800)
0073	St. Cloud SU	3.1%			(669,674)
0208	St. Cloud TC	4.3%	90,062		(132,666)
0074	Winona SU	4.0%			(378,579)
<b>TOTAL</b>		<b>3.46%</b>	<b>2,479,868</b>	<b>2,955,000</b>	<b>(6,669,000)</b>

(6,669,000)

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FY2008 Institutional Allocation - FINAL  
May 23, 2007

**Minnesota State Colleges and Universities  
FY2009 COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2007 DATA) - DRAFT  
November 2007**

		Sum A thru F		g/tot g						
		A	B	C	D	E	F	G	H	
Inst ID	Institution Name	FY2007 FYE	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	2,114	6,140,621	3,024,799	1,045,433	357,380	123,648	198,464	10,890,344	1.89%
0152	Anoka Ramsey CC	4,876	9,105,272	4,901,670	1,166,062	531,055	183,737	298,186	16,185,982	2.80%
0202	Anoka TC	1,576	4,164,284	2,265,178	851,232	254,824	88,166	156,356	7,780,040	1.35%
0070	Bemidji SU & Northwest TC-Bemidji	4,975	12,917,534	6,748,540	2,509,065	1,330,508	615,848	(384,731)	23,736,764	4.11%
0301	Central Lakes College	2,340	6,591,118	3,528,392	1,596,558	410,062	141,876	77,764	12,345,769	2.14%
0304	Century College	5,957	12,365,353	5,256,190	1,401,214	665,797	230,356	203,227	20,122,137	3.49%
0211	Dakota County TC	2,203	6,093,830	2,753,242	1,195,128	351,477	121,606	167,270	10,682,553	1.85%
0163	Fond du Lac Tribal & CC	1,179	2,134,497	1,685,651	291,430	143,905	49,789	92,105	4,397,378	0.76%
0204	Hennepin TC	3,616	11,508,986	4,794,601	2,424,840	655,495	226,792	357,483	19,968,197	3.46%
0157	Inver Hills CC	3,488	6,311,406	2,847,686	603,524	341,692	118,220	164,263	10,386,791	1.80%
0302	Lake Superior College	3,279	8,257,627	3,895,115	925,086	457,724	158,366	164,186	13,858,105	2.40%
0076	Metropolitan SU	4,600	11,506,456	6,087,265	1,926,881	1,171,236	542,126	160,444	21,394,408	3.71%
0305	Minneapolis College	5,706	11,709,534	5,326,654	2,533,748	684,948	236,982	6,602	20,498,468	3.55%
0213	Minnesota SC-Southeast Technical	1,514	4,229,670	2,521,128	811,333	264,675	91,574	29,599	7,947,977	1.38%
0442	Minnesota State College	4,601	11,230,685	5,123,120	1,677,161	631,084	218,346	151,128	19,031,524	3.30%
0072	Minnesota SU Moorhead	6,661	17,729,513	8,474,711	2,960,512	1,749,884	809,963	(430,744)	31,293,839	5.42%
0071	Minnesota SU, Mankato	13,222	32,873,173	13,826,517	3,623,861	3,019,413	1,397,586	(355,712)	54,384,838	9.42%
0209	Minnesota West College	2,048	6,287,950	3,744,595	1,644,343	408,691	141,401	(67,252)	12,159,728	2.11%
0156	Normandale CC	6,348	11,337,192	4,937,236	976,074	603,768	208,895	254,256	18,317,420	3.17%
0153	North Hennepin CC	4,191	8,014,134	3,725,795	893,049	442,154	152,979	175,139	13,403,250	2.32%
0411	Northeast Higher Education District	4,244	10,635,184	6,082,835	2,743,442	681,151	235,669	(243,093)	20,135,189	3.49%
0403	Northland College	2,850	8,044,259	3,752,894	1,316,253	458,969	158,797	(341,573)	13,389,600	2.32%
0205	Pine TC	437	1,213,792	1,599,420	286,238	108,481	37,533	64,681	3,310,145	0.57%
0308	Ridgewater College	3,196	8,957,266	4,067,243	1,715,978	515,917	178,500	201,409	15,636,313	2.71%
0307	Riverland College	2,273	6,472,588	3,499,107	1,622,731	405,805	140,403	75,326	12,215,959	2.12%
0306	Rochester College	4,273	9,312,524	3,792,787	1,658,548	516,735	178,783	(14,890)	15,444,488	2.68%
0206	Saint Paul College	3,276	8,403,420	3,820,702	1,313,996	473,834	163,940	236,561	14,412,453	2.50%
0309	South Central College	2,344	7,670,833	3,739,743	1,085,843	437,375	151,325	177,556	13,262,676	2.30%
0075	Southwest Minnesota SU	3,689	8,721,839	5,329,394	1,725,656	946,613	438,156	(545,756)	16,615,901	2.88%
0073	St. Cloud SU	14,070	35,847,044	14,767,032	4,438,204	3,303,137	1,528,912	(416,720)	59,467,609	10.30%
0208	St. Cloud TC	2,782	7,045,624	3,139,551	973,889	390,567	135,131	213,043	11,897,804	2.06%
0074	Winona SU	7,911	19,068,439	8,911,467	2,820,543	1,848,027	855,390	(824,576)	32,679,290	5.66%
<b>TOTAL</b>		<b>135,839</b>	<b>331,901,647</b>	<b>157,970,263</b>	<b>52,757,854</b>	<b>24,562,383</b>	<b>10,060,794</b>	<b>0</b>	<b>577,252,940</b>	<b>100.00%</b>

**Minnesota State Colleges and Universities**  
**FY2009 COLLEGE/UNIVERSITY ALLOCATIONS**  
**(FRAMEWORK BASED ON FY2007 DATA) - DRAFT**  
**November 2007**

		i/tot i	j*\$265m	h*\$265m	k+1	j*\$18.1m	n+o	p-i	Q	o+q	
		I	J	K	L	M	N	O	P	R	
Inst ID	Institution Name	FY2008 BASE ALLOCATION	% Share of FY2008 Base	50% FY2009 Base % Share	50% Allocation Framework % Share	FY2009 Base Allocation	Inflation	FY2009 Total Base + Inflation	\$ Change Over FY2008	Bridge Transition Hold Harmless to FY07	FY2009 Allocation
0203	Alexandria TC	10,202,265	1.92%	5,100,774	4,999,504	10,100,278	349,552	10,449,830	247,564		10,449,830
0152	Anoka Ramsey CC	13,597,404	2.57%	6,798,224	7,430,608	14,228,832	465,877	14,694,709	1,097,305		14,694,709
0202	Anoka TC	7,379,156	1.39%	3,689,318	3,571,636	7,260,954	252,826	7,513,780	134,624		7,513,780
0070	Bemidji SU & Northwest TC-Bemidji	22,615,104	4.27%	11,306,757	10,896,997	22,203,754	774,843	22,978,597	363,493		22,978,597
0301	Central Lakes College	11,763,695	2.22%	5,881,434	5,667,656	11,549,090	403,050	11,952,140	188,444		11,952,140
0304	Century College	18,660,970	3.52%	9,329,829	9,237,605	18,567,435	639,365	19,206,800	545,830		19,206,800
0211	Dakota County TC	10,311,865	1.95%	5,155,570	4,904,112	10,059,682	353,307	10,412,989	101,124		10,412,989
0163	Fond du Lac Tribal & CC	2,990,113	0.56%	1,494,951	2,018,734	3,513,685	102,448	3,616,133	626,020		3,616,133
0204	Hennepin TC	18,593,255	3.51%	9,295,974	9,166,935	18,462,909	637,045	19,099,955	506,699		19,099,955
0157	Inver Hills CC	9,270,007	1.75%	4,634,678	4,768,334	9,403,012	317,611	9,720,623	450,616		9,720,623
0302	Lake Superior College	12,245,391	2.31%	6,122,265	6,361,934	12,484,199	419,554	12,903,753	658,361		12,903,753
0076	Metropolitan SU	19,246,623	3.63%	9,622,635	9,821,675	19,444,311	659,431	20,103,742	857,118		20,103,742
0305	Minneapolis College	19,419,580	3.66%	9,709,108	9,410,370	19,119,478	665,357	19,784,835	365,254		19,784,835
0213	Minnesota SC-Southeast Technical	6,870,083	1.30%	3,434,800	3,648,732	7,083,532	235,384	7,318,916	448,833		7,318,916
0442	Minnesota State College	16,902,650	3.19%	8,450,731	8,736,930	17,187,661	579,121	17,766,783	864,133		17,766,783
0072	Minnesota SU Moorhead	29,435,122	5.55%	14,716,526	14,366,274	29,082,801	1,008,511	30,091,312	656,190		30,091,312
0071	Minnesota SU, Mankato	50,763,457	9.58%	25,379,945	24,966,815	50,346,760	1,739,266	52,086,026	1,322,569		52,086,026
0209	Minnesota West College	11,477,259	2.17%	5,738,226	5,582,248	11,320,474	393,236	11,713,710	236,451		11,713,710
0156	Normandale CC	16,056,697	3.03%	8,027,784	8,409,102	16,436,886	550,137	16,987,023	930,326		16,987,023
0153	North Hennepin CC	11,466,702	2.16%	5,732,948	6,153,120	11,886,069	392,874	12,278,943	812,241		12,278,943
0411	Northeast Higher Education District	20,608,790	3.89%	10,303,671	9,243,597	19,547,268	706,102	20,253,370	(355,420)	460,895	20,714,264
0403	Northland College	12,596,444	2.38%	6,297,779	6,146,854	12,444,633	431,582	12,876,215	279,771		12,876,215
0205	Pine TC	2,542,922	0.48%	1,271,372	1,519,611	2,790,982	87,126	2,878,108	335,186		2,878,108
0308	Ridgewater College	14,566,858	2.75%	7,282,917	7,178,268	14,461,185	499,092	14,960,277	393,419		14,960,277
0307	Riverland College	11,452,307	2.16%	5,725,751	5,608,063	11,333,814	392,381	11,726,195	273,888		11,726,195
0306	Rochester College	13,568,583	2.56%	6,783,815	7,090,205	13,874,020	464,889	14,338,909	770,326		14,338,909
0206	Saint Paul College	13,173,474	2.49%	6,586,274	6,616,422	13,202,696	451,352	13,654,048	480,574		13,654,048
0309	South Central College	12,998,230	2.45%	6,498,658	6,088,586	12,587,245	445,348	13,032,592	34,362		13,032,592
0075	Southwest Minnesota SU	15,335,779	2.89%	7,667,351	7,627,974	15,295,325	525,437	15,820,762	484,983		15,820,762
0073	St. Cloud SU	53,267,532	10.05%	26,631,894	27,300,197	53,932,091	1,825,061	55,757,153	2,489,620		55,757,153
0208	St. Cloud TC	10,552,603	1.99%	5,275,930	5,462,005	10,737,936	361,555	11,099,491	546,888		11,099,491
0074	Winona SU	30,113,146	5.68%	15,055,515	15,002,303	30,057,818	1,031,742	31,089,559	976,413		31,089,559
<b>TOTAL</b>		<b>530,044,067</b>	<b>100.00%</b>	<b>265,003,408</b>	<b>265,003,408</b>	<b>530,006,815</b>	<b>18,160,460</b>	<b>548,167,275</b>	<b>18,123,208</b>	<b>460,895</b>	<b>548,628,170</b>

**Minnesota State Colleges and Universities  
FY2009 COLLEGE/UNIVERSITY ALLOCATIONS  
(FRAMEWORK BASED ON FY2007 DATA) - DRAFT  
November 2007**

Inst ID	Institution Name	r/tot r	r-i	t/i	FY2009 Non Resident Non Reciprocity Distribution	FY2009 Legislative Specials	Information Technology Initiative (FY2007 FYE)	Underrepresented/ Underserved Initiative	FY2009 Contribution to 1% Performance
		S	T	U					
		% Share of FY2009 Allocation	\$ Change Over FY2008	% Change Over FY2008					
0203	Alexandria TC	1.90%	247,564	2.4%			116,719	111,104	131,292
0152	Anoka Ramsey CC	2.68%	1,097,305	8.1%			269,216	300,194	184,625
0202	Anoka TC	1.37%	134,624	1.8%			87,015	118,216	94,404
0070	Bemidji SU & Northwest TC-Bemidji	4.19%	363,493	1.6%			274,682	235,276	288,705
0301	Central Lakes College	2.18%	188,444	1.6%			129,197	153,844	150,167
0304	Century College	3.50%	545,830	2.9%	481,584		328,900	363,308	241,315
0211	Dakota County TC	1.90%	101,124	1.0%			121,633	134,127	130,829
0163	Fond du Lac Tribal & CC	0.66%	626,020	20.9%			65,095	78,403	45,433
0204	Hennepin TC	3.48%	506,699	2.7%			199,648	245,437	239,973
0157	Inver Hills CC	1.77%	450,616	4.9%	194,420	40,000	192,581	193,407	122,131
0302	Lake Superior College	2.35%	658,361	5.4%		40,000	181,042	207,548	162,124
0076	Metropolitan SU	3.66%	857,118	4.5%			253,977	243,320	252,585
0305	Minneapolis College	3.61%	365,254	1.9%	826,353		315,042	386,028	248,578
0213	Minnesota SC-Southeast Technical	1.33%	448,833	6.5%			83,592	112,535	91,955
0442	Minnesota State College	3.24%	864,133	5.1%			254,032	321,145	223,223
0072	Minnesota SU Moorhead	5.48%	656,190	2.2%			367,770	262,591	378,069
0071	Minnesota SU, Mankato	9.49%	1,322,569	2.6%			730,019	479,229	654,412
0209	Minnesota West College	2.14%	236,451	2.1%		133,333	113,075	140,762	147,172
0156	Normandale CC	3.10%	930,326	5.8%	467,532		350,488	339,263	213,426
0153	North Hennepin CC	2.24%	812,241	7.1%			231,395	281,426	154,273
0411	Northeast Higher Education District	3.78%	105,475	0.5%		1,358,334	234,322	298,158	260,255
0403	Northland College	2.35%	279,771	2.2%			157,355	183,068	161,778
0205	Pine TC	0.52%	335,186	13.2%			24,128	41,585	36,161
0308	Ridgewater College	2.73%	393,419	2.7%			176,459	184,721	187,962
0307	Riverland College	2.14%	273,888	2.4%		133,333	125,498	149,313	147,329
0306	Rochester College	2.61%	770,326	5.7%	273,017		235,923	255,899	180,155
0206	Saint Paul College	2.49%	480,574	3.6%	146,900		180,876	240,403	171,550
0309	South Central College	2.38%	34,362	0.3%			129,418	150,965	163,742
0075	Southwest Minnesota SU	2.88%	484,983	3.2%			203,679	206,034	198,773
0073	St. Cloud SU	10.16%	2,489,620	4.7%			776,839	530,270	700,536
0208	St. Cloud TC	2.02%	546,888	5.2%	90,062		153,601	179,722	139,455
0074	Winona SU	5.67%	976,413	3.2%			436,785	272,701	390,611
<b>TOTAL</b>		<b>100.00%</b>	<b>18,584,103</b>	<b>3.51%</b>	<b>2,479,868</b>	<b>1,705,000</b>	<b>7,500,001</b>	<b>7,400,000</b>	<b>6,893,000</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 2007 and 2008. It 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 nearly \$21 million in reallocations for fiscal year 2007 and an additional \$18.5 million for fiscal year 2008. The range of institutional reallocations spanned from \$30,000 to \$2,867,803 in fiscal year 2007 and from \$126,093 to \$2,235,000 in fiscal year 2008. Additionally, the average institutional reallocation amount in fiscal year 2007 was \$566,801 and \$501,301 in fiscal year 2008.

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  
FY2007/FY2008 Reallocations

Systemwide Summary						
	<u>Primary Sources</u>		<u># of Institutions</u>		<u>Primary Uses</u>	
			FY07	FY08	FY07	FY08
	Suspended or Closed Programs		7	7	Enhanced, Redesigned, or Added New Programs	12 7
	Faculty Positions Reduced		19	13	Added or Reassigned Faculty Positions	18 7
	Administration/Staff Positions Reduced		19	16	Added or Reassigned Administrative/Staff Positions	18 12
	Equipment Reductions		11	10	Equipment and/or Repair & Replacement	4 7
	Student Services Reductions		6	0	Student Services	13 6
	General operating budget reductions		0	5	Balance Budget and/or Inflationary Cost of Personnel	12 15

<u>Institution</u>	<u>Reductions/Cuts</u>	<u>Dollar Amount</u>	<u>Uses of Funds</u>	<u>Dollar Amount</u>
<b>FY2007 Alexandria TC</b>	Two Faculty on Annuitant Plan	\$67,000	Hired Associated Dean of Law Enforcement	\$96,000
	Reduced Operating Supplies	\$40,000	Severance for faculty Unrequested Leave	\$95,500
	Administrator on Annuitant Plan	\$40,000	New RN Program Instructor (1 FTE)	\$75,700
	Delayed Replacement of Dean of Student Affairs	\$98,000	Balance Budget for Salary Increases	\$211,800
	Reduced Two Computer Careers Program faculty (2 FTE's)	\$166,000		
	Laid Off Part Staff Position (.63 FTE)	\$23,000		
	Laid Off Grounds Maintenance Worker (1 FTE)	\$45,000		
	<b>Total Dollars Reduced</b>	<b>\$479,000</b>	<b>Total Dollars Reallocated</b>	<b>\$479,000</b>
<b>FY2008 Alexandria TC</b>	Administrator on Annuitant	\$66,000	New Transition Enrollment Services Position	\$74,000
	3 Faculty Positions Not Replaced	\$254,000	New PT Counseling Staff Support	\$10,500
	Delayed Replacement of Assoc. Dean	\$43,000	New Law Enforcement Instructor	\$71,000
	Reduced .4 FTE in Business Office	\$23,000	Balance Budget for Salary Increases	\$279,500
	Student Service Coordinator Annuitant	\$49,000		
	<b>Total Dollars Reduced</b>	<b>\$435,000</b>	<b>Total Dollars Reallocated</b>	<b>\$435,000</b>
<b>FY2007 Anoka Hennepin TC</b>	Eliminated 1 FTE faculty position in Aviation	\$88,355	Budget balancing	\$164,436
	Eliminated 1 FTE faculty position in Information Technology	\$76,081		
	<b>Total Dollars Reduced</b>	<b>\$164,436</b>	<b>Total Dollars Reallocated</b>	<b>\$164,436</b>
<b>FY2008 Anoka Hennepin TC</b>	Reduce Aviation Program 1.0 FTE	\$107,896	Expand Evening and Weekend Programs	\$107,896
	<b>Total Dollars Reduced</b>	<b>\$107,896</b>	<b>Total Dollars Reallocated</b>	<b>\$107,896</b>
<b>FY2007 Anoka Ramsey CC</b>	Vacant Dean of Nursing	\$120,000	Created Multicultural Affairs Office	\$100,000
	Increased Enrollment	\$550,000	Employee Wellness Program	\$40,000
			Assessment	\$35,000
			Strategic Initiative Proposals	\$60,000
			Contract Settlements	\$300,000
			Higher Learning Commission	\$35,000
			Recruitment Software	\$40,000
			Temp Management Analyst to Implement Payment Plan	\$60,000
	<b>Total Dollars Reduced</b>	<b>\$670,000</b>	<b>Total Dollars Reallocated</b>	<b>\$670,000</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY2008 Anoka Ramsey CC	Delayed hiring VP of Educational Services	\$106,950	Veteran Services	\$22,600
	Delayed hiring Dean of Student Life	\$44,250	Nursing accreditation	\$17,200
			Increase to Workers Compensation Premium	\$14,400
			Expansion of Safety and Security	\$72,000
			HLC Assessment Activities	\$25,000
	<b>Total Dollars Reduced</b>	<b>\$151,200</b>	<b>Total Dollars Reallocated</b>	<b>\$151,200</b>
FY2007 Bemidji SU	Restructured University Advancement Area	\$225,000	Creation of Student Development and Enrollment division to focus more on recruitment and retention	\$175,000
	Consolidation of Center of Research and Innovation activities with NTC Custom College	\$150,000	Addition of faculty positions in technological studies area	\$125,000
	Shift in Summer School revenue distribution	\$300,000	Increase support to Graduate Studies Program	\$25,000
	Holding of staff (2.0 FTE) and reduction of adjunct, overload, and reassigned budget in academic affairs	\$365,000	New operating costs and debt service for completion of Bridgeman Hall project	\$275,000
	Holding of staff positions (3.0 FTE) in finance and administration	\$184,000	System and campus technology infrastructure needs	\$268,000
	Holding of one supervisory position and one staff position in technology	\$140,000	Balance FY2007 Budget	\$1,216,000
	Academic and Institutional Equipment Reductions	\$350,000		
	Repair and Betterment Projects put on hold	\$200,000		
	Reduction in departmental supplies and expense allocations	\$170,000		
		<b>Total Dollars Reduced</b>	<b>\$2,084,000</b>	<b>Total Dollars Reallocated</b>
FY2008 Bemidji SU	Permanently eliminate 6.0 FTE positions in Finance and Administration Area	\$360,000	Add 1.0 FTE faculty position in Psychology	\$75,000
	Further shift in summer school revenue distribution	\$200,000	Add 1.0 FTE faculty position in Criminal Justice	\$75,000
	Permanent reduction in departmental allocations for student help, supplies, and expenses	\$115,000	Increase Repair and Betterment projects	\$150,000
	Reduction of 2.0 FTE fixed-term positions in Admissions Office and Campus Recreation	\$90,000	Increase Equipment and Technology Investments	\$150,000
	Reduction of 1.0 FTE faculty librarian position and 1.0 FTE library technician	\$175,000	Addition of Advising Success Center	\$100,000
	Reduction of one supervisory position and one staff position in technology	\$145,000	Balance FY2009 Operating Budget	\$1,685,000
	Reduction of 2.0 FTE Academic Administration/Support positions	\$200,000		
	Reduction of 5.0 FTE Education faculty positions	\$417,000		
	Reduction of 2.5 FTE faculty positions in the College of Arts and Letters	\$208,000		
	Reduction of 4.5 FTE faculty positions in the College of Social and Natural Sciences	\$325,000		
	<b>Total Dollars Reduced</b>	<b>\$2,235,000</b>	<b>Total Dollars Reallocated</b>	<b>\$2,235,000</b>
FY2007 Central Lakes College	Change Division Chair Structure	\$46,000	New Enrollment Initiatives	\$100,000
	Reduced temporary part-time or adjunct faculty credits	\$300,000	Utility Increases	\$20,000
	Reduced instructional equipment budgets	\$60,000	New Section of LPN Nursing	\$81,000
	Management Program faculty reductions in FTE	\$35,000	Balance Budget	\$364,600
	1.0 Diesel Faculty retirement-no replacement	\$45,000		
	Salary savings due to vacancies and retirement savings	\$50,600		
	.40 reduction in Business due to AEP retirement	\$29,000		
		<b>Total Dollars Reduced</b>	<b>\$565,600</b>	<b>Total Dollars Reallocated</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY2008 Central Lakes College	1.0 FTE reduction Machine Trades-program change to 44 credit	\$91,366	Part-time Dental College Lab Assistant, Full-time Nursing College Lab Assistant	\$66,038
	1.0 FTE reduction Mechanical Drafting-program change to 44 credit	\$55,152	Strategic Initiatives, including Innovation Fund, International Education Initiatives, and Academic Competition Fund	\$135,000
	Reduction of .5 FTE in Anthropology	\$50,101	Concurrent Enrollment	\$65,000
	Reduction of .5 FTE in Political Science	\$44,841	.5 GMW increase	\$24,997
	Program Suspension and Reduction of 1.0 FTE in Computer Science	\$100,971	New Construction Utility Increases	\$30,000
	Program Suspension and Reduction of 2.0 FTE in Administrative Support	\$172,330	New On-Line Learning position	\$55,000
	Temporary part-time/adjunct faculty reduction	\$250,000	Contract Settlements/Balance the Budget	\$328,726
			Security Improvements	\$60,000
	<b>Total Dollars Reduced</b>	<b>\$764,761</b>	<b>Total Dollars Reallocated</b>	<b>\$764,761</b>
	FY2007 Century College	Reductions in non-personnel budgets	\$242,850	Faculty release for coordination of First-Year Experience program
Reduction in Academic Affairs personnel budgets (through budgeting process)		\$36,000	Creation of a <i>Fabrication Lab</i> for cross-disciplinary use	\$70,000
December reallocation of non-personnel funds		\$139,200	Technology Consulting	\$11,000
December reallocation of personnel funds (delays in hiring, changes in staffing patterns)		\$435,423	New <i>Adult Learner</i> initiative	\$65,000
			Created <i>Center for Educational Technologies</i>	\$8,500
			Created academic innovations funds within each academic division	\$103,350
			Increased funding for college work-study	\$35,000
			IT Infrastructure - Servers, SANS, Laptops	\$400,000
			Facilities projects	\$100,000
			Additional College Marketing	\$44,623
<b>Total Dollars Reduced</b>	<b>\$853,473</b>	<b>Total Dollars Reallocated</b>	<b>\$853,473</b>	
FY2008 Century College	Suspended Pharmacy Technology Program	\$149,636	Increased instructional due to enrollment growth	\$148,937
	Eliminated 2 receptionist positions (mid-year)	\$42,824	Created room scheduling position (mid-year)	\$19,350
			Created disabilities specialist position (mid-year)	\$24,173
<b>Total Dollars Reduced</b>	<b>\$192,460</b>	<b>Total Dollars Reallocated</b>	<b>\$192,460</b>	
FY2007 Dakota County TC	.48 Heavy Equipment Mech	\$22,129	.8 Supervisory Management Instructor	\$47,699
	1.00 Interior Design Instructor Retire, replaced with adjunct faculty	\$13,381	1.0 Supervisory Management Instructor	\$46,378
	1.0 Computer Network Specialist, not filled yet	\$53,400	2 Part-time Railroad instructors	\$17,354
	.5 Information Officer, not filled yet	\$26,500	1.0 Real Estate instructor	\$28,909
	.5 English Faculty not filled til Spring	\$38,700	.75 Computer Network Specialist hired 10/2/06	\$31,200
	1.0 Dean of Enrollment Management not filled yet	\$93,654	.5 English Faculty	\$38,700
	1.0 Interior Design Instructor not replaced until December	\$51,046	PT Cust Training Instructor for driving range	\$16,425
	Dean of Academic Affair not replaced until October	\$23,170	Balance Budget	\$95,314
	<b>Total Dollars Reduced</b>	<b>\$321,980</b>	<b>Total Dollars Reallocated</b>	<b>\$321,980</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY2008 Dakota County TC</b>	.5 Information Officer .5 Student Life Secretary, not replaced til December Dean of Academic Affair not replaced until October 1.0 Open Custodial Position Vacant Faculty position for Applied Visual Arts Eliminate Truck Driver Program - convert to CT - Salaries Eliminate Truck Driver Program - convert to CT - Non-Salaries	\$33,816 \$8,000 \$23,170 \$44,907 \$70,211 \$325,664 \$197,900	1.0 Enrollment Advisor .5 Enrollment Advisor .5 Biology Instructor Balance Budget	\$49,774 \$19,000 \$28,989 \$605,905
	<b>Total Dollars Reduced</b>	<b>\$703,668</b>	<b>Total Dollars Reallocated</b>	<b>\$703,668</b>
<b>FY2007 Fond du Lac Tribal &amp; CC</b>	Foundation Director vacant for half year (1.0 FTE) Reservation Outreach Coordinator eliminated Utilities Expense--refund of taxes charged by vendor Utility Savings from Guaranteed Energy Savings Project (net after loan reduction) Energy Usage due to Energy Savings Project Non-Personnel reductions	\$35,269 \$63,129 \$21,360 \$6,441 \$3,975 \$7,314	Early Childhood UFT (1.0 FTE); grant from US DHHS expired Urban Outreach Counselor/Advisor (1.0 FTE) College Recruiter (.5 FTE); Personnel and Non-Personnel	\$49,358 \$63,129 \$25,000
	<b>Total Dollars Reduced</b>	<b>\$137,487</b>	<b>Total Dollars Reallocated</b>	<b>\$137,487</b>
<b>FY2008 Fond du Lac Tribal &amp; CC</b>	Elimination of International Programs Director EOFY07 Elimination of Institutional Research/Recruiter EOFY07 Elimination of Information Technology Position EOFY07	\$69,423 \$39,369 \$66,966	Balance FY08 budget	\$175,758
	<b>Total Dollars Reduced</b>	<b>\$175,758</b>	<b>Total Dollars Reallocated</b>	<b>\$175,758</b>
<b>FY2007 Hennepin TC</b>	Consolidated preschool labs in Child Dev .75 FTE Project Access manager eliminated position .75 FTE Reduced clerical program support .20 FTE Administrator vacancy for 2 months .17 FTE Not filling new dean position 1.0 FTE .50 FTE faculty in Mach Tool not replaced Reduction in CLA time in Floral .42 FTE Reduction of adjunct faculty FTE in Info Tech .53 Suspended Gas Utility program 1.0 FTE Non personnel reductions in Institutional Support	\$46,112 \$55,211 \$9,488 \$20,149 \$57,063 \$42,737 \$19,906 \$21,960 \$80,873 \$22,057	Two IT positions 2.0 FTE Two Access support positions 1.75 FTE Additional position Inst. Advancement 1.0 FTE Increase of .25 FTE in Human Resources CLA position in Landscape .90 FTE CLA position in Carpentry program .34 FTE Security Officer position .50 FTE Budget Balancing	\$117,142 \$60,524 \$64,197 \$10,190 \$32,542 \$25,789 \$32,937 \$32,235
	<b>Total Dollars Reduced</b>	<b>\$375,556</b>	<b>Total Dollars Reallocated</b>	<b>\$375,556</b>
<b>FY2008 Hennepin TC</b>	Reduced Residential Property program Reduced 1% non-personnel on select budgets Reduced adjunct credits in several programs Reduced extended counselor contract Reduced initiative budget Reduced faculty substitute budget Reduced overload budget Reduced equipment budget	\$74,557 \$27,164 \$46,499 \$9,667 \$80,000 \$8,000 \$85,900 \$359,205	Additional .5 FTE Transfer Specialist Diversity position .75 FTE and budget Additional faculty Nursing .75 FTE; Electronics .5 Medical Assistant program faculty Additional time MultiCultural Advisor Release time for WIDS Additional faculty and CLA in EMS Security Director position to 1.0 FTE Professional Development Non Instructional non-personnel budgets Budget Balancing	\$32,829 \$80,306 \$99,672 \$89,794 \$10,381 \$15,446 \$28,728 \$35,066 \$67,775 \$74,658 \$156,337
	<b>Total Dollars Reduced</b>	<b>\$690,992</b>	<b>Total Dollars Reallocated</b>	<b>\$690,992</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY2007 Inver Hills CC	Delay in filling HR director position .19 FTE	\$17,694	Fund Innovation/On line course development funds	\$124,638
	Delay in filling HR director position .06 FTE	\$5,710	VISTA/Service Learning	\$50,577
	Delay in filling Dir of Multicultural Serv .07 FTE	\$4,666	Active Learning Advocate	\$12,889
	Delay in filling Asst Dir of Enrollment Serv .21 FTE	\$8,165	Utilities	\$75,000
	Hold on filling College Lab Asst for Geol/Phys .68 FTE	\$23,002	Supplies for college center addition	\$131,404
	Delete student services support staff .25 FTE	\$10,304	Relocation of HR office	\$9,830
	Delay in fulling staffing Information Center .6 FTE	\$29,064	Science Building HVAC improvement project	\$48,486
	Delay in filling HR support staff .25 FTE	\$12,818	Rest Room upgrades	\$50,371
	Delay in filling GMW .36 FTE	\$13,280		
	Dealy in filling Bldgs & Ground Worker .33 FTE	\$12,720		
	Delay in filling web developer .17 FTE	\$10,178		
	Savings from sabbatical replacements	\$78,167		
	Savings from retirement replacements	\$56,857		
	Video course materials	\$28,300		
	EHS equipment	\$12,000		
	AMS equipment	\$87,750		
	Computer Network equipment	\$20,750		
	Individual-Instructional equipment	\$19,669		
	Marketing publication reduction	\$11,000		
	Physical Plant gournd maintenance equipment	\$37,600		
	Physical Plant cleaning equipment	\$3,500		
	<b>Total Dollars Reduced</b>	<b>\$503,195</b>	<b>Total Dollars Reallocated</b>	<b>\$503,195</b>
FY2008 Inver Hills CC	Delay start date for Admin Receptionist 0.10 FTE	\$5,834	Active Learning Advocate	\$47,015
	Delay start date for Counseling support 0.50 FTE	\$19,672	VISTA/Service Learning	\$50,254
	Delay HR support allocation of additional hours 0.125 FTE	\$6,764	Innovation Fund	\$38,802
	Delay start date of Bldg Maint Foreman 0.50 FTE	\$40,204	Online Course Development	\$101,808
	Delay start date of Plant Maint Engineer 0.50 FTE	\$30,546	Online Staff Training	\$10,573
	Hold on filling OAS in Student Services 0.37 FTE	\$12,896	Online Peer Review	\$8,950
	Delay start date of Director of CDC 0.25 FTE	\$16,973	Online Faculty Mentor	\$11,933
	Savings from sabbatical replacements	\$31,683	Course Redesign	\$7,500
	Savings from retirement replacements	\$134,005	Online Student Services	\$10,000
	Video course materials	\$15,800	Furniture upgrade	\$96,708
	AMS equipment	\$77,250	Owner's Rep/Design for Classroom Addition	\$50,000
	Computer Server deferred	\$55,000	Condition assessment of building exteriors	\$10,000
	Upgrade of telephones deferred	\$21,000	Study of Activities Building remodeling needs	\$10,000
	Individual-Instructional equipment	\$29,750	Upgrade mall and sidewalk lighting	\$25,000
	Individual-Other equipment	\$23,800	Replace/add 2 external information kiosks	\$20,000
	Tech Equipment Instructional	\$27,200	Rest Room upgrades	\$24,175
	Open Computer Lab equipment	\$10,200	Replace/upgrade signage in the College Center Building	\$30,000
	Hold on expansion of ImageNow to Business Office	\$10,000	HR remodeling	\$33,908
	Physical Plant ground maintenance equipment	\$35,000	Science Building air quality project	\$3,751
			Decommissioning Study	\$13,200
<b>Total Dollars Reduced</b>	<b>\$603,577</b>	<b>Total Dollars Reallocated</b>	<b>\$603,577</b>	
FY 2007 Lake Superior College	Eliminated 2.2FTE faculty positions through lay off	\$133,000	Added 0.25 MAPE position to Intercultural Services	\$13,600
	Reduced faculty by 0.7 FTE through retirement/turnover	\$85,000	Added Faculty: 1.0 FTE Business, 1.0 FTE Geography, 2.0 FTE Communications, 1.0 FTE Mathematics, 0.5 FTE Nursing	\$250,400
	Reduced student services staff by 0.5 FTE through turnover	\$24,000		
	Reduced administrative and support staff by 0.5 FTE through turnover	\$22,000		
<b>Total Dollars Reduced</b>	<b>\$264,000</b>	<b>Total Dollars Reallocated</b>	<b>\$264,000</b>	

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY 2008 Lake Superior College</b>	Reduction in reserve	\$106,750	Director of Diversity (1 FTE) Partial year	\$36,000
	Cancellation of low attendance classess	\$156,000	Additional Nursing Inst. (2 FTE) Partial year	\$70,000
			Director of Aviation Center (1 FTE) Partial year	\$30,000
			Professional Advisor (1 FTE) Partial year	\$29,000
			OAS Document Imaging (1 FTE) Partial year	\$20,250
			MAPE Web Developer (1 FTE) Partial year	\$42,000
			Construct Sonography Lab	\$35,500
	<b>Total Dollars Reduced</b>	<b>\$262,750</b>	<b>Total Dollars Reallocated</b>	<b>\$262,750</b>
<b>FY2007 Metro SU</b>	Reduce Career Services budget by combining positions	\$30,000	Add clerical staff in Financial Aid	\$30,000
			Fund anti-racism initiatives	\$30,000
	<b>Total Dollars Reduced</b>	<b>\$30,000</b>	<b>Total Dollars Reallocated</b>	<b>\$60,000</b>
<b>FY2008 Metro SU</b>	Reduced VP of Academic Affairs Operating Budget	\$27,000	.5 Administrative duties for COM	\$13,500
	Eliminated UTEP faculty Position (1FTE)	\$75,000	.5 Administrative duties for CAS	\$13,500
	Eliminated .5 Clerical in Law Enforcement and .5 Clerical in psychology	\$40,000	Created 1 FTE Faculty in Human Services -	\$75,000
			Created shared advising position for Law Enforcement and Psychology.	\$40,000
	<b>Total Dollars Reduced</b>	<b>\$142,000</b>	<b>Total Dollars Reallocated</b>	<b>\$142,000</b>
<b>FY2007 Minneapolis College</b>	Sabbatical Reductions	\$300,000	Institutional Research Dept - additional staff	\$100,000
	Reduction of 2 FTE Business Services	\$100,000	Staff & Faculty Development	\$50,000
	Vacant Counseling Position	\$100,000	POY - additional staff	\$100,000
	Equipment	\$125,000	Smart Classrooms	\$100,000
			Repair and Maintenance Equipment Fund	\$100,000
		New Program development	\$50,000	
		Def Comp Absenses	\$125,000	
	<b>Total Dollars Reduced</b>	<b>\$625,000</b>	<b>Total Dollars Reallocated</b>	<b>\$625,000</b>
<b>FY2008 Minneapolis College</b>	Hold on inflationary adjustment	\$330,000	Debt Service	\$300,000
	Student Service Reallocated FTE	\$50,000	New Programs - YR 2	\$70,000
	Reduce Advisor FTE 2.0	\$100,000	Vets Center	\$10,000
	Hold on .5 Senior Vice President	\$50,000	Increase Counseling FTE	\$100,000
	Urban Teacher Position Reallocation	\$25,000	Student Services Reallocated	\$50,000
	Transportation building	\$25,000	Judicial Affairs Position	\$50,000
	<b>Total Dollars Reduced</b>	<b>\$580,000</b>	<b>Total Dollars Reallocated</b>	<b>\$580,000</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount	
FY2007 Minnesota State Community and Technical College	Eliminate .50 FTE administrative position in public relations	\$45,492	Added 1 FTE general maintenance worker	\$40,500	
	Reduce intermittent, overtime, and student worker budgets	\$30,000	Added 1 FTE administrative assistant	\$40,000	
	Hold vacant Dean position when employee is on leave for six months	\$33,698	Increase plant operations non-personnel budget	\$10,000	
	Eliminate orientation program	\$10,468	Added .25 FTE call center position for online programs	\$20,000	
	Eliminate grant writing faculty release time	\$18,388	Transferred back portion of counselor position from Perkins due to lower Perkins grant	\$34,150	
	Eliminate lease for custom training classroom space	\$9,300	Transferred back portion of placement position from Perkins due to lower Perkins grant	\$12,922	
	Hold vacant Provost position (Detroit Lakes) open for 8 months	\$80,695	Additional debt service due to building construction projects	\$90,000	
	Hold vacant Provost position (Fergus Falls) open for 11 months	\$110,946	Fund additional severance packages	\$166,352	
	Reduction of program development funds	\$75,000	Funded Fulbright Scholar in Residence	\$45,502	
	Held off on filling 4 FTE vacancies and used intermittent staffing	\$64,311	Additional utility expenses	\$64,738	
	Overall reduction in supplies	\$27,041	Start new programs in nanoscience, instrumental fine arts, voice over IP, and administrative management technology (net of tuition)	\$79,197	
	Reclassify nursing lab assistants from faculty to AFSCME positions	\$102,910	Assist with balancing the budget	\$186,884	
	Reduce employee recognition awards	\$1,500			
	Eliminate Neon Program which resulted in layoff of 1 FTE faculty	\$84,903			
	Reduce 1.5 FTE faculty in electronics program	\$95,593			
	<b>Total Dollars Reduced</b>	<b>\$790,245</b>	<b>Total Dollars Reallocated</b>	<b>\$790,245</b>	
	FY2008 Minnesota State Community and Technical College	Held 1 FTE vacant in Human Resources department for 7 months	\$26,437	Reorganization of student services to better serve prospective and enrolled students	\$171,621
		Reduce division chairs to 3 credits per chair	\$150,000	Catastrophic athletic insurance	\$8,060
		Reduce contingency budgets for campus Provosts	\$15,000	Additional contract time for athletic certified trainer	\$16,756
Reduce equipment budget		\$165,000	1 FTE general maintenance worker	\$35,000	
			Lab assistant in diesel program	\$26,000	
			Online distance education advisor	\$26,000	
		Online distance education software	\$10,000		
		Develop intramural soccer program	\$10,000		
		1 FTE student records transfer specialist	\$40,000		
		Computers for retention advisors	\$3,000		
		Institutional student satisfaction survey	\$10,000		
<b>Total Dollars Reduced</b>	<b>\$356,437</b>	<b>Total Dollars Reallocated</b>	<b>\$356,437</b>		
FY2007 Minnesota SC - Southeast TC	Close Aviation program-1 FTE	\$55,000	Reallocate to Relocation of Drafting program to airport campus	\$5,000	
	Reduce Faculty overload 2 FTE	\$110,000	Reallocate to new carpentry program on Winona Campus	\$50,000	
			Reallocate to Repair and Betterment Red Wing Campus	\$110,000	
<b>Total Dollars Reduced</b>	<b>\$165,000</b>	<b>Total Dollars Reallocated</b>	<b>\$165,000</b>		
FY2008 Minnesota SC - Southeast TC	Did not replace Custom Rep Position-.5 fte	\$25,000	New welding program	\$50,000	
	Reduced equipment budget	\$50,000	Balance Budget	\$107,500	
	Reduce faculty overload-1.5 fte	\$82,500			
	<b>Total Dollars Reduced</b>	<b>\$157,500</b>	<b>Total Dollars Reallocated</b>	<b>\$157,500</b>	

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY2007 Minnesota SU, Mankato</b>	Reduction in Institutional Equipment	\$392,382	Institutional Planning Office (2.00 FTE)	\$193,000
	Vacant positions	\$629,900	Pre-doctoral fellow program (4.00 FTE)	\$200,000
	Planned salary savings	\$1,109,058	International Recruitment and Retention (1.00 FTE)	\$47,000
	DEO reduction (1.00 unclassified)	\$93,521	Faculty Improvement Grants	\$47,944
	Utility savings	\$292,357	Faculty Research Grants	\$47,943
	Non salary savings	\$271,389	Director of College Access Programs (1.00 FTE ASF)	\$57,500
	Honor's Program Adjustments	\$15,196	Increase grad assistants compensation by 12.5%	\$383,600
	HLC Program Reduction	\$44,000	Enrollment Management Initiatives	\$125,000
	Reduction in non-instructional grad assistants	\$20,000	Need based and talent academic scholarships	\$300,000
				Graduate planning and research
			KMSU project	\$200,000
			Diversity Activities	\$90,000
			Employee Professional development	\$32,400
			Debt service	\$180,000
			Disability Services	\$31,016
			Master Plan update	\$75,000
			Strategic Planning Initiatives	\$657,400
	<b>Total Dollars Reduced</b>	<b>\$2,867,803</b>	<b>Total Dollars Reallocated</b>	<b>\$2,867,803</b>
<b>FY2008 Minnesota SU, Mankato</b>	Position in Special Education	\$65,000	Position in Educational Leadership	\$65,000
	Closing of Interior Design Program	\$180,000	3FTE Positions to Construction Management	\$180,000
	One position in computer Science & Salary Savings	\$113,190	Associate Dean, College of SET	\$113,190
	Restructuring of the Accounts Receivable Department (savings savings from retirement & new hire) - 2 FTE	\$42,000	Position reallocated to Financial Aid	\$42,000
	Reduction in the Equipment Budget	\$43,000	One FTE New Position in Admissions Office for Processing	\$43,000
	Salary Savings	\$49,000	One FTE New Position in Human Resources for payroll	\$49,000
			Separation of duties	
	Strategic Initiative Funding	\$45,000	One FTE Transfer Liaison Position	\$45,000
	Salary Savings	\$224,817	New VP for Strategic Business/Education/Regional	
		Partnerships - 1 FTE	\$169,344	
		Clerical Position in SBEP - 1FTE	\$55,473	
		One FTE Immigration & Program Coordinator position	\$35,560	
		One FTERASP Position	\$35,454	
		CESR Position and Grants	\$113,176	
		Recruitment in Athletics -	\$20,127	
		One FTE Security Officer	\$34,097	
	<b>Total Dollars Reduced</b>	<b>\$1,000,421</b>	<b>Total Dollars Reallocated</b>	<b>\$1,000,421</b>
<b>FY2007 Minnesota SU Moorhead</b>	1.0 FTE reduction english faculty position	\$106,390	Base Allocation decrease	\$225,554
	HPE faculty position from 1.000 FTE to .750 FTE	\$14,443	1.0FTE Film Studies faculty position	\$66,369
	Reduced english adjunct hires	\$12,715	.75 FTE Campus Security officers (2 part-time employees)	\$15,000
	Alumni Foundation position from .500 FTE to .400 FTE	\$5,500	Campus construction (pre-design)	\$77,437
	Campus Security student help budget	\$15,000	1.0 FTE History faculty position	\$65,123
	.500 FTE Dean, College of Business & Industry	\$85,991		
	.500 FTE Vice President, Administrative Affairs	\$82,950		
	Closed American Studies as a major;			
	2.000 FTE faculty positions reduced	\$126,494		
	<b>Total Dollars Reduced</b>	<b>\$449,483</b>	<b>Total Dollars Reallocated</b>	<b>\$449,483</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY2008 Minnesota SU Moorhead	.50 FTE Assoc Dean		.50 FTE Dean	
	College of Social & Natural Sciences	\$56,825	College of Business & Industry	\$86,140
	1.0 FTE Assoc Dean (beginning 11.5.07)		.50 FTE Vice President	
	College of Education & Human Services	\$70,919	Administrative Affairs	\$85,294
	2.0 FTE Faculty		1.0 FTE Coordinator	
English	\$217,684	Student Success Program	\$61,044	
			.75 FTE OAS Intermediate	
			Office of the President	\$38,000
			.75 FTE Coordinator	
			International Student Programming	\$55,500
			.24 FTE Asst VP	
			Academic Affairs (Assessment)	\$19,450
	<b>Total Dollars Reduced</b>	<b>\$345,428</b>	<b>Total Dollars Reallocated</b>	<b>\$345,428</b>
FY2007 Minnesota West College	Graphic Arts program closure .75 FTE	\$50,000	Bio Science new program start .75 FTE	\$125,000
	Meat Cutting program closure 1.25 FTE	\$120,000	Cosmetology new program start .50 FTE	\$80,000
	Computer Support Tech program reduction 1.0 FTE	\$75,000	Truck Driving program restart .50 FTE	\$80,000
	Accounting program reduction 1.0 FTE	\$40,000		
	<b>Total Dollars Reduced</b>	<b>\$285,000</b>	<b>Total Dollars Reallocated</b>	<b>\$285,000</b>
FY2008 Minnesota West College	Reduction in faculty assignments for auto body and manufacturing - .80 FTE	\$52,375	New program start in radiography 1.0 FTE	\$30,000
	Salary savings from retirement replacements in math and theater	\$58,500	New program start in surgical technician 1.5 FTE	\$40,000
	Reduction in repair and replacement budgets	\$28,000	Increase in staffing for alternative energy programs .50 FTE	\$26,000
	Reduction in equipment budgets	\$30,000	Initiated an institutional research position at .8 FTE	\$22,000
			Established staffing for the Luverne Center for Health Careers 1.6 FTE	\$30,000
			Increased staffing for cosmetology to a full year .50 FTE	\$20,875
	<b>Total Dollars Reduced</b>	<b>\$168,875</b>	<b>Total Dollars Reallocated</b>	<b>\$168,875</b>
FY2007 Normandale CC	Delayed hire of .5 FTE marketing administrative position	\$40,000	One time expenditure for HVAC Fine Arts building	\$1,000,000
	Reserve reduction	\$1,200,000	Set aside for new Fine Arts construction	\$200,000
	Reallocated grounds and security costs to the parking budget	\$70,000	Supported departmental student workers	\$150,000
	Reallocate Auxiliary Enterprise Funds to General Fund	\$150,000	Cost assumed by MJSP grants. Personnel costs savings CE/CT	\$103,323
	Reduction in banking fees due to Metro Alliance banking RFP initiative	\$36,000	Teacher Ed partnership with MSU	\$55,228
	Personnel costs assumed by MJSP grants	\$103,323	Weekend college	\$90,772
	<b>Total Dollars Reduced</b>	<b>\$1,599,323</b>	<b>Total Dollars Reallocated</b>	<b>\$1,599,323</b>
	FY2008 Normandale CC	Delayed hire of IR position .75 FTE	\$67,500	Marketing non-salary increase
Delayed hire of marketing position .50 FTE		\$51,771	Accreditation process	\$50,000
Reallocate Auxiliary Enterprise funds to General Fund		\$150,000	Supported departmental student workers	\$150,000
Personnel costs assumed by MJSP grants		\$57,653	Costs assumed by MJSP grants. Personnel costs savings CE/CT	\$57,653
Non-salary savings		\$509,464	Master planning costs	\$50,000
<b>Total Dollars Reduced</b>		<b>\$836,388</b>	Design costs for Activities Building	\$420,000
		<b>Total Dollars Reallocated</b>	<b>\$836,388</b>	

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY2007 North Hennepin CC</b>	Delay hiring - HR Aide, Web Intern, Diversity Intern, Chemistry Para, Account Clerk, Student Affairs Asst	\$151,170	Pay for MnSCU Technology Investment	\$147,500
	Delay hiring a contract Grant Writer - indefinite	\$61,400	Pay for AQIP Process and Projects	\$169,225
	Delay hiring a Special Assistant for Partnership Development - indefinite	\$97,500	Additional campus activities	\$73,345
	Remove cost of Student Success Dept due to receipt of Underrep. Student Initiative Grant	\$80,000		
	<b>Total Dollars Reduced</b>	<b>\$390,070</b>	<b>Total Dollars Reallocated</b>	<b>\$390,070</b>
<b>FY2008 North Hennepin CC</b>	Delay hiring Personnel Aide - 1 FYE	\$50,000	Tuition revenue due to reduction of NR/NR tuition rate to the Res tuition rate level.	\$350,000
	Delay hiring Student Activity Coordinator for Diversity and Multi-Culturalism - 1 FYE	\$55,000	Background checks by DHS for 400 nursing candidates at \$20 each.	\$8,000
	Delay hiring a Grant Administrator - 1 FYE	\$55,000	Construction of the Nursing EMR computer lab.	\$325,000
	Delay the IT project of providing remote access	\$40,000	Install exterior doors security system.	\$47,000
	Delay purchasing the control board for the Theater	\$50,000	Design funds for the CBT building out of GEN (first \$350,000 came out of Capital Bonding).	\$400,000
	Delay the renovation of HWC locker rooms	\$754,200	Shift cost of ESOL Advisor from Perkins funding to GEN.	\$55,000
	Budgeted Director of Veteran's Affairs funded by Grant - 1 FYE	\$55,000		
	Budgeted Math position and release credits covered by STEM Initiative Grant - 1 FYE	\$106,800		
	Cut hiring of Web Intern for IT	\$19,000		
	<b>Total Dollars Reduced</b>	<b>\$1,185,000</b>	<b>Total Dollars Reallocated</b>	<b>\$1,185,000</b>
<b>FY2007 Northland College</b>	Sales & Marketing Closed. 1.0 FTE not replaced.	\$65,000	Massage Therapy Program 1.0FTE	\$50,000
	English Position Retirement. Reassigned to others. Salary savings only.	\$22,000	Physical Therapy Assistant 1.5 FTE	\$90,000
	HPER Position, Coach Position 1.0 FTE , Reassigned within Department	\$16,000	Nursing 1.5 FTE	\$90,000
	Instruction Equipment Budget Reductions	\$120,000	Early Child Hood AS degree 1.0 FTE	\$60,000
	Multicultural Advisor not replaced for onehalf year .5 FTE	\$30,000	Pharmacy Tech Program .5 FTE	\$37,000
	Retirements FBM 1.06 FTE Not Replaced.	\$59,711	Balance Budget	\$10,711
	Health Information Technology Closed (Shared Program)	\$25,000		
	<b>Total Dollars Reduced</b>	<b>\$253,000</b>	<b>Total Dollars Reallocated</b>	<b>\$327,000</b>
<b>FY2008 Northland College</b>	Athletic Director Retired. Reassigned responsibilities to others. Reduced FTE 1.0	\$101,886	Reassigned Athletic Directors to others. Additional FTE .5	\$50,000
	Aviation reduction of one faculty position due to low enrollment . 1 FTE.	\$64,627	Added Physical Therapy Faculty 1.0 FTE	\$65,000
	Mass Communications program suspension. Reassigned faculty to a vacated marketing position. 1 FTE	\$99,829	Reassigned MC position to Marketing	\$0
	FBM Position Retirement. Reassigned responsibilities to 2 other instructors. 1 FTE	\$102,166	Additional credits - Replacement FBM Instructors. .4FTE	\$40,000
	Pharm Tech Assistant resigned. .5 FTE	\$26,805	Reassigned teaching to ITV and intercampus travel	\$0
	FBM Position Resignation. Reassigned Duties. .5 FTE	\$30,573	Additional Automated Systems faculty credits .5FTE	\$40,000
	Reduced Testing Center position .5 FTE	\$23,731	Reassigned Tecting Center position to IT .5FTE	\$23,731
	Dean of Stu Services Phased in Retirement. Reduce FTE in FY 2008 by .35	\$41,300	Two advisor positions, 2.0 FTE. Emphasis on underrepresented underrecruited populations	\$100,000
			Financial Aid position. .40 FTE	\$20,000
			Balance FY 2008 Budget. Reserve for bargaining settlements.	\$152,186
	<b>Total Dollars Reduced</b>	<b>\$490,917</b>	<b>Total Dollars Reallocated</b>	<b>\$490,917</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>Northeast Higher Ed District</b>				
	<b>FY2007 Itasca CC</b> Discontinued Journalism/Photography (1 FTE)	\$50,000	Add back Journalism (.08 FTE)	\$2,500
	Reduce instructional public information printing budget	\$8,600	Increase for Video services (staff .13)	\$5,100
			Increase technology equipment	\$10,000
			Increase of a CLA (.50 FTE) for technology services	\$19,000
			Add Account Clerk (.60 FTE)	\$22,000
	<b>Total Dollars Reduced</b>	<b>\$58,600</b>	<b>Total Dollars Reallocated</b>	<b>\$58,600</b>
	<b>FY2008 Itasca CC</b> Reduction in Reserves	\$485,904	Technology Equipment	\$14,950
			Upgrade copy machines and printers	\$35,954
			Upgrade telephone system	\$30,000
			Ongoing Image Now training	\$5,000
			Balance Budget	\$400,000
	<b>Total Dollars Reduced</b>	<b>\$485,904</b>	<b>Total Dollars Reallocated</b>	<b>\$485,904</b>
	<b>FY2007 Mesabi Range</b> Eliminated .5 Gen Fund Counseling Position	\$46,000	.75 FTE Advisor and Minority Recruiting position	\$46,000
	Eliminated 1.0 Computer Science Faculty Position	\$70,000	Created an Industrial Technology Program. Hired 1.0 FTE Coordinator/Instructor	\$100,000
	Eliminated 1.0 CNET instructor and closed program	\$85,000	Expanded Paramedic Program	\$25,000
	Eliminated .44 FTE Welding Instructor	\$35,000	Created .50 Welding CLA	\$15,000
			Set aside budget for College Initiative Proposals	\$50,000
	<b>Total Dollars Reduced</b>	<b>\$236,000</b>	<b>Total Dollars Reallocated</b>	<b>\$236,000</b>
	<b>FY2008 Mesabi Range</b> Reduce Learning Center Director (.15 FTE)	\$12,500	CLAs provided for Welding, IT, and IMT	\$28,400
	Reduce Technical Recruiter (.15 FTE)	\$7,400	1.0 FTE Faculty Position for IMT Program (additional Cohort added)	\$40,000
	Phased Retirement English Faculty No Replacement (.5FTE)	\$40,000	Created Director of CE/CT Fire Training (1.0 FTE)	\$50,000
	Retirement Auto Mechanic Instructor no replacement (.5 FTE)	\$38,000	.50 Instructor to develop and recruit for Light Equipment repair program	\$20,000
	Eliminated Continuing Ed. Director (.5)	\$20,000		
	Reduced Commission Plan Employee (.5 FTE)	\$20,500		
	<b>Total Dollars Reduced</b>	<b>\$138,400</b>	<b>Total Dollars Reallocated</b>	<b>\$138,400</b>
	<b>FY2007 Hibbing College</b> Nursing cohort (Ely) ended (.5 FTE)	\$33,060	Hired Part-time student recruiter (.81 FTE)	\$36,810
	Layoff student service advisor (.83 FTE)	\$35,300	New Program Development Dir. (Health Fields) (.35 FTE)	\$24,075
	January retirement - minority services Dir. Duties absorbed by current staff (.30 FTE)	\$17,525	New program Development Dir. (Mining) (.50 FTE)	\$38,600
	Leave of Absence Art Instructor filled by part-time staff (.4 FTE)	\$39,905	Purchase of Document Imaging Equip - St. Services	\$19,135
	Phased retirement of English faculty classes absorbed by part time staff	\$12,830	Accreditation - Academic Quality improvement Process	\$20,000
	<b>Total Dollars Reduced</b>	<b>\$138,620</b>	<b>Total Dollars Reallocated</b>	<b>\$138,620</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY2008 Hibbing College	Dropped Football (.6326 FTE)	\$27,090	Filed Vacant Dean of Inst. (.5 FTE)	\$48,112
	Non-personnel - Football	\$38,192	Purchased Right Now Software as communication tool for students	\$14,000
	Reduced Business Office Staffing (.2FTE)	\$8,317	Hired nw admissions clerk (.75 FTE)	\$43,900
	Reduced Learning Asst. Dir (.21FTE)	\$11,828	Added 2 new instructional programs Mining Technology & Pharmacy Tech	\$93,947
	Discontinued Phone System, Inter-Tech & replaced with College-owned system	\$39,632		
	One-time Equipment reduction-phone system	\$23,268		
	Lay-off Activities Dir. (.751 FTE)	\$51,632		
	<b>Total Dollars Reduced</b>	<b>\$199,959</b>	<b>Total Dollars Reallocated</b>	<b>\$199,959</b>
FY2007 Rainy River CC	Instructional Management	\$6,500	Catastrophic Insurance	\$10,000
	Eliminate FT MAPE Position -- Advisor	\$31,000	IT Initiative	\$19,000
	Eliminate 25% MAPE Position -- Activity Director	\$10,000	Balance FY2007 Budget	\$96,500
	Reduce FT MAPE Position to 70% MAPE Position -- Customized Training	\$11,000		
	Reduce 50% MAPE Position to 25% MAPE Position -- Minority Services	\$9,000		
	Reduce Non-Personnel Budgets	\$58,000		
	<b>Total Dollars Reduced</b>	<b>\$125,500</b>	<b>Total Dollars Reallocated</b>	<b>\$125,500</b>
	FY2008 Rainy River CC	Reduction of Finance/Facilities Administrator 1FTE	\$82,000	.25 Finance Administrator and travel
Reduction of enrollment position		\$44,553	.15 MAPE Student Services	\$13,100
.20 FTE Reduction of Theatre program		\$16,878	Addition of Industrial Tech program	\$50,000
.35FTE Reduction of Outdoor leadership		\$40,500	Balance budget	\$90,831
<b>Total Dollars Reduced</b>		<b>\$183,931</b>	<b>Total Dollars Reallocated</b>	<b>\$183,931</b>
FY2007 Vermillion CC	Reassigned enrollment duties from 1/2 time enrollment director position to other staff	\$22,500	Hire fulltime dean of students	\$50,000
	Reassigned technology CIO duties from 1/2 time CIO to Dean of Finance	\$22,500	Reallocated to Lecture Hall improvements	\$23,000
	Cancellation of low enrollment classes	\$28,000		
	<b>Total Dollars Reduced</b>	<b>\$73,000</b>	<b>Total Dollars Reallocated</b>	<b>\$73,000</b>
FY2008 Vermillion CC	Delayed filling Law Enforcement .80 faculty position until 09	\$52,500	Completed lecture hall improvements	\$30,500
	Delayed filling CE representative position	\$40,000	Replaced rental 15 passenger vans with purchased vehicles	\$80,000
	Postponed buying one additional van for fleet in 07	\$20,000	Hired half-time foundation/alumni director	\$22,000
	Delayed filling Academic Resources Director in 07	\$20,000		
	<b>Total Dollars Reduced</b>	<b>\$132,500</b>	<b>Total Dollars Reallocated</b>	<b>\$132,500</b>
FY2007 Northwest TC	Holding of 1.0 FTE Information Technology Specialist Position	\$60,000	New facility and faculty investments in Allied Health area	\$150,000
	Reduction in Academic Equipment and Supplies	\$25,000	Addition to operating reserve	\$60,000
	Holding of 1.0 FTE Allied Health faculty position	\$80,000	Add to Student Services staff that had previously been funded by Carl Perkins funding	\$35,000
	Combination of NTC Customized Training with BSU Center for Innovation to Custom College	\$300,000	AQIP Preparation and Site Visit	\$20,000
			Balance FY2007 Budget	\$200,000
	<b>Total Dollars Reduced</b>	<b>\$465,000</b>	<b>Total Dollars Reallocated</b>	<b>\$465,000</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount		
FY2008 Northwest TC	Reduction of Faculty Position in Business Department	\$85,000	Addition of Faculty Positions for Registered Nursing Program	\$130,000		
	Reduction of Faculty Reassigned time for "Administrative" duties	\$45,000				
	<b>Total Dollars Reduced</b>	<b>\$130,000</b>			<b>Total Dollars Reallocated</b>	<b>\$130,000</b>
FY2007 Pine TC	.5 FTE Senior Account Clerk position held vacant in Business Office for Year	\$22,000	Cover increased contractual salary/fringe benefit costs (Balance budget)	\$100,811		
	Eliminated Faculty position (1 FTE) in Network Technician Program	\$73,811				
	Reallocated Vending revenues	\$5,000			<b>Total Dollars Reallocated</b>	<b>\$100,811</b>
FY2008 Pine TC	.5 FTE Senior Account Clerk position again held vacant in Business Office	\$24,050	Restore Networking certificate	\$7,800		
	Close Administrative Support Careers Program (1 FTE) (net)	\$35,202			Balance budget (Increased salary/fringe benefit costs under new contracts)	\$118,293
	Close Medical Administrative Support/Medical Coding (.96 FTE) (net)	\$45,066				
	Close Manufacturing Engineering Program	\$21,775	<b>Total Dollars Reallocated</b>	<b>\$126,093</b>		
FY2007 Ridgewater College	Replaced Counselor w/ Program Director I	\$31,096	Hired .75 FTE Dir of Multicultural Affairs	\$33,627		
	Savings from change to IP telephone system	\$40,000			Hired 1.0 FTE Admissions Rep	\$37,461
	Replaced Student Activities Coord w/ Program Dir I	\$13,078			Hired 1.0 FTE bilingual SBM instructor	\$64,790
	Eliminate .75 FTE CT position	\$59,839	Increased Hutch FBM position by .25FTE	\$17,260		
	Eliminate 1.0 FTE Dir of Placement/Recruitment	\$70,096	Hired 2.0 FTE Nursing instructors	\$125,971		
	Negotiated WAPA electrical power contract	\$65,000	<b>Total Dollars Reallocated</b>	<b>\$279,109</b>		
FY2008 Ridgewater College	Eliminated VP Customized Training/CE	\$85,292	Hired Dean of Customized Training/CE	\$81,500		
	Did not replace eight faculty positions	\$468,815			Increased Technical Programs equipment budget	\$43,086
	Two faculty layoffs	\$116,750			Increased Paramedic Program budget	\$103,450
			Increase Nursing Program budget	\$29,288		
			Hired new Academic Dean	\$81,500		
			Added VP of Finance & Operations	\$98,351		
			Added IT Technology Specialist 1	\$35,350		
			Added College IT Lab Assistant 1	\$28,877		
			Balancing budget	\$169,455		
<b>Total Dollars Reduced</b>	<b>\$670,857</b>	<b>Total Dollars Reallocated</b>	<b>\$670,857</b>			
FY2007 Riverland College	Eliminated Dean of Academic Affairs Position(1 FTE)	\$99,567	Reallocated to cover anticipated increase in utility costs	\$56,000		
	Eliminated Counselor Position (1 FTE)	\$85,531			Increase in Owatonna Center lease costs	\$60,000
	Eliminated SBM instructor position (1 FTE)	\$85,195			Special Academic Program Initiatives	\$165,000
	Eliminated Developmental Reading Instructor position (1 FTE)	\$74,262	Pharmacy Technician instructors (2 part-time) - .75 FTE	\$35,500		
	Delayed hiring Vice President of Finance/Facilities	\$50,000	Balance Budget	\$123,215		
	Delayed hiring Director of Nursing	\$30,160				
	Discontinue Courier Service-Replaced with UPS for delivery of intercampus mail	\$15,000				
<b>Total Dollars Reduced</b>	<b>\$439,715</b>	<b>Total Dollars Reallocated</b>	<b>\$439,715</b>			

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
<b>FY2008 Riverland College</b>	Eliminated faculty position in Construction Electrician program (1 FTE)	\$80,744	Increase Owatonna General Maintenance Worker from .75 FTE to 1.0 FTE	\$13,923
	Eliminated faculty position in Electronics (.95 FTE) and closed program	\$71,457	Laptop program purchase third-party financing	\$110,000
	Eliminated faculty position in Computer Numerical Control (1 FTE)	\$74,639	Background study fees payable to MN Department of Human Services	\$20,000
	Eliminated Financial Aid AFSCME position vacated due to retirement	\$54,431	Generations program (seniors college)	\$10,000
	Interim academic dean savings - salaries & benefits	\$17,550	Balance budget	\$189,398
	Decrease in Owatonna Center lease costs	\$32,500		
	Increase in facility usage fees/rent	\$12,000		
	<b>Total Dollars Reduced</b>	<b>\$343,321</b>	<b>Total Dollars Reallocated</b>	<b>\$343,321</b>
<b>FY2007 Rochester College</b>	Reduction of 1.0 FTE in Electronic technology program	\$66,029	Dental Clinic - college lab assistant .75 FTE	\$30,000
	Reduction of 1.0 FTE in grants management	\$39,906	Assessment test proctor .5 FTE	\$24,000
	Filled 1.0 FTE faculty with adjuncts because of failed search (ECON faculty)	\$10,000	Occupational skills program - college lab assistant .75 FTE	\$30,000
	Filled 1.0 FTE faculty with adjuncts because of failed search (Vet Tech faculty)	\$10,000	Learning Center - increase hours of college lab assistants	\$15,000
	Filled 1.0 FTE faculty with adjuncts because of failed search (LPN Faculty)	\$10,000	Theater Manager position to support Student life and speech .5 FTE	\$24,000
			Re-write curriculum for ESL program to become English for Academic purposes	\$12,934
	<b>Total Dollars Reduced</b>	<b>\$135,934</b>	<b>Total Dollars Reallocated</b>	<b>\$135,934</b>
<b>FY2008 Rochester College</b>	Reduction in non-personnel spending	\$65,150	Increased staffing to Learning Center	\$30,000
	Capital equipment purchases deferred	\$80,000	Increased cost of reception position due to UMR leaving.	\$15,000
	Institutional Researcher position vacant for part of year	\$30,550	Background studies on nursing students	\$20,000
	IT programmer position from special IT funding not from general fund	\$65,000	Equipment additions to Health Science building nursing programming	\$25,000
	Deferred hiring for replacement in AV	\$37,500	Furniture for offices vacated by UMR	\$35,000
	Recruitment Plus hardware from special IT funding not from general fund	\$16,000	Dental lab remodel contingency funds	\$60,000
	Core database server back-up from special IT funding not from general fund	\$23,500	Heintz Center re-fit wiring	\$125,000
	Student testing center laptops charged to technology fee not from general fund.	\$49,000	Heintz Center re-fit code requirements	\$114,200
	Delay hire of graphic arts ft faculty	\$10,000	Mattresses for new nursing labs	\$5,500
	Used part time retail merchandizing fac F07	\$2,000		
	Did not hire replacement for motorcycle coordinator	\$20,000		
	Did not hire Occup. Skills intern coordinator	\$15,000		
	Electronics UFT layoff for partial year	\$6,000		
	Failed NA instructor search replaced with adjuncts	\$10,000		
	<b>Total Dollars Reduced</b>	<b>\$429,700</b>	<b>Total Dollars Reallocated</b>	<b>\$429,700</b>
	<b>FY2007 South Central TC</b>	Reduced 2.5 Computer Career Faculty	\$160,236	Technology Staff increase
Reduced 1.0 Graphic Faculty		\$64,094	1.5 FTE Faculty Position in Nursing	\$115,676
Reduced 3.0 Electronic Faculty		\$192,283	Admissions and Clerical support for the Nursing Program	\$89,021
			Start up of Biology	\$65,342
			Partial Funding of Liberal Arts Programs	\$76,607
<b>Total Dollars Reduced</b>	<b>\$416,612</b>	<b>Total Dollars Reallocated</b>	<b>\$416,612</b>	

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount	
FY2008 South Central TC	Reduced equipment budget	\$250,000	Hire Economic Development Dean	\$65,000	
	Reduce Outdoor & Marine Power Program	\$170,000	Create Civil Engineer Technology	\$107,000	
			Create Field Supervision	\$75,000	
			Created a recruitment area	\$145,000	
		Liberal Arts Expansion	\$28,000		
	<b>Total Dollars Reduced</b>	<b>\$420,000</b>	<b>Total Dollars Reallocated</b>	<b>\$420,000</b>	
FY2007 Southwest SU	Decrease distance learning instructional budget	\$50,000	Increase library acquisitions	\$25,000	
	Reduce .38 FTE faculty in Accounting - retirement	\$50,000	Reestablish an equipment budget	\$100,000	
	Reduce 2.00 FTE faculty in Education	\$150,000	Increase student grants-in-aid	\$50,000	
	Reduce 1.00 FTE faculty in Math Computer Science	\$90,000	Increase repairs and renewals funding	\$100,000	
	Reduce 1.00 FTE faculty in Radio/TV	\$70,000	Increase severance budget	\$80,000	
	Reduce .50 FTE faculty in Foreign Languages - retirement	\$55,000	Increase fixed expenses including utilities, debt service, and others	\$45,000	
	Reduce .50 FTE staff in Business Services	\$20,000	Increase reserves	\$240,000	
	Reduction of miscellaneous expenditures and salary & benefit savings	\$1,160,000	Increase departmental operating budgets	\$130,000	
			New program start up funds for HRI/Culinology	\$150,000	
			Add 3.00 FTE faculty in HRI/Culinology - new program	\$250,000	
			Add 1.00 FTE faculty in Business Administration	\$80,000	
			Add .90 FTE faculty in Art - sabbatical replacement	\$60,000	
			Add 2.00 FTE faculty in Environment Science	\$135,000	
			Add 4.00 FTE staff in Inst Research (1), Grad Studies (1), Facilities & Phys Plant (2)	\$200,000	
		<b>Total Dollars Reduced</b>	<b>\$1,645,000</b>	<b>Total Dollars Reallocated</b>	<b>\$1,645,000</b>
	FY2008 Southwest SU	Eliminate separately budgeted equipment for which departments applied for utilization	\$100,000	Increase technology equipment funding directly related to campus IT improvements	\$50,000
Reduce grants-in-aid budget to adjust to anticipated needs		\$50,000	Increase workers' compensation budget to reflect new method of allocating MnSCU costs	\$30,000	
Reduce separately budgeted renewals and replacements budget		\$100,000	Increase utilities and other "fixed expenses" budget for inflation	\$75,000	
Decrease severance budget to adjust to anticipated needs		\$40,000	Increase funding of reserves to meet the inflationary factor and to maintain at 3%	\$275,000	
Reduce supplies and operating budget in addition to not funding inflation		\$50,000	Increase 1.00 FTE in Philosophy	\$65,000	
Reduce .75 FTE faculty in Political Science		\$75,000	Net of changes in revenue, salary & benefit inflation, & miscellaneous changes	\$420,000	
Decrease 1.00 FTE in Art for faculty returning from sabbatical		\$60,000			
Reduce CIO .50 FTE as a result of sharing responsibilities with SHOT		\$65,000			
Reduce 1.00 FTE Director of External Program Development in Distance Learning		\$135,000			
Temporarily freeze .50 FTE Custodial Supervisor vacancy		\$20,000			
Decrease .92 FTE Clerical Position in Education		\$45,000			
Decrease 1.00 FTE in IT		\$80,000			
Decrease 1.00 FTE Clerical Position in Registration		\$45,000			
Decrease 1.00 FTE Assistant Web Master		\$50,000			
		<b>Total Dollars Reduced</b>	<b>\$915,000</b>	<b>Total Dollars Reallocated</b>	<b>\$915,000</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY2007 St. Cloud SU	Eliminated position in HPERSS	\$41,000	Added position in ELCP (a)	\$53,000
	Did not fill position in Aviation	\$67,000	Added position in Nursing	\$55,000
	Did not fill position in Electrical Engineering	\$65,000	Added position in Biology	\$61,000
	Did not fill position in Environ & Tech Studies	\$98,000	Added position in Nursing	\$90,000
	Did not fill position in Statistics	\$80,000	Added position in Chemistry	\$53,000
	Did not fill position in Geography	\$50,000	Added position in Social Work	\$62,000
	(In process) Reallocating an Alumni Relations position to Web Communications position	\$50,000	Communications -- web communications position	\$50,000
			Academic Supply Allocation	\$27,000
	<b>Total Dollars Reduced</b>	<b>\$451,000</b>	<b>Total Dollars Reallocated</b>	<b>\$451,000</b>
	FY2008 St. Cloud SU	Academic Affairs Planning	\$114,751	Academic Learning Center faculty
Business Computer Info Systems faculty vacancy		\$104,000	Div. of General Studies faculty	\$28,966
Management faculty failed search		\$104,000	Assistant Registrar	\$52,000
Marketing probationary faculty vacancy		\$104,000	Admissions Representative	\$42,120
Faculty MBA Director vacancy		\$77,272	Center for Information Systems Administrator	\$44,785
Counselor Ed and Ed Psych faculty vacancy		\$71,500	MBA Program Director	\$79,300
Teacher Development probationary faculty vacancy		\$65,000	Accounting fix term faculty	\$63,922
Community Studies faculty vacancy		\$65,000	Finance faculty	\$115,149
Aviation faculty vacancy		\$65,000	Marketing fix term faculty	\$65,000
Nursing faculty vacancy		\$117,000	Ed Leadership/Community Psych faculty	\$82,944
Physics faculty failed search		\$65,000	Information Media faculty .5 FTE	\$52,891
Geography faculty failed search		\$71,500	Art fix term faculty	\$67,022
Community Studies faculty vacancy		\$65,000	Communication Studies faculty	\$70,223
Criminal Justice faculty failed search		\$71,500	English faculty (2)	\$125,167
Technician failed search		\$71,500	Philosophy fix term faculty	\$60,965
Learning Resources faculty vacancy		\$71,500	Biology faculty	\$75,447
Higher Learning Commission Preparation		\$65,561	Chemistry fix term faculty	\$62,462
			Mathematics faculty	\$68,627
			Political Science faculty	\$65,454
			Marketing Director-Academic Programs	\$78,000
<b>Total Dollars Reduced</b>	<b>\$1,369,084</b>	<b>Total Dollars Reallocated</b>	<b>\$1,369,084</b>	
FY2007 St. Cloud TC	Decrease equipment budget	\$200,000	Added 1 FTE On-Line Curriculum Specialist	\$77,403
	Decrease Library non-salary budget	\$33,000	Added 1 FTE Land Surveying faculty	\$76,000
	Did not replace 2 FTE Computer Career faculty that retired	\$180,000	Added 1 FTE Plumbing faculty	\$75,000
				\$139,000
	Did not replace lead worker custodial position	\$45,000	Added 2 FTE General Education Math faculty	\$139,000
	Reduced initiative funding	\$50,000	Added 1 FTE General Education Dean position	\$109,000
	Reduced offerings in Supervisory Management	\$60,000	Increased Debt Service	\$70,000
			Increased AQIP budget for continuous improvement projects	\$21,000
	Reduced Nursing Director position to 11 month position	\$8,000	Added 1 FTE Nursing Assistant faculty	\$91,800
	Reduced non-salary budgets for conference attendance	\$15,000	Added .75 FTE Paramedicine faculty	\$54,600
FY06 Reductions Carryover	\$306,403	Added 2 FTE Nursing faculty	\$183,600	
<b>Total Dollars Reduced</b>	<b>\$897,403</b>	<b>Total Dollars Reallocated</b>	<b>\$897,403</b>	

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount	
FY2008 St. Cloud TC	Salary Savings - Echocardiology Faculty position	\$25,000	1 FTE Temporary Accreditation Coordinator	\$72,900	
	Sustain Reduction in Equipment Budget	\$300,000	1 FTE Administrative Assistant - 1/2 year	\$20,800	
	Reorganized Customized Training administrative structure - salary savings	\$43,538	1 FTE Chemistry Faculty Position - Spring Semester	\$39,150	
	Replaced 1 FTE retirement in Math Tutor Lab with part-time position - salary savings	\$61,632	Student Services - Registration Office - 1 FTE	\$41,600	
	Eliminated Supervisory Management Course Offerings	\$40,000	Echo/Sono, Anatomy/Physiology, Language Arts Lab Assistants	\$39,000	
	Salary Savings - Vacant Business Mgr. Position	\$25,000	.5 FTE Custodian for New Building	\$16,900	
			Student Services - ID and Transaction Cards IT Position - 1 FTE - March start date	\$14,733	
			.75 FTE Nursing Faculty Position	\$54,675	
			1 FTE Environment Science Faculty Position	\$78,300	
			1 FTE Sociology Faculty Position	\$78,300	
		1 FTE Philosophy Faculty Position - Spring Sem.	\$38,812		
	<b>Total Dollars Reduced</b>	<b>\$495,170</b>	<b>Total Dollars Reallocated</b>	<b>\$495,170</b>	
FY2007 St. Paul College	Redesigned Major Appliance Repair - .5 FTE	\$44,655	New Program - Construction Supervisor - .5 FTE	\$44,369	
	Reduced Faculty Overload - .97 FTE	\$42,090	Medical Office Careers Expansion - .50 FTE	\$40,110	
	2 Vacant Academic Dean positions not filled	\$99,075	Liberal Arts & Sciences Expansion - 4.0 FTE	\$320,880	
	Reduced supply budgets college wide	\$347,370	New Position - College Lab Assistant - 1.0 FTE Biology	\$49,161	
	FY06 Reductions carryover	\$405,136	Interpreter Student Support - 1.0 FTE	\$62,302	
			New Positions - Academic Computer Support/Financial Aid - 1.5 FTE	\$82,454	
			Increase in Fixed Costs - Insurance, Utilities, Debt Service	\$329,050	
			Increase Equipment Budgets	\$10,000	
		<b>Total Dollars Reduced</b>	<b>\$938,326</b>	<b>Total Dollars Reallocated</b>	<b>\$938,326</b>
	FY2008 St. Paul College	Nursing Assistant 1.0 FTE	\$63,552	Liberal Arts & Sciences Expansion 1.8 FTE	\$152,004
Foreign Language 1.0 FTE		\$78,998	New Program Hospitality Management .40 FTE	\$74,937	
Vacant Dean Positions .25 FTE		\$25,742	Developmental Instruction Expansion 1.0 FTE	\$83,772	
Vacant Finance Positions 1.5 FTE		\$112,362	Power of You Financial Aid Officer 1.0 FTE	\$68,137	
Vacant Student Life Position .40 FTE		\$20,846	Associate Dean - Student Services .50 FTE	\$50,150	
Growth & Innovation Funds		\$30,000			
Fixed Costs		\$97,500			
<b>Total Dollars Reduced</b>		<b>\$429,000</b>	<b>Total Dollars Reallocated</b>	<b>\$429,000</b>	
FY2007 Winona SU	ERI IFO funded at CUPA rate	\$425,047	1.0 IFO Probationary Accounting	\$48,965	
	1.0 unclassified Media Services position eliminated	\$78,512	1.0 IFO Probationary Theatre/Dance	\$59,538	
	Council V and MAPE hires at less than previous employees	\$115,855	1.0 IFO Probationary English&Women's Studies	\$60,965	
	MSUAASF hires at less than previous employees	\$40,141	1.0 IFO Probationary Global Studies	\$62,426	
	.75 Business Office position funding bookstore	\$37,785	1.0 ITS Management Analyst 3	\$80,133	
			.4 classified position Studies Abroad/Global Studies	\$24,324	
			1.0 ITS Computing position	\$80,600	
			1.0 position Sci Lab Tech	\$43,839	
			1.0 Director International Studies	\$160,550	
			International and Studies Abroad operating budget increased	\$76,000	
		<b>Total Dollars Reduced</b>	<b>\$697,340</b>	<b>Total Dollars Reallocated</b>	<b>\$697,340</b>

Institution	Reductions/Cuts	Dollar Amount	Uses of Funds	Dollar Amount
FY2008 Winona SU	ERI IFO funded at CUPA Rate	\$107,983	2.0 Probationary position Nursing	\$102,447
	1.0 Fixed Term position eliminated Global Studies	\$51,555	1.0 Probationary positions added Global Studies	\$51,555
	1.0 Fixed Term position eliminated Biology	\$46,896	1.0 Probationary positions added Biology	\$46,896
	New Classified hires at less than previous employees	\$77,461	2.5 clerical support positions Colleges	\$75,000
	EDD's reduced in Inclusion & Diversity	\$31,062	.5 position added Community Liason	\$30,000
	MSUAASF replacement hires at less than retirees	\$32,818	1.0 ASF position added in OCED	\$41,103
	Reduction of OCED operating	\$41,103	1.0 IFO position added Counseling Center	\$54,056
	MED Tech agreement now selfsustaining	\$12,179	2.0 FTE GMW positions added	\$53,891
	1.0 position Electrician funding switch	\$53,891	1.0 ITS position added	\$38,230
	1.0 reduced position Media Services	\$38,230		
	<b>Total Dollars Reduced</b>	<b>\$493,178</b>	<b>Total Dollars Reallocated</b>	<b>\$493,178</b>
FY2007 Office of the Chancellor	System faculty qualifications review	\$36,000	Campus computer systems development & support	\$187,000
	CTL instructional grants	\$50,000	Campus master plan assistance	\$100,000
	System faculty teaching award	\$25,000	Campus risk management, facilities & emergency preparedness support	\$410,000
	Campus support initiatives	\$305,000	Wind turbine energy program	\$150,000
	Campus support software/hardware	\$559,000	Community and campus outreach initiatives	\$128,000
	Delay filling staff vacancies	\$710,000	Balance Budget	\$710,000
	<b>Total Dollars Reduced</b>	<b>\$1,685,000</b>	<b>Total Dollars Reallocated</b>	<b>\$1,685,000</b>
FY2008 Office of the Chancellor	Campus computer systems development & support	\$2,750,000	Science, Technology, Engineering & Math (STEM)	\$800,000
	Campus master plan assistance	\$100,000	Biosciences	\$1,500,000
	Wind turbine energy program	\$150,000	Building Access, Opportunity & Student Success	\$930,000
	Community and campus outreach initiatives	\$100,000	Campus energy efficiency and greening	\$350,000
	Underrepresented Student Transitions	\$480,000	Increased Gen. Counsel support (compliance and other issues)	\$250,000
	Delay filling staff vacancies	\$675,600	Balance Budget	\$545,600
	Postpone implementation of approved Chancellor/Board initiatives	\$120,000		
	<b>Total Dollars Reduced</b>	<b>\$4,375,600</b>	<b>Total Dollars Reallocated</b>	<b>\$4,375,600</b>
	<b>Institution FY2007 Total</b>	<b>\$20,971,622</b>	<b>Institution FY2008 Total</b>	<b>\$18,548,125</b>
	<b>Institution FY2007 Average</b>	<b>\$566,801</b>	<b>Institution FY2008 Average</b>	<b>\$501,301</b>
<b>Systemwide FY2007 Total Including Office of the Chancellor</b>	<b>\$22,656,622</b>	<b>Systemwide FY2008 Total Including Office of the Chancellor</b>	<b>\$22,923,725</b>	
<b>FY2007 Minimum*</b>	<b>\$30,000</b>	<b>FY2008 Minimum*</b>	<b>\$126,093</b>	
<b>FY2007 Maximum*</b>	<b>\$2,867,803</b>	<b>FY2008 Maximum*</b>	<b>\$2,235,000</b>	

\*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 information. Ten years of annual tuition and fee data (attachment 1) were compiled for all Minnesota State Colleges and Universities from Board of Trustee actions approving annual tuition and fee rates. In addition, the Integrated Postsecondary Education Data System (IPEDS) was used to compile seven years of national data to use to compare to Minnesota State Colleges and Universities. Each year, colleges and universities nation wide report tuition and fee data charged to the typical student to IPEDS.

The IPEDS data set includes data elements that allow us to compare Minnesota schools with schools 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 is attached to this report (attachment 2).

Several comparisons using the data set were made for the purposes of this report. The first compares Minnesota State Colleges and Universities to peer two and four year institutions in Border States and nationwide. In addition, comparisons were also made between Minnesota State Colleges and Universities, the border states, and nationwide by Carnegie classifications.

Overall, Minnesota State Colleges and Universities average annual tuition and fees tend to be higher than the national and border states averages (attachment 3); however, state universities average annual tuition and fees are slightly lower than other four year schools in the states that border Minnesota in Carnegie classes #18 and #19. Minnesota State Universities in these classes include, Minnesota State University, Mankato; Saint Cloud State University; Metropolitan State University; and Winona State University.

Future reporting to the legislature will include updated national and regional tuition and fee data to reflect the most up-to-date data available through IPEDS.

**Minnesota State Colleges and Universities  
Average Annual Tuition and Fees**

Colleges	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009 <sup>1</sup>
Alexandria TC	2,273	2,385	2,580	2,874	3,223	3,608	3,857	4,179	4,329	4,506
Anoka TC	2,285	2,501	2,798	3,131	3,565	4,053	4,308	4,464	4,586	4,669
Anoka Ramsey CC	2,377	2,548	2,730	2,917	3,170	3,456	3,582	3,804	4,015	4,100
Central Lakes College	2,291	2,474	2,660	2,958	3,242	3,712	3,940	4,238	4,419	4,540
Century College	2,304	2,486	2,588	2,873	3,244	3,618	3,903	4,244	4,410	4,562
Dakota County Technical College	2,352	2,537	2,904	3,252	3,521	3,974	4,218	4,586	4,749	4,909
Fond du Lac Tribal & CC	2,378	2,505	2,738	2,987	3,368	3,750	3,975	4,215	4,365	4,441
Hennepin TC	2,228	2,339	2,500	2,698	3,074	3,507	3,707	3,947	4,187	4,265
Inver Hills CC	2,331	2,519	2,877	3,172	3,525	3,925	4,179	4,368	4,535	4,655
Lake Superior College	2,391	2,513	2,760	2,972	3,196	3,473	3,698	3,923	4,151	4,223
Minneapolis College	2,348	2,483	2,753	3,100	3,466	3,886	4,028	4,284	4,442	4,539
Minnesota State College-SE Tech	2,232	2,484	2,729	3,025	3,442	3,813	4,055	4,352	4,502	4,584
Minnesota State C&TC	2,396	2,448	2,832	3,119	3,536	3,982	4,223	4,402	4,629	4,718
Minnesota West College	2,258	2,397	2,775	3,047	3,441	3,898	4,172	4,461	4,692	4,807
Normandale CC	2,357	2,663	2,925	3,235	3,545	3,675	3,975	4,318	4,512	4,592
Northeast Higher Ed District										
Hibbing	2,304	2,453	2,688	2,994	3,301	3,758	3,957	4,252	4,344	4,481
Itasca CC	2,453	2,583	2,834	3,139	3,541	4,004	4,147	4,303	4,337	4,474
Mesabi Range	2,415	2,744	2,827	3,126	3,437	3,888	4,028	4,174	4,344	4,481
Rainy River CC	2,429	2,561	2,801	3,148	3,546	4,003	4,178	4,325	4,380	4,517
Vermilion CC	2,450	2,573	2,937	3,171	3,579	4,045	4,188	4,367	4,374	4,511
North Hennepin CC	2,351	2,607	2,868	3,164	3,573	3,924	4,070	4,263	4,421	4,623
Northland College	2,321	2,507	2,889	3,084	3,544	4,016	4,250	4,604	4,799	4,886
Northwest TC (Bemidji)	2,210	2,369	2,751	3,029	3,428	3,901	4,170	4,535	4,704	4,808
Pine TC	2,253	2,430	2,813	3,122	3,421	3,571	3,726	4,071	4,206	4,341
Ridgewater College	2,310	2,514	2,876	3,194	3,571	3,991	4,134	4,355	4,517	4,606
Riverland College	2,235	2,432	2,762	3,084	3,473	3,871	4,109	4,427	4,598	4,679
Rochester College	2,343	2,483	2,781	3,116	3,529	4,013	4,268	4,497	4,656	4,820
St. Cloud Tech	2,209	2,325	2,540	2,878	3,336	3,810	3,980	4,302	4,424	4,614
St. Paul College	2,177	2,328	2,552	2,816	3,202	3,499	3,791	4,134	4,319	4,399
South Central College	2,288	2,408	2,550	2,837	3,165	3,532	3,818	4,223	4,436	4,515

State Universities	FY2000	FY2001	FY2002	FY2003	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009
Bemidji SU	3,621	3,480	3,955	4,279	4,852	5,446	5,801	6,265	6,507	6,745
Metro SU	2,836	2,942	3,098	3,359	3,852	4,392	4,681	5,083	5,293	5,473
Minnesota SU- Mankato	2,892	3,132	3,450	3,762	4,258	4,841	5,157	5,587	5,795	5,971
Moorhead SU	2,890	3,093	3,192	3,527	4,060	4,590	4,894	5,354	5,585	5,764
St. Cloud SU	3,093	3,139	3,418	3,814	4,370	4,981	5,188	5,488	5,719	5,901
Southwest SU	3,083	3,272	3,471	3,850	4,360	5,201	5,579	5,965	6,242	6,412
Winona SU	3,045	3,337	3,559	4,013	4,548	5,120	5,464	5,893	6,117	6,269

<sup>1</sup> FY2009 Tuition and Fees pending Board of Trustee approval in March 2008

**Minnesota State Colleges and Universities**  
**Colleges and Universities by Carnegie Classifications**

**Carnegie Code Carnegie Classification**

1	Assoc/Pub-R-S: Associate's--Public Rural-serving Small
	Northwest Technical College
	Itasca Community College
	Mesabi Range Community and Technical College
	Pine Technical College
	Rainy River Community College
	Vermilion Community College
2	Assoc/Pub-R-M: Associate's--Public Rural-serving Medium
	Alexandria Technical College
	Riverland Community College
	Central Lakes College-Brainerd
	Minnesota State Community and Technical College
	Minnesota West Community and Technical College
	Hibbing Community College-A Technical and Community College
	South Central College
	Northland Community and Technical College
	Saint Cloud Technical College
	Ridgewater College
	Minnesota State College-Southeast Technical-Winona
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
	Dakota County Technical College
	Inver Hills Community College
	North Hennepin Community College
	Normandale Community College
	Century Community and Technical College
5	Assoc/Pub-S-MC: Associate's--Public Suburban-serving Multicampus
	Anoka Technical College
	Anoka-Ramsey Community College
	Hennepin Technical College
6	Assoc/Pub-U-SC: Associate's--Public Urban-serving Single Campus
	Minneapolis Community and Technical College
	Saint Paul College - A Community and Technical 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

**Average Annual Tuition and Fees FY2001-FY2007**

**Minnesota State Colleges and Universities vs. Border States and Nation and by Carnegie Classification**

	MnSCU			Border States			Nation		
	Two year	Four year	All	Two year	Four year	All	Two year	Four year	All
Count	30	7	37	76	19	135	1095	263	1357
FY2001	2,486	3,199	2,621	2,343	3,231	2,277	1,782	3,120	2,051
FY2002	2,754	3,449	2,885	2,524	3,480	2,456	1,888	3,302	2,170
FY2003	3,042	3,800	3,185	2,786	3,829	2,733	2,039	3,596	2,346
FY2004	3,407	4,328	3,581	2,967	4,476	3,026	2,229	4,090	2,596
FY2005	3,805	4,939	4,020	3,232	5,054	3,296	2,398	4,454	2,802
FY2006	4,021	5,252	4,254	3,424	5,402	3,467	2,510	4,768	2,951
FY2007	4,287	5,662	4,547	3,643	5,790	3,636	2,636	5,018	3,107

	Carn Class #1			Carn Class #2			Carn Class #3			Carn Class #4			Carn Class #5		
	MnSCU	Border States	Nation	MnSCU	Border States	Nation	MnSCU	Border States	Nation	MnSCU	Border States	Nation	MnSCU	Border States	Nation
Count	6	13	123	11	31	308	2	12	139	5	5	108	3	5	99
FY2001	2,543	2,458	1,469	2,439	2,344	1,735	2,498	2,185	1,912	2,562	2,562	2,382	2,462	2,344	1,521
FY2002	2,827	2,689	1,573	2,716	2,548	1,854	2,771	2,345	1,959	2,832	2,832	2,434	2,676	2,508	1,528
FY2003	3,122	2,971	1,717	3,008	2,741	2,014	3,044	2,614	2,098	3,139	3,139	2,539	2,915	2,725	1,636
FY2004	3,492	3,147	1,890	3,389	2,896	2,213	3,362	2,638	2,247	3,482	3,482	2,701	3,269	3,012	1,848
FY2005	3,902	3,422	2,018	3,817	3,165	2,377	3,743	2,898	2,384	3,823	3,823	2,936	3,672	3,291	2,043
FY2006	4,073	3,684	2,149	4,045	3,355	2,478	3,983	3,040	2,513	4,069	4,069	3,105	3,866	3,492	2,121
FY2007	4,296	3,986	2,271	4,345	3,575	2,614	4,210	3,193	2,638	4,356	4,356	3,186	4,072	3,687	2,201

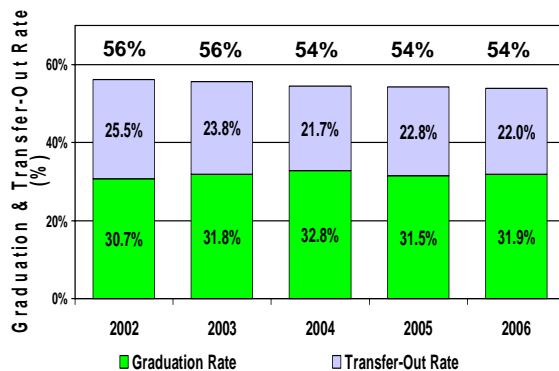
	Carn Class #6			Carn Class #18			Carn Class #19			Carn Class #20			Carn Class #33		
	MnSCU	Border States	Nation	MnSCU	Border States	Nation	MnSCU	Border States	Nation	MnSCU	Border States	Nation	MnSCU	Border States	Nation
Count	2	2	31	2	7	163	2	8	68	3	4	31	1	5	19
FY2001	2,405	2,405	2,117	3,135	3,167	3,142	3,140	3,366	2,958	3,282	3,075	3,377	2,505	2,165	2,105
FY2002	2,652	2,652	2,180	3,434	3,419	3,333	3,328	3,627	3,104	3,539	3,293	3,575	2,738	2,104	1,824
FY2003	2,958	2,958	2,406	3,788	3,779	3,614	3,686	3,979	3,409	3,885	3,615	3,909	2,987	2,797	2,079
FY2004	3,334	3,334	2,605	4,314	4,557	4,127	4,200	4,581	3,916	4,424	4,125	4,277	3,368	3,106	2,150
FY2005	3,692	3,692	2,788	4,911	5,112	4,509	4,756	5,161	4,245	5,079	4,737	4,624	3,750	3,182	2,277
FY2006	3,909	3,909	2,991	5,173	5,428	4,828	5,073	5,534	4,554	5,425	5,092	4,912	3,975	3,227	2,350
FY2007	4,209	4,209	3,085	5,538	5,805	5,077	5,488	5,912	4,784	5,861	5,519	5,225	4,215	3,275	2,396

## Chapter 4 IPEDS Graduation and Transfer-Out Rates

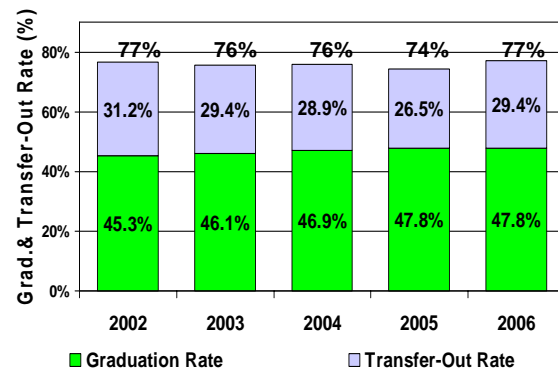
This chapter includes graduation and transfer-out rates as reported to the National Center for Education Statistics on the Integrated Postsecondary Education Data System (IPEDS) Graduation Rates Survey. The graduation rate is the percent of full-time, first-time certificate-seeking, diploma-seeking or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

The combined graduation and transfer-out rates at the state colleges and for the state universities were stable between 2002 and 2006. Figure 4-1 shows graduation rates at the state colleges and Figure 4-2 shows graduation rates at the state universities. Small changes in the rates are not significant.

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



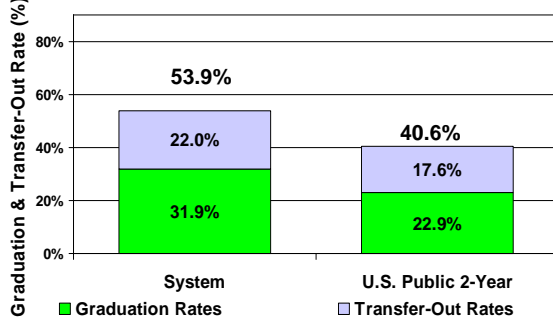
**Figure 4-2  
UNIVERSITY GRADUATION  
& TRANSFER-OUT RATES**



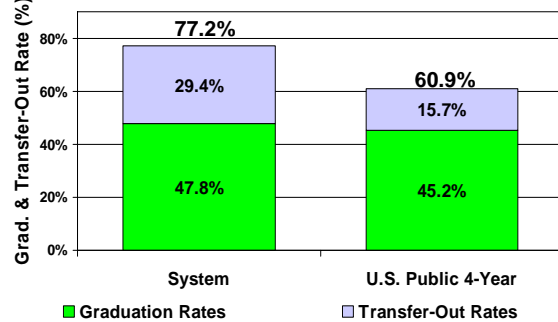
The 2006 graduation and transfer-out rates for the state colleges, 31.9 percent and 22.0 percent, were higher than those of similar U.S. public two-year colleges, as shown in Figure 4-3. The 2006 graduation and transfer-out rates for the state universities, 47.8 percent and 29.4 percent, also were higher than those of similar U.S. public four-year universities, as shown in Figure 4-4. Graduation rates for similar colleges and universities are reported to provide for context for the system rates. Similar colleges and universities are public institutions with the same Basic Carnegie Classification Code as 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.

**Figure 4-3  
COLLEGE GRADUATION  
& TRANSFER-OUT RATES FOR SYSTEM  
AND SIMILAR U.S. INSTITUTIONS**

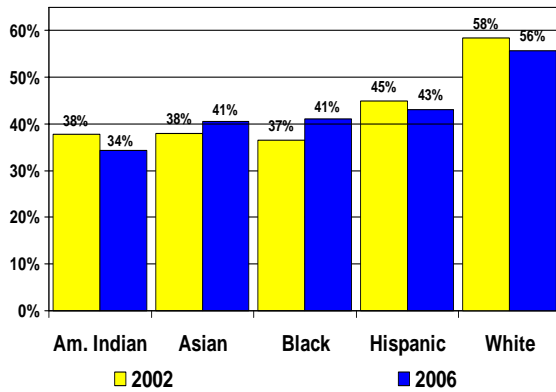


**Figure 4-4  
UNIVERSITY GRADUATION  
& TRANSFER-OUT RATES FOR SYSTEM  
AND SIMILAR U.S. INSTITUTIONS**

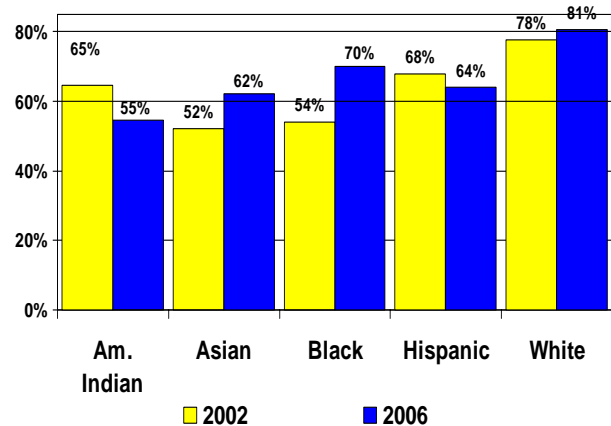


Combined graduation and transfer-out rates by race/ethnicity are reported in Figures 4-5 and 4-6. The graduation and transfer-out rates increased for Asian and Black students between 2002 and 2006 at the state colleges, as shown in Figure 4-5. Graduation rates at the state universities increased for Asian, Black, and White students between 2002 and 2006, as shown in Figure 4-6.

**Figure 4-5  
COLLEGE GRADUATION &  
TRANSFER-OUT RATES  
BY RACE/ETHNICITY**

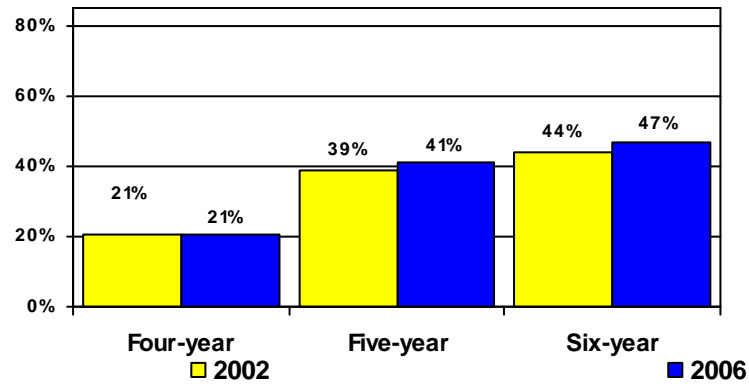


**Figure 4-6  
UNIVERSITY GRADUATION &  
TRANSFER-OUT RATES  
BY RACE/ETHNICITY**



Cumulative four, five, and six year graduation rates at the state universities for bachelors degree completers at the state universities are reported in Figure 4-7 for 2002 and 2006. The largest increase is seen in the percentage of students graduating within six years. Four-year and five-year rates are stable. 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**



The 2006-2010 Action Plan for the Minnesota State Colleges and Universities included targets on two goals to advance the strategic direction that focuses on improving Minnesota's participation and achievement in post-secondary education. The Board established targets to improve retention rates and to improve the success rate for students of color. Student success is defined as fall semester entering students who are retained at the same college or university during the next fall semester, or have graduated from that college or university, or are enrolled at another college or university. The chancellor and the Board of Trustees will be monitoring the system's progress toward achievement of the targets.

**Table 4-1  
 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
 Two-Year College Fall 2003 and Four-Year University Fall 2000 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	18.1%	11.9%	18.9%	20.3%	21.9%	34.7%	28.8%	32.4%	31.2%	31.9%
	Transfer Out Rate	21.5%	29.1%	15.3%	20.3%	21.0%	21.0%	29.1%	20.2%	24.3%	22.0%
	Combined Rate	39.6%	41.0%	34.3%	40.6%	43.0%	55.7%	58.0%	52.6%	55.4%	53.9%
<b>Metro Area Community Colleges Total</b>											
	Graduation Rate	16.0%	9.4%	10.0%	11.8%	10.5%	14.7%	12.2%	11.2%	16.2%	13.9%
	Transfer Out Rate	30.0%	36.7%	26.7%	28.2%	29.9%	38.2%	51.5%	40.6%	37.3%	38.8%
	Combined Rate	46.0%	46.1%	36.7%	40.0%	40.3%	52.9%	63.7%	51.8%	53.5%	52.7%
<b>Anoka-Ramsey Community College</b>											
	Initial Cohort	9	17	4	25	5	900	210	488	682	1170
	Total Completers		1		3	1	140	24	58	111	169
	Transfers-Out	5	8	2	12		322	140	222	267	489
	Graduation Rate		5.9%		12.0%	20.0%	15.6%	11.4%	11.9%	16.3%	14.4%
	Transfer Out Rate	55.6%	47.1%	50.0%	48.0%		35.8%	66.7%	45.5%	39.2%	41.8%
	Combined Rate	55.6%	52.9%	50.0%	60.0%	20.0%	51.3%	78.1%	57.4%	55.4%	56.2%
<b>Inver Hills Community College</b>											
	Initial Cohort	3	49	8	37	19	754	118	473	515	988
	Total Completers		4		2	4	96	15	48	73	121
	Transfers-Out		15	3	7	2	267	43	169	168	337
	Graduation Rate		8.2%		5.4%	21.1%	12.7%	12.7%	10.2%	14.2%	12.3%
	Transfer Out Rate		30.6%	37.5%	18.9%	10.5%	35.4%	36.4%	35.7%	32.6%	34.1%
	Combined Rate		38.8%	37.5%	24.3%	31.6%	48.1%	49.2%	45.9%	46.8%	46.4%
<b>Normandale Community College</b>											
	Initial Cohort	27	93	14	87	23	996	134	696	678	1374
	Total Completers	5	12	2	11		129	10	63	106	169
	Transfers-Out	7	33	2	29	13	438	67	311	278	589
	Graduation Rate	18.5%	12.9%	14.3%	12.6%		13.0%	7.5%	9.1%	15.6%	12.3%
	Transfer Out Rate	25.9%	35.5%	14.3%	33.3%	56.5%	44.0%	50.0%	44.7%	41.0%	42.9%
	Combined Rate	44.4%	48.4%	28.6%	46.0%	56.5%	56.9%	57.5%	53.7%	56.6%	55.2%
<b>North Hennepin Community College</b>											
	Initial Cohort	11	97	4	71	20	566	39	365	443	808
	Total Completers	3	7	1	10	2	107	12	57	85	142
	Transfers-Out	3	38	1	14	5	201	8	119	151	270
	Graduation Rate	27.3%	7.2%	25.0%	14.1%	10.0%	18.9%	30.8%	15.6%	19.2%	17.6%
	Transfer Out Rate	27.3%	39.2%	25.0%	19.7%	25.0%	35.5%	20.5%	32.6%	34.1%	33.4%
	Combined Rate	54.6%	46.4%	50.0%	33.8%	35.0%	54.4%	51.3%	48.2%	53.3%	51.0%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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**  
**IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender**  
**Two-Year College Fall 2003 and Four-Year University Fall 2000 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	12.0%	4.5%	12.1%	7.0%	7.9%	18.9%	13.4%	14.6%	16.2%	15.4%
	Transfer Out Rate	10.0%	26.1%	17.2%	23.9%	25.4%	27.2%	26.9%	23.9%	28.5%	26.1%
	Combined Rate	22.0%	30.6%	29.3%	30.9%	33.3%	46.1%	40.3%	38.5%	44.6%	41.5%
<b>Century College</b>											
	Initial Cohort	21	45	12	139	26	1022	22	633	654	1287
	Total Completers	3	4	1	7	3	135	3	43	113	156
	Transfers-Out	2	16	4	30	6	330	8	199	197	396
	Graduation Rate	14.3%	8.9%	8.3%	5.0%	11.5%	13.2%	13.6%	6.8%	17.3%	12.1%
	Transfer Out Rate	9.5%	35.6%	33.3%	21.6%	23.1%	32.3%	36.4%	31.4%	30.1%	30.8%
	Combined Rate	23.8%	44.4%	41.7%	26.6%	34.6%	45.5%	50.0%	38.2%	47.4%	42.9%
<b>Minneapolis Community and Technical College</b>											
	Initial Cohort	29	269	46	62	37	668	45	629	527	1156
	Total Completers	3	10	6	7	2	185	6	141	78	219
	Transfers-Out	3	66	6	18	10	129	10	103	139	242
	Graduation Rate	10.3%	3.7%	13.0%	11.3%	5.4%	27.7%	13.3%	22.4%	14.8%	18.9%
	Transfer Out Rate	10.3%	24.5%	13.0%	29.0%	27.0%	19.3%	22.2%	16.4%	26.4%	20.9%
	Combined Rate	20.7%	28.3%	26.1%	40.3%	32.4%	47.0%	35.6%	38.8%	41.2%	39.9%
<b>Metro Area Technical Colleges Total</b>											
	Graduation Rate	11.1%	29.3%	30.4%	41.9%	37.5%	46.5%	43.1%	42.9%	46.7%	44.3%
	Transfer Out Rate	33.3%	20.7%	13.0%	7.0%	12.5%	12.5%	11.8%	11.0%	15.9%	12.9%
	Combined Rate	44.4%	50.0%	43.5%	48.8%	50.0%	59.0%	54.9%	53.9%	62.6%	57.2%
<b>Anoka Technical College</b>											
	Initial Cohort		16	4	**	**	326	11	212	155	367
	Total Completers		8	2	**	**	136	7	83	72	155
	Transfers-Out		2		**	**	36		21	19	40
	Graduation Rate		50.0%	50.0%	**	**	41.7%	63.6%	39.2%	46.5%	42.2%
	Transfer Out Rate		12.5%		**	**	11.0%		9.9%	12.3%	10.9%
	Combined Rate		62.5%	50.0%	**	**	52.8%	63.6%	49.1%	58.7%	53.1%
<b>Dakota County Technical College</b>											
	Initial Cohort	5	24	6	15	9	612	46	426	291	717
	Total Completers		12	3	7	4	287	20	199	134	333
	Transfers-Out	2	5	1	5	1	81	5	42	58	100
	Graduation Rate		50.0%	50.0%	46.7%	44.4%	46.9%	43.5%	46.7%	46.1%	46.4%
	Transfer Out Rate	40.0%	20.8%	16.7%	33.3%	11.1%	13.2%	10.9%	9.9%	19.9%	14.0%
	Combined Rate	40.0%	70.8%	66.7%	80.0%	55.6%	60.1%	54.4%	56.6%	66.0%	60.4%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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  
IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-Year College Fall 2003 and Four-Year University Fall 2000 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>Hennepin Technical College</b>											
	Initial Cohort	3	45	9	36	11	701	29	581	253	834
	Total Completers	1	15	2	14	3	323	11	242	127	369
	Transfers-Out		8	1	1	3	77	3	57	36	93
	Graduation Rate	33.3%	33.3%	22.2%	38.9%	27.3%	46.1%	37.9%	41.7%	50.2%	44.2%
	Transfer Out Rate		17.8%	11.1%	2.8%	27.3%	11.0%	10.3%	9.8%	14.2%	11.2%
	Combined Rate	33.3%	51.1%	33.3%	41.7%	54.6%	57.1%	48.3%	51.5%	64.4%	55.4%
<b>Saint Paul College</b>											
	Initial Cohort	**	113	**	69	19	352	58	355	261	616
	Total Completers	**	23	**	31	8	180	24	151	115	266
	Transfers-Out	**	26	**	1	1	54	9	53	40	93
	Graduation Rate	**	20.4%	**	44.9%	42.1%	51.1%	41.4%	42.5%	44.1%	43.2%
	Transfer Out Rate	**	23.0%	**	1.5%	5.3%	15.3%	15.5%	14.9%	15.3%	15.1%
	Combined Rate	**	43.4%	**	46.4%	47.4%	66.5%	56.9%	57.5%	59.4%	58.3%
<b>Greater Minnesota Community Colleges Total</b>											
	Graduation Rate		5.5%	10.9%	33.3%	20.0%	33.6%	27.0%	24.7%	33.7%	27.7%
	Transfer Out Rate	16.7%	39.6%	18.8%	33.3%	20.0%	26.4%	36.5%	30.3%	23.4%	28.0%
	Combined Rate	16.7%	45.1%	29.7%	66.7%	40.0%	60.0%	63.5%	55.0%	57.1%	55.7%
<b>Fond du Lac Tribal and Community College</b>											
	Initial Cohort		4	48	**		99	**	85	69	154
	Total Completers		1	5	**		22	**	15	13	28
	Transfers-Out		1	8	**		22	**	19	14	33
	Graduation Rate		25.0%	10.4%	**		22.2%	**	17.7%	18.8%	18.2%
	Transfer Out Rate		25.0%	16.7%	**		22.2%	**	22.4%	20.3%	21.4%
	Combined Rate		50.0%	27.1%	**		44.4%	**	40.0%	39.1%	39.6%
<b>Itasca Community College</b>											
	Initial Cohort	**	**	10	**	**	216	60	190	103	293
	Total Completers	**	**	1	**	**	76	17	60	36	96
	Transfers-Out	**	**	3	**	**	53	20	54	24	78
	Graduation Rate	**	**	10.0%	**	**	35.2%	28.3%	31.6%	35.0%	32.8%
	Transfer Out Rate	**	**	30.0%	**	**	24.5%	33.3%	28.4%	23.3%	26.6%
	Combined Rate	**	**	40.0%	**	**	59.7%	61.7%	60.0%	58.3%	59.4%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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  
IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-Year College Fall 2003 and Four-Year University Fall 2000 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	5	44	**		**	63		69	49	118
	Total Completers		2	**		**	27		6	24	30
	Transfers-Out	1	15	**		**	21		29	9	38
	Graduation Rate		4.6%	**		**	42.9%		8.7%	49.0%	25.4%
	Transfer Out Rate	20.0%	34.1%	**		**	33.3%		42.0%	18.4%	32.2%
	Combined Rate	20.0%	38.6%	**		**	76.2%		50.7%	67.4%	57.6%
<b>Vermilion Community College</b>											
	Initial Cohort		41	**		**	182	**	187	40	227
	Total Completers		2	**		**	63	**	50	15	65
	Transfers-Out		19	**		**	52	**	59	14	73
	Graduation Rate		4.9%	**		**	34.6%	**	26.7%	37.5%	28.6%
	Transfer Out Rate		46.3%	**		**	28.6%	**	31.6%	35.0%	32.2%
	Combined Rate		51.2%	**		**	63.2%	**	58.3%	72.5%	60.8%
<b>Greater Minnesota Community and Technical Colleges Total</b>											
	Graduation Rate	32.3%	12.4%	26.4%	36.3%	28.5%	38.4%	35.4%	37.4%	35.7%	36.7%
	Transfer Out Rate	22.6%	27.9%	9.6%	14.3%	17.2%	16.5%	21.4%	16.0%	19.0%	17.3%
	Combined Rate	54.8%	40.3%	36.0%	50.6%	45.7%	54.8%	56.8%	53.4%	54.6%	54.0%
<b>Central Lakes College</b>											
	Initial Cohort	**	16	14	9	**	645		379	310	689
	Total Completers	**		2	1	**	272		157	120	277
	Transfers-Out	**	6	3	2	**	96		59	48	107
	Graduation Rate	**		14.3%	11.1%	**	42.2%		41.4%	38.7%	40.2%
	Transfer Out Rate	**	37.5%	21.4%	22.2%	**	14.9%		15.6%	15.5%	15.5%
	Combined Rate	**	37.5%	35.7%	33.3%	**	57.1%		57.0%	54.2%	55.7%
<b>Lake Superior College</b>											
	Initial Cohort		9	12	4	5	443	41	266	248	514
	Total Completers		2	2	1	1	93	3	53	49	102
	Transfers-Out		1	1	1	1	93	8	52	53	105
	Graduation Rate		22.2%	16.7%	25.0%	20.0%	21.0%	7.3%	19.9%	19.8%	19.8%
	Transfer Out Rate		11.1%	8.3%	25.0%	20.0%	21.0%	19.5%	19.6%	21.4%	20.4%
	Combined Rate		33.3%	25.0%	50.0%	40.0%	42.0%	26.8%	39.5%	41.1%	40.3%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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**  
**IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender**  
**Two-Year College Fall 2003 and Four-Year University Fall 2000 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		29	43	10	15	957	361	795	620	1415
	Total Completers		2	13	2	2	374	162	343	212	555
	Transfers-Out		12	4	3	4	141	57	106	115	221
	Graduation Rate		6.9%	30.2%	20.0%	13.3%	39.1%	44.9%	43.1%	34.2%	39.2%
	Transfer Out Rate		41.4%	9.3%	30.0%	26.7%	14.7%	15.8%	13.3%	18.6%	15.6%
	Combined Rate		48.3%	39.5%	50.0%	40.0%	53.8%	60.7%	56.5%	52.7%	54.8%
<b>Minnesota West Community and Technical College</b>											
	Initial Cohort		16	**	11	5	469	**	320	188	508
	Total Completers		1	**	6	2	212	**	144	78	222
	Transfers-Out		8	**	1	1	68	**	58	21	79
	Graduation Rate		6.3%	**	54.6%	40.0%	45.2%	**	45.0%	41.5%	43.7%
	Transfer Out Rate		50.0%	**	9.1%	20.0%	14.5%	**	18.1%	11.2%	15.6%
	Combined Rate		56.3%	**	63.6%	60.0%	59.7%	**	63.1%	52.7%	59.3%
<b>Hibbing Community College</b>											
	Initial Cohort	**	30	5	3	**	323	194	337	224	561
	Total Completers	**	3	2	1	**	123	74	116	88	204
	Transfers-Out	**	18	1	2	**	76	49	82	67	149
	Graduation Rate	**	10.0%	40.0%	33.3%	**	38.1%	38.1%	34.4%	39.3%	36.4%
	Transfer Out Rate	**	60.0%	20.0%	66.7%	**	23.5%	25.3%	24.3%	29.9%	26.6%
	Combined Rate	**	70.0%	60.0%	100.0%	**	61.6%	63.4%	58.8%	69.2%	62.9%
<b>Mesabi Range Community and Technical College</b>											
	Initial Cohort	**	52	**			348		290	114	404
	Total Completers	**	9	**			115		86	39	125
	Transfers-Out	**	4	**			42		29	17	46
	Graduation Rate	**	17.3%	**			33.1%		29.7%	34.2%	30.9%
	Transfer Out Rate	**	7.7%	**			12.1%		10.0%	14.9%	11.4%
	Combined Rate	**	25.0%	**			45.1%		39.7%	49.1%	42.3%
<b>Northland Community and Technical College</b>											
	Initial Cohort		30	32	4	11	635	6	390	328	718
	Total Completers		4	6		4	239	2	124	131	255
	Transfers-Out		4	3		1	61	1	36	34	70
	Graduation Rate		13.3%	18.8%		36.4%	37.6%	33.3%	31.8%	39.9%	35.5%
	Transfer Out Rate		13.3%	9.4%		9.1%	9.6%	16.7%	9.2%	10.4%	9.8%
	Combined Rate		26.7%	28.1%		45.5%	47.2%	50.0%	41.0%	50.3%	45.3%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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  
 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
 Two-Year College Fall 2003 and Four-Year University Fall 2000 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	**	17	7	3	27	1078	14	592	555	1147
	Total Completers	**	1	3	2	8	465	5	230	255	485
	Transfers-Out	**	4			2	187	1	98	96	194
	Graduation Rate	**	5.9%	42.9%	66.7%	29.6%	43.1%	35.7%	38.9%	46.0%	42.3%
	Transfer Out Rate	**	23.5%			7.4%	17.4%	7.1%	16.6%	17.3%	16.9%
	Combined Rate	**	29.4%	42.9%	66.7%	37.0%	60.5%	42.9%	55.4%	63.2%	59.2%
<b>Riverland Community College</b>											
	Initial Cohort	22	24	**	9	29	646	**	456	280	736
	Total Completers	5	9	**	6	12	300	**	248	87	335
	Transfers-Out	5	5	**	1	2	93	**	47	60	107
	Graduation Rate	22.7%	37.5%	**	66.7%	41.4%	46.4%	**	54.4%	31.1%	45.5%
	Transfer Out Rate	22.7%	20.8%	**	11.1%	6.9%	14.4%	**	10.3%	21.4%	14.5%
	Combined Rate	45.5%	58.3%	**	77.8%	48.3%	60.8%	**	64.7%	52.5%	60.1%
<b>Rochester Community and Technical College</b>											
	Initial Cohort	4	75	3	38	16	754	145	537	498	1035
	Total Completers	2	6	1	14	3	222	25	132	141	273
	Transfers-Out	1	21		3	7	180	46	131	127	258
	Graduation Rate	50.0%	8.0%	33.3%	36.8%	18.8%	29.4%	17.2%	24.6%	28.3%	26.4%
	Transfer Out Rate	25.0%	28.0%		7.9%	43.8%	23.9%	31.7%	24.4%	25.5%	24.9%
	Combined Rate	75.0%	36.0%	33.3%	44.7%	62.5%	53.3%	49.0%	49.0%	53.8%	51.3%
<b>Greater Minnesota Technical Colleges Total</b>											
	Graduation Rate	66.7%	11.1%	18.5%	30.8%	32.1%	50.9%	43.6%	50.4%	47.5%	49.2%
	Transfer Out Rate	33.3%	29.6%	16.9%	11.5%	17.9%	12.7%	10.4%	9.4%	17.5%	12.9%
	Combined Rate	100.0%	40.7%	35.4%	42.3%	50.0%	63.6%	54.0%	59.8%	65.0%	62.0%
<b>Alexandria Technical College</b>											
	Initial Cohort		**	3	4	**	749	77	526	310	836
	Total Completers		**	1	3	**	452	37	327	166	493
	Transfers-Out		**	1	1	**	57	5	29	36	65
	Graduation Rate		**	33.3%	75.0%	**	60.4%	48.1%	62.2%	53.6%	59.0%
	Transfer Out Rate		**	33.3%	25.0%	**	7.6%	6.5%	5.5%	11.6%	7.8%
	Combined Rate		**	66.7%	100.0%	**	68.0%	54.6%	67.7%	65.2%	66.8%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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  
 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
 Two-Year College Fall 2003 and Four-Year University Fall 2000 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 College - Southeast Technical</b>											
	Initial Cohort		7	5	4	5	358		233	146	379
	Total Completers			1		3	182		109	77	186
	Transfers-Out		3		1	2	31		21	16	37
	Graduation Rate			20.0%		60.0%	50.8%		46.8%	52.7%	49.1%
	Transfer Out Rate		42.9%		25.0%	40.0%	8.7%		9.0%	11.0%	9.8%
	Combined Rate		42.9%	20.0%	25.0%	100.0%	59.5%		55.8%	63.7%	58.8%
<b>Northwest Technical College - Bemidji</b>											
	Initial Cohort			44	**	**	243	**	133	158	291
	Total Completers			6	**	**	122	**	63	66	129
	Transfers-Out			8	**	**	36	**	11	33	44
	Graduation Rate			13.6%	**	**	50.2%	**	47.4%	41.8%	44.3%
	Transfer Out Rate			18.2%	**	**	14.8%	**	8.3%	20.9%	15.1%
	Combined Rate			31.8%	**	**	65.0%	**	55.6%	62.7%	59.5%
<b>Pine Technical College</b>											
	Initial Cohort		**	4	**		111	15	47	86	133
	Total Completers		**		**		53	7	18	42	60
	Transfers-Out		**	1	**		15	2	4	15	19
	Graduation Rate		**		**		47.8%	46.7%	38.3%	48.8%	45.1%
	Transfer Out Rate		**	25.0%	**		13.5%	13.3%	8.5%	17.4%	14.3%
	Combined Rate		**	25.0%	**		61.3%	60.0%	46.8%	66.3%	59.4%
<b>St. Cloud Technical College</b>											
	Initial Cohort	**	**	8	9	6	689	40	456	305	761
	Total Completers	**	**	4	2	2	351	13	225	149	374
	Transfers-Out	**	**	1	1	1	109	5	51	68	119
	Graduation Rate	**	**	50.0%	22.2%	33.3%	50.9%	32.5%	49.3%	48.9%	49.2%
	Transfer Out Rate	**	**	12.5%	11.1%	16.7%	15.8%	12.5%	11.2%	22.3%	15.6%
	Combined Rate	**	**	62.5%	33.3%	50.0%	66.8%	45.0%	60.5%	71.2%	64.8%
<b>South Central College</b>											
	Initial Cohort	**	11	**	6	14	604	29	350	316	666
	Total Completers	**	2	**	3	3	242	14	137	128	265
	Transfers-Out	**	2	**		2	102	5	48	63	111
	Graduation Rate	**	18.2%	**	50.0%	21.4%	40.1%	48.3%	39.1%	40.5%	39.8%
	Transfer Out Rate	**	18.2%	**		14.3%	16.9%	17.2%	13.7%	19.9%	16.7%
	Combined Rate	**	36.4%	**	50.0%	35.7%	57.0%	65.5%	52.9%	60.4%	56.5%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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  
IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
Two-Year College Fall 2003 and Four-Year University Fall 2000 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	44.5%	24.7%	25.8%	40.2%	42.3%	50.1%	41.1%	44.0%	50.5%	47.8%
	Transfer Out Rate	13.3%	45.5%	28.8%	22.0%	21.8%	30.6%	26.1%	27.4%	30.9%	29.4%
	Combined Rate	57.8%	70.1%	54.6%	62.2%	64.1%	80.6%	67.2%	71.3%	81.4%	77.2%
<b>Bemidji State University</b>											
	Initial Cohort	27	3	15	3	4	498	24	267	307	574
	Total Completers	10	2	6	2	2	255	9	119	167	286
	Transfers-Out		1	1			93	7	50	52	102
	Graduation Rate	37.0%	66.7%	40.0%	66.7%	50.0%	51.2%	37.5%	44.6%	54.4%	49.8%
	Transfer Out Rate		33.3%	6.7%			18.7%	29.2%	18.7%	16.9%	17.8%
	Combined Rate	37.0%	100.0%	46.7%	66.7%	50.0%	69.9%	66.7%	63.3%	71.3%	67.6%
<b>Metropolitan State University</b>											
	Initial Cohort	**	**		12		10	17	21	22	43
	Total Completers	**	**		6		3	1	4	6	10
	Transfers-Out	**	**		1		4	1	4	2	6
	Graduation Rate	**	**		50.0%		30.0%	5.9%	19.1%	27.3%	23.3%
	Transfer Out Rate	**	**		8.3%		40.0%	5.9%	19.1%	9.1%	14.0%
	Combined Rate	**	**		58.3%		70.0%	11.8%	38.1%	36.4%	37.2%
<b>Minnesota State University, Mankato *</b>											
	Initial Cohort		23	3	23	16	1657	318	932	1108	2040
	Total Completers		6		10	6	829	131	431	551	982
	Transfers-Out		10	1	8	4	532	113	268	400	668
	Graduation Rate		26.1%		43.5%	37.5%	50.1%	41.2%	46.3%	49.8%	48.2%
	Transfer Out Rate		43.5%	33.3%	34.8%	25.0%	32.2%	35.5%	28.8%	36.1%	32.8%
	Combined Rate		69.6%	33.3%	78.3%	62.5%	82.2%	76.7%	75.1%	85.9%	81.0%
<b>Minnesota State University Moorhead</b>											
	Initial Cohort	14	9	16	10	19	957	159	429	755	1184
	Total Completers	7	4	4	5	7	428	57	149	359	508
	Transfers-Out	4	4	4	2	2	236	46	109	189	298
	Graduation Rate	50.0%		25.0%	50.0%	36.8%	44.7%	35.9%	34.7%	47.6%	42.9%
	Transfer Out Rate	28.6%	44.4%	25.0%	20.0%	10.5%	24.7%	28.9%	25.4%	25.0%	25.2%
	Combined Rate	78.6%	44.4%	50.0%	70.0%	47.4%	69.4%	64.8%	60.1%	72.6%	68.1%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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  
 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender  
 Two-Year College Fall 2003 and Four-Year University Fall 2000 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	43	25	21	90	17	1644	662	1093	1409	2502
	Total Completers	26	7	4	32	8	809	282	479	689	1168
	Transfers-Out		13	8	14	4	496	108	261	382	643
	Graduation Rate	60.5%	28.0%	19.1%	35.6%	47.1%	49.2%	42.6%	43.8%	48.9%	46.7%
	Transfer Out Rate		52.0%	38.1%	15.6%	23.5%	30.2%	16.3%	23.9%	27.1%	25.7%
	Combined Rate	60.5%	80.0%	57.1%	51.1%	70.6%	79.4%	58.9%	67.7%	76.0%	72.4%
<b>Southwest Minnesota State University</b>											
	Initial Cohort	27	10	8	8	8	418	16	206	289	495
	Total Completers	10	2	2	3	3	176	3	68	131	199
	Transfers-Out	13	4	4	2	4	190	12	100	129	229
	Graduation Rate	37.0%	20.0%	25.0%	37.5%	37.5%	42.3%	18.8%	33.3%	45.3%	40.4%
	Transfer Out Rate	48.2%	40.0%	50.0%	25.0%	50.0%	45.7%	75.0%	49.0%	44.6%	46.5%
	Combined Rate	85.2%	60.0%	75.0%	62.5%	87.5%	88.0%	93.8%	82.4%	90.0%	86.8%
<b>Winona State University</b>											
	Initial Cohort	15	5	3	18	14	1179	175	461	948	1409
	Total Completers	4	2	1	8	7	683	80	247	538	785
	Transfers-Out		3	1	9	3	393	71	140	340	480
	Graduation Rate	26.7%	40.0%	33.3%	44.4%	50.0%	57.9%	45.7%	53.6%	56.8%	55.7%
	Transfer Out Rate		60.0%	33.3%	50.0%	21.4%	33.3%	40.6%	30.4%	35.9%	34.1%
	Combined Rate	26.7%	100.0%	66.7%	94.4%	71.4%	91.3%	86.3%	84.0%	92.6%	89.8%

\* Minnesota State University, Mankato's calculation of graduation and transfer-out rates includes two 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**  
**IPEDS Cumulative Four, Five, and Six Year Graduation Rates**  
**for Bachelors Degree Completers**  
**Fall 2000 First-time, Full-time, Degree Seeking Students**  
**Minnesota State Universities**

Institution	Cohort	4 Years		5 Years		6 Years		5 Years or Less		6 Years or Less	
		Number	Graduation Rate	Number	Graduation Rate	Number	Graduation Rate	Number	Graduation Rate	Number	Graduation Rate
Bemidji State University	574	162	28.2%	75	13.1%	24	4.2%	237	41.3%	261	45.5%
Metropolitan State University	43	8	18.6%	1	2.3%	1	2.3%	9	20.9%	10	23.3%
Minnesota State University, Mankato	2,040	384	18.8%	460	22.6%	130	6.4%	844	41.4%	974	47.8%
Minnesota State University Moorhead	1,184	191	16.1%	228	19.3%	78	6.6%	419	35.4%	497	42.0%
St. Cloud State University	2,502	484	19.3%	512	20.5%	156	6.2%	996	39.8%	1,152	46.0%
Southwest Minnesota State University	495	100	20.3%	73	14.8%	26	5.3%	173	35.1%	199	40.4%
Winona State University	1,409	373	26.5%	347	24.6%	45	3.2%	720	51.1%	765	54.3%
State Universities Total	8,247	1,702	20.6%	1,696	20.6%	460	5.6%	3,398	41.2%	3,858	46.8%
<b>Total: Universities</b>	<b>16,494</b>	<b>3,404</b>	<b>20.6%</b>	<b>3,392</b>	<b>20.6%</b>	<b>920</b>	<b>5.6%</b>	<b>6,796</b>	<b>41.2%</b>	<b>7,716</b>	<b>46.8%</b>

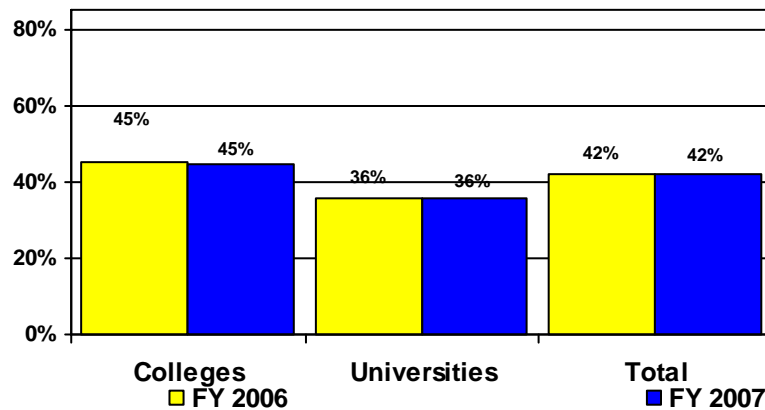
## Chapter 5

### Students Traditionally Underrepresented in Higher Education

This chapter contains information about students traditionally underrepresented in higher education. Figure 5-1 shows that underrepresented students constitute 42 percent of undergraduate credit enrollment. This translates to 96,970 underrepresented students enrolled in fiscal year 2006 increasing to 98,211 in fiscal year 2007.

Underrepresented students include underserved students (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.

**Figure 5-1**  
**UNDERGRADUATE UNDERREPRESENTED STUDENTS**



To increase recruitment and retention of underrepresented students, the Board of Trustees has approved an initiative to expand access to higher education in Minnesota. The board allocated \$22 million in state funds for recruiting and retaining more underrepresented students during the current biennium. The majority of the funds were allocated directly to the colleges and universities to support improved recruitment and retention programs for underrepresented students. The system also has established three college access and opportunity centers aimed at improving high school graduation and college participation rates among students of color and other underrepresented groups. The system will be evaluating the effectiveness of the initiative.

The centers are at St. Cloud State University, Minnesota State Community and Technical College in Fergus Falls, and Century College in White Bear Lake together with Inver Hills Community College in Inver Grove Heights. Each center has partnerships with K-12 school districts in their areas. The centers will focus on improving students' college readiness by developing rigorous college-preparatory and college-level courses, by advising students and their parents on education and career paths and by providing professional development for K-12 teachers. They are expected to serve more than 2,000 students and several hundred parents and families in the first year.

**Undergraduate Students Enrolled in Credit Courses in FY 2006**  
**Under-Represented Students: Pell Eligible Students, 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	3,356	596	17.8%	654	19.5%	74	2.2%	1,069	31.9%
Anoka-Ramsey Community College	9,833	2,130	21.7%	1,775	18.1%	863	8.8%	3,718	37.8%
Anoka Technical College	3,247	927	28.5%	662	20.4%	449	13.8%	1,481	45.6%
Central Lakes College	3,953	1,173	29.7%	1,353	34.2%	169	4.3%	2,062	52.2%
Century College	11,872	2,931	24.7%	2,761	23.3%	2,440	20.6%	5,498	46.3%
Dakota County Technical College	5,246	1,038	19.8%	767	14.6%	497	9.5%	1,717	32.7%
Fond du Lac Tribal and Community College	2,684	461	17.2%	684	25.5%	512	19.1%	1,030	38.4%
Hennepin Technical College	8,246	1,970	23.9%	1,765	21.4%	1,755	21.3%	3,771	45.7%
Inver Hills Community College	7,644	1,423	18.6%	1,235	16.2%	1,068	14.0%	2,795	36.6%
Lake Superior College	8,698	1,462	16.8%	1,515	17.4%	520	6.0%	2,704	31.1%
Minneapolis Community and Technical College	10,880	3,634	33.4%	4,386	40.3%	4,434	40.8%	7,154	65.8%
Minnesota State College - Southeast Technical	2,629	883	33.6%	845	32.1%	198	7.5%	1,453	55.3%
Minnesota State Community and Technical College	7,624	2,167	28.4%	2,257	29.6%	506	6.6%	3,663	48.0%
Minnesota West Community and Technical College	4,414	955	21.6%	1,173	26.6%	274	6.2%	1,696	38.4%
Normandale Community College	12,090	2,385	19.7%	2,537	21.0%	2,282	18.9%	4,910	40.6%
North Hennepin Community College	9,194	2,513	27.3%	2,173	23.6%	2,258	24.6%	4,558	49.6%
<b>Northeast Higher Education District</b>	<b>7,020</b>	<b>1,597</b>	<b>22.7%</b>	<b>2,338</b>	<b>33.3%</b>	<b>657</b>	<b>9.4%</b>	<b>3,198</b>	<b>45.6%</b>
Hibbing Community College	1,934	473	24.5%	790	40.8%	167	8.6%	1,023	52.9%
Itasca Community College	1,530	344	22.5%	535	35.0%	102	6.7%	730	47.7%
Mesabi Range Community and Technical College	2,025	461	22.8%	579	28.6%	132	6.5%	825	40.7%
Rainy River Community College	584	143	24.5%	186	31.8%	136	23.3%	270	46.2%
Vermilion Community College	947	176	18.6%	248	26.2%	120	12.7%	350	37.0%
Northland Community and Technical College	5,011	1,425	28.4%	1,472	29.4%	415	8.3%	2,442	48.7%
Northwest Technical College - Bemidji	1,462	425	29.1%	556	38.0%	231	15.8%	820	56.1%
Pine Technical College	963	314	32.6%	269	27.9%	39	4.0%	486	50.5%
Regina College	5,492	1,461	26.6%	1,601	29.2%	267	4.9%	2,505	45.6%
Riverland Community College	4,591	1,160	25.3%	1,198	26.1%	335	7.3%	1,952	42.5%
Rochester Community and Technical College	7,791	1,907	24.5%	1,864	23.9%	972	12.5%	3,417	43.9%
St. Cloud Technical College	5,053	1,419	28.1%	1,134	22.4%	212	4.2%	2,135	42.3%
Saint Paul College	7,505	1,978	26.4%	2,334	31.1%	3,012	40.1%	4,308	57.4%
South Central College	4,824	1,057	21.9%	1,103	22.9%	237	4.9%	1,813	37.6%
<b>Subtotal: Colleges</b>	<b>161,322</b>	<b>39,391</b>	<b>24.4%</b>	<b>40,411</b>	<b>25.0%</b>	<b>24,676</b>	<b>15.3%</b>	<b>72,355</b>	<b>44.9%</b>
<b>Universities</b>									
Bemidji State University	5,384	988	18.4%	1,349	25.1%	261	4.8%	1,995	37.1%
Metropolitan State University	8,274	2,145	25.9%	1,849	22.3%	1,704	20.6%	3,914	47.3%
Minnesota State University, Mankato	14,233	2,541	17.9%	3,209	22.5%	727	5.1%	5,107	35.9%
Minnesota State University Moorhead	8,418	1,344	16.0%	2,160	25.7%	413	4.9%	3,147	37.4%
St. Cloud State University	17,193	3,413	19.9%	3,635	21.1%	988	5.7%	6,269	36.5%
Southwest Minnesota State University	6,732	756	11.2%	927	13.8%	307	4.6%	1,493	22.2%
Winona State University	8,243	1,457	17.7%	1,548	18.8%	353	4.3%	2,690	32.6%
<b>Subtotal: Universities</b>	<b>68,477</b>	<b>12,644</b>	<b>18.5%</b>	<b>14,677</b>	<b>21.4%</b>	<b>4,753</b>	<b>6.9%</b>	<b>24,615</b>	<b>35.9%</b>
<b>Total: Colleges and Universities</b>	<b>229,799</b>	<b>52,035</b>	<b>22.6%</b>	<b>55,088</b>	<b>24.0%</b>	<b>29,429</b>	<b>12.8%</b>	<b>96,970</b>	<b>42.2%</b>

**Undergraduate Students Enrolled in Credit Courses in FY 2007**  
**Under-Represented Students: Pell Eligible Students, 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	3,647	600	16.5%	703	19.3%	75	2.1%	1,151	31.6%
Anoka-Ramsey Community College	10,265	2,192	21.4%	1,856	18.1%	1,054	10.3%	3,966	38.6%
Anoka Technical College	3,143	798	25.4%	664	21.1%	478	15.2%	1,419	45.1%
Central Lakes College	3,942	1,116	28.3%	1,372	34.8%	177	4.5%	2,057	52.2%
Century College	11,709	2,748	23.5%	2,871	24.5%	2,508	21.4%	5,454	46.6%
Dakota County Technical College	4,582	958	20.9%	833	18.2%	566	12.4%	1,727	37.7%
Fond du Lac Tribal and Community College	2,724	397	14.6%	675	24.8%	522	19.2%	999	36.7%
Hennepin Technical College	8,120	1,908	23.5%	1,800	22.2%	1,896	23.3%	3,828	47.1%
Inver Hills Community College	8,027	1,395	17.4%	1,303	16.2%	1,152	14.4%	2,847	35.5%
Lake Superior College	8,084	1,274	15.8%	1,497	18.5%	543	6.7%	2,588	32.0%
Minneapolis Community and Technical College	11,886	3,558	29.9%	4,764	40.1%	5,045	42.4%	7,772	65.4%
Minnesota State College - Southeast Technical	2,450	780	31.8%	890	36.3%	236	9.6%	1,411	57.6%
Minnesota State Community and Technical College	8,212	2,106	25.6%	2,301	28.0%	537	6.5%	3,712	45.2%
Minnesota West Community and Technical College	4,452	899	20.2%	1,097	24.6%	281	6.3%	1,587	35.6%
Normandale Community College	12,848	2,309	18.0%	2,553	19.9%	2,447	19.0%	5,075	39.5%
North Hennepin Community College	9,229	2,374	25.7%	2,137	23.2%	2,490	27.0%	4,593	49.8%
<b>Northeast Higher Education District</b>	6,964	1,448	20.8%	2,398	34.4%	660	9.5%	3,147	45.2%
Hibbing Community College	1,850	448	24.2%	805	43.5%	201	10.9%	1,029	55.6%
Itasca Community College	1,547	313	20.2%	556	35.9%	99	6.4%	736	47.6%
Mesabi Range Community and Technical College	2,040	402	19.7%	621	30.4%	135	6.6%	815	40.0%
Rainy River Community College	518	141	27.2%	197	38.0%	130	25.1%	255	49.2%
Vermilion Community College	1,009	144	14.3%	219	21.7%	95	9.4%	312	30.9%
Northland Community and Technical College	5,655	1,399	24.7%	1,511	26.7%	566	10.0%	2,569	45.4%
Northwest Technical College - Bemidji	1,892	517	27.3%	564	29.8%	253	13.4%	940	49.7%
Pine Technical College	1,071	330	30.8%	282	26.3%	51	4.8%	525	49.0%
Regina A. Casper College	5,615	1,405	25.0%	1,614	28.7%	296	5.3%	2,526	45.0%
Riverland Community College	4,664	1,097	23.5%	1,152	24.7%	360	7.7%	1,922	41.2%
Rochester Community and Technical College	7,443	1,831	24.6%	1,878	25.2%	962	12.9%	3,351	45.0%
St. Cloud Technical College	5,218	1,329	25.5%	1,195	22.9%	287	5.5%	2,169	41.6%
Saint Paul College	7,645	1,966	25.7%	2,554	33.4%	3,202	41.9%	4,508	59.0%
South Central College	4,857	1,059	21.8%	1,155	23.8%	256	5.3%	1,840	37.9%
<b>Subtotal: Colleges</b>	164,344	37,793	23.0%	41,619	25.3%	26,900	16.4%	73,683	44.8%
<b>Universities</b>									
Bemidji State University	5,382	961	17.9%	1,372	25.5%	283	5.3%	2,036	37.8%
Metropolitan State University	8,457	2,171	25.7%	1,891	22.4%	1,965	23.2%	4,089	48.4%
Minnesota State University, Mankato	14,081	2,250	16.0%	3,156	22.4%	946	6.7%	4,941	35.1%
Minnesota State University Moorhead	8,168	1,234	15.1%	2,098	25.7%	445	5.4%	3,009	36.8%
St. Cloud State University	17,536	3,177	18.1%	3,775	21.5%	1,124	6.4%	6,244	35.6%
Southwest Minnesota State University	6,929	742	10.7%	963	13.9%	387	5.6%	1,569	22.6%
Winona State University	8,424	1,342	15.9%	1,571	18.6%	362	4.3%	2,640	31.3%
<b>Subtotal: Universities</b>	68,977	11,877	17.2%	14,826	21.5%	5,512	8.0%	24,528	35.6%
<b>Total: Colleges and Universities</b>	233,321	49,670	21.3%	56,445	24.2%	32,412	13.9%	98,211	42.1%

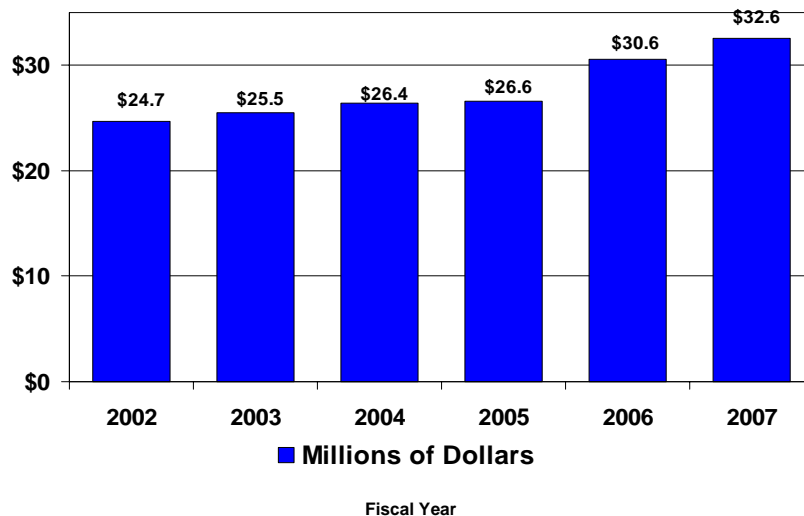
## Chapter 6

### 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 have helped employers meet their training needs and become competitive in a world economy. Customized training revenues increased by 32 percent from \$24.7 million in fiscal year 2002 to \$32.6 million in Fiscal Year 2007, 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. The Board established targets to increase the number of students enrolled in customized training courses, online courses and continuing education courses between fiscal years 2005 and 2009. The chancellor and the Board of Trustees will be monitoring the system's progress toward achievement of the targets.



**Minnesota**  
**STATE COLLEGES**  
**& UNIVERSITIES**

500 WELLS FARGO PLACE  
30 7<sup>TH</sup> ST. E., SUITE 350  
ST. PAUL, MN 55101-7804

ph 651.296-8012  
fx 651.297-5550  
[www.mnscu.edu](http://www.mnscu.edu)



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