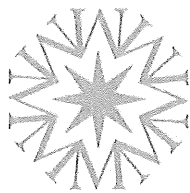


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Report to the Legislature

February 1, 2012



Minnesota
STATE COLLEGES
& UNIVERSITIES

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Introduction

This report is submitted by on behalf of the Board of Trustees of the Minnesota State Colleges and Universities to the legislative committees with jurisdiction over higher education policy and finance, in compliance with Minnesota Statutes Chapter 135A.031, Subdivision 7b. The statute specifies that 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

The six chapters of this report respond to these requirements.

Chapter 1
Minnesota State Colleges and Universities
Legislative Accountability Report
System and Institutional Allocations

This section provides information on how state resources are allocated in the Minnesota State Colleges and Universities system. These attachments include:

- **MnSCU Master Green Sheet:** This shows the system's state appropriation allocation for FY2011-FY2012 and how the appropriation was allocated between institutional basic allocations, priority allocations, and systemwide set asides. Specific legislative mandated priorities are included.
- **General Description of the Allocation Framework Components:** This provides a summary of all major components of the allocation framework which is used to distribute institutional basic allocations across the system.
- **College/University Allocations – FY2012:** This sheet summarizes the Minnesota State Colleges and Universities allocation model and shows the final FY2012 allocation to individual colleges and universities. (FY2011 adjusted base allocations are noted as a column in this document).

MnSCU MASTER GREEN SHEET
Minnesota State Colleges and Universities
July 20, 2011

	FY2011 Revised for GREEN SHEET CHANGES	FY2012
Institutional Basic Allocations		
Base*	486,090,562	441,012,097
ITC earnings	2,500,000	2,000,000
NetWork (Contract & Non Credit)	10,067,744	9,067,976
Subtotal Basic Allocations	498,658,306	452,080,074
Institutional Priority Allocations		
Centers for Excellence	4,343,547	3,912,215
Serving Underrepresented	10,826,173	9,751,090
Community Energy Pilots	382,232	344,275
Econ Dev e-Folio Upgrade	225,000	202,657
NHED - Range Voc Ed	1,000,000	900,696
Cook County Higher Education	40,000	22,000
Subtotal Institutional Priority Allocations	16,816,952	15,132,933
Systemwide Set Asides		
Attorney General	616,536	616,536
Debt Service - system level	18,039,000	18,039,000
- campus level	[14,150,000]	[14,150,000]
Enterprise Technology	19,683,951	19,683,951
Repair and Replacement	379,640	341,940
Leadership Transitions (Searches)	1,500,000	1,500,000
System audit program	1,054,403	1,054,403
PALS	1,285,938	1,358,631
Fire Fighter Subsidy (phase out transition)	242,504	218,422
Management Programs (FBM/SBM)	167,770	151,110
Subtotal - Set Asides	42,969,742	42,963,993
TOTAL COLLEGE/UNIVERSITY ALLOCATIONS		
Appropriation	558,445,000	510,177,000
	558,445,000	510,177,000
Learning Network of Minnesota	4,800,000	4,115,000
System Office/Shared Services/Presidents	44,749,000	33,074,000
System Office/Shared Services	36,749,000	
Presidents' Compensation**	8,000,000	
TOTAL ALLOCATIONS	607,994,000	547,366,000
STATE APPROPRIATION	605,494,000	545,366,000
ITC EARNINGS	2,500,000	2,000,000
TOTAL TARGET RESOURCES	607,994,000	547,366,000
Unallocated resources	0	0

*Base allocation adjusted to include Technology, Non-resident Tuition Buydown, FY09 Tuition Buydown Awards of Excellence/Competitive Comp IFO, Alliss Subsidy, Minnesota Online, and Sign Language Interpreter

** President compensation moved to institutional base allocations per conference committee bill

MnSCU Finance Division

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, specific revenue targeted to instructional programs creates a direct discount on total instructional expenditures. Consequently, a relatively low tuition offset results in a higher state appropriation allocation. In the second step, where expenditures for similar programs are compared, a program with a higher discount (and lower cost) would perform better in the direct comparisons, all else being equal. The first step has a greater impact than the second step.

Minnesota State Colleges and Universities
 FY2012
 COLLEGE/UNIVERSITY ALLOCATIONS
 (FRAMEWORK BASED ON FY2010 DATA) - July 2011

Inst ID	Institution Name	FY2010 FYE	A	B	C	D	E	F	Sum A thru F	g/tot g
			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	2,270	6,072,676	3,192,852	1,069,028	361,709	125,146	142,203	10,963,614	1.77%
0152	Anoka Ramsey CC	6,174	10,443,728	6,230,615	1,049,107	620,321	214,622	372,108	18,930,501	3.06%
0202	Anoka TC	1,896	4,584,058	2,541,304	736,768	275,175	95,206	159,868	8,392,379	1.36%
0070	Bemidji SU & Northwest TC-Bemidji	5,428	12,550,988	7,232,439	2,245,173	1,321,716	611,778	(136,054)	23,826,040	3.85%
0301	Central Lakes College	3,384	7,441,332	4,182,572	1,335,362	453,574	156,930	231,259	13,801,029	2.23%
0304	Century College	7,650	13,679,083	6,454,898	1,329,345	751,216	259,910	(225,708)	22,248,744	3.60%
0211	Dakota County TC	2,484	5,976,721	2,974,229	1,136,198	353,050	122,150	155,150	10,717,498	1.73%
0163	Fond du Lac Tribal & CC	1,376	2,427,420	2,036,013	361,164	168,861	58,423	91,991	5,143,872	0.83%
0204	Hennepin TC	4,493	11,256,585	5,297,520	1,881,589	645,249	223,247	23,502	19,327,692	3.12%
0157	Inver Hills CC	4,284	7,297,729	3,445,971	575,364	396,167	137,068	104,550	11,956,849	1.93%
0302	Lake Superior College	3,679	8,904,992	4,406,579	815,373	494,443	171,070	200,018	14,992,475	2.42%
0076	Metropolitan SU	5,412	13,567,843	7,271,213	1,798,604	1,358,260	628,693	461,233	25,085,845	4.06%
0305	Minneapolis College	7,405	13,552,476	6,327,086	2,083,992	768,724	265,968	(419,220)	22,579,026	3.65%
0213	Minnesota SC-Southeast Technical	1,988	4,560,854	2,657,260	667,517	275,997	95,491	86,538	8,343,656	1.35%
0442	Minnesota State College	4,884	11,812,774	5,958,688	1,649,112	679,720	235,173	237,695	20,573,163	3.33%
0072	Minnesota SU Moorhead	6,733	17,579,234	9,678,402	2,799,103	1,803,404	834,736	(632,020)	32,062,859	5.18%
0071	Minnesota SU, Mankato	13,933	33,409,743	16,332,955	3,661,644	3,204,260	1,483,145	(109,556)	57,982,191	9.37%
0209	Minnesota West College	2,360	6,401,075	3,824,839	1,404,544	407,066	140,839	67,352	12,245,715	1.98%
0156	Normandale CC	7,405	12,470,570	5,639,765	825,135	662,741	229,299	53,094	19,880,605	3.21%
0153	North Hennepin CC	5,110	8,840,817	4,356,295	695,662	486,247	168,235	34,427	14,581,683	2.36%
0411	Northeast Higher Education District	4,525	10,757,813	6,474,543	2,359,424	685,712	237,247	99,481	20,614,219	3.33%
0403	Northland College	2,938	8,125,784	3,980,255	1,230,495	466,779	161,499	(237,632)	13,727,180	2.22%
0205	Pine TC	619	1,470,919	1,512,492	246,404	113,044	39,111	85,873	3,467,843	0.56%
0308	Ridgewater College	3,514	9,487,947	4,575,669	1,496,025	544,587	188,419	276,626	16,569,274	2.68%
0307	Riverland College	2,599	6,629,273	3,899,632	1,377,103	416,710	144,176	36,406	12,503,300	2.02%
0306	Rochester College	4,714	10,640,032	5,191,063	1,918,217	621,226	214,935	(340,425)	18,245,049	2.95%
0206	Saint Paul College	4,383	8,997,178	4,369,704	1,057,826	504,865	174,676	(84,939)	15,019,310	2.43%
0309	South Central College	2,989	7,534,731	3,789,226	836,806	425,627	147,261	163,696	12,897,347	2.08%
0075	Southwest Minnesota SU	3,822	8,722,735	6,067,972	1,634,714	985,525	456,167	(439,788)	17,427,325	2.82%
0073	St. Cloud SU	15,096	38,725,148	18,409,970	4,308,065	3,686,591	1,706,400	(255,449)	66,580,726	10.76%
0208	St. Cloud College	3,484	7,648,873	3,368,915	672,209	409,150	141,560	288,570	12,529,277	2.03%
0074	Winona SU	8,391	20,004,422	10,338,119	2,666,190	1,980,524	916,718	(490,849)	35,415,124	5.72%
TOTAL		155,422	351,575,553	182,019,054	47,923,262	26,328,242	10,785,301	0	618,631,412	100.00%

Minnesota State Colleges and Universities
 FY2012
 COLLEGE/UNIVERSITY ALLOCATIONS
 (FRAMEWORK BASED ON FY2010 DATA) - July 2011

Inst ID	Institution Name	I	i/tot i	j*\$232m	h*\$232m	k+l	m/tot m	m-i	o/i
		J	K	L	M	N	O	P	
		FY2011 ADJUSTED BASE ALLOCATION	% Share of ADJUSTED FY2011 Base	50% FY2011 Base % Share	50% Allocation Framework % Share	FY2012 Base Allocation	% Share of FY2012 Allocation	\$ Change Over FY2011	% Change Over FY2011
0203	Alexandria TC	\$8,932,440	1.84%	4,052,037	3,907,889	7,959,927	1.80%	(972,514)	-10.9%
0152	Anoka Ramsey CC	\$14,113,008	2.90%	6,402,107	6,747,620	13,149,727	2.98%	(963,281)	-6.8%
0202	Anoka TC	\$6,564,080	1.35%	2,977,674	2,991,394	5,969,068	1.35%	(595,011)	-9.1%
0070	Bemidji SU & Northwest TC-Bemidji	\$19,184,919	3.95%	8,702,886	8,492,595	17,195,481	3.90%	(1,989,438)	-10.4%
0301	Central Lakes College	\$10,441,568	2.15%	4,736,625	4,919,263	9,655,888	2.19%	(785,680)	-7.5%
0304	Century College	\$17,627,155	3.63%	7,996,235	7,930,381	15,926,616	3.61%	(1,700,539)	-9.6%
0211	Dakota County TC	\$8,829,304	1.82%	4,005,252	3,820,164	7,825,415	1.77%	(1,003,889)	-11.4%
0163	Fond du Lac Tribal & CC	\$3,923,843	0.81%	1,779,979	1,833,491	3,613,470	0.82%	(310,373)	-7.9%
0204	Hennepin TC	\$16,193,070	3.33%	7,345,689	6,889,196	14,234,885	3.23%	(1,958,185)	-12.1%
0157	Inver Hills CC	\$9,315,594	1.92%	4,225,848	4,261,920	8,487,768	1.92%	(827,826)	-8.9%
0302	Lake Superior College	\$11,838,673	2.44%	5,370,396	5,343,944	10,714,340	2.43%	(1,124,333)	-9.5%
0076	Metropolitan SU	\$18,325,987	3.77%	8,313,247	8,941,642	17,254,889	3.91%	(1,071,098)	-5.8%
0305	Minneapolis College	\$18,293,396	3.76%	8,298,463	8,048,107	16,346,570	3.71%	(1,946,826)	-10.6%
0213	Minnesota SC-Southeast Technical	\$6,584,606	1.35%	2,986,985	2,974,027	5,961,013	1.35%	(623,593)	-9.5%
0442	Minnesota State College	\$15,939,993	3.28%	7,230,885	7,333,134	14,564,018	3.30%	(1,375,975)	-8.6%
0072	Minnesota SU Moorhead	\$25,785,879	5.30%	11,697,290	11,428,541	23,125,831	5.24%	(2,660,048)	-10.3%
0071	Minnesota SU, Mankato	\$44,514,057	9.16%	20,192,984	20,667,272	40,860,256	9.27%	(3,653,801)	-8.2%
0209	Minnesota West College	\$9,898,320	2.04%	4,490,191	4,364,884	8,855,075	2.01%	(1,043,245)	-10.5%
0156	Normandale CC	\$16,049,261	3.30%	7,280,452	7,086,277	14,366,729	3.26%	(1,682,532)	-10.5%
0153	North Hennepin CC	\$11,789,279	2.43%	5,347,990	5,197,520	10,545,510	2.39%	(1,243,769)	-10.6%
0411	Northeast Higher Education District	\$16,930,651	3.48%	7,680,279	7,347,768	15,028,047	3.41%	(1,902,604)	-11.2%
0403	Northland College	\$11,334,510	2.33%	5,141,692	4,892,940	10,034,632	2.28%	(1,299,878)	-11.5%
0205	Pine TC	\$2,780,648	0.57%	1,261,390	1,236,084	2,497,474	0.57%	(283,174)	-10.2%
0308	Ridgewater College	\$13,139,696	2.70%	5,960,582	5,905,981	11,866,562	2.69%	(1,273,134)	-9.7%
0307	Riverland College	\$9,977,495	2.05%	4,526,107	4,456,698	8,982,805	2.04%	(994,690)	-10.0%
0306	Rochester College	\$13,831,641	2.85%	6,274,470	6,503,297	12,777,766	2.90%	(1,053,874)	-7.6%
0206	Saint Paul College	\$12,224,407	2.51%	5,545,378	5,353,509	10,898,886	2.47%	(1,325,521)	-10.8%
0309	South Central College	\$10,648,722	2.19%	4,830,597	4,597,152	9,427,749	2.14%	(1,220,972)	-11.5%
0075	Southwest Minnesota SU	\$13,733,690	2.83%	6,230,036	6,211,826	12,441,862	2.82%	(1,291,828)	-9.4%
0073	St. Cloud SU	\$49,844,090	10.25%	22,610,855	23,732,149	46,343,004	10.51%	(3,501,086)	-7.0%
0208	St. Cloud College	\$10,271,003	2.11%	4,659,252	4,465,957	9,125,209	2.07%	(1,145,794)	-11.2%
0074	Winona SU	\$27,229,576	5.60%	12,352,196	12,623,428	24,975,625	5.66%	(2,253,951)	-8.3%
TOTAL		486,090,562	100.00%	220,506,049	220,506,049	441,012,097	100.00%	(45,078,465)	-9.3%

Chapter 2

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

This chapter contains information on the reallocation of resources for fiscal years 2011 and 2012. The data was collected by surveying each college and university and the system office within the Minnesota State Colleges and Universities system. 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 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. Increasingly it has been used as a budget balancing strategy to maintain quality and encourage efficiency in the face of declining state resources.

Often, funds are reallocated away from lower priority activities or programs to higher priority activities or programs. Savings generated by efficiencies in one area are also available to be redirected to higher priority areas. However, in light of declining resources, colleges and universities are increasingly using reallocation to balance their budgets. Such reallocations are, in fact, budget cuts.

Fiscal Year 2011 and Fiscal Year 2012 Reallocations

In fiscal years 2011 and 2012, all 31 institutions and the system office reallocated funds to address higher priorities or balance their budgets. The major sources of reallocated funds came from eliminating or reducing faculty or staff positions and reducing operating budgets. The greatest share of reductions was used to balance the budget. Other uses of reallocated funds included adding or redesigning faculty and administrative staff positions, increasing student services, and enhancing or adding new programs.

In fiscal year 2011, spending throughout the system was reduced by \$36.1 million. Of that amount, \$13.1 million (36%) was reallocated to new activity, and the remaining \$23 million (64%) was assigned to expenditure reductions. In fiscal year 2012, spending was reduced by additional \$54.7 million, of which \$20.8 million (38%) was reallocated to new activity and the remaining \$33.9 million (62%) was assigned to expenditure reductions.

The amount reallocated by institutions ranged up to \$2,100,000 in fiscal year 2011 and \$6,058,625 in fiscal year 2012. The average reallocation amount per institution was \$1,021,662 in fiscal year 2011 and \$1,696,484 in fiscal year 2012.

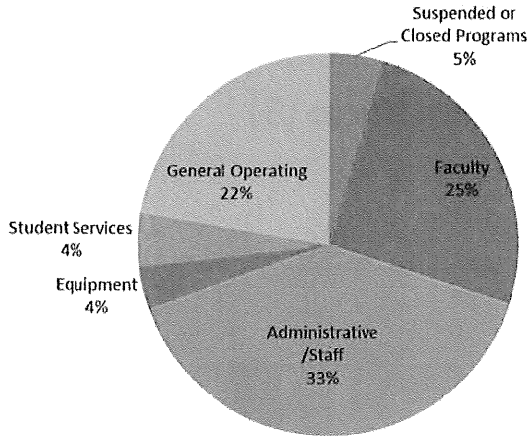
The table below shows how funds were reallocated in fiscal year 2011 and fiscal year 2012 by category.

Sources and Uses of Reallocated Funds FY 2011 and FY 2012

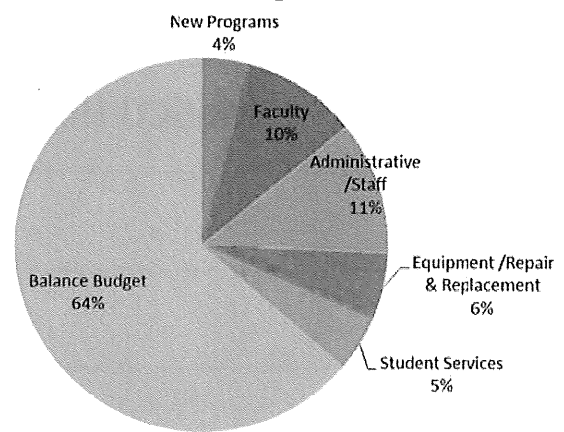
Sources	FY 2011		Uses	FY 2011	
	# of institutions	\$ amount		# of institutions	\$ amount
Suspended or Closed Programs	11	1,649,515	Enhanced, Redesigned, or Added New Programs	12	1,485,643
Reductions in Faculty Positions	20	9,170,363	Added or Reassigned Faculty Positions	13	3,594,581
Reductions in Administrative/Staff	25	14,241,823	Added or Reassigned Administrative/Staff Positions	15	4,183,007
Equipment Reductions	9	1,332,155	Equipment and/or Repair & Replacement	10	2,108,364
Reductions in Student Services	10	1,611,193	Increased Student Services	14	1,681,121
Other		-	Other		
General operating budget reductions	16	8,049,653	Balance Budget (expenditure reductions)	25	23,001,986
Total		36,054,702	Total		36,054,702

Sources	FY 2012		Uses	FY 2012	
	# of institutions	\$ amount		# of institutions	\$ amount
Suspended or Closed Programs	12	2,694,581	Enhanced, Redesigned, or Added New Programs	13	1,737,421
Reductions in Faculty Positions	21	22,938,124	Added or Reassigned Faculty Positions	17	8,195,237
Reductions in Administrative/Staff	29	14,379,508	Added or Reassigned Administrative/Staff Positions	20	3,478,252
Equipment Reductions	13	2,146,600	Equipment and/or Repair & Replacement	12	3,326,247
Reductions in Student Services	10	1,531,954	Increased Student Services	13	1,500,989
Other		-	Other	3	2,571,380
General operating budget reductions	23	10,963,770	Balance Budget (expenditure reductions)	27	33,845,011
Total		54,654,536	Total		54,654,536

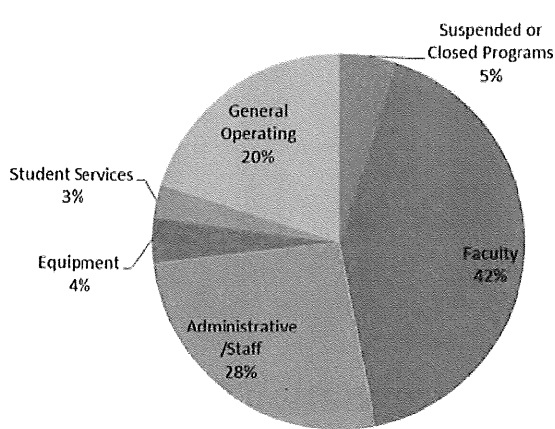
Reduction Categories FY2011



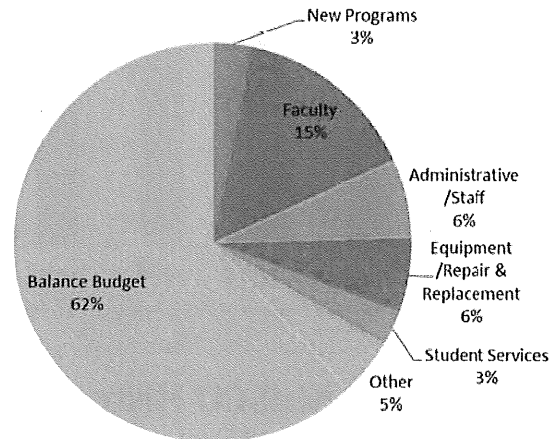
Use of Funds Categories FY2011



Reduction Categories FY2012

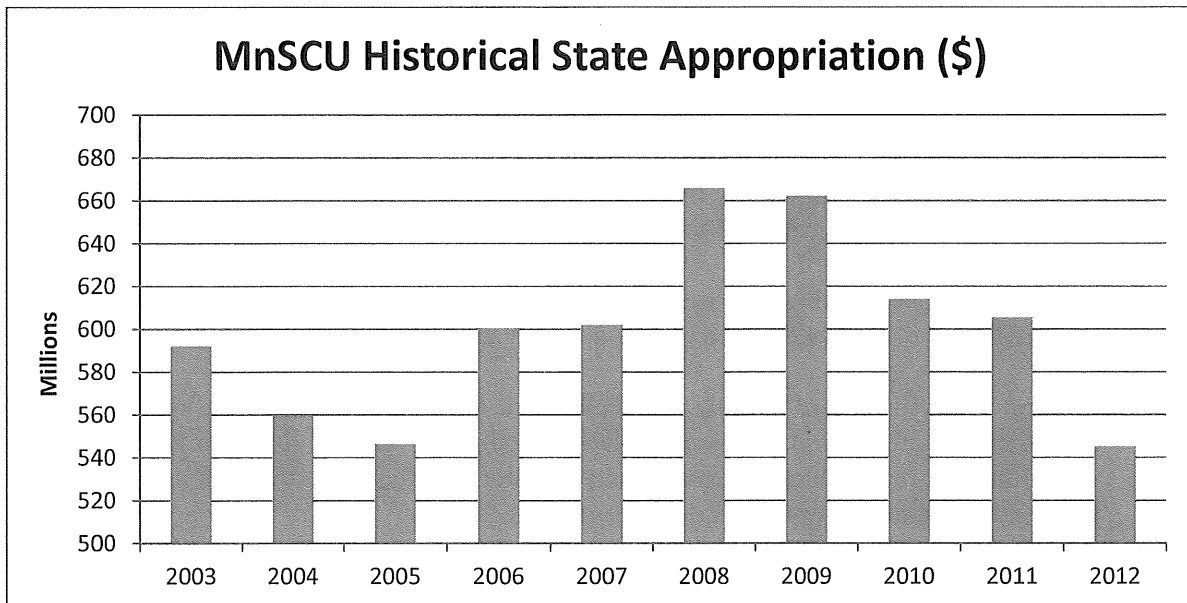
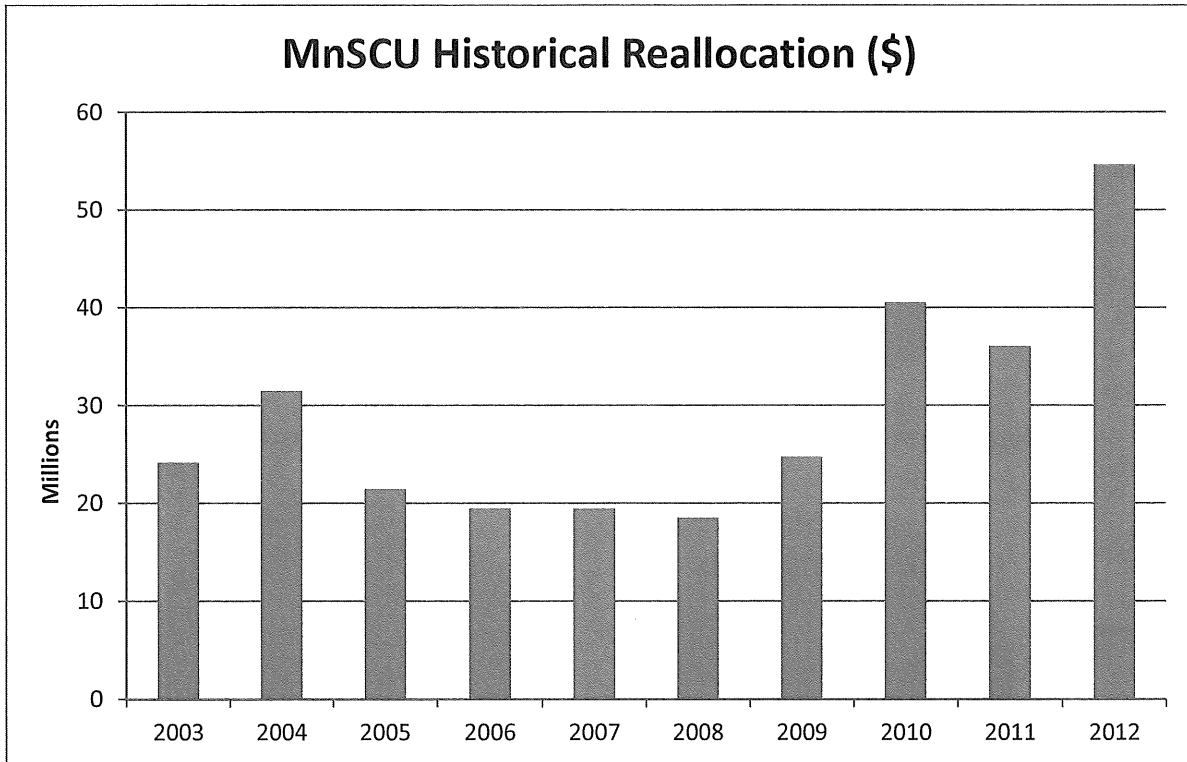


Use of Funds Categories FY2012



- Administrative staff and faculty reductions made up 58% (\$23.4 million) of the reallocations in fiscal year 2011 and 70% (\$37.3 million) in fiscal year 2012.
- The largest share of reductions went toward balancing the budget in both fiscal years 2011 (64%) and 2012 (62%), exceeding all other categories combined.
- In fiscal year 2011, more funding was reallocated from administrative staff positions than any other category (33%), followed by faculty reductions (25%). In fiscal year 2012, more funding was reallocated from faculty positions (42%) than any other category, followed by administrative staff positions (28%).
- Cuts in faculty and administrative staff funding were largely used to balance the budget in both fiscal years 2011 and 2012.

Minnesota State Colleges and Universities Reallocation History



Minnesota State Colleges and Universities Reallocation History

As the chart above illustrates, Minnesota State Colleges and Universities have a long history of examining budgets and reallocating resources to address priorities and improve instructional programs and services. The system is continually seeking out efficiencies and innovations to deliver high quality, cost effective educational services.

As state resources decline, however, reallocation is increasingly used to achieve spending reductions to balance the budget. The reduction in state funding from fiscal year 2011 to fiscal year 2012 was partially offset by spending reductions identified in the reallocation process. Most of the funds used to balance the budget came from reductions to faculty and staff positions.

Chapter 3

Tuition and Fees

This chapter contains information about tuition and fees from two sources of data. Ten years of annual tuition and fee data were compiled for all Minnesota State Colleges and Universities from Board of Trustees actions approving annual tuition and fee rates. This is shown in Table 3-1.

In addition, the Minnesota State Colleges and Universities accountability dashboard was used to compare system institutions with two-year and four-year public institutions similar to the system. The comparison is shown in Table 3-2. The Integrated Postsecondary Data System (IPEDS) is the data source for this comparison. Each year, colleges and universities nationwide report to IPEDS tuition and fee data charged to the typical student. The IPEDS data set includes data elements that allow the system to compare Minnesota State Colleges and Universities with higher education institutions nationally in similar Carnegie classifications.

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

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

Table 3-1
Average Annual Tuition and Fees
Minnesota State Colleges and Universities
Fiscal Year 2003 - Fiscal Year 2011

Colleges	Fiscal Year								
	2003	2004	2005	2006	2007	2008	2009	2010	2011
Alexandria Technical and Community College	2,874	3,223	3,608	3,857	4,179	4,329	4,506	4,657	4,845
Anoka Technical College	3,131	3,565	4,053	4,308	4,464	4,586	4,669	4,732	4,879
Anoka-Ramsey Community College	2,917	3,170	3,456	3,582	3,804	4,015	4,100	4,208	4,458
Central Lakes College	2,958	3,242	3,712	3,940	4,238	4,357	4,540	4,705	4,873
Century College	2,873	3,244	3,618	3,903	4,244	4,410	4,565	4,689	4,878
Dakota County Technical College	3,252	3,521	3,974	4,218	4,586	4,749	4,909	5,084	5,223
Fond du Lac Tribal and Community College	2,987	3,368	3,750	3,975	4,215	4,365	4,440	4,560	4,716
Hennepin Technical College	2,698	3,074	3,507	3,707	3,947	4,187	4,265	4,415	4,559
Inver Hills Community College	3,172	3,525	3,925	4,179	4,368	4,535	4,655	4,810	4,900
Lake Superior College	2,972	3,196	3,473	3,698	3,923	4,151	4,254	4,394	4,576
Minneapolis Community and Technical College	3,100	3,466	3,886	4,028	4,284	4,442	4,532	4,674	4,708
Minnesota State College - Southeast Technical	3,025	3,442	3,813	4,055	4,352	4,502	4,584	4,711	4,917
Minnesota State Community and Technical College	3,119	3,536	3,982	4,223	4,402	4,629	4,730	4,814	4,883
Minnesota West Community and Technical College	3,047	3,441	3,898	4,172	4,461	4,692	4,807	4,937	5,075
NHED - Hibbing Community College	2,994	3,301	3,758	3,957	4,252	4,344	4,481	4,630	4,794
NHED - Itasca Community College	3,139	3,541	4,004	4,147	4,303	4,337	4,489	4,638	4,801
NHED - Mesabi Range Community and Technical College	3,116	3,437	3,889	4,028	4,253	4,344	4,481	4,630	4,794
NHED - Rainy River Community College	3,148	3,546	4,003	4,178	4,325	4,380	4,517	4,660	4,824
NHED - Vermilion Community College	3,171	3,579	4,045	4,188	4,367	4,374	4,511	4,660	4,824
Normandale Community College	3,235	3,545	3,675	3,975	4,318	4,512	4,607	4,738	4,879
North Hennepin Community College	3,164	3,573	3,924	4,070	4,263	4,421	4,623	4,749	4,897
Northland Community and Technical College	3,084	3,544	4,016	4,250	4,604	4,799	4,893	4,905	4,908
Northwest Technical College - Bemidji	3,029	3,428	3,901	4,170	4,535	4,704	4,808	4,955	4,966
Pine Technical College	3,122	3,421	3,571	3,726	4,071	4,206	4,341	4,457	4,616
Ridgewater College	3,194	3,571	3,991	4,134	4,355	4,517	4,606	4,729	4,890
Riverland Community College	3,084	3,473	3,871	4,109	4,427	4,598	4,701	4,841	4,999
Rochester Community and Technical College	3,116	3,529	4,013	4,268	4,497	4,656	4,820	4,944	5,093
Saint Paul College	2,816	3,202	3,499	3,791	4,134	4,314	4,399	4,709	4,861
South Central College	2,837	3,165	3,532	3,818	4,223	4,436	4,515	4,697	4,844
St. Cloud Technical and Community College	2,878	3,336	3,810	3,980	4,302	4,424	4,614	4,581	4,664

State Universities	Fiscal Year								
	2003	2004	2005	2006	2007	2008	2009	2010	2011
Bemidji State University	4,279	4,852	5,446	5,801	6,265	6,507	6,756	6,952	6,954
Metropolitan State University	3,359	3,852	4,392	4,681	5,083	5,293	5,473	5,627	5,866
Minnesota State University, Mankato	3,762	4,258	4,841	5,157	5,587	5,795	5,971	6,117	6,117
Minnesota State University Moorhead	3,527	4,060	4,590	4,894	5,354	5,585	5,764	6,186	6,188
St. Cloud State University	3,814	4,370	4,981	5,188	5,488	5,719	5,905	6,081	6,329
Southwest Minnesota State University	3,850	4,360	5,201	5,579	5,965	6,242	6,412	6,636	6,644
Winona State University	4,013	4,548	5,120	5,464	5,893	6,117	6,301	6,458	6,465

Table 3-2
Average Annual Tuition and Fees¹ (Weighted Average)
Minnesota State Colleges and Universities vs. Border States and Nation
Fiscal Year 2003 - Fiscal Year 2011

	Minnesota State Colleges and Universities			Border States			Nation		
	Two-year	Four-year	All	Two-year	Four-year ²	All	Two-year	Four-year ²	All
FY2003	3,030	3,809	3,382	2,655	3,753	3,174	1,546	3,494	2,300
FY2004	3,392	4,339	3,809	2,856	4,405	3,572	1,738	3,992	2,612
FY2005	3,786	4,931	4,289	3,132	4,948	3,972	1,924	4,356	2,874
FY2006	4,009	5,217	4,537	3,368	5,256	4,246	2,007	4,635	3,052
FY2007	4,277	5,624	4,870	3,592	5,643	4,509	2,102	4,941	3,236
FY2008	4,446	5,849	5,054	3,755	5,920	4,732	2,151	5,263	3,394
FY2009	4,563	6,036	5,203	3,914	6,227	4,963	2,301	5,594	3,594
FY2010	4,691	6,240	5,328	3,964	6,540	5,057	2,449	6,081	3,798
FY2011	4,830	6,320	5,446	4,198	6,821	5,350	2,504	6,417	3,932

*Source data from <http://www.mnscu.edu/board/accountability/index.html>

1) Weighted average by FYE

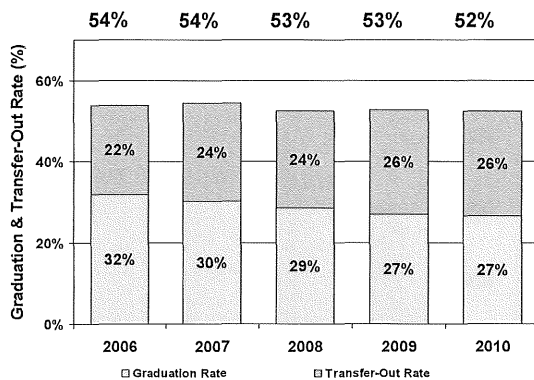
2) Compares 4-year universities with other 4 year universities that award up to a masters degree

Chapter 4 IPEDS Graduation and Transfer-Out Rates

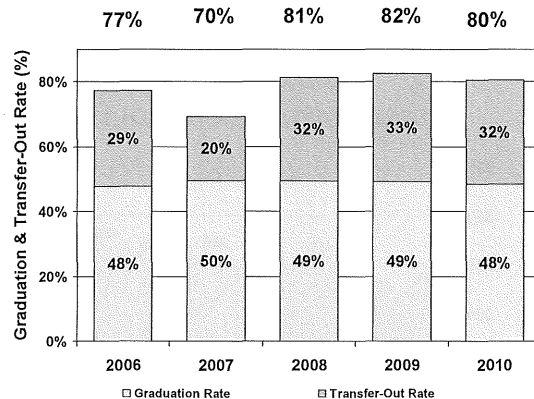
This chapter reports the graduation and transfer-out rates that were submitted to the National Center for Education Statistics on the Integrated Postsecondary Education Data System (IPEDS) Graduation Rates Survey. The graduation rate is the percent of full-time, first-time certificate-seeking, diploma-seeking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

The combined graduation and transfer-out rates for the state colleges and state universities have been relatively stable between 2006 and 2010 as reported in Figures 4-1 and 4-2. The state college graduation rate decreased from 32 percent to 27 percent while the transfer out rate increased from 22 percent to 26 percent between 2006 and 2010. The state university graduation rate varied from 48 to 50 percent while the transfer rate varied from 20 to 32 percent.

**Figure 4-1
GRADUATION & TRANSFER-OUT RATES
MINNESOTA STATE COLLEGES**



**Figure 4-2
GRADUATION & TRANSFER-OUT RATES
MINNESOTA STATE UNIVERSITIES**



Graduation and transfer-out rates for similar colleges and universities are included in this report to provide context for the system rates. However, only institutions with a mission to provide substantial preparation for students to transfer are required to report transfers-out to IPEDS, otherwise transfer-out reporting is optional. All system colleges and universities do report transfers-out. Transfers-out are reported by 84 percent of college peers and 67 percent of university peers.

The 2010 graduation and transfer-out rates for the Minnesota state colleges, 26 percent and 27 percent, were higher than those of similar U.S. public two-year colleges, as shown

in Figure 4-3. The 2010 graduation and transfer-out rates for the Minnesota state universities, 48 percent and 32 percent, also were higher than those of similar U.S. public four-year universities, as shown in Figure 4-4. Similar colleges and universities are public Associates colleges and public Master's colleges and universities.

Figure 4-3
GRADUATION & TRANSFER-OUT RATES
MINNESOTA STATE COLLEGES AND
SIMILAR U.S. INSTITUTIONS

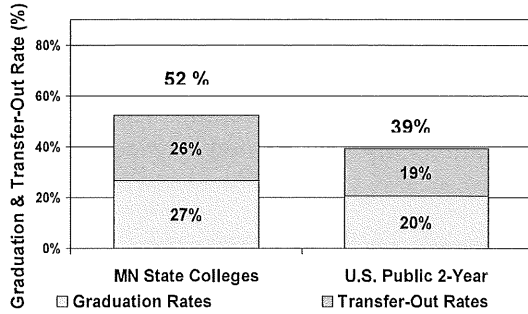
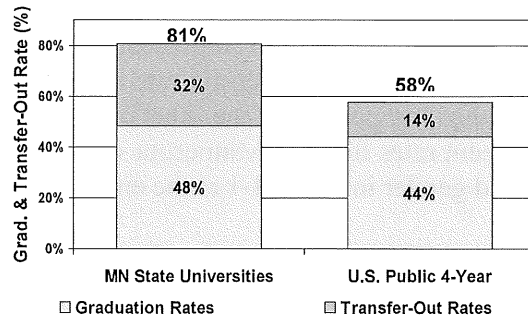


Figure 4-4
GRADUATION & TRANSFER-OUT RATES
MINNESOTA STATE UNIVERSITIES AND
SIMILAR U.S. INSTITUTIONS



Combined graduation and transfer-out rates by race/ethnicity are reported in Figures 4-5 and 4-6. The graduation and transfer-out rate increased for Black students and decreased for other racial-ethnic groups between 2006 and 2010 at the state colleges, as shown in Figure 4-5. Graduation rates at the state universities increased for American Indian, Asian, Hispanic, and White students and decreased for Black students between 2006 and 2010, as shown in Figure 4-6.

Figure 4-5
GRADUATION & TRANSFER-OUT RATES
BY RACE/ETHNICITY
MINNESOTA STATE COLLEGES

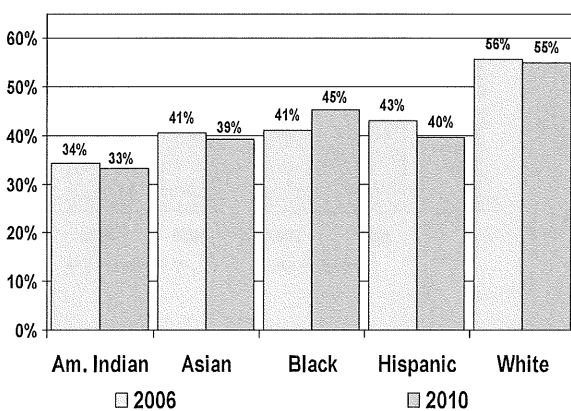
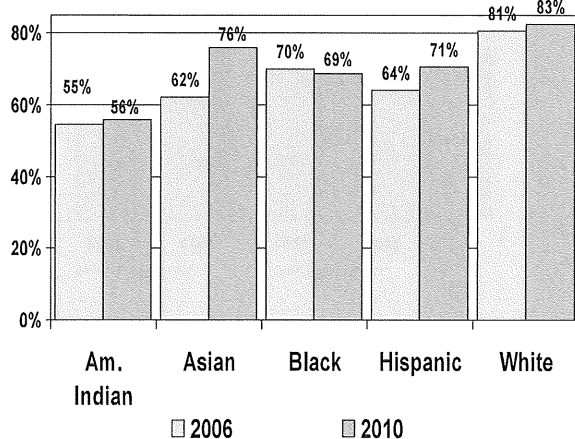
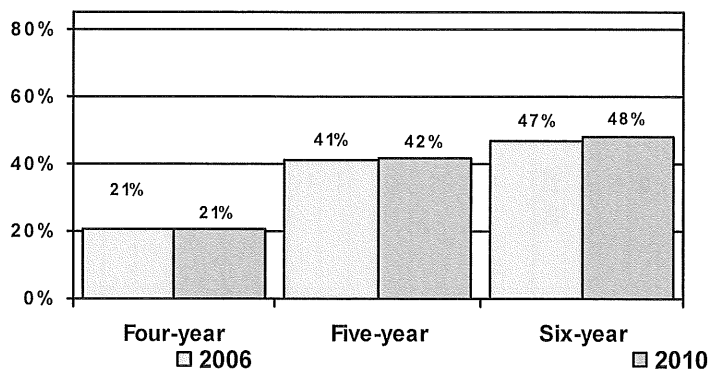


Figure 4-6
GRADUATION & TRANSFER-OUT RATES
BY RACE/ETHNICITY
MINNESOTA STATE UNIVERSITIES



Cumulative four-, five-, and six-year graduation rates at the state universities for bachelors degree completers are reported in Figure 4-7 for 2006 and 2010. Increases are seen in all fifth and sixth year rates. Data for each university for 2010 are shown in Table 4-2 at the end of this chapter.

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



In January 2012 the Board of Trustees adopted the *Strategic Framework for Minnesota State Colleges and Universities* as the system’s new strategic plan. The Framework calls for dramatic increases in retention, transfer and completions and dramatic reductions in time to completion. Strategies to achieve the goals include:

- Establishment of ambitious completion targets for each college and university;
- Identification of high-impact practices for student success and bring them to scale state-wide;
- Simplification of programs and program pathways;
- Elimination of barriers to transfer of credit;
- Creation of clearer and easier pathways for degree laddering within MnSCU and with other institutions;
- Improvements in remedial education programs so that students who are not yet college ready achieve college readiness faster.
- Incorporation of goals into executive performance evaluations.

Another project in the *Strategic Framework* that will improve retention, transfer and completion rates aims to increase access to baccalaureate degrees by enabling students at the two-year colleges to complete a MnSCU baccalaureate degree without relocating. This project will engage the system’s seven universities to expand “university centers” at the two-year colleges and at other sites. In 2012 the system will forge a metro plan that will be implemented in 2013.

Table 4-1
2010-2011 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender
Two-year College Fall 2007 and Four-year University Fall 2004 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
Colleges Total											
	Initial Cohort	190	2750	744	1622	792	27602	318	19452	14566	34018
	Graduation Rate	30.5%	8.4%	15.6%	16.3%	14.9%	29.6%	25.2%	27.8%	24.3%	26.6%
	Transfer Out Rate	9.5%	36.9%	17.7%	22.9%	24.8%	25.3%	22.0%	24.1%	28.4%	25.8%
	Combined Rate	40.0%	45.2%	33.3%	39.2%	39.7%	54.9%	47.2%	51.9%	52.7%	52.4%
Metro Area Community Colleges Total											
	Initial Cohort	22	316	35	284	91	3038	44	1904	1926	3830
	Graduation Rate	**	8.5%	**	12.0%	13.2%	16.5%	**	11.5%	18.8%	15.4%
	Transfer Out Rate	**	44.3%	**	31.3%	38.5%	38.8%	**	39.7%	37.5%	38.5%
	Combined Rate	40.9%	52.9%	34.3%	43.3%	51.7%	55.3%	59.1%	51.2%	56.3%	53.9%
Anoka-Ramsey Community College											
	Initial Cohort	**	46	**	52	16	1060	**	561	635	1196
	Graduation Rate	**	10.9%	**	**	**	17.6%	**	12.1%	21.4%	17.1%
	Transfer Out Rate	**	39.1%	**	**	**	40.5%	**	41.4%	39.8%	40.6%
	Combined Rate	**	50.0%	**	51.9%	75.0%	58.1%	**	53.5%	61.3%	57.6%
Inver Hills Community College											
	Initial Cohort	**	37		20	19	577	**	340	324	664
	Graduation Rate	**	10.8%		**	**	16.6%	**	11.8%	17.6%	16.3%
	Transfer Out Rate	**	29.7%		**	**	29.6%	**	31.2%	29.3%	29.4%
	Combined Rate	**	40.5%		30.0%	42.1%	46.3%	**	42.9%	46.9%	45.6%
Normandale Community College											
	Initial Cohort	**	128	**	101	36	895	20	585	612	1197
	Graduation Rate	**	11.7%	**	13.9%	16.7%	14.2%	**	11.1%	16.3%	14.0%
	Transfer Out Rate	**	49.2%	**	40.6%	44.4%	45.6%	**	49.1%	41.7%	45.1%
	Combined Rate	**	60.9%	**	54.5%	61.1%	59.8%	50.0%	60.2%	58.0%	59.1%
North Hennepin Community College											
	Initial Cohort	**	105	12	111	20	506	**	418	355	773
	Graduation Rate	**	2.9%	**	11.7%	**	17.8%	**	11.0%	19.4%	14.2%
	Transfer Out Rate	**	45.7%	**	19.8%	**	33.8%	**	31.1%	33.8%	32.9%
	Combined Rate	**	48.6%	33.3%	31.5%	25.0%	51.6%	**	42.1%	53.2%	47.1%
Metro Area Community and Technical Colleges Total											
	Initial Cohort	24	560	58	329	87	1499	22	1357	1222	2579
	Graduation Rate	**	7.0%	13.8%	14.6%	12.6%	19.0%	**	16.4%	13.2%	15.5%
	Transfer Out Rate	**	29.5%	20.7%	18.5%	19.5%	27.6%	**	24.8%	28.6%	26.3%
	Combined Rate	41.7%	36.4%	34.5%	33.1%	32.2%	46.6%	31.8%	41.1%	41.7%	41.7%

+ Alexandria Technical and Community College and St. Cloud Technical and Community College were technical colleges in fall 2007 and are grouped with the technical colleges.

** 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: System Office Research, Planning and Effectiveness

R:\FY10-11\IPEDS\download\GradRates_2004su-2007c1g-NewSuppression.accdB Table 4-1

Table 4-1
2010-2011 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender
Two-year College Fall 2007 and Four-year University Fall 2004 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
Century College											
	Initial Cohort	**	75	**	210	25	851	**	640	548	1188
	Graduation Rate	**	**	**	8.1%	**	13.3%	**	11.1%	12.6%	11.8%
	Transfer Out Rate	**	**	**	22.9%	**	32.0%	**	28.8%	33.8%	31.1%
	Combined Rate	**	49.3%	**	31.0%	48.0%	45.2%	**	39.8%	46.4%	42.9%
Minneapolis Community and Technical College											
	Initial Cohort	**	298	36	50	43	389	**	424	416	840
	Graduation Rate	**	7.4%	**	18.0%	7.0%	18.0%	**	12.5%	10.6%	13.3%
	Transfer Out Rate	**	26.5%	**	14.0%	14.0%	22.4%	**	22.6%	24.3%	22.6%
	Combined Rate	**	33.9%	25.0%	32.0%	20.9%	40.4%	**	35.1%	34.9%	36.0%
Saint Paul College											
	Initial Cohort		187	**	69	19	259	**	293	258	551
	Graduation Rate		8.0%	**	31.9%	**	39.0%	**	33.5%	18.6%	26.7%
	Transfer Out Rate		27.3%	**	8.7%	**	21.2%	**	19.1%	24.4%	21.4%
	Combined Rate		35.3%	**	40.6%	36.8%	60.2%	**	52.6%	43.0%	48.1%
Metro Area Technical Colleges Total											
	Initial Cohort	**	87	17	63	37	1046	**	944	328	1272
	Graduation Rate	**	17.2%	**	30.2%	21.6%	31.3%	**	30.3%	27.4%	29.6%
	Transfer Out Rate	**	33.3%	**	12.7%	24.3%	18.3%	**	17.2%	24.1%	19.0%
	Combined Rate	**	50.6%	35.3%	42.9%	46.0%	49.5%	**	47.5%	51.5%	48.5%
Anoka Technical College											
	Initial Cohort	**	14	**	**	**	226	**	199	54	253
	Graduation Rate	**	21.4%	**	**	**	28.8%	**	31.2%	20.4%	28.9%
	Transfer Out Rate	**	35.7%	**	**	**	19.9%	**	18.6%	27.8%	20.6%
	Combined Rate	**	57.1%	**	**	**	48.7%	**	49.8%	48.2%	49.4%
Dakota County Technical College											
	Initial Cohort	**	27	**	**	**	350	**	309	108	417
	Graduation Rate	**	14.8%	**	**	**	33.7%	**	34.3%	22.2%	31.2%
	Transfer Out Rate	**	51.9%	**	**	**	20.6%	**	18.1%	35.2%	22.5%
	Combined Rate	**	66.7%	**	**	**	54.3%	**	52.4%	57.4%	53.7%
Hennepin Technical College											
	Initial Cohort	**	46	**	47	22	470	**	436	166	602
	Graduation Rate	**	17.4%	**	29.8%	22.7%	30.6%	**	27.1%	33.1%	28.7%
	Transfer Out Rate	**	21.7%	**	10.6%	22.7%	15.7%	**	15.8%	15.7%	15.8%
	Combined Rate	**	39.1%	**	40.4%	45.5%	46.4%	**	42.9%	48.8%	44.5%

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** 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: System Office Research, Planning and Effectiveness

R:\FY10-11\IPEDS\download\GradRates_2004su-2007clg-NewSuppression.accdb Table 4-1

Table 4-1
2010-2011 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender
Two-year College Fall 2007 and Four-year University Fall 2004 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
Greater Minnesota Community Colleges Total											
	Initial Cohort	11	95	80	**	10	533	**	510	231	741
	Graduation Rate	**	**	13.8%	**	**	35.5%	**	26.9%	32.5%	28.5%
	Transfer Out Rate	**	**	16.3%	**	**	26.8%	**	33.3%	27.3%	31.4%
	Combined Rate	45.5%	74.7%	30.0%	**	60.0%	62.3%	**	60.2%	59.7%	59.9%
Fond du Lac Tribal and Community College											
	Initial Cohort		10	55	**	**	90	**	98	64	162
	Graduation Rate		**	10.9%	**	**	27.8%	**	24.5%	14.1%	20.4%
	Transfer Out Rate		**	16.4%	**	**	20.0%	**	15.3%	29.7%	21.0%
	Combined Rate		60.0%	27.3%	**	**	47.8%	**	39.8%	43.8%	41.4%
Itasca Community College											
	Initial Cohort	**	12	17	**	**	264	**	195	107	302
	Graduation Rate	**	**	**	**	**	37.5%	**	33.3%	39.3%	35.1%
	Transfer Out Rate	**	**	**	**	**	25.8%	**	26.2%	27.1%	26.5%
	Combined Rate	**	58.3%	41.2%	**	**	63.3%	**	59.5%	66.4%	61.6%
Rainy River Community College											
	Initial Cohort	**	38	**	**	**	43	**	66	36	102
	Graduation Rate	**	**	**	**	**	58.1%	**	27.3%	38.9%	31.4%
	Transfer Out Rate	**	**	**	**	**	23.3%	**	51.5%	27.8%	43.1%
	Combined Rate	**	81.6%	**	**	**	81.4%	**	78.8%	66.7%	74.5%
Vermilion Community College											
	Initial Cohort		35	**	**	**	136		151	24	175
	Graduation Rate		**	**	**	**	29.4%		19.9%	41.7%	22.9%
	Transfer Out Rate		**	**	**	**	34.6%		46.4%	20.8%	42.9%
	Combined Rate		77.1%	**	**	**	64.0%		66.2%	62.5%	65.7%
Greater Minnesota Community and Technical Colleges Total											
	Initial Cohort	30	287	152	104	155	5886	52	3769	2897	6666
	Graduation Rate	**	10.1%	18.4%	23.1%	16.8%	34.8%	**	34.3%	30.3%	32.8%
	Transfer Out Rate	**	33.5%	15.1%	18.3%	16.1%	20.3%	**	19.3%	22.1%	20.5%
	Combined Rate	33.3%	43.6%	33.6%	41.4%	32.9%	55.1%	51.9%	53.6%	52.5%	53.3%
Central Lakes College											
	Initial Cohort	**	**	14	**	**	619	**	379	283	662
	Graduation Rate	**	**	**	**	**	42.8%	**	42.0%	40.6%	41.4%
	Transfer Out Rate	**	**	**	**	**	20.0%	**	22.7%	17.0%	20.2%
	Combined Rate	**	**	21.4%	**	**	62.8%	**	64.6%	57.6%	61.6%

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

Source: System Office Research, Planning and Effectiveness

R:\FY10-11\IPEDS\download\GradRates_2004su-2007c1g-NewSuppression.accdb Table 4-1

Table 4-1
2010-2011 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender
Two-year College Fall 2007 and Four-year University Fall 2004 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
Lake Superior College											
	Initial Cohort		**	21	13	**	494	**	290	250	540
	Graduation Rate		**	14.3%	**	**	26.3%	**	22.8%	24.4%	25.0%
	Transfer Out Rate		**	23.8%	**	**	29.2%	**	26.9%	31.6%	28.5%
	Combined Rate		**	38.1%	38.5%	**	55.5%	**	49.7%	56.0%	53.5%
Minnesota State Community and Technical College											
	Initial Cohort		43	41	11	20	859	12	595	391	986
	Graduation Rate		**	26.8%	**	**	34.0%	**	34.5%	28.1%	32.0%
	Transfer Out Rate		**	7.3%	**	**	21.9%	**	19.0%	25.6%	21.6%
	Combined Rate		41.9%	34.2%	63.6%	25.0%	55.9%	33.3%	53.5%	53.7%	53.6%
Minnesota West Community and Technical College											
	Initial Cohort	**	21	**	**	16	390	**	276	170	446
	Graduation Rate	**	14.3%	**	**	**	45.1%	**	42.0%	41.2%	42.4%
	Transfer Out Rate	**	57.1%	**	**	**	14.4%	**	17.0%	15.3%	16.4%
	Combined Rate	**	71.4%	**	**	37.5%	59.5%	**	59.1%	56.5%	58.7%
Hibbing Community College											
	Initial Cohort		18	**	**	**	271	**	199	106	305
	Graduation Rate		**	**	**	**	34.3%	**	36.2%	22.6%	31.8%
	Transfer Out Rate		**	**	**	**	17.0%	**	16.1%	28.3%	20.3%
	Combined Rate		72.2%	**	**	**	51.3%	**	52.3%	50.9%	52.1%
Mesabi Range Community and Technical College											
	Initial Cohort	**	24	**	**	**	240	**	194	86	280
	Graduation Rate	**	**	**	**	**	47.9%	**	43.8%	39.5%	42.5%
	Transfer Out Rate	**	**	**	**	**	16.7%	**	13.9%	26.7%	17.9%
	Combined Rate	**	29.2%	**	**	**	64.6%	**	57.7%	66.3%	60.4%
Northland Community and Technical College											
	Initial Cohort	**	24	26	**	10	414		261	221	482
	Graduation Rate	**	**	15.4%	**	**	34.1%		33.3%	28.5%	31.1%
	Transfer Out Rate	**	**	11.5%	**	**	19.1%		17.2%	19.0%	18.1%
	Combined Rate	**	25.0%	26.9%	**	20.0%	53.1%		50.6%	47.5%	49.2%
Ridgewater College											
	Initial Cohort	**	20	**	**	37	779	**	481	377	858
	Graduation Rate	**	**	**	**	24.3%	40.2%	**	38.1%	38.2%	38.2%
	Transfer Out Rate	**	**	**	**	16.2%	18.4%	**	18.7%	19.6%	19.1%
	Combined Rate	**	35.0%	**	**	40.5%	58.5%	**	56.8%	57.8%	57.3%

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

Source: System Office Research, Planning and Effectiveness

R:\FY10-11\IPEDS\download\GradRates_2004su-2007clg-NewSuppression.accdb Table 4-1

Table 4-1
2010-2011 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender
Two-year College Fall 2007 and Four-year University Fall 2004 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
Riverland Community College											
	Initial Cohort	**	13	**	**	23	415	**	276	200	476
	Graduation Rate	**	23.1%	**	**	**	42.2%	**	42.8%	38.0%	40.8%
	Transfer Out Rate	**	30.8%	**	**	**	18.1%	**	15.6%	18.5%	16.8%
	Combined Rate	**	53.9%	**	**	39.1%	60.2%	**	58.3%	56.5%	57.6%
Rochester Community and Technical College											
	Initial Cohort	**	90	10	35	23	869	**	496	542	1038
	Graduation Rate	**	16.7%	**	17.1%	**	23.1%	**	21.2%	22.7%	22.0%
	Transfer Out Rate	**	23.3%	**	17.1%	**	24.1%	**	23.8%	22.9%	23.3%
	Combined Rate	**	40.0%	30.0%	34.3%	17.4%	47.2%	**	45.0%	45.6%	45.3%
South Central College											
	Initial Cohort	**	16	**	**	17	536	11	322	271	593
	Graduation Rate	**	**	**	**	**	27.6%	**	30.1%	21.8%	26.3%
	Transfer Out Rate	**	**	**	**	**	16.8%	**	14.9%	21.4%	17.9%
	Combined Rate	**	50.0%	**	**	41.2%	44.4%	45.5%	45.0%	43.2%	44.2%
Greater Minnesota Technical Colleges Total											
	Initial Cohort	**	30	30	**	16	1799	**	1242	679	1921
	Graduation Rate	**	**	13.3%	**	**	41.0%	**	44.4%	29.8%	39.5%
	Transfer Out Rate	**	**	23.3%	**	**	20.7%	**	15.5%	31.8%	21.0%
	Combined Rate	**	36.7%	36.7%	**	50.0%	61.7%	**	59.9%	61.6%	60.5%
Alexandria Technical and Community College +											
	Initial Cohort		**	**	**	**	532	10	417	136	553
	Graduation Rate		**	**	**	**	51.7%	50.0%	55.2%	38.2%	51.0%
	Transfer Out Rate		**	**	**	**	12.6%	20.0%	10.6%	20.6%	13.0%
	Combined Rate		**	**	**	**	64.3%	70.0%	65.7%	58.8%	64.0%
Minnesota State College - Southeast Technical											
	Initial Cohort	**	**	**	**	**	286		166	143	309
	Graduation Rate	**	**	**	**	**	32.9%		38.6%	23.8%	31.7%
	Transfer Out Rate	**	**	**	**	**	20.3%		10.8%	31.5%	20.4%
	Combined Rate	**	**	**	**	**	53.2%		49.4%	55.2%	52.1%
Northwest Technical College - Bemidji											
	Initial Cohort		**	17	**		144	**	91	76	167
	Graduation Rate		**	**	**		38.2%	**	30.8%	32.9%	35.3%
	Transfer Out Rate		**	**	**		26.4%	**	17.6%	43.4%	26.4%
	Combined Rate		**	41.2%	**		64.6%	**	48.4%	76.3%	61.7%

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

Source: System Office Research, Planning and Effectiveness

R:\FY10-11\IPEDS\download\GradRates_2004su-2007clg-NewSuppression.accdb Table 4-1

Table 4-1
2010-2011 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender
Two-year College Fall 2007 and Four-year University Fall 2004 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
Pine Technical College											
	Initial Cohort		**	**	**	**	78		42	40	82
	Graduation Rate		**	**	**	**	35.9%		35.7%	32.5%	34.2%
	Transfer Out Rate		**	**	**	**	21.8%		7.1%	37.5%	22.0%
	Combined Rate		**	**	**	**	57.7%		42.9%	70.0%	56.1%
St. Cloud Technical and Community College +											
	Initial Cohort	**	16	**	11	**	759	**	526	284	810
	Graduation Rate	**	**	**	**	**	37.6%	**	40.7%	27.5%	36.1%
	Transfer Out Rate	**	**	**	**	**	25.3%	**	21.3%	33.5%	25.6%
	Combined Rate	**	43.8%	**	45.5%	**	62.9%	**	62.0%	60.9%	61.6%
State Universities Total											
	Initial Cohort	151	167	59	196	85	7264	221	3491	4652	8143
	Graduation Rate	38.4%	29.3%	27.1%	42.4%	37.7%	49.7%	43.4%	43.7%	51.9%	48.4%
	Transfer Out Rate	13.9%	39.5%	28.8%	33.7%	32.9%	32.8%	19.9%	31.8%	32.5%	32.2%
	Combined Rate	52.3%	68.9%	55.9%	76.0%	70.6%	82.5%	63.4%	75.5%	84.5%	80.6%
Bemidji State University											
	Initial Cohort	22	**	20	**	**	525	**	308	284	592
	Graduation Rate	**	**	**	**	**	54.3%	**	52.9%	50.7%	51.9%
	Transfer Out Rate	**	**	**	**	**	23.2%	**	18.5%	26.8%	22.5%
	Combined Rate	36.4%	**	35.0%	**	**	77.5%	**	71.4%	77.5%	74.3%
Metropolitan State University											
	Initial Cohort		**	**	17	**	23	**	24	26	50
	Graduation Rate		**	**	29.4%	**	21.7%	**	16.7%	34.6%	26.0%
	Transfer Out Rate		**	**	47.1%	**	60.9%	**	54.2%	42.3%	48.0%
	Combined Rate		**	**	76.5%	**	82.6%	**	70.8%	76.9%	74.0%
Minnesota State University, Mankato *											
	Initial Cohort	17	58	11	51	18	1900	81	939	1197	2136
	Graduation Rate	**	34.5%	54.6%	51.0%	44.4%	50.4%	**	45.1%	53.1%	49.5%
	Transfer Out Rate	**	41.4%	36.4%	27.5%	22.2%	33.4%	**	31.7%	33.7%	32.8%
	Combined Rate	76.5%	75.9%	90.9%	78.4%	66.7%	83.8%	59.3%	76.8%	86.7%	82.4%
Minnesota State University Moorhead											
	Initial Cohort	29	23	10	17	14	1053	84	502	728	1230
	Graduation Rate	**	30.4%	20.0%	41.2%	42.9%	44.5%	**	33.3%	50.3%	43.3%
	Transfer Out Rate	**	34.8%	20.0%	29.4%	28.6%	29.5%	**	31.7%	25.8%	28.2%
	Combined Rate	20.7%	65.2%	40.0%	70.6%	71.4%	74.1%	63.1%	64.9%	76.1%	71.5%

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

Source: System Office Research, Planning and Effectiveness

R:\FY10-11\IPEDS\download\GradRates_2004su-2007clg-NewSuppression.accdb Table 4-1

Table 4-1
2010-2011 IPEDS Graduation Rates and Transfer-Out Rates by Racial/Ethnic Status and Gender
Two-year College Fall 2007 and Four-year University Fall 2004 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
St. Cloud State University											
	Initial Cohort	41	44	13	61	17	1819	39	925	1109	2034
	Graduation Rate	48.8%	34.1%	**	44.3%	41.2%	48.1%	**	45.3%	49.2%	47.4%
	Transfer Out Rate	19.5%	40.9%	**	31.2%	23.5%	35.4%	**	33.8%	35.6%	34.8%
	Combined Rate	68.3%	75.0%	61.5%	75.4%	64.7%	83.5%	74.4%	79.1%	84.9%	82.3%
Southwest Minnesota State University *											
	Initial Cohort	23	19	**	**	12	463	**	239	298	537
	Graduation Rate	26.1%	**	**	**	25.0%	42.3%	**	33.5%	44.6%	39.7%
	Transfer Out Rate	13.0%	**	**	**	25.0%	27.0%	**	26.8%	26.2%	26.4%
	Combined Rate	39.1%	42.1%	**	**	50.0%	69.3%	**	60.3%	70.8%	66.1%
Winona State University											
	Initial Cohort	19	**	**	25	20	1481	**	554	1010	1564
	Graduation Rate	47.4%	**	**	32.0%	30.0%	55.6%	**	48.9%	57.7%	54.6%
	Transfer Out Rate	31.6%	**	**	52.0%	55.0%	35.7%	**	37.0%	35.8%	36.3%
	Combined Rate	79.0%	**	**	84.0%	85.0%	91.3%	**	85.9%	93.6%	90.9%

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

Source: System Office Research, Planning and Effectiveness

R:\FY10-11\IPEDS\download\GradRates_2004su-2007clg-NewSuppression.accdb Table 4-1

Table 4-2
2010-2011 IPEDS Cumulative Four-, Five-, and Six-year Graduation Rates
for Bachelor's Degree Completers
Fall 2004 First-time, Full-time, Degree-seeking Students
Minnesota State Universities

Institution	Cohort	4 Years	5 Years or Less	6 Years or Less
		Graduation Rate	Graduation Rate	Graduation Rate
Bemidji State University	592	26.5%	45.1%	50.2%
Metropolitan State University	50	**	22.0%	26.0%
Minnesota State University, Mankato	2,136	19.6%	43.1%	49.2%
Minnesota State University Moorhead	1,230	17.9%	37.0%	42.4%
St. Cloud State University	2,034	18.9%	39.8%	46.5%
Southwest Minnesota State University	537	**	35.6%	39.5%
Winona State University	1,564	25.0%	48.5%	53.8%
Total: Universities	8,143	20.6%	41.9%	47.7%

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

Chapter 5

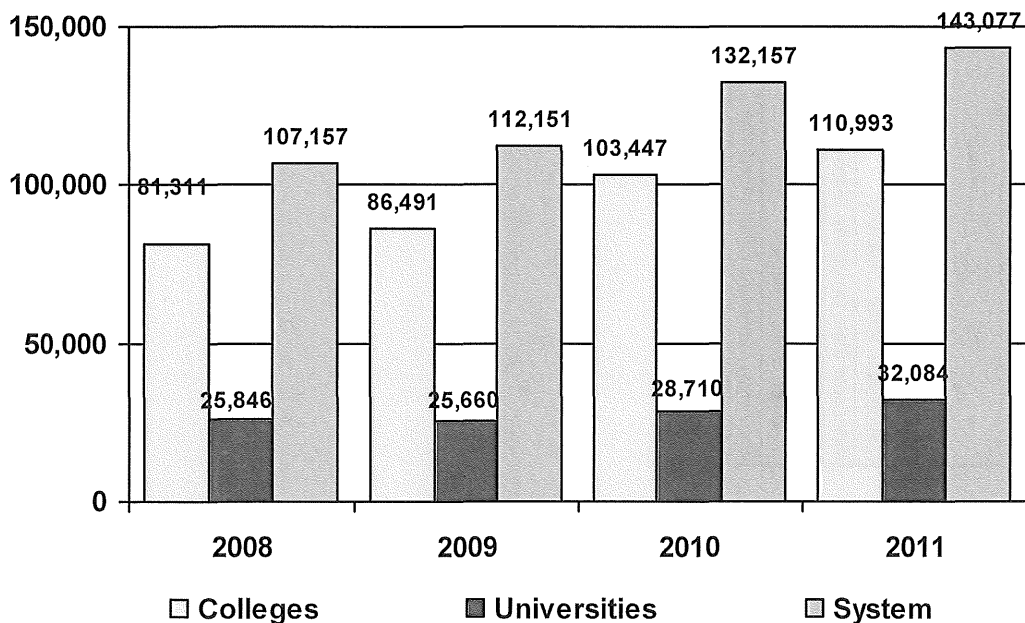
Students Traditionally Underrepresented in Higher Education

This chapter presents information about students traditionally underrepresented in higher education. Underrepresented students include all students in one or more of the following groups:

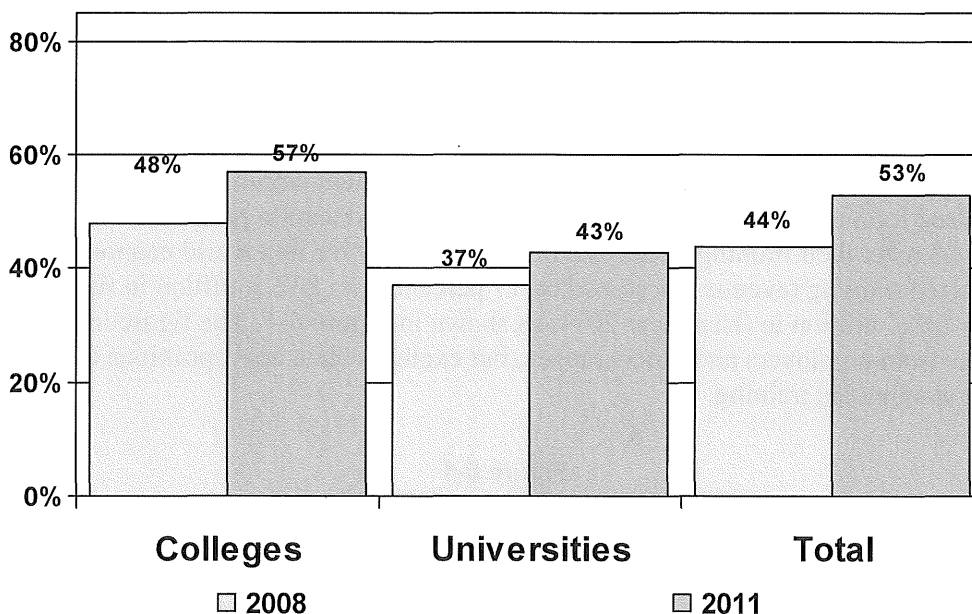
- Students of Color: African American, American Indian, Asian, Hispanic, Pacific Islander and students that report two or more races;
- First Generation Students: Students whose parents did not attend college;
- Low Income Students: Students who are eligible to receive a Pell grant are considered to be low-income.

The system experienced a 34 percent increase from 107,157 underrepresented students enrolled fiscal year 2008 to 143,077 enrolled fiscal year 2011, as shown in Figure 5.1. These numbers are the unduplicated headcount of underrepresented undergraduate students taking credit courses during the fiscal year. Underrepresented students increased from 44 percent of undergraduate credit students in 2008 to 53 percent in 2011, as shown in Figure 5-2.

Figure 5-1
UNDERGRADUATE UNDERREPRESENTED STUDENTS
FISCAL YEAR 2008 TO 2011



**Figure 5-2
PERCENT UNDERREPRESENTED STUDENTS**



In addition to the goals for increasing retention, transfer and completion described in Chapter 4, the system’s Strategic Framework includes the following two projects that will focus on improving access and success for students traditionally underrepresented in higher education:

- Partner with communities traditionally underserved by higher education to improve college readiness, recruitment, and student success. This project will create a welcoming and supportive campus environment, faculty and staff competencies, and student support services for all students to succeed.
- Work with the P-20 Council, the Minnesota Department of Education and the Strive Initiative to reduce the achievement gap. Measurable outcomes will be incorporated into executive performance evaluations. Best practices will be identified and implemented across the system to reduce the achievement gap.

The System’s Access, Opportunity and Success initiative, which began in 2008, has the goal of improving recruitment, retention and success of underrepresented students. Each college and university receives an annual allocation of funds to expand programs and services that are effective in improving retention and graduation. Effective strategies include programs to help new students succeed in the transition from high school, intrusive advising, learning communities of students, summer programs and tutoring.

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

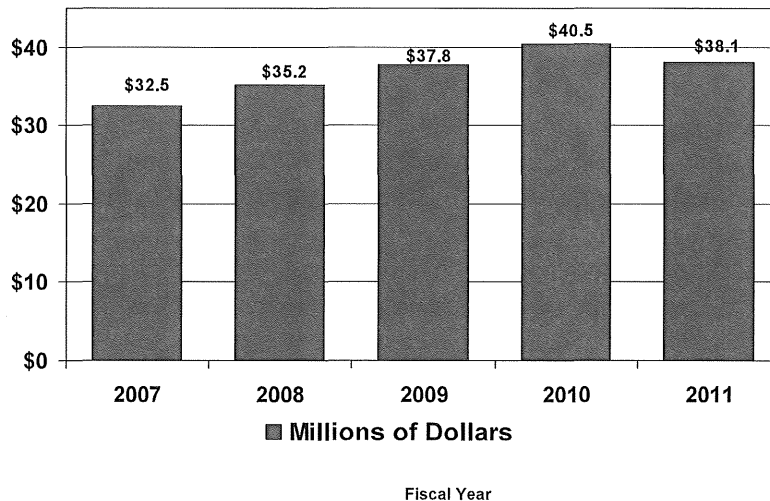
Chapter 6

Workforce Development Activities

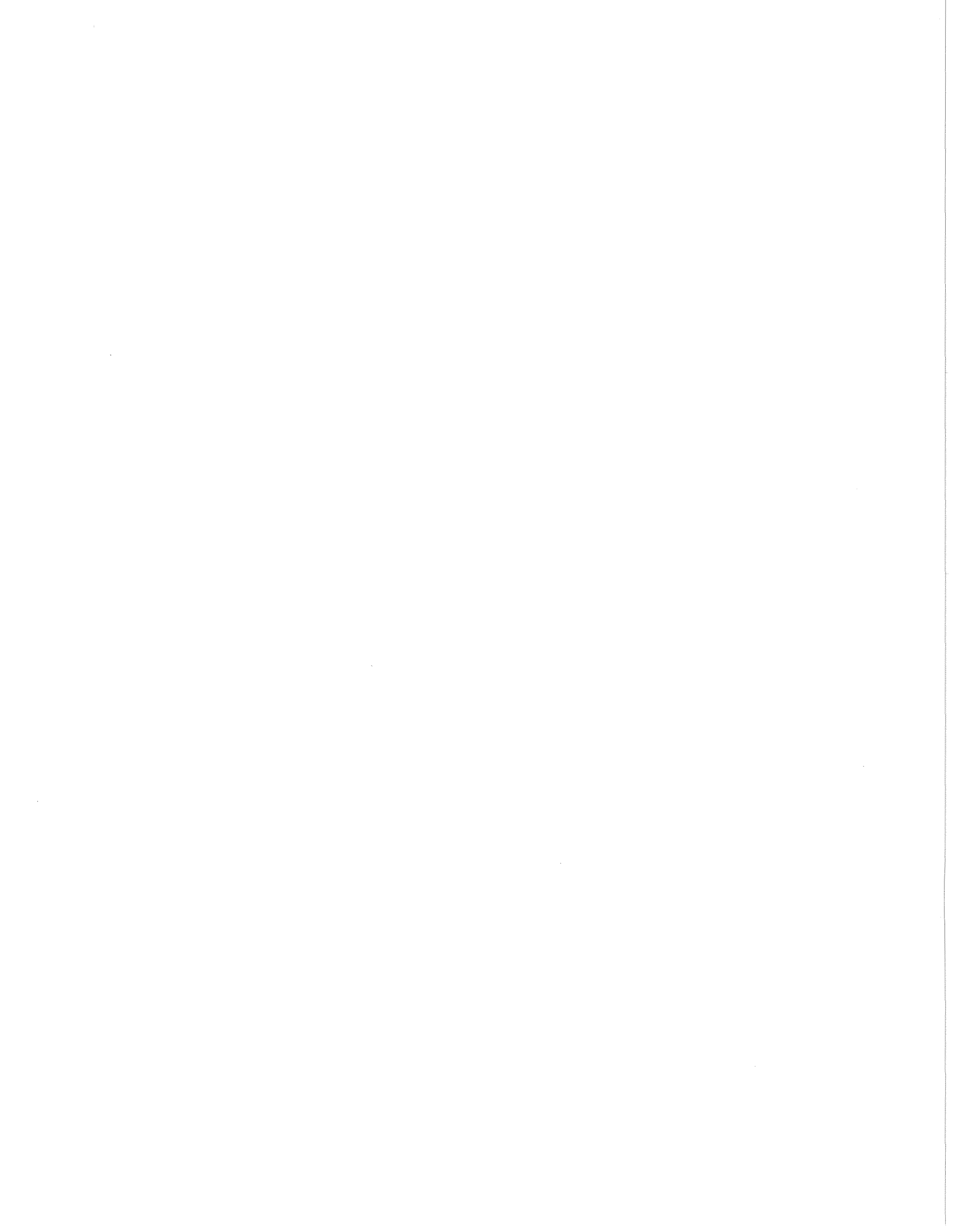
Customized Training Revenues

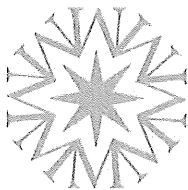
This chapter reports on the system's workforce development activities as measured by customized training revenues. Customized training and education programs help employers meet their training needs and become competitive in a world economy. Customized training revenues increased by 17 percent from \$32.5 million in fiscal year 2007 to \$38.1 million in fiscal year 2011, 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



In January 2012 the Board of Trustees adopted the *Strategic Framework for Minnesota State Colleges and Universities* to replace the *Strategic Plan 2010-2014* and the action plan. The *Strategic Framework* includes a project to expand customized training and scale up local solutions to assist businesses in other regions of the state. To that end, the system will expand customized training programs and identify shared solutions across the state in 2012 and 2013.





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