

Minnesota State Colleges and Universities Biennial Budget Reporting Requirements

Minnesota Statutes 2014, Section 135A.031, Subd. 7

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Introduction

Minnesota State Colleges and Universities

This report provides the information required in Minnesota Statutes 2014, Section 135A.031, Subdivision 7, for Minnesota State Colleges and Universities. The report is to be considered part of the system's biennial budget proposal to the legislature. It's divided into nine sections that correspond to the statutory requirements listed below:

- (1) a five-year history of systemwide expenditures, reported by:
 - (i) functional areas, including instruction, research, public service, student financial aid, and auxiliary services, and including direct costs and indirect costs, such as institutional support, academic support, student services, and facilities management, associated with each functional area; and
 - (ii) objects of expenditure, such as salaries, benefits, supplies, and equipment;
- (2) a five-year history of the system's total instructional expenditures per full-year equivalent student, by level of instruction, including upper-division undergraduate, lower-division undergraduate, graduate, professional, and other categories of instructional programs offered by the system;
- (3) a five-year history of the system's total revenues by funding source, including tuition, state operations and maintenance appropriations, state special appropriations, other restricted state funds, federal appropriations, sponsored research funds, gifts, auxiliary revenue, indirect cost recovery, and any other revenue sources;
- (4) an explanation describing how state appropriations made to the system in the previous biennium were allocated and the methodology used to determine the allocation;
- (5) 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;
- (6) 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;
- (7) 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. 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;
- (8) data on, and the methodology used to measure, the number 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 higher education; and

(9) data on the revenue received from all sources to support research or workforce development activities or the system's 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 revenue 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.

Subdivision 7(1): Expenditures

Minnesota State Colleges and Universities

By Functional Areas and Objects of Expenditures

This section provides a five-year history of systemwide expenditures for fiscal years 2009 to 2013. The data is reported both by functional areas and object of expenditure. The source of the data is Minnesota State Colleges and Universities annual audited financial statements.

Table 7-1: Expenditures by Functional Area

Expenditures	2009	2010	2011	2012	2013
Academic Support	240,711	247,135	255,301	243,020	254,832
Institutional Support	247,006	233,937	230,521	232,693	234,817
Instruction	816,204	833,029	826,728	793,046	827,390
Public Service	22,262	21,397	23,037	21,347	21,227
Research	10,013	12,349	12,405	10,345	9,174
Student Services	244,394	251,065	252,093	252,931	260,716
Auxiliary Enterprises	120,407	191,016	231,326	216,724	227,837
Scholarships & Fellowships	33,506	65,313	56,887	34,931	43,782
Less Interest Expense	-17,155	-20,142	-20,862	-22,526	-22,758
Total	1,717,348	1,835,099	1,867,436	1,782,511	1,857,017

(Dollars in Thousands)

Table 7-2: Expenses by Object of Expenditure

Object of Expenditure	2009	2010	2011	2012	2013
Salaries and Benefits	1,224,801	1,237,709	1,249,299	1,203,159	1,251,635
Purchased Services	220,513	207,292	218,838	210,875	225,056
Supplies	89,593	156,990	164,292	149,088	145,557
Repairs and Maintenance	28,093	34,811	34,606	33,299	33,608
Depreciation	82,982	88,440	97,297	104,102	107,890
Financial Aid, Net	33,506	65,313	56,887	34,931	43,782
Other Expense	37,860	44,544	46,217	47,057	49,489
Total	1,717,348	1,835,099	1,867,436	1,782,511	1,857,017

(Dollars in Thousands)

Source: Audited Financial Statements Fiscal Years 2009 through 2013.

*FY2009 was adjusted based on FY12/FY13 allocation percentages

Subdivision 7(2): Instructional Expenditures per Full-Year Equivalent Student (FYE)

Minnesota State Colleges and Universities

This section provides a five-year history of the system's total instructional expenditures per full-year equivalent student, by level of instruction, including upper-division undergraduate, lower-division undergraduate, and graduate. The data source is the system's instructional cost studies from fiscal years 2009 to 2013.

	2009	2010	2011	2012	2013
Lower Division	\$4,080	\$3,750	\$3,805	\$3,802	\$3,985
Upper Division	\$5,648	\$5,319	\$5,218	\$5,084	\$5,492
Graduate	\$5,544	\$5,905	\$6,308	\$6,063	\$6,664

Source: Minnesota State Colleges and Universities Annual Instructional Cost Studies

Subdivision 7(3): Revenues

Minnesota State Colleges and Universities

Fiscal Years 2009 to 2013

This section provides a five-year history of the system's total revenues by funding source, including tuition (gross), fees (gross), state appropriations, federal grants, enterprise fund, revenue fund and other. The source of the data is Minnesota State Colleges and Universities annual audited financial statements for fiscal years 2009 to 2013.

All Funds Revenue	2009	2010	2011	2012	2013
State Appropriation	\$662,417	\$614,169	\$613,382	\$551,293	\$553,246
Tuition (Gross)	\$699,144	\$784,628	\$832,637	\$853,040	\$864,849
Fees (Gross)	\$77,254	\$85,606	\$87,308	\$83,577	\$83,677
Other	\$119,996	\$150,485	\$143,440	\$123,257	\$123,217
Revenue Fund	\$92,008	\$100,616	\$106,393	\$109,796	\$107,434
Enterprise Fund	\$108,222	\$115,063	\$116,152	\$114,337	\$114,398
Federal Grants	\$36,310	\$73,695	\$80,275	\$43,820	\$42,974
TOTAL:	\$1,795,351	\$1,924,262	\$1,979,587	\$1,879,120	\$1,889,795

(Dollars in Thousands)

Enterprise fund revenues are generated from activities that are financed and operated in a manner similar to private business enterprises, such as campus bookstores and food service.

The revenue fund is used to acquire, construct, remodel, and operate revenue-generating campus facilities such as residence halls, dormitories, dining halls, student unions, and parking facilities. Fund revenues include fees paid for the use and operation of these facilities.

Subdivision 7(4): Allocation Method

Minnesota State Colleges and Universities System and Institutional Allocations

This section provides information on how state resources are allocated in the Minnesota State Colleges and Universities system, including:

- **MnSCU Master Green Sheet:** This shows the system's state appropriation allocation for fiscal years 2014 and 2015 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:** These sheets summarize the Minnesota State Colleges and Universities allocation model and shows the final fiscal years 2014 and 2015 allocations to individual colleges and universities.

Subdivision 7(4): Allocation Method

Minnesota State Colleges and Universities

Fiscal Years 2014 and 2015

	FY2014	FY2015
Institutional Basic Allocations		
Base*	449,020,835	449,567,767
ITC earnings	2,000,000	2,000,000
NetWork (Contract & Non Credit)	0	0
Retain high quality staff/faculty	17,000,000	17,000,000
Tuition Relief	25,500,000	52,500,000
Subtotal Basic Allocations	493,520,835	521,067,767
Institutional Priority Allocations		
Workforce Education Priorities (COE)	3,912,000	3,912,000
FBM, Fire Training, and CT Innovations	1,200,000	1,200,000
Access and Opportunity	9,752,000	9,752,000
Community Energy Pilots***	344,275	0
Econ Dev e-Folio Upgrade***	202,657	0
NHED - Range Voc Ed	900,696	900,696
Cook County Higher Education	40,000	40,000
Leveraged Equipment	0	7,278,000
Mental Health Summit	50,000	0
Subtotal Institutional Priority Allocations	16,401,627	23,082,696
Systemwide Set Asides		
Attorney General	620,000	900,000
Debt Service - system level	17,483,676	17,500,000
- campus level	[14,150,000]	[14,150,000]
Enterprise Technology	20,600,000	20,303,676
Repair and Replacement	400,000	400,000
Leadership Transitions (Searches)	1,000,000	1,000,000
System audit program	1,200,000	1,200,000
PALS	1,499,861	1,499,861
Customized Training Innovation	0	0
Fire Fighter Subsidy (phase out transition)	0	0
Management Programs (FBM/SBM)	0	0
Subtotal - Set Asides	42,803,537	42,803,537
STIMULUS FUNDS		
Tuition mitigation [FY2010 2% cumulative]	0	0
College/University operating budget support	0	0
TOTAL COLLEGE/UNIVERSITY ALLOCATIONS	552,726,000	586,954,000
Appropriation	0	0
Stimulus Funds	0	0
Learning Network of Minnesota	4,115,000	4,115,000
System Office	33,074,000	33,074,000
Office of Chancellor/Shared Services	0	0
Presidents' Compensation**	0	0
TOTAL ALLOCATIONS	589,915,000	624,143,000
STATE APPROPRIATION	587,915,000	622,143,000
ITC EARNINGS	2,000,000	2,000,000
TOTAL TARGET RESOURCES	589,915,000	624,143,000
Unallocated resources	0	0

Subdivision 7(4): Allocation Method
Minnesota State Colleges and Universities
Fiscal Year 2014 Part 1

Institution Name	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
Alexandria Technical and Community College	5,133,377	2,789,845	907,954	309,091	106,941	147,377
Anoka-Ramsey Community College, Anoka Technical College	13,127,995	7,452,191	1,543,686	774,336	267,909	411,767
Bemidji State University and Northwest Technical College	10,425,376	6,418,818	1,420,554	1,095,885	507,249	(81,304)
Central Lakes College	6,639,633	3,901,706	1,218,064	411,579	142,400	176,587
Century College	12,459,727	6,004,900	1,160,610	686,883	237,652	(272,136)
Dakota County Technical College	5,449,334	2,772,194	1,125,335	327,140	113,186	(67,876)
Fond du Lac Tribal and Community College	2,107,421	1,683,100	312,184	143,595	49,682	31,652
Hennepin Technical College	10,811,247	5,217,758	2,053,174	632,876	218,966	(82,595)
Inver Hills Community College	6,500,867	3,267,117	521,970	360,148	124,606	73,183
Lake Superior College	7,157,816	3,612,400	747,202	403,110	139,470	148,633
Metropolitan State University	11,990,393	6,770,392	491,826	1,155,157	534,684	505,822
Minneapolis Community and Technical College	11,772,840	5,868,502	1,976,016	686,608	237,556	(469,239)
Minnesota State College - Southeast Technical	4,071,353	2,428,201	593,340	248,251	85,891	19,670
Minnesota State Community and Technical College	10,512,092	5,692,291	1,376,007	615,314	212,890	11,656
Minnesota State University Moorhead	13,817,732	8,831,360	2,429,535	1,504,718	696,484	(479,227)
Minnesota State University, Mankato	27,500,199	14,752,954	2,641,761	2,693,695	1,246,822	(56,331)
Minnesota West Community and Technical College	5,606,077	3,445,967	1,197,816	358,745	124,121	37,993
Normandale Community College	10,379,666	4,679,223	721,998	552,331	191,099	(2,291)
North Hennepin Community College	7,358,080	3,423,258	607,740	398,618	137,916	8,084
Northeast Higher Education District	8,867,432	5,684,196	2,210,381	586,670	202,980	133,052
Northland Community and Technical College	6,458,840	3,435,866	1,084,832	384,284	132,957	2,772
Pine Technical and Community College	1,372,801	1,340,898	232,253	103,108	35,674	84,206
Ridgewater College	7,701,122	3,922,319	1,282,686	451,714	156,287	226,880
Riverland Community College	5,564,275	3,536,530	1,246,432	362,153	125,300	(23,684)
Rochester Community and Technical College	8,747,201	4,334,068	1,378,774	506,102	175,104	(274,050)
Saint Paul College	7,895,959	3,705,329	826,326	434,966	150,492	(138,355)
South Central College	6,523,182	3,423,108	749,780	374,362	129,524	194,591
Southwest Minnesota State University	7,288,041	5,641,534	1,501,741	865,879	400,787	(129,329)
St. Cloud State University	31,066,721	17,115,333	3,201,897	3,083,037	1,427,035	(119,637)
St. Cloud Technical and Community College	6,600,581	2,934,628	695,280	358,067	123,886	280,702
Winona State University	16,280,428	9,136,270	1,624,716	1,624,885	752,105	(298,573)
TOTAL	297,187,810	163,222,255	39,121,868	22,493,307	9,187,652	0

Subdivision 7(4): Allocation Method
Minnesota State Colleges and Universities
Fiscal Year 2014 Part 2

Institution Name	TOTAL ALLOCATION FRAMEWORK	% Share of Allocation	FY2013 Base Allocation	% Share of FY2013 Base	50% FY2011 Base % Share	50% Allocation Framework % Share
Alexandria Technical and Community College	9,394,586	1.77%	7,993,924	1.78%	3,996,962	3,970,503
Anoka-Ramsey Community College, Anoka Technical College	23,577,883	4.44%	20,104,866	4.48%	10,052,433	9,964,894
Bemidji State University and Northwest Technical College	19,786,577	3.72%	17,243,063	3.84%	8,621,532	8,362,547
Central Lakes College	12,489,969	2.35%	10,017,481	2.23%	5,008,741	5,278,728
Century College	20,277,637	3.82%	16,742,108	3.73%	8,371,054	8,570,087
Dakota County Technical College	9,719,314	1.83%	8,112,756	1.81%	4,056,378	4,107,745
Fond du Lac Tribal and Community College	4,327,634	0.81%	3,672,509	0.82%	1,836,255	1,829,020
Hennepin Technical College	18,851,425	3.55%	15,132,563	3.37%	7,566,282	7,967,317
Inver Hills Community College	10,847,891	2.04%	8,808,712	1.96%	4,404,356	4,584,724
Lake Superior College	12,208,630	2.30%	10,680,178	2.38%	5,340,089	5,159,823
Metropolitan State University	21,448,273	4.04%	17,692,844	3.94%	8,846,422	9,064,842
Minneapolis Community and Technical College	20,072,283	3.78%	16,505,263	3.68%	8,252,631	8,483,297
Minnesota State College - Southeast Technical	7,446,706	1.40%	6,172,498	1.37%	3,086,249	3,147,256
Minnesota State Community and Technical College	18,420,250	3.47%	14,921,941	3.32%	7,460,970	7,785,086
Minnesota State University Moorhead	26,800,602	5.05%	23,003,606	5.12%	11,501,803	11,326,936
Minnesota State University, Mankato	48,779,099	9.18%	41,163,003	9.17%	20,581,501	20,615,870
Minnesota West Community and Technical College	10,770,718	2.03%	9,259,140	2.06%	4,629,570	4,552,108
Normandale Community College	16,522,025	3.11%	14,273,667	3.18%	7,136,834	6,982,825
North Hennepin Community College	11,933,696	2.25%	10,555,485	2.35%	5,277,742	5,043,626
Northeast Higher Education District	17,684,711	3.33%	15,300,394	3.41%	7,650,197	7,474,220
Northland Community and Technical College	11,499,551	2.16%	10,101,622	2.25%	5,050,811	4,860,140
Pine Technical and Community College	3,168,939	0.60%	2,613,543	0.58%	1,306,772	1,339,312
Ridgewater College	13,741,008	2.59%	11,967,095	2.67%	5,983,548	5,807,463
Riverland Community College	10,811,006	2.04%	9,151,439	2.04%	4,575,720	4,569,135
Rochester Community and Technical College	14,867,198	2.80%	12,930,066	2.88%	6,465,033	6,283,434
Saint Paul College	12,874,718	2.42%	11,065,309	2.46%	5,532,655	5,441,337
South Central College	11,394,548	2.15%	9,635,536	2.15%	4,817,768	4,815,762
Southwest Minnesota State University	15,568,653	2.93%	12,613,830	2.81%	6,306,915	6,579,894
St. Cloud State University	55,774,385	10.50%	47,198,161	10.51%	23,599,081	23,572,339
St. Cloud Technical and Community College	10,993,144	2.07%	9,281,885	2.07%	4,640,942	4,646,113
Winona State University	29,159,832	5.49%	25,106,343	5.59%	12,553,171	12,324,035
TOTAL	531,212,892	100.00%	449,020,833	100.00%	224,510,417	224,510,417

Subdivision 7(4): Allocation Method
Minnesota State Colleges and Universities
Fiscal Year 2014 Part 3

Institution Name	FY2014 Base Allocation	% Share of FY2014 Allocation	\$ Change Over FY2013	% Change Over FY2013	FY2014 Tuition Buydown	FY2014 Total Allocation Including Buydown
Alexandria Technical and Community College	7,967,465	1.77%	(26,459)	-0.3%	335,701	8,303,166
Anoka-Ramsey Community College, Anoka Technical College	20,017,327	4.46%	(87,539)	-0.4%	1,156,472	21,173,799
Bemidji State University and Northwest Technical College	16,984,079	3.78%	(258,985)	-1.5%	1,075,654	18,059,732
Central Lakes College	10,287,468	2.29%	269,987	2.7%	433,279	10,720,748
Century College	16,941,141	3.77%	199,033	1.2%	1,181,165	18,122,306
Dakota County Technical College	8,164,123	1.82%	51,367	0.6%	381,708	8,545,831
Fond du Lac Tribal and Community College	3,665,274	0.82%	(7,235)	-0.2%	150,165	3,815,440
Hennepin Technical College	15,533,598	3.46%	401,035	2.7%	721,268	16,254,866
Inver Hills Community College	8,989,080	2.00%	180,368	2.0%	638,549	9,627,629
Lake Superior College	10,499,912	2.34%	(180,266)	-1.7%	512,766	11,012,678
Metropolitan State University	17,911,263	3.99%	218,420	1.2%	1,191,259	19,102,523
Minneapolis Community and Technical College	16,735,928	3.73%	230,666	1.4%	1,074,093	17,810,021
Minnesota State College - Southeast Technical	6,233,505	1.39%	61,007	1.0%	275,620	6,509,125
Minnesota State Community and Technical College	15,246,056	3.40%	324,116	2.2%	732,431	15,978,487
Minnesota State University Moorhead	22,828,739	5.08%	(174,867)	-0.8%	1,337,675	24,166,414
Minnesota State University, Mankato	41,197,371	9.17%	34,368	0.1%	2,764,489	43,961,861
Minnesota West Community and Technical College	9,181,678	2.04%	(77,462)	-0.8%	343,516	9,525,194
Normandale Community College	14,119,659	3.14%	(154,009)	-1.1%	1,096,017	15,215,676
North Hennepin Community College	10,321,368	2.30%	(234,117)	-2.2%	760,069	11,081,437
Northeast Higher Education District	15,124,417	3.37%	(175,977)	-1.2%	652,490	15,776,907
Northland Community and Technical College	9,910,951	2.21%	(190,671)	-1.9%	400,144	10,311,095
Pine Technical and Community College	2,646,084	0.59%	32,540	1.2%	93,516	2,739,599
Ridgewater College	11,791,011	2.63%	(176,084)	-1.5%	520,190	12,311,201
Riverland Community College	9,144,855	2.04%	(6,585)	-0.1%	344,382	9,489,236
Rochester Community and Technical College	12,748,467	2.84%	(181,600)	-1.4%	684,735	13,433,202
Saint Paul College	10,973,992	2.44%	(91,318)	-0.8%	729,413	11,703,405
South Central College	9,633,530	2.15%	(2,006)	0.0%	448,059	10,081,588
Southwest Minnesota State University	12,886,809	2.87%	272,980	2.2%	521,945	13,408,754
St. Cloud State University	47,171,420	10.51%	(26,742)	-0.1%	2,629,015	49,800,435
St. Cloud Technical and Community College	9,287,056	2.07%	5,171	0.1%	528,741	9,815,797
Winona State University	24,877,206	5.54%	(229,137)	-0.9%	1,785,474	26,662,680
TOTAL	449,020,833	100.00%	0	0.0%	25,500,000	474,520,833

Subdivision 7(4): Allocation Method
Minnesota State Colleges and Universities
Fiscal Year 2015 Part 1

Institution Name	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
Alexandria Technical and Community College	4,950,418	2,595,418	908,857	295,914	102,382	160,783
Anoka-Ramsey Community College, Anoka Technical College	12,448,341	6,637,942	1,446,172	718,636	248,638	392,259
Bemidji State University and Northwest Technical College	9,679,723	5,830,350	1,555,059	1,023,908	473,933	-124,241
Central Lakes College	6,410,139	3,691,463	1,210,643	395,929	136,986	204,038
Century College	12,309,662	5,918,222	1,294,584	683,286	236,407	-333,927
Dakota County Technical College	5,400,931	2,685,668	1,037,951	319,359	110,494	-29,225
Fond du Lac Tribal and Community College	2,045,083	1,632,506	345,886	140,822	48,722	-1,106
Hennepin Technical College	10,860,249	5,170,565	1,939,666	628,967	217,614	-89,321
Inver Hills Community College	6,521,610	3,395,761	633,000	369,263	127,760	80,754
Lake Superior College	6,858,405	3,431,605	733,129	385,810	133,485	106,685
Metropolitan State University	11,543,463	6,316,790	479,508	1,100,386	509,332	516,241
Minneapolis Community and Technical College	11,580,019	5,831,342	1,981,012	678,733	234,832	-527,830
Minnesota State College - Southeast Technical	3,990,109	2,487,331	673,661	250,289	86,596	11,999
Minnesota State Community and Technical College	10,327,438	5,478,545	1,425,538	603,103	208,665	201,633
Minnesota State University Moorhead	13,257,641	8,303,768	2,282,477	1,430,633	662,192	-400,995
Minnesota State University, Mankato	25,880,679	13,205,990	2,721,755	2,508,505	1,161,104	-223,909
Minnesota West Community and Technical College	5,381,021	3,224,098	1,071,393	338,678	117,178	34,576
Normandale Community College	10,238,996	4,727,521	902,492	555,415	192,166	77,414
North Hennepin Community College	7,208,366	3,352,047	684,186	393,561	136,166	-9,421
Northeast Higher Education District	8,531,689	5,530,242	2,340,126	574,072	198,621	63,909
Northland Community and Technical College	5,929,679	3,096,861	941,053	348,866	120,703	-34,692
Pine Technical and Community College	1,432,714	1,347,933	263,066	106,530	36,858	89,559
Ridgewater College	7,385,097	3,683,178	1,284,754	432,356	149,589	219,393
Riverland Community College	5,246,172	3,419,654	1,212,027	345,725	119,616	-92,833
Rochester Community and Technical College	8,030,408	3,671,343	1,392,528	458,300	158,565	-251,730
Saint Paul College	7,910,600	3,505,256	927,085	432,003	149,467	-167,647
South Central College	6,325,850	3,282,776	773,215	363,364	125,719	233,058
Southwest Minnesota State University	6,934,356	5,474,126	1,459,611	832,086	385,145	-113,889
St. Cloud State University	28,185,353	15,761,784	3,882,076	2,869,753	1,328,313	-90,182
St. Cloud Technical and Community College	6,732,953	3,100,180	835,947	373,418	129,197	269,955
Winona State University	15,409,045	8,386,292	1,877,350	1,540,361	712,982	-171,306
TOTAL	284,946,211	154,176,557	40,515,807	21,498,030	8,759,424	0

Subdivision 7(4): Allocation Method
Minnesota State Colleges and Universities
Fiscal Year 2015 Part 2

Institution Name	TOTAL ALLOCATION FRAMEWORK	% Share of Allocation	FY2014 Base Allocation Adjusted	% Share of FY2014 Base	50% FY2014 Base % Share	50% Allocation Framework % Share	FY2015 Base Allocation
Alexandria Technical and Community College	9,013,771	1.77%	8,269,115	1.77%	4,134,557	4,123,914	8,258,472
Anoka-Ramsey Community College, Anoka Technical College	21,891,988	4.29%	20,775,187	4.45%	10,387,593	10,015,861	20,403,455
Bemidji State University and Northwest Technical College	18,438,731	3.62%	17,627,098	3.78%	8,813,549	8,435,953	17,249,502
Central Lakes College	12,049,198	2.36%	10,676,954	2.29%	5,338,477	5,512,661	10,851,137
Century College	20,108,234	3.94%	17,582,535	3.77%	8,791,268	9,199,771	17,991,039
Dakota County Technical College	9,525,178	1.87%	8,473,218	1.82%	4,236,609	4,357,889	8,594,498
Fond du Lac Tribal and Community College	4,211,914	0.83%	3,804,042	0.82%	1,902,021	1,927,004	3,829,025
Hennepin Technical College	18,727,739	3.67%	16,121,703	3.46%	8,060,851	8,568,178	16,629,029
Inver Hills Community College	11,128,148	2.18%	9,360,706	2.01%	4,680,353	5,091,268	9,771,621
Lake Superior College	11,649,119	2.28%	10,897,441	2.34%	5,448,720	5,329,619	10,778,340
Metropolitan State University	20,465,720	4.01%	18,589,387	3.98%	9,294,693	9,363,326	18,658,019
Minneapolis Community and Technical College	19,778,108	3.88%	17,369,553	3.72%	8,684,777	9,048,735	17,733,511
Minnesota State College - Southeast Technical	7,499,984	1.47%	6,469,507	1.39%	3,234,753	3,431,338	6,666,091
Minnesota State Community and Technical College	18,244,922	3.58%	15,823,274	3.39%	7,911,637	8,347,283	16,258,920
Minnesota State University Moorhead	25,535,716	5.01%	23,693,038	5.08%	11,846,519	11,682,913	23,529,432
Minnesota State University, Mankato	45,254,125	8.88%	42,757,110	9.16%	21,378,555	20,704,334	42,082,890
Minnesota West Community and Technical College	10,166,944	1.99%	9,633,625	2.06%	4,816,812	4,651,505	9,468,318
Normandale Community College	16,694,004	3.27%	14,654,231	3.14%	7,327,116	7,637,718	14,964,834
North Hennepin Community College	11,764,904	2.31%	10,712,137	2.30%	5,356,068	5,382,593	10,738,661
Northeast Higher Education District	17,238,658	3.38%	16,004,012	3.43%	8,002,006	7,886,904	15,888,910
Northland Community and Technical College	10,402,470	2.04%	10,286,181	2.20%	5,143,091	4,759,262	9,902,352
Pine Technical and Community College	3,276,660	0.64%	2,746,265	0.59%	1,373,132	1,499,114	2,872,246
Ridgewater College	13,154,368	2.58%	12,237,421	2.62%	6,118,710	6,018,290	12,137,000
Riverland Community College	10,250,361	2.01%	9,595,406	2.06%	4,797,703	4,689,670	9,487,373
Rochester Community and Technical College	13,459,415	2.64%	13,231,126	2.84%	6,615,563	6,157,853	12,773,416
Saint Paul College	12,756,764	2.50%	11,389,469	2.44%	5,694,734	5,836,381	11,531,115
South Central College	11,103,982	2.18%	9,998,257	2.14%	4,999,128	5,080,212	10,079,341
Southwest Minnesota State University	14,971,434	2.94%	13,374,706	2.87%	6,687,353	6,849,621	13,536,974
St. Cloud State University	51,937,096	10.19%	48,957,337	10.49%	24,478,669	23,761,878	48,240,547
St. Cloud Technical and Community College	11,441,650	2.24%	9,638,665	2.07%	4,819,333	5,234,699	10,054,032
Winona State University	27,754,724	5.44%	25,819,061	5.53%	12,909,530	12,698,137	25,607,668
TOTAL	509,896,029	100.00%	466,567,767	100.00%	233,283,884	233,283,884	466,567,767

Subdivision 7(4): Allocation Method

Minnesota State Colleges and Universities

Fiscal Year 2015 Part 3

Institution Name	% Share of FY2015 Allocation	\$ Change Over FY2014	% Change Over FY2014	FY2014 Tuition Buydown	FY2015 Tuition Buydown
Alexandria Technical and Community College	1.77%	-10,643	-0.1%	335,701	700,054
Anoka-Ramsey Community College, Anoka Technical College	4.37%	-371,732	-1.8%	1,156,472	2,376,103
Bemidji State University and Northwest Technical College	3.70%	-377,596	-2.1%	1,075,654	2,205,312
Central Lakes College	2.33%	174,184	1.6%	433,279	877,741
Century College	3.86%	408,504	2.3%	1,181,165	2,420,562
Dakota County Technical College	1.84%	121,280	1.4%	381,708	797,084
Fond du Lac Tribal and Community College	0.82%	24,983	0.7%	150,165	302,983
Hennepin Technical College	3.56%	507,326	3.1%	721,268	1,477,940
Inver Hills Community College	2.09%	410,915	4.4%	638,549	1,313,480
Lake Superior College	2.31%	-119,101	-1.1%	512,766	1,076,740
Metropolitan State University	4.00%	68,632	0.4%	1,191,259	2,523,162
Minneapolis Community and Technical College	3.80%	363,958	2.1%	1,074,093	2,202,389
Minnesota State College - Southeast Technical	1.43%	196,584	3.0%	275,620	557,318
Minnesota State Community and Technical College	3.48%	435,646	2.8%	732,431	1,485,471
Minnesota State University Moorhead	5.04%	-163,606	-0.7%	1,337,675	2,700,049
Minnesota State University, Mankato	9.02%	-674,221	-1.6%	2,764,489	5,713,875
Minnesota West Community and Technical College	2.03%	-165,307	-1.7%	343,516	705,619
Normandale Community College	3.21%	310,603	2.1%	1,096,017	2,276,227
North Hennepin Community College	2.30%	26,524	0.2%	760,069	1,589,144
Northeast Higher Education District	3.41%	-115,102	-0.7%	652,490	1,328,417
Northland Community and Technical College	2.12%	-383,829	-3.7%	400,144	839,327
Pine Technical and Community College	0.62%	125,981	4.6%	93,516	199,222
Ridgewater College	2.60%	-100,421	-0.8%	520,190	1,070,318
Riverland Community College	2.03%	-108,033	-1.1%	344,382	705,652
Rochester Community and Technical College	2.74%	-457,710	-3.5%	684,735	1,430,685
Saint Paul College	2.47%	141,647	1.2%	729,413	1,530,785
South Central College	2.16%	81,084	0.8%	448,059	904,295
Southwest Minnesota State University	2.90%	162,268	1.2%	521,945	1,092,703
St. Cloud State University	10.34%	-716,790	-1.5%	2,629,015	5,280,172
St. Cloud Technical and Community College	2.15%	415,367	4.3%	528,741	1,112,035
Winona State University	5.49%	-211,393	-0.8%	1,785,474	3,705,133
TOTAL	100.00%	0	0.0%	25,500,000	52,500,000

Subdivision 7(5): Reallocation of Resources to Advance Priorities

Minnesota State Colleges and Universities

This chapter contains information on the reallocation of resources for fiscal year 2014. 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. Those priorities include supporting Minnesota State Colleges and Universities' strategic framework, several statewide outcomes, and the higher education objectives identified in statute. The reallocation process also allows us to respond to changes in the instructional programs and services called for by industries and communities across the state.

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, colleges and universities have increasingly used reallocation as a budget balancing strategy to maintain quality and encourage efficiency in the face of limited resources.

In fiscal year 2014, all colleges and universities and the system office reallocated funds to address higher priorities or balance their budgets. The major sources of reallocated funds came from eliminating vacancies 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 and enhancing or adding new programs.

The table on the following page shows how \$29,296,000 in funds were reallocated in fiscal year 2014.

Subdivision 7(5): Reallocation of Resources to Advance Priorities

Minnesota State Colleges and Universities

Fiscal Year 2014

Reductions/Reallocations

	# Layoffs & Vacancies Eliminated (FTE)	# of Programs Impacted	Dollar Amount
Suspended or closed programs	21	21	\$1,939
Faculty positions	101	112	\$7,822
Administrative/staff positions	113	8	\$9,393
Equipment	0	1	\$2,004
Repair & replacement	0	0	\$1,033
Student services	10	0	\$1,092
Other	0	11	\$3,890
General operating budget	0	0	\$2,122
Total reductions/reallocations	245	153	\$29,295

Reinvestments and Cuts

	# Positions Added/ Reassigned (FTE)	# Programs Impacted	Dollar Amount
Enhanced, redesigned, or new programs	10	20	\$895
Added or reassigned faculty positions	45	48	\$2,557
Added or reassigned admin/staff positions	47	4	\$3,239
Equipment	0	2	\$1,074
Invest facilities and/or R&R	0	1	\$1,123
Student services	8	0	\$691
Other	1	0	\$1,515
Reinvestments subtotal	111	75	\$11,092
Cuts made to balance the budget			\$18,203
Total Reinvestments and Cuts	111	75	\$29,295

Subdivision 7(6): Tuition History and Comparisons

Minnesota State Colleges and Universities System and Institutional Allocations

This section provides information on tuition and fee rates charged by Minnesota State Colleges and Universities. Table 6-1 shows the standard tuition and fee rates charged by each college and university in the MnSCU system for fiscal years 2006 to 2015. Sector averages are provided for the two-year colleges and the four-year universities; a systemwide tuition and fee rate is also calculated for each fiscal year. In fiscal year 2015, the average tuition and fee charges totaled \$5,389 at MnSCU colleges and \$7,680 at MnSCU universities.

Table 6-2 compares tuition and fee rates charged by Minnesota State Colleges and Universities to rates charged by similar public community and technical colleges and public masters universities in states that border Minnesota and to national averages. Data used in this comparison is from the Integrated Postsecondary Data System (IPEDS). Each year, U.S. colleges and universities report tuition and fee data to IPEDS. The IPEDS data set includes data elements that allow the system to compare Minnesota State Colleges and Universities with similarly-classified public higher education institutions nationally.

The average tuition and fee rate charged at MnSCU universities is slightly lower than rates charges in similar public universities in states bordering Minnesota and slightly higher than the national average. The average tuition and fee rate charged at MnCSU colleges is higher than rates charged in bordering states and the national average for two-year public colleges.

In the attached tables, the calculation of fee rates for Minnesota State Colleges and Universities was revised beginning in fiscal year 2013 to include Revenue Fund fees typically charged to all students, such as student union fees or health/wellness facilities fees. Prior to fiscal year 2013, the rates do not include Revenue Fund fee charges.

Table 6-1: Average Annual Tuition and Fees
Minnesota State Colleges and Universities
Fiscal Year 2006 to Fiscal Year 2015

Colleges	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Alexandria Technical and Community College	\$3,857	\$4,179	\$4,329	\$4,506	\$4,657	\$4,902	\$5,169	\$5,378	\$5,386	\$5,398
Anoka-Ramsey Community College	\$3,582	\$3,804	\$4,015	\$4,100	\$4,208	\$4,487	\$4,738	\$4,984	\$5,003	\$5,003
Anoka Technical College	\$4,308	\$4,464	\$4,586	\$4,669	\$4,731	\$4,946	\$5,506	\$5,589	\$5,567	\$5,567
Central Lakes College	\$3,940	\$4,238	\$4,357	\$4,540	\$4,705	\$4,927	\$5,209	\$5,393	\$5,393	\$5,382
Century College	\$3,903	\$4,244	\$4,410	\$4,565	\$4,690	\$4,934	\$5,201	\$5,357	\$5,360	\$5,373
Dakota County Technical College	\$4,218	\$4,586	\$4,749	\$4,909	\$5,084	\$5,298	\$5,521	\$5,693	\$5,693	\$5,693
Fond du Lac Tribal and Community College	\$3,975	\$4,215	\$4,365	\$4,440	\$4,560	\$4,770	\$5,036	\$5,256	\$5,256	\$5,256
Hennepin Technical College	\$3,707	\$3,947	\$4,187	\$4,265	\$4,415	\$4,624	\$4,835	\$5,110	\$5,122	\$5,133
Inver Hills Community College	\$4,179	\$4,368	\$4,535	\$4,655	\$4,811	\$4,965	\$5,152	\$5,272	\$5,272	\$5,272
Lake Superior College	\$3,698	\$3,923	\$4,151	\$4,254	\$4,394	\$4,608	\$4,872	\$5,072	\$5,087	\$5,107
Minneapolis Community and Technical College	\$4,028	\$4,284	\$4,442	\$4,532	\$4,675	\$4,809	\$5,012	\$5,342	\$5,350	\$5,350
Minnesota State College - Southeast Technical	\$4,055	\$4,352	\$4,502	\$4,584	\$4,711	\$4,986	\$5,432	\$5,614	\$5,614	\$5,614
Minnesota State Community and Technical College	\$4,223	\$4,402	\$4,629	\$4,730	\$4,814	\$4,943	\$5,166	\$5,345	\$5,352	\$5,360
Minnesota West Community and Technical College	\$4,172	\$4,461	\$4,692	\$4,807	\$4,937	\$5,151	\$5,422	\$5,657	\$5,657	\$5,657
Normandale Community College	\$3,975	\$4,318	\$4,512	\$4,607	\$4,738	\$4,945	\$5,253	\$5,694	\$5,694	\$5,709
North Hennepin Community College	\$4,070	\$4,263	\$4,421	\$4,623	\$4,749	\$4,963	\$5,220	\$5,447	\$5,447	\$5,447
NHED - Hibbing Community College	\$3,957	\$4,252	\$4,344	\$4,481	\$4,630	\$4,844	\$5,111	\$5,293	\$5,308	\$5,308
NHED - Itasca Community College	\$4,147	\$4,303	\$4,337	\$4,489	\$4,638	\$4,852	\$5,119	\$5,307	\$5,307	\$5,323
NHED - Mesabi Range College	\$4,028	\$4,253	\$4,344	\$4,481	\$4,630	\$4,844	\$5,111	\$5,293	\$5,293	\$5,293
NHED - Rainy River Community College	\$4,178	\$4,325	\$4,380	\$4,517	\$4,660	\$4,874	\$5,141	\$5,323	\$5,323	\$5,323
NHED - Vermilion Community College	\$4,188	\$4,367	\$4,374	\$4,511	\$4,660	\$4,874	\$5,141	\$5,323	\$5,323	\$5,323
Northland Community and Technical College	\$4,250	\$4,604	\$4,799	\$4,893	\$4,905	\$5,060	\$5,253	\$5,502	\$5,517	\$5,517
Northwest Technical College - Bemidji	\$4,170	\$4,535	\$4,704	\$4,808	\$4,955	\$5,079	\$5,329	\$5,479	\$5,479	\$5,479
Pine Technical and Community College	\$3,726	\$4,071	\$4,206	\$4,341	\$4,457	\$4,660	\$4,925	\$5,081	\$5,081	\$5,081
Ridgewater College	\$4,134	\$4,355	\$4,517	\$4,606	\$4,729	\$4,950	\$5,173	\$5,375	\$5,390	\$5,400
Riverland Community College	\$4,109	\$4,427	\$4,598	\$4,701	\$4,841	\$5,063	\$5,332	\$5,510	\$5,510	\$5,521
Rochester Community and Technical College	\$4,268	\$4,497	\$4,656	\$4,820	\$4,944	\$5,159	\$5,435	\$5,609	\$5,623	\$5,623
St. Cloud Technical and Community College	\$3,980	\$4,302	\$4,424	\$4,614	\$4,737	\$4,922	\$5,149	\$5,293	\$5,301	\$5,308
Saint Paul College	\$3,791	\$4,134	\$4,314	\$4,399	\$4,554	\$4,719	\$4,986	\$5,198	\$5,198	\$5,478
South Central College	\$3,818	\$4,223	\$4,436	\$4,515	\$4,697	\$4,910	\$5,169	\$5,355	\$5,370	\$5,378
Colleges	\$4,021	\$4,290	\$4,444	\$4,565	\$4,697	\$4,902	\$5,171	\$5,371	\$5,376	\$5,389

State Universities	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Bemidji State University	\$5,801	\$6,265	\$6,507	\$6,756	\$6,953	\$7,239	\$7,599	\$8,104	\$8,121	\$8,132
Metropolitan State University	\$4,681	\$5,083	\$5,293	\$5,473	\$5,628	\$5,923	\$6,341	\$6,642	\$6,642	\$6,942
Minnesota State University, Mankato	\$5,157	\$5,587	\$5,795	\$5,971	\$6,117	\$6,413	\$6,836	\$7,530	\$7,556	\$7,573
Minnesota State University Moorhead	\$4,894	\$5,354	\$5,585	\$5,764	\$6,186	\$6,494	\$6,937	\$7,790	\$7,819	\$7,829
St. Cloud State University	\$5,188	\$5,488	\$5,719	\$5,905	\$6,084	\$6,401	\$6,846	\$7,394	\$7,418	\$7,443
Southwest Minnesota State University	\$5,579	\$5,965	\$6,242	\$6,412	\$6,636	\$6,940	\$7,424	\$8,070	\$8,070	\$8,070
Winona State University	\$5,464	\$5,893	\$6,117	\$6,301	\$6,458	\$6,761	\$7,203	\$7,743	\$7,756	\$7,769
Universities	\$5,252	\$5,662	\$5,894	\$6,083	\$6,295	\$6,596	\$7,026	\$7,610	\$7,626	\$7,680
System	\$4,254	\$4,550	\$4,718	\$4,853	\$4,999	\$5,223	\$5,522	\$5,795	\$5,801	\$5,822

FY2013, FY2014, and FY2015 reflect the new system practice of reporting Revenue Fund fees typically charged to all students in addition to the standard fees previously reported. Revenue fund fees reported now include student union and health facilities/wellness fees.

FY2010 and FY2011 tuition and fee rates include federal ARRA funds. A portion of these one-time federal funds were used to limit the tuition rate increases over this two-year period.

Table 6-2: Average Annual Tuition and Fees Comparison
Minnesota State Colleges and Universities vs. Border States and Nation
Fiscal Year 2006 to 2013

	Minnesota State Colleges and Universities			Border States			Nation		
	Two-year	Four-year	All	Two-year	Four-year ¹	All	Two-year	Four-year ¹	All
FY2006	4,021	5,252	4,254	3,368	5,256	4,246	2,007	4,635	3,052
FY2007	4,290	5,662	4,550	3,592	5,643	4,509	2,102	4,941	3,236
FY2008	4,444	5,894	4,718	3,755	5,920	4,732	2,151	5,263	3,394
FY2009	4,565	6,083	4,853	3,914	6,227	4,963	2,301	5,594	3,594
FY2010	4,697	6,295	4,999	3,964	6,540	5,057	2,449	6,081	3,798
FY2011	4,902	6,596	5,223	4,184	6,897	5,375	2,609	6,423	4,001
FY2012	5,171	7,026	5,522	4,397	7,307	5,727	2,827	6,998	4,426
FY2013 ²	5,371	7,610	5,795	4,618	7,679	6,048	2,851	7,324	4,632

- 1) Compares 4-year universities with other 4 year universities that award up to a masters degree.
- 2) FY2013 tuition and fee amounts reflect the new system practice of reporting Revenue Fund fees typically charged to all students in addition to the standard fees previously reported. Revenue fund fees reported include student union and health facilities/wellness fees.

Subdivision 7(7): IPEDS Graduation and Transfer-Out Rates Minnesota State Colleges and Universities

This section reports graduation and transfer-out rates that were submitted to the National Center for Education Statistics (NCES) on the Integrated Postsecondary Education Data System (IPEDS) Graduation Rate 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. Rates that report the percent of students who have graduated within 200 percent of the time it would take a full-time student to complete also are reported to NCES. Examples of 150% completion are a student who completes an associate degree in three years or a bachelor's degree in six years. Examples of 200% completion are a student who completes an associate degree in four years or a bachelor's degree in eight years.

The IPEDS graduation rates are reported for first-time full-time new fall entering undergraduate degree-seeking students. Since this population represents less than one-third of the colleges' and universities' fall entering students, the system has defined a more comprehensive completion rate measure. The rate measures the percent of college entering students who graduate or transfer-out within three years after entry and the percent of university entering students who graduate within six years after entry. The completion rate is one of the system's performance measures that is used to assess progress toward achievement of its Strategic Framework goals.

The most recent graduation and transfer-out rates for each state college and university are reported by race-ethnicity and gender in Table 7-1 at the end of this section. When the rates are reported for each racial-ethnic group at each college and university, the vast majority of the information must be suppressed to prevent the disclosure of personally identifiable information for small groups of students. The graduation and transfer-out rates for African American, American Indian, Asian, Hawaiian/Pacific Islander and Hispanic students, and for students who reported two or more racial-ethnic groups, have been combined into a Students of Color category to permit reporting of for most colleges and universities. Table 7-2 reports the state colleges total and the state universities total for each racial-ethnic group. A report that presents the rates for each racial-ethnic group for each college and university is available on request from the system office.

The combined graduation and transfer-out rates for the state colleges and state universities from 2009 to 2013 are reported in Figures 7-1 and 7-2. The combined rate for the state colleges varied from 49 percent to 55 percent. The combined rate for the state universities varied from 82 to 85 percent.

Combined graduation and transfer-out rates for students of color and white students are reported in Figures 7-3 and 7-4. A decrease in graduation and transfer-out rates between 2011 and 2013 at the state colleges was reflected in both Students of Color and White students, as shown in Figure 7-3. Graduation and transfer-out rates at the state universities increased

between 2011 and 2013 for Students of Color and remained stable for White students, as shown in Figure 7-4.

Cumulative four-year, five-year, and six-year state university graduation rates for bachelors degree completers are reported in Figure 7-5 for 2009 and 2013. Rates are consistent during this time period with small increases in the four-year and six-year graduation rates. Data for each university for 2013 are shown in Table 7-3 at the end of this section.

Graduation rates at 150% and 200% time are reported for fall 2009 entering students at the colleges and fall 2005 entering students at the universities in Figure 7-6. The 200% rates are two percent higher for students at both the colleges and universities.

Figure 7-1
Graduation & Transfer-Out Rates
Minnesota State Colleges

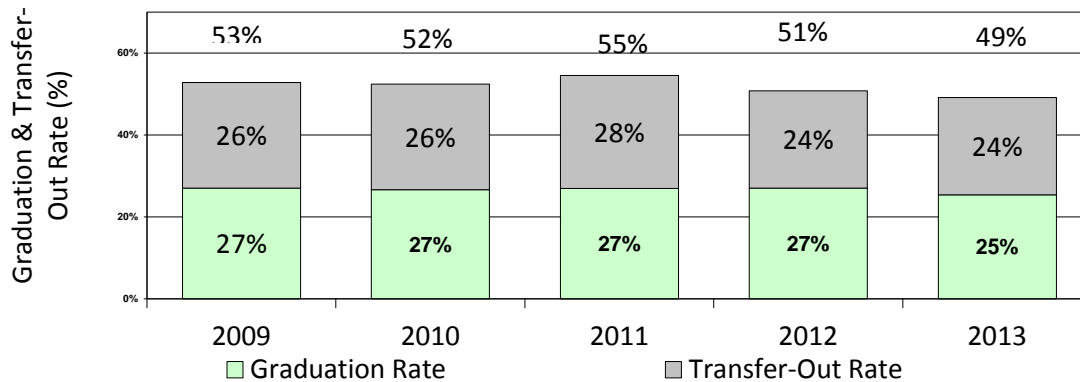


Figure 7-2
Graduation & Transfer-Out Rates
Minnesota State Universities

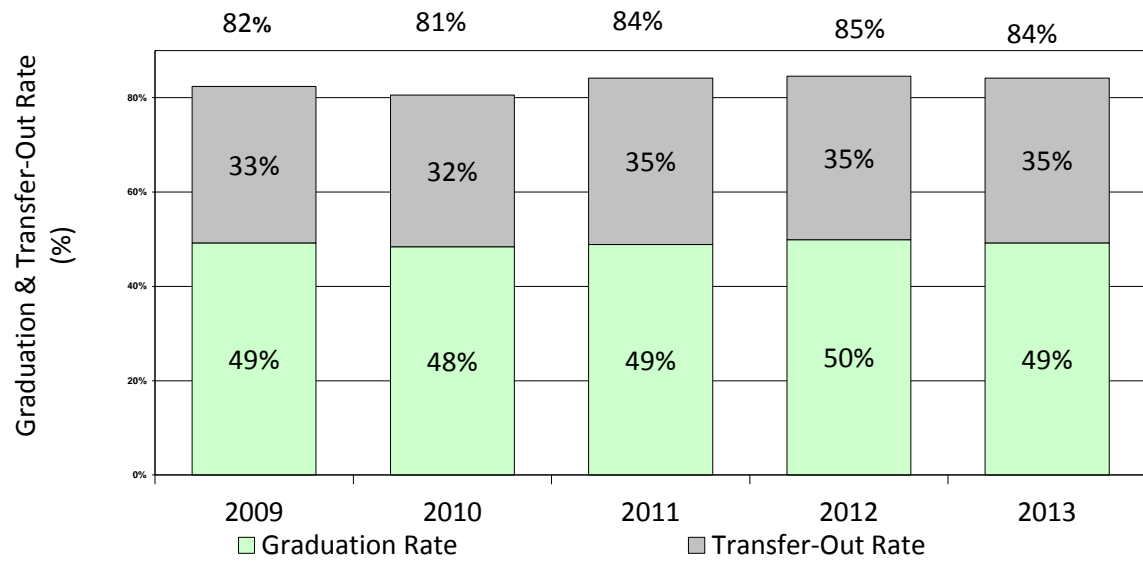


Figure 7-3
Graduation & Transfer-Out Rates
By Race and Ethnicity
Minnesota State Colleges

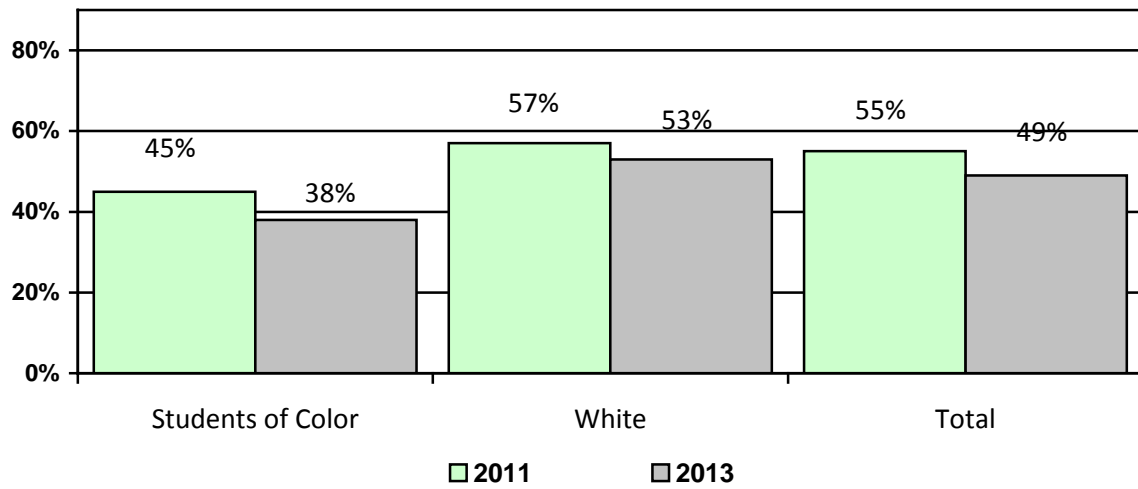


Figure 7-4
Graduation & Transfer-Out Rates
By Race and Ethnicity
Minnesota State Universities

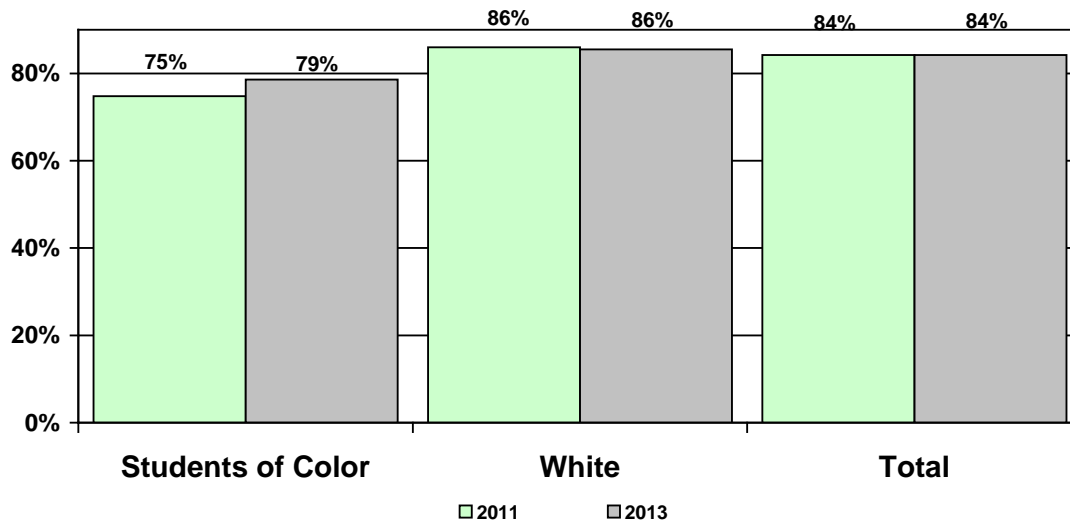


Figure 7-5
Four, Five & Six-Year Graduation Rates
Bachelor's Degree Completers
Minnesota State Universities

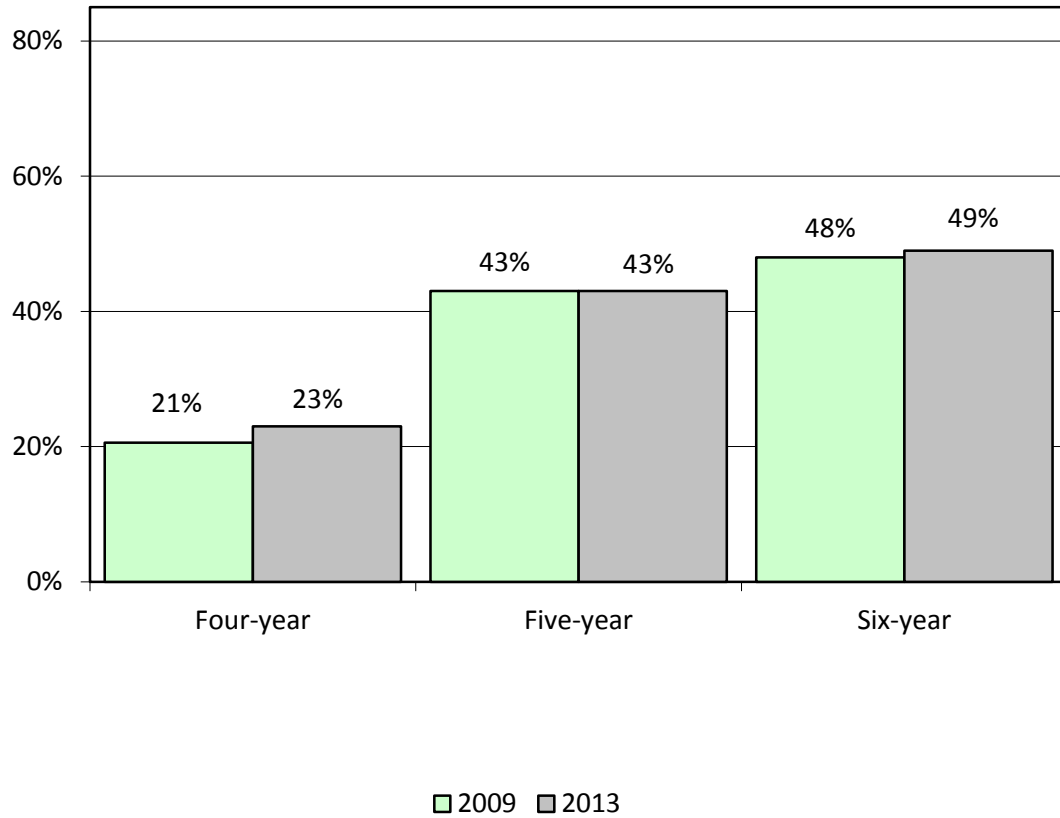
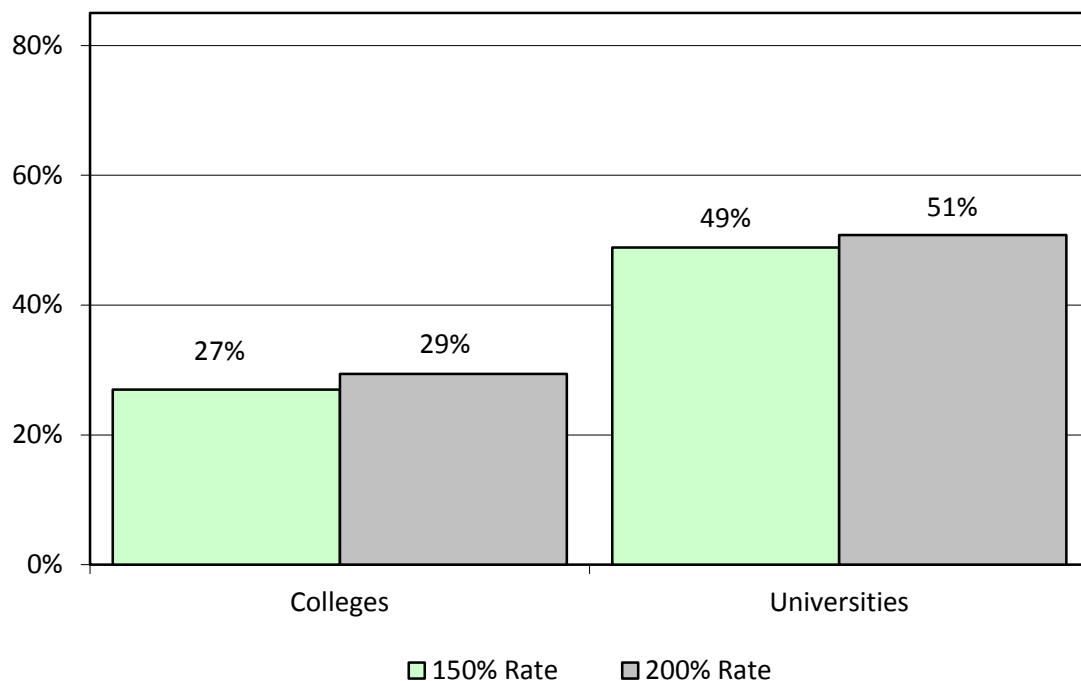


Figure 7-6
150% and 200% Graduation Rates
Minnesota State Colleges and Universities



The system's Charting the Future plan has a key focus on improving student success. One of its six recommendations is to "dramatically improve the success of all learners, especially those indiverse populations traditionally underserved by higher education." Recommendations are being translated into action plans by campus-led implementation teams. The teams are outlining and prioritizing the work that needs to be done to execute these strategies and determine when and how to start rolling out new ideas. The Student Success Implementation Team launched in Spring 2014.

The Student Success Team proposed four concepts that are being shared and discussed during campus Gallery Walks throughout the system. These open house-style events are opportunities for students, employees and other stakeholders to share insights, concerns and ideas with Charting the Future team members. The concepts proposed by the Student Success Team include:

1. Examine best practices in advising.
2. Examine best practices in developmental education.

3. Review policies including drop for non-payment, withdrawal, satisfactory academic progress (SAP) and transfer.
4. System-wide selection, hosting and funding of technology tools that integrate with ISRS for (a) predictive analytics, (b) customer relationship management (CRM), and/or (c) Grad Planner (progress to degree).

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Colleges Total								
	Initial Cohort	124	4,101	11,711	89	9,197	6,828	16,025
	Graduation Rate	24.2%	12.4%	29.9%	33.7%	25.9%	24.7%	25.4%
	Transfer Out Rate	12.1%	25.3%	23.3%	22.5%	21.3%	26.9%	23.7%
	Combined Rate	36.3%	37.7%	53.1%	56.2%	47.2%	51.6%	49.1%
Metro Area Community Colleges Total								
	Initial Cohort	36	1,045	2,458	21	1,835	1,725	3,560
	Graduation Rate	30.6%	10.2%	16.1%	9.5%	12.3%	16.9%	14.5%
	Transfer Out Rate	8.3%	34.2%	38.1%	61.9%	34.8%	38.8%	36.8%
	Combined Rate	38.9%	44.4%	54.2%	71.4%	47.1%	55.7%	51.3%
Anoka-Ramsey Community College								
	Initial Cohort	**	218	967	**	602	599	1,201
	Graduation Rate	**	6.4%	14.6%	**	10.6%	15.5%	13.1%
	Transfer Out Rate	**	43.6%	41.1%	**	39.5%	43.4%	41.5%
	Combined Rate	**	50.0%	55.6%	**	50.2%	58.9%	54.5%
Inver Hills Community College								
	Initial Cohort	**	186	421	**	311	303	614
	Graduation Rate	**	10.2%	15.7%	**	10.3%	17.8%	14.0%
	Transfer Out Rate	**	26.3%	37.1%	**	30.9%	36.3%	33.6%
	Combined Rate	**	36.6%	52.7%	**	41.2%	54.1%	47.6%
Normandale Community College								
	Initial Cohort	**	364	753	**	595	542	1,137
	Graduation Rate	**	12.9%	16.7%	**	14.6%	16.8%	15.7%
	Transfer Out Rate	**	38.5%	39.3%	**	36.5%	41.5%	38.9%
	Combined Rate	**	51.4%	56.0%	**	51.1%	58.3%	54.5%

* Pine Technical and Community Colleges was a technical college in fall 2010

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

Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
North Hennepin Community College								
	Initial Cohort	**	277	317	**	327	281	608
	Graduation Rate	**	9.7%	19.9%	**	12.8%	18.9%	15.6%
	Transfer Out Rate	**	26.4%	27.4%	**	26.9%	26.7%	26.8%
	Combined Rate	**	36.1%	47.3%	**	39.8%	45.6%	42.4%
Metro Area Community and Technical Colleges Total								
	Initial Cohort	42	1,333	1,201	7	1,377	1,206	2,583
	Graduation Rate	19.0%	10.5%	19.4%	14.3%	14.5%	15.2%	14.8%
	Transfer Out Rate	16.7%	20.4%	27.4%	0.0%	22.1%	25.1%	23.5%
	Combined Rate	35.7%	30.9%	46.8%	14.3%	36.6%	40.3%	38.3%
Century College								
	Initial Cohort	**	434	662	**	611	511	1,122
	Graduation Rate	**	7.6%	15.4%	**	9.8%	15.9%	12.6%
	Transfer Out Rate	**	20.5%	31.9%	**	26.7%	27.6%	27.1%
	Combined Rate	**	28.1%	47.3%	**	36.5%	43.4%	39.7%
Minneapolis Community and Technical College								
	Initial Cohort	**	494	325	**	435	404	839
	Graduation Rate	**	11.5%	16.9%	**	12.4%	15.1%	13.7%
	Transfer Out Rate	**	21.3%	25.2%	**	21.1%	24.3%	22.6%
	Combined Rate	**	32.8%	42.2%	**	33.6%	39.4%	36.4%
Saint Paul College								
	Initial Cohort	**	405	214	**	331	291	622
	Graduation Rate	**	12.3%	35.5%	**	25.7%	14.1%	20.3%
	Transfer Out Rate	**	19.3%	16.8%	**	15.1%	22.0%	18.3%
	Combined Rate	**	31.6%	52.3%	**	40.8%	36.1%	38.6%

* Pine Technical and Community Colleges was a technical college in fall 2010

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Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Metro Area Technical Colleges Total								
	Initial Cohort	9	213	769	29	740	280	1,020
	Graduation Rate	11.1%	19.2%	33.8%	51.7%	32.0%	28.6%	31.1%
	Transfer Out Rate	0.0%	20.2%	12.4%	6.9%	12.2%	17.9%	13.7%
	Combined Rate	11.1%	39.4%	46.2%	58.6%	44.2%	46.4%	44.8%
Anoka Technical College								
	Initial Cohort	**	34	169	**	134	70	204
	Graduation Rate	**	11.8%	27.2%	**	26.1%	22.9%	25.0%
	Transfer Out Rate	**	20.6%	13.6%	**	14.2%	15.7%	14.7%
	Combined Rate	**	32.4%	40.8%	**	40.3%	38.6%	39.7%
Dakota County Technical College								
	Initial Cohort	**	58	278	**	269	99	368
	Graduation Rate	**	17.2%	41.0%	**	39.0%	33.3%	37.5%
	Transfer Out Rate	**	24.1%	12.9%	**	12.3%	19.2%	14.1%
	Combined Rate	**	41.4%	54.0%	**	51.3%	52.5%	51.6%
Hennepin Technical College								
	Initial Cohort	**	121	322	**	337	111	448
	Graduation Rate	**	22.3%	31.1%	**	28.8%	27.9%	28.6%
	Transfer Out Rate	**	18.2%	11.2%	**	11.3%	18.0%	12.9%
	Combined Rate	**	40.5%	42.2%	**	40.1%	45.9%	41.5%
Greater Minnesota Community Colleges Total								
	Initial Cohort	12	188	594	4	498	300	798
	Graduation Rate	41.7%	9.6%	34.5%	0.0%	26.7%	31.7%	28.6%
	Transfer Out Rate	8.3%	35.1%	26.6%	25.0%	29.1%	27.0%	28.3%
	Combined Rate	50.0%	44.7%	61.1%	25.0%	55.8%	58.7%	56.9%

* Pine Technical and Community Colleges was a technical college in fall 2010

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Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Fond du Lac Tribal and Community College								
	Initial Cohort	**	85	95	**	103	80	183
	Graduation Rate	**	9.4%	29.5%	**	19.4%	20.0%	19.7%
	Transfer Out Rate	**	23.5%	16.8%	**	16.5%	23.8%	19.7%
	Combined Rate	**	32.9%	46.3%	**	35.9%	43.8%	39.3%
Itasca Community College								
	Initial Cohort	**	54	259	**	193	122	315
	Graduation Rate	**	9.3%	35.9%	**	28.0%	36.1%	31.1%
	Transfer Out Rate	**	37.0%	27.8%	**	31.6%	27.0%	29.8%
	Combined Rate	**	46.3%	63.7%	**	59.6%	63.1%	61.0%
Rainy River Community College								
	Initial Cohort	**	23	55	**	39	50	89
	Graduation Rate	**	4.3%	38.2%	**	25.6%	34.0%	30.3%
	Transfer Out Rate	**	43.5%	23.6%	**	30.8%	22.0%	25.8%
	Combined Rate	**	47.8%	61.8%	**	56.4%	56.0%	56.2%
Vermilion Community College								
	Initial Cohort	**	26	185	**	163	48	211
	Graduation Rate	**	15.4%	34.1%	**	30.1%	37.5%	31.8%
	Transfer Out Rate	**	61.5%	30.8%	**	33.7%	37.5%	34.6%
	Combined Rate	**	76.9%	64.9%	**	63.8%	75.0%	66.4%
Greater Minnesota Community and Technical Colleges Total								
	Initial Cohort	22	1,245	6,224	27	4,430	3,088	7,518
	Graduation Rate	13.6%	15.3%	36.4%	44.4%	33.9%	31.4%	32.9%
	Transfer Out Rate	18.2%	22.7%	18.1%	14.8%	16.5%	22.2%	18.8%
	Combined Rate	31.8%	38.0%	54.5%	59.3%	50.4%	53.6%	51.7%

* Pine Technical and Community Colleges was a technical college in fall 2010

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

Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Alexandria Technical and Community College								
	Initial Cohort	**	30	530	**	394	169	563
	Graduation Rate	**	33.3%	55.8%	**	59.4%	44.4%	54.9%
	Transfer Out Rate	**	26.7%	13.0%	**	10.9%	20.1%	13.7%
	Combined Rate	**	60.0%	68.9%	**	70.3%	64.5%	68.6%
Central Lakes College								
	Initial Cohort	**	81	611	**	414	281	695
	Graduation Rate	**	19.8%	37.0%	**	33.6%	36.7%	34.8%
	Transfer Out Rate	**	16.0%	14.1%	**	16.4%	11.4%	14.4%
	Combined Rate	**	35.8%	51.1%	**	50.0%	48.0%	49.2%
Lake Superior College								
	Initial Cohort	**	53	403	**	260	200	460
	Graduation Rate	**	11.3%	31.3%	**	25.8%	33.5%	29.1%
	Transfer Out Rate	**	15.1%	22.3%	**	16.9%	27.5%	21.5%
	Combined Rate	**	26.4%	53.6%	**	42.7%	61.0%	50.7%
Minnesota State Community and Technical College								
	Initial Cohort	**	170	769	**	544	397	941
	Graduation Rate	**	18.2%	34.6%	**	32.5%	30.7%	31.8%
	Transfer Out Rate	**	15.9%	16.5%	**	13.4%	20.4%	16.4%
	Combined Rate	**	34.1%	51.1%	**	46.0%	51.1%	48.1%
Minnesota West Community and Technical College								
	Initial Cohort	**	88	347	**	291	152	443
	Graduation Rate	**	22.7%	52.4%	**	45.0%	49.3%	46.5%
	Transfer Out Rate	**	19.3%	11.2%	**	14.1%	9.9%	12.6%
	Combined Rate	**	42.0%	63.7%	**	59.1%	59.2%	59.1%

* Pine Technical and Community Colleges was a technical college in fall 2010

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Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Hibbing Community College								
	Initial Cohort	**	48	243	**	173	119	292
	Graduation Rate	**	10.4%	36.2%	**	35.3%	27.7%	32.2%
	Transfer Out Rate	**	27.1%	16.5%	**	12.7%	26.1%	18.2%
	Combined Rate	**	37.5%	52.7%	**	48.0%	53.8%	50.3%
Mesabi Range College								
	Initial Cohort	**	63	180	**	172	72	244
	Graduation Rate	**	20.6%	43.9%	**	41.3%	29.2%	37.7%
	Transfer Out Rate	**	33.3%	16.7%	**	19.2%	25.0%	20.9%
	Combined Rate	**	54.0%	60.6%	**	60.5%	54.2%	58.6%
Northland Community and Technical College								
	Initial Cohort	**	85	370	**	265	191	456
	Graduation Rate	**	14.1%	31.6%	**	26.0%	31.4%	28.3%
	Transfer Out Rate	**	22.4%	21.1%	**	17.4%	26.7%	21.3%
	Combined Rate	**	36.5%	52.7%	**	43.4%	58.1%	49.6%
Ridgewater College								
	Initial Cohort	**	130	623	**	455	300	755
	Graduation Rate	**	27.7%	45.9%	**	41.3%	45.0%	42.8%
	Transfer Out Rate	**	17.7%	13.8%	**	12.7%	17.0%	14.4%
	Combined Rate	**	45.4%	59.7%	**	54.1%	62.0%	57.2%
Riverland Community College								
	Initial Cohort	**	103	386	**	255	246	501
	Graduation Rate	**	10.7%	37.8%	**	31.8%	30.9%	31.3%
	Transfer Out Rate	**	16.5%	18.4%	**	16.1%	21.1%	18.6%
	Combined Rate	**	27.2%	56.2%	**	47.8%	52.0%	49.9%

* Pine Technical and Community Colleges was a technical college in fall 2010

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

Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Rochester Community and Technical College								
	Initial Cohort	**	223	756	**	519	465	984
	Graduation Rate	**	9.0%	22.5%	**	19.5%	19.4%	19.4%
	Transfer Out Rate	**	31.8%	26.6%	**	29.1%	26.2%	27.7%
	Combined Rate	**	40.8%	49.1%	**	48.6%	45.6%	47.2%
St. Cloud Technical and Community College								
	Initial Cohort	**	86	559	**	369	282	651
	Graduation Rate	**	4.7%	31.7%	**	29.0%	26.6%	28.0%
	Transfer Out Rate	**	27.9%	21.6%	**	16.0%	30.5%	22.3%
	Combined Rate	**	32.6%	53.3%	**	45.0%	57.1%	50.2%
South Central College								
	Initial Cohort	**	85	447	**	319	214	533
	Graduation Rate	**	8.2%	24.2%	**	23.8%	18.2%	21.6%
	Transfer Out Rate	**	24.7%	19.7%	**	16.6%	26.2%	20.5%
	Combined Rate	**	32.9%	43.8%	**	40.4%	44.4%	42.0%
Greater Minnesota Technical Colleges Total								
	Initial Cohort	3	77	465	1	317	229	546
	Graduation Rate	66.7%	15.6%	29.9%	0.0%	26.8%	29.7%	28.0%
	Transfer Out Rate	0.0%	20.8%	17.0%	0.0%	15.1%	20.5%	17.4%
	Combined Rate	66.7%	36.4%	46.9%	0.0%	42.0%	50.2%	45.4%
Minnesota State College - Southeast Technical								
	Initial Cohort	**	36	290	**	188	141	329
	Graduation Rate	**	8.3%	31.0%	**	27.7%	30.5%	28.9%
	Transfer Out Rate	**	22.2%	14.8%	**	14.4%	17.0%	15.5%
	Combined Rate	**	30.6%	45.9%	**	42.0%	47.5%	44.4%

* Pine Technical and Community Colleges was a technical college in fall 2010

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

Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Northwest Technical College - Bemidji								
	Initial Cohort	**	32	108	**	86	55	141
	Graduation Rate	**	21.9%	31.5%	**	27.9%	30.9%	29.1%
	Transfer Out Rate	**	15.6%	18.5%	**	11.6%	27.3%	17.7%
	Combined Rate	**	37.5%	50.0%	**	39.5%	58.2%	46.8%
Pine Technical and Community College *								
	Initial Cohort	**	**	67	**	43	33	76
	Graduation Rate	**	**	22.4%	**	20.9%	24.2%	22.4%
	Transfer Out Rate	**	**	23.9%	**	25.6%	24.2%	25.0%
	Combined Rate	**	**	46.3%	**	46.5%	48.5%	47.4%
State Universities Total								
	Initial Cohort	213	846	7,603	164	3,884	4,942	8,826
	Graduation Rate	48.4%	35.8%	50.7%	50.0%	45.3%	52.3%	49.2%
	Transfer Out Rate	18.3%	42.8%	34.8%	25.0%	33.0%	36.5%	35.0%
	Combined Rate	66.7%	78.6%	85.5%	75.0%	78.3%	88.8%	84.2%
Bemidji State University								
	Initial Cohort	16	63	652	13	374	370	744
	Graduation Rate	25.0%	28.6%	50.2%	38.5%	46.0%	49.2%	47.6%
	Transfer Out Rate	18.8%	47.6%	34.5%	53.8%	35.0%	36.2%	35.6%
	Combined Rate	43.8%	76.2%	84.7%	92.3%	81.0%	85.4%	83.2%
Metropolitan State University								
	Initial Cohort	**	34	27	**	29	33	62
	Graduation Rate	**	29.4%	40.7%	**	31.0%	36.4%	33.9%
	Transfer Out Rate	**	38.2%	33.3%	**	37.9%	33.3%	35.5%
	Combined Rate	**	67.6%	74.1%	**	69.0%	69.7%	69.4%

* Pine Technical and Community Colleges was a technical college in fall 2010

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

Source: System Office Research, Academic and Student Affairs Division

Table 7-1: 2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-year College Fall 2010 and Four-year University Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	Students of Color	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Minnesota State University, Mankato								
	Initial Cohort	30	249	2,035	31	1,104	1,241	2,345
	Graduation Rate	63.3%	38.6%	50.4%	32.3%	45.8%	51.9%	49.0%
	Transfer Out Rate	20.0%	42.2%	34.9%	38.7%	34.4%	36.5%	35.5%
	Combined Rate	83.3%	80.7%	85.3%	71.0%	80.3%	88.4%	84.6%
Minnesota State University Moorhead								
	Initial Cohort	26	85	1,026	48	468	717	1,185
	Graduation Rate	50.0%	24.7%	47.9%	47.9%	38.5%	51.3%	46.2%
	Transfer Out Rate	7.7%	52.9%	35.5%	14.6%	34.2%	36.0%	35.3%
	Combined Rate	57.7%	77.6%	83.3%	62.5%	72.6%	87.3%	81.5%
St. Cloud State University								
	Initial Cohort	69	262	1,900	39	1,065	1,205	2,270
	Graduation Rate	62.3%	36.6%	48.7%	53.8%	44.5%	50.7%	47.8%
	Transfer Out Rate	20.3%	42.0%	33.9%	15.4%	31.1%	36.8%	34.1%
	Combined Rate	82.6%	78.6%	82.6%	69.2%	75.6%	87.5%	81.9%
Southwest Minnesota State University								
	Initial Cohort	**	59	378	**	241	261	502
	Graduation Rate	**	23.7%	47.6%	**	37.3%	47.9%	42.8%
	Transfer Out Rate	**	40.7%	35.2%	**	32.0%	35.6%	33.9%
	Combined Rate	**	64.4%	82.8%	**	69.3%	83.5%	76.7%
Winona State University								
	Initial Cohort	**	94	1,585	**	603	1,115	1,718
	Graduation Rate	**	51.1%	56.5%	**	54.6%	57.5%	56.5%
	Transfer Out Rate	**	37.2%	35.5%	**	32.0%	37.1%	35.3%
	Combined Rate	**	88.3%	92.0%	**	86.6%	94.6%	91.8%

* Pine Technical and Community Colleges was a technical college in fall 2010

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

Source: System Office Research, Academic and Student Affairs Division

Table 7-2: FY2013-2014 IPEDS Graduation Rates and Transfer-Out Rates by Racial Ethnic Status and Gender
Two-Year College Fall 2010 and Four-Year University Fall 2007 First-time, Full-time, Degree Seeking Students
Minnesota State Colleges and Universities

Area	Institution	Non-Resident Alien	African America	American Indian	Asian	Hawaiian/Pacific Islander	Hispanic	2 or More Race Ethnicity	White	Unknown Race Ethnicity	Total Male	Total Female	Grand Total
Colleges Total													
	Initial Cohort	124	1,463	262	756	18	894	708	11,711	89	9,197	6,828	16,025
	Graduation Rate	24.2%	8.0%	10.7%	14.8%	5.6%	16.8%	14.3%	29.9%	33.7%	25.9%	24.7%	25.4%
	Transfer Out Rate	12.1%	32.5%	12.6%	20.4%	50.0%	22.7%	22.9%	23.3%	22.5%	21.3%	26.9%	23.7%
	Combined Rate	36.3%	40.5%	23.3%	35.2%	55.6%	39.5%	37.1%	53.1%	56.2%	47.2%	51.6%	49.1%
State Universities Total													
	Initial Cohort	213	225	40	161	5	189	226	7,603	164	3,884	4,942	8,826
	Graduation Rate	48.4%	33.8%	22.5%	43.5%	60.0%	37.0%	33.2%	50.7%	50.0%	45.3%	52.3%	49.2%
	Transfer Out Rate	18.3%	44.9%	42.5%	33.5%	0.0%	45.0%	46.5%	34.8%	25.0%	33.0%	36.5%	35.0%
	Combined Rate	66.7%	78.7%	65.0%	77.0%	60.0%	82.0%	79.6%	85.5%	75.0%	78.3%	88.8%	84.2%

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

Source: System Office Research, Academic and Student Affairs Division

**Table 7-3: 2013-2014 IPEDS Cumulative Four-, Five-, and Six-year Graduation Rates
for Bachelor's Degree Completers**
Fall 2007 First-time, Full-time, Degree-seeking Students
Minnesota State Universities

Institution	Cohort	4 Years		5 Years or Less		6 Years or Less	
		Number	Graduation Rate	Number	Graduation Rate	Number	Graduation Rate
Bemidji State University	744	194	26.1%	309	41.5%	345	46.4%
Metropolitan State University	62	6	9.7%	13	21.0%	21	33.9%
Minnesota State University,	2,345	482	20.6%	1,015	43.3%	1,139	48.6%
Minnesota State University	1,185	258	21.8%	478	40.3%	542	45.7%
St. Cloud State University	2,270	434	19.1%	926	40.8%	1,069	47.1%
Southwest Minnesota State	502	109	21.7%	201	40.0%	215	42.8%
Winona State University	1,718	512	29.8%	880	51.2%	963	56.1%
Total: Universities	8,826	1,995	22.6%	3,822	43.3%	4,294	48.7%

Subdivision 7(8): Students Traditionally Underrepresented in Higher Education - Minnesota State Colleges and Universities

This section reports information about students traditionally underrepresented in higher education. Underrepresented students include those who are:

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

The system experienced a three percent increase in underrepresented student enrollment from 132,265 in fiscal year 2010 to 136,833 in fiscal year 2014, as shown in Figure 8-1. These numbers are the unduplicated headcount of underrepresented undergraduate students taking credit courses during the fiscal year. Underrepresented students increased from 50 percent of undergraduate credit students in 2010 to 53 percent in 2014, as shown in Figure 8-2.

Figure 8-1
Undergraduate Underrepresented Students
Minnesota State Colleges and Universities
Fiscal Years 2010 to 2014

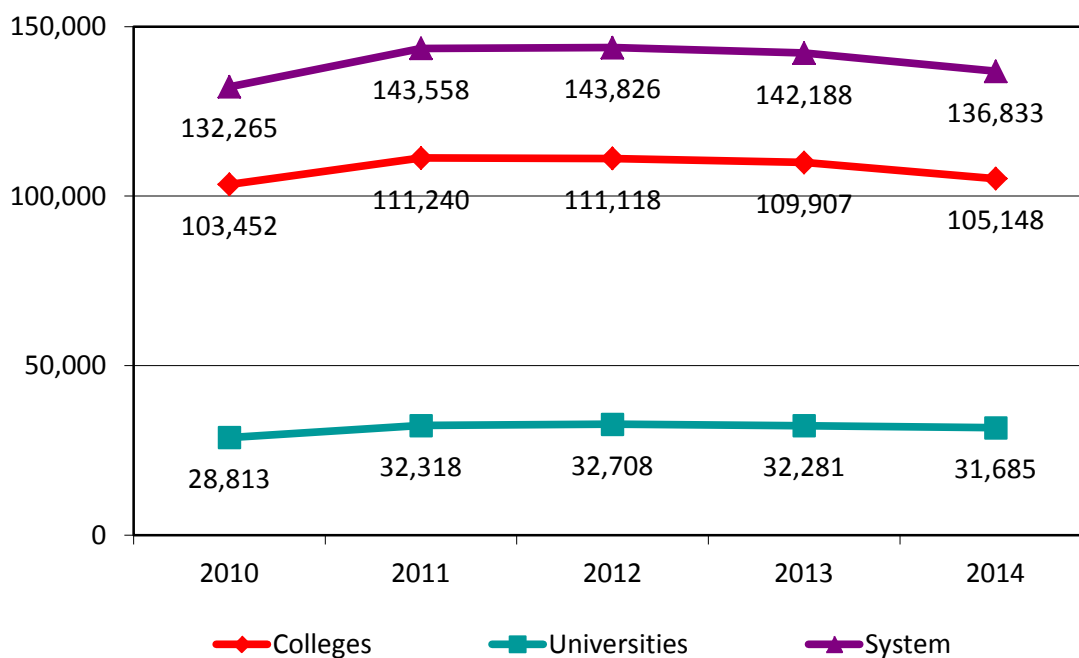
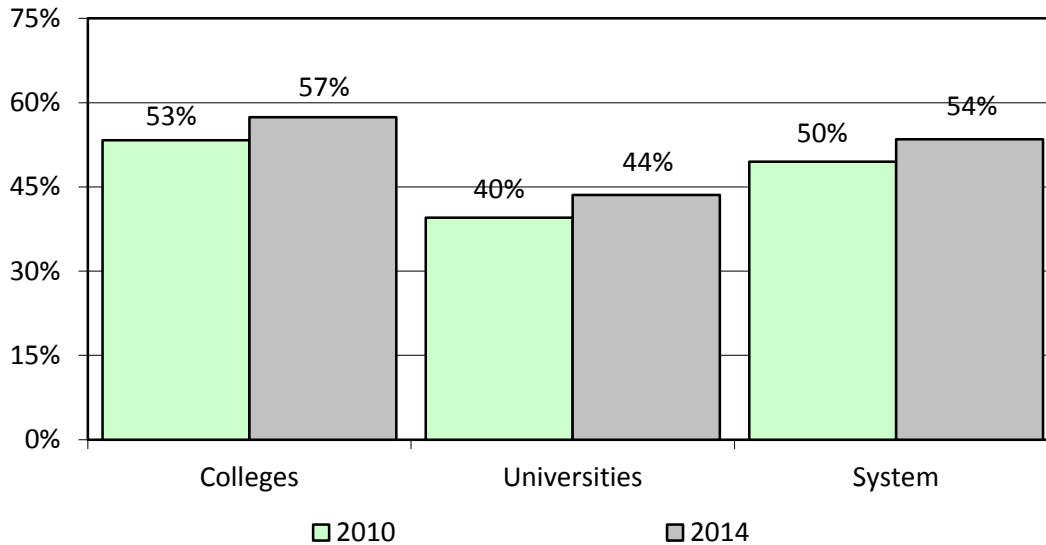


Figure 8-2
Percent Underrepresented Students
Minnesota State Colleges and Universities
Fiscal Years 2010 and 2014



The system's Charting the Future plan also has put a key focus on improving the success of underserved student populations. One of its six recommendations is to "dramatically improve the success of all learners, especially those in diverse populations traditionally underserved by higher education." The Diversity Implementation Team launched in Spring 2014.

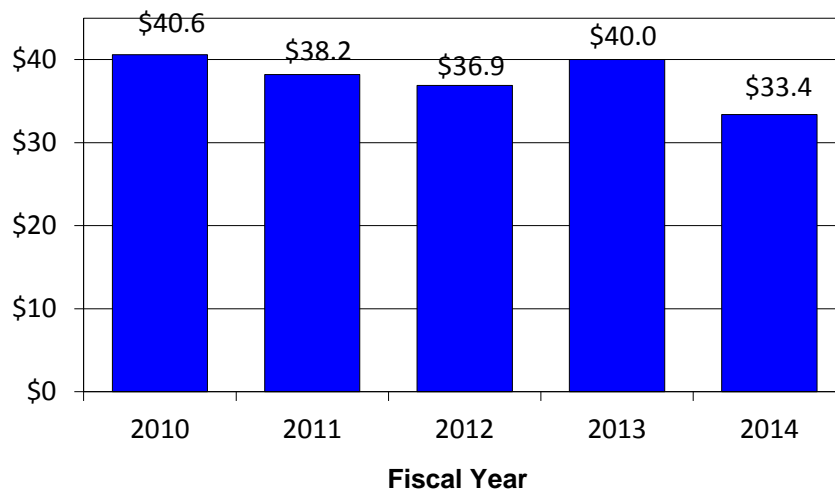
The Diversity Team has proposed four concepts to provide an optimal and inclusive learning experience for students' development and to prepare them for a global and diverse society:

1. Provide resources for faculty to develop teaching and learning strategies to implement social justice, inclusive pedagogical practices, and domestic and global competency into curriculum.
2. Complete an in-depth analysis of campus and system office diversity efforts.
3. Develop a comprehensive campus diversity plan based on a common template.
4. Advance the role of the campus Chief Diversity Officer to evolve and align with national trends.

Subdivision 7(9): Workforce Development Activities Minnesota State Colleges and Universities

This section 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 stay competitive in a world economy. Customized training revenues decreased by 18 percent from \$40.6 million in fiscal year 2010 to \$33.4 million in fiscal year 2014, as shown in Figure 9-1. The figure includes revenues from employers and other sources, but excludes state appropriations that support customized training.

Figure 9-1
Customized Training Revenues in Millions
Minnesota State Colleges and Universities
Fiscal Years 2010 to 2014



The system's Charting the Future plan also places a key focus on improved and expanded workforce training. One of its six recommendations is to "Work together under new models to be the preferred provider of comprehensive workplace solutions through programs and services that build employee skills and solve real-world problems for communities and businesses across the state." The Comprehensive Workplace Solutions Implementation Team launched in Spring 2014.

The Comprehensive Workplace Solutions Team has proposed three concepts:

1. Develop a comprehensive delivery model of services offered to employers and the community (Comprehensive Business Outreach Service).
2. Collaborate to maximize resources and increase the impact of our outreach to employers and the community.
3. Improve access to resources, services and information for our employers, the community and internal members.