

Compact for University of Minnesota-Crookston

FY2004-05

A. Introduction

Mission: *The University of Minnesota, Crookston (UMC) is integral to the University's statewide land grant mission. The college provides its unique contribution through polytechnic programs that combine theory, practice, and experimentation in a technologically rich environment. UMC connects its teaching, research, and outreach to serve the public good.*

UMC is the state's only polytechnic undergraduate baccalaureate institution and is well known for its long history of service in the region. The campus location, 300 miles from the Twin Cities, is the primary connection to the University for citizens of Northwest Minnesota. The campus embraces both public and private sector interaction, provides critical services for rural innovators, and advances education as the foundation of community well being. UMC has promoted rural economic development and has strengthened the work force. The campus has a strong reputation as a transfer friendly institution as noted by the large number of students transferring to the institution each year. UMC continues to advance its courses and programs in on campus, online, and off-site settings.

The compact between the Senior Vice President for System Administration and Chancellor of Crookston for 2004-05 includes the following:

This compact was developed in March, 2004, by then-Chancellor Burton, with an emphasis on enrollment growth through new academic degree programs. Burton resigned in October, 2004 and several of the initiatives included in this compact are under review. Both the University's and UMC's strategic planning processes will guide UMC's 2005-06 compact plan development.

B. Update – Major Long-Term Goals/Priorities from 2003-04

- **Chancellor's Initiative Fund** (\$50,000) -- From last year's Compact, "the purpose of this fund is for the new Chancellor and UMC faculty to review and initiate academic degree programs with UMC faculty that will strengthen UMC's mission and significantly increase enrollment... funding provided by this initiative fund will be used to hire, as needed, consultants and reviewers for the new degree program proposals... in addition to new program development, the Chancellor's initiative fund will be used to support a campus level strategic planning process covering the next five years at UMC." To date, approximately \$10,000 of the \$50,000 has been spent on these activities. Funding for this initiative may be carried over to future years. No further funding is requested at this time.
- **New Program Initiatives** (\$50,000) -- Recurring funding was provided for start-up costs related to new degree program proposals. UMC submitted five new degree program proposals for approval in December, 2003 per its Compact agreement last year and submitted additional proposals in 2004. Please see the section on New Degree Program Initiatives for a detailed description of current and future plans.
- **Coaching Minor** (\$10,000 recurring) -- This minor is usually paired with Sport and Recreation Management or Early Childhood Education programs and in only the first year has an enrollment of 20 students.
- **Equine Faculty** (\$10,000, first year of three-year non-recurring funding) -- Funding subsidized the hiring of a new tenure-track faculty in the Equine Program, a program of national distinction. The new faculty member has a Ph.D. from Cornell University. This faculty member will allow for expansion of the program and supports our competitive position within the equine field. No further funding is requested at this time.
- **Fire Protection Maintenance and Safety Program** (\$194,900 recurring, \$17,500 non-recurring, allocated through the FY05 budget process-- Job descriptions were defined, and UMTC Facilities Management and Department of Environmental Health

and Safety were consulted. The new hires were in place by July 1, 2004. No further funding is requested at this time.

C. New Long-Term Goals/Priorities

The following objectives have been identified:

- *Increase enrollment*
- *Improve retention and graduation rates*
- *Implement academic reorganization (and establish a Center for Sustainable Development)*
- *Upgrade faculty credentials and award recognition*
- *Expand the campus research base*

UMC’s long-term aspirations are to achieve a top reputation and rank within our peer group of applied and polytechnic institutions. It is our strategic goal to increase enrollment. By 2013, first year retention rates will improve by 12 percentage points to 80%. By 2013, fourth-, fifth-, and sixth-year graduation rates will improve to 35%, 45%, and 49%, respectively. We will make a concerted effort to nominate faculty, staff, and students for regional and national awards.

UMC’s baccalaureate academic program portfolio is comprised almost entirely of agriculture and business degrees. New career paths that fit within the polytechnic mission can be developed with reconfiguration of existing courses and reallocation of resources, but it also will require an increase in state support. Whenever possible, within the confines of our mission and resources, we have responded to President Bruininks’ Interdisciplinary Academic Initiatives.

New Degree Program Initiatives

Goal: Grow enrollment through strengthening existing programs. (See also section F.)

Five full proposals for new degree programs were submitted for approval in December, 2003, as agreed in last year’s Compact. Degree programs in Communication and Computer Software Technology were approved by the Board of Regents in March, 2004.

From these two approvals, \$150,000 in nonrecurring funds for three years (FY05-FY07) was allocated from UMTC academic development funds for at least two tenure-track faculty lines: Communication and Criminal Justice. Because of delays in the Criminal Justice curriculum and degree program proposal development, UMC plans to hire one faculty for Computer Software Technology instead of Criminal Justice UMC has agreed to match that \$150,000 from its reserves for the first three years. .

New program initiatives	FY2004 Recurring	FY2005 Recurring	FY2005 Nonrecurring
Total Investment	\$100,000	\$700,000*	
Central Contribution	\$50,000		\$150,000
RRC Contribution	\$50,000		\$150,000
Remaining Contribution	\$0		\$400,000 (shared 50:50)

* This Compact request encompasses UMC’s entire request for new program funding.

Academic Reorganization

For several years, UMC has been organized into three academic units called the Centers for Learning Foundations; Agriculture and Natural Resources; and Business and Technology. Each of these Centers had a number of smaller program units coordinated by 19 Program Managers or Program Directors. As stated in the report of the Crookston 2000 Study (p. 16), “Unlike most colleges, UMC is not organized into

departments and schools or colleges. . . . The time may be right for a more streamlined and mature administrative structure that would foster greater coherence in decision-making, operations, and participatory governance.”

Over a course of approximately three months and a series of 14 various forums, meetings, and discussions, Centers have been reorganized into the following Departments: Agriculture; Natural Resources; Arts, Humanities, and Social Sciences; Math, Science, and Technology; and Business. The new structure is more strategic for the delivery of new programs, lessens administrative layers, brings resources closer to students/programs, and commences July 1, 2004. A new Associate Vice Chancellor of Academic Affairs position is being created to better coordinate campus research and planning activities. Funding for the academic reorganization will come from UMC internal reallocation.

A **Center for Sustainable Development (CSD)** will be developed to provide an umbrella connection for various campus programs which intersect with economics, environment, and social factors. These programs include the following: Veden Rural Development Fund, NW Regional Partnership, NW Research and Outreach Center, Northern Great Plains, Inc., Extension Center, proposed interdisciplinary Environmental Science program, and Nature Northwest Project. This CSD initiative will embrace six of President Bruininks’ Interdisciplinary Academic Initiatives.

Upgrade Faculty Credentials and Award Recognition

Goal: By 2013, 75% of UMC’s tenure/tenure-track faculty will hold a terminal degree.

This upgrade will occur by encouraging existing faculty to pursue terminal degrees and facilitating this action through single semester leaves, promoting terminal degree-seeking cohort groups, and pursuing creative ways to assist faculty in pursuit of personal academic goals. It will be an expectation that new hires will have terminal degrees. To increase faculty, staff, and student prestige and institution visibility, a concerted effort will be made to increase the number of nominations for

awards, such as the Morse-Alumni Award, John Tate Advising Award, President’s Outstanding Service Award, Outstanding Community Service Awards, and others.

Expand the Research Base

Goal: By 2013, UMC’s research base will achieve \$5 million; tops among its peer group in research funding per capita.

UMC receives funding from granting agencies, philanthropic organizations, and businesses for research, development, and other projects. Such activity is increasing, but the dollars represent a small fraction of revenue. Fortunately, the campus has attracted a core of recently hired faculty who can create a culture of discovery, enhance productivity and reputation, and accelerate the growth of sponsored project funding. Expanding faculty research activity and building a campus research culture are institutional priorities. As chronicled in the Crookston 2000 Study coordinated by Dr. Robert Jones for then EVPP and Provost Bruininks, disciplined inquiry is an expected part of the institutional maturation from a two-year technical college to a baccalaureate campus of a leading land grant university. In addition, research opportunities strengthen teaching and outreach as it helps attract and retain excellent faculty who need this involvement for tenure and promotion consideration. UMC seeks to encourage and expand faculty research that (1) is appropriate to its applied polytechnic mission and strengths, (2) adds value to the University of Minnesota’s research enterprise, (3) contributes to the well-being of the state, and (4) insures the element of “currency” among our faculty as teachers/scholars.

To this end, UMC will create an Associate Vice Chancellor for Research and Planning. Additionally, UMC will move to have a certified approver on staff. UMC and representatives from the Office of the Vice President for Research (David Hamilton, WinAnn Schumi, and Ed Wink) have discussed and identified critical needs and cost-sharing opportunities for research, using UMM as a model. Accordingly, Compact funding is requested for 50% of a position in sponsored project development and 50% of a position in sponsored project administration.

The former will provide “pre” support for identifying funding opportunities and developing proposals, and the latter will provide “post” support for project management, oversight, and reporting.

Total investment requirement is \$160,000 with \$100,000 for the development position and \$60,000 for the administration position. Proposed funding is shared 50/50 between UMTC and UMC. Funds were not specifically allocated for this purpose, so the initiative is on hold for the time being.

Expansion of Water Resources Research

“The quality and quantity of water in Minnesota is central to our way of life. It helps define who we are and what we value,” Governor Tim Pawlenty, 2003. In recognition of the increased national and regional demand being placed on water quality and quantity, we request a jointly funded position in Watershed Science. This position will involve 50% teaching in UMC’s Natural Resources Department and a 50% research appointment to be shared by the Northwest Research and Outreach Center at Crookston (Other Contribution) and the Water Resources Center at St. Paul (Central Contribution). This position will bring much needed University expertise to the region in water quality and extend the state-of-the-art informational resources and research capabilities of the Water Resource Center. This request addresses President Bruininks’ Initiatives, 4 and 8 and positions UMC to more substantively cooperate with the Glacial Ridges Project, the largest wetland and prairie restoration program in North America, located 10 miles from campus.

UMC’s share will come through reallocation of existing resources. The \$20,000 Central Contribution request will fund the Water Resources Center (St. Paul) share of this joint investment. Central did not allocate specifically for this. This initiative is on hold for the time being.

Program Reviews

In 2002, prompted by the Crookston 2000 Study, UMC adopted a program review plan whereby 1/3 of all programs will be reviewed each

year. This year, 1/3 of our programs are being reviewed under normal rotation. Further, programs in Horticulture, Agronomy, Ag Business, and Hotel, Restaurant, and Institutional Management are being reviewed by external specialists. There has been concern about enrollment/demand for these programs, and external recommendations are being sought. Additionally, each of these reviews will illuminate positive aspects of our degree programs.

Distance Education

Distance education at UMC includes both online and off-site learning and is coordinated by the Center for Adult Learning (Proposed to be renamed the Center of Distance and Continuing Education [CODACE]). We have experienced a substantial increase in registrations. Online enrollment was 1,181 in FY03, an increase of 37% over FY02. Primary off-site groups included delivery of the Bachelor’s of Manufacturing in the Twin Cities, to Marvin Windows in Warroad, and Polaris Industries in Roseau. Gross revenues were \$1,083K in FY04 compared to \$617K in FY03. We will explore offering additional degrees delivered online that include asynchronous lectures delivered by qualified instructors with office hours and problem sessions held synchronously either by ITV, Learning Management System (LMS), or WebCT. The goal is to gather on-site instructors at locations across the state (via current articulation agreements) where they can be responsible for recruiting students and instructors in a region. Students would travel to these locations for polytechnic laboratories in addition to virtual lectures. We believe this model will provide high quality educational experiences for students at an affordable cost to UMC. We plan to aggressively expand online and off-site offerings in FY04-05 within the constraints allowed by Higher Learning Commission approval.

Study Abroad Initiative

In 2000-01 (and for many years prior), UMC did not have any students studying abroad. We had nine in 2001-02 and eleven in 2002-03. So far in 2003-04, eight UMC students have studied abroad, and this total

could increase to 18 by summer's end. Although these numbers are still modest, they represent growth. Another way to consider the success and growth of this program is the total number of weeks that students have studied abroad. In 2000-01, UMC students studied abroad for zero weeks. In 2001-02, students spent a combined 46 weeks studying abroad, 93 weeks in 2002-03, and approximately 186 weeks in 2003-04. This increase represents a **doubling** of participation each year since UMC began its study abroad efforts. This effort is in conjunction with the Study Abroad Curriculum Integration Bush Grant coordinated on all four campuses of the University of Minnesota by Gene Allen of the Office of International Programs.

Along with increasing the study duration, a secondary goal is to expand the number of study abroad locations. Of the 20 students that studied abroad in 2001-03, three studied abroad for a period of one semester or greater (most completed short-term, three to six week studies), and seven studied somewhere other than Western Europe. In 2003-04, all eight students studied abroad for a semester or full academic year, and they studied in eight different countries on five different continents. Clearly, positive steps are being made to send students to a greater variety of countries for longer durations of study. A further goal is to encourage more freshmen and sophomores to participate.

In the year 2000, UMC, together with each of the campuses, was asked to commit funds in support of the University of Minnesota's Bush Foundation Study Abroad grant application. UMC made a commitment to the initiative of \$137,000. This commitment was more than one-half Duluth's commitment (\$255,836) and exceeded that of the Morris campus (\$94,096). While we are excited about the success of the study abroad initiative on UMC's campus, we lack the resources to sustain the effort beyond the end of the grant period. Funding of \$56,000 (which includes \$33,100 personnel, \$20,000 scholarship, and \$2,900 miscellaneous) is needed to sustain the initiative, and UMC proposes to share this 50/50. Funds were not allocated specifically for this purpose, so UMC is in the process of reevaluating this priority vis-à-vis others.

Honors College

In an effort to build a strongly grounded culture of scholarship and learning among students, UMC plans to develop an Honors College. An active honors program is an important tool for attracting students and for retaining high quality students. It enhances the learning experience for members and provides encouragement for those aspiring to a higher level of performance.

Some elements of the proposed honors program at UMC include honors courses/seminars; limited funding to develop a series of speakers, colloquia and interdisciplinary forums; and, when future funding is identified, scholarships. Alpha Lambda Delta, the freshman honor society, will be housed within the Honors College.

UMC proposes to adopt the UMM model with a faculty member who is provided one course release time, together with 1/12 administrative support. In addition, each year UMC will use the equivalent of .5 FTE funding in offering Honors courses. Total investment is estimated at \$45,000, and UMC would request a 50% match in future years.

For FY04-05, however, total cost of this program is estimated at \$7,500, to cover the cost of one course release time for the director (\$2,500) and \$5,000 for the series of speakers. Funding was not allocated specifically for this purpose, so this initiative is under review at the present time.

D. Diversity Assessment and Planning

The University of Minnesota, Crookston is committed to fostering a campus environment of inclusion, knowledge, and understanding in which faculty, staff, and students learn to value diversity and to respect individual differences that enrich the University community. This environment is greatly enhanced by the Study Abroad Program, but, in addition, UMC strives to provide the following:

- A campus that nurtures environments where similarities and differences among people are recognized and honored by encouraging all departments to consider how diversity applies to

their area and by creating accountability for reaching diversity objectives and goals.

- Programs that promote cultural, educational experiences that are characterized by open and continuous communication, that deepen understanding of one's own culture and heritage, and that respect and educate about similarities, differences, and histories of cultures through the commemoration of heritage months (e.g., Black History, Hispanic, Native American, GLBT, Women's, etc.) and other events.
- Learning assistance programs that address the characteristics and needs of a diverse population including tutoring and mentoring programs to promote academic success and retention (e.g., Academic Assistance Center and Student Support Services).
- Activities that facilitate and contribute to student adjustment and involvement in the academic culture of the campus by orienting students to the practices, resources, responsibilities, and expected behaviors of the University.
- Development of Diversity Community Outreach programs that will provide training, resources, and support for non-traditional students, women, and the Hispanic community within the Crookston area.
- An academic curriculum with instructional content, materials, and activities that provide opportunities to increase awareness and appreciation of individual and cultural differences.

The current Compact will greatly assist the campus in increasing the diversity of both faculty and students through the addition of new academic programs appealing to a broader cross-section of the population. The potential influx of new students and faculty from more diverse backgrounds, coupled with the work of UMC's Diversity Coordinator and the Director of Multicultural & International Programs, holds promise to create a new synergy to enrich the University community.

E. Outreach and Civic Engagement

UMC's Service Learning Program

UMC's Service Learning/Civic Engagement program engages students and faculty members in a process that combines community service and academic learning to promote civic participation, build community capacity, and enhance the educational process. The program has shown positive faculty support with 17% of all courses requiring a graded service-learning element in spring, 2004. In those courses, 827 students completed a total of 19,178 service-learning hours. UMC's Service Learning/Civic Engagement program has consistently received positive community recognition. In 2002, the Crookston Chamber of Commerce awarded UMC Students its "Volunteer of the Year" award. In 2003, the Crookston City Council named UMC Student Clubs and Organizations as "Outstanding Volunteers" for their many hours of community service. Additionally, the Service Learning program, including its three collaborative programs, RSVP, Habitat for Humanity, and the VolunTEAM, was one of six finalists for the prestigious Jimmy and Rosalynn Carter Partnership Award for Campus-Community Collaboration.

This success and growth is partially attributed to the office's enhanced efforts toward measuring the effectiveness of service-learning projects. Much of these efforts have been completed by the Assistant Director/VolunTEAM Coordinator whose position is primarily grant-funded. This four year grant funding reduces 25% annually and ends FY05. In order to build on these successes and continue to improve the program, it is critical to the future of the Service Learning/Civic Engagement program to solidify the funding of the Assistant Director position.

Total investment requirement is \$32,000 for an Assistant Director salary/fringe benefits. Proposed funding is shared 50/50 between UMTC and UMC. Funding was not allocated specifically for this purpose, so the initiative is under review at the present time.

F. Enrollment Management

UMC's goal is to grow enrollment. In order to accomplish this goal, our highest priority is to broaden our academic offerings to meet the needs of northwestern Minnesota and beyond. The enrollment projections in the

following table are predicated on the addition of new programs. These additional programs are essential since UMC projects an otherwise small, but steady, increase in its other degree and non-degree populations over the coming three years. Given the demographic realities of the population decline within UMC's historical primary recruitment area (northwestern Minnesota Planning Regions 1, 2, 4, and northeastern North Dakota), we cannot achieve our enrollment goals simply by better marketing our existing academic programs and improving our current recruitment strategies. We must broaden the existing portfolio of programs by adding the new degree programs described in section C, and the previously approved (2003) Pre-Professional Health Sciences baccalaureate program.

**Actual and Projected Fall Term Headcount Enrollment,
2001 - 2006**

		Actual			Goal		
		2001	2002	2003	2004	2005	2006
Degree	BS (on-site)	931	923	924	925	950	975
	¹ New Programs				15	60	125
	BS (off-site)	79	101	99	110	90	100
	AAS/AS	64	62	85	90	90	90
	Undecided	80	73	79	70	75	80
	Sub-Total	1154	1159	1187	1210	1265	1370
Non-Degree	CIHS	816	724	833	950	1100	1250
	NTC-EGF/Other	513	460	257	250	50	75
	PSEOA	46	44	43	50	50	50
	Sub-Total	1375	1228	1133	1250	1200	1375
TOTAL	TOTAL	2529	2387	2320	2460	2465	2745

¹Includes Communication, Health Sciences, and Computer Software Technology added in fall 2004. With the development and implementation of new degrees, the totals will be greater.

Since UMC's transition in 1993 from an associate degree granting institution to a baccalaureate granting institution, many changes and issues have been identified that impact the recruitment of students. Among these changes and issues are the following:

- Changes in UMC's admissions policy from "open" to "traditional"
- Development of a targeted scholarship program to improve the academic profile
- Implementation of a more stringent academic progress policy
- Continuing high enrollment of first generation students (55-70% of new admits)
- Increasing ethnic and racial diversity of the student body (from 33 students in 1998 to 70 in 2003)
- Increasing number of transfer students (from 60 in 1998 to 143 in 2003)
- Recognition of the need to recruit beyond the traditional service area of 100 miles (55-65% of new students)
- Need to market the campus and change the image from a "two-year ag school" to a more comprehensive four-year institution of the University of Minnesota
- Strengthening the College in the High School program

The Admissions Office has lacked the resources to address these and other enrollment issues effectively and has maintained its staffing at essentially the 1993 level. President Bruininks in an 8/6/03 letter to Chancellor Burton stated that increased attention and resources be directed to the admissions enterprise: "I would encourage you to consider spending more in admissions." In order to develop, implement, and coordinate UMC's strategic marketing and recruitment plan to meet the established enrollment goals, it is essential to add two additional Admissions Representative positions.

Total investment request for two Admissions/Recruitment Representative positions is \$85,000. Funding was not allocated specifically for this initiative, so it is being reconsidered.

Improve Retention Rates

Goal: By 2013, UMC's first year retention rates will improve by 12 percentage points to 80%.

Undergraduate Retention of First-time/Full-time Entering Freshmen

Several factors have affected UMC's retention rates including the following:

- Open admissions policy through spring 2000; traditional after
- High percentage of new first generation students (55-75%)
- Northwest Minnesota's low per capita income
- The campus location in a small, rural area lacking in social and recreational opportunities
- The absence of a student center since March 2003
- High percentage of students who work during the academic year (83%)

The campus has taken steps to counter these factors. The UMC Fall 2001 freshman to sophomore retention rate was 56% and the fall 2002 rate improved to 62%. The **First Year Experience** (FYE) program provides new students with programs and resources that assist them in the transition to college life. **Summer Start** is an optional program in which students live on campus and are enrolled in Computer Applications 1010 for one week in the summer prior to the start of fall semester classes. Of the students who participated in the program in 2002, 100% rated the program good, very good, or excellent. These students had a freshman-sophomore retention rate of 67.8%. The **Living and Learning** program is a learning community tied to courses and campus residence halls. Students participating in the Living and Learning program had a freshman-sophomore retention rate of 69.4% and a cumulative GPA of 2.6. UMC has also established a chapter of **Alpha Lambda Delta**, a first-year honor society that celebrates academic excellence in the first year of college. The FYE Director coordinates with both the offices of Academic Affairs and Student Affairs to ensure complementary activities.

Other retention actions underway include the following:

- An effort to identify at least one class for each entering freshman that will assist with college adjustment.

- A heightened priority on the importance of good advising.
- The promotion of the importance of student involvement in clubs and activities.
- The promotion of peer mentoring.

The completion of the new Student Center in 2005 is anticipated to improve retention as well. Currently, a new student center is under construction which will serve as a hub of student activities. Changes in the campus merit scholarship program and ongoing Admissions Office efforts focused on improving the new student academic profile are expected to improve future retention and graduation rates. Additionally, retention and graduation rates will become part of the academic program review process as academic programs assume greater responsibility for the progress of their students.

As a note of interest, retention rates are affected by students' alcohol and drug use on college campuses. Recently, the Department of Education awarded UMC a grant of \$118,226 for 2003-04 titled, "Changing the Culture of Drinking on a Small University Campus." It is anticipated that the grant will be renewed for 2004-05. The comprehensive campus-wide alcohol prevention program uses a blend of social norms and environmental management approaches targeting residence hall students, student athletes, and freshmen. UMC also is creating a social marketing campaign, a campus/community task force prevention team, and an alcohol and other drug (AOD) student advisory committee to promote peer education in order to reduce the frequency of binge drinking and other negative consequences of alcohol use and abuse. The program is developing, implementing, and evaluating campus and community-based strategies to prevent high-risk drinking among college students. The desired outcomes are a decrease in student alcohol use, an increase in awareness of the misperceptions of social norms and alcohol policies, and sponsorship of peer education programs by instituting a campus-wide alcohol prevention program. The project employs two ten-month professional staff: a 100% time Program Coordinator position and a 50% time Senior Administrative Specialist. No funding is being requested for this program at this time; however, UMC may require future support to continue this important effort.

Improve Graduation Rates

Goal: By 2013, UMC’s fourth-, fifth-, and sixth-year graduation rates will improve to 35%, 45%, and 49%, respectively.

This goal will be accomplished by building upon the retention actions stated in the preceding section, enhancing faculty advising, and improving first semester “orientation” classes. These will assist students with better career path identification and the transition to college demands.

G. Facilities Issues

UMC’s major facility initiatives over the next six years are a function of the academic, research, and outreach priorities identified earlier in this Compact. The campus master plan has guided facility growth well since its last significant update in 2000. The arrival of UMC’s new chancellor, subsequent plans for significant increased enrollment, and the strategic planning effort underway at present likely will cause the need for an update to the campus master plan in the near future.

To assist UMC in its prioritization effort, and to enable better tradeoffs on renovation of old buildings, UMC, with the help of UMTC Facilities Management, plans to participate in the Facilities Condition Assessment (FCA) project. UMC participates in this effort with the same University objectives: “to move the facilities condition assessment from a depreciation model to an inspection based process; create a central repository of facilities needs information; provide the University with a tool for master planning, facilities programming, and capital planning, and capital financial planning and budget forecasting; and improve processes, which will assist the administration and the Board of Regents to fulfill their stewardship responsibilities for the University’s facilities resources.”

Development of this UMC information database is planned for FY05, and we are working with UMTC FM at present to initiate this effort on the UMC campus. Using the figure provided by UMTC FM of \$.062 per

square foot, we have worked together to identify the most appropriate project scope for this campus. After reducing square footage, the cost is still estimated at \$24,000, including \$4,000 for residential life. UMC has located and set aside \$10,000 for this project and hopes Central will consider funding \$10,000. As Steve Spehn indicates, this “might be a good incentive towards completing an enterprise system and institutional wide assessment.”

UMC funded this initiative and FCA work is in process. Funding came as designated below, with Central’s funding coming from the \$150,000 block grant provided in this compact. See page 13 of this compact for further details.

FCA	Total from Previous Years	
	Recurring	NR
Total Investment		\$24,000
Other Contribution		\$4,000
RRC Contribution		\$10,000
Central Contribution		\$10,000

For FY04-05, the following are the key facility initiatives, compatible with the current master plan, and with UMC’s future vision:

I. Compact Initiative Impacts – New Academic Building

The top priority in UMC’s capital plan remains the need for additional classroom space to accommodate increased student enrollment. Assuming planned enrollment increases, UMC will have a need for a new academic facility to be funded in the 2006 capital plan.

The current plan is to demolish Robertson Hall (at UMC’s front entrance) and replace it with an L-shaped building, one and one-half times the size of the existing Robertson footprint. Four large classrooms (and faculty offices) will occupy the building, together with the

relocated One Stop Center, to create a more visible and inviting welcome for prospective students.

Estimated cost of this project is \$6-8 million, \$6 million based on 23,000 square feet at \$250/square foot. UMC has traditionally relied 100% on UMTC support for the 1/3 university share of capital projects. UMC and UMTC have traditionally shared funding for pre-design. UMC appreciates this support and proposes the same arrangement.

This project has been moved by Central to 2008 in the University’s six-year capital plan, so funding timeframes have been updated accordingly.

Academic Building	2008 Capital Plan
Total Investment	\$8,000,000
Other Contribution	\$5,333,333
RRC Contribution	
Central Contribution	\$2,666,667

Funding was not provided for the following pre-design initiative by central, so it is being reconsidered at the present time.

Pre-design	FY04-05 N/R
Total Investment	\$75,000
Other Contribution	
RRC Contribution	\$37,500
Central Contribution	\$37,500

II. Compact Initiative Impacts – Second Academic Building/Student Recreation and Wellness Center

Assuming significant new student enrollment from the new academic program initiatives, a second academic building may be required in 2008 or 2010. It is contemplated to combine a large classroom building with a proposed Student Recreation and Wellness Center. Possible location is just south of the main entrance, connected to the first academic building on the north side of the main entrance by a skywalk. This skywalk would enable easy access from the city, a potential participant in this project. An alternate location is just north of Knutson Sports Center on the south side of the mall. An update to UMC’s campus master plan will determine the most appropriate location.

Estimated cost of the academic portion of this project will be similar to that for the first building, around \$8 million, with \$6 million estimated for the Wellness Center. Due to the nature of the building, students will be expected to share in this investment. Additionally, UMC continues to cultivate relationships with significant donors. While these funding possibilities may reduce the 1/3 share, UMC has traditionally relied 100% on UMTC support for the 1/3 university share of capital projects. During FY05, UMC will work with UMTC to develop the most appropriate plan for funding the 1/3 university share. UMC and UMTC have traditionally shared funding for pre-design. UMC appreciates this support and proposes the same arrangement.

This project has been removed by Central from the University’s six-year capital plan, so both the building and the pre-design are being reconsidered at the present time.

Academic Building	TBD Capital Plan
Total Investment	\$14,000,000
Other Contribution	\$9,380,000
RRC Contribution	

Academic Building	TBD Capital Plan
Central Contribution	\$4,620,000

Pre-design	FY06-07 N/R
Total Investment	\$100,000
Other Contribution	
RRC Contribution	\$50,000
Central Contribution	\$50,000

III. Compact Initiative Impacts – New Apartment Style Housing Unit

The new academic initiatives are expected to bring approximately 500-600 new students, 35% of whom may choose to live on campus. Approximately 175 new beds will be required to accommodate this increase in enrollment.

Additionally, to complete the Board of Regents’ goal for UMC to provide sprinkler protection in all residential life facilities, Brink and Lee Halls will be closed effective September, 2006, and Robertson Hall will be closed effective September, 2005. Brink and Lee Halls are beyond their useful lives, and have a number of building code and safety issues which make renovation unwise. Robertson Hall is one of the oldest buildings on campus and has a number of building code and safety issues which make renovation (including sprinkler installation) costs prohibitive.

The project consists of a 20-unit (80 beds) apartment building to be constructed on the south side of the Westside Apartments. The plan is to

construct a unit similar to Westside Apartments and to connect to the existing apartment complex.

Project cost of \$4.3 million has been estimated by Kraus-Anderson, based on Westside apartments. Investment and pre-design will be the responsibility of UMC Residential Life, in cooperation with central administration. It is expected UMC Residential Life will enter into an internal financing agreement with UMTC for this project, similar to Westside Apartments.

Apartment Unit	2006 Capital Plan
Total Investment	\$4,300,000
Other Contribution	\$4,300,000
RRC Contribution	
Central Contribution	

Pre-design	FY04-05 N/R
Total Investment	\$30,000
Other Contribution	\$30,000
RRC Contribution	
Central Contribution	

IV. Major Capital Investment Priorities – Facilities Management Relocation/Miscellaneous Infrastructure Package/Brink and Lee Sprinklers

A top priority in the UMC capital plan remains the relocation of existing shop facilities (Kiser building) to the north campus to include space for campus maintenance, fleet operations, and general storage. Existing buildings and support systems used by Facilities Management are improperly located when looking at the future development and preservation of the campus. The footprint of the new student center will come within 30 feet of the existing Kiser Building. Moving Facilities Management provides the space needed to improve campus access and general appearance of the “backyard.”

Second, it is anticipated several infrastructure improvements beyond the new academic building will be required due to the increase in students on campus (e.g., lab, classroom, and office renovations).

The estimated cost of both parts of this project is \$3.0 million. UMC has traditionally relied 100% on UMTC support for the 1/3 university share of capital projects. UMC and UMTC have traditionally shared funding for pre-design. UMC appreciates this support and proposes the same arrangement.

This project was removed by central from the University’s six-year capital plan, so it is being reconsidered at the present time.

FM Relo / Misc	TBD Capital Plan
Total Investment	\$3,000,000
Other Contribution	\$2,000,000
RRC Contribution	
Central Contribution	\$1,000,000

Pre-design	FY04-05 N/R
Total Investment	\$25,000

Pre-design	FY04-05 N/R
Other Contribution	
RRC Contribution	\$12,500
Central Contribution	\$12,500

V. Other Issues – Increase in R&B budget

UMC’s Repairs and Betterments budget has remained unchanged (in nominal terms) at \$141,152 for at least the past ten years. When adjusted for inflation, repairs and betterments experienced a real decrease of more than 25% over this period of time. \$141,152 allows just \$.278 per square foot for the entire UMC campus, and actual repairs now cover only a portion of those needed. UMC’s deferred maintenance continues to grow, and it is increasingly visible around campus. An increase in the repairs and betterments funding level for UMC will position the campus better to “support infrastructure that enhances excellence and accountability.”

This initiative was not funded by Central, so is being reconsidered at the present time.

Repairs & Betterments	Total from Previous Years		FY04-05	
	Recurring	NR	Recurring	NR
Total Investment	\$141,152		\$200,000	
Other Contribution				
RRC Contribution				
Central Contribution	\$141,152		\$200,000	

VI. Other Issues – Establishment of O&M budget for equipment replacement

Since its existence, UMC has not had an equipment budget for purchase and replacement of capital equipment (such as a tractor, landscaping equipment, etc.). UMC has relied on several innovative methods to secure needed equipment, including: when a new building has been put into service, new equipment has been included in the legislative capital request; and, when an emergency has arisen, UMTC central administration has supported UMC’s needs. Reliance on UMTC emergency funding is not prudent planning, and UMC is of sufficient size to have its own budget. Accordingly, \$50,000 is requested to enable UMC to become self sufficient in replacing its own equipment.

This initiative was not funded by Central, so is being reconsidered at the present time.

Equipment Budget Establishment	Total from Previous Years		FY04-05	
	Recurring	NR	Recurring	NR
Total Investment			\$50,000	
Other Contribution				
RRC Contribution				
Central Contribution			\$50,000	

Central Administration approved a block grant of \$150,000 recurring, to use for the campus’s top strategic priorities. Present UMC administration has decided to use the funds to restore two faculty positions (one retirement and one departure), whose freed-up funding was used to solve the FY 2004-05 budget. One position in business (\$70,000 salary and fringe) and one in aviation (\$70,000 salary and fringe) will be restored, to meet student demand in each of these

programs. The remaining \$10,000 will fund the central match component of the Facilities Condition Assessment described above.

H. Other Financial Issues

1. Tuition – FY05 tuition revenue estimate for UMC is \$5,719,388. The tuition rate will be increased from \$162.38/credit to \$183/credit, an increase of 12.7%. The University fee will increase from \$300/semester to \$400/semester, consistent with the rest of the University.
2. ICR – The FY04 ICR revenue estimate, based upon the current sponsored projects, is \$18,465.
3. Fees – The Student Technology Access fee of \$500 per full time student per semester will not be increased for FY05.
4. Mandatory student service fees will increase 2.9% from \$154.35 to \$158.85.
5. Housing rates will increase approximately 3% in FY05 to cover inflationary increases in the operation.
6. Dining Services meal plan rates will increase approximately 3%.
7. Parking – Overall parking rates of \$68 for an annual permit are very modest and include no increase from present levels
8. Sequestered Deficit – Upon Chancellor Burton’s arrival, discussion was held regarding certain existing deficits and the need for time to clear these existing deficit conditions. Vice President Richard Pfutzenreuter agreed to sequester a total deficit of \$1 million in a separate account, with the understanding that the deficit would be reduced each year by \$200,000 beginning in FY05. The entire \$1 million deficit should be eliminated by June 30, 2009. A recurring \$100,000 was allocated to Crookston through the FY05 budget process for purposes of providing ½ of the annual \$200,000 reduction of the deficit.

UMC has worked diligently over the last year to control spending and to align fiscal resources with UMC and University strategic purposes.

I. Compact Development

The FY05 Compact planning process at UMC began by asking each Unit/Center/Program area to meet with their constituents to establish a unit plan. This was followed by a meeting with the Chancellor and Vice Chancellor of Finance to identify challenges and opportunities. An Interim Vice Chancellor for Academic Affairs was named in early December, and he and the VC for Finance then scheduled another round of input sessions in January with personnel associated with all programs and support units which connect to Academic Affairs. Input relative to the President’s Interdisciplinary Initiatives was especially sought. Units were asked to match the level of services to the demand and financial resources. A draft copy of the Compact was distributed to all faculty, staff, and officers of the Crookston Student Association in mid-March for input.

J. Data Profile

For a display of planning data related to UMC, refer to a link off the University Web site managed by the Office of Institutional Research and Reporting at <http://www.irr.umn.edu>. This site contains standard financial, staffing, and student information.

K. Report Summary and Allocation Summary

No reports are required for this compact

**Compact Allocation Summary
Central Contribution**

<u>Goal / Priority</u>	Previous Years’ Totals
	Total
Computer Science Faculty	\$100,000 R
Advising / Career Development	\$21,500 R
Freshmen Seminars	\$90,000 R
Student Learning Assessment	\$50,000 N
Bioscience Faculty	\$80,000 R
Totals	\$291,500 R \$ 50,000 N

FY2004 Compact Allocation Summary

	Recurring	Nonrecurring	Total
Health Sciences	\$50,000		\$50,000
New Programs *	\$50,000		\$50,000
Higher Learning Commission Study		\$50,000	\$50,000
Merit Scholarships	\$10,000		\$10,000
RRC Contribution	\$110,000	\$50,000	\$160,000

Chancellor Initiative Fund		\$50,000	\$50,000
New Programs *	\$50,000		\$50,000
Coaching Minor	\$10,000		\$10,000
Equine Faculty **		\$10,000	\$10,000
Central Contribution	\$60,000	\$60,000	\$120,000
Other Contribution			
Total Investment	\$170,000	\$110,000	\$280,000

* Total requested was \$800,000 shared 50-50 with Central and UMC

** Nonrecurring for 3 yrs – FY04 – FY06

The FY04 Graduate School/Research nonrecurring support to Crookston as of October 2003 is as follows:

UROP \$ 5,100

FY2005 Compact Allocation Summary

	Recurring	Nonrecurring	Total
New Programs		\$150,000	\$150,000
RRC Contribution		\$150,000	\$150,000
Block grant for strategic			

initiatives	\$150,000		\$150,000
New Programs *		\$150,000	\$150,000
Equine Faculty **		\$10,000	\$ 10,000
Central Contribution	\$150,000	\$160,000	\$310,000
Other Contribution			
Total Investment	\$150,000	\$310,000	\$460,000

* Committed nonrecurring for 3 years – FY05-FY7.

** Nonrecurring for 3 yrs – FY04 – FY06

The FY05 Graduate School/Research nonrecurring support to Crookston as of September 2004 is as follows: UROP \$ 1,400