



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Office of the President  
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Minneapolis, Minnesota 55455  
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April 30, 1990

The Honorable Wendell R. Anderson  
The Honorable Charles H. Casey  
The Honorable M. Elizabeth Craig  
The Honorable Jack P. Grahek  
The Honorable Jean B. Keffeler  
The Honorable Elton A. Kuderer  
The Honorable Alan C. Page  
The Honorable Mary J. Page  
The Honorable David K. Roe  
The Honorable Darrin M. Rosha  
The Honorable Stanley D. Sahlstrom  
The Honorable Mary T. Schertler

Dear Ladies and Gentlemen:

At the February Board retreat, we discussed with the Board the budget realities facing the University. The University's budget plan for 1990-91 reflects those realities and executes the strategy outlined at that session.

The budget document attached to this letter presents the University of Minnesota's 1990-91 budget according to the following outline:

- the budget development process,
- the "all funds" or total budget context of the University,
- the resource picture,
- the University-wide budget expenditure guidelines,
- the allocation of strategic funds,
- the fund source summaries.

The proposed budget reflects our commitment to:

- equity and equal opportunity in teaching, research, public service and administration;
- core academic programs, infrastructure, and human capital - our most important resource;
- Academic Priorities as approved by the Board in July, 1988 as the foundation of our academic plan;
- reallocations as a viable tool and necessary vehicle to enable progress toward the University's goals; and
- accountability - the demonstration of our effectiveness and efficiency in the delivery of services - as necessary to hold the public trust.

In this context, we seek approval by the Board of Regents on the budget plan for 1990-91 predicated on revenues as follows:

- State Appropriations as amended by the 1990 session of the legislature,  
Special Appropriations detailed in Attachment 3,  
Operations & Maintenance in Attachment 9
- Student tuition and fees as proposed,  
Student Service Fees detailed in Attachment 5,  
Tuition rates in Attachment 6, and
- Other earned income as projected,  
Auxiliary Enterprises detailed in Attachment 4,  
Other income in Attachment 9;

and on expenditure allocations formulated on University wide, formula based

- Across the board reallocations
- Academic Compensation plan
- Civil Service Compensation plan
- Student Employment plan
- Non-personnel inflationary allowances, and

including program reallocations and allocations designed to advance the University toward its strategic objectives. Attachments 7, 8, and 9 display the expenditure allocations proposed for 1990-91.

While we earnestly hope we have been effective in communicating our proposals, we recognize the complexity of the subject and the limitations of our ability. We would be happy to accommodate any Regent with clarification, elaboration or an in-depth briefing. Your Executive Director has volunteered to schedule briefings with appropriate staff. Please do not hesitate to call.

We look forward to a full discussion of the 1990-91 budget plan at the May meeting.

Cordially,



Nils Hasselmo  
President

Attachments

- c: Vice Presidents  
Chancellors  
Student Representatives to the Board  
Ms. Barbara Muesing, Executive Director, Board of Regents



## **REGENTS OF THE UNIVERSITY OF MINNESOTA**

### **BUDGET RESOLUTION: 1990-1991**

**WHEREAS**, the Regents of the University of Minnesota have adopted policies committed to equity and equal opportunity in our teaching, research, public service, and administration, and

**WHEREAS**, the University recognizes that the core academic programs, physical infrastructure, and human resources must be preserved, and

**WHEREAS**, the Regents have adopted Academic Priorities in 1988 and are committed to making strategic allocations consistent with the academic plan, and

**WHEREAS**, it is recognized that reallocation of financial resources is necessary to accelerate progress toward our goals, and

**WHEREAS**, the University is committed to accountability to the people of Minnesota, to challenging the faculty and staff to greater productivity, and to demonstrating that accountability and productivity through performance and achievement assessment,

**NOW THEREFORE BE IT RESOLVED**, that the Board of Regents approve the University of Minnesota budget for 1990-1991 as predicated on the following:

**The annual revenue plan, including:**

- State appropriations as amended by the 1990 session of the Minnesota Legislature
- Student tuition plan as proposed
- Student services fees plan as proposed
- Earned income as projected.

**The annual expenditure plan, including:**

- Across-the-board and targeted allocations
- Academic compensation plan
- Civil Service compensation plan
- Non-personnel inflationary allowance
- Allocations from the strategic funds pool.

**University of Minnesota  
1990-91 Budget**

**Budget Message Index**

The proposed budget for the University of Minnesota for the period July 1, 1990 through June 30, 1991 is detailed in a letter to the Board of Regents from President Nils Hasselmo dated April 30, 1990. This summary highlights aspects of the administration's proposal and elements of the budget.

- The proposed budget is the product of an open and highly consultative process that was started last December. Pages 1 - 2
  
- The budget is presented in an "All Funds Context".
  - Total anticipated revenues for 1990-91 are \$1.7 billion.**
  - Non-current funds** are not part of the budget plan
    - Plant Funds** are \$185 million Page 4
    - Endowment and Similar Funds** are \$15 million Page 5
    - Loan Funds** are \$3 million Page 6
  - Current Funds** support day-to-day operations.
  - Restricted Funds** are \$420 million including \$86,683,000 in "State Special Appropriations" (Attachment 3) Page 7
  - Unrestricted Funds - The heart of the budget -** are \$1.1 billion
  
- The **University Hospital and Clinic** budget is \$282 million brought to the Board by the UMHC Board of Governors as separate action
  
- **Auxiliary Enterprises** are \$130 million (Attachment 4)
  - Support Services** (bookstores, housing, food service, etc) are \$115 million; this budget had not previously been submitted to Regents. Pages 9 - 10
  - Men's Intercollegiate Athletics** budget is \$13 million. This budget had not previously been submitted to Regents. Pages 10 - 11
  - Student Service Fees** are \$15 million; The fee structure has traditionally gone to Regents' committee for approval. Pages 11 - 12
  
- **Centrally Allocated Revenues** are \$570 million
  - State Appropriations** have been reduced by \$2.235 million. Page 13
  - Tuition rates** increase an average of 9%. A lot, but less than appropriation measure of 1989 contemplated. Pages 13 - 15

- **Central Expenditure Allocations** are \$576 million.  
**Reallocations** are necessary to achieve goals and  
are integral to the budget plan Pages 17 - 18  
Mandated 2% Across-the-Board  
1% on non-instructional in response to 1990  
rescission  
Program reallocations help fund Strategic  
Funds Pool

**Academic Compensation** increases by 7% Pages 18 - 19  
Equity 0.5%  
Merit 6.0%  
Fringe Benefits 0.5%

Average faculty salary continues to trail peers.

**Civil Service Compensation** increases by 6.7% Pages 19- 20  
Equity 1.7%  
Across the Board 4.0%  
Fringe Benefits 1.0%

**Student Employment Classes** increase up to 4% Page 21  
**Non-personnel expenses** go up 5% Pages 21  
**Strategic Funds Allocations** Pages 22 - 23

Equity & Equal Opportunity	\$6.3 million
The Undergrad Initiative	\$8.6 million
Professional Education	\$3.5 million
Graduate Education	\$0.5 million
Research & Outreach	\$1.5 million
Honoring Commitments	\$5.2 million
Academic Support	\$3.6 million
Institutional Support	\$7.5 million

(See Attachment 7)

- **Performance and achievement measures** demonstrate  
accountability and improve efficiency and  
effectiveness. Page 24

#### **Attachments**

- 1 All Funds Summary
- 2 Current Funds Breakdown
- 3 State Special Appropriations
- 4 Auxiliary Enterprise Summary
- 5 Student Service Fees
- 6 Tuition Schedule
- 7 Strategic Funds Allocations
- 8 Centrally Allocated Funds Breakdown
- 9 Source & Use of Centrally Allocated Funds
- 10 Financial Status of Academic Priorities
- 11 Student Service Fee Detail
- 12 Civil Service Pay Plan Detail
- 13 Student Employment Plan Detail

**University of Minnesota**

**Proposed Budget Plan**

**Fiscal Year 1990-91**

**For Consideration by the**

**Board of Regents**

**May 10, 1990**

## THE BUDGET DEVELOPMENT PROCESS

The process of developing the budget for 1990-91 started in November, 1989. Various scenarios were developed and from those deliberations it was apparent that a reliance on new funds alone would not enable the University to make significant progress toward its goals. Two realities contributed to this realization:

- It was recognized that students had been facing increases in tuition greater than general price level increases for the past several years and the prospect for more and larger tuition increases seemed inevitable. Either a conscious effort to abate such increases or changes in Minnesota policy toward public higher education tuition were needed.
- It became generally known that the State was facing significant budget pressures for fiscal year 1990-91 and the 1991-93 biennium.

In this context the President's Cabinet advanced "Planning Parameters" for 1990-91. These parameters presumed the resources available for distribution would be bounded by the appropriations as then enacted, tuition increases of no more than 9% (even though the appropriation bill contemplated larger increases), and modest short term growth in other income categories. It was evident that these resource constraints would not permit us to respond to the cost pressures we are facing on salaries and goods and services. Thus, the Planning Parameters included a general reallocation of 2%.

Campus, college, and administrative units were apprised of the Planning Parameters in January, 1990. These parameters were discussed with the Board at its retreat in early February and the parameters were reviewed

with various consultative bodies during the month of February. Starting in late January, unit budget hearings with the Senior Vice Presidents and other central officers were held. In all, over fifty meetings were held totalling more than one hundred hours. These hearings involved requests for nearly fifty million dollars in new or additional funding. Following these hearings, the President reviewed the requests with the Senior Vice Presidents and advanced his recommendations to the Cabinet on April 6. Campus, college, and administrative units were notified of the President's recommendation for their unit at about the same time. A draft of this memo was reviewed by the Cabinet and shared with the consultative bodies prior to its distribution.

The budget development process for 1990-91 can be characterized as difficult, time consuming, open, consultative, and deliberative. We are hopeful the process has resulted in a "Balanced" budget in the programmatic as well as the fiscal sense.

### **ALL-FUNDS CONTEXT**

The budget of any university is complex. The University's budget may be more so, due to our size and scope. As we present the University's budget plan to the Board for consideration, we want to be sure we communicate effectively the decision packages before you, but also the context in which the proposed budget plan is presented.

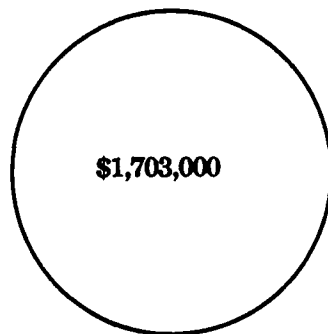


**The University Budget**

Attachment 1 displays the University's expenditure history as reported in our annual financial report through fiscal 1989 and projects the results for fiscal 1990 and budget year 1991. For fiscal 1990-91, University revenues are projected to exceed \$1,700,000,000.

**TOTAL UNIVERSITY ALL FUNDS BUDGET 1990-91**

**(000's OF DOLLARS)**

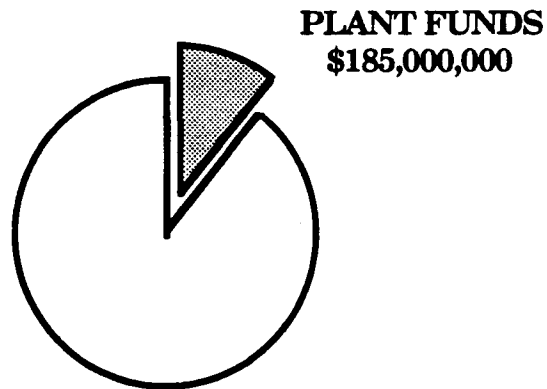


**Non-current Funds**

Convention prescribes that the University's resources be broken down into current and non-current fund groups; current funds support day to day operations, non-current funds support project or narrow purpose activities that are less predictable - as a group - by their nature. Non-current funds comprise only a little more than 10% of the University's resources. Each category is discussed separately.

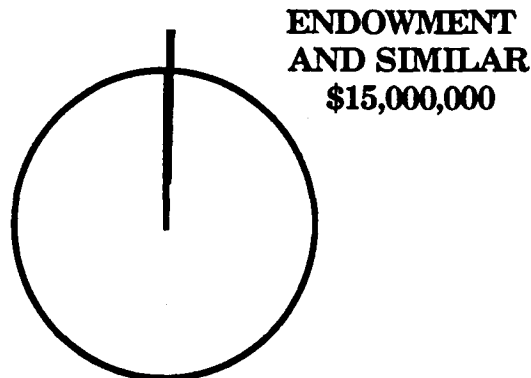
**Plant Funds**

The majority of non-current expenditures are concentrated in the "Plant Fund". As Attachment 1 indicates, the spending pattern in this area fluctuates depending on construction and financing activity. While the projection is relatively flat reflecting stability in project authorizations, actual progress on the various projects could produce significant variations from the projection. Plant fund expenditures are composed of interest costs on financed projects and capitalized construction costs. These activities are approved by separate Board action, the results of which may have financial impact over many fiscal years. These funds are not part of the annual budget plan.



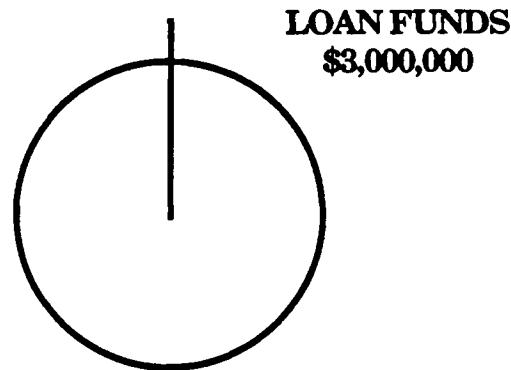
**Endowment and Similar Funds**

The resources included in endowment and similar funds represent additions to the fund either from new endowments to the University (or new contributions to existing endowments) or additions to existing endowments stemming from investment earnings in excess of earnings pay outs. Since these funds are subject to market risk as well as fluctuations in contributions, projections of total change in endowment and similar funds are subject to considerable error. It should be noted that while endowment and similar funds represent a small portion of annual University income, these funds compose a significant portion of the University's assets. Also, the revenues of the Foundations are not reflected here. The chart below reflects the size of the endowment and similar funds in relation to the total revenue of the University. Endowment funds are not part of the annual budget plan.



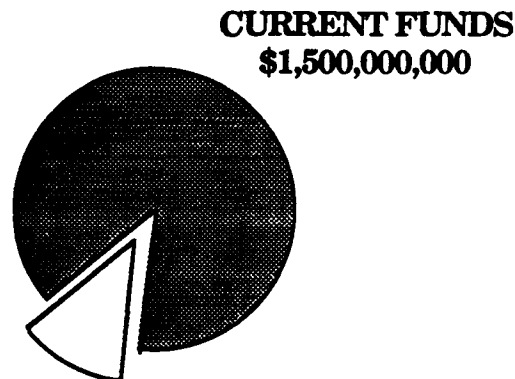
**Loan Funds**

Loan funds are the smallest group of non-current funds. These are funds available for loans to students. Income is derived from interest paid on outstanding loans and new contributions - usually from state or federal sources - to the loan fund. The chart below depicts the loan funds in relation to the annual activity of the University. These funds are not part of the annual budget plan of the University.



**Current Funds**

Current funds are made up of unrestricted funds and restricted funds, the restriction being imposed by parties external to University. The discussion below focuses on current funds. Attachment 2 depicts the Current Funds for the 1989-90 fiscal year by organizational unit. The chart below displays current revenues compared to total revenues.



**Restricted Funds**

Reflecting our role as a major research university, restricted funds are a significant part of the annual operating funds of the University. These funds come to us as a result of sponsor awards in response to applications. The Regents regularly approve grant applications and receive reports on the awards granted to the University. It is by the policies that govern the acceptance or rejection of grant awards that the Regents exercise control over restricted funds. Award amounts govern the budget activity in this group; sponsors specify any additional conditions they may wish to exercise over expenditures.

Note that "State Special Appropriations" are included here as restricted funds. The Board has traditionally approved these Specials as part of the budget plan. The Specials for 1990-91 total \$86,683,000 and these Specials are detailed in Attachment 3. Restricted funds other than "State Special Appropriations" are not included in the budget plan being submitted to the Board.

\*  
*new*

The chart below illustrates the portion restricted funds comprise of total current funds.

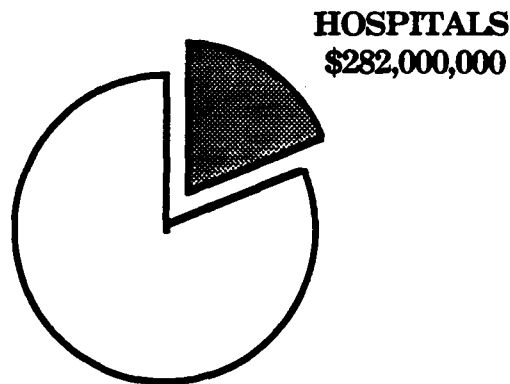


### Unrestricted Funds

Unrestricted funds are those funds under the immediate control of and allocated at the discretion of the governing board. Unrestricted funds are typically further broken down into Education and General, Auxiliary Enterprises, and Hospitals. Note that Attachment 2 segregates the unrestricted funds into "Centrally Allocated" and "Unit Generated". This latter segregation makes the distinction between central revenues and department revenues. Since we do not include the entirety of "Unit Generated" funds in the budget, each group is addressed separately.

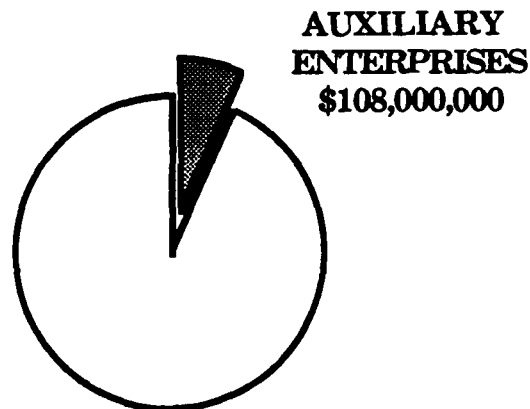
### Hospitals

As the chart below indicates, the budget of the University Hospital and Clinic makes up a substantial portion of the current funds of the University. The budget for the Hospital comes to the Board as a separate action item and is not a part of the budget plan being presented for action at this time.



### **Auxiliary Enterprises**

Auxiliary enterprises include self-sustaining activities usually operated on a fee for service basis. The chart below reflects the size of the auxiliary enterprises relative to the University's current funds.



While the operations of auxiliary enterprises have always been governed by various Board policies and budget plan guidelines, this is the first time all of these budgets have come to the Board for action. The Board is requested to consider the auxiliary enterprise budgets presented in this section and act on them as part of the budget plan for 1990-91. Attachment 4 displays various activities included in auxiliary enterprises together with their respective budgets.

The substantial majority of auxiliary enterprise funds are generated and managed by Support Services; the only activities not included under support services are Intercollegiate Athletics and Student Service Fees.

**Support services** include housing, food services, bookstores, printing and duplicating, and transportation and general services. While these activities exist to support the University's operations and clients, they operate as free standing businesses responsible for the full costs of operation. As such, these operations have adopted depreciation accounting as their standard. This practice makes support services unique among University operations but in all other respects these units ascribe to University practices. The "cost containment" focus of support service activities is intensified by the availability of vendors external to the

University offering the same services. This has promoted a sensitivity to the "customer" in support services worthy of emulation throughout the University. For example, the University is unique among higher education institutions in the role occupants of our residence halls play in the setting of residence hall rates. A committee of ten, eight of whom are student residents, receive financial and operational information and recommend rates to the Director of Housing. In the past ten years, the Director has not modified the committee's recommendation. For 1990-91, the committee has recommended an increase of 5.5%. Based on the best available information at this time, this will be the second lowest increase in the Big Ten with increases ranging from 4% to 8%. Rates for other activities are too numerous to detail. Typically, these are reviewed on a "market basket" approach and for 1990-91 are targeted to produce operating margins of 1.7% in the aggregate. The budget for support services is recommended for approval.

**Intercollegiate athletic** programs are categorized differently depending on the program. The Men's Intercollegiate Athletics program on the Twin Cities campus is categorized as an auxiliary enterprise because it is operated on a self-sustaining basis; a significant portion of other intercollegiate athletic programs are categorized as "Education and General" since those activities generate minimal receipts compared to their expenses. To further complicate the picture, the Women's Intercollegiate Athletics program receives a substantial portion of its funding through a State Special which is included under restricted funds. Clearly, this is an area where accounting convention does not mesh well with the manner in which we manage intercollegiate athletics.

Virtually all the activity included here is Men's Intercollegiate Athletics on the Twin Cities campus. The men's programs continues to rely heavily on contributions to balance its budget. Nevertheless, this program has exhibited growth in spending well in excess of other programs at the University. Further, it appears that the men's program will be able to continue to increase its revenue in the short term as a result of media contracts. However, we must also recognize the vulnerability of the men's



program in relying on post-season receipts to balance its budget and the inevitable pressure to win such reliance places on their program.

The budget hearings demonstrated that expenditures per participant in men's and women's athletics have drifted further apart recently. While it is certainly clear that the growth in resources available to the women's program has trailed the growth in revenue for the men's program, we must examine more carefully the expenditures made by and/or on behalf of the respective programs. We are actively addressing how we are going to manage these programs to ensure Title IX compliance. We have followed up on the original hearing with the men's program administration and we have determined that refinements in financial information for both the men's and women's program is desirable. For example, the men's budget includes expenditures for capital improvements - some of which will benefit the women's program directly and indirectly - and expenditures specifically related to revenue generation. We need to understand more completely the impact of such expenditures on the respective programs as well as the treatment of such expenditures under Title IX. The President has asked Dean Robert Stein, Dr. Jo-Ida Hansen and Dr. Jack Merwin to help us examine these issues. The budget for Intercollegiate Athletics is recommended for approval.

The last area in the Auxiliary Enterprises category is the **Student Services Fee** supported activities. This is somewhat of a misnomer in that for many of the fee supported activities, such as student unions, fees compose only partial funding. The student service fee structure has traditionally come before the Board. Attachment 5 displays the proposed student fees for each campus for fiscal year 1990-91.

In the budget hearing for Student Development, a presentation on the task force report studying student fee supported activities was heard. This report proposed replacing nearly \$7 million of fee supported expense with Operations and Maintenance funds. The proposal being advanced incorporates administration's response to the task force report by replacing the fee funding of the National Student Exchange and two international

programs with O&M funding. This has the impact of reducing the Twin Cities fee by \$0.59 per quarter from the Committee's recommendation. It is our judgement that the relief requested in the remainder of the task force report is not feasible within the framework of this budget.

Prior to the 1989-90 year, students possessing individual health care coverage were allowed to request a partial refund of the health service fee portion of the Student Services Fee. Last year's Fees Committee recommended eliminating the refund to anyone and no refunds are currently made. We believe this guideline fails to recognize the unique situation of our medical residents. By virtue of their status as medical residents, these students are already provided health care coverage by the University. In effect, we are providing them with paid coverage on the one hand and paying the health service fee with the other. While we raised this anomaly with this year's Fees Committee, no change to current practice was recommended by the Fees Committee. Our recommendation is that the health service fee be refunded to medical residents for 1990-91. To offset the income loss of approximately \$100,000 associated with the medical residents, we recommend the fee be increased by \$1.00 for 1990-91. We estimate that allowing all students with alternative health coverage to apply for a refund would add an additional \$2.00 to the fee. We propose to examine this issue more carefully for a comprehensive resolution next year.

We propose that the Fees Committee recommendation for Student Services Fees on the Twin Cities campus be amended as discussed above. The Committee proposed a fee of \$116.37. The adjustments for O&M funding and medical residents discussed above result in a net increase of \$0.41 or a fee of \$116.78 for 1990-91. The fees for the greater Minnesota campuses are recommended as advanced by the campus. Refer to Attachment 11 for more detail on the Student Services Fee presented in traditional format.

### **Education and General**

The Education and General funds are those funds budgeted for instructional purposes and various support activities. The "Unit Generated" education and general funds reflected in Attachment 2 reflect the earned income of or contributions to activities included in this grouping. These funds remain with the department generating them and are subject to the same guidelines as "Centrally Allocated" funds.

## **THE BUDGET PLAN**

The budget plan presented to the Board is composed of the "Centrally Allocated" unrestricted funds; the Operations and Maintenance appropriation, tuition and fees, indirect cost recoveries, interest earnings and central reserves. As a reminder, State "Special" appropriations are budgeted and reported as "Restricted" funds and detailed in Attachment 3.

### **Financing the Plan**

The **State Operations and Maintenance (O&M) appropriation** is the largest single source of revenue constituting approximately 65% of the annual Education & General revenue for 1990-91. The appropriation included in the budget for 1990-91 is the amount appropriated by the 1989 session. The 1990 session of the legislature reduced our appropriations for 1990-91 by \$2,235,400. The schedules attached to this document have not been changed to reflect this reduction; however, we will have modified schedules for the distribution at the meeting. Our response to meeting this reduction is discussed under Mandated Reallocations on page 18 of this document.

**Tuition** is the second largest source of revenue comprising nearly 25% of the Education and General revenues. The budgeted tuition revenue for 1990-91 is only 4.5% greater than the tuition estimate included in the 1989-90 budget plan. However, as reported to the Board previously, we anticipate actual tuition revenues for 1989-90 to fall approximately two million dollars short of projection. The budgeted tuition for 1990-91 is slightly more than a 6% increase over revised projections for 1989-90. The "records service fee",

an assessment made to first time registrants, has been eliminated and the corresponding income loss of less than \$100,000 subsumed within the tuition target. Also being proposed is an increase to the application fee. These fees have not been increased since 1983 and the stimulus for increasing them was an increase in the appropriation offset established by the state. The number of applications and the cost of processing them has been steadily increasing. The University's application fee structure after this increase will be comparable to other institutions within the state and within the Big Ten.

The administration recognizes the concern of the Board about rising tuition. In the discussion of the planning parameters for 1990-91, considerable time was devoted to the targeting of tuition increases in the aggregate. You are all aware of the influence the state's funding policy has on the setting of University tuitions. For the 1989-91 biennium, the legislative appropriations contemplated that the University's tuition rates would increase 18.6% over the two year period. The increase approved by the Board for 1989-90 and the recommended tuition increase for 1990-91 combine for a total increase of approximately 17.5%.

We also intend to engage in cost containment activities designed to improve the efficiency of our support services and the efficiency with which we deliver instructional services. While we expect these efforts to be successful, we nevertheless believe that tuition increases at levels greater than inflation will be with us for some time. Foremost among the reasons for this belief:

- instructional quality improvement will require more resources,
- cost pressures will drive up costs faster than our containment strategy can hold them down,
- enrollment declines will mean fewer students to absorb increases,
- budget pressures at the State level will preclude any roll-back of the tuition as a percent of instructional cost borne by students.

Integral to the State's higher education funding mechanism that has become ingrained in State policy is the widely held belief by the State's

leadership that the best form of financial aid is not low tuition but a direct subsidy to those unable to pay. Consistent with that theme, the Tuition Study Group recommended the establishment of a campus based, need based financial aid program. For 1990-91, we propose the creation of a need based program of non-repayable aid, funded with at least \$500,000, to supplement the other aid funds available to Minnesota residents. We view this as a first step toward a goal of assuring all Minnesota residents demonstrating financial need an aid package meeting that need thereby assuring access to the University.

The tuition plan being proposed includes a provision whereby minority students from non-reciprocity states in the top 25% of their class be treated as resident students for tuition assessment purposes. This change will significantly enhance our ability to attract minority scholars to the University. This program, together with our existing efforts within the community should combine to make meeting our minority recruitment goals eminently possible.

The students have funded, through the Student Service Fee discussed earlier, an emergency loan fund. In cooperation with the students, we will define guidelines and, we hope, jointly administer this valuable resource. Without pre-judging the guidelines to be defined, the loans could be interest free, no larger than \$500, repayable by the last drop/add registration date in the subsequent quarter, and available on short notice. We believe this program has great potential for reducing "stop-outs" prompted by short term cash flow problems.

The tuition rates proposed for 1990-91 are detailed in Attachment 6. Consistent with Board action at the April meeting, these rates reflect progress toward implementation of a single undergraduate rate. The administration promised to improve course access as it moves toward the single undergraduate rate. The allocations made for that purpose are specified later in this document.

The level of **indirect cost recoveries** approximates the current level of recovery adjusted for projected changes in the level of grant activity. It should be noted that many familiar with the federal granting process anticipate stiffer competition for fewer grant dollars. The increase we project should be considered temporary. Note also that the offset to operations and maintenance mandated by the state is the same as the offset for 1989-90; the only new resources related to indirect recoveries stem from increased receipts.

The last significant source of revenue for centrally allocated funds is **investment income**. Due to the stability of interest rates recently, no increase in income is projected for 1990-91.

The increase in miscellaneous receipts projected for 1990-91 is attributable to Student Service Fee coming into Central Reserves to repay the loan that financed Phase 1A of the Recreation Sports building construction.

The following table summarizes the Education and General revenue for 1990-91 and provides comparable FY 1989-90 data:

	<u>FY 1990-91</u>	<u>FY 1989-90</u>
O&M Appropriation	\$377,571,000	\$355,025,000
MSRS Appropriation	850,000	800,000
Tuition	136,767,000	130,868,000
Application Fee	1,060,000	830,000
Indirect Cost Recoveries	34,500,000	32,000,000
Investment Income	17,360,000	16,800,000
Miscellaneous	<u>975,000</u>	<u>225,000</u>
Total Revenue	\$569,083,000	\$536,548,000

In addition to projected revenues, we project a June 30, 1990 balance of approximately \$47.5M; \$4.5M in Indirect Cost Recovery funds and \$43M in Central Reserve funds. As Attachment 9 illustrates, these balances are considered in the budget development process and we project an ending balance for fiscal 1991 of approximately \$40M in the Central Reserve fund. We continue to believe this level of reserve is the minimal level appropriate for the University.

We know that additional fund balances will exist in O&M, ICR, and Reserves as well as unit generated funds on June 30, 1990. The balances as of June 30, 1989 were reviewed in the budget hearings and we are satisfied that our practice of allowing units to retain unspent balances results in a more prudent expenditure of funds. Unit managers are able to describe in some detail the source and planned use of available balances and there is no evidence of "hoarding" or neglect apparent. It should also be noted that, in total, the University's year end balances expressed as a percent of total uses of funds has declined in the past two years.

### **Application of Funds**

Development of the University's expenditure budget focused on establishing guidelines that would be applied university wide on a formula basis and on creating a "strategic funds pool" that would be available for new programs or program improvement. The university wide guidelines were formulated in tandem with the sizing of the strategic funds pool. We have repeatedly noted our conviction that a reliance on new funds alone would not permit the University to achieve its objectives and that reallocations would be necessary. It is our belief that the size of the strategic funds pool must be large enough to make a difference. Further, we take the position that funds released by program reduction should be directed to programs.

### **Mandated Reallocations**

The formula based, university wide compensation and price level increases proposed cannot be financed without reallocation or larger tuition increases. In spite of the fact that the appropriations measure contemplated larger tuition increases, we remain comfortable with our recommendation for a 9% tuition increase, current appropriations rescission notwithstanding. As noted above, we rejected using program reallocation proceeds to fund formula increases on the premise that such proceeds ought to be directed to programs given the tremendous program needs. Thus, for 1990-91, we are proposing an across-the-board reallocation of 2%. Virtually all of the proceeds of this reallocation are directed to funding the university-wide formula increases described below.

As part of our discussion on appropriations, we noted the legislative rescission. On April 24, 1990, the legislature reduced the University's appropriations \$2,235,400. It is our intention to meet this rescission with corresponding expenditure reductions in the non-instructional budgets of the University. This includes all of the support functions in Operations and Maintenance; however, we have excluded the library and academic computing functions in academic support and the Repairs and Maintenance and fuel and utilities budgets. Also subjected to the rescission are the State Specials; however, recognition of the instructional role of the Minnesota Extension Service will be made before applying the reduction. This rescission has not been reflected in the Attachments to this document. Revised schedules will be available at the Board meeting.

As would be expected, a substantial portion of the new funds are dedicated to **reinvesting in our human capital**. The University is people. It is absolutely essential for us to have top notch people if we are to continue to make the contribution to the State of Minnesota that our citizens expect. Salaries must be adjusted to maintain, and if possible improve, our ability to attract and retain superior faculty and staff. The 1989 legislature recognized the pressures on academic salaries and provided a supplement of two percent for each year of the current biennium. As the discussion below will illustrate, the academic and civil service compensation plans are multi-faceted. However, we believe we have complied with legislative intent by maintaining the two percent differential in cash salary adjustments exclusive of equity adjustments.

#### **Academic Staff Compensation**

The compensation increase for academic personnel proposed for 1990-91 is 7%. This increase is comprised of the following components:

Pay Equity adjustments	0.5%
Merit/Market increases	6.0%
Fringe benefit increases	<u>0.5%</u>
Total increase in compensation	7.0%



All cash salary increases are effective July 1 or upon the beginning of an individual's appointment and no changes to the basic benefit plan are proposed.

At this writing, the University is operating under a maintenance of status quo order issued by the Bureau of Mediation Services with respect to graduate assistant employees (Unit 10) and supervisory employees covered under Bargaining Unit 12. We will comply fully with the provisions of those orders with respect to the granting of individual salary increases. Units will be instructed to set aside salary increase funds should the provisions of the order prohibit granting salary increases on July 1, 1990.

The University remains in a precarious position relative to its peers with whom we must compete for faculty. We consulted with the Senate Committee on Finance and Planning and the Consultative Committee in setting the funding for compensation increases. Although both committee members and the administration would have preferred to do more to improve the University's competitive position on salaries, the committees accepted the fact that we could not do so this year.

The University also maintains a supplementary retirement payroll for "Pre-63" retirees. The Board has already approved, in separate action, adjustments to those benefits.

#### **Civil Service Compensation**

The proposed increase in civil service compensation for 1990-91 is 6.7%.

The civil service increase is composed of the following:

Comparable Worth adjustments	1.7%
Across-the-Board adjustments	4.0%
Fringe benefit increases	<u>1.0%</u>
Total increase in compensation	6.7%

All cash salary increases are effective July 1, 1990. While there are no changes to the fringe benefit program for civil service employees, the

legislative rescission includes a reduction in the contribution to the Minnesota State Retirement System (MSRS). This reduction will produce cost savings which will be passed through to the State by reducing appropriations to the University. These changes have no impact on the benefits of current or future retirees.

The maintenance of status quo order issued by the Bureau of Mediation Services for supervisory employees covered under Bargaining Unit 12 also applies to some civil service employees. As with the academic employees, compliance with the order may affect salary increases granted to individual employees. Units will be instructed to set aside salary increase funds should the provisions of the order prohibit granting salary increases on July 1, 1990.

We have consulted with the Civil Service Committee regarding these proposed increases. The Committee does not support this recommendation, feeling that an across-the-board adjustment of 5% in addition to comparable worth adjustments is necessary. The Committee's argument is straightforward; University civil service salaries have not kept pace with the State of Minnesota. Our rationale for the proposed civil service increases is predicated on our belief that:

- the proposed increases will maintain our competitive position in the marketplace,
- some benefits are available to University civil service employees that are not available to State employees,
- larger salary increases financed by additional reallocations would likely result in more layoffs imperiling our ability to deliver essential services, and
- larger salary increases financed by larger tuition increases do not appear warranted given the characteristics of our applicant pool and turnover rates.

Full details on the civil service pay plan, presented in traditional format, are included as Attachment 12.

### **Student Employment Plan**

For 1990-91, we are proposing that all student pay ranges be increased by 4% or to the base of the comparable civil service classes, whichever is less, on July 1, 1990. This action will result in most students receiving increases of between 2% and 4%. Increases beyond this and increases for students above the new base rate will be at the discretion of the department. It is our judgement that the proposed plan will:

- insure that University rates are competitive in the marketplace,
- maintain comparability with the civil service salary structure, and
- recognize the limited resources available to the units.

Full details of the Student compensation plan, presented in traditional format, are included as Attachment 13.

### **Supplies, Expenses, and Equipment**

An inflationary allowance of 5% on all supplies, expenses and equipment is being proposed for all units for 1990-91. In many previous years this category has been neglected and the University budget balanced by providing little or no increases for supplies, expenses and equipment. This proposal recognizes the reality of inflation and deals with balancing of the budget through the mandated 2% reallocation.

Within this category, we have budgeted \$9,345,000 for Repairs and Replacements consistent with legislative intent as stipulated in the 1989 session laws. These resources have been allocated to each campus on the basis of square footage. The Physical Planning committee received information on the planned expenditures from these funds at its April meeting. We have intentionally ushered these projects along rapidly so that full advantage of the summer construction season may be exploited.

The budget for 1990-91 treats fuel and utilities as a system expense and provides a full 5% increase. This is not to suggest that we believe that these costs are not controllable but rather that this area has been ignored too long and that we must consciously invest in energy savings projects and activities now if we are to be able to reduce consumption in the future.

### **Strategic Funds Allocations**

The formulation of allocations for 1990-91 from the strategic funds pool is driven by several themes:

- assuring equity and equal opportunity,
- improving instruction, especially at the undergraduate level,
- investing in research and research support,
- honoring existing commitments, and
- supporting the academic enterprise.

The following discussion is intended to highlight the role of each of these in the budget for 1990-91.

The University's **commitment to equity and equal opportunity** is evident in many parts of the budget. In 1990-91, the University will complete the implementation of the comparable worth adjustments begun in 1987 with the final adjustments incorporated on July 1, 1990. For the past two years, we have implemented these adjustments on January 1. By making the last adjustment on July 1, the Board's commitment to full implementation by June 30, 1991 will be fulfilled nearly one year early. Budget year 1990-91 will also mark the final year of academic equity adjustments. These salary adjustments are supported by program supplements intended to assure continued growth in opportunities for women and minorities. The office of Equal Opportunity, the Commission on Women, Women's Intercollegiate Athletics and initiatives in minority recruiting evidenced by allocations to the Office of Minority Affairs and bridge funding for minority hires together with increases to successful collegiate programs such as those in the Institute for Agriculture, Forestry, and Home Economics are examples of the programmatic allocations supporting our equity and opportunity initiative. Funds for a campus based, need based program of financial aid discussed earlier are included here also.

Strategic expenditures directed to **improving instruction, especially at the undergraduate level**, include many initiatives that have been described in the presentations to the Board on the Initiative for Excellence in

Undergraduate Education: **Admission and advising** are to be improved by expenditures of \$561,000 on lower division advising and new procedures to assist in creation of the single entry point for freshman admission on the Twin Cities campus. **The learning environment** will be improved by \$590,000 of expenditures to upgrade classrooms and study space, also on the Twin Cities campus. **Quality teaching** will be attended to in several ways:

- \$600,000 per year for **improved course access** will be added to the \$200,000 per year for **improved instruction in large classes** that was allocated for the current year;
- **collegiate allocations on the Twin Cities campus**, totalling nearly \$2 million of recurring funds and more than \$1 million non-recurring, will be provided;
- **allocations to greater Minnesota campuses**, primarily to improve their undergraduate instructional mission, of more than \$1.6 million recurring and \$1.4 million non-recurring are included.

**Professional and graduate education** will be improved by over \$2 million of recurring funds (including some \$500,000 raised by tuition and class size increases to benefit the Law and MBA programs), and \$1.7 million nonrecurring.

The programmatic allocations included in the 1990-91 budget plan reflect the **plans and priorities** of the Board. The discussion above described the allocation of the strategic funds along programmatic themes. It is also important to keep track of our progress in attaining the objectives outlined in Academic Priorities. Attachment 10 displays the allocations for 1990-91 that directly relate to Academic Priorities as well as a providing a status report on our progress to date. It is noteworthy that in the three years since the plan was approved, we are slightly more than 50% of the way toward achieving our target; we have allocated more than \$18.5M of the expenditure goal of \$35.2M.

## SUMMARY

While the process for developing the 1990-91 budget is an improvement over past endeavors, much remains to be done. The need for greater emphasis on **performance and achievement measures** was often in evidence. Within Finance and Operations, two initiatives have begun: quality management and performance management. Both are in the early stages, both show promise, and both will require current investments with payoffs in future periods. These initiatives will be combined and expanded to other service and support areas.

The parallel initiative for academic units has begun with planning for required accountability in such areas as improved course access, and quicker response to admissions applications. Ultimately, more tools will have to be developed for academic units if we are to combat what Dr. William Massy, Vice President for Finance at Stanford and consultant to the Blue Ribbon Commission in 1988, calls the "cost disease". Without such tools, Dr. Massy argues persuasively, higher education costs will continue to outpace inflation. We agree with Mr. Massy's assessment and wish to initiate programs to contain costs while improving efficiency as well as improving effectiveness.

27-Apr-90

**University of Minnesota**  
**Budget Plan - All Funds Estimate**  
**1990-91 Fiscal Year**  
**(000's of Dollars)**

	Actual FY 1987	Actual FY 1988	Actual FY 1989	Estimated FY 1990	Estimated FY 1991
Plant Funds	227,886	303,643	183,979	180,000	185,000
Endowment and Similar	15,045	-11,957	21,235	15,000	15,000
Loan Funds	2,621	3,132	2,607	3,000	3,000
Current Funds	1,193,242	1,265,445	1,424,381	1,445,000	1,500,000
Restricted	344,744	371,720	398,108	405,000	420,000
Unrestricted	848,498	893,725	1,026,273	1,040,000	1,080,000
Educational & General	568,164	584,969	608,633	668,000	690,000
Auxiliary Enterprises	82,892	86,291	94,094	103,000	108,000
Hospitals	197,442	222,465	323,546	269,000	282,000
<b>Total - All Funds</b>	<b>1,438,794</b>	<b>1,560,263</b>	<b>1,632,202</b>	<b>1,643,000</b>	<b>1,703,000</b>

**Current Funds Summary**  
**1989-90**  
**(000's of Dollars)**

**Attachment 2**  
**27-Apr-90**

Page 1

	Unrestricted		Restricted	Total
	Centrally Allocated Funds	Unit Generated Funds	Contracts and Grants	Current Funds
<b>TWIN CITIES</b>				
Board of Regents, Internal Audit	1,322			1,322
President, EEO, U Attorney	4,550			4,550
VP - External Relations	7,181	477	1,032	8,690
VP - Health Sciences	405			405
VP - Finance & Operations	30,033	51,717	227	81,977
Physical Plant	56,972	45,149		102,121
VP - Student Development	21,923	19,363		44,622
VP - Academic Affairs	32,349	22,276	8,863	63,488
Library	18,319	6,005		24,324
Information Systems	7,066	7,541		14,607
Military Science	147			147
College of Liberal Arts	44,922	1,340	8,104	54,366
Institute of Technology	43,336	4,334	58,530	106,200
College of Biological Sciences	9,360	1,190	8,192	18,742
Continuing Education & Extension	25,602	16,991		42,593
Law School	6,647	379	721	7,747
Humphrey Institute	1,340	2,650	655	4,645
Education	15,008	1,630	3,975	20,613
Architecture/Landscape Arch	2,150		69	2,219
Summer Session	6,993			6,993
Graduate School	3,160	1,059	12,628	16,847
Carlson School of Management	12,512	1,978	3,182	17,672
University College	610		1	611
General College	4,892	243	611	5,746
<b>INSTITUTE OF AFHE:</b>				
Institute Administration	567	705	34	1,306
Agriculture	7,963	2,328	11,392	21,683
Natural Resources	1,787	378	2,195	4,360
Home Economics	4,657	174	2,777	7,608
Ag Experiment Stations	122	6,462	27,629	34,213
Minnesota Extension Svc		16,437	16,488	32,925
<b>HEALTH SCIENCES:</b>				
Medical School	40,001	11,088	126,540	177,629
Public Health	5,898	2,475	27,907	36,280
Pharmacy	3,778	157	3,704	7,639
Nursing	3,256	17	638	3,911
Dentistry	11,145	4,931	3,362	19,438
HS Special Programs	2,577	1,540	2,946	7,063
UMD-Medicine	3,973		2,329	6,302
Vet Med	9,544	4,527	5,422	19,493
Hospital	4,938	277,217	109	282,264
Campus-Wide ICR	11,295			11,295
Auxiliary Enterprises		105,581	3,336	108,917
<b>Twin Cities Total</b>	<b>468,300</b>	<b>618,339</b>	<b>340,262</b>	<b>1,426,901</b>



**Current Funds Summary**  
**1989-90**  
**(000's of Dollars)**

**Attachment 2**  
**27-Apr-90**

Page 2

	Unrestricted		Restricted	Total
	Centrally Allocated Funds	Unit Generated Funds	Contracts and Grants	Current Funds
<b>DULUTH</b>				
Instruction & Support	32,284	4,807	7,600	44,691
Physical Plant	8,040	427		8,467
Auxiliary Enterprises		17,804		17,804
<b>Duluth Total</b>	<b>40,324</b>	<b>23,038</b>	<b>7,600</b>	<b>70,962</b>
<b>MORRIS</b>				
Instruction & Support	9,701	1,532	2,570	13,803
Physical Plant	1,695	120		1,815
Auxiliary Enterprises		4,379		4,379
<b>Morris Total</b>	<b>11,396</b>	<b>6,031</b>	<b>2,570</b>	<b>15,618</b>
<b>CROOKSTON</b>				
Instruction & Support	5,464	1,921	2,449	9,834
Physical Plant	1,513			1,513
Auxiliary Enterprises		1,377		1,377
<b>Crookston Total</b>	<b>6,977</b>	<b>3,298</b>	<b>2,449</b>	<b>12,724</b>
<b>WASECA</b>				
Instruction & Support	5,278	418	803	6,499
Physical Plant	1,398	67		1,465
Auxiliary Enterprises		1,439		1,439
<b>Waseca Total</b>	<b>6,676</b>	<b>1,924</b>	<b>803</b>	<b>9,403</b>
<b>SYSTEM-WIDE</b>				
Equity Adjustments	2,590			2,590
Repairs & Replacements	8,992			8,992
<b>Total University</b>	<b>545,255</b>	<b>652,630</b>	<b>353,683</b>	<b>1,547,189</b>

**University of Minnesota  
Budget Plan - State Specials  
1990-91 Fiscal Year**

**Attachment 3**

27-Apr-90

	Legislative Base	Inflation 5.00%	Program Change	1990-91 Budget
<b>Agriculture and Extension Service</b>				
Minnesota Extension Service	16,000,700			
Agricultural Research	26,843,300		50,000	
<b>Subtotal - Agriculture &amp; Extension</b>	<b>42,844,000</b>	<b>2,108,000</b>	<b>50,000</b>	<b>45,002,000</b>
<b>Health Sciences</b>				
Indigent Patients	315,000			
Rural Physicians Associates Program	609,400			
Medical Research	2,531,250			
Special Hospital Service	10,456,000			
Biomedical Engineering	175,000		150,000	
Institute for Human Genetics	598,350			
Veterinary Diagnostic Laboratory	1,647,000		100,000	
<b>Subtotal - Health Sciences</b>	<b>16,332,000</b>	<b>797,000</b>	<b>250,000</b>	<b>17,379,000</b>
<b>Institute of Technology</b>				
Mineral Resources Research Center	792,000			
Geological Survey	1,035,000			
Underground Space Center	235,000			
Talented Youth Mathematics	300,000			
Micro-Electric & Information Science Center	735,000			
Productivity Center	375,000			
<b>Subtotal - Institute of Technology</b>	<b>3,472,000</b>	<b>173,000</b>	<b>0</b>	<b>3,645,000</b>
<b>System Specials</b>				
Disadvantaged Student Fellowships	59,000			
Natural Resources Research Institute	2,647,000			
Sea Grant Institute	345,000			
General Research	2,330,000			
Intercollegiate Athletics				
Twin Cities	2,626,100			
Duluth	560,700			
Morris	67,200			
Crookston	65,000			
Waseca	65,000			
Student Loan Matching	237,000		114,000	
Supercomputer Institute	7,786,000			
Biological Process Technology	992,000			
Industrial Relations Education	886,000			
Humphrey Exhibit	125,000			
Rochester Center	727,000		112,000	
<b>Subtotal - System Specials</b>	<b>19,518,000</b>	<b>913,000</b>	<b>226,000</b>	<b>20,657,000</b>
<b>Total State Specials</b>	<b>82,166,000</b>	<b>3,991,000</b>	<b>526,000</b>	<b>86,683,000</b>

University of Minnesota  
Auxiliary Enterprises  
1990-91 Budget  
(000's of Dollars)

	Support Services	Student Service Fees	Men's Inter- collegiate Athletics	1990-91 Total	1989-90 Total
Duluth	15,800	1,851	1,100	18,751	17,804
Morris	4,100	471	33	4,604	4,379
Crookston	1,260	127	52	1,439	1,377
Waseca	1,304	186	31	1,521	1,439
Twin Cities	81,874	12,272	11,712	105,858	105,581
<b>Total</b>	<b>104,338</b>	<b>14,907</b>	<b>12,928</b>	<b>132,173</b>	<b>130,580</b>

27-Apr-90

University of Minnesota  
Budget Plan  
Student Fees 1990-91

	1990-91 Committee Recommendation	1990-91 Administration Recommendation	1989-90 Student Fee	Percent Increase
Twin Cities	116.37	116.78	111.46	4.77%
Duluth	88.15	88.15	85.40	3.22%
Morris	83.00	83.00	76.00	9.21%
Crookston	66.05	66.05	62.90	5.01%
Waseca	59.65	59.65	54.85	8.75%

University of Minnesota  
Proposed Tuition Rates FY 1990-91  
Banding Retained

27-Apr-90

	1989-90 Rates		Proposed Rates 1990-91	
	Amount	Per	Amount	Percent Increase
<b>Undergraduate</b>				
<b>Lower Division</b>				
Twin Cities	\$47.68	Credit	\$53.25	11.7%
Duluth	\$47.68	Credit	\$53.25	11.7%
Morris	\$47.68	Credit	\$53.25	11.7%
Crookston	\$47.68	Credit	\$53.25	11.7%
Waseca	\$47.68	Credit	\$53.25	11.7%
<b>Upper Division</b>				
Agriculture	\$68.36	Credit	\$69.00	0.9%
Architecture	\$61.87	Credit	\$66.25	7.1%
Biological Sciences	\$68.36	Credit	\$69.00	0.9%
Education	\$63.93	Credit	\$66.25	3.6%
General College	\$50.02	Credit	\$55.25	10.5%
Home Economics	\$68.36	Credit	\$69.00	0.9%
Liberal Arts	\$49.66	Credit	\$55.25	11.3%
Management	\$57.27	Credit	\$61.25	6.9%
Natural Resources	\$68.36	Credit	\$69.00	0.9%
Technology	\$61.87	Credit	\$66.25	7.1%
University College	\$51.28	Credit	\$55.25	7.7%
Dental Hygiene	\$68.77	Credit	\$72.75	5.8%
Medical Technology	\$72.60	Credit	\$72.75	0.2%
Mortuary Science	\$71.17	Credit	\$72.75	2.2%
Nursing	\$72.60	Credit	\$72.75	0.2%
OT & PT	\$72.60	Credit	\$72.75	0.2%
Duluth	\$57.00	Credit	\$58.00	1.8%
Morris	\$56.55	Credit	\$57.75	2.1%
<b>Graduate</b>				
Graduate - TC & Duluth	\$980.27	Quarter	\$1030.00	5.1%
Departmental Masters (Including Public Health)	\$69.38	Credit	\$72.75	4.9%
MBA Program	\$142.96	Credit	\$155.00	8.4%
PHD Candidates	\$135.24	Quarter	\$145.00	7.2%
<b>Professional</b>				
Dentistry	\$2092.50	Quarter	\$2092.50	0.0%
Law	\$1958.06	Semester	\$2182.50	11.5%
Medicine	\$2502.51	Quarter	\$2625.00	4.9%
Pharmacy - B.S.	\$70.60	Credit	\$70.60	0.0%
Pharmacy - Pharm.D.	\$75.45	Credit	\$75.45	0.0%
Nurse Anes	\$78.41	Credit	\$78.50	0.1%
UMD Medicine	\$2502.51	Quarter	\$2625.00	4.9%
Veterinary Medicine	\$1935.49	Quarter	\$1935.50	0.0%
Health Science Fellows	\$121.00	Quarter	\$121.00	0.0%

*delete**3rd place rule*

University of Minnesota  
Allocation of Strategic Funds  
1990-91 Budget Plan

Attachment 7

27-Apr-90

	Proposed for 1990-91		Allocated in 1989-90	
	Recurring	Non-recur	Recurring	Non-recur
<b>Ensuring Equity and Equal Opportunity</b>				
Salary Adjustments - Academic	1,300,000		2,590,000	
Salary Adjustments - Civil Service	2,400,000		2,000,000	
The Commission on Women		173,600		106,445
Office of Equal Opportunity	73,000			
Women's ICA		292,900		265,000
Grievance Officer	50,000			
Disabled and Disadvantaged Students		100,000		100,000
Day Care		155,000		150,000
Financial Aid Operations		62,000		
Grad School Financial Aid	100,000			
Need Based Financial Aid		500,000		
Minority Programs	500,000	1,090,700	460,000	640,000
<b>Subtotal</b>	<b>4,423,000</b>	<b>2,374,200</b>	<b>5,050,000</b>	<b>1,261,445</b>
<b>Improving Instruction</b>				
<b>The Undergraduate Initiative</b>				
Advising and counselling; admissions	531,000		450,000	
Course Access; large classes initiative	600,000		200,000	
Student Study Space		290,000		
Renovating Classrooms		300,000		
Vice Provost's Program Funds	200,000			150,000
Architecture/Landscape Arch	156,000	160,000	300,000	50,000
Biological Sciences	192,000	100,000	350,000	100,000
Liberal Arts	1,032,000	240,000	1,050,000	244,000
General College		88,600		25,000
Institute of Technology	925,000	775,000	1,500,000	1,000,000
University College		25,000		
Duluth	932,300	529,200	1,651,000	258,000
Morris	650,000	432,000	212,000	400,000
Crookston	30,000	125,000		75,000
Waseca	30,000	335,000		225,000
IAFHE Equipment		97,000		91,000
<b>Subtotal</b>	<b>5,278,300</b>	<b>3,496,800</b>	<b>5,713,000</b>	<b>2,618,000</b>
<b>Professional Education</b>				
Dentistry		230,000		25,000
Medical School - Twin Cities		773,000		381,000
Medical School - Duluth		57,000		15,000
Nursing		15,000		10,000
Pharmacy	200,000	115,000	300,000	10,000
Public Health	150,000	20,000	150,000	250,000
Veterinary Medicine	273,200	130,000		25,000
Health Science General	350,000			
Law School	335,000		200,000	25,000
Management	552,000	250,000	420,000	70,000
Education		36,000	-67,000	125,000
Public Affairs		100,000	375,000	
<b>Subtotal</b>	<b>1,860,200</b>	<b>1,726,000</b>	<b>1,378,000</b>	<b>936,000</b>

University of Minnesota  
Allocation of Strategic Funds  
1990-91 Budget Plan

Attachment 7

27-Apr-90

	Proposed for 1990-91		Allocated in 1989-90	
	Recurring	Non-recur	Recurring	Non-recur
<b>Graduate Education</b>				
Interdisciplinary Prgms (Toxicology)	238,300			150,000
Biological Science Deans' Funds		150,000		150,000
Management of Technology program	125,000			
<b>Subtotal</b>	<b>363,300</b>	<b>150,000</b>	<b>0</b>	<b>300,000</b>
<b>Improving Research</b>				
Research Administration	225,700	305,000		
General Research		100,000	75,000	200,000
Hormel Institute		170,000		170,000
Research Animals	485,000	217,600		
Alternative Testing		25,000		
<b>Subtotal</b>	<b>710,700</b>	<b>817,600</b>	<b>75,000</b>	<b>370,000</b>
<b>Improving Outreach</b>				
Art Museum		36,800		
<b>Subtotal</b>	<b>0</b>	<b>36,800</b>	<b>0</b>	<b>0</b>
<b>Honoring Commitments</b>				
Gift Matches				
Faculty/Staff		900,000		
Writing Across the Curriculum		200,000		
Debt Service		1,250,000		
Academic Support		2,900,000		
<b>Subtotal</b>	<b>0</b>	<b>5,250,000</b>	<b>0</b>	<b>0</b>
<b>Supporting Instruction &amp; Research</b>				
Computing		1,424,000		1,800,000
Libraries	700,000	969,600	1,500,000	
Graduate School	100,000			50,000
International Education	234,800	160,000		350,000
IAFHE Administration		81,000		
Military Sciences	8,200			
<b>Subtotal</b>	<b>1,043,000</b>	<b>2,634,600</b>	<b>1,500,000</b>	<b>2,200,000</b>
<b>Institutional Support</b>				
External Relations		1,755,100		1,900,000
Donor Demographic System		1,113,000		1,171,000
Alumni Relations		63,700		61,900
Investment & Accounting		621,600		514,300
New Space Operation - Twin Cities		850,000		500,000
New Space Operation - Duluth		586,800		567,000
University Committee Support	68,500			10,000
President/VP Discretionary		1,500,000		1,000,000
Student Support - Twin Cities	181,500	320,000		1,000,000
Regent's Office		10,000		
Administrative Systems Development		598,000		1,050,000
<b>Subtotal</b>	<b>250,000</b>	<b>7,418,200</b>	<b>0</b>	<b>7,774,200</b>
<b>Total Allocations</b>	<b>13,928,500</b>	<b>23,904,200</b>	<b>13,716,000</b>	<b>15,459,645</b>

University of Minnesota  
Summary of Centrally Allocated Funds  
1990-91

27-Apr-90

	1989-90 Centrally Allocated Funds	1990-91 Centrally Allocated Funds	Percent Increase
<b>TWIN CITIES</b>			
Board of Regents, Internal Audit	1,322	1,379	4.31%
President, EEO, U Attorney	4,550	5,317	16.86%
VP - External Relations	7,181	6,228	-13.27%
VP - Health Sciences	405	1,016	150.86%
VP - Finance & Operations	30,033	30,608	1.91%
Physical Plant	56,972	58,865	3.32%
VP - Student Development	21,923	23,960	9.29%
VP - Academic Affairs	32,349	36,489	12.80%
Library	18,319	20,860	13.87%
Information Systems	7,066	7,319	3.58%
Military Science	147	163	10.88%
College of Liberal Arts	44,922	47,374	5.46%
Institute of Technology	43,336	46,066	6.30%
College of Biological Science	9,360	9,803	4.73%
Continuing Ed & Extension	25,602	25,621	0.07%
Law School	6,647	7,215	8.55%
Humphrey Institute	1,340	1,500	11.94%
Education	15,008	15,633	4.16%
Architecture/Landscape Arch	2,150	2,510	16.74%
Summer Session	6,993	7,190	2.82%
Graduate School	3,160	4,118	30.32%
Carlson School of Management	12,512	13,786	10.18%
University College	610	660	8.20%
General College	4,892	5,183	5.95%
<b>INSTITUTE OF AFHE:</b>			
Institute Administration	567	902	59.08%
Agriculture	7,963	8,101	1.73%
Natural Resources	1,787	1,855	3.81%
Home Economics	4,657	4,849	4.12%
Ag Experiment Stations	122	126	3.28%
Minnesota Extension Svc			
<b>HEALTH SCIENCES:</b>			
Medical School	40,001	42,253	5.63%
Public Health	5,898	6,043	2.46%
Pharmacy	3,778	4,245	12.36%
Nursing	3,256	3,389	4.08%
Dentistry	11,145	11,708	5.05%
HS Special Programs	2,577	2,668	3.53%
UMD-Medicine	3,973	4,198	5.66%
Veterinary Medicine	9,544	10,377	8.73%
Hospital	4,938	5,099	3.26%
Campus-Wide ICR	11,295	10,045	-11.07%
<b>Twin Cities Total</b>	<b>468,300</b>	<b>494,721</b>	<b>5.64%</b>



**University of Minnesota**  
**Summary of Centrally Allocated Funds**  
**1990-91**

27-Apr-90

Page 2

	1989-90 Centrally Allocated Funds	1990-91 Centrally Allocated Funds	Percent Increase
<b>DULUTH</b>			
Instruction & Support	32,284	33,904	5.02%
Physical Plant	8,040	7,790	-3.11%
<b>Duluth Total</b>	<b>40,324</b>	<b>41,694</b>	<b>3.40%</b>
<b>MORRIS</b>			
Instruction & Support	9,701	10,136	4.48%
Physical Plant	1,695	1,756	3.60%
<b>Morris Total</b>	<b>11,396</b>	<b>11,892</b>	<b>4.35%</b>
<b>CROOKSTON</b>			
Instruction & Support	5,464	5,613	2.73%
Physical Plant	1,513	1,567	3.57%
<b>Crookston Total</b>	<b>6,977</b>	<b>7,180</b>	<b>2.91%</b>
<b>WASECA</b>			
Instruction & Support	5,278	5,262	-0.30%
Physical Plant	1,398	1,447	3.51%
<b>Waseca Total</b>	<b>6,676</b>	<b>6,709</b>	<b>0.49%</b>
<b>SYSTEM-WIDE</b>			
Equity Adjustments	2,590	6,290	142.86%
Repairs & Replacements	8,992	9,345	3.93%
<b>UNIVERSITY TOTAL</b>	<b>545,255</b>	<b>577,831</b>	<b>5.97%</b>

**University of Minnesota**  
**Budget Plan - Source and Application of Funds**  
**1990-91 Fiscal Year**

27-Apr-90

	O & M Fund	Indirect Cost Recoveries	Central Reserves	1990-91 Total	1989-90 Total
<b>SOURCES OF FUNDS:</b>					
<b>Beginning Free Balance</b>		4,500,000	44,500,000	49,000,000	49,820,000
<b>Current Year Activity</b>					
Direct State Appropriations	377,571,000			377,571,000	355,025,000
MSRS Appropriation	850,000			850,000	800,000
Tuition	136,834,183			136,834,183	130,867,591
Application Fees	1,061,000			1,061,000	830,000
Indirect Cost Recoveries	6,500,000	28,000,000		34,500,000	32,000,000
Investment Income	3,859,000		13,500,000	17,359,000	16,800,000
Miscellaneous Income	50,000		925,000	975,000	225,000
<b>Total Current Revenue</b>	526,725,183	28,000,000	14,425,000	569,150,183	536,547,591
<b>Total Sources of Funds</b>	<b>526,725,183</b>	<b>32,500,000</b>	<b>58,925,000</b>	<b>618,150,183</b>	<b>586,367,591</b>
<b>APPLICATION OF FUNDS:</b>					
<b>Continuing Support Allocations:</b>					
1989-90 Base Forward	496,552,777	28,938,294	0	525,491,071	482,639,508
Price Level Increases For 1990-91	21,986,708	1,033,406		23,020,114	28,012,098
<b>Total Continuing Support</b>	<b>518,539,485</b>	<b>29,971,700</b>	<b>0</b>	<b>548,511,185</b>	<b>510,651,606</b>
<b>Supplemental Program Funding</b>	<b>8,185,698</b>	<b>2,528,300</b>	<b>18,606,000</b>	<b>29,319,998</b>	<b>34,603,750</b>
<b>Total Expenditure Allocations</b>	<b>526,725,183</b>	<b>32,500,000</b>	<b>18,606,000</b>	<b>577,831,183</b>	<b>545,255,356</b>
<b>Ending Free Balance</b>	<b>0</b>	<b>0</b>	<b>40,319,000</b>	<b>40,319,000</b>	<b>41,112,235</b>

## Financial Summary Academic Priorities

27-Apr-90

Sources of Funds:	Recurring Funding Target	Funds Provided Thru 91		FY 1990-91	
		Recurring	Non-Recur	Recurring	Non-Recur
Reductions Outlined in Academic Priorities					
Agriculture	700,000	372,000	0	205,000	
General College	500,000	128,000	0		
Nursing	75,000	50,000	0	25,000	
Education	500,000	167,000	0		
Dentistry	500,000	403,000	0	236,000	
Concerts & Lectures	30,000	30,000	0		
EDP	280,000	280,000	0	280,000	
KUOM	380,000	0	0		
MacPhail	550,000	0	0		
Student Development	500,000	0	0		
<b>Sub-total</b>	<b>4,015,000</b>	<b>1,430,000</b>	<b>0</b>	<b>746,000</b>	<b>0</b>
Legislative Allocations		9,654,000	3,386,000	2,112,000	1,650,000
Internal Reallocations and Other Funding Sources		7,401,200	17,594,000	3,569,200	4,454,000
<b>Total Sources of Funds</b>		<b>18,485,200</b>	<b>20,980,000</b>	<b>6,427,200</b>	<b>6,104,000</b>
<b>Application of Funds:</b>					
Experiment Stations	1,500,000	300,000	0	50,000	
Extension Service	2,000,000	425,000	0		
Arch/Landscape Arch	250,000	456,000	160,000	156,000	160,000
College of Bio Sci	1,500,000	972,000	175,000	122,000	
College of Lib Arts	3,000,000	2,582,000	250,000	1,032,000	
Institute of Technology	4,500,000	4,050,000	1,225,000	1,050,000	
A,S,&E Central	1,750,000	1,781,000	500,000	1,131,000	
Pharmacy	750,000	500,000	300,000	200,000	
Public Health	1,250,000	300,000	750,000	150,000	100,000
Vet Medicine	300,000	573,200	100,000	373,200	100,000
Biomedical Eng	500,000	325,000	175,000	150,000	175,000
Biomedical Ethics	300,000	0	655,000		265,000
Humphrey Inst Management	350,000	375,000	100,000		100,000
Management	300,000	552,000	292,000	552,000	
Bio Sci Deans	750,000	0	300,000		150,000
Computer Services	2,100,000	1,000,000	5,800,000		1,400,000
Equipment	5,000,000	0	3,386,000		1,650,000
International Ed	400,000	235,000	760,000	235,000	160,000
Minority Programs	1,000,000	460,000	2,624,000		874,000
Research Centers	2,700,000	876,000	475,000	526,000	
Libraries	5,000,000	2,723,000	2,953,000	700,000	970,000
<b>Total Application of Funds</b>	<b>35,200,000</b>	<b>18,485,200</b>	<b>20,980,000</b>	<b>6,427,200</b>	<b>6,104,000</b>

Note: The cumulative non-recurring amount covers three years and should not be interpreted as fulfilling the need. However, it does reflect a recognition of the need and a commitment to the plan.



UNIVERSITY OF MINNESOTA

Office of the Vice President for Student Development  
 Morrill Hall  
 100 Church Street S.E.  
 Minneapolis, Minnesota 55455

April 26, 1990

The Honorable Wendell R. Anderson  
 The Honorable Charles H. Casey  
 The Honorable M. Elizabeth Craig  
 The Honorable Jack P. Grahek  
 The Honorable Jean B. Keffeler  
 The Honorable Elton A. Kuderer  
 The Honorable Alan C. Page  
 The Honorable Mary J. Page  
 The Honorable David K. Roe  
 The Honorable Darrin M. Rosha  
 The Honorable Stanley D. Sahlstrom  
 The Honorable Mary T. Schertler

Dear Ladies and Gentlemen:

The Student Services Fees for 1990-91 as recommended by all five campuses are being presented to you this year as part of the total budget presentation for the University. For the Crookston, Waseca, Morris, and Duluth campuses, the administration supports the recommendations as forwarded. For the Twin Cities campus, the administration is recommending several minor changes, resulting in a net increase of 41 cents over the Student Services Fees Committee recommendation. Those changes are discussed below.

#### Twin Cities Campus Fees Issues

This year, for the first time in recent history, the Twin Cities Campus is recommending a fee increase that is under five percent. The transmittal letter from the chair of the Twin Cities Student Services Fee Committee (Attachment 11-P) outlines the perspectives that the committee brought to bear in setting its recommendations. The Twin Cities materials also include a number of resolutions that were passed by the committee; many of these resolutions will be studied by subcommittees of the Student Services Fees Committee over the summer months.

**Implementation Task Force.** One of the resolutions included here indicates the support of the Fees Committee for the recommendations of the "Implementation Task Force." This group was appointed jointly by MSA President Brian Bergson and Acting Vice President Nick Barbatsis to study the recommendations made in the 1987 report of the "Task Force on Student Services Fees." The report of this task force, presented to the Board of Regents in 1987 and endorsed in principle, included seventeen

recommendations related to student services fees. The primary charge to the Implementation Task Force was to review the seventeen recommendations and to offer a plan for the implementation of those recommendations that had not yet been put in place. The Implementation Task Force, chaired by former MSA President John Bradford, submitted its report in November, 1989. A copy of that report is appended to the Twin Cities Campus fees materials (see Attachment 11-V).

The primary recommendation of the Implementation Task Force was to relieve students of part of the burden of fees by shifting some of the items now covered by fees into the regular University budget process, thus covering these costs through tuition and legislative appropriation. Recognizing that such a massive shift would be difficult to accomplish, the Task Force recommended a ten-year (five biennium) phase-out of more than six million dollars of fees, and set priorities for removing items from the fees process. Priority One was a small item that included programs closely related to the academic mission of the University, and thus less justifiable as "student fee" items.

The administration has agreed to fund several of the items under Priority One of the Implementation Task Force. These include scholarship monies for two international studies programs (the International Student Exchange Program and the International Reciprocal Student Exchange Program), as well as programmatic funding for the National Student Exchange. Since these items will now be funded through the Office for International Education and the College of Liberal Arts respectively, the fees recommended for these items have been deleted in the administrative recommendation for the Twin Cities Campus Student Services Fee.

**Boynton Fee Waiver Request.** In February of this year, the chair of the Student Services Fees Committee received a formal request to reinstate the partial waiver of the Boynton Health Service fee for students appointed as Medical Fellows or Medical Fellow Specialists (see Attachment 11-CC). This group of medical residents has a university-paid health program as a fringe benefit established exclusively for persons appointed in these classifications; the University also pays their tuition and fees. Although the Fees Committee declined this request, the administration recommends that the waiver be reinstated for this unique group of about 1200 individuals.

In part because of the elimination of the waiver, Boynton was able to request for 1990-91 a continuation of its 1989-90 fee of \$54.00. A reinstatement of a waiver of approximately \$20 per quarter for 1200 individuals would mean a decrease in revenue for Boynton Health Service of approximately \$100,000 for the year. For that reason, we recommend a \$1.00 increase in the Boynton fee (to \$55.00) to compensate for this change.

I commend the fees committees on all five campuses for their timely and thorough work. They have done an excellent job of reviewing requests and making thoughtful recommendations; they have successfully held the fees increases to modest levels while maintaining appropriate levels of service in the fee-funded organizations.

I look forward to our discussion of the fees recommendations.

Sincerely,



Nicholas K. Barbatsis  
Acting Vice President

NB/sr  
enclosures

c: President Nils Hasselmo  
University Vice Presidents  
University Chancellors  
Jeanne Lupton, Acting Associate Vice President, Student  
Affairs  
Linda Ellinger, Acting Assistant Vice President, Student  
Affairs  
Barbara Muesing, Executive Director, Board of Regents  
Student Representatives to the Board of Regents  
Chairs, Student Services Fees Committees

RECEIVED

MAR 19 1990

UNIVERSITY OF MINNESOTA  
CROOKSTONOffice of the Chancellor  
Crookston, Minnesota 56716

(218) 281-6510 Ext. 343

Toll Free in Minnesota 1-800-232-6466

Telefax (218) 281-5223

UNIVERSITY OF MINNESOTA  
VP FOR STUDENT DEVELOPMENT

March 16, 1990

Nicholas K. Barbatsis  
Acting V.P. for Student Affairs  
9 Morrill Hall  
University of Minnesota  
100 Church St. SE  
Minneapolis, MN 55455

Dear Mr. Barbatsis:

Enclosed find a copy of the proposed student service fees for UMC for 1990-91. The Crookston Campus Student Service Fee Committee met to review fee guidelines, solicit student comments on current fee use and possible additional activities, and recommend fee proposals for 1990-91.

A new fee is being collected this year for the Children's Center for equipment. I have indicated my concern that these expenditures not just be an add-on to the Children's Center budget, but that programming occur for UMC students. I will look to the evaluation next year for further guidance.

The UMC Student Service Fee Committee recommends an increase from \$62.90 to \$66.05 per quarter, plus a \$4.00 yearbook fee paid once annually. I concur with this recommendation.

Sincerely,

A handwritten signature in cursive script that reads "Donald G. Sargeant".

Donald G. Sargeant  
Chancellor

enc

c: Knotek  
Nelson

ds

1990-91 FEE RECOMMENDATIONS

UMC Student Service Fee Committee  
University of Minnesota, Crookston

Organization	Current Fee	Last Changed	Amount Last Change	Percent Last Change	89-90 Proj Income @ 1900 Stdnts	90-91 Org Increase Request	90-91 Committee Recommended Fee	Percent Proposed Change	90-91 Projected Income @ 1875 Stdnts	Change in Projected Income	Percent Change in Projected Income
Clubs & Orgs	\$1.75	1988	\$0.25	16.7%	\$3,325	\$0.00	\$1.75	0.00%	\$3,281	(\$44)	-1.32%
Health Service	15.00	1986	2.25	0.2	28,500	0.00	15.00	0.00	28,125	(\$375)	-0.01
Athletics	29.00	1989	1.50	0.1	55,100	1.00	30.00	0.03	56,250	\$1,150	0.02
Intramurals	2.00	1986	-1.00	-0.3	3,800	0.00	2.00	0.00	3,750	(\$50)	-0.01
Publications	0.50	1988	0.25	1.0	950	0.15	0.65	0.30	1,219	\$269	0.28
Stu Activities	5.45	1989	0.20	0.0	10,355	0.00	5.45	0.00	10,219	(\$136)	-0.01
Concerts/Lectures	2.00	1987	0.25	0.1	3,800	0.00	2.00	0.00	3,750	(\$50)	-0.01
Student Union	4.00	1989	1.25	0.5	7,600	1.00	5.00	0.25	9,375	\$1,775	0.23
Student Senate	2.45	1989	0.20	0.1	4,655	0.00	2.45	0.00	4,594	(\$61)	-0.01
Cheerleaders	0.75	1988	0.25	0.5	1,425	0.00	0.75	0.00	1,406	(\$19)	-0.01
Children's Ctr	0.00	New Fee	New Fee	New Fee	New Fee	2.00	1.00	New Fee	1,875	\$1,875	New Fee
SUB-TOTAL	\$62.90				\$119,510	\$4.15	\$66.05	5.01%	123,844	\$4,334	3.63%
Yearbook (paid once/year by estimated 39% of total)	\$4.00	1987	\$0.25	6.7%	\$2,924	\$0.00	\$4.00	0.00%	\$2,924	\$0	0.00%
GRAND TOTAL	\$66.90				\$122,434	\$4.15	\$70.05	4.71%	\$126,768	\$4,334	3.54%

Fees are paid by students who register for 6 or more credits each quarter.

The projected number of fee paying students for 1989-90 is 1900 and for 1990-91 is 1875.

Fee totals for previous years are:

Year	Fee	Yr Book	Total	% Increase Over Previous Year
1989-90	\$62.90	\$4.00	\$66.90	4.94%
1988-89	\$59.75	\$4.00	\$63.75	3.24%
1987-88	\$58.00	\$3.75	\$61.75	0.00%
1986-87	\$58.00	\$3.75	\$61.75	9.29%
1985-86	\$52.75	\$3.75	\$56.50	





UNIVERSITY OF MINNESOTA  
WASECA

Office of the Chancellor  
Waseca, Minnesota 56093  
(507) 835-1000  
BITNET EFREDERI@UMINN1

ATTACHMENT 11-E

March 20, 1990

Nick Barbatsis  
Acting Vice President  
Student Development  
110 Morrill Hall  
100 Church Street SE  
Minneapolis, MN 55455

Dear Nick:

Enclosed are the recommendations for the Student Services Fees for the 1990-91 year for the University of Minnesota, Waseca campus. These fees have been studied by the Student Services Fees Committee, reviewed and approved by myself, after discussion with the Chancellor's Council.

Please convey these fees to interested parties in Central Administration and on to the Board of Regents for final information.

Sincerely,



Keith McFarland  
Deputy Chancellor

enclosure

sc

cc: Gary Sheldon  
Randy Heuer  
Tom Fider  
Jean Lupton

University of Minnesota Business Adm. Form 362 12-72-1M	<b>FEE ACTION</b> (To be used for requests for new fees and changes in existing fees and for reporting action taken on such requests.)	1. Regents 2. V.P. Student Affairs 3. Controller 4. Provost or Dean 5. Submitter
---	---	--

**INSTRUCTIONS:** See back of original for detailed instructions.

Department or Organization University of Minnesota, Waseca Campus Waseca

College UMW Effective Date Fall quarter 1990


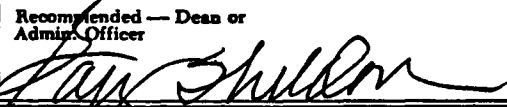
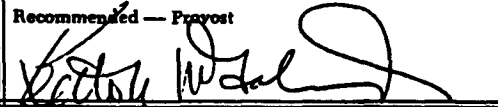
Description of Fee or Fees for which implementation or change is requested:  
Student Services Fee for 1990-91 as recommended by the Student Services Fees Committee and approved by the Student Senate and Chancellor

Fees are charged to each student carrying sever (7) or more credits

Present	Proposed
Fee 54.85 per quarter	Fee 59.65 per quarter
Credit to budget	Credit to budget

Brief statement of the purpose for which the income from the fee will be used:  
(If necessary, more extensive material may be attached.)

	89-90	90-91	Changes
0530-7181-02 Convocations	3.00	3.25	+ .25
0530-7182-02 Student Government	2.25	2.75	+ .50
0530-7183-02 Health Services	12.75	14.25	+1.50
0530-7211-02 ICAC	3.50	3.50	0
0530-7166-02 Student Union	6.75	8.50	+1.75
0530-7169-02 Rampage/Rampost	.35	.40	+ .05
0530-7169-04 KUMW Radio	.50	.50	0
0530-7580-02 Intercollegiate Athletics	10.00	10.00	0
0530-7580-04 Recreational Sports	5.50	5.50	0
0530-7180-02 Student Activities	7.75	8.00	+ .25
0530-7180-10 Career Development	2.50	3.00	+ .50
<b>1¢ generates 17.40 annually</b>	<b>54.85</b>	<b>59.65</b>	<b>+4.80</b>

Submitter 	Recommended — Dean or Admin. Officer 	Recommended — Provost 
Action of Fee Committee Recommended for:  <input type="checkbox"/> Approval as proposed <input type="checkbox"/> Approval of fee of \$ _____ per _____ <input type="checkbox"/> Not Approved. <input type="checkbox"/> Other (see attached letter)  SIGNED _____ Chairman	Action of Vice Presidents Recommended for:  <input type="checkbox"/> Approval as proposed <input type="checkbox"/> Approval of fee of \$ _____ per _____ <input type="checkbox"/> Not Approved. <input type="checkbox"/> Other (see attached letter)  SIGNED _____ Secretary	Action of Board of Regents  <input type="checkbox"/> Approved as recommended <input type="checkbox"/> Approval of fee of \$ _____ per _____ <input type="checkbox"/> Not Approved. <input type="checkbox"/> Other (see attached letter)  SIGNED _____ Secretary

KUMW  
STUDENT SERVICES FEES  
(1990-91)

FEE CATEGORY	1989-90 FEE	LAST YEAR FEE CHANGED	AMOUNT LAST CHANGE	ESTIMATED* 89-90 INCOME	90-91 REQUEST	90-91 COMMITTEE RECOMMENDATION	90-91 RECOMMENDED FEE	90-91 PROJECTED INCOME	PROJECTED % CHANGE IN INCOME
Convocation	\$3.00	86-87	\$0.25	\$5,220.00	\$0.25	\$0.25	\$3.25	\$5,655.00	8%
Student Government	\$2.25	87-88	\$0.30	\$3,915.00	\$0.50	\$0.50	\$2.75	\$4,785.00	18%
Health Services	\$12.75	89-90	\$0.25	\$22,185.00	\$1.50	\$1.50	\$14.25	\$24,795.00	11%
ICAC	\$3.50	89-90	(\$0.25)	\$6,090.00			\$3.50	\$6,090.00	0%
Student Union	\$6.75	89-90	\$1.50	\$11,745.00	\$1.75	\$1.75	\$8.50	\$14,790.00	21%
Rampage/Rampost	\$0.35	88-89	\$0.10	\$609.00	\$0.05	\$0.05	\$0.40	\$696.00	13%
KUMW Radio	\$0.50	89-90	(\$0.50)	\$870.00			\$0.50	\$870.00	0%
Intercollegiate Athletics	\$10.00			\$17,400.00			\$10.00	\$17,400.00	0%
Recreational Sports	\$5.50	89-90	\$0.50	\$9,570.00			\$5.50	\$9,570.00	0%
Student Activities	\$7.75			\$13,485.00	\$0.25	\$0.25	\$8.00	\$13,920.00	3%
Career Development	\$2.50			\$4,350.00	\$0.50	\$0.50	\$3.00	\$5,220.00	17%
<hr/>									
TOTAL	\$54.85		\$2.15	\$95,439.00	\$4.80	\$4.80	\$59.65	\$103,791.00	8%

\*725 Students X 4 quarters X fee X 60%

Fees are paid by all students taking 7 credits or more

YMP20STUDFE2



UNIVERSITY OF MINNESOTA  
MORRIS

Office of the Chancellor  
Morris, Minnesota 56267  
(612) 589-2211

RECEIVED

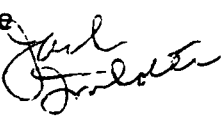
MAR 19 1990

UNIVERSITY OF MINNESOTA  
VP FOR STUDENT DEVELOPMENT

16 March 1990

**MEMORANDUM**

**To:** Nick Barbatsis  
Acting Vice President for Student Development

**From:** Jack Imholte  
Chancellor 

**Subject:** 1990-91 Student Service Fees

Enclosed you will find the 1990-91 Activities Fee recommendation from the Morris campus. For the next academic year, the Activities Fee Review Committee and the Chancellor recommend an increase of \$2 per quarter (from \$46 to \$48) in the activities fee.

For the first time since 1979-80 we recommend a rise in the health service fee of \$5 (from \$25 to \$30) to fund increased costs of contracting for physicians' services and to underwrite a new initiative in 'Wellness' education. The University Center fee remains at \$5.

Enc.

cc:  
Duane Rostad, Chair, Activities Fee Review Committee  
Gary McGrath, Vice Chancellor for Student Affairs  
Edward T. Rewolinski, Vice Chancellor for Finance

**UNIVERSITY OF MINNESOTA, MORRIS**  
**Student Services Fees**  
**Recommendations of the Activities Fee Review Committee and the Chancellor**

	1989-90 Approved Allocations			1990-91 Recommendations		
	\$/Qtr	Amount	Percent	\$/Qtr	Amount	Percent
<b>STUDENT ACTIVITIES AND MISC.</b>						
Administration: Office and General	\$ 3.10	\$17,500	4.07	1.83	\$18,000	3.82
Administration: Unallocated Funds	.12	650	.15	0.26	2,596	0.55
Outdoor Center	.37	2,100	.49	0.00	0	0.00
Student Leadership Development Program	1.06	6,000	1.40	0.61	6,000	1.27
University Center Improvement Fund	.80	4,500	1.05	0.00	0	0.00
Total:	5.45	30,750	7.16	2.70	26,596	5.64
<b>CAMPUS ACTIVITIES COUNCIL</b>						
Administration - Office and General	\$ 2.66	\$ 15,000	3.49	1.63	16,000	3.40
Concert and Dance	3.01	17,000	3.96	1.43	14,000	2.97
Convocations	2.21	12,500	2.91	1.68	16,500	3.50
Films	1.33	7,500	1.75	0.82	8,000	1.70
Performing Arts	4.42	25,000	5.82	2.85	28,000	5.94
Special Events	.62	3,500	.82	0.46	4,500	0.96
Variety Showcase	1.06	6,000	1.40	0.61	6,000	1.27
Total:	15.31	86,500	20.15	9.48	93,000	19.74
<b>CULTURAL ACTIVITIES</b>						
Art Gallery	.53	3,000	.70	0.00	0	0.00
Concert Band	-	*	-	0.46	4,500	0.96
Concert Choir	1.68	9,500	2.21	0.57	5,600	1.19
Inspirational Choir	.18	1,000	.23	0.10	1,000	0.21
Jazz Ensembles	1.06	6,000	1.40	0.82	8,000	1.70
Speech and Forensics	.26	1,500	.35	0.20	2,000	0.42

	1989-90 Approved Allocations			1990-91 Recommendations		
	\$/Qtr	Amount	Percent	\$/Qtr	Amount	Percent
Student Journal - <i>Chronicle Alternative</i>	.11	600	.14	0.06	575	0.12
Student Theater - Meiningers	.06	300	.07	0.03	325	0.07
Chem/Bio Club	0	0	0	0.11	1,100	0.23
Total:	3.88	21,900	5.10	2.35	23,100	4.90
<b>STUDENT SERVICE ORGANIZATIONS</b>						
Assistance Fund - Misc. Organizations	.53	3,000	.70	0.72	7,000	1.49
Big Friend - Little Friend	.13	750	.17	0.07	700	0.15
Non-Alcohol Bar - Cougar Night Club	.45	2,500	.58	0.00	0	0.00
Peer Counseling - Third Ear	.26	1,500	.35	0.25	2,500	0.53
Student Association - MCSA	1.59	9,000	2.10	1.32	13,000	2.76
Student Newspaper - <i>University Register</i>	3.01	17,000	3.96	1.83	18,000	3.82
Student Radio - KLMM FM	3.36	19,000	4.42	1.83	18,000	3.82
Total:	9.33	52,750	12.28	6.02	59,200	12.57
<b>MINORITY/WOMEN'S ORGANIZATIONS</b>						
Asian Student Association	.20	1,100	.26	0.31	3,000	0.64
Black Student Union	1.33	7,500	1.74	0.77	7,600	1.61
International Student Association	-	-	-	0.12	1,200	0.25
Native American Student Association	.53	3,000	.70	0.36	3,500	0.74
United Latinos	.26	1,500	.35	0.25	2,500	0.53
Women of Color	.26	1,500	.35	0.18	1,800	0.38
Women's Center	.26	1,500	.35	0.20	2,000	0.42
World Touch Cultural Heritage Week	1.95	11,000	2.56	1.22	12,000	2.55
Total:	4.79	27,100	6.31	3.41	33,600	7.12
<b>ATHLETICS</b>						
Cheerleaders	-	-	-	0.15	1,500	0.32
Intercollegiate Baseball - Men	1.77	10,000	2.33	1.07	10,500	2.23

	1989-90 Approved Allocations			1990-91 Recommendations		
	\$/Qtr	Amount	Percent	\$/Qtr	Amount	Percent
Intercollegiate Softball - Women	1.35	7,600	1.77	0.92	9,000	1.91
Intramurals and Recreation	4.12	23,300	5.43	1.63	16,000	3.40
Total:	7.24	40,900	9.53	3.77	37,000	7.85
Activities Fee	\$46.00	\$ 259,900	60.53	\$ 48.00	\$ 272,496	57.84
Health Service Fee	\$25.00	\$141,250	32.89	\$ 30.00	\$ 170,280	36.14
University Center Building Fee	\$ 5.00	\$ 28,250	6.58	\$ 5.00	\$ 28,380	6.02
<b>TOTAL STUDENT SERVICES FEES</b>	<b>76.00</b>	<b>\$ 429,400</b>	<b>100.00</b>	<b>\$ 83.00</b>	<b>\$ 471,108</b>	<b>100.00</b>
Summer Session I Student Service Fee		\$ 11.00				
Summer Session II Student Service Fee		\$ 8.00				
Zero or "-" indicates no submission or allocation						



UNIVERSITY OF MINNESOTA  
MORRIS

Morris, Minnesota 56267

4 April 1990

Ms. Linda K. Ellinger  
Acting Assistant Vice President  
Student Development  
University of Minnesota  
Morrill Hall  
100 Church Street, South East  
Minneapolis, MN 55455

Re: Addendum to Morris Student Fees Submission  
Summer schedule for 1991

Dear Vice President Ellinger:

This note comes in consequence of our telephone conversation of a week or so ago concerning fee data for inclusion in the annual submission to the Regents. Our addendum to our submission is the summer sessions student fees. They are:

Session I	\$12.00
Session II	\$9.00

Should you have any further questions, please do not hesitate to contact me [612] 589-2211, ext. 6021. Many thanks!

Sincerely yours,

Edward T. Rewoliński  
Vice-Chancellor for Finance

cc:  
J. Q. Imholte



FEB 28 1990

JL  
CC: UMD - CH - Fees  
✓ 3/5 C:LEUNIVERSITY OF MINNESOTA  
DULUTHOffice of the Chancellor  
515 Darland Administration Building  
10 University Drive  
Duluth, Minnesota 55812-2496  
(218) 726-7106

February 27, 1990

Dr. Jeanne Lupton  
Acting Associate Vice President  
for Student Development  
110 Morrill Hall  
University of Minnesota  
Minneapolis, Minnesota 55455

Dear Dr. Lupton:

Enclosed are the recommendations for student services fees for the University of Minnesota, Duluth campus for the 1990-91 Academic Year and the 1991 Summer Sessions. The fees being recommended were developed by the Student Services Fees Committee and reviewed and unanimously approved by the UMD Student Congress, the UMD Student Association President and the UMD Administration.

The fees being recommended for consideration by the Board of Regents are:


\$80.15 (a 3.56 percent increase) for the 1990-91 Academic Year

\$28.00 (a 4.76 percent decrease) for the 1991 Summer Sessions

The Physical Education/Recreational Sports Athletics assessment of \$8.00 was a Special Assessment for Capital Improvements/Debt Service mandated by the legislature.

If you have any questions about UMD's fees recommendations, I would be happy to answer them for you.

Sincerely,

  
Lawrence A. Ianni  
ChancellorLAI:mh  
Enclosures  
c: Vice Chancellors  
Student Association  
Student Services Fees Committee

**UNIVERSITY OF MINNESOTA, DULUTH  
PROPOSED STUDENT SERVICES FEES - 1990-91**

<b>FUND</b>	<b>1989-90 Fee Per Quarter</b>	<b>1989-90 Estimated Income</b>	<b>1990-91 Committee Recommendation</b>	<b>1990-91 SA/Congr/Adm Recommendation</b>	<b>1990-91 Estimated Income</b>
Foreign Student Development Fund	.15	2,902	.14	.14	2,940
Intercollegiate Athletics	13.41	259,484	12.73	12.73	267,330
International Studies Center	.14	2,709	.15	.15	3,150
Kirby Program Board	3.05	59,017	2.95	2.95	61,950
Kirby Student Center	17.28	334,368	15.92	15.92	334,320
KSC Capitol Improvement	7.00	135,450	6.77	6.77	142,170
KUMD	2.38	46,053	2.30	2.30	48,300
Music Organizations	1.82	35,217	1.94	1.94	40,740
Recreational Sports	10.22	197,757	11.50	11.50	241,500
Statesman	1.95	37,733	1.32	1.32	27,720
Student Association	1.20	23,220	1.17	1.17	24,570
Student Volunteer Leadership Program	-	-	.22	.22	4,620
Theatre	1.80	34,830	1.71	1.71	35,910
UMD Student Health & Counseling Center	17.00	328,950	22.76	22.76	477,960
<b>SUB-TOTAL</b>	<b>77.40</b>	<b>1,497,690</b>	<b>81.58</b>	<b>81.58</b>	<b>1,713,180</b>
<b>Carryover</b>			<b>- 1.43</b>	<b>- 1.43</b>	<b>- 30,030</b>
<b>SUB-TOTAL</b>	<b>77.40</b>	<b>1,497,690</b>	<b>80.15</b>	<b>80.15</b>	<b>1,683,150</b>
<b>Sports Facilities*</b>	<b>8.00</b>	<b>154,800</b>	<b>8.00</b>	<b>8.00</b>	<b>168,000</b>
<b>TOTAL FEE</b>	<b>85.40</b>	<b>1,652,490</b>	<b>88.15</b>	<b>88.15</b>	<b>1,851,150</b>

\*Special Assessment for Capital Improvement/Debt Service mandated by the legislature

**UNIVERSITY OF MINNESOTA, DULUTH  
PROPOSED SUMMER SESSION 1991  
Student Services Fees**

<b>FUND</b>	<b>1990 Approved Fee</b>	<b>1991 Fee Committee Recommendation</b>	<b>1991 SACong/Admin Recommendation</b>
Kirby Student Center	\$ 9.84	\$ 9.20	\$ 9.20
KSC Capital Improvement	3.50	3.27	3.27
KUMD	1.82	1.79	1.79
Recreational Sports	7.60	7.49	7.49
Summer Repertory Theatre	1.41	1.36	1.36
UMD Student Health & Counseling Ctr	5.23	4.89	4.89
<b>SUB-TOTAL</b>	<b>29.40</b>	<b>28.00</b>	<b>28.00</b>
Sports Facilities*	4.00	4.00	4.00
<b>TOTAL FEE</b>	<b>\$ 33.40</b>	<b>\$ 32.00</b>	<b>\$ 32.00</b>

**\*Special Assessment for Capital Improvement/Debt Service  
mandated by the legislature**

UNIVERSITY OF MINNESOTA  
TWIN CITIES

Student Services Fees Committee  
240 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, Minnesota 55455  
(612) 625-9992

March 12, 1990

Nicholas Barbatsis  
Acting Vice President for Student Affairs  
110 Morrill Hall  
Minneapolis, MN 55455

Mr. Barbatsis:

Enclosed is a summary of the 1989-90 Student Services Fees Committee recommendations for the 1990-91 Student Services fee and 1991 summer fee. Also enclosed is a copy of the minutes and resolutions from the March 3 full committee meeting.

The committee recommends the 1990-91 fee be set at \$116.37 which reflects an overall 4.4% increase in the fee compared to this year. The recommended summer fee, which is based on the academic year fee and percentage of summer service, is \$59.02.

The committee sought to balance the requests of each unit with the reality of declining student enrollment. The committee was well informed of University increases in salaries, SE&E, utility costs, and inflation. The committee, while realizing increases, chose to also address the rising cost per student of the fee, and held to an evaluation which includes:

- 1) accessibility and student participation in each organization,
- 2) financial accountability,
- 3) responsiveness to student concerns/priorities per 1989 fees survey,
- 4) increases in budgets should not automatically be expected to be provided by the fee,
- 5) the fee per student disproportionally increases with declining enrollment, and

6) the total fee is already very high (\$334.38 this academic year, excluding special assessments).

Each unit submitted a written request, participated in an interview, and had the opportunity of attending and speaking at public hearings.

The committee was well informed of University increases, conscientious of the cost of attending the University, attentive to financial accountability, and participative in every step of the process. I highly commend the members of the committee and support the recommendations as decided upon by the committee.

Additionally, the committee unanimously approved a resolution supporting the recommendations of the fees implementation task force which addresses transferring units or portions of budgets to University funding.

If you need clarification about committee recommendations, please contact me at the Minnesota Student Association office (625-9992). Also, please let me know what my responsibilities are for the remainder of this year.

Respectfully submitted for approval,



Carol Knepfel  
Chair, Student Services Fees Committee

1989-90 Twin Cities Student Services Fees Committee  
Recommendations for 1990-91

<u>Organization Change</u>	<u>Approved 89-90</u>	<u>Request</u>	<u>Subcommittee Recommendation</u>	<u>Committee Recommendation</u>	<u>Administration Recommendation</u>
WMMR Radio	.17	.46	.46	.46	.46
Cultural Programs	.8359	1.424	1.25	1.25	1.25
Rec Sports-Operations	8.00	10.78	10.00	10.00	10.00
Student Ombuds Service	.3814	.459	.42	.42	.42
West Bank Union	4.03	4.84	4.34	4.44	4.44
Coffman Memorial Union	13.67	15.649	14.475	14.62	14.62
St. Paul Student Center	6.45	7.355	6.795	7.07	7.07
Minnesota Student Ass'n.	1.085	1.42	1.14	1.14	1.14
Int'l. Study and Travel Center	1.00	1.07	1.05	1.05	1.05
University Student Legal Svc.	4.83	5.41	5.00	4.83	4.83
Unions Facilities	5.60	5.775	5.775	5.775	5.775
Minnesota Int'l. Student Ass'n.	.519	.648	.519	.519	.519
Int'l. Student Exchange Program	.05	.052	.05	.05	.00
College Boards	.20	.206	.20	.20	.20
St. Paul Board of Colleges	.16	.173	.16	.16	.16
University YW	.187	.216	.187	.187	.187
Minnesota <i>Spectator</i>	.00	.52	.00	.00	.00
Rec Sports-Building Fund	5.00	5.00	5.00	5.00	5.00
Boynton Health Service	54.00	56.51	54.00	54.00	55.00
University Child Care Cons.	.38	.407	.38	.38	.38
Board of Student Publication	3.91	4.10	3.88	3.88	3.88
Int'l. Recip. Student Exch. Prog.	.2153	.222	.21	.21	.00
National Student Exchange	.344	.354	.334	.334	.00
All-Campus Election Commission	.15	.155	.139	.139	.139
Student Advocate Service	.286	.311	.25	.25	.25
Student Services Loan Fund	.0064		.005	.006	.01
	111.46		116.019	116.37	116.78
<b>Special Assessments</b>					
IT Board of Publications	2.90	2.80	2.90	2.90	2.90
Business Quarterly	2.75	4.46	2.75	2.75	2.75
Council of Graduate Students	1.19	1.19	1.19	1.19	1.19
MPIRG	2.50	2.50	2.50	2.50	2.50

1989-90 Twin Cities Student Services Fees Committee  
Recommendations for Summer Session 1991

<u>Organization</u>	<u>Approved 89-90</u>	<u>1991 Summer Fee/Session</u>	
		<u>Committee Recommendation</u>	<u>Administrative Recommendation</u>
Coffman Memorial Union	6.835	7.31	7.31
West Bank Union	2.015	2.22	2.22
St. Paul Student Center	3.225	3.539	3.539
Unions-Facilities	2.80	2.89	2.89
Boynton Health Service	27.00	27.00	27.50
Rec Sports-Operations	4.00	5.00	5.00
Rec Sports-Facilities	2.50	2.50	2.50
University Student Legal Service	2.42	2.42	2.42
Student Ombuds Service	.143	.158	.158
Student Advocate Service	.0715	.063	.063
Int'l. Study Travel Center	.475	.50	.50
Cultural Programs	.3135	.469	.469
MSA Forum	.1085	.114	.114
MISA	.2336	.234	.234
Board of Publications	1.098	1.11	1.11
Child Care Consortium	.19	.19	.19
Loan Fund	.002	.003	.003
Summer Cultural Programs	3.15	3.30	3.30
	56.58	59.02	59.52

STUDENT SERVICES FEES COMMITTEE  
TWIN CITIES

RESOLUTIONS PASSED  
March 3, 1990

1. That the College Boards be required to present budgets for each organization that will receive funds; and that organizations not presenting such budgets be denied funds. (Kevin Guise)
2. That in determining the allocation of fees to cultural programs, the amount of rent and the salary for the technical advisor be subtracted from the full amount and the remainder evenly divided among the five programs. (Linda Ellinger)
3. That if the non-student fee funded portion of half the total cost of air conditioning is not in place by the fees recommendation meeting in the 94-95 academic year, Resolution #2 from 11 March 89 be rescinded. (Carol Knepfel)
4. That we recommend Boynton Health move quickly to upgrade their Women's Health facility. (Kim Mack)
5. That the fees committee conduct a study of pooling all fees-supported building funds into a fees building fund; and that this fund would then be approachable by any fees-receiving group for building requests. (Kevin Guise, Bang Quan)
6. That we support the recommendations of the Implementation Task Force and endorse its implementation. (Tim Wolfe)
7. That the Board of Student Publications be directed to maintain the separate integrity of the grants funds and their administrative budget; and that no transfer from small grants be permitted to cover administrative costs and separate accounts be established for these two purposes. (Kevin Guise)
8. Resolution withdrawn.
9. Resolution not passed.
10. Resolution withdrawn.
11. Resolution withdrawn.
12. Resolution withdrawn.



13. That the Student Service Fees Committee form a subcommittee to develop an operating constitution or bylaws as needed by the end of fall quarter 1990. (Carol Knepfel, Suzanne Denevan)
14. Resolution not passed.
15. That unless the mechanism is in place by December 31, 1990 to distribute loan funds, they shall revert to an escrow held in trust in an interest bearing account by MSA with the ultimate disposition to be approved by the Student Services Fees Committee. (Kevin Guise)
16. Resolution withdrawn.
17. That next year's fees committee consider early in the year the general appropriateness of the use of fees for banquets and recognition events and honoraria. (Linda Ellinger, Kevin Guise)
18. That the Student Legal Service's Governing Board be required to study the issue of transforming the legal service into a referral service. (Kevin Guise)
19. That the Student Service Fees Committee ask the central administration that the decision [that the West Bank Union money machine is in an instructional space] be reversed and the money be reverted to the West Bank Union. (Geraldo Sanchez)

UNIVERSITY OF MINNESOTA

University Student Senate  
Student Lobby Advisory Committee  
240 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, Minnesota 55455  
(612) 625-9992

Date: November 20, 1989

To: Nick Barbatsis, Acting Vice President of Student Affairs  
Brian Bergson, Student Body President

From: John Bradford, Chair Student Service Fees Implementation Task Force

Re: Final Report

Enclosed is the Final Report of the Student Service Fees Implementation Task Force. Our charge was to review the status of all the recommendations given in the 1987 Task Force on Student Fees as they related to the Twin Cities campus and to develop a plan of action for those recommendations not yet implemented.

The main body of the report deals with the implementation of recommendations 1 and 2 of the original Task force report (funding issues). We strongly urge that these two recommendations be implemented. We examined each fee receiving unit and made decisions based on the philosophy behind Student Service Fees. We believe the units mentioned in this report are worthy of funding; fees, however, should not be the source of their support.

I would like to thank everyone on the Task Force for their hard work and commitment and add once again the strongest of support for the recommendations enclosed. If you have any questions please contact me at home 379-2333 or work 627-4614.

## Student Services Fees Implementation Task Force Report

### Background

In April, 1986, at the request of the Regents, a Task Force was developed to review student services fees and the process by which they are set. Peat, Marwick, Mitchell was hired as consultant for this process, and submitted a draft report in July, 1986. The Task Force continued under the leadership of Neil Bakkenist, then Assistant Vice President for Student Affairs. The Task Force consulted widely with student groups and other University constituencies, and held an all-day student leaders' retreat to review recommendations. Their final report, including seventeen recommendations, was submitted in February, 1987. That report was reviewed by the administration and was submitted to the Regents with the administration's recommendations in April, 1987; the Board of Regents approved the administration's recommendations in principle at the May meeting.

Of the seventeen recommendations, many required no action (i.e., they recommended continuation of policies already in place), and most others were implemented with the next iteration of the fee process. During the 1988-89 fees process, Student Services Fees Committee Chair Wallace Storbakken presented a resolution asking that the 1987 recommendations be systematically reviewed. His primary concerns were related to recommendations 1 and 2 from the February, 1987 report, i.e., that some of the costs now covered by fees be subsumed in the legislative request so that students would bear only one-third of the cost (through tuition) rather than the entire cost (fees).

The "implementation task force" requested by Storbakken (with support from MSA and the Fees Committee) was appointed jointly by MSA President Brian Bergson and Acting Vice President for Student Affairs Nick Barbatsis. The task force was charged with reviewing all of the original task force recommendations as they relate to the Twin Cities campus, and also with developing a plan of action for those recommendations not yet implemented. The remainder of this report is in two sections, and will address each of those two charges to the task force.

### Review of Recommendations

For the most part, we concur with Vice President Barbatsis's review of the Task Force's recommendations in his April 25, 1989 memo to President Hasselmo. In that review, Mr. Barbatsis indicates that recommendations 1 and 2 (relating to funding) have

not been implemented, and also notes several other recommendations that have been only partially implemented. We will defer our discussion of funding issues to the second section of this report, but would like to comment briefly on three other recommendations.

Recommendation 7 states that "fees supported services and activities serve primarily student constituencies." While we agree that this is indeed the case, we wish to note that in some instances there is substantial use of fee-supported services by non-students. In most cases, such use is compensated by user fees or income generation, but there are some notable exceptions: the student unions, for example, must pay for maintenance and upkeep caused by "walk-through" traffic; the International Study and Travel Center serves faculty and staff as well as students; free programs sponsored by MISA, the Cultural Centers, the Unions, and other organizations are available to all members of the community; summer concerts funded entirely through student fees have high attendance from staff and faculty. The second section of this report will address some of these concerns as part of the funding discussion.

Second, Recommendation 9 addresses biennial funding for the fees process. While the recommendation merely says that "a biennial funding process should be allowed at the discretion of each campus," we would like to encourage active study and pursuit of this option for the Twin Cities Campus. It is our hope that Student Affairs personnel will assist the fees committee in studying the issue of biennial funding and designing a plan for implementation. We believe that such a process would reduce the time commitment of both the review committee and the organizations preparing fees requests, and would allow a more rational cycle of funding and review. We strongly suggest that a Student Affairs staff member be assigned to work with the fees committee on this specific issue during the 1989-90 academic year.

Third, with respect to Recommendation 13 ("assure that adequate training be provided to Fees Committee members"), we wish to add our strong support to Vice President Barbatsis's comment that "training, at least on the Twin Cities Campus, could use some revisions." A formal training program for new fees committee members would provide substantial support for the work of that committee, ensuring that all new members understand how to read budgets, what to look for in a fees request, and how to calculate fees per student based on various levels of funding. Again, we ask that such a program be developed and implemented by Student Affairs in consultation with the 1989-90 fees committee and MSA.

### Funding Issues for Student Services and Activities

For 1989-90, the assessment for Student Services Fees on the Twin Cities campus will be \$111.46. It is estimated that with declining enrollment, this fee will increase disproportionately over the next few years if levels of service are to be maintained. This is, therefore, an appropriate time to consider a significant adjustment to the fees structure.

Over the years, the Student Services Fee has evolved from a simple "student activities" fee to a major source of support for essential campus services. It has become accepted practice in the last 20 years for activities and services denied funding by the University to seek that funding through student services fees. The Implementation Task Force has carefully reviewed all fee-receiving units in light of the guidelines for fees and the 1987 Task Force recommendations. **It is our firm recommendation that many of the services and activities now funded by fees be shifted into the regular operating budget of the University, thus reducing the direct cost to students for these services.** The task force has established a priority list of five areas that should be addressed, perhaps in a planned phase-out over a ten-year period (five biennial funding cycles).

**Priority 1. Activities Closely Linked to the Academic Mission.** Budgetarily, this is a very small category, but philosophically it carries great weight. The "Student Services Fees Definition" approved by the Regents says that "Student Services Fees shall not be used to fund courses or activities for which academic credit is offered within a department, where credit is the primary focus of the course or activity." But Student Services Fees are presently used to support several activities for which credit is a primary focus: the National Student Exchange (NSE), the International Student Exchange Program (ISEP) and International Reciprocal Student Exchange Program (IRSEP), and some activities of the International Study and Travel Center (ISTC). These excellent and worthwhile programs provide superlative opportunities for students at the University of Minnesota, but they lack adequate funding, and students have chosen to provide fee based support rather than see these programs cut. Programs such as these should be central to the academic mission and should not have to depend on student fees for support.

**Priority 2. Utilities and Maintenance Costs (Unions and Boynton Health Service).** It is generally assumed that Student Services Fees are used only to support programming and activities. But in the case of Boynton Health Service, Coffman Memorial Union, the St. Paul Student Center, and the West Bank Union, the fees support a good deal more. All building and facilities costs, including utilities, day-to-day upkeep, and major maintenance, are covered by fees. In addition, the maintenance and operations

costs of the new rec sports complex have not, as far as our task force could learn, been slated for legislative funding, which may mean that some or all of these costs will be brought to the fees committee for support.

We believe that student fees should be designated for programming rather than for physical facilities, and that other sources of funds should be established for facility maintenance and management. We strongly urge that at least some of these costs--for utilities, custodial care, and routine maintenance--be folded into the university's other physical plant responsibilities. The longer term building needs--deferred maintenance, furniture and equipment repair and replacement--are addressed in Priority 5.

**Priority 3. Services and Activities Directly Benefitting the Entire University Community.** While many programs and services funded by fees are generally available to the University community, some of these benefit faculty and staff equally with students. It seems, then that the costs of such activities should not be borne exclusively by students. A good model for cost-sharing is the plan used for the Minnesota Daily, which is supported both by student fees and by a "Faculty-Staff Subscription" paid out of central funds. We suggest three specific areas here that seem appropriate for funding. The most conspicuous specific example in is the Summer Cultural Programs, providing concerts on the Northrop Auditorium plaza during summer sessions. These concerts are entirely funded by fees assessed to summer session registrants, but are attended by members of the entire University community. The remaining two areas that benefit the entire community but are financed solely by students are both part of Boynton Health Service. These include the Health Education unit and some portion of the Public Health function.

**Priority 4. Boynton Health Service.** This service is required by University policy but supported by student fees. The fee for Boynton (\$54 in 1989-90) comprises nearly fifty percent of the mandatory student fee. Even if the costs covered in Priorities 2 and 3 were removed, the health service fee would still be nearly three times as large as any other single fee. This is a very high quality service that responds to the health needs of the entire University community. It is partially funded by user fees and by the health plans of faculty and staff who use the service. But it seems appropriate that a service legally required by the University should receive a larger base of legislative support.

**Priority 5. Major Maintenance and Renovation of Facilities.** This item was touched on in the discussion of priority 3. Again, the logic is the same: student fee dollars should be used primarily to support programming and services, not physical facilities.

Financial Implications and Recommendations

Total fee support for nearly thirty services and activities will exceed \$11 million for 1989-90. Student fees have become a substantial burden for the full-time day school student. The cost of fees has greatly increased the attractiveness to students of taking larger credit loads in the evening (since CEE students pay no fees). Increasingly, full time day school students pay for activities and services that enhance the entire campus community in significant ways. We strongly support any actions that will reduce this fee burden by restructuring the funding system to increase legislative support. This will in turn increase tuition, but the net effect of such increases will be twofold: students will pay one-third of the costs rather than 100%, and part-time and evening students will bear some share of the costs, rather than requiring full-time day school students to carry the entire costs. We believe that both of these outcomes are preferable to the current situation.

## Committee Members:

John Bradford, Chair  
Linda Ellinger  
Sue Oatey  
Rachelle Schaap  
Jerome Steffl  
Tim Wolf  
Carol Knepfel (ex officio)

Attachment A  
Financial Implications of Priorities 1-5

All figures are estimates; they are used to show the relative costs and should not be taken as final budget amounts.

## Priority 1:

National Student Exchange	\$23,000
ISEP (partial support)	5,000
IRSEP (partial support)	20,000
25% of Int'l Study and Travel Center	24,000

\$72,000

## Priority 2 Utilities/ Custodial:

Boynton	\$578,000
Coffman	870,000
SPSC	266,000
WBU	66,000

\$1,780,000 x 55% = \$979,000

## Priority 3:

Summer Cultural Programs	\$68,000
Boynton Health Education	170,000
Boynton Public Health (portion not on 0100)	590,000

\$828,000 x 55% = \$455,000

Priority 4 Boynton (remaining fee support) \$4,300,000

Priority 5 Facilities (reserves) \$600,000

TOTAL \$6,406,000

NOTE: 55% is used above as a generic multiplier to indicate approximate average percent of fee funding for these units' budgets.





UNIVERSITY OF MINNESOTA  
TWIN CITIES

ATTACHMENT 11-CC

Medical School  
Administration Offices  
Box 293 UMHC  
420 Delaware Street S.E.  
Minneapolis, Minnesota 55455

Offices at 3-125 Owre Hall  
Office: (612) 626-5800  
Fax: (612) 626-5657

OFFICE OF THE V.P.  
FOR HEALTH SCIENCES  
FEB 1 1990  
RECEIVED

January 31, 1990

RECEIVED

FEB 2 1990

UNIVERSITY OF MINNESOTA  
VP FOR STUDENT DEVELOPMENT

Ms. Carol Knepfel  
Chair, Student Fee Committee  
240 Coffman Memorial Union  
c/o Student Government Office

Dear Ms. Knepfel:

At the suggestion of Acting Vice President Cherie Perlmutter, I am writing to you about a concern we have, regarding the component of the student services fee, applicable to Boynton Health Service, that is charged to students appointed as Medical Fellows or Medical Fellow Specialists. All persons holding such appointments function as medical residents and are engaged in clinical training at various hospital locations throughout the community. Approximately 300 are at the University Hospital and Clinic at any time. These persons, numbering approximately 1200 in total, at all training locations, have, under existing institutional policy, a separate fringe benefit program established exclusively for persons appointed in these classifications. This mandatory fringe benefit program provides health, life, and disability insurance to each eligible person.

In recognition of the unique program adopted for this group of students, an exemption from paying the Boynton Health Service fee had been granted in years prior to 1989-90. This exemption was not continued for 1989-90, perhaps through inadequate information concerning the fringe benefit program already provided for these persons.

We request that the Student Fee Committee give consideration to this matter and assist us in restoring the exemption from paying the approximately \$20.00 per quarter Boynton Health Service fee, for persons appointed as Medical Fellows and Medical Fellow Specialists.

Your help will be appreciated. Should you need any additional information, please let us know.

Sincerely,

E. Wayne Drehmel  
Associate Dean for Administration

cc: Acting Vice President Perlmutter  
Dean David M. Brown



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Student Services Fees Committee  
240 Coffman Memorial Union  
300 Washington Avenue S.E.  
Minneapolis, Minnesota 55455  
(612) 625-9992

February 8, 1990

OFFICE OF THE V.P.  
FOR HEALTH SCIENCES

FEB 16 1990

RECEIVED

E. Wayne Drehmel  
Medical School  
Administration Offices  
Box 293 UMHC  
420 Delaware Street S.E.  
Minneapolis, MN 55455

Dear Dr. Drehmel,

I am writing in response to your letter requesting that the health services exemption be reconsidered.

When the committee considered the removal of the exemption last year many factors were weighed. We are aware that there are students that are covered by other health care plans including University plans.

The committee recommended to the administration and Board of Regents that the exemption be removed to eliminate the costs of administering the refund and to conform with the community philosophy of other fees receiving organizations.

The administration and Board of Regents approved the elimination of the refund last spring after also debating its merits.

There are currently no plans to reinstate the refund.

Sincerely,

Carol Knepfel  
Student Services Fees Committee Chair

## 1990-91 CIVIL SERVICE SALARY PLAN PRINCIPLES

The following are the 1990-91 pay plan principles approved by the Administration and the Civil Service Committee. They apply to all Civil Service employees except those covered by collective bargaining agreements, those covered by the current maintenance of the status quo order, students and classifications in which the majority of employees are Hospital employees. The plan provides for an increase to be distributed on an across-the-board basis.

1. Colleges and other administrative units will distribute an across-the-board adjustment to all employees effective July 1, 1990, except for those employees currently covered by the maintenance of the status quo order.

2. Salary increases may be withheld for documented poor performance.

3. Colleges or other administrative units may grant Outstanding Service Awards to employees whose job performance merits special recognition. Since Outstanding Service Awards are not a recurring obligation, any discretionary funds may be used. However, none of the pay plan monies may be used for this purpose. An employee may receive an Outstanding Service Award(s) in addition to the 1990 salary increase, but the award(s) may not exceed 10 percent of his/her annual salary. The awards may be granted at any time during the year.

4. Salary ranges will be moved up 4 percent for minimum and 5 percent for maximum pay ranges effective July 1, 1990.

## **CIVIL SERVICE PAY EQUITY CLASSIFICATION CHANGES**

In March of 1986 the Board of Regents approved the results of the original pay equity study. For the vast majority of classifications, the 1990-91 fiscal year will represent the sixth and final year of the program. During the past year, several units have expressed concern over the original results for some job series. Due to the extent and scope of these concerns, the Personnel Department agreed to take a second look at some of these results to determine the appropriate salary grade for the duties performed. These results are summarized in Attachment 12A. Attachment 12B identifies the classifications that should be abolished as a result of the pay equity study. Salary adjustments scheduled for July 1, 1990 move these classes to the same salary grade as others in the same series and eliminate the need for them.

Finally, a list of classifications whose ranges are scheduled to be changed (effective July 1, 1990) due to pay equity is included for review by the Board (Attachment 12C).

## RESULT OF THE PAY EQUITY RE-STUDY

At the request of units from virtually all areas of the University based on problems encountered with the new salary grades assigned to some classes, the Personnel Department agreed to conduct a small re-study of the original pay equity results for the classes listed below. These classes are generally used either system-wide, or are very small classes in specific units with only one or a few incumbents. With the exception of a few small classes yet to be resolved, these results reflect the completion of the entire pay equity restudy.

Please note that our policy governing the lowering of salary grades due to pay equity provides for employees who are below the maximum of the new salary grade to continue to receive any annual base salary adjustments to which they are entitled. Employees who are paid at or above the maximum of the new salary grade will not have their salary reduced, but will instead have it frozen, and may receive annual salary adjustments as lump sum payments.

<u>Class No.</u>	<u>Title</u>	<u>BU Code</u>	<u># of Empls</u>	<u>Original Grade</u>	<u>Current Grade</u>	<u>Target Grade</u>	<u>7/1/90 Adj.</u>
1134	Accounts Spec	F/M	153	C17	1460-2119 C17	C19	5.5%
1136	Sr. Accounts Spec	F/M	168	C19	1543-2234 C19	C19	0%
1137	Accounts Supervisor M		67	C21	1777-2854 C24	C25	2.9%
1138	Prin Accnts Spec	F/M	50	C22	1827-2694 C25	C25	0%
1141	Accountant	L/M	27	A04	1726-2737 A07	A06	-3.6%
1142	Senior Accountant	L/M	43	A07	1785-2828 A08	A09	3.4%
1143	Prin Accountant	L/M	39	A10	2051-3376 A12	A12	0%
1153	Fiscal Officer	Y/L	4	A16	2203-3623 A16	A17	3.6%
1218	Office Supervisor	F/M	97	C17	1726-2473 C23	C23	0%
1219	Senior Office Supv	M	12	C20	1881-3019 C26	C27	2.9%
1220	Office Specialist	F/M	322	C11	1543-2234 C19	C18	-2.7%

<u>Class No.</u>	<u>Title</u>	<u>BU Code</u>	<u># of Empls</u>	<u>Original Grade</u>	<u>Current Grade</u>	<u>Target Grade</u>	<u>7/1/90 Adj.</u>
5326	Supv Dig Eq Serv Sp M		1	C30	2100-3395 C29	C30	3.0%
8116	Art Museum Regist.	L	2	A05	1848-2927 A09	A09	0%
8532	Editor I	L	15	A01	1411-2213 A01	A02	3.5%
8533	Editor 2	L/M	19	A04	1665-2634 A06	A08	7.3%
8534	Editor III	L/M	22	A08	1785-2828 A08	A08	0%
8536	Editor IV	L/M	16	A12	1984-3149 A11	A12	5.6%

The second list reflects the results of five classifications also included in the pay equity re-study. However, the recommended target pay grades for these classes are two or more grades away from their current grades.

If we were to implement these adjustments in one step only, employees would be penalized. Many employees would find their base salaries frozen for the next several years because the salary grade for their class might drop as much as three grades (10%).

Consequently, due to the magnitude of these changes, we are requesting that the timeframe for their implementation cover the next two fiscal years (July 1, 1990 & July 1, 1991). This phase-in time will provide both departments and employees with the opportunity to plan for these larger adjustments.

<u>Class No.</u>	<u>Title</u>	<u>BU Code</u>	<u># of Empls</u>	<u>Original Grade</u>	<u>Current Grade</u>	<u>Target Grade</u>	<u>7/1/90 Adj.</u>	<u>7/1/91 Adj.</u>
1132	Accounts Asst	F	76	C11	1195-1686 C09	C06	-2.4%	-4.4%
1133	Sr Accts Asst	F/M	78	C14	1460-2119 C17	C14	-3.2%	-6.6%
1144	Accounting Supv	M	12	A16	2203-3623 A16	A12	-3.6%	-3.4%
4316	Photo Lab Tech	G	9	C06	1589-2480 C20	C17	-2.9%	-5.4%
4329	Prin. Photo Lab Tech	G/M	3	C16	1881-3019 C26	C24	-2.6%	-2.9%

Although these recommendations include classifications whose incumbents may be supervisors covered by the current maintenance of the status quo order, none of these results, nor the pay plan increase will be implemented for these employees unless a resolution of these issues occurs.

In order to facilitate the administration of these adjustments and the July 1, 1990 pay plan increase, we will temporarily move all supervisory employees out of their current classification numbers and reassign them to a new vacant number in our numerical system.

## CLASSIFICATIONS TO BE ABOLISHED

*These classifications are no longer needed based on the results of the pay equity study. All incumbents will be moved to another classification in the same series and at the same salary grade with no change in salary, benefits, or seniority. Due to the current maintenance of the status quo order, supervisory employees in these classes will be temporarily reassigned to a new class number in our numerical system.*

<u>Class No.</u>	<u>BU Code</u>	<u>Title</u>	<u>Departments Impacted</u>	<u># Empl Affected</u>
1086	Y	Administrator	system-wide	58
1136	F/M	Senior Accountst Spec	" "	168
1138	F/M	Prin Accts Spec	" "	50
1224	F	Secretary	" "	237
1240	F	Word Proc Oper	" "	9
1716	M	Stores Clerk Supv	" "	8
1824	L/M	Stud Support Servs Officer	primarily Stud. Sup. Svc.	15
4312	G	Jr. Photo Lab Tech	----	0
4314	G	Photographer	system-wide	4
4435	G	Lab Technician	" "	77
4474	L/M	Assoc. Scientist	" "	135
5105	L	Sr. Plant Engineer	Physical Plant	0
5331	G/M	Prin. Electronics Technician	" "	22
5365	G	Sr. Lab Machinist	primarily I.T.	21
5369	G/M	Sr. Research Shop Foreman	primarily I.T.	2
6331	Y	Admin Food Oper Mgr	Food Service Areas	1
6329	M	Sr Food Oper Mgr	" " "	5
6758	M	Sr Bldg & Grds Supv		7
8520	L/M	Sr Public Relations Rep	various units	3
8525	L/M	Sr. Informational Repr.	" "	12
8533	L/M	Editor 3	" "	19
8616	L	Media Resources Producer	primarily Media Resources	17
8916	Z	Sr. Staff Pilot	Flight Facilities	0
9116	G/M	Psychometrist	numerous units	9
9134	L/M	Senior Student Personnel Wkr	system-wide	51



## 1990 PAY EQUITY ADJUSTMENTS

*Although this list includes all classes identified in the study, supervisors in these classes are currently covered by a maintenance of the status quo order and cannot be given these adjustments until a resolution of the issues occurs.*

No.	Class Title	Current Grade	% Incr.	7/1/90 Grade
1070	Payroll Specialist	C20	4.4%	C21
1072	Senior Payroll Specialist	C22	2.8	C23
1081	Administrative Aide	A05	3.4	A06
1084	Associate Administrator	A10	3.8	A11
1101	Program Associate	A06	3.8	A07
1102	Grant & Contract Administrator	A14	3.7	A16
1113	Senior Cashier	C14	4.1	C15
1114	Principal Cashier	C23	2.7	C24
1134	Accounts Specialist	C17	5.5	C19
1137	Accounts Supervisor	C24	3.0	C25
1142	Senior Accountant	A07	3.4	A08
1153	Fiscal Officer	A16	3.6	A17
1164	Prin. Collections Rep.	A12	3.5	A14
1166	Sr. Collections Rep.	C23	2.7	C24
1170	Director of Emergency Management	A16	3.6	A17
1172	Property Acct. Spec.	C24	2.9	C25
1173	Federal Property Spec.	C28	2.8	C29
1191	Manager of General Serv., Morris	A14	3.7	A16
1214	Sr. Office Assistant	C10	4.9	C12
1219	Sr. Office Supervisor	C26	2.9	C27
1224	Secretary	C13	2.6	C14
1236	Prin. Secretary	C20	4.4	C21
1237	Exec. Secretary	C25	2.7	C26
1240	Word Processing Operator	C10	4.9	C12
1244	Word Processing Specialist	C18	2.8	C19
1246	Word Processing Supervisor	C22	2.9	C23

No.	Title	Current Grade	% Incr.	1/1/90 Grade
1419	Prin. Data Entry Opr.	C18	2.8	C19
1421	Sr. Data Entry Opr.	C12	2.6	C13
1422	Data Entry Supv.	C20	4.4	C21
1423	Sr. Data Entry Supv.	C24	2.9	C25
1431	Data Processing Tech. 2	C17	2.8	C18
1434	Sr. Data Processing Tech	C21	2.7	C22
1435	Prin. Data Proc. Oprations Supv.	A12	3.5	A14
1436	Prin. Data Processing Tech.	C26	2.9	C27
1437	D.P. Operations Supv.	A09	3.6	A10
1444	Computer Center Operations Mgr.	A17	3.7	A19
1451	Jr. Appl. Programmer	C20	4.6	C21
1505	Sr. Payroll Document Analyst	C24	3.0	C25
1507	Sr. Equal Opportunity Coord.	A14	3.7	A16
1509	Sr. Employment Rep.	A14	3.7	A16
1510	Personnel Specialist	A08	3.5	A09
1511	Personnel Document Analyst	C20	4.6	C21
1512	Personnel Assistant	C21	2.7	C22
1513	Unemployment Claims Spec.	A07	3.4	A08
1514	Personnel Consultant	A16	3.6	A17
1517	Vocational Rehab. Counselor	A07	3.4	A08
1518	Mgr. of Disability, Unempl. & WC Prog.	A16	3.6	A17
1525	Training Coordinator	A12	3.5	A14
1529	Payroll Services Manager	A20	3.5	A21
1532	Empl. Benefits Opr. Manager	A20	3.5	A21
1533	Empl. Benefits Counselor	A16	3.6	A17
1535	Sr. Empl. Benefits Counselor	A17	3.7	A19
1737	Manager of Dental Material Services	A17	3.7	A19
1806	Sr. Survey Interviewer	C13	2.6	C14
1808	Prin. Survey Interviewer	C23	2.7	C24
1817	Statistician	A08	3.5	A09
1820	Stud. Supp. Svcs. Asst.	A05	3.4	A06
1822	Stud. Supp. Svcs. Assoc.	A10	3.8	A11
1824	Stud. Supp. Svcs. Officer	A16	3.6	A17
1833	Telephone Operation Supv.	C24	2.9	C25
1912	Bookstore Dept. Supv.	A06	3.7	A07
1915	Sr. Bookstore Manager	A12	3.4	A14
1916	Prin. Bookstore Manager	A17	3.7	A19
3120	Med. Records Adm.	A09	3.6	A10

No.	Title	Current Grade	% Incr.	1/1/90 Grade
3216	Sr. Dental Clinic Supv.	C21	2.7	C22
3702	Program Assistant, 4-H	C16	2.7	C17
3703	Nutrition Education Asst.	C16	2.7	C17
3908	Safety Tech. Supv.	C24	3.0	C25
3909	Safety Tech.	C20	4.6	C21
3919	Env. Hygiene Officer	A17	3.7	A19
4114	Lab Animal Care Tech.	C17	2.8	C18
4117	Lab Animal Tech. Spec.	C23	2.9	C24
4220	Lab Services Coord.	C20	4.6	C21
4221	Sr. Lab Services Coord.	A10	3.8	A11
4313	Jr. Photographer	C09	4.9	C11
4314	Photographer	A02	3.5	A03
4321	Prin. Photographer	A09	3.6	A10
4430	Veterinary Tech.	C18	2.8	C19
4431	Sr. Veterinary Tech.	C27	2.9	C28
4435	Lab Technician	C12	2.8	C13
4441	Prin. Lab Technician	C20	4.6	C21
4448	Adm. Lab Tech.	A07	3.4	A08
4455	Manager, Chemical Storehouse	A16	3.6	A17
4458	Ophthalmic Technician	C22	2.9	C23
4459	Ophthalmic Technologist	C27	2.9	C28
4472	Asst. Scientist	A07	3.4	A08
5117	Prin. Engineering Asst.	C22	2.9	C23
5118	Engineering Records Supv.	C21	2.7	C22
5122	Jr. Engineer	A12	3.5	A14
5129	Telecomm. Supv.	A16	3.6	A17
5142	Facilities Analyst	A06	3.8	A07
5145	Sr. Space Mgmt. Rep.	A10	3.8	A11
5152	Architect	A07	3.4	A08
5227	Production Supv.	C19	3.0	C20
5230	Art & Copy Dev. Supv.	A03	3.6	A04
5237	Sr. Production Supv.	A09	3.6	A10
5238	Printing Scheduler	C18	2.8	C19
5239	Prin. Prod. Supervisor	A10	3.8	A11

No.	Title	Current Grade	% Incr.	1/1/90 Grade
5326	Supv. Digital Equip. Svc. Spec.	C29	3.0	C30
5327	Sr. Electronics Tech.	C22	2.9	C23
5328	Electronics Tech.	C17	2.8	C18
5330	Manager, Field Eng. Serv.	A16	3.6	A17
5331	Prin. Electronics Tech.	C27	2.9	C28
5332	Electromech. Syst. Spec.	A11	1.0	C28
5335	Mgr., Elect. Inst. Svcs.	A14	3.7	A16
5364	Lab Machinist	C20	4.6	C21
5369	Sr. Res. Shop Foreman	A12	3.5	A14
5446	Chief Opr. Engineer	A16	3.6	A17
5494	General Maint. Supv.	A09	3.6	A10
5496	M & O Supv.	A14	3.7	A16
5504	Vending Svcs. Maint. Supv.	C21	2.7	C22
6125	Prin. Residence Hall Dir.	A10	3.8	A11
6319	Food Operations Supv.	C18	2.8	C19
6328	Food Operations Mgr.	A05	3.4	A06
6329	Sr. Food Opr. Mgr.	A09	3.6	A10
6330	Prin. Food Opr. Mgr.	A09	3.6	A10
6339	Health Serv. Nutritionist	A09	3.6	A10
6428	Manager, Food Stores	A09	3.6	A10
6434	Vending Loc. Supv.	C18	2.8	C19
6516	Parking Area Supv.	C20	4.6	C21
6517	Field Supv., Parking Operations	C13	4.4	C15
6518	Manager, Parking Services	A17	3.7	A19
6519	Supv. Parking Operations	A07	3.4	A08
6613	Asst. Golf Course Maint. Supv.	A05	3.4	A06
6753	B & G Supervisor	A04	3.3	A05
6760	Prin. B & G Supervisor	A09	3.6	A10
7126	Sr. Farm Animal Tech.	C23	2.9	C24
7223	Farm Foreman	C24	3.0	C25
7224	Research Plot Tech.	C13	2.6	C14
7226	Sr. Research Plot Tech.	C19	3.0	C20
7227	Research Plot Coord.	A10	3.8	A11
7320	Res. Mgr. Lake Itasca	A08	3.5	A09
7322	Res. Mgr. Cedar Creek	A04	3.3	A05

No.	Title	Current Grade	% Incr.	1/1/90 Grade
7413	Landscape Gardener	A05	3.4	A06
8115	Art Librarian Slide/Photo	A10	3.8	A11
8117	Curator, Art Gallery	A10	3.8	A11
8118	Art Research Studio Tech.	C23	2.9	C24
8121	Museum Asst.	C21	2.7	C22
8123	Museum Preparator	C20	4.6	C21
8127	Museum Exhibits Coord.	A10	3.8	A11
8202	Film Inspector	C15	3.0	C16
8214	Comm. Tech.	C15	3.0	C16
8215	Sr. Comm. Tech.	C23	2.9	C24
8216	A-V Opr. Mgr.	A09	3.6	A10
8220	Media/Elec. Sup. MN Union	A09	3.6	A10
8314	Stage Manager	A10	3.8	A11
8411	Library Asst. 2	C18	2.8	C19
8412	Library Asst. 3	C25	2.7	C26
8414	Library Spec/C.S. Librarian	A07	3.4	A08
8415	Sr. Library Spec./Sr. C.S. Librarian	A16	3.6	A17
8417	Library Manager 2	A14	3.7	A16
8519	Public Relations Rep.	A10	3.8	A11
8523	Prin. Public Relations Rep.	A17	3.7	A19
8524	Info. Rep.	A03	3.6	A04
8530	Asst. Director, U Relations	A17	3.7	A19
8532	Editor I	A01	3.5	A02
8533	Editor II	A06	7.3	A08
8536	Editor III	A11	5.6	A12
8543	Fiscal Manager, U Press	A14	3.7	A16
8544	Prod. Coord., U Press	C23	2.9	C24
8545	Prod. Asst. U Press	C12	2.6	C13
8546	Assoc. Prod. Manager, U Press	A08	3.5	A09
8554	Graphic Design Director	A12	3.5	A14
8604	Director, Broadcast Eng., Morris	A12	3.5	A14
8605	Television Supv. Tech.	A10	3.8	A11
8616	Media Resources Producer	A09	3.6	A10
8619	Prin. Media Res. Producer	A14	3.7	A16
8621	Television Prog. Developer	A16	3.6	A17
8622	Television Production Manager	A16	3.6	A17
8624	Assoc. Director, A-V Res.	A17	3.7	A19
8626	Director, Comm. Services	A17	3.7	A19

No.	Title	Current Grade	% Incr.	1/1/90 Grade
8719	Rec. Facilities Manager	A10	3.8	A11
8724	Creative Arts/Crafts Supv.	A06	3.8	A07
8826	Asst. Athl. Ticket Mgr.	A14	3.7	A16
8827	Athletic Ticket Mgr.	A14	3.7	A16
8912	Chief Pilot	A16	3.6	A17
8914	Staff Pilot	A10	3.8	A11
9120	Degree Program Advisor	C14	4.1	C15
9132	Student Personnel Worker	A06	3.8	A07
9134	Sr. Stud. Pers. Worker	A09	3.6	A10
9136	Exec. Stud. Pers. Worker.	A14	3.7	A16
9154	Legal Assistant	A06	3.8	A07
9157	Child Care Worker	C13	2.6	C14
9158	Child Care Teacher	C19	3.0	C20
9159	Head Child Care Teacher	A09	3.6	A10
9160	Director, Child Care Ctr.	A16	3.6	A17

CLASSES WHOSE RANGES ARE  
SCHEDULED TO BE REDUCED DUE TO PAY EQUITY

No.	Title	Current Grade	% Decr.	7/1/90 Grade
1088	Administrative Director	A16	3.6%	A14
1132	Accounts Assistant	C09	2.4%	C08
1133	Sr. Accounts Assistant	C17	3.2	C16
1144	Accounting Supervisor	A16	3.6	A14
1141	Accountant	A07	3.6	A06
1146	Asst. Director, Acct. Rec. & Serv.	A21	3.4	A20
1151	Auditor	A07	3.6	A06
1161	Principal Auditor	A14	3.4	A12
1178	Property Accounting Supv.	A16	3.6	A14
1212	Office Assistant	C03	4.1	C01
1220	Office Specialist	C19	2.7	C18
1222	Secretarial Asst.	C06	2.0	C05
1716	Stores Clerk Supv.	C15	4.2	C14
1717	Stores & Delivery Sup.	C15	4.2	C14
1746	Sr. Buyer	A10	3.5	A09
1749	Asst. Director, Purch & Stores	A16	3.6	A14
1804	Survey Interviewer	C02	2.0	C01
3618	Boynton Health Service Pharmacist	A11	3.6	A10
3622	Health Service Pharmacy Supv.	A20	3.6	A19
4316	Photo Lab Tech.	C20	2.9	C19
4329	Prin. Photo Lab Tech.	C26	2.6	C25
4440	Sr. Lab Tech.	C14	2.5	C13
4442	Jr. Scientist	A04	3.5	A03
4476	Scientist	A14	3.4	A12
4478	Sr. Scientist	A20	3.6	A19
5110	Sr. Interior Designer	A10	3.5	A09
5140	Planner	A05	3.2	A04
5151	Sr. Arch. Drafting Tech.	C16	2.9	C15
5158	Supt. of Plant Services, Morris	A20	3.6	A19
5174	Exec. Asst., Phys Planning & Dev.	A16	3.6	A14
5370	Prin. Res. Shop Foreman	A16	3.6	A14
6438	Manager, Vending Services	A10	3.5	A09
6618	Grounds Crew Foreman	C19	2.6	C18
6622	Grounds Maint. Supv.	A14	3.4	A12
7417	Caretaker, Eastcliffe	C13	2.5	C12
8527	Sports Promo/Info Director	A16	3.6	A14
8540	Mgr, Prod. & Copy Ed, MMPI	A16	3.6	A14
9116	Psychometrist	C08	4.4	C06
9135	Prin. Student Pers. Worker	A11	3.6	A10



UNIVERSITY OF MINNESOTA

Office of the Vice President for Student Development  
Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455

April 25, 1990

The Honorable Wendell R. Anderson  
The Honorable Charles H. Casey  
The Honorable M. Elizabeth Craig  
The Honorable Jack P. Grahek  
The Honorable Jean B. Keffeler  
The Honorable Elton A. Kuderer  
The Honorable Alan C. Page  
The Honorable Mary J. Page  
The Honorable David K. Roe  
The Honorable Darrin M. Rosha  
The Honorable Stanley D. Sahlstrom  
The Honorable Mary T. Schertler

Dear Ladies and Gentlemen:

The 1990-91 Non-Academic Student Employment Plan is enclosed for your review. In summary, the plan proposes:

- Increasing student ranges by 4% or to the base of comparable civil service classes, whichever is less, effective July 1, 1990.
- All current employees at the base rate would move to the new base rate, and new hires would be appointed at the new base rate for fiscal year 1990-91.
- Increases for students above the new base rate would be at the discretion of the departments and include both recurring and bonus options, consistent with previous years.

The overall outcome of this plan will be 4% increases for most student employees, the majority of whom are at the base rate of their class. The exception would be those student employees in classes which currently have a higher base rate than comparable civil service classes. The most prominent of these classes is student office assistant which is 2% higher than civil service office assistant. If the civil service office assistant moves 4%, the student office assistant will move 2% to be comparable. Student office assistants will, therefore, receive a 2% increase to the base rate rather than a 4% increase. There are approximately 800 student office assistants on the payroll out of 6,000+ student employees.



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This plan is comparable to the civil service plan which proposes 4% increases at the base of the range. The civil service plan also provides a 4% across-the-board increase for all employees above the base on July 1, 1990.

Across-the-board increases were already provided to all current student employees on January 1, 1990. Thus, Student Affairs has chosen to direct 1990-91 increases to the pay ranges rather than individual employees. The Student Employment Committee approved this plan on April 18.

Although we realize that the pay rate increases in this proposal do not match tuition increases, increasing student pay rates by more than 4% would probably mean a reduction in the number of student positions for some departments, a loss for both the University and students. In addition, it is important to note that this is the second increase in student ranges within a six month period. The last pay plan, implemented on January 1, 1990, was a "catch-up" plan which provided increases for both ranges and employees. The civil service plan only provided increases for employees with 2,088 hours on the payroll.

After reviewing several options, it was our opinion that this non-academic student plan best meets the objectives stated on the attachment and best represents the interests of both University employers and student employees for 1990-91.

Sincerely,



Nicholas K. Barbatsis  
Acting Vice President for  
Student Development

A PROPOSAL FOR THE  
1990-91 NON-ACADEMIC STUDENT  
EMPLOYMENT PLAN

Office of the Vice President for Student Development

Nicholas Barbatsis, Acting Vice President  
James Preus, Coordinator, Student Support Services  
Christopher Halling, Director of Financial Aid  
Susan Treinen, Director of Student Employment

May, 1990

PLAN OBJECTIVES

Adequate pay rates to attract and retain student employees on campus and assist them to meet the costs of education.

Comparability with pay rates and policies of civil service and University Hospital and Clinics as required by the Twin Cities Campus Student Employment Rules.

CONSIDERATIONS

**CIVIL SERVICE EMPLOYMENT PROPOSAL** The proposed civil service plan, effective July 1, 1990, provides:

- an in-range adjustment of 4% for all employees on the payroll July 1, 1990.
- a pay range adjustment upward of 4% at the base rate of each class and 5% at the maximum

**1989-90 NON-ACADEMIC STUDENT EMPLOYMENT PLAN** Student employees received increases of 4% on January 1, 1990 and student pay ranges were increased to the base of comparable civil service classes or 4% whichever was less. Out of 262 student classes, 196 received a 4% range increase (74%). All others moved 2% to the base of a comparable civil service class.

**COST OF LIVING/EDUCATION** Cost of living increases, tuition, student fees, and other related educational costs continue to rise.

**STUDENT JOB MARKET** Students continue to be recruited by both on-campus and off-campus Twin Cities employers for part-time, temporary positions. Between January 1 and March 30, 1990 more than 1,406 non college work study on-campus vacancies were listed by University employers. This represents a 15% increase over the same period last year and a 33% increase over 87-88. Clearly student positions were not diminished by a 4% increase on January 1, 1990.

Between July 1, 1989 and March 30, 1990, the Center posted 10,047 on and off campus vacancies. In contrast 9,803 student applicants have sought work through the Center.

**CIVIL SERVICE COMPARABILITY** Equity pay and the abolishment of many civil service classes used by students continue to make comparability difficult to achieve.

## POLICIES AND GUIDELINES

## WHO IS COVERED

Students employed at the University who are appointed to student employment classes are covered by this pay plan. This includes students in rate-arranged classes, formal trainee programs, and those employed by the University Hospital and Clinic.

This plan does not cover student employees on academic appointments or students at coordinate campuses with exceptions approved by the Regents.

## CLASSIFICATION SALARY RANGES

Student employee classification pay ranges will increase by 4% or to the base rate of a comparable July 1, 1990 civil service class base rates, whichever is less, effective July 1, 1990.

## STUDENT EMPLOYEE INCREASES

Student employees on the payroll on July 1, 1990, who are below the new base rate for their class will receive an increase to the new base rate effective July 1, 1990. All other increases are discretionary and include both recurring range movement and bonus options.

Students hired after July 1, 1990 should be appointed to the newly established base rate of the class or, at the discretion of the hiring department, to a higher rate within the range.

## SHIFT DIFFERENTIALS

Student employees who are assigned to work regularly scheduled shifts of at least six hours in duration, are eligible for a shift differential if their work shifts begin before 6:00 a.m. or begin or end on or after 7:00 p.m. The shift differential will be \$.40 per hour.

## DISCRETIONARY INCREASES

Departments may choose one or more of the following optional, discretionary increases: a) recurring increases within the salary range and b) awards in the form of a one-time lump-sum payment.

Procedures and a rationale for student employee discretionary increases will be determined by each collegiate and/or administrative unit within the following guidelines.

- Recurring Increases Within the Salary Range

Recurring increases within the salary range may be effective anytime between July 1, 1990 and June 30, 1991.

Increases may be in the form of: a) a general wage increase for all employees, b) merit increases based on performance, or c) a combination of both general wage and merit increases.

Students must have completed 260 hours of work or 9 consecutive calendar months in a particular position on the University's payroll to be eligible for an increase.

- Bonuses

Student employees who have completed 260 hours of work or 9 consecutive calendar months in a particular position on the University's payroll will be eligible to receive one bonus (lump sum) payment of no less than \$150 and no greater than \$600 in the fiscal year, effective July 1, 1990. The bonus may be in addition to a recurring increase, at the department's discretion.

#### CRITERIA FOR DISCRETIONARY INCREASES

Departments must establish and document rational criteria for discretionary increases and communicate these criteria to student employees. Consideration should be given to:

- a) length of time the student has worked in the class
- b) effective dates within the year
- c) performance criteria
- d) consistency within the department as a whole

Departments must take steps to ensure that no discriminatory treatment occurs as a result of pay plan decisions.

#### PERFORMANCE EVALUATION

Each student who receives a merit increase must be evaluated using a performance evaluation form. A completed form must accompany the payroll document for all such increases.

Departments may select a form of their choosing or use the optional Performance Evaluation Form developed by the Student Employment Center. A copy of this form is available from the Center on request.

#### TRAINEES

Trainee wage rates will be reviewed for each trainee program. If appropriate, trainee rates will be revised to reflect new corresponding relationships with the base rate of the class. Trainees are not eligible for discretionary wage increases. Student employment trainees receive increases as they progress toward the minimum qualifications for the class.

#### RATE-ARRANGED CLASSES

The classification range adjustments do not apply to students in rate-arranged classes. Salary rates and ranges are individually assigned according to specific criteria for the position. Student employees in rate-arranged classes are eligible for all other increases according to the same criteria as other student employees.

#### ACADEMIC APPOINTMENTS

This plan does not apply to employees on graduate or undergraduate academic appointments. These employees are covered by a separate pay plan established by the Senior Vice President for Academic Affairs.

## RECLASSIFICATIONS

Employees whose duties have changed may request that their job be reviewed for a change in classification. The employee should complete a Job Review Questionnaire (available through the Student Employment Center). Upon receipt in the Center, the job will be reviewed by a personnel professional. The Student Employment Center does not use the JEQ form or associated system used for Civil Service Classifications.

## ASSISTANCE

Student Employment staff members are available to answer questions about this memo and to help departments develop criteria to determine discretionary increases. For assistance, call the Student Employment Center, 624-8070.

## DOCUMENTATION

Departments should document 1990-91 arrangements for providing student increases and forward a copy to the Student Employment Center.