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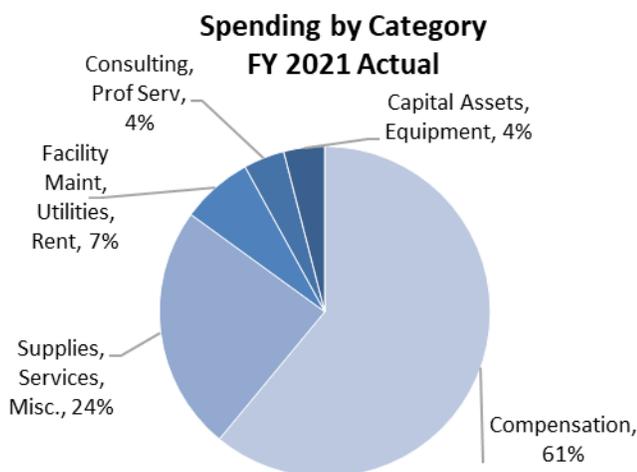# University Of Minnesota

https://www.umn.edu/

AT A GLANCE

- Five Campuses (Crookston, Duluth, Morris, Rochester, Twin Cities)
- Six Research and Outreach Centers throughout the state
- FY21 Actual Spend: $3.7 billion
- Faculty & Staff Employee Headcount: 19,909, *October 2021*
- Graduate Student & Professional-in-Training Employee Headcount: 6,309, *October 2021*
- Fall 2021 Total Student Enrollment: 66,496
  - Undergraduate: 42,212
  - Graduate: 12,537
  - First Professional: 4,243
  - Non-Degree: 7,504
- Degrees awarded (2020-21 Award Year): 16,304
- Sponsored Research Awards (FY21): $1.15 billion

PURPOSE

The University of Minnesota's statutory mission is to offer undergraduate, graduate, and professional instruction through the doctoral degree and be the primary state supported academic agency for research and extension service (MN Statute 135A.052). The University's mission is threefold: research and discovery, teaching and learning, and outreach and public service. The University of Minnesota is the state's only land grant and research institution and has a unique responsibility to better the lives of Minnesotans. As one of the nation's top research institutions, the University is an institution where teaching and learning, discovery and innovation, service, outreach, and engagement converge to fuel Minnesota's economy and improve our quality of life.

BUDGET

Source: University of Minnesota, General Ledger
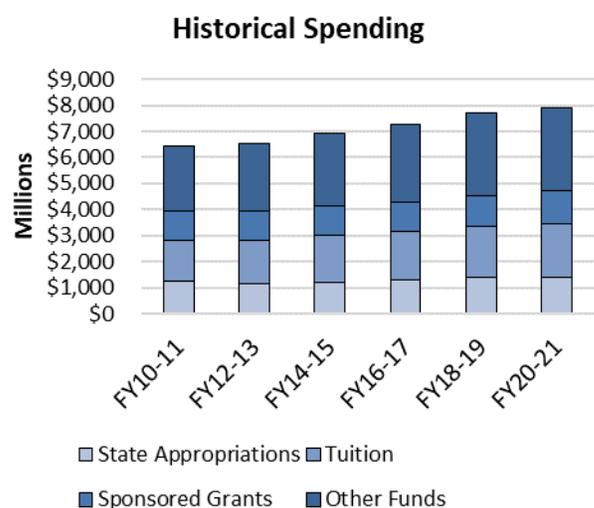
Source: University of Minnesota, General Ledger

The University's FY21 $4.0 billion revenue total is based on support from a variety of sources: tuition (25%), state appropriation (18%), sponsored research grants from federal government and other sources (17%), restricted

sources such as philanthropy, grants, and contracts (19%), miscellaneous income from sales, fees, etc. (14%), and auxiliary business operations (6%). The University's budget includes funding for the Crookston, Duluth, Morris, Rochester, and Twin Cities campuses as well as six research and outreach centers, fifteen regional Extension offices, a multitude of research institutes, and University of Minnesota Extension staff in every Minnesota county. The University uses its state appropriation for all aspects of the University system.

Although the University is dependent on its partnership with the State of Minnesota to continue to succeed, this partnership has changed significantly over the last two decades. As a portion of total revenue, which includes gifts, sales, grants, etc., state appropriation levels for the University of Minnesota dropped from 32% (1996) to 17% (2023). Although the University has continued to serve more students and improve student success, ongoing State operating support for the University has declined over time as a percent of state general fund spending and as a percent of total University revenues. As a result, the University has become more dependent on tuition and other revenue sources and has greatly enhanced its efficiency to achieve success.

STRATEGIES

President Joan T.A. Gabel led development of the University of Minnesota Systemwide Strategic Plan, approved by the Board of Regents in June 2020, to better align resources and leverage system strengths - a system including five unique campuses as well as an array of Extension and Outreach centers and services affecting people statewide.

The plan highlights ways to better connect, leverage, and align the system's distinctive statewide resources and can be found here, https://president.umn.edu/systemwide-strategic-plan. Commitment areas include: Student Success; Discovery, Innovation, and Impact; MNtersections; Community and Belonging; and Fiscal Stewardship.

Through these strategic planning efforts, the University will make resource allocation decisions that strengthen student success, enhance knowledge transfer between the University, the state of Minnesota, communities and businesses, build upon research opportunities affecting Minnesotans, and align the University's health sciences work with Minnesota's health policy and workforce needs. The University is committed to providing world-class learning, discovery, and service to improve outcomes for all Minnesotans and the world.

In recent annual operating budgets, the President and the University of Minnesota Board of Regents have focused revenue and spending plans on achieving the goals of access, affordability, academic and operational excellence, and accountability. As examples, the University will continue to capitalize on the following:

- **Crookston Campus:** Known for its focus on experiential learning for its campus-based students, the University of Minnesota Crookston is also one of the nation's pioneers in online and distance education. In Fall 2021, the campus enrolled 2,304 undergraduate and non-degree students.
- **Duluth Campus:** The University of Minnesota Duluth integrates liberal education, research, creative activity, and public engagement to prepare students to thrive as lifelong learners and globally engaged citizens. As a land-grant and sea-grant university, the University of Minnesota Duluth achieves its mission through vibrant and high-quality academic and co-curricular programs; impactful research, scholarship, and creative activities; and service and engagement beyond the confines of the campus. In Fall 2021, the campus enrolled 9,884 undergraduate, graduate, professional, and non-degree students.
- **Morris Campus:** The University of Minnesota Morris is a nationally ranked, undergraduate-focused liberal arts campus with a deep commitment to environmental sustainability and diversity. The "Morris experience" emphasizes faculty-student collaborative research, study abroad opportunities, and service learning. The campus enrolled 1,286 undergraduate and non-degree students in Fall 2021.
- **Rochester Campus:** The University of Minnesota Rochester offers distinctive health sciences and biosciences education to prepare students for a broad spectrum of current and emerging careers, ranging

from patient care to pure and applied research. The campus enrolled 646 undergraduate and non-degree students in Fall 2021.

- **Twin Cities Campus:** The University of Minnesota Twin Cities campus is the University's flagship campus and is one of only five campuses in the country with schools of engineering, medicine, veterinary medicine, law, and agriculture on a single campus. Because of the Twin Cities campus size and scope of programs, unique opportunities exist for interdisciplinary education, research, and outreach. The campus enrolled 52,376 undergraduate, graduate, professional, and non-degree students in Fall 2021. The Twin Cities campus will continue its excellence in:
    - o Education: The Twin Cities campus attracts high caliber students from across the globe due to its world-renowned faculty and staff. The entering class in the fall of 2021 had an average GPA (grade point average) of 3.7 on a 4.0 scale and included 112 National Merit Scholars in its ranks.
    - o Research: The University's contributions in research Include world class innovation known for life-changing inventions such as the pacemaker, the retractable seat belt, HIV drug Ziagen, cancer therapies, biodegradable plastics, and technologies that advance agricultural production. The University of Minnesota has launched 200 startup companies since 2006, a major milestone, and has been ranked first for technology transfer within the heartland, a 20-state region, and fifth among all US public universities.
    - o Outreach: The Twin Cities campus continues its vast array of outreach efforts though initiatives and partnerships such as its mobile dental clinic and the Community-University Health Care Center partnership.

- **Minnesota Extension:** Extension researchers and educators engage individuals and organizations in asking the challenging questions to discover science-based answers. It builds a better future for Minnesotans through University science-based knowledge, expertise, and training. The Extension works in rural, suburban, urban, and tribal communities and serves more than 1 million people through Extension education.

RESULTS

The University's inspired and motivated community of faculty, staff, and students and its strong sense of purpose drives a focus on continual improvement. A key part of President Gabel's strategic plan as adopted by the Board of Regents is a full refresh of key University performance indicators. These are showcased in the University's Progress Card (see https://www.president.umn.edu/mpact-2025). The Progress Card is an important part of the Board of Regents oversight for a number of strategically measurable outcomes which have quantifiable goals connected to the commitments in the MPact 2025 strategic plan.

The University has made progress on many of these measures since the plan was formally adopted in 2020, despite challenges during the pandemic. This progress helps to exemplify the University's commitment to providing high-value services:
- Graduation rates for a variety of different student groupings have increased over time, resulting in a financial gain for students through lower total spending on tuition/fees/housing/debt and earlier entry into the workforce;
- New strategic initiatives have been developed and are being implemented: most prominently programs and strategies have been created to address student mental health, to develop a unified service, outreach and engagement database and map, and to create a tuition free program for Minnesotans from families of more modest means.
- Research and Development (R&D) expenditures and external sponsored awards have increased indicating the University's continued role in producing high-value research for Minnesota and the world. Sponsored awards topped $1 billion for the first time in 2021, with the University remaining in the top 10 of all public research universities nationwide; and

- The University continues to meet its administrative cost reallocation goals and is embarking on a significant service restructuring project for the functions of finance, human resources, information technology and marketing and communications, which highlights the University's commitment to administrative efficiency.

The University also publishes annually the "University Plan, Performance, and Accountability Report" (see https://president.umn.edu/mpact-2025), which reflects the institution's progress against its key strategic goals and identifies areas for improvement. This report is required under the University's charter, 1851 Territorial Laws, Chapter 3, Section 16, where it states that "[the regents shall] make a report annually, to the Legislature…exhibiting the state and progress of the University…and such other information as they may deem proper*---- or may from time to time be required of them." Finally, this Report, along with the University Progress Card, is updated and formally reviewed and approved by the Board of Regents annually in February.

Minnesota Statutes 137 (https://www.revisor.mn.gov/statutes/cite/137) provides the legal authority for the University of Minnesota.

(Dollars in Thousands)

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY20	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY24**	**FY25**
Expenditures by Fund								
1000 - General	669,666	671,406	690,519	690,506	689,256	689,256	750,256	750,256
2000 - Restrict Misc Special Revenue	22,357	22,375	22,373	22,400	22,400	22,400	22,400	22,400
2050 - Environment & Natural Resources	13,057	12,114	13,624	56,555				
2301 - Arts & Cultural Heritage	50	50						
2302 - Clean Water	1,000	1,000	2,673	1,295			2,000	1,000
2340 - Renewable Development			10,000					
2360 - Health Care Access	2,157	2,157	2,157	2,157	2,157	2,157	2,157	2,157
6000 - Miscellaneous Agency	2,404	2,226	6,279	1,049	511	386	511	386
Total	**710,691**	**711,328**	**747,625**	**773,962**	**714,324**	**714,199**	**777,324**	**776,199**
Biennial Change				99,567		(93,064)		31,936
Biennial % Change				7		(6)		2
Governor's Change from Base								125,000
Governor's % Change from Base								9
Expenditures by Program								
Permanent University Fund	2,404	2,226	6,279	1,049	511	386	511	386
Maintenance and Operations	601,228	602,968	621,831	621,818	620,818	620,818	681,818	681,818
Agriculture Special	42,922	42,922	42,922	42,922	42,922	42,922	42,922	42,922
Health Science Special	33,611	33,611	33,611	33,611	33,611	33,611	33,611	33,611
Technology Special	1,140	1,140	1,140	1,140	1,140	1,140	1,140	1,140
System Specials	7,181	7,181	7,431	7,431	7,181	7,181	7,181	7,181
LCMR/MN Resources	14,057	13,114	14,824	57,755			2,000	1,000
Special Projects	157	175	11,596	245	150	150	150	150
U/Mayo Partnership	7,991	7,991	7,991	7,991	7,991	7,991	7,991	7,991
Total	**710,691**	**711,328**	**747,625**	**773,962**	**714,324**	**714,199**	**777,324**	**776,199**
Expenditures by Category								
Operating Expenses	19,557	19,557	19,557	19,557	19,557	19,557	19,557	19,557
Grants, Aids and Subsidies	691,134	691,771	728,068	754,405	694,767	694,642	757,767	756,642
Total	**710,691**	**711,328**	**747,625**	**773,962**	**714,324**	**714,199**	**777,324**	**776,199**

University Of Minnesota

Agency Financing by Fund

(Dollars in Thousands)

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY20	FY21	FY22	FY23	FY24	FY25	FY24	FY25
1000 - General								
Balance Forward In				137				
Direct Appropriation	669,666	671,406	690,656	690,656	689,256	689,256	750,256	750,256
Transfers In	17,400	17,400	17,400	17,400	17,400	17,400	17,400	17,400
Transfers Out	17,400	17,400	17,400	17,687	17,400	17,400	17,400	17,400
Balance Forward Out			137					
Expenditures	**669,666**	**671,406**	**690,519**	**690,506**	**689,256**	**689,256**	**750,256**	**750,256**
Biennial Change in Expenditures				39,953		(2,513)		119,487
Biennial % Change in Expenditures				3		(0)		9
Governor's Change from Base								122,000
Governor's % Change from Base								9
2000 - Restrict Misc Special Revenue								
Balance Forward In	14	6	0					
Direct Appropriation	22,250	22,250	22,250	22,250	22,250	22,250	22,250	22,250
Transfers In	99	120	122	150	150	150	150	150
Balance Forward Out	6	0						
Expenditures	**22,357**	**22,375**	**22,373**	**22,400**	**22,400**	**22,400**	**22,400**	**22,400**
Biennial Change in Expenditures				40		27		27
Biennial % Change in Expenditures				0		0		0
Governor's Change from Base								0
Governor's % Change from Base								0
2050 - Environment & Natural Resources								
Balance Forward In	22,386	29,037	34,041	36,950				
Direct Appropriation	19,150	16,173	16,893	19,605	0	0	0	0
Transfers In	330	2,034						
Transfers Out		126	78					
Cancellations	0	0	287					
Balance Forward Out	28,809	35,003	36,945					
Expenditures	**13,057**	**12,114**	**13,624**	**56,555**				
Biennial Change in Expenditures				45,008		(70,179)		(70,179)
Biennial % Change in Expenditures				179		(100)		(100)
Governor's Change from Base								0

(Dollars in Thousands)

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY20	FY21	FY22	FY23	FY24	FY25	FY24	FY25
Governor's % Change from Base								

2301 - Arts & Cultural Heritage

	Actual FY20	Actual FY21	Actual FY22	Estimate FY23	Forecast Base FY24	Forecast Base FY25	Gov Rec FY24	Gov Rec FY25
Direct Appropriation	50	50						
Expenditures	**50**	**50**						
Biennial Change in Expenditures				(100)		0		0
Biennial % Change in Expenditures				(100)				
Governor's Change from Base								0
Governor's % Change from Base								

2302 - Clean Water

	Actual FY20	Actual FY21	Actual FY22	Estimate FY23	Forecast Base FY24	Forecast Base FY25	Gov Rec FY24	Gov Rec FY25
Direct Appropriation	1,000	1,000	2,673	1,295	0	0	2,000	1,000
Expenditures	**1,000**	**1,000**	**2,673**	**1,295**			**2,000**	**1,000**
Biennial Change in Expenditures				1,968		(3,968)		(968)
Biennial % Change in Expenditures				98		(100)		(24)
Governor's Change from Base								3,000
Governor's % Change from Base								

2340 - Renewable Development

	Actual FY20	Actual FY21	Actual FY22	Estimate FY23	Forecast Base FY24	Forecast Base FY25	Gov Rec FY24	Gov Rec FY25
Direct Appropriation			10,000					
Expenditures			**10,000**					
Biennial Change in Expenditures				10,000		(10,000)		(10,000)
Biennial % Change in Expenditures								
Governor's Change from Base								0
Governor's % Change from Base								

2360 - Health Care Access

	Actual FY20	Actual FY21	Actual FY22	Estimate FY23	Forecast Base FY24	Forecast Base FY25	Gov Rec FY24	Gov Rec FY25
Direct Appropriation	2,157	2,157	2,157	2,157	2,157	2,157	2,157	2,157
Expenditures	**2,157**	**2,157**	**2,157**	**2,157**	**2,157**	**2,157**	**2,157**	**2,157**
Biennial Change in Expenditures				0		0		0
Biennial % Change in Expenditures				0		0		0
Governor's Change from Base								0
Governor's % Change from Base								0

	Actual	Actual	Actual	Estimate	Forecast Base		Governor's Recommendation	
	FY20	**FY21**	**FY22**	**FY23**	**FY24**	**FY25**	**FY24**	**FY25**

6000 - Miscellaneous Agency

Transfers In	2,404	2,226	6,279	1,049	511	386	511	386
Expenditures	**2,404**	**2,226**	**6,279**	**1,049**	**511**	**386**	**511**	**386**
Biennial Change in Expenditures				2,698		(6,431)		(6,431)
Biennial % Change in Expenditures				58		(88)		(88)
Governor's Change from Base								0
Governor's % Change from Base								0

	FY23	FY24	FY25	Biennium 2024-25
Direct				
Fund: 1000 - General				
FY2023 Appropriations	690,656	690,656	690,656	1,381,312
Base Adjustments				
Current Law Base Change		(1,400)	(1,400)	(2,800)
Forecast Base	690,656	689,256	689,256	1,378,512
Change Items				
Core Mission Support		56,000	56,000	112,000
Systemwide Safety and Security		5,000	5,000	10,000
Total Governor's Recommendations	690,656	750,256	750,256	1,500,512
Fund: 2000 - Restrict Misc Special Revenue				
FY2023 Appropriations	22,250	22,250	22,250	44,500
Forecast Base	22,250	22,250	22,250	44,500
Total Governor's Recommendations	22,250	22,250	22,250	44,500
Fund: 2050 - Environment & Natural Resources				
FY2023 Appropriations	19,605	19,605	19,605	39,210
Base Adjustments				
All Other One-Time Appropriations		(19,605)	(19,605)	(39,210)
Forecast Base	19,605	0	0	0
Total Governor's Recommendations	19,605	0	0	0
Fund: 2302 - Clean Water				
FY2023 Appropriations	1,295	1,295	1,295	2,590
Base Adjustments				
One-Time Legacy Fund Appropriations		(1,295)	(1,295)	(2,590)
Forecast Base	1,295	0	0	0
Change Items				
Clean Water Legacy - Stormwater Research & Technology Transfer Program		1,000	1,000	2,000
Clean Water Legacy - Geologic Atlas with Dept. of Natural Resources		1,000		1,000
Total Governor's Recommendations	1,295	2,000	1,000	3,000
Fund: 2360 - Health Care Access				
FY2023 Appropriations	2,157	2,157	2,157	4,314
Forecast Base	2,157	2,157	2,157	4,314
Total Governor's Recommendations	2,157	2,157	2,157	4,314

Dedicated

(Dollars in Thousands)

	FY23	FY24	FY25	Biennium 2024-25
Fund: 2000 - Restrict Misc Special Revenue				
Planned Spending	150	150	150	300
Forecast Base	150	150	150	300
Total Governor's Recommendations	150	150	150	300
Fund: 6000 - Miscellaneous Agency				
Planned Spending	1,049	511	386	897
Forecast Base	1,049	511	386	897
Total Governor's Recommendations	1,049	511	386	897

University of Minnesota

FY 2024-25 Biennial Budget Change Item

Change Item Title: Core Mission Support

Fiscal Impact ($000s)	FY 2024	FY 2025	FY 2026	FY 2027
General Fund				
Expenditures	56,000	56,000	68,500	68,500
Revenues	0	0	0	0
Other Funds				
Expenditures	0	0	0	0
Revenues	0	0	0	0
Net Fiscal Impact = (Expenditures – Revenues)	56,000	56,000	68,500	68,500
FTEs	0	0	0	0

Recommendation:

The Governor recommendations a $56 million increase to the University of Minnesota's Operations and Maintenance (O&M) general fund appropriation in Fiscal Years (FY) 2024 and 2025, and a $68.5 million increase in FY 2026 and 2027 to support its core mission of world-class teaching, research, and service. Additional appropriations will contribute to holding down tuition increases, supporting student services, ensuring delivery of high-quality instruction, advancing research and services that benefit Minnesota citizens, and providing safe, maintained spaces for students, employees, and the many thousands who visit its campuses every year.

Rationale/Background:

The FY2023 operating budget for the University of Minnesota projects annual revenue at $4.2 billion. Within this all-funds total, 33% represents revenues restricted by external sources that cannot be used by University leadership to fund general operations. Sales and revenue generating activities account for 27% of total estimated revenue and are rarely available to cover general operating costs, and they are largely used to fund direct costs for those goods or services. Examples include University bookstores, campus parking, educational sales, and course fees. The remaining 40% is the Operations and Maintenance (O&M) state appropriation and tuition. These are unrestricted resources and support a wide range of general operating costs critical to achieving goals related to research, instruction, and public service. These general operating revenues grow only if total enrollment grows, the University of Minnesota Board of Regents decides to increase tuition rates, or the State of Minnesota increases the University's O&M appropriation.

Based on current spending patterns and the Consumer Price Index (CPI), inflation on items funded with the O&M appropriation and tuition could cost the University as much as $120,000,000 each year (growth over the prior year). However, this total can be tempered some for planning purposes due to several factors: the most recent rates from other inflation indices (Higher Education Price Index - HEPI, Personal Consumption Expenditure Index - PCE) are slightly less than the CPI; each of these current inflation rates may stabilize or even drop over the next twenty-four months; and University departments will act where possible to buy less and buy differently in reaction to high prices. A reasonable estimate, supported by actual refined expenditure projections in targeted areas, is for annual cost increases of approximately $90,000,000.

Operating cost increases impact the University and its constituencies in many ways. Increased costs without accompanying increases in revenue lead to difficult decisions, such as:

- Reduced number of experiments or less hands-on activities for students in science courses as the cost of metals, chemicals, gases and equipment necessary for laboratory-based instruction increase.

- Reduced hours of operation for libraries; student unions or health services as the costs of staffing and facility operations increase.
- Longer wait times for students' tutoring, advising and career services appointments as faculty and staff positions lost through attrition are not filled due to required spending reductions.
- Increased risk of compliance violations due to reduced personnel available to provide necessary checks and balances or to physically inspect regulated spaces.

Specific impacts (such as the examples just listed) are somewhat unique to each department of the University depending on their purpose and function. When rolled-up to the University level, the combined impact of such decisions results in reduced breadth and depth of the University's scope and impact and/or a sacrifice of quality.

Recommendation:

The Governor recommends a $56 million annual increase to its base O&M appropriation in the FY24-25 biennium, and a $68.5 million annual increase in the FY26-27 biennium to maintain world-class excellence across its current scope of programs. This is consistent with the priorities of the University of Minnesota Board of Regents as elected by the Minnesota Legislature.

The University's allocation of the appropriation gain to units and activities will be determined through its internal annual budget process led by President Joan T.A. Gabel and academic and operations leadership, resulting in an annual operating budget ultimately approved by the Board of Regents. Pressing priority areas will include core budgetary needs such as student support and services, competitive faculty and staff compensation, health care benefits, classroom and equipment maintenance, federal and state regulation compliance, research and technology infrastructure, public safety, information technology security and maintenance, and core facility maintenance. Based on current estimates, the following expenditure growth ranges have been factored into University planning for appropriation and tuition funded budget items:

This additional funding recommendation from the State will not eliminate difficult choices in balancing the University budget, nor curb University pursuit of increased efficiencies in performance. However, it will significantly alleviate the need for higher tuition increases for students and help deliver on our commitment to provide a world class education, research, and outreach experience for all Minnesotans.

Equity and Inclusion:

The University of Minnesota acknowledges systemic change is necessary and requires action at all levels of the institution. This acknowledgement informs strategic priorities and how the institution works to advocate for and support underrepresented students, faculty, and staff. The University's commitment to equity and diversity is prioritized in the President's Systemwide Strategic Plan, MPact 2025 and reflected in the Office for Equity and Diversity's three strategic priorities: (1) Increase representational diversity, (2) improve campus climate, (3) build support and align partnerships. Support for the core mission of the University allows for continued advancement of these priorities.

1. **Increase Representational Diversity**: OED provides resources, education, and equitable processes to support recruitment and retention of underrepresented students, staff, and faculty, including student support and retention programs such as the Circle of Indigenous Nations, the Louis Stokes North Star STEM Alliance, the Multicultural Center for Academic Excellence, the Women's Center, the Gender and Sexuality Center for Queer and Trans Life, the Scholarly Excellence in Equity and Diversity Award, the Shakopee Mdewakanton Sioux Community Endowed Scholarship, and the Puckett Scholarship.

   The President's Emerging Scholars (PES) is an educational opportunity program that supports high-achieving, historically underserved students in their pursuit of a bachelor's degree at the University of Minnesota, Twin Cities. Its mission is to ensure timely participant graduation by encouraging and supporting academic, career, and personal wellbeing through scholarships, programming, professional advising, and

peer mentoring. There are approximately 2,000 PES students on the Twin Cities Campus, many of whom are first in their family to attend college, indigenous students, older students, rural students, student parents, students for whom English is not their first language, students of color, and students with disabilities.

The University of Minnesota leads the North Star STEM Alliance, a 16-institution partnership created to increase the number STEM bachelors' degrees awarded to students in groups that have been historically underserved, underrepresented, and minoritized in STEM. University of Minnesota-Morris, University of Minnesota-Rochester, and University of Minnesota-Duluth are members of the Alliance along with tribal colleges, community colleges and other 4-year colleges and universities. Between 2008 and 2021, the Alliance engaged 4,682 undergraduate students.

The University Offices of Undergraduate Education, Student Affairs, and OED created the Undergraduate Student Equity and Success Committee, which coordinates support for students of color, American Indian students, and first-generation students. Focus continues toward improving retention and graduate rate outcomes for students of color, first generation, and Pell eligible students. This fall (2022), The University of Minnesota–Twin Cities welcomes its highest numbers of Black, (9.5% of the first-year class), Native American (1.4%) and Latinx (6.8%) students.

The University is also committed to recruiting and retaining faculty from underrepresented groups. In fall 2017, UMN joined the University of California (UC) Partnership for Faculty Diversity. This program encourages outstanding Ph.D. recipients who are from underrepresented groups to pursue academic careers at the University of Minnesota. This program has resulted in the positive trajectory of diverse faculty in the academy. Additionally, the Diversity Community of Practice (DCoP) is a grassroots faculty and staff community across the Twin Cities campus who leverage their expertise to ensure equity and diversity goal implementation.

2. **Improve Campus Climate:** Improving campus climate and ensuring that community members feel valued and respected is a focus at the institution. To address climate, the OED creates programs, engagement opportunities, and capacity-building initiatives aimed to effect positive culture and climate change, some including OED Education Program workshops for faculty and staff as well as an Equity and Diversity Certificate Program for faculty, staff, and students. Through the Bias Response Referral Network, OED receives, tracks, and refers reports of bias incidents to appropriate campus offices set to effectively respond through proper investigation, educational coaching, or other resources.

From October 2021 to May 2022, OED engaged Cambridge Hill Partners (CHP) to undertake the following four tasks and deliverables: 1. Map and analyze the scope and impact of DEI efforts across the five University of Minnesota campuses; 2. Conduct a gap analysis of areas of DEI strengths and opportunities for growth across the system; 3. Understand, assess, and articulate how system, college, campus and academic and administrative unit level programs and initiatives align with the systemwide strategic plan moving forward; and 4. Make recommendations on optimal DEI organizational structure and specifically for the Office for Equity and Diversity and its relationship with other central administrative units.

The University fully acknowledges University of Minnesota campuses are on traditional homelands of Indigenous people. Efforts are underway to make sure there are resources to support the University's Indigenous students, faculty, and staff and to increase engagement with the eleven sovereign tribal Nations of Minnesota. The Circle of Indigenous Nations (COIN) recently hired two student specialists to increase the programming provided for Indigenous students.

3. **Build, Support, and Align partnerships:** As systemic change requires partnership and collaboration, the University focuses on building, supporting, and aligning partnerships across the University system. OED works with University and community partners to identify, implement, and sustain efforts to advance diversity, equity, and inclusion across the University system. By working together, OED can better leverage strengths and capabilities across the large complex system and community, leading to sustainable efforts that improve outcomes for students, staff, faculty, and community members.

Tribal Consultation:

Does this proposal have a substantial direct effect on one or more of the Minnesota Tribal governments?

☐Yes
☒No

Results:

The University's inspired and motivated community of faculty, staff, and students and its strong sense of purpose drives a focus on continual improvement. A key part of President Gabel's strategic plan as adopted by the Board of Regents is a full refresh of key University performance indicators. These are showcased in the University's Progress Card (see https://www.president.umn.edu/mpact-2025). The Progress Card is an important part of the Board of Regents oversight for a number of strategically measurable outcomes which have quantifiable goals connected to the commitments in the MPact 2025 strategic plan.

The University has made progress on many of these measures since the plan was formally adopted in 2020, despite challenges during the pandemic. This progress helps to exemplify the University's commitment to providing high-value services:
- Graduation rates for a variety of different student groupings have increased over time, resulting in a financial gain for students through lower total spending on tuition/fees/housing/debt and earlier entry into the workforce;
- New strategic initiatives have been developed and are being implemented: most prominently programs and strategies have been created to address student mental health, to develop a unified service, outreach and engagement database and map, and to create a tuition free program for Minnesotans from families of more modest means.
- Research and Development (R&D) expenditures and external sponsored awards have increased indicating the University's continued role in producing high-value research for Minnesota and the world. Sponsored awards topped $1 billion for the first time in 2021, with the University remaining in the top 10 of all public research universities nationwide; and
- The University continues to meet its administrative cost reallocation goals and is embarking on a significant service restructuring project for the functions of finance, human resources, information technology and marketing and communications, which highlights the University's commitment to administrative efficiency.

The University also publishes annually the "University Plan, Performance, and Accountability Report" (see https://president.umn.edu/mpact-2025), which reflects the institution's progress against its key strategic goals and identifies areas for improvement. This report is required under the University's charter, 1851 Territorial Laws, Chapter 3, Section 16, where it states that "[the regents shall] make a report annually, to the Legislature…exhibiting the state and progress of the University…and such other information as they may deem proper*---- or may from time to time be required of them." Finally, this Report, along with the University Progress Card, is updated and formally reviewed and approved by the Board of Regents annually in February.

University of Minnesota

FY 2024-25 Biennial Budget Change Item

Change Item Title: Systemwide Safety and Security

Fiscal Impact ($000s)	FY 2024	FY 2025	FY 2026	FY 2027
General Fund				
Expenditures	5,000	5,000	5,000	5,000
Revenues	0	0	0	0
Other Funds				
Expenditures	0	0	0	0
Revenues	0	0	0	0
Net Fiscal Impact = (Expenditures – Revenues)	5,000	5,000	5,000	5,000
FTEs	**0**	**0**	**0**	**0**

Recommendation:

The Governor recommends a $5 million ongoing increase to the University of Minnesota's base Operations and Maintenance (O&M) general fund appropriation in Fiscal Years (FY) 2024-2027 to improve safety and security systemwide.

Rationale/Background:

Since the winter of 2019, the University of Minnesota has seen an increase in crime near campuses and their surrounding communities. To reduce crime on and around its campuses, the University has invested significant resources in safety and security to promote a safe and welcoming environment for students, families, employees, and campus visitors. Investments to date have included hiring additional police officers as well as the purchase of new police vehicles, over-time funding for officers, hiring additional security officers and public safety support staff, and the purchase of new equipment, such as body cameras.

This $5.0 million recommendation supplements the previous University investments noted above, as well as those planned for the immediate future, and will provide longer-term infrastructure and support for the University systemwide. This recommendation includes hiring additional public safety staff, implementing a state-of-the-art security system, and increasing officer presence on campus, all of which are essential to transforming the University's public safety capabilities. Although the University has invested funds in previous fiscal years and plans to continue addressing emerging needs to maintain safety, we do not have additional resources to take the significant steps included in this proposal. Additional state support in the near term will help to reduce crime, improve officer response time, and reduce reliance on overtime and other agencies, which can in turn reduce employee burnout, attrition, and ultimately increased costs in more recruiting, hiring, and training.

Recommendation:

An investment of $5.0 million each fiscal year will expand and improve current public safety efforts systemwide, ultimately enhancing the University's ability to stop crime before it occurs and respond efficiently and effectively when emergency situations occur. This proposal includes funding to address safety and security from several vantage points:

1. **Systemwide Security Infrastructure**: A $3.0 million investment in security infrastructure to modernize outdated building access for 350 buildings across all campuses and to replace end of life cameras and security equipment systemwide. Upgraded building access will enable security personnel to lock and unlock buildings remotely and ultimately make the spaces more safe and secure for our students, faculty, and staff. The new, upgraded cameras will also improve safety and security by allowing officers to capture

high resolution images of perpetrators or crime activity and provide better views of more areas – both of which are essential for enhancing and enriching the information officers need to respond to emergency situations. Funding would allow for the ongoing maintenance and replacement of the equipment, the maintenance of the IT systems that run the associated technology for the cameras and building systems, and the personnel costs to manage the equipment and technology.

2. **Security Officers:** A $1.3 million investment to double the number of security officers on the Twin Cities campus, which is equivalent to 14 to 16 full-time officers. These additional security officers will provide a variety of services for students, faculty, staff, and campus visitors and will grow the number of escorts available for the 624 WALK program, increase the number of bike patrols on campus, expand building security checks, and enhance the overall presence of security officers on campus, more generally.

3. **Over-Time Patrol Shifts:** A $0.5 million investment to expand the Police Department's patrol shifts to include 25-30 additional shifts per week for six months each year on the Twin Cities campus. The new over-time shifts will run from 3:00 PM to 3:00 AM and will increase the visibility of officers on campus and decrease the response time to calls during the time in which most criminal activity occurs.

4. **Equipment, Vehicles, and Specialized Support**: A $0.2 million investment to replace aging equipment and vehicles and to provide additional, specialized support through a new K9 unit on the Twin Cities campus. Funds will be used to purchase, operate, and maintain aging camera and lighting trailers and for the ongoing replacement of patrol vehicles resulting in reduced maintenance costs and increased risk mitigation. Funding for the additional K-9 unit will be used to purchase the K9, ongoing supplies and training, vehicle modifications and maintenance. The new K9 unit will be used for special events and enhanced campus safety, more generally.

Impact on Children and Families:

A safer University of Minnesota means students, staff, faculty, and visitors are likely to encounter less crime. Any interaction with crime on or around our campuses can detract from the learning and enrichment that takes place at the University. These investments will contribute to a better experience with the University and ultimately a positive view of higher education, the University of Minnesota, and the state overall. When people feel connected to the University, all Minnesotans benefit.

Equity and Inclusion:

The University of Minnesota acknowledges systemic change is necessary and requires action at all levels of the institution. This acknowledgement informs strategic priorities and how the institution works to advocate for and support underrepresented students, faculty, and staff. The University's commitment to equity and diversity is prioritized in the President's Systemwide Strategic Plan, MPact 2025 and reflected in the Office for Equity and Diversity's three strategic priorities: (1) Increase representational diversity, (2) improve campus climate, (3) build support and align partnerships. Specifically, the University's Systemwide Safety and Security recommendation supports these three strategic priorities to advance equity and inclusion in the following ways:

- Safer university campuses reduce inequities and contribute to a sense of safety among members of our campus communities.
- Hiring of new positions included in this proposal will be guided by an established commitment to diversity, equity, and inclusion. For example, the University participates in the Pathways to Policing program designed to recruit candidates who may not have originally sought out a career in law enforcement; students and people of color are included on hiring panels; and all staff complete diversity and inclusion-related training such as training in implicit bias.
- Efforts are underway to reimagine policing at the University: adding more security officers and K9 officers is one strategy to increase our public safety presence in a way that is perhaps easier for some community members to engage with (versus sworn officers).
- The positions recommended as part of this proposal will work closely with the University's Department of Public Safety Assistant Director of Diversity and Inclusion. That role ensures Public Safety staff engage in outreach and engagement focused on diverse populations.

Tribal Consultation:
Does this proposal have a substantial direct effect on one or more of the Minnesota Tribal governments?

☐Yes
☒No

Results:
Inspired by the State of Minnesota, the University of Minnesota's system-wide strategic plan (MPact 2025) reflects a deepened commitment to research, teaching, and service, open access to opportunity, and forward-thinking innovation to advance the University's land-grant mission and impact the world. The full plan, dashboard, and progress card can be found at: https://president.umn.edu/mpact-2025. Below are the MPact 2025 Goals and Actions that relate to the corresponding objectives of this change item recommendation.
- Re-envision risk management and safety:
  - Enhance risk management through innovative technology and processes.
  - Assess and improve campus safety protocols and organizational structure.
  - Engage in continuous improvement practices to promote efficiency in all aspects of operations.
- Drive mutually beneficial relationships with underserved local communities and strategic partners to enhance society, access to higher education, and safe campus environments.

To help drive this work forward and enhance safety and security across the University system, President Gabel launched a Campus Safety Initiative in 2020. This Initiative included a review by an external consultant, Review and Recommendations to Strengthen UMPD Alignment with Campus Community Expectations and Values, which was then followed by the creation of the MSafe Implementation Committee. The Committee more closely examined the recommendations and presented its report, MSafe Implementation Committee Report, to the Board of Regents in February 2022. Since that time, the University has sought feedback on how the Twin Cities campus community perceives the Department of Public Safety's efforts with an ultimate goal of improving the Department's performance, identifying opportunities for improvement, and determining if its goals and objectives remain aligned with community expectations (2022 Department of Public Safety Survey Results). A selection of those measures is included below:

Type of Measure	Name of Measure	Current Value	Date
Results	Feeling safe on campus - TC	84%	Spring 2022
Result	Feeling safe off campus - TC	58%	Spring 2022
Results	Satisfaction with visibility of UMPD on campus presence – TC	54%	Spring 2022

Additional measures will continue to be tracked related to increase safety and reduced crime rates on all University campuses.

Change Item Title: Clean Water Legacy - Stormwater Research & Technology Transfer Program

Fiscal Impact ($000s)	FY 2024	FY 2025	FY 2026	FY 2027
General Fund				
Expenditures	0	0	0	0
Revenues	0	0	0	0
Other Funds – Clean Water Fund				
Expenditures	1,000	1,000	0	0
Revenues	0	0	0	0
Net Fiscal Impact = (Expenditures – Revenues)	1,000	1,000	0	0
FTEs	**0**	**0**	**0**	**0**

Request:

In alignment with the Clean Water Council's FY 2024-2025 recommendations, the University of Minnesota would apply $2,000,000 to its Stormwater Performance Evaluation appropriation in FY24-25 to continue funding for the Urban Stormwater Research & Technology Transfer Program. The program completes urban stormwater research addressing priority needs for Minnesota communities, professionals and water resources including development of new and revised stormwater practices and policies and developing systematic ways of increasing effectiveness and efficiency of practices used to manage urban stormwater. The program also provides technology transfer of research results; training, outreach and Extension education to Minnesota community leaders, practitioners, engineers, and planners. Since initial funding in FY16-17, the program has only been able to award and complete approximately 30% of the proposed high priority research. This $2M budget would allow the program to address more of the unanswered questions revolving around urban stormwater management and develop additional management practices and increase the effectiveness of practices used frequently across Minnesota.

Rationale/Background:

Investing in urban stormwater research provides resources to address high priority needs communities, professionals, and policymakers have about how management can be improved, how operation of practices can be enhanced and where increases in efficiency of practices and policies that protect, restore and minimizing the impacts of runoff and pollutants from the built, urban environment. Applied research allows the more efficient and successful choice of best management practices. In cases, research can discover new practices and methods to increase function of these tools used heavily and frequently across the state. Continuing to invest in research brings the opportunity to ensure the 'best' is achieved in the best management practice (BMP) paradigm. Investing a portion of the program in technology transfer also ensures the discoveries are shared with those in Minnesota that can most benefit from them and that effective outreach, training, and resources are provided to them to incorporate this new science into decision making.

Proposal:

Ultimately the outcome of this work are new and revised urban stormwater management practices and policies that protect and improve the health of Minnesota waters or mitigate and minimize the impacts to Minnesota water from urban runoff. The outcome of completed research is paired with the transfer of new knowledge to practitioners, policymakers, and professionals. Another outcome would be the incorporation of this work and new discoveries into stormwater management guidance policies and manuals such as the Minnesota Stormwater Manual. Outputs (measurements) for research include final reports, data, tools, models, formulas, revised design, installation, and operation and management guidelines. Outputs from technology transfer include training guides, the number of professionals, policymakers, and practitioners engaged and trained and the impact to their

knowledge, skills, and adoption of use. Per Minnesota Statute 114D.50, Subdivision 3, this proposal will supplement previous project funding and will be coordinated by the University of Minnesota Water Resources Center (WRC) to fund qualified urban stormwater research projects chosen through a competitive, highly scientific and Minnesota applicable review process.

Equity and Inclusion:
Diversity, inclusion, and equity are central aspects of the prioritization, selection, and oversight of funded projects. The WRC follows the University of Minnesota's diversity and inclusion practices to ensure equitable and inclusive selection of project teams. Further, reaching underrepresented groups is a pillar of research and technology transfer activities. A current funded project is examining the factors motivating community engagement in ethnically diverse neighborhoods.

Change Item Title: Clean Water Legacy - Geologic Atlas with Dept. of Natural Resources

Fiscal Impact ($000s)	FY 2024	FY 2025	FY 2026	FY 2027
General Fund				
Expenditures	0	0	0	0
Revenues	0	0	0	0
Other Funds - Clean Water Fund				
Expenditures	$1,000	0	0	0
Revenues	0	0	0	0
Net Fiscal Impact = (Expenditures – Revenues)	$1,000	0	0	0
FTEs	10			

Recommendation:

In alignment with the Clean Water Council's FY 2024-2025 recommendations, the University of Minnesota would apply $1 million to its County Geologic Atlas appropriation in FY24-25 to continue comprehensive geologic mapping required for managing water and mineral resources.

Rationale/Background:

Geologic atlases provide maps and databases that are essential for improved ground and surface water management. This foundational data supports drinking water management, domestic and industrial supply, irrigation, and aquatic habitats. County geologic atlases are specifically identified as essential data in designing a sustainable water management process in the Statewide Conservation Plan as well as in the efforts of the Environmental Quality Board, Minnesota Department of Natural Resources (DNR) Eco-Waters, and the Water Resources Center at the University of Minnesota. Distribution of geologic materials define aquifer boundaries. The connection of aquifers to land surface and surface water resources enable a comprehensive water management effort.

Proposal:

To date, these Clean Water Fund (CWF) resources helped produce atlases in 22 counties: Houston, Winona, Brown, Redwood, Washington, Isanti, Wadena, Cass, Hennepin, Dodge and Olmsted. Atlases that are in-production with CWF support include: St. Louis, Lake, Dakota, Red Lake, Polk, Pennington, Otter Tail, Douglas, Grant, Ramsey, and Lake of the Woods. The cost to complete an atlas is approximately $500,000. This FY24-25 biennial request will continue this work by either completing one, or more, of the atlases currently in production or used to develop an atlas in one of the 16 Minnesota counties the project has yet to begin. With five atlases typically started each year, the current pace will track atlas completed across the entire state within the next decade. However, due to staffing changes, the pace of atlas starts has slowed somewhat.   The program annual budget is approximately $2 million, with its majority from the Environment and Natural Resource Trust Fund. Per Minnesota Statute 114D.50 Subdivision 3, this proposal will supplement previous project funding.

Equity and Inclusion:

The program objective is to ensure every Minnesota county will have an atlas as soon as reasonably possible so every Minnesota resident can enjoy similar drinking water protection standards as well as ongoing maintenance of this information infrastructure.