



**BOARD OF TRUSTEES
MEETING AGENDA
WEDNESDAY, JUNE 19, 2013
1:30 PM**

**MINNESOTA STATE COLLEGES & UNIVERSITIES
30 7TH STREET EAST
SAINT PAUL, MN**

All meetings are in the McCormick Room on the fourth floor unless otherwise noticed. Committee/board meeting times are tentative and may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members attending in person, some members may participate by telephone.

Chair's Report: *Clarence Hightower*

- (1) Minutes of Board of Trustees Study Session, Enterprise Risk Management on May 22, 2013 (pp. 1-6)**
- (2) Minutes of the Board of Trustees Meeting on May 22, 2013 (pp. 7-10)**
- (3) Report of Closed Session Meeting of the Board of Trustees on the Chancellor's Annual Performance Evaluation on June 18, 2013**
- (4) Proposed FY2014-2015 Meeting Calendar (Second Reading) (p. 11)**
- (5) Special Recognitions**

MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD OF TRUSTEES STUDY SESSION MAY 22, 2013 McCORMICK ROOM 30 7TH STREET EAST ST. PAUL, MN

Present: Chair Clarence Hightower and Trustees Ann Anaya, Brett Anderson, Margaret Anderson Kelliher, Duane Benson, Alexander Cirillo, Cheryl Dickson, Dawn Erlandson, Philip Krinkie, David Paskach, Maria Peluso, Thomas Renier, Louise Sundin and Chancellor Steven Rosenstone

Absent: Trustees Alfredo Oliveira and Michael Vekich

Convene

Chair Clarence Hightower convened the study session at 10:30 a.m. He called on Chancellor Steven Rosenstone to introduce the topic of Enterprise Risk Management.

Introduction of Enterprise Risk Management

Chancellor Rosenstone commented that the last formal discussion on Enterprise Risk Management was during a Finance and Facilities Committee meeting in March 2011. Enterprise Risk Management is a topic for the entire board; it is an essential component of board oversight. The chancellor's responsibility with the board's oversight is to protect the capability and value of the system. One of the nine briefs on issues facing the system that was prepared for the board's retreat in September 2012 focused on enterprise risk management. As a follow-up, the board requested a formal and intentional review with a systematic approach to enterprise risk management.

The goals for the study session are to:

- Understand our enterprise risk management strategy;
- Review our identification, assessment and management of risks;
- Focus on high probability / high impact risks;
- Discuss strategy going forward; and
- Receive board feedback

Understand Our Enterprise Risk Management Strategy

Chancellor Rosenstone explained that every organization operates in an inherently risky environment. Risks cannot be eliminated, but an effective strategy can anticipate, mitigate and manage those risks in a way that protects the resources and reputation of our colleges and universities increasing the ability to achieve our core objectives and responsibilities to realize the three commitments in the Strategic Framework:

- Ensure access to an extraordinary education for all Minnesotans;
- Be the partner of choice to meet Minnesota's workforce and community needs; and
- Deliver to students, employers, communities and taxpayers the highest value / most affordable option.

Our management of risk can affect the quality and reputation of the work of our colleges and universities in service to students and Minnesota. Chancellor Rosenstone noted that any new enterprise that we engage in, such as a new facility or program, will have some inherent risk. If we are unwilling to take some risk we will not be able to gain from any innovation. Any entrepreneurial activity will have risk associated with it. The board's goal should not be making decisions only when all risk has been taken out. That will make us slow, not very agile and unable to be innovative. The questions will be how much risk is tolerable and what is the downside of any failure.

Risks can be everything from people tripping on the sidewalk and hurting themselves and not being able to work, to risks having to do with students no longer coming to the colleges and universities for a variety of reasons. Enterprise risk management is a structured approach of intentional thinking about uncertainties that the system must face. It is an inherent and critical component of leadership's long-term strategy and execution as well as board oversight.

Review our identification, assessment and management of risks

Everyone is responsible for risk management. Board Policy 5.16 assigns particular responsibility to the chancellor and to the presidents of the colleges and universities. One way to understand and manage risks is through the strategic plans for the system and by the presidents for their colleges and universities and the actual financial plans. The creation of the strategic framework was not an accident. Chancellor Rosenstone explained that it was the result of conversations with the presidents over the summer prior to his arrival, and a conversation with the board at their retreat in September 2011 to try to understand the environment and the value of our system.

There are lots of people every day who are responding to and making decisions about risks – to fix a sidewalk or upgrade a mechanical system. When the system office building was closed on April 1, the leadership of the system followed a plan that managed that potential risk to ensure continuity of operations across the system. At the system level, the members of the cabinet have a particular responsibility for attending to and managing the risks associated with their particular portfolios. This is an ongoing process that is embedded inherently in the work that all of us do every single day. We want to increase the intentionality and create a process where there is oversight and move beyond the operational with more focus on strategic risks.

Strategic risks are threats to the realization of core objectives of the system; they threaten the integrity and vitality of our colleges and universities. If we do not turn out quality graduates who meet the needs of employers, that is a big risk to the system as a whole. If things happen that threaten the reputation of the system, then we have an enterprise risk to the system as a whole. Chancellor Rosenstone said that the primary responsibility for identifying and managing those risks at the system level rests with him, and he does it in collaboration with the cabinet. At the college and university level, the responsibility for leading the discussion and management strategy for strategic risks rests with the president, in collaboration with his or her cabinet.

Operational risks are what Laura King, vice chancellor for finance and administration, Gail Olson, general counsel, Brian Yolitz, associate vice chancellor for facilities, and other members of the cabinet think about every single day to ensure that we are understanding and protecting threats to assets, people and compliance with laws and regulations. The integrity of our financial system is an operational threat that needs to be understood and managed. Emergency preparedness and network

security are all at the operational level, and we pay careful attention to them. At the system office, the primary responsibility for identifying and managing those risks rest with the officers in collaboration with the chancellor, and at the campus level, it is the members of the president's cabinet that have responsibility for managing and identifying those risks and collaborating with the president.

Chair Hightower inquired why the board is not listed for having responsibility for strategic risks. Chancellor Rosenstone replied that the responsibility for the identification and management rests with management, while oversight of that (are we doing a good job, are there processes in place) is a core responsibility of the board. The chancellor has to be accountable to the board. The board's policy decision making authority is a tool to mandate that certain things are done. Board policies ensure that management has a set of rules on how it manages risk.

Trustee Benson commented that board oversight of strategic and operational risks is to some extent being shifted from the board to the legislature. Chancellor Rosenstone noted that part of that dynamic needs to be addressed, understood and managed as best as possible. The board has the responsibility for oversight of risk.

Focus on high probability / high impact risks

By focusing on risks that have a high probability of occurring and a high impact, Chancellor Rosenstone referenced a heat map showing significant, moderate and manageable risk levels in terms of probability and impact. The focus is on those risks that have a high probability of occurring and high impact with profound consequences (red zone). The goal is to manage those that are in the red zone and use management strategies to move them into yellow zone, which is moderate, or the green zone, which is a manageable. The red zone is where the board has an essential role in oversight and questioning to make sure that the focus is correct.

The discussion today is to focus on those risks in the red zone and where the board has an essential role to give oversight and scrutiny to the strategies we are using as well as to scrutinize whether we have coded properly and identified the right kind of risk. Strategic risks cut across the entire spectrum of operations: financial, human resources, compliance, technology and facilities. Operational risks could rise to the level of strategic risks. Chancellor Rosenstone commented that he cannot recommend systematically measuring, assessing and mitigating every type of risk that may exist. First of all, the task would be impossible. Second, it would require a multi-million dollar unit devoted to the task and the return on investment is not appropriate, and third, it would affect our ability to innovate. Enterprise risk management should not be delegated to a single committee; rather it is a conversation that the whole board should have on a regular basis.

The strategic risks are those that affect our ability to deliver on the strategic framework and protect the value of the work that our colleges and universities are doing for their communities, students and the state. There is an increasing pressure to transform higher education. The list of risks on slide 10 of the slide deck reach back to the board's retreat in September 2012 and the big questions that also informed the strategic workgroups. Chancellor Rosenstone explained that these are strategic risks that cannot be ignored as they affect the entire enterprise. They are:

1. Changes in the kinds of students we need to serve, in the needs of our students, and in student demand.

2. Changes in the nature of work and what is required for graduates to be prepared for jobs and careers; need to demonstrate that our graduates have credentialed competencies.
3. Growing concern about access, affordability and student debt.
4. Changes in revenue streams and constraints on revenue growth.
5. Need to increase productivity, responsiveness and accountability and reduce costs.
6. Increased competition, particularly from for-profits and non-traditional ventures that are challenging the traditional higher education model.
7. Increased external scrutiny from government, the public, taxpayers and others.
8. Demographic changes that will increase competition for faculty, students, and staff.
9. Powerful new technologies for teaching, course delivery and collaboration that require significant organizational and cultural change as well as significant investments (financial and human capital).
10. Visibility and reputation of our colleges and universities.

Chancellor Rosenstone continued that slides 11 – 19 are a high-level summary of how we are trying to address the risks that emerge in an environmental scan. The management strategies are steps we have identified and taken. He added that the strategic workgroups were intentionally asked a set of questions to help us better address how to respond to these risk. The trustees, faculty, staff, students and presidents that are participating in the strategic workgroups will see a mapping between the work and questions they have been wrestling with on the environment. There are three questions for the board to consider in their oversight:

1. Do we have the right list on the left hand column?
2. Do we have the right tools to try to manage the strategic risk?
3. What have we missed or what should be added on either column?

Chancellor Rosenstone reported that slides 11-13 list the eight top strategic risks. They are threats to quality, value, reputation, revenue and market share. The items on the left side keep him awake at night. The ones on the right hand side are management strategies for managing the risks.

Trustee Duane Benson observed that some risks are also opportunities, especially those pertaining to students. Chancellor Rosenstone agreed noting that the three goals of the strategic framework are a commitment to students. Trustee Cheryl Dickson inquired why students were listed with employees under Human Resources. She suggested adding a category strictly for students. The chancellor thought this may be a good suggestion. The intention was not to put students under Human Resources. There are operational risks for students such as student services and transfer of credit.

Discuss strategy going forward

Chancellor Rosenstone suggested that enterprise risk management may be a topic revisited at the next board retreat. He described the process by which the eight top strategic risks were identified. He reported that there were several discussions by the cabinet to distinguish between strategic and operational risk. He led the discussion on the strategic risks, and cabinet members shared their best thinking on management strategies. The leadership council has the same intentionality about the processes on the college and university campuses. Enterprise risk management is continuously practiced throughout the system.

Receive board feedback

Trustee Margaret Anderson Kelliher complimented the document. She asked the chancellor to comment about the mix of the management strategy on things that we control versus those with outside control, such as the Itasca Workforce Alignment Project. Chancellor Rosenstone explained that we cannot accomplish what we are trying to do alone. He added that he co-chairs the Itasca Workforce Alignment Team with the executive vice president of Schwan's. One way we can accomplish what we need to accomplish and manage risk is in partnership with the team. The outcome of that work is a strategy for how we can accomplish our goals. We know that our ability to have higher completion rates, to serve more diverse students and to be successful as a system of colleges and universities fundamentally rests on the preparation of our students. Similarly, our partnerships with the Department of Employment and Economic Development will affect our ability to deliver on all kinds of fronts. There is a false sense of security in our own organization about control. We weigh those things in our portfolio that we have direct control over versus those things that are outside of our control.

Trustee Louise Sundin had several questions and suggestions. She noticed that the word "underrepresented" was not present in item number three, and she suggested adding "women" and Science, Technology, Engineering and Math (STEM) to the explanation. She also asked if awareness and reputation in item number 6 include rebranding. In number 8, she inquired if any of our faculty or employees do research that result in a revenue stream. Last, instead of talking about managing the risk of these categories, would it be helpful to engage in an exercise about managing the opportunity. Trustee Sundin also commented on opportunities that were missed because we were not flexible and entrepreneurial. Chancellor Rosenstone replied that these are good points and suggestions. He added that there are remarkable things going on at the campuses year round and at times it seems like no one knows of them.

Trustee Phil Krinkie commented that the system has an image issue; it lacks a brand. He added that there is a need to have a better understanding of the autonomy of the institutions and the strengths and weaknesses of the system. He continued that even the legislature does not understand the system. Several trustees agreed with his assessment. The board received recommendations to improve the system's brand.

Trustee Thomas Renier commented that there is confusion and misunderstanding about the system. A core issue and misperception that is shared by many is that MnSCU is a state agency. We are not a state agency. Too many policy makers, governors and others treat MnSCU like a state agency.

Chancellor Rosenstone reviewed the top operational risks starting on slide 14 related to technology, financial, human resources and compliance with laws and regulations. The management strategies are more forward-looking. For example, in Human Resources, 40 percent of employees are retiring in five years. There are compliance risks in retirement management, Family Medical Leave Act (FMLA) and Fair Labor Standards Act (FLSA). General Counsel pays attention to Title IX and litigation. Top operational risks in technology include system stability and data security. Technology has to work collaboratively with Academic and Student Affairs and Human Resources to make sure the right redundancies are in place so there is access if a site fails. Facilities' risks include infrastructure reliability, maintenance, operations and physical plant and costs associated with maintaining them.

Chancellor Rosenstone concluded the presentation by asking the board what assurances they need at the strategic and operational levels. There will be regular discussions by the chancellor's cabinet and leadership council on risk identification, assessment and management strategies. These also will be included in strategic planning processes, annual performance reviews and goal setting for the chancellor, presidents and chancellor's cabinet. In addition, Chancellor Rosenstone recommended an annual study session with the Board of Trustees to report on identification, assessment and management of high probability / high impact risks.

Trustee Brett Anderson inquired about threats to safety, such as rape and terrorist attacks. The chancellor explained that there is Board Policy 1B.3 Sexual Violence. As to terrorist attacks, the system provides training on crisis management. General Counsel Gail Olson added that these issues require crisis management at one level and training and advisement on the other. Trustee Dickson suggested adding a separate box for safety issues for students and employees under Human Resources.

Trustee Renier recalled that the board had a good conversation about crisis management some time ago, and he proposed scheduling a study session on safety and crisis management. He commented that technology was a big risk for the system several years ago. It needed a major investment and it was in the red zone until the legislature provided funds specifically to improve the system's technology infrastructure. He inquired if technology is caught up or if it needs another investment. Chancellor Rosenstone responded that given the pace of change in technology, there is always some risk. The two dimensions are the liability and role of education. Chris McCoy, vice chancellor for information technology, concurred with the chancellor's assessment.

Chair Hightower noted that this was an excellent discussion. In addition to scheduling an annual study session on enterprise risk management, the board will work with the chancellor to include this task in his performance goals.

Chair Hightower adjourned the study session at 12:00 pm.

Ingeborg Chapin
Secretary to the Board

MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
MEETING MINUTES
MAY 22, 2013

Present: Chair Clarence Hightower, Trustees Ann Anaya, Brett Anderson, Margaret Anderson Kelliher, Duane Benson, Alexander Cirillo, Cheryl Dickson, Dawn Erlandson, Philip Krinkie, David Paskach, Maria Peluso, Thomas Renier, Louise Sundin and Chancellor Steven Rosenstone

Absent: Trustees Alfredo Oliveira and Michael Vekich

1. Call to Order

Chair Clarence Hightower called the meeting to order at 1:05 PM and announced that a quorum was present. Trustees Ann Anaya, Brett Anderson and David Paskach participated by telephone.

2. Chair's Report: *Clarence Hightower*

(1) Minutes of Board of Trustees Study Session, Update on Implementation of Strategic Framework: Driving Outcomes and Metrics, March 20, 2013

The minutes of the Board of Trustees Study Session, Update on Implementation of Strategic Framework: Driving Outcomes and Metrics on March 20, 2013, were approved as written.

(2) Minutes of the Board of Trustees Meeting, April 17, 2013

The minutes of the Board of Trustees Meeting on April 17, 2013, were approved as written.

(3) Chancellor's Evaluation Process and Timeline

Chair Hightower reviewed the chancellor's evaluation process and timeline. The board hired Dr. John Asmussen, Asmussen Research and Consulting, to assist by gathering materials for the evaluation. The chancellor's self-appraisal and Dr. Asmussen's report will be sent to the board on June 7. The board will meet in closed session on the afternoon of June 18 to evaluate the chancellor's performance. A summary of the board's discussion will be presented at the Board of Trustees meeting on June 19.

(4) Proposed FY2014-2015 Meeting Calendar (First Reading)

Chair Hightower stated that the Executive Committee discussed having a two-year meeting calendar to accommodate the trustees' busy schedules. A draft calendar was presented as a first reading. No meetings are scheduled in July, August, December and February. No Executive Committee meetings are scheduled yet but will be added.

There was a brief discussion followed by a suggestion to schedule two-day meetings to allow more time for board discussion. Chair Hightower thanked trustees for their comments and announced that the proposed calendar will be presented for a second reading and approval in June.

(5) Other

Chair Hightower reminded the trustees that the official spokesperson for the board is the chair or his or her designee. If the chair or his designee is unavailable, media inquiries should be directed to Mike Dougherty, Vice Chancellor for Advancement.

3. Chancellor's Report: *Steven Rosenstone*

Chancellor Steven Rosenstone reflected on the 2013 legislative session. On behalf of the 430,000 students, he expressed his gratitude to Governor Mark Dayton and the legislature for their support of the 2013 higher education bill.

This session's appropriation, the first new funding for Minnesota State Colleges and Universities since the 2007 legislative session, will help increase access to higher education for all Minnesotans and ensure that the colleges and universities remain affordable and within reach for students from all backgrounds. The chancellor pledged to invest the appropriated funds to deliver the graduates which Minnesota needs to compete globally.

The support that the governor and legislature demonstrated to the system for the students and the communities recognizes the critical role that the colleges and universities play in preparing Minnesota's workforce and serving communities across the state.

Chancellor Rosenstone remarked that the big winners in this year's legislative session are the students. He acknowledged and thanked Moriah Miles, state chair, Minnesota State University Student Association, and Steve Sabin, president, Minnesota State College Student Association, and the students and staff for their partnership, trust, and persistent advocacy on behalf of the board's legislative request. He also thanked the bargaining representatives for their advocacy.

Chancellor Rosenstone noted some items that were not accomplished during this session.

- Internships to provide hands-on experiences that would better prepare them for work;
- State-of-the-art equipment now, without having to wait until 2015;
- Investments needed to help students persist in school and to speed timely completion;
- Investments to strategically grow programs where demand for graduates is high, but available slots are low.

Chancellor Rosenstone concluded his remarks by recognizing the board members who met with legislators and the governor, and who testified before legislative committees. He thanked the presidents and staff of government relations, finance and facilities, human resources, academic and student affairs, institutional research and the chief of staff. Chair Hightower and the trustees applauded Chancellor Rosenstone for his advocacy of the system.

4. Consent Agenda

(1) St. Cloud State University Contract Approval Exceeding \$3 Million for Beverage Sponsorship

(2) Metropolitan State University Contract Approval Exceeding \$3 Million for Facility Lease

Vice Chair Tom Renier moved approval of the Consent Agenda. Trustee Phil Krinkie seconded and the motion carried unanimously.

5. Board Policy Decisions

**(1) Proposed Amendment to Board Policy 3.18 Honorary Degrees
(Second Reading)**

Committee Chair Duane Benson moved that the Board of Trustees approves Board Policy 3.18 Honorary Degrees. The motion was seconded and carried unanimously.

**(2) Proposed Amendment to Board Policy 2.2 State Residency Requirements
(Second Reading)**

Committee Chair Benson moved that the Board of Trustees approves Board Policy 2.2 State Residency. The motion was seconded and carried unanimously.

(3) Proposed Amendment to Board Policy 3.24 System and College and University Missions (Second Reading)

Committee Chair Benson moved that the Board of Trustees approves Board Policy 3.24 System and College and University Missions. The motion was seconded and carried unanimously.

6. Board Standing Committee Reports

a. Finance and Facilities Committee

Michael Vekich, Chair

(1) Report on Results of 2013 Legislative Session

Committee Vice Chair David Paskach reported that the committee heard the report on the 2013 legislative session.

(2) Fiscal Year 2014 Operating Budget (First Reading)

Committee Vice Chair Paskach reported that the committee heard a first reading of the fiscal year 2014 operating budget. A second reading will be heard at the June meeting.

(3) 2014-2019 Capital Budget Program Recommendations (First Reading)

Committee Vice Chair Paskach reported that the committee reviewed the history of the capital budget request and also discussed the guidelines that the board approved in April 2012 for developing the recommendations. He announced that the Finance and Facilities Committee will meet on June 3, 2013, for a first reading of the capital budget program recommendations.

b. Academic and Student Affairs Committee

Duane Benson, Chair

Committee Chair Benson reported on the Academic and Student Affairs Committee.

c. Human Resources Committee

Thomas Renier, Chair

(1) Appointment of Acting President of North Hennepin Community College

Committee Chair Renier reported that at the April meeting, the board approved the appointment of John O'Brien as interim vice chancellor of academic and student affairs effective June 1, 2013.

Chancellor Rosenstone began a search for an acting president of North Hennepin Community College to serve during President O'Brien's absence.

Committee Chair Renier moved that the Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoint Lisa Larson as acting president of North Hennepin Community College effective June 1, 2013, subject to the completion of an employment agreement. The board authorized the chancellor, in consultation with the chair of the board and the chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the MnSCU Personnel Plan for Administrators. Chair Hightower called the question and the motion carried unanimously.

Dr. Larson thanked the Board of Trustees and Chancellor Rosenstone. She remarked that she was looking forward to meeting the faculty, staff and students at North Hennepin Community College.

7. Trustee Reports

Trustee Louise Sundin reported that she attended the All-Minnesota Academic Team Phi Theta Kappa Awards Luncheon. Chair Hightower and Trustees Anderson, Anderson Kelliher, Benson, Cirillo, Dickson, Erlandson, Krinkie, Paskach, Renier and Sundin reported their participation at the spring commencements. Vice Chair Renier congratulated Trustee Maria Peluso on graduating from Itasca Community College. Trustee Benson reported that he and Trustee Erlandson attended the Association of Governing Boards Conference on Trusteeship in San Francisco.

8. Joint Council of Student Associations

- a. Minnesota State University Student Association (MSUSA)
Moriah Miles, state chair, addressed the Board of Trustees.
- b. Minnesota State College Student Association (MSCSA)
Steve Sabin, president, addressed the Board of Trustees.

7. Minnesota State Colleges and Universities' Bargaining Units

- a. Inter Faculty Organization
Dr. Nancy Black, president, addressed the Board of Trustees.

10. Other Business

11. Adjournment

Chair Hightower announced that the Executive Committee will meet on June 3 at 8:00 AM. Immediately following the Executive Committee meeting, the Finance and Facilities Committee will have a special meeting for a first reading on the capital budget. The annual Board of Trustees meeting will be on June 18 and 19, 2013.

Chair Hightower adjourned the meeting at 2:25 PM.

Ingeborg K. Chapin
Secretary to the Board

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES**

Second Reading

BOARD ACTION
PROPOSED FY2014-2015 MEETING CALENDAR

BACKGROUND

1 The proposed two-year meeting calendar was presented to the Board of Trustees as a first reading on May
 2 22, 2013. The proposed calendar will be presented for a second reading and approval on June 19, 2013.
 3 The calendar is subject to change with the approval of the board chair. Changes to the meeting calendar
 4 will be publicly noticed.
 5

Proposed FY 2014 Meeting Dates:

Meeting	Date	If agendas require less time, these dates will be cancelled
Board Retreat	September 17-18, 2013	
Executive Committee	October 2, 2013	
Committee / Board Meetings	October 22-23, 2013	October 22, 2013
Committee / Board Meetings	November 19-20, 2013	November 19, 2013
Committee / Board Meetings	January 21-22, 2014	January 21, 2014
Executive Committee	March 5, 2014	
Committee / Board Meetings	March 18-19, 2014	March 18, 2014
Committee / Board Meetings, Awards for Excellence in Teaching	April 22-23, 2014	
Executive Committee	May 7, 2014	
Committee / Board Meetings	May 20-21, 2014	May 20, 2014
Committees / Annual Board Meeting	June 17-18, 2014	

Proposed FY 2015 Meeting Dates:

Orientation and Board Retreat (Anticipate Six New Trustees)	September 16-17, 2014	
Committee / Board Meetings	October 21-22, 2014	October 21, 2014
Committee / Board Meetings	November 18-19, 2014	November 18, 2014
Committee / Board Meetings	January 20-21, 2015	January 20, 2015
Committee / Board Meetings	March 17-18, 2015	March 17, 2015
Committee / Board Meetings, Awards for Excellence in Teaching	April 21-22, 2015	
Committee / Board Meetings	May 19-20, 2015	May 19, 2015
Committees / Annual Board Meeting	June 16-17, 2015	

RECOMMENDED MOTION

The Board of Trustees approves the FY2014-2015 meeting calendar as presented.

Presented to the Board of Trustees (First Reading) May 22, 2013

Presented to the Board of Trustees (Second Reading) June 19, 2013