



MINNESOTA STATE
Board of Trustees

30 East 7th Street
St. Paul, MN 55101

651-201-1705

Board of Trustees Meetings March 22, 2017



Minnesota State is an affirmative action, equal opportunity employer and educator.



Board of Trustees Meeting Schedule
Wednesday, March 22, 2017
Minnesota State
30 7th Street East, St. Paul, Minnesota

Unless noticed otherwise, all meetings are in the McCormick Room on the fourth floor. Committee and board meeting times are tentative. Meetings may begin up to 45 minutes earlier than the times listed if a 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.

- 8:00 AM Audit Committee, Bob Hoffman, Chair
- 1. Minutes of January 25, 2017**
 - 2. Select External Audit Firm for Systemwide External Auditing Services**
- 8:15 AM Finance and Facilities Committee, Jay Cowles, Chair
- 1. Minutes of January 24, 2017**
 2. Proposed Amendment to Policy 6.7 Real Estate Transactions (First Reading)
 3. Selection of External Auditors
 4. Easement for Mesabi Range College
 - 5. Approval of Contracts Exceeding \$1 Million**
 - a) Master Contract for Janitorial Supplies and Equipment Hillyard**
 - b) Contract Extension for Hobsons Enrollment Management**
- 8:45 AM Academic and Student Affairs, Alex Cirillo, Chair
- 1. Minutes of January 24, 2017**
 2. Twin Cities Baccalaureate Update
 3. Non-academic Student Support Services
- 10:00 AM Human Resources Committee, Dawn Erlandson, Chair
- 1. Minutes of October 19, 2016**
 - 2. Appointment of President of Century College**
- 10:30 AM Board of Trustees Meeting, Michael Vekich, Chair
- 12:00 PM Meeting Ends

Bolded items indicate action is required



Policy Committees
March 8, 2017

Executive Committee

Michael Vekich, Chair
Jay Cowles, Treasurer
Elise Bourdeau
Alexander Cirillo
Dawn Erlandson
Robert Hoffman

Diversity, Equity and Inclusion Committee

Ann Anaya, Chair
Rudy Rodriguez, Vice Chair
Basil Ajuo
George Soule
Louise Sundin
Cheryl Tefer

Academic and Student Affairs Committee

Alexander Cirillo, Chair
Louise Sundin, Vice Chair
Dawn Erlandson
Amanda Fredlund
Jerry Janezich
Roger Moe
Cheryl Tefer

Finance and Facilities Committee

Jay Cowles, Chair
Elise Bourdeau, Vice Chair
Basil Ajuo
Ann Anaya
Robert Hoffman
Jerry Janezich
Roger Moe

Audit Committee

Robert Hoffman, Chair
Ann Anaya, Vice Chair
Jay Cowles
Amanda Fredlund
George Soule

Human Resources Committee

Dawn Erlandson, Chair
Elise Bourdeau, Vice Chair
Alexander Cirillo
Robert Hoffman
Rudy Rodriguez
George Soule



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

INFORMATION

Approved FY2017 AND 2018 Meeting Calendar

BACKGROUND

The Board of Trustees approved the FY2017 and 2018 Meeting Calendar on June 22, 2016. Dates for the Executive Committee meetings in FY18 will be added later. The calendar is subject to change with the approval of the board chair.

Approved FY2017 Meeting Dates

Meeting	Date	If agendas require less time, these dates will be cancelled.
Added: Special Audit Committee and Board Meeting	July 8, 2016	
Added: Executive Committee	July 14, 2016	
Added: Executive Committee	August 11, 2016	
Cancelled: Executive Committee	September 7, 2016	
Board Retreat and Meeting	September 20-21, 2016	
Cancelled: Executive Committee	October 5, 2016	
Committee / Board Meetings	October 18-19, 2016	October 18, 2016
Cancelled: Executive Committee	November 2, 2016	
Committee / Board Meetings	November 15-16, 2016	November 15, 2016
Added: Executive Committee	December 2, 2016	
Cancelled: Executive Committee	January 11, 2017	
Committee / Board Meetings	January 24-25, 2017	January 24, 2017
Added: Board Meetings	February 7, 8, and 9, 2017	
Executive Committee	March 8, 2017	
Committee / Board Meetings	March 21-22, 2017	March 21, 2017
Executive Committee	April 5, 2017	
Committee / Board Meetings Awards for Excellence in Teaching	April 18-19, 2017	
Executive Committee	May 3, 2017	
Committee / Board Meetings	May 16-17, 2017	May 16, 2017
Executive Committee	June 7, 2017	
Committee / Annual Board Meetings	June 20-21, 2017	June 20, 2017

Approved FY2018 Meeting Dates

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 19-20, 2017	
Executive Committee	October 4, 2017	
Committee / Board Meetings	October 17-18, 2017	October 17, 2017
Executive Committee	November 1, 2017	
Committee / Board Meetings	November 14-15, 2017	November 14, 2017
Executive Committee	January 10, 2018	
Committee / Board Meetings	January 23-24, 2018	January 23, 2018
Executive Committee	March 7, 2018	
Committee / Board Meetings	March 20-21, 2018	March 20, 2018
Executive Committee	April 4, 2018	

Committee / Board Meetings Awards for Excellence in Teaching	April 17-18, 2018	
Executive Committee	May 2, 2018	
Committee / Board Meetings	May 15-16, 2018	May 15, 2018
Executive Committee	June 6, 2018	
Committee / Annual Board Meetings	June 19-20, 2018	June 19, 2018

National Higher Education Conferences for Trustees

Association of Community College Trustees

Leadership Congress:

- Oct. 5-9, 2016, New Orleans, LA
- Sept. 10-13, 2017, Leadership Congress, Las Vegas, NV
- Oct. 24-27, 2018, Leadership Congress, New York, NY
- Oct. 16-19, 2019, Leadership Congress, San Francisco, CA

National Legislative Summit:

- Feb. 6-9, 2017, Washington, D.C.
- Feb. 11-14, 2018, Washington, D.C.
- Feb. 10-13, 2019, Washington, D.C.

Association of Governing Boards of Universities and Colleges

- #### National Conference on Trusteeship:
- April 2-4, 2017, Dallas, TX
 - April 22-24, 2018, San Francisco, CA
 - April 14-16, 2019, Orlando, FL



MINNESOTA STATE

Audit Committee
March 22, 2017
8:00 a.m.
McCormick Room

Note: Committee/board meeting times are tentative. Committee/board meetings 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.

1. **Minutes of January 25, 2016 (pages 1-3)**
2. **Select External Audit Firm for Systemwide External Auditing Services (pages 4-10)**

Committee Members:

Robert Hoffman, Chair
Ann Anaya, Vice Chair
Jay Cowles
Amanda Fredlund
George Soule

Bolded items indicate action is required.



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
AUDIT COMMITTEE MEETING MINUTES
January 25, 2017**

Audit Committee Members Present: Trustees Robert Hoffman, Jay Cowles, Ann Anaya (by phone) and Amanda Fredlund (by phone).

Audit Committee Members Absent: none.

Others Present: Trustee Basil Ajuo, Alex Cirillo, Dawn Erlandson, Rudy Rodriguez, Cheryl Tefer, and Michael Vekich.

The Minnesota State Colleges and Universities Audit Committee held its meeting on January 25, 2017, in the 4th Floor McCormick Room, 30 East 7th Street in St. Paul. Chair Hoffman called the meeting to order at 8:30 a.m.

1. Minutes of November 15, 2016

The minutes of the November 15, 2016 audit committee were approved as published.

2. Fiscal Year 2017 Audit Plan Update

Mr. Dave Pyland, Executive Director for Internal Auditing, provided an update on the 2017 Audit Plan. As part of that update he addressed a number of questions the committee had asked back in 2014 regarding future internal audit activities. The first question was a recommendation for next stage external audit (FY2017-FY2022). Mr. Pyland explained that we would continue to outsource the system-wide financial statement audit and one or two university standalone financial audits. In addition we would include the federal single audit, revenue fund, Itasca housing, St. Cloud radio station, NCAA procedures, and we plan to add an option for Perkins close-out audits.

The second question was about risk assessment of the internal control & compliance universe. Mr. Pyland stated that additional risk assessments were already part of the internal audit plan as well as information security, finance, operations, compliance & fraud.

Finally the committee had asked for a status update of Campus Service Cooperative & other regional strategies for common practices. Mr. Pyland stated that the Office of Internal Auditing planned to work with Finance to review the CSC, and that it had been added to the audit work planned for this year.

Mr. Pyland continued by outlining the primary focus for both internal and external audit work. He reviewed the outcomes of the Minnesota State Community & Technical College Internal Control & Compliance Audit report. He reviewed audit work that was in progress,

including a bookstore audit at nine locations, an audit at North Hennepin Technical College, two investigations, and an audit of the Human Resources Transactional Service model.

Mr. Pyland went on to talk about the work that was planned for the Office of Internal Auditing and work that would be targeted in the future.

Mr. Pyland talked about audit operations from the standpoint of the staffing, the process and the technology. He talked about the changes in internal audit staffing due to retirements and turnover, and the reorganization of the eleven positions to support the needs of Minnesota State. He went on to talk about the RFP for Internal Audit Services. He expected to contract with two or more vendors to provide specialized talent, particularly IT expertise.

Finally Mr. Pyland reviewed the resource plan for external audits. An RFP for external auditing services was issued this month. Mr. Pyland expects to bring a recommendation to the audit committee for an external audit partner at the March meeting. He added that the external audit contract would be selected first because the same firm cannot be selected for both contracts.

Trustee Rodriguez stated that one of the best practices for securing greater diversity in vendors is by inquiring about the makeup of the firm's own staff. He asked if that had been taken into consideration during the RFP process. Mr. Eric Wion, Deputy Director for Internal Auditing stated that the RFP does contain standard language regarding human rights requirements and affirmative action data. Mr. Pyland added that the RFP also affords preference to targeted groups. He stated that generally the firms who might respond would be national firms, so the questions would be asked of them at a higher level. He stated that the makeup of the local teams assigned to the engagements was not specified through the RFP.

Trustee Rodriguez stated that he just wanted to know what the system approach would be, and he added that he would not want to miss the opportunity to convey our interest in making sure that our vendors have a diverse staff. Chair Hoffman agreed.

Committee Chair Hoffman asked when the committee could expect that the Office of Internal Auditing would be at full staff. Mr. Pyland stated that his goal would be to be fully staffed by June 30, 2017. He added that he hoped to start staffing as soon as April. He stated that there is a Human Resources process that he has been working through in order to post the positions. But he added that Human Resources has been actively engaged. Trustee Hoffman verified with Mr. Mark Carlson, Vice Chancellor for Human Resources, that he is providing the necessary support to the Office of Internal Auditing.

Committee Chair Hoffman asked how Executive Director Pyland viewed the issues and challenges that he has seen for the system moving forward. Mr. Pyland stated that he's still

excited to be here, and he's very encouraged with what he perceives as they system's ability to identify and go after positive change.

Trustee Cowles asked if Mr. Pyland had observed any constraints on the system's ability to attract appropriate talent due to compensation limits or other regulatory issues. Mr. Pyland stated that they were just entering that phase but he added that he had been working closely with Human Resources to avoid those type of issues. Mr. Pyland stated that he has a good understanding of the skilled staff he hopes to attract, a good sense of who he will be competing with for those same resources, and he understands what other entities are paying for those resources. He stated that he has been working with Human Resources to ensure that the staffing is structured appropriately on the front end so that we will have a strong team.

Finally Mr. Pyland informed the committee that he and the committee chair had discussed the idea of bringing action items to the committee in the future, but also incorporating some other forms of communication that wouldn't require face to face meetings, but would provide the committee with timely information and updates. Chair Hoffman stated that regular updates are absolutely necessary so that we can be proactive rather than reactive. Mr. Pyland stated that the dynamic audit plan would allow them to shift as risks and priorities change. Chair Hoffman noted that cyber security was one of those areas that would be of high importance.

The meeting adjourned at 8:54 a.m.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Audit Committee

Date: March 22, 2017

Title: Select External Audit Firm for Systemwide External Auditing Services

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

Board Policy 1.A.2 states that the Audit Committee must

- Oversee the process for selecting independent auditors.
- Shall select one or more independent auditors to audit system-level or institutional financial statements and recommend their appointment to the board.

A competitive bidding process began in January to contract to acquire external auditing services for fiscal years 2017 to 2019 with a one-time option to extend it an additional 3 fiscal years

Scheduled Presenter(s):

David Pyland, Executive Director of Internal Auditing

Eric Wion, Deputy Director of Internal Auditing

Laura King, Vice Chancellor for Finance/CEO

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

ACTION ITEM
Select External Audit Firm for Systemwide External Auditing Services

BACKGROUND

Board Policy 1.A.2 states that the Audit Committee must

- Oversee the process for selecting independent auditors.
- Shall select one or more independent auditors to audit system-level or institutional financial statements and recommend their appointment to the board.

A competitive bidding process began in January to contract to acquire external auditing services for fiscal years 2017 to 2019 with a one-time option to extend it an additional 3 fiscal years.

- Systemwide financial statement audit
- Revenue Fund financial statement audit
- St. Cloud State University financial statement audit
- Winona State University financial statement audit
- KVSC Radio 88.1 (St. Cloud State University Enterprise Fund) financial statement audit
- Itasca Community College Student Housing Funds financial statement audit
- Federal student financial aid (A-133)
- Six State Universities with intercollegiate athletic programs - required every 3 years (2018)
- Perkins Closeout Audits – as needed

The Audit Committee, pursuant to Board Policy 1.A.2. Part 5, Subpart E, must select the external auditing firm(s) to recommend to the full Board of Trustees for appointment.

The Executive Director of Internal Auditing and the Vice Chancellor – Chief Financial Officer have led a process to identify external auditing firm(s) to recommend to the Board of Trustees for the above system audits. A request for proposals (RFP) was published in the State Register on January 30, 2017. In addition, the RFP was distributed to interested public accounting firms. The RFP sought external auditing firms interested in providing systemwide external auditing services for fiscal years 2017 to 2019 with a one-time option to extend it an additional 3 fiscal years, as described above. The deadline for submitting proposals was February 23, 2017.

The proposals were reviewed by representatives of the Office of Internal Auditing and the Finance Division. The group evaluated the proposals based on the selection criteria cited in the RFP, which included the qualifications of the firm and its personnel with an emphasis put on broad higher education experience and thought leadership, an expressed understanding of objectives, the proposed work plan, and the cost detail.

Based on its evaluation of the selection criteria, the review group recommends that the firm of CliftonLarsonAllen be appointed to serve as systemwide external auditor for the Minnesota State for fiscal years 2017 to 2019. CliftonLarsonAllen has extensive experience in serving higher education institutions and higher education systems nationally for over forty years. In addition, the firm has extensive experience with the Minnesota State system. The firm has consistently provided high quality services to the system and has a consistent and highly experienced team.

RECOMMENDED COMMITTEE ACTION

The Audit Committee recommends that the Board of Trustees approve the following motion:

RECOMMENDED BOARD OF TRUSTEES MOTION

The Board of Trustees approves the appointment of CliftonLarsonAllen serve as the systemwide external auditor for Minnesota State.

The Board of Trustees authorizes the chancellor or his designee to execute a contract with CliftonLarsonAllen for external auditing services for fiscal years 2017, 2018, and 2019 with an option to extend the contract an additional three fiscal years for a total amount not to exceed \$1.9. The Board delegates to chancellor or his designee authority to execute all necessary documents.

Date Presented to the Board of Trustees: March 22, 2017



March 22, 2017
Office of Internal Auditing

Audit Committee

OVERVIEW

Selection of External Audit Firm for Systemwide Auditing Services

EXTERNAL AUDIT FIRM SELECTION

- Board policy states that the Audit Committee must
 - Oversee the process for selecting independent auditors.
 - Shall select one or more independent auditors to audit system-level or institutional financial statements and recommend their appointment to the board.
- January 2017 started competitive bidding process to acquire external auditing services for fiscal years 2017 to 2019 with a one-time option to extend it an additional 3 fiscal years.

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RFP REQUESTED AUDIT SERVICES

Annual Financial Statement Audits

- System-wide
- Revenue fund
- St. Cloud State University
- Winona State University
- KVSC Radio 88.1 (St. Cloud State University Enterprise Fund)
- Itasca Community College Student Housing Funds

Annual Federal Compliance Audit

- Federal student financial aid

NCAA Agreed Upon Procedures

- Six State Universities with intercollegiate athletic programs
- Required every 3 years (2018)

4



RFP PROPOSAL REVIEW

- Received 2 proposals
- Reviews were completed by representatives from
 - Internal Audit
 - Finance Division



Note: Winona State University has decided not to undertake a separate financial statement audit.

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SELECTION CRITERIA

- Qualifications of firm and personnel
 - Emphasis put on broad higher education experience and thought leadership
- Expressed understanding of objectives
- Work Plan
- Cost Detail



6



RECOMMENDED EXTERNAL AUDIT FIRM

CliftonLarsonAllen LLP

- Serving higher education institutions nationally for over 40 years
 - Currently serve 400 higher education entities
 - 200+ staff, including 20 principals, that focus a large portion of time on higher education
- Firm serves more single audits than any other firm in the country
 - Nearly 900 federal compliance audits annually
 - Solid experience in performing audits of federal student financial aid
- Minnesota State experience
 - Consistently provided high quality services to the system
 - Consistent and highly experienced team

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RECOMMENDED MOTION (PAGE X)

Recommended Committee Action

- The Audit Committee recommends that the Board of Trustees approve the following motion

Recommended Motion

- The Board of Trustees approves the appointment of CliftonLarsonAllen serve as the systemwide external auditor for Minnesota State.
- The Board of Trustees authorizes the chancellor or his designee to execute a contract with CliftonLarsonAllen for external auditing services for fiscal years 2017, 2018, and 2019 with an option to extend the contract an additional three fiscal years for a total amount not to exceed \$1.9 million. The Board delegates to chancellor or his designee authority to execute all necessary documents.

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MINNESOTA STATE

Finance and Facilities

March 22, 2017

8:15 AM

McCormick Room

Note: Committee/board meeting times are tentative. Committee/board meetings 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.

1. **Minutes of January 24, 2017 (pp. 1-4)**
2. Proposed Amendment to Policy 6.7 Real Estate Transactions (First Reading) (pp. 5-17)
3. Selection of External Auditors (pp. 18-27)
4. Easement for Mesabi Range College (pp. 28-34)
5. **Approval of Contracts Exceeding \$1 Million (pp. 35-37)**
 - a. **Master Contract for Janitorial Supplies and Equipment Hillyard**
 - b. **Contract Extension for Hobsons Enrollment Management**

Committee Members:

Jay Cowles, Chair

Elise Bourdeau, Vice Chair

Basil Ajuo

Ann Anaya

Robert Hoffman

Jerry Janezich

Roger Moe

Bolded items indicate action is required.



**MINNESOTA STATE
BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**

JANUARY 24, 2017
McCORMICK ROOM
30 7TH STREET EAST
ST. PAUL, MN

Finance and Facilities Committee Members Present: Chair Jay Cowles, Vice Chair Elise Bourdeau, Trustees Basil Ajuo, Robert Hoffman

Committee Members Absent: Ann Anaya

Other Board Members Present: Trustees Louise Sundin, Cheryl Tefer, Alexander Cirillo, Rudy Rodriguez, and Michael Vekich

Leadership Council Members Present: Chancellor Steven Rosenstone and Vice Chancellor Laura King

The Minnesota State Finance and Facilities Committee held its meeting on January 24, 2017 in the 4th Floor McCormick Room, 30 East 7th Street in St. Paul, MN.

Chair Cowles called the meeting to order at 3:47 p.m.

1. Minutes of Finance and Facilities Committee January 24, 2017

Chair Cowles called for a motion to approve the minutes from November 15, 2016. Trustee Bourdeau made the motion, Trustee Hoffman seconded. The motion was accepted.

Chair Cowles welcomed updates from Vice Chancellor King.

Key Updates

- Vice Chancellor King, Chancellor Rosenstone, Chair Cowles and Chair Vekich visited the governor and his staff in early January. There was an opportunity to present the board's FY2018-2019 budget and 2017 capital program. There was a strong recommendation from the governor on the FY2018-2019 Operating Budget.
- There is an opportunity to provide an overview during the upcoming House and Senate visit.
- The 2017 final Capital Budget recommendation was sent to the trustees and committee.
- Work is underway on the FY2018 Capital Bonding Program and will be presented to the committee in May or June, 2017.
- A capital project scoring session was recently completed at North Hennepin Community College.
- The briefing with Moody's and Standard and Poor's in advance of the 2017 revenue fund bond sale is complete.
- FY2018-2019 campus impact document is now in the hands of legislators and presidents and others.

The chair thanked the vice chancellor for the update and proceeded to the agenda.

2. Proposed Amendment to Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration

The first reading of the Proposed Amendment to Policy 1A1 has only technical changes. The chair suggested the committee consider suspension of the rules and consideration of the policy change for action at the January board meeting. Chair Cowles asked for a vote for suspension of the rules. The committee voted, it carried. Chair Cowles asked for a motion to carry the proposed amendment forward. Trustee Bourdeau made a motion to approve the policy amendment as written. Trustee Hoffman seconded. The motion carried.

3. Proposed Amendment to Policy 5.22 Acceptable Use of Computers and Information Technology Resources (Second Reading)

4. Proposed New Policy 6.9 Capital Planning (Second Reading)

5. Proposed New Policy 6.10 Design and Construction (Second Reading)

Chair Cowles grouped the second reading of Board Policies 5.22, 6.9 and 6.10 and called for a single motion to accept all as written. Trustee Hoffman made the motion, Trustee Ajuo seconded. The motion carried.

6. Approval of Contracts Exceeding \$1 Million:

- a. Classroom Event Management Software Contract Extension**
- b. Library Information Software and Services (PALS)**
- c. Systemwide Web Conferencing Services**
- d. Student Health Services (MCTC)**
- e. Student Success Software and Services (SCSU)**

Vice Chancellor King presented for approval five contracts exceeding \$1 million as provided under Board Policy 5.14, Procurement and Contracts. Three of the proposed contracts have systemwide benefits and two are campus specific. Each proposed contract has separate dollar values and terms which are outlined in the recommendations for approval.

Systemwide technology services contracts. All colleges and universities will benefit from these contracts.

Classroom Event Management Software Contract Extension

- Approval will extend the contract
- Will provide software product for classroom scheduling
- Will facilitate utilization reporting

Library Information Software and Services (PALS)

- Is a shared service providing library technology services to Minnesota State colleges and universities, and a group of outside school districts and colleges

- PALS service is housed at Minnesota State University, Mankato and is staffed by the Academic and Student Affairs department
- The interest is to complete an RFP process and convert the current software to a cloud based package

Systemwide Web Conferencing Services

- This master contract would allow all colleges and universities access to Adobe Connect

Campus specific contracts

Student Health Services (Minneapolis Community and Technical College (MCTC))

- The service has been in place since 2009
- There was an RFP that was a student-led effort to bring health services to the campus
- The service is paid by user fees, which were voted for and is supported by the students
- There is interest in and support for a new contract

Student Success Software and Services (St. Cloud State University)

- This contract will provide analytical and related software services
- The product is the result of an RFP generated by the St. Cloud State University and would provide a 5-year term

Trustee Sundin asked whether a vendor is assigned to the MCTC student health services contract. Vice Chancellor King responded that the contract is through the University of Minnesota. Trustee Ajuo asked whether international students would have to bring proof of insurance along with the fee for services. Chris Rau, Vice President of Finance, MCTC was invited to respond. Mr. Rau responded that the fee and services is assessable to all students. Trustee Ajuo followed up asking whether international students have to buy other insurance prior to coming to school. Vice Chancellor King responded that international students do have to show evidence of insurance. Mr. Rau commented that Boyton Services honors all existing healthcare providers and there is a fee for service. The insurer's portion is deducted from the full service fee and savings are passed on to students.

Trustee Sundin asked whether the issue presented years ago of providing proof of coverage had been resolved. Vice Chancellor King will confirm whether the timing between providing proof of health insurance coverage and registration has been fixed.

Chair Cowles asked for a motion on the recommendation to approve the five contracts. Trustee Bourdeau made the motion, Trustee Hoffman seconded. The motion passed.

7. Authorization to Negotiate Third Party Housing Agreement at Minnesota West Community and Technical College and Award of Housing Development Grant

Associate Vice Chancellor Yolitz provided background information on the Housing Agreement at Minnesota West community and Technical College.

- This is for a third-party financed housing project at Worthington campus (Minnesota West Community and Technical College).
- It is akin to two other projects that benefited from the 2014 grant which funded student housing at the Thief River Falls campus of Northland Community and Technical College and Vermillion Community Colleges.
- The utilization of the \$500,000 grant from 2016 legislative session, allowed the college to generate an RFP for the development of a housing project on campus.
- There are up to 130 bed spaces planned for the complex with a ground lease of 30 years.

Chair Vekich asked whether there has been discussion on the default provisions which protects the colleges from foreclosure. Vice Chancellor King responded that there is no financing between the developer and the college. Mr. Greg Ewig, Director of Capital Development – Facilities responded the property would default to the bank, and the bank would offer the property to another developer in order to facilitate continued operations. The provision to continue student housing would be made available.

Chair Cowles asked about the dimensions of the ground lease. Vice Chancellor King responded that the term is for 30 years as authorized by statute but the developer would like to discuss a longer term. Chair Vekich asked whether there is negotiation of an option to purchase at the end of the lease term. Mr. Ewig responded that is a topic of the discussions.

Trustee Hoffman asked whether there is liability. Mr. Ewig responded not the way that it is currently constructed. There will be further discussion. Chair Cowles asked for a motion on the recommendation. Trustee Hoffman moved to approve. Trustee Janezich seconded and the committee approved. Chair Cowles asked for a report on the disposition and would like communication to both the committee and board chair before the final contract is executed.

8. FY2017 Revenue Fund Bond Sale (Second Reading)

Vice Chancellor King asked for re-approval of the motion that was passed in November, which authorized the sale of taxable and tax-exempt revenue bonds. This approval would be without the 2009 funding as part of the transaction.

Chair Cowles asked what and the impact on savings were with the exclusion of the 2009 funding. Vice Chancellor King responded that there an expected savings of \$3 million under the updated refinancing. Trustee Bourdeau made the motion, Trustee Hoffman seconded.

The meeting adjourned at 4:19 p.m.

Respectfully submitted
Maureen Braswell, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: March 22, 2017

Title: Proposed Amendment to Board Policy 6.7 Real Estate Transactions (First Reading)

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

As part of the regular review for Board Policy 6.7, the following additions and revisions are recommended:

1. Added "Management" to the Policy Title
2. Restructured Policy Formatting
3. Exceptions to Designating Surplus Real Estate
4. Revisions to Leasing or Property Interests
5. Revisions to Eminent Domain provisions

Scheduled Presenter(s):

Laura M. King – Vice Chancellor – Chief Financial Officer
Greg Ewig – Director of Capital Development and Real Estate

**BOARD OF TRUSTEES
MINNESOTA STATE**

BOARD ACTION
PROPOSED AMENDMENT TO BOARD POLICY 6.7 REAL ESTATE TRANSACTIONS (FIRST READING)

BACKGROUND

Board policy 6.7, *Real Estate Transactions*, was originally adopted by the Board of Trustees on June 21, 2000. Since that time, the Board has amended Policy 6.7 as follows:

1. December 2004 - requiring Board approval of property acquisitions valued at \$1 million or 1 percent (whichever is greater) of a college or university annual operating budget and requiring board approval for sales of all real estate regardless of value;
2. December 2005 to clarify the role of the chancellor’s authority regarding acquisitions and sales; and
3. June 2006, which set a new \$250,000 threshold for Board approval for real estate sales.

The system office facilities staff evaluated Board Policy 6.7 as part of its regularly scheduled policy and procedure reviews, and recommends the following additions and revisions:

1. **Added “Management” to the Policy Title.** The new Policy title shall be *Real Estate Transactions and Management* to better reflect the Board’s expectations and more accurately describe the policy.
2. **Restructured Policy Formatting.** This policy is following the new practices and recommended protocol for revised policy, which lead with a Policy Statement (Part 1).
3. **Exceptions to Designating Surplus Real Estate.** The policy is recommended to address circumstances where donative intent, eminent domain or correcting boundary disputes are involved, and a surplus designation may be redundant or unnecessary to the resolution of a legal claim, a donor’s identified direction, or to clear title to a parcel of property. Part 3(A)(1)-(3).
4. **Leasing or Property Interests.** Part 3(B) updated the threshold for Board approval of real property leases at \$1 million, which aligns with Board Policy 5.14.
5. **Eminent Domain.** Part 4 was added to address the Board’s policy on Eminent Domain. Many other state higher education systems maintain a policy on eminent domain. This is a product of the recent experience requiring the use of eminent domain to acquire a holdout residential property at Metropolitan State University to accommodate the parking ramp and lot development.

The recommended Board Policy 6.7 is at Attachment A. Attachment B offers tracked changes from the current policy document.

This Policy is consistent with the ongoing update of board policies in Chapter 6, Facilities Management as shown at Attachment C.

RECOMMENDED COMMITTEE MOTION:

The Finance and Facilities committee recommends the Board of Trustees adopt the following motion:

The Board of Trustees approves Board Policy 6.07, Real Estate Transactions and Management as shown in attachment A.

RECOMMENDED BOARD MOTION:

The Board of Trustees approves Board Policy 6.07, Real Estate Transactions and Management as shown in attachment A.

Date of Adoption: XX/XX/XX

Date of Implementation: XX/XX/XX

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

BOARD POLICY	
Chapter 6	Facilities Management
Section 7	Real Estate Transactions and Management

6.7 Real Estate Transactions And Management

Part 1. Policy Statement

The Board of Trustees expects that real property acquisitions and sales will be consistent with a college’s or university’s mission and current comprehensive facilities plan.

Part 2. Responsibilities

The Board of Trustees delegates to the chancellor or the chancellor’s designee the authority to execute and deliver on behalf of the Board of Trustees in accordance with board policy all documents regarding the acquisition, disposal, transfer, or leasing of real property.

Subpart A. Board

The Board of Trustees authorizes the chancellor or the chancellor’s designee to acquire, develop, and sell real property in conjunction with carpentry programs.

Subpart B. Chancellor

The chancellor or the chancellor’s designee shall establish processes regarding acquisition, sales, leasing, and any other real estate interests necessary for the management of the system’s real estate. The chancellor or the chancellor’s designee shall review and approve all real estate transactions.

Subpart C. President

The president shall make a request to the chancellor or chancellor’s designee as provided for in a system procedure.

Part 3. Real Estate Thresholds

Subpart A. Acquisitions and sales

Acquisitions funded by campus operating monies valued at \$1,000,000 or 1% (whichever is greater) of the college or university annual operating budget must be approved by the Board of Trustees before closing. For real estate that is no longer needed by a college or university and is valued at \$250,000 or greater, the board shall first designate the real estate as surplus; for real estate valued less than \$250,000, the chancellor or the chancellor’s designee shall

34 declare real estate as surplus and authorize sale. After any college or university real estate is
35 declared surplus, but before being offered to the general public, the real estate must first be
36 offered for sale at appraised value to the city, county, or other local jurisdiction where the
37 property is located.

38
39 Real estate must be designated surplus before it is offered for sale, except in the following
40 instances:

- 41
- 42 1. Donated real estate accepted by the board, when conversion to cash is consistent with
- 43 the terms of the gift or bequest (see Board Policy 7.7),
- 44 2. Property taken by another agency through eminent domain, or
- 45 3. To correct a boundary dispute with an adjoining landowner where the action impacts
- 46 less than ½ acre of property or less than \$50,000 in value.
- 47

48 **Subpart B. Leasing and other property interests**

49 All leases, whether on or off campus, must be approved by the board if the total rent paid
50 during the term of the lease is valued at or greater than \$1,000,000, including all options to
51 renew. The chancellor or the chancellor's designee shall review and approve all leases lasting
52 at least one year or longer or where the value is \$100,000 or greater. All easements and other
53 interests in real estate with a value of \$1,000,000 or greater must be approved by the board
54 prior to execution of the documents. The chancellor or chancellor's designee shall have
55 authority to enter into easements, licenses, and permits where the value is less than
56 \$1,000,000.

57 58 **Part 4. Eminent Domain**

59 The board may acquire real estate via eminent domain consistent with Minn. Stat. Ch. 117 and
60 related provisions. Before an eminent domain proceeding is initiated for the acquisition of any
61 interest in real estate, the board shall first authorize the action and articulate the public purpose
62 and necessity for the acquisition. Decisions with respect to settlement and with respect to
63 payment of or appeal from the award of the condemnation commissioners or court shall be made
64 consistent with board policies and system procedure.

65 66 **Part 5. Accountability/Reporting**

67 The chancellor shall report all real estate acquisitions and dispositions annually to the board.

Related Documents

- System Procedure 6.7.1 Acquisition and Disposition of Real Estate
- System Procedure 6.7.2 Leasing College or University Property for Non College and Universities Activities
- System Procedure 6.5.2 Carpentry Program Administration
- Two-Year Student Housing Guidelines
- Real Property Conveyance Checklist
- Real Property Acquisition Checklist

Date of Implementation: 06/21/00

Date of Adoption: 06/21/00

Date & Subject of Revisions:

XX/XX/XX – Updates document format, Adds “and Management” to the Policy title. Amends part 2 to add “chancellor’s designee” as part of approval and review authority; creates new Part 3 for thresholds and gives the chancellor authority to surplus and sell real

property valued less than \$250,000; adds requirement of board review and approval prior to acceptance of gifts of real property by colleges and universities. Adds Part 4 regarding eminent domain, and requires the board to identify the public purpose and necessity for the action. Adds “designee” to Part 3., Subparts A and B.

06/21/06 – Amends Part 1 requiring board approval for acquisition of real property valued at or greater than \$250,000.

12/7/05 – Amends Part 1 clarifies the role of the chancellor to review and approve real estate transactions, and clarifies the role of the board to approve acquisitions funded by campus operating funds of real estate valued at or greater than \$1M or valued at or greater than 1% of the school’s annual operating budget and to approve all sales of real estate.

12/15/04 – Changes Part 1 giving the chancellor the authority to approve property acquisitions of less than \$1 million or one percent (1%) of campus operating budget and dispositions and requires the chancellor to report acquisitions annually to the board.

06/21/00 - Contains language formerly in Board Policy 7.9; Added Part 1, Policy Statement; Added language in Part 2 delegating authority to the chancellor to execute and deliver documents regarding real property; Added Part 3, Accountability /Reporting

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

BOARD POLICY	
Chapter 6	Facilities Management
Section 7	Real Estate Transactions and Management

1 **6.7 Real Estate Transactions And Management**

2

3 **Part 1. Policy Statement**

4 The Board of Trustees expects that real property acquisitions and sales will be consistent with a
5 college’s or university’s mission and current comprehensive facilities plan.

6

7 **Part 2. Responsibilities**

8 The Board of Trustees delegates to the chancellor or the chancellor’s designee the authority to
9 execute and deliver on behalf of the Board of Trustees in accordance with board policy all
10 documents regarding the acquisition, disposal, transfer, or leasing of real property.

11

12 **Subpart A. Board**

13 The Board of Trustees authorizes the chancellor or the chancellor’s designee to acquire,
14 develop, and sell real property in conjunction with carpentry programs.

15

16 **Subpart B. Chancellor**

17 The chancellor or the chancellor’s designee shall establish processes regarding acquisition,
18 sales, leasing, and any other real estate interests necessary for the management of the
19 system’s real estate. The chancellor or the chancellor’s designee shall review and approve all
20 real estate transactions.

21

22 **Subpart C. President**

23 The president shall make a request to the chancellor or chancellor’s designee as provided for
24 in a system procedure.

25

26 **Part 3. Real Estate Thresholds**

27

28 **Subpart A. Acquisitions and sales**

29 Acquisitions funded by campus operating monies valued at \$1,000,000 or 1% (whichever is
30 greater) of the college or university annual operating budget must be approved by the Board
31 of Trustees before closing. For real estate that is no longer needed by a college or university
32 and is valued at \$250,000 or greater, the board shall first designate the real estate as surplus;
33 for real estate valued less than \$250,000, the chancellor or the chancellor’s designee shall

34 declare real estate as surplus and authorize sale. After any college or university real estate is
35 declared surplus, but before being offered to the general public, the real estate must first be
36 offered for sale at appraised value to the city, county, or other local jurisdiction where the
37 property is located.

38
39 Real estate must be designated surplus before it is offered for sale, except in the following
40 instances:

- 41
- 42 1. Donated real estate accepted by the board, when conversion to cash is consistent with
- 43 the terms of the gift or bequest (see Board Policy 7.7),
- 44 2. Property taken by another agency through eminent domain, or
- 45 3. To correct a boundary dispute with an adjoining landowner where the action impacts
- 46 less than ½ acre of property or less than \$50,000 in value.
- 47

48 **Subpart B. Leasing and other property interests**

49 All leases, whether on or off campus, must be approved by the board if the total rent paid
50 during the term of the lease is valued at or greater than \$1,000,000, including all options to
51 renew. The chancellor or the chancellor's designee shall review and approve all leases lasting
52 at least one year or longer or where the value is \$100,000 or greater. All easements and other
53 interests in real estate with a value of \$1,000,000 or greater must be approved by the board
54 prior to execution of the documents. The chancellor or chancellor's designee shall have
55 authority to enter into easements, licenses, and permits where the value is less than
56 \$1,000,000.

57 58 **Part 4. Eminent Domain**

59 The board may acquire real estate via eminent domain consistent with Minn. Stat. Ch. 117 and
60 related provisions. Before an eminent domain proceeding is initiated for the acquisition of any
61 interest in real estate, the board shall first authorize the action and articulate the public purpose
62 and necessity for the acquisition. Decisions with respect to settlement and with respect to
63 payment of or appeal from the award of the condemnation commissioners or court shall be made
64 consistent with board policies and system procedure.

65 66 **Part 5. Accountability/Reporting**

67 The chancellor shall report all real estate acquisitions and dispositions annually to the board.

Related Documents

- System Procedure 6.7.1 Acquisition and Disposition of Real Estate
- System Procedure 6.7.2 Leasing College or University Property for Non College and Universities Activities
- System Procedure 6.5.2 Carpentry Program Administration
- Two-Year Student Housing Guidelines
- Real Property Conveyance Checklist
- Real Property Acquisition Checklist

Date of Implementation: 06/21/00

Date of Adoption: 06/21/00

Date & Subject of Revisions:

XX/XX/XX – Updates document format, Adds “and Management” to the Policy title. Amends part 2 to add “chancellor’s designee” as part of approval and review authority; creates new Part 3 for thresholds and gives the chancellor authority to surplus and sell real

- property valued less than \$250,000; adds requirement of board review and approval prior to acceptance of gifts of real property by colleges and universities. Adds Part 4 regarding eminent domain, and requires the board to identify the public purpose and necessity for the action. Adds “designee” to Part 3., Subparts A and B.*
- 06/21/06 – Amends Part 1 requiring board approval for acquisition of real property valued at or greater than \$250,000.*
- 12/7/05 – Amends Part 1 clarifies the role of the chancellor to review and approve real estate transactions, and clarifies the role of the board to approve acquisitions funded by campus operating funds of real estate valued at or greater than \$1M or valued at or greater than 1% of the school’s annual operating budget and to approve all sales of real estate.*
- 12/15/04 – Changes Part 1 giving the chancellor the authority to approve property acquisitions of less than \$1 million or one percent (1%) of campus operating budget and dispositions and requires the chancellor to report acquisitions annually to the board.*
- 06/21/00 - Contains language formerly in Board Policy 7.9; Added Part 1, Policy Statement; Added language in Part 2 delegating authority to the chancellor to execute and deliver documents regarding real property; Added Part 3, Accountability /Reporting*

1 **Minnesota State Colleges and Universities**
 2 **Board Policies**
 3 **Chapter 6 – Facilities Management**
 4
 5

6 **6.7 Real Estate Transactions And Management**

7 **Part 1. Policy Statement.**

8 ~~The Board of Trustees expects that real property acquisitions and sales will be consistent~~
 9 ~~with a college's or university's mission and current comprehensive facilities plan. The~~
 10 ~~chancellor shall review and approve all real estate transactions. Acquisitions funded by~~
 11 ~~campus operating monies valued at or greater than \$1,000,000 or 1% of the college or~~
 12 ~~university annual operating budget and all sales of real property valued at or greater than~~
 13 ~~\$250,000 shall be approved by the Board of Trustees.~~

14
 15 **Part 2. Responsibilities.**

16 The Board of Trustees delegates to the chancellor or the chancellor's designee the
 17 authority to execute and deliver on behalf of the Board of Trustees in accordance with
 18 board policy all documents regarding the acquisition, disposal, ~~or~~ transfer, or leasing of
 19 real property.
 20

21 **Subpart A. Board**

22 The Board of Trustees authorizes the chancellor or the chancellor's designee to
 23 acquire, develop, and sell real property in conjunction with carpentry programs.
 24

25 **Subpart B. Chancellor**

26 The chancellor or the chancellor's designee shall establish processes regarding acquisition,
 27 sales, leasing, and any other real estate interests necessary for the management of the
 28 system's real estate. The chancellor or the chancellor's designee shall review and approve all
 29 real estate transactions.
 30

31 **Subpart C. President**

32 The president shall make a request to the chancellor as provided for in a system
 33 procedure.
 34

35 **Part 3. Real Estate Thresholds**

36
 37 **Subpart A. Acquisitions and sales**

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- 3. To correct a boundary dispute with an adjoining landowner where the action impacts less than 1/2 acre of property or less than \$50,000 in value.

Subpart B. Leasing and other property interests

All leases, whether on or off campus, must be approved by the board if the total rent paid during the term of the lease is valued at or greater than \$1,000,000, including all options to renew. The chancellor or the chancellor’s designee shall review and approve all leases lasting at least one year or longer or where the value is \$100,000 or greater. All easements and other interests in real estate with a value of \$1,000,000 or greater must be approved by the board prior to execution of the documents. The chancellor or chancellor’s designee shall have authority to enter into easements, licenses, and permits where the value is less than \$1,000,000.

Part 4. Eminent Domain

The board may acquire real estate via eminent domain consistent with Minn. Stat. Ch. 117 and related provisions. Before an eminent domain proceeding is initiated for the acquisition of any interest in real estate, the board shall first authorize the action and articulate the public purpose and necessity for the acquisition. Decisions with respect to settlement and with respect to payment of or appeal from the award of the condemnation commissioners or court shall be made consistent with board policies and system procedure.

Part 35. Accountability/Reporting. The chancellor shall report all real estate acquisitions and dispositions annually to the Board.

Related Documents

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- System Procedure 6.7.2 Leasing College or University Property for Non College and Universities Activities
- System Procedure 6.5.2 Carpentry Program Administration
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Date of Adoption: 06/21/00,
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Date and Subject of Revision:

- 06/21/06 - Amends Part 1 requiring board approval for acquisition of real property valued at or greater than \$250,000.*
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- 12/15/04 - Changes Part 1 giving the chancellor the authority to approve property acquisitions of less than \$1*

million or one percent (1%) of campus operating budget and dispositions and requires the chancellor to report acquisitions annually to the Board.

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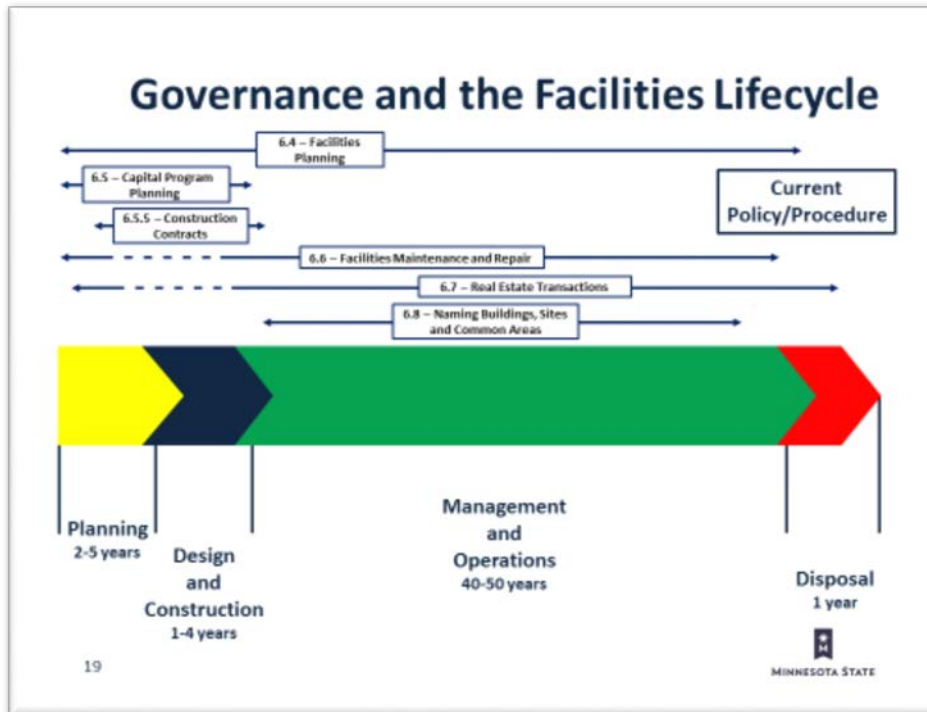


Figure 1 – Current Board Policy Alignment

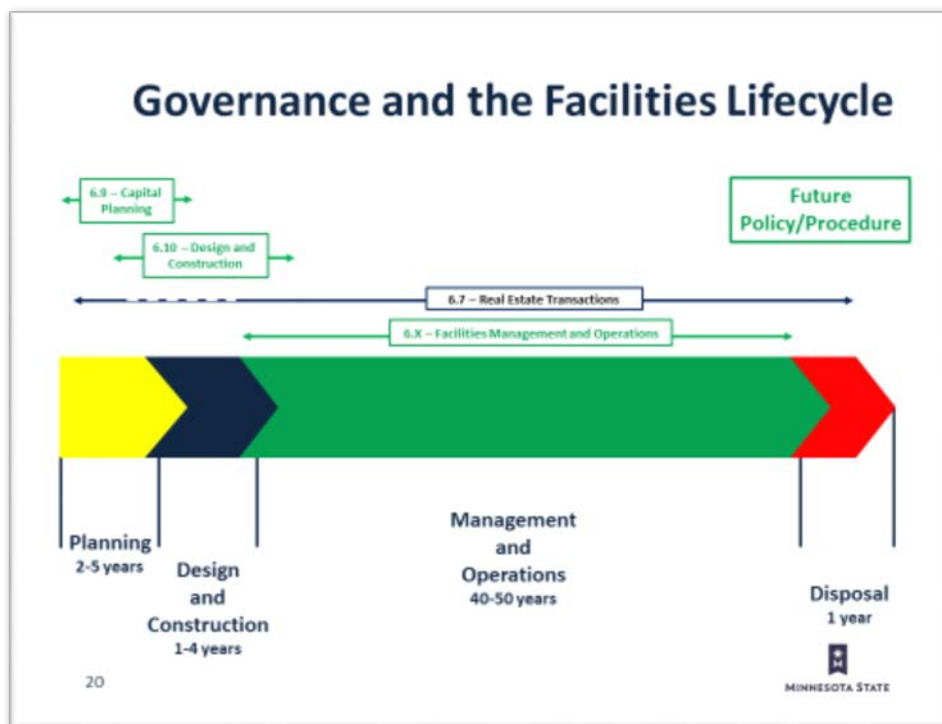


Figure 2 – Future Board Policy Alignment

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: March 22, 2017

Title: Selection of External Auditors

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

The Audit committee will be considering the appointment of the system external auditor at its meeting of March 22, 2017. The committee will be asked to approve the appointment and authorize contract negotiations. The Finance committee will be advised of the action of the Audit committee at this meeting.

The Audit committee presentation is provided.

Scheduled Presenter(s):

Laura M. King – Vice Chancellor - CFO



March 22, 2017

Office of Internal Auditing

Audit Committee

OVERVIEW

Selection of External Audit Firm for Systemwide Auditing Services

EXTERNAL AUDIT FIRM SELECTION

- Board policy states that the Audit Committee must
 - Oversee the process for selecting independent auditors.
 - Shall select one or more independent auditors to audit system-level or institutional financial statements and recommend their appointment to the board.
- January 2017 started competitive bidding process to acquire external auditing services for fiscal years 2017 to 2019 with a one-time option to extend it an additional 3 fiscal years.

RFP REQUESTED AUDIT SERVICES

Annual Financial Statement Audits

- System-wide
- Revenue fund
- St. Cloud State University
- Winona State University
- KVSC Radio 88.1 (St. Cloud State University Enterprise Fund)
- Itasca Community College Student Housing Funds

Annual Federal Compliance Audit

- Federal student financial aid

NCAA Agreed Upon Procedures

- Six State Universities with intercollegiate athletic programs
- Required every 3 years (2018)

RFP PROPOSAL REVIEW

- Received 2 proposals
- Reviews were completed by representatives from
 - Internal Audit
 - Finance Division



Note: Winona State University has decided not to undertake a separate financial statement audit.

SELECTION CRITERIA

- Qualifications of firm and personnel
 - Emphasis put on broad higher education experience and thought leadership
- Expressed understanding of objectives
- Work Plan
- Cost Detail



RECOMMENDED EXTERNAL AUDIT FIRM

CliftonLarsonAllen LLP

- Serving higher education institutions nationally for over 40 years
 - Currently serve 400 higher education entities
 - 200+ staff, including 20 principals, that focus a large portion of time on higher education
- Firm serves more single audits than any other firm in the country
 - Nearly 900 federal compliance audits annually
 - Solid experience in performing audits of federal student financial aid
- Minnesota State experience
 - Consistently provided high quality services to the system
 - Consistent and highly experienced team

RECOMMENDED MOTION

Recommended Committee Action

- The Audit Committee recommends that the Board of Trustees approve the following motion

Recommended Motion

- The Board of Trustees approves the appointment of CliftonLarsonAllen serve as the systemwide external auditor for Minnesota State.
- The Board of Trustees authorizes the chancellor or his designee to execute a contract with CliftonLarsonAllen for external auditing services for fiscal years 2017, 2018, and 2019 with an option to extend the contract an additional three fiscal years for a total amount not to exceed \$1.9 million. The Board delegates to chancellor or his designee authority to execute all necessary documents.

QUESTIONS



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: March 22, 2017

Title: Easement for Mesabi Range College

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

This report informs the board that the chancellor is preparing to grant an easement through a portion of the Virginia campus of Mesabi Range College to the Housing and Redevelopment Authority (HRA) of Virginia, MN. The easement is for access to and parking for the Alpine Village apartment property currently owned and managed by the HRA.

This approval is to be executed under authority provided to the board in Minn. Stat. 136F.60, Subd. *Easements*, and delegated and detailed in board policy 6.7 *Real Estate Transactions* and system procedure 6.7.1. *Acquisition and Disposition of Real Estate*. The easement is being provided under the stipulation that the property continue to be used for student housing.

Scheduled Presenter(s):

Laura King – Vice Chancellor – Chief Financial Officer
Brian Yolitz- Associate Vice Chancellor for Facilities

**BOARD OF TRUSTEES
MINNESOTA STATE**

BOARD INFORMATION

EASEMENT FOR MESABI RANGE COLLEGE

MANAGEMENT ACTION

The purpose of this committee report is to advise the board of the chancellor’s intention to grant a permanent easement to the Housing and Redevelopment Authority (HRA) of Virginia, Minnesota, for access through the Virginia campus of Mesabi Range College to the Alpine Village apartments located adjacent to college and to make available parking spaces to the HRA and apartment tenants, provided certain conditions are met. Plan views are at Attachments A and B.

Minn. Stat. 136F.60, Subd. *Easements*, provide the board authority to grant permanent easements. Board Policy 6.7 Real Estate Transactions and system procedure 6.7.1 Acquisitions and Disposition of Real Estate delegates approval authority to the chancellor and additionally to the chancellor’s designee and outlines conditions for such approvals.

BACKGROUND

In 1981, the City of Virginia deeded roughly 2.4 acres of city land to the Housing and Redevelopment Authority (HRA) of Virginia, expressly conditioned upon the use of the property for student housing for Mesabi Range College. In 1995, the HRA constructed Alpine Village apartments and began renting to students of Mesabi Range College. (Attachment A)

While there were discussions around access and parking rights and responsibilities at that time, no formal agreement documented the required access and parking requirements. Nevertheless, the college-HRA partnership functioned for over 20 years without a permanent easement for access or parking and without compensation to the college for the maintenance of these paved surfaces.

In 2015, as part of the HRA’s refinancing of its portfolio, the lack of a formal easement for access and parking was highlighted. Negotiations ensued between representatives of the HRA and the college seeking permanent easements for parking and access to the site. Initial HRA versions proposed unconditional easements in perpetuity and explicitly required the college to bear all costs with regard to maintenance of the easement areas.

For its part, the college expressed concern regarding the HRA's long-term strategy regarding student housing, and insisted on conditioning the continuation of a permanent easement on Alpine Village's continued operation as student housing.

The parties reached agreement in April 2016 for permanent parking and access easements, including provisions conditioning the easements on Alpine Village continuing to operate for student housing purposes. Negotiations stalled when the HRA, approximately two weeks after agreement had been reached, reversed position, insisting that the college issue unconditional permanent easements or purchase the Alpine Village apartments from the HRA. The college declined to do either, and queried why the HRA was now reversing course on the reached agreement.

Subsequently, the HRA sought legislation directing Minnesota State to grant unconditional permanent easement rights to the HRA for access and parking to the Alpine Village apartments. Legislators have encouraged the parties to resolve the easement issues without resorting to legislation. During ongoing discussions, the HRA renewed its offer to sell the property. The college again declined to consider the HRA's sale offer.

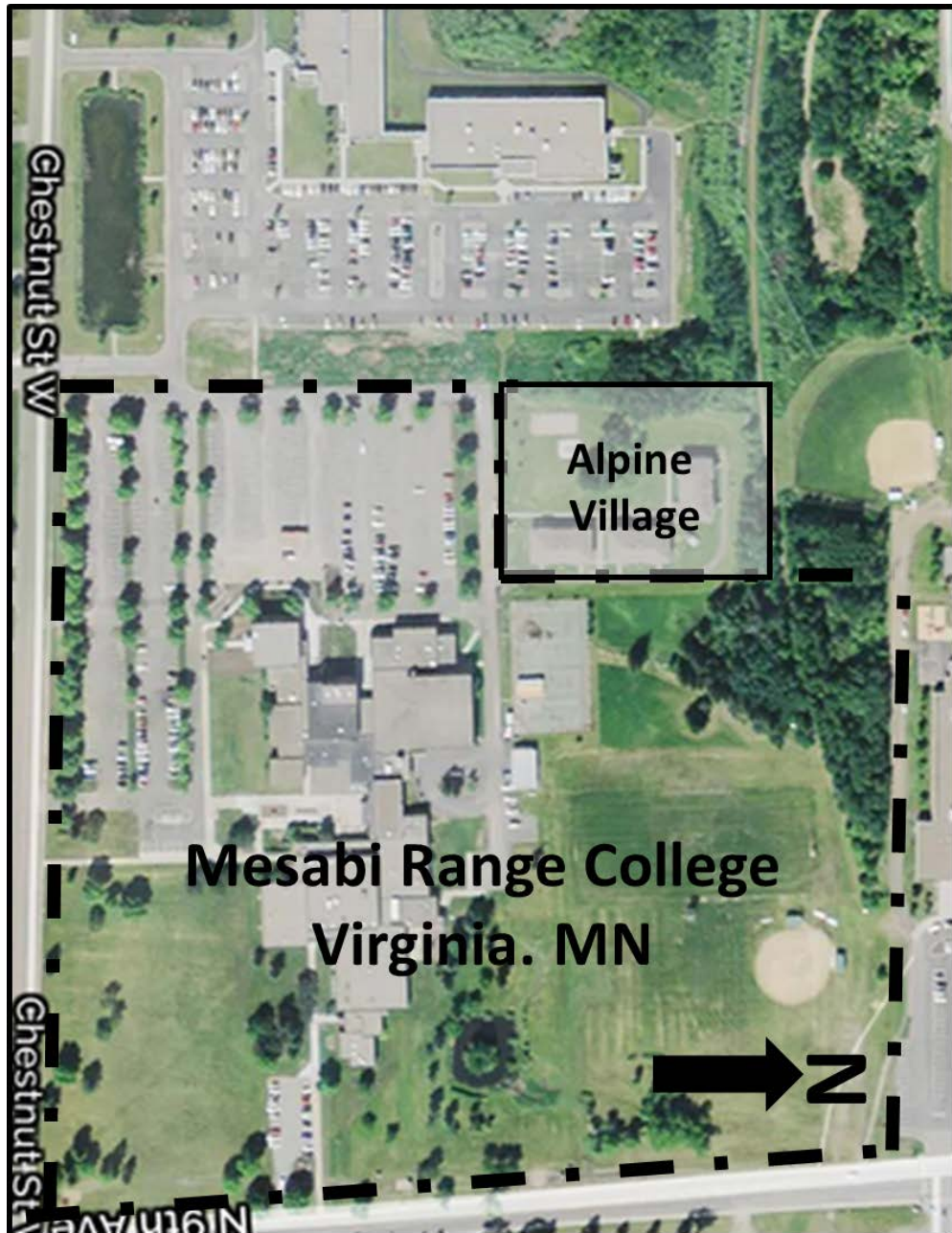
CHANCELLOR'S SPECIFIC ACTIONS

The chancellor or his designee intends to grant a permanent easement to the Housing and Redevelopment Authority (HRA) of Virginia, Minnesota, its successors and assigns, a perpetual right and easement for access to and for the perpetual non-exclusive right to use up to 26 parking spaces, as well as the right to use handicapped parking spaces, as needed, located on portions of the Virginia campus of Mesabi Range College described Attachments B, C and D. The access and parking easements are for the benefit of the owners of the HRA parcel, their guests, invitees, tenants, agents, contractors, and any other permitted persons. A change of use of the property which would no longer provide housing for students of Mesabi Range College would subject the benefitted property to maintenance payments and revocation of the easements.

The chancellor or designee shall prepare and execute all documents to finalize this approval.

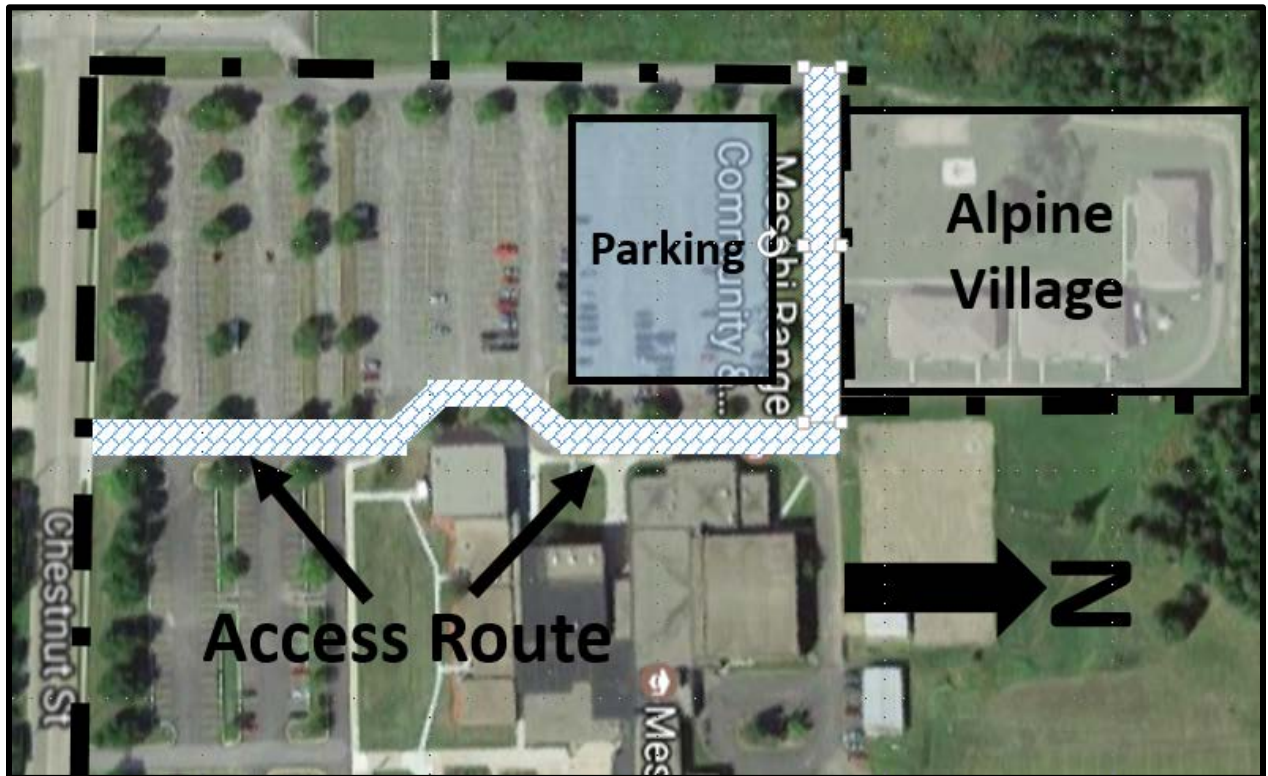
Date of Presentation: 03/22/17

Plan View
Mesabi Range College – Virginia Campus



Not to scale

Plan View
Proposed Access Route and Parking Availability
Mesabi Range College – Virginia Campus



Not to scale

**Legal Description
'Access Easement'
Mesabi Range College – Virginia Campus**

The 'Access Easement' grants a 50.00-foot-wide easement for vehicular and pedestrian ingress and egress access purposes over and across that part of Southwest Quarter of the Northeast Quarter of Section 7, Township 58 North, Range 17 West, St. Louis County. The centerline of said easement is described as follows:

Commencing at the southwest corner of said Southwest Quarter of the Northeast Quarter; thence North 3 degrees 00 minutes 34 seconds West, assumed bearing along the west line of said Southwest Quarter of the Northeast Quarter a distance of 725.00 feet; thence on a bearing of East 72.00 feet; thence on a bearing of South 25.00 feet to the point of beginning of the centerline to be described; thence on a bearing of East 330.30 feet; thence South 1 degree 18 minutes 18 seconds East 249.04 feet; thence southwesterly 32.44 feet along a tangential curve, concave to the northwest, having a radius of 25.15 feet and a central angle of 73 degrees 55 minutes 31 seconds; thence southerly 56.77 feet along a reverse curve, concave to the east, having a radius of 44.00 feet and a central angle of 73 degrees 55 minutes 31 seconds; thence South 1 degree 18 minutes 18 seconds East tangent to said curve 37.63 feet; thence southeasterly 34.85 feet along a tangential curve, concave to the northeast, having a radius of 44.00 feet and a central angle of 45 degrees 22 minutes 30 seconds; thence South 46 degrees 40 minutes 49 seconds East tangent to said last described curve 53.67 feet; thence southerly 19.86 feet along a tangential curve, concave to the west, having a radius of 25.00 feet and a central angle of 45 degrees 31 minutes 06 seconds; thence South 1 degree 09 minutes 42 seconds East tangent to said last described curve 269.94 feet to the south line of said Southwest Quarter of the Northeast Quarter and said centerline there terminating.

The sidelines of said easement shall be prolonged or shortened to terminate on the northerly right-of-way line of Chestnut Street.

**Legal Description
'Parking Easement'
Mesabi Range College – Virginia Campus**

The 'Parking Easement' grants a right and easement for the benefit of the owners of the HRA Parcel, their guests, invitees, tenants, agents, contractors, and any other permitted persons for the perpetual non-exclusive right to use up to 26 parking spaces, as well as the right to use handicapped parking spaces, as needed, within the western parking lot on the Virginia campus of Mesabi Range College as described below.

Commencing at the southwest corner of said Southwest Quarter of the Northeast Quarter; thence North 03 degrees 00 minutes 34 seconds West, assumed bearing along the west line of said Southwest Quarter of the Northeast Quarter a distance of 725.00 feet; thence on a bearing of East 72.00 feet; thence continuing on a bearing of East 354.74 feet; thence South 01 degree 18 minutes 18 seconds East 320.00 feet; thence South 88 degrees 41 minutes 42 seconds West 50.00 feet; thence South 01 degree 18 minutes 18 seconds East 136.78 feet to the point of beginning of the tract to be described; thence North 01 degree 18 minutes 18 seconds West 380.00 feet; thence South 88 degrees 41 minutes 42 seconds West 275.00 feet; thence South 01 degree 18 minutes 18 seconds East 380.00 feet; thence North 88 degrees 41 minutes 42 seconds East 275.00 feet to the point of beginning.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Finance and Facilities Committee

Date: March 22, 2017

Title: Approval of Contracts Exceeding \$1 Million

- a. Master Contract for Janitorial Supplies and Equipment Hillyard
- b. Contract Extension for Hobsons Enrollment Management

Purpose (check one):

- | | | |
|---|--|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input checked="" type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information | |

Brief Description:

The recommendation to the Board of Trustees is to authorize the chancellor or his designee to execute a master contract at Hillyard with the selected vendors as described in the board report.

Scheduled Presenter(s):

Laura M. King – Vice Chancellor – Chief Financial Officer

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

BOARD ACTION

APPROVAL OF CONTRACT EXCEEDING \$1M –

**A. MASTER CONTRACT FOR JANITORIAL SUPPLIES AND EQUIPMENT
HILLYARD**

B. CONTRACT EXTENSION FOR HOBSONS ENROLLMENT MANAGEMENT

1 BACKGROUND

2
3 Board Policy 5.14, Procurement and Contracts, requires that all contracts with values greater
4 than \$1 million be approved by the Board of Trustees. It further requires contracts with terms in
5 excess of five years to seek board approval. Both proposed contracts have system wide benefit.

6 **A.** The Campus Services Cooperative (CSC) solicited input and participation from colleges
7 and universities for a new contract for janitorial supplies and equipment. In addition to
8 supplies and equipment, a critical goal of the Request for Proposal (RFP) was to get a
9 proven software database that would provide management and staff with information to
10 maximize allocation of resources for facility cleaning and maintenance and to evaluate
11 options and potential changes. Representatives from three institutions volunteered to
12 work with the CSC to complete the RFP and select a vendor. Responses were received
13 from three vendors. Hillyard was chosen by the committee for award of a Master
14 Contract available to all colleges and universities for up to five years ending in 2022 for a
15 total amount not to exceed \$12,000,000. There are presently thirty-two out of thirty-seven
16 colleges and universities participating in the existing master contract which has been in
17 place since 2009. All costs are paid by the participating campuses.

18 **B.** Hobsons enrollment management provides software tools that assists admissions and
19 enrollment officers with managing the recruitment, retention and completion process. The
20 solutions create operational efficiencies by providing automated tracking,
21 communications, interventions and reporting for prospective and current students. To
22 date, nineteen (19) colleges and universities have paid Hobsons approximately
23 \$6,000,000. The proposed action item is for Board approval to extend the software
24 licensing and professional/technical services master contract with Hobsons and Apply
25 Yourself (hereinafter Hobsons) for up to two years additional through the end of June
26 2019 at an estimated revised total cost of no more than \$9,000,000. The license costs are
27 paid by the participating colleges and universities.

28 Minnesota State is in the process of assessing a system-wide CRM solution through a
29 request for proposal (RFP). This RFP process is an attempt to engage with all colleges
30 and universities to address CRM needs and provide an affordable solution that is more
31 widely adopted. If Minnesota State does not select Hobsons as the system-wide solution,
32 campuses may need to migrate from Hobsons. To ensure sufficient time to transition and

1 to ensure continuity of operations, an extension is needed for the Hobsons contract until a
2 new CRM solution is in place.

3 Minnesota State Colleges and Universities entered into a three year master contract with
4 Hobsons beginning December 2008. The contract was approved for extension in 2011,
5 extending the contract term to December, 2015. The contract was again approved for
6 extension in 2015, extending the contract term to June 2017. The Request for Proposal
7 (RFP) process began in the fall 2016 and is now nearing completion. A new contract is
8 being negotiated and award is expected in the spring of 2017. It is anticipated that, given
9 the scope of the current vendor relationship and complexity of the application, the
10 possible transition to a different contractor, and the different needs and current status at
11 the colleges and universities, it could take up to 2 years beyond the current contract term
12 to complete resulting in the requested term extension.

13
14 **RECOMMENDED COMMITTEE MOTION**

15 The Finance and Facilities committee recommends the Board of Trustees adopt the following
16 motion:

- 17 1. The Board of Trustees authorizes the chancellor or his designee to execute a master
18 contract with the selected vendor on behalf of systemwide janitorial supplies and
19 equipment services for a term of up to five years ending in June 2022 for a total amount
20 not to exceed \$12,000,000. The Board delegates to the chancellor or his designee
21 authority to execute all necessary documents.
- 22 2. The Board of Trustees authorizes the chancellor or his designee to execute a contract
23 extension with Hobson's through 2019 for a new total contract amount not to exceed \$9.0
24 million. The Board delegates to the chancellor or his designee authority to execute all
25 necessary documents.

26 **RECOMMENDED BOARD MOTION**

- 27 1. The Board of Trustees authorizes the chancellor or his designee to execute a master
28 contract with the selected vendor on behalf of systemwide janitorial supplies and
29 equipment services for a term of up to five years ending in June 2022 for a total amount
30 not to exceed \$12,000,000. The Board delegates to the chancellor or his designee
31 authority to execute all necessary documents.
- 32 2. The Board of Trustees authorizes the chancellor or his designee to execute a contract
33 extension with Hobson's through 2019 for a new total contract amount not to exceed \$9.0
34 million. The Board delegates to the chancellor or his designee authority to execute all
35 necessary documents.

36
37 *Date of Adoption:* 03/22/17

38 *Date of Implementation:* 03/22/17



MINNESOTA STATE

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MARCH 22, 2017

8:45 A.M.

McCORMICK ROOM

30 7TH STREET EAST

SAINT PAUL, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings 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.

1. **Minutes of January 24, 2017 (pp. 1-3)**
2. Twin Cities Baccalaureate Update (pp. 4-23)
3. Non-academic Student Support Services (pp. 24-48)

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Alexander Cirillo, Chair

Louise Sundin, Vice Chair

Dawn Erlandson

Amanda Fredlund

Jerry Janezich

Roger Moe

Cheryl Tefer

Bolded items indicate action required.



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
JANUARY 24, 2017**

Academic and Student Affairs Committee Members Present: Chair Alex Cirillo; Trustees Dawn Erlandson, Jerry Janezich, Roger Moe, Louise Sundin and Cheryl Tefer.

Academic and Student Affairs Committee Members Absent: Amanda Fredlund

Other Board Members Present: Trustees Basil Ajuo, Elise Bourdeau, Jay Cowles, Robert Hoffman, Rudy Rodriguez and Michael Vekich.

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held a meeting on January 24, 2017, at Wells Fargo Place, 4th Floor, McCormick Room, 30 East 7th Street in St. Paul. Chair Alex Cirillo called the meeting to order at 3:00 pm.

1. Minutes of November 16, 2016 Academic and Student Affairs Committee meeting

Trustee Janezich moved and Trustee Tefer seconded that the minutes from the November 16, 2016 meeting be approved as written. Motion carried.

2. Accreditation Basics

Presenters:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Lynda Milne, Associate Vice Chancellor for Academic Affairs

The trustees were provided with information on how institutional accreditation is provided by the Higher Learning Commission (HLC), the regional agency that accredits all of Minnesota State's 37 colleges and universities.

Associate Vice Chancellor Lynda Milne said accreditation provides quality assurance and federal financial aid eligibility via external peer-based and standards-based reviews. Institutional accreditation reviews are ongoing and stringent and regional accreditors such as HLC are under increasing pressure to demonstrate their role in quality assurance and student protection, she said.

Program approval is a role shared by HLC and the Board of Trustees, through the Chancellor's office, she added.

There are 2 types of accreditation:

- Institutional accreditation is done by one of six regional accreditation agencies in the United States. Regional accreditation is the "gold standard" since it ensures the quality of an institution as a whole as it relates to academics, governance and administration, mission and financial stability and resources.

- National accreditation involves an accreditation process not organized by or limited to regional geographic areas. National accreditation agencies have historically focused on approving predominately for-profit institutions, such as career, vocational and trade schools, and religiously-affiliated schools, such as bible colleges.

The HLC is one of six regional accreditation associations in the United States and has been in existence since 1895. It covers 19 north-central states and works with approximately 1,000 colleges and universities, including those in Minnesota State. The HLC has a relationship with the Commission on Accreditation and School Improvement, which is the K-12 accreditor.

Colleges and universities have several pathways to accreditation:

- The AQIP pathway is used by 18 Minnesota State colleges and universities. It involves annual institutional updates and action projects, strategy forums, systems portfolios and appraisals throughout an eight-year review cycle. A comprehensive quality review is conducted in the last year of the cycle.
- The Open Pathway is used by 18 other Minnesota State colleges and universities. Based on a 10-year cycle, it includes a major quality initiative, an assurance review and ends with a comprehensive evaluation.
- One Minnesota State institution, Northwest Technical College (NTC), is on the Standard Pathway, which is not an elective pathway. Because of significant changes in leadership at the college, the HLC placed NTC on the Standard Pathway and it will have a comprehensive evaluation at Year 4 and Year 10 of the cycle.

Milne said the Board of Trustees plays an essential role in the accreditation process in two ways:

- 1) By adopting effective policy and procedures which promote the integrity of institutions in terms of their mission, governance, academics, finances and resources; and
- 2) By participating in the comprehensive evaluation site visits conducted by peer-review teams. During these visits, trustees provide an overview of the board's interactions with the institution under review, explain the relationship of the institution's leadership with board and system leaders, identify key issues or points of attention for the board relative to the institution; and underscore the institution's points of pride and distinctiveness.

In the past 12-18 months, Trustees Cowles and Cirillo have participated in approximately a dozen accreditation site visits for system institutions. Trustee Cowles said the experience has allowed him to not only gain a deeper appreciation for the history and achievements of the colleges and universities being appraised, but also allows him a role in protecting the integrity of the institutions and promoting student success.

Because of the system's development of more models pertaining to shared services, governance and leadership among multiple campuses, he said trustees need to make sure they are aware of the extent to which these models are challenging to the

accreditation process and if there is a need for additional dialogue or policy modification by the board, he said.

Trustee Cirillo said the peer-review teams are interested in how the board promotes effective leadership and supports collaborative processes that allow institutions to meet their mission and support current education programs, while at the same time planning for strengthening institutional quality in the future.

In addition to conducting accreditation reviews, HLC publishes information for the general public, including continued accreditation decisions, sanctions, withdrawn accreditation and a current membership directly. The HLC also receive complaints from faculty, students and others about accredited institutions. Complaints are addressed by the agency if the issues regard the institution's "ongoing ability to meet the Criteria of Accreditation," Milne said. If they do not rise to that level, the complaint is deferred back to the local governance board.

Trustee Janezich asked how many institutions are close to losing accreditation status. Since accreditation provides federal financial eligibility, schools and students would be harmed if it is lost, he noted.

Milne said there is a difference between program accreditation and whole institution accreditation. While whole institution accreditation is linked to federal financial aid eligibility, accreditation for specific programs is not. No colleges or universities in Minnesota State are close to losing whole institutional accreditation, she said.

The meeting adjourned at 3:45 pm
Respectfully submitted,
Margie Takash, Recorder

MINNESOTA STATE COLLEGES AND UNIVERSITIES

Agenda Item Summary Sheet

Name: Academic & Student Affairs

Date: March 22, 2017

Title: Twin Cities Baccalaureate Update

Purpose (check one):

- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input type="checkbox"/> Monitoring /
Compliance | <input checked="" type="checkbox"/> Information | |

Brief Description:

This presentation provides an update on the Twin Cities Baccalaureate Strategy. Among the elements are implementation strategies being undertaken in academic programs, student services, finance and facilities, and marketing. The board will also have an opportunity to hear from presidents in the Twin Cities metro area regarding their partnership efforts to support access and success for metro area students.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
Todd Harmening, System Director for Academic Programs and Collaboration
Ginny Arthur, President, Metropolitan State University
Barb McDonald, President, North Hennepin Community College
Sharon Pierce, President, Minneapolis Community and Technical College

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

BOARD INFORMATION ITEM

TWIN CITIES BACCALAUREATE UPDATE

This presentation provides an update on the Twin Cities Baccalaureate Strategy aimed at growing baccalaureate access and success. The following is an overview of the presentation:

- Progress in each strategic focus area
- Characteristics of the student experience
- Examples of college-university partnerships
- Key issues to be addressed
- Related collaborative initiatives
- Strategic questions



March 22, 2017
Academic and Student Affairs

Twin Cities Baccalaureate Update

Board of Trustees

Academic & Student Affairs Committee

Presentation Overview

- Progress in each strategic focus area
- Characteristics of the student experience
- Examples of college-university partnerships
- Key issues to be addressed
- Related collaborative initiatives
- Strategic questions



Strategic questions

- What suggestions does the Board have to ensure effective implementation?
- Are there additional collaborative strategies the Board believes we should consider?



The Opportunity

Challenge

We need to significantly increase access to and completion of baccalaureate programs in the Twin Cities metropolitan area.

Solution

Bring the power and collaborative capacity of seven state universities together, in partnership with our colleges, to provide student access to a full range of baccalaureate programs and services.



Twin Cities Baccalaureate Strategy

The seven state universities are strategically and collaboratively expanding baccalaureate programming in the Twin Cities metro area

- Anchored by Metropolitan State University
- Complemented by Greater Minnesota universities

Programs are located on metro area college campuses, with the largest concentration of offerings on the western and northwestern metro area campuses

At this time, existing campus facilities are being used without incurring additional capital expenditures for new buildings



Creating the baccalaureate student experience

The vision is that students at Twin Cities area colleges will be able to seamlessly move to a Minnesota State baccalaureate program.

- A **visible and consistently designated baccalaureate presence** at most metro area college campuses
- Access to a **range of high demand bachelor's degree programs** available across the Twin Cities region
- Access to **coordinated student services at critical points in student progression**



Update on implementation

	2016-2017 goals	Progress
Academic programs	25 more program locations across metro area college campuses	Currently halfway to goal with new locations projected for FY18
	Pilot and evaluate dual admission approach	Dual admission underway in selected programs with intent to expand
Student Services	Pilot and evaluate approaches to delivery of core student services	Core services identified Evaluation this spring
Finance and Facilities	Pilot and evaluate shared revenue and expense models	Pilot underway with evaluation criteria identified
	Identify alterations needed to existing facilities, if any	Capital budget predesign under development
Marketing	Develop and implement program marketing and branding strategy, in alignment with system branding efforts	Marketing strategy under development in conjunction with other system initiatives

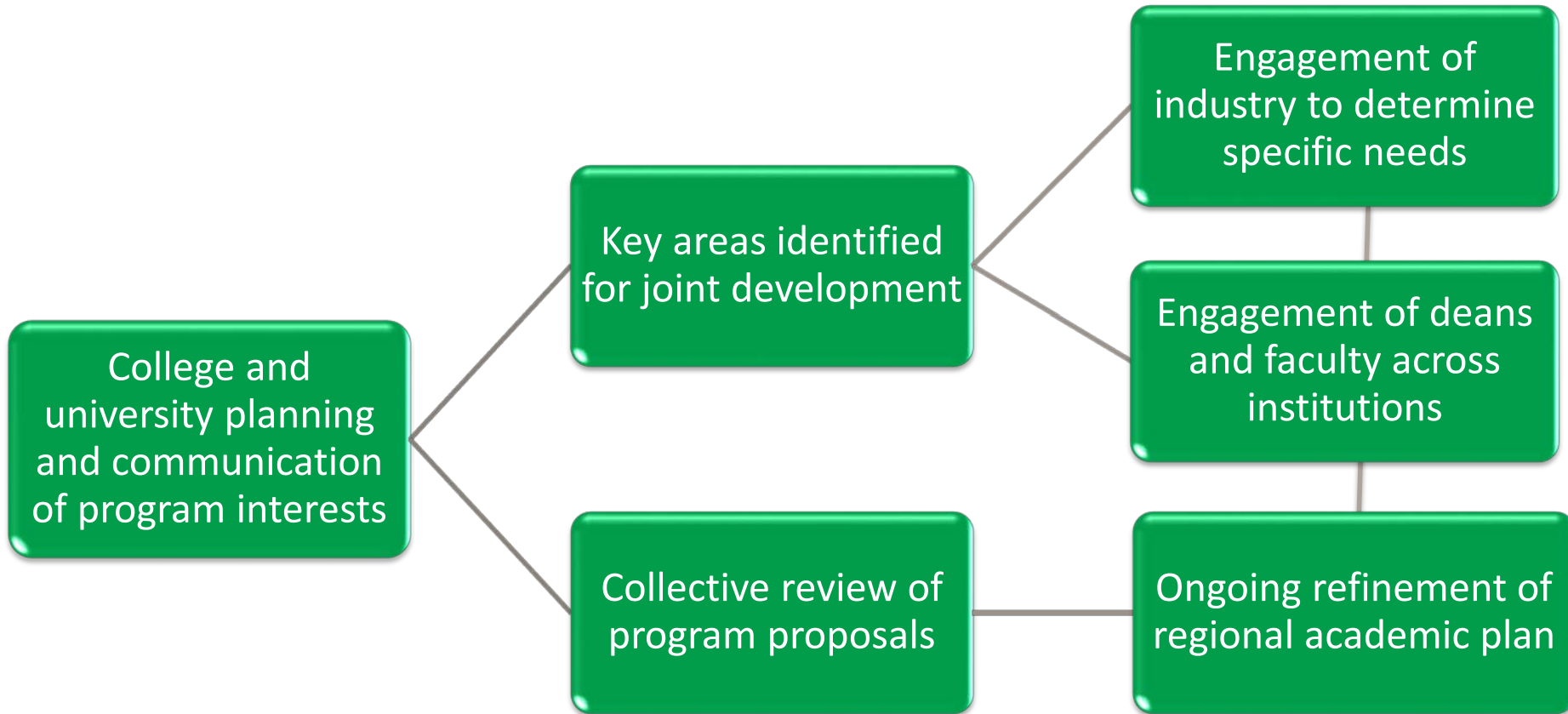
Baccalaureate enrollments in the metro area are increasing

FYE enrollment at metro area locations

Offered by:	Fall 2015	Fall 2016	% Growth
Metropolitan SU – St Paul & Midway	1,775	1,826	3%
Metropolitan SU – Metro Colleges & Other	255	387	52%
Greater MN State Universities	104	231	122%
Total	2,234	2,444	9%



Collaborative academic programming



Supporting student success

Collaborative opportunities are being advanced in the following student service areas

- Dual admission
- Advising
- Call center services



Sustainable and mutually beneficial financial models are under development

Alternative Models

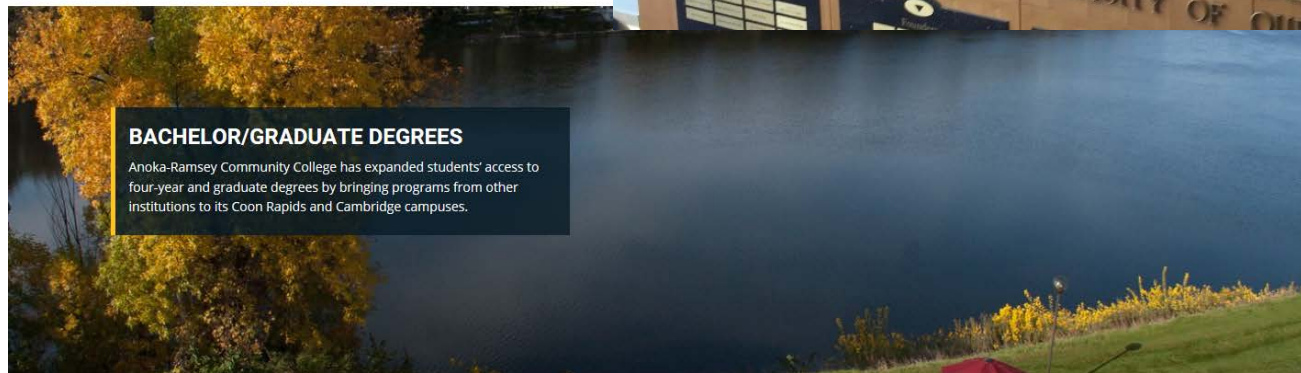
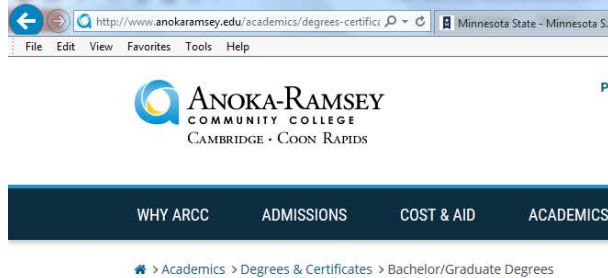
Limited or No
Charge

Cost
Recovery

Revenue
Sharing



Marketing strategies will complement campus efforts and system initiatives



I WANT TO:

APPLY

VISIT

REQUEST INFO



MINNESOTA STATE



2018 capital budget initiative to support baccalaureate spaces at college campuses



Minneapolis Community and Technical College
and Metropolitan State University

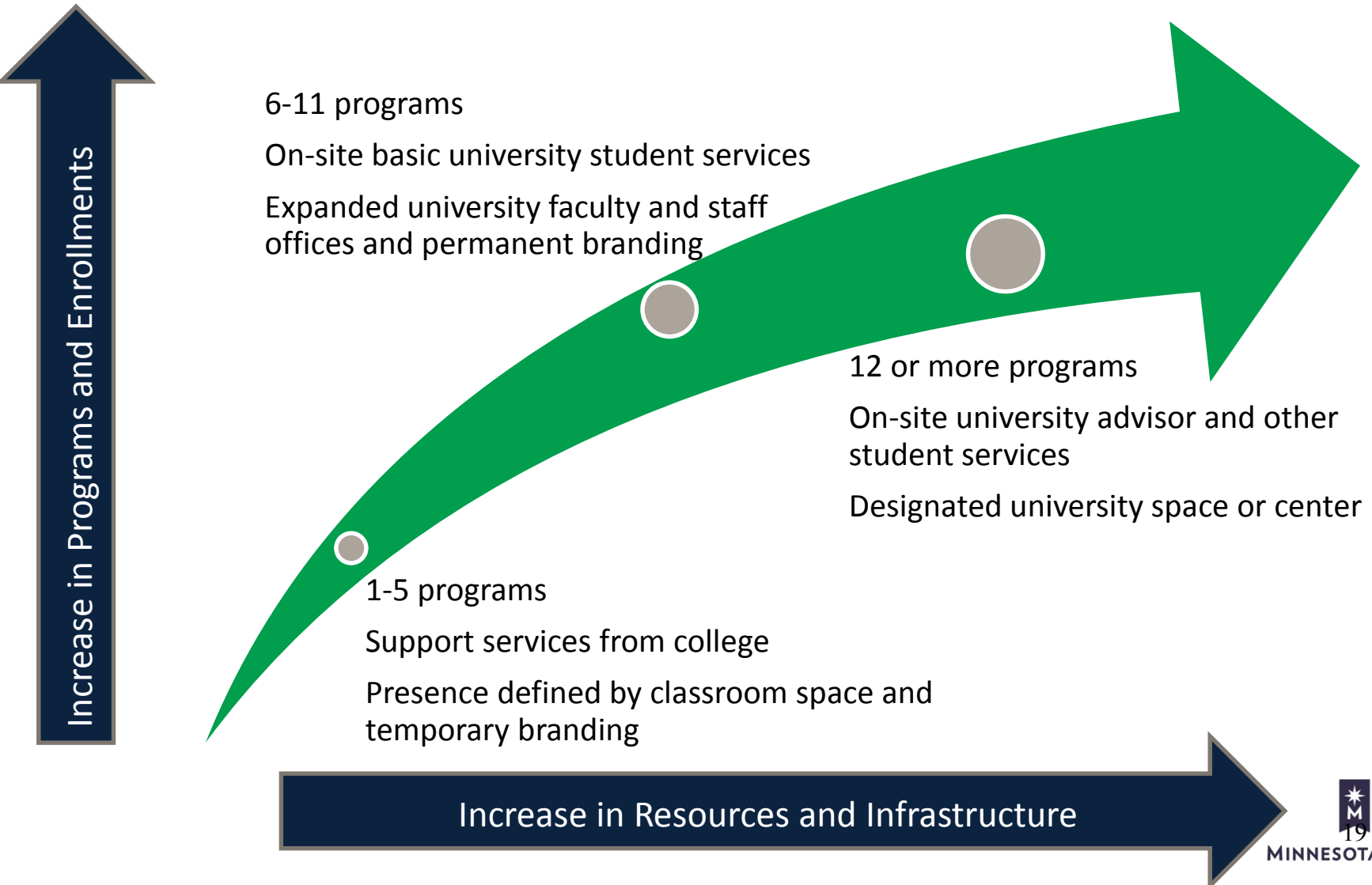


North Hennepin Community College,
multiple university partners



Normandale Community College, Partnership Center,
multiple university partners

Develop a university presence on metro area college campuses that grows with enrollments and programs



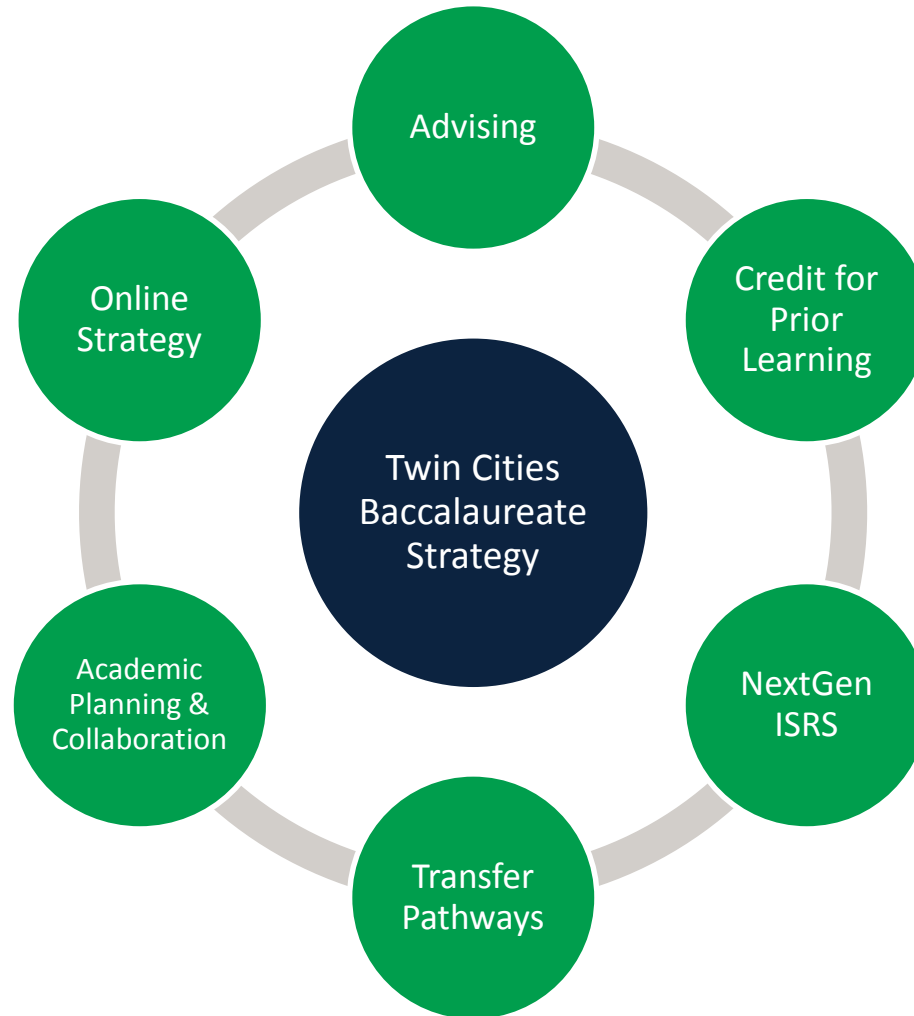


Next Steps

- **Coordinated academic planning and program development**
- **Collaborative student services**
- **Refinement of financial model**
- **Consideration of 2018 capital budget initiative**
- **Collective and complementary marketing**



Alignment with Charting the Future Initiatives



Strategic questions

- What suggestions does the Board have to ensure effective implementation?
- Are there additional collaborative strategies the Board believes we should consider?



**MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Academic and Student Affairs Committee

Date: March 22, 2017

Title: Non-Academic Student Support Services

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The committee will hear about efforts within Minnesota State to address expressed non-academic student support needs that are critical to student success. The presentation will highlight identified student needs, services implemented to address these needs, and the community partnerships in place to meet student needs. In addition, we will invite the boards input on additional strategies we might consider to advance our efforts related to non-academic student support services.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Brent Glass, Interim Associate Vice Chancellor for Student Affairs

Paul Shepherd, System Director for Student Development and Student Services

Maya Sullivan, Director of the Student Support Center at Minneapolis Community and Technical College

Karen Johnson, Dean of Students, Winona State University

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

NON-ACADEMIC STUDENT SUPPORT SERVICES

BACKGROUND

The committee will hear about efforts within Minnesota State to address expressed non-academic student support needs that are critical to student success. The presentation will highlight identified student needs, services implemented to address these needs, and the community partnerships in place to meet student needs. In addition, we will invite the boards input on additional strategies we might consider to advance our efforts related to non-academic student support services.



March 22, 2017

Academic and Student Affairs

Non-Academic Student Support Services

Board of Trustees

Academic and Student Affairs Committee

EXECUTIVE SUMMARY

1. Non-academic student support services are critical in supporting student success.
2. Access to student support services is needed:
 - Child Care
 - Financial Emergency Benefits
 - Food
 - Housing
 - Mental Health
 - Transportation
3. Access to many student support services are currently provided.



EXECUTIVE SUMMARY (CONTINUED)

4. Gaps exist between students' needs and what is currently accessible in some of our campus communities.
5. Campuses are addressing these gaps through creative solutions and community partnerships.
6. Additional opportunities exist to pursue new partnerships to increase access to non-academic student support services.

WHAT THIS MEANS FOR OUR CAMPUSES

- Minneapolis Community and Technical College
- Winona State University



Questions on Background Materials?



Recommendations and Next Steps

1. Identify best practices for addressing service needs
2. Explore partnerships and creative solutions to sustain non-academic student services delivery
 - “One Stop Shop” models and partnerships with Student Life or curricular based activities
 - Pursue partnerships and assess capacity of community partner agencies



Recommendations and Next Steps (Continued)

3. Assessment

- Develop consistent assessment practices to determine effectiveness and impact of non-academic student support services
- Focus resources on proven high impact student support initiatives

4. Investigate how predictive analytics can maximize the use of existing resources by identifying students who would benefit the most from the non-academic support services



MINNESOTA STATE

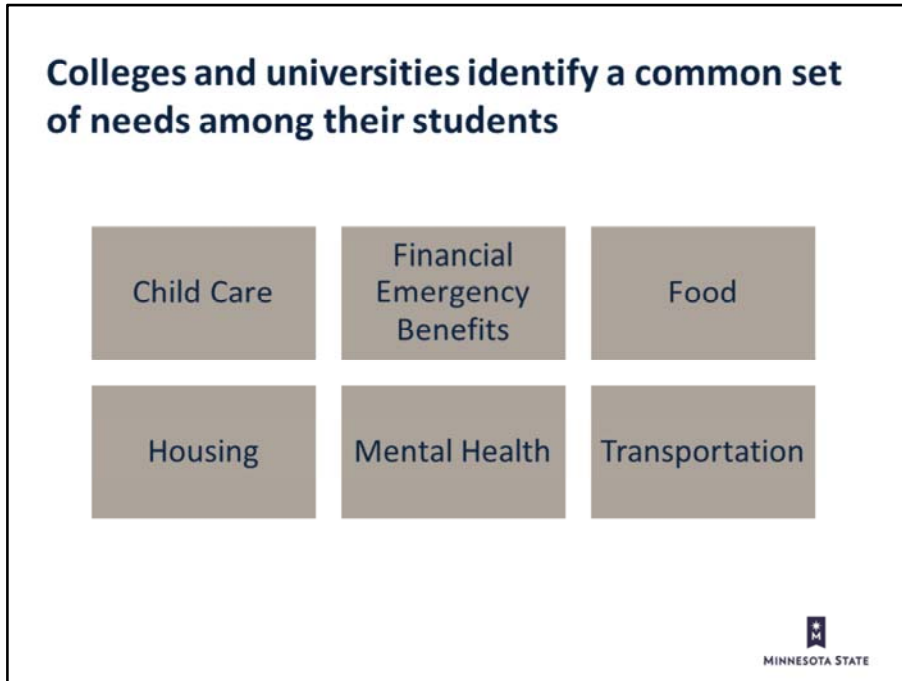
STRATEGIC QUESTIONS FOR DISCUSSION

- Are there specific partnership opportunities you think colleges and universities should pursue to meet student support services needs?
- Are there additional strategies that you would suggest the colleges and universities consider relative to strengthening non-academic student support services?



Background Materials





The needs listed in this slide have been identified by administrators at colleges and universities as consistently expressed student needs.

- Child Care – Students report difficulty in finding affordable child care. Several colleges offering child care programs in the past have cut these programs because of high costs. Lack of affordable child care has a disparate impact on students who are single parents or do not have the support structure in place to provide child care while the student is in class.
- Financial Emergency Benefits – These programs offer financial resources to help students temporarily cover costs such as rent and other bills in cases of financial emergency such as loss of income or other emergency situations.
- Food – Students have expressed a need for access to food shelf programs to secure enough food to support themselves and family members. Access to affordable on campus dining options is viewed as a benefit.
- Housing – Students have expressed a need for resources to assist in finding adequate housing with affordable rent and easy access to the campus. Affordable campus housing

when available is viewed as a benefit.

- Mental Health – Campuses consistently make referrals for ongoing mental health needs to off campus providers; however, administrators report an increase in expressed need for additional mental health services related to ongoing counseling and medication management.
- Transportation – Students have expressed a need for reliable and convenient transportation. Rural areas without public transportation struggle to provide for this expressed need.

Currently, a broad range of services are offered at colleges and universities

- Referral services
 - connecting students with off campus providers for county services
- Mental health counseling services
- Dining options and food shelf programs
- Health care services
- Housing
- Subsidized mass transit access



- Referral services – campuses consistently refer students to community county services in cases of financial emergencies, lack of food, and health needs. Administrators report there are established partnerships between campuses and community agencies in providing for some expressed needs.
- Mental Health – Universities have mental health counseling centers that serve students, but are not able to provide ongoing counseling because of high demand. Colleges have less credentialed mental health counselors who will make referrals to community mental health clinics.
- Food – Dining options are available on campus in a variety of forms; however, many campuses have established their own food shelf programs or partnered with community agencies to offer on campus food shelf programs to assist students with needs.
- Health Care – As required by Minnesota State Statute 136F.20 universities have student health care centers offering a wide range of services. Student health centers exist to a lesser extent at colleges, but offer some services and referrals to health clinics in the local area.
- Housing – All universities with the exception of Metropolitan State offer on campus

housing. Some community and technical colleges offer housing options supported by the general fund or foundation. Some colleges offer lists of off campus housing options near campus.

- Transportation – Many colleges and universities offer students free or low cost access to public transportation through arrangements often paid for by Student Government. Campuses in rural areas have partnered with public transportation to offer more sporadic services or using campus resources to provide shuttle services and transportation to off campus events.

Minnesota State Student Demographics

2015-2016 Enrollment Data

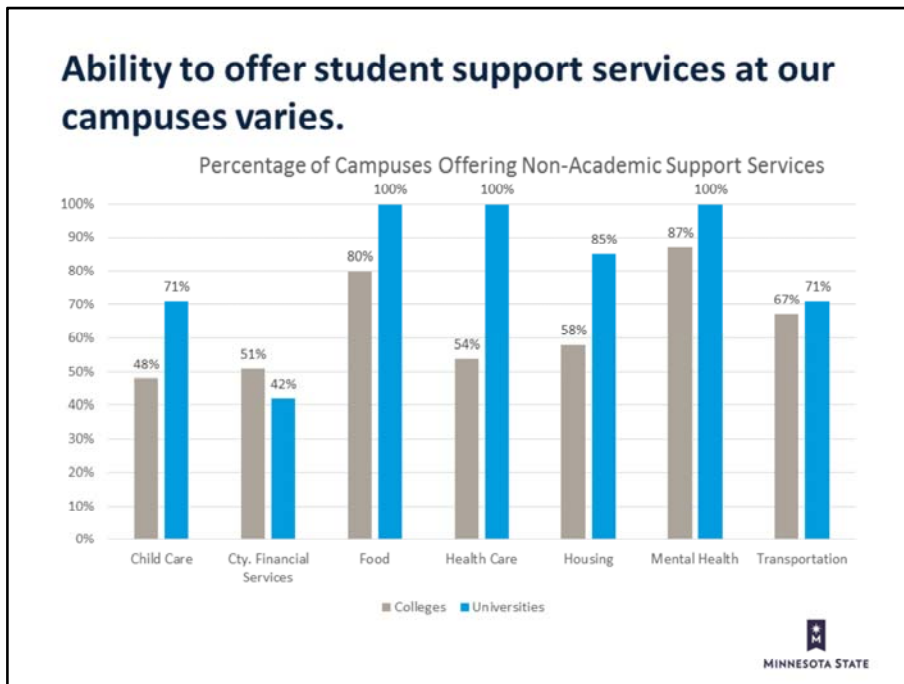
- An estimated 34,600 students enrolled in credit based programs have dependents.
- 5,576 students have a documented mental health related disability.
 - 33 percent increase in students with ADHD since 2010
 - 46 percent increase in students with a psychiatric disability since 2010
- 33 percent of students enrolled in credit based programs are Pell eligible.



Dependents are defined as children or other individuals that depend upon the student for over half of their support. This data is gathered from information self reported on the student FAFSA submission.

There is no systemwide tracking of mental health counseling appointments; however, Minnesota State does collect information regarding students seeking accommodations for mental health related disabilities. Students seeking accommodations for mental health related disabilities is only one example of a population that might seek mental health counseling services.

Pell Grant eligibility is often used in literature as a means to define students from low socioeconomic backgrounds. Serving students from low income backgrounds is central to the mission of Minnesota State as an accessible and low cost provider of extraordinary education.



The graph above details the percentage of our campuses that are able to provide student support services, whether through their campus or through a community partnership.

The data represented on this graph represents survey responses from administrators at all Minnesota State colleges and universities. This provides a holistic view into the extent to which these core non-academic support services are available on our campus.

Number of Campuses that offer services (campus employees and partnerships):

Child Care
Colleges – 15
Universities – 5

Health Care
Colleges – 17
Universities – 7

County Financial Services
Colleges – 16
Universities – 3

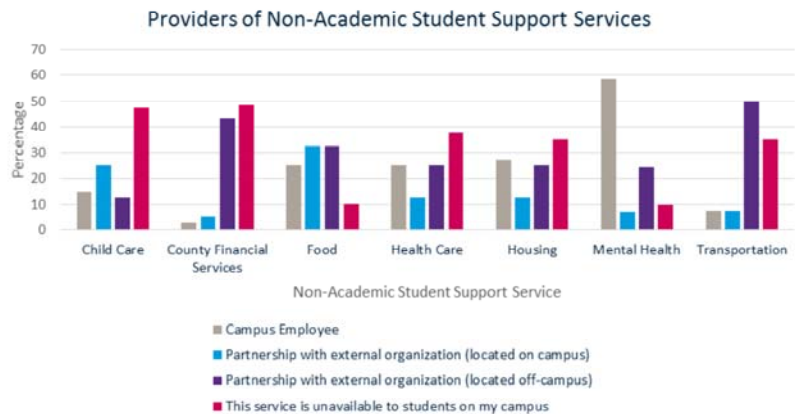
Housing
Colleges - 18
Universities - 6

Food
Colleges – 27
Universities – 7

Mental Health
Colleges - 27
Universities - 7

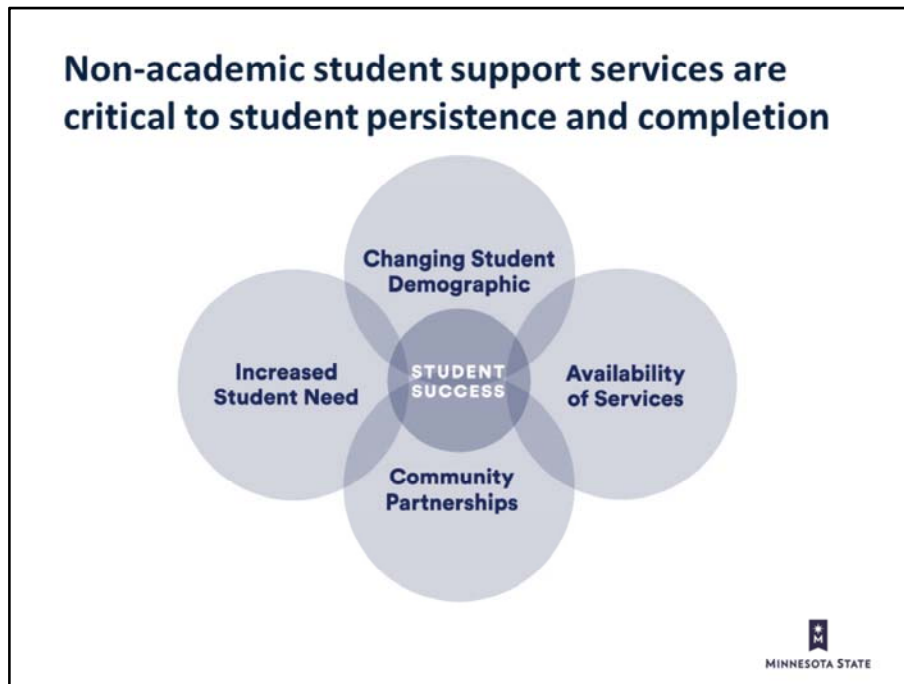
Transportation
Colleges – 21
Universities - 5

The majority of our campuses rely on partnerships to deliver non-academic student support services



The graph above details who is providing student support services to students on our campuses. In most cases, across the service areas, the majority of our campuses report that they rely on partnerships to deliver many non-academic student support services to students.

Despite best efforts by campuses and community partnerships, there are gaps between what is currently accessible on campus and expressed student needs. Administrators report the capacity of community partners to be an ongoing concern in continuing to meet student expressed needs.



National studies have reported an increase in students from low socioeconomic backgrounds seeking higher education. This changing demographic explains in part the increased expressed need of students for additional access to support services.

Providing student support services to meet all expressed student needs unilaterally is not possible and has traditionally fallen outside of the scope of institutions of higher education. Efforts to improve student success must include proactively addressing student needs through community partnerships.

Partnerships are key to sustaining the offering of student support services

- Local food shelves
- Local homeless shelters
- County services
- Local churches
- Planned Parenthood
- Salvation Army
- Vocational Rehabilitation
- County Social Services
- Workforce Centers
- Local hospitals and healthcare centers
- Mental Health Clinics



Colleges and universities have created partnerships with community organizations to deliver core non-academic student support services. The organizations listed on this slide are just some examples of community organizations Minnesota State colleges and universities have established partnerships with to support student success. Administrators continue to monitor the capacity of community partners to continue delivering services due to increased need within the greater community. These capacity issues impact the availability of services for students.

Opportunities exist to form additional partnerships

- Local Transit Authority
 - Expansion of access in rural areas
- Local Food Shelves
 - Expansion of access for emergency situations
- County Financial Services
- Mental Health Agencies
 - Provide options for ongoing mental health counseling
- Child Care Services



Campuses have identified opportunities to develop additional community partnerships to deliver non-academic student support services. Some colleges and universities have developed partnerships in these areas; however, expansion of services within these areas is necessary.

- Transportation – Some college and universities have partnerships to provide service to students; however, expansion of access to reliable public transportation in rural areas is needed.
- Food – Many food shelf programs exist at college and universities; however, hours of operation should be expanded to provide access to the food shelf in emergency situations outside of the normal hours of operation. Campuses that do not have a food shelf program should conduct a needs assessment and plan accordingly.
- County Financial Services – Opportunities exist to partner with county services to provide financial contingency funding to temporarily cover expenses. Some programs like this have been established at campuses, but should be expanded.
- Mental Health – The need for increased services for ongoing mental health counseling is needed. Colleges often need to make referrals to community agencies which have limited capacity. Universities have their own mental health clinics, but increasing demand prevents providing the ongoing counseling needed.
- Child Care – Child Care continues to be an expressed need that is often not provided.

National context - student data

- 60 percent of students reported they would not be able to raise \$500 in cash or credit in order to meet an unexpected need in the next month. (Center for Community College Student Engagement, 2017)
- 25 percent of community college students and 20 percent of state university students reported very low food security. (Hunger on Campus Report, 2016)
- 13 percent of community college students experienced homelessness compared to 7 percent at four year colleges. (Hunger on Campus Report, 2016)



The 2017 special report *Making Ends Meet* found that 60 percent of the students reported they would not have the resources to raise \$500 in cash or credit to meet unexpected financial needs in the next month. The authors advocate that colleges need to play a role in connecting students to community and financial resources, such as scholarships, public benefits, nutrition assistance, transportation assistance, healthcare, childcare and to mitigate the stigma of using these resources. They also recommend that faculty and staff are made aware of these resources and to incorporate financial literacy into their coursework or programming to improve student's financial health. (Center for Community College Student Engagement, 2017)

According to the *Hunger on Campus Report: The Challenge of Food Insecurity for college Students* (2016), nearly 32 percent of students who experienced hunger or housing problems indicated it impacted their education. More specifically, 55 percent of the students reported that these problems caused them not to buy a required textbook; 53 percent reported missing a class; and 25 percent reported dropping a class.

National context - student data (continued)

- Between a quarter and a third of students meet criteria for an anxiety or depressive illness during their college experience (American College Health Association, 2013).
- Students who use campus child care center were three times more likely to graduate or go on to pursue a bachelor's degree (Institute of Women's Policy Research, 2016).



A 2013 survey of college students found that 57 percent of women and 40 percent of men reported experiencing episodes of “overwhelming anxiety” in the past year, and 33 percent of women and 27 percent of men reported a period in the last year of feeling so depressed it was difficult to function. (American College Health Association, 2013)

National context - college and university data

- 82 percent of colleges and universities provide emergency aid programs (NASPA – Student Affairs Administrators in Higher Education, 2016)
- 51 percent of public 4 year institutions and 46 percent of public 2-year institutions provided campus child care (Institute for Women’s Policy Research, 2014)
- 28 percent of all community colleges offer on-campus housing even though only 1 percent of community college students live on campus (American Association of Community Colleges, 2015)
- Northshore Community College (MA) provides subsidized Uber Rides from bus stops to campus (Inside Higher Ed., 2016)



According to the report, *Landscape Analysis of Emergency Aid Programs*, 82 percent of surveyed colleges and universities provided emergency aid programs for longer than three years. Emergency loans were provided at 67 percent of the institutions, 47 percent of the institutions provided campus vouchers to qualified students which could be used to buy books, food, transportation passes or other items from colleges. Forty-five percent of the responding colleges and universities indicated they had food pantries available for student use. Other types of aid were completion scholarships, restricted and unrestricted grants. For most colleges, student needs outweighed resources and communication of these programs were primarily word of mouth. Administrators are worried that marketing of these programs will create student demand that can’t be met by existing resources. (NASPA-Student Affairs Administrators in Higher Education, 2016)

An analyses of IPEDS data found that the number of two-year institutions that provide on-campus child care has declined form 53 percent in 2003-04 to 46 percent in 2012-13 academic year. During the same time period on-campus day care at universities has declined from 55 percent to 51 percent. (Institute for Women’s Policy Research as cited by American Association of Community Colleges, 2014)

An analyses of IPEDS data found that 28 percent of all community colleges offer on-campus housing. This increase in on-campus housing has been slow as nationally 39 two-year

institutions added on-campus housing between 2012 and 2015. (American Association of Community Colleges, 2015)

Transportation options, or lack thereof, can make a difference in whether a student attends or stays enrolled in college. Northshore Community College addressed this issue by subsidizing Uber rides from a bus stop to their main campus. (Inside Higher Ed., 2016).



MINNESOTA STATE

Human Resources Committee
March 22, 2017
10:00 AM
McCormick Room, Fourth Floor

Note: Committee/board meeting times are tentative. Committee/board meetings 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.

- 1. Minutes of October 19, 2016**
- 2. Appointment of President of Century College**

Committee Members:

Dawn Erlandson, Chair
Elise Bourdeau, Vice Chair
Alexander Cirillo
Robert Hoffman
Rudy Rodriguez
George Soule

Bolded items indicate action is required.



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE
MEETING MINUTES
October 19, 2016**

Human Resources Committee Members Present: Dawn Erlandson, Chair; Ann Anaya, Vice Chair; Trustees Margaret Anderson Kelliher, Duane Benson, Elise Bourdeau, Alexander Cirillo and Robert Hoffman

Human Resources Committee Members Absent: None.

Other Board Members Present: John Cowles, Phillip Krinkie, Maleah Otterson, Thomas Renier, Louise Sundin, and Michael Vekich.

Leadership Council Members Present: Steven Rosenstone, Chancellor; Mark Carlson, Vice Chancellor for Human Resources.

The Minnesota State Colleges and Universities Human Resources Committee held its meeting on October 19, 2016, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair Erlandson called the meeting to order at 11:18 a.m.

1. Minutes of April 20, 2016, May 18, 2016, and June 22, 2016

Chair Erlandson called for the motion to approve the minutes of the Human Resources Committee on April 20, 2016, May 18, 2016, and June 22, 2016. The minutes were moved, seconded and passed without dissent.

2. Authorization to Enter Negotiations

Vice Chancellor Carlson stated that the State of Minnesota, through Minnesota Management & Budget (MMB), has recently negotiated a written Memorandum of Understanding with unions representing the State's classified employees to provide a paid parental leave (PPL) benefit. The negotiation of this type of valuable employee benefit during the period of coverage of the current collective bargaining agreements, rather than as part of the negotiations for the successor collective bargaining agreements, is extraordinary and unprecedented. Minnesota State is being asked to consider entering into the same sort of negotiations with two of our faculty units.

Vice Chancellor Carlson stated that on occasion, we enter into MOUs with our unions to deal with a specific issue requiring remedy—and we enter into these side agreements without bringing them to the Board's attention because they tend to be administrative in nature and low to no cost issues. Paid parental leave, however, is different and needs to be brought to the Board for consideration. Using the calculation formula that MMB uses, the estimate cost of this benefit over the biennium is to exceed the one million contract

threshold requiring Board approval. At this time, Vice Chancellor Carlson recommend that the HR Committee recommend to the Board that the Vice Chancellor for Human Resources to enter into negotiations with Minnesota State College Faculty and Minnesota State University Association of Administrative and Service Faculty to affect a paid parental leave for these units plus amend the personnel policy for administrators accordingly.

The Board of Trustees authorizes the Vice Chancellor for Human Resources to enter into negotiations for a paid parental leave benefit with Minnesota State College Faculty, Minnesota State University Association of Administrative and Service Faculty, and System Administrators; and this benefit will be part of the Minnesota Management and Budget package to be approved through the sub-committee on employee relations.

The motion passed without dissent.

The meeting adjourned at 11:30 a.m.
Respectfully submitted,
Pa Yang, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
Agenda Item Summary Sheet**

Name: Human Resources Committee

Date: March 22, 2017

Title: Appointment of President of Century College

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

It is anticipated that Chancellor Rosenstone will recommend an individual for the presidency at Century College.

Scheduled Presenter(s):

Steven Rosenstone, Chancellor

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

BOARD ACTION
APPOINTMENT OF PRESIDENT OF CENTURY COLLEGE

1 **BACKGROUND**

2 It is anticipated that Chancellor Rosenstone will recommend an individual for the presidency at
3 Century College.

4

5 **RECOMMENDED COMMITTEE MOTION**

6 The Human Resources Committee recommends that the Board of Trustees adopt the following
7 motion.

8

9 **RECOMMENDED BOARD MOTION**

10 The Board of Trustees, upon the recommendation of Chancellor Rosenstone, appoints
11 _____ as president of Century College effective _____, 2017, subject to
12 the completion of an employment agreement. The board authorizes the chancellor, in
13 consultation with the chair of the board and chair of the Human Resources Committee, to
14 negotiate and execute an employment agreement in accordance with the terms and conditions of
15 the MnSCU Personnel Plan for Administrators.

16

17 *Date of Adoption:* *March 22, 2017*

18 *Date of Implementation:*

19



Board of Trustees Meeting
Wednesday, March 22, 2017
10:30 AM
Minnesota State
30 7th Street East, St. Paul, Minnesota

Note: Committee and board meeting times are tentative. Meetings may begin up to 45 minutes earlier than the times listed if a 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.

Call to Order

Chair's Report, Michael Vekich

Chancellor's Report, Steven Rosenstone

Consent Agenda

- a. **Board of Trustees Minutes of Study Session on January 24, 2017**
- b. **Board of Trustees Meeting Minutes of January 25, 2017**
- c. **Board of Trustees Meeting Minutes of February 7-9, 2017**
- d. **Board Charter**
- e. **Select External Audit Firm for Systemwide External Auditing Services**
- f. **Approval of Contracts Exceeding \$1 Million**
 1. **Master Contract for Janitorial Supplies and Equipment Hillyard**
 2. **Contract Extension for Hobsons Enrollment Management**

Board Standing Committee Reports

- a. Human Resources Committee, Chair Dawn Erlandson
 - **Appointment of President of Century College**

Student Associations

- a. Minnesota State College Student Association
- b. Students United

Minnesota State Colleges and Universities' Bargaining Units

- a. American Federation of State, County, and Municipal Employees
- b. Inter Faculty Organization
- c. Middle Management Association

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-
- d. Minnesota Association of Professional Employees
 - e. Minnesota State College Faculty
 - f. Minnesota State University Association of Administrative and Service Faculty

Board Standing Committee Reports Continued

- b. Audit Committee, Chair Bob Hoffman

- c. Finance and Facilities Committee, Chair Jay Cowles
 - 1. Proposed Amendment to Policy 6.7 Real Estate Transactions (First Reading)
 - 2. Selection of External Auditors
 - 3. Easement for Mesabi Range College

- d. Academic and Student Affairs Committee, Chair Alex Cirillo
 - 1. Twin Cities Baccalaureate Update
 - 2. Non-academic Student Support Services

Trustee Reports

Other Business

- **Election of Vice Chair**

Adjournment



MINNESOTA STATE

Board of Trustees

30 East 7th Street
St. Paul, MN 55101

651-201-1705

Board of Trustees Meeting
Wednesday, March 22, 2017
10:30 AM
Minnesota State
30 7th Street East, St. Paul, Minnesota

Note: Committee and board meeting times are tentative. Meetings may begin up to 45 minutes earlier than the times listed if a 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.

Consent Agenda

- a. **Board of Trustees Minutes of Study Session on January 24, 2017 (pp. 1-4)**
- b. **Board of Trustees Meeting Minutes of January 25, 2017 (pp. 5-9)**
- c. **Board of Trustees Meeting Minutes of February 7-9, 2017 (pp. 10-11)**
- d. **Board Charter (pp. 12-13)**
- e. **Select External Audit Firm for Systemwide External Auditing Services (pp. 4-10 of the Audit Committee)**
- f. **Approval of Contracts Exceeding \$1 Million (pp. 35-37 of the Finance and Facilities Committee)**
 1. **Master Contract for Janitorial Supplies and Equipment Hillyard**
 2. **Contract Extension for Hobsons Enrollment Management**



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Minnesota State Colleges and Universities
Board of Trustees
Charting the Future Study Session Notes
January 24, 2017

Present: Chair Michael Vekich, Trustees Basil Ajuo, Elise Bourdeau, Alex Cirillo, Jay Cowles, Dawn Erlandson, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, Louise Sundin, Cheryl Tefer, and Chancellor Steven Rosenstone

Convene and Introduction

Chair Vekich called the study session to order at 1:02 pm.

Chancellor Rosenstone discussed the roadmap that was shared with the board in November 2016. The roadmap was shared widely for consultation. He mentioned two concerns regarding the urgency to move forward: first, the tremendous workload that the presidents are under, and second, the transition of the chancellor.

Chancellor Rosenstone identified elements of the implementation plan that are currently underway. Presidents identified four items from the financial sustainability road map that they could get started on right away. Each president has identified and added a set of priorities for their work plan. At the system level, there are things that can be done this summer: persistence and completion meta-analysis of practices, sharing of best practices on management of curriculum and use of space, college foundation development and capacity building, and collective bargaining efforts. Two items on bargaining were referred to the board: the compensation strategy that the board would like to use and strategies by which faculty and staff can serve students at multiple institutions.

There were no questions or comments from the trustees.

Charting the Future

Chancellor Rosenstone introduced the Charting the Future board study session.

Ron Anderson, Vice Chancellor for Academic and Student Affairs, Barbara MacDonald, President, North Hennepin Community College, and Scott Olson, President, Winona State University, presented the Charting the Future quarterly report to the board.

President McDonald shared the background of the work of Charting the Future, reviewing the work that has occurred to date, including the work of the implementation teams, Leadership Council, colleges and universities, and divisions.

Work Plan Status

Vice Chancellor Anderson reviewed the progress on the FY17 work plan noting that work is progressing as expected at mid-year. President Olson provided an update on the progress of the colleges and universities across Minnesota State on the initiatives presidents are

responsible for leading. The colleges and universities are at the midpoint of each of the initiatives that presidents are responsible for in the FY17 work plan. Vice Chancellor Anderson reported on progress for initiatives led and/or supported by the vice chancellors. All initiatives have made significant progress and are at the midpoint for the work to be done through FY17.

Example of Efforts – Transfer Pathways

Ben Weng, math faculty, Metropolitan State University, and Bill Heider, math faculty, Hibbing Community College, introduced the topic of mathematics transfer pathway development. Mr. Heider identified a major concern in relation to mathematics degree pathways. Specifically, students do not have a clear understanding of the pathways to pursue four-year degrees in mathematics fields. The faculty developing the transfer pathway focused on this as they began to develop the transfer pathway in mathematics. The plan will ensure that students have a clear pathway to transfer to a four-year mathematics degree within the Minnesota State system, while saving time and money. The positive improvements greatly benefit faculty and students, as partnerships between all of the campuses ensure that students can transfer seamlessly among our colleges and universities without wasting any money or time.

Another issue that the pathway teams are working to resolve is that liberal arts students tend to be unsure which mathematics courses to take in preparation for transfer to a four-year degree in a liberal arts-related discipline. The pathways ensure that students pick the correct math course for the major they are pursuing. This leads to less time and money spent on credits that are unnecessary.

Linnette Manier, elementary education faculty, Normandale Community College, and Peg Ballard, elementary education faculty, Minnesota State University, Mankato, introduced the topic of elementary education transfer pathway development. Vice Chancellor Anderson highlighted the difference between the work occurring on this pathway versus the mathematics pathway. Ms. Ballard referred to the over 300 industry competencies that needed to be met as they built the elementary education pathway. The faculty identified which competencies should be met at the two-year and four-year levels.

Minnesota State supplies over five hundred elementary education teachers annually, one-half of the total entering the profession in Minnesota. The colleges and universities want to supply more. This pathway will help to do that by marketing a pathway that allows for a stacked credential that moves seamlessly from the two-year college to the four-year university. This pathway also may lead to an increase in the diversity of Minnesota's teachers. Currently, 3.5 percent of Minnesota's teachers are teachers of color. The pathway builds in critical components that are necessary to help prepare students for testing specific to the education field.

As is the case with mathematics and liberal arts, the cost savings that come from building a more efficient pathway to degree allow for a reduction in unnecessary credits, saving time and

money. In addition, there will not be as many obstacles in the way for students to transfer between colleges and universities in all areas with a transfer pathway.

Chancellor Rosenstone highlighted the scores of faculty working across the state to complete 30 pathways, which affect about two-thirds of students who are transferring across Minnesota State. This has involved faculty, academic advisors, students, Associate Vice Chancellor Lynda Milne, and others who have been doing a tremendous amount of work. At the forefront is the cost savings to students and building financial sustainability for our colleges and universities.

Trustee Erlandson mentioned developmental education in math. She asked if the math faculty are working with other faculty to ensure students are better prepared in math for whatever field they are pursuing. Ms. Manier mentioned that they are looking at the Accuplacer assessment to ensure it is the right tool. Mr. Heider also discussed alternative placement options beyond the Accuplacer, looking at multiple paths to get into college level coursework. The Shared Learners Outcomes committee of two and four-year math faculty are currently working on developmental math issues. Specifically, they are looking at content and prerequisites for possible redesign. Mr. Wen brought up the wide array of math options available to students pursuing various fields or disciplines at Metropolitan State University. Liberal arts math classes have been redesigned to meet the needs of liberal arts students and provide them with the education in math that they need so they are prepared to enter the workforce in their field.

Next Steps

Vice Chancellor Anderson mentioned the interconnectedness of all of the work that is being done within Charting the Future. The theme that remains at the forefront is how we prepare and plan our work differently and the impact that it has on our students. He reiterated the commitment to completing the work in the FY17 work plan and the commitment to integrating and building upon this work in ways that students will have the best experience regardless of which campus or campuses they attend.

Trustee Hoffman asked how colleges and universities have been able to handle the various pathways that are available within disciplines. President Olson mentioned that pathways are being built so that students are prepared at the two-year college to transfer into the multiple pathways available within the discipline.

President MacDonald mentioned that in regard to the diversity plan, North Hennepin Community College has been working to hold supervisors accountable for measureable outcomes in those areas. This is one example of how they are working with students. Faculty and staff are working to ensure there are affinity spaces to discuss issues, such as retaining faculty and staff of color, at the institution.

Vice Chancellor Anderson thanked Chancellor Rosenstone, the vice chancellors, presidents, faculty, staff and students who are working on Charting the Future initiatives across Minnesota State.

Chair Vekich adjourned the study session at 1:59 pm.

Minnesota State Colleges and Universities
Board of Trustees Meeting Minutes
January 25, 2017

Present: Chair Michael Vekich, Trustees Basil Ajuo, Ann Anaya, Elise Bourdeau, Alex Cirillo, Jay Cowles, Dawn Erlandson, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, Louise Sundin, Cheryl Tefer, and Chancellor Steven Rosenstone
(Trustees Anaya participated by phone)

Absent: Trustee Amanda Fredlund

Call to Order

Chair Michael Vekich called the meeting to order at 9:05 AM.

Chair's Report

Chair Vekich introduced Roger Moe who was appointed to the Board of Trustees by Governor Dayton on December 20, 2016. Trustee Moe previously served 32 years in the Minnesota Legislature. He was first elected to the Senate in 1970, and was the second youngest senator in state history up to that time. Moe became the Senate Majority Leader in 1981, a position he held for 22 years. He is the longest-serving state majority leader, and the longest-serving leader of either of Minnesota's legislative bodies.

His distinguished service in the legislature includes the creation of the Minnesota State Colleges and Universities system, the Midwestern Higher Education Compact, the Minnesota Job Skills Partnership, and the Environmental Trust Fund. Trustee Moe is currently the president of National Strategies, Inc.

Update on Chancellor Search

Chair Vekich thanked Trustees Alex Cirillo, Jay Cowles, and Dawn Erlandson for serving on the search advisory committee. He also thanked the committee members, George Soule, who chaired the committee, and Vice Chancellor Mark Carlson.

Vice Chancellor Mark Carlson also thanked everyone, including Steve Leo, Storbeck/Pimentel, and Vicki DeFord, former system office human resources director, who staffed the committee. Background and reference checks have been completed and the finalists will be announced on February 6. The final stage of the interviews will occur on February 7 and 8, with a special board meeting on February 9. Six trustees, Ann Anaya, Elise Bourdeau, Jerry Janezich, Rudy Rodriguez, Louise Sundin, and Cheryl Tefer, will interview the finalists on February 7. The presidents and some members of chancellor's cabinet will also interview the finalists. Social time is also scheduled with each candidate. On February 8, each candidate will be interviewed in an open forum that will be Webcast and moderated by Rassoul Dastmozd, president, Saint Paul College. The finalist will be recommended by the chair at a special meeting on February 9.

Chancellor's Report

Chancellor Steven Rosenstone also welcomed Trustee Moe and thanked him for his service.

The chancellor appreciated the board's consideration of Vice Chancellor Ron Anderson's designation as senior vice chancellor. The designation appears on the Consent Agenda.

Chancellor Rosenstone thanked Governor Mark Dayton for recommending \$150 million in new funding in the biennium for the colleges and universities of Minnesota State. If passed by the legislature, the funding in the governor's recommendation will help to meet Minnesota's critical need for talent by protecting access and affordability, improving the success of our diverse students, reducing economic and racial disparities, and providing for critical information technology infrastructure. Our first opportunity to advocate for our request is this week with hearings before the House Higher Education and Career Readiness Policy and Finance Committee and the Senate Higher Education Finance and Policy Committee. Chancellor Rosenstone thanked Chair Vekich and Trustee Ajuo for their willingness to testify on behalf of the system's request.

The chancellor reassured the board as it embarks on the final stretch of the chancellor search that the priorities that were shared with the board at the September 2016 retreat will continue and will have his undivided attention: implementation of the campus diversity plans, implementation of Charting the Future, metro baccalaureate plan, branding initiative and much more. The initial implementation of the strategy roadmap for the long-term financial sustainability will progress. We will continue to work collaboratively with students, faculty, staff, trustees, and presidents, our government relations team, and grass roots supporters across the state to tell our story and advocate on behalf of our biennial legislative request.

The chancellor added that he will continue to partner with the presidents, cabinet, board, students, faculty, and staff to forge a continuously collaborating team of leaders who are working together. The presidents, cabinet, and chancellor are committed to providing a smooth transition in system leadership over the months ahead. The transition planning has been going on for several months and the chancellor has kept the chair apprised of the progress. The transition documents include a report from each president and cabinet member, a communication plan for the first 30 and 100 days following the board's appointment, a map of key external relationships, a compilation of key documents such as board policies and relevant statutes, searches that the new chancellor may want to begin immediately, such as the search for the new chief diversity officer, a timeline of key decisions where the new chancellor will be consulted such as the interviewing of the finalists for president of Century College, the 2018 capital request that the board will consider in May and June, and the 2018 operating budget. Work will commence with the chancellor-designate and board chair to create a transition team to advise the chancellor-designate on the staging of the transition and the initial rounds of consultation that he or she may want to engage in.

Chancellor Rosenstone thanked the presidents and cabinet for their contributions to this effort

and he also thanked Associate Vice Chancellor Phil Davis and Chief of Staff Nancy Joyer for their coordination of this entire endeavor. Chancellor Rosenstone concluded his remarks by stating that he looks forward to working with the chancellor-designate and to assist in any way that he or she would find useful during the transition period with the goal of ensuring that the new chancellor is prepared for success.

Consent Agenda

Chair Vekich commented that the designation of Ron Anderson as Senior Vice Chancellor for Academic and Student Affairs appears on the Consent Agenda. He added that in May 2015, the board appointed Ron Anderson Vice Chancellor for Academic and Student Affairs and he began his service in July. The addition of "Senior" to his title reflects the centrality of Academic and Student Affairs to our enterprise. Academic and Student Affairs has been absolutely central to implementation of about two-thirds of the work on Charting the Future.

As the board also knows, formal delegations of authority are in place to ensure continuity of operations should the chancellor be temporarily incapacitated or unavailable. It is appropriate that in the chancellor's absence that there is clarity, both internally and externally, about who has the authority to act as the chief executive officer in his absence. For the past year, Vice Chancellor Anderson has been the individual to whom the chancellor has delegated the authority to act in his absence. On nearly every one of our campuses, the provost or chief academic officer play a similar role.

For much of our history as a system, we have had a Senior Vice Chancellor. Between 1997 and 2010, Linda Baer served as Senior Vice Chancellor for Academic and Student Affairs. Ron Anderson's predecessor, John O'Brien, served as Senior Vice Chancellor from 2014 to 2015. The chair concluded by stating that it is appropriate that "Senior" be added to Ron Anderson's title to reflect the centrality of Academic and Student Affairs to our enterprise, to provide the clarity about the delegation of authority, and to acknowledge the leadership role that Ron Anderson plays. In addition, Trustee Alex Cirillo, chair of the Academic and Student Affairs Committee, provided a memo in support of the designation.

Trustee Bourdeau moved that the Board of Trustees approve the Consent Agenda.

Trustee Cirillo seconded and the motion carried unanimously.

- a. Designation of Ron Anderson as Senior Vice Chancellor for Academic and Student Affairs**
- b. Board of Trustees Meeting Minutes of November 16, 2016**
- c. Board of Trustees Minutes of Study Session on Long Term Financial Sustainability of November 16, 2016**
- d. Executive Committee Minutes of December 2, 2016**
- e. Approval of Contracts Exceeding \$1 Million**
 - 1. Classroom Event Management Software Contract Extension**
 - 2. Library Information Software and Services (PALS)**

- 3. Systemwide Web Conferencing Services**
- 4. Student Health Services, Minneapolis Community and Technical College**
- 5. Student Success Software and Services, St Cloud State University**
- f. Authorization to Negotiate Third Party Housing Agreement at Minnesota West Community and Technical College and Award of Housing Development Grant**
- g. FY2017 Revenue Fund Bond Sale (Second Reading)**

Board Policy Decisions

The Finance and Facilities Committee voted to suspend the rules in order to approve the proposed amendment to Policy 1A.1, Minnesota State Colleges and Universities Organization and Administration. The amendment had been presented as a first reading

Chair Vekich explained that in compliance with Policy 1A.1, part 6, , Board Policies and System Procedures, subpart d, two-thirds of the board will need to approve suspending the rules before action can be taken on the proposed amendment. A motion was made by Trustee Cirillo and seconded by Trustee Cowles to suspend the rules. The motion carried.

A motion was made by Trustee Cowles and seconded by Trustee Cirillo to approve the Consent Agenda. The motion carried.

- a. Proposed Amendment to Policy 5.22 Acceptable Use of Computers and Information Technology Resources**
- b. Proposed New Policy 6.9 Capital Planning**
- c. Proposed New Policy 6.10 Design and Construction**
- d. Proposed Amendment to Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration**

Student Associations

Minda Nelson, president, Minnesota State College Student Association addressed the board.

Minnesota State Colleges and Universities' Bargaining Units

Kevin Lindstrom, president, Minnesota State College Faculty, addressed the board.

Tracy Rahim, president, Minnesota State University Association of Administrative and Service Faculty, addressed the board.

Board Standing Committee Reports

- a. Diversity, Equity, and Inclusion Committee, Vice Chair Rudy Rodriguez
Trustee Rodriguez reported that the committee heard a presentation on supporting safe and inclusive campus climates.

- b. Joint Meeting: Academic and Student Affairs and Finance and Facilities Committees, Co-chairs Alex Cirillo and Jay Cowles
Trustee Cirillo reported that the joint meeting of the Academic and Student Affairs and Finance and Facilities Committee heard an overview on accreditation basics.
- c. Finance and Facilities Committee, Chair Jay Cowles
Committee Chair Cowles reported on the agenda items that the committee approved and forwarded to the full board for approval.
- d. Audit Committee, Chair Bob Hoffman
Committee Chair Hoffman reported that the Audit Committee received an update on the FY2017 audit plan.

Trustee Reports

Trustee Cirillo participated in St. Cloud State University's commencement. Trustee Hoffman participated in Minnesota State University Moorhead's and Minnesota State University, Mankato's commencements. Trustee Ajuo participated in Metropolitan State University's commencement.

Adjournment

The meeting was adjourned at 10:36 am.

Ingeborg K. Chapin, Secretary to the Board

**Minnesota State Colleges and Universities
Board of Trustees Meeting Minutes
February 7, 8, and 9, 2017**

February 7, 2017

Present: Chair Michael Vekich, Trustees Basil Ajuo, Ann Anaya, Elise Bourdeau, Alex Cirillo, Jay Cowles, Dawn Erlandson, Jerry Janezich, Roger Moe, Rudy Rodriguez, Louise Sundin, and Cheryl Tefer

Absent: Trustees Amanda Fredlund and Bob Hoffman

The Board of Trustees met in social sessions with the three finalists for chancellor, as follows:

- Lunch with Dr. Michael Martin from 11:30 am – 12:45 pm
- Social hour with Dr. Keith Miller from 1:00 pm – 2:15 pm
- Social hour with Dr. Cathy Sandeen from 2:30 pm – 3:45 pm

February 8, 2017

Present: Chair Michael Vekich, Trustees Basil Ajuo, Ann Anaya, Elise Bourdeau, Alex Cirillo, Jay Cowles, Dawn Erlandson, Amanda Fredlund, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, Louise Sundin, and Cheryl Tefer (Trustees Fredlund and Hoffman participated by WebEx and phone)

The Board of Trustees met in open forums to conduct interviews with the finalists. The forums were facilitated by Dr. Rassoul Dastmozd, president, Saint Paul College.

- Dr. Martin was interviewed from 9:15 am – 10:30 am
- Dr. Miller was interviewed from 10:45 am – noon
- Dr. Sandeen was interviewed from 12:30 pm – 1:45 pm

February 9, 2017

Present: Chair Michael Vekich, Trustees Basil Ajuo, Ann Anaya, Elise Bourdeau, Alex Cirillo, Jay Cowles, Dawn Erlandson, Amanda Fredlund, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, Louise Sundin, and Cheryl Tefer (Trustees Anaya and Hoffman participated by phone)

Convene

Chair Vekich called the meeting to order at 10:08 am, and announced that a quorum was present.

Appointment of Interim Chancellor

Chair Vekich stated that the most important responsibility for the Board of Trustees is the selection of a chancellor. The board began a search after Chancellor Rosenstone announced his intention last April to retire on July 31, 2017.

With the assistance of Storbeck/Pimental & Associates, the board conducted a national search. The search advisory committee was led by attorney George Soule and was comprised of trustees, students, faculty, staff, presidents, members of the chancellor's cabinet, and community leaders. The search advisory committee reviewed 43 applications from which 10 individuals were selected for interviews and eight elected to participate. As a result of the initial interviews, the top three candidates were selected as finalists. Chair Vekich thanked Mr. Soule and the search advisory committee for their work.

On February 7, trustees interviewed the candidates, as did members of the chancellor's cabinet and many of the college and university presidents. On February 8, trustees, presidents, faculty, staff, and students took part in forums that were held in the system office with each of the three finalists. The participants were able to ask questions and provide feedback. The board received hundreds of comments. Each of the finalists had their own strengths, but the feedback received from stakeholders made it clear that not one of the finalists was the right person to lead Minnesota State over the coming years.

Chair Vekich commented that as it became clear that none of the finalists were the right person, he began to think about who could provide interim leadership. He or she had to be someone who understands the system and who can hit the ground running and continue to move the board's agenda. Chair Vekich commented that he reached out to Dr. Devinder Malhotra to see if he would consider serving as interim chancellor. Dr. Malhotra retired last year after a distinguished career in higher education as a teacher, scholar, and gifted leader. Most recently, he served for two years as interim president of Metropolitan State University during a challenging time for the university. Prior to that, he served as the provost and vice president of St. Cloud State University for five years. Dr. Malhotra was interested in serving as the interim chancellor. Chair Vekich was pleased to recommend the appointment of Dr. Malhotra as interim chancellor of Minnesota State. Several trustees spoke in favor of appointing Dr. Malhotra.

The following motion was made by Trustee Erlandson, seconded by Trustee Bourdeau, and carried unanimously:

The Board of Trustees, upon the recommendation of Chair Michael Vekich, appoints Dr. Devinder Malhotra as interim chancellor, Minnesota State, effective August 1, 2017. The board authorizes the completion of an employment agreement in accordance with the terms and conditions of the MnSCU Personnel Plan for Administrators with a base salary of \$350,000.

Dr. Malhotra thanked the Board of Trustees for the opportunity.

The meeting adjourned at 10:40 am.

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

BOARD ACTION
BOARD OF TRUSTEES CHARTER

1 **PURPOSE**

2 The Board of Trustees of the Minnesota State Colleges and Universities (Minnesota State) has
3 adopted the following mission statement:

4 The core commitments of Minnesota State Colleges and Universities are to
5 ensure access to an extraordinary education for all Minnesotans, be the partner
6 of choice to meet Minnesota’s workforce and community needs, and deliver to
7 students, employers, communities and taxpayers the highest value/most
8 affordable higher education option.

9
10 **AUTHORITY AND DUTIES**

11 By statute, the board possesses all powers necessary to govern Minnesota State and all related
12 property including prescribing conditions of admission, establishment of fees and tuition,
13 approval of courses of study, approval of the award of degrees and certificates, contracting and
14 the adoption of policies for the institutions comprising Minnesota State.

15 The board is the governing body responsible for: setting the long-term strategic direction and
16 policy (in consultation with management); overseeing adherence to policy; monitoring progress
17 in meeting strategic goals; appointing the chancellor and assessing his/her performance;
18 appointing the presidents, vice chancellors, and director of Internal Audit; setting the operating
19 budget and making legislative requests (in consultation with management); approving labor
20 contracts and other contracts in excess of \$1 million; and ensuring processes are in place for
21 maintaining the integrity and reputation of Minnesota State and reinforcing a culture of ethics,
22 compliance and risk management.

23 The basic responsibility of the trustees is to exercise their independent judgment to act in what
24 they reasonably believe to be the best interests of Minnesota State in pursuit of its educational
25 mission.

26 The board has delegated to the chancellor full authority and responsibility for leadership,
27 management, and operation of the system.

28
29 **BOARD STRUCTURE**

30 The Board of Trustees of Minnesota State consists of 15 members appointed by the governor
31 with the advice and consent of the senate. The officers of the board consist of a chair and a vice
32 chair, elected from and by the members of the board for a one year term. The board has
33 created six standing committees: Executive, Finance and Facilities, Human Resources,

34 Academic and Student Affairs, Audit, and Diversity, Equity, and Inclusion. The Executive
35 Committee's responsibilities include governance.

36

37 **MEETINGS**

38 The board shall have an annual meeting held in June for the election of officers and
39 establishment of the dates and times for monthly meetings. The meetings are held in
40 conformance with the Minnesota Open Meeting Law.

41

42 The Executive Committee approved the board charter at its meeting on March 8, 2017.

43

44

45

46 **RECOMMENDED BOARD ACTION**

47 **The Board of Trustees approves the charter for the board.**

48

49 *Date Presented to the Board of Trustees:* *March 22, 2017*

50 *Date of Implementation:* *March 22, 2017*

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

BOARD ACTION
ELECTION OF VICE CHAIR

Background

The vice chair of the Board of Trustees resigned in December 2016.

Board Policy 1A. 2, Part 4, Officers of the Board, Subpart F, Board Officer Vacancies

In the event of a vacancy of any officer of the board, an election shall be held for the unexpired term at the earliest possible meeting of the board following the notification of all members of the vacancy. Any board member who wishes to run for a position as an officer shall submit his/her name in writing to the system office at least twenty-one days prior to the date of election. At least eighteen days prior to the date of election, the board office staff shall mail a list of candidates to each board member. Nominations from the floor shall be received at any meeting where an election occurs.

Candidate

Trustee Dawn Erlandson submitted her intent to run for vice chair.

Date of Board Action: March 22, 2017

Effective Date: March 22, 2017

Minnesota State Acronyms

AACC	American Association of Community Colleges
AASCU	American Association of State Colleges and Universities
ACCT	Association of Community College Trustees
ACE	American Council on Education
AFSCME	American Federation of State/County/Municipal Employees
AGB	Association of Governing Boards of Universities and Colleges
AQIP	Academic Quality Improvement Program
ASA	Academic and Student Affairs
BPAC	Business Practices Alignment Committee
CAG	Cross-functional Advisory Group
CAS	Course Applicability System
CASE	Council for the Advancement and Support of Education
CCSSE	Community College Survey of Student Engagement
CFI	Composite Financial Index
CIP	Classification of Instructional Programs
COE	Centers of Excellence <ul style="list-style-type: none">• Advance IT Minnesota• 360° Manufacturing and Applied Engineering Center of Excellence• HealthForce Minnesota• Minnesota Center for Engineering and Manufacturing Excellence (MNCEME)• Center for Agriculture - Southern Minnesota• Minnesota Agriculture Center for Excellence – North – AgCentric• Minnesota Energy Center• Minnesota Transportation Center

CSC	Campus Service Cooperative
CST	Collaborative Sourcing Team
CTF	Charting the Future
CTL	Center for Teaching and Learning
CUPA	College and University Personnel Association
DARS	Degree Audit Reporting System
DEED	Department of Employment and Economic Development
DOA	Department of Administration
DOER	Department of Employee Relations (merged with MN Management and Budget)
EEOC	Equal Employment Opportunity Commission
EIC	Enterprise Investment Committee
ERP	Enterprise Resource Planning
FERPA	Family and Educational Rights and Privacy Act
FIN	Finance
FTE	Full Time Equivalent
FUG	Financial User Group
FY	Fiscal Year (July 1 – June 30)
FYE	Full Year Equivalent
HEAC	Higher Education Advisory Council
HEAPR	Higher Education Asset Preservation
HLC	Higher Learning Commission
HR	Human Resources
HR-TSM	Human Resources Transactional Service Model
IAM	Identity and Access Management
IDM	Identity Management (Old term)

IFO	Inter Faculty Organization
IPEDS	Integrated Postsecondary Education Data System
ISEEK	CareerWise Education
ISRS	Integrated Statewide Records System
IT	Information Technology
ITS	Information Technology Services
LTFS	Long-term Financial Sustainability
MAPE	Minnesota Association of Professional Employees
MDOE	Minnesota Department of Education
MDVA	Minnesota Department of Veterans Affairs
MHEC	Midwestern Higher Education Compact
MMA	Middle Management Association
MMB	Minnesota Management and Budget
MnCCECT	Minnesota Council for Continuing Education and Customized Training
MMEP	Minnesota Minority Education Partnership
MNA	Minnesota Nurses Association
MOU	Memorandum of Understanding
MSCF	Minnesota State College Faculty
MSCSA	Minnesota State College Student Association
MSUAASF	Minnesota State University Association of Administrative and Service Faculty
MSUSA	Students United (previously known as MSUSA or Minnesota State University Student Association)
NASH	National Association of System Heads
NCAA	National Collegiate Athletic Association
NCHEMS	National Center for Higher Education Management Systems

NSSE	National Survey of Student Engagement
OCR	Office for Civil Rights
OET	Office of Enterprise Technology
OHE	Minnesota Office of Higher Education
OLA	Office of the Legislative Auditor
PEAQ	Program to Evaluate and Advance Quality
PM	Project Manager
PSEO	Post-Secondary Enrollment Options
RFP	Request for Proposal
SAG	Services Advisory Group
SCUPPS	State College and University Personnel/Payroll System
SEMA4	Statewide Employee Management System
SER	Subcommittee on Employee Relations
SHEEO	State Higher Education Executive Officers
USDOE	United States Department of Education
USDOL	United State Department of Labor