



MINNESOTA STATE

Board of Trustees

30 East 7th Street
St. Paul, MN 55101

651-201-1705

Board of Trustees Meetings March 20-21, 2018



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



Board of Trustees Meeting Schedule

Tuesday and Wednesday, March 20 and 21, 2018
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.

Tuesday, March 20, 2018

- 1:00 pm Committee of the Whole, Fourth Floor, McCormick Room,
Michael Vekich, Chair
1. National Trends in Higher Education
 2. NextGen Update
- 2:30 pm Break
- 2:45 pm Joint Academic and Student Affairs and Finance and Facilities Committees,
Alex Cirillo and Jay Cowles, Co-chairs
- Collaborative Campus and Regional Planning Update
- 3:45 pm Meeting ends
- 4:00 pm Closed Session: Human Resources Committee, Dawn Erlandson, Chair
Pursuant to Minn. Stat. § 13D.03, (2017) Closed Meetings for Labor Negotiations Strategy (Minnesota Open Meeting Law)
- Labor Negotiations Strategy
- 4:30 pm Meeting ends
- 5:00 pm Dinner (Social event, not a meeting)



Wednesday, March 21, 2018

- 8:30 am Finance and Facilities Committee, Jay Cowles, Chair
- 1. Minutes of January 24, 2018**
 - 2. FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Bond Sale (Second Reading)**
 - 3. Contracts Exceeding \$1 Million**
 - a) Oracle Cloud Services
 - b) Individual Emergency Messaging System Software
 - c) Normandale Community College, Parking Lot Reconstruction
 - d) MSU, Mankato, Student Union HVAC Upgrade
 - 4. Proposed Amendment to Policy 8.3 College, University and System Related Foundations (Second Reading)**
- 9:30 am Academic and Student Affairs Committee, Alex Cirillo, Chair
- 1. Minutes of January 23, 2018**
 - 2. Mission Statement: Central Lakes College**
 3. Student Success Update
 4. Proposed Amendment to Policy 2.8 Student Life (First Reading)
 5. Proposed Amendment to Policy 3.7 Statewide Student Association (First Reading)
 6. Proposed Amendment to Policy 3.24 Institution Type and Mission, and System Mission (First Reading)
- 11:00 am Human Resources Committee, Dawn Erlandson, Chair
- 1. Minutes of January 24, 2018**
 - 2. Minutes of February 21, 2018**
 - 3. Approval of Minnesota State Colleges and Universities Personnel Plan for Administrators**
 - 4. Appointment of President of Rochester Community and Technical College**
 - 5. Appointment of President of St. Cloud Technical and Community College**
- 12:00 pm Luncheon, Rooms 3304/3306
- 1:00 pm Board of Trustees Meeting, Michael Vekich, Chair
- 2:30 pm Meeting ends

BOLD denotes action items



APPROVED FY2018 AND FY2019 MEETING CALENDARS

The meeting calendar is subject to change with the approval of the board chair. Changes to the meeting calendar will be publicly noticed.

FY2018 MEETING DATES

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 19-20, 2017	
Cancelled: 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
Added: Special Committee/Board Meetings	February 21, 2018	
Added: Special Board Meetings	February 27-28, 2018	
Added: Special Board Meetings	March 2, 2018	
Cancelled: Executive Committee	March 7, 2018	
Committee / Board Meetings	March 20-21, 2018	March 20, 2018
Executive Committee	April 4, 2018	
Committee / Board Meetings and 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

FY2019 MEETING DATES

Meeting	Date	If agendas require less time, these dates will be cancelled.
Orientation and Board Retreat	September 18-19, 2018	
Executive Committee	October 3, 2018	
Committee / Board Meetings	October 16-17, 2018	October 16, 2018

Executive Committee	November 7, 2018	
Committee / Board Meetings	November 13-14, 2018	November 13, 2018
Executive Committee	January 2, 2019	
Committee / Board Meetings	January 15-16, 2019	January 15, 2019
Executive Committee	March 6, 2019	
Committee / Board Meetings	March 19-20, 2019	March 19, 2019
Executive Committee	April 3, 2019	
Committee / Board Meetings and Awards for Excellence in Teaching	April 16-17, 2019	
Executive Committee	May 1, 2019	
Committee / Board Meetings	May 21-22, 2019	May 21, 2019
Executive Committee	June 5, 2019	
Committee / Annual Board Meetings	June 18-19, 2019	June 18, 2019



Committee Roster

2017-2018

Executive

Michael Vekich, Chair
Dawn Erlandson, Vice Chair
Jay Cowles, Treasurer
Ann Anaya
Alex Cirillo
Roger Moe
Louise Sundin

Academic and Student Affairs

Alex Cirillo, Chair
Louise Sundin, Vice Chair
Dawn Erlandson
Amanda Fredlund
Jerry Janezich
Rudy Rodriguez
Cheryl Tefer

President Liaisons:

Ginny Arthur
Peggy Kennedy

Audit

Michael Vekich, Chair
George Soule, Vice Chair
Amanda Fredlund
Bob Hoffman
Jerry Janezich

President Liaisons:

Richard Davenport
Pat Johns

Diversity, Equity, and Inclusion

Ann Anaya, Chair
Cheryl Tefer, Vice Chair
AbdulRahmane Abdul-Aziz
Basil Ajuo
Jay Cowles
George Soule
Louise Sundin

President Liaisons:

Scott Olson
Sharon Pierce

Finance and Facilities

Jay Cowles, Chair
Roger Moe, Vice Chair
AbdulRahmane Abdul-Aziz
Basil Ajuo
Ann Anaya
Bob Hoffman
Jerry Janezich

President Liaisons:

Anne Blackhurst
Barbara McDonald

Human Resources

Dawn Erlandson, Chair
Rudy Rodriguez, Vice Chair
Basil Ajuo
Alex Cirillo
Bob Hoffman
Roger Moe
Cheryl Tefer

President Liaisons:

Connie Gores
Kent Hanson

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MINNESOTA STATE

Committee of the Whole

March 20, 2018

1:00 PM

McCormick Room

30 7th Street East

Saint, Paul, MN

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.

Committee of the Whole, Michael Vekich, Chair

1. National Trends in Higher Education (pp. 1-5)
2. NextGen Update (pp. 6-12)



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

Name: Committee of the Whole

Date: March 20, 2018

Title: National Trends in Higher Education

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:

At the Board of Trustees retreat in September 2017, the board engaged in discussion about the work of its committees during fiscal year 2018. During that discussion, the board stressed the need to ensure that committees and the board as a whole are focused on important local and national strategic issues and their potential impact on the work of Minnesota State's colleges and universities. The Committee of the Whole discussion will focus on a proposed framework for use in organizing board and committee work for the coming year.

Scheduled Presenter(s):

Ron Anderson - Senior Vice Chancellor for Academic and Student Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

NATIONAL TRENDS IN HIGHER EDUCATION

BACKGROUND

At the Board of Trustees retreat in September 2017, the board engaged in discussion about the work of its committees during fiscal year 2018. During that discussion, the board stressed the need to ensure that committees and the board as a whole are focused on important local and national strategic issues and their potential impact on the work of Minnesota State’s colleges and universities. The Leadership Council had similar discussion at its September retreat, affirming the organizing principles that guide the system’s work: 1) the success of our students, 2) our commitment to diversity, equity, and inclusion, and 3) the financial sustainability of our colleges and universities.

Subsequent planning and discussion underscored the need for a broad scanning of the national higher education landscape to identify current and emerging issues and themes, and to ensure that our system priorities continue to address the most salient issues facing our students, communities, and state. This included a January joint session for the Board of Trustees and Leadership Council led by George Mehaffy, Vice President for Academic Leadership and Change with the American Association of State Colleges and Universities (AASCU), as well as a review of more than a dozen higher education professional associations, advocacy organizations, and key publications to identify key policy issues and national initiatives. This work will be augmented this spring with additional sessions focused on workforce needs and addressing specific challenges facing two-year colleges.

As a result of this work, Senior Vice Chancellor Anderson identified key themes and an organizing framework for considering current and future board and committee work. The Senior Vice Chancellor shared this framework with the Board of Trustees Executive Committee on January 10, 2018, at which time it was recommended for broader committee discussion. In addition, it was suggested that the scope of the review be broadened to include additional organizations and updated to reflect emerging priorities for 2018.

The Committee of the Whole discussion will focus on the proposed framework and its use in organizing board and committee work for the coming year.

National Issues and Trending Themes in Higher Education

Themes	Description
The value and purpose of higher education	Includes issues of higher education's relevance, public and private value, return on investment, and multiplicity of purpose (preparation for work, life, and civic engagement).
Student success, enrollment, and changing student demographics	Includes issues surrounding student access, retention, and degree completion, as well meeting the needs of increasingly diverse student bodies.
Innovation and quality in curriculum, programming, services, and operations	Includes issues of academic and programmatic quality, redesign of programs and services to meet the needs of a changing workforce and changing student demographics, and reimagining academic pathways and credentials.
Campus climate	Includes issues impacting campus climate for students, faculty, and staff such as safety, sexual assault, guns on campus, undocumented students and DACA, cultural competence, and free speech.
Disinvestment in public higher education	Includes downward trending of state support for public higher education and the need for new business models and programming.
Affordability and student debt	Includes issues of increasing operational costs, increasing tuition and fees in response to declining state investment, and growing student debt.

Sources Reviewed to Identify National Issues and Trending Themes in Higher Education

American Association of Colleges and Universities (AAC&U)
American Association of Community Colleges (AACC)
American Association of State Colleges and Universities (AASCU)
Association of Community College Trustees (ACCT)
Association of Governing Boards (AGB)
American Council of Trustees and Alumni (ACTA)
American Council on Education (ACE)
Chronicle of Higher Education
Council of Independent Colleges
Education Advisory Board (EAB)
Education Dive
Educause
Hanover Research
Inside Higher Education
National Association of Diversity Officers in Higher Education (NADOHE)
National Association of Independent Colleges and Universities (NAICU)
National Association of System Heads (NASH) Initiatives
State Higher Education Executive Officers (SHEEO)
University Business

Board Discussion - March 20, 2018

Committee	National Issues and Trending Themes in Higher Education					
	The value and purpose of higher education	Student success, enrollment, and changing student demographics	Innovation and quality in curriculum, programming, services and operations	Campus climate	Disinvestment in public higher education	Affordability and student debt
Academic and Student Affairs (ASA)						
Teacher Education Overview and Strategy			X			
Student Demographics and Campus Implications		X		X		
Developmental Education Redesign		X	X			X
Graduate Education Strategy			X			
Joint EI-ASA Student Success Outcomes Progress Report		X				
Twin Cities Baccalaureate Strategy Implementation Progress Report		X				
Joint FF and ASA - Collaborative Campus and Regional Planning Framework		X	X			
Online Education Strategy			X			
Transfer Pathways Implementation Progress Report			X			X
Equity and Inclusion (EI)						
Campus Climate Frameworks and Assessment		X		X		
Student Engagement Strategies		X		X		
Joint EI-ASA Student Success Outcomes Progress Report		X				
Joint EI-HR - Employee Demographic Composition Update		X		X		
Finance and Facilities (FF)						
Tuition and Fee Policy Guidance						X
Long Term Financial Sustainability Report Review					X	
Supplemental Budget Request Discussion		X			X	
Enterprise Wide Administrative Services Project Report			X			
Joint FF and ASA - Collaborative Campus and Regional Planning Framework		X	X			
NextGen Project Update			X			
Framework for 2020-2021 Biennial Budget	X					X
Human Resources (HR)						
HR-TSM Implementation Progress Report			X			
Joint EI-HR - Employee Demographic Composition Update		X		X		

Note: This grid was initially discussed at the January 10, 2018 meeting of the Board of Trustees Executive Committee. It reflects only those presentations and discussions that have been calendared thus far for FY18. It is not intended to reflect the entirety of work occurring within each division.

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

Name: Committee of the Whole

Date: March 20, 2018

Title: NextGen Update

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The purpose is to provide information about the project elements, timetable and background information on the vendor and the communication plan.

Scheduled Presenter(s):

Laura King, Vice Chancellor - CFO



March 20, 2018

Next Gen ERP

Project Management & Board Oversight

Topics Today

- Project Objective
- Project Design summary
- Review of dashboard template
- Communication plan/ frequency of communication

Overview

- **Project Objective: Provide an enhanced student experience and “future proof” our technology investment.**
- Tools to improve registration, degree planning, credit transfer, online advising, data analytics and recruitment.
- Total estimated cost of the project is \$150 million over 7 years.
 - Received \$8 million from the legislature to fund Phase 1 – (Business Process Mapping and RFP for Enterprise Resources Planning Tool) FY2018 -2019
 - Additional funding will be requested for Phase 2 – (Implementation) FY2019 -2024

3

What is the difference between Minnesota State NextGen project and rewrite of a legacy system

NextGen project

Typical legacy rewrite project

Purchase of commercially available software.

Contractor/internal staff hired to rewrite in house/legacy code.

No customizations allowed – change business processes to match software.

Code is written to accommodate business practices. Emphasis on process standardization varies by project.

Business readiness and organizational change management is part of the software as a service acquisition process.

Process tends to focus on transferring legacy functionality to new software platform; may not start with effort to rethink how business is done.

Project governance, stakeholder engagement, board and audit oversight are integral to the project. There are many checkpoints for course correction.

Often seen as an IT project since the focus is on rewriting existing system.

Software is maintained and hosted by vendor.

Resulting software is “one of a kind” tailored to own environment.

Project design includes substantial user engagement in product selection and change management.

Project design may or may not include user engagement as code is written.

Project Budget

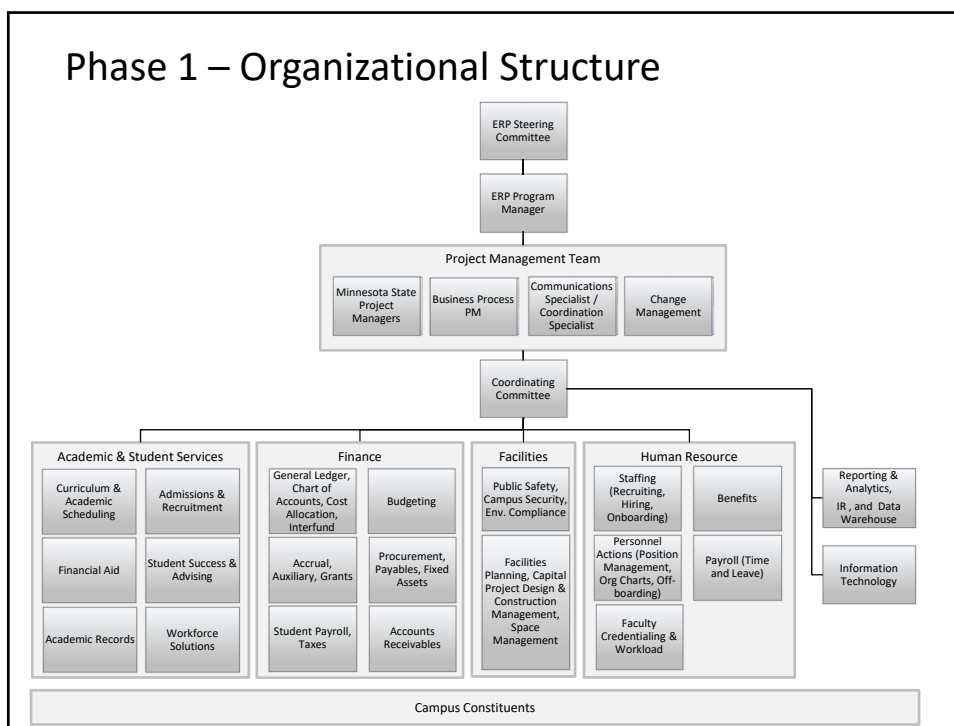
- Phase 1 – Design phase November 2017 – January 2019 - \$8M from 2018 Omnibus bill
 - Business process reviews, ERP development, platform refresh, data integration, project management and communication
- Phase 2 – Implementation phase - \$25M/year FY2020- FY2024
 - Implementation of all new functionality, new reporting and data analytics



Topics Presented

BOT SESSION	TOPICS PRESENTED	DECISIONS MADE
June 2014	<ul style="list-style-type: none"> • Topic introduced 	
October 2015	<ul style="list-style-type: none"> • Student Experience (overview) • Update on listening sessions and business case development 	
March 2016	Presentation of NextGen Business Case	Board supports.. <ul style="list-style-type: none"> • moving forward with planning • submitting FY2018 biennial legislative request
October 2016	Presented estimates timeline and budget	NextGen updates to be presented to Board biannually - in January and June
June 2017	<ul style="list-style-type: none"> • Received \$8M from FY2018 legislative request - enough for team to kickoff Phase 1 (business process reviews, RFP, legacy technology preparation) • RISK! Failure to provide sufficient funding to enter into long term contracts for Phase 2 (implementation) will add significant and critical delays to the project. 	Board supports.. <ul style="list-style-type: none"> • moving forward with Phase 1 • submitting FY2018 supplemental funding request and FY2019 biennial legislative request
January 2018	<ul style="list-style-type: none"> • Introduction of ERP Steering Committee • Introduction of Phase 1 and vendor (CampusWorks) 	Board supports... <ul style="list-style-type: none"> • Project overall design • Phase I timeline

Phase 1 – Organizational Structure



MINNESOTA STATE

NEXT GEN ERP | STATUS REPORT

REPORT DATE : 3/6/2018

OVERALL HEALTH STATUS

	OVERALL	SCOPE	SCHEDULE	BUDGET	RESOURCES
CURRENT STATUS	ON TRACK	ON TRACK	AT RISK	ON TRACK	ON TRACK
LAST STATUS	OFF TRACK	ON TRACK	OFF TRACK	ON TRACK	ON TRACK

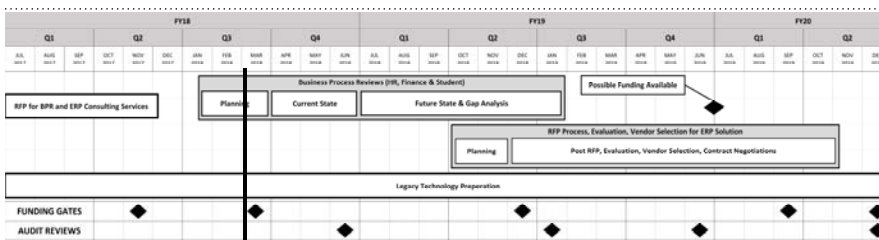
Phase 1 Budget (FY18-FY19)	\$	8,000,000
Spent to Date		26,510
Current Obligations		3,533,000
REMAINING BUDGET	\$	4,440,490

HEALTH STATUS NOTES:

Change Request #1 was approved by Steering Committee on 3/05 changing the SCHEDULE status from OFF TRACK to AT RISK.

- During planning, the Steering Committee requested a 9 week extension to PHASE 1 to provide the time required for forming working teams and completing future state business processes. Schedule status for current state is AT RISK due to no slack in schedule.

PHASE 1 TIMELINE



3/6/2018



MILESTONE STATUS

MILESTONES	START DATE	END DATE	LEADERSHIP COUNCIL REVIEW	BOARD OF TRUSTEES REVIEW	STATUS
Business Case w/ High-level Timeline for ERP Replacement	7/2015	3/2016	3/2016	3/2016	COMPLETE
Funding Strategy	1/2016	6/2017	6/2017	6/2017	COMPLETE
Project Charter	9/2017	9/2017		1/2018	COMPLETE
Risk Management Plan	1/2018	1/2018	--	--	COMPLETE
Communications Plan	1/29/18	4/03/18	5/2018	6/2018	ON TRACK
Change Management Plan	1/24/18	4/03/18	5/2018	6/2018	ON TRACK
PHASE 1					
Planning	1/23/18	4/04/18	--	3/2018	ON TRACK
Current State Process Reviews	2/12/18	6/29/18	--	--	AT RISK
Future State Business Process Mapping	7/16/18	1/18/19	1/2019	1/2019	Not Started
Conduct ERP Request for Proposal	10/15/18	7/26/2019	--	--	Not Started
Finalize Phase 2 Funding Strategy	7/2019	7/2019	7/2019	7/2019	Not Started
Vendor Selection	7/29/2019	10/25/19	7/2019	7/2019	Not Started
Legacy Technology Updates	7/2016	12/2019	--	--	ON TRACK
PHASE 2					
Finance Planning & Implementation	11/2019*	7/2021*	TBD	TBD	Not Started
HR Planning & Implementation	1/2020*	4/2021*	TBD	TBD	Not Started
Student Planning & Implementation	8/2020*	11/2023*	TBD	TBD	Not Started

*Tentative – dates subject to change during implementation planning with ERP vendor.

Board, Leadership Council, Faculty, Staff and Student Communications

COMMUNICATION	FORUM	FREQUENCY	DATES
BOT Status Updates (includes Project Risk Reviews from Internal Audit)	Email	Monthly	2018 - 2024
BOT Status Updates	Board of Trustees Meeting	Quarterly (or as major deliverables are accomplished)	January, March, June and September (thru 2024)
Leadership Status Update	Leadership Council Meetings	Monthly	2018 – 2024
Minnesota State Update (faculty, staff and student)	Email	Quarterly	January, March, June, September, December (thru 2024)

Additional stakeholder communications will be outlined within the project communications plan

Next Milestones....

- June 2018: Current State definitions complete
- September 2018: Future State Workshops underway
- January 2019: Future State definitions complete

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MINNESOTA STATE

Joint Academic and Student Affairs and Finance and Facilities Committees

March 20, 2018

2:45 P.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.

Joint Academic and Student Affairs and Finance and Facilities Committees, Alex Cirillo and Jay Cowles, Chairs

- Collaborative Campus and Regional Planning Update (pp. 1-5)

Academic and Student Affairs Committee

Alex Cirillo, Chair

Louise Sundin, Vice Chair

Dawn Erlandson

Amanda Fredlund

Jerry Janezich

Rudy Rodriguez

Cheryl Tefer

Finance and Facilities Committee

Jay Cowles, Chair

Roger Moe, Vice Chair

AbdulRahmane Abdul-Aziz

Basil Ajuo

Ann Anaya

Robert Hoffman

Jerry Janezich

President Liaison:

Terry Gaalswyk

Bolded items indicate action is required.



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

Name: Joint Meeting: Academic and Student Affairs
and Finance and Facilities Committees

Date: March 20, 2018

Title: Collaborative Campus and Regional Planning Update

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The purpose of this agenda Item is to provide an update on the work of the Collaborative Campus and Regional Planning Project and to obtain board input on the policy objectives that are emerging in this work.

Scheduled Presenters:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Laura King, Vice Chancellor for Finance and Facilities

Terry Gaalswyk, President, Minnesota State Community and Technical College

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

INFORMATION ITEM
COLLABORATIVE CAMPUS AND REGIONAL PLANNING UPDATE

PURPOSE

As a follow up to a presentation and discussion during the November 2017 Board meeting at Southwest Minnesota State University, this report provides an update of the work and emerging themes associated with the Collaborative Campus and Regional Planning effort.

BACKGROUND

As the Minnesota State system of public colleges and universities has matured and the competition for students, quality faculty and staff, and financial resources has grown, the need for a robust and deliberate strategic academic planning framework has emerged. This need has been underscored by recommendations of the Charting the Future Academic Planning and Collaboration Workgroup, the Workgroup on Long-term Financial Sustainability, and the Strategic Roadmap for Long Term Financial Sustainability for Minnesota State Colleges and Universities.

Vice Chancellors Ron Anderson and Laura King, embarked on a joint Academic and Student Affairs and Finance Division collaborative planning project in their 2018 work plans. The Leadership Council Executive Committee fully endorsed the project and a campus based project team with ongoing collaborative activities and community partnerships, as well as recent strategic and facilities planning activities, was selected to advance the project work.

In November 2017, Vice Chancellors Anderson and King presented the project plan to the Minnesota State Colleges and Universities Board of Trustees in a joint meeting of the Academic and Student Affairs and the Finance and Facilities Committees. After encouraging the project team to think broadly, facilitate collaborative planning and problem solving, and take full advantage of being part of a system of institutions, the committees endorsed the following project design principles to guide the work. These included:

1. Preserving and enhancing access to Minnesota State higher education opportunities across the state;
2. Providing for high-quality extraordinary education and program offerings supported and enhanced by appropriate facilities;

3. Efficiently and effectively utilizing financial human and capital resources across all of the campuses; and
4. Reducing cost to students and Minnesota tax payers.

The collaborative planning workgroup includes President Connie Gores, Southwest Minnesota State University and President Terry Gaalswyk, Minnesota West Community and Technical College, and select members of their leadership teams. Support has been provided by Todd Harmening, System Director for Academic Programs and Collaboration and Brian Yolitz, Associate Vice Chancellor for Facilities. The workgroup is refining recommendations for regional strategic academic planning, institution academic planning, capital planning and investment, sharing and repurposing space, and space use strategies. Emerging themes in these areas follow below.

EMERGING THEMES AND RECOMMENDATIONS

The workgroup is refining recommendations on a set of principles for system, regional and institutional strategic academic planning, capital planning and investment, sharing and repurposing space, and space use strategies. Details will be documented in the workgroup report to the vice chancellors. It is expected that the vice chancellors will circulate the draft recommendations for stakeholder and broad input and advice.

System, Regional and College and University Strategic Academic Planning Principles: The Minnesota State system of colleges and universities are to undertake strategic academic planning with the follow principles:

- A. ***Focus on the Student Experience:*** Academic leaders and planners at all levels should focus on enhancing the student experience across the engagement horizon, from defining and developing academic offerings through recruitment, program delivery, and student success. Student success is at the forefront with the objective of providing all students access to Minnesota State programs through active and deliberate collaboration with system college and university partners.
- B. ***Community and Regional Needs:*** The viability and success of Minnesota State colleges and universities are interwoven with community and regional vitality. College and university strategic academic planning should seek to address the short- and long-terms needs of their communities and regions. The planning process should include ongoing community engagement and dialogue and bring to bear the capabilities, offerings, and value of the entire Minnesota State system through communication and collaboration.
- C. ***Mission Focused, Action Oriented:*** College and university strategic academic planning is informed by the Minnesota State Strategic Framework and shaped in individual institutional missions. The planning process should include intentional outreach to other system colleges and universities to share opportunities and challenges. The planning process should be shared horizontally with regional Minnesota State institutions and vertically with system office leadership and the Board of Trustees in a spirit and

environment of trust, mutual respect, and collaboration. Plans should include desired outcomes, specific execution tasks, and frameworks for assessment, evaluation and adjustment.

- D. **Stewardship and Value:** Plans and the planning process should demonstrate value to students, their local communities and regions, and all Minnesotans by reflecting sound, disciplined stewardship of the finite resources (human, financial, technology, and capital) entrusted to Minnesota State, and maximizing cooperation, sharing, and collaboration between Minnesota State institutions and their regional partners. The key value seeks to enhance student success and community vitality while assuring long-term financial health and sustainability for the institution.

System and Institutional Academic Planning: The system should have an academic plan that provides a framework for the collective academic aspirations and priorities of system colleges and universities. Each Minnesota State college and university should develop a comprehensive academic plan that advances its distinctive mission, culture and academic priorities and regional role. These plans should draw upon the following themes:

Emerging Themes:

1. Draw upon local academic planning and associated activities within system colleges and universities while also supporting collaborative scanning and analysis of regional needs, challenges, and opportunities.
2. Ensure broad engagement of stakeholders as defined by the individual college or university.
3. Establish common set of data to support regional planning.
4. Advance strategies and solutions in support of more coordinated and collaborative academic planning including identification of areas to grow, sustain, revise, and monitor.
5. Encourage responsiveness, innovation, and risk taking that includes identification and scaling of effective practices.

Capital Planning and Investment: The themes outlined below should be incorporated in the system's proposed 2020 Capital Program Guidelines and the 2020 Capital Program Scoring Elements.

Emerging Themes:

1. Comprehensive Facilities Planning and Plans support and enable Academic Plans reflecting local and regional needs.
2. Guidelines and scoring elements are informed with data (enrollment, demographics, utilization, condition, etc.)
3. Seek investments that demonstrate sound stewardship and value to students and Minnesota taxpayers.

4. Focus on improving existing needed spaces for student success.
5. Reduce or eliminate duplicate and/or obsolete space.
6. Leverage local and regional financial and physical resources where applicable.
7. Prioritize sharing and repurposing of space identified through rigorous and continuous program review and effective scheduling to enable and expand with regional Minnesota State partners.

Space Use Strategies and Planning Principles: The system should create an institutional Space Management Plan template for college and university use and Space Management Operating Instructions that recognize that facility space is an asset and a burden and that facility space is an institutional resource to be actively managed for effective and efficient use and optimized for student success.

NEXT STEPS: The workgroup will continue its work with the following basic time table:

May	Report to Vice Chancellors Anderson and King
May-June	Vice Chancellor Review
July - September	Seek Report feedback and recommendations from Leadership Council, bargaining units and student organizations
October - December	Prioritization and develop implementation Action Plans
January 2019	Execution

Date: 03/21/2018



MINNESOTA STATE

Human Resources Committee
Closed Session
March 20, 2018
4: 00 PM
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.

Closed Session Pursuant to Minn. Stat. § 13D.03 (2017) Closed Meetings for Labor Negotiations Strategy (Minnesota Open Meeting Law)

- Labor Negotiations Strategy

Committee Members:

Dawn Erlandson, Chair
Rudy Rodriguez, Vice Chair
Basil Ajuo
Alexander Cirillo
Robert Hoffman
Roger Moe
Cheryl Tefer

Bolded items indicate action is required.



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

Name: Human Resources Committee

Date: March 20, 2018

Title: Closed Session

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 Human Resources Committee will meet in closed session to discuss labor negotiations strategy.

Sue Appelquist, Interim Vice Chancellor for Human Resources
Chris Dale, Senior System Director for Labor Relations

1 **BOARD OF TRUSTEES**
2 **MINNESOTA STATE COLLEGES AND UNIVERSITIES**
3

INFORMATION ITEM
CLOSED SESSION

4
5 **BACKGROUND**

6
7 In closed session, the Human Resources Committee will hear the current status of
8 negotiations and will discuss bargaining strategy.

9
10 *Pursuant to Minnesota Statutes § 13D.03, Closed Meetings for Labor Negotiations*
11 *Strategy (Minnesota Open Meeting Law) (2017)*
12

13
14 *Date: March 20, 2018*
15



MINNESOTA STATE

Finance and Facilities

March 21, 2018

8:30 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.

Finance and Facilities Committee, Jay Cowles, Chair

1. **Minutes of January 24, 2018 (pp. 1-11)**
2. **FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Bond Sale (Second Reading) (pp. 12-16)**
3. **Contracts Exceeding \$1 Million: (pp. 17-20)**
 - a) **Oracle Cloud Services**
 - b) **Individual Emergency Messaging System Software**
 - c) **Normandale Community College, Parking Lot Reconstruction**
 - d) **MSU, Mankato, Student Union HVAC Upgrade**
4. **Proposed Amendment to Policy 8.3 College, University and System-Related Foundations (Second Reading) (pp. 21-30)**

Committee Members:

Jay Cowles, Chair

AbdulRahmane Abdul-Aziz

Basil Ajuo

Ann Anaya

Robert Hoffman

Jerry Janezich

Roger Moe

President Liaisons:

Anne Blackhurst

Barbara McDonald

Bolded items indicate action is required.



**MINNESOTA STATE
BOARD OF TRUSTEES
FINANCE AND FACILITIES COMMITTEE**
January 24, 2018
McCORMICK ROOM
30 7TH STREET EAST
ST. PAUL, MN

Finance and Facilities Committee Members Present: Chair Jay Cowles, Trustees Basil Ajuo, Robert Hoffman, Jerry Janezich, Roger Moe

Present by Telephone: Trustees AbdulRahmane Abdul-Aziz, Ann Anaya

Other Board Members Present: Trustees Alexander Cirillo, Dawn Erlandson, Rudy Rodriguez, George Soule, Louise Sundin, Cheryl Tefer, Michael Vekich

Cabinet Members Present: Chancellor Devinder Malhotra, Vice Chancellor Laura King, Presidents Blackhurst and McDonald

The Minnesota State Finance and Facilities Committee held its meeting on January 24, 2018 in the 4th Floor McCormick Room, 30 East 7th Street in St. Paul, MN.

Chair Cowles called the meeting to order at 8:04 a.m. There was a quorum.

Vice Chancellor King was invited to provide updates.

- The audit committee received the results of the federal single audit. This was the last piece of work for the FY2017 audit season and represents the final audit under the heightened cash management sanctions from the Department of Education. It is anticipated that this coming fall campuses will not be undergoing any further administrative operations in compliance with the sanction. For spring term, campuses processed over \$200 million to date under the special provisions.
- In November the conversation between Chancellor Malholtra, Commissioner Myron Frans, and Governor Dayton's staff concerning the capital request was shared with trustees. The governor's capital recommendations were released last week and were historically strong for Minnesota State. Governor Dayton recommended \$274.5 million for Minnesota State. The overall budget tilted towards one-third education with an overall emphasis on asset preservation.
- The Senate Capital Investment Committee has continued its campus visits. When the senate schedule is complete, campuses will have hosted 31 legislative visits and 8-10 visits from the commissioner's staff. The committee has been impressed with the hospitality from campuses and are thankful to campuses for their flexibility and responsiveness to visit scheduling. Thanks also to Trustee Moe for welcoming the Senate Committee during their visit to BSU and NCTC Thief River Falls.

- The supplemental budget request for Minnesota State was submitted to the Commissioner's office last week. Minnesota State is requesting \$21 million for the Next Gen project and \$10 million for campus support. The governor's recommendations is anticipated in March.
- Presidents Connie Gores and Terry Gaalswyk and key leaders from their institutions have started the strategic plan work around regional academic planning. The board will be updated in March.
- The Tuition and Fee policy advisory group has completed its recommendations for review by Vice Chancellor King and Senior Vice Chancellor Anderson. There will be a consultation process which will include campus constituents, students, faculty, Leadership Council, the Chancellor. The recommendations for amendments to the policy will then be brought forward to the board.
- The bargaining process received continued support from the division staff by preparing costing sheets on various economic proposals. The IFO agreement is complete. MSCF and MSUAAF are still in negotiation.
- The SSAG Committee (Shared Services Advisory Group) is being assembled. This workgroup stemmed from the recommendations of the EAS (Enterprise Administrative Services) workgroup. The group will include representatives from campus leadership in the areas of ASA, Finance, HR and ITS.

1. Minutes of November 15, 2017

Chair Cowles called for a motion to approve the minutes from the November 15, 2017 Joint Finance and Facilities and Academic and Student Affairs Committees and the minutes of the November 15, 2017 meeting of the Finance and Facilities Committee. Trustee Ajuo made the motion, Trustee Hoffman seconded. There were no changes to the minutes as presented. The motion carried.

2. Contracts Exceeding \$1 Million

- a) Winona State University Digital Life and Learning Program FY2019-FY2024**
- b) Increase in Contract Value for IT Hardware and Software Master Contracts with CDW-G and Now Micro**
- c) Tutoring Services Contract**

Vice Chancellor King presented three contracts for board approval:

- a. The Winona State contract recommendation would continue the board supported e-learning program that was initiated in 1997. The agenda item seeks authorization to execute a three- year contract, with an option to renew for two years and includes associated financing. This would provide a laptop, help desk service support, and integrated learning software to every student at the university. It is paid for by a student fee that is part of the student fee consultation process. The laptop program is incorporated into the recruitment and marketing materials and a strong academic focus of the university.

Chair Cowles commented that this is a discretionary investment made with consultation of the stakeholders of Winona State but is a campus led program with significant value. President Scott Olson and Ben Rumler, president of the WSU Student Association, were invited to provide comments. President Olson commented that the program is integrated in the life of the campus. Student satisfaction surveys are done, and the results show that students choose Winona State because of the program. When surveyed 5 years later, students state that it is one of the best things that has happened while at Winona State. Mr. Rumler spoke with students before coming the meeting and provided feedback. There were some reoccurring themes that emerged: 1) it is a part of the culture at Winona State; 2) it is believed that Winona State is a leader in technology and there is data to back that; 3) students said that they would not have been able to afford a laptop or would not have had a quality laptop without this program; and 4) students are pleased with the help desk and technical support they receive. As an example, the help desk was able to assist the PR Director of the student body during her stay in Florida.

- b. The second contract was last approved by the board in November 2013. These are master contracts for peripheral software products. The contracts are popular at the campuses. The recommendation is to increase the maximum volume of the contract but not change any other provision.
- c. The third contract concerns a new software product recommended by the Academic and Student Affairs committee as a result of an RFP process stemming from campus review and in accordance with the consultation protocol on vendor selection. It would replace the current vendor with new online software for tutoring and is paid for through the Minnesota Online budget which is financed through a per credit assessment for online credits sold.

Trustee AbdulRahmane Abdul-Aziz commended Student President, Ben Rumler on a great job working with the students. The Chair thanked Winona State representatives for their presence and comments.

Chair Cowles asked whether the board would like to vote on all three contracts in one motion and asked for a recommendation to approve the three contracts in one vote.

Trustee Moe made the motion, Trustee Ajuo seconded. The motion carried.

3. Surplus and Sale of Real Estate, St. Cloud State University

Associate Vice Chancellor Yolitz presented on the Surplus and Sale of Real Estate, St. Cloud State University agenda item. The recommendation requests the approval of the board for two parcels of property owned by the university to be declared surplus and offered for sale. It was noted that Jessie Cashman and Phil Moessner from the university and Matt Glassman, Community Development Director – City of St. Cloud, were present for questions and comments. The request comes as a result of the university's Comprehensive Facilities Plan process. The two properties are located between the Mississippi River and Highway 10. With board approval, the properties would be declared surplus university property and offered for sale at appraised value to government agencies before going to the general public for sale. The combined appraised value of the property is just below \$800,000. Revenue from the sale is required by statute to be invested in university capital needs.

Chair Cowles invited questions and offered appreciation to the staff at the university for their diligence in pursuing a strategic rationalization of the campus real estate. Trustee Hoffman commented that this initiative was well thought out and put together and the end result appears to be positive.

Trustee Hoffman made the motion, Trustee Moe seconded. The motion carried.

4. Non-resident Tuition Waiver for Students from Puerto Rico and the U.S. Virgin Islands Impacted by Hurricanes Maria and Irma

Vice Chancellor King presented the recommendation. The recommendation is offered as a goodwill gesture to students impacted by the hurricanes. Other members of the national higher education community are also extending assistance to these students. The board endorsed this approach after Hurricane Katrina. The recommendation is to waive non-resident tuition for students coming from these impacted areas for the 2018 calendar year. It is not expected to have a significant impact on returning students but may impact recruiting students who have fled the islands looking for a place to continue their education. The recommendation impacts six universities and three colleges that charge higher tuition rates for non-resident/non-reciprocity students.

Chair Cowles asked why the motion delegates to the chancellor the authority to develop the implementation criteria rather than campus presidents. Vice Chancellor King responded that the chancellor's guidance would reflect the criteria included the board report. It would be for students enrolled in a regional accredited college at the time of the hurricanes and would only be available for the winter/spring /fall term.

Trustee Erlandson asked whether the two islands were chosen because they are islands that were almost totally devastated. Vice Chancellor King responded in the case of Puerto Rico and Virgin Islands, the entire infrastructure was lost and there are few or limited higher education options available in these locations. Trustee Rodriguez thanked the committee for a gesture of good will which positions Minnesota State in a favorable light nationally and globally and asked how this will be publicized. Vice Chancellor King will pursue publicity initiatives with college and university presidents.

Chancellor Malhotra commented that we will also work through national organizations which have information on their websites.

Trustee Ajuo asked what regional students are being referenced. Vice Chancellor King responded students that are in Puerto Rico or the Virgin Islands who can show that they were enrolled in the affected areas.

Trustee Moe made the motion, Trustee Janezich seconded. The motion carried.

5. College and University Financial Performance Update

Vice Chancellor King acknowledged Deb Bednarz, the System Director Financial Planning and Analysis, and Denise Kirkeby, System Director of Financial Reporting. President Anne Blackhurst, Minnesota University, Moorhead, and President Barbara McDonald, North Hennepin Community College were also present for the discussion. The goal today is to spend some time on the FY2017 audited financial results with some finer detail than was presented in November when the full statements were reviewed. We will also present the annual update on college and university financial health indicators. We have paired the financial statement discussion with the financial profile update so that we can show the relationships between our audited results and our more traditional cash based budgeting environment.

The FY2017 adjusted audited financial report finds that 15 colleges and universities reported an operating gain and 22 reported a loss. Campuses have held reserves constant with a slight improvement to \$102.9 million. Budget reductions and enrollment strategies are occurring across the system. FY2017 indicates a sound financial position with continued pressure on cost management.

The system is managing the state appropriation support pattern by increasing fund balance at a higher rate in the first year of the biennium. In FY2016 campuses added \$43 million to the fund balance. In FY2017 the amount is down to an increase of \$16 million.

There was a decline in tuition revenue of \$15 million in 2017 compared to FY2016. Colleges and universities have worked hard to keep spending balanced with revenue and to keep most of spending in the classroom. This was measured by looking at the percentage of the budget spent

on instruction, academic support and student services. For the last three years this has held between 73-75%

There is a decline in tuition and other student revenue as a percent of total revenue. This shows the impact of what the legislature has done to increase state funding. In FY2015, students were paying 59.8% of the total cost of their education. In FY2017, there was a decline to 56.5%.

Enrollment strategies are underway across the system. The adjusted financial statement reflects shows a slight degradation in the Composite Financial Index (CFI). The system CFI declined from 2.22 in FY2016 to 1.91 in FY2017 without GASB 68.

The Board has been a strong supporter of the CFI reporting discipline and a supporter of the goal of improving colleges and universities on the overall system performance with this number. CFI has proven to be a very valuable tool for tracking financial performance across all the schools and from year to year. The CFI has two measures heavily weighted toward balance sheet performance and two measures weighted toward annual operating performance.

The CFI calculation as shown in the board material has been prepared without the GASB entries in order show clear activity. The report provided in the board material reflects 25 of the colleges and universities reported CFI above 1.5 in FY2017, compared to 31 reporting above 1.5 in FY16. This measure is volatile from year-to-year because of capital appropriations and is responsive to changes in fund balance.

Key performance metrics show a 2.6% FYE enrollment decline from FY2016. Headcount decline in FY2017 was slightly less than 1.5% which shows that students are staying enrolled but taking fewer credits. Enrollment levels decreased more than 2% each of the past four years with the expectation that this outlook will continue in FY2018 with an approved budget that assumes a 1.9% enrollment decline.

Operating losses are attributable primarily to the enrollment decline. The system reported a \$15 million decrease in tuition revenue along with the 1% decrease in undergraduate tuition rates at the two year colleges and frozen tuition rates at the state universities. There continues to be strong financial management at the colleges and universities.

Chair Cowles asked whether the observation on enrollment decline is headcount or FYE. Vice Chancellor King responded FYE.

Trustee Soule asked why reserve and revenue amounts at 7% does not add up to more than \$102 million. Vice Chancellor King responded board policy calls for measurement on a range from 5-7% of general fund revenue which is less than total revenue.

In FY2015 and FY2016, Board Policy 7.3.16 Financial Health and Compliance Indicators underwent a comprehensive review and a revision was submitted to the board. The review process was informed by the following design objectives:

- Identify “leading” indicators that provide advanced warning of potential financial problems
- Establish a balance between accrual-based and cash-based measures
- Select enrollment and facilities measures that impact financial health

The revised procedure was implemented in August 2016. The procedure established two new enrollment-based and two new cash-based measures. The CFI indicator was retained. The procedure also revised two facility-based risk indicators.

There are five enrollment and financial indicators that are monitored:

- Long-term enrollment decline
- Short-term enrollment shortfall -designed to illustrate budget accuracy in the current year
- General fund position at the end of the year
- General fund cash consumption from year to year
- CFI measure (The CFI calculation as shown in the board material has been prepared without the GASB entries in order show clear activity)

Based on FY2017 performance, there was evidence of disciplined campus leadership which led to fewer indicators being flagged overall. There were 28 colleges and universities that triggered at least one flag in 2017 compared to 33 in FY2016. There were 13 colleges and universities that missed their enrollment budget forecast by more than 2%. Absolute enrollment and enrollment trending caused most of the flags. There are 12 colleges and universities that triggered more than one indicator in FY2017 compared to 19 colleges and universities that triggered more than one indicators in FY2016.

There are four factors which contribute to student headcount and four predictors which explains most of the variance in the system’s headcount over the last 20 years are:

- Number of high school graduates
- Size of adult population between the aged 25 to 34
- State unemployment rate
- State per capita income

Three of the predictors have declined to relatively stable levels in three of the predictors:

- Minnesota’s unemployment rate has remained among the lowest in the nation at 3.8% and the rate in the Twin Cities (3.4%) was the third lowest in the nation for large metropolitan areas.
- The number of public high school graduates in Minnesota reached a low in 2016 and is now projected to rise by 2.1% between 2016 and 2018.

- The adult population aged 25 to 34, is projected to rise by 0.3% between 2016 and 2018.

Trustee Erlandson asked whether there is a marketing opportunity to pursue high school students who don't graduate. They could enroll in one of the GED courses and then a community or technical college afterwards. President McDonald responded that North Hennepin Community College has strong relationships with the high schools. There is a campus position dedicated to relationships in K-12 programs. There has been an increase in the number of high school students being served in PSEO as well as strong interest shown in students who do not graduate high school. Although it's hard to find the students who didn't graduate, most of the two-year colleges offer the GED program.

Trustee Tefer asked whether anyone knows the percentage of students in Minnesota who do not graduate high school. Vice Chancellor King will provide the information. Trustee Ajuo asked whether there is a marketing strategy for colleges and universities to attract immigrant students. President McDonald responded because of the large immigrant student population that is served at the college, North Hennepin Community College puts forth a lot of effort in building relationships with surrounding communities. Some of the strategies are activities hosted on campus, relationship building with different communities through organizations. There are staff positions devoted to these efforts.

Vice Chancellor King continued presenting. Enrollment-based Indicator (A2) is an actual year-to-date FYE enrollment measure which is used when to identify when the current year budget is more than 2.0% lower than the FYE assumption used in the approved operating budget, excluding concurrent enrollment. Colleges and universities that trigger this indicator are required to submit a revised operating budget to reflect the enrollment change. There are budget modifications occurring across campuses with reductions in salary and non-salary expenditures, modifications in spring course offerings, and staffing modifications.

Trustee Cirillo asked how many colleges and universities were off more than 2% in their enrollment forecast. Vice Chancellor King responded that eleven colleges and two universities triggered this indicator. She will review the trends. There was an expectation that the system's enrollment overall would be down by 1.9%; it is now trending at a decline of 1.8% as of early January. There are no alarms at an enterprise risk basis. Budgets are based on forecasts that measures at a bottom-line basis. Colleges are over performing enrollment forecasts while universities are under performing. Trustee Moe asked what is speculated as a contributing factor to the variance to budget enrollment estimates. Vice Chancellor King responded there are a couple of ways to explain: 1) The colleges are conservative in their forecast as a risk hedge 2) the universities continue to struggle with enrollment forecasting. President Blackhurst mentioned that there are unexpected things that occur which cause enrollment projections to miss.

Vice Chancellor King presented on cash measures which is part of the financial health indicator program. In FY2017, three colleges and three universities triggered the indicator where fund

balances were less than 20% of general fund revenue. When triggered, there are required actions around financial planning and reporting in preparation of a financial plan. Five of the colleges and universities that triggered indicators in FY2016 added to fund balance in FY2017, but four of the five were still below 20%. One college and one university triggered this indicator for the first time in FY2017.

Regarding consumption of fund balance, five colleges and universities consumed more than 10% of their fund balance over the past three years. This indicator is used as an alert that something may be wrong with the structural balance of the college or university. When this happens, colleges and universities are required to submit a written explanation about their fund balance use and a timeline and a strategy to restore it.

There have been no changes in the number of colleges and universities that triggered the CFI indicator in FY2017. In FY2018 nine colleges and universities are operating under financial plan triggers. This resulted in more extensive conversations with leadership, president's cabinet and CFOs. Revised budgets and enrollment plans have been resubmitted and reviewed. The indicator program provide the chancellor early awareness of the financial condition of the colleges and universities.

Trustee Hoffman asked how system office supports campus leadership when indicators are triggered and whether there are plans to assist them. Vice Chancellor King responded that system office does provide whatever resources are needed. Presidents are the leaders and decision makers but there are networking ideas and information provided to them. President Blackhurst commented that it was helpful to have the system office reviewing information with the campus staff and requiring regular updates.

Trustee Cirillo asked whether good forecast credibility techniques are shared between institutions and shared across colleges and universities. President Blackhurst responded yes. There is a lot of sharing of information between college and university departments.

Trustee Erlandson found information pertaining to Trustee Tefer's question. The graduation rate in Minnesota in 2016 was 82%. The rates depend on racial/ethnic makeup of students. This ties to the fact that in 2020, 70% of jobs will require post-secondary education.

Chancellor Malhotra commented that all of the predictive models are trend-based in one way or another. The basic assumption is that the past will continue into the future. Going forward, there may have to be some investment in the institutional organization effectiveness functionalities. Trustee Cirillo recommends that the system look around the country for best models and share what's learned about Minnesota.

6. FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Bond Sale (First Reading)

Vice Chancellor King asked Associate Vice Chancellor Yolitz to present. This process started by building on the guidelines that were approved in 2018. Work was informed through consultation with campuses and constituent groups and recommendations from the Long-term Financial Sustainability workgroup.

The Board is asked to consider the Capital Program Guidelines for development of the FY2020 Capital Investment Program. The draft guidelines includes focuses on updating academic spaces, easing barriers to student success, prioritizing energy efficiency and renewable energy infrastructure and limiting new square footage. The board report also includes recommendations on program size for the board's consideration. The capital program priority remains on asset preservation and continues the work to address asset preservation management. The total FY2020 Capital Investment Program target is recommended at \$250 million. These are the focus areas that would build the scoring rubric and will come with a set of enrollment trends, objectives, and space utilization expectations. Depending on what happens during the FY2020 Legislative Session, the unapproved requests will be brought back to the board during the off-year bonding season.

Past practices have been reviewed for the 2019 Revenue Fund to reflect companion investment guidelines. A revenue bond sale is anticipated in early 2019. The guidelines would be focused on strong student involvement, balanced affordability, the requirement to reinvest and take care of current facilities, focus on reducing deferred maintenance on projects and watching enrollment trends and demographic impacts; and seek to take advantage of regional partnerships to build unique spaces on campuses for student life.

Chair Cowles asked whether developing regional partnerships has been discussed as a priority and whether equipment and contributed goods from community and the private sector might reduce capital costs. Mr. Yolitz responded there are scoring elements for matching funds and equipment. President Blackhurst commented some campuses are currently in conversation with school systems and city staff to discuss community recreational space. President McDonald commented that North Hennepin Community College is working with city officials, county staff and Metropolitan State regarding a fine arts performing center on campus property. There is a feasibility study underway.

Chair Cowles noted that this is the first year of the changed debt service obligation formula with the campuses. There will be a report in June which reviews the impact of the proposed debt

service formula on individual campuses and in light of the changes in the allocation formula. Chair Cowles asked for a summary of what will be presented in June. Vice Chancellor King responded the recommendation adopted by the board in November 2017 would impact the 2018 capital program that is at the legislature. Two-thirds of the board's 2018 list is returning projects that had been on the board's list, have been provided to the legislature in the past and are subject to the prior debt service sharing policy. Five of the fifteen projects are being forwarded by the board for the first time and are subject to the new policy which does not share debt service costs across all colleges and universities. The expectation is that the policy would move forward into the FY2020-22 program. Chair Cowles commented that this policy addresses the tension of providing adequate resources to all campuses in order to maintain an effective physical plant. The policy allows for campus leadership to make smart decisions on their budgets and priorities.

Trustee Janezich expressed concern that campuses that can afford to pay the one-third debt service for new capital investments will have an advantage over the campuses that have more difficult financial circumstances. The ones that can't pay have to save money annually to afford things needed. Vice Chancellor King commented that the focus should be on enrollment, student success, retention and completion. The debt service costs are only 1% of the budget discussion. Enrollment is 60% of the budget discussion.

Chair Vekich suggested a meeting between both Chairs, Vice Chancellor King and the Chancellor to discuss how the cash flow works and any hold-harmless on campuses. This meeting will take place prior to the March meeting.

7. Proposed Amendment to Policy 8.3 College, University and System-Related Foundations
(First Reading)

Vice Chancellor King presented revisions to board policy 8.3. There are a few material changes proposed in the amendment; 1) Establishing a threshold for the vice chancellor to waive the requirement for audits of the financial results of small foundations; 2) respond to request from the board to make sure the expectations surrounding real estate is locked in the policy. The policy has gone through the entire review process. This is a first reading. Second reading will be presented in March.

The meeting adjourned at 10:04 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 21, 2018

Title: FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Bond Sale (Second Reading)

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

Board Policy 6.9, *Capital Planning*, provides, the chancellor, shall “develop and recommend for board approval capital funding guidelines for system facilities and real property.”

Scheduled Presenter(s):

Laura M. King, Vice Chancellor – Chief Financial Officer
Brian Yolitz, Associate Vice Chancellor for Facilities

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

ACTION ITEM
FY2020 CAPITAL PROGRAM GUIDELINES FOR 2020 CAPITAL PROGRAM AND 2019 REVENUE BOND SALE (SECOND READING)

PURPOSE

Board Policy 6.9, *Capital Planning*, provides, the chancellor, shall “develop and recommend for board approval capital funding guidelines for system facilities and real property.” The following details are for the Board of Trustees review of capital program guidelines for preparation of the 2020 capital budget and any 2019 Revenue Fund bond sale.

CAPITAL PROGRAMMING – GENERAL

Capital program guidelines establish the goals the system seeks to achieve when obtaining funding for major capital projects. The guidelines serve a two-fold purpose:

1. A foundation for creating a prioritized capital bonding list that is submitted to the board for approval and then forwarded to the state’s capital bonding process and
2. Providing guidance on investment priorities in our revenue bond program.

Each college or university that wishes to participate in a capital budget cycle will base their request on their current comprehensive facility plan and prepare a full predesign consistent with established guidelines that describes the project’s scope, anticipated costs and schedule.

RECOMMENDED CAPITAL PROGRAM GUIDELINES

The capital program guidelines will be used to establish the major criteria for prioritizing the 2020 capital budget request. Capital program guidelines are grounded in the Minnesota State Strategic Framework principles of ensuring access to an extraordinary education, being the partner of choice to meet Minnesota’s workforce and community needs, and delivery to students, communities, and taxpayers the highest value, most affordable option.

Since the 2018 capital program guidelines were approved, the [Report of the Workgroup on Long-term Financial Sustainability](#) recommended the system adjust the size of its physical plant and space capacity in order to address regionally disproportionate surpluses, as well as to accommodate new academic and administrative organizational structures. The

recommendation recognized that the system is overbuilt in some parts of the state and there is a high cost to the system due to this imbalance. Through effective capital planning, space allocation and utilization can significantly reduce operating costs and increase revenues.

In addition, the Board approved the [Strategic Roadmap for Long Term Financial Sustainability for Minnesota State](#) called for tempering the appetite for new buildings and focusing on deferred maintenance and increasing facilities utilization as strategies for reducing facilities costs.

In preparing the proposed FY2020 capital program guidelines for Board consideration, the staff also took into consideration regional planning efforts to accommodate more efficient academic planning and their long term impact on academic facilities. Staff also consulted with the Leadership Council and solicited discussion during the Board's November 2017 meeting to develop recommended capital program guidelines to prioritize 2020 capital bonding requests.

Based on the considerations above, the Board is asked to consider the following capital program guidelines for development of the FY2020 capital investment program:

1. **Update Academic Spaces.** The Board seeks strategic improvements and modernization of existing campus spaces to support current and emerging academic and student needs of a region and the state of Minnesota. The system's number one priority remains asset preservation to best support long term facility stewardship and financial sustainability.
2. **Ease Barriers to Student Success.** Improve opportunities for student success by updating support services, academic advising, and tutoring spaces and prioritize space that improves transferability between our colleges and universities and access to baccalaureate programming.
3. **Prioritize Energy Efficiency and Renewable Energy Infrastructure.** Build for the future with flexible and adaptable spaces that prioritize energy efficiency and integrate renewable energy sources as a long-term strategy to enhance environmental and financial sustainability.
4. **Limit New Square Footage.** Preserve and maintain the space we have by reinvesting in campus infrastructure and prioritizing renovation over adding new square footage; additional square footage should be considered only in unique situations where options for reutilization or replacement of existing space have been exhausted.
5. **\$250 million request.** The total FY2020 capital investment program target should be \$250 million with approximately \$130 million prioritized to address asset preservation needs and \$120 million for major projects to meet programmatic updates.

OTHER CAPITAL PROGRAM CONSIDERATIONS

Should opportunities arise for capital bonding in off-years, the Board historically supported the completion of unfunded priorities from the bonding session immediately prior to the off-year session. That strategy is recommended for the 2020 capital request as well. At the conclusion of the 2019 legislative session, staff will provide an update of the final bonding bill and prepare a new capital bonding list of unfunded 2020 projects for consideration by the governor and the legislature in the following legislative session.

CAPITAL BONDING DEBT MANAGEMENT

The state requires Minnesota State to pay one-third of the total debt service obligation attributable to the individual capital projects funded for the benefit of the system (excluding Higher Education Asset Preservation and Replacement (HEAPR) projects). Given recent discussion and feedback, the recommendation is to remain with the historical policy of sharing debt service 50% with state funds taken off the top of the state allocation and 50% paid by the benefiting college or university. This approach would be effective with the 2018 capital program. Staff will continue to monitor the impacts of this policy in context with the many other drivers of campus financial conditions.

2019 REVENUE FUND BOND GUIDELINES

The 2019 Revenue Fund bond guidelines will be used as guidance as the system prepares for its 2019 revenue bond sale, which is expected to be brought for Board consideration in the fall of 2018. The revenue bond process is distinguishable from the capital budget process by two primary differences:

- 1) Minnesota State has statutory authority to issue revenue bond debt, and
- 2) Each campus is responsible for the full debt service and must levy student/user fees and charges sufficient to financing the full debt service and operating requirements for their particular project and program.

To that end, the board is asked to consider the following proposed guidelines for the revenue fund capital program to include:

1. Evidence of strong student involvement and support for a project
2. Balance student affordability with required reinvestment in the buildings
3. Reduction of deferred maintenance backlog
4. Addresses long-term demographic forecasts in planned project
5. Leverages partnership or private industry to generate additional income

RECOMMENDED COMMITTEE ACTION:

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

The Board of Trustees approves the 2020 Capital Program Guidelines and 2019 Revenue Fund bond sale guidelines as presented. The Board further approves the debt management policy effective with the 2018 capital program.

RECOMMENDED BOARD MOTION:

The Board of Trustees approves the 2020 Capital Program Guidelines and 2019 Revenue Fund bond sale guidelines as presented. The Board further approves the debt management policy effective with the 2018 capital program.

Date of Adoption: 03/21/18
Date of Implementation: 03/21/18

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

Name: Finance and Facilities Committee

Date: March 21, 2018

Title: Contracts Exceeding \$1 Million:

- a. Oracle Cloud Services
- b. Individual Emergency Messaging System Software
- c. Normandale Community College, Parking lot Reconstruction
- d. MSU, Mankato, Student Union HVAC Upgrade

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 5.14, Procurement and Contracts, requires that contracts, including amendments, with values greater than \$1,000,000, must be approved in advance by the Board of Trustees. The first two contracts have system wide benefit and the following are campus-specific contracts.

Scheduled Presenter(s):

Laura King, Vice Chancellor - CFO

**BOARD OF TRUSTEES
MINNESOTA STATE**

BOARD ACTION

CONTRACTS EXCEEDING \$1 MILLION:

- A. ORACLE CLOUD SERVICES
- B. INDIVIDUAL EMERGENCY MESSAGING SYSTEM SOFTWARE
- C. NORMANDALE COMMUNITY COLLEGE, PARKING LOT RECONSTRUCTION
- D. MSU, MANKATO, STUDENT UNION HVAC UPGRADE

BACKGROUND

Board Policy 5.14, Procurement and Contracts, requires that contracts, including amendments, with values greater than \$1,000,000, must be approved in advance by the Board of Trustees. The first two contracts have system wide benefit and the following are campus-specific contracts.

SYSTEM CONTRACTS

A. Oracle Cloud Services

The system office is seeking approval to enter into a contract with Oracle for cloud services for a system wide database that is used by all colleges and universities and the system office. This upgrade and migration is necessary to ensure ISRS will operate until the ERP NextGen project is complete. Oracle services were competitively bid and negotiated by the Midwest Higher Education Compact (MHEC) and is on their approved contract list. This will be a four year contract with the option to extend for two years for a total of six years. The cost over six years will not exceed \$7,000,000. Funding to migrate to the cloud service is funded in the ERP NextGen budget. On-going maintenance for the cloud services is budgeted in the operating ITS budget.

B. Individual Emergency Messaging System Software

In 2015 Minnesota State selected an enterprise-wide web based system, known as Star Alert, to manage individual emergency messaging for all colleges and universities. The system service is provided by Blackboard, Inc. The current service fee is \$214,687 per year, and in FY 2019 it will be in its fifth year. Staff completed an RFI process in March of 2017 to determine the latest technology in individual emergency messaging capabilities. Only one response to the RFI was received, from the current vendor, Blackboard, Inc.

The Board is asked to authorize an extension to the current contract with Blackboard, Inc. to continue the service contract until 2024, effectively a 10 year term. The total service cost is expected not to exceed \$2,500,000 over the full 10 year term and may include enhancements to the service. The service costs are paid by the campuses.

CAMPUS CONTRACTS

C. Normandale Community College, Parking Lot Reconstruction

Normandale seeks to repair and reconfigure two primary parking lots (Lots 1 and 2) on campus. The work is meant to address pedestrian safety concerns, upgrade accessible parking spaces, improve vehicle and public bus traffic flow conflicts, and make lighting and security upgrades. Parking lots 1 and 2 are the main access to the campus and the first impression of current students and staff and future students/families. The parking lots have been repaired and patched on a regular basis and are in need of substantial overhaul. Improving the aesthetics and functionality of the parking along with rehabilitation of the hard surfaces (and related storm water management) will greatly enhance the campus transit environment.

The college is using a blend of general fund and revenue fund monies to pay for the project at an estimated cost of \$3,300,000. The project is scheduled to start in late spring and complete before fall term begins.

D. MSU, Mankato, Student Union HVAC Upgrade

The MSU, Mankato Centennial Student Union 2018 HVAC upgrade project includes the replacement and upgrading of three air handling units including AHU-1-1 (Basement) AHU-1-2 (First Floor Dining) and AHU-1-3 (Grand Staircase). All three of these existing air handling units are original to the building construction (1966 and 1971) and are located in a common basement level mechanical space. The three systems have been in place and operational since the original building construction with some modifications to the original system implemented over the years. The work may require some asbestos remediation which has been factored into the project cost. The work is scheduled to start after the spring 2018 semester with work occurring during the summer and completed before the start of the fall semester. The total project cost is expected not to exceed \$1,200,000 and will be funded with university Revenue Fund resources.

RECOMMENDED COMMITTEE MOTION:

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

- A. The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract with Oracle for a term of up to six years for a total amount not to exceed \$7,000,000 over the term. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.

- B. The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract with Blackboard, Inc. for a term ending in 2024 for a total amount not to exceed \$2,500,000 over the term. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.

- C. The Board of Trustees authorizes the chancellor or the chancellor's designees to execute a contract for the reconstruction of Normandale parking lots 1 and 2 and related site work for a maximum not to exceed cost of \$3,300,000. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.
- D. The Board of Trustees authorizes the chancellor or the chancellor's designees to execute a contract to complete the design and upgrade the HVAC system at the MSU, Mankato Centennial Student Union for a maximum not to exceed price of \$1,200,000. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.

RECOMMENDED BOARD MOTION:

- A. The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract with Oracle for a term of up to six years for a total amount not to exceed \$7,000,000 over the term. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.
- B. The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract with Blackboard, Inc. for a term ending in 2024 for a total amount not to exceed \$2,500,000 over the term. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.
- C. The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract for the reconstruction of Normandale parking lots 1 and 2 and related site work for a maximum not to exceed cost of \$3,300,000. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.
- D. The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract to complete the design and upgrade the HVAC system at the MSU, Mankato Centennial Student Union for a maximum not to exceed price of \$1,200,000. The board delegates execution of the contract and all necessary documents to chancellor or the chancellor's designee.

Date of Adoption: 03/21/18

Date of Implementation: 03/21/18

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

Name: Finance and Facilities Committee

Date: March 21, 2018

Title: Proposed Amendment to Policy 8.3 College, University and System-Related Foundations
(Second Reading)

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" 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 type="checkbox"/> Information | |

Brief Description:

Board Policy 8.3 College, University and System related foundations was adopted by the Board of Trustees effective March 21, 1995. The policy was last before the board November, 2009 at which time language was amended concerning required contracts between the institution and the related foundation and other technical changes made. The policy once again went through the full review process in the spring/ summer 2017. The proposed amendments alters the audit requirement and clarifies the board's expectations when real estate transactions contemplated.

Scheduled Presenter(s):

Laura M. King, Vice Chancellor – Chief Financial Officer

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

BOARD ACTION
PROPOSED AMENDMENT TO POLICY 8.3 COLLEGE, UNIVERSITY AND SYSTEM-RELATED FOUNDATIONS (SECOND READING)

1 **BACKGROUND**

2 Board Policy 1A.1, Part 6, Minnesota State Colleges and Universities Organization and
3 Administration, requires periodic review of all board policies and procedures to “determine
4 whether it is needed, that it is current and complete, not duplicative of other policies, does
5 not contain unnecessary reporting requirements or approval processes, and is consistent with
6 style and format requirements”. Board Policy 8.3 College, University and System related
7 foundations was adopted by the Board of Trustees effective March 21, 1995. The policy was
8 last before the board November, 2009 at which time language was amended concerning
9 required contracts between the institution and the related foundation and other technical
10 changes made. The policy once again went through the full review process in the spring/
11 summer 2017.

12
13 **PROPOSED AMENDMENTS**

14 The proposed amendments include both technical, style related changes and several material
15 amendments. The proposed policy would provide the chancellor the authority to waive the
16 requirement for an audit every three years where the foundation has assets of less than
17 \$75,000. The waiver is sought to ease the financial burden on the smallest foundations. The
18 proposed policy would also add language expressly linking any real estate transactions to
19 board policies concerning board approval and required due diligence.

20
21 **RECOMMENDED COMMITTEE MOTION**

22 The Facilities/Finance Policy Committee recommends the Board of Trustees adopt the
23 following motion:

24 The Board of Trustees approves the changes to Board Policy 8.3 College, University and
25 System Related Foundations

26
27 **RECOMMENDED BOARD MOTION**

28 The Board of Trustees approves the changes to Board Policy 8.3 College, University and System
29 Related Foundations

30
31 *Date of Adoption:* 03/21/18

32 *Date of Implementation:* 03/21/18

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – SECOND READING	
Chapter 8.	College & University Relations
Section 3.	College and University Related Foundations

8.3 College and University Related Foundations

Part 1. Purpose

To establish the standards to be met in order to help ensure that the relationships between colleges, universities, and their supporting foundations are stable, long-term, productive, and efficient; and that those relationships foster the maximum support possible for the system and its colleges and universities. To also establish the standards to be met when a foundation supports the college or university in other activities, such as serving as a vehicle for acquiring, developing, or managing real or intangible property.

Foundations and their board members play an important role in providing needed resources for Minnesota State colleges and universities and their students, as well as in creating public awareness of the important contributions our colleges and universities make to students, their communities, and the state. Colleges and universities shall ensure that any public resources, including employee time, which support the activities of a related foundation are used prudently and in a manner consistent with their respective missions, board policies, and system procedures.

Part 2. Definitions

Related foundation

A private, non-profit organization whose purpose is to support a college or university through fundraising and other activities and is officially recognized by the president or chancellor through a written contract. An organization whose primary purpose is other than fundraising for a college or university is not a related foundation under this policy.

Administrative support

The use of college or university employees, equipment, and facilities that are needed to carry out related foundation policies and authorizations. The related foundation board is responsible for managing its financial resources, including authorizing fundraising strategies, budgeting the use of funds, and establishing investment policies.

Fundraising

Direct solicitations, receipt of gifts, management of endowed funds, and other activities directed at raising foundation funding on behalf of the college, university, or its students.

37 **Part 3. Organization of Related Foundations**

38 A related foundation must be legally incorporated as a nonprofit corporation under Minnesota
 39 law, in good standing, and must be qualified as a tax-exempt charitable organization under 26
 40 U.S.C. 501(c)(3). The governance of a related foundation is the sole responsibility of its board of
 41 directors and the related foundation must be maintained as a legal entity separate from Minnesota
 42 State Colleges and Universities. Board policy and system procedure establish standards to be met
 43 by foundations seeking to serve as related foundations to receive support services and
 44 recognition from colleges and universities.
 45

46 **Part 4. Contracts with Related Foundations**

47 A president or the chancellor may enter into a written contract with a related foundation to
 48 provide administrative support to the related foundation in accordance with board policy and
 49 system procedure and to allow the related foundation to use the name of the college or
 50 university.
 51

52 **Subpart A. Return of value**

53 The chancellor may establish the return of value ratio required for each contract with a
 54 related foundation. Before establishing the ratio for the related foundation of a college or
 55 university, the chancellor shall consult with the college or university president.
 56

57 **Subpart B. Contract term and approval**

58 The term of the contract must not exceed three years and may be renewed at the chancellor's
 59 or president's discretion. The contract is subject to review and approval by the system office.
 60 A copy of the contract must be kept on file in the system office.
 61

62 **Subpart C. Access to information**

63 The contract must provide that the Office of the Legislative Auditor and Minnesota State
 64 Colleges and Universities shall have complete access to the financial records of the related
 65 foundation.
 66

67 **Subpart D. Foundation reports**

68 The contract must require that the related foundation annually provide to the college or
 69 university and the system office a report as set forth below. The chancellor shall establish the
 70 deadline for filing the report and any provision for filing extensions in system procedure. The
 71 annual report must include the following information:
 72

- 73 1. A copy of the annual report required to be filed with the attorney general pursuant to
 74 Minn. Stat. § 309.53. A related foundation that is not required to file audited financial
 75 statements with the attorney general pursuant to Minn. Stat. § 309.53, Subd. 3, shall
 76 submit an audited financial statement and the information in Subpart D(2) at least
 77 once every three years. The chancellor, or the chancellor's designee, may waive the
 78 audit requirement if the foundation has less than \$75,000 in assets at the end of the
 79 current fiscal year. The request for waiver must be sent, in writing, to the Minnesota

- 80 State Director of Financial Reporting and approved by the chancellor, or the
81 chancellor’s designee, prior to the deadline for filing.
- 82 2. Any written communication from an independent auditor that discloses any material
83 weakness in internal controls identified in conjunction with the audit of financial
84 statements. For any material weakness reported, the related foundation shall provide a
85 written response that includes its explanation for accepting the risks associated with
86 the weakness or its plans to implement corrective action.
- 87 3. A report on return of value for the prior fiscal year, including the value of
88 administrative support received and the value returned to the college, university, or
89 system and its students.

90

91 **Subpart E. Ex-officio member**

92 The contract must provide that the president or chancellor, or their designee, serve as an ex-
93 officio, non-voting member of the respective related foundation’s governing board and of
94 any executive or similar committee empowered to act for the governing board.

95

96 **Subpart F. Additional conditions**

97 The chancellor may identify additional conditions that must be met by a related foundation in
98 order to contract with a college or university for administrative support, if the chancellor
99 determines that the conditions are needed to improve effectiveness, legal compliance, or
100 other factors affecting the operational viability or integrity of the related foundation. Before
101 making the determination for the related foundation of a college or university, the chancellor
102 shall consult with the college or university president.

103

104 **Part 5. Annual Report**

105 The chancellor shall report annually to the board information for each related foundation
106 including the dollar value of administrative support provided; the dollar value of returns to the
107 college, university, or its students; information on any waiver granted under System Procedure
108 8.3.2; and any other information the chancellor deems appropriate.

109

110 **Part 6. Other Developmental Support**

111

112 **Subpart A. Real property supporting a college or university**

113 The president is responsible for communicating the college or university goals and priorities
114 to its Related Foundation regarding its comprehensive facilities plans. Any agreement
115 between the Related Foundation and the president for real property shall be in writing and
116 shall adhere to board policies related to real estate and contracts, including Board policy 6.7
117 and related procedures.

118 **Subpart B. Conveying property to a college or university**

119 Before accepting any real property from a Related Foundation, the board shall require its
120 own due diligence under current system real estate policy and procedure.

121

122

123 **Policy History:**

124

125 *Date of Adoption:* 03/21/18126 *Date of Implementation:* 03/21/18

127

128 *Date and Subject of Revision:*129 *March 2018 – Removed references to system office as related foundations will contract with*130 *a college or university. Added language allowing the audit requirement in Part 4, sub D #1*131 *to be waived for foundations with less than \$75,000 in assets. Added Part 6 establishing*132 *expectations when using a related foundation as vehicle for real property. Applied new*133 *formatting and writing styles resulting in technical edits.*

134

135 *11/16/11 - Effective 1/1/12, the Board of Trustees amends all board policies to change the*136 *term "Office of the Chancellor" to "system office," and to make necessary related*137 *grammatical changes.*138 *11/18/09 - policy was rewritten, new part 1, Purpose was added, part 2, Definitions were*139 *expanded, language in parts 3, 4, and 5 were added or amended from former part 2. These*140 *amendments apply to any new contract with a related foundation. An existing contract with a*141 *related foundation shall be amended in accordance with these amendments at the time of any*142 *amendment to the contract or July 1, 2010, whichever is earlier.*143 *12/17/03 - Changed Name to include "system-related." Also amends Part 2, Subpart B, to*144 *temporarily waive the requirement to contribute an amount equal to the administrative*145 *support, for new foundations or those undergoing changes to the foundation's mission,*146 *purpose or structure.*147 *1/19/00 - Revised Part 1 and Part 2, Subpart A.*148 *2/17/99 - Revised Subparts C and D, and added Subpart E.*149 *2/21/96 - Subpart D was added and technical amendments were made.*150 *3/21/95 adopted*

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – SECOND READING	
Chapter 8.	College & University Relations
Section 3.	College, University and System <u>College and University</u> Related Foundations

1 **8.3 ~~College, University and System~~ College and University Related Foundations**

2
3 **Part 1. Purpose**

4 ~~To establish the standards to be met in order to help ensure that the relationships between~~
5 ~~colleges, universities, and their supporting foundations are stable, long-term, productive, and~~
6 ~~efficient; and that those relationships foster the maximum support possible for the system and its~~
7 ~~colleges and universities. To also establish the standards to be met when a foundation supports~~
8 ~~the college or university in other activities, such as serving as a vehicle for acquiring,~~
9 ~~developing, or managing real or intangible property.~~

10
11 Foundations and their board members play an important role in providing needed resources for
12 ~~the Minnesota State~~ Colleges-colleges and Universities-universities and their students, as well as
13 in creating public awareness of the important contributions ~~made by~~ our colleges and universities
14 make to students, their communities, and the state. ~~This policy establishes the standards to be~~
15 ~~met in order to help ensure that the relationships between colleges, universities, the system and~~
16 ~~their supporting foundations are stable and long term, productive and efficient, and foster the~~
17 ~~maximum support possible for the system and its colleges and universities. Colleges,~~
18 ~~universities, and the system office~~ Colleges and universities must shall ensure that any public
19 resources, including employee time, which support the activities of a related foundation are used
20 prudently and in a manner consistent with their respective missions, board policies, and system
21 procedures.

22
23 **Part 2. Definitions**

24
25 **Related foundation**

26 ~~A related foundation is a~~ private, non-profit organization whose purpose is to support a
27 ~~college, university, or the system~~ college or university through fundraising and other activities
28 and is officially recognized by the president or chancellor through a written contract. An
29 organization whose primary purpose is other than fundraising for a ~~college, university, or the~~
30 ~~system~~ college or university is not a related foundation under this policy.

31
32 **Administrative support**

33 ~~Administrative support means the~~ The use of ~~college, university, or system~~ college or
34 university employees, equipment, and facilities that are needed to carry out related
35 foundation policies and authorizations. The related foundation board is responsible for

36 managing its financial resources, including authorizing fundraising strategies, budgeting the
37 use of funds, and establishing investment policies.

38
39 **Fundraising**

40 ~~Fundraising means direct~~ Direct solicitations, receipt of gifts, management of endowed
41 funds, and other activities directed at raising foundation funding on behalf of the college,
42 university, or its students.

43
44
45 **Part 3. Organization of Related Foundations**

46 A related foundation must be legally incorporated as a nonprofit corporation under Minnesota
47 law, in good standing, and must be qualified as a tax-exempt charitable organization under 26
48 U.S.C. 501(c)(3). The governance of a related foundation is the sole responsibility of its board of
49 directors and the related foundation must be maintained as a legal entity separate from Minnesota
50 State Colleges and Universities. ~~System Board~~ policy and system procedure establish standards
51 to be met by foundations seeking to serve as related foundations to receive support services and
52 recognition from ~~colleges, universities, or the system~~ colleges and universities.

53
54 **Part 4. Contracts with Related Foundations**

55 A president or the chancellor may enter into a written contract with a related foundation to
56 provide administrative support to the related foundation in accordance with board policy and
57 system procedure and to allow the related foundation to use the name of the ~~college, university,~~
58 ~~or system~~ college or university.

59
60 **Subpart A. Return of value**

61 The chancellor may establish the return of value ratio required for each contract with a
62 related foundation. Before establishing the ratio for the related foundation of a college or
63 university, the chancellor shall consult with the college or university president.

64
65 **Subpart B. Contract term, ~~and~~ approval**

66 The term of the contract ~~shall~~ must not exceed three years and may be renewed at the
67 ~~chancellor's~~ chancellor's or ~~president's~~ president's discretion. The contract is subject to
68 review and approval by the system office. A copy of the contract ~~shall~~ must be kept on file in
69 the system office.

70
71 **Subpart C. Access to information**

72 The contract ~~shall~~ must provide that the Office of the Legislative Auditor and Minnesota
73 State Colleges and Universities shall have complete access to the financial records of the
74 related foundation.

75
76 **Subpart D. Foundation reports**

77 The contract ~~shall~~ must require that the related foundation annually provide to the college or
78 university and the system office a report as set forth below. The chancellor shall establish the
79 deadline for filing the report and any provision for filing extensions in system procedure. The
80 annual report ~~shall~~ must include the following information:

- 82 1. A copy of the annual report required to be filed with the attorney general pursuant to
83 Minn. Stat. § 309.53~~Minnesota Statutes 309.53~~. A related foundation that is not
84 required to file audited financial statements with the attorney general pursuant to
85 Minn. Stat. § 309.53~~Minnesota Statutes 309.53~~, Subd. 3, shall submit an audited
86 financial statement and the information in Subpart D(2) at least once every three
87 years. The chancellor, or the chancellor's designee, may waive the audit requirement
88 if the foundation has less than \$75,000 in assets at the end of the current fiscal year.
89 The request for waiver must be sent, in writing, to the Minnesota State Director of
90 Financial Reporting and approved by the chancellor, or the chancellor's designee,
91 prior to the deadline for filing.
- 92 2. Any written communication from an independent auditor that discloses any material
93 weakness in internal controls identified in conjunction with the audit of financial
94 statements. For any material weakness reported, the related foundation shall provide a
95 written response ~~which that~~ includes its explanation for accepting the risks associated
96 with the weakness or its plans to implement corrective action.
- 97 3. A report on return of value for the prior fiscal year, including the value of
98 administrative support received and the value returned to the college, university, or
99 system and its students.

100
101 **Subpart E. Ex-officio member**

102 The contract must provide that the president or chancellor, or their designee, serve as an ex-
103 officio, non-voting member of the respective related ~~foundation's~~foundation's governing
104 board and of any executive or similar committee empowered to act for the governing board.

105
106 **Subpart F. Additional conditions**

107 The chancellor may identify additional conditions that must be met by a related foundation in
108 order to contract with a ~~college, university, or the system~~college or university for
109 administrative support, if the chancellor determines that the conditions are needed to improve
110 effectiveness, legal compliance, or other factors affecting the operational viability or integrity
111 of the related foundation. Before making the determination for the related foundation of a
112 college or university, the chancellor shall consult with the college or university president.

113
114 **Part 5. Annual Report**

115 The chancellor ~~annually~~ shall report annually to the board information for each related
116 foundation including the dollar value of administrative support provided, ~~;~~ the dollar value of
117 returns to the college, university, ~~or system~~ or its students, ~~;~~ information on any waiver granted
118 under ~~system~~System procedure Procedure 8.3.2, ~~;~~ and any other information the chancellor
119 deems appropriate.

120
121 **Part 6. Other Developmental Support**

122
123 **Subpart A. Real property supporting a college or university**

124 The president is responsible for communicating the college or university goals and priorities
125 to its Related Foundation regarding its comprehensive facilities plans. Any agreement
126 between the Related Foundation and the president for real property shall be in writing and

127 shall adhere to board policies related to real estate and contracts, including Board policy 6.7
128 and related procedures.

129
130 **Subpart B. Conveying property to a college or university**

131 Before accepting any real property from a Related Foundation, the board shall require its
132 own due diligence under current system real estate policy and procedure.

133
134
135 **Policy History:**

136
137 *Date of Adoption:* 03/21/18

138 *Date of Implementation:* 03/21/18

139
140 *Date and Subject of Revision:*

141 *March January 2018 – Removed references to system office as related foundations will*
142 *contract with a college or university. Added language allowing the audit requirement in Part*
143 *4, sub D #1 to be waived for foundations with less than \$75,000 in assets. Added Part 6*
144 *establishing expectations when using a related foundation as vehicle for real property.*
145 *Applied new formatting and writing styles resulting in technical edits.*

146
147 *11/16/11 - Effective 1/1/12, the Board of Trustees amends all board policies to change the*
148 *term "Office of the Chancellor" to "system office," and to make necessary related*
149 *grammatical changes.*

150 *11/18/09 - policy was rewritten, new part 1, Purpose was added, part 2, Definitions were*
151 *expanded, language in parts 3, 4, and 5 were added or amended from former part 2. These*
152 *amendments apply to any new contract with a related foundation. An existing contract with a*
153 *related foundation shall be amended in accordance with these amendments at the time of any*
154 *amendment to the contract or July 1, 2010, whichever is earlier.*

155 *12/17/03 - Changed Name to include "system-related." Also amends Part 2, Subpart B, to*
156 *temporarily waive the requirement to contribute an amount equal to the administrative*
157 *support, for new foundations or those undergoing changes to the foundation's mission,*
158 *purpose or structure.*

159 *1/19/00 - Revised Part 1 and Part 2, Subpart A.*

160 *2/17/99 - Revised Subparts C and D, and added Subpart E.*

161 *2/21/96 - Subpart D was added and technical amendments were made.*

162 *03/21/95 - Adopted*



MINNESOTA STATE

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

MARCH 21, 2018

9:30 AM

**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 23, 2018 (pp. 1-7)**
- 2. Mission Statement: Central Lakes College (pp. 8-11)**
3. Student Success Update (pp. 12-24)
4. Proposed Amendment to Policy 2.8 Student Life (First Reading) (pp. 25-28)
5. Proposed Amendment to Policy 3.7 Statewide Student Association (First Reading) (pp. 29-32)
6. Proposed Amendment to Policy 3.24 Institution Type and Mission, and System Mission (pp. 33-36) (First Reading)

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Alex Cirillo, Chair

Louise Sundin, Vice Chair

Dawn Erlandson

Amanda Fredlund

Jerry Janezich

Rudy Rodriguez

Cheryl Tefer

Bolded items indicate action required.



**Minnesota State Board of Trustees
Academic and Student Affairs Committee
January 23, 2018
McCormick Room, 30 7th Street East
St. Paul, MN**

Academic and Student Affairs Committee members present: Alex Cirillo, Louise Sundin, Dawn Erlandson, Jerry Janezich, Rudy Rodriguez, Cheryl Tefer

Academic and Student Affairs Committee members on the phone: Amanda Fredlund

Academic and Student Affairs Committee members absent:

Other board members present: Jay Cowles, George Suole, Bob Hoffman, Interim Chancellor Devinder Malhotra, Basil Ajuo, Roger Moe

Committee Chair Alex Cirillo called meeting to order at 2:16 pm.

A change is being made to the agenda, number 8, the Developmental Education Strategic Roadmap will be moved up behind the mission statement for Lake Superior College.

Approval of the Academic and Student Affairs Committee Meeting Minutes

Committee Alex Cirillo called for a motion to approve the Academic and Student Affairs Committee Meeting Minutes. The minutes were approved as written.

1. Proposed New Policy 3.41 Education Abroad Programs (second reading)

Presenters:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Senior Vice Chancellor Anderson stated that he had received no questions or comments since the presentation at the last meeting and requested an approval.

Question: Part 5 – third party providers: Last paragraph is a little confusing, are there some third parties that are approved and some that are not?

Senior Vice Chancellor Anderson: No, it just means we are not taking a position on those, we are not endorsing any third party provider.

Chair Cirillo: So it is “at your own risk”.

Senior Vice Chancellor Anderson: Yes that is correct.

Trustee Hoffman: What are the numbers?

Senior Vice Chancellor Anderson: I don’t have that information but I can get that to you.

MOTION: *The committee recommends the Board of Trustees adopt the proposed new Board Policy 3.41 as presented.*

Trustee Erlandson so moves and Trustee Tefer seconds.

***The motion passes.**

2. Mission Statement: Pine Technical and Community College

Presenters:

Joe Mulford, President, Pine Technical and Community College

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Proposed Mission: Known for innovation and contributions to strengthen communities, we make college possible for those starting out or starting over. Whether a student seeks a career program, new skills or general education transferable to another college or university. Pine Technical & Community College is an excellent choice.

President Mulford: Re-write of mission statement, does not change the focus but provides a more clear focus towards our workforce development goals and how we serve central Minnesota. Eight months of strategic planning resulted in a need to re-align our mission statement and that is what is being presented today.

Trustee Rodriguez: Could you give us some perspective on the numbers in the vision statement?

President Mulford: Last year in June, we hit a historical high for enrollments so I think this year our projected growth will be 6 or 7 percent on top of that. So the anticipated for this year is that we will be about 800FYE. The numbers also come from the analytics of the institution looking at what the facilities can hold, and what is sustainable. We serve about 3000 students now so this is looking over the next 10 years.

Interim Chancellor Malhotra: I have no comment, I endorse the mission statement brought forward I commend President Mulford and the Pine Technical and Community College for the due diligence on this work.

MOTION: *Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the mission of Pine Technical and Community College.*

***The new mission carries.**

3. Mission Statement: Lake Superior College

Presenters:

Pat Johns, President, Lake Superior College

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Proposed Mission: Lake Superior College Serves the community and supports the economy of Northeast Minnesota and beyond by providing high-value accessible higher education and advanced training in a supportive environment.

President Johns: As we began our strategic planning in 2016 it was decided to simultaneously review our mission. Process was about 16 months.

Trustee Sundin: Very sorry the word “technical” isn’t in there and would prefer that it still be in there.

President Johns: Anticipated the question. There was significant conversation around that very topic and also over the words “occupational training”. One of the goals of the

task force was to evaluate the comprehensive community college concept which is basically when the two year colleges are offering technical education, liberal arts education and customized training. There was good conversation that brought up 20 year old feelings about the merger that was still there. The conversation brought some unity among our faculty around the words that are in our mission statement and they don't see it as a compromise but perhaps more of a future direction and no way will we sacrifice whether it is technical education or liberal arts education and we deliver those quite well and the community knows that.

Trustee Sundin: When we were up there, Trustee Tefer was excited about the 7 healthcare programs that you have and I would consider them technical and messaging doesn't allow you to include the whole mission statement on a billboard. Messaging is important to be succinct and that is another issue I have.

President Johns: We have not eliminated the word "technical" from our vocabulary, I can assure you of that, we do use it.

Trustee Rodriguez: Question about the proposed vision -- it seems like it might be lacking a bit in terms of where we want to be in whatever timeframe we decide, in a decade or we will be the premier institution that does x,y,z, -- that was missing. I mention that because the words can guide and serve as a northstar for all the activities and I'm just wondering if there is more of an opportunity to add something a bit more tangible and unique that describes Lake Superior College as where they want to be in ten years.

President Johns: I could concur with that. I think the innovation part of this statement is what people felt left it broadly open to perhaps the aspirational part to be sure we continue to be and are in the future, innovative and we respond to the community needs by being innovative.

The other commitment I would make is that we will continue to look at it, we don't bring the vision statement particularly here, it is the mission statement primarily, but we can continue to look at that and review it.

Trustee Rodriguez: I would love to see something there that is more aspirational and I trust your judgement in how we get there.

Chair Cerillo: I think our purpose here is to make sure that these mission and vision statements are consistent with the values of Minnesota State, that basically they do bring out the unique aspects of the campuses themselves and then they also can be used in the marketing world as well.

MOTION: *Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the mission of Lake Superior College*

***The new mission carries.**

4. Developmental Education Strategic Roadmap

Presenters:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

Shirley Johnson, Faculty, North Hennepin Community College

Craig Schoenecker, Senior System Director for Research

Peggy Kennedy, President, Minnesota State Community and Technical College

Ginny Arthur, President, Metropolitan State University

Carrie Brimhall, Vice President of Academic Affairs, Minnesota State Community and Technical College

Overview of the work we have been undertaking that has culminated in what we are calling the Developmental Education Strategic Roadmap. It is essentially our strategic plan for re-designing developmental education across the system.

Minnesota State colleges and universities provides developmental education courses to students who do not meet college-level requirements in the areas of English, reading, mathematics, and English for Speakers of Other Languages (ESOL) based on course placement assessment. Over the past three years, the Minnesota Legislature has passed three pieces of legislature relating to developmental education within Minnesota State:

- The 2015 Minnesota Legislature required Minnesota State to submit a report in January 15, 2016 that detailed the system's plan to encourage students to complete credentials.
- The 2015 Minnesota Legislature required the Minnesota State Board of Trustees, beginning in January of 2018, to submit a report on its activities and achievements related to improving timely completion, including seven completion measures.
- The 2017 Minnesota Legislature required the Minnesota State Board of Trustees to prepare a plan that reforms developmental education offerings and a report will be submitted to the legislature by February 15, 2018.

This session will provide an overview of developmental education redesign efforts across the system, and report on two legislative requirements: developmental education completion measures, and the development of a system-wide developmental education plan. The presentation will summarize data trends relative to developmental education student enrollment and completion, and will provide an overview of Minnesota State's strategies for redesigning developmental education (as articulated in the system's Developmental Education Strategic Roadmap). In addition, campus leaders will discuss the implications of this work for campuses and their students.

Craig Schoenecker: Review of Summary of Key Data Points (pages 62-65 of packet)

Trustee Janezich: have we shared these numbers with our K-12 partners?

Craig Schoenecker: We have not, we have just literally completed this analysis in the last three weeks.

Trustee Janezich: Maybe we are doing a better job on the bottom side and maybe that's why our numbers are better. If that's the case I think we need to let them know that whatever changes they have made are being helpful.

Craig Schoenecker: I would expect that we would see a similar trend in the reporting the office of higher ed. does back to each high school. These numbers will flow through that reporting. It is a number of factors that I think are behind these improvements – some if it is increased readiness of students coming in but we are also using alternate tests for placement in developmental ed. so students that may have a college level score on another test that we had not been using now can go directly into college level and not take developmental ed. so it is multifaceted but I think your key point is correct, that high schools are doing a better job of producing college ready high school grads.

Trustee Sundin: It wouldn't hurt to send a copy over to MDE, the Commissioner.

Senior Vice Chancellor Anderson: There are many interventions and many innovations on our campuses. We have already invested significant amount of effort and resource in supporting our student success and these efforts have led to decreases in the developmental education enrollment and increases in course completion and college gateway course completion. We believe the Developmental Education Strategic Roadmap brings together these innovations and others into a systematic and shared framework for all campuses across our system.

Shirley Johnson: The roadmap is a framework, as such it allows us to have the flexibility and space to allow each campus to address the innovations in ways that are unique to their institutional cultures as well as the resources that they have available, their capacity and the diversity of their student populations.

Strategic Goal 1

Improve student completion of developmental education and entry into college-level courses by redesigning developmental education curricula to include an acceleration option.

Senior Vice Chancellor Anderson: On every campus there should be a pathway (not necessarily the only pathway) that students are able to complete their developmental coursework and the first college level coursework within one academic year.

Strategic Goal 2

Improve the accuracy of course placement by implementing a multiple measures placement program at all colleges and universities.

Shirley Johnson: Course placement process is critical to student success because it assesses student readiness for college and places them into the corresponding developmental level and/or college level courses based on their academic skills. Our goal is to improve the accuracy of our course placement process, we will do this by allowing multiple assessments to be used in course placements. The measures must include ACT, SAT, MCA but we will also include others.

Strategic Goal 3

Improve student success in developmental education by developing a comprehensive student support system for students in developmental education programs.

Senior Vice Chancellor Anderson: This helps us to strengthen the collaboration between the academic and the student affairs units. It also allows us to leverage our external partnerships in providing those wraparound services and support where it is most needed.

Strategic Goal 4

Increase college readiness of high school graduates attending Minnesota State campuses by partnering with secondary partners.

Shirley Johnson: We need to increase efforts to establish college going cultures, increase college knowledge especially among first generation students and increase readiness by graduation. This goal builds on successful partnerships that are already in place with the System Office and Minnesota Department of Education as well as successful partnerships between Minnesota State Colleges and Universities and local school districts and high schools.

Strategic Goal 5

Increase college affordability for students by implementing student cost saving approaches.

Strategic Goal 6

Improve student success in developmental education by expanding and strengthening professional development for faculty, staff, and administrators.

Strategic Goal 7

Improve student success in developmental education by strengthening evaluation and continuous improvement efforts.

Chair Cerillo: Just a reminder as to why we are doing this. This is something that is going to the legislature and is going into law so we are going into detail so we can know what this is all about.

Carrie Brimhall: Review of handout – Developmental Education Success Report

Since 2015, MN State Community and Technical College has roughly the same number of students taking classes and roughly the same number of sections being offered but those students are taking 2200 fewer credits than they did two years ago resulting in an annual savings of about \$360,000 to our students.

President Arthur: Highlights of work at Metropolitan State. Metro State is well prepared in position to fulfill the requirements of the new Developmental Strategic Roadmap and I know that the faculty and staff are excited to begin that work.

MOTION: *The Academic and Student Affairs Committee recommends that the Board of Trustees endorse the 2018 developmental education strategic roadmap and charge the chancellor with establishing the appropriate oversight structure and system procedures necessary to implement the strategic roadmap and with supporting the implementation of the strategic roadmap at the system and campus levels.*

***The motion passes.**

Meeting Adjourned 4:05 pm

Meeting minutes prepared by Kathy Pilugin

2/7/2018

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

Name: Academic and Student Affairs Committee

Date: March 21, 2018

Title: Mission Statement: Central Lakes College

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 mission of Central Lakes College is being presented for board approval. The mission meets the criteria in Board Policy 3.24 Institution Type and Mission, and System Mission, Part 4: Approval of College or University Mission Statements.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
Hara Charlier, President, Central Lakes College

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

BOARD ACTION ITEM
Mission Statement: Central Lakes College

BACKGROUND

The mission of Central Lakes College is being presented for Board approval. The mission and vision meet the criteria identified in Board Policy 3.24 Institution Type and Mission, and System Mission, Part 4: Approval of College or University Mission Statements.

Current Mission:

We Build Futures.

At Central Lakes College, we -

- are committed to a supportive environment for the growth and development of students from diverse cultural, ethnic, economic, and educational backgrounds.
- offer liberal arts, technical education, and customized training programs of proven high quality that are accessible and affordable and that lead to employment, skill enhancement, or transfer to other institutions of higher learning.
- anticipate and respond to the needs of business and industry in a globally competitive economy.
- encourage and support cultural enrichment, life-long learning, civic responsibility, and community development.

Proposed Mission:

We build futures.

At Central Lakes College, we:

- provide life-long learning opportunities in Liberal Arts, Technical Education, and Customized Training programs.
- create opportunities for cultural enrichment, civic responsibility, and community engagement.
- nurture the development and success of a diverse student body through a respectful and supportive environment.

As part of the strategic planning process, Central Lakes College has conducted a thorough review and analysis of the mission statement. The process reaffirmed that the existing core mission of “We Build Futures” continues to accurately describe the institution’s work but resulted in several minor revisions to the supporting missional statements. These revisions a) streamline the statement, b) more clearly highlight the array of programs offered, c) more effectively reflect the College’s commitment to diversity and cultural enrichment, and d) add critical reference to student success.

Current Vision:

Central Lakes College will be Minnesota's leading Community and Technical College for lifelong learning.

Proposed Vision:

Central Lakes College advances innovation, inspires learning, and transforms lives.

The current vision statement is neither meaningful to the institution nor does it provide a mechanism to measure progress toward reaching the vision. The proposed statement was developed with extensive input from employees, students, and the community to identify the key elements essential to our work. The three elements of the new vision statement are the cornerstones of the strategic plan, with measurable outcomes associated with each element.

The college vision and mission respond to the following elements in system procedure:**1. The revised mission and vision aligns with the system strategic framework to:****• Ensure access to an extraordinary education for all Minnesotans**

The proposed mission recognizes the College's responsibility to promote the success of all students by incorporating the term "success" and referring to our responsibility to a "diverse student body." The vision statement clearly outlines our commitment to "transforming lives" to be measured through a wide range of student success metrics.

• Be the partner of choice to meet Minnesota's workforce and community needs

The proposed mission emphasizes both the College's wide range of program offerings and our commitment to the communities we serve. The proposed vision statement's emphasis on "advancing innovation" is a commitment to our workforce partners to develop innovative new programs and mechanisms to meet our region's growing demand for talent.

• Deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option

The proposed vision's emphasis on both "advancing innovation" and "transforming lives" will be grounded in specific strategies to provide our largely at-risk population with affordable access to education. Examples include the College's commitment to the new Z (zero-text book cost)-degree pathway and extensive scholarships available through the CLC Foundation.

2. The extent to which the college or university will meet expectations of statute and how it relates to other institutions of higher education

The proposed revision does not change the extent to which the College will meet expectations of statute or how the College relates to other institutions of higher education. Central Lakes College will remain a comprehensive community and technical college governed by statutes and laws of its accreditation agency, and the policies of the Board of Trustees.

3. The array of awards it offers

The proposed revision does not change the array of awards the College offers. It reinforces the commitment to be more nimble and responsive as the needs of our constituents and region change.

4. The compliance of the college or university mission with statute, policy, and regional accreditation requirements

Central Lakes College will remain a comprehensive community and technical college governed by statute, the policies of the Board of Trustees, and its accrediting agency, the Higher Learning Commission of the North Central Association. The proposed Central Lakes College mission and vision statements provide a strong foundation for planning, evaluation, accountability, and regional accreditation.

5. The consultation with faculty, students, employers, and other essential stakeholders

The proposed mission and vision statements were developed through the College's strategic planning process, led by the Strategic Planning Committee, and included extensive consultation with employees, students, and other stakeholders. The committee itself included membership from all bargaining units as well as student leadership from both campuses. The group engaged the College community in an iterative process analyzing data, including but not limited to:

- an environmental scan of workforce and demographic trends in the area;
- the Minnesota State Strategic Framework and accountability metrics;
- 2017 campus culture data, 2017 assessment recommendations, 2017 strategic priorities, and 2018 planning survey;
- focus groups of faculty, staff, students, and business leaders;
- brainstorming sessions with Student Senate and with employees at both 2017 and fall 2018 in-service events;
- college-wide surveys to provide electronic input.

RECOMMENDED COMMITTEE ACTION

Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the mission of Central Lakes College.

RECOMMENDED MOTION

The Board of Trustees approves the mission of Central Lakes College.

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

Name: Academic and Student Affairs Committee

Date: March 21, 2018

Title: Student Success 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 will provide an update on the enterprise level work underway to improve student success and close gaps in opportunity and outcomes between different racial/ethnic and socio-economic student groups. Included in the presentation will be a discussion of the approach taken to this work, the linkage it has to other enterprise initiatives, and the work products and outcomes that will result.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
Barbara McDonald, President of North Hennepin Community College
Richard Davenport, President of Minnesota State University Mankato

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

STUDENT SUCCESS UPDATE

BACKGROUND

Leadership Council has worked over the past three years to complete the implementation of the strategies and recommendations of Charting the Future at both the enterprise and campus levels. As those strategies moved to operationalization, the Leadership Council this past year has focused on the three organizing principles that have guided that work and continue to serve as our system priorities: 1) the success of our students, 2) our commitment to diversity, and the financial sustainability of our colleges and universities.

As student success sits at the center of these priorities, the Leadership Council is engaging in extensive discussion and effort to identify, share, and measure the efficacy of campus-based and enterprise level strategies for improving success and closing gaps in opportunity and outcomes between different racial/ethnic and socio-economic student groups. Underlying this work is also an examination of campus and system capacity and the identification of capacity gaps and foundational work that must be done at the campus and system levels to fill those gaps.

This presentation will provide an update on the enterprise level work that Leadership Council is undertaking to improve student success and close opportunity and outcome gap. Included in the presentation will be a discussion of the approach taken to this work, the linkage it has to other enterprise initiatives, and the work products and outcomes that will result.



March 21, 2018

Academic and Student Affairs

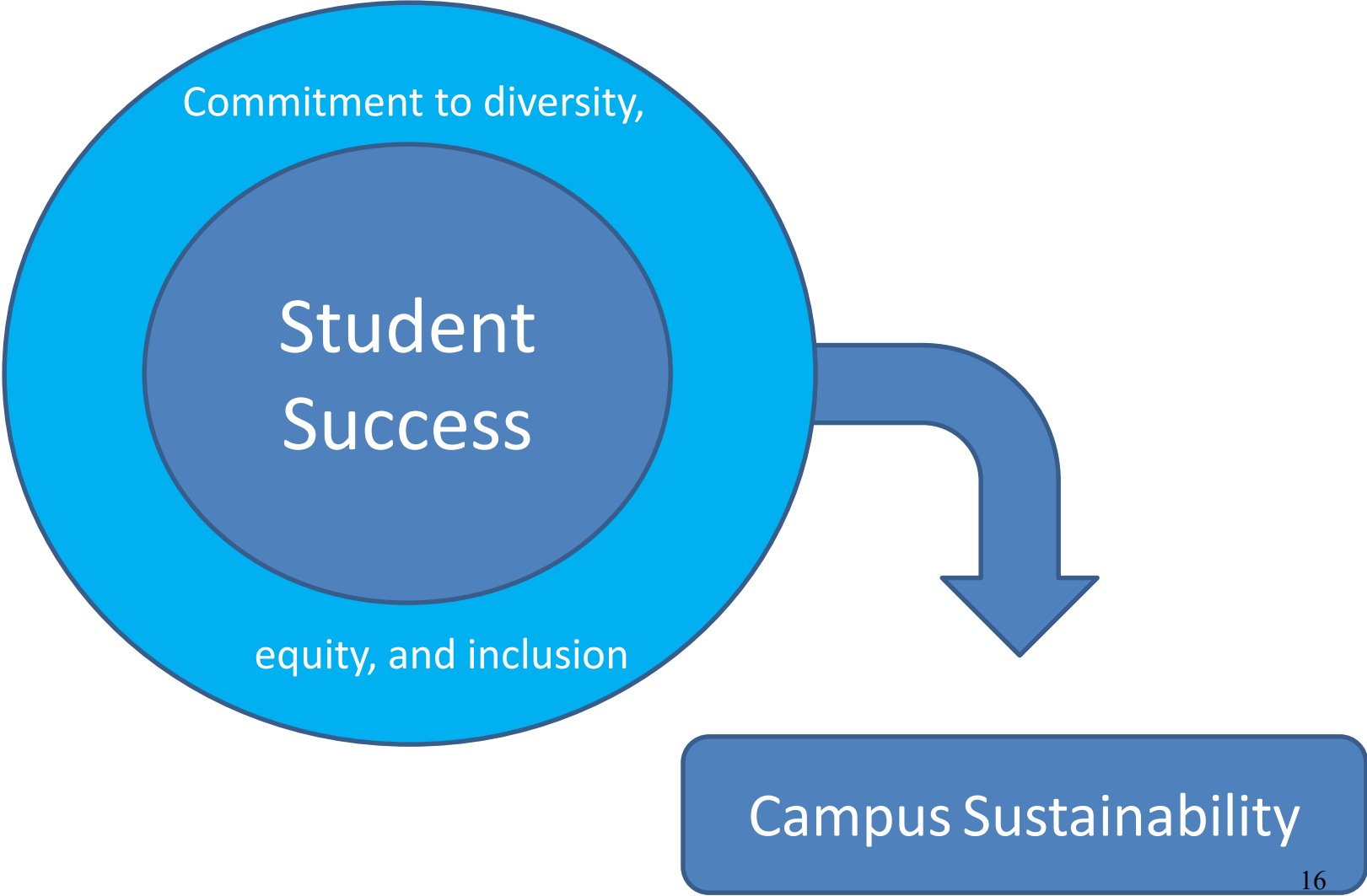
Student Success Update

Board of Trustees
Academic and Student Affairs Committee

Our Strategic Priorities

- The success of our students
- Our commitment to diversity, equity, and inclusion
- The financial sustainability of our colleges and universities

Our Focal Point



Driven by:

- The need to accelerate our current and emerging strategic work
- The need to build foundational capacity on our campuses and the system office
- The need to develop a long-term approach to sustaining our strategic work

Leadership and Engagement

- Leadership Council Executive Committee
- Leadership Council
- Faculty Leadership

Key Factors

Our core mission and purposes

- Recognizing multiplicity
 - Preparing students for work, life, and civic engagement
- Reflection of our core values
- Building a shared understanding

Student success metrics

- Institutional performance metrics
- National frameworks
- Leading and lagging measures
- Improvement and accountability

Key Factors

Using data to inform our practice

- Analytic tools and predictive analytics
- Campus practices and structures
- Capacity building

Student success strategies

- Inventory of practices
- Evidence of efficacy
- Infrastructure needs and capacity building
- Practice sharing and scaling

Linkage to other work

- Predictive analytics pilot project
- Developmental education redesign
- NextGen
- Transfer pathways
- Collaborative campus and regional planning
- Achieving statewide completion goals

Campus discussions and perspective

- President Barbara McDonald
North Hennepin Community College
- President Richard Davenport
Minnesota State University Mankato

Next Steps

Expand engagement

- Students
- Staff Leadership
- Campus Academic and Student Affairs Leadership and staff

Work products

- FY18
 - Revised metric framework and approach
 - Capacity building assessment and plan
- FY19
 - Practice sharing and scaling
 - Foundational capacity building

STRATEGIC QUESTIONS FOR CONSIDERATION AND DISCUSSION

- Are there additional elements that the Board would like us to consider in this work?
- How would the Board like us to report on the progress and impact of this work?



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

Name: Academic and Student Affairs Committee

Date: March 21, 2018

Title: Proposed amendment to Policy 2.8 Student Life – First Reading

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The policy was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment was reviewed by general counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

PROPOSED AMENDMENT TO POLICY 2.8 – STUDENT LIFE (FIRST READING)

BACKGROUND

Board Policy 2.8 Student Life was adopted and implemented by the Board of Trustees on August 18, 1995. The policy was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment brings clarity to the current language and applies the new writing and formatting styles.

The proposed amendment was reviewed by general counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

MINNESOTA STATE
BOARD OF TRUSTEES

BOARD POLICY – FIRST READING		
Chapter 2	Chapter Name	Students
Section 8	Policy Name	Student Life

1 **2.8 Student Life**

2
3 **Part 1. Purpose**

4 To provide student life programming resulting in a wide range of student activities that contribute to the
5 educational, cultural, or physical well-being of the student body.

6 **Part 21. Student Life/Activity Program.**

7 ~~Each institution~~ Colleges and universities shall establish a student life/activity program. The revenue
8 generated by the student life/activity fee authorized by Board Policy 5.11 Tuition and Fees and by
9 System Procedure 5.11.1 Tuition and Fees shall must be used to fund student activities as defined in
10 Minnesota Statute Section 136F.01, Subd. 5. The student life/activity program shall must be
11 administered in accordance with ~~system~~ board policies and system procedures and consistent with
12 ~~Minnesota Statute Section~~ Minn. Stat. §136F.72, Subd. 3. ~~Student life/activity programming is intended~~
13 ~~to provide for a wide range and balance of student activities that complement the curricular offerings~~
14 ~~of the institution. Funding decisions shall be made in a viewpoint neutral manner.~~

15 **Part 32. Student Life eCommittee.**

16 **Subpart A. Establishment and membership.**

17 Each college and university shall have one or more a student life/activity committee(s), as
18 appropriate. The campus student association(s) may serve in this capacity. The campus student
19 association(s) shall appoint the student members of the student life/activity committee(s). The
20 campus student association shall establish the membership structure of the student life/activity
21 committee, and at least two-thirds of the membership must be made up of students.
22 ~~Not more than one-third of the voting members of a student life/activity committee, shall be non-~~
23 ~~students.~~ After consulting with the president or designee, the campus student association(s) may
24 review and amend the membership structure of the student life/activity committee to take effect
25 in for the next academic year.

26 **Subpart B. Committee responsibility.**

27 The committee(s) shall annually recommend to the campus student association(s) the amount of
28 the fee in the ensuing fiscal year, the allocation of revenues, policies and procedures for oversight
29 of the student life/activities budget, and expenditures consistent with ~~system and college or~~
30 university institution policies and procedures ~~and (see Board Policy 5.11 Tuition and Fees and~~
31 ~~System Procedure 5.11.1 Tuition and Fees and System Procedure 2.8.1 Student Life).~~

32 **Subpart C. Campus student association-**
33 On each campus, the student life/activity fee ~~must~~ shall fund the campus student association as
34 defined in Board Policy 2.1 Campus Student Associations.

35 **Subpart D. Authority for expenditures-**
36 The president of the college or university ~~institution~~ shall approve, reject, or modify the student
37 life/activity fee and/or budget and authorize the collection and expenditure of such fees. The
38 campus student association(s) ~~shall~~ must be consulted on any modification to their association(s)'s
39 budget and expenditure recommendation prior to implementation. Student life/activity fund
40 balances ~~shall~~ must carry-over into the next fiscal year.

41 **Subpart E. Budget reserves-**
42 Budget reserves may be established for the student life/activity funds. ~~may be established and their~~
43 The status of such reserves must be ~~shall be annually~~ reported annually to the student life/activity
44 committee and campus student association.

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

Agenda Item Summary Sheet

Name: Academic and Student Affairs Committee

Date: March 21, 2018

Title: Proposed Amendment to Policy 3.7 Statewide Student Association – First Reading

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" 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 type="checkbox"/> Information | |

Brief Description:

The college and university statewide student associations have filed documentation with the Minnesota Secretary of State's Office to do business with the assumed business names LeadMN and Students United respectively. The amendment references the assumed business names of the student associations in the policy. This proposed amendment was reviewed by the general counsel, and the leadership of both student associations.

The proposed amendment is a technical change.

Scheduled Presenters:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
Brent Glass, Associate Vice Chancellor for Student Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

**PROPOSED AMENDMENT TO POLICY 3.7 – STATEWIDE STUDENT
ASSOCIATION (FIRST READING)**

BACKGROUND

Board Policy 3.7 Statewide Student Associations was adopted and implemented by the Board of Trustees on October 18, 1994. The policy was recently reviewed in 2016 just prior to the name changes of the statewide student associations.

The proposed amendment references the assumed business names now used by both student associations, Students United and LeadMN.

The proposed amendment is considered a technical amendment and was reviewed by the office of general counsel and the leadership of both student associations.

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – FIRST READING			
Chapter #.	3	Chapter Name	Educational Policies
Section #.	7	Policy Name	Statewide Student Associations

1 **3.7 Statewide Student Associations**

2
3 **Part 1. Statewide Student Association Recognition**

4 The Minnesota State University Student Association doing business as (DBA) Students United, for
5 state university students, and the Minnesota State College Student Association (DBA) LeadMN,
6 for state community and technical college students, are each recognized as the one statewide
7 student association for their respective student associations and students.

8
9 **Part 2. Campus Student Association Affiliation**

10 Each campus student association shall be affiliated with its statewide student association and all
11 students enrolled in credit courses will be members of their respective statewide association.

12
13 **Part 3. Fees**

14 Each statewide student association shall set its fees and shall submit any changes in its fees to the
15 board for review. The board may revise or reject the fee change during the two board meetings
16 immediately following the fee change submission. Fees must be collected for each enrolled
17 credit by each college and university and must be credited to each association's account to be
18 spent as determined by that association. For purposes of this policy, enrolled credits include all
19 credits in which a student has enrolled and not dropped before the college or university drop
20 deadlines. Fees must be forwarded by the college or university to the statewide student
21 association whether or not the college or university has received payment for fees.

22
23 **Part 4. Recognition Process**

24
25 **Subpart A. Statewide student association recognition**

26 Recognition of the associations listed in Part 1 must continue until such recognition is
27 repealed by the board and succeeded by an appropriately constituted association representing
28 the same group of students.

29
30 **Subpart B. Repeal of recognition**

- 31 1. Repeal of recognition by the board must occur if the following actions occur:
- 32 a. Two-thirds vote by the existing statewide student association indicating no
33 confidence, expressed by a petition to the board in accordance with the procedures
34 set forth in the association's governing documents; and

- 35 b. Two-thirds of existing campus student associations, in accordance with their
36 governing rules, submit petitions to the board indicating no confidence.
37
- 38 2. Dissolution of a statewide student association must be subject to each association's
39 internal procedures as indicated in their respective governing documents. Recognition
40 of a statewide student association is repealed automatically upon dissolution of the
41 student association. A notice of intent to dissolve must be sent to the board.
42

43 **Subpart C. Recognition of new statewide student association**

44 Following repeal of recognition of a statewide student association, recognition of a new
45 statewide student association must be granted after the presentation of a petition to the board
46 which expresses support of the new association and is approved by two-thirds of the campus
47 student associations.
48

49 **Part 5. Implementation**

50 The chancellor shall develop an agreement between Minnesota State Colleges and Universities
51 and each statewide student association to implement this policy, including provisions addressing
52 payment of fees collected.

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

Name: Academic and Student Affairs Committee

Date: March 21, 2018

Title: Proposed amendment to Policy 3.24 Institution Type and Mission, and System Mission – First Reading

Purpose (check one):

- | | | |
|--|---|---|
| <input checked="" 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 type="checkbox"/> Information | |

Brief Description:

ASA staff reviewed Policy 3.24 Institution Type and Mission, and System Mission as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment contains technical edits consisting of updated formatting and writing styles in the policy and the replacement of obsolete language.

The proposed new policy was reviewed by general counsel and cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

**PROPOSED AMENDMENT TO POLICY 3.24 -
INSTITUTION TYPE AND MISSION, AND SYSTEM MISSION (FIRST READING)**

BACKGROUND

Policy 3.24 Institution Type and Mission, and System Mission was adopted by the Board of Trustees on June 16, 1999 and implemented on July 1, 1999.

The proposed amendment relocates some of the detailed information to the associated system procedure, replaces outdated language with more current terminology, and applies the new writing and formatting styles.

The proposed amendment was reviewed by general counsel and cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were considered.

MINNESOTA STATE
BOARD OF TRUSTEES

BOARD POLICY – FIRST READING		
Chapter 3	Chapter Name	Educational Policies
Section 24	Policy Name	Institution Type and Mission, and System Mission

1 **3.24 College or University Type and Mission, and System Mission**

2
3 **Part 1. Purpose.**

4 This policy ~~to~~ establish conditions and processes for the review of college and university type
5 and mission, system and college and university missions, and system mission in accordance
6 with ~~Minnesota Statutes section~~ Minn. Stat. § 136F.05 Missions.

7
8 **Part 2. Definitions.** The following definitions apply to this policy and related procedure.

9
10 **~~Subpart A. Mission:~~**

11 ~~Mission means the distinct purpose of the college, or university, or system. the~~
12 ~~constituents served and the expected outcomes, values and goals, and aspects such as~~
13 ~~institution culture, decision making processes, and the principles and behaviors to reach~~
14 ~~aspirational outcomes.~~

15
16 **~~Subpart B. Vision:~~**

17 ~~Vision means the aspirations of the college, or university, or system. the primary products~~
18 ~~or services, the distinctive or unique attributes of the college or university, and assumptions~~
19 ~~about the college and university and its environment in the future that is consistent with~~
20 ~~the institution type.~~

21
22 **~~Subpart C. Institution~~ College or university type:**

23 Technical colleges, community colleges, consolidated community and technical colleges,
24 and state universities, as defined in Minnesota Statutes section Minn. Stat. § 135A.052,
25 Subdivision 1.

26
27 **Part 3. Change in ~~Institution~~ College or University Type**

28 A request by a college or university for a change in ~~institution~~ college or university type is
29 subject to approval by the Board of Trustees, following a first and second reading in accordance
30 with Board Policy 1A.1 Part 6, Subpart A. The chancellor shall promulgate procedures to guide
31 the ~~Board of Trustees'~~ board's review of a change in ~~institution~~ college or university type.

32 **Part 4. Approval of College or University Mission Statement**

33 A college or university mission statement requires ~~Board of Trustees~~ board approval. The
34 chancellor ~~shall have~~ has authority to approve minor revisions to an approved mission
35 statement. ~~A college's or university's mission shall~~ The mission of a college or university must
36 support achievement of the system mission and ~~shall~~ provide a foundation for evaluation,
37 accountability, and regional accreditation. ~~The chancellor shall promulgate procedures to guide~~
38 ~~the Board of Trustees' review and approval of a college or university mission statement.~~ Each
39 college or university, with consultation from students, faculty, staff, and members of the local
40 civic, nonprofit, and business communities, faculty, students, employers, and other essential
41 ~~stakeholders, shall~~ must be given considerable latitude to express its mission.
42

43 **Part 5. Review and Approval of the System Mission and Vision**

44 The Board of Trustees shall periodically review, revise as appropriate, and approve the system
45 mission and vision. The mission and vision ~~shall~~ must advance the higher education needs of
46 the state. The ~~Board of Trustees~~ board shall assure there is consultation with students, faculty,
47 staff, and essential members of the state. ~~faculty, students, employers, and other essential~~
48 ~~stakeholders. The chancellor shall promulgate procedures for the development of the system~~
49 ~~mission and vision.~~



MINNESOTA STATE

Human Resources Committee
March 21, 2018
11:00 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 January 24, 2018**
- 2. Minutes of February 21, 2018**
- 2. Approval of Minnesota State Colleges and Universities Personnel Plan for Administrators**
- 3. Appointment of President of Rochester Community and Technical College**
- 4. Appointment of President of St. Cloud Technical and Community College**

Committee Members:

Dawn Erlandson, Chair
Rudy Rodriguez, Vice Chair
Basil Ajuo
Alexander Cirillo
Robert Hoffman
Roger Moe
Cheryl Tefer

Bolded items indicate action is required.



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE
MEETING MINUTES
January 24, 2018**

Human Resources Committee Members Present: Dawn Erlandson, Chair; Trustees Basil Ajuo, Alexander Cirillo, Robert Hoffman, Roger Moe, Rudy Rodriquez, and Cheryl Tefer.

Human Resources Committee Members Absent: NONE

Other Board Members Present: AbdulRahmane Abdul-Aziz, Jay Cowles, Amanda Fredlund, Jerry Janezich, George Soule, Louise Sundin, and Michael Vekich.

Leadership Council Members Present: Devinder Malhotra, Chancellor; Sue Appelquist, Interim Vice Chancellor for Human Resources.

The Minnesota State Colleges and Universities Human Resources Committee held its meeting on January 24, 2018, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair Erlandson called the meeting to order at 11:20 a.m.

1. Appointment of Interim President of Minnesota State College Southeast

Chancellor Malhotra stated that following the announcement of President Dorothy Duran's resignation, Chancellor Malhotra invited nominations and expressions of interest for the position of interim president at Minnesota State College Southeast. Applications and nominations have been reviewed by the chancellor, and he has reviewed all input received and consulted as appropriate to develop his recommendation to the board. Chancellor Malhotra recommended Larry Lundblad to serve as the next interim president of Minnesota State College Southeast.

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Larry Lundblad as interim president of Minnesota State College Southeast effective February 1, 2018, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

The motion passed without dissent.

2. Appointment of Interim President of Fond du Lac Tribal and Community College

Following the announcement of President Larry Anderson's retirement, Trustee Janezich, Chancellor Malhotra, and former Vice Chancellor Mark Carlson met a number of times with tribal leaders to discuss the future leadership of the college. It was clear, due to the college's uniqueness-as both a community college and tribal college that the best way forward is to name an interim for next year and begin the search for a new president in

the fall of 2018. Feedback and input were received from internal, external, and the tribal college. Chancellor Malhotra recommended Stephanie Hammitt to serve as the next interim president of Fond du Lac Tribal and Community College.

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Stephanie Hammitt as interim president of Fond du Lac Tribal and Community College effective July 1, 2018, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

The motion passed without dissent.

The meeting adjourned at 11:33 a.m.

Respectfully submitted,

Pa Yang, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
HUMAN RESOURCES COMMITTEE
MEETING MINUTES
February 21, 2018**

Human Resources Committee Members Present: Dawn Erlandson, Chair; Trustees Basil Ajuo, Alexander Cirillo, Robert Hoffman, Roger Moe, Rudy Rodriguez, and Cheryl Tefer.

Human Resources Committee Members Absent: NONE

Other Board Members Present: AbdulRahmane Abdul-Aziz, Jay Cowles, Amanda Fredlund, Jerry Janezich, George Soule, Louise Sundin, and Michael Vekich.

Leadership Council Members Present: Devinder Malhotra, Chancellor; Sue Appelquist, Interim Vice Chancellor for Human Resources.

The Minnesota State Colleges and Universities Human Resources Committee held its meeting on February 21, 2018, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair Erlandson called the meeting to order at 9:44 a.m.

1. Approval of Inter Faculty Organization Bargaining Contract

Interim Vice Chancellor Appelquist summarized the terms of the tentative agreement between Minnesota State Colleges and Universities and the Inter Faculty Organization (IFO) in their 2017-2019 labor contract. Tentative agreement was reached on December 9, 2017, and ratification was completed on February 19, 2018. The tentative agreement was brought forward to the Board of Trustees for approval before moving on for legislative approval.

The Human Resource Committee recommended that the Board of Trustees adopt the following motion:

The Board of Trustees approves the terms of the 2017-2019 labor agreement between Minnesota State Colleges and Universities and the Inter Faculty Organization (IFO) and authorizes Chancellor Devinder Malhotra to sign the agreement on behalf of the Board of Trustees.

The motion passed without dissent.

The meeting adjourned at 9:50 a.m.

Respectfully submitted,
Pa Yang, Recorder

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

Name: Human Resources Committees

Date: March 21, 2018

Title: Approval of Minnesota State Colleges and Universities Personnel
Plan for Administrators

Purpose (check one):

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

Brief Description:

Board approval of proposed changes to the Plan is required prior to presenting it for approval by the Subcommittee on Employee Relations.

Scheduled Presenter(s):

Sue Appelquist, Interim Vice Chancellor for Human Resources
Chris Dale, Senior System Director for Labor Relations

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

BOARD ACTION

APPROVAL OF MINNESOTA STATE COLLEGES AND UNIVERSITIES
PERSONNEL PLAN FOR ADMINISTRATORS

BACKGROUND

The Minnesota State Colleges and Universities Personnel Plan for Administrators for 2017-2019 is being presented to the board with its proposed changes.

RECOMMENDED COMMITTEE ACTION

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

RECOMMENDED MOTION

The Board of Trustees approve the Minnesota State Colleges and Universities Personnel Plan for Administrators for 2017-2019, and authorizes the chancellor and his designees to take all measures they deem appropriate to secure the legislative approval to implement the Plan.

Date of Approval: *March 21, 2018*

**MINNESOTA STATE COLLEGES AND UNIVERISITIES
PERSONNEL PLAN FOR ADMINISTRATORS
2017-2019
SUMMARY OF PROPOSED CHANGES**

Economics:

FY 2018

The Plan provides for a 2% merit pool for merit increases for Administrators who have been continuously employed in an administrative position for at least the six month period immediately preceding July 1, 2017. Merit increases may be paid as increases to base salary or as one-time lump-sum payments.

FY 2019

The Plan provides for a 2% merit pool for merit increases for Administrators who have been continuously employed in an administrative position for at least the six month period immediately preceding July 1, 2018. Merit increases may be paid as increases to base salary or as one-time lump-sum payments.

Non-Compensation Major Language Changes:

No non-economic language changes are proposed.

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

Name: Human Resources Committee

Date: March 21, 2018

Title: Appointment of Rochester Community and Technical 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 Malhotra will recommend an individual for the presidency at Rochester Community and Technical College.

Scheduled Presenter(s):

Devinder Malhotra, Chancellor

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

BOARD ACTION

| APPOINTMENT OF PRESIDENT OF
ROCHESTER COMMUNITY AND TECHNICAL COLLEGE

1 **BACKGROUND**

2 It is anticipated that Chancellor Malhotra will recommend an individual for the presidency at
3 Rochester Community and Technical 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 Malhotra, appoints
11 _____ as president of Rochester Community and Technical College effective _____, 2018,
12 subject to 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 Minnesota State Colleges and Universities Personnel Plan for Administrators.

16

17 *Date of Adoption:* *March 21, 2018*

18 *Date of Implementation:*

19

20

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

Name: Human Resources Committee

Date: March 21, 2018

Title: Appointment of St. Cloud Technical and Community 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 Malhotra will recommend an individual for the presidency at St. Cloud Technical and Community College.

Scheduled Presenter(s):

Devinder Malhotra, Chancellor

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

BOARD ACTION
APPOINTMENT OF PRESIDENT OF ST. CLOUD TECHNICAL AND COMMUNITY COLLEGE

1 **BACKGROUND**

2 It is anticipated that Chancellor Malhotra will recommend an individual for the presidency at St.
3 Cloud Technical and Community 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 Malhotra, appoints
11 _____ as president of St. Cloud Technical and Community College effective _____, 2018,
12 subject to 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 Minnesota State Colleges and Universities Personnel Plan for Administrators.

16
17 *Date of Adoption:* *March 21, 2018*

18 *Date of Implementation:*

19
20
21



Board of Trustees Meeting

Wednesday, March 21, 2018

1:00 PM

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, Devinder Malhotra

Consent Agenda

1. **Minutes, Executive Committee Meeting, January 10, 2018**
2. **Minutes, Committee of the Whole, January 23, 2018**
3. **Minutes of Board of Trustees Meeting, January 24, 2018**
4. **Minutes, Special Board of Trustees Meeting, February 21, 2018**
5. **Minutes, Special Board of Trustees Meetings, February 27, 28 and March 2, 2018**
6. **Mission Statement: Central Lakes College**
7. **FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Fund Bond Sale (Second Reading)**
8. **Approval of Minnesota State Colleges and Universities Personnel Plan for Administrators**
9. **Contracts Exceeding \$1 Million**
 - a) **Oracle Cloud Services**
 - b) **Individual Emergency Messaging System Software**
 - c) **Normandale Community College, Parking Lot Reconstruction**
 - d) **MSU, Mankato, Student Union HVAC Upgrade**

Board Policy Decisions (Second Reading)

- **Proposed Amendment to Policy 8.3 College, University and System Related Foundations**

Board Standing Committee Reports

1. Human Resources Committee, Dawn Erlandson, Chair
 - a. **Appointment of President of Rochester Community and Technical College**
 - b. **Appointment of President of St. Cloud Technical and Community College**

Student Associations

1. LeadMN
2. Students United

Minnesota State Colleges and Universities' Bargaining Units

1. American Federation of State, County, and Municipal Employees
2. Inter Faculty Organization
3. Middle Management Association
4. Minnesota Association of Professional Employees
5. Minnesota State College Faculty
6. Minnesota State University Association of Administrative and Service Faculty

Board Standing Committee Reports (continued)

2. Joint Academic and Student Affairs and Finance and Facilities Committees
Alex Cirillo and Jay Cowles, Co-chairs
 - Collaborative Campus and Regional Planning Update
3. Finance and Facilities Committee, Jay Cowles, Chair
4. Academic and Student Affairs Committee, Alex Cirillo, Chair
 - a. Student Success Update
 - b. Proposed Amendment to Policy 2.8 Student Life (First Reading)
 - c. Proposed Amendment to Policy 3.7 Statewide Student Association (First Reading)
 - d. Proposed Amendment to Policy 3.24 Institution Type and Mission, and System Mission (First Reading)

Trustee Reports

Other Business

Adjournment

Bolded items indicate action is required



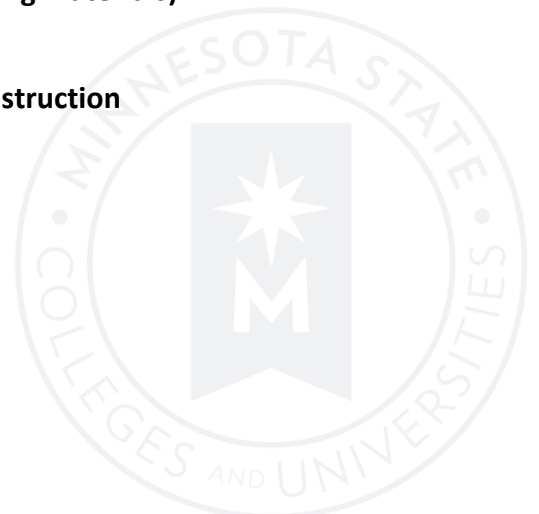
Board of Trustees Meeting
Consent Agenda
Wednesday, March 21, 2018
1:00 PM

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

1. **Minutes, Executive Committee Meeting, January 10, 2018 (pp. 2-4)**
2. **Minutes, Committee of the Whole, January 23, 2018 (pp. 5-13)**
3. **Minutes of Board of Trustees Meeting, January 24, 2018 (pp. 14-20)**
4. **Minutes, Special Board of Trustees Meeting, February 21, 2018 (p. 21)**
5. **Minutes, Special Board of Trustees Meetings, February 27, 28 and March 2, 2018 (pp. 22-27)**
6. **Mission Statement: Central Lakes College (pp. 8-11 of the Academic and Student Affairs Committee meeting materials)**
7. **FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Fund Bond Sale (Second Reading) (pp. 12-16 of the Finance and Facilities Committee meeting materials)**
8. **Approval of Minnesota State Colleges and Universities Personnel Plan for Administrators (pp. 4-6 of the Human Resources Committee meeting materials)**
9. **Contracts Exceeding \$1 Million (pp 17-20 of the Finance and Facilities Committee meeting materials)**
 - a) **Oracle Cloud Services**
 - b) **Individual Emergency Messaging System Software**
 - c) **Normandale Community College, Parking Lot Reconstruction**
 - d) **MSU, Mankato, Student Union HVAC Upgrade**

Bolded items indicate action is required



**MINNESOTA STATE
BOARD OF TRUSTEES
EXECUTIVE COMMITTEE MEETING MINUTES
JANUARY 10, 2018**

Executive Committee Members Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, and Trustees Alex Cirillo, Roger Moe, Louise Sundin, and Interim Chancellor Devinder Malhotra

Executive Committee Members Absent: Trustee Ann Anaya

Other Trustees Present: Rudy Rodriguez and Cheryl Tefer

Convene and Call to Order

Chair Michael Vekich called the meeting to order at 8:00 am and welcomed Trustee Rudy Rodriguez, who was participating by phone.

Chair's Updates

Chair Vekich asked board staff to poll trustees for a special meeting on either February 20 or 21 to act on the 2017-2019 Inter Faculty Organization labor contract with Minnesota State. IFO members have until February 16 to vote on the contract.

Chancellor Search

Sue Appelquist, interim vice chancellor for human resources, reported that the search advisory committee has done excellent work, and we have an excellent pool. The search is progressing very well. Trustees Erlandson, Cowles, and Cirillo are members of the committee. Wheless Partners is the search firm. The search firm had in-depth conversations with over 150 candidates, and thirty people submitted materials. Based on the criteria, the search committee reviewed the materials on December 19. Seven candidates were selected for interviews that will occur soon. After the interviews, Chair Vekich will be briefed. Every effort will be made to involve trustees in the interview process within the confines of the Open Meeting Law. Interim Vice Chancellor Appelquist thanked Renée Hogoboom and Pa Yang who have worked tirelessly on the search.

Chair Vekich commented that there may possibly be a special meeting at the end of February depending on how the pool works out.

Interim Vice Chancellor Appelquist also reported on the timeline for other executive searches. Interim presidents of Fond du Lac Tribal and Community College and Minnesota State College Southeast Technical are anticipated to be named in January. The vice chancellor for Human Resources and presidents of St. Cloud Technical and Community College and Rochester Community and Technical College are anticipated in March. The executive director of Internal Audit and presidents of Ridgewater Community College and Minnesota State Community and

Technical College are anticipated in April. The president of St. Cloud State University is anticipated in May.

Chancellor's Updates

Interim Chancellor Devinder Malhotra reported that he received an invitation from Governor Dayton's office to attend the press conference on the bonding bill. The president of the University of Minnesota has also been invited.

An outline of the implications of the tax bill on higher education that was prepared by Lockridge Grindahl Nauen, our consultants in Washington D.C., was distributed. The Higher Education Reauthorization bill is in play. Our presidents are concerned and are very active in supporting continued funding for the TRIO programs.

Interim Chancellor Malhotra commented that work has begun on preparing for the transition for next chancellor.

Follow-up: Board Committees Foci for FY2018

Senior Vice Chancellor Ron Anderson explained that Trustee Alex Cirillo asked him to scan different publications/organizations to see what the national conversation is around trends/topics related to higher education. He looked at about 15 different organizations and specialized groups including the Chronicle of Higher Education, Inside Higher Education and others.

Senior Vice Chancellor Anderson distributed a document that highlighted national higher education themes that were related to the system's three priority areas: student success, diversity, equity, and inclusion, and financial sustainability. The national themes that were identified are:

- The value and purpose of higher education;
- Student success, enrollment, and changing student demographics;
- Innovation in curriculum, programming, and services;
- Campus climate;
- Disinvestment in public higher education; and
- Affordability and student debt.

The document aligned the themes with the work of the board's standing committees. Senior Vice Chancellor Anderson asked the members to review the matrix and to forward any comments or suggestions to him.

Interim Chancellor Malhotra commented that one question we need to answer is how effective are our higher education institutions as catalysts for upward social mobility? Researchers will give us insight into what percentage of our students achieve this level. The economic impact study is also going to be rolled out and the results will add to our portfolio on making our case for state support.

Trustee Louise Sundin commented that the campus climate column is not just for students. As an organization, we lack the assessment and supportive processes to figure out whether there is a need for leaders at sites and whether there is a need for interventions.

Trustee Dawn Erlandson had several suggestions. Public relations and marketing can help us make the case for the investment in higher education. The last column should state that Minnesota State is the most affordable option. Since we educate most of the law enforcement officers, we need to look at what we are doing in this area.

Interim Chancellor Malhotra noted that this is not an exhaustive list. From this document, we can develop a much fuller matrix of what is going on underneath.

Chair Vekich commented that the board will have another opportunity to discuss the themes before they are assigned to each committee.

Update: Minnesota State Marketing Campaigns

Noelle Hawton, chief marketing and communications officer, reported on the marketing campaigns that are currently underway to increase our market. The campaign includes earned, owned, and print media. CMCO Hawton played segments of a television commercial promoting Minnesota State that is currently being viewed on television stations. CMCO Hawton also distributed a draft letter that will be sent to graduates of the two-year colleges informing them of the Minnesota Transfer Curriculum, and the requirements for acceptance at any one of our seven state universities.

Joint Meeting: Board of Trustees and Leadership Council, January 23, 2018

Chair Vekich reported that the Board of Trustees and the Leadership Council will meet on January 23, 2018 for a joint session. The guest speaker is Dr. George Mehaffy, vice president of academic leadership and change, American Association of State Colleges and Universities.

Board of Trustees Meetings January 23-24, 2018

Chair Vekich reviewed the schedule of meetings on January 23 and 24, 2018.

Adjournment

The meeting adjourned at 9:15 am.

**MINNESOTA STATE
BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE**

JANUARY 23, 2018
McCORMICK ROOM
30 7TH STREET EAST
ST. PAUL, MN

Committee Members Present: Chair Michael Vekich and Trustees Ann Anaya, Basil Ajuo, Alex Cirillo, Jay Cowles, Dawn Erlandson, Amanda Fredlund, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, George Soule, Louise Sundin, Cheryl Tefer, and Interim Chancellor Devinder Malhotra

Committee Members Absent: Trustee AdbulRahmane Abdul-Aziz

Leadership Council Members Present: Senior Vice Chancellor Ron Anderson, Vice Chancellors Laura King, and Ramon Padilla, Presidents Peggy Kennedy, Angela Millender, Joe Mulford, and Scott Olson

Guests: From Minnesota Precision Manufacturing Association partnership (MPMA), Peter Wielinski, Amy Walstein, and Tom Chacon

The Minnesota State Board of Trustees Committee of the Whole held its meeting on January 23, 2018 in the McCormick Room, 30 East 7th Street in St. Paul, MN.

Chair Michael Vekich called the meeting to order at 12:47 p.m.

Workforce Development Scholarship Pilot

President Mulford thanked the Board of Trustees, the Legislature, Minnesota Chamber of Commerce, Minnesota Business Partnership (MBP), and Higher Ed Committee for their investment in the Workforce Development Scholarship Pilot. The scholarships were initially funded by a legislative appropriation of one million dollars.

This is truly a private - public partnership that has brought together colleges, K-12 education, businesses and communities to develop key requirements for this scholarship program. Minnesota State is happy to announce the availability of 400 new scholarships of a minimum of \$2,500 each for students enrolling in academic programs at state colleges in fields with high employer demand including advanced manufacturing, agriculture, health care services, and information technology. Each Minnesota State institution received a minimum of fourteen scholarships with a maximum of twenty.

President Mulford shared examples of how Pine Technical and Community College (PTCC) approached implementing this scholarship program. PTCC formed a partnership with the fourteen surrounding high school districts in the East Central Minnesota Educational Cable Cooperative consortium to raise matching funds. This resulted in an increase in the total dollars

awarded to recipients for a total of three thousand five hundred dollars per scholar. The funds allow students to concentrate on studies, not finances. The goal of PTCC was to be the single largest scholarship awarded on scholarship night. This scholarship program sent a message about affordability of two-year education programs while engaging the local community and promoting local workforce development.

President Kennedy thanked the legislature for the funds and shared information on the approach of Minnesota State Community and Technical College (MState) to the scholarship program. MState was awarded twenty Workforce Development Scholarships. The MState Foundation is working to encourage both individuals and business and industry partners to contribute an additional fifty thousand dollars. So far, MState raised an additional twenty-six thousand dollars. The local chambers are involved in fund raising, as well as application review. The four chamber presidents as well as the campus career services person, and the Chief Executive Officer of Rural Minnesota Concentrated Employment Program Dan Wenner will select the awardees. The signing day at the local sixteen member high schools will generate press and awareness to this scholarship program as well. This scholarship has been, and will continue to be, recognized publicly through social media and other methods.

President Kennedy introduced Dr. Peter Wielinski, Chief Student Services Officer, to share more information about this scholarship program. Dr. Wielinski stated that MState worked to strengthen the partnership it had with the regional high schools in a way that promoted the unique value proposition, not only in the amount of money that students would save in accessing quality education or transfer pathways, but also to promote gainful employment in a number of occupational pathways that MState offers. MState reached out to regional high schools to help them increase graduate preparedness and college readiness. This work directly connects to the Workforce Development Scholarship to strengthen these partnerships with high schools and the communities as well.

President Mulford introduced guests from the Minnesota Precision Manufacturing Association (MPMA) President Tom Chacon, Treasurer and Vice President of the Education Foundation John Madison, and Executive Director Amy Walstein. Tom Chacon stated that the MPMA is a statewide manufacturing association that has been in existence for over sixty years and has over three hundred and twenty members, dedicated to driving success in precision and advance manufacturing industry. These members employ over one hundred and twenty-four thousand employees. The problem they face is an aging workforce and lacking pool of candidates seeking manufacturing jobs. The MPMA supports this initiative because it provides an alternative to high school students that are looking for other options who lack the funds needed to pursue jobs in these fields.

John Madison stated the MPMA Education Foundation has a long history of supporting manufacturing students through scholarships. This foundation provides on average twenty thousand dollars in scholarship as well as supporting high schools and technical schools by providing grant funding to purchase manufacturing equipment. The MPMA is providing thirty thousand dollars to Minnesota State students to enhance the Workforce Development

Scholarships. This funding will provide additional support for students that hopefully will result in employment in the manufacturing industry.

Amy Walstein thanked the Trustees for the opportunity talk about the Workforce Development pilot scholarship and this public private partnership. Minnesota has a strong manufacturing community that represents 14% of the state's gross domestic product and 19% of the state's workforce. As the labor market tightens and skill gaps continue to be an issue, training the next generation becomes more important than ever. Finding talent is a top priority for Minnesota manufacturers. Partnerships like these are an essential element in bringing new talent into the manufacturing industry. Throughout Minnesota manufacturers are offering tours through the Dream it Do it manufacturing program; they are speaking in classrooms, attending career fairs and bringing in young interns for apprenticeships and summer camps and apprenticeship programs. Creating that spark of interest is only the first step; students must also be prepared to embark in careers in this innovative field obtaining a strong technical education.

The MPMA is proud to be a long-time partner with Minnesota State Colleges and Universities in providing the technical education to ensure the success of new people coming into the manufacturing industry. This partnership also brings in new students, particularly students of color and women, by providing scholarships that will support them throughout their educational experience.

Trustee Cowles thanked the presenters, stating it is important for us to hear this and on behalf; Minnesota State Colleges and Universities receive such important strategic support in the form of a check and partnership in interests around workforce development. Trustee Cowles asked the MPMA to speak about how to address the adults and parents that may not be aware of the opportunities or the nature of the work itself and the changing conditions. Ms. Walstein responded that the parents are also included in the tours and information about the partnerships that are providing training and reducing the debt load shared by students with the parents.

Trustee Hoffman inquired if the MPMA representatives had recommendations of what could be done differently. Ms. Walstein recommended that Minnesota State continue to build relationships between the colleges and the manufacturing community. MPMA is one of many organizations that is involved in the manufacturing community, there are trade associations and local chambers that are ready to collaborate with education to ensure the training provided matches what the industry is looking for. The more relationships formed between business and education, the stronger it will be in delivery to the students.

Trustee Hoffman inquired if Minnesota State needs to reach out or this is best to leave this to the local industries. Ms. Walstein responded that this is a multifaceted effort. Local partnerships are powerful, a number of the presidents have formed these relationships with businesses.

Trustee Sundin stated that one of the initiatives in the Charting the Future was a one stop connection for the manufacturing industry, has that been created? Interim Devinder

responded that this is the Comprehensive Customized Training program. Interim Director Trent Janezich is working on implementing a statewide system to address customized training and continuing education. A group is working to create this clearinghouse of information and the contact points. Meanwhile, a regional approach is being used to address this area. The institutions are creating portfolios, sharing information, and coordinating activities on how to deliver customized training and continuing education regionally.

President Mulford stated this scholarship gave PTCC another reason to engage parents and students about the opportunities. It also led to open dialog between other influencers, teachers, counselors, principals, and local business leaders and manufacturers. Conversations like these are happening across the state.

Riverland Community College used this opportunity to connect with local organizations and formed partnerships that resulted in doubling the scholarships they will award from \$2,500 to \$5,000. Century Community College was able to increase the scholarships offered to \$3,000. This pilot has created opportunities to change the dialog in local communities and is resulting in stronger partnerships.

Chair Vekich thanked the MPMA presenters for their work on this partnership and the work they are doing for students. Thank you for being a valuable partner in the student success.

Next Gen Enterprise Resource Planning (ERP) Semi Annual Update

Chair Vekich introduced the Next Gen Enterprise Resource Planning (ERP) Semi Annual Update.

Senior Vice Chancellor Anderson presented the Next Gen ERP Semiannual Update for January 2018. This project has been under development and a topic on the board agenda for the past two years and is moving to an implementation phase. The phrase "Next Gen ERP" is used to acknowledge that Minnesota State is not only moving to a new system but to something that will be looking to the future. Selecting a solution that is future proof, means that it will offer iterations and development over time. This will be a significant difference from the product currently in use, which was developed internally and has been working successfully for the past twenty-two years. The goal is to look forward, not only to meet the needs of the students, faculty, and staff, but also to choose a tool that will allow adaption as the technology changes and as students' needs change as well.

The ERP Steering committee membership includes Presidents Scott Olson and Angela Millender; Vice Chancellors Ron Anderson, Ramon Padilla, and Laura King; and Interim Executive Director of Internal Audit, Eric Wion. This is the senior group, which is responsible for working with the executive sponsor Chancellor Malhotra, as well as the presidents, and the campuses on this project. This committee will provide oversight to the work, approve timelines, and trouble shoot any emerging challenges. The members recognize and acknowledge the commonalities and the uniqueness of the two-year and four year sectors, so presidential representation was an important factor in forming the executive committee.

Trustee Vekich inquired if having such an illustrious committee membership would mean that the trustees should expect that this project would finish early and on budget. Senior Vice Chancellor Anderson responded that the trustees could expect that this project will be managed and led as well as it possibly could be. The committee will do everything in their power to ensure that it is on schedule and within budget.

Vice Chancellor Padilla presented the objectives of phase one of the project, as shown in the power point. The organizational structure for phase one is in place; the roles under the coordinating committee may change as work with the vendor progresses. The coordinating committee will be made up of the leaders of the different teams listed lower on the chart. This reduces the risk of having a decisions made by one team without the consideration and input of the other teams.

Trustee Cirillo inquired if staff will be trained to do business process analysis. Vice Chancellor Padilla stated the vendor would do the analysis. Trustee Moe inquired if the leadership team is monitoring the rollout of the Motor Vehicle Licensing system. Senior Vice Chancellor Anderson responded that yes the team has been paying careful attention to that project.

Trustee Anaya inquired if the vendor will provide advice on change management in the amount and caliber of change and anticipating how individuals will cope and adapt with that amount of change. Vice Chancellor Padilla stated the vendor is supplying a change management specialist as part of the contract. In addition, an internal change manager will be assigned to this project. Change management will be a part of everything.

Trustee Erlandson inquired this process is going to take additional time and state funding, how do predictive analytics related to student success fit into this project? Is this taking place now or will this need to wait until later? Vice Chancellor Padilla stated that the system is engaged in predictive analytics to the capability that it can right now. If the system wants to be able to do predictive analytics for student success or any of the other areas, a strong core system is needed to do the analysis. The Next Gen ERP will be that core system; it will gather the key data for these types of analysis.

Vice Chancellor Padilla presented slides that provide information on the Business Process Reviews (BPR). The proposed approach for the Minnesota State NextGen Project is to take advantage of both the project team structure and retain inclusive engagement with the larger institutional community to foster feedback, buy-in, and communication.

The BPR and requirements gathering work teams will include the members of the NextGen project team, subject matter experts (SMEs) from the system office, and selected members of the institutional community who can offer insight, vision, and perspective on the current-state and provide vision and thoughtfulness to the designed future-state. The work teams will be responsible for filtering information/status back to the larger community and will participate/co-present in the regional meetings.

Winona State University President Olson stated that one of the processes that students are taught goes by AIDA and it stands for Attention, Interest, Desire and Action. The idea behind this is that first, you get folks attention, and then you spark interest to create a desire to do something. Then you mobilize people to do an action by campaigning to promote awareness throughout the system that this project is happening. Faculty, students, and staff awareness will be needed. This campaign will also be used to mobilize enthusiasm due to the long process and hard work as well as help maintain energy all the way to the end. The Leadership Council and ERP Steering Committee agree that it will be important to keep all constituents well informed. This will be accomplished by a variety of methods of communicating including having the chancellor send out communications to the community, conducting a series of introductory webinars to introduce the project team, and possibly a video that documents the project.

President Olson introduced Century Community College President Millender who has experienced the process of changing ERPs previously. President Millender stated that many levels of communication would be required in preparing for large-scale change, inherent in a project of this magnitude. To the end, the communications and change management plans must be built out and refined. Campus subject matter experts must be engaged to ensure broad-based involvement at each iteration of the change process. Leadership and communication will be required at all levels. Change management was a requirement within the RFP and the vendor will assist in creating change management plans.

Trustee Rodriguez thanked President Olson and Millender and stated that the efforts around change management was what the board needed to hear. With a project of this magnitude, it is important to market the project so that there is buy in and continued interest and action. Keep in mind the benefits and market the future state as well.

Trustee Hoffman shared appreciation in the background information presented, but does not see the detailed plan including the accountability in these documents. Minnesota State will be asking the legislature for an additional one hundred and forty-two million dollars. What are the specifics, measurements, and deliverables? Vice Chancellor Padilla stated that a high-level project plan has been provided, and he expressed willingness to put before the board a detailed plan.

Interim Chancellor Malhotra stated that this is really the preparation phase. The results of this phase will spawn other activities and actions that will take Minnesota State through the other phases until completion. The Trustees need this information and a more detailed presentation will be delivered before the legislative session. Chair Vekich responded that it might be possible to do a study session on this topic.

Trustee Cirillo inquired if the vendor was bringing the change management process and a Change Manager. Vice Chancellor Padilla stated that the vendor is bringing a change manager and Minnesota State will have an internal one as well. The project team and the ERP Steering Committee will work together to build the change management process.

Trustee Anaya stated that it would be helpful for the board to have a high-level view of the overall plan. Issues, Research, Analysis and Conclusions (IRAC) is one approach to sharing this information, which many of the board members may be familiar. What are the issues that need to be addressed? What were the research results used to develop the plan? What is the analysis of the plan? What issues with the roll out plan have been identified and how might they may be addressed? Finally, the conclusions that will lead to the legislative ask.

Vice Chancellor Padilla stated that it has taken two and a half years to get to this point and the information has been presented to the board. The preplanning phase included hiring a vendor to help research what it would take to change ERPs. This included an estimate of the cost. A detailed project plan can be presented to the board.

Trustee Anaya appreciates the research that has been done; a summary of the findings as well as the conclusions would bring the board up to speed on this project.

Chair Vekich recommended that an offline discussion take place on how to best approach a reporting process to the Board of Trustees and then the topic be brought back to the board. This is a massive change to the system. Most enterprises that enter a project like this have known funding. He would invite a discussion of what the plan would be if the funding does not occur at the level needed or if the progress on the project slows down or is paused. What are the enterprise risks?

Vice Chancellor King stated that what is presented here today is phase one; this information has been carefully encapsulated to only include the work for which the funding is available today. This sets the table for the next set of decisions, which would not come before the board until there is a funding plan in place. Phase one work has been packaged clearly and intentionally to use the resources that the legislature has provided. This will allow us to get through the legislative session and allow us to gather advice for the next phase of funding.

The board will discuss the funding model in the spring and about how to approach the biennial budget request. If Minnesota State gets through the 2019 legislative session and does not receive the funding, the topic of how to move forward will come before the board from a finance and a project deliverable standpoint. Phase one has been structured to deliver as much as possible while staying on budget.

Chair Vekich stated that the presentation needs to include information on the enterprise risks if the funding does not occur at the expected basis. Vice Chancellor King stated that this information could be brought back to the board in the spring. Vice Chancellor Padilla stated there is no doubt the enterprise risk is substantial today and doing something about the core systems is essential. This phase will answer the question of how to approach a solution.

Trustee Erlandson stated that in the past the board has talked about the difficulty in getting the legislature to fund this type of work. When the board first started talking about this, most of the board members around this table did not understand it, since it is technology and it is not glamorous. To succeed in a legislative request for funding, the information presented must

connect the investment to student success and student outcomes as well as getting people paid on time and such.

President Olson agreed on the need to communicate this continuously. Today's presentation started downstream and did not include a slide about the risks involved. The system currently in place uses a program language that is obsolete. Minnesota State is a few retirements away from not having programmers on staff whom can resolve issues in this language. What are the risks? If Minnesota State had a major system collapse, students would not be able to register, get transcripts, or grades; employees would not be paid; classrooms would not be able to be scheduled; this system governs all of that and more. The system leaders spend time worrying about a collapse. The University of Minnesota has made two ERP changes. The reason Minnesota State is late to the party is that ISRS has served us well over its lifespan and this life span is coming to an end. President Olson agreed that the focus needs to be about why this is important to students, faculty and staff and what the risks are if this project is not completed. Chair Vekich inquired if ISRS has enough gas to get through this transition. Vice Chancellor Padilla stated that IT would ensure that ISRS gets us through the process.

Interim Chancellor Malhotra stated that there are foundational risks with not going forward with this work, but more importantly, there are things that the system currently cannot do, which will be available with a new ERP. When this is fully in place, Minnesota State will be able to do predictive analytics and data analysis. Currently there are institutions involved in this work, but they had to use an outside vendor to do the data analytics and will resume control after. The expectation is that the new system will give us the capacity and ability to develop a solution that will gather the data for all institutions. This is particularly important to the smaller two-year institutions and is a core element of the foundational work on student success.

Trustee Tefer stated that everyone who has worked in this system knows this sounds like a lot of money, but this is the thread that can pull the system apart. Minnesota State rises and falls on this technology, it is the system keeps everything going. ISRS has been around a long time and Minnesota State cannot to survive without this change.

Trustee Soule stated that this topic has been on a majority of the agendas since joining the board and expressed appreciation on the level of reporting and detail that the board has received. The board can see that a lot of work has been completed in planning this project.

Vice Chancellor King noted that a copy of the legislative talking points had been placed in the trustees' documents. The work to gather the information for the document was generated as a part of Charting the Future. It is an attempt to capture the student-facing story. Many of the students who participated in Charting the Future became advocates and testified to the legislature in support of this request. Since then, the students have graduated and the next generation of student champions are being sought. The board members are right, the story about how an investment in replacing the ERP that Minnesota State uses will make a difference for the students and constituents will be more successful.

Vice Chancellor Padilla, introduced Interim Executive Director of Internal Audit Eric Wion to share information about the role audit will have to have in this process with the board.

Mr. Wion presented slides describing Internal Audit's role in the Next Generation ERP project. Mr. Wion will serve as an ex-officio member of the ERP Steering Committee to provide guidance on processes and controls. As well as staying up to date with project milestones. Internal Audit will conduct periodic project risk reviews at timeframes throughout the project. Baker Tilly, Internal Audit's partner, has an adaptable approach to conducting this kind of work based on industry standards, leading practices and methodologies, as well as lessons learned with similar projects. The final role that Internal Audit will play is to report the results and recommendations to the steering committee, leadership, and the board.

Chair Vekich confirmed that the Board of Trustees Audit Committee is in support of this plan and noted that Mr. Wion's presentation reflects in part in many of the questions the board members have been asking. It is appropriate that Mr. Wion will be a part of this project and be presenting to the board.

Interim Chancellor Malhotra stated that the project risk reviews and reports would serve the project well in providing the assurance that the board deserves and needs. The first risk review has begun for phase one looking at the governance and the communication structure associated with this phase. Mr. Wion confirmed that the overall approach to auditing this project has been developed. The first assessment will be an audit of the governance structure.

Vice Chancellor Padilla was happy to state that Minnesota State is starting phase one of the Next Gen ERP project. This is exciting, it took a long time to get here and within the next two years, a lot of work will occur in order to be ready to make decisions on and complete the new system. No matter what happens in the next two years, the work completed will be important. This includes developing and understanding the business practices, cleaning up and preparing the system's data for analytics, and so forth. This is a milestone day.

The meeting adjourned at 2:02 p.m.

Respectfully submitted
Christine Benner, Recorder

Minnesota State Colleges and Universities
Board of Trustees Meeting Minutes
St. Paul, MN
January 24, 2018

Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, and Trustees Basil Ajuo, Alex Cirillo, Amanda Fredlund, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, George Soule, Louise Sundin, Cheryl Tefer, and Interim Chancellor Devinder Malhotra

Absent: Trustees AbdulRahmane Abdul-Aziz and Ann Anaya

Call to Order

Chair Michael Vekich called the meeting to order at 12:35 pm.

Chair's Report, Michael Vekich

Chair Vekich welcomed and recognized several members of the Fond du Lac Tribal College Board of Directors who were present.

- Dr. Sonny Peacock Director/CEO
- Vern Zacher, Chairman
- Leslie Northrup, Sr.
- Lyz Jaakola
- Michael Rabideaux

Chair Vekich thanked Trustees Basil Ajuo, Jay Cowles, Amanda Fredlund, Bob Hoffman, and Rudy Rodriguez for representing the Board of Trustees in several fall commencement ceremonies. He also offered congratulations to Trustee Ajuo who graduated with a Bachelor of Arts in individualized studies from Metropolitan State University.

The Board of Trustees had a joint meeting with the Leadership Council yesterday. Dr. George Mehaffy, Vice President for Academic Leadership and Change with the American Association of State Colleges and Universities, gave a presentation on student success.

Chair Vekich called on Interim Vice Chancellor for Human Resources Sue Appelquist for an update on the chancellor search. Interim Vice Chancellor Appelquist reported that the process for selecting our next chancellor continues to move forward and we are on track with the desired timeline set early last fall.

In mid-December, the 19-member search advisory committee, chaired by Scott Peterson, chief human resource executive at Schwan Foods, met with our search consultant Wheless Partners to review materials and select candidates for confidential airport interviews.

The airport interviews scheduled for mid-January have taken place. Following the interviews, the committee briefed Chair Vekich, and made their recommendation as to which candidates

should move forward in the process.

The next stage of the process will be system office interviews, which we anticipate taking place next month. We are making every effort, within the confines of the Open Meeting Law, to involve as many trustees in the next stage of the process as possible.

Chancellor's Report, Devinder Malhotra

Legislative Update

I was honored to be part of the press conference last Tuesday when Governor Dayton's bonding recommendations were announced. The proposed investment in asset preservation and in capital projects at our colleges and universities demonstrates the Governor's continued strong support of our capital needs.

I am grateful for the Governor's advocacy for public higher education, for the students who benefit from it, and for the state's future workforce. I look forward to working with the Governor and the Legislature as the session unfolds.

Well before the session begins, our colleges and universities have been hosting legislative tours on their campuses. Legislators have already visited 21 campuses, with more than 10 yet to come. MMB Commissioner Frans and his staff have made over eight stops at our campuses as well.

Legislators are always grateful to our campuses for hosting them, because the visits provide them with a first-hand opportunity to get a feel for the bonding needs of our colleges and universities. In fact, Sen. David Senjem sent me a letter, thanking everyone involved for opening the doors of the campuses. I would like to share his letter with you [*reads the letter*].

I would like to add my own thanks to our colleges and universities for their tireless efforts to tell the story of the facilities needs on their campuses. Also, my deep appreciation to our Government Relations team and to Vice Chancellor King and Associate Vice Chancellor Brian Yolitz for the effort their teams have put into making sure that our proposal as well as its advocacy was proceeding smoothly.

Next, I would like to update you on the executive searches that are underway this year. This process includes the search for a new vice chancellor of human resources, five presidents, and two interim presidents.

This morning, I presented to the board's Human Resources committee my recommendation for the interim presidencies of Fond du Lac Tribal and Community College and Minnesota State College Southeast.

I very much appreciate the work of the presidential search advisory committees for their time and efforts to move these search processes forward:

Our presidents serving as committee chairs: Anne Blackhurst, Terry Gaalswyk, Kent Hanson, Pat Johns, Joe Mulford, and Laura Urban; campus chief human resource officers for assisting in the campus-based elements of the search process; and here in the system office: our System Office Chief Human Resources Officer, Renee Hogoboom, for her leadership of each of the searches; as well Pa Yang and Sharon Mohr for their support of the process.

My special thanks to students, faculty, staff, and community representatives on the search committees.

I anticipate bringing to the board the remaining appointment recommendations in March, April, and May.

Next, a bit of reflection at the halfway point of the year. Last fall, we made a commitment to you to engage in conversations through a transparent consultative process that would not only develop a shared understanding of the work we need to do to meet our challenges, but would also foster a shared responsibility for getting that work done. I said that this consultative process would include students, faculty, staff, and our external stakeholders as active partners. I am happy to report on the work we did last fall and share with you the significance I believe it has in the work to secure our future.

Let me first update you on the work Leadership Council undertook. First of all, we put in place consultative and communication structures to improve interactions within Leadership Council – between Leadership Council and the board, and between Leadership Council and the system office.

Secondly, at the beginning of the academic year, the presidents, cabinet, and I decided to bring especially sharp focus to a collective conversation around student success, and that became our theme for the year. Our goal was to better understand what individual colleges and universities are doing to improve student success; and develop proposals for what the system as a whole can do to improve student success. The discussion that Leadership Council had yesterday with Dr. Mehaffy gave us additional food for thought for our future conversations.

My second update is that, over the past few months, Senior Vice Chancellor Ron Anderson and I have had informal conversations with IFO, MSCF, and MSUAASF leaders as a way to deepen our mutual understanding of the critical work ahead on student success. I want to thank the faculty leadership for their partnership in making these conversations possible and productive.

The focus on student success in Leadership Council and the conversations with faculty leaders show what we can accomplish by working together with students at the forefront and as our main focus. That's nowhere better seen than in the work students,

faculty, and staff are doing on our campuses. I would like to share with you a few other examples of partnerships;

One example you heard about yesterday: the Workforce Development Scholarship Program, which is about local partnerships to help students become the workforce communities across Minnesota need. Another example is the new Center for Diversity, Equity, and Inclusion at Bemidji State University – a project that began as a proposal from the student senate and became a reality with the support of President Faith Hensrud and her leadership team. A final example is something you heard about yesterday: the Developmental Education Strategic Roadmap. The roadmap – along with transfer pathways – is one of the most powerful collaborative efforts, and it is the result of a number of years of work. It would not have been possible without the active engagement of faculty and staff at our colleges and universities in partnership with the system office.

What these examples demonstrate is that our institutional boundaries are becoming porous. I can say this because I have witnessed first-hand how our colleges and universities are talking to each other across sectors, often without our intervention. Individual organizations within our system – bargaining units, colleges, universities, and the system office – understand that they cannot respond to the challenges we are facing and accomplish all that needs to get done to ensure the success of our students by acting alone.

That understanding is highly significant because it means we are together heading toward a critical moment when all of our colleges and universities take joint ownership of all the students enrolled at our colleges and universities. Joint ownership is an imperative for making good on our commitment to student success. Those of us in the system office understand that our role is to work with our colleges and universities; provide them with the support they need; identify their capacity gaps; fill those gaps; and act as a facilitator/coordinator and a clearinghouse of information and best practices.

That's our commitment to Minnesota State. I have thoroughly enjoyed our work. It has been both exhausting and exhilarating, but mostly fun. My final commitment to you is that I will continue to have fun until my last day as interim chancellor.

Consent Agenda

Chair Vekich called for a motion to approve the Consent Agenda. The motion carried unanimously.

- 1. Minutes, Board of Trustees Meeting, November 15, 2017**
- 2. Mission Statement: Pine Technical and Community College**
- 3. Mission Statement: Lake Superior College**

4. **Developmental Education Strategic Roadmap**
5. **Contracts Exceeding \$1 Million**
 - a. **Winona State University Digital Life and Learning Program FY2019-FY2024**
 - b. **Increase in Contract Value for IT Hardware and Software Master Contracts with CDW-G and Now Micro**
 - c. **Tutoring Services Contract**
6. **Surplus and Sale of Real Estate, St. Cloud State University**
7. **Non-resident Tuition Waiver for Students from Puerto Rico and U.S. Virgin Islands Impacted by Hurricanes Maria and Irma**

Board Policy Decisions (Second Reading)

Chair Vekich called for a motion to approve the Proposed New Policy 3.41 Education Abroad Programs. The motion carried unanimously.

- **Proposed New Policy 3.41 Education Abroad Programs**

Board Standing Committee Reports

1. Human Resources Committee, Dawn Erlandson, Chair

- a. **Appointment of Interim President of Minnesota State College Southeast**

The following motion was approved unanimously:

The Board of Trustees, upon the recommendation of Interim Chancellor Devinder Malhotra, appointed Larry Lundblad as the interim president of Minnesota State College Southeast effective February 1, 2018, subject to the completion of an employment agreement. The board authorized the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

Larry Lundblad thanked the board and the chancellor for the opportunity to serve in this role.

- b. **Appointment of Interim President of Fond du Lac Tribal and Community College**

Chair Vekich called on Vern Zacher, Chair of Fond du Lac Tribal College Board of Directors. Chair Zacher spoke to Stephanie Hammitt's character and sound leadership. He is confident that she will carry on President Larry Anderson's legacy.

The following motion was approved unanimously:

The Board of Trustees, upon the recommendation of Interim Chancellor Devinder Malhotra, appointed Stephanie Hammitt as the interim president of Fond du Lac Tribal and Community College effective July 1, 2018, subject to the completion of an employment agreement. The board authorized the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

Stephanie Hammitt thanked the board and the chancellor for the opportunity to serve in this role.

Student Associations

Students United; Faical Rayani, state chair, and Lexi Byler, vice chair, addressed the Board of Trustees.

LeadMN; Isaac Jahraus, president, addressed the Board of Trustees. President Jahraus spoke of incidents of hate and racism occurring in St. Cloud.

Chancellor Malhotra responded to President Jahraus' concerns by thanking him for the reminder that creating a safe environment on our campuses is something we need to deliver on. There is more work to be done. As these incidents happen, we have active strategies to deal with them. We would like your partnership with us along with Students United. Nothing is more important to us than the safety and security of our students.

Minnesota State Colleges and Universities' Bargaining Units

Jim Grabowska, president, Inter Faculty Organization, addressed the Board of Trustees.

Kent Quamme, Treasurer, Minnesota State College Faculty, addressed the Board of Trustees

Board Standing Committee Reports (continued)

2. Academic and Student Affairs Committee, Alex Cirillo, Chair reported
 - a. Trustee Cirillo read the seven goals from Developmental Education presentation

The committee ran out of time and did not take up the first readings of the following proposed policy amendments.

- a. *Proposed Amendment to Policy 2.8, Student Life (First Reading)*
- b. *Proposed Amendment to Policy 3.7, Statewide Student Association (First Reading)*
- c. *Proposed Amendment to Policy 3.24, Institution Type and Mission, and System Mission (First Reading)*
Three first readings were not heard. Committee ran out of time.
- d. Developmental Education Strategic Roadmap

3. Audit Committee, George Soule, Vice Chair reported
 - Federal Student Financial Aid Audit Results
4. Closed Session: Joint Meeting of the Audit and Finance and Facilities Committees, Audit Committee Vice Chair Soule reported
 - a. Information Security Report: Payment Card Industry Data Security Standards Risk Assessment
5. Finance and Facilities Committee, Jay Cowles, Chair reported
 - a. College and University Financial Performance Update

- b. FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Bond Sale (First Reading)
 - c. Proposed Amendment to Policy 8.3 College, University and System Related Foundations (First Reading)
6. Diversity, Equity, and Inclusion Committee, Cheryl Tefer, Vice Chair reported
- Strategic Equity Update

Other Business

On February 21, the board will have a special meeting to approve the Inter Faculty Organization bargaining contract and hear the first reading of Policy 1B.3 Sexual Violence Policy with plans to suspend the rules to approve it.

In regards to the Chancellor search, the chair would like everyone to email their availability to him and Inge Chapin so dates can be scheduled for interviews. The preference for interviews is around the third week of February.

The meeting adjourned at 1:54 pm

Ingeborg K. Chapin, Secretary to the Board

**Minnesota State Colleges and Universities
Board of Trustees Meeting Minutes
St. Paul, MN
February 21, 2018**

Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, Trustees AbdulRahmane Abdul-Aziz, Basil Ajuo, Ann Anaya, Alex Cirillo, Amanda Fredlund, Bob Hoffman, Jerry Janezich, Roger Moe, Rudy Rodriguez, George Soule, Louise Sundin, Cheryl Tefer, and Interim Chancellor Devinder Malhotra

Call to Order

Chair Michael Vekich called the meeting to order at 11:00 am. He welcomed everyone and acknowledged Trustee AbdulRahmane Abdul-Aziz who participated by phone.

Chair's Report, Michael Vekich

Chair Vekich reported on the chancellor search. The names of the finalists will be announced on February 22, 2018. System office interviews are on February 27 and 28. Open forums with the finalists on February 28 will be open to the public and also streamed via Skype.

Human Resources Committee, Dawn Erlandson, Chair

- **Approval of 2017-2019 Inter Faculty Organization Bargaining Contract**

Committee Chair Dawn Erlandson reported that the committee approved the 2017-2019 labor agreement with the Inter Faculty Organization.

Chair Vekich called the question and the following motion was approved unanimously.

The Board of Trustees approves the terms of the 2017-2019 labor agreement between Minnesota State Colleges and Universities and the Inter Faculty Organization (IFO) and authorizes Chancellor Devinder Malhotra to sign the agreement on behalf of the Board of Trustees.

Joint Diversity, Equity, and Inclusion and Human Resources Committees, Ann Anaya, Chair

- **Proposed Amendment to Policy 1B.3 Sexual Violence Policy**

Committee Co-chair Ann Anaya reported that the committees accepted a friendly amendment to include the Board of Trustees in Subpart A. Application of policy to students, employees, and others. In addition, and by unanimous approval, the committees suspended the rules in order to consider approving the proposed amendments to the policy. The committees approved the proposed amendments.

Chair Vekich called the questions and the following motion was approved unanimously.

The Board of Trustees adopted the proposed amendment to Board Policy 1B.3 Sexual Violence Policy.

Adjournment

The meeting was adjourned at 11:10 am.

Ingeborg K. Chapin, Secretary to the Board

**Minnesota State
Board of Trustees Meeting Minutes
February 27, 28, and March 2, 2018**

February 27, 2018

Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, and Trustees Basil Ajuo, Amanda Fredlund, Bob Hoffman, Roger Moe, Rudy Rodriguez, George Soule, Louise Sundin, and Cheryl Tefer

Absent: Trustees AbdulRahmane Abdul-Aziz, Ann Anaya, Alex Cirillo, and Jerry Janezich

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

- Lunch with Dr. Ricardo Azziz from 11:30 am – 12:45 pm
- Social hour with Dr. Van Ton-Quinlivan from 1:00 pm – 2:15 pm
- Social hour with Neal Cohen from 2:30 pm – 3:45 pm

February 28, 2018

Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, and Trustees Basil Ajuo, Amanda Fredlund, Bob Hoffman, Roger Moe, Rudy Rodriguez, George Soule, Louise Sundin, and Cheryl Tefer (Trustees Fredlund and Hoffman participated by WebEx)

Absent: Trustees AbdulRahmane Abdul-Aziz, Ann Anaya, Alex Cirillo, and Jerry Janezich

Open Forums

Chair Vekich convened the open forums. He welcomed everyone and explained that trustees will have the opportunity ask questions for the first 15 minutes and then others will have an opportunity to ask questions. Chair Vekich introduced Dr. Rassoul Dastmozd, president of Saint Paul College, who facilitated the sessions.

- Dr. Azziz's interview was from 9:15 am – 10:30 am
- Dr. Ton-Quinlivan's interview was from 10:45 am – 12:00 pm
- Mr. Cohen's interview was from 12:30 pm – 1:45 pm

March 2, 2018

Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, and Trustees AbdulRahmane Abdul-Aziz, Basil Ajuo, Alec Cirillo, Amanda Fredlund, Bob Hoffman, Roger Moe, Rudy Rodriguez, George Soule, Louise Sundin, and Cheryl Tefer (Trustees Erlandson and Fredlund participated by phone)

Absent: Ann Anaya and Jerry Janezich

Convene

Chair Vekich called the meeting to order at 12:12 pm. A quorum was present for this special board meeting for the purpose of appointing the chancellor of Minnesota State.

Chair Vekich's Comments

Chair Vekich stated that the most important responsibility of the Board of Trustees is the selection of the chancellor. A wise, effective, visionary, and collaborative leader is a necessary condition to the success of our colleges and universities and their ability to serve students and communities across the state of Minnesota.

Soon after the board agreed to continue the search for the next chancellor in February of last year, this board embarked, with great care and intentionality, on a national search for the next chancellor. Wheless Partners, a national search firm, was chosen to assist the process of identifying an outstanding pool of candidates.

The 22-person search advisory committee was led by Scott Peterson, executive vice president and chief human resources officer of Schwann's Food Company. The committee was comprised of trustees, students, faculty, staff, presidents, members of the chancellor's cabinet, and community leaders. I want to thank Scott Peterson and every one of the search committee members for the dedication with which they did their work.

Wheless Partners spoke with over 150 potential candidates, a third of which elected to submit application materials. From this pool, the search advisory committee selected seven individuals for initial interviews. Reference and background checks were conducted.

As a result of the initial interviews, the top three candidates were invited to stand as finalists. This past Tuesday, trustees interviewed the candidates, as did members of the chancellor's cabinet and many of our college and university presidents. The following day, members of the Board of Trustees, presidents, faculty, staff, employees, and students took part in forums held here in the system office and broadcast online. Those who took part in the forums were able to hear from the candidates, ask questions, and provide feedback.

The search process was robust, and I am proud of the great lengths we went in order to hear from as many stakeholders as we could. Everyone who took part in the search cared deeply about this process and its outcome. I know I speak for the entire board when I say thank you to everyone who participated in the search, met the candidates, asked their questions, and provided their feedback.

This is a critical moment for our colleges and universities. They play a central role in providing the talent businesses and communities across Minnesota need in order to thrive. And the chancellor is an incredibly important leader to this work.

All three of the candidates who visited this week engaged us in thoughtful discussions about the challenges our colleges and universities face, as well as the opportunities that are possible in the coming years. I want to thank them for their interest in our system and for their willingness to engage in this arduous process.

Each of the finalists had their own strengths, but as we evaluated the feedback we received from our stakeholders, it became increasingly clear that we had not found among the finalists the right person to lead Minnesota State over the next few years. And so I have asked Interim Chancellor Devinder Malhotra if he would be willing to serve as chancellor for a three-year term should the board choose to appoint him. I am delighted to report it was a resounding YES.

This board has vetted Dr. Malhotra for this important leadership role once before, so I don't feel the need to go into a great deal of detail about all that has prepared him for this role. As a quick reminder of Dr. Malhotra's accomplishments prior to his service as interim chancellor: He served for two years as interim president of Metropolitan State University, from 2014 through 2016, during a challenging time in the university's history. He was incredibly well-prepared for that role because he had served as provost and vice president for academic affairs at St. Cloud State University for the previous five years.

Before joining Minnesota State, Dr. Malhotra was dean of the College of Arts and Sciences at the University of Southern Maine. At the University of Akron, he served as chair of the Faculty Senate, chair of the Department of Economics, and associate dean of the College of Arts and Sciences. For three decades he was a tenured professor of economics with a distinguished scholarly career writing on a wide range of topics in his field, including global economics and manufacturing in the United States. He received his Ph.D. in economics from Kansas State University.

Last year, when I proposed Dr. Malhotra as interim chancellor, I said he would understand us, he would hit the ground running, and he would continue to move the board's agenda forward. Since last August, he has indeed done all of that, and he has impressed us with his dedication, his commitment to the success of our students, and his steady leadership. He has led the system with calm, warmth, wit, humor, and heart.

As interim chancellor, Dr. Malhotra used these qualities to inspire calm in others, bring people together, encourage them to move past previous challenges to see what's possible, and to solve problems. Frankly, he has performed brilliantly as interim chancellor. He has never been a mere placeholder. Instead, he has kept his foot on the gas.

We have been fortunate to be able to tap into the deep reservoir of gifts that Devinder Malhotra has brought to his work as interim chancellor. Over the past year, he has again and again revealed a nuanced understanding of who we are as a system, where we have been, and – most importantly – where we need to go. He has deepened the relationship between Minnesota State and both the bargaining units and student associations. He has encouraged open communication between the board and our presidents. He has brought a laser focus to student success. And he has reaffirmed our commitment to diversity, equity, and inclusion by fostering a culture in which we can have difficult conversations about this critical issue.

We, as a board, have enormous confidence in the mission-critical work that's being done across our system. We have strong presidents who lead the academic enterprise of their campuses. We are depending on the presidents to continue their strong leadership of their campuses, because the educational expertise sits within their colleges and universities. They will be critical to the execution of our strategic plan and its focus on affordability, access, and providing the talent Minnesota communities need to prosper.

We have exceptional faculty on every campus, and they are what makes our colleges and universities special. Leading all of this great work, is an exceedingly strong systemwide academic leader: Senior Vice Chancellor for Academic and Student Affairs Ron Anderson.

In addition, the system office provides an increasing amount of support for the work of the campuses, in particular the strong financial management provided by Vice Chancellor Laura King and her team, and the forward-looking NextGen project led by Vice Chancellor Ramon Padilla that will update the data systems that were created in the last century and will help to evolve the student experience. We have great confidence in all of that.

What keeps this board up at night is the financial viability and our ability to articulate the value of our colleges and universities to students, their families, and all of the people of Minnesota – at a time when higher education is under increased scrutiny for how it delivers for its students. Therefore, the board has high aspirations for the work the chancellor must accomplish if we are to respond to an ever-changing higher education and workplace landscape. This includes: maintaining a laser focus on student success; completing the priorities this board has set, most notably implementation of Charting the Future; and moving forward on ways to ensure the long term sustainability of our colleges and universities.

To assist with these important goals, I will be commissioning a strategic task force to help us bring the system to the next level. The task force will evaluate all of our processes related to student success in order to see where we are creating our own barriers, to look for new knowledge, and to recommend to the board the changes that will be necessary to give us the results we want to see in the next years ahead.

Trustee Cowles' Comments

Thank you Chair Vekich for a thoughtful summation of the approach that our search process took and the cares and priorities of the board going forward. I want to speak specifically to one aspect of that. Thanks to Steven Rosenstone's leadership through the long term financial sustainability workgroup, we have significant challenges in our business model and value proposition that are not sustainable for the long term. And, that requires an urgent and creative response on the part of the entire system. I am delighted personally that Dr. Malhotra was a member of the long term financial sustainability workgroup, along with myself. Despite the generous support of Governor Dayton and the legislature over the last few years those challenges continue to be squarely in front of us. I know they will be a

priority and focus of the board going forward and I look forward to a renewed partnership with Dr. Malhotra.

Trustee Cirillo's Comments

I want to thank everyone who was involved in the search and the search process. There were quite a few people from the organization and they represented us well. Thank you also to Chair Vekich for how he handled the search process itself. Thank you to the candidates who provided a mirror to us of looking at our own place and taught us quite a bit. I saw in the processes that I was involved in that we came to some recognition of what needed to be done here.

Appointment of Chancellor

The following motion was made by Chair Vekich and carried unanimously:

The Board of Trustees, upon the recommendation of Chair Michael Vekich, appoints Devinder Malhotra, Minnesota State Colleges and Universities, effective immediately. The board authorizes the completion of an employment agreement in accordance with the terms and conditions of the MnSCU Personnel Plan for Administrators with the effective date of August 1, 2018, for a duration of three years.

Chancellor Malhotra's Comments

I am humbled and grateful to all of you for the confidence you have placed in me and for your continuing support and guidance. I look forward to working with all of you and tackling the challenges you so well laid out in your comments. There have been very few moments in my life when I have been tongue-tied, speechless and this is definitely one of them. I am reminded of a line in a Beatles song about "life is what happens to you when you are planning for something else." All through my life I have been an accidental administrator. In that sense, I try in situations which call for change leadership and change management. The last few months have been an incredible opportunity in leading Minnesota State Colleges and Universities. As you all know, we open each and every door of hope and opportunity for all Minnesotans. We are indeed the economic and social engine that will secure our future and provide Minnesota the talent it needs.

Our faculty and staff, and our presidents focus on student success and the stewardship of their communities in which our colleges and universities are located. I am inspired by the transformative work that goes on in the colleges and universities each and every day. No doubt that there are enormous challenges, but I also know that as a system, as faculty, staff, and the leadership of Minnesota State Colleges and Universities, we will not let our system be defined by the constraints of the challenges it faces, but also by its potential and its compact with the citizens of Minnesota.

Chancellor Malhotra commented that today he will renew his commitment to Chair Vekich, the Board of Trustees, and everybody else who works at Minnesota State colleges and universities to meet their expectations and goals as we serve our students and the State of

Minnesota. It is an awesome responsibility and also a great opportunity to strategically position our colleges and universities who live in our compact with the citizens of Minnesota. How many opportunities does one get in one's life time to rethink their own profession? I am incredibly excited; I know higher education today is facing some strong headwinds. If you look over the last 30-50 years, our knowledge of the physical phenomena and universe have increased dramatically. Our knowledge of life sciences and genetic makeup has also gone up dramatically. There has been a tremendous amount of mobility across nations which has altered significantly and dramatically the demographics of the western hemisphere. Add to all this mix, the impact that technology has had on each and every aspect of our existence. The way we think; the way we process our information; the way we communicate has changed very dramatically. Today, simultaneously there are billions of interactive conversations going on which are shaping the future as we speak in real time. All of these changes will require for us to rethink our programmatic structures, our curricular designs, our modes of delivery. It will require us to shed old ways and embrace change with all its attendant challenges and risks. We need to be bold and courageous. We need to rethink our organizational structures, our approach to the way we are supporting students, and the way we allocate our resources. Add to this, the new budget realities, increasing disinvestment in public higher education and our need to reaffirm our value proposition in a very clear, distinct, and persuasive manner. We need to adapt to this changing environment and we need to do it quickly.

As great as our challenges are, so are our capacity and resilience to meet these challenges. We need to heighten our focus and also need to redouble our efforts with a sense of focus and urgency, to realign ourselves to the changing demographics, to realign ourselves to the needs of the new learners, because they access information differently and process information differently. We need to catch up to them. Then we also need to realign ourselves to new budget realities as Chair Vekich and Trustee Cowles alluded to that require rethinking of our existing models. There are days when the challenges are overwhelming and then on those days I am reminded of a quote on my desk from John Maynard Keynes, a noted economist, "the power of the vested interest and status quo is vastly exaggerated when compared to the gradual encroachment of ideas."

Our work is through our ideas, through our work to expand the scope and size of that encroachment so that we indeed usher in a new era where we can deliver on our innate potential and promise and prepare our students not only for work but also for life and citizenship so that they can not only better themselves through education but they can also contribute to the progress of the communicates in which they live and work.

Thank you Chair Vekich and Board of Trustees. I look forward to working with you and the rest of our colleagues at Minnesota State colleges and universities. I also want to thank my partner, Laura, who believes in me and a shout-out to my daughter, son-in-law, and granddaughter.

Adjournment

Chair Vekich thanked Chancellor Malhotra and adjourned the meeting at 12:40 pm.



MINNESOTA STATE

Board of Trustees

30 East 7th Street
St. Paul, MN 55101

651-201-1705

Board of Trustees Meeting

Board Policy Decisions

Wednesday, March 21, 2018

1:00 PM

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.

Board Policy Decisions (Second Reading)

- **Proposed Amendment to Policy 8.3 College, University and System Related Foundations (pp. 21-30 of the Finance and Facilities Committee meeting materials)**

Bolded items indicate action is required



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

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
API	Application Programming Interface
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

CRM	Constituent Relationship Management
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
iPASS	Integrated Planning and Advising for Student Success
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
SME	Subject Matter Experts
USDOE	United States Department of Education
USDOL	United State Department of Labor