

**Facilities Committee**  
**June 16, 2021**  
**8:30 a.m.**  
**Virtual Meeting**

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*Times are tentative – meetings are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of previous meetings.*

- 1. Minutes of January 26, 2021 (pp 1-3)**
- 2. 2022 Capital Program Recommendation (2nd Reading) (pp 4-11)**

Committee Members

Jerry Janezich, Chair  
Roger Moe, Vice Chair  
Alex Cerillo  
Kathy Sheran  
Oballa Oballa  
George Soule

President Liaisons

Kent Hanson  
Faith Hensrud

**Bolded items indicate action required.**





30 East 7<sup>th</sup> Street, Suite 350  
St. Paul, MN 55101-7804

651-201-1705

**Facilities Committee  
Meeting Minutes  
January 26, 2021**

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A meeting of the Facilities Committee of the Board of Trustees was held on January 26, 2021.

Committee members present: Roger Moe, Vice Chair; Alex Cirillo, and Kathy Sheran

Committee members absent: Jerry Janezich, and Oballa Oballa

Other board members present: Jay Cowles, Ahmitara Alwal, Asani Ajogun, Dawn Erlandson, Javier Morillo, April Nishimura, Rudy Rodriguez, George Soule, Cheryl Tefer, and Michael Vekich

Staff present: Devinder Malhotra, Chancellor; Bill Maki, Vice Chancellor for Finance and Facilities; Brian Yolitz, Associate Vice Chancellor for Facilities

The meeting materials for this meeting are available [here](#), starting on page 21. An audio recording of the meeting is available at [here](#).

Committee Vice Chair Moe called the meeting to order at 11:55 a.m.

**Agenda Item 1: Approval of the Meeting Minutes for November 17, 2020**

Committee Vice Chair Moe asked if there are any changes or amendments to the minutes then asked for a motion to approve. Trustee Sheran made the motion and Trustee Cirillo provided a second.

A roll call vote was conducted and the minutes were approved unanimously.

**Agenda Item 2: Contract Exceeding \$1 Million: Minneapolis Community and Technical College, Student Affairs Renovation**

Committee Vice Chair Moe invited Associate Vice Chancellor Yolitz along with President Sharon Pierce, Vice President of Finance and Operations Chris Rau, and Facilities Director Roger Broz

from Minneapolis Community and Technical College to present **Contract Exceeding \$1 Million: Minneapolis Community and Technical College, Student Affairs Renovation**, as detailed in the meeting materials. The meeting materials for this item begin on page 25.

Committee Vice Chair Moe asked committee members to consider the following recommended committee motion:

*The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a construction contract not to exceed \$2.9 million for Phases 3 and 4 of the student affairs renovation on the T-Building at Minneapolis Community and Technical College.*

Trustee Cirillo made the motion and Trustee Sheran seconded. A roll call vote was conducted. The vote was as follows:

Trustee Cirillo	Yes
Trustee Janezich	Absent
Trustee Moe	Yes
Trustee Oballa	Absent
Trustee Sheran	Yes

The committee voted to approve the recommended motion.

### **Agenda Item 3: Contract Exceeding \$1 Million: Comstock Memorial Union Roof Replacement, Minnesota State University Moorhead**

Committee Vice Chair Moe invited Associate Vice Chancellor Yolitz along with Vice President of Finance and Administration Jean Hollaar and Facilities Director Brenda Norris from Minnesota State University Moorhead to present **Contract Exceeding \$1 Million: Comstock Memorial Union Roof Replacement, Minnesota State University Moorhead**, as detailed in the meeting materials.

The meeting materials for this item begin on page 28.

Committee Vice Chair Moe asked committee members to consider the following recommended committee motion:

*The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a construction contract not to exceed \$1.3 million for replacing the roofing at Areas B1, B2 and B3 of the Comstock Memorial Union.*

Trustee Cirillo made the motion and Trustee Sheran seconded. A roll call vote was conducted. The vote was as follows:

Trustee Cirillo	Yes
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Trustee Janezich	Absent
Trustee Moe	Yes
Trustee Oballa	Absent
Trustee Sheran	Yes

The committee voted to approve the recommended motion.

**Adjournment**

The committee vice chair adjourned the meeting at 12:05 p.m.

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

**Name:** Facilities Committee

**Date:** June 16, 2021

**Title:** 2022 Capital Program Recommendation (2nd Reading)

**Purpose (*check one*):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

The Board of Trustees is asked to consider and approve chancellor recommendation of a \$292.9 million capital bonding request from the state for the 2022 legislative session. This recommendation includes \$150 million for Higher Education Asset Preservation and Replacement (HEAPR) and \$142.9 million for the design and construction of major capital projects at 20 colleges and universities.

The recommended program advances thirteen (13) projects that were part of earlier board requests, including four (4) projects that received \$3.0 million for design in prior bonding bills. There are seven (7) new projects within the recommendation.

**Scheduled Presenter(s):**

Brian Yolitz, Associate Vice Chancellor for Facilities



**MINNESOTA STATE  
BOARD OF TRUSTEES**

<b>BOARD ACTION</b>
2022 CAPITAL PROGRAM RECOMMENDATION (2nd Reading)

1   **BACKGROUND**

2  
3   The State of Minnesota formally considers funding capital improvements for public needs in a  
4   bonding bill during even year legislative sessions. Over 80% of Minnesota State’s 28.6 million  
5   total square feet of owned facility space is eligible for bonding through the State of Minnesota’s  
6   capital improvement process. Minnesota State has established a highly regarded capital process  
7   for soliciting, vetting, prioritizing, presenting, and executing capital projects for state funding.  
8   After approving guidelines for capital programs to start this process, the chancellor recommends  
9   and the board approves requests for state funding of capital improvements to Minnesota State  
10  college and university campus facilities.

11  
12  **CHANCELLOR’S RECOMMENDATION**

13  
14  The chancellor recommends a \$292.9 million capital bonding request for the 2022 legislative  
15  session. This recommendation includes \$150 million for Higher Education Asset Preservation and  
16  Replacement (HEAPR) and \$142.9 million for the design and construction of major capital  
17  projects at 20 colleges and universities.

18  
19  The program advances thirteen (13) projects that were part of earlier board requests, including  
20  four (4) projects that received \$3.0 million for design in prior bonding bills. There are seven (7)  
21  new projects within the recommendation.

22  
23  **CAPITAL DEVELOPMENT PROCESS**

24  
25  Minnesota State’s capital development process is rooted in Comprehensive Facilities Plans (CFPs)  
26  developed and maintained by each college and university. The CFPs support academic plans and  
27  programming while taking into account regional demographic and workforce trends, enrollment  
28  forecasts, campus financial position, and facility conditions, space utilization and energy  
29  consumption data. The plans identify and prioritize college and university facility investment  
30  needs and highlight campus real estate development and disposal opportunities.

31  
32  The formal process for this recommended request began with the board approving guidelines for  
33  the 2022 capital program in March 2020. These guidelines included six (6) themes:

- 1 • Protect and modernize academic and student support spaces
- 2 • Facilitate fulfilling the vision of Equity 2030
- 3 • Energy efficiency and renewable energy infrastructure
- 4 • Additional square footage in rare cases only
- 5 • Value Partnerships
- 6 • Seek funding for college and university priorities

7 Details on the 2022 capital program guidelines are at [031820 march\\_packet.pdf \(minnstate.edu\)](#)  
8 starting on page 138.

9

10 Responding to the 2022 guidelines, colleges and universities reviewed their individual CFPs,  
11 prioritized their major capital needs, and developed predesign documents for candidate projects  
12 to be considered as part of the Board’s 2022 capital program request. A total of 23 candidate  
13 projects were submitted for consideration from 21 colleges and universities. These candidate  
14 projects represented \$151 million in major design and construction projects requested for 2022  
15 and represented over \$662.0 million, if fully funded over the next three bonding cycles (2022-  
16 2026).

17

18 In early March 2021, over 50 academic, finance, facilities, and technology faculty and staff from  
19 our colleges, universities and system office reviewed and scored the candidate projects against  
20 the Board guidelines and scoring rubric. In keeping with the State of Minnesota mitigation  
21 measures for the COVID-19 project scoring was done virtually in contrast to past practice where  
22 the scoring occurred in person at a college or university. The scoring results informed and guided  
23 development of this recommendation.

24

25 **HIGHER EDUCATION ASSET PRESERVATION AND REPLACEMENT (HEAPR)**

26

27 Funding of Higher Education Asset Preservation and Replacement (HEAPR) is the top capital  
28 investment priority of our colleges and universities. HEAPR funding addresses the most urgent  
29 college and university needs for campus building systems that have lasted beyond their expected  
30 useful life. The HEAPR projects include exterior repairs to roofs, windows, doors and exterior  
31 brickwork; heating and cooling system upgrades; and updates to utility and energy management  
32 systems. Since 2012, Minnesota State has requested a total of \$870 million for HEAPR as the  
33 number one (1) priority.

34

35 Minnesota State has received a total of \$178.8 million in HEAPR funding through five (5) bonding  
36 bills adopted between 2012 and 2020, barely 20% (21%) of the requested amount needed to  
37 address the most urgent preservation needs of the college and university buildings.

38

39 As a result, the backlog of facility maintenance, the cost of those major building systems and  
40 components that have exceeded their useful lives, has grown by more than \$600 million or 85%,  
41 to nearly \$1.3 billion. In addition, aging campus buildings and infrastructure add to the problem,  
42 with the estimated preservation needs over the next 10 years totaling \$1.4 billion. The total

1 current and future asset preservation need of Minnesota State colleges and universities is over  
2 \$2.7 billion.

3  
4 Minnesota State, like other state entities, is in need of strong, sustained and predictable asset  
5 preservation funding to arrest this trend.

6  
7 **CAPITAL DEBT AND DEBT SERVICE PLANNING**

8  
9 Minnesota State is responsible for 1/3 of the cost or debt associated with major capital projects  
10 funded by the state. This debt is serviced by annual payments to the state over a 20 year period.  
11 As of FY2020 financial statements, the total general obligation (GO) principal outstanding for  
12 system capital bonding projects was \$198.2 million and the current total annual GO debt service  
13 obligation is approximately \$28M.

14  
15 Minnesota State incurs no debt service responsibility for HEAPR.

16  
17 When the recommended 2022 capital program is fully executed, Minnesota State would be  
18 responsible for 1/3 or \$165 million of the cost or debt associated with the 20 major capital  
19 projects in the request, requiring a total average annual debt service payment of \$8.7 million  
20 payable during the 20 years. This debt service will be shared equally, one-half coming from state  
21 appropriations to all Minnesota State colleges and universities and one-half coming from the  
22 college or university with the individual major capital project.

23  
24 **ACCOUNTING FOR DISRUPTIVE IMPACTS OF THE COVID-19 PANDEMIC**

25  
26 The COVID-19 pandemic has impacted nearly every aspects of our lives over the last year. We  
27 have seen dramatic changes in Minnesota State’s workforce posture, the delivery of student  
28 services and academic programming, and in campus enrollment and finances. The full impact of  
29 COVID’s disruption of these major areas of campus life may not be fully known or appreciated  
30 for some time.

31  
32 All of the recommended major capital projects are rooted in campus planning and assumptions  
33 based in a pre-COVID-19 environment of enrollment, academic programming and delivery  
34 models, workforce posture, and financing. It is incumbent on us to exercise due diligence in  
35 reviewing and affirming that the projects we seek funding for now are aligned with our best  
36 assessment of the future.

37  
38 To accomplish this, we will review and reaffirm how each project is aligned with individual  
39 comprehensive facilities plans (CFPs) and accounts for broad enrollment trends, as well as taking  
40 into account post-COVID academic program delivery models, workforce posture, and financial  
41 position. We will report the results of this work, along with any recommendation to the board,  
42 prior to finalizing our request in the 2022 legislative session.

43  
44 **NEXT STEPS**



1  
2 After considering the 2022 capital program recommendation, the board will be asked to adopt  
3 the motion below and approve the program at its June meeting. After board approval in June,  
4 staff will submit initial details of Minnesota State’s 2022 capital program request to Minnesota  
5 Management and Budget (MMB) through the state’s electronic capital budget system.  
6 Submissions are due to MMB upon board approval.

7  
8 The chancellor will oversee a project by project review based on the disruptive impacts of COVID-  
9 19, reaffirm how each project is aligned with comprehensive facilities plans (CFPs) and accounts  
10 enrollment trends, post-COVID academic program delivery models, workforce posture, and  
11 financial position, and report results of this work, along with any recommendation to the board,  
12 prior to finalizing our request in the 2022 legislative session.

13  
14 In addition, given the volatility in the construction market, project cost estimates on **Attachment**  
15 **A** may change over the coming months. MMB regularly publishes additional guidance on project  
16 inflation rates closer to the potential construction dates. Final adjustments to the requested  
17 projects must occur no later than October 2021 for preparation of the Governor’s capital  
18 program recommendation for the 2022 legislative session.

19  
20 In preparation for the 2022 legislative session, staff will develop a Minnesota State bonding book  
21 to highlight details of the approved capital program and impacts the investments will have on  
22 system colleges and universities and their students. Bonding books are distributed to system  
23 colleges and universities and key stakeholders.

24  
25 Later this summer and fall, legislators and their staff will conduct site visits to requested capital  
26 project locations around the state to become familiar with capital requests from all state entities,  
27 including Minnesota State. During these visits, legislators will use the Minnesota State bonding  
28 book, information submitted to MMB, and campus presentations to learn and understand the  
29 details of Minnesota State’s bonding request.

30  
31 **RECOMMENDED COMMITTEE MOTION**

32  
33 The Finance and Facilities Committee recommend the Board of Trustees adopt the following  
34 motion:

- 35  
36 A. The Board of Trustees approves the 2022 capital program recommendation as presented  
37 in **Attachment A**, specifically the projects and priorities for the 2022 legislative session.  
38  
39 B. The chancellor is authorized to make cost and related adjustments to the request as  
40 required, and to forward the request through Minnesota Management and Budget to the  
41 governor and legislature for consideration in the state’s 2022 capital budget.  
42  
43 C. The chancellor shall advise the board of any subsequent changes in the approved capital  
44 program prior to the 2022 legislative session.

- 1  
2 D. In addition, as funding is authorized and appropriated by the legislature and approved by  
3 the governor, the chancellor or the chancellor’s designee is authorized to execute  
4 contracting actions necessary to deliver on the scope and intent of the projects.  
5

6 **RECOMMENDED BOARD MOTION**

7  
8 The Board of Trustees adopt the following motion:  
9

- 10 A. The Board of Trustees approves the 2022 capital program recommendation as presented  
11 in **Attachment A**, specifically the projects and priorities for the 2022 legislative session.  
12  
13 B. The chancellor is authorized to make cost and related adjustments to the request as  
14 required, and to forward the request through Minnesota Management and Budget to the  
15 governor and legislature for consideration in the state’s 2022 capital budget.  
16  
17 C. The chancellor shall advise the board of any subsequent changes in the approved capital  
18 program prior to the 2022 legislative session.  
19  
20 D. In addition, as funding is authorized and appropriated by the legislature and approved by  
21 the governor, the chancellor or the chancellor’s designee is authorized to execute  
22 contracting actions necessary to deliver on the scope and intent of the projects.  
23  
24  
25

26  
27 *Date Presented to the Board of Trustees:* 06/16/21

28 *Date of Implementation:* 06/16/21  
29

## Chancellor's 2022 Capital Program Recommendation

Institution	Project Title	2022 Request (\$000)	2024 Estimate (\$000)	2026 Estimate (\$000)	Total
System wide	Higher Education Asset Preservation and Replacement (HEAPR)	\$150,000	\$150,000	\$150,000	\$450,000
Minnesota State University Moorhead	Weld Hall Renovation and Accessibility Additions (Construction)	\$19,048	\$0	\$0	\$19,048
Inver Hills Community College	Technology and Business Center Renovation (Construction)	\$18,087	\$0	\$0	\$18,087
Minneapolis College	Management Education Center Metro Baccalaureate Initiative (Construction)	\$16,938	\$0	\$0	\$16,938
Pine Technical and Community College	Technical/Trades Lab Addition and Renovation (Construction)	\$13,906	\$0	\$0	\$13,906
Saint Paul College	Academic Excellence Renovation (Design)	\$1,392	\$29,246	\$0	\$30,638
Vermilion Community College	Classroom Building Renovation (Design and Construction)	\$3,019	\$0	\$0	\$3,019
Central Lakes College	Brainerd Student Services Renovation (Design and Construction)	\$9,519	\$0	\$0	\$9,519
Northland Community and Technical College	Effective Teaching and Learning Labs (Design and Construction)	\$2,710	\$0	\$0	\$2,710
Minnesota State University, Mankato	Armstrong Hall Replacement (Design)	\$7,083	\$64,293	\$32,327	\$103,703
Winona State University	Center for Interdisciplinary Collaboration, Engagement, & Learning (Design)	\$4,240	\$47,217	\$0	\$51,457
Lake Superior College	Integrated Manufacturing Workforce Labs (Design)	\$1,055	\$18,140	\$0	\$19,195
North Hennepin Community College	Center for Innovation & the Arts* (Design)	\$7,598	\$40,502	\$0	\$48,100*
Metropolitan State University	Cyber Security Lab (Design and Construction)	\$4,292	\$0	\$0	\$4,292
Alexandria TCC	Transportation Center Construction, Student Services Renovation, and Selective Campus Demolition	\$832	\$33,962	\$0	\$34,794

	(Design)				
Riverland Community College	Student Services Renovation (Design and Construction)	\$9,924	\$0	\$0	\$9,924
Southwest Minnesota State University	Wellness and Human Performance Center (Design)	\$1,156	\$30,102	\$0	\$31,258
St. Cloud State University	Education and Learning Design Complex (Design)	\$4,487	\$51,160	\$2,287	\$57,934
Rochester Community and Technical College	Heintz Center Renovation: Reimagining Education for a Diverse Workforce (Design)	\$1,347	\$28,562	\$0	\$29,909
Minnesota West CTC	Nursing, Law Enforcement, and Student Service Renovation (Design)	\$1,963	\$30,364	\$0	\$32,327
Ridgewater College	Healthcare, Construction, Student Services, and Classroom Renovation (Design and Construction)	\$14,280	\$0	\$0	\$14,280
* Requires \$40 million in community matching funds	<b>Total Program</b>	<b>\$292,876</b>	<b>\$523,548</b>	<b>\$184,614</b>	<b>\$1,001,038</b>
	<b>Project Requests</b>	\$142,876	\$373,548	\$34,614	\$551,038
	<b>State Funding</b>	\$245,251	\$399,032	\$173,076	\$817,359
	<b>User Financing</b>	\$47,625	\$124,516	\$11,538	\$183,679



**Finance Committee**  
**June 16, 2021**  
**9:00am**  
**Virtual Meeting**

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- 1. Minutes of May 19, 2021 (pp. 1-8)**
- 2. Contracts Requiring Board Approval: (pp. 9-26)**
  - a. Classroom Technology Upgrade Project, Dakota County Technical College**
  - b. Classroom Technology Upgrade Project, Inver Hills Community College**
  - c. Guaranteed Energy Savings Program Contract, Winona State University**
  - d. Blackbaud Master Contract Extension, System Office**
  - e. MBS Bookstore Contract Extension, System Office**
  - f. TIAA Retirement Recordkeeper Contract, System Office**
- 3. Surplus Property Designation: Winona State University (pp. 27-32)**
- 4. Revenue Fund Bond Refunding: 2011 Issuance (2nd Reading) (pp. 33-68)**
- 5. 2022 Capital Program Recommendation (2nd Reading) (pp. 69-70)**
- 6. LeadMN Fee Proposal (2<sup>nd</sup> Reading) (pp. 71-126)**
- 7. FY2022 Annual Operating Budget Update (pp. 127-130)**

Committee Members

Roger Moe, Chair  
April Nishimura, Vice Chair  
Ahmitara Alwal  
Jerry Janezich  
Kathy Sheran  
George Soule  
Michael Vekich

Presidents Liaisons

Joe Mulford  
Scott Olson



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**Finance Committee  
Meeting Minutes  
May 19, 2021**

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A meeting of the Finance Committee of the Board of Trustees was held on May 19, 2021.

Committee members present: Roger Moe, Chair; April Nishimura, Vice Chair; Ahmitara Alwal, Jerry Janezich, Kathy Sheran, George Soule, and Michael Vekich.

Committee members absent: None

Other board members present: Jay Cowles, Alex Cirillo and Rudy Rodriguez

Staff present: Devinder Malhotra, Chancellor; Bill Maki, Vice Chancellor for Finance and Facilities

The meeting materials for this meeting are available [here](#), starting on page 127. An audio recording of the meeting is available [here](#).

Committee Chair Moe called the meeting to order at 9:30 a.m.

**Agenda Item 1: Approval of the Meeting Minutes for April 20, 2021**

Committee Chair Moe asked if there are any changes or amendments to the minutes then asked for a motion to approve. Trustee Vekich made the motion and Trustee Nishimura provided a second.

A roll call vote was conducted and the minutes were approved unanimously.

**Agenda Item 2: Contracts Requiring Board Approval**

Committee Chair Moe invited Vice Chancellor Maki to present 6 contracts, each requiring board approval, as detailed in the meeting materials. The meeting materials for this item begin on page 135.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2a -- D2L Learning Management System Master Contract Extension, System Office**

*The Board of Trustees authorizes the chancellor or the chancellor's designee to extend the D2L*

*Corporation learning management contract for five years through August 31, 2028, with two one year renewal options through August 31, 2030. The total not to exceed amount is \$30,000,000. The board directs the chancellor or his designee to execute all necessary documents.*

Trustee Vekich made the motion and Trustee Nishimura seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Absent
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2b -- Online Program Manager Academic Partnership, St Cloud State University**

*The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract with Academic Partnerships for a term of seven (7) years and for an amount not to exceed \$27,500,000. The board directs the chancellor or his designee to execute all necessary documents.*

Trustee Janezich made the motion and Trustee Nishimura seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Absent
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.



Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2c -- Classroom Technology Refresh Project, Century College**

*The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract with Tierney not to exceed four million dollars (\$4,000,000) for work completed by January 31, 2022. The board directs the chancellor or his designee to execute all necessary documents.*

Trustee Vekich made the motion and Trustee Janezich seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2d – Private Study/Video Conferencing Booths, Minnesota State University Mankato**

*The Board of Trustees authorizes Minnesota State University, Mankato to purchase up to \$1.2M in Student Personal Study spaces via State Contract.*

Trustee Soule made the motion and Trustee Janezich seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes

Trustee Vekich        Yes  
Trustee Moe            Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2e – CollegeSource – New Master Contract for Transfer Evaluation System, System Office**

*The Board of Trustees authorizes the chancellor or the chancellor’s designee to execute a five-year extension of the current Transfer Evaluation System (TES) contract from July 1, 2021 – June 30, 2026 for a total amount not to exceed \$1.25 million. The board directs the chancellor or his designee to execute all necessary documents.*

Trustee Janezich made the motion and Trustee Sheran seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura    Yes  
Trustee Alwal        Yes  
Trustee Janezich     Yes  
Trustee Sheran        Yes  
Trustee Soule         Yes  
Trustee Vekich        Yes  
Trustee Moe            Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2f – MNIT Inter-Agency Agreement, System Office**

*The Board of Trustees authorizes the chancellor or the chancellor’s designee to execute Inter-Agency Agreement between Minnesota State and MNIT Services for a term of four (4) years for a total of \$15,000,000. The board directs the chancellor or his designee to execute all necessary documents.*

Trustee Sheran made the motion and Trustee Nishimura seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura    Yes

Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

### **Agenda Item 3: Surplus Property Designation: Alexandria Technical and Community College**

Committee Chair Moe invited Vice Chancellor Maki along with Associate Vice Chancellor Brian Yolitz to present the Surplus Property Designation for Alexandria Technical and Community College, as detailed in the meeting materials. The materials for this item begin on page 158.

Committee Chair Moe asked committee members to consider the following recommended committee motion:

*The Board of Trustees designates the approximately 3.74 acres of land south of the main campus of Alexandria Technical & Community College as surplus and authorizes the Chancellor or the Chancellor's designee to offer the property for sale and execute the documents necessary to finalize the transaction.*

Trustee Nishimura made the motion and Trustee Janezich seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

### **Agenda Item 4: Proposed Amendment to Board Policy 7.1 Finance and Administrative Authority of Board, Chancellor, and Presidents (2nd Reading)**

Committee Chair Moe invited Vice Chancellor Maki along with System Director Denise Kirkeby to present the second reading of the Proposed Amendment to Board Policy 7.1 Finance and Administrative Authority of Board, Chancellor, and Presidents, as detailed in the meeting materials. The meeting materials for this item begin on page 163.

Committee Chair Moe asked committee members to consider the following recommended committee motion:

*The Finance Committee recommends the Board of Trustees adopt the proposed amendment to Board Policy 7.1.*

Trustee Janezich made the motion and Trustee Nishimura seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

**Agenda Item 5: Proposed Amendment to Board Policy 7.5 Financial Institutions and Investments (1st Reading)**

Committee Chair Moe invited Vice Chancellor Maki along with System Director Denise Kirkeby to present the second reading of the Proposed Amendment to Board Policy 7.5 Financial Institutions and Investments, as detailed in the meeting materials. The meeting materials for this item begin on page 171.

Committee Chair Moe asked committee members to consider the following recommended committee motion:

*The Finance Committee recommends the Board of Trustees adopt the proposed amendment to Board Policy 7.5.*

Trustee Sheran made the motion and Trustee Nishimura seconded. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

**Agenda Item 6: LeadMN Fee Proposal (1<sup>st</sup> Reading)**

Committee Chair Moe invited Vice Chancellor Maki along with Priscilla Mayowa, LeadMN President, and Axel Kylander, LeadMN Vice President, to present the LeadMN Fee Proposal, as detailed in the meeting materials. The meeting materials for this item begin on page 179.

This being an informational item, there was no vote taken.

**Agenda Item 7: 2021 Legislative Summary**

Committee Chair Moe invited Vice Chancellor Maki along with System Director Steve Ernest to present the details of the 2021 Legislative Summary, as detailed in the meeting materials. The meeting materials for this item begin on page 207.

This being an informational item, there was no vote taken.

**Agenda Item 8: FY2022 Annual Operating Budget (1st Reading)**

Committee Chair Moe invited Vice Chancellor Maki along with System Director Steve Ernest to present the FY2022 Annual Operating Budget, as detailed in the meeting materials. The meeting materials for this item begin on page 215.

This being an informational item, there was no vote taken.

**Adjournment**

The committee chair adjourned the meeting at 12:25 p.m.

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

**Name:** Finance Committee

**Date:** June 16, 2021

**Title: Contracts Requiring Board Approval:**

- a. Classroom Technology Upgrade Project, Dakota County Technical College
- b. Classroom Technology Upgrade Project, Inver Hills Community College
- c. Guaranteed Energy Savings Program Contract, Winona State University
- d. Blackbaud Master Contract Extension, System Office
- e. MBS Bookstore Contract Extension, System Office
- f. TIAA Retirement Recordkeeper Contract, System Office

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

Board Policy 5.14, Contracts, Procurements, and Supplier Diversity, requires Board of Trustees approval of any procurement, lease agreement, or professional, technical, or consulting service contract with a value in excess of \$1,000,000 or contract amendment that would increase the total value of a contract to more than \$1,000,000.

Contracts, Inter-agency agreements, Joint powers agreements, system master contracts, and grant agreements other than federal grants or grants from Minnesota state agencies must be approved in advance by the board if the total value of the initial contract/agreement and/or subsequent amendments exceeds \$3,000,000.

**Scheduled Presenter(s):**

Bill Maki, Vice Chancellor for Finance and Facilities  
Brian Yolitz, Associate Vice Chancellor – Facilities

MINNESOTA STATE  
BOARD OF TRUSTEES

**BOARD ACTION**

**CONTRACTS REQUIRING BOARD APPROVAL: CLASSROOM TECHNOLOGY UPGRADE  
PROJECT, DAKOTA COUNTY TECHNICAL COLLEGE**

**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.

Dakota County Technical College seeks to use Federal CRRSA funding to provide a consistent, modern, and accessible classroom technology experience, including support for a high-flex delivery model, in all campus spaces. New technology will include multiple classroom cameras, speakers and microphones, multiple display screens, and improved ability to share desktop content. The classroom design is intended to allow students to participate in real time from any location with the same level of participation as in-person. Faculty will benefit from enhanced engagement with students, and with the improved ability for student collaboration with each other.

To this end, Dakota County Technical College is conducting a public Request for Bid (RFB) to all qualified vendors to provide a complete update and enhancement by Spring of 2022 of all existing technology-enabled spaces (classrooms, conference rooms, meeting spaces) on the Dakota County Technical College campus (estimated to include 100 spaces).

**RECOMMENDED COMMITTEE ACTION:**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute a contract not to exceed three million dollars (\$3,000,000) for work completed by Spring of 2022. The board directs the chancellor or his designee to execute all necessary documents.

**RECOMMENDED BOARD OF TRUSTEES ACTION:**

The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract not to exceed three million dollars (\$3,000,000) for work completed by Spring of 2022. The board directs the chancellor or his designee to execute all necessary documents.

*Date Presented to the Board of Trustees:* 6/16/21

*Date of Implementation:* 6/16/21



MINNESOTA STATE  
BOARD OF TRUSTEES

**BOARD ACTION**

**CONTRACTS REQUIRING BOARD APPROVAL: CLASSROOM TECHNOLOGY UPGRADE  
PROJECT, INVER HILLS COMMUNITY COLLEGE**

**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.

Inver Hills Community College seeks to use Federal CRRSA funding to provide a consistent, modern, and accessible classroom technology experience, including support for a high-flex delivery model, in all campus spaces. New technology will include multiple classroom cameras, speakers and microphones, multiple display screens, and improved ability to share desktop content. The classroom design is intended to allow students to participate in real time from any location with the same level of participation as in-person. Faculty will benefit from enhanced engagement with students, and with the improved ability for student collaboration with each other.

To this end, Inver Hills Community College is conducting a Request for Bid (RFB) to all qualified vendors to provide a complete update and enhancement by Spring of 2022 of all existing technology-enabled spaces (classrooms, conference rooms, meeting spaces) on the Inver Hills Community College campus (estimated to include 80 spaces).

**RECOMMENDED COMMITTEE ACTION:**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute a contract not to exceed three million dollars (\$3,000,000) for work completed by Spring of 2022. The board directs the chancellor or his designee to execute all necessary documents.

**RECOMMENDED BOARD OF TRUSTEES ACTION:**

The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract not to exceed three million dollars (\$3,000,000) for work completed by Spring of 2022. The board directs the chancellor or his designee to execute all necessary documents.

*Date Presented to the Board of Trustees:*

*06/16/21*

*Date of Implementation:*

*06/16/21*

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

**CONTRACTS REQUIRING BOARD APPROVAL:  
GUARANTEED ENERGY SAVINGS PROGRAM, WINONA STATE UNIVERSITY**

**BACKGROUND**

The Guaranteed Energy Savings Program (GESP) is a performance-based procurement and financing mechanism that uses the expected utility savings from the efficiencies of new equipment and operational savings to finance the cost of an energy-saving building system renovation or renewal. The arrangement trades the expected efficiency savings in lower energy costs to finance the new equipment and energy savings measures. There is no net cost increase to campus, as the pre-qualified Energy Service Company (ESCO) carries the risk if their estimates do not achieve the expected savings. Additional background, including recent examples within Minnesota State, are provided at **Attachment A**.

**PROJECT**

Winona State University's (WSU) total utility costs exceed \$2.4 million annually, and the annual campus carbon footprint exceeds 38,670,000 lbs. of CO<sub>2</sub>e. Participation in the Guaranteed Energy Savings Program is expected to save up to 24%, or \$565,000 per year over current energy costs, and yield a reduction to the campus' carbon footprint of over 9,670,000 lbs. of CO<sub>2</sub>e or 25%, which is the equivalent of approximately 910 gasoline-driven vehicles not driven each year.

The proposed project predominantly involves LED lighting upgrades which account for the bulk of the work, with benefits that include not only energy and operating cost savings, but also elimination of mercury-containing fluorescent lamps, improved overall lighting quality, improved safety and security, and a reduced summer building cooling load. As LED lights have a much longer lifespan than the existing lighting technology, an additional \$64,000 in savings per year is anticipated from avoided maintenance materials and contracted labor expenses.

The remainder of the work includes building automation system upgrades, building envelope improvements, irrigation system controls, and water conservation solutions which will save energy and water and reduce future maintenance expenses.

Also, solar energy systems will be installed on the rooftops of Haake Hall, Helble Hall, Kirkland Hall, McCown Gym, Wabasha Recreation Center, and the Integrated Wellness Center. In addition, a solar carport will be constructed on the parking lot of the Integrated Wellness Center. A Minnesota State Design Standards Variance Request was approved on January 13, 2021 for this

project application. The total solar addition to the campus equals 1.4 MW and will be the largest solar project in the Minnesota State system (See **Attachment B** for sketches and campus map).

The project is currently scoped for an eighteen (18) year payback on identified Energy Conservation Measures (ECMs) with an estimated project cost of approximately \$12.3M. If bids come in below estimates, the University may choose to apply that savings towards additional ECMs with a longer payback or it may choose to apply that savings to pay down the lease sooner. This project qualifies for approximately \$410,000 in utility rebates.

WSU expects that work will be completed within 14 months after execution of the work order contract for the identified projects. No additional cash is required of the university or the system to participate in the program, although additional ECMs could be completed under this program if campus funds are available.

Annual measurement and verification inspections will occur for the term of the agreement to affirm the proper operation of the improvements and the continued guaranteed energy savings. Execution of the first work under this program is expected to occur by September / October of 2021 with final completion during summer / fall of 2022.

The project is entirely self-funding. There is no impact on tuition, fees or the financial viability of the university, and it will ultimately result in reduced operating costs for WSU. Because the vast majority of WSU's capital replacement needs are roofs, building exteriors, and other non-energy using equipment / systems that have a negligible effect on energy use whether in good repair or not, this project will not affect WSU's capital replacement backlog.

This project has been presented to and approved by the following: WSU Sustainability Committee, WSU Cabinet, City of Winona Planning Commission, and MNDOT (since the Carport is located along Main Street, a MNDOT right-of-way). A neighborhood meeting was also held with no concerns expressed by nearby property owners.

#### **FINANCIAL STATEMENT IMPACT**

WSU would book a liability for the amount financed for the project using a lease-purchase agreement. Such liability is reduced each year when payments are made based on the lease-purchase amortization schedule. The expenses will be capitalized. The depreciation period is matched to the length of the lease-purchase terms.

#### **RECOMMENDED COMMITTEE MOTION**

The Finance Committee recommends that the Board of Trustees authorize the chancellor to enter into a Guaranteed Energy Savings Contract not to exceed \$13 million and a payback term of up to 18 years for purposes of improving campus energy and water efficiency, reducing or eliminating associated operating costs, and adding a 1.4MW solar energy system which will jointly result in the reduction of 25% of the carbon emissions at Winona State University.

**RECOMMENDED BOARD MOTION**

The Board authorizes the chancellor to enter into a Guaranteed Energy Savings Contract not to exceed \$13 million and a payback term of up to 18 years for purposes of improving campus energy and water efficiency, reducing or eliminating associated operating costs, and adding a 1.4MW solar energy system which will jointly result in the reduction of 25% of the carbon emissions at Winona State University.

*Date Presented to the Board of Trustees:* 06/16/21  
*Date of Implementation:* 06/16/21

**BACKGROUND ON THE GESP PROGRAM**

The Department of Commerce manages the Guaranteed Energy Savings Program (GESP) and provides expertise to participating state agencies and Minnesota State. Under a GESP, a campus contracts with a prequalified Energy Services Company (ESCO) to design, finance, and install energy-saving improvements. After the improvements are completed, the systems' performance is verified to ensure it meets savings projections. A GESP project is designed to improve energy efficiency and maintenance costs for facilities and must save enough money to be able to pay back the cost of the improvements and related return on investment for a selected ESCO.

In exchange for the building system improvements and arranging financing, an ESCO collects project fees and the financing source collects interest on top of the equipment and installation costs. Such costs are recouped over a set term, usually 15-20 years, through a lease-purchase agreement. During the term of the contract period, the projected savings covers the total cost of the capital investment, including all fees and interest costs. After the payback term ends, the campus retains ownership of the equipment and receives the direct benefit of the continued operational and energy savings from the equipment.

An ESCO guarantees the project by projecting the estimated savings, designing, financing, and constructing the project. Expected savings will be adequate to cover or (preferably) exceed the cost of the project. The campus gets the benefit of the energy saving improvements, will be trained to operate the equipment as directed, and the risk of meeting the savings estimates is on the ESCO.

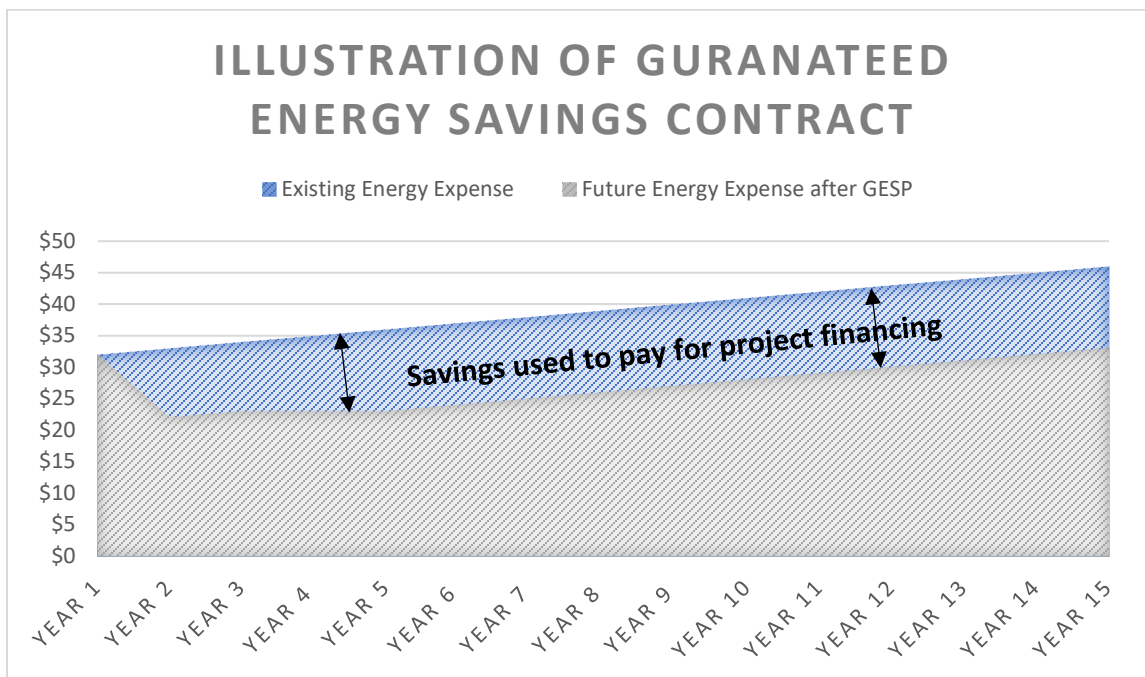
Guaranteed Energy Savings Programs (also referred to as Energy Savings Performance Contracts) are not new, and Minnesota State Colleges and Universities have used these programs recently. They are:

1. In October 2014, Riverland Community College entered into an agreement under GESP for Energy Conservation Measures at its three campuses. This project funded a \$1.85 million investment that addressed building automation improvements, interior and exterior lighting replacements, mechanical and plumbing improvements, and building envelope improvements at all three campuses.
2. In December 2017, Minnesota State University, Mankato completed an \$8.1 million energy savings performance contract to save the university over \$404,000 annually in energy and avoided operational and maintenance costs over 18 years. As a result of the corresponding annual CO<sub>2</sub> reduction of 4,464 metric tons, the university has been honored with the Environmental Initiative 2019 Award in the category of Sustainable Leadership: Large Employer, as well as a 2018 Minnesota Clean Energy Community Award from the Minnesota Department of Commerce. The University received a rebate of over \$520,000 from Xcel Energy.

3. In March 2021, The Hennepin Technical College (both campuses) completed a \$3.9M energy savings performance contract to save the university over \$229,000 annually in energy and avoided operational and maintenance costs over 18 years. The project provided an annual CO2 reduction of 1,236 metric tons of CO2 and received a rebate of \$301,300 from Xcel Energy.

Also, as a reference, the Department of Commerce’s GESP program has successfully completed almost \$35M of projects with 9 institutions which generated almost \$2M in energy and operational savings. These included: City of Bemidji, City of Rochester (2 projects), Leech Lake Band of Ojibwe, Department of Natural Resources, Department of Administration, and the above-mentioned projects.

The following graph displays conceptually how a Guaranteed Energy Savings Contract operates.



WINONA STATE UNIVERSITY PROPOSED SOLAR LOCATIONS AND CARPORT RENDERINGS



<b>ROOFTOP LOCATIONS</b>	<b>SIZE (KW)</b>
1. Haake Hall	34.4
2. Kirkland Hall	34.4
3. Integrated Wellness Center	206.6
4. McCown Gym	316.7
5. Wabasha Recreation Center	82.6
6. Helble Hall	151.6
<b>CARPORT LOCATION</b>	
7. Integrated Wellness Center parking lot	577.1
<b>TOTAL PORTFOLIO SIZE</b>	<b>1,403</b>



Campus view of the solar rooftops and carport.



Campus view of the solar rooftops



Carport at the parking lot of the Integrated Wellness Center (IWC)



**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

**CONTRACTS REQUIRING BOARD APPROVAL: BLACKBAUD MASTER CONTRACT  
EXTENSION, SYSTEM OFFICE**

**BACKGROUND**

Board Policy 5.14, Contracts, Procurements and Supplier Diversity, requires that master contracts, including amendments, with values greater than \$3,000,000, must be approved in advance by the Board of Trustees.

Minnesota State implemented a master agreement in June 2016 for foundation management software with Blackbaud Inc., following a system-wide RFP and Board of Trustees approval. The agreement was for up to five (5) years for an amount up to \$3.5 million. The contract allows colleges and universities access to purchase select software, services and support to assist in donor, alumni, scholarship, and institutional communications and development activities. The contract provides seamless, comprehensive operational and infrastructure support (“backbone” is a term offered by one school) for alumni relations, donor outreach and stewardship, financial management, and scholarship management. It also provides CRM services for constituents, other fundraising support, and database administration. This type of foundation management software is not within the scope of the NextGen ERP replacement. In addition, the master agreement provides consistent terms and protections for the participating colleges/universities and helps ensure compliance. Currently twenty-five (25) schools use Blackbaud services.

The colleges and universities are requesting approval for an extension of the master contract for up to five (5) additional years (2 + 3 one-year options) for up to \$3.5 additional to help save time and resources and to provide consistent and aligned services. The services are purchased and paid for by each college and university based on their need.

**RECOMMENDED COMMITTEE ACTION:**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor’s designee to execute a contract extension for up to five years (2 years + 3 one-year options) for a total contract term of up to ten (10) years for a total amount not to exceed \$7 million. The board directs the chancellor or his designee to execute all necessary documents.

**RECOMMENDED BOARD OF TRUSTEES ACTION:**

The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract extension for up to five years (2 years + 3 one-year options) for a total contract term of up to ten (10) years for a total amount not to exceed \$7 million. The board directs the chancellor or his designee to execute all necessary documents.

*Date Presented to the Board of Trustees:*

*06/16/21*

*Date of Implementation:*

*06/16/21*

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

**CONTRACTS REQUIRING BOARD APPROVAL: MBS BOOKSTORE CONTRACT  
EXTENSION, SYSTEM OFFICE**

**BACKGROUND**

Board Policy 5.14, Contracts, Procurements, and Supplier Diversity, requires that master contracts, including amendments, with values greater than \$3,000,000, must be approved in advance by the Board of Trustees.

Minnesota State implemented a master agreement in July 2016 for bookstore point-of-sale (POS) software with MBS following a system-wide RFP and Board of Trustees approval. The agreement was for up to five (5) years for an amount up to \$4 million. It allows for college bookstores to purchase inventory management, point-of-sale, eCommerce, and accounting services. Currently twenty (20) colleges/universities are using these services.

MBS is one of the primary service providers offering multi-channel methods for students to obtain learning materials required to achieve success in each course. For faculty, it provides a centralized resource of available course materials which can be reviewed, selected, and offered to the students within the same platform. As noted in the Bookstore Collaborative Review report presented to the Board of Trustees by Internal Audit in October 2020, this agreement is very important to the success of the bookstores at the participating colleges by providing a single shared instance of the POS to help streamline their operations. In addition, this service provider supports the marketing and sales of school-branded merchandise within the school and to the general public to promote school visibility.

The college bookstores are requesting approval for an extension of the master contract for up to five (5) additional years (2 + 3 one-year options) for up to \$5 million additional to help save time and resources and to provide consistent and aligned services. The services are purchased and paid for by each college bookstore based on their need.

**RECOMMENDED COMMITTEE ACTION:**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute a contract extension for up to five years (2 years + 3 one-year options) for a total contract term of up to ten (10) years for a total amount not to exceed \$9 million. The board directs the chancellor or his designee to execute all necessary documents.

**RECOMMENDED BOARD OF TRUSTEES ACTION:**

The Board of Trustees authorizes the chancellor or the chancellor's designee to execute a contract extension for up to five years (2 years + 3 one-year options) for a total contract term of up to ten (10) years for a total amount not to exceed \$9 million. The board directs the chancellor or his designee to execute all necessary documents.

*Date Presented to the Board of Trustees:*

*06/16/21*

*Date of Implementation:*

*06/16/21*

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

**CONTRACTS REQUIRING BOARD APPROVAL:  
TIAA RETIREMENT RECORDKEEPER CONTRACT, SYSTEM OFFICE**

**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 system office is seeking approval to enter into a new contract between Minnesota State and TIAA to provide full-service retirement recordkeeping, administration and trustee services for its defined contribution plans. The contract would run for a period of five years, beginning July 1, 2021 and ending June 30<sup>th</sup>, 2026 with a cost not to exceed \$2.87 Million.

Minnesota State conducted a search in FY2021 for full-service retirement recordkeeping, administration and trustee services for its defined contribution Plans: 403(b) Tax-Sheltered Annuity Program (TSA), 401(a) Individual Retirement Account Plans (IRAP) and 401(a) Supplemental Retirement Account Plans (SRP). The Minnesota State team consisted of:

<b>Project Role</b>	<b>Name</b>	<b>Organization/Role</b>
Executive Sponsor	William Maki	Vice Chancellor for Finance
Executive Sponsor	Eric Davis	Vice Chancellor for HR
Sponsor/Search Manager	Derek Hughes	System Director, Total Rewards
Committee Member	Shawn Bjerke	MSCF-Faculty
Committee Member	Dick Kaspari	Ifo-Legal, Benefits & Equity Representative
Committee Member	Amy Kruse	Pine Technical & Community College-CHRO
Committee Member	Joe Trcka	System Office-Compensation and Benefits Specialist
Attorney/Client Advisor	Mary Al Balber	System Office-Assistant General Counsel
Procurement	Robert Harper	System Office-Director Procurement/Supplier Diversity
IT Security	Jim Nelson	System Office-Security Risk Analyst

Aon Investments USA Inc. (Aon) was engaged by Minnesota State to conduct a thorough and objective vendor search, including: preparation of the Request for Proposal (RFP); a complete in-depth review of RFP responses; an analysis of fees, services and investments; prepare quantitative scoring and qualitative analysis; identify pros and considerations for each vendor;

present RFP analysis and identify finalist vendors; and facilitate finalist presentations. TIAA holds the current recordkeeper contract (July 1, 2016-June 30, 2021) and previous contracts dating back to 2006. The recordkeeper manages processes such as investments, communications, participant education and advice. This contract approval request seeks to offer TIAA a new, five-year contract (July 1, 2021-June 30, 2026), and details of the contract changes and participant savings are noted below.

### **VENDOR SEARCH PROCESS AND FINAL SELECTION**

A project kickoff meeting was conducted on August 19, 2020. The RFP was issued publicly with minimum requirements to respond to the RFP. Four recordkeepers met the minimum requirements and responded positively to the RFP:

- Empower
- Prudential
- TIAA (Incumbent)
- Voya

Under all scenarios TIAA consistently ranked in 1st place. Empower and Voya consistently ranked 2nd and 3rd respectively, with Prudential consistently ranking in 4th place. Based on the findings, TIAA was invited to present to Minnesota State and Aon on April 5, 2021.

After meeting with TIAA and based on the information provided, TIAA was recommended as the Plans' recordkeeper, based on the following reasons, among others:

- Fees were significantly lower than other bidding firms
- They represent excellent value for the services being offered
- No conversion of participant records and accounts
- Demonstrated enhancements the firm is making to technology and tools offered to participants (e.g., mobile app, advice to participants)

Following the finalist presentation, TIAA agreed to provide participant survey opportunity to any employee that meets with a TIAA financial representative. They also provided detailed commitments regarding financial education.

### **TERMS OF PROPOSED CONTRACT**

The terms of the contract with TIAA represent a cost savings of \$3.793 Million over the current contract which expires on June 30, 2021. Highlights of the new contract are as follows:

- **Fee Reduction**  
Fee reduction to participants is in the amount of \$758.6k per year, recurring over the five-year contract.

- **Fee Equalization**

TIAA administers the same services to participants in any (or all) of Minnesota State’s three retirement plans at a flat-fee of \$28/participant (formerly \$65/participant).

- **Contract and Service Level Agreement Additions**

TIAA financial advisors represent TIAA in two respects:

1. As a broker/dealer of TIAA specific investment products (can sell annuities and securities)
2. As Certified Financial Advisors (can legally provide financial and investment advisement)

The combination leaves room for a potential conflict of interest – specifically, advising participants towards TIAA specific products over other funds in the line-up.

TIAA contractually agreed to send regular quarterly reports of advice services for review by the DCR Retirement Advisory Committee as defined in Board Policy 1C.4.

- **Participant Experience Remains Robust and affordable**

Services to all participants include:

Guidance Tools <i>(Included)</i>	Calculators, planning documents, etc.
Advice Tools <i>(Included)</i>	Third-party, actuarial calculated advisement tool providing participants fund level investment strategies to reach goals
Personal Onsite Advisement <i>(Included)</i>	Certified financial professionals provide advisement
Personal Wealth Management <i>(Included)</i>	Specialized service for investors with complex investment scenarios and large balances.
Retirement Portfolio Management <i>(Additional Charges)</i>	Third-party, active management of plan investments for participants wanting to offload the responsibility (additional fees apply)
<b>New</b> Financial Wellness Platform <i>(Included)</i>	New financial wellness tool and education platform for participants to self-educate, monitor investments, and better understand their own financial decisions.
<b>New</b> Student Loan Debt <i>(Included)</i>	New tools to assist participants with debt consolidation and management

- **Onsite/Online Support** – Onsite support from TIAA will continue at campuses across the state, as well as the option to meet virtually.

- **Investment Menu Unchanged** – TIAA will administer same fund lineup. Conversion is not necessary including no mapping to new funds, blackout periods, or fund freezes.

**RECOMMENDED COMMITTEE MOTION**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or his designee to enter into a new contract with TIAA to provide full-service retirement recordkeeping, administration and trustee services for its defined contribution Plans: 403(b) Tax-Sheltered Annuity Program (TSA), 401(a) Individual Retirement Account Plans (IRAP) and 401(a) Supplemental Retirement Account Plans (SRP). The contract is for a term of five years (July 1, 2021-June 30, 2026). The total cost is not to exceed \$2.87 Million. The board directs the chancellor or his designee to execute all necessary documents.

**RECOMMENDED BOARD MOTION**

The Board of Trustees authorizes the chancellor or his designee to enter into a new contract with TIAA to provide full-service retirement recordkeeping, administration and trustee services for its defined contribution Plans: 403(b) Tax-Sheltered Annuity Program (TSA), 401(a) Individual Retirement Account Plans (IRAP) and 401(a) Supplemental Retirement Account Plans (SRP). The contract is for a term of five years (July 1, 2021-June 30, 2026). The total cost is not to exceed \$2.87 Million. The board directs the chancellor or his designee to execute all necessary documents.

*Date Presented to the Board of Trustees:*

*06/16/21*

*Date of Implementation:*

*06/16/21*



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

**Name:** Finance Committee

**Date:** June 16, 2021

**Title:** Surplus Property Designation: Winona State University

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

Board Policy 6.7, Real Estate Transactions and Management, calls for Board of Trustees approval of real estate property surplus designation and sale for properties valued at \$250,000 or more.

Winona State University (WSU) is seeking Board of Trustees approval for designation as surplus of three (3) properties, commonly referred to as their West Campus. The properties include Tau Center, Maria Hall and Lourdes Hall. Collectively, the properties consist of approximately 11.15 acres with a total appraised value of \$8.2 million. WSU seeks the surplus approval to consolidate their property holdings and provide better residential life facilities in closer proximity to the main campus to better recruit, retain and serve students.

**Scheduled Presenter(s):**

Bill Maki, Vice Chancellor for Finance and Facilities

Brian Yolitz, Associate Vice Chancellor for Facilities

**MINNESOTA STATE  
BOARD OF TRUSTEES**

<b>BOARD ACTION</b>
<b>SURPLUS PROPERTY DESIGNATION: WINONA STATE UNIVERSITY</b>

**AUTHORITY**

The Board may designate as “surplus” and offer real property for sale under its control pursuant to Minnesota Statute §136F.60, subdivision 5. Board of Trustees Policy 6.7, Real Estate Transactions provides for the board to first designate as surplus the real property that has an expected appraised value greater than \$250,000. Under state statute, the board is obligated to offer the surplus property first to local jurisdictions, including the city, county and school district. The offering process is initiated with an independent appraisal.

**BACKGROUND**

Winona State University (WSU) West Campus includes three property parcels including the Tau Center, Maria Hall and the Lourdes Hall. WSU purchased all three parcels using revenue funds. Collectively, the parcels consist of approximately 11.15 acres with an appraised value of \$8,200,000. The properties are depicted on **ATTACHMENT A**.

Tau Center was purchased in 2003 from the Sisters of St. Francis at Assisi Heights in Rochester. At the time WSU was experiencing increasing enrollment, so the opportunity to add about 100 beds on the west campus, along with some extra conferencing space and classrooms were deemed desirable.

Maria Hall was purchased in 2007 from St. Mary’s University. Once again, facing growing enrollment and no room to expand on the main campus, the decision was made to add these 200+ beds. Prior to this purchase, WSU had been leasing the twin building to Maria, Loretto Hall, from St. Mary’s for several years. Loretto contained a dining operation so, St. Mary’s wished to keep that building but sell WSU Maria Hall.

Lourdes Hall was purchased as an expansion of WSU to create the residential college model. Living and learning in the same spaces was a highly desirable concept in the 1990’s and 2000’s. WSU leadership noticed a change in student behavior starting approximately seven (7) years ago that they no longer wish to take a bus a mile from the main campus. They prefer to be on the main campus, where the action is so to speak. Lourdes Hall was purchased from the Hiawatha Education Foundation, which was the entity that purchased the remnants of St. Teresa’s College.

The three parcels and facilities of “The West Campus” remain in the WSU Revenue Fund:

**Tau Center:** 110 person residence hall and classroom/conferencing building acquired in 2003. Has been unused by WSU for about 3-4 years. It was used this year isolation of COVID students. Additional notes and considerations:

Estimated/appraised value: \$3,150,000 (June 2020).  
Annual operating costs: \$150,000 (\$50,000 utilities, \$100,000 staff)  
New roof needed in next three years \$1.7M (November 10, 2020 Pre-Design Estimate)  
Backlog and 10 year renewal: \$2.5 million  
Facility condition index (FCI): 0.36 – Critical (IFMA)

**Maria Hall:** 202 bed residence hall acquired in 2007.

Appraised Value: \$1,800,000 (May 2021)  
Annual operating costs: \$141,000 (\$41,000 utilities, \$100,000/yr (1.5 FTE, includes fringe, 1 GMW, 0.5 Maint))  
Backlog and 10 year renewal: \$4.4 million  
Building FCI: 0.26, FCI greater than 0.30 is defined as the asset is in an unacceptable condition with extensive signs of advanced deterioration.

**Lourdes Hall:** 452 bed residence hall and classroom building acquired in 1993. Facility includes 5 classrooms, dining hall and indoor swimming pool. Additional notes and considerations:

Appraised Value: \$3,250,000 (May 2021)  
Annual operating costs: \$640,000 (\$190,000 utilities, \$450,000/yr (6.0 FTE, includes fringe, 4 GMW, 2 Maint))  
Backlog and 10 year renewal: \$23.8 million  
Building FCI: 0.29. FCI greater than 0.30 is defined as the asset is in an unacceptable condition with extensive signs of advanced deterioration.

At the peak WSU was housing 800+ students on The West Campus. Pre-COVID, in AY 2018-19, WSU was housing about 400 students on The West Campus. Tau Center has not been used since 2015-16 for residence hall students. WSU still used the conferencing areas of Tau Center.

As with locations away from main campus, WSU is carrying additional costs. WSU has an entire transit operation that costs about \$400,000 each year to provide shuttle buses during the day and van transportation at night and on weekends. The facilities staff keeps duplicate equipment at the location including bobcats for snow removal, lawn maintenance equipment, etc. If WSU vacates The West Campus it is estimated to approach a \$1M annual savings to the overall budget just from reduced operational expenses.

Due to enrollment declines compounded by COVID, WSU is within 100 students of being able to simply close up and mothball West Campus, consolidate residence life students on the main

campus, and begin the divestiture process. Given the property configuration, current use, and market conditions within Winona, WSU proposes to declare the Tau Center, Maria Hall and Lourdes Hall parcels as surplus with the intention of selling the properties. The Lourdes Hall property sale may lag slightly behind Tau and Maria depending on enrollment trends and updates to the main campus residential facilities.

**RECOMMENDED COMMITTEE MOTION**

The Finance Committee recommends that the Board of Trustees designate approximately 11.15 acres commonly referred to as The West Campus of Winona State University, including Tau Center, Maria Hall and Lourdes Hall as surplus and authorizes the Chancellor or the Chancellor’s designee to offer the property for sale and execute the documents necessary to finalize the transaction.

**RECOMMENDED BOARD MOTION**

The Board of Trustees designates the approximately 11.15 acres commonly referred to as The West Campus of Winona State University, including Tau Center, Maria Hall and Lourdes Hall as surplus and authorizes the Chancellor or the Chancellor’s designee to offer the property for sale and execute the documents necessary to finalize the transaction.

*Date Presented to the Board of Trustees:* 06/16/21  
*Date of Implementation:* 06/16/21

# Property Actions Winona State University June 2021



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

**Name:** Finance Committee

**Date:** June 16, 2021

**Title:** Revenue Fund Bond Refunding: 2011 Issuance (2nd Reading)

**Purpose** (*check one*):

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

The Board of Trustees asked to approve a refunding of Minnesota State's Series 2011A and 2011C revenue bonds. The refunding sale is planned for July 2021, the redemption date of both the Series 2011A and 2011C bonds.

The Series 2011A and 2011C bonds were originally issued to fund renovation and construction of fitness and wellness centers, residence halls, student unions, and parking ramps at eight (8) college and university campuses. Savings from the refunding sale will directly benefit these institutions.

The net present value savings of the bond refunding is estimated to be \$10.4 million over the remaining 10 years.

**Scheduled Presenter(s):**

Brian Yolitz, Associate Vice Chancellor – Facilities

**MINNESOTA STATE  
BOARD OF TRUSTEES**

<b>BOARD ACTION</b>
<b>REVENUE FUND BOND REFUNDING: 2011 ISSUANCE (2nd Reading)</b>

**BACKGROUND**

Minnesota Statute 136F.90 authorizes the Board of Trustees to issue and sell bonds for the purpose of acquiring, constructing, completing, remodeling, or equipping buildings or structures, and acquiring sites, and refund and refinance the bonds by the issuance and sale of refunding bonds to operate and manage residence halls, dormitories, dining halls, student union buildings, parking facilities, and any other similar revenue-producing buildings when the board finds that it is in the public interest and finds it necessary for the good and benefit of state colleges and universities. **Attachment A** provides additional background on the Minnesota State revenue fund program.

The Board of Trustees is being asked to approve a revenue bond sale to refund the Series 2011A Bonds and the 2011C Bonds outstanding in the amount of the refunding bonds not to exceed \$60 million.

Minnesota State considers revenue fund bond sales every odd-numbered calendar year. For 2021, the system evaluated cost savings that might be achieved by refunding any of its existing revenue bond debt. A bond refunding is similar to refinancing a home loan to achieve interest cost savings. All of Minnesota State's 20-year, tax-exempt Minnesota State revenue bonds contain a call feature allowing for a bond refunding at year 10. At the call date, the bonds may be refunded with new bonds issued at a lower interest rate to produce debt service savings. The board must adopt a resolution describing generally the contemplated bond refunding, the estimated cost thereof, including legal and financial expenses, fixing the amount of the bonds, the maturity or maturities, the interest rate, and all details in respect of the bonds and setting forth certain covenants required under Minnesota Statutes, Section 136F.92.

**SAVINGS TO CAMPUSES**

The system previously refunded revenue bonds in 2012 (2002 series bonds), 2015 (2005 series), 2017 (2007 series), 2019 (2009 series), saving campuses that participated in those sales approximately \$23 million in interest costs during the refunding bond term.



In preparation for the 2021 effort, the system's financial advisory firm estimated a net present value savings of approximately \$10.4 million depending on final interest rates. The bond sale parameters are included as **Attachment B**.

## **2021 REFUNDING AMOUNTS**

The board is being asked to review and approve a 2021 revenue bond sale for the purpose of refunding the outstanding principal of Minnesota State's Revenue Fund Bonds, Series 2011A (the "Series 2011A Bonds") and Minnesota State's Revenue Fund Bonds, Series 2011C (the "Series 2011C Bonds"), (collectively the "2011 Obligations").

The Series 2011A Bonds were issued in the original aggregate principal amount of \$82,400,000. The estimated amount to be refunded is approximately \$48.365 million.

The Series 2011C Bonds were issued in the original aggregate principal amount of \$12,000,000. The estimated amount to be refunded is approximately \$7.6 million.

A refunding of the 2021 Obligations would be issued (and closed) before October 1, 2021, the call date of both the Series 2011A and Series 2011C bonds.

The Series 2011A Bonds financed capital improvements on seven campuses:

- Anoka Ramsey Community College (fitness and wellness center),
- Bemidji State University (Birch Residence Hall renovation),
- Minnesota State University – Mankato (residence hall new construction and Centennial hall Student Union renovation),
- Minnesota State University – Moorhead (Dahl Residence Hall renovation),
- Minnesota State Community and Technical College - Moorhead (renovation and additional to the wellness center),
- St. Cloud State University (North Shoemaker, Case and Hill Resident Hall renovations), and St. Paul College (parking ramp construction).

The Series 2011C Bonds financed capital improvements at Normandale Community College (parking ramp construction).

The benefit of the refunding directly accrues to the campuses retiring the associated debt.

## **BOND RATING**

A bond rating will be required for the refunding, and rating presentations will be scheduled with Moody's Investor Service and S&P Global Ratings. Moody's and S&P previously rated Minnesota State Revenue Fund bonds at Aa3 and AA- respectively. Although the revenue fund remains strong and maintains a stable financial profile, both rating agencies have expressed interest in future enrollment trends facing the system.

As a comparison, the State of Minnesota's ratings from Moody's is Aa1, Standard & Poor's, AAA, and Fitch, AAA. The General Obligation state bonds carry the full faith and credit of the State of Minnesota, while Minnesota State Revenue Fund Bonds pledge only the revenue generated by the facilities in the fund.

## **BOND SALE RESOLUTION**

To accomplish the refunding, the Board of Trustees will be asked to approve the sale consistent with the parameters found in **Attachment B** and approve the draft Series Resolution authorizing the bond sale found in **Attachment C**. The blanks in the Series Resolution will be completed based on the results of a competitive sale of the bonds.

The interest rates and other bond details will be determined on the basis of a bid representing the most favorable True Interest Cost ("TIC") received from those submitting offers in a competitive bid, and will be memorialized in the Series Resolution, the bonds themselves, and in a certificate signed by the Minnesota State Vice-Chancellor - Chief Financial Officer.

The system's financial advisor is preparing a Preliminary Official Statement for distribution to the rating agencies and investors and a Series Resolution will also be finalized with the assistance of bond counsel. Pending board approval, the sale would be scheduled to occur in July to allow sufficient time to call the 2011 Obligations on October 1, 2021.

## **RECOMMENDED COMMITTEE MOTION**

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

- A. The Board of Trustees hereby adopts the Series Resolution, a draft of which is contained in **Attachment C**.
- B. The Board of Trustees authorizes a refunding bond sale of its 2011A Series Revenue Bonds and its 2011C Series Revenue Bonds sufficient to realize net proceeds which, with available debt service reserve funds and debt service funds from bonds to be refunded, will:
  1. Refund up to \$48.365 million of tax-exempt bonds maturing from 2022 to 2031 from 2011A Series bonds,
  2. Refund up to \$7.6 million of tax-exempt bonds maturing from 2022 to 2032 from the 2011C Series Bonds, and
  3. Comply with the bond sale parameters identified in Attachment B, as incorporated herein.
- C. In addition, the board authorizes the chancellor or the chancellor's designee to execute all documents necessary to accomplish the refunding sale including, but not limited to,

the Series Resolution, Second Amendment to Amended and Restated Master Indenture of Trust, and all related documents needed for the refunding transaction.

### **RECOMMENDED BOARD MOTION**

The Board of Trustees adopt the following motion:

- A. The Board of Trustees hereby adopts the Series Resolution, a draft of which is contained in **Attachment C**.
- B. The Board of Trustees authorizes a refunding bond sale of its 2011A Series Revenue Bonds and its 2011C Series Revenue Bonds sufficient to realize net proceeds which, with available debt service reserve funds and debt service funds from bonds to be refunded, will:
  4. Refund up to \$48.365 million of tax-exempt bonds maturing from 2022 to 2031 from 2011A Series bonds,
  5. Refund up to \$7.6 million of tax-exempt bonds maturing from 2022 to 2032 from the 2011C Series Bonds, and
  6. Comply with the bond sale parameters identified in Attachment B, as incorporated herein.
- C. In addition, the board authorizes the chancellor or the chancellor's designee to execute all documents necessary to accomplish the refunding sale including, but not limited to, the Series Resolution, Second Amendment to Amended and Restated Master Indenture of Trust, and all related documents needed for the refunding transaction.

*Date Presented to the Board of Trustees:* 06/16/21

*Date of Implementation:* 06/16/21

## ADDITIONAL REVENUE FUND PROGRAM BACKGROUND

### REVENUE BOND AUTHORITY

Minnesota Statute 136F.90 authorizes the Board of Trustees to issue and sell bonds for the purpose of acquiring, constructing, completing, remodeling, or equipping buildings or structures, and acquiring sites, and refund and refinance the bonds by the issuance and sale of refunding bonds to operate and manage residence halls, dormitories, dining halls, student union buildings, parking facilities, and any other similar revenue-producing buildings when the board finds that it is in the public interest and finds necessary for the good and benefit of state colleges and universities.

During the 2012 legislative session, the system successfully obtained an increase in the revenue fund debt authority from \$300 to \$405 million. Revenue bond authority is the maximum amount of outstanding principal the system may incur.

### BOND SALE PROCESS

Revenue fund projects follow similar system planning, design, and construction processes as any other system capital project with some variations to accommodate specific revenue bonding requirements. Below are highlights of the revenue fund project process.

- Revenue Fund Sale Cycle. Starting in 2011, the system opted to plan revenue bond sales on a 2 year, odd-numbered year cycle. The 2-year cycle was designed to give campuses ample time to develop the projects and refine the scope, cost, and consult with students. The cycle also provides enough time to increase revenue bond debt authority through the legislative process if it became necessary. During recent years, the bond cycle included an analysis of bonds that may be eligible for refunding to achieve interest cost savings.
- Comprehensive Facilities Plans. Campuses update their Comprehensive Facilities Plans on a five-year cycle, which include revenue-funded capital projects. Some campuses have supplemented their plans with Residential Life Master Plans.
- Debt Capacity Study. Before each revenue bond cycle, the system office commissions a study to determine the debt capacity of the revenue fund program as a whole and by individual campuses in the revenue fund. This study sets the basic parameters of what a campus can afford in a given bond sale.
- Predesign and Feasibility. Campus leadership and students define the need for a revenue fund project. The first formal step in the revenue fund project is for campus leadership to initiate a predesign to evaluate the feasibility of the project. The campus also works with

system office staff to develop a financial pro forma that meets the financial requirements for a viable project.

- Student Consultation. Since student fees are the primary source of revenue for the repayment of Revenue Fund debt and operating revenues, students are expected to be involved in project planning. At critical stages, student consultation letters are solicited from student leadership.
- Project List. After the predesign process and evaluation of a project's financial viability, a final project list is assembled for Board of Trustees consideration.

## **PROJECT TERMS**

- The Revenue Fund can finance up to 100% of project costs, although many campuses choose to contribute campus revenue funds to reduce the amount of debt carried on a project.
- The estimated project cost includes all sources of funds used to finance the project.
- The portion of a project financed with revenue bonds will include an additional 11% to account for bond sale costs at closing, known as the cost of issuance. Those issuance costs primarily include a debt service reserve equal to one full year of debt service and the cost of document preparations for regulatory compliance, such as publication of the official statement, professional advisor and legal fees and similar costs. The debt service reserve, the largest part of the 11% costs of issuance allowance, is not a lost cost, but is recovered when the bonds mature or are called, or may be applied to the last annual debt service on the bonds.

**SALE PARAMETERS**

**Series 2021A Refunding Bonds (Tax-Exempt)**

1. Maximum Interest Rate (TIC): up to 3.0%
2. Maximum Principal: \$60,000,000
3. Maximum Discount: 1.0 % of par or \$10/\$1,000 Bond. Minimum bid of 99% is required per the Official Statement
4. Earliest Redemption date: Non-Callable

In any event, the total principal for Series 2021 shall not exceed \$60,000,000

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**SERIES RESOLUTION**

**OF**

**THE BOARD OF TRUSTEES**

**OF THE**

**MINNESOTA STATE COLLEGES AND UNIVERSITIES**

**RELATING TO**

**REVENUE FUND BONDS**  
**SERIES 2021A**

**FIRST READING: May 19, 2021**  
**ADOPTED: June [15][16], 2021**

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Minneapolis, MN 55402-1299

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## RESOLUTION

BE IT RESOLVED by the Board of Trustees (the “Board”) of the Minnesota State Colleges and Universities (the “Issuer” or “Minnesota State”) as follows:

## WITNESSETH

### WHEREAS:

1. Minnesota State is a public higher education system of the State of Minnesota (the “State”) duly created and existing under the laws of the State, including Minnesota Statutes, Chapter 136F, as amended (the “Act”), having the rights, powers, privileges and duties provided in the Act, including those set forth in the Master Indenture (defined herein).

2. In accordance with the terms of an Amended and Restated Master Indenture of Trust, dated as of June 1, 2009, as amended by a First Amendment to Amended and Restated Indenture, dated as of March 1, 2013, as further amended by a Second Amendment to Amended and Restated Indenture, dated as of August 1, 2019 (together, as amended, the “Master Indenture”), Minnesota State and U.S. Bank National Association, a national banking association, as trustee (the “Trustee”), have agreed to the terms and conditions governing the issuance, sale, and delivery of Revenue Fund Bonds.

3. All terms capitalized but not otherwise defined herein have the meanings assigned to those terms in the Master Indenture.

4. The Board has determined that the potential debt service savings with respect to certain outstanding Revenue Fund Bonds of Minnesota State make it necessary and desirable for Minnesota State to issue its Revenue Fund Bonds in an original aggregate principal amount of up to \$43,395,000 consisting of its Revenue Fund Bonds, Series 2021A (the “Series 2021A Bonds”), and to use the proceeds of the Series 2021A Bonds for the following purposes: (i) to the extent that appropriate savings will be realized, fund the current refunding of the outstanding Series 2011A Bonds and Series 2011C Bonds; (ii) fund the Debt Service Reserve Account in the amount of the Reserve Requirement; and (iii) pay certain costs of issuing the Series 2021A Bonds.

5. The execution and delivery of this Series Resolution and the issuance of the Series 2021A Bonds have been in all respects duly and validly authorized by the Issuer.

6. All things necessary to make the Series 2021A Bonds, when authenticated by the Trustee and issued and secured as provided in the Master Indenture and this Series Resolution, the valid, binding, and legal limited obligations of the Issuer according to the import thereof have been done and performed; and the creation, execution, and delivery of this Series Resolution, and the creation, execution, and issuance of the Series 2021A Bonds, subject to the terms hereof, have in all respects been duly authorized.

NOW THEREFORE, KNOW ALL PERSONS BY THESE PRESENTS, THIS SERIES RESOLUTION WITNESSETH:

The Issuer, in consideration of the premises and the purchase and acceptance of the Series 2021A Bonds by the Holders thereof, in order to secure the payment of the principal of, interest on, and premium, if any, on the Series 2021A Bonds according to their tenor and effect, does hereby grant a security interest in and assign to the Holders of the Series 2021A Bonds and all Revenue Fund Bonds (other than Subordinate Bonds) issued pursuant to the Master Indenture and any Series Resolution (including this Series Resolution), and to the beneficiaries of any Senior Guarantees, regardless of when such Senior Bonds or

Senior Guarantees were or are issued, on an equal and parity basis, except as expressly stated below, the following:

FIRST

The “Net Revenues” as defined in the Master Indenture as heretofore amended and as amended by this Series Resolution; and

SECOND

All proceeds, earnings, and investment income derived from the foregoing (except Rebate Amounts);

PROVIDED that:

First, the foregoing equal and ratable parity pledge shall not extend to Subordinate Bonds which shall be secured solely by money held in the Surplus Account as provided in the Master Indenture; and

Second, the proceeds of any Credit Enhancement Instrument issued to secure a particular Series of Revenue Fund Bonds shall benefit only that Series of Revenue Fund Bonds and the proceeds of such Credit Enhancement Instrument shall not be applied for the benefit of or payment of any other Series of Revenue Fund Bonds; and

Third, money applied to the payment of Revenue Fund Bonds and Senior Guarantees shall be withdrawn from the funds and accounts created by the Master Indenture strictly in the order of priority set forth therein.

SUCH PLEDGE having been made, upon the terms and trusts herein set forth for the equal and proportionate benefit, security, and protection of all Holders from time to time of the Revenue Fund Bonds, and all Senior Bonds and Senior Guarantees heretofore issued and to be issued under and secured by the Master Indenture and this Series Resolution and other Series Resolutions (but excluding Subordinate Bonds) without privilege, priority, or distinction as to lien or otherwise of any of such bonds or guarantees over any of the others except as otherwise provided therein and herein.

PROVIDED, HOWEVER, that if the Issuer, its successors or assigns, shall well and truly pay, or cause to be paid, or provide fully for payment as herein provided of the principal of the Series 2021A Bonds and the interest due or to become due thereon (together with premium, if any), at the time and in the manner set forth in the Series 2021A Bonds according to the true intent and meaning thereof, and shall well and truly keep, perform, and observe all the covenants and conditions pursuant to the terms of the Master Indenture and this Series Resolution to be kept, performed, and observed by it, and shall pay to the Registrar and Paying Agent all sums of money due or to become due in accordance with the terms and provisions of the Master Indenture and this Series Resolution as from time to time supplemented, then this Series Resolution and the rights hereby granted shall cease, terminate, and be void except as otherwise provided herein; otherwise, the Master Indenture and this Series Resolution shall be and remain in full force and effect.

UNDER THE PROVISIONS OF THE ACT and the Series Resolution, the Series 2021A Bonds may not be payable from or be a charge upon any funds of the Issuer or the State other than the revenues pledged to the payment thereof nor shall the Issuer or State be subject to any pecuniary liability thereon except from money expressly pledged, and no Holder or Holders of the Series 2021A Bonds shall ever have the right to compel any exercise of the taxing power of the Issuer or the State to pay any Revenue Fund

Bond or the interest and premium, if any, thereon, or to enforce payment thereof against any property of the Issuer or the State, except as above provided; the Series 2021A Bonds shall not constitute a charge, lien, or encumbrance, legal or equitable, upon any property of the Issuer, except as above provided; but nothing in the Act impairs the rights of Holders of Series 2021A Bonds issued under the Master Indenture and this Series Resolution and any other Series Resolutions and the beneficiaries of Senior Guarantees to enforce the covenants made for the security thereof, to the extent specifically provided herein, for the equal and proportionate benefit of all Holders of the Series 2021A Bonds, all other Revenue Fund Bonds, and the beneficiaries of Senior Guarantees, as follows:

(The remainder of this page is intentionally left blank.)

## ARTICLE 1

### DEFINITIONS AND OTHER PROVISIONS OF GENERAL APPLICATION

Section 1.1 Definitions. All terms capitalized but not otherwise defined in this Series Resolution shall have the meanings assigned to such terms in the Master Indenture. In this Series Resolution the following terms have the following respective meanings unless the context hereof clearly requires otherwise.

Authorized Denomination means \$5,000, or any integral multiple thereof.

Board means the Board of Trustees of Minnesota State.

Closing Certificate means a certificate of Minnesota State executed by an Authorized Representative reflecting the final principal amounts, maturity dates, interest rates, and sinking fund redemption dates of the Series 2021A Bonds, based on the winning bid of the Original Purchaser accepted by Minnesota State with respect to the Series 2021A Bonds, as well as the allocation of the proceeds of the Series 2021A Bonds among the various funds, accounts, and subaccounts established by the Master Indenture and this Series Resolution.

Interest Payment Date means, with regard to the Series 2021A Bonds, each April 1 and October 1, commencing April 1, 2022.

Master Indenture means the Amended and Restated Master Indenture of Trust, dated as of June 1, 2009, as amended by a First Amendment to Amended and Restated Indenture, dated as of March 1, 2013, as further amended by a Second Amendment to Amended and Restated Indenture, dated as of August 1, 2019, as may be further amended from time to time, relating to the Revenue Fund Bonds issued by Minnesota State from time to time.

Maturity Date means any date on which principal of or interest and premium, if any, on the Series 2021A Bonds is due, whether at maturity, on a scheduled Interest Payment Date, or upon redemption or acceleration, or otherwise.

Minnesota State or the Issuer means the Board of Trustees of the Minnesota State Colleges and Universities, or any successor to its functions.

Original Purchaser means the original purchaser of the Series 2021A Bonds, as determined after the acceptance of the bids in accordance with a competitive sale of the Series 2021A Bonds, as identified in the Closing Certificate.

Prior Bonds means all bonds issued or secured under the Master Indenture prior to the issuance of the Series 2021A Bonds.

Rating Agency means Moody's Investors Service, S&P Global Ratings, or Fitch Ratings, or any other nationally-recognized credit rating agency which has been solicited to issue a rating on, and has issued a rating on, the Series 2021A Bonds; and with respect to the credit rating (claims payment ability rating) of an insurance company, A.M. Best & Company or any other nationally-recognized credit rating agency rating the claims payment ability of insurance companies.

Refunded Bonds means the Series 2011A Bonds and the Series 2011C Bonds.

Registrar and Paying Agent means U.S. Bank National Association, a national banking association.

Revenue Fund Bonds means, collectively, the Prior Bonds and the Series 2021A Bonds.

Series Resolution means this Series Resolution, adopted on June [15][16], 2021, by the Board.

Series 2011A Bonds means the Revenue Fund Bonds, Series 2011A, issued by Minnesota State on February 23, 2011, in the original principal amount of \$82,400,000, of which \$48,365,000 is subject to optional redemption and prepayment on October 1, 2021.

Series 2011C Bonds means the Revenue Fund Bonds, Series 2011C, issued by Minnesota State on August 25, 2011, in the original principal amount of \$12,000,000, of which \$7,600,000 is subject to optional redemption and prepayment on October 1, 2021.

Series 2021A Bonds means the Revenue Fund Bonds, dated as of the date of delivery, to be issued by Minnesota State in accordance with the terms and conditions of this Series Resolution in an original aggregate principal amount not to exceed \$43,395,000, consisting of the Revenue Fund Bonds, Series 2021A.

Term Bonds means the Series 2021A Bonds identified as such pursuant to Section 2.3(2) hereof and the Closing Certificate, if any.

Trustee means U.S. Bank National Association, a national banking association, its successors and assigns.

#### Section 1.2 Effect of this Series Resolution.

(a) Except as expressly supplemented or amended by this Series Resolution, all of the terms and provisions of the Master Indenture, as heretofore amended, shall apply to the Series 2021A Bonds.

(b) To the extent of any inconsistency between the terms and provisions of this Series Resolution and the terms and provisions of the Master Indenture, this Series Resolution shall control. Except as provided in the preceding sentence, the terms and provisions of this Series Resolution shall be construed with the terms and provisions of the Master Indenture so as to give the maximum effect to both.

(c) This Series Resolution shall take effect on the date of issue of the Series 2021A Bonds.

(d) The Rules of Interpretation stated in Section 1.5 of the Master Indenture shall apply to this Series Resolution.

Section 1.3 Exhibits. The following Exhibits are attached to and by reference made a part of this Series Resolution:

- (1) EXHIBIT A — Form of Series 2021A Bonds;
- (2) EXHIBIT B — Annual Report Information; and
- (3) EXHIBIT C — Blanket Issuer Letter of Representation.

## ARTICLE 2

### THE SERIES 2021A BONDS

#### Section 2.1 The Series 2021A Bonds.

- (A) The Series 2021A Bonds shall be issued:
- (1) as Tax-Exempt Revenue Fund Bonds;
  - (2) in Book-Entry Form; and
  - (3) as Revenue Fund Bonds bearing interest at a fixed rate of interest.

The Series 2021A Bonds are to be issued in the aggregate principal amount not to exceed \$43,395,000, with the actual principal amount issued to be identified in the Closing Certificate relating to the Series 2021A Bonds. The total principal amount of Series 2021A Bonds which may be Outstanding hereunder is expressly limited to the amount identified in the Closing Certificate relating to the Series 2021A Bonds unless duplicate Series 2021A Bonds are issued as provided in Section 2.12 of the Master Indenture. The Series 2021A Bonds shall be issued in Authorized Denominations and in substantially the form in EXHIBIT A hereto, with such variations, additions, or deletions as may be appropriate to conform the terms of such Series 2021A Bonds to the terms of this Article 2.

The Vice Chancellor-Chief Financial is hereby authorized to provide for the sale of the Series 2021A Bonds by a competitive sale pursuant to Section 2.18(a) of the Master Indenture. The Vice Chancellor-Chief Financial Officer or another Authorized Representative is authorized to complete the Closing Certificate for the Series 2021A Bonds to establish their specific terms on the basis of the highest and best bid meeting the criteria established herein and in the Master Indenture. The maximum discount at which the Original Purchaser may purchase the Series 2021A Bonds is 1.5% of par.

(B) Upon issuance, the net proceeds of the Series 2021A Bonds (the original principal amount thereof, plus any premium, less any discount allowed to the Original Purchaser) shall be deposited into such accounts as shall be determined by the Issuer in the Closing Certificate. A portion of the amount deposited in the Capital Expenditures Account, in the amount stated in said Closing Certificate, shall be applied to pay the costs of issuing the Series 2021A Bonds.

Section 2.2 Initial Issue. The Series 2021A Bonds shall be initially issued in the aggregate principal amount set forth in the Closing Certificate relating to the Series 2021A Bonds and shall include the following terms.

- (1) The Series 2021A Bonds shall be initially dated as of the date of delivery, and thereafter, for any Series 2021A Bonds issued in exchange for any initial Series 2021A Bond or previously exchanged for such initial Series 2021A Bond, shall be dated the date to which interest has been paid on such Series 2021A Bond surrendered for exchange, as provided in Section 2.6(a) of the Master Indenture.
- (2) The Series 2021A Bonds shall be issued in Book-Entry Form and delivered by the Original Purchaser to the Depository as set forth in Section 2.15 of the Master Indenture.
- (3) The Series 2021A Bonds shall mature on October 1 in the years and amounts set forth in the Closing Certificate, subject to prior redemption as provided in the Closing Certificate.

(4) Interest shall accrue on the Series 2021A Bonds from the date of issuance until the principal amount is paid or payment is duly provided for in accordance with this Series Resolution, and shall be payable on each Interest Payment Date. Interest accrued on any Series 2021A Bond or portion thereof redeemed pursuant to Section 2.3(A) and Section 2.4 hereof shall also be payable on the redemption date as to Series 2021A Bonds called for redemption. The Series 2021A Bonds shall mature on October 1 in the years and in the amounts, and bear interest at the rate or rates, set forth in the Closing Certificate. Interest on the Series 2021A Bonds shall be computed at the rates set forth in the Closing Certificate based on a 360-day year of twelve, 30-day months, for the actual number of complete months, and of days less than a complete month, and shall not exceed a true interest cost of three and one-half percent (3.50%) per annum.

(5) The Series 2021A Bonds shall be payable in such coin or currency of the United States of America as at the time of payment is legal tender for payment of public and private debts, at the principal trust office of the Trustee, or a duly appointed successor Trustee, except that interest on the Series 2021A Bonds shall be payable by check or draft mailed by the Trustee to the Holders of such Series 2021A Bonds on the applicable Regular Record Date (the “Record Date Holders”) at the last addresses thereof as shown in the Bond Register on the applicable Regular Record Date, provided that interest shall be paid to a Holder of \$1,000,000 or more of the principal amount of the Series 2021A Bonds outstanding by electronic funds transfer if such Holder so requests in writing in a form acceptable to the Paying Agent and principal of and any premium on any Series 2021A Bonds shall be payable at the principal office of the Trustee.

(6) The Series 2021A Bonds shall be subject to redemption upon the terms and conditions and at the prices specified in Section 2.3(A) and Section 2.4 hereof.

Notwithstanding the foregoing, if the date for payment of the principal of, premium, if any, or interest on any Series 2021A Bond shall be a day which is not a Business Day, then the date for such payment shall be the next succeeding day which is a Business Day, and payment on such later date shall have the same force and effect as if made on the nominal date of payment. The Series 2021A Bonds shall be delivered by the Trustee to the Original Purchaser thereof upon receipt by the Issuer and, if applicable, the Trustee, of the items listed in Section 2.13 of the Master Indenture, and satisfaction by the Issuer of the conditions stated in Section 2.5 of the Master Indenture.

### Section 2.3 Redemption.

(A) Pursuant to the provisions of Section 3.1 of the Master Indenture and 2.4 hereof, the Series 2021A Bonds are subject to redemption prior to maturity as follows:

(1) *Damage or Destruction or Condemnation.* In the event of damage to or destruction of any Facility financed or refinanced by the Series 2021A Bonds, the Series 2021A Bonds are subject to redemption in whole or in part at the principal amount thereof plus accrued interest to the date of redemption, without premium, on the first day of any month for which timely notice of redemption can be given, whether or not an Interest Payment Date, from the proceeds of any insurance claim payment or condemnation award or portion thereof not applied to repair, restore, or replace the damaged or taken Facility.

(2) *Scheduled Mandatory Redemption.* The Series 2021A Bonds are subject to mandatory redemption prior to maturity by mandatory sinking fund installments in the amounts and on the dates reflected in the Closing Certificate.

(3) *Optional Redemption.* The Series 2021A Bonds are not subject to optional redemption and prepayment prior to their stated maturity date.

(4) *Excess Proceeds Redemption.* If, upon (i) the payment of all costs of issuing the Series 2021A Bonds, and (ii) the redemption of the Series 2011A Bonds and the Series 2011C Bonds on October 1, 2021, proceeds of the Series 2021A Bonds remain in the related subaccount in the Capital Expenditures Account, such excess shall be transferred to the Escrow Account and applied to the redemption of the Series 2021A Bonds, to the extent of the funds so transferred, at their principal amount, plus interest accrued to the redemption date, without premium, on the first day of the next succeeding month for which timely notice of redemption can be given.

(B) No Other Redemption Prior to Maturity. Except as provided in Section 2.3 herein, the Series 2021A Bonds shall not be subject to redemption prior to their stated maturity date.

#### Section 2.4 Method of Redemption for the Series 2021A Bonds.

(1) To effect the redemption of the Series 2021A Bonds under Section 2.3(A)(1), (3), or (4), the Issuer, at least forty (40) days before the redemption date, shall notify the Trustee of its intention to effect such redemption. The funds required for such redemptions shall be provided to the Trustee at least three (3) business days before the redemption date.

(2) The Trustee, on or before the thirtieth day preceding any specified redemption date, shall select the Series 2021A Bonds of the applicable series to be redeemed. In the event and to the extent the Series 2021A Bonds are redeemed in part, the outstanding amounts shown on the tables in those Sections and the serial maturities of the applicable series of Series 2021A Bonds shall be reduced as the Issuer shall direct in its notice to the Trustee. In the absence of such direction, the Trustee shall make such selection which may include random selection by lot.

(3) The Trustee shall give notice of redemption of Series 2021A Bonds mailed not less than thirty (30) days prior to the redemption date by mailing a written notice of redemption, first class mail, postage prepaid, to the Holders of the Series 2021A Bonds to be redeemed at the addresses for such Holders shown on the books of the Registrar, and by sending such notice by electronic mail to the Holders of Series 2021A Bonds for whom the Registrar has an electronic mail address, and by sending a notice of such redemption to each Depository in the same manner as an “event notice” under Section 4.5(B)(2) hereof.

(4) To effect the partial redemption of Series 2021A Bonds under Section 2.3(A) after receipt by the Trustee of notice from the Issuer, as provided herein, the Trustee, prior to giving notice of redemption, shall assign to each Series 2021A Bond of the applicable Series then Outstanding a distinctive number for each Authorized Denomination of the principal amount of such Series 2021A Bond. The Trustee shall then, using such method of selection consistent with subsection (2), from the numbers so assigned to such Series 2021A Bonds, select as many numbers as, at the Authorized Denomination for each number, shall equal the principal amount of such Series 2021A Bonds to be redeemed. The Series 2021A Bonds to be redeemed shall be the Series 2021A Bonds to which were assigned numbers so selected; provided that if, as a result of partial redemption there is a Series 2021A Bond outstanding in a principal amount less than the Authorized Denomination, such Series 2021A Bond shall be redeemed first at the next succeeding redemption date and the Trustee shall provide a written notice to that effect to the affected Holder and the Original Purchaser.



(5) As soon as Series 2021A Bonds are called for redemption pursuant to this Section 2.4, sums in the Escrow Account in the Revenue Fund sufficient to effect such redemption shall be irrevocably set aside for such purpose and applied for no other purpose under this Series Resolution.

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## ARTICLE 3

### ADDITIONAL PROVISIONS RELATING TO THE SERIES 2021A BONDS – SUBACCOUNTS

Section 3.1 Series 2021A Revenue Receipts Subaccount. Minnesota State is hereby directed to create a Series 2021A Revenue Receipts Subaccount pursuant to the Master Indenture. All payments derived from the Facilities financed or refinanced by the Series 2021A Bonds shall be deposited to the Series 2021A Revenue Receipts Subaccount.

Section 3.2 Series 2021A Debt Service Subaccount. The Trustee is hereby directed to create a Series 2021A Debt Service Subaccount pursuant to the Master Indenture. Net Revenues held in the Series 2021A Revenue Receipts Subaccount shall be transferred by Minnesota State on each March 1 and September 1 to the Trustee for deposit to the Series 2021A Debt Service Subaccount, and there applied prior to the use of any other funds, to pay principal of, interest on, and redemption price of Series 2021A Bonds.

Section 3.3 Series 2021A Capital Expenditure Subaccount. The Trustee is hereby directed to create a Series 2021A Capital Expenditure Subaccount pursuant to the Master Indenture, and therein a Cost of Issuance Subaccount and a Refunding Subaccount, and to deposit proceeds of the Series 2021A Bonds therein as described in Section 2.1 and Section 3.3 hereof and in the Closing Certificate relating to the Series 2021A Bonds.

(A) Cost of Issuance Subaccount. Certain proceeds of the Series 2021A Bonds, along with other available funds of Minnesota State in the amounts to be set forth in the Closing Certificate relating to the Series 2021A Bonds, shall be deposited in the Cost of Issuance Subaccount of the Series 2021A Capital Expenditure Subaccount and applied to the payment of the costs of issuing the Series 2021A Bonds.

(B) Refunding Subaccount. Certain proceeds of the Series 2021A Bonds, along with the funds on deposit in the Tax-Exempt Bond Subaccount of the Debt Service Reserve Subaccount and the Tax-Exempt Bond Subaccount of the Debt Service Subaccount each established for the Series 2011A Bonds, and in the Tax-Exempt Bond Reserve Subaccount (Series 2011C) of the Debt Service Reserve Account and the Debt Service Subaccount each established for the Series 2011C Bonds, and other available funds of Minnesota State in the amounts to be set forth in the Closing Certificate relating to the Series 2021A Bonds, sufficient to pay the principal amount of the Series 2011A Bonds and the Series 2011C Bonds to be redeemed, plus accrued interest thereon to October 1, 2021 (the “Redemption Date”), plus the premium, if any, payable upon the Redemption Date, shall be deposited in the Refunding Subaccount of the Series 2021A Capital Expenditure Subaccount. The funds in the Refunding Subaccount shall thereafter be transferred by the Trustee to subaccounts within the Escrow Account established under the terms of the Master Indenture to be applied to the redemption and prepayment of the Series 2011A Bonds and the Series 2011C Bonds on the Redemption Date. As provided in the Closing Certificate relating to the Series 2021A Bonds, Minnesota State may decline to redeem any portion or all of any series of Refunded bonds in the event it is determined that an appropriate level of savings will not be realized by any such redemption.

Section 3.4 Establishment of Subaccounts. Minnesota State and the Trustee may, for ease of administration, establish additional subaccounts within any of the funds and accounts held and maintained by them hereunder and under the Master Indenture, and shall establish such subaccounts as are necessary

to: (a) separate accounts for debt service on Tax Exempt Revenue Fund Bonds and Taxable Revenue Fund Bonds; (b) distinguish funds held for the benefit of different Institutions; (c) hold funds to be paid to a Credit Enhancer; (d) hold funds to be paid pursuant to Senior Guarantees; and (e) comply with Section 136F.94(b) of the Act.

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## ARTICLE 4

### SERIES COVENANTS

Section 4.1 Payment of Principal, Purchase Price, Premium and Interest. Solely from the Net Revenues and sums held in the Accounts in the Revenue Fund, the Issuer will duly and punctually pay the principal of, premium, if any, and interest on the Series 2021A Bonds in accordance with the terms of the Series 2021A Bonds, the Master Indenture and this Series Resolution. Nothing in the Series 2021A Bonds or in this Series Resolution shall be considered as assigning or pledging funds or assets of the Issuer other than those expressly pledged to secure the Series 2021A Bonds (and other Senior Bonds and Senior Guarantees) set forth in the Master Indenture, as supplemented by this Series Resolution.

Section 4.2 Performance of and Authority for Covenants. The Issuer covenants that it will faithfully perform at all times any and all of its covenants, undertakings, stipulations, and provisions contained in the Master Indenture and this Series Resolution, in any and every Series 2021A Bond executed, authenticated, and delivered hereunder, and in all proceedings of Minnesota State pertaining thereto; that it is duly authorized under the Constitution and laws of the State of Minnesota including, particularly and without limitation, the Act to issue the Series 2021A Bonds authorized hereby, to adopt this Series Resolution, to apply a portion of the proceeds of the Series 2021A Bonds to redeem and prepay the Refunded Bonds, and to pledge the Net Revenues and money held in the Revenue Fund and its Accounts equally and ratably to secure the Series 2021A Bonds (and other Senior Bonds and any Senior Guarantees), in the manner and to the extent set forth in the Master Indenture and herein; that all action on its part for the issuance of the Series 2021A Bonds and the execution and delivery of this Series Resolution has been duly and effectively taken; and that the Series 2021A Bonds in the hands of the Holders thereof are and shall be valid and enforceable obligations of the Issuer according to the terms thereof.

Section 4.3 Books and Records. The Registrar and Paying Agent will, so long as any Outstanding Series 2021A Bonds issued hereunder shall be unpaid, keep proper books or records and accounts, in which full, true, and correct entries will be made of all its financial dealings or transactions in relation to the Series 2021A Bonds. At reasonable times and under reasonable regulations established by the Registrar and Paying Agent, such books shall be open to the inspection of the Original Purchaser, the Holders, and such accountants or other agencies as the Registrar and Paying Agent may from time to time designate.

Section 4.4 Bondholders' Access to Bond Register. At reasonable times and under reasonable regulations established by the Registrar and Paying Agent, the Bond Register or a copy thereof may be inspected and copied by Holders (or a designated representative thereof) of twenty-five percent (25%) or more in principal amount of the then Outstanding Series 2021A Bonds, such authority of any such designated representative to be evidenced to the satisfaction of the Registrar and Paying Agent. Except as otherwise may be provided by law, the Bond Register shall not be deemed a public record and shall not be made available for inspection by the public, unless and until notice to the contrary is given to the Registrar and Paying Agent by the Issuer.

Section 4.5 Continuing Disclosure.

(A) Purpose; Definitions. Disclosure of information about the Series 2021A Bonds shall be made as provided in this Section. This Section is intended for the benefit of the Holders of the Series 2021A Bonds.

For the purposes of this Section, the following terms shall have the following meanings:

(1) *EMMA* means the Electronic Municipal Market Access system operated by the MSRB and designated by the SEC as a nationally recognized municipal securities information repository and the exclusive portal for complying with the continuing disclosure requirements of the Rule (Website: <http://emma.msrb.org/>).

(2) *Financial Obligation* means a (a) debt obligation; (b) derivative instrument entered into in connection with, or pledged as security or a source of payment for, an existing or planned debt obligation; or (c) guarantee of a Financial Obligation as described in clause (a) or (b). The term “Financial Obligation” shall not include municipal securities as to which a final official statement has been provided to the MSRB consistent with the Rule.

(3) *Holder* means the person in whose name a Revenue Fund Bond is registered or a beneficial owner of such a Revenue Fund Bond.

(4) *MSRB* means the Municipal Securities Rulemaking Board.

(5) *Obligated Person* means:

(a) the Issuer; and

(b) any person who provides ten percent (10%) or more of the Net Revenues securing the Revenue Fund Bonds (but an Institution shall not be deemed a person independent of the Issuer); and

provided that “Obligated Person” shall not mean a Credit Enhancer.

(6) *Revenue Fund Bonds* means the Prior Bonds and the Series 2021A Bonds.

(7) *Rule* means SEC Rule 15c2-12(b)(5) promulgated by the SEC under the Securities Exchange Act of 1934, as the same may be amended from time to time, and including written interpretations thereof by the SEC.

(8) *SEC* means the Securities and Exchange Commission, and any successor thereto.

(9) *Series 2021A Bonds* means the Revenue Fund Bonds issued pursuant to this Series Resolution.

(B) Periodic and Occurrence Notices. Except to the extent this subsection (B) is modified or otherwise altered in accordance with subsection (F) below, the municipal advisor to the Issuer, on behalf of the Issuer, shall make or cause to be made public, as provided in subsection (D) below, the information set forth in subsections (1), (2), and (3) below:

(1) Periodic Reports.

(a) the annual audited financial statements for the Revenue Fund of the Issuer; and

(b) annual financial information as to each Obligated Person (subject to subsection (E)(1) below); and

(c) an Annual Disclosure Report in substantially the form of Exhibit B hereto disclosing financial and operating data of the type disclosed in the Official Statement relating to the Series 2021A Bonds; provided that the form of Annual Disclosure Report shall be amended or changed each year so as to fairly and accurately present financial and operating data required to be disclosed under the Rule.

(2) Occurrence Notices. The Issuer shall give, or shall cause to be given notice of the occurrence of any of the following events within a timely manner, not in excess of ten (10) business days, after the occurrence of the event, and in accordance with the Rule, by filing such notice with the MSRB, in an electronic format prescribed by the MSRB:

- (a) principal and interest payment delinquencies;
- (b) non-payment related defaults, if material;
- (c) unscheduled draws on debt service reserves reflecting financial difficulties;
- (d) unscheduled draws on credit enhancements reflecting financial difficulties;
- (e) substitution of credit or liquidity providers, or their failure to perform;
- (f) adverse tax opinions, the issuance by the Internal Revenue Service of proposed or final determinations of taxability, Notices of Proposed Issue (IRS Form 5701-TEB) or other material notices or determinations with respect to the tax status of the Senior Bonds, or other material events affecting the tax status of the Senior Bonds;
- (g) modifications to rights of Holders, if material;
- (h) bond calls, if material, and tender offers;
- (i) defeasances;
- (j) release, substitution or sale of property securing repayment of the Senior Bonds, if material;
- (k) rating changes;
- (l) bankruptcy, insolvency, receivership or similar event of the Obligated Person;
- (m) consummation of a merger, consolidation, or acquisition involving an Obligated Person, the or sale of all or substantially all of the assets of the Obligated Person, other than in the ordinary course of business, the entry into a definitive agreement to undertake such an action or the termination of a definitive agreement relating to any such actions, other than pursuant to its terms, if material;
- (n) appointment of a successor or additional trustee or the change of name of a trustee, if material;

(o) incurrence of a Financial Obligation of the Obligated Person, if material, or agreement to covenants, events of default, remedies, priority rights, or other similar terms of a Financial Obligation of the Obligated Person, any of which affect Holders, if material; and

(p) Default, event of acceleration, termination event, modification of terms, or other similar events under the terms of a Financial Obligation of the Obligated Person, any of which reflect financial difficulties.

(3) Notice of Failure to Provide Information. In the event the information described in (1) or (2) above is not made public as required by this Section, such failure shall itself be made public by a notice filed with the MSRB.

(C) Information Provided to the Public.

(1) The municipal advisor to the Issuer on behalf of the Issuer shall make public every communication which the municipal advisor to the Issuer is required to make (or is permitted to make and in fact makes) to Holders, in each case in accordance with subsection (D) and on the same day such communication is transmitted to Holders hereunder.

(2) The municipal advisor to the Issuer on behalf of the Issuer shall make public in accordance with subsection (D) and within the time frame set forth in subsection (3) below, the following, but only to the extent information is actually known by the Issuer or municipal advisor to the Issuer or is within the possession, custody or control of the Issuer or municipal advisor to the Issuer:

(a) all information which the municipal advisor to the Issuer on behalf of the Issuer has agreed to make public under subsections (1), (2), and (3) of subsection (B); and

(b) such other information which the Issuer shall in writing request to be made public, so long as such information is permitted by law to be made public.

(3) (a) The municipal advisor to the Issuer, on behalf of the Issuer, shall make public the periodic information described in subsection (B)(1), within thirty (30) days after receipt by the municipal advisor to the Issuer of each annual audited financial statement of the Issuer.

(b) The municipal advisor to the Issuer shall, within three (3) business days of obtaining actual knowledge of the occurrence of any of the events described in subsection (B)(2) contact the Issuer, inform the Issuer of the event, and request that the Issuer promptly notify the Dissemination Agent in writing whether or not the event is required to be reported. If the municipal advisor to the Issuer has been instructed by the Issuer to report the occurrence, the municipal advisor to the Issuer shall file a notice of such occurrence with the MSRB with a copy to the Issuer. Notwithstanding the foregoing, notice of an event described in subsection (B)(2)(d) and (e) need not be given under this subsection any earlier than the notice (if any) of the underlying event is given to the Holders of affected Bonds pursuant to the Master Indenture.

(D) Means of Making Information Public. The SEC has designated the EMMA system operated by the MSRB as the nationally recognized municipal securities information repository and the exclusive portal for complying with continuing disclosure requirements of the Rule. Until the EMMA

system is amended or altered by the MSRB or the SEC, the municipal advisor to the Issuer and/or Dissemination Agent shall make all filings required under this Section 4.5 solely with EMMA.

(E) Obligated Persons; Financial Information.

(1) In making information about Obligated Persons which file financial information with the SEC or the MSRB public, the Issuer may, for each Obligated Person that has complied or will comply with the next sentence, disclose financial information about such Obligated Person by cross-reference to information on file with, and publicly available from, the SEC or the MSRB. The Issuer shall cause each such Obligated Person to provide an annual notice stating (a) where its annual reports have been filed, and (b) that the annual reports so filed constitute its annual financial information as an Obligated Person hereunder. Annually the Issuer shall provide to each such Obligated Person a form of such notice and shall direct that such notice be executed by the Obligated Person and returned to the Issuer. In the event such Obligated Person fails or refuses to provide the executed notice, the Issuer shall provide to the Registrar and Paying Agent a notice stating (a) the identity of such Obligated Person and the fact that such Obligated Person has failed and refused to provide the annual notice required by this subsection, and (b) if known to the Issuer, the place where annual financial information about such Obligated Person may be found. The Issuer shall then provide all such notices to the Registrar and Paying Agent concurrently with delivery of the Issuer's annual financial statements and shall direct the Registrar and Paying Agent to forward such notices to the MSRB.

(2) In determining whether a specific person is an "Obligated Person" who provides ten percent (10%) or more of the Net Revenues securing the Revenue Fund Bonds, the Institution shall

(a) aggregate all contracts executed by such person;

(b) aggregate all buildings or structures, or portions thereof, owned, leased, or operated by such person; and

(c) aggregate all entities under common control or ownership.

(3) The Issuer shall determine who are Obligated Persons for each fiscal year and disclose in the Annual Disclosure Report the identity of each such Obligated Person; the disclosure relating to the identity of Obligated Persons in each Annual Disclosure Report shall be for the same fiscal year as that covered by the audited financial statement of the Issuer made public concurrently with the Annual Disclosure Report.

(4) Financial information about the Issuer, and about each Obligated Person, shall be prepared in accordance with, as applicable, generally accepted accounting principles, accounting principles applicable to state and local governments and agencies, or for persons whose equity or debt securities are registered with the State, the accounting principles then in effect governing filings of financial information with the SEC. Financial information about Obligated Persons who are public entities shall be prepared in accordance with Financial Accounting Standards Board principles as modified by Government Accounting Standards Board principles and by the accounting principles then applied by the Minnesota State Auditor, if applicable.

(F) Amendment of this Section. This Section shall be subject to modification or amendment as provided in Sections 10.2, 10.3, and 10.4 of the Master Indenture. In addition to the requirements and limitations of the Master Indenture, no modification or amendment of this Section shall be made unless:



(1) the amendment or modification is made in connection with a change of circumstance arising from a change of legal requirements, change in law, or change in the identity, nature, or status of the Obligated Person(s); and

(2) this Section, as amended or modified, would have complied with the Rule on the date of issue of the Series 2021A Bonds, taking into account any subsequent amendments or interpretations of the Rule and any change of circumstances.

The Registrar and Paying Agent and the Issuer may rely in good faith upon an opinion of counsel familiar with the law governing disclosure in connection with municipal securities as to compliance with the requirements of this Section and of the Rule.

Section 4.6 Resignation or Removal of Registrar and Paying Agent. Notwithstanding anything to the contrary contained herein or in the Master Indenture, the Registrar and Paying Agent shall not resign or be removed until a successor Registrar and Paying Agent has been appointed. The Issuer shall promptly (within thirty (30) days) appoint a successor Registrar and Paying Agent upon the resignation or removal of the then serving Registrar and Paying Agent. Any successor Registrar and Paying Agent shall be a financial institution having trust powers and a capital and surplus of not less than \$50,000,000.

Section 4.7 Compliance with DTC Requirements. So long as the Series 2021A Bonds are held in Book-Entry Form at The Depository Trust Company, as Depository, the Registrar and Paying Agent shall comply with the provisions of the Blanket Letter of Representations between the Issuer and The Depository Trust Company, and shall also comply with the letter from the Issuer to The Depository Trust Company dated July 10, 2019, and attached hereto as Exhibit C.

Section 4.8 Notices to Rating Agency. Annually, at or about the time that the Issuer provides its Annual Disclosure Report pursuant to Section 4.5 hereof, the Issuer shall provide the same information to each Rating Agency then maintaining a rating in effect for the Series 2021A Bonds. In addition, the Issuer shall provide to such Rating Agencies such other information relating to the Series 2021A Bonds, all other Revenue Fund Bonds issued under the Master Indenture, and the Revenue Fund, as they may reasonably request.

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**EXHIBIT A**

**FORM OF SERIES 2021A BOND**

R-\_\_\_\_\_

\$\_\_\_\_\_

**UNITED STATES OF AMERICA  
STATE OF MINNESOTA**

**BOARD OF TRUSTEES  
MINNESOTA STATE COLLEGES AND UNIVERSITIES  
REVENUE FUND BOND  
SERIES 2021A**

<u>Interest Rate</u>	<u>Maturity Date</u>	<u>Date of Original Issue</u>	<u>CUSIP</u>
_____ %	October 1, 20__	August [11], 2021	60414F ____

**Registered owner:** Cede & Co.

**Stated Principal Amount:** \_\_\_\_\_ **DOLLARS**

KNOW ALL MEN BY THESE PRESENTS that Board of Trustees, Minnesota State Colleges and Universities (the "Issuer"), for value received, acknowledges itself to be specially indebted and promises to pay to the registered owner named above, or registered assigns, but only from the sources specified herein, the Stated Principal Amount specified above on the maturity date specified above, with interest thereon from the date hereof at the annual rate specified above, payable semiannually on April 1 and October 1 in each year, commencing April 1, 2022, to the person or entity in whose name this Bond is registered at the close of business on the fifteenth day (whether or not a business day) preceding the date on which the interest is payable (all subject to the provisions hereof with respect to the redemption of this Bond prior to the maturity date specified above). The interest hereon and, upon presentation and surrender hereof at maturity or upon earlier redemption, the principal hereof, are payable in lawful money of the United States of America, by check or draft issued on each interest payment date by U.S. Bank National Association, in Saint Paul, Minnesota (the "Trustee"), which has been designated as Registrar and Paying Agent for the Revenue Fund Bonds; or at the office of such successor, if any, to said bank as may be designated by the Issuer in accordance with the Master Indenture.

This Bond shall not be valid or become obligatory for any purpose or be entitled to any security or benefit under the Master Indenture until the Certificate of Authentication hereon shall have been executed by the Registrar and Paying Agent by the manual signature of one of its authorized representatives.

This Bond is one of a Series in the Stated Principal Amount of \$\_\_\_\_\_, each of like date and tenor except as to registration number, interest, maturity date, redemption privilege, and denomination, issued for the purpose of redeeming and prepaying certain outstanding obligations of the Issuer. The Revenue Fund Bonds of this Series are issued under authority of, and in strict conformity with, the Constitution and laws of the State of Minnesota, including Minnesota Statutes, Chapter 136F, as amended (the "Act"), and under and pursuant to an Amended and Restated Master Indenture of Trust, dated as of

June 1, 2009, as amended (the “Master Indenture”), between the Issuer and the Trustee, and a Series Resolution adopted by the Issuer on June [15][16], 2021 (the “Series Resolution”).

Under the Act and the Master Indenture, the principal of and interest on this Bond are payable solely from and secured by an irrevocable pledge of certain Net Revenues (as defined in the Master Indenture) to be derived by the Issuer from the operation of certain revenue producing Facilities of the System which have been pledged and appropriated to the Debt Service Account in the Issuer’s Revenue Fund, on a parity as to both principal and interest with certain other Senior Bonds heretofore or hereafter issued under and pursuant to the Master Indenture, and are further secured by a Reserve Requirement required to be established and maintained in the Debt Service Reserve Account. All covenants and provisions made for the payment and security of Revenue Fund Bonds payable from the Debt Service Account are set forth in the Master Indenture which is available for inspection by the registered owner of this Bond at the Issuer’s administrative office in Saint Paul, Minnesota, and which is incorporated herein by reference.

This Bond is not a general obligation of the Issuer, and the full faith and credit of the Issuer is not pledged for its payment. The Issuer has no taxing authority. This Bond does not constitute a debt or obligation of the State of Minnesota within the meaning or application of any constitutional or statutory limitation or provision.

Revenue Fund Bonds of this Series are not subject to optional redemption and prepayment.

[Revenue Fund Bonds of this Series maturing on October 1 in the years \_\_\_\_ and \_\_\_\_ are subject to mandatory redemption prior to maturity by mandatory sinking fund installments, and are to be redeemed by lot, at one hundred percent (100%) of the principal amount thereof plus accrued interest to the redemption date, on the following dates and in the following principal amounts:

[to be provided]]

If, upon (i) the payment of all costs of issuing the Series 2021A Bonds, and (ii) the redemption of the Series 2011A Bonds and the Series 2011C Bonds (each defined in the Series Resolution) on October 1, 2021, proceeds of the Series 2021A Bonds remain in the related subaccount in the Capital Expenditures Account, such excess shall be transferred to the Escrow Account and applied to the redemption of these Revenue Fund Bonds, to the extent of the funds so transferred, at their principal amount, plus interest accrued to the redemption date, without premium, on the first day of the next succeeding month for which timely notice of redemption can be given.

In the event of partial or complete damage to or destruction or condemnation of any Facility, these Revenue Fund Bonds are subject to redemption in whole or in part at the principal amount thereof plus accrued interest to the date of redemption, without premium, on the first day of any month for which timely notice of redemption can be given, whether or not an Interest Payment Date, from the proceeds of any insurance claim payment or condemnation award or portion thereof not applied to repair, restore or replace the damaged or taken Facility.

Notice of redemption shall be given by first class mail, postage prepaid, mailed not less than thirty (30) days prior to the Redemption Date, to each holder of Revenue Fund Bonds to be redeemed at the address of the holder appearing in the Bond Register. No defect in or failure to give notice by mail to any holder shall affect the validity of the proceedings for redemption of any Revenue Fund Bond held by any holder to which proper notice by mail has been given. If notice by publication is required by law, the Paying Agent shall cause publication to be made in the form and at the time provided by law. All notices of redemption shall state: (i) the Redemption Date; (ii) the Redemption Price; (iii) the principal amount of

Revenue Fund Bonds to be redeemed and the identification (and, in the case of partial redemption, the respective principal amounts) of the Revenue Fund Bonds to be redeemed, specifying their CUSIP number, their registration number, and Maturity Date; (iv) that on the Redemption Date, the Redemption Price will be due and payable upon each Revenue Fund Bond, and interest will cease to accrue from and after such date (unless, under a redemption conditioned on sufficient funds, such condition is not met); and (v) the place or places where such Revenue Fund Bonds are to be surrendered for payment.

The Revenue Fund Bonds of this Series are issuable only as fully registered Bonds, in Stated Principal Amounts of \$5,000 or any multiple thereof of a single maturity.

As provided in the Master Indenture and subject to certain limitations set forth therein, this Bond is transferable upon the books of the Issuer at the principal corporate trust office of the Trustee, as Registrar and Paying Agent, in Saint Paul, Minnesota, or its successor, by the registered owner hereof, in person or by his attorney, duly authorized in writing, upon surrender hereof together with a written instrument of transfer satisfactory to the Registrar and Paying Agent, duly executed by the registered owner or his duly authorized attorney, and may also be surrendered in exchange for Bonds of other authorized denominations. Upon such transfer or exchange, the Issuer will cause to be issued in the name of the transferee or owner a new Bond or Bonds of the same aggregate Stated Principal Amount, Series, type, maturity, interest rate and terms as the surrendered Bond, subject to reimbursement for any tax, fee or governmental charge required to be paid by the Issuer or the Registrar and Paying Agent with respect to such transfer. The Issuer and the Registrar and Paying Agent shall treat the person in whose name this Bond is registered upon the books of the Issuer as the absolute owner hereof, whether this Bond is overdue or not, for the purpose of receiving payment of or on account of the principal, redemption price or interest and for all other purposes, and all such payments so made to the registered owner or upon his order shall be valid and effectual to satisfy and discharge the Issuer's liability upon this Bond to the extent of the sum or sums so paid, and neither the Issuer nor the Registrar and Paying Agent shall be affected by any notice to the contrary.

IT IS CERTIFIED AND RECITED that all acts, conditions, and things required by the Constitution and laws of the State of Minnesota to exist, to happen, and to be performed precedent to and in the issuance of this Bond in order to make it a valid and binding special obligation of the Issuer in accordance with its terms, do exist, have happened, and have been performed in due form, time and manner as so required; that prior to the issuance of this Bond, the Issuer has provided for the payment of the principal of and interest on this Bond as described herein; and that the issuance of this Bond does not cause the indebtedness of the State or the Issuer to exceed any constitutional or statutory limitation.

IN WITNESS WHEREOF, the Issuer has caused this Bond to be executed by the manual or printed facsimile signature and countersignature of its Authorized Representative, and by a manual imprint or printed facsimile of its official seal, and has caused this Bond to be dated as of the date set forth below.

Dated: August [11], 2021

\_\_\_\_\_  
Authorized Representative

**CERTIFICATE OF AUTHENTICATION**

This is one of the Revenue Fund Bonds delivered pursuant to the Authorizing Resolution described within.

U.S. BANK NATIONAL ASSOCIATION

By \_\_\_\_\_  
Authorized Representative

\_\_\_\_\_

**ASSIGNMENT**

FOR VALUE RECEIVED, the undersigned hereby sells, assigns and transfers unto \_\_\_\_\_ (Please Print or Typewrite Name and Address of Transferee) the within Bond and all rights thereunder, and hereby irrevocably constitutes and appoints \_\_\_\_\_ attorney to transfer the within Bond on the books kept for registration thereof, with full power of substitution in the premises.

Dated: \_\_\_\_\_

\_\_\_\_\_  
Signature

Please Insert Social Security Number or Other Identifying Number of Assignee.

Notice: The signature to this assignment must correspond with the name as it appears on the face of this Bond in every particular without alteration or any change whatever.

## EXHIBIT B

### ANNUAL REPORT INFORMATION

The Annual Report Date will be the date that is 210 days after each fiscal year end, commencing with the fiscal year ending June 30, 2021.

1. The audited financial statements for the Revenue Fund most recent complete fiscal year.
2. The following financial and operating data:
  - a. Revenues
    - Gross Revenues
    - Maintenance and Operations Costs
    - Net Revenues
  - b. Facilities
    - Repair and Replacement Expenditures
    - Costs for New Facilities
    - Debt Financed Capital Expenditures (other than for new facilities)
  - c. Revenue Fund Bonds
    - Principal Amount of Bonds Outstanding
      - Senior Bonds
      - Subordinate Bonds
    - Annual Debt Service
      - Senior Bond Principal
      - Senior Bond Interest
      - Subordinate Bond Principal
      - Subordinate Bond Interest
    - Unscheduled Redemptions
      - Senior Bonds
      - Subordinate Bonds
  - d. Debt Service Coverage Ratio [Net Revenues divided by annual debt service]
    - Senior Bonds
      - Last fiscal year
      - Preceding fiscal year
      - Second preceding fiscal year
    - Subordinate Bonds
      - Last fiscal year
      - Preceding fiscal year
      - Second preceding fiscal year
  - e. Guarantees
    - Maximum exposure
    - Amount paid in the last fiscal year

**EXHIBIT C**

**BLANKET ISSUER LETTER OF REPRESENTATIONS**

# The Depository Trust Company

A subsidiary of the Depository Trust & Clearing Corporation

## BLANKET ISSUER LETTER OF REPRESENTATIONS

(To be completed by Issuer and Co-Issuer(s), if applicable)

Minnesota State Colleges and Universities

(Name of Issuer and Co-Issuer(s), if applicable)

07/10/2019

(Date)

The Depository Trust Company  
18301 Bermuda Green Drive  
Tampa, FL 33647  
Attention: Underwriting Department

Ladies and Gentlemen:

This letter sets forth our understanding with respect to all issues (the "Securities") that Issuer shall request to be made eligible for deposit by The Depository Trust Company ("DTC").

Issuer is: **(Note: Issuer shall represent one and cross out the other.)**

~~incorporated in~~ [formed under the laws of] State of Minnesota

To induce DTC to accept the Securities as eligible for deposit at DTC, and to act in accordance with DTC's Rules with respect to the Securities, Issuer represents to DTC that issuer will comply with the requirements stated in DTC's Operational Arrangements, as they may be amended from time to time.

**Note:**  
Schedule A contains statements that DTC believes accurately describe DTC, the method of effecting book-entry transfers of securities distributed through DTC, and certain related matters.

Very truly yours,

Minnesota State Colleges and Universities



By: \_\_\_\_\_  
(Authorized Officer's Signature)

William Maki, Interim Chief Financial Officer

(Print Name)

30 7th Street East, Suite 350

(Street Address)

St. Paul MN USA 55101

(City) (State) (Country) (Zip Code)

651-201-1731

(Phone Number)

william.maki@minnstate.edu

(E-mail)

**DTCC**

Address)

BLOR 06-2013



**SAMPLE OFFERING DOCUMENT LANGUAGE  
DESCRIBING BOOK-ENTRY-ONLY ISSUANCE**

(Prepared by DTC—bracketed material may be applicable only to certain issues)

1. The Depository Trust Company (“DTC”), New York, NY, will act as securities depository for the securities (the “Securities”). The Securities will be issued as fully-registered securities registered in the name of Cede & Co. (DTC’s partnership nominee) or such other name as may be requested by an authorized representative of DTC. One fully-registered Security certificate will be issued for [each issue of] the Securities, [each] in the aggregate principal amount of such issue, and will be deposited with DTC. [If, however, the aggregate principal amount of [any] issue exceeds \$500 million, one certificate will be issued with respect to each \$500 million of principal amount, and an additional certificate will be issued with respect to any remaining principal amount of such issue.]

2. DTC, the world’s largest securities depository, is a limited-purpose trust company organized under the New York Banking Law, a “banking organization” within the meaning of the New York Banking Law, a member of the Federal Reserve System, a “clearing corporation” within the meaning of the New York Uniform Commercial Code, and a “clearing agency” registered pursuant to the provisions of Section 17A of the Securities Exchange Act of 1934. DTC holds and provides asset servicing for over 3.5 million issues of U.S. and non-U.S. equity issues, corporate and municipal debt issues, and money market instruments (from over 100 countries) that DTC’s participants (“Direct Participants”) deposit with DTC. DTC also facilitates the post-trade settlement among Direct Participants of sales and other securities transactions in deposited securities, through electronic computerized book-entry transfers and pledges between Direct Participants’ accounts. This eliminates the need for physical movement of securities certificates. Direct Participants include both U.S. and non-U.S. securities brokers and dealers, banks, trust companies, clearing corporations, and certain other organizations. DTC is a wholly-owned subsidiary of The Depository Trust & Clearing Corporation (“DTCC”). DTCC is the holding company for DTC, National Securities Clearing Corporation and Fixed Income Clearing Corporation, all of which are registered clearing agencies. DTCC is owned by the users of its regulated subsidiaries. Access to the DTC system is also available to others such as both U.S. and non-U.S. securities brokers and dealers, banks, trust companies, and clearing corporations that clear through or maintain a custodial relationship with a Direct Participant, either directly or indirectly (“Indirect Participants”). DTC has a Standard & Poor’s rating of AA+. The DTC Rules applicable to its Participants are on file with the Securities and Exchange Commission. More information about DTC can be found at [www.dtcc.com](http://www.dtcc.com).

3. Purchases of Securities under the DTC system must be made by or through Direct Participants, which will receive a credit for the Securities on DTC’s records. The ownership interest of each actual purchaser of each Security (“Beneficial Owner”) is in turn to be recorded on the Direct and Indirect Participants’ records. Beneficial Owners will not receive written confirmation from DTC of their purchase. Beneficial Owners are, however, expected to receive written confirmations providing details of the transaction, as well as periodic statements of their holdings, from the Direct or Indirect Participant through which the Beneficial Owner entered into the transaction. Transfers of ownership interests in the Securities are to be accomplished by entries made on the books of Direct and Indirect Participants acting on behalf of Beneficial Owners. Beneficial Owners will not receive certificates representing their ownership interests in Securities, except in the event that use of the book-entry system for the Securities is discontinued.

4. To facilitate subsequent transfers, all Securities deposited by Direct Participants with DTC are registered in the name of DTC’s partnership nominee, Cede & Co., or such other name as may be requested by an authorized representative of DTC. The deposit of Securities with DTC and their registration in the name of Cede & Co. or such other DTC nominee do not effect any change in beneficial ownership. DTC has no knowledge of the actual Beneficial Owners of the Securities; DTC’s records reflect only the identity of the Direct Participants to whose accounts such Securities are credited, which may or may not be the Beneficial Owners. The Direct and Indirect Participants will remain responsible for keeping account of their holdings on behalf of their customers.

BLOR 06-2013

## SCHEDULE A

(To Blanket Issuer Letter of Representations)

5. Conveyance of notices and other communications by DTC to Direct Participants, by Direct Participants to Indirect Participants, and by Direct Participants and Indirect Participants to Beneficial Owners will be governed by arrangements among them, subject to any statutory or regulatory requirements as may be in effect from time to time. [Beneficial Owners of Securities may wish to take certain steps to augment the transmission to them of notices of significant events with respect to the Securities, such as redemptions, tenders, defaults, and proposed amendments to the Security documents. For example, Beneficial Owners of Securities may wish to ascertain that the nominee holding the Securities for their benefit has agreed to obtain and transmit notices to Beneficial Owners. In the alternative, Beneficial Owners may wish to provide their names and addresses to the registrar and request that copies of notices be provided directly to them.]
- [6. Redemption notices shall be sent to DTC. If less than all of the Securities within an issue are being redeemed, DTC's practice is to determine by lot the amount of the interest of each Direct Participant in such issue to be redeemed.]
7. Neither DTC nor Cede & Co. (nor any other DTC nominee) will consent or vote with respect to Securities unless authorized by a Direct Participant in accordance with DTC's MMI Procedures. Under its usual procedures, DTC mails an Omnibus Proxy to Issuer as soon as possible after the record date. The Omnibus Proxy assigns Cede & Co.'s consenting or voting rights to those Direct Participants to whose accounts Securities are credited on the record date (identified in a listing attached to the Omnibus Proxy).
8. Redemption proceeds, distributions, and dividend payments on the Securities will be made to Cede & Co., or such other nominee as may be requested by an authorized representative of DTC. DTC's practice is to credit Direct Participants' accounts upon DTC's receipt of funds and corresponding detail information from Issuer or Agent, on payable date in accordance with their respective holdings shown on DTC's records. Payments by Participants to Beneficial Owners will be governed by standing instructions and customary practices, as is the case with securities held for the accounts of customers in bearer form or registered in "street name," and will be the responsibility of such Participant and not of DTC, Agent, or Issuer, subject to any statutory or regulatory requirements as may be in effect from time to time. Payment of redemption proceeds, distributions, and dividend payments to Cede & Co. (or such other nominee as may be requested by an authorized representative of DTC) is the responsibility of Issuer or Agent, disbursement of such payments to Direct Participants will be the responsibility of DTC, and disbursement of such payments to the Beneficial Owners will be the responsibility of Direct and Indirect Participants.
- [9. A Beneficial Owner shall give notice to elect to have its Securities purchased or tendered, through its Participant, to [Tender/Remarketing] Agent, and shall effect delivery of such Securities by causing the Direct Participant to transfer the Participant's interest in the Securities, on DTC's records, to [Tender/Remarketing] Agent. The requirement for physical delivery of Securities in connection with an optional tender or a mandatory purchase will be deemed satisfied when the ownership rights in the Securities are transferred by Direct Participants on DTC's records and followed by a book-entry credit of tendered Securities to [Tender/Remarketing] Agent's DTC account.]
10. DTC may discontinue providing its services as depository with respect to the Securities at any time by giving reasonable notice to Issuer or Agent. Under such circumstances, in the event that a successor depository is not obtained, Security certificates are required to be printed and delivered.
11. Issuer may decide to discontinue use of the system of book-entry-only transfers through DTC (or a successor securities depository). In that event, Security certificates will be printed and delivered to DTC.
12. The information in this section concerning DTC and DTC's book-entry system has been obtained from sources that Issuer believes to be reliable, but Issuer takes no responsibility for the accuracy thereof.

BLOR 06-2013

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

**Name:** Finance Committee

**Date:** June 16, 2021

**Title:** 2022 Capital Program Recommendation (2nd Reading)

**Purpose** (*check one*):

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

The Board of Trustees is asked to consider and approve chancellor recommendation of a \$292.9 million capital bonding request from the state for the 2022 legislative session. This recommendation includes \$150 million for Higher Education Asset Preservation and Replacement (HEAPR) and \$142.9 million for the design and construction of major capital projects at 20 colleges and universities.

The recommended program advances thirteen (13) projects that were part of earlier board requests, including four (4) projects that received \$3.0 million for design in prior bonding bills. There are seven (7) new projects within the recommendation.

**The full board report on the refunding is in the Facilities Committee Tab of the board packet on pages 4-11.**

**Scheduled Presenter(s):**

Bill Maki, Vice Chancellor for Finance and Facilities

Brian Yolitz, Associate Vice Chancellor – Facilities

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

**Name:** Finance Committee

**Date:** June 16, 2021

**Title:** LeadMN Fee Proposal (2<sup>nd</sup> 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 3.7 recognizes the Minnesota State College Student Association (dba LeadMN – College Students Connecting for Change) as the designated student association for the colleges and establishes the conditions for the association’s ability to collect fee revenue to fund association operations. The LeadMN General Assembly adopted a budget for FY2022 and the new strategic direction that includes an increase in the per credit fee. Board policy provides for the board to review and accept or revise the fee proposal after two readings.

Included in this packet following the Board Action document are:

- 2019 and 2020 audited financial statement
- Letter to the Board of Trustees
- Memo from Rise
- Three-year financial expenses and budget

**Scheduled Presenters:**

Mike Dean, Executive Director, LeadMN  
Priscilla Mayowa, President, LeadMN  
Axel Kylander, Vice-President, LeadMN

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

**LEADMN FEE PROPOSAL (2<sup>nd</sup> READING)**

**Brief Description:**

Board policy 3.7 recognizes the Minnesota State College Student Association (dba LeadMN – College Students Connecting for Change) as the designated student association for the colleges and establishes the conditions for the association’s ability to collect fee revenue to fund association operations. This per-credit fee is currently set at \$.35, meaning a full-time student at one of our colleges pays \$10.50 on an annual basis. This year, after a lengthy and detailed process that included the creation of a working group and presentations at the January and April conferences, the Governing Council of LeadMN unanimously approved the expansion of services that we offer students with the fee increase. The LeadMN General Assembly adopted a budget for FY2022 and the new strategic direction that includes an increase in the per credit fee. Board policy provides for the board to review and accept or revise the fee proposal after two readings.

**BACKGROUND**

The Minnesota State College Student Association (dba LeadMN) was formed in 1998 when two previous student associations, the Minnesota Technical College Student Association and the Minnesota Community College Association merged. Both of these groups have a long history of student advocacy going back decades.

The American Dream has long been a symbol of achieving success. For far too many Minnesotans, the path to this dream is impeded due to systemic barriers. At LeadMN we break down those barriers by empowering two-year college students to become strong leaders, engaged community members, and successful professionals. We are rebuilding a pathway for students to achieve their American Dream.

In order to best work toward our core mission, we focus our efforts on four important areas of higher education:

- **LEADERSHIP SKILLS** - We offer workshops and trainings at our conferences that teach students interpersonal and leadership skills, such as time management and effective communication, to give students the tools needed for success in work and life.
- **EMPOWERING LEADERS** - We provide students with real-world leadership experience through serving on a LeadMN board or committee. We provide advanced trainings for

our student leaders on cultural intelligence, conflict resolution, and professional advancement both in our Center for Learning and at our conferences.

- ACHIEVING SUCCESS - We provide scholarships, resources, and mentors to students to help them remove the barriers to their success. We provide students with tools for financial aid, affordable textbooks and classroom materials, and career development.
- DRIVING CHANGE - We inspire and prepare students to tackle issues on campus and in their community that directly affect them. We provide support to student led campaigns and offer students with opportunities to talk with their representatives.

Minnesota Statute 136F.22 dictates that there must be a single recognized statewide student association for the colleges. Board policy 3.7 recognizes MSCSA as that entity, and adopts language mirroring the statutes concerning the ability to collect fee revenue to fund association operations. This per-credit fee is currently set at \$.35, meaning a full-time student at one of our colleges pays \$10.50 on an annual basis. We have taken our role seriously in keeping college affordable by keeping student fees low. This proposal would be the second time in 15 years that we have raised our student fee and which is why we are the lowest fee that students pay while having some of the biggest impact on all students.

The student fee has allowed us to have the following impact:

- Advocated for a strong state support for our colleges at the state and federal level by elevating student stories about the impact that higher education has on students and the real challenges that students face. We led the fight to support investments in open educational resources, basic needs and mental health funding, funding for the workforce scholarships, and funding for rural colleges in the state budget process over the last several years.
- Led the fight for policy change to better support student success on our colleges through Developmental Education Reform, Transfer Pathways, Hunger Free Campus Act, and the Mental Health Awareness Act.
- Over the past five years we have distributed over \$300,000 in scholarships for students attending a Minnesota State College or University. In the last two years, we have launched an emergency grant program to help students that are struggling with basic needs that helps them stay in school. Over that time we have distributed \$40,000 in emergency aid to students.
- Promoted civic engagement on campuses by coordinating voter registration efforts that have registered over 10,000 students and helped Minnesota lead the nation in youth voter turnout in 2018 and runner-up in 2020 according to data from the Center for Information Research on Civic Learning and Engagement.

The pandemic has been a inflection point for LeadMN, that has caused us to rethink how we can best support students going forward. The pandemic has taken a huge toll on community and technical college students through job losses, food insecurity, and impacts on their mental health. A LeadMN survey found that a vast majority of students have struggled with one or more of these issues over the last year.

In November of 2020, LeadMN hired a consulting firm to help us explore ways that we can better support students in a post pandemic world. They conducted over 20 interviews with students and college administrators to gather feedback on the real challenges that students face and ways that they can better be supported. In addition, we conducted two large surveys of over 12,000 students to understand what issues were holding them back. Then we began to prototype ways that LeadMN could better support students through a committee and during our January conference. We developed a 20 page report that was presented to the LeadMN Governing Council, the governance board, that was unanimously adopted and then approved by the General Assembly during our April Conference by a vote of 68% in favor and 32% opposed. The increase will allow us to expand our services to create a peer to peer benefits navigator, provide career support to students, and create a stronger sense of community across all 48 community and technical college campuses.

#### FEE INCREASE PROPOSAL

The budget approved by our General Assembly included an additional \$.26 in fee revenue. This would move the fee from its current level of \$.35 to \$.61 per credit. For a full-time student, this would be an increase of \$7.80 annually for a full-time student.

#### RATIONALE FOR THE INCREASE

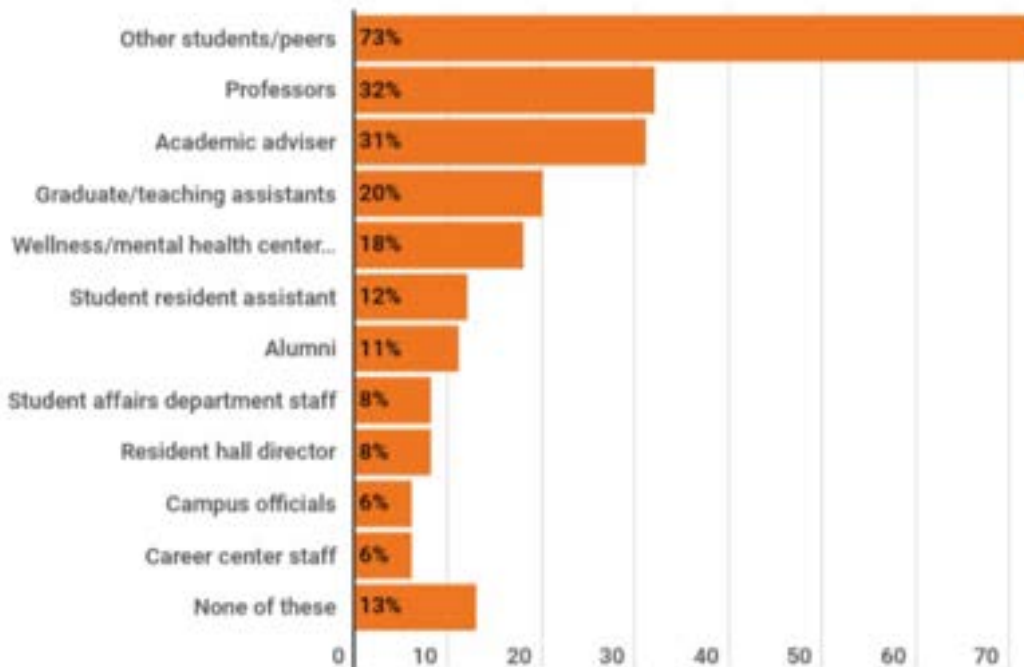
In order to expand on the quality services that LeadMN currently offers students, we believe the proposed \$0.26 increase in our fee is a reasonable request. This brings parity to the student fee rates between the two statewide student associations (LeadMN and Students United). The Board of Trustees has already approved a \$0.61 per credit fee for Students United, and considering that LeadMN serves three times as many students and covers 48 campuses, this is a reasonable request.

More importantly, this fee increase will allow us to better meet our mission of helping students achieve their dreams by helping them navigate barriers that students are facing in completing their higher education aspirations. Our service expansion will focus on the creation of a benefits navigator program to serve as a single point of contact for students by providing coordination of services on campus and in the community. What makes this different than what has been discussed at the system level is that it will be based on a peer-to-peer model. A survey by Inside Higher Ed shows that students trust other students more than college staff, administrators and even faculty. As a trusted messenger students can help other students navigate mental health support, financial aid, emergency grants, academic services, transfer process, health services and career services.



# Who Students Can Talk To On Campus

Individuals and groups on campus that students feel most comfortable sharing perspective with about issues of importance



Source: Inside Higher Ed / College Pulse survey of 2,000 college students

This holistic peer-to-peer support approach would be grounded with a student lens. This service would assist students in developing and completing a roadmap of resources based on student goals including:

- Providing student support case management through a one-to-one intervention that seeks to build a relationship to understand students dreams and barriers.
- Reducing the frustration students feel in not knowing where to get the information or help that they need.
- Simplifying options.
- Providing students with clear, concise, student centered information.

Our effort will complement some existing efforts and fill the gap on those campuses that do not offer such services. This service will:

- Free up some capacity for existing program/service providers by fielding basic questions.

- Provide a welcoming peer that is less intimidating than first going to a professional.
- Build connections between students to combat social isolation.
- Make a warm referral to an external expert where needed.

We also see this work as creating an even stronger feedback loop for students that can better inform policy and system change on campus, within the Minnesota State system, and at the state capitol. In addition to developing the benefits navigator program, we plan to expand our engagement to support students in making career decisions upon entry to college through our Careers.MN mobile app. In 2019, we developed a mobile application that helps students identify career options based on their interests and then connects them with programs at colleges that can prepare them for those career options. This expansion of services will allow us to have the necessary staffing to promote this program and support it with a career exploration program called Design Your Life, which brings the design thinking to the career exploration process. This process began at Stanford University and is now being used in higher education institutions across the country. In 2019, LeadMN was certified to teach this curriculum.

The expansion of the student fee will be used to expand staff capacity at LeadMN to carry out these news services. We will hire a team of five individuals to run the benefits navigator program, hire an outreach team of three to help get the word out to students, and bring on a full-time development director to help expand LeadMN's fundraising and foundation outreach. Our personal line will be at 70% of the overall budget and in line with a traditional non-profits budget. Additional investments will be made in the marketing line and equity programming for LeadMN.

LeadMN is currently in a strong financial position, despite the declining revenue from student fees over the last five years. In fact, our revenue has increased over each of the last five years. LeadMN has successfully diversified our income by aggressively raising money from foundations to support our programming work. During the last fiscal year, 34% of our income came from donations and foundation grants. We have done a needs assessment and do not believe that we could raise the money from outside sources to fund the expansion of services that are being proposed, an increase in student fees is the only way that we could fund such work.

### **RECOMMENDED COMMITTEE MOTION**

The Finance Committee recommends that the Board of Trustees accepts the increase of the MSCSA (dba LeadMN) fee from \$.35 to \$.61 per credit hour beginning fall semester 2021.

**RECOMMENDED BOARD MOTION**

The Board of Trustees accepts the increase of the MSCSA (dba LeadMN) fee from \$.35 to \$.61 per credit hour beginning fall semester 2021.

*Date Presented to the Board of Trustees:*

*6/16/2021*

*Date of Implementation:*

*6/16/2021*



June 4, 2021

Minnesota State Board of Trustees  
30 E 7th St,  
St Paul, MN 55101

Dear Chair Cowles and Trustees,

When the impact of the global pandemic began hitting students in the spring of 2020, LeadMN asked students a simple question - How are You Doing? The response that we received was overwhelming, with students sharing that the pandemic had begun to hit them with job losses, food insecurity and mental health challenges. In that first email, over 2,165 students said that they wanted LeadMN to reach out to help them find support.

We began helping these students because we believed in an idea that students can help students during this difficult time. We distributed over \$5,000 in emergency grants and connected hundreds of students to services like unemployment insurance and food banks that were open during the pandemic.

We also realized that we did not have the resources or systems in place to help these students out in the way that they needed. [We urged the Chancellor](#) to do more to support these students in April of 2020 when we shared with him the results of the survey, and were told that it is up to the campuses. Throughout the year we have repeatedly raised concerns about the lack of support given to students during the pandemic to only be met with the inertia of the system office. In fact, a [student survey from Inside Higher Education](#) found that three out of four students have found some difficulty in getting help from their college during the pandemic. LeadMN 2.0 is about serving in a more holistic manner by expanding the tools and resources that we provide students.

### **Spending Breakdown from Fee Increase**

LeadMN 2.0 is about giving an answer to the question - How can we best serve students? Here are the different services we will offer and the expected expense tied to each one.

- **Hire Three Organizers** **\$150,000**  
The best way that we can help more students is by engaging more students in the coming year. We want to expand our outreach team so that we can be on more campuses to help rebuild student senates. We want to hire three new organizers in Northern Minnesota, Southern Minnesota and a final organizer focused on BIPOC communities throughout the state. These organizers will work to engage students in different campaigns around civic engagement, equity and inclusion, basic needs, mental



health, and college affordability.

- **Hire Three Student Fellows**

**\$75,000**

In addition to the organizers, we will bring on three fellows to support the issue campaigns that the students choose to work on each year. These fellows are community college students or recent graduates who will gain experience working for a nonprofit organization for just a year, similar to AmeriCorps. These fellows will also allow us to better support students across the state and expand our capacity.

- **Career and Leadership Support**

**\$100,000**

The LeadMN student survey identified career support as an area where students would like more support. We continue to lead in student development and this will help us expand our current work.

- **Finding the Career of your Dreams**

We want to take the LeadMN career mobile application that can help students select a career and connect them to a college of their choice. This tool goes beyond what the system offers by placing the content in one place that is mobile friendly and thus easier for BIPOC and low-income students to access. We want to more actively promote this tool on campus and in high schools to help students as they make the transition from high school to college. We will hire a staff member to promote this tool with campus recruiters, college advisors, and high school guidance counselors. In addition, we will develop marketing materials to help people become familiar with the tool.

- **Online Leadership Classes with Badging**

With an exponential rise in virtual and self-paced learning, and an increased demand for career-readiness, there's an opportunity for LeadMN to strategically expand its student body reach.

By building upon our partnership with [Charlie Academy](#) content, LeadMN can create topically-relevant online career-prep and leadership programs—standing out as a significant resource for Minnesotan community and technical college students. Students will be able to achieve badges that they can display on their online profiles to demonstrate key leadership competencies.

- **Design Your Life**

Students often feel stuck and anxious about their future. They can struggle to know what they want to do with their life and aren't sure which direction to head. By leveraging proven design thinking principles used by leading companies such as IDEO, IBM, and Apple, this program will teach students how to apply that same methodology to making your biggest life decisions. Regardless of age, income, or stage in life, this approach to designing your life will give students the



actionable tools necessary for becoming unstuck and creating a more meaningful life. They will learn how to ask the right questions, eliminate old ideas that are not working and test new approaches to your life. Check out the program here:

<http://lifedesignlab.stanford.edu/studio>

- **Expanded Fundraising**

**\$60,000**

Over the last five years, LeadMN has been able to raise a significant amount of money to support our operations work from state and national foundations. LeadMN wants to hire a full time development specialist to further expand our work by building a large and small donor base to raise money to support our scholarships and emergency grant programs. Students have told us that scholarships are one of the most critical services that we provide students.

- **Benefits Navigator**

**\$110,000**

At a system level we will provide students with a one stop shop they can go to connect them to benefits and resources to support them holistically. We will hire one social worker and four student benefits navigators to conduct case management to bridge the gap. We will deploy the [RISE Student Navigator program](#) as our model and plan to hire the RISE Social Worker (Dr. Stacy Raphael) to help us execute this program.

At its core, case management is a collaborative process between the Navigator and beneficiary, which involves identifying, planning, accessing, advocating for, coordinating, monitoring, and evaluating resources, supports, and services. Case management utilizes a strengths-based approach that capitalizes on each student's positive experiences, knowledge, and relationships. Student Navigators receive comprehensive training in case management tactics from Dr. Stacy Raphael, who oversees the SNN. Once Navigators are fluent in their response work, program management responsibilities shift to a lead Student Navigator who manages day-to-day activities and helps the team troubleshoot particularly challenging cases.

### **Is the Size of the Fee Increase Justified?**

LeadMN is requesting a fee increase of \$0.26 per credit, which equals to a \$7.80 annual increase in the fee for a full time student. LeadMN has not raised its fee in 6 years and this is only the second time in 15 years that we have raised our fee. We believe that we have been extremely responsible with the resources given to us by students over those years and did not come to this decision lightly.

It is important to put it in perspective that over the last six years tuition has increased by \$353.71 and student fees have increased by \$1.32 per credit on average across the two-year college system. This fee is also in line with our peer organization (Students United) and has already been approved by the Board of Trustees. And when you consider that we serve 48



campuses, more students, and our students expect us to take on more issues - we need more resources to effectively engage our student community.

Every community and technical college student have been positively impacted by LeadMN's work at the capitol for the last 20 years. This fee increase will allow us to deepen our engagement around our issue campaigns so that we reach more students than before, but also create a direct service to help them out with more scholarships, connecting them to benefits, and helping more students develop leadership skills and career connections. The pandemic created a sense of urgency to expand this work now and this fee increase is necessary to carry out the vision that our student leaders have set.

### **LeadMN Followed the Statute, Policy and Precedent**

The proposal before the Board of Trustees to raise the student fee at LeadMN has followed our internal process outlined in the bylaws. And as the student association recognized in state statute 136F.22 Subdivision 2, we have submitted our fee revision to the board for consideration. That statute clearly states that only associations can determine how the money is spent. Beyond that the Board of Trustees has not outlined any policies requiring consultation with college Presidents or the Chancellor. And past precedent for both statewide student associations has not required any additional steps beyond a board motion and presentation before the board.

The request to get Student Senate input through a quasi-consultation process is highly irregular because it is not part of the process outlined by the LeadMN bylaws or Minnesota State Board of Trustee policy. First off, this duplicates the existing process where elected representatives on the LeadMN Board of Directors approved the recommendations, followed by approval by the General Assembly of LeadMN, which comprises all the campus student government associations. Attendees were able to learn about the proposal, ask questions, debate and vote on the issue.

### **Students Helping Students is not a Radical Idea**

We have been told that a peer-to-peer benefits navigator project is such a radical idea that we needed to get approval from college presidents and the Chancellor before we come to the Board of Trustees. However, this is something that we do organically all the time. The only change is to give this structure and resources to ensure that it is more effective in helping students. This is a model that was developed by a national nonprofit called RISE. Their peer-to-peer benefits navigator model is based upon the idea that students are their own best advocates. They have worked with the Hope Center to build a model that is based on the research on college peer advising and peer case management for individuals with mental illness. This research has shown that peer providers are more relatable, have a greater ability to quickly establish a relationship, and are catalysts for greater service utilization.

Thank you for your time,



Priscilla Mayowa  
President  
LeadMN – College Students Connecting for Change







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**From:** Dr. Stacy Raphael, Director of Case Management

**Regarding:** Student-led Case Management in Higher Education

**Contact:** [stacy@risefree.org](mailto:stacy@risefree.org)

**Student Navigator Network Overview** (The following includes excerpts from Raphael & Goldrick-Rab, 2020, *Beyond the Food Pantry: Social Work Case Management*)

On any given day, millions of college students face basic needs insecurity (BNI), typically defined as food insecurity, housing insecurity, and/or homelessness. Not having enough food to eat or a safe place to sleep can be profoundly distressing, as can the “multiple and intersectional” toxic circumstances that lead to this scarcity (Hallet & Freas, 2017). For example, housing insecurity creates a loss of predictability and control over one’s daily life, causing a loss of faith in others and experiences of isolation. Adaptations to scarcity may also harm students. Indeed, some students seek out free food or free housing using online dating sites, which contributes to sexual exploitation (Hallet & Freas, 2017).

Basic needs insecurity may also cause considerable trauma, which in turn impacts academic functioning. Trauma is a significant mental health phenomenon, not to be confused with the stress of a failed exam or a break-up with a significant other (Goodman, Saxe, & Harvey, 1991; Hallet & Crutchfield, 2017). Rather, it is “an event, series of events, or set of circumstances that is experienced by an individual as physically or emotionally harmful or life-threatening, and that has lasting adverse effects on the individual’s functioning and mental, physical, social, emotional, or spiritual well-being” (Substance Abuse and Mental Health Services Administration, 2014). The effects of trauma include difficulty coping with ordinary daily stressors, developing trusting relationships with others, handling cognitive functioning such as memory, attention, and thinking, and controlling emotions and behavior ( Substance Abuse and Mental Health Services Administration, 2014). Trauma also undermines a student’s sense of self and safety (Goodman, Saxe, & Harvey, 1991; Hopper, Bassuk, & Olivet, 2010).

The effects of BNI on college student outcomes are becoming well established. Studies on the impact of student basic needs insecurity reveal that students have lower GPAs, have lower persistence rates, are in worse health, and have higher rates of mental health disturbances than students who do not struggle accessing food and housing (Baker-Smith et al., 2020; Leung, Wolfson, & Cohen, 2020; Maroto, Snelling, & Linck, 2014; Martinez, Frongillo, Leung, & Ritchie, 2018; Wood & Harris, 2020). Conversely,



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academic outcomes are better among students who receive public benefits and have campus supports (Anderson, 2021; Balzer Carr & London, 2020; Crutchfield, Chambers, Carpena, & McCloy, 2019; Evans, et al., 2017) .

In a recent survey of over 195,000 students across the nation, the Hope Center for College, Community, and Justice (2021) found that over half reported basic needs insecurity, with a disproportionate number of Black (70%), Indigenous (75%), and American Indian or Alaska Native (70%), and LGBTQ (65%) students facing scarcity. First generation students, Pell Grant recipients, foster youth, parenting students, female students, students involved in the criminal justice system, and part-time students were also overrepresented (Hope Center for College, Community, and Justice, 2021). A separate survey, of institutional responses to students' basic needs during the pandemic, found that over two-thirds of the 165 responding schools internally discussed student BNI, yet 90% said that they needed help meeting students' food and housing needs (Kienzl, Goldrick-Rab, Conroy, & Welton, 2020). While a majority of institutions provided assistance in applying for the Supplemental Nutrition Assistance Program (SNAP), only 30% helped students apply for unemployment insurance. Furthermore, while a majority of institutions offered emergency financial assistance, both from the CARES Act and institutional coffers, they had difficulty getting the word out on campus and as a result over half of students did not know about it or thought they were ineligible (Goldrick-Rab, et al., 2020; Keinzl, et al., 2020). In a 2021 study, respondents reported that only one in five ended up applying for this aid (The Hope Center for College, Community, and Justice, 2021).

Among schools that provide assistance to students facing BNI, there are considerable obstacles that prevent students from seeking and accepting support. These pre-date the pandemic, and include:

- Shame and stigma
- Lack of self-identification as being food or housing insecure
- Fragmentation or duplication of services on campus
- Lack of knowledge of available resources
- Difficulty navigating or negotiating with multiple on-campus offices
- Trauma from having to repeatedly explain their situation to different people and/or perform their poverty in order to get help
- Lack of knowledge among school personnel of the extent of BNI, as well as available resources
- Discrimination



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- Cultural norms against sharing problems beyond the family or close community (Raphael & Goldrick-Rab, 2020).

One approach to assisting college students with BNI is case management (Raphael & Goldrick-Rab, 2020). Case management engages clients “in the collaborative process of identifying, planning, accessing, advocating for, coordinating, monitoring, and evaluating resources, supports, and services” (National Association of Social Workers, 2013). It is a process that originated in the social work profession as a response to poverty and other systemic social problems, and scholarship suggests that student retention, engagement, and graduation rates are increased with this 1:1 service (Schiemann & Molnar, 2019). This is likely for two reasons: first, because this type of holistic, high touch intervention can more readily target and respond to precise student needs, and second, there is an opportunity to create and maintain a close connection between case manager and student.

Case management began to appear in higher education following the shooting tragedies at Virginia Tech and Northern Illinois University (in 2007-2008), and practitioners usually work in either Counseling and Psychological Services to support mental health staff, or in Deans of Students offices where they handle other school-related struggles (Shelesky, Weatherford, & Silbert, 2016; Van Brunt, 2012; Wilson, et al., 2013). The number of case managers at a college or university varies. According to a 2017 membership survey by the Higher Education Case Managers Association, the average ratio is more than 7,000 students to one case manager. However, very few community colleges have case managers at all; the survey found that just 3.8% of survey participants were employed by a community college (Dugo, Falter, & Molnar, 2017).

In recent years, a number of case management or similar student support programs (such as mentoring or coaching) for college students have been developed. The intent was to mitigate poverty, improve academic performance, and increase engagement and completion rates in community colleges and four-year institutions (Angrist, Lang, & Oreopoulos, 2009; Black & Taylor, 2021; Dawson, Kearney, & Sullivan, 2021; Evans, Kearney, Perry, & Sullivan, 2020; Schiemann & Molnar, 2019). Evidence from randomized controlled trials of five programs demonstrates that intensive and individualized case management (or similar services) leads to statistically significant increases in GPA, persistence, transfers to four-year colleges and universities (in the case of community colleges), and graduation rates (Angrist, et al., 2009; Bettinger &



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Baker, 2014; Evans, et al., 2020; Scrivener & Weiss, 2009; Scrivener et al., 2015; Weiss, Ratledge, Sommo, & Gupta, 2019). Most of these programs were administered by professional staff, and one was led by peer mentors.

While these results are very promising, these particular models may not be appropriate for meeting students' basic needs at most schools for several reasons: the programs are not prevalent, some include a significant financial grant or incentive, some are more focused on academic and soft skills, and the two most comprehensive programs were prohibitively expensive with costs per student at \$5,640 and \$16,284. Additionally, while over half of the HECMA survey respondents said that they helped students with meeting basic needs, the high student-to-case manager ratio makes it extremely likely that tens or hundreds of thousands of students are falling through the cracks.

### Peer-To-Peer Approaches

One new approach to helping students get their basic needs met is using a peer-to-peer model of case management. Peer-to-peer services have been utilized on college campuses since the early 1900s. Over 75% of colleges and universities utilize undergraduates in peer assistance roles (Newton & Ender, 2010), and these providers are found in residence halls, tutoring centers, mentoring programs, and counseling departments. The services they offer include "providing information, explaining policies and procedures, orienting new students, making referrals, offering specific help strategies for problem-related counseling issues, implementing social and educational programs, enforcing rules, providing academic advising, facilitating community development, offering tutoring, helping with financial management, performing diversity training, and providing crisis intervention services" (Newton & Ender, 2010, p. 3).

Peer-to-peer models are also being successfully used for addressing student mental health needs on college campuses (Greenbaum, 2018). They are responding to the fact that although nearly 40% of students report significant mental health concerns, only 30% of this group actually receives services. For example, at Washington University in St. Louis, 60 student counselors receive intensive training, and under the supervision of psychologists, provide therapeutic peer counseling for anxiety, depression, and school-related concerns. This service augments the work of professional counselors who do not have the capacity to handle all of the student need. As a result, a much greater proportion of students now receive treatment.

Benefits accrue to the institution as well as peer providers themselves. Peer educators (a catchall term for student service providers, Newton & Ender, 2010) are a low cost to



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the school, familiar with their campuses, best able to relate to the experiences of their peers, and they are effective. In their role, peer helpers learn new skills and have the opportunity to apply them, develop significant leadership abilities, and have the opportunity to be engaged in their communities. New pathways may become open to them both personally and professionally, and they “will have the opportunity to make positive, and in some cases, significant differences in the lives of other students” (Newton & Ender, 2010, p. 3).

### **Effectiveness**

Peer providers in higher education are effective for several reasons. First, they are more experienced than students seeking assistance (Lockspeiser, O’Sullivan, Teherani, & Muller, 2008). Second, recipients of peer interventions find that student helpers are non-judgmental, and recipients feel more comfortable discussing topics that may feel uncomfortable (Good, Halpin, & Halpin, 2000; Sawyer et al., 1997). Furthermore, because students have more in common with each other culturally, such as with music, dress, fads, language, world events, movies, dating customs, etc., a generational barrier is eliminated. Overall, in many circumstances, the peer-to-peer relationship may exert a stronger influence than those with professors, family, and professional experts (Mellanby, Reese, & Tripp, 2000).

In the only RCT of a college peer program and academic outcomes, Angrist et al. (2009) evaluated the Student Achievement and Retention Project (Project STAR), which was created at a large Canadian institution that is comparable to large American public universities. STAR utilized peer advisors to provide extensive mentoring, and participants felt these advisors were an important resource. Female participants saw an improvement in GPA and an increase in credits earned. (fn. STAR also offered merit-scholarships, which had an added benefit to outcomes.)

### **Peer-To-Peer Case Management for Meeting Students’ Basic Needs**

Combining case management with a student-led model can be a very effective mechanism to help students get their basic needs met, and this has already been established at Rise with our Student Navigator Network. Like the Hope Center for College, Community, and Justice (2021), Rise has an expansive definition of “basic needs” that extends beyond food and housing; it includes transportation, healthcare, parenting support, childcare, mental health care, technology, personal care items, bill paying assistance, daily living costs, and more.



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The Student Navigator Network was created in March 2020 in response to the crisis facing college and graduate students as a result of the COVID-19 pandemic. Hundreds of thousands of students were forced to leave their schools on a moment's notice, and for many, their primary source of food and housing were lost. There was also widespread job loss (The Hope Center for College, Community, and Justice, 2021), both on and off campus, and an ensuing national economic downturn. This has taken a toll on students, both those with pre-existing precarity and those newly facing severe economic hardship.

Based on research about the efficacy of peer-to-peer models and on case management in higher education, the SNN is a student-led, highly personalized case management program which provides services to any college student who applies for assistance. This student-centric model is also based on the mission and expertise of Rise, which recognizes that students are their own best advocates. Navigators are college or graduate students who receive extensive training and supervision in the practice of case management, as well as on the multitude of issues that create BNI. Program management is conducted by a lead Navigator who may have experience in social work or basic needs service provision. The Program Manager, under the supervision of the Director of Case Management, manages day-to-day operations and helps the team troubleshoot particularly challenging cases.

Navigators provide the following services:

- Assisting students in determining eligibility for public benefits such as Unemployment Insurance, SNAP, and programs offered by the American Rescue Plan of 2021
- Guiding students through complex application processes for public benefits
- Providing timely information about local, state, and federal policies or programs including free or low-cost technology services, bill-paying assistance, and student loan forgiveness
- Helping students navigate their school's procedures for securing emergency funding or appealing financial aid packages
- Helping students identify school-based programs such as Guardian Scholars, EOPS, TRIO/Student Support Services (SSS), writing centers and tutoring, office of disability services, and first-generation student supports



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- Connecting students to community resources including food pantries, mutual aid organizations, mental health providers, transportation assistance, and industry-specific emergency grants
  - Advocating for students with the institution, community-based organizations, and government entities and elected officials
  - Providing emotional support
  - Other services, as needed

The Student Navigator Network utilizes a strengths-based approach that capitalizes on each student's positive experiences, knowledge, and relationships. The key pieces of a strengths-based model are:

- Strengths go beyond personal characteristics
- Focus on hope
- Providing choices
- Collaboration between case-manager and student/client

Having a case manager who focuses on students' strengths, accomplishments, and abilities can diminish feelings of self-doubt and hopelessness, and can increase their sense of control.

In September 2020, we decided to shift our model of service delivery from a national program to a localized format, where Student Navigator Networks would be located on individual campuses, serving the students of that school. While we will continue to serve students who have COVID-related hardships, we are poised to help students who are struggling beyond the pandemic. We have started programs at the University of Southern California and the University of Wisconsin-Madison, and we are in the developmental stage with Los Angeles Valley College and an organization called LeadMN, which represents all 180,000 community college students in Minnesota. Other institutions that have expressed interest include Allegheny College, University of Pittsburgh, Illinois State University, Western Carolina University, Los Angeles Trade & Technical College, and Pasadena City College. While several of these schools already have some basic needs programming, none have students providing services to their peers, and it is exactly this component which has been most compelling to these colleges and universities.

Students will find out about the program through extensive outreach on each individual campus. The Program Manager and the Navigators will provide outreach through email and social media, as well as informational presentations to students, faculty, and key staff/administrators in departments such as financial aid, diversity and inclusion,



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Guardian Scholars, EOPS, TRIO/Student Support Services, counseling and psychological services, student health centers, and advising. The SNN team will also contact student clubs and organizations.

If a student would like to work with the SNN, they will complete an intake form on Rise's website which is connected to a standard CRM software called HubSpot. Case management will be provided through email and sometimes by phone or videoconference (for example, Navigators can host office hours to explain resources in greater detail than is possible via email, and to help students apply for these resources and benefits).





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<b>LeadMN Financial Activities</b>					
	<b>FY2018 (Actual)</b>	<b>FY2019 (Actual)</b>	<b>FY 2020 (Actual)</b>	<b>FY 2021 (Budget)</b>	<b>FY 2022 (Budget)</b>
<b>INCOME</b>					
Student Fee Income	\$ 815,114.00	\$ 798,700.00	\$ 782,777.00	\$ 652,091.00	\$ 1,300,000.00
Other Income	\$ 140,676.00	\$ 232,152.00	\$ 412,961.00	\$ 430,000.00	\$ 112,000.00
<b>TOTAL INCOME</b>	<b>\$ 955,790.00</b>	<b>\$ 1,030,852.00</b>	<b>\$ 1,195,738.00</b>	<b>\$ 1,082,091.00</b>	<b>\$ 1,412,000.00</b>
<b>EXPENSES</b>					
<b>Personnel - General &amp; Admin</b>	\$ 469,448.00	\$ 552,496.00	\$ 714,702.00	\$ 470,900.00	\$ 965,650.00
<b>General &amp; Administrative</b>					
Services	\$ 66,577.00	\$ 42,882.00	\$ 53,678.00	\$ 68,350.00	\$ 82,850.00
Office Supplies	\$ 6,415.00	\$ 5,008.00	\$ 8,624.00	\$ 10,000.00	\$ 19,000.00
Student Fee Collection Cost	\$ 16,302.00	\$ 16,568.00	\$ 15,506.00	\$ 13,000.00	\$ -
Technology	\$ 17,056.00	\$ 22,328.00	\$ 20,264.00	\$ 20,000.00	\$ 4,500.00
Depreciation Expense	\$ 42,906.00	\$ 41,624.00	\$ 28,690.00	\$ 42,900.00	\$ 42,900.00
<b>Total General &amp; Administrative</b>	<b>\$ 149,256.00</b>	<b>\$ 128,410.00</b>	<b>\$ 126,762.00</b>	<b>\$ 154,250.00</b>	<b>\$ 149,250.00</b>
<b>Building / Facility Expenses</b>	\$ 55,723.00	\$ 39,328.00	\$ 40,104.00	\$ 40,000.00	\$ 20,500.00
<b>Cabinet, Regional &amp; Platform Reps</b>	\$ 69,266.00	\$ 65,699.00	\$ 54,720.00	\$ 54,000.00	\$ 57,000.00
<b>Student Program Expenses</b>	\$ 118,519.00	\$ 111,730.00	\$ 117,096.00	\$ 59,000.00	\$ 83,000.00
<b>Student Organizing</b>	\$ 99,623.00	\$ 215,187.00	\$ 125,452.00	\$ 172,000.00	\$ 79,500.00
<b>Restricted Fund Disb - Scholarship</b>	<b>\$ 36,000.00</b>	<b>\$ 35,250.00</b>	<b>\$ 73,000.00</b>	<b>\$ 100,000.00</b>	<b>\$ 40,000.00</b>
<b>TOTAL EXPENSES</b>	<b>\$ 997,835.00</b>	<b>\$ 1,148,100.00</b>	<b>\$ 1,251,836.00</b>	<b>\$ 1,050,150.00</b>	<b>\$ 1,394,900.00</b>



June 8, 2021

To: Chair Jay Cowles  
Vice Chair Roger Moe

From: Kari Campbell, Interim Board Director

Re: Letters received related to LeadMN fee increase proposal

This memo is to provide a summary of the feedback received related to LeadMN's fee increase proposal as requested by Vice Chair Moe at the May 18 Finance Committee meeting. The request for college student senate feedback on the proposal was sent by Sr. Vice Chancellor Ron Anderson to college presidents and senior student affairs officers.

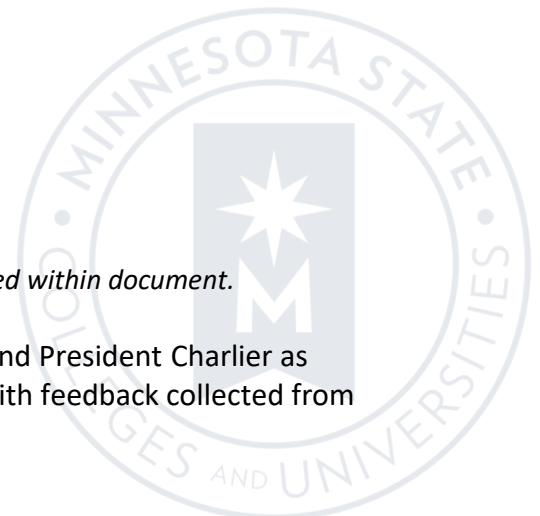
Attached are letters submitted by the student senate leadership at eighteen (18) colleges:

Anoka-Ramsey Community College  
Central Lakes College\*  
Century College  
Dakota County Technical College  
Fond du Lac Tribal & Community College\*  
Hennepin Technical College  
Lake Superior College  
Minnesota State Community and Technical College  
Minnesota West Community and Technical College  
Normandale Community College  
Northwest Technical College - Bemidji  
Pine Technical and Community College  
Rainy River Community College\*  
Ridgewater College  
Riverland Community College  
Saint Paul College  
South Central College  
St Cloud Technical and Community College

*\*Tuition consultation letter submitted - pertinent section is highlighted within document.*

I have also included a letter submitted by President Atewologun and President Charlier as representatives to the Leadership Council Executive Committee with feedback collected from college presidential colleagues.

cc: Chancellor Devinder Malhotra



Minnesota State Board of Trustees  
Kari Campbell, Interim Board Director

This letter details feedback from Anoka-Ramsey Community College Student Senate about the LeadMN fee increase proposal. Based on the benefits shown in the LeadMN 2.0 slideshow and especially considering the need to address food insecurity, mental health and student basic needs, I do support the efforts to increase services to students across the state; however, the LeadMN fee increase proposal creates a lot of unanswered questions especially related to the process.

One concern I have with the LeadMN fee increase is the timing of increasing the fee for students during a pandemic. Students are already burdened during this time and should not be expected to shoulder a fee increase. Regarding the opportunity for student feedback, I was not made aware of the LeadMN fee increase until the Spring General Assembly when we were expected to vote on this. We were not in communication with our regional Governing Council member either. The LeadMN 2.0 proposal was completely explained, but the fee increase proposal was not given enough time for student feedback. One of the questions I have is how the specific amount of increase was decided and if other lesser amounts were considered. Another question I have is if the full increase to \$.61 and the new LeadMN role is necessary to provide these supports to students or if other options were considered. My final concern is that with all of the colleges being so unique in their different needs, the services may be better delivered on a local level.

Please feel free to contact me if you have any questions or comments regarding the LeadMN fee increase proposal for this year. Thank you for your time, and for your commitment to student involvement in decision making at Minnesota State institutions.

Sincerely,  
Jesse Mishler  
Student Senate President  
[jmishler1@my.anokaramsey.edu](mailto:jmishler1@my.anokaramsey.edu)

Student Senate  
Central Lakes College  
501 West College Drive  
Brainerd, MN 56401

Board of Trustees  
Minnesota State Colleges and Universities  
500 Wells Fargo Place  
30 East Seventh Street  
St. Paul, MN 55101

Greetings Chancellor Malhotra, Chair Cowles, and Trustees,

We are writing to you in regards to Minnesota State Colleges and Universities Student Consultation Policy 2.3 on the tuition consultation process representing both the Brainerd and the Staples campus of Central Lakes College. Both of our student senates are writing to you as one unified body.

This academic year our tuition consultation meetings totaled 8 hours. President Hara Charlier, Vice President of Administrative Services Kari Christiansen, Vice President of Student & Academic Affairs Joy Bodin, Student Life Director Erich Heppner, and Student Senate members of both campuses were in attendance at multiple meetings throughout the fall and spring semesters. An overview of changing fees, the college budget, and budget assumptions were all discussed at these meetings.

As informed student leaders, we recognize that our college is facing an unprecedented financial challenge as a result of weathering the pandemic. While we are protective of our fellow students and their finances, we are also quick to defend our college. We know that they will need our support more than ever. For that reason, we are confident that the college administration will act in our best interests as they contemplate a potential tuition increase.

Additionally, we recommend that our Technology Fee increase by 11¢ per credit to \$11.01 per credit. The Student Life Committee is recommending that the Athletic Fee increase by 8¢ to \$4.28 per credit and that the Student Activity Fee increase by 11¢ to \$5.66 per credit. Upon completion of these meetings, the proposed changes were brought to both campus Student Senates for approval. The students of both Brainerd and Staples campuses were free to ask questions and express thoughts about the proposal. Both campuses unanimously approved the proposed changes.

Another fee issue that we would like to address is the proposed LeadMN fee increase. As student leaders we feel that this proposed increase is placing too high a financial burden on the backs of our students. In reviewing their plan and hearing from their staff, it appears that their proposed use of the fee increase is neither well thought out nor sustainable. With the stresses of the pandemic, our voices as students were not heard at the same level as previous years when our ability to attend LeadMN conferences was higher. While we are not opposed to a more manageable fee increase, we are against this level of increase at this time.



Please feel free to contact either of us with any questions, comments, or concerns regarding the Central Lakes College Brainerd & Staples tuition consultation process. Thank you for your time, as well as your consideration.

Sincerely,

Benjiman Schlegel  
Student Senate President  
Central Lakes College  
Brainerd Campus  
(763) 516-1501  
[benjiman.schlegel@go.clcmn.edu](mailto:benjiman.schlegel@go.clcmn.edu)

Wade Hofius  
Student Senate President  
Central Lakes College  
Staples Campus  
(651) 380-1969  
[wade.hofius@go.clcmn.edu](mailto:wade.hofius@go.clcmn.edu)



**CENTURY COLLEGE STUDENT SENATE**

**OFFICE OF THE PRESIDENT**

David A. Singleton

May 13, 2021

Minnesota State Board of Trustees

30 East 7<sup>th</sup> Street

St. Paul, MN 55101-7804

To: The Honorable Devinder Malhotra, Chancellor

The Honorable Jay Cowles, Board Chairman

The Honorable Minnesota State Board of Trustees

Dear Chancellor, Malhotra, Board Chairman, Cowles, and Members of the Board of Trustees:

I am writing to you as the President of Century College's 2020-2021 Student Senate to bring to your attention our objections to the recent proposal from the Minnesota Statewide Two-Year College Student Association, Lead MN, regarding the proposed student association fee increases. On behalf of the Century College Student Senate, we

object to this proposal and this letter outlines our concerns.

Our first concern is the lack of communication and the short amount of time in which Century College was notified regarding this proposed fee increase from Lead MN. The Century College Student Senate was only made aware of this proposed fee change the week of the Lead MN General Assembly in April of 2021. Our Student Senate sent 13 representatives to attend the General Assembly and while present at the General Assembly a member of our Student Executive Cabinet asked to be heard regarding this matter and he was recognized and when he began to voice his objections to the fee increase he was shut down and not allowed to continue to speak.

In addition, the assembly was unorganized, and the Lead MN officials failed to answer questions and involve member colleges about the proposed structural changes that requires the support of member colleges.

Outside of the General Assembly, Century College Students have no other opportunities to provide feedback directly to Lead MN regarding student fees and the proposal the called "Lead MN 2.0."

The second concern is the lack of consultation around this proposed fee. Currently, the administration at Century College is required to consult with the Student Senate about tuition and fees as part of the college budgeting process, that results in a letter that is sent to Chancellor Malhotra with details and confirmation that the Student Senate was properly consulted with before any proposal is finalized. The Student Senate and the administration hold joint meetings monthly and there is a thorough review, presentation and engagement process that takes place. Consequently, the Student Senate has serious

concerns how our Statewide Student Association can move forward with a request to the Board of Trustees without consultation including all two-year campuses and the local Student Senates. Without a process to require a consultation process Century College Student Senate has no other opportunities to provide feedback directly to you as Chancellor and the Board of Trustees on any proposed fee increases or for that matter any other important changes that may be proposed by Lead MN.

As we understand that the Board of Trustees may potentially review the student associations fee increase proposed by Lead MN and you may hear from students that support the proposal, however Century College Student Senate has not been consulted with. We have received a few emails from other campuses that have not been consulted with regarding this fee increase. We feel like there is a failure in the process that is resulting in fundamental unfairness and going forward, would make this process non inclusive to us and other campuses, and so again we strongly object to the approval of this fee increase.

Sincerely,

*David A. Singleton*

David A. Singleton  
President 2020-2021  
Century College Student Senate  
651-207-2571

Cc: Century College Student Senate

Century College President Angelia Millender

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June 2<sup>nd</sup>, 2021

Board of Trustees  
Minnesota State  
500 Wells Fargo Place  
30 East Seventh Street  
St. Paul, MN 55101

Dear Board of Trustees:

My name is Sheri Hanson, and I am the current President of the Student Senate at Dakota County Technical College (DCTC). The DCTC Student Senate had discussed the fee increase and drafted a letter to the Board of Trustees prior to receiving your questions for the Student Senate to answer. I am attaching the letter our Senate wrote regarding the fee along with our meeting minutes with this letter, so you can better understand what the Senate had all discussed on this issue. We did not get a chance to vote on this increase or discuss the questions that the Board of Trustees had because the semester at the college had ended when we received them.

Our Student Senate does agree that Mental Health support would be better provided by each individual campus. The Student Senate feels that it would be more beneficial for students at the college who are seeking out Mental Health questions or guidance, to have that trained support on campus rather than sending students to LeadMN for support. If you have any further questions on this matter, please do not hesitate to reach out to me.

Sincerely,

Sheri Hanson  
DCTC Student Senate President  
[sherihanson22@gmail.com](mailto:sherihanson22@gmail.com)

Cc: [Priscilla Mayowa, LeadMN President](#)

Michael Berndt, DCTC President  
Anne Johnson, DCTC Vice President of Student Affairs  
Nicole Meulemans, DCTC Director of Student Life and Activities  
Anna Voight, DCTC Associate Director of Student Life

## DCTC Student Senate –Virtual Meeting

May 7, 2021, 1:00 PM

Zoom: [dctc.edu/DCTCSenate](https://dctc.edu/DCTCSenate)

Passcode: **DCTC** Meeting ID: 972 2002 2730



### Attendance

Total Voting Members 10 Voting Members Needed for Quorum 6  
Voting Members Present 10 Quorum met? Y

Executive Board		Eligible to vote? *	
X	Daisy Mairura, President	In case of tie	
X	Emily Swanson, Vice President	Yes	
X	Vera Kaizer, Treasurer	Yes	
X	Sheri Hanson, Secretary	Yes	
X	Anna Kimmel, Campus Liaison	Yes	
Advisors			
X	Anna Voight, Advisor		No
	Nicole Meulemans, Advisor		No
Guests			

General Senators		Eligible to vote? *	
X	Alicia Hargesheimer	Yes	
	Brian Aminga	Yes	
X	Dame Gamada	Yes	
	Daniel Skillicorn		No-2
	Devin Roelke		No-2
	Effie Mairura		No-1
X	Genet (Banchi) Abate	Yes	
	Joe Abourjeily		No-2
X	Leila Maye	Yes	
X	Mark Westemeier	Yes	
	Garrett McAdams		No-1

\*Students become eligible to vote after attending 3 meetings, without missing more than 2 consecutively.

## Minutes

**Welcome and Inclusion Message:** [On our campus we...appreciate differences, honor those who serve, demonstrate dignity and respect, value and celebrate diversity, and EMPOWER SUCCESS FOR ALL.](#)

**Call to Order:** 1:04 pm

**Sign-In to enter monthly Student Life Scholarship Drawing:** [https://ihcc.co1.qualtrics.com/jfe/form/SV\\_bg6IW5oWVfaNUj3](https://ihcc.co1.qualtrics.com/jfe/form/SV_bg6IW5oWVfaNUj3)

**Approval of Agenda:** Approved 4-30-2021 Agenda.

**Approval of Minutes:** Approved 4-30-2021 Minutes.

**Guests:**

### Administrative Updates:

- COVID Updates – Anna V. May 23<sup>rd</sup>, 2021, MN Health Screen tool is no longer required to enter colleges and you do not have to be vaccinated.

### Business:

- Student Senate Elections
  - President: Sheri Hanson
  - Vice President: Mark Westemeier
  - Secretary: Sheri (if not elected president)
  - Treasurer: Dame, Sheri (if not elected President or Secretary)
  - Campus Liaison: Anna Kimmel
- Student Social Picnic – 5/11, 12-1:30 – Mark & Anna K.
  - Sign up:  
<https://forms.office.com/Pages/ResponsePage.aspx?id=xscRULQKq0ae9PrnSplaf4oi0Y6a3U9Gv8l5QQNpXXNURjM3U1Y2OVRUSVhROTM2RjhWVTIKSFdVUy4u>
- LeadMN Proposed Fee Increase (\$0.34 to \$061, a 79% increase) – Daisy
  - Fee increase would go towards mental health support for students.

- Not a solid plan yet for how LeadMN and campuses would work together.
  - Students would go to LeadMN for support. You will be connected to a peer person.
  - Fee increase goes to Board of Trustees and either gets approved or not.
  - Is increasing fees during a pandemic good timing when tuition will already be going up?
  - Possibly pursue an additional person on campus instead? Like we have Chris Tran for mental health on campus.
  - Want to have mental health support on campus with people who know and interact with to feel more comfortable.
  - Three DCTC students completed the LeadMN survey and none indicated significant concerns with mental health.
  - Would rather see additional college personnel hired than go to LeadMN. Students don't know about LeadMN. How would we promote this resource so students know about it?
  - Supportive of writing to Board of Trustees to indicate our support for on-campus mental health support instead of through LeadMN. Emily will draft one letter from Student Senate.
4. Programming for next year – Anna V.
    - Dame, Sheri, and Anna Kimmel will help look at results of survey & discuss some different planning.
  5. Graduation Drive Through, Friday, May 14, 4:30-6pm
  6. Appreciation & Shout outs – All
  7. Consultation Letter
    - Tuition increase or stay flat? We don't know until legislature allocates funding.
    - Tuition could increase 3%.
    - Daisy drafted letter and emailed out to senate. Senate approved the letter.
  8. Stipend-Anna is working on the amounts that will be distributed. Lowest-\$200 Highest-\$600-\$800.

#### **Committee Reports:**

1. Alumni Advisory Committee – Daisy
2. Auxiliary Committee – Daniel, Daisy, Brian, Emily
3. Beyond the Yellow Ribbon – Sheri & Garrett
4. Equity and Inclusion Council –Vera, Mark, Michael, and Alicia
5. Public Safety Workgroup - Vera
6. Strategic Planning (DCTC & IHCC) – Devin Roelke
7. Sustainable Facilities Committee (DCTC & IHCC) – meets first Wed. of the month at 1pm - Alicia
8. Safety & Security (DCTC & IHCC) – meets second Wed. of the month at 2pm – Mark

#### **Announcements:**

1. Fill out sign-in sheet - Emily
2. Other

#### **Upcoming Events:**

1. [Supporting Previously and Currently Incarcerated: From Student to Employment](#) 5/7, 7:45am & 1pm
2. Graduation Celebration, 5/14

**Adjournment: 2:00 pm**



May 19<sup>th</sup>, 2021

Board of Trustees  
Minnesota State  
500 Wells Fargo Place  
30 East Seventh Street  
St. Paul MN 55101

Dear Board of Trustees:

On behalf of the students at Dakota County Technical College, we are writing about the proposed increase of the LeadMN fee to provide additional mental health resources for students. The student senate has had discussions in the past about mental health resources for all students.

The Dakota County Technical College student senate has had talks about resources students are able to use for mental health. The Vice President and Resources Navigator came to some senate meetings to talk about what resources students would like for mental health. Our college is currently applying for a grant to train all employees in mental health first aid, and this training would also be open to students. This training has been offered on campus in the past, and all student affair employees were required to attend the training. We are currently working with administration to publicize the list of employees that have completed mental health first aid. Administration has listened to our feedback and we are working together in the best interest of DCTC students to provide the mental health support they need.

The Student Senate had discussed the proposal from LeadMN for mental health support and we think it is better to have employees on campus at DCTC trained to provide mental health support, instead of sending students to LeadMN for support. Connecting with someone we already know on campus for mental health will make it more comfortable and more convenient for DCTC students.

Sincerely,

DCTC Student Senate

Brian Nyachwaya  
Daisy Mairura  
Emily Swanson  
Vera Kaizer  
Mark Westemeier  
Alicia Hargesheimer

Sheri Hanson  
Leila Maye  
Anna Kimmel  
Dame Gamada  
Genet Abate



18 May 2021

Chancellor Devinder Malhotra

MnSCU Chancellor

30 East 7th Street

St. Paul, MN 55101-7804

Dear Chancellor Malhotra,

This consultation letter was written in compliance with Minnesota State's Board Policy 2.3 Part 2 Subpart C: Position Letter from Campus Student Association. As outlined by MnSCU's Board Policy 2.3 Subpart A, both student leadership organizations at Fond du Lac Tribal and Community College (FDLTCC) – Anishinaabe Student Council and Student Senate—met with campus administration a minimum of two times Spring Semester 2021 to go over the consultation letter.

Four separate meetings took place virtually through Zoom on March 8th, April 12th, May 3rd, and May 11th, and were attended by Anishinaabe Student Council President Alysia Oswald, Student Senate president Emily Lockling, Student Senate and Anishinaabe Student Council Officers. Faculty members present included Jesse Stirewalt, Ariel Johnson, Bret Busakowski, and Stephanie Hammitt. Those who could not be in attendance at any of these virtual meetings were updated through email and telephone correspondence.

At these meetings, fee increases to students were discussed, including the LeadMN fee and the FDLTCC parking fee increase. Both of these increases were approved by student leadership after careful consideration to the economic impact of the COVID-19 pandemic.

The parking fee increase was initially brought to student leadership attention during an April 12th student life committee meeting and was again discussed during the committee's May 3rd convening. Student leadership through both Student Senate and Anishinaabe Student Council has decided to support the increase from \$1.00 USD to \$2.00 USD, to be effective Fall Semester 2021.

The increase on this fee will go towards the maintenance of our parking lots. This includes mandatory plowing services in the winter months and repainting the lots. We believe that this increase will contribute to a safer environment for our staff members and students.

Please feel free to contact me if you have any questions or comments regarding the Fond du Lac Tribal and Community College parking fee increase consultation process. I can be reached via email at [Emily.Lockling.2@s.fdlccc.edu](mailto:Emily.Lockling.2@s.fdlccc.edu) or by phone at 218-591-8634.

Respectfully,

Emily Lockling, Student Senate President

Minnesota Board of Trustees  
Minnesota State Colleges and Universities System  
30 7<sup>th</sup> Street East, Suite 350  
Saint Paul, MN 55101

June 1<sup>st</sup> 2021

Members of the Board of Trustees:

This letter is to bring to your attention our concerns with the recent proposed student fee increase from Lead MN (Minnesota Statewide Two-year College Student Association).

Our first concern is that our Student Senate Executive Board Officers were not aware of this proposal and received no communication about the plans to increase the student fee. Our student senate made an attempt to reach out to LeadMN via email for additional information about the plan and received no response. A survey was conducted in the Fall of 2020 by LeadMN to find out how students were doing of which the senate was not aware. The results of the survey were not shared with the student senate.

After review of the proposal, our senates concluded the proposed student fee increase would enable LeadMN to expand, however, the document is not clear about how the fee increase would directly benefit students. The senate is concerned about students receiving less support from LeadMN in the form of scholarships and fundraisers which assist students financially. The Senates believe that the fee increase may cause a financial strain on students who might already be struggling financially.

Our senates feel that the fee increase is against LeadMN's core goal of making college affordable for students. The student senate is open to further discussion about this plan if more information is shared about how students would directly benefit from the plan.

If you have any questions or comments regarding this letter, please feel free to contact us.

Sincerely,

Caledon Johnston (2020-2021 Brooklyn Park Student Senate Vice President & Acting President)  
Abdulahkim Abdurahman (2020-2021 Eden Prairie Campus Student Vice President)



A Member of Minnesota State

Board of Trustees  
Minnesota State Colleges and Universities  
500 Wells Fargo Place  
30 East Seventh Street  
St. Paul MN – 55101

June 1, 2021

RE: LeadMN Request for student fee increase

Dear Chair and Trustees:

Thank you for the opportunity to give input on LeadMN Proposal 2.0. Your decision on this proposal will affect every community college student in Minnesota.

The Lake Superior College Student Senate does not support LeadMN 2.0 because it will increase the tuition of every one of our students at a time when students are already struggling from the pandemic.

We also do not agree with the purpose of the proposal – to implement connections to mental health resources that our college already provides. We view LeadMN as an organization that helps us learn about student, state and national government, not a mental health navigation system.

Our student senate does not support LeadMN proposal 2.0 because it goes against the mission of Minnesota State – to give all Minnesota residents the opportunity to get an education.

Sincerely,

A handwritten signature in black ink that reads "Jada Guthrie".

Jada Guthrie  
Student Senate President  
[jada.guthrie@my.lsc.edu](mailto:jada.guthrie@my.lsc.edu)

A handwritten signature in black ink that reads "Jishanita Dunigan".

Jishanita Dunigan  
Student Senate Vice President  
[Jishanita.dunigan@my.lsc.edu](mailto:Jishanita.dunigan@my.lsc.edu)

Cc: Dr. Patricia Rogers, President, Lake Superior College  
Priscilla Mayowa, LeadMN President

June 2, 2021

Dear Minnesota State Board of Trustees:

I am writing to you in regard to the request for my opinion on the LeadMN 2.0 proposal. Since becoming Student Government President at the M-State Fergus Falls campus, I have had many opportunities to enhance leadership skills, advocate for food insecurities, and even lobby for affordable education with my senators and representatives that without LeadMN, I would have never. LeadMN isn't an organization run by people outside of the picture; LeadMN is run by us, the college students attending community colleges across Minnesota. While there are individuals within the organization that aren't attending college, they are there to help us find an avenue to lead our peers and fight for causes like food insecurities with other student leaders across the state. Without LeadMN, I would not have had nearly any of the opportunities I have been gratefully given, like advocating for mental health and affordable education with the Senators and representatives representing me in the House and the Senate.

One of the main focal points of LeadMN 2.0 is the raising of its fee to .61 cents a credit. I 100 percent support this raising of the fee because this allows LeadMN to grow larger and stronger, which will inevitably benefit more students in Minnesota. While LeadMN headquarters are in St. Paul, they still find means and ways to help and impact campuses throughout Minnesota. While doing a fantastic job with what they have currently, there is still room for improvement. This raising of the fee would allow LeadMN to hire more staff and increase their outreach throughout Minnesota. This would enable more students to be aware of a plethora of opportunities in student leadership and would most importantly give students access to resources, especially in times of need.

From giving out scholarships to offering student leadership training and even helping pass tuition freezes and the Hunger-Free Campus Act, LeadMN's track record shows that it is here to help students know they can create the change they want and to help their peers even in times of great need. Therefore, I support the raising of the fee; this is why I support LeadMN.

Sincerely,

A handwritten signature in cursive script that reads "John Runningen".

John Runningen  
Student Government President  
Minnesota State Community & Technical College – Fergus Falls



June 4, 2021

Rebecca Weber,  
Dean of Student Services  
1011 First Street West  
Canby, MN 56220

Minnesota State Board of Trustees  
30 East 7<sup>th</sup> Street  
St. Paul, MN 55101

Dear Minnesota State Board of Trustees:

In efforts to garner input from our student senate leadership about the request by LeadMN to increase their fees, I reached out to all of our six campus Student Senate officers, as well as their Advisors, asking them to respond to the following three questions:

1. Do we raise the LeadMN student fee?
2. How much to raise the fee?
3. What the additional revenue would be used for?

Communication was sent through a text (GradesFirst), student email accounts, and calls, however there was very little response. The lack of input is due in part that our current courses are offered in an online format throughout Maymester and Summer sessions. Our on-campus students, which comprise of our student senate officers, concluded their semester in late April, so it has been very difficult to receive feedback. However, one advisor was able to meet with a few of their senate members to discuss the consideration and none of them were in favor of raising the fee, stating that they have enough expenses.

If there is anything in addition that I can assist with, please let me know.

Respectfully,



Rebecca Weber

CC: Dr. Terry Gaalswyk, Minnesota West Community & Technical College President  
Priscilla Mayowa, LeadMN President



[www.mnwest.edu](http://www.mnwest.edu) • 800-658-2330 • [info@mnwest.edu](mailto:info@mnwest.edu)

**Canby Campus**  
1011 First Street West  
Canby, MN 56220

**Granite Falls Campus**  
1593 11th Avenue  
Granite Falls, MN 56241

**Jackson Campus**  
PO Box 269  
Jackson, MN 56143

**Pipestone Campus**  
1314 North Hiawatha  
Pipestone, MN 56164

**Worthington Campus**  
1450 Collegeway  
Worthington, MN 56187

A member of Minnesota State. An Affirmative Action Equal Opportunity Educator/Employer.

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Normandale student response to LeadMN 2.0.

30 East 7th Street  
St. Paul, MN 55101

To the Minnesota State Board of Trustees,

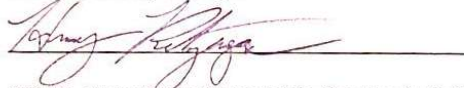
By the board's solicitation I, on behalf of the Normandale Student Senate, wanted to verify that the Normandale Student Senate has been informed of the LeadMN 2.0 initiative including but not limited to: the fee increase per credit to .61 cents per credit, the creation of a benefits navigator, expanded outreach, expanding staff at LeadMN and etc.

At the LeadMN General Assembly Normandale Community College Student Senate sent a delegation representing our campus to attend, did a careful review of the LeadMN 2.0 proposal, and voted with a supermajority of students to pass the LeadMN 2.0 fee increase.

Given the history of effective advocacy and representation of students that LeadMN has demonstrated, we feel confident in the fact that our fee increase will make LeadMN better at the things it already does, and provide services that will greatly help our student body. In the course of LeadMN's advocacy we are all but absolutely certain that LeadMN will continue to save two year college students more money long term than the costs generated by the fee increase.

With this in mind, I would request that the Minnesota State Board of Trustees accept the LeadMN 2.0 proposal in its entirety

On behalf of the Normandale Community College Student Senate and its student body,  
President Henry Ritzinger



CC: Dr. Joyce Ester, Normandale Community College President  
Priscilla Mayowa, LeadMN President

## Thoughts on LeadMN 2.0

Hello, I am Cody Gunsalus. I am a nontraditional student from Northwest Technical College in Bemidji MN working on getting a “Technical” degree in electrical construction. A little bit about my background and why I count myself as a nontraditional student; I am 31, a veteran (but not able to use the benefits of being one), a student parent, and this is my second attempt for a post-secondary education.

To cut to the chase I support LeadMN 2.0, LeadMN is essentially a union voice for students. The only chance a student has to make themselves heard pertaining to their campus, their tuition or their education can only be achieved as a group and sometimes it must go beyond the administration... LeadMN is the conduit to make that a reality. A small group of individuals that use the individual campus leadership across the state to channel the issues of the students and help us using one voice to make changes to better the institution of education for future students (and they do this with a minimal staff). It has been years since LeadMN has raised its rates for students (but inflation is a reality), LeadMN 2.0 is essentially matching per credit cost to students of community and technical colleges to 4-year University's Students United rates. But if you break it down dollar for dollar LeadMN 2.0 is substantially less than an increase of tuition by Minnstate but unfortunately students are not being told or understanding this reality. Really the only way for their tuition to not be raised in the future is via LeadMN. For the added benefit of them planning to expand to Mental Health, and outreach is something big to look forward to. I have heard students say, “well this won't help my students because we have a program that already does this” and to them I will put this thought into their mind, if a campus opens a food pantry should you get upset with your campus because you do not need to use it? Student Leadership is different in every institution and has pushed for different things. Technical schools are further back because of how rigorous the Lab based programs are, but do they still have campus hunger? Yes, what they do not have is time to take part in LeadMN, so they get left behind... and “go dark”. LeadMN 2.0 outreach will be able to contact and hear the voice of the students that have become disenfranchised with LeadMN because it caters to the “Urban student” (but how can it hear the rural students if they are not speaking/coming to conferences). So of course, we need to focus on programs that some schools have because some who may need it more do not. But part of the reason that the outreach has not been happening currently is due to that being an added job to 1 individual, but they deemed it (and I agree) to be the focus of 2 individuals 1 in the north and 1 in the south. Side note: I held a position in LeadMN last year in one day for the Northwest region I visited 6 of the 7 schools drove over 440 miles and spent over 10 hours doing this. It would be a job let alone to have someone expected to do this to all regions and all schools plus the office job on top of this, that is practically the definition of unrealistic expectations. That aside LeadMN should not just ignore those schools who feel like they have been ignored and have

withdrawn from LeadMN participation, we should bring them up (through these programs that other schools “already have”) so we can speak from a place of strength (with as many schools as we can and all in one voice) for some of the more rigorous programs that not many schools have but most should have.

LeadMN 2.0 is good for all students and even though some may be shortsighted thinking of the “every penny counts” mentality. The over arching picture is that like taxes people do not like to pay them, but they benefit society in many ways the same is true for tuition fees except the fees benefit the student and with both taxes and fees they (except in cases of corruption) have a direct correlation to the benefits of the populous they each pertain to.



To: Minnesota State Board of Trustees  
CC: Joe Mulford, PTCC President  
CC: Priscilla Mayowa, LeadMN President

Board of Trustees –

Please accept the feedback below regarding the LeadMN fee proposal from three Pine Technical and Community College (PTCC) students.

**Submitted by Madeline Copeman, PTCC Student Senate President, 2021-2022**

**Concerns:**

- How this is being communicated to students. Students don't even know what LeadMN is, much less that they are now going to have to pay more in fees.
- Will this be successful? If fees are being raised, I'd hope it is a successful initiative and beneficial to students, otherwise they paid extra for nothing.
- If it's not successful, will the fees be reduced back to \$0.35/credit?

**Positives:**

- I like the idea of additional counseling resources. When there is only one counselor, students might not use that services if it's not a good fit. Or male students might not feel comfortable talking with a female counselor. And our counselor is only part-time.
- I feel like part of what the extra fees will be used for will be to increase communication to students about LeadMN, who they are and what they do for students.
- There are no Health Services at PTCC, so I like the idea of having that resource for students (but not really sure how Health Services would work if not on-campus)
- I don't feel the increase will really affect each individual student that much. It's a \$0.26/credit increase, so for 12 credits it's a little over \$3 increase.

**Submitted by Emily Crider, PTCC Student Senate Secretary, 2021-2022**

Dear LeadMN,

I have some concerns regarding your LeadMN 2.0 proposal. Some factors that negatively affect students are lack of communication, high credit price rates, reported mental health issues, Covid-19, and services that are currently available.

LeadMN advocates for lower cost tuition and tuition freezes for students, however, they are now raising their own rates that will negatively impact students. I understand that LeadMN is looking for ways to provide students with services that help with career, benefits, and counseling services, however, there are concerns as a student. Pine Technical and Community College provides students with these services. I don't understand how it is fair to raise your rates to \$0.61 a credit for services we already have available to us. I know it could be used as an extra service, however, as I student I have found when having financial questions or seeking a counselor it is best to receive help face to face by someone I know and trust.

Communication is key, however LeadMN hasn't been providing communication to students. Before today I had no idea what LeadMN was. I've been a student since 2019 and had no idea what you do, your goals, or plans you have for students. If I hadn't been sent your proposal from our Student Senate, I wouldn't have even known about your plan to raise credit rates for students of a two-year college to the same of students at a university. I feel as a student we should have a say into what are money is used for. The fact that most students don't even know about these changes is very upsetting and LeadMN should be reaching out to all students.

As stated in your proposal, “Saved students millions of dollars by advocating for tuition freezes over the past eight years” may have been the direction and goals for your organization in the past, however, I feel as you have lost sight on this goal for students. Raising credit costs to \$0.61 isn’t working for the students. This will not help students but could possibly increase their mental health, stress, and anxiety. Many students have faced many challenges this past year due Covid-19. This pandemic took a negative toll on us. Personally, I was the only one working out of seven in my household for a while. I made the decision to take a break from college because I couldn’t afford to do both. Financially, I had to make sure there was a roof over my head and food on the table before my education. Even as places are opening up, regulations changing, and my family going back to work I’m still financially recovering. It would hurt the students to raise credit costs as many of us are still recovering but still trying to maintain our goals for a better future.

“Students are reporting increased levels of social isolation and mental health issues.” As I looked at your bar graph representing the student concerns for those who reported that they are not doing well, I noticed that the number one concern was anxiety and the next highest concern was mental health. For students who are facing high anxiety and mental health problems is the best approach to raise your rates that drastically? How am I going to be able to afford college? Should I take a break to work and save money? These are questions that students ask themselves and stress about. Financial concerns are factors of stress and anxiety.

I have no problem voting for a proposal for the students, however, this proposal could potentially hurt the students more than help. Since this is new why not ease into it and try raising the credit prices a little bit at a time. Why should it change from about \$0.35 to \$0.61 just like that? Also, students and myself have no problem putting money towards services that will help us but is it fair to charge us almost double for services we already have provided to us? The real question here is who is this benefiting?

Thank you for taking the time to receive feedback from a fellow student

Emily Crider

**Submitted by Luke Buren, PTCC Student Senate Secretary, 2020-2021**

I feel like if this were implemented it would be like having to “pay my taxes twice.” I don’t want to have to pay extra for services I already have access to. I rarely use those services now and feels I would never use them with LeadMN, so I definitely don’t want to have to pay for them.

May 10th, 2021

Chancellor Devinder Malhotra &  
Board of Trustees  
Minnesota State System Office  
Wells Fargo Place  
30 7th St. E  
St. Paul, MN 55101

Dear Chancellor Malhotra and members of the Board of Trustees,

Rainy River Community College Student Senate has met with Administration this semester. During the consultation, Directions of Operations Krasaway kindly addressed any questions from the Student Senate in full. Directions of Operations Krasaway provided a projected 2021-2022 budget and reviewed it with the student senate as well.

We are concerned about the budget situation that Rainy River Community College is facing. Reducing services and/or faculty is of serious concern. We plead with you to either change the allocation formula to better fund small rural colleges and/or secure additional funding from the state. Rainy River Community College cannot sustain the college's needs for very long based on this budget formula. We also support a tuition increase to help reduce the deficit at our school.

Rainy River Community College is the only college within 100 miles of International Falls. Our community depends on this college not only for a quality education close to home but for economic development, personal prosperity and it also provides an opportunity to celebrate diversity, a rare luxury in Northern Minnesota.

Looking at the numbers for next year's tuition there is going to have to be a 3% increase for every student attending, this is shown in our budget outlook for 2021 and 2022. This means that the students of Rainy River will need to pay a higher price for an education that will make it more difficult for students to attend. Therefore, we support the additional funding that the Minnesota State Legislature is dedicating for small rural colleges.

In regard to the LeadMN fee increase, being raised by more than double its current rate, we feel that it is poor timing. While we support the additional services that LeadMN will provide rural college students with the additional funds raised, this increase is drastic. We would be more supportive of a progressive increase broken out into 3-5 years.

Sincerely,



Chance Duda  
Student Senate President  
Rainy River Community College  
[Chance.Duda@rainyriver.edu](mailto:Chance.Duda@rainyriver.edu)



May 27, 2021

Minnesota State Board of Trustees  
30 East 7th Street  
St. Paul, MN 55101-7804

Dear Ms. Campbell and members of the Board of Trustees,

LeadMN 2.0 is planning to raise their fee for each student to \$0.61 per credit, which would be almost double to what the fee is now. Increasing the rate to \$0.61 would be the same rate as what 4-year college students pay. Many students attend 2-year colleges for the decreased rates and matching the fee to what a 4-year college student pays is counterintuitive.

The plan for LeadMN 2.0 is to create more opportunities for students. With their increased fee, LeadMN is hoping to be able to reach out to more students with more staff. The problem with their proposal is that they don't have a direct plan in place. I believe before LeadMN can raise their fee, they need to know exactly how they're going to accomplish their goals. Many students do not know what LeadMN is and I would not know what LeadMN is if I wasn't in Student Senate. It is going to be a challenge for LeadMN to be recognized by all technical college students. LeadMN's intentions are good, but their plan is not developed. Due to the two previous points, LeadMN 2.0 is not going to be as successful as what they hope it to be.

The fee should not be increased off the backs of students as not all students will receive the benefits from LeadMN.

Sincerely,

*Makayla Breth*

Makayla Breth  
Student Senate President, Willmar Campus, 2021-22  
makayla.breth@go.minnesota.edu

**WILLMAR CAMPUS**

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Willmar, MN 56201  
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**HUTCHINSON CAMPUS**

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[www.ridgewater.edu](http://www.ridgewater.edu)

### **Supporting Letter of LeadMN 2.0**

Riverland Community College Austin Campus is in favor of LeadMN 2.0. Riverland Austin keeps providing students basic needs, especially food, clothes, and mental health support through Food Pantries and Quiet Space. However, there are needs from students regarding careers, finance, etc. which student senators and LeadMN have difficulty offering help because of lacking resources and supporting capacity. Riverland Austin supports LeadMN 2.0 because it promises to have regional staff to increase the capability of outreach and effective communication to support all community college students. Besides, Riverland Austin considers having a developmental manager would lead to the increase of LeadMN's fundraising effort which expands the total amount of emergency grants and scholarships. Taking all of these benefits students would receive from LeadMN 2.0 into consideration, Riverland Austin sees raising student fees to \$0.61 per credit as appropriate and favorable.

June 3rd, 2021

To whom it may concern,

I've been asked to provide this letter on behalf of Saint Paul College's Student Senate providing our response to the LeadMN 2.0 proposal. Saint Paul College ultimately voted to support the LeadMN 2.0 proposal, however our advisors have voiced some concerns we believe have merit and look to provide in this letter.

I do have a unique experience being a Governing Council Member for LeadMN at the same time I was a Senate President. In addition I'm now the LeadMN Cabinet Treasurer-elect. This means I was on the team that voted to approve the first draft (I actually voted no the first time around), I was also one of the voting members for campus during the GA (voted yes), and I will be a key part in navigating LeadMN 2.0 if implemented. I do recognize the implicit bias that comes with working on a project for so long.

LeadMN 2.0 looks to expand the capacity of the organization by providing a new benefits navigator service that will allow for a caseworker to actively cultivate referral relationships for students. This will allow the benefits navigator to connect them to career services or resources to help them get their basic needs met. As a student who has struggled with housing insecurity and without medical insurance, I see how this could help a student like me, knowing from my work on the emergency grant program there are many students like me. I also believe this could be powerful because it is clear on my and other campuses that the capacities of some of our campus services are getting full. So getting more students insured and seeing a professional off campus, or connecting them to campus emergency grants and other resources they can create from partnerships seems invaluable.

That being said I've mentioned my team has some concerns, the first one being whose responsibility it is to provide these services. My campus actually wanted to pass our own mental health fee to bolster our current mental health department, and there was definitely some confusion as to whether students wanted or needed LeadMN 2.0 vs the campus mental health resources. I personally don't think they need to be seen as competition, but I suppose students are far less likely to approve 2 new fees than 1. That really leads to the next concern and that's the timeliness of the increase.

As you probably know, LeadMN is an organization that fights to keep tuition low for students. For this reason, the nature of the fee increase has also sparked some criticism. The argument I've heard is that in a year where engagement is low, it doesn't make sense to ask for a greater buy-in from students. Especially when we're also looking at a potential tuition increase already. To that I say you have a good point. I also say the mental health fee would've made tuition significantly more expensive as well, and I worry that we're approaching hyper-inflation because our response to every issue is to try to take more money from students. So how do we truly find that balance of providing services we are obviously lacking without balancing that on the backs of students?

The final concern our advisors pointed out is that a majority of the new revenue from increasing the student fee is going to hiring new staff, as opposed to programming for students. I do believe this concern does have some merit to it. An organization that is student centered, student focused, and student driven should have spending that reflects that. It's important to be conscientious of how much money is being taken from students and where it's going. The assumption that spending funds in this way is immediately wrong is a little short sighted, however the question of necessity and balance is also one I look

I believe in good faith that LeadMN 2.0 has potential to be something great if navigated correctly. I can appreciate that I will be the treasurer during this upcoming year so that if it is implemented, I can be active in keeping the organization accountable to students with the promises it has made with this proposal. All that being said, I can not ignore the concerns of my teammates. So I conclude this letter by saying I truly don't know whether or not it is the right time for LeadMN 2.0, but I do know there is an opportunity to help students here. And if we do I know I will uphold my responsibility in making sure it is effective and equitable for the students it serves.

Marcelus Ifonlaja

President, Saint Paul College Student Senate

Dear Dr. Parker,

This last year has brought many different challenges, a big one being the COVID-19 Pandemic. When the pandemic began, we as student leaders shifted our focus to ensure our students are taken care of through the pandemic. As you know, many of our students struggle financially and the student senates on both the Faribault and North Mankato campuses have worked with student life and have focused on wellness type events. SCC's Social workers Jesse and Candance have continued to work with students on using our campuses' food pantries, as well as getting access to community resources. Recently LeadMN put forth a request for a fee increase from 35 cents to 61 cents per credit. With this fee increase they intend to hire benefits navigators, expand emergency grants, food pantries, and a statewide student engagement platform for campuses.

The job of the benefits navigator is to help students with campus and community resources. From our understanding these benefits navigators would not have one specific campus, but a region of campuses. SCC student leaders do not support this fee increase. LeadMN should work with student leaders from campuses that need more access to these resources and produce an alternative funding plan. In the Spring of 2018, the SCC Student Senates were able, with the support of our students, to add a health fee at 2.50 per credit hour. With this action we were able to hire our social workers on by the Spring of 2019.

We as student leaders worry that adding another person to our campus who is not a licensed professional could create a varying array of conflicts. For example, students may receive conflicting information, possibly causing confusion for our students, and reducing trust



in our SCC operations. As the LeadMN proposal is currently written it does not recognize the improvements that some of the campuses have already made for students in the area of health and wellness, such as the implementation of Campus Cupboards on each campus. We also believe it is important to acknowledge that these improvements were done by SCC student leaders, independent of LeadMN.

SCC Student leaders have also recognized an issue with liability, since this initiative is external to Minnesota State. In addition, the LeadMN plan gives us concern regarding reporting and structure:

- 1) Who would the employee report to?
- 2) If the employee were to hurt or mistreat a student in anyway this could cause a problem as the student would lose trust in SCC.
- 3) What would be this role's responsibility regarding Title 9 and Minnesota State Board Policy 1.B.1?
- 4) What data rights would this position be requesting and what security training would they be required to receive?
- 5) If the positions are to be regional, how confident can SCC students be regarding LeadMN's knowledge of community support?

We as student leaders recognize that this would be an extra cost that the schools and students should not have to pay. SCC leaders also do not believe that charging the same fee as a 4-year college student pays is equitable. Most of our students come to 2-year colleges because there is a lower cost to attend and achieve their academic goals.

During the Lead MN Spring GA, when advised that SCC already offers what they are proposing, the president of LeadMN, Priscilla Mayowa, as well as the Executive Director, Mike Dean, stated that SCC would not have the food pantries if it were not for LeadMN; which was extremely disheartening to hear. This invalidates the work of the current and previous SCC Student Senates as well as the faculty, staff, and Campus Compact Vista who worked extremely hard on our food pantries; as well as building, and sustaining the community connections to ensure they run smoothly. In reflection, we have found that SCC campuses have not received any significant help from LeadMN in implementing our food pantries.

In conclusion, we appreciate LeadMN's stance on student support, however we do not support LeadMN 2.0. We understand our role and already voted "No" in the General Assembly. However, we wanted to ensure you knew our stance as SCC Student Leaders. We especially disagree with LeadMN using our Food Pantries as a platform to increase the statewide student fee. We would be open to meeting about this, however we wanted to provide formalized documentation as you work with other campuses and the Chancellor. We appreciate the support SCC provides to students and look forward to seeing it grow.

Sincerely,

Taylor Benton

SCC North Mankato Senate President, On Behalf of Faribault and North Mankato Student Senate



June 2, 2021

Dear Minnesota State Board of Trustees:

I am writing you on behalf on the SCTCC Student Senate in regards to the requested letter providing feedback about proposed LeadMN's fee increase. Our Student Senate first discussed LeadMN 2.0 and its proposal at our 4-7-21 meeting, presented by Campus Life Director Shaun Keeley. It was discussed again on 6-2-21 during a special summer Senate meeting; once again presented by Campus Life Director Shaun Keeley.

We recognize all the work that LeadMN does on behalf of students and in advocating for us at many levels. However, we are hesitant to advocate directly for that fee increase, since the bulk of the proposed increased services are already provided at the campus level. We would like to have more discussion with LeadMN around this before anything moves forward with specific services so that our campus can best be served by them. If there is to be a LeadMN fee increase, we would like to see that focused in on the areas of continued and improved advocacy for our campus, as well as general Health Services for students on a statewide level.

If you have any questions pertaining to the LeadMN discussions at SCTCC, feel free to contact me at [amy.dvorak@y.sctcc.edu](mailto:amy.dvorak@y.sctcc.edu)

Sincerely,

Amy Dvorak  
SCTCC Student Senate PR Coordinator 2020-2021

Cc: Dr. Annesa Cheek, SCTCC President  
Priscilla Mayowa, LeadMN President  
SCTCC Student Senate



**To:** Chair Jay Cowles, Minnesota State Board of Trustees  
Vice Chair Roger Moe, Minnesota State Board of Trustees  
Chancellor Devinder Malhotra, Minnesota State  
President Priscilla Mayowa, LeadMN

**From:** President Adenuga Atewologun, Riverland Community College  
President Hara Charlier, Central Lakes College

**Date:** June 4, 2021

**Subject:** LeadMN 2.0 Proposal

We serve as the college president representatives to the Leadership Council Executive Committee. We were asked to collect feedback from our presidential colleagues regarding the LeadMN proposal that the Board of Trustees will discuss in their upcoming June meeting. The attached is the feedback collected.

The proposed LeadMN model will be a parallel and less effective offer of services that will undermine relationships students have with their colleges and exacerbate the gap between metro institutions and non-metro colleges. We are concerned about potential data breach, privacy of students regarding mental health and academic records, and violation of policies such as Title IX, and mandatory reporting.

**Effectiveness concerns:**

- Professional employees (MAPE and MSCF) in the system currently offer advising and tutoring services at individual colleges—onsite and online.
- Professional employees are trained, possess the education and intimate knowledge of the institutions and the community the student attends.
- Relationship with and knowledge of local support agencies are necessary to harness services locally that enhance current support services. For instance, referrals for mental health and basic needs of students.
- Students in the metro will be disproportionately served based on sheer numbers of students accessing the service
- Regular communication between LeadMN staff/navigators and college professional staff will introduce another layer of bureaucracy that imposes additional pressure on existing staff.

- Students already pay for these services through tuition and fees to the colleges from where they are taking classes. Additional fees to enhance current services should be used locally to benefit the students rather than a central service center by LeadMN
- It is unclear how LeadMN will measure the effectiveness of this model. Would they use student success measures and metrics from the system office? How would colleges separate the effect of LeadMN interventions from other support services? How would this diminish the accountability of college departments and administration?

#### **Process concerns**

- LeadMN did not process request through a shared governance model and consultative process.
- LeadMN moving outside its scope as a student organization. They are a member organization, not a service provider.
- Many student leaders have been very clear they do not support this model and believe they would be best served locally. Statewide voice is not consistent with local concerns.
- LeadMN should provide clear evidence of consultation with the local Senates and with college leadership as part of a proposal of this type.
- Board policy may need modification to allow students to give informed consent through a consultation process or an opt out.

# College President Feedback about LeadMN Proposal

May 27, 2021

## Peer-to-peer model

- Unless peer navigators truly know the community and the college the student attends, students will not be served.
- Peer navigators are not trained and do not have the education that our professional employees possess to provide the necessary services for students in need.
- How does LEADMN plan to administer a case manager and navigators on every campus?

## Fees

- Fee increase without informed consent by every student charged the fee.
- Give the students a choice if they want to pay dues.
- Inconsistent for there to be a request for a fee increase at a time when there have been concerns with the college fees (locally approved) and tuition increases.

## Services

- Colleges provide these services, and they are paid through tuition and fees – this would be a duplication of current offerings. Many colleges listed the services they are already providing.
- LeadMN would not have the relationship or knowledge of the local support agencies.
- Colleges work hard to form these relationships and connections on campus to support students – this model suggests students should not reach out to their college, but to someone else which undermines the relationship with college. Mixed messages.
- Students in the metro will be disproportionately served based on sheer numbers of students accessing the service.
- Data privacy of students regarding mental health and academic records. Concerned about policies such as Title IX, mandatory reporting, etc.
- Addressing student needs is accomplished much faster at a local level because our faculty and advisors are the ones that get to know our students through daily interactions, organic conversations, and by serving together on college committees. Because of those interactions and relationships, we are able to intervene immediately and connect students efficiently to both on-campus support and local organizations much quicker than a state or regional person could do. Adding an unnecessary layer to connect students with those resources doesn't speed up a process, but rather slows down the process.
- Individual Colleges should be providing services, not LeadMN.

## Staffing Conflict

- Additional pressure on existing staff and a clear conflict with talented MAPE staff.
- Adding staff and managers at LeadMN is in direct competition with campuses.
- MAPE was not engaged in the request and college leaders were not included in the conversation.

## Process

- Lead MN did not process request through a shared governance model and consultative process.

- LeadMN moving outside its scope as a student organization. They are a member organization, not a service provider.
- Many student leaders have been very clear they do not support this model and believe they would be best served locally.
- Keep that money local to help those students who have challenges on individual campuses. We need to be hearing this need from our Senates. The elected student representatives from each campus should speak for the needs of the institution.
- LM should have to provide clear evidence of consultation with the Senates and with college leadership as part of a proposal of this type." It appears they have very limited representation.
- Board policy needs modification to allow students to give informed consent thru a consultation process or an opt out.
- Statewide voice is not consistent with local concerns.

## LEADMN BACKGROUND DOCUMENT

### History

LeadMN is the organization recognized by the Board of Trustees as the statewide student association that represents community and technical college students. LeadMN (Minnesota State College Student Association) was incorporated on July 1, 1998 when the Minnesota Technical College Student Association merged with the Minnesota Community College Student Association.

### Statute Authority

[Minnesota Statute 136F.22 STUDENT ASSOCIATIONS states](#) that:

Subdivision 1. Statewide. The board shall recognize one statewide student association for the state universities and one for the community and technical colleges. Each campus student association shall be affiliated with its statewide student association and all students enrolled on those campuses shall be members of their respective statewide association.

Subd. 2. Fees. Each statewide association shall set its fees to be collected by the board and shall submit any changes in its fees to the board for review. The board may revise or reject the fee change. Fees must be collected by each state college and university and shall be credited to each association's account to be spent as determined by that association.

### Board Authority

[Minnesota State Board Policy 3.7, Statewide Student Association](#), provides that:

Each statewide student association shall set its fees and shall submit any changes in its fees to the board for review. The board may revise or reject the fee change during the two board meetings immediately following the fee change submission. Fees must be collected for each enrolled credit by each college and university and must be credited to each association's account to be spent as determined by that association.

### LeadMN Mission

LeadMN is an association of Minnesota's public two-year college students, which works to ensure accessible, quality, and affordable public higher education while providing students with representation, leadership development, and communication across the state ([LeadMN Bylaws](#)).



## LeadMN Purpose Statements

1. To advocate for students in Minnesota Technical Colleges, Community Colleges, and Consolidated Colleges through their Campus Student Governments;
2. To empower the Campus Student Governments by organizing, providing, and promoting activities that encourage unity within the student community;
3. To provide opportunities for students to develop their leadership skills;
4. To provide information and advocate on behalf of students to decision makers on issues affecting students;
5. To facilitate and support students to be more visible and active at the local, state, and national level;
6. To establish an effective and efficient network of communication among students, campuses, and LeadMN;
7. To ensure that all student voices are heard through recognizing, encouraging, and supporting diversity in order to foster student community; and
8. To promote higher education equality for all regardless of income, race, ethnic or cultural background, religion, gender, sexual orientation, family or marital status, veteran status, age, physical or mental capacity, level of education, and citizenship status.

## LeadMN Four Pillars

**Leadership Skills** – LeadMN offers workshops and trainings at conferences that teach students interpersonal and leadership skills, such as time management and effective communication, to give students the tools needed for success in work and life.

**Empowering Leaders** - LeadMN provides students with real-world leadership experience through serving on a LeadMN board or committee. LeadMN provides advanced trainings for our student leaders on cultural intelligence, conflict resolution, and professional advancement both in our Center for Learning and at our conferences.

**Achieving Success** - LeadMN provides scholarships, resources, and mentors to students to help them remove the barriers to their success. LeadMN provides students with tools for financial aid, affordable textbooks and classroom materials, and career development.

**Driving Change** - LeadMN inspires and prepares students to tackle issues on campus and in their community that directly affect them. LeadMN provides support to student lead campaigns and offers students with opportunities to talk with their representatives.

## LeadMN Organization Structure

LeadMN is an independent 501c3 nonprofit organization.

LeadMN is led by a four person student cabinet consisting of President, Vice-President, Public Relations Coordinator, and Treasurer. The cabinet guides the day to day operations of LeadMN and serves as non-voting members of the Governing Council, Platform Committee, and Presidents' Group.

The Governing Council is the official governing board of the student association. The Governing Council is composed of the four cabinet members, nine regional representatives, one student-at-large, and the chair of the Presidents' Group.

The Presidents' Group consists of each student senate president from the 48 Minnesota State college campuses. This is an advisory group with no official governance role in the organization.

The Platform Committee is composed of nine regional platform representatives and one student-at-large. This group researches and recommends stances on policy issues that relate directly to Minnesota State college students. This committee recommends the platform document to the general assembly for consideration.

LeadMN employs full time professional staff members to help guide the organization. The staff is led by an Executive Director who supervises the professional staff and works directly with the student leadership.

## LeadMN General Assembly

The General Assembly is the official representative body of the membership and has final authority over all LeadMN matters. The General Assembly is composed of the voting delegation from each campus student government. Two-thirds of all campuses constitute a quorum.

The General Assembly meets at least twice annually, once in the fall and once in the spring. Previous year spring full year equivalent enrollment for each college will be used to determine the maximum number of votes allowed for each campus student government in accordance with the following chart:

Campus FYE* Totals	Votes Received
0-750	5
751-1500	6
1501-3000	7
3001+	8

No Campus Student Government may proxy their votes to another campus for the GA.

## History of Statewide Student Associations Fee Requests

<https://www.minnstate.edu/board/procedure/5-11p1fee-amounts.pdf>

### History of LeadMN Fee Increase Requests

8/6/15 - amended MSCSA Statewide Student Association fee to \$.35 from \$.31 per credit.

- [Consent agenda item](#)
- [Information provided by LeadMN](#)

05/17/06 - amended to increase MSCSA fee to \$.31 from \$.30 per semester credit hour

- [Board Action Document](#)
- [From minutes](#): The motion carried with eleven in favor (Trustees Antell, Dickson, Dusek, Hightower, Ley, Moran, Olson, Renier, Paskach, Schultz and Shaw), three opposed (Trustees Benson, Boulton and Grendahl).

05/18/05 - Increased MSCSA Fee to \$.30 from \$.28

- [Board Action Document with background from GA](#)
- [Consent agenda item](#)

05/21/03 - MSCSA Fee went down to \$.28 from \$.30

- [Consent agenda item](#)

06/19/02 - MSCSA Fee went up to \$.30 from \$.25

- [Consent agenda item](#)

7/21/99 - MSCSA Fee went up to \$.25 from \$.23

- [Request from Board](#): The Board of Trustees endorsed the increase of the Minnesota State College Student Association fee to \$.25 per semester credit and requested that the MSCSA provide the Board with its forthcoming 3-5 year strategic plan, and indicators for measuring progress in attaining organization and legislative goals for purposes of increased communication and stronger coordination.

## History of Students United Fee Increase Requests

6/19/19 - accepted the renewal of the increase of the Students United fee to \$.61 from \$.47 per credit hour for summer term 2019 and beyond.

- [Consent agenda item](#)

6/20/18 – increased Students United fee to \$.61 from \$.47 per credit hour beginning fall semester 2018.

- [Consent agenda item](#), starting fall 2018

\*Finance Committee amended the motion during the Second Reading raising the fee only “for fall semester ‘18 and spring semester ‘19. The Fee will be reviewed by the Board prior to the summer ‘19 term.” ([Finance Committee Minutes June 20, 2018, page 22](#))

6/21/17 - amended MSUSA Statewide Student Association fee to \$.47 from \$.43 per credit.

- [From minutes](#): Chair Vekich called the question and the motion carried that the Board of Trustees accepts the increase of the Students United fee from \$.43 to \$.47 per credit hour beginning fall semester 2017.

05/17/06 - MSUSA fee to \$.43 from \$.39 per semester credit beginning fall semester.

- [From minutes](#): Trustee Schultz called the question. The motion carried with ten in favor (Trustees Antell, Dickson, Dusek, Hightower, Ley, Moran, Olson, Renier, Schultz and Shaw), and four opposed (Trustees Benson, Boulton, Grendahl and Paskach).

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

**Name:** Finance Committee

**Date:** June 16, 2021

**Title:** FY2022 Annual Operating Budget Update - REVISED – June 14, 2021

**Purpose (*check one*):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

Board Policy 5.9, Biennial and Annual Operating Budget Planning and Approval, requires the Board of Trustees approve the system-wide annual all-funds operating budget plans for colleges, universities, and the system office. Board Policy 5.11, Tuition and Fees, requires the Board of Trustees to approve the tuition and fee structure for all colleges and universities.

The FY 2022 operating budget will largely be determined by legislative budget and policy decisions that have not yet been finalized. It is anticipated that the Second Reading of this item will take place at a special Board meeting to be called after the Legislature has acted in a Special Session.

**Scheduled Presenter(s):**

Bill Maki, Vice Chancellor for Finance and Facilities

Steve Ernest, System Director for Financial Planning & Analysis

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

FY2022 ANNUAL OPERATING BUDGET UPDATE -- REVISED

**LEGISLATIVE UPDATE**

On Thursday, June 3, the education working group released the chairs agreement spreadsheet for the higher education bill. On Tuesday, June 8, the agreed upon language for the bill was released. On Wednesday, June 9, the working group met to review these materials and did not make changes to them. It is expected that this agreement will be passed in bill form during the special session, which began on Monday, June 14.

For Minnesota State, the bill includes \$56.4 million as indicated below:

- \$45 million over the biennium for **campus operations and maintenance**; \$22.5 million each year
- An additional \$5.4 million, or \$2.7 million each year, for **supplemental aid to non-metro colleges** for a total of \$11.4 million over the biennium
- \$1 million, or \$500,000 each year, in additional funding for the **workforce development scholarships**, for a total of \$9 million over the biennium. The program is amended in the bill to include an additional area of study or certification available for a scholarship, based on a workforce shortage for full-time employment requiring post-secondary education that is unique to the institution's specific region.
- \$500,000 over the biennium, or \$250,000 each year, for the **Z-Degree textbook** program. Of this amount, \$50,000 is ongoing. The funding is for four additional colleges or universities to offer the opportunity to earn a Z-Degree by the 2023-2024 academic year.
- \$1.5 million in one-time funding for **student mental health awareness** (details below)
- \$1 million in one-time funding to support **students' basic needs** (details below)
- \$2.015 million over the biennium for the **system office**; \$1.008 million the first year, and \$1.007 million the second year

The final bill includes **tuition** language that allows the Board of Trustees to increase tuition each year of the biennium up to 3.5%, and allows universities to adjust tuition to account for a reduction of online differential charges if the change is revenue-neutral.

There is language in the bill regarding an **online differential tuition refund** that requires Minnesota State to request guidance from the U.S. Department of Education regarding whether it is permissible to use the American Rescue Plan federal funds to provide a tuition credit or a refund for the amount of the online differential tuition rate charged to students for courses

moved online due to the pandemic during the 2020-2021 academic year that were not previously offered as online courses. If the Department advises it's permissible, federal funds are to be used for the above purpose.

The following table compares the agreement to the Board's original request.

### State Appropriation Changes for FY2022-23 Biennium

*\$s in millions*

Item	Request	Senate	House	Chairs' Agreement	Difference from Request
Campus Support	\$ 75.00	\$ 10.00	\$ 64.50	\$ 45.00	\$ (30.00)
Equity/Affordability Scholarships	\$ 23.00	\$ -	\$ -	\$ -	\$ (23.00)
Equity/Affordability Basic Needs	\$ 15.00	\$ 2.50	\$ 2.70	\$ 2.50	\$ (12.50)
Equity/Affordability CTE	\$ 6.00	\$ -	\$ -	\$ -	\$ (6.00)
Equity/Affordability Open Texts	\$ 1.00	\$ 1.14	\$ 1.00	\$ 0.50	\$ (0.50)
Non-metro Colleges	\$ -	\$ 5.40	\$ -	\$ 5.40	\$ 5.40
Workforce Scholarships	\$ -	\$ 4.00	\$ -	\$ 1.00	\$ 1.00
Central Office	\$ -	\$ 2.02	\$ -	\$ 2.02	\$ 2.02
Career Tech Ed Pilot	\$ -	\$ -	\$ 0.40	\$ -	\$ -
Tuition Reduction	\$ -	\$ (71.00)	\$ -	\$ -	\$ -
Tuition Refunds	\$ -	\$ (4.42)	\$ -	(if Federal funds use allowed)	
<b>Total</b>	<b>\$ 120.00</b>	<b>\$ (50.36)</b>	<b>\$ 68.60</b>	<b>\$ 56.42</b>	<b>\$ (63.58)</b>
<i>Position on tuition:      silent                      - 5%                      frozen                      3.5%/yr</i>					

Of the \$1.5 million for **mental health** awareness programs for students, the bill specifically states \$500,000 is to be used for training opportunities, and \$200,000 is to be used for grants to colleges and universities to establish peer support pilot programs. Minnesota State is also required to convene a committee that includes students to review and approve the grant applications.

The mental health awareness program at each college and university is to include a web page that includes links to existing self-assessment resources, resources connecting students to campus, and community-based resources, and emergency contact information and resources. The programs are to also include mandatory mental health first aid training, evidence-based suicide prevention training, or other similar mental health training for faculty, staff, and students, giving priority to those who serve in roles that include increased direct contact with students who are experiencing mental health concerns, such as student housing and campus safety employees. Each college and university shall identify the appropriate faculty, staff, and students to receive training based on their structure and available funding.

There is also a requirement for a session at each student orientation program that includes

information about maintaining good mental health, the symptoms of mental health conditions common among college students, and mental health resources and services available to students; a messaging strategy to send students information on available mental health resources and services at least once per term, and during periods of high academic stress; and distributing the suicide prevention helpline and text line contact information in a way that increases accessibility and awareness of that information to students.

Of the \$1 million to support **student basic needs**, Minnesota State is to use 25% for grants to colleges and universities, and also use a consultation and committee process that includes students to review and approve grant applications. Language requires each college and university to create and maintain a web page that clearly identifies basic needs resources available at the college or university.

Minnesota State is also required to pursue the creation of a centralized basic needs online resource webpage that will raise awareness of campus-based resources available at colleges and universities and local, state, and national resources that can assist in addressing basic needs insecurity. Minnesota State is also required to develop and implement, at each college and university, initiatives or campaigns to raise awareness among all students of potential Supplemental Nutrition Assistance Program (SNAP) eligibility including targeted communications to students who are likely eligible.

Regarding the **MN Reconnect** program, there will no longer be ongoing state appropriation for this program, but there is language in the bill that allows the Office of Higher Education (OHE) to use any funds remaining to provide scholarships to participating students as of June 2021, giving priority to students who are closest to finishing their degree or credentials.

Regarding the **State Grant program**, the bill appropriates an additional \$5.2 million over the biennium for the program. Funding is used to reduce the assigned family responsibility (AFR) for dependent students from 82% to 79% of the parental contribution. For independent students with dependents other than a spouse, the bill reduces the AFR from 74% to 71% of the student contribution; and for independent students without dependents other than a spouse, the bill reduces the AFR from 38% to 35% percent of the student contribution. The bill also increases the living and miscellaneous expense allowance (LME) from 106% to 109%. And the bill allows an additional semester of state grant eligibility for students who provide care to a spouse, child, or parent with a serious health condition; and excludes developmental education and below college-level courses from counting against the eight semester cap on state grant awards.

The bill appropriates almost \$4 million over the biennium for a new program, the **Fostering Independence Higher Education Grants** program, which provides grants to attend a post-secondary institution to individuals who are currently, or were formerly in foster care.

The bill appropriates \$2 million over the biennium for the **Underrepresented Student Teacher Grants** program. Under this provision, OHE is to establish a grant program for student teaching stipends for low-income students who belong to an underrepresented racial or ethnic group.



The bill also revises the **Student Teacher Grants in Shortage Areas** program, which provides stipends to low-income students during the period of time the student is student teaching who intend to teach in a license shortage area or rural school district after graduation and receiving their teaching license.

The bill provides for a **concurrent enrollment grant** program administered by OHE. Under the measure, OHE is to award matching grants to post-secondary institutions on a competitive basis in order to expand concurrent enrollment offerings.

The bill amends the **Hunger-Free Campus Designation** program to include the state universities, the University of Minnesota, and the private colleges, in addition to the two-year colleges that are already part of the program. The bill appropriates \$307,000 over the biennium for the program. The bill also adds a new requirement that each campus reapply for the designation at least every four years. The bill requires the Office of Higher Education to establish a competitive grant process to distribute initial grants with funding up to \$8,000 and sustaining grants up to \$5,000 for campuses that meet and maintain the hunger-free campus designation. Each campus that receives a grant, must match at least 50 percent of the grant awarded with funds or in-kind resources.

There is language in the bill that requires Minnesota State to expand **credit for prior learning** for work-based experiences and make students aware of the opportunity to receive credit for prior learning.

The bill also establishes a **Direct Admissions Pilot Program**, and appropriates \$1 million over the biennium for the program, which includes the Office of Higher Education developing a pilot in consultation with stakeholders, including Minnesota State, Minnesota Department of Education, and others, to automate the admissions process to Minnesota public colleges and universities for high school seniors based on a student's performance in high school. The pilot is required to the extent feasible and must include high schools with a significant number of students of color, low-income students, or both, and must achieve statewide representation.

There is a **Report on the Expense Patterns of Public Higher Education Institutions** provision in the bill that requires Minnesota State to perform an internal audit of expenditures to determine the extent to which administrative costs have increased based on uniform, historical data. The system would be required to provide to the Legislature the traditional IPEDs data submitted to the National Center for Education Statistics, as well as an analysis as to whether the institution's administrative operations are growing disproportionately in relation to its core academic functions.

The bill also includes language that would prohibit institutions from attaching the release of a **transcript** to the payment of student debt. Under this provision, an institution would be prohibited from refusing to provide a transcript for a current or former student because the student owes a debt to the school if the debt owed is less than \$250; the student has entered into and, as determined by the institution, is in compliance with a payment plan with the school; the transcript request is made by a prospective employer for the student; or the school has sent

the debt for repayment to the Department of Revenue or to a collections agency external to the institution.

And finally, the bill includes a new program called the **Aspiring Minnesota Teachers of Color Scholarship** and appropriates \$3 million over the biennium for the program. The Office of Higher Education is to establish a scholarship program to support undergraduate and graduate students who are preparing to become teachers, have demonstrated financial need, and belong to racial or ethnic groups underrepresented in the state's teacher workforce.



June 16, 2021  
Finance Committee

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## FY2022 Annual Operating Budget Update

1

### Developments since last Board meeting

- Mid-May - Spring term ended
- May 17 (morning) - Budget target announced
- May 17 (midnight) - Legislative session ended
- June 3 - Legislative chairs agreement spreadsheet released
- June 8 - Legislative working group bill text released
- June 9 - Legislative working group met and discussed bill

2

## Agreement for Special Session

### State Appropriations for FY2022-23 Biennium

\$s in millions

Item	Request	Governor	Senate	House	Final
Office of Higher Education	\$46.3	\$46.3	\$12.0	\$15.0	\$10.4
<b>Minnesota State</b>	<b>\$120.0</b>	<b>\$77.5</b>	<b>\$25.1</b>	<b>\$68.6</b>	<b>\$56.4</b>
University of Minnesota	\$46.5	\$46.5	\$13.3	\$41.8	\$38.5
Mayo Foundation	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
<b>Total</b>	<b>\$212.8</b>	<b>\$170.3</b>	<b>\$50.3</b>	<b>\$125.3</b>	<b>\$105.3</b>

Position on Minn State tuition:    silent        silent        -5%        frozen        3.5%/yr

3



## System Request Compared to Legislative Agreement

### State Appropriation Changes for FY2022-23 Biennium

\$s in millions

Item	Request	Senate	House	Chairs' Agreement	Difference from Request
Campus Support	\$ 75.00	\$ 10.00	\$ 64.50	\$ 45.00	\$ (30.00)
Equity/Affordability Scholarships	\$ 23.00	\$ -	\$ -	\$ -	\$ (23.00)
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Tuition Reduction	\$ -	\$ (71.00)	\$ -	\$ -	\$ -
Tuition Refunds	\$ -	\$ (4.42)	\$ -	(if Federal funds use allowed)	
<b>Total</b>	<b>\$ 120.00</b>	<b>\$ (50.36)</b>	<b>\$ 68.60</b>	<b>\$ 56.42</b>	<b>\$ (63.58)</b>

Position on tuition:    silent        -5%        frozen        3.5%/yr

4



## Campus Support: House, Senate, Working Group (\$45 million)

\$ in millions

House Position	FY2022	FY2023	FY2022- FY2023	Senate Position	FY2022	FY2023	FY2022- FY2023
Tuition (freeze)	0.0	0.0	0.0	Tuition (5% reduction)	(35.5)	(35.5)	(71.0)
Appropriation	21.5	43.0	64.5	Appropriation	5.0	5.0	10.0
Total Revenue	21.5	43.0	64.5	Total Revenue	(30.5)	(30.5)	(61.0)
Inflation	49.8	101.2	151.0	Inflation	49.8	101.2	151.0
Gap	(28.3)	(58.2)	(86.5)	Gap	(80.3)	(131.7)	(212.0)

Working Group	FY2022	FY2023	FY2022- FY2023
Tuition 3.5% (if all adopt)	24.9	50.6	75.4
Appropriation	22.5	22.5	45.0
Total Revenue	47.4	73.1	120.4
Inflation	49.8	101.2	151.0
Gap	(2.5)	(28.1)	(30.6)

5



## Other New Funding for FY2022-23 (\$11.4 million)

- **\$5.4 million** additional aid to non-metro colleges (\$2.7m/year) for a total of \$11.4 million over the biennium
- **\$1 million** for additional workforce development scholarships (\$500,000/year) for a total of \$9 million over the biennium
- **\$500,000** for Z-Degree textbook programs (\$250,000/year with \$50,000/year ongoing)
- **\$1.5 million** for student mental health awareness (one-time)
- **\$1 million** to support students' basic needs (one-time)
- **\$2.015 million** for the system office (\$1.008 million the first year and \$1.007 million the second year)

6



## Tuition Provisions in Agreement

“for the 2021-2022 and 2022-2023 academic years, tuition rates for undergraduate students at colleges and universities must not be increased by more than 3.5 percent as compared to the previous academic year, except that a university may change base tuition to adjust for the reduction of online differential charges provided the change is revenue-neutral”

### Revenue-Neutral Online Differential Elimination

*(hypothetical example)*

	Current	New	Difference
<b>On Campus</b>			
rate	\$ 250	\$ 265	6.0%
credits sold	7,000	7,000	
on campus revenue	\$ 1,750,000	\$ 1,855,000	
<b>Online</b>			
rate	\$ 300	\$ 265	-11.7%
credits sold	3,000	3,000	
online revenue	\$ 900,000	\$ 795,000	
<b>Total Revenue</b>	<b>\$ 2,650,000</b>	<b>\$ 2,650,000</b>	<b>0.0%</b>

7



## Online Differential Refunds

- Legislative language requires a request for guidance from the U.S. Department of Education regarding whether it is permissible to use **federal pandemic relief funds** to provide online differential refunds
- Refunds would be equal to the amount of the online differential tuition rate charged to students for courses moved online due to the pandemic during the 2020-2021 academic year that were not offered as online courses during the previous academic year
- **For enrolled students:** refunds would be issued as tuition credits; institutions would be required to add tuition credit to these students' accounts without the students having to do anything.
- **For students who are no longer enrolled:** refund payments would be issued; institutions would be required to inform students who are no longer enrolled in the institution of their eligibility for a refund and these students would have to apply for the refund.
- Anticipated federal funds used would be **\$4.4 million**

8



## State Grant Enhancements

- \$5.2 million over the biennium to the Office of Higher Education to increase State Grants to students
- **LME**-Living and Miscellaneous Expenses eligible **increased** as a percent of federal poverty guidelines from 106% **to 109%**
- **AFR**-Assigned Family Responsibility requirements **lowered** as a percent of the amount calculated by federal guidelines as the expected family (parent or independent student) contribution
  - for dependent students  
from 82% to **79%**
  - for independent students w/dependents other than spouse  
from 74% to **71%**
  - for independent students w/no dependents other than spouse  
from 38% to **35%**
- Allows additional semester of state grant eligibility for caregiving

9



## Anticipated Budget Timeline

- Monday, June 14 - Legislative Special Session
- Wednesday, June 23 - Budget Materials to Board
- Wednesday, June 30 - Board Session to Approve Budget

10



## Student Consultation Is Ongoing

- On an ongoing basis, colleges and Universities seek student perspectives on the institutions' financial obligations and options
- Students are being informed and consulted with regarding the new budget guidance provided by the legislature on June 3<sup>rd</sup> and June 8<sup>th</sup>
- Colleges and universities will confirm that communication has occurred for the June 30 Board meeting
- New consultation letters will be accepted if students choose to do so

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## Operations Will Continue Pending Appropriation

“Notwithstanding any other law to the contrary, to the extent that the board has receipts under this section sufficient to continue operations, the commissioner of management and budget shall provide the board with statewide systems services under section 16A.1286 and access to its funds as deemed necessary by the board to continue its operations...”

- *Minnesota Statute Section 136F.71, Subdivision 5*

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## June 30 Board Materials

The June 30 committee report will include the following information:

- Enterprise-level all funds and general fund operating budgets
- Tuition and fee tables
- College and university FY2022 operating budgets
- Revenue fund financing information and proposed charges
- Enrollment projections
- Net cost of tuition analysis
- Budget reserves by college and university
- Health service fee budgets
- Student consultation letters



**Joint Meeting: Academic and Student Affairs and Diversity, Equity and Inclusion Committees**  
**June 16, 2021**  
**10:45 a.m.**  
**Virtual Meeting**

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*Times are tentative – meetings are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of previous meetings.*

1. Equity in Student Success: Understanding and Addressing Gaps (pp 1-20)

Academic and Student Affairs Committee Members

Cheryl Tefer, Chair  
Alex Cirillo, Vice Chair  
Asani Ajogun  
Dawn Erlandson  
Javier Morillo  
Oballa Oballa  
Rudy Rodriguez

Presidents Liaisons

Michael Berndt  
Robbyn Wacker

Diversity, Equity and Inclusion Committee Members

Rudy Rodriguez, Chair  
George Soule, Vice Chair  
Ahmitara Alwal  
Javier Morillo  
April Nishimura  
Oballa Oballa  
Cheryl Tefer

Presidents Liaisons

Jeffery Boyd  
Anne Blackhurst

**Bolded items indicate action required.**



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

**Name:** Joint Academic and Student Affairs and Diversity,  
Equity, and Inclusion Committee

**Date:** June 16, 2021

**Title:** Equity in Student Success: Understanding and Addressing Gaps

**Purpose (*check one*):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

This presentation will provide an overview of key lessons learned through campus and system level work to improve student outcomes and eliminate opportunity gaps across student subgroups, as well as a description of the current context for our work, our most recent persistence and completion results, and the enterprise strategies we are taking to improve those results.

**Scheduled Presenter(s):**

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs  
Andriel Dees, Interim System Diversity Officer  
Kumara Jayasuriya, President, Southwest Minnesota State University  
Craig Johnson, President, Ridgewater College

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

**EQUITY IN STUDENT SUCCESS: UNDERSTANDING AND ADDRESSING GAPS**

**BACKGROUND**

The Academic and Student Affairs division and the Office of Equity and Inclusion regularly examine student persistence and completion rates across the system. The examination includes not only a review of aggregate rates, but also any gaps between outcomes for students of color and American Indian students and the outcomes for white students. This examination is completed within the context of current student demographics and the factors known to impact persistence and completion at our colleges and universities, and is undertaken as a means of gauging the impact of campus and system efforts to improve student success, and informing our future efforts.

This presentation will provide an overview of key lessons learned through campus and system level work to improve student outcomes and eliminate opportunity gaps across student subgroups, as well as a description of the current context for our work, our most recent persistence and completion results, and the steps we are taking to improve those results. Presidents Jayasuriya and Johnson will also share campus perspectives on both local and enterprise efforts to eliminate the opportunity gap and improve the persistence and completion rates of all students.



June 16, 2021

Academic and Student Affairs  
Diversity, Equity and Inclusion

## Equity in Student Success: Understanding and Addressing Gaps

Board of Trustees  
Academic and Student Affairs Committee  
Diversity, Equity and Inclusion Committee

## Student Success is an Equity Issue

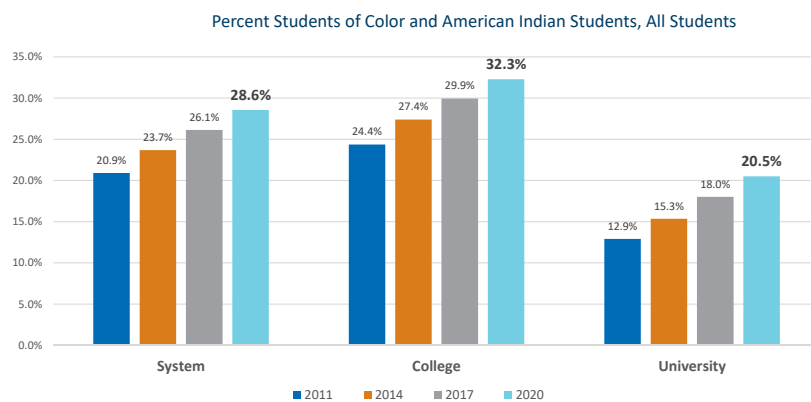


## The diversity of Minnesota State students continues to increase

- In FY20 our colleges and universities served 233,174 students in credit courses.
- Students of color and American Indian students accounted for 28.6% of credit students in 2020, up from 25% in 2016 and 16% in 2007.
- Pell-eligible students accounted for 46% of credit students in 2020, up from 33% in 2016 and 23% in 2007.
- Over one-third of credit students (35%) are aged 25 and over.
- Part-time students accounted for 53% of credit students in 2020, up from 51% in 2015 and 44% in 2007.



## Students of Color and American Indian Students

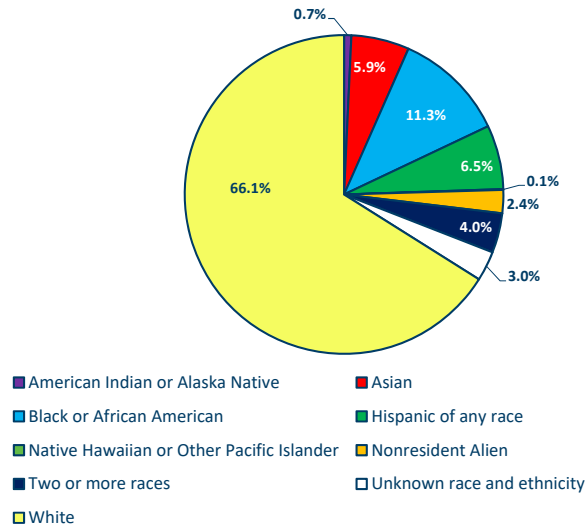


Students of Color & American Indian:	2011 = 58,394	2020 = 66,583	Increase = 14.0% for System
	2011 = 47,544	2020 = 51,492	Increase = 8.3% for Colleges
	2011 = 10,850	2020 = 15,091	Increase = 39.1% for Universities

Source: System Office Research – Academic and Student Affairs  
APPSODS Enrollment Detail, All Credit Students, End of Fiscal Year, June 2021

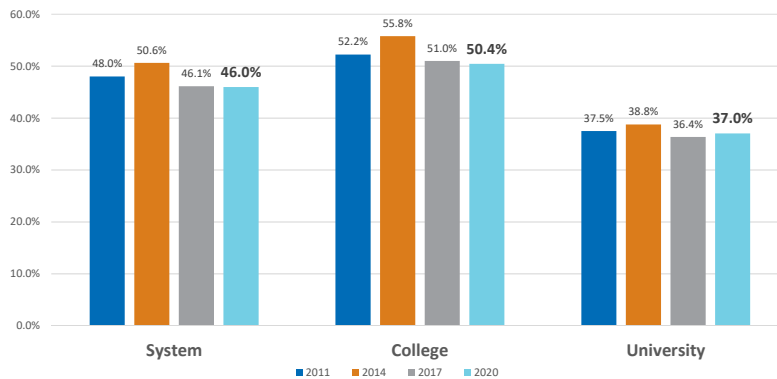


## FY20 Racial/Ethnic Diversity



## Pell Eligible Students

Percent Pell Eligible Students, Degree Seeking Undergraduates Only

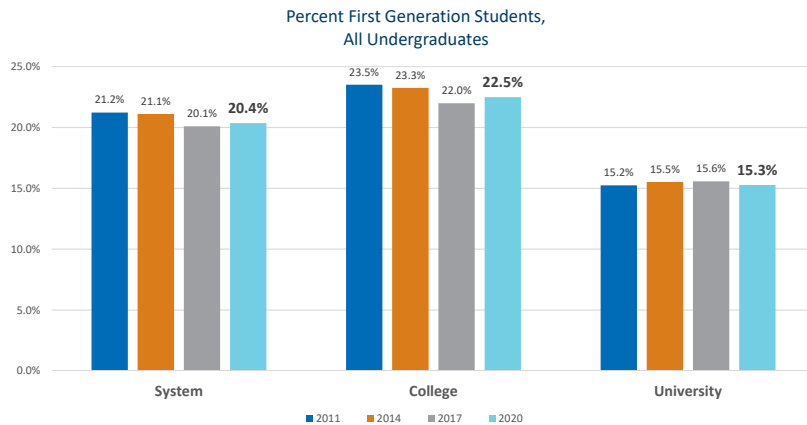


All Pell Eligible Students: 2011 = 102,622 2020 = 68,346 **Decrease = 33.4% for System**  
 All Undergraduates: 2011 = 268,735 2020 = 223,302 **Compared to 16.9% Headcount Decline**

Source: System Office Research – Academic and Student Affairs  
 APPSODS Enrollment Detail, All Credit Students, End of Fiscal Year, June 2021



# First Generation Students



All First Generation Students: 2011 = 54,600 2020 = 40,947 Decrease = 25.0% for System  
 All Undergraduates: 2011 = 268,735 2020 = 223,302 Compared to 16.9% Headcount Decline

Source: System Office Research – Academic and Student Affairs  
 APPSODS Enrollment Detail, All Credit Students, End of Fiscal Year, June 2021



## Key Outcome Measures: External Accountability

- Developmental education one-year completion rate
- Second fall persistence or completion
- Completion by third/sixth spring
- Licensure exam pass rates
- Related employment for graduates
- Equity Scorecard





## Key Outcome Measures: Internal Program Improvement

### Developmental education progression

- Completion of development education coursework during first year of enrollment
- Completion of first college-level course

### Credit momentum

- Completion of 20 and 30 credits during first year of enrollment

### Equity by Design

- Course-level success

### Transfer

- Completer transfer rates
- Degree credits earned



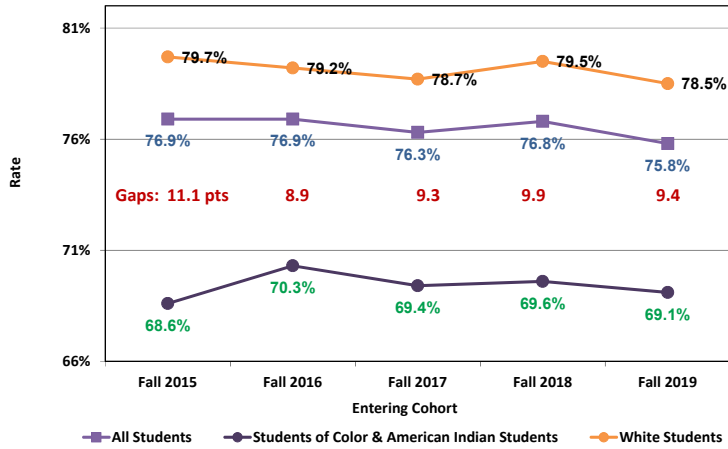
## Data Disaggregation

### Equity 2030 Focus Populations

- Race/ethnicity
- Pell eligible/non-Pell eligible
- First generation status



## Key Metric 1: Second Fall Persistence or Completion Systemwide

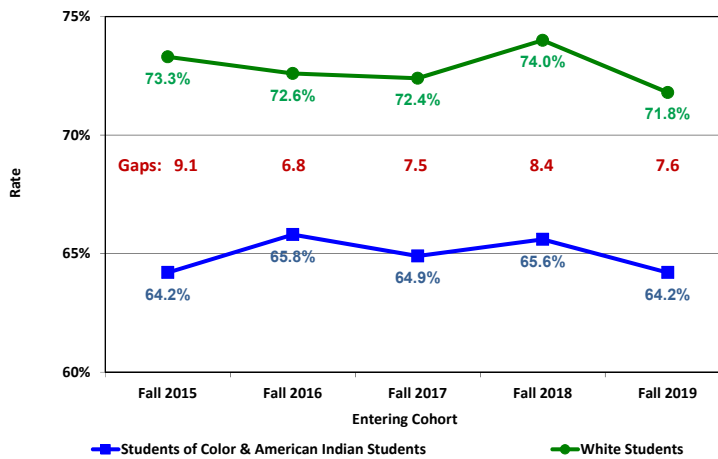


Second fall persistence and completion rate of fall entering undergraduate full-time degree seeking students (retention, graduation or transfer)

Source: System Office Research – Academic and Student Affairs  
Student Success & Performance Metrics Combined Rollup Report 20210416

MINNESOTA STATE

## Key Metric 1: Second Fall Persistence or Completion— Colleges



Second fall persistence and completion rate of fall entering undergraduate full-time degree seeking students (retention, graduation or transfer)

Source: System Office Research – Academic and Student Affairs  
Student Success & Performance Metrics Combined Rollup Report 20210416

MINNESOTA STATE

## Second Fall Persistence at our colleges: Range in persistence gaps across institutions

Extent of Observed Gaps		
	Fall 2019 Entering Cohort	5-year Average
No Gap	4	1
Gap of 1-5 % points	5	4
Gap of 6-10 % points	10	14
Gap greater than 10 % points	11	11
<b>Total</b>	<b>30</b>	<b>30</b>

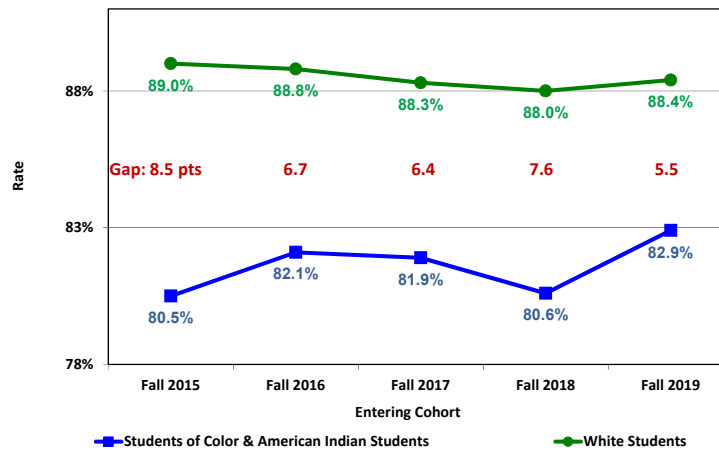
Percentage Point Change in Gaps Fall 2014 to Fall 2019	
Narrowed more than 5 points	6
Narrowed 1-5 points	12
Increased less than 1 point	1
Increased 1-5 points	4
Increased more than 5 points	7
<b>Total</b>	<b>30</b>

Second fall persistence and completion rate of fall entering undergraduate full-time degree seeking students (retention, graduation or transfer)

Source: System Office Research – Academic and Student Affairs



## Key Metric 1: Second Fall Persistence—Universities



Second fall persistence and completion rate of fall entering undergraduate full-time degree seeking students (retention, graduation or transfer)

Source: System Office Research – Academic and Student Affairs  
Student Success & Performance Metrics Combined Rollup Report 20210416



## Second Fall Persistence at our universities: Range in persistence gaps across institutions

Extent of Observed Gaps		
	Fall 2017 Entering Cohort	5-year Average
No Gap	0	0
Gap of 1-5 % points	5	3
Gap of 6-10 % points	2	3
Gap greater than 10 % points	0	1
<b>Total</b>	<b>7</b>	<b>7</b>

Percentage Point Change in Gaps Fall 2013 to Fall 2017	
Narrowed more than 5 points	2
Narrowed 1-5 points	2
Increased less than 1 point	2
Increased 1-5 points	0
Increased more than 5 points	1
<b>Total</b>	<b>7</b>

Second fall persistence and completion rate of fall entering undergraduate full-time degree seeking students (retention, graduation or transfer)

Source: System Office Research – Academic and Student Affairs



## Persistence across the system: Many campuses exceeding expectations

Third-term persistence when compared to expected rates (based on the students served):

- Colleges: 15 (one half of all colleges) exceeded expectations with most recent cohort
- Universities: One university is exceeded expectations with most recent cohort
- Directed the allocation of \$3.91M in performance-based funding

Second fall persistence and completion (retention, graduation, or transfer) for fall entering undergraduate full-time degree seeking students and the second spring rate for spring entrants – based on FY18 entering students

Source: System Office Research – Academic and Student Affairs



## Improvement in persistence across the system: Many campuses showing marked improvement

### Two-year improvement in persistence rates for students of color:

- Colleges: More than half (60%) demonstrated improvement
- Universities: More than half (57%) demonstrated improvement
- Directed the allocation of \$1.32M in performance-based funding

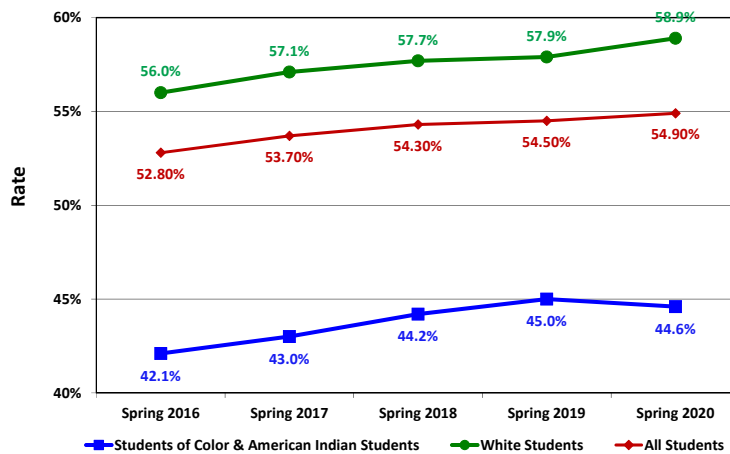
Second fall persistence and completion (retention, graduation, or transfer) for fall entering undergraduate full-time degree seeking students and the second spring rate for spring entrants. FY 2018 as compared to FY 2016.

Source: System Office Research – Academic and Student Affairs



## Key Metric 2: Completion

Completion at third spring (colleges) or sixth spring (universities)

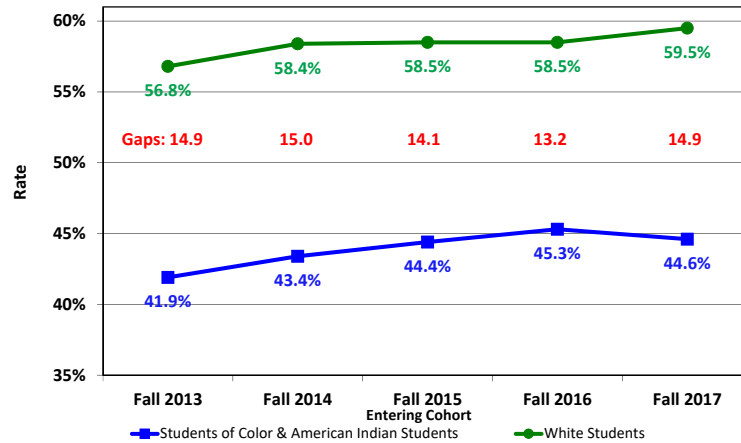


Completion rate of fall entering undergraduate full-time degree seeking students at third spring for colleges (graduation and transfer) and at sixth spring for universities (graduation).

Source: System Office Research – Academic and Student Affairs



## Key Metric 2: College Completion by Third Spring



Completion rate of fall entering undergraduate full-time degree seeking students at third spring (graduation and transfer)

Source: System Office Research – Academic and Student Affairs  
Student Success & Performance Metrics Combined Rollup Report 20210416

## Third spring completion at our colleges: Range in completion gaps across institutions

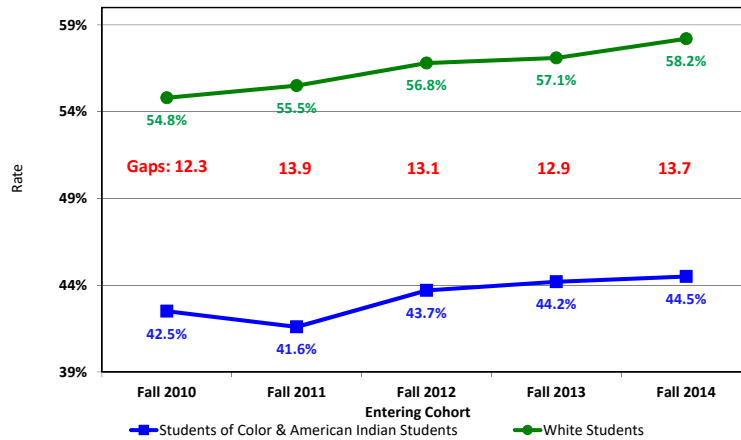
Extent of Observed Gaps		
	Fall 2019 Entering Cohort	5-year Average
No Gap	3	2
Gap of 1-5 % points	2	1
Gap of 6-10 % points	7	13
Gap greater than 10 % points	18	14
<b>Total</b>	<b>30</b>	<b>30</b>

Percentage Point Change in Gaps Fall 2014 to Fall 2019	
Narrowed more than 5 points	6
Narrowed 1-5 points	5
Increased less than 1 point	2
Increased 1-5 points	6
Increased more than 5 points	11
<b>Total</b>	<b>30</b>

Second fall persistence and completion rate of fall entering undergraduate full-time degree seeking students (retention, graduation or transfer)

Source: System Office Research – Academic and Student Affairs

## Key Metric 2: University Completion by Sixth Spring



Completion rate of fall entering undergraduate full-time degree seeking students at sixth spring (graduation and transfer)

Source: System Office Research – Academic and Student Affairs  
Student Success & Performance Metrics Combined Rollup Report 20210416



## Sixth spring completion at our universities: Range in completion gaps across institutions

Extent of Observed Gaps		
	Fall 2017 Entering Cohort	5-year Average
No Gap	0	0
Gap of 1-5 % points	0	0
Gap of 6-10 % points	1	2
Gap greater than 10 % points	6	5
<b>Total</b>	<b>7</b>	<b>7</b>

Percentage Point Change in Gaps Fall 2013 to Fall 2017	
Narrowed more than 5 points	0
Narrowed 1-5 points	2
Increased less than 1 point	0
Increased 1-5 points	2
Increased more than 5 points	3
<b>Total *</b>	<b>7</b>

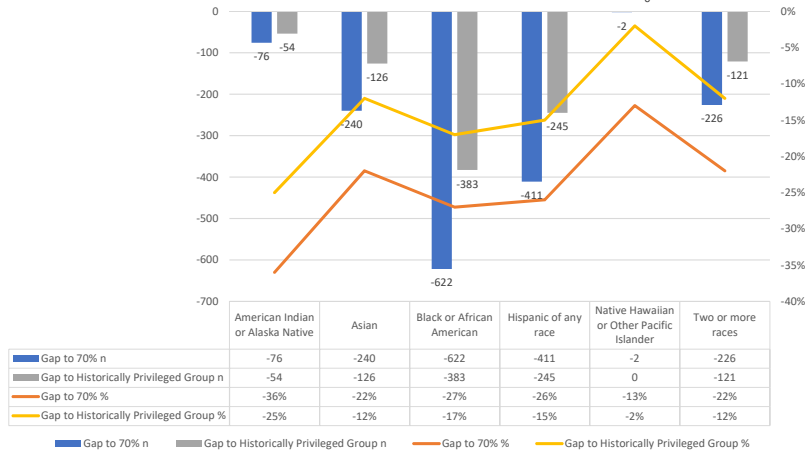
Second fall persistence and completion rate of fall entering undergraduate full-time degree seeking students (retention, graduation or transfer)

Source: System Office Research – Academic and Student Affairs



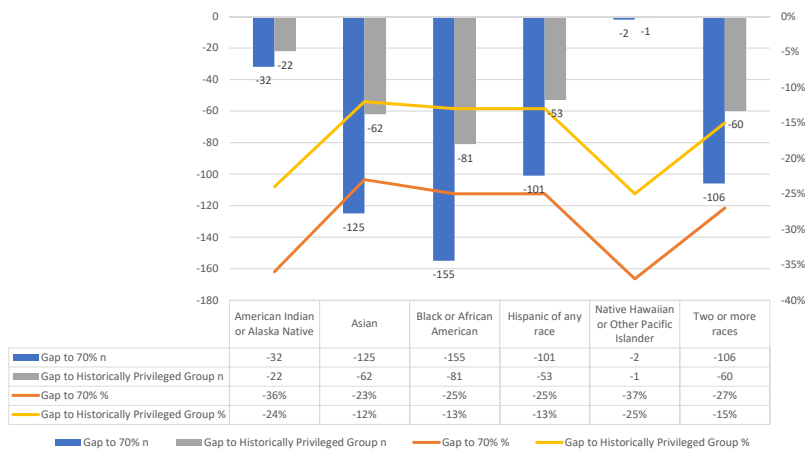
# Additional Students Needed to Close Equity Gaps at our Colleges

Minnesota State Colleges 3-year Completion or Transfer Rate Equity Gaps  
Full-time new and transfer students entering in Fall 2017



# Additional Students Needed to Close Equity Gaps at our Universities

Minnesota State Universities 6-year Completion Rate Equity Gaps  
Full-time new and transfer students entering in Fall 2014





# State of Minnesota Attainment Goal

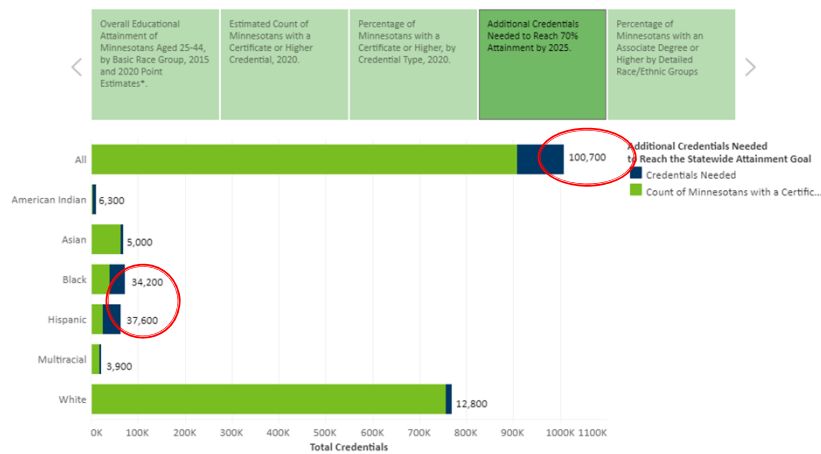
Increase the proportion of Minnesota adults age 25-44 who have attained a post-secondary certificate, diploma, or degree to **70% by 2025, within each racial/ethnic group**

- 2015 Minnesota Session Law



# Minnesota Attainment Goal

Educational Attainment 2020

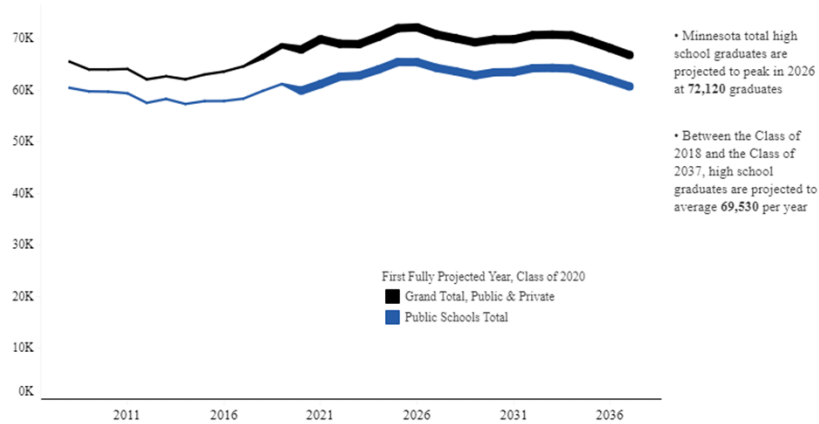


Source: OHE Educational Attainment Goal 2025: [http://www.ohe.state.mn.us/sPages/educ\\_attain\\_goal\\_2025.cfm](http://www.ohe.state.mn.us/sPages/educ_attain_goal_2025.cfm)



## Adult Students are Essential

Total & Public High School Graduates, Class of 2008 to 2037



Source: WICHE Knocking at the College Door Projections, Minnesota State Profile: <https://knocking.wiche.edu/dashboards-profiles/>



## Enterprise Strategy: *Data Democratization*

- Providing access to data disaggregated to individuals at all levels of the organization
- Limiting access to data around decisions to only a few senior leaders limits the understanding that might be drawn from the data
- Engaging individuals from less-historically-privileged groups to review and interpret data widens the scope of interpretations in ways that, particularly in conversations related to equity, may reveal more effective solutions



## Enterprise Strategy: *Critical Policy and Practice Change*

- Reviewing all policies and practices with an equity lens to understand **disparate impacts** and unintended consequences
- Adopting a mental mindset that questions how a particular policy, practice, or decision can **proactively drive equity**
- Examples:
  - Satisfactory Academic Progress policy
  - Assessment for Course Placement pilot
  - Enrollment and transcript holds
  - Grading practices



## Enterprise Strategy: *Guided Learning Pathways*

### Framework with three focal areas:

- Curricular/program design and delivery
- Comprehensive Orientation and First-Year Experience
- Holistic Advising and Comprehensive Student Support

### Aligns critical work in a number of areas:

- Developmental education redesign
- Transfer pathways and ongoing work to improve transfer
- Law Enforcement education reform
- MnTC Goal Area 7: Human Diversity revision to explicitly address racism and racial issues
- Student Basic Needs



## Enterprise Strategy: *Equity by Design*

### Foundational Overview

- Framework for understanding and addressing equity gaps in students' academic outcomes
- Emphasizes our institutions role in shaping and exacerbating gaps
- Shift "our" perspective from student deficit to equity minded

### Key Principles

- Disaggregate data informed to elucidate disparity patterns
- Meaningful inquiry to understand how "practices" impede equity
- Bring about changes to be more student-ready institutions
- Integrate with efforts already underway



## Enterprise Strategy: *Employee diversity and alignment*

- Compositional Diversity (Equity Scorecard KPI)
  - Recruitment of faculty and staff to better align with student demographic composition
- Law Enforcement Education Taskforce Pilot
- Further discussion at Workforce Diversity Joint Presentation



## Campus Strategies

- Belongingness
- Early Alerts
- Resource and Referral Centers
- Student Basic Needs
  - Food Pantries
  - Mental Health Support
  - Expanded On-Campus Housing Options
  - Emergency Grant Programs
- Participation in *Achieving the Dream* network



## Next Steps

- Metric alignment and goal setting
- Data democratization
  - Formalize technical infrastructure and access protocols
  - Development of additional reports and analysis
  - Professional development on data fluency
- Complete implementation of enterprise strategies
- Mature and scale campus strategies
- System-wide practice sharing
- Continuous monitoring toward 2030 goals, and adapting of policies and practices to response to progression measures



## Campus Perspectives

- Craig Johnson, President  
Ridgewater College
- Kumara Jayasuriya, President  
Southwest Minnesota State University



## Questions for Consideration

- What lessons might we learn from sectors outside higher education that are proving effective in increasing equity?
- Are there additional connections between this work and the work of other organizations within our state that we should strategically pursue?
- Are there areas of this work that you believe should be emphasized more heavily than others?





**Workforce and Organizational Effectiveness Committee**  
**June 16, 2021**  
**1:15pm**  
**Virtual Meeting**

---

*Times are tentative – meetings are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of previous meetings.*

- 1. Minutes of April 21, 2021 (pp 1-4)**
- 2. Appointment of Vice Chancellor for Equity and Inclusion (pp 5-6)**

Committee Members

Michael Vekich, Chair  
Dawn Erlandson, Vice Chair  
Ahmitara Alwal  
Alex Cirillo  
Roger Moe  
George Soule  
Cheryl Tefer

Presidents Liaisons

Ginny Arthur  
Annette Parker

**Bolded items indicate action required.**



**Workforce and Organizational Effectiveness Committee  
Meeting Minutes  
April 21, 2021**

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A meeting of the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on April 21, 2021.

Committee members present: Michael Vekich, Chair; Dawn Erlandson, Vice Chair; Ahmitara Alwal, Alex Cirillo, Roger Moe, George Soule, Cheryl Tefer

Committee members absent: none

Other board members present: Asani Ajogun, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa, Kathy Sheran

Staff present: Devinder Malhotra, Chancellor; Eric Davis, Vice Chancellor for Human Resources

The meeting materials for this meeting are available at [here](#). An audio recording of the meeting is available at [here](#).

Committee Chair Vekich called the meeting to order at 9:41 a.m.

**Agenda Item 1: Approval of the Meeting Minutes for March 17, 2021**

Committee Chair Vekich asked if there are any changes or amendments to the minutes then asked for a motion to approve. Trustee Moe made the motion and Trustee Cirillo provided a second.

A roll call vote was conducted and the minutes were approved unanimously.

**Agenda Item 2: Appointment of President for Northeast Higher Education District (NHED)**

Committee Chair Vekich invited Chancellor Malhotra to present the appointment of President for Northeast Higher Education District (NHED), as detailed in the meeting materials.

The meeting materials for this item begin on page 81.

Committee Chair Vekich asked committee members to consider the following recommended committee motion:



*The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion.*

*The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Michael Raich as President of Northeast Higher Education District, effective April 21, 2021, subject to completion of an employment agreement. The Board authorizes the chancellor in consultation with the chair of the board and the chair of the Workforce Organizational Effectiveness 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.*

Trustee Vekich made the motion and Trustee Soule seconded. A roll call vote was conducted. The vote was as follows:

Trustee Alwal	Absent
Trustee Cirillo	Yes
Trustee Erlandson	Absent
Trustee Moe	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Yes

The committee voted to approve the recommended motion.

**Agenda Item 3: Appointment of President for Northland Community and Technical College**

Committee Chair Vekich invited Chancellor Malhotra to present the appointment of President for Northland Community and Technical College, as detailed in the meeting materials.

The meeting materials for this item begin on page 83.

Committee Chair Vekich asked committee members to consider the following recommended committee motion:

*The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion.*

*The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Sandra Kiddoo as President of Northland Community and Technical College, effective July 1, 2021, subject to completion of an employment agreement. The Board authorizes the chancellor in consultation with the chair of the board and the chair of the Workforce Organizational Effectiveness 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.*

Trustee Moe made the motion and Trustee Soule seconded. A roll call vote was conducted. The vote was as follows:

Trustee Alwal	Absent
Trustee Cirillo	Yes
Trustee Erlandson	Yes
Trustee Moe	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Yes

The committee voted to approve the recommended motion.

**Agenda Item 4: Appointment of President for Minnesota State College Southeast**

Committee Chair Vekich invited Chancellor Malhotra to present the Appointment of President for Minnesota State College Southeast, as detailed in the meeting materials.

The meeting materials for this item begin on page 85.

Committee Chair Vekich asked committee members to consider the following recommended committee motion:

*The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion.*

*The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoint Dr. Marsha Danielson as President of Minnesota State College Southeast, effective July 1, 2021, subject to completion of an employment agreement. The Board authorizes the chancellor in consultation with the chair of the board and the chair of the Workforce Organizational Effectiveness 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.*

Trustee Erlandson made the motion and Trustee Tefer seconded. A roll call vote was conducted. The vote was as follows:

Trustee Alwal	Yes
Trustee Cirillo	Yes

Trustee Erlandson	Yes
Trustee Moe	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Yes

The committee voted to approve the recommended motion.

**Adjournment**

The committee chair adjourned the meeting at 10:23 a.m.

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

**Name:** Workforce and Organizational Effectiveness Committee

**Date:** June 16, 2021

**Title:** Appointment of Vice Chancellor for Equity and Inclusion

**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 to appoint as Vice Chancellor for Equity and Inclusion.

**Scheduled Presenter(s):**

Devinder Malhotra, Chancellor



**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

Appointment Of Vice Chancellor For Equity And Inclusion

**BACKGROUND**

It is anticipated that Chancellor Malhotra will recommend an individual to appoint as Vice Chancellor for Equity and Inclusion.

**RECOMMENDED COMMITTEE MOTION**

The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion.

**RECOMMENDED BOARD MOTION**

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints \_\_\_\_\_ as Vice Chancellor for Equity and Inclusion, effective July 1, 2021, 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 Workforce and Organizational Effectiveness 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.

*Date Presented to the Board of Trustees:* 06/16/21

*Date of Implementation:* 07/01/21



**Board of Trustees Meeting**  
**June 16, 2021**  
**2:00 p.m.**  
**Virtual Meeting**

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*The Board of Trustees are adhering to Governor Walz's Executive Order 20-01, the State of Minnesota Peacetime Emergency Declaration, and the Center for Disease Control's social distancing guidelines. Meetings will be conducted on a virtual meeting platform. Interested parties can listen to the live stream of the proceedings from the [Board website](#). Times are tentative – meetings are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of previous meetings.*

Convene and Call to Order, Jay Cowles, Chair

Chancellor's Report, Devinder Malhotra

Chair's Report, Jay Cowles

Consent Agenda

- 1. Minutes of the Board of Trustees Meeting, May 19, 2021**
- 2. Minutes of the Executive Committee Meeting, June 2, 2021**
- 3. Revised FY2022 and Proposed FY2023 Board Meeting Dates (Second Reading)**
- 4. Review and Approve FY2022 Internal Auditing Plan**
- 5. 2022 Capital Program Recommendation (Second Reading)**
- 6. Contracts Requiring Board Approval:**
  - a. Classroom Technology Upgrade Project, Dakota County Technical College**
  - b. Classroom Technology Upgrade Project, Inver Hills Community College**
  - c. Guaranteed Energy Savings Program Contract, Winona State University**
  - d. Blackbaud Master Contract Extension, System Office**
  - e. MBS Bookstore Contract Extension, System Office**
  - f. TIAA Retirement Recordkeeper Contract, System Office**
- 7. Surplus Property Designation: Winona State University**
- 8. Revenue Fund Bond Refunding: 2011 Issuance (Second Reading)**
- 9. 2022 Capital Program Recommendation (Second Reading)**
- 10. LeadMN Fee Proposal (Second Reading)**

Board Standing Committee Reports

Workforce and Organizational Effectiveness Committee, Michael Vekich, Chair

- **Appointment of Vice Chancellor for Equity and Inclusion**



Academic and Student Affairs Committee, Cheryl Tefer, Chair

- Report of the Committee

Audit Committee, George Soule, Chair

- Report of the Committee

Closed Session: Joint Meeting: Audit and Finance Committees, Co-Chairs George Soule and Roger Moe

- Report of the Committee

Facilities Committee, Jerry Janezich, Chair

- Report of the Committee

Finance Committee, Roger Moe, Chair

- Report of the Committee

Joint Meeting: Academic and Student Affairs and Diversity, Equity and Inclusion Committees, Co-Chairs Cheryl Tefer and Rudy Rodriguez

- Report of the Committee

Joint Meeting: Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees, Co-Chairs Rudy Rodriguez and Michael Vekich

- Report of the Committee

Student Associations

1. Lead MN, Priscilla Mayowa, President
2. Students United, Jonathan McNicholes, State Chair

Minnesota State Colleges and Universities Bargaining Units

1. American Federation of State, County, and Municipal Employees, Jennifer Erwin, President, AFSCME Council 5
2. Inter Faculty Organization, Brent Jeffers, President
3. Middle Management Association, Gary Kloos, Executive Director
4. Minnesota Association of Professional Employees, Jerry Jeffries, Regional Director
5. Minnesota State College Faculty, Matt Williams, President
6. Minnesota State University Association of Administrative and Service Faculty, Tracy Rahim, President

Trustee Reports

Other Business, Election of Officers

- **Nominating Committee's Recommendations of Chair and Vice Chair**

Adjournment

**Bolded items indicate action is required.**



**Board of Trustees  
Meeting Minutes  
May 19, 2021**

---

A meeting of the Board of Trustees was held on May 19, 2021.

Trustees present: Jay Cowles, Chair; Roger Moe, Vice Chair; Ahmitara Alwal, Alex Cirillo, Dawn Erlandson, Javier Morillo, April Nishimura, Oballa Oballa, Rudy Rodriguez, Kathy Sheran, George Soule, Cheryl Tefer, and Michael Vekich

Trustees absent: Jerry Janezich and Asani Ajogun

Staff present: Devinder Malhotra, Chancellor

The meeting materials for this meeting are available [here](#), starting on page 230. An audio recording of the meeting is available [here](#).

Chair Cowles called the meeting to order at 11:35 a.m.

**Chancellor's Report, Devinder Malhotra**

**Legislative Update**

Thank you for a very robust and timely conversation this morning. As was shared, although we had hoped to bring a final conclusion of our legislative request at this meeting. We still need to wait a bit, but we can see the end in sight.

I would like to thank our team in Finance and Government Relations for their continuing adaptability to the evolving information and consistent engagement with legislative leaders and their frequent communication with campus leadership. To our presidents and campus finance leaders, my gratitude for your continued advocacy and patience through the ambiguity of the past several weeks.

Throughout the entire session, I have been grateful for the partnership of both Chair Tomassoni and Chair Bernardy, the conference committee members and legislative supporters who value and understand the role that each of our colleges and universities plays in their communities.

Governor Walz and Lt. Governor Flanagan, and Commissioner Olson have been fierce advocates, and I appreciate their advice and counsel, particularly as we navigated the



guidance around the one-time funding from the federal stimulus packages. The combination of this federal aid and navigating the session in a remote environment has been unprecedented.

There is still work to be done, and we remain committed to working with legislators and the Governor over the next several weeks.

### **Our Purpose**

The spring semester and a very difficult academic year is coming to a close. This is always a joyous time on our campuses. We have celebrated along with our students, faculty, and staff the awarding of over 35,000 degrees and certificates this year from our colleges and universities.

Those celebrations looked different across the state – small, in-person program gatherings, video events, and even drive-thru celebrations.

The accomplishments of our students are truly amazing given the challenges of continuing their education through a once in a century pandemic.

Regardless whether the commencement ceremonies were virtual or in-person, the achievements of our students and these celebrations in their own unique way continues to remind us of the transformational impact of higher education.

- We do this work because of the difference education can make in one's life and the life of their family.
- We do this work because of the impact that it has on our social, economic, and cultural environment of our communities and state.
- We do this work because higher education is the most direct path to the preservation of the American Dream for all Minnesotans.

Trustees, I would like to share with you the story of one of our 2021 graduates.

Taria (*Tar-ea*) White was selected as the 2021 Student of the Year at Fond du Lac Tribal and Community College. She graduated with an Associate of Arts degree and an Associate of Science degree in Anishinaabe and American Elementary Education.

Chair Cowles, with your permission I would like to share with you a brief video by Taria.

The video for Taria White can be found [here](#). The video starts at 15:47 in and ends at 18:21.

Taria's words...

*I am not self-made  
I am community made  
I am family made  
I am land made  
I am ancestor made*

Her remarks really spoke to me about the community which is Minnesota State. There are so many influencers and supporters of our students – their families and friends, student peers, faculty, staff, community members, business and policy leaders. We each play an important role in helping our students cross the finish line.

This year’s challenges have demonstrated the undeniable spirit and creativity and innovation of our faculty, staff, and campus and system leaders and how we can come together, as a community, to collectively overcome our challenges and continue to provide exceptional educational experiences for our students.

Although turbulent at times, we would not have, as Taria points out, “weathered the storm” of this past academic year without our sense of community and our support of each other.

So, to Taria and her fellow graduates – thank you for choosing Minnesota State and letting us be a part of your story. Congratulations to all our graduates.

Chair Cowles – my closing from last March seems applicable as I close today:

Today more than ever I want anyone who is listening to know I am honored and humbled to serve as Chancellor of Minnesota State. I am honored and humbled to work alongside my system office colleagues, our presidents, but most importantly bargaining units, student associations, our faculty and staff across all our colleges and universities.

### **Chair’s Report, Jay Cowles**

I would like to echo the Chancellor’s sentiments of gratitude to everyone working to bring Minnesota State’s legislative request across the finish line. I look forward to the conclusion of these efforts.

I also would like to acknowledge the commencement ceremonies being held across our colleges and universities this spring. I have been impressed with the creative forms these celebrations have taken not only this spring but during the previous commencements disrupted by the pandemic. I’m sure my fellow trustees agree when I express how very much we wish that we could be in person to celebrate with students, faculty and staff. We know that students juggled work, family, and community responsibilities while pursuing their studies and did all of this during a once-in-a-century pandemic. We are proud of their dedication, perseverance, and resilience, and applaud the achievements of the students throughout Minnesota State who are graduating this

spring. Students - please accept the board's heartfelt congratulations on this truly important milestone in your lives!

Lastly, like every organization, we as a board are evaluating how we emerge from the virtual environment in which we've been existing for more than a year. As I shared at the May 5<sup>th</sup> Executive Committee meeting, I've started discussions with Board Director Kari Campbell about what a potential return to in-person meetings could look like. To that end, Kari is working to develop a transition plan and related scenarios for review and discussion at the June Executive Committee meeting.

### **Consent Agenda**

Chair Cowles asked if anyone wanted to remove an item from the Consent Agenda. No items were removed.

Vice Chair Moe made the motion to approve the consent agenda and Trustee Cirillo seconded. A roll call vote was conducted. The vote was as follows:

Trustee Alwal	Yes
Trustee Ajogun	Absent
Trustee Cirillo	Yes
Trustee Cowles	Yes
Trustee Erlandson	Yes
Trustee Janezich	Absent
Trustee Moe	Yes
Trustee Morillo	Yes
Trustee Nishimura	Yes
Trustee Oballa	Yes
Trustee Rodriguez	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Yes

The board voted to approve the consent agenda as follows:

- 1. Minutes of the Committee of the Whole Meeting, March 16, 2021**
- 2. Minutes of the Board of Trustees Meeting, March 17, 2021**
- 3. Minutes of the Executive Committee Meeting, April 7, 2021**
- 4. Minutes of the Committee of the Whole Meeting, April 20, 2021**
- 5. Minutes of the Board of Trustees Meeting, April 21, 2021**
- 6. Minutes of the Executive Committee Meeting, May 5, 2021**
- 7. Mission Statement Change - Dakota County Technical College**
- 8. Mission Statement Change - Inver Hills Community College**
- 9. Contracts Requiring Board Approval:**

- a. **D2L Learning Management System Master Contract Extension, System Office**
  - b. **Online Program Manager Academic Partnership, St. Cloud State University**
  - c. **Classroom Technology Refresh Project, Century College**
  - d. **Private Study/Video Conferencing Booths, Minnesota State University, Mankato**
  - e. **CollegeSource – New Master Contract for Transfer Evaluation System, System Office**
  - f. **MNIT Inter-Agency Agreement, System Office**
- 10. Surplus Property Designation: Alexandria Technical and Community College**
  - 11. Proposed Amendment to Board Policy 7.1 Finance and Administrative Authority of Board, Chancellor, and Presidents (2nd Reading)**
  - 12. Proposed Amendment to Board Policy 7.5 Financial Institutions and Investments (2nd Reading)**

### **Board Standing Committee Reports**

The board received reports from May meetings of the following committees:

- Academic and Student Affairs Committee, Cheryl Tefer, Chair
- Audit Committee, George Soule, Chair
- Facilities Committee, Jerry Janezich, Chair
- Finance Committee, Roger Moe, Chair
- Outreach and Engagement Committee, Dawn Erlandson, Chair
- Workforce and Organizational Effectiveness Committee, Michael Vekich, Chair

### **Student Associations and Bargaining Units**

Student associations and bargaining units were invited to submit written remarks and were given the opportunity to address the board in person. Written remarks were provided by Students United and American Federation of State, County and Municipal Employees and have been posted to the board website.

In person remarks were provided by LeadMN President Priscilla Mayowa; Students United State Chair Jonathan McNicholes, Vice Chair Emma Zellmer, and Treasurer Victor Ayemobuwa; Inter Faculty Organization President Brent Jeffers; Minnesota State College Faculty President Matt Williams; and Minnesota State University Association of Administrative and Service Faculty President Tracy Rahim.

### **Trustee Reports**

Trustee Moe shared that he attended in-person commencement at Itasca Community College in Grand Rapids.

The next board meetings are scheduled for June 15-16, 2021.

### **Adjournment**

Chair Cowles adjourned the meeting at 3:38 p.m.



**Executive Committee  
Meeting Minutes  
June 2, 2021**

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A meeting of the Executive Committee of the Board of Trustees was held on June 2, 2021.

Committee members present: Jay Cowles, Chair; Roger Moe, Vice Chair; Alex Cirillo, Dawn Erlandson, April Nishimura

Committee members absent: Cheryl Tefer, Michael Vekich

Other board members present: Rudy Rodriguez, Kathy Sheran

Staff present: Devinder Malhotra, Chancellor; Kari Campbell, Interim Board Director

An audio recording of the meeting is available [here](#).

Chair Cowles called the meeting to order at 8:02 a.m.

**Chair's Update**

I would like to take this opportunity to mention a few items that I plan to have the Executive Committee take up when it begins its work for the new fiscal year with its October meeting. As introduced by Trustee Vekich at the committee's March meeting, I plan to bring forward the proposal to amend board policy to allow for 2-year terms for board chair and vice chair positions along with another proposed policy amendment related to Board Policy 1A.1.

Also, as was mentioned during the May meeting, I have talked with Chancellor Malhotra and based on the timing of the legislature, I am proposing a special board meeting on June 30th to take up the 2nd reading of the FY2022 operating budget. I would expect that this meeting would take about 2 hours; Interim Board Director Campbell will connect with trustees to identify a time. The consultative process that supports this effort is already well underway and that feedback, including consultation letters from student senates, will be part of the materials packet that will be distributed prior to the June 30th special board meeting.

Lastly, our next regularly scheduled board and committee meetings are scheduled for June 15-16 in a Zoom format for both days.

### **Chancellor's Updates**

Over the past two weeks, members of Minnesota State were invited to meet the finalists for both vice chancellor for equity and inclusion, as well as for Vice Chancellor for Information Technology. Each candidate went through a pretty arduous day of meetings, not only with myself but members of my cabinet, system office divisional staff, presidents, their campus colleagues and students, faculty, and staff. I would like to express my thanks to Chair Cowles and Trustees Alwal, Cirillo, Nishimura, Rodriguez, and Soule for their assistance in meeting with the finalists and their feedback after the meeting was greatly appreciated. I am reviewing the feedback and comments from the Minnesota State community from across our colleges and universities and here from my colleagues in the system office and I look forward to bringing my recommendations to the board in a few weeks. Whoever is chosen in each of these areas will walk with a full agenda in front of them to help our colleges and universities and the system as a whole to not only continue the work underway, but also to bring their unique talents and skill sets to push us further.

We are all aware of developments in the legislature and both the legislature and the governor have some important work to do before June 14 special session. We are however very optimistic that our higher education bill will be negotiated and signed by the start of 2022 fiscal year. Since the end of regular session, the higher education working group, led by Commissioner Olson, Chair Tomassoni in the Senate, and Chair Bernardy in the House, have been meeting and as has been indicated in press messages, it seems like they are fairly close to coming to some conclusion of their negotiations. At this time, it would not be prudent for me to speculate on the outcome until there is a proposal for Minnesota State to react to, so we are waiting as to what comes out of it. However, I want to assure the board that we are in constant touch with Commissioner Olson, Chair Tomassoni, as well as Chair Bernardy and that our advocacy work continues and is robust. We will be sending the board an update on negotiations as soon as they become public. I would like to thank Trustee Moe for helping us in shaping and developing our advocacy in this regard. So, thank you, Vice Chair Moe. I want to thank you all for your patience...please know that the work that all of you do with the legislature and the administration is greatly appreciated and is well received and your advocacy is critical for us to get a favorable outcome from Minnesota State.

### **Agenda Item 4: Transition plan for return to in-person meetings**

Chair Cowles invited Interim Board Director Campbell to present a proposed transition plan for return to in-person meetings for review and discussion. There were no meeting materials for this item.

This being the first reading of the item, there was no vote taken.

### **Adjournment**

The committee chair adjourned the meeting at 8:54 a.m.

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

Revised FY2022 and Proposed FY2023 Board Meeting Dates

**BACKGROUND**

On May 5, 2021, the Executive Committee reviewed the revised FY2022 and proposed FY2023 board meeting dates. The meeting dates are shown on Attachment A. The Board of Trustees will approve the meeting dates at their annual meeting on June 16, 2021. Once the calendars are approved, changes to the calendar can be made with the approval of the board chair. Changes to the calendar will be publicly noticed.

The meeting days are typically two-days on the third Tuesday and Wednesday on the months in which the board is meeting. If the agendas require less time, one of the days, usually the first day, will be cancelled. No meetings are scheduled in July, August, December, and February. The annual retreat will be in Austin with a visit to Riverland Community College on September 21-22. Joint meetings with the Leadership Council are planned on November 16-17, 2021 and January 25-26, 2022.

**RECOMMENDED BOARD MOTION**

The Board of Trustees approves the revised FY2022 and proposed FY2023 meeting dates as shown on Attachment A.

*Date Presented to the Board of Trustees:* 6/16/2021

*Date of Implementation:* 6/16/2021



**ATTACHMENT A**

**FY2022 and FY2023 Board Meeting Dates**

*The meeting calendar is subject to change. Changes to the calendar will be publicly noticed.*

**Revised FY2022 Meeting Calendar**

<b>Meeting</b>	<b>Date</b>	<b>If agendas require less time, these dates will be cancelled.</b>
No meetings in July <i>Potential board training session to be scheduled</i>		
No meetings in August		
Board Retreat <i>Tentative Location: Riverland Community College/Austin</i>	September 21-22, 2021	
Executive Committee	October 6, 2021	
Committee / Board Meetings	October 19-20, 2021	October 19, 2021
Executive Committee	November 3, 2021	
Committee / Board Meetings Combined with Leadership Council	November 16-17, 2021	November 17, 2021
No meetings in December		
Executive Committee	January 5, 2022	
Board Meeting/Combined meeting with Leadership Council	January 25-26, 2022	January 26, 2022
No meetings in February		
Executive Committee	March 2, 2022	
Committee / Board Meetings	March 15-16, 2022	March 15, 2022



<b>Meeting</b>	<b>Date</b>	<b>If agendas require less time, these dates will be cancelled.</b>
Executive Committee	April 6, 2022	
Committee / Board Meetings	April 19-20, 2022	April 19, 2022
Executive Committee	May 4, 2022	
Committee / Board Meetings	May 17-18, 2022	May 17, 2022
Executive Committee	June 1, 2022	
Committee / Board Meetings	June 21-22, 2022	June 21, 2022

**Proposed FY2023 Meeting Calendar**

<b>Meeting</b>	<b>Date</b>	<b>If agendas require less time, these dates will be cancelled.</b>
Board Meeting/Combined meeting Leadership Council	July 19-20, 2022	July 20, 2022
No meetings in August		
Board Retreat	September 20-21, 2022	
Executive Committee	October 5, 2022	
Committee / Board Meetings	October 18-19, 2022	October 18, 2022
Executive Committee	November 2, 2022	
Committee / Board Meetings Combined with Leadership Council	November 15-16, 2022	November 16, 2022
No meetings in December		
Executive Committee	January 4, 2023	
Board Meeting/Combined meeting with Leadership Council	January 24-25, 2023	January 25, 2023

Meeting	Date	If agendas require less time, these dates will be cancelled.
No meetings in February		
Executive Committee	March 1, 2023	
Committee / Board Meetings	March 21-22, 2023	March 21, 2023
Executive Committee	April 5, 2023	
Committee / Board Meetings	April 18-19, 2023	April 18, 2023
Executive Committee	May 3, 2023	
Committee / Board Meetings	May 16-17, 2023	May 16, 2023
Executive Committee	June 7, 2023	
Committee / Board Meetings	June 20-21, 2023	June 20, 2023

**National Higher Education Conferences:**

ACCT Leadership Congress: October 13-16, 2021, San Diego

ACCT National Legislative Summit: 2022 (dates not posted)

AGB National Conference on Trusteeship: Spring 2022 (dates not posted)

*AGB is the Association of Governing Boards of Universities and Colleges*

*ACCT is the Association of Community College Trustees*



**Consent Agenda  
June 16, 2021  
2:00 p.m.  
Virtual Meeting**

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Consent Agenda

- 1. Minutes of the Board of Trustees Meeting, May 19, 2021**
- 2. Minutes of the Executive Committee Meeting, June 2, 2021**
- 3. Revised FY2022 and Proposed FY2023 Board Meeting Dates (Second Reading)**
- 4. Review and Approve FY2022 Internal Auditing Plan**
- 5. 2022 Capital Program Recommendation (Second Reading)**
- 6. Contracts Requiring Board Approval:**
  - a. Classroom Technology Upgrade Project, Dakota County Technical College**
  - b. Classroom Technology Upgrade Project, Inver Hills Community College**
  - c. Guaranteed Energy Savings Program Contract, Winona State University**
  - d. Blackbaud Master Contract Extension, System Office**
  - e. MBS Bookstore Contract Extension, System Office**
  - f. TIAA Retirement Recordkeeper Contract, System Office**
- 7. Surplus Property Designation: Winona State University**
- 8. Revenue Fund Bond Refunding: 2011 Issuance (Second Reading)**
- 9. 2022 Capital Program Recommendation (Second Reading)**
- 10. LeadMN Fee Proposal (Second Reading)**

**Bolded items indicate action is required.**



**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD ACTION**

Election of Officers of the Board of Trustees

**BACKGROUND**

The election of a chair and a vice chair shall be conducted at the annual meeting of the Board of Trustees on June 16, 2021.

The Nominating Committee met on May 17, 2021 and discussed the two candidates who had submitted their names for candidacy as prescribed in Board Policy 1A.2, Part 4, Officers of the Board, subpart E. The Nominating Committee sent its recommendations of Jay Cowles as chair and Rudy Rodriguez as vice chair to the Board of Trustees on May 17, 2021.

**RECOMMENDED BOARD MOTION FOR CHAIR**

The Board of Trustees approves the Nominating Committee's recommendation to elect Jay Cowles as chair of the Board of Trustees effective July 1, 2021.

**RECOMMENDED BOARD MOTION FOR VICE CHAIR**

The Board of Trustees approves the Nominating Committee's recommendation to elect Rudy Rodriguez as vice chair of the Board of Trustees effective July 1, 2021.

*Date Presented to the Board of Trustees:* 6/16/2021

*Date of Implementation:* 6/16/2021