Meeting Presentations
May 17-18, 2022

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

Mission Revision Approval Request

Presentation to the Minnesota State Board of Trustees

May 2022

President Deidra Peaslee, EdD

SAINT PAUL COLLEGE
A Community & Technical College

Context

01

History

- Last updated 2010

02

Internal Events

- New president
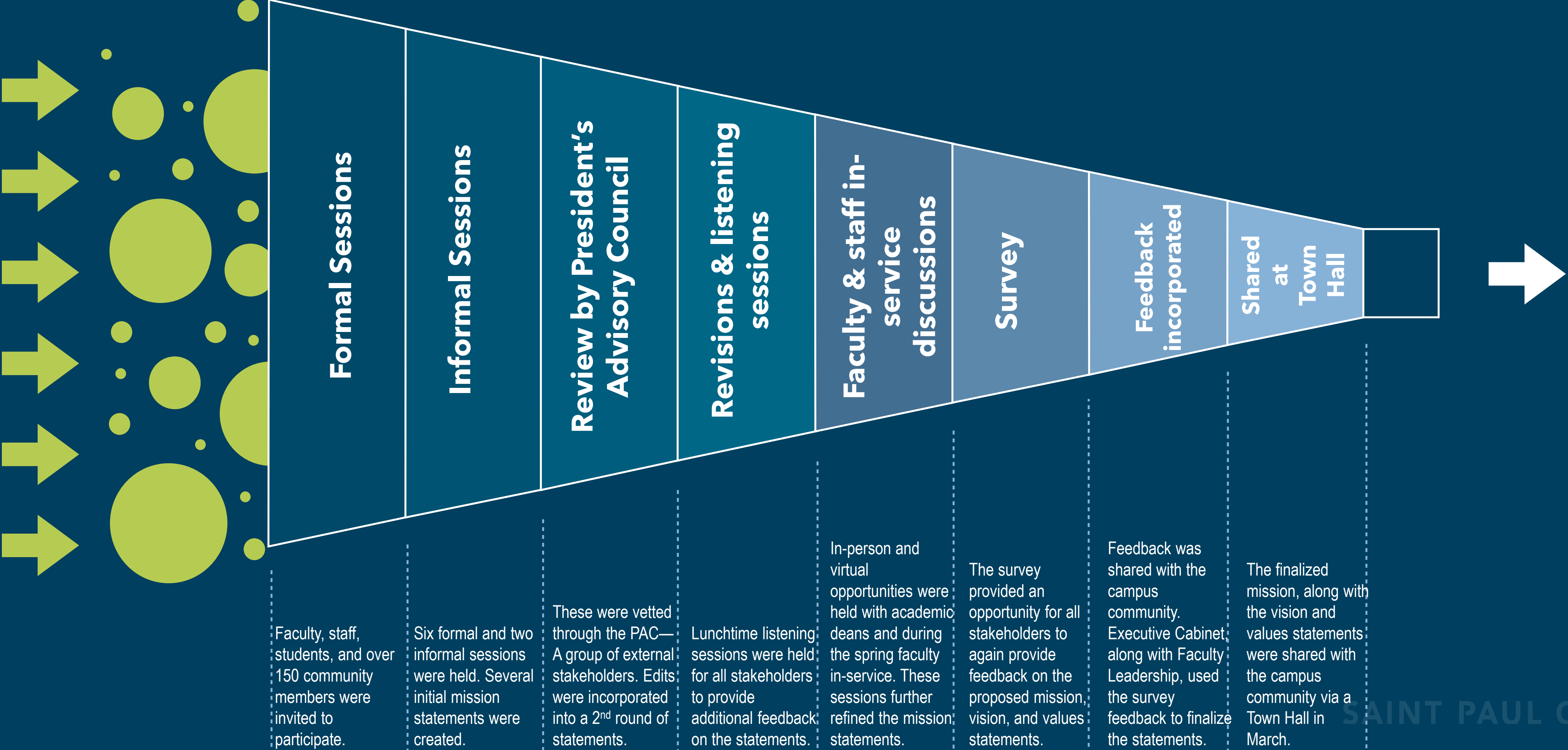- Accreditation challenges--Successful reaffirmation 3/2021
- Workplace climate

03

External Events

- Global pandemic
- Murder of George Floyd

04

Commitment to anti-racist, trauma-informed culture

SAINT PAUL COLLEGE

Process

Formal Sessions
Faculty, staff, students, and over 150 community members were invited to participate.

Informal Sessions
Six formal and two informal sessions were held. Several initial mission statements were created.

Review by President's Advisory Council
These were vetted through the PAC— A group of external stakeholders. Edits were incorporated into a 2nd round of statements.

Revisions & listening sessions
Lunchtime listening sessions were held for all stakeholders to provide additional feedback on the statements.

Faculty & staff in-service discussions
In-person and virtual opportunities were held with academic deans and during the spring faculty in-service. These sessions further refined the mission statements.

Survey
The survey provided an opportunity for all stakeholders to again provide feedback on the proposed mission, vision, and values statements.

Feedback incorporated
Feedback was shared with the campus community. Executive Cabinet, along with Faculty Leadership, used the survey feedback to finalize the statements.

Shared at Town Hall
The finalized mission, along with the vision and values statements were shared with the campus community via a Town Hall in March.

Mission

Current Mission Statement

Education for Employment...Education for Life

Saint Paul College offers comprehensive learning opportunities in both career and transfer education to enhance personal knowledge and advance economic opportunity for the benefit of a diverse population of constituents which includes students, business/industry/labor and the community.

VS

Proposed Mission Statement

Grounded in equity and inclusion, Saint Paul College educates and empowers students to lead purposeful lives and discover rewarding careers.

Vision

Current Vision Statement

Saint Paul College will be a leader in providing comprehensive life-long learning through innovative and quality-focused strategies and services.

VS

Proposed Vision Statement

Saint Paul College advances racial equity; enriches community vibrancy; and inspires students to reach their full potential.

Values

Current Values

Excellence: Teaching & Learning; Career & Transfer Education; Student-focused services; Innovation; Accessibility; Technology; Integrity Honesty: Accountability, Decision-Making; Climate Responsiveness; Respect Student-Centered: Cultural Diversity/Inclusiveness; Human Diversity; Collaboration

VS

Proposed Values

We believe students are the heart of our work.
We are excellence-minded, equity-driven.
We are guided by evidence-based decision-making.
We strive to bring value to our community

Proposed Values, Expanded

We believe students are the heart of our work.

With compassion and dedication, we collaborate to create an inclusive and supportive learning environment to meet student needs, interests, and goals. When all students have access to resources and support, they are empowered to achieve success.

Proposed Values, Expanded

We are excellence-minded, equity-driven.

Diversity enriches our intellectual and professional community. Saint Paul College cultivates an environment of safety and transparency where all members are heard, valued, and respected. We apply anti-racism, trauma-informed practices that work to eliminate racism and increase access and opportunity for all.

Proposed Values, Expanded

We are guided by evidence-based decision-making.

As a learning organization, we continually strive for improvement through purposeful and transparent decision-making with intentional consideration to identify what will best serve our students and the community.

Proposed Values, Expanded

We strive to bring value to our community.

We value collaborating and establishing partnerships that foster and enhance community connections. We are dedicated to meeting the needs of the changing labor market, supporting economic vitality and preparing students to contribute to a more socially just world.

SAINT PAUL COLLEGE

Goals and Purposes

- **Minnesota State mission states what all member institutions exist to do, and for and with whom.**
  - Allows colleges/universities to craft mission statements that differentiate ourselves and convey how and why we seek to deliver on the system mission.

- **Saint Paul College's proposed revised mission:**
  - Boldly conveys our how and why
  - Provides strong foundation for centering equity in operational and resource-related decisions
  - Keeps current stakeholders engaged and committed
  - Captures attention and interest of prospective students, employees, community partners

SAINT PAUL COLLEGE

WE BELIEVE STUDENTS ARE THE

HEART

OF OUR WORK.

SAINT PAUL COLLEGE

start here. go anywhere.

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Saint Paul College,
A member of Minnesota State

May 17, 2022

Academic and Student Affairs Committee

Institutional and Specialized Accreditation

Board of Trustees

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An Overview of the Role of Accreditation

Higher Learning Commission Accreditation

Higher Learning Commission (HLC)

HLC Accreditation is guided by the review of five criterion* that mark standards of quality within an institution.

- **Criterion 1. Mission:** The institution's mission is clear and articulated publicly; it guides the institution's operations.

- **Criterion 2. Integrity: Ethical and Responsible Conduct:** The institution acts with integrity; its conduct is ethical and responsible.

- **Criterion 3. Teaching and Learning: Quality, Resources, and Support:** The institution provides quality education, wherever and however its offerings are delivered.

- **Criterion 4. Teaching and Learning: Evaluation and Improvement:** The institution demonstrates responsibility for the quality of its educational programs, learning environments, and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

- **Criterion 5. Institutional Effectiveness, Resources and Planning:** The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

* Each With Core Components

Resource: HLC Policies Criteria and Core Components (Retrieved 2022)

HLC Criteria Directly Related to the Governing Board

Criterion 2. Integrity: Ethical and Responsible Conduct

The institution acts with integrity; its conduct is ethical and responsible.

Core Components

2.A. The institution establishes and follows policies and processes to ensure fair and ethical behavior on the part of its governing board, administration, faculty and staff.

1. The institution develops and the **governing board adopts the mission**.

HLC Criteria Directly Related to the Governing Board

More Core Components to Criteria 2

2.C. The governing board of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity.

1. The governing board **is trained and knowledgeable** so that it **makes informed decisions** with **respect to the institution's financial and academic policies and practices**; the **board meets its legal and fiduciary responsibilities**.

2. The governing board's **deliberations reflect priorities** to preserve and enhance the institution.

3. The governing board **reviews the reasonable and relevant interests of the institution's** internal and external constituencies during its decision-making deliberations.

4. The governing board **preserves its independence from undue influence** on the part of donors, elected officials, ownership interests or other external parties.

5. The governing board **delegates day-to-day management of the institution to the institution's administration** and **expects the institution's faculty to oversee academic matters**.

HLC Criteria Directly Related to the Governing Board

Criterion 5. Institutional Effectiveness, Resources and Planning

The institution's resources, structures, and processes are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities.

Core Components

5.A. Through its administrative structures and collaborative processes, the institution's leadership demonstrates that it is effective and enables the institution to fulfill its mission.

1. Shared governance at the institution engages its internal constituencies—including its <u>governing board</u>, administration, faculty, staff and students—**through planning, policies and procedures**.

Future HLC Directions: Differential Accreditation

- "**Differential accreditation** will foreground an institution's mission and student body (expressed in terms of the institution's sector) to determine the narrative focus of its Assurance Argument and the types of evidence it uses to demonstrate compliance with the Criteria."

- May better reflect institutional characteristics, and allow evaluation based on evidence appropriate to institutional type/sector

- Pilot project under development in summer 2022 for fall 2022 launch

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Specialized Accreditation

- **Programmatic accreditors evaluate specific programs or disciplines**
- **More than 60 recognized programmatic accrediting organizations in the United States (which are distinct from state licensing bodies)**
- **Examples include:**
  - Accreditation Board for Engineering and Technology (ABET)
  - Accreditation Commission for Education in Nursing (ACEN)
  - Association to Advance Collegiate Schools of Business (AASCB)
  - Council for the Accreditation of Educator Preparation (CAEP)
- **Pandemic impact: tracking variances and exceptions in spring 2020**

System Office Support

Goals and Responsibilities

System Office Support through Director

Director of Accreditation and Assessment Responsibilities

- **Coordinates and prepares for the participation of Trustees in HLC visits**
  - Chairs of ASA Committee, Finance Committee, and Sr. Vice Chancellor for ASA participate
  - Preparation materials sent two seeks before HLC visit
  - Trustees receive Assurance Argument, Evidence Filing, Federal Compliance Report, Executive Summary of Issues, Concerns, and Bragging Points
- **Facilitates the mock conference call between trustees and campus a week before HLC visit**
- **Ensures trustees receive video conference information with visiting team from HLC**
- **Serves as a System resource for institutions related to accreditation activities**
- **Provides greater support to campuses regarding reaffirmation of accreditation by HLC**

System Office Support through Director

Director of Accreditation and Assessment Responsibilities

- **Manages System Procedure 3.43.1 Accreditation Policy**
  - To **achieve and maintain i**nstitutional and programmatic **accreditation and compliance** with federal regulations
  - To **maximize operational efficiencies** while minimizing undue burdens in accreditation activities for institutions and its programs
  - To **coordinate receipt of institutional required program accreditation activities and updates from institutions**
  - To **receive and store any actions, potential actions, and required visits proposed by the HLC that include:** off-cycle comprehensive evaluation visits; substantive change visits; focused visits; requirements to submit monitoring reports; and multi-campus or multi-location
  - To **receive and store annual reports of any actions, potential actions, and required visits by any program/specialized accrediting agency**
  - To **receive and store a digital copy of all reports to, and responses from any program/specialized accrediting agency**

Summary of System Support

System Support overall includes:

1. Storing and collecting college/university documents

2. Providing template language for Board and system level questions

3. Supporting mock visits and preparation prior to HLC visits

4. Updating (annually) the list of peer reviewers

5. Updating (annually) the list of campus Accreditation Liaison Officers (ALOs)

6. Managing and updating the listserv for ALOs and others involved with HLC

7. Updating System website dedicated to accreditation and resources

Summary of System Support

System Support overall includes:

8. Assisting in annual training for Trustees

9. Maintaining annual calendar of HLC visits and reports

10. Attending HLC visits as a system office representative

11. Observing and answering system related questions

12. Establishing an Advisory Board of ALOs **(in progress)**

13. Planning and executing annual Accreditation and Assessment Conference for ALOs and others identified by campus leadership

Profile of Minnesota State Colleges and Universities

Accreditation Standing with HLC

Available HLC Pathways of Accreditation

Pathways of Evaluation for Accreditation Now Available

- AQIP – Phasing out as a Pathway began June 2018. Members with this pathway shifted to a Standard Pathway.

- Standard Pathway remains as one of the two pathways for accreditation.

- Open Pathway remains as one of the two pathways for accreditation.

Attributes of HLC Accreditation Pathways

AQIP

8 – Year Cycle

System Portfolio (Year 3)

Comprehensive Quality Review (Year 4)

Focus on Quality Improvement in Institutions

Reaffirmation of Accreditation (Year 8)

AQIP Pathway Has Been Phased Out

STANDARD

10 – Year Cycle

Comprehensive Evaluation (4 Year & 10 Year)

Focus on Quality Assurance and Institutional Improvement

Chosen for institutions under HLC sanction, on monitoring, has focus visits, under frequent substantive changes

OPEN

10 – Year Cycle

Assurance Review (Year 4)

Regular monitoring as appropriate

If assigned focus visit, placed on Notice will be moved to a Standard Pathway

Quality Initiative (Year 5-9)

Comprehensive Evaluation for Reaffirmation (Year 10)

Accreditation Pathways

Pathway Profile of Minnesota State Colleges and Universities

- Close to 60% (57%) of institutions are on an Open Pathway

- Nearly 30% (27%) of institutions are in transition from AQIP to a Standard Pathway

- Approximately 16 % of institutions are on Standard Pathways

PATHWAY	AQIP	OPEN	STANDARD
COMMUNITY & TECHNICAL COLLEGES	9	17	4
UNIVERSITIES	1	4	2
TOTAL	10	21	6
PERCENT	27%	57%	16%

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Areas Identified as Opportunities for Improvement

During HLC Visits while 38% (14) of institutions met all criteria with no concerns, the following opportunities for improvement were noted:

- **41% (15)** of institutions were required to report on **Criteria 4B** <u>assessment of student learning outcomes</u> including within course delivery modalities and general education

- **38% (14)** of institutions were required to report on **Criteria 4A** <u>program review</u> including aligning program performance, evaluation, and outcomes

- **16% (6)** of institutions were required to report on **Criteria 5C** <u>strategic and financial planning</u>

- **14% (5)** of institutions were required to report on **Criteria 3B** in relation to <u>faculty credentials</u> and policy on faculty credential review process

- **11% (4)** of institutions were required to report on **Federal Compliance** <u>policies and procedures related to credit hours allocations, student records, and student complaints</u>

Summary of HLC Campus Visits and Required Reporting

Academic Year 2021-2022

HLC Visits and Reports Due AY 2021-2022

A Total Number of Seven HLC Visits and Reporting Due

COLLEGE NAME	UPCOMING HLC VISIT/REPORTING DATE/TYPE ACADEMIC YEAR 2022-2023
St. Cloud Technical and Community College	09/20/2021 Focused Visit
Minnesota West Community and Technical College	11/08/2021 Comprehensive Evaluation
Winona State University	11/08/2021 Comprehensive Evaluation
Riverland Community College	12/17/2021 Interim Report on Assessment
Pine Technical and Community College	02/01/2022 Interim Report on Program Review/Assessment/Institutional Effectiveness
Minneapolis Community & Technical College	06/13/2022 Assurance Review
Minnesota State University Moorhead	06/27/2022 Assurance Review
TOTAL (7)	Assurance Review (2) – **28.6%** Comprehensive Evaluation (2) – **28.6%** Focused Visit (1) – **14.3%** Interim Report on Assessment (2) – **28.6%** Interim Report on Program Review (1) – **14.3%** Interim Report on Institutional Effectiveness (1) – **14.3%**

HLC Visits and Reports Due AY 2022-2023

A Total Number of 10 HLC Visits and Reporting Due

COLLEGE NAME	UPCOMING HLC VISIT/REPORTING DATE/TYPE ACADEMIC YEAR 2022-2023
Ridgewater College	07/25/2022 Assurance Review
South Central College	08/31/2022 Interim Report on Program Review
Itasca Community College	02/20/2023 Assurance Review
Central Lakes College	04/03/2023 Comprehensive Evaluation
Century College	04/03/2023 Assurance Review
Minnesota State Community and Technical College	04/24/2023 Comprehensive Evaluation
North Hennepin Community College	04/24/2023 Comprehensive Evaluation
Pine Technical and Community College	04/24/2023 Assurance Review
Northwest Technical College	04/28/2023 Interim Report on Application/Credit Hours & Assessment
Minnesota State College Southeast	06/30/2023 Interim Report on Assessment
TOTAL (10)	Assurance Review (4) – **40%** Comprehensive Evaluation (3) – **30%** Interim Report on Assessment (2) – **20%** Interim Report on Program Review (1) – **10%**

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MinnState.edu

May 17, 2022

Offices of Equity and Inclusion and General Counsel

Board Policy 1B.1 and 1B.1.1 Update

Diversity, Equity and Inclusion Committee

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What's Our "Why"

- Equity 2030

- Commitment towards reviewing and implementing policy and procedure with an equity lens

- Continued improvement towards creating a welcoming and inclusive environment

Board Policy 1B.1 Timeline

- Fall 2021 Chancellor Workplan Included Policy and Procedure Review of 1B.1 and 1B.1.1

- January 2022 Policy/Procedure Review Workgroup Formed

- February –May 2022
    - Weekly Meetings

- March –April
    - Completed Draft
    - 30 Day systemwide Review and Comment (March 17-April 16)
    - Meet and Confer
    - Equity and Inclusion Council

- May 2022 – 1st Reading Board Of Trustees

- June 2022- 2nd Reading and Approval Board of Trustees

Board Procedure 1B.1.1 Timeline

- **Early May 2022**
  - Completed Draft

- **May-June 2022**
  - 30 Day Systemwide Review (May 9-June 8)
  - [Policy & Procedure Review site](#)

- **June 2022**
  - Board Review
  - Chancellor Review and Approval

Policy/Procedure Workgroup

- Angelia Millender, President Century College

- Ginny Arthur, President, Metropolitan State University

- Eric Davis, Vice Chancellor for Human Resources, System Office

- Andriel Dees, Vice Chancellor for Equity and Inclusion, System Office

- Scott Goings, Acting General Counsel, System Office

- Desiree Clark, Civil Rights, Title IX, Affirmative Action Compliance Officer, System Office

- Jim Jorstad, Director of Labor Relations, System Office

- Gary Hunter, Policy Manager, System Office

- Linda Alvarez, Director & Title IX Coordinator, MSU Mankato

- Lori Mikl, Director of Affirmative Action/Equity & Legal Affairs, Winona State University

- Kevin Randolph, Investigator, Normandale Community College

- Steven Parker, Campus Diversity Officer and Title IX Coordinator, Bemidji State University/Northwest Technical College

- John Harper, Director of Diversity, Equity and Inclusion, South Central College

Key Updates to 1B.1

- Revised definitions of discriminatory harassment and sexual harassment
  - Removed "sufficiently severe, pervasive, or persistent" language
  - Added "Unwelcome conduct/communication based on actual or perceived membership in a protected class that has a negative effect on complainant or workplace/education environment"
- Examples of discriminatory harassment and sexual harassment
- Making application of the policy, including to online activities, more transparent
- Revisions to the definition of protected class
  - Clarify that "sex" includes pregnancy, child birth and related conditions.
  - Add "veteran status"
  - Add "genetic information" for employees
- Edit/revise to make clear, succinct and understandable for students and employees
  - Incorporate best practices; and
  - Enhance ability to address situations earlier

Key Updates to Draft Procedure 1B.1.1

- Make more clear, succinct and understandable for students and employees
  - Incorporate best practices and experience from our community of practitioners (designated officers, Title IX Coordinators, etc);
- New definitions of complainant, respondent, and investigator
- Clarify options for designated officer in intake and investigation (enhance ability to consider full range of behavior; consider other policy options; consider information resolution if appropriate)
- Clarify options for decision-maker (enhance ability to consider full range of behavior; consider other policy options)
- Specify grounds for appeal
- Annual report to the Board
- Systemwide training

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May 17, 2022

Finance Division – Facilities Unit

Sustainability Update

Information Presentation

MINNESOTA STATE

Sustainability Overview

Definitions

Program Context: 2010-2020

Goals Reset: 2021-2027

Report - Calendar Year 2021 Energy and Water Summary

Sustainability in Practice

Campus Experience – Anoka Ramsey Community College

Sustainability and Resilience in Planning

Definitions

Sustainable campuses are those that reduce emissions and minimize energy consumption, water consumption, fuel consumption and solid waste generation while fulfilling their academic mission.

Minnesota State Procedure 5.17.1

Meeting the economic, social and environmental needs of the present without compromising the ability of future generations to meet the same needs.

State of Minnesota, Office of Enterprise Sustainability

Meeting the needs of the present without compromising the ability of future generations to meet their own needs.

United Nations Brundtland Commission – 1987

Sustainability Program

Context and Ongoing Tracking

Past Sustainability Reports

Progress thus far and forward

- Systemwide Sustainability 2010, 2014
  - Documents accomplishments and activities in support of Board policy 5.17
  - Initiative focused
  - Lacked specific goals

SUSTAINABILITY 2010

June 30, 2010

Minnesota
STATE COLLEGES
& UNIVERSITIES

Sustainability 2014:

Campus reported advancement

Facilities
June 30, 2014

Minnesota
STATE COLLEGES
& UNIVERSITIES

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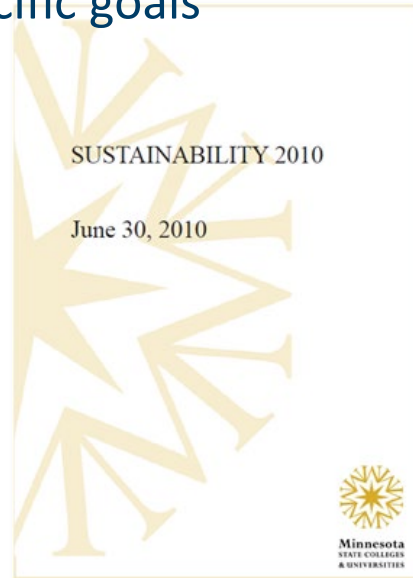
Ongoing Benchmarking

Consistent Reporting

- B3 Benchmarking Tool
    - Consistent, since 2009
    - Defines energy, operational CO_2e and water baselines
    - Allows campuses to track use via monthly utility bill input
    - Dashboard allows campus and system-level analysis

B3 Benchmarking Software, dashboard snip, Willdan 2004-2022
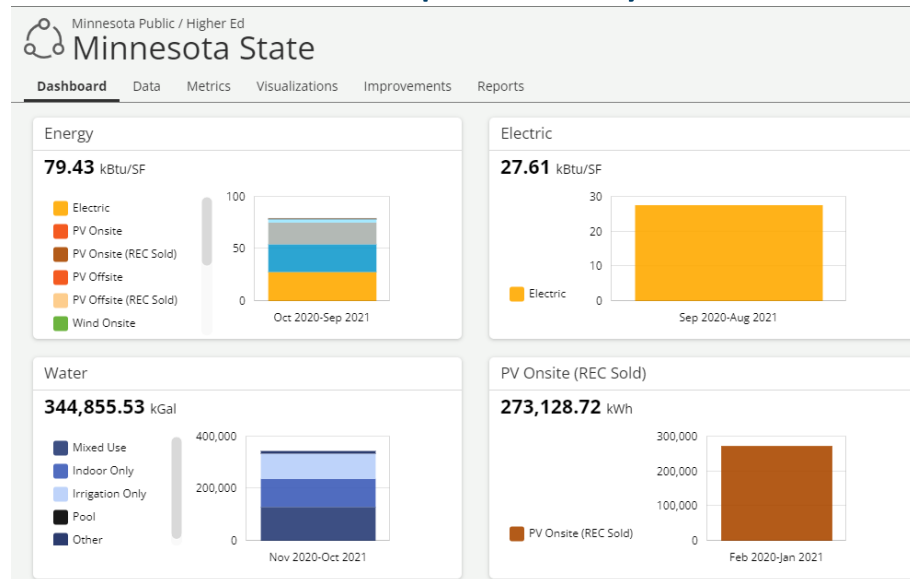
Ongoing Benchmarking

Consistent Reporting

- B3 Benchmarking Tool: Public facing portal

B3 Benchmarking Software, portal snip, Willdan 2004-2022

2020 Goal Summary

Energy Use Reduction per square foot, 2009-2020

Annual Usage
2009-2020, Weather Normalized

Legend:
- Electric
- PV Onsite
- PV Onsite (REC Sold)
- PV Offsite
- PV Offsite (REC Sold)
- Wind Onsite
- Natural Gas
- Steam
- Chilled Water
- Propane
- Fuel Oil
- Wood
- Baseline
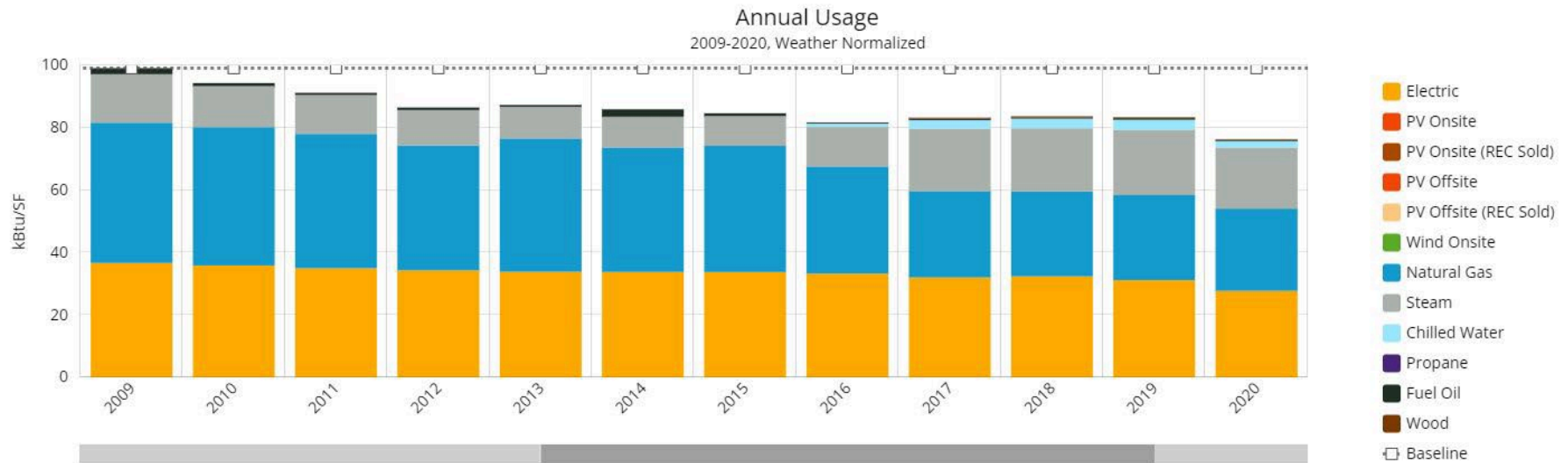
B3 Benchmarking Software, data visualizations snip, Willdan 2004-2022

Goals Reset: 2021-2027

The campus network, *New* baselines and SMART metrics

Communication & Collaboration

Shared Resources and Collaboration

Microsoft Teams: Energy & Sustainability at Minnesota State

- Sustainability Resource Hub
- Systemwide Sustainability Survey Shared Files
- Solid Waste Reporting
- Systemwide Workgroup Collaboration
  - One Sustainability Lead per campus
  - Quarterly meetings
  - Monthly email highlights

Goals Reset
Policy 5.17 and Procedure 5.17.1

Specific

- **Clear quantitative goals** for energy, operational carbon emissions, water and solid waste.

Measurable

- *B3 Benchmarking* tracks ongoing energy, water and CO_2e.
- Solid waste reported based on contract/actuals

Attainable

- Systemwide performance indicators defined, but priority initiatives driven by campus plans and experience

Relevant

- *EAB's Compendium of Sustainability Initiatives in Higher Education* offered for context and planning

Time-Based & Transparent

- Simplified survey
- Consistent reporting tempo, annual goal setting and reflection
- Working toward public-facing dashboard

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Sustainability Policy 5.17 and Procedure 5.17.1

Minnesota State Commitment to Environmental Sustainability

Goals	Target
Operational Carbon Emissions Reduction	Baseline: 2009 30% reduction by 2025 80% reduction by 2050
Energy Conservation and Efficiency	Baseline: 2017 30% reduction per square foot by 2027
Water Conservation and Efficiency	Baseline: 2017 15% reduction by 2025
Solid Waste Diversion*	75% diversion rate by 2030
Transportation	Implement programs as alternative to single passenger vehicle commuting, etc.
Food and Dining	Implement programs in support of reduced waste and healthy food option, etc.
Conservation and Protection of the Natural Environment	Implement programs in support of habitat and species diversity, chloride reduction, and Low Impact Development…
Pollution Prevention	Implement programs in support of product lifecycle pollutant reduction, etc.

"Operational" = Scope 1 stationary and Scope 2 indirect emissions
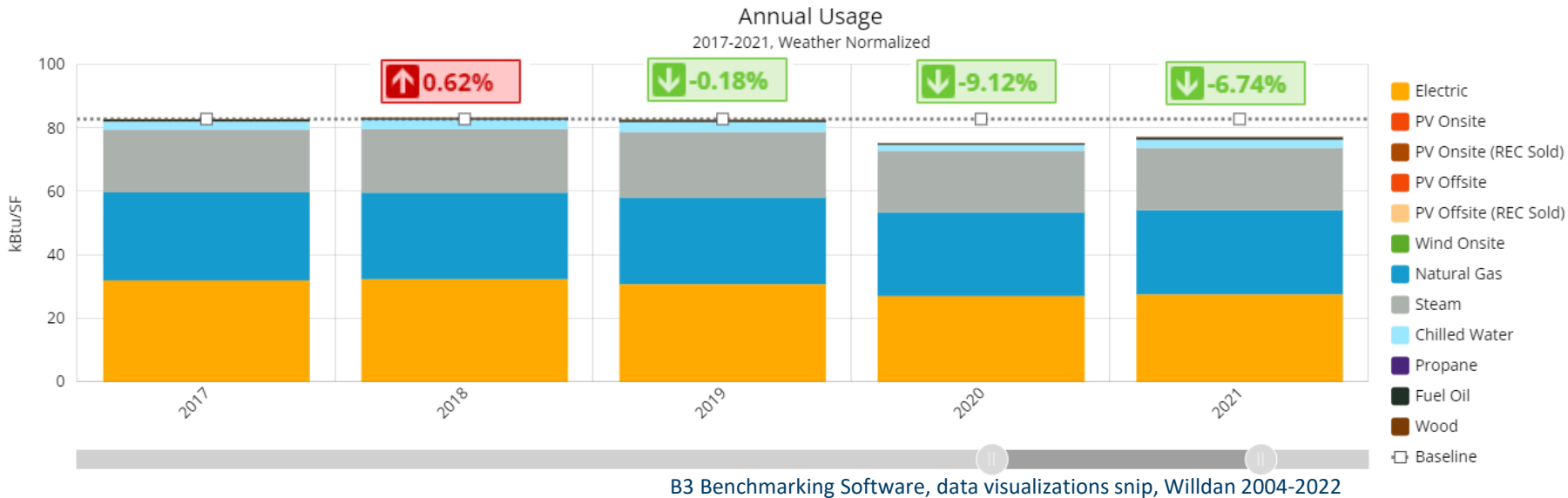"Baseline" is a comparison to ourselves (system and/or campus)
CO_2e metrics calculated using utility energy data, from the EPA's eGRID subregion database
*New quantitative metric and tracking strategy for 2021

2021 Energy Progress to Target

Systemwide Energy Use to Baseline

Target: 30% reduction by 2027

Annual Usage
2017-2021, Weather Normalized

B3 Benchmarking Software, data visualizations snip, Willdan 2004-2022

2021 Water Progress to Target

Graph Summary Water Use to Baseline

Target: 15% Reduction by 2025

B3 Benchmarking Software, data visualizations snip, Willdan 2004-2022
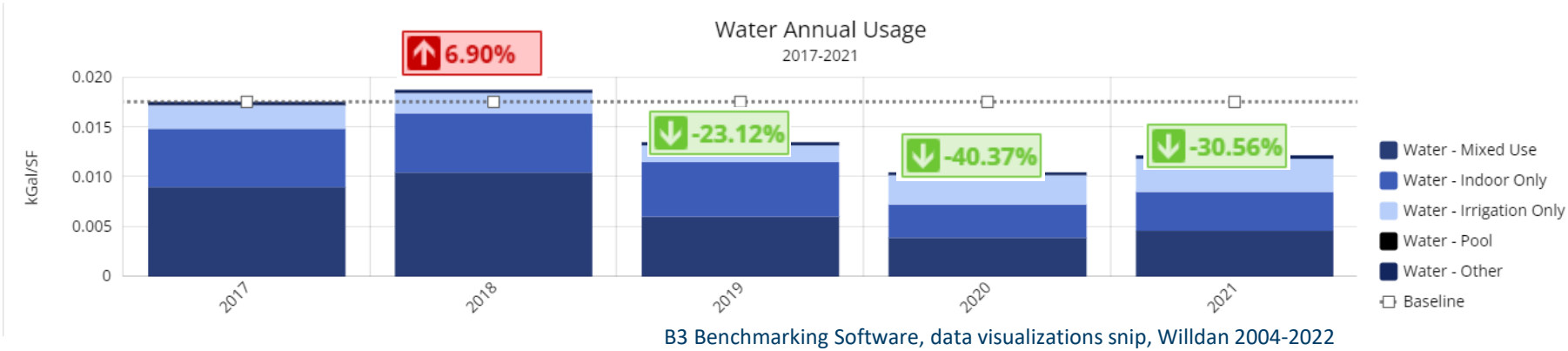
2021 CO$_2$e Progress to Target

Graph Summary Operational CO$_2$e to Baseline

Target: 30% Reduction by 2025

Annual Emissions
2009-2021, Weather Normalized

▼ -41.45%

Legend: Electric, PV Onsite, PV Onsite (REC Sold), PV Offsite, PV Offsite (REC Sold), Wind Onsite, Natural Gas, Steam, Chilled Water, Propane, Fuel Oil, Wood, Baseline
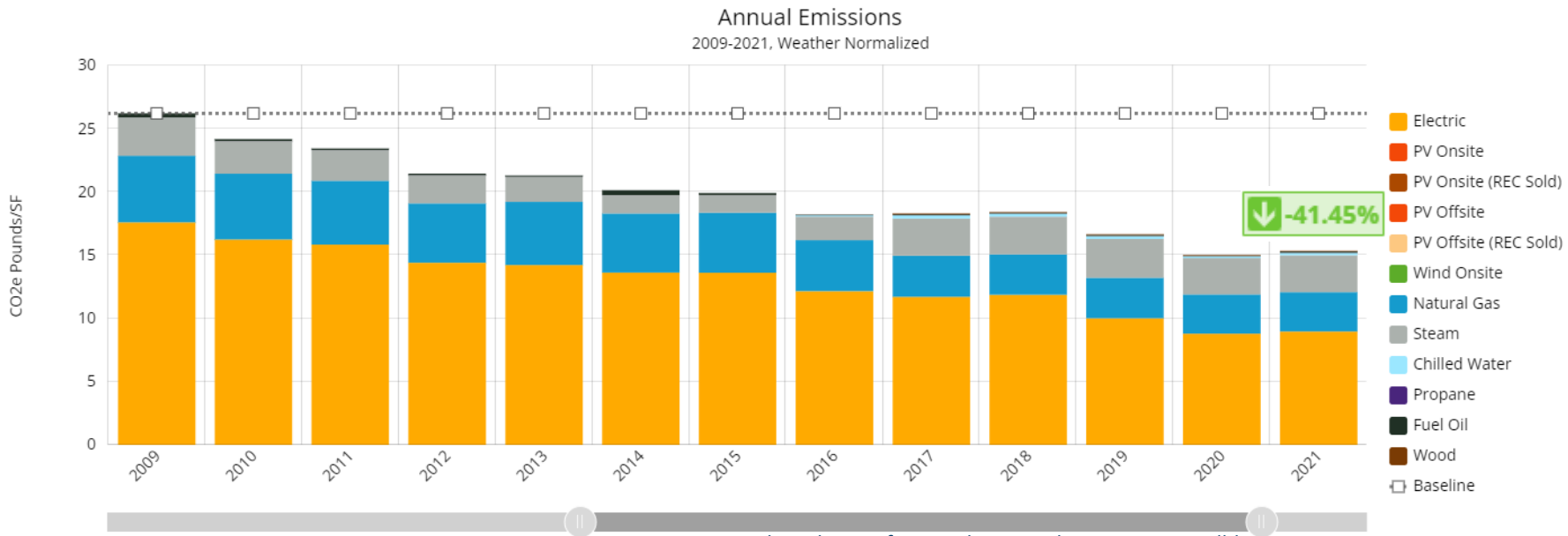
B3 Benchmarking Software, data visualizations snip, Willdan 2004-2022

"Operational" = Scope 1 stationary and Scope 2 indirect emissions

Sustainability in Practice

SB 2030, B3 Guidelines and B3 Benchmarking

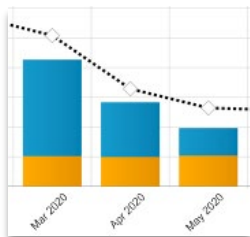## SB 2030 Energy Standard

Minnesota's *Progressive* Energy Standard

- 2020-2024 projects now include both energy and carbon targets

B3 Guidelines

- ✔ Use of Guidelines Operationalizes Energy Standard
- ✔ Tracking Tool used during design through occupancy

B3 Benchmarking

Performance Reporting

- Linked to B3 Guidelines for separate-metered projects
- All owned facilities included in campus portfolio
- Estimated savings potential based on building type and use

B3 Benchmarking Sample Widget

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SB 2030 Standard and B3 Guidelines

- SB 2030 Standard is required for all projects that receive general obligation bond funding from the State of Minnesota
- When B3 Guidelines are used, the SB2030 Standard is automatically applied.
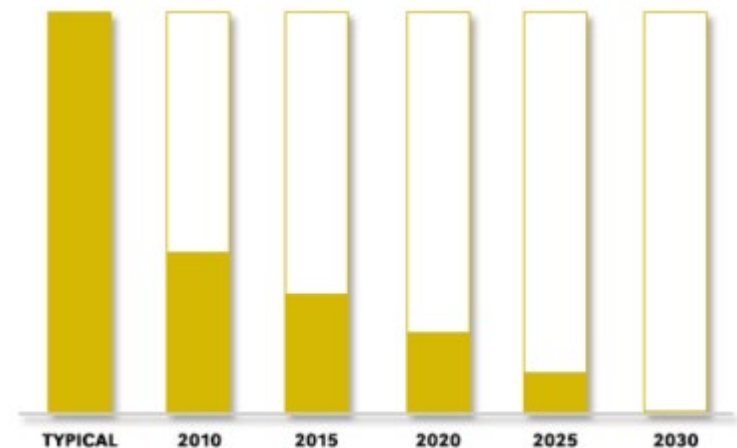
SB 2030 Energy Standard
Building Energy Consumption from Carbon Producing Fuel

SB 2030 Standard and B3 Guidelines

- Design starting 2020 – 2025: must reduce Energy Use Intensity (EUI) by 80% compared to an average building in 2003
  - applies to scope of project only

- EUI reduction can be achieved by any combination of energy efficiency and onsite renewable energy within the project scope.

SB 2030 Energy Standard
Building Energy Consumption from Carbon Producing Fuel

TYPICAL   2010   2015   2020   2025   2030
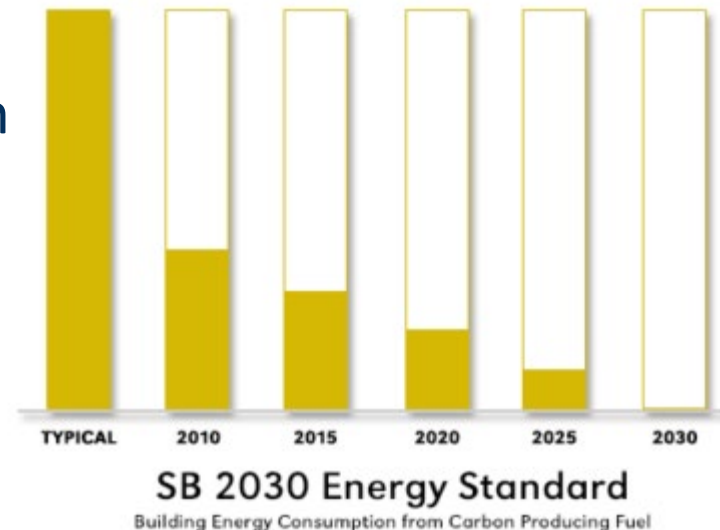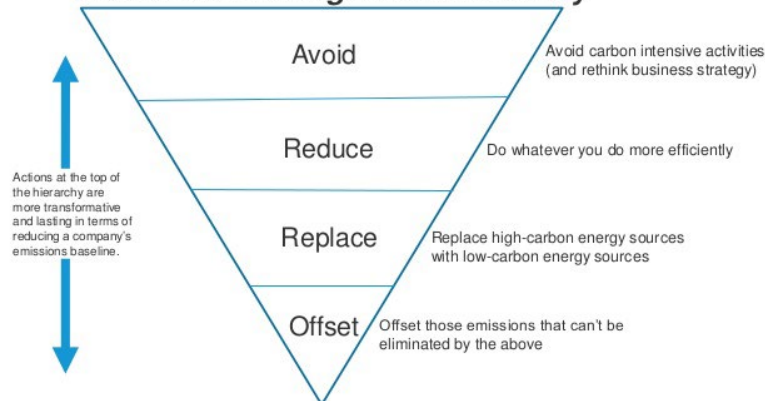
Efficiency > Renewable Energy

July 2, 2018

Utility Master Planning Guidelines

Carbon Management Hierarchy

"Best practice" approach

The Carbon Management Hierarchy

Avoid — Avoid carbon intensive activities (and rethink business strategy)

Reduce — Do whatever you do more efficiently

Replace — Replace high-carbon energy sources with low-carbon energy sources

Offset — Offset those emissions that can't be eliminated by the above

Actions at the top of the hierarchy are more transformative and lasting in terms of reducing a company's emissions baseline.

THE STATE OF SUSTAINABILITY IN HIGHER EDUCATION 2015: Emissions Metrics, Consumption Trends & Strategies for Success

sightlines — University of New Hampshire — The Sustainability Institute

8

Ongoing Efficiency in Operations

Sustainability and Resilience through:

- Comprehensive Guaranteed Energy Savings Program (GESP)

- Renewed attention on commissioning and re/retrocommissioning

  - Employee engagement and training

- Retrofit projects based on need and utility rebate opportunity
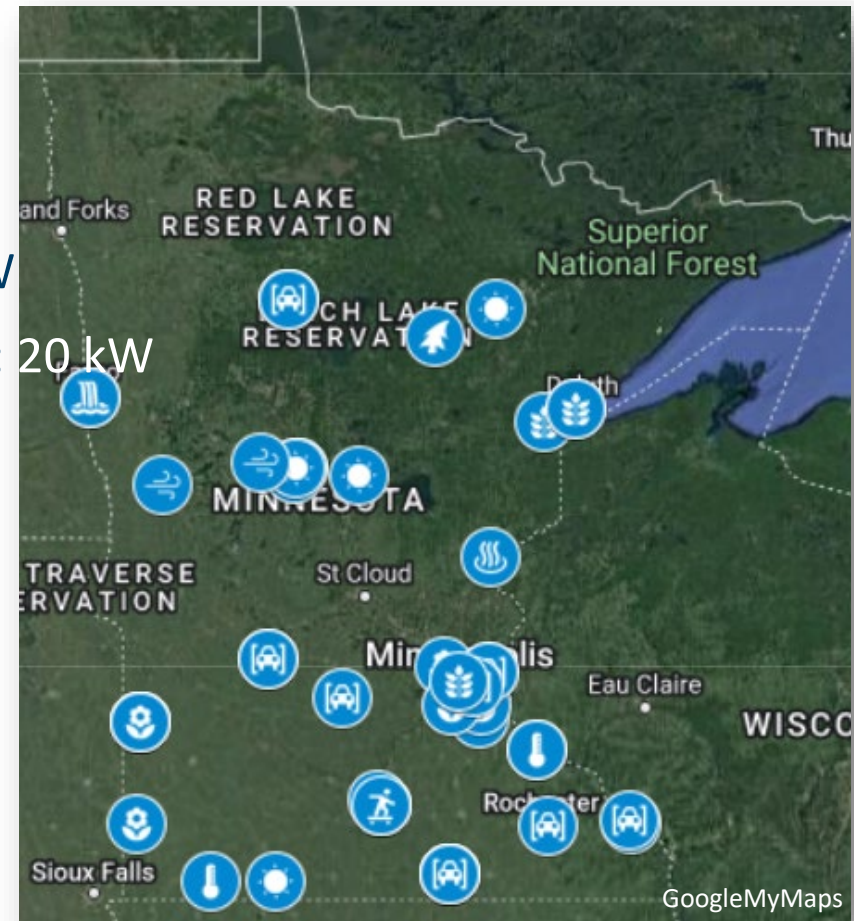
Existing Renewable Energy

Existing Solar:

- Owned: 70 kW (1 - 17 kW each)

- Power Purchase Agreement: 300 kW

- Community Solar Garden Subscribe: 20 kW

- Thermal: 3 sites

Other Renewable Energy:

- Wind: 195 kW*

- Geothermal: 5 sites, 200+ wells

- Biomass: 2 locations

*not currently tracked in B3 for operations benefit

GoogleMyMaps

Solar for Schools
State College and University Campuses

Solar On Schools: Multiple Programs

GOAL: To provide financial assistance to schools to purchase and install solar energy generating systems (216C.375)

W/in Xcel: Solar on Schools	Outside Xcel: Solar on Schools	Statewide: Solar on Colleges
• $8,000,000 RDA • Up to 1 MW • Xcel administered • File program plan by 10/1 • Dept. approve by 12/31	• $8,000,000 GF • Up to 40 kW • Commerce Administered • Funds expire 6/2027	• $2.484M (FY 22) • $2.276M (FY24) • Both assigned to Commerce

8/12/2021   mn.gov/commerce   18

MINNESOTA STATE

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Sustainability at Anoka-Ramsey Community College

Victoria Downey

Geography Faculty & Sustainability Committee Co-Chair

Lisa Becker

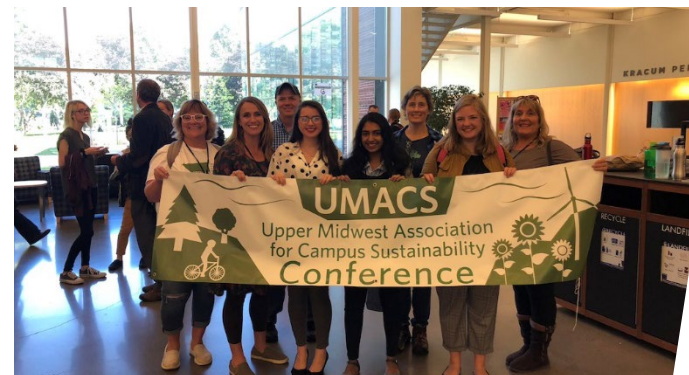Anthropology Faculty & Sustainability Committee Co-Chair

ARCC Sustainability Structure

Sustainability Committee

- Established in 2015
- Release Time for Committee Co-Chairs Established in 2019
- Committee open to Faculty, Staff and Students

Facilities & Sustainability

- Co-Chairs meet twice/semester with Facilities, Safety & Security, VP of Finance

Recycling & Waste Reduction

- Organics Recycling
  - 2018 – 52,800 lbs. of compostable material diverted each year
- Trash Talkers
- 2018 Recycling Champion Award from Anoka County Recycles
- Building Construction Materials Recycling
  - October 2021 – 91.4% of the demolished products from the BN Renovation recycled

ARCC Anoka County Campus
Greenhouse Gas Analysis

3 BENCHMARKING

B3 Data

- Buildings, Benchmarks, and Beyond
- Summarizes energy consumption, costs, and carbon emissions monthly and annually
- Uses meters and other building information such as square footage

Transportation Survey

- 639 participants December 2020-January 2021
- Looked at mode of transportation, length of commute, commute frequency

Enrollment Data

- Numbers of students by zip code who took in-person classes from 2018-2020

Minnesota GreenCorps

ARCC Anoka County Campus GHG Emissions (2018-2020)

Breakdown of Emissions by Year

Y-axis: Emissions (lbs of CO2e), ranging from 0 to 25,000,000

2018
- Commuting: 54.31%
- Electricity: 28.37%
- Natural Gas: 17.32%

2019
- Commuting: 46.86%
- Electricity: 34.7%
- Natural Gas: 18.44%

2020
- Commuting: 54.86%
- Electricity: 31.15%
- Natural Gas: 13.99%

Legend:
- Commuting
- Electricity
- Natural Gas

X-axis: Year
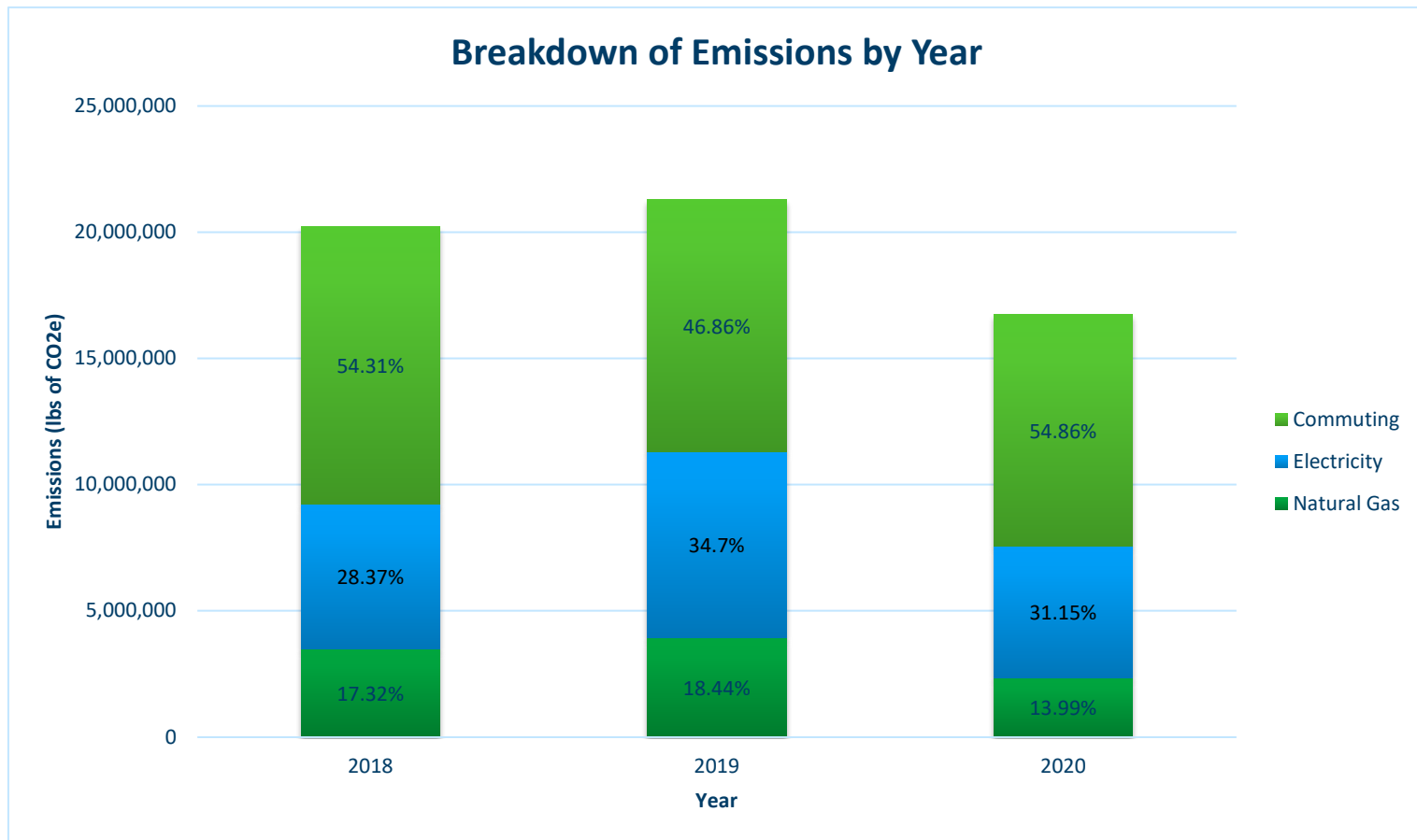
Education
ANTH/GEOG 1110: Introduction to Sustainability

Certificate in Sustainability

CERTIFICATE IN SUSTAINABILITY

BEGINNING FALL 2021
LEARN MORE AT
ANOKARAMSEY.EDU

The emerging green economy will require individuals with diverse backgrounds as well as knowledge in their individual field. The certificate program provides students the opportunity to extend their sustainability knowledge beyond the traditional fields...Courses prepare students to holistically view and thoroughly understand system interconnectivity in our changing modern world.

ANOKA-RAMSEY
COMMUNITY COLLEGE
Sustainability

- Launched in Fall 2021
- 16 Credit Certificate
- Required Courses
  - Introduction to Sustainability
  - Environmental Science Lecture
  - Environmental Science Lab
- Nine remaining credits chosen from courses in nine different departments

Current Projects

Transportation

- Carpool Program (Anoka County Commute Solutions)
- MetroTransit Universal Pass
- EV Charging Stations

Landscaping & Natural Areas

- Science Garden & Bee Lawn Installation

Education

- Sustainability Book Club
- Improved interdisciplinary OER for Introduction to Sustainability

Energy

- Solar for Schools Grant Application

Sustainability and Resilience in Planning

Current planning process

Campus resilience: First, identify risks

Natural	Human-made	Higher education
• Storms • Wildfires • Drought	• Pandemic • Infrastructure failure • Pollution	• Enrollment • Demographic

A new planning strategy

MINNESOTA STATE

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St. Paul, MN 55101-7804

651-201-1800
888-667-2848

www.MinnState.edu

Students United

Fee Proposal

STUDENTS UNITED

Introduction

Shared Values

- Investment in Higher Education

  - Federal and state investment in public colleges and universities to ensure affordable access for students from all economic backgrounds.

- Higher Education Access

  - Students seek a holistic, rigorous, and meaningful college and/or university experience within Minnesota State. This means all students have the resources they need to succeed.

- Equity 2030 & Beyond

  - Justice, equity, diversity, and inclusion (JEDI) are the pillars that support our efforts to provide an inclusive and equitable experience for all students.

Fee Request Background

Decreasing funds and responding to student requests

- Through student feedback, we have consistently heard that students want us to increase our programming related to…

  - Student Leadership

  - Student Advocacy

  - Student Engagement

This coincided with stagnant and/or decreasing enrollment and, thus, less funding from fees.

- Since 2014, Students United has been relying on the use of a fund once created to secure a Students United building. This fund has been used to support the cost of programs that students sought from our organization.

Student Programs

The saved funds were used to:

- Create the Student Leadership Program

- Introduce two annual Advocacy Conferences

- Increase student participation in the system office's councils and committees by nearly 300%

- Increase student awareness and input regarding proposed policy changes at the system level

- Increase student input and on-campus engagement by creating processes for students who were not regularly engaged in the organization to connect

- Increase the number of student participants engaging in state advocacy actions

- Increase travel for students and staff to all seven state university campuses to connect with students

Development Evolution

2019 Funding Diversification

- Start of full-time development program

- Grant seeking, increasing sponsorships and partnerships, and soliciting donors to support our programs, not just scholarships

- Prior to 2019, no donation button outside of scholarships

Learning: Local foundations see us as an advocacy organization; and not direct service, which they prefer to fund.

- Seeking fundable programs that match student needs/request

    - e.g., the Student Leadership Program

Development Evolution

2020 Direct Solicitation of Individuals for Programming Starts

- Advocacy Conferences
- Advocacy/Lobby Day
- Annual D.C. Trip

Learning: We need donor education around fee levels, program growth, and current needs.

D.C. Lobby Trip, 2022

Pandemic Roadblock

2020 – Pandemic Challenges

- Decreased student enrollment

- Additional technology costs for hybrid options

- Increased inflation costs

PPP Loans to maintain core work

- $103,000 (FY21)

- $120,000 (FY22)

St. Cloud State University Campus Visit, 2022

Cost Savings

- Shift from an office to a co-working space with utilities included

- Shifted to more online than in-person meetings and trainings

- Re-negotiation of contracts

D.C. Lobby Trip, 2022

2021-2026 Strategic Plan:
Back to Our Roots

our vision

Our vision is to create the model of inclusive higher education policies and leadership. Our goal is to ensure higher education is rooted in student voices and student needs. Student leaders at all decision-making tables strengthen student advocacy, which creates a more robust higher education system and community.

our values

Student voice
Thought leaders
United leadership
Diversity
Equity and inclusion
Next level thinking
Tangible advocacy
Student leadership

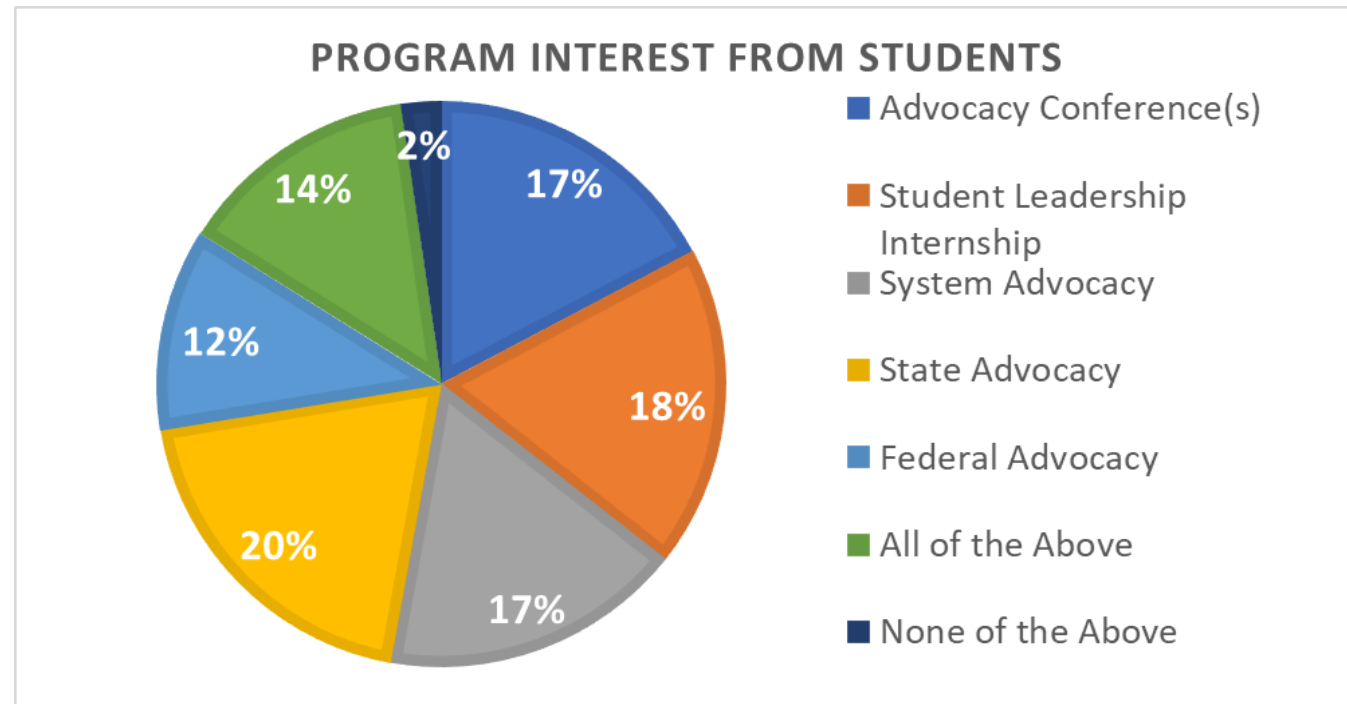*students*

Strategic Plan

- Three Main Policy Areas of Focus:

  - Higher Education Affordability

  - Higher Education Access

  - Justice, Equity, Diversity, & Inclusion (JEDI)

- Guiding Principles:

  - Student Voice (consultation)

  - Student Leadership (advocacy)

  - Student Development (career readiness and holistic development)

- Themes:

  - Black Lives Matter

  - COVID Pandemic Impact and Response

- Shared Learning Across the Organization:

  - Anti-Racism

  - Nonprofit Leadership

  - JEDI

  - Financial Literacy

  - Principles of Advocacy

Student Budget Survey

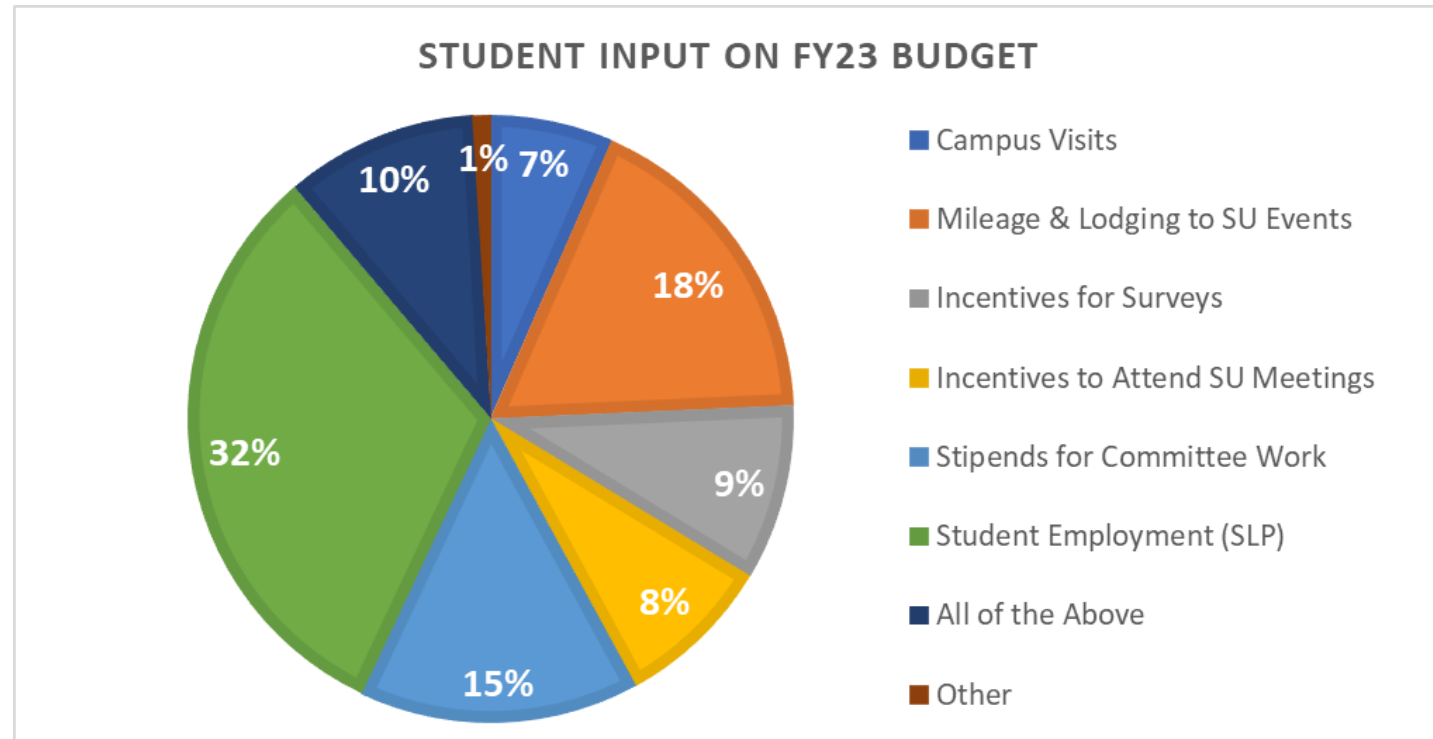We received survey results from 46 of our engaged students.

Survey results show that students have the most interest in the Student Leadership Program and state advocacy.

PROGRAM INTEREST FROM STUDENTS

- Advocacy Conference(s) — 17%
- Student Leadership Internship — 18%
- System Advocacy — 17%
- State Advocacy — 20%
- Federal Advocacy — 12%
- All of the Above — 14%
- None of the Above — 2%

Student Budget Survey

Students overwhelmingly prioritized student employment (the Student Leadership Program) during FY23 budget recommendations.

STUDENT INPUT ON FY23 BUDGET

- Campus Visits — 7%
- Mileage & Lodging to SU Events — 18%
- Incentives for Surveys — 9%
- Incentives to Attend SU Meetings — 8%
- Stipends for Committee Work — 15%
- Student Employment (SLP) — 32%
- All of the Above — 10%
- Other — 1%

Student Budget Survey

Student survey results show that our students want us to prioritize the Student Leadership Program and student advocacy.

The table to the right shows that we have prioritized those initiatives in our FY23 budget.
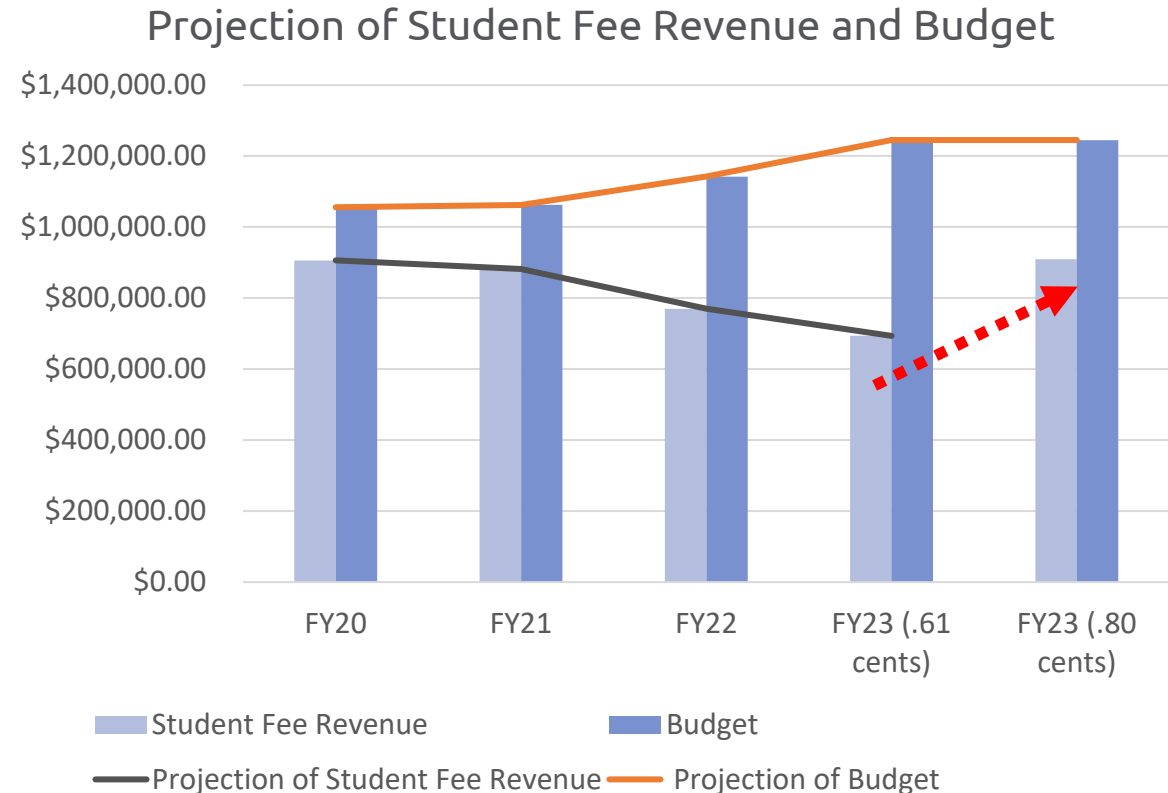
FY23 Program-Based Budget

Programs	Budgeted FY23	Percent
Student Advocacy	$391,815.00	32%
Student Leadership Program	$424,330.00	34%
Student Organizing	$119,731.00	10%
Operations	$183,728.00	14%
Fundraising	$100,327.00	8%
Special Budget Item (55th Anniversary)	$25,000.00	2%
Total	$1,244,931.00	100%

Student Fee and Budget Projection

Despite the 2018 fee increase, our fee revenue has decreased over recent years.

This current fee proposal would bring us just over our total FY20 student fee revenue.

Projection of Student Fee Revenue and Budget

Legend: Student Fee Revenue, Budget, Projection of Student Fee Revenue, Projection of Budget

Y-axis values: $1,400,000.00, $1,200,000.00, $1,000,000.00, $800,000.00, $600,000.00, $400,000.00, $200,000.00, $0.00

X-axis labels: FY20, FY21, FY22, FY23 (.61 cents), FY23 (.80 cents)

What was our conclusion?

After the budget analysis was conducted, potential solutions were discussed and there were two clear choices.

1. A fee increase to maintain current programs

2. Cut programs that students want

Advocacy Conference Student Town Hall, 2022

What was our process?

Board Conversations

- November 2021
  - Finance Committee
  - Board discussed potential increase amount

- January 2022
  - Board had further conversations about increase amount
  - .19 cent increase is unofficially recommended

- March 2022
  - First reading of the budget

- April 2022
  - Board approves budget with .19 cent increase **unanimously**

D.C. Lobby Trip, 2022

Board Finance Trainings

- Annual financial training during board orientation

- Money moments during each board meeting

  - Review Financial Statements

  - Development

  - Revenue

  - Budgets

  - Financial Analysis

  - Money and Power

  - CliftonLarsonAllen Audit Review

Winona State University Campus Visit, 2022

What was our process?

Campus Senates

- **Fall 2021**

  - Met with senates to discuss SU programs and engagement opportunities

- **Spring 2022**

  - February

    - Reviewed programming with student senates

    - Received budget feedback

  - April 2022

    - Consulted with student senates on the approved budget and fee increase

D.C. Lobby Trip, 2022

Total Change from FY22 to FY23

What does this increase look like for students?

- The current rate is **$9.15** for 15 credits

- The FY23 approved budget (with the fee increase) is **$12** for 15 credits

This would be an increase of $**2.85** per semester or **$5.70** increase per academic year for a full-time student.

D.C. Lobby Trip, 2022

What happens if the fee isn't approved?

We won't be able to…

- Maintain programs

- Re-hire a full-time Equity and Inclusion staff member

- Continue to grow the Student Leadership Program

Higher Education Rally at the Capitol, 2022

Summary

- Challenges
  - Enrollment is *decreasing,* and with inflation, expenses are *increasing*

- Student Responses & Support
  - Student feedback overwhelmingly support student leadership and advocacy programs
  - Unanimous consent from all seven campus student association presidents
  - Alumni support: officers from our last three board of directors

- Conclusion
  - The fee increase would directly support and maintain increased student engagement, hiring staff to support Equity 2030, and the growth of the Student Leadership Program.

Questions?

Thank you for your time.

May 17, 2022

Finance Committee

FY2023 Annual Operating Budget

First Reading

FY2023 Operating Budget – First Reading

2022 Legislative update

Strategic priorities and budgetary pressures

Enrollment update

Federal funds update

Revenue fund update

Tuition and fee changes FY2014-FY2022

Student consultation process

System Biennial Results & Supplemental Request Status

$ in millions

Item	Original Biennial Request	Enacted Budget	Difference from Original Request	2023 System Request	2023 House Position	2023 Senate Position
Campus Support (ongoing)	$ 75.00	$ 45.00	$ (30.00)	$ 30.00	$ 6.00	$ -
Campus Support (one-time)	$ -	$ -	$ -	$ -	$ 14.38	$ 0.65
Student Scholarships	$ 23.00	$ -	$ (23.00)	$ -	$ -	$ -
Tuition Freeze	$ -	$ -	$ -	$ 25.00	$ -	$ -
Mental Health & Basic Needs (ongoing)	$ 15.00	$ -	$ (15.00)	$ 3.00	$ 3.00	$ -
Mental Health & Basic Needs (one-time)	$ -	$ 2.50	$ 2.50	$ -	$ -	$ -
Workforce/CTE Progams	$ 6.00	$ -	$ (6.00)	$ 2.00	$ -	$ -
Career Tech Ed Pilot	$ -	$ -	$ -	$ -	$ 1.00	$ -
Workforce Scholarships (ongoing)	$ -	$ 1.00	$ 1.00	$ -	$ -	$ 5.00
Workforce Scholarships (one-time)	$ -	$ -	$ -	$ -	$ -	$ 5.00
Open Text Resources	$ 1.00	$ 0.50	$ (0.50)	$ -	$ -	$ -
Non-metro Colleges	$ -	$ 5.40	$ 5.40	$ -	$ -	$ -
Central Office	$ -	$ 2.02	$ 2.02	$ -	$ -	$ -
Total	$ 120.00	$ 56.42	$ (63.58)	$ 60.00	$ 24.38	$ 10.65

Pending State Legislative Budgetary Items

- House bill includes $32 million beginning in FY2024 for Tuition Free College Grant program
    - Grant dollars awarded to students attending a state college to pay their remaining financial need after Pell Grant and State Grants are applied.
    - 100% if a student reports a family adjusted gross income less than $75,000 with a schedule ending with 50% at a adjusted gross income level of $125,000

- House bill includes increased investments to the State Grant program in FY2024 of $9.3 million

- House bill would also decrease student responsibility from 50 to 48 percent

MINNESOTA STATE

4

Minnesota State Strategic Objectives and Focus Areas

- Strategic Objectives
  - Equity 2030
  - Transformational Change
  - Financial Sustainability

- Focus Areas
  - Student Success and Equity
  - Workforce and Economic Development
  - Technology Solutions
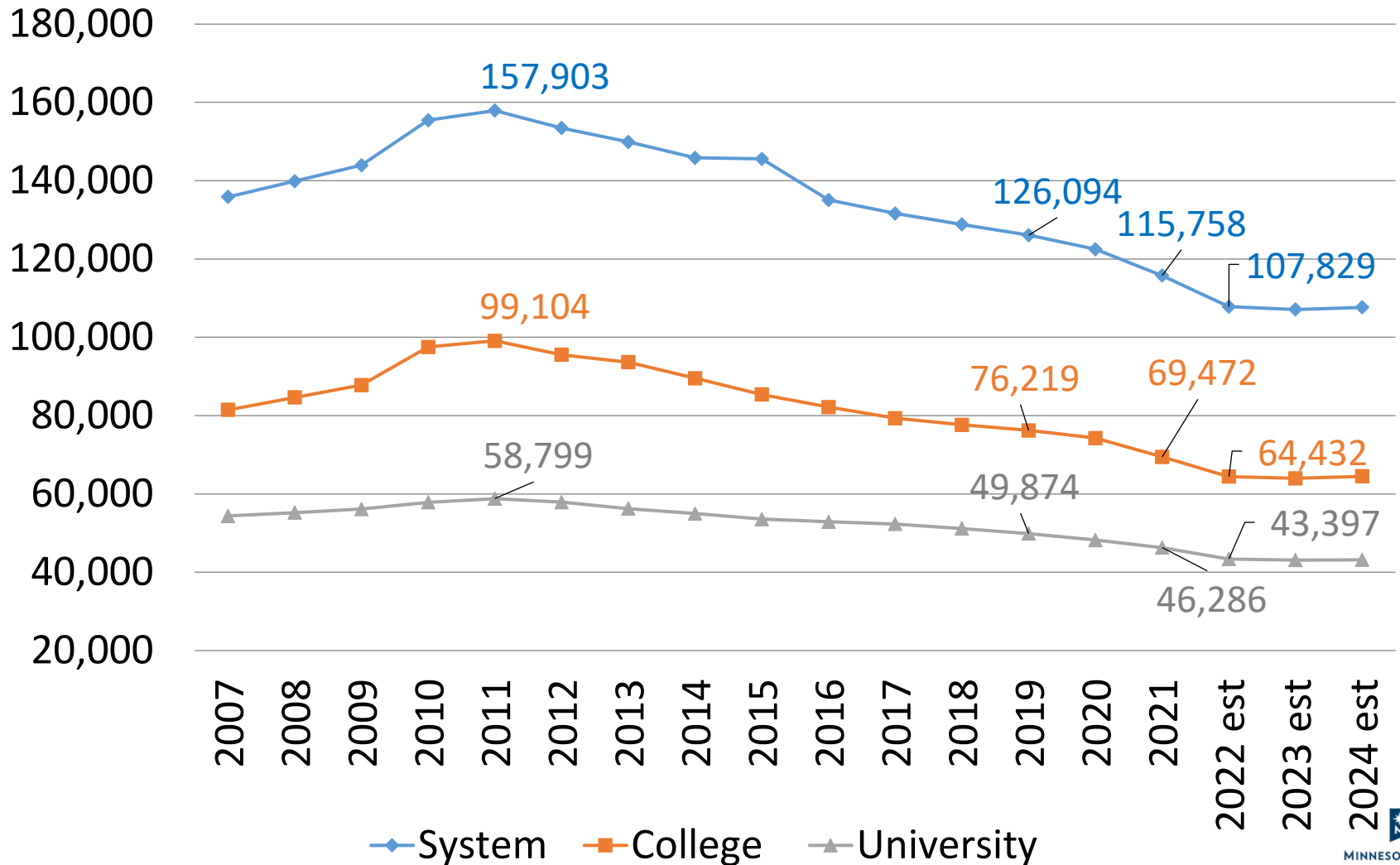 - Data Democratization
  - Organizational Effectiveness
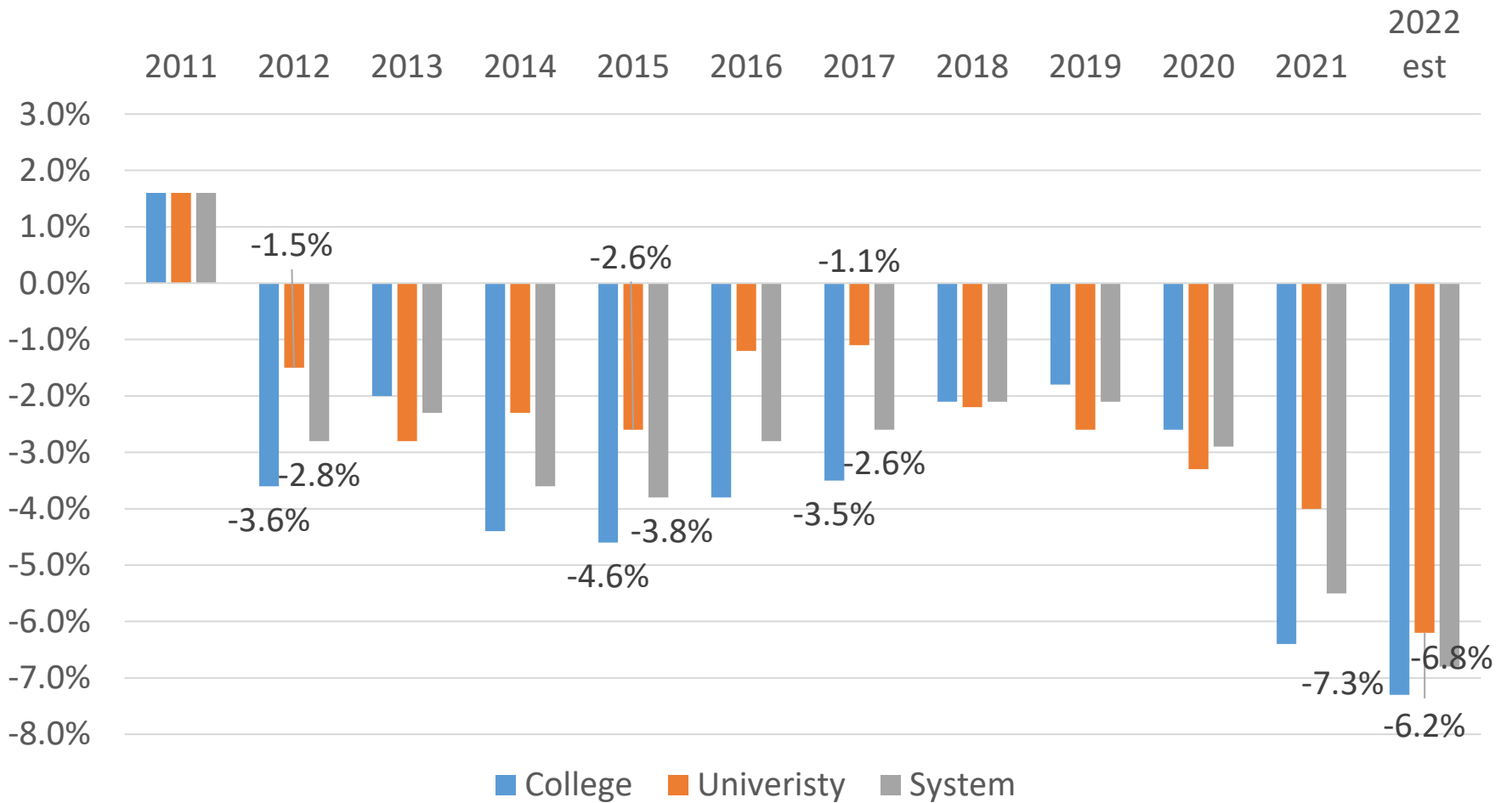
College and University Budgetary Pressures

- Continued enrollment challenges

- State appropriation support increasing less than the rate of inflation creating more reliance on tuition revenue which is decreasing due to enrollment loss

- Revenues auxiliary areas—room & board, events, parking, etc. continue to recover but some are now impacted by inflationary pressures

- Decreased flexibility in utilizing reallocations to invest in priority areas and cover annual cost increases

- Eliminating reliance on HEERF funding

Historical and Projected Enrollment for the System
(March 2022 update)

Legend: System, College, University

Data labels: 157,903 · 126,094 · 115,758 · 107,829 · 99,104 · 76,219 · 69,472 · 64,432 · 58,799 · 49,874 · 46,286 · 43,397
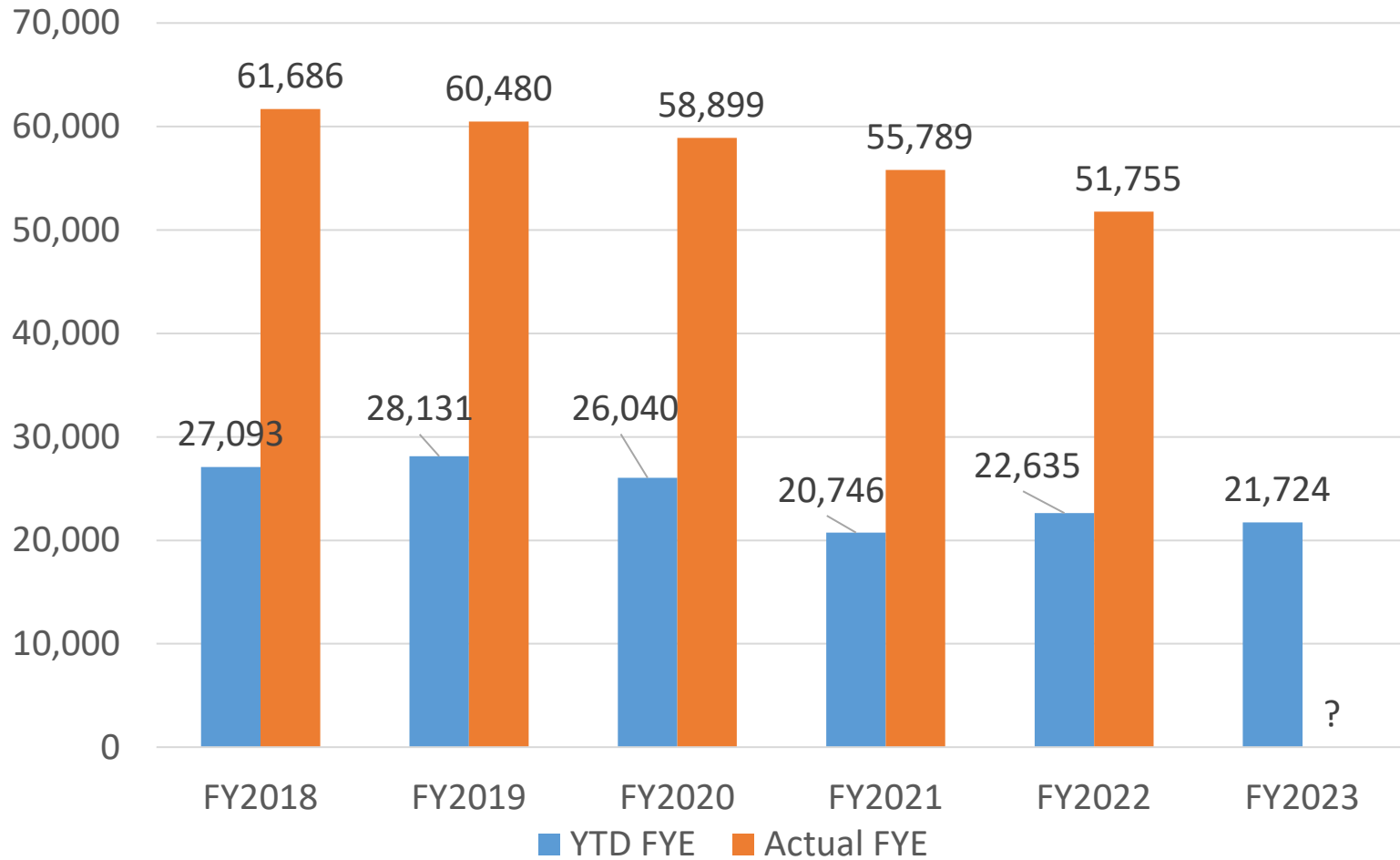
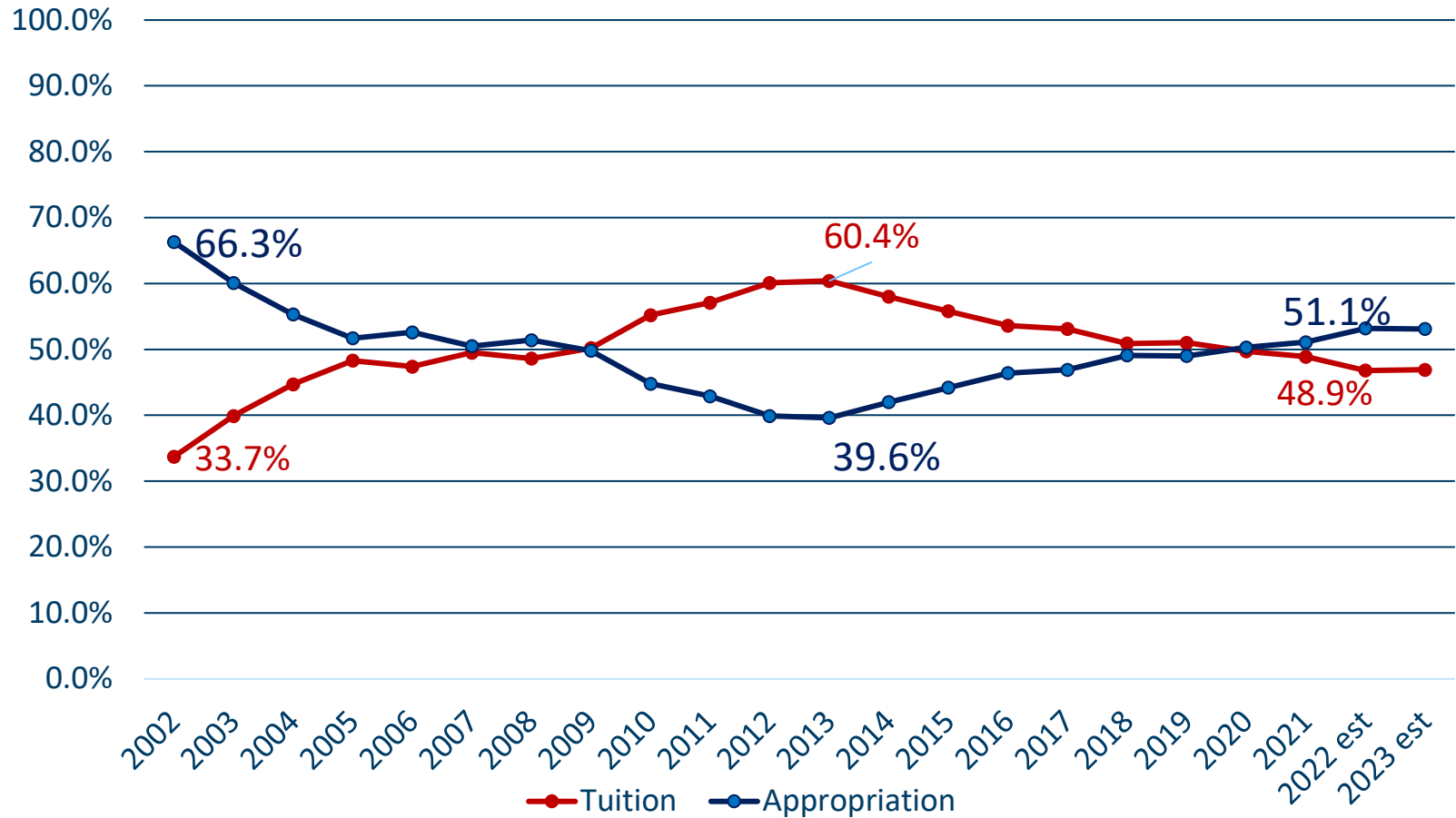Enrollment Percent Change since FY2010 Over Prior Year

Enrollment Actual Fall Term and Year-to-Date

FY2023 as of May 9, 2022 (FY2018-2022 YTD measured 2nd Monday of May in prior years)

# Historical Relationship State Appropriation and Tuition

Federal Emergency Relief

	CARES HEERF I	CRRSAA HEERF II	ARP HEERF III	HEERF Total
Student minimum	$46.7M	$46.7M	$167M	$260.4M
Institution maximum	$46.7M	$140.2M	$160M	$346.9M
Total to Institutions	**$93.4M**	**$186.9M**	**$327M**	**$607.3M**
Primary years	2020, 2021	2021, 2022	2022, 2023	

Combined HEERF Use (actual & planned as of March 2022) – FY2020 through FY2023 $607.3 million

($ in millions)

- Student grants
- Additional student grants
- Refunds to students
- Technology/Student/Instructional support
- Campus Safety
- Lost Revenue
- Other

$12.88 , 2%
$152.71 , 25%
$258.88 , 42%
$63.82 , 10%
$70.19 , 11%
$21.43 , 4%
$35.39 , 6%
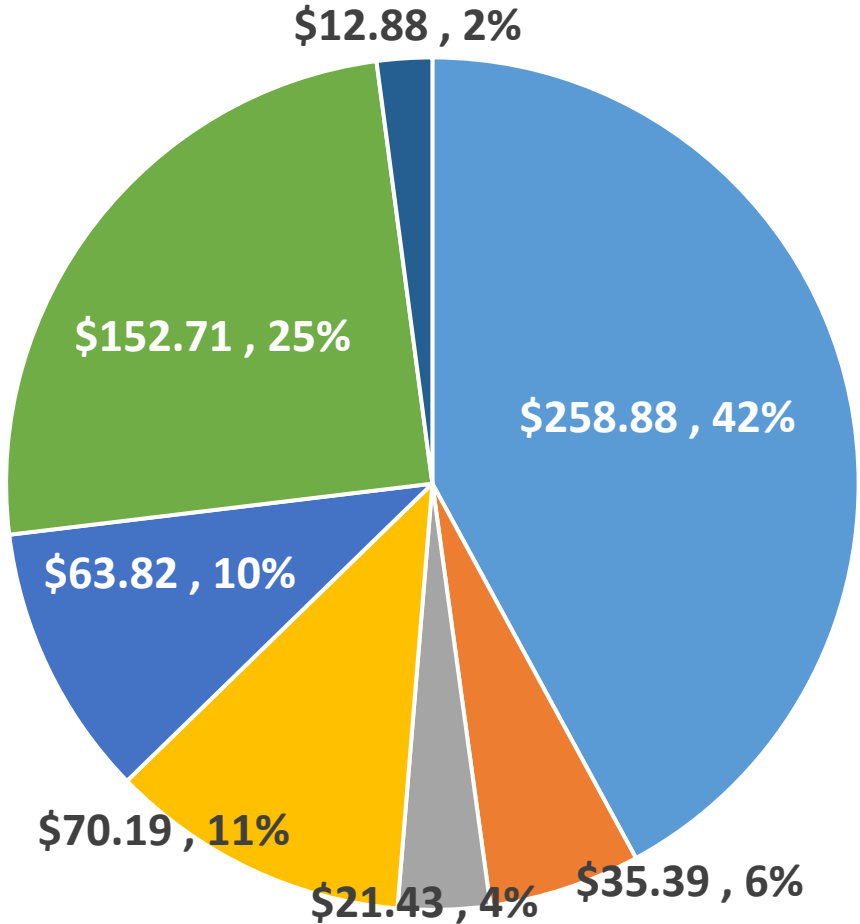
Total HEERF Spending – FY2020 through FY2021

($ in millions)

Legend:
- ■ Student grants
- ■ Additional student grants
- ■ Refunds to students
- ■ Technology/Student/ Instructional support
- ■ Campus Safety
- ■ Lost Revenue
- ■ Other

Pie chart values:
- $3.9 , 2%
- $92.1 , 43%
- $11.5 , 5%
- $18.1 , 8%
- $21.6 , 10%
- $11.3 , 5%
- $57.6 , 27%
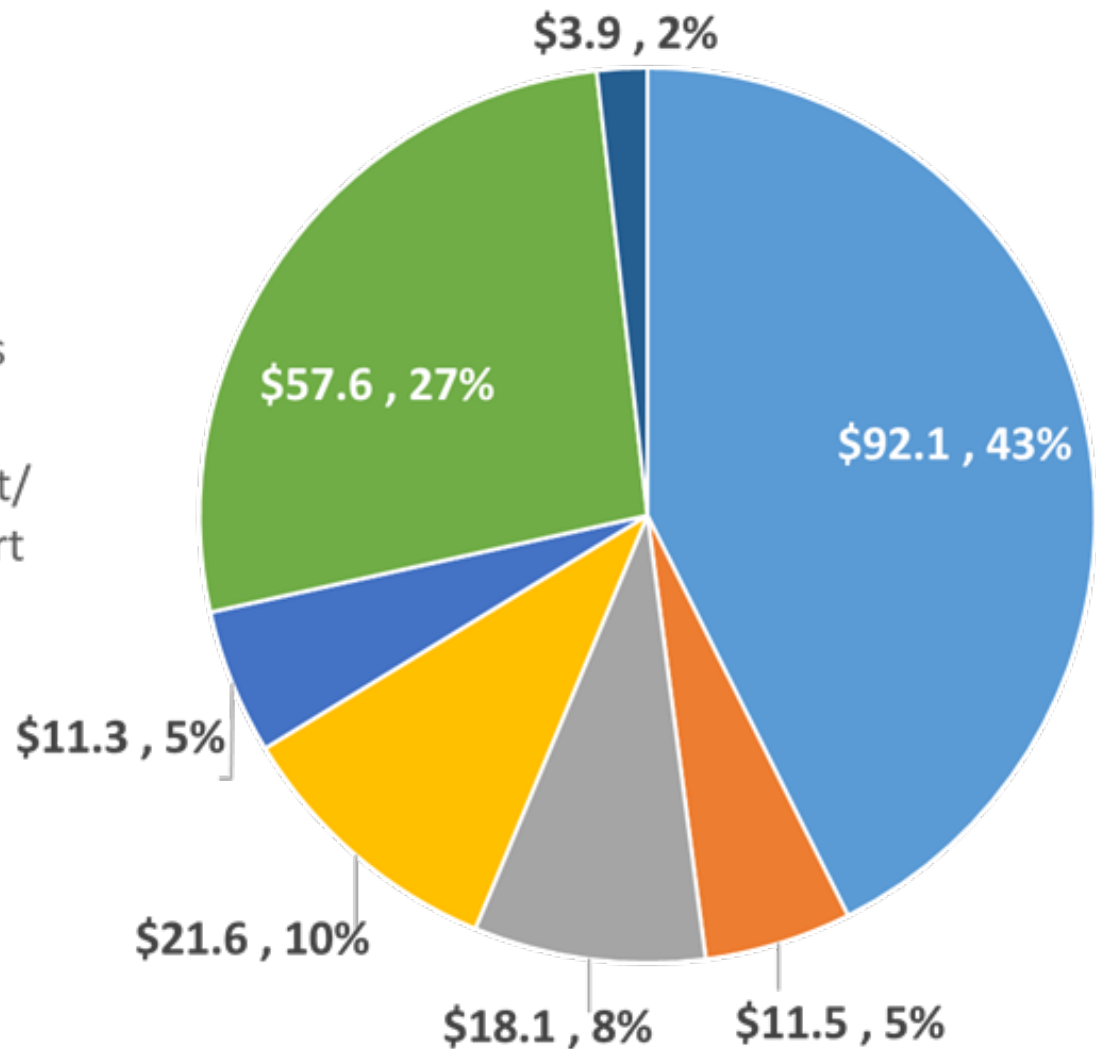
History of tuition rate changes since FY2014

Fiscal Year	Colleges	Universities	State Funding in-lieu of Tuition
2014	Frozen	Frozen	Yes, fully funded
2015	Frozen	Frozen	Yes, fully funded
2016	Frozen	Increased overall average of 3.4%	Colleges fully funded
2017	Reduced by 1%	Frozen	None
2018	Increased overall average by 1%	Increased overall average of 3.9%	Colleges fully funded
2019	Frozen	Frozen	None
2020	Increased by 3%	Increased by 3%	None
2021	Increased by 3%*	Increased by 3%*	None
2022	Increased overall by 3.3%	Increased by 3.5%**	None
2023	Up to 3.5%	Up to 3.5%	None

*Fall 2020 tuition frozen by Board   **Not including online reset at four universities*

Revenue Fund - Residential Life

Revenues – Residential life accounts for ¾ of all revenue in the Revenue Fund

- Room

- Board (meal plan)

- Rent

- Other Revenue

Expenses – Many are fixed costs

- Personnel

- Dining Services

- Utilities

- Materials, Supplies, & Equipment

- Debt Service

- Deferred Maintenance

Tuition and Fees Projected FY2023 Rates

- Almost all colleges and universities will be coming forward with a 3.5% tuition increase

  - Approximately $185 college average annual increase
  - Approximately $289 university average annual increase

- Almost all colleges and universities non-Revenue fund fee rates will not exceed 3% overall

Revenue Fund Projected FY2023 Rates

- Projecting modest increases for student union (less than 1%) and parking program fees (about 2.6%)

    - Approximately $2.37 average increase to student union fees
    - Approximately $3.00 average increase to parking fees

- Room and board (meal plan)fees, on average, increasing 3.7% driven by 5.5% increases in board (meal plan) rates (1 college/6 universities)

    - Approximately $344 average increase to room and board rates

Student Consultation Update

- Board Policy 2.3 – Student Involvement in Decision-Making: Students must be provided the opportunity for representation on system, college, and university committees involving or affecting student interests and have the opportunity to review or be consulted on issues that have significant impact on students.

- Winona State University and Pine Technical and Community College processes

- Student consultation has been ongoing and letters will be included in the June Board packet

June Board Materials

The June committee report will include the following information:

- Enterprise-level all funds and general fund operating budgets

- Tuition and fee tables

- College and university FY2023 operating budgets

- Revenue fund financing information and proposed charges

- Enrollment projections

- Estimated Pell and State grant impacts on tuition

- Budget reserves by college and university

- Health service fee budgets

- Student consultation letters

MINNESOTA STATE

May 18, 2022

Office of Internal Auditing

Joint Audit and Workforce and Organizational Effectiveness Committee

HR Shared Services Update

MINNESOTA STATE

Agenda

- HR Shared Services Timeline and Update

- Internal Audit Update

  – Scope

  – Management Action Plan Assessment and Next Steps

  – Customer Satisfaction Survey

  – HR Shared Service Stabilization and Benefits Realized

- Vice Chancellor Davis Update

  – Progress and Activities Completed

  – Managing and Monitoring Risk On-Going

- HR Shared Services Manager

- Campus Perspective

Minnesota State

HR Shared Services Timeline

	2017	2018	2019	2020	2021	
2017						**2021**

Project Phase 1: Transition of faculty transactions
7/1/2017 - 6/30/2018

Project Phase 2: Transition of classified employee transactions
7/1/2018 - 6/30/2019

Project Phase 3: Transition of payroll transactions & reconciliation
7/1/2019 - 12/31/2019

Realignment of service center structure
9/1/2019 - 1/31/2020

Implementation of optional hybrid model
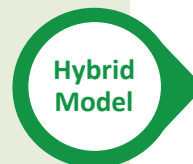1/1/2021 - 12/31/2021

3

HR Shared Services Update

- The optional hybrid model to resume responsibility for processing teaching faculty transactions is being adopted by five institutions
    - Lake Superior College and Mankato State University implemented the hybrid model in January/February 2022
    - Bemidji State University, Northwest Technical College and Rochester Community and Technical College plan to implement the hybrid model before July 2022
    - The remaining colleges and universities opted to keep all transactions at the shared service center
- Established a formal and regular structure to assess risk and ensure workplan for stabilization is executed

Elections are suspended until July 2024 to facilitate NextGen implementation in a stable environment

MINNESOTA STATE

Internal Audit

Minnesota State

Internal Audit and HR Shared Services Timeline

	What	When	Key Results and Risk Areas Identified
Phase 1	• Transition of faculty transactions	• Transition began January 2017 • IA engaged January 2018	• Project engagement across MN State • Project mid-phase reset • Technology enhancements (FWM) • Process standardization • Project staffing and investment • Transition efforts
Phases 2 and 3	• Transition of classified employee transactions (Phase 2) • Transition of payroll transactions and reconciliation (Phase 3)	• Phase 2 transition began July 2018 • IA engaged November 2018 • Phase 3 transition began July 2019	• Service center performance • Process standardization • Consistent communication • Full stabilization
Realigned Stabilization	• Stabilization of realigned service center structure • Performance of shared service	• Realignment occurred January 2020 • IA engaged May 2020	• Governance structure • Service center operations and process standardization • Accountability frameworks and approaches
Hybrid Model	• Evaluation, implementation and stabilization of an optional hybrid model • Performance of shared service	• Model was evaluated in 2021 • IA reported in May 2021 • Select institutions resumed processing teaching faculty transactions starting January 2022	• Issue prioritization • Monitoring and internal controls • Accountabilities • Training and onboarding • Standard process repository

MINNESOTA STATE

Internal Audit Review Scope

- Review management's action plans and assess whether they address the observations noted in the November 2020 internal audit report and the May 2021 review

- Attend the monthly HR Shared Services Advisory meetings

- Attend a project status meeting with the Vice Chancellor for Human Resources and the Associate Vice Chancellor for Human Resources to understand activities completed to date and next steps

MINNESOTA STATE

Priority Focus Areas from May 2021 Review

✓ Approach for prioritizing issues and challenges

✓ Standard process repository

✓ Training and onboarding program for campus stakeholders

✓ Internal control assessment

✓ New ticketing system

✓ Formal system leadership accountability plan

MINNESOTA STATE

Management Action Plan Assessment

Recommendation Area		May 2021 Assessment	May 2022 Assessment
Risk Areas Impacting Service Center Stabilization	Evolvement of the Governance Structure	Partially Addressed	Addressed
	Process Standardization	Opportunity for Improvement	Addressed
	Employee Onboarding and Reoccurring Training	Partially Addressed	Addressed
	Internal Controls	Opportunity for Improvement	Partially Addressed*
	Business Partnership Approach and Mindset	Addressed	Addressed
	Roles of the Service Center Supervisors and Managers and Opportunity for Strategic HR Initiatives	Addressed	Addressed
	Communication Protocol	Addressed	Addressed
	Ticketing System Gaps	Partially Addressed	Addressed
	Payroll Transition	Addressed	Addressed
	System Leadership Accountability	Opportunity for Improvement	Addressed
	Institution and Service Center Accountability	Partially Addressed	Partially Addressed**
Scorecard Implementation	Key Metrics to Assess Service Center Performance	Addressed *Ideally automated, real time, comprehensive ROI*	
Alternative Shared Service Model Options	Funding Constraints	Addressed	Addressed
	Alternative Model Options	N/A	An optional hybrid model was adopted
	Change Scope of Services Performed		

*Internal controls have been identified for the HR and payroll transactions and processes. Additional review to occur to identify any internal control gaps.
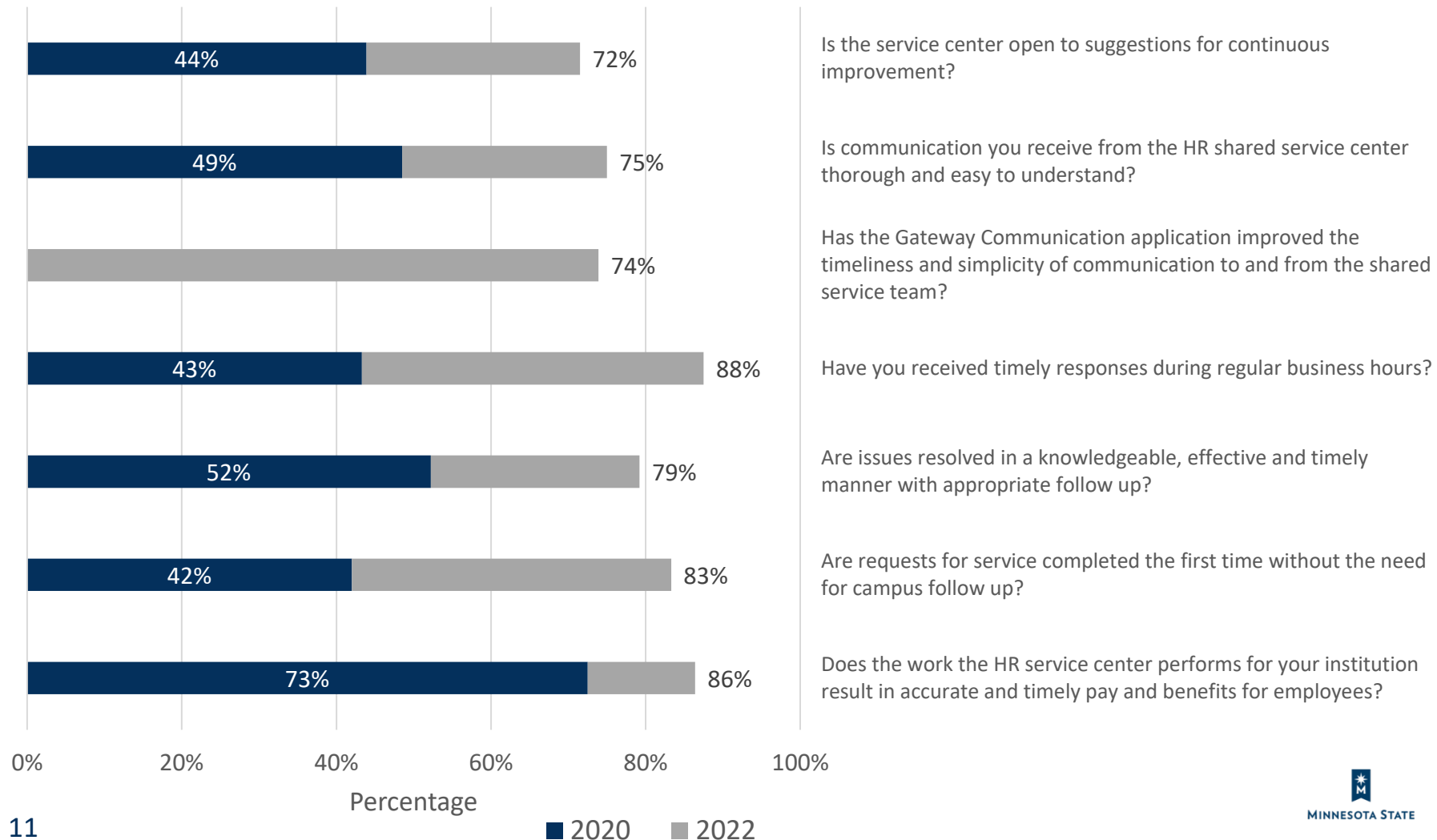
** Recommendation will be addressed with the implementation of NextGen.

9

Overview of Customer Satisfaction Survey Results

- 24 responses from 17 institutions (4 universities and 13 colleges)
- Questions focused on the HR shared service center's:
  - Accuracy and timeliness of transaction processing
  - Timeliness of request completion
  - Issue resolution
  - Response time
  - Communication and the Gateway application
  - Willingness for continuous improvement
- Saw vast improvement from the 2020 customer satisfaction survey in all areas
- An average of **80%** of respondents responded with "Most of the Time" or "Always" regarding their satisfaction with the service center within these areas

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Customer Satisfaction Survey Results

Percentage of Respondents Answering "Always" or "Most of the Time"

44% — 72%	Is the service center open to suggestions for continuous improvement?
49% — 75%	Is communication you receive from the HR shared service center thorough and easy to understand?
74%	Has the Gateway Communication application improved the timeliness and simplicity of communication to and from the shared service team?
43% — 88%	Have you received timely responses during regular business hours?
52% — 79%	Are issues resolved in a knowledgeable, effective and timely manner with appropriate follow up?
42% — 83%	Are requests for service completed the first time without the need for campus follow up?
73% — 86%	Does the work the HR service center performs for your institution result in accurate and timely pay and benefits for employees?

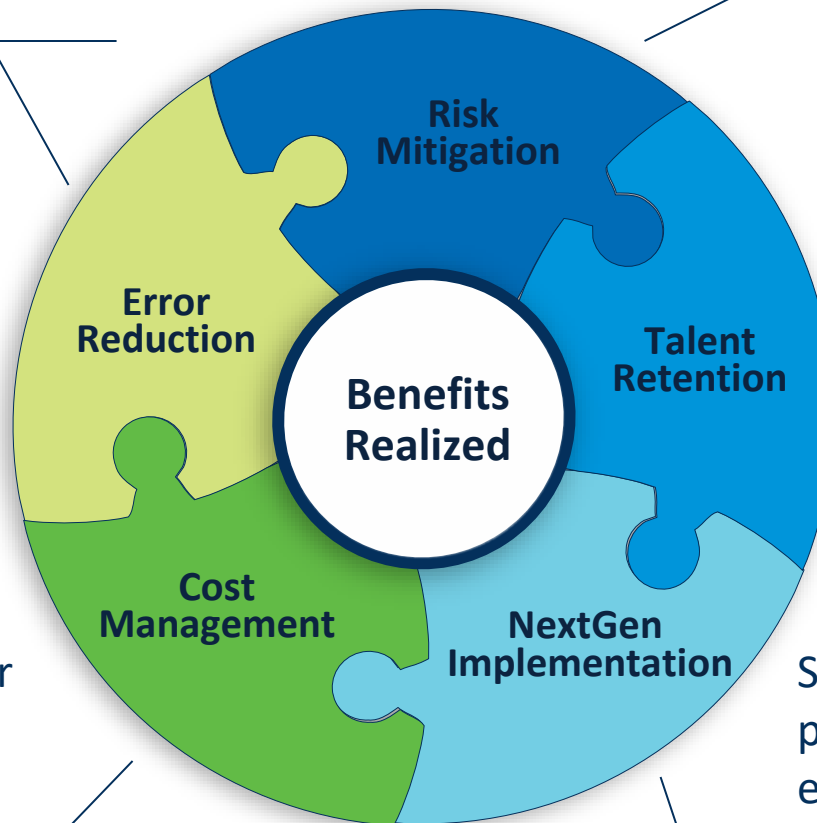Percentage

■ 2020 ■ 2022

11

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Achieving HR Shared Service Stabilization

- A customer satisfaction score of 80% or higher is considered the gold standard for operations

- The average U.S. customer satisfaction score across all industries is 73% as of 2021

- To reach stabilization
  - Address remaining items from internal audit report
  - Continue to maintain or improve operations and customer satisfaction

- To maintain stabilization
  - Ongoing monitoring
  - Continuous improvement

12

American Customer Satisfaction Index (ASCI) https://www.theacsi.org

Benefits Realized

Implementation of large-scale transactional changes (contracts, policy/procedural change)

Reduction of over and under payments

Redundancy and remote work options

Risk Mitigation

Error Reduction

Talent Retention

Benefits Realized

Cost Management

NextGen Implementation

Effectively manage shared service center costs and mitigate potential structural budget imbalance

Shared service standard processes positively position enterprise for NextGen common model

MINNESOTA STATE

Eric Davis

Vice Chancellor for Human Resources

Activities Completed

- ✓ Strengthened the HRSS governance structure to better assess risk, improve operations, strengthen partnerships, and evaluate alternatives for long-term sustainability

- ✓ Developed and implemented the optional hybrid model allowing campuses to resume responsibility for teaching faculty transactions and created a self-assessment monitoring tool to ensure successful transition

- ✓ Established a central location in the HR Connect SharePoint site of all common business practices accessible to all end users to ensure consistency and mitigate risk

- ✓ Developed and implemented a new communication portal to ensure timely responses and enhance service center performance

- ✓ Executed an action plan to address 2020 customer satisfaction survey concerns

Customer Satisfaction Survey Opportunities for Improvement

- Timely response to new tickets; anticipated issues and errors

- Process for comparatively simple fixes – campuses report it can take as much time to enter a ticket as it would take to fix it

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Monitoring and Managing Risk Areas
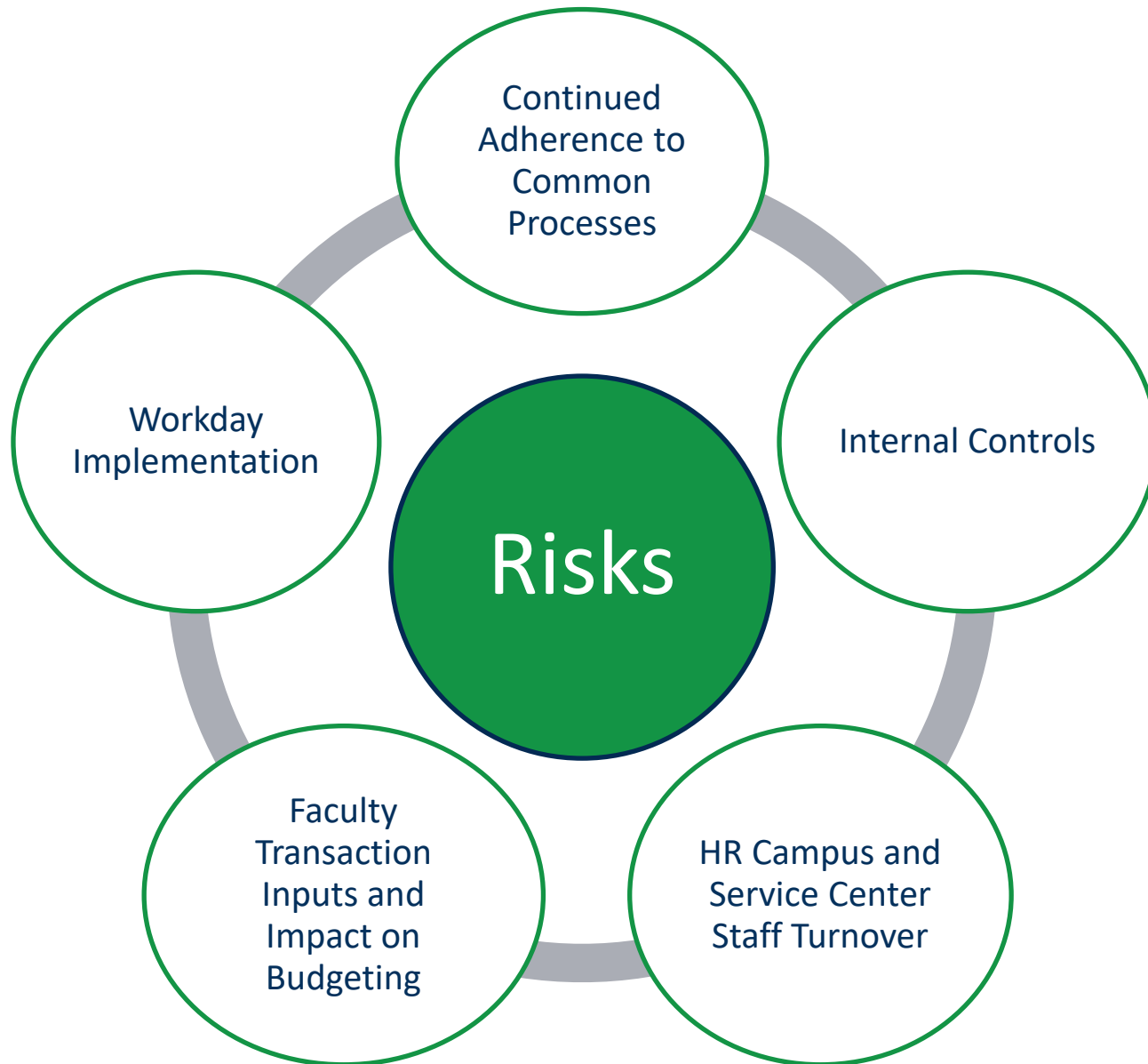
Benefits Realized

- Strengthens internal control environment with standard operating procedures
    - Mitigates risk of disparate practices
    - Apply changes uniformly system-wide (e.g., contract modifications, new technologies or procedures)
- More resilient
    - Shared service is better able to mitigate against unexpected turnover or disruptions
    - Adaptive to emergencies (e.g., COVID)

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Pam Anderson-Popp

Manager, HR Shared Services, HR Transactions

Dr. Annette Parker

President, South Central College

MINNESOTA STATE

Shared Services

Dr. Annette Parker
President of South Central College

Benefits from Shared Services

- Frees up some of our time to provide high touch customer service

- Focuses on process documentation

- Builds a training library for supervisors and employees

- Moves work from transactional to transformational

Staying with Shared Services

- Hiring Savings

- Expertise and Back-up

Experiences with Shared Services

- Relationships
    - Team approach

- Communication
    - 2-way
    - Process improvements

- Reporting
    - Data for Training

Lessons Learned

- Understanding of Process is Still Required

- Feedback is Essential

- Communication is Critical

30 East 7th Street, Suite 350
St. Paul, MN 55101-7804
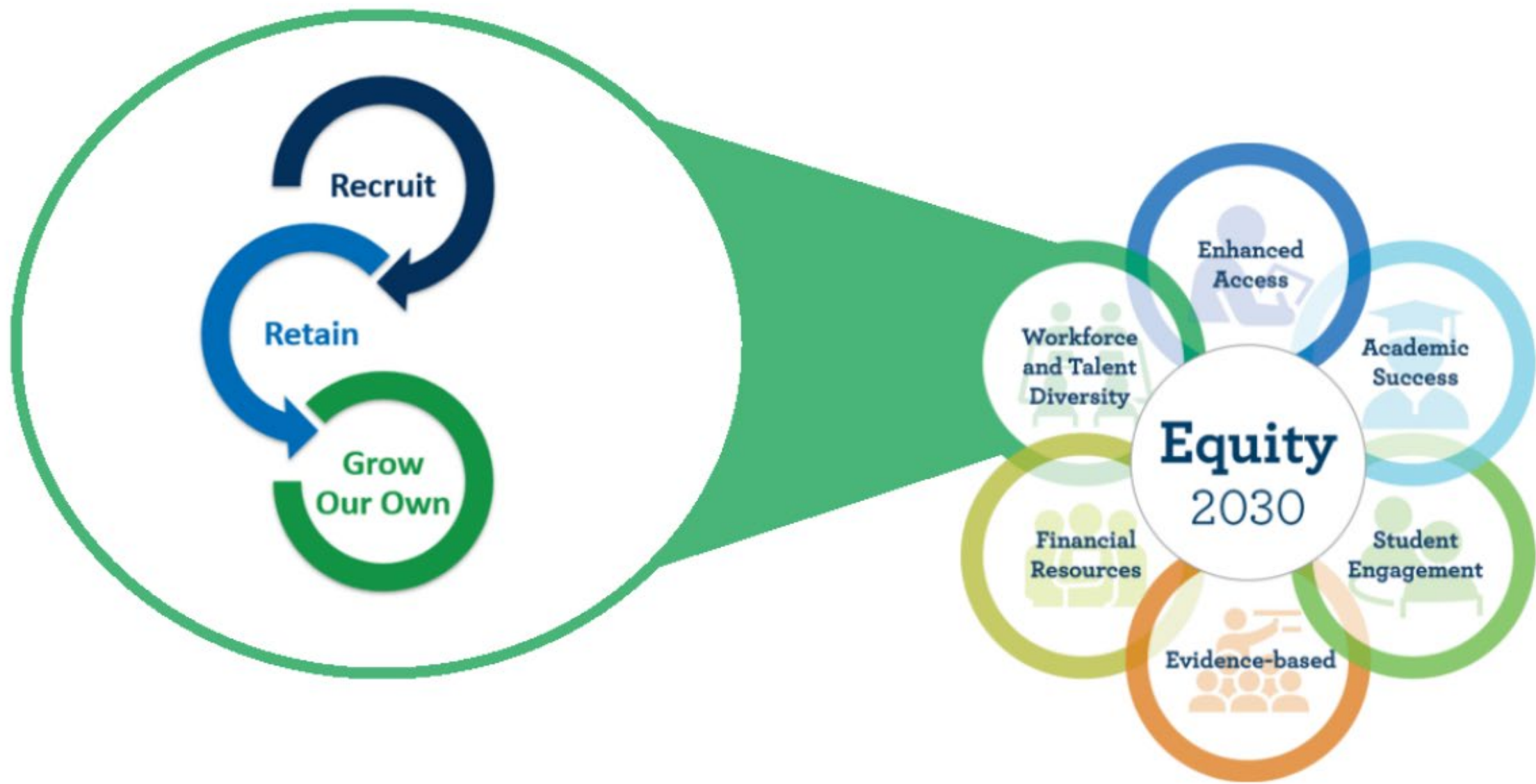
651-201-1800
888-667-2848

www.MinnState.edu

May 18, 2022

Workforce and Organizational Effectiveness Committee

Workforce Trends and Highlights
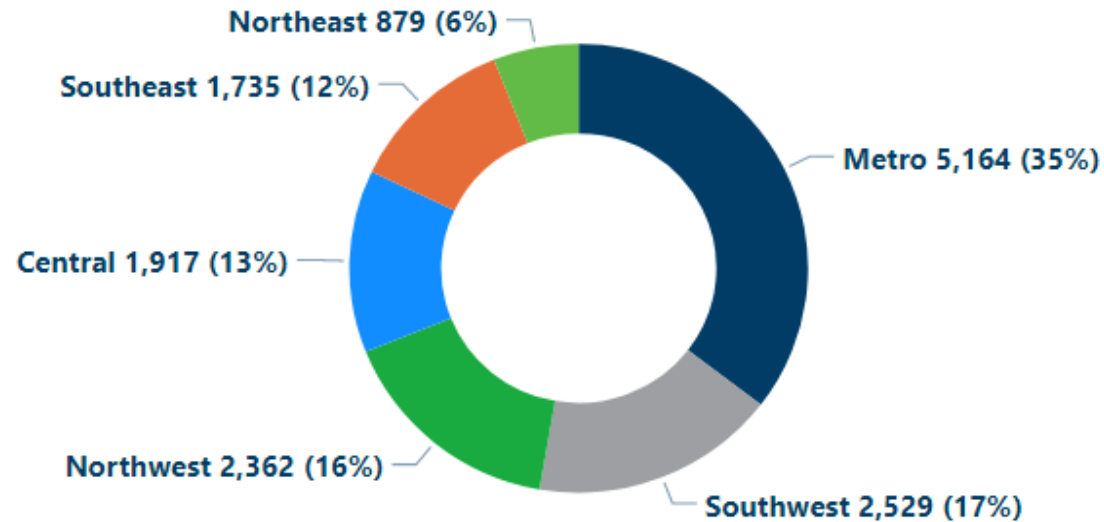
An overview of the Minnesota State Workforce

MINNESOTA STATE

Minnesota State Colleges and Universities HR: Workforce at a Glance - Unduplicated Headcount

Total System Unduplicated Headcount

Unduplicated Headcount by Sector

- System Office 330 (2%)
- Universities 6,291 (43%)
- Colleges 7,965 (55%)
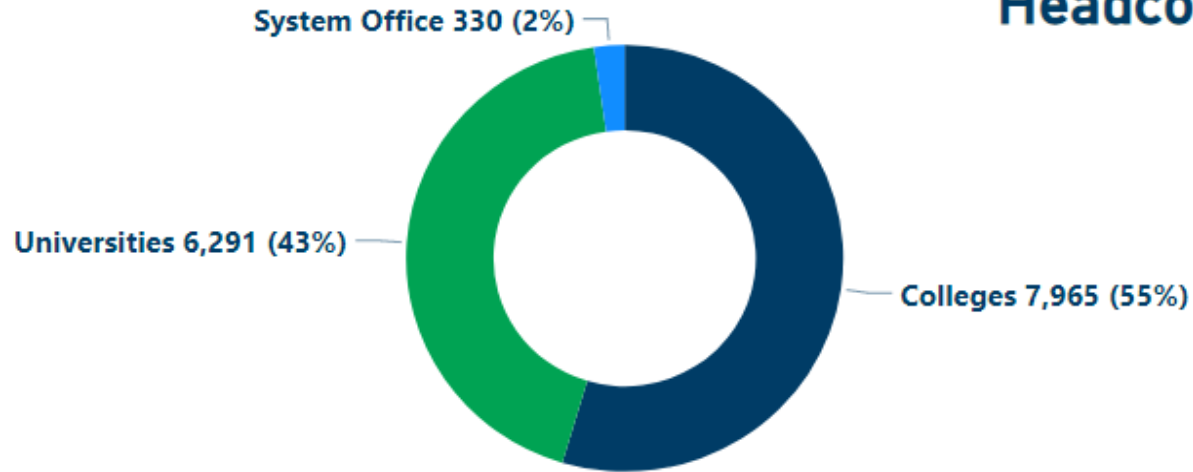
Unduplicated Headcount by Region

- Northeast 879 (6%)
- Southeast 1,735 (12%)
- Central 1,917 (13%)
- Northwest 2,362 (16%)
- Southwest 2,529 (17%)
- Metro 5,164 (35%)

Administrators
515

Managers and Supervisors
540

Instructional Faculty
7,725

Professionals
2,900

Service and Support
2,906

Minnesota State Colleges and Universities HR: Workforce at a Glance - Workforce Diversity by Race/Ethnicity, Gender

Percent Employees of Color and American Indian Employees by Sector and Employee Role

SECTOR	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support	Total
Colleges	20 %	11 %	17 %	21 %	16 %	**14 %**
System Office	14 %		14 %	15 %	24 %	**15 %**
Universities	22 %	18 %	12 %	14 %	8 %	**15 %**
Total	**20 %**	**14 %**	**15 %**	**17 %**	**13 %**	**15 %**

Percent Female Employees by Sector and Employee Role

SECTOR	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support	Total
Colleges	57 %	54 %	53 %	64 %	62 %	**57 %**
System Office	48 %		56 %	53 %	79 %	**55 %**
Universities	49 %	53 %	43 %	59 %	64 %	**56 %**
Total	**53 %**	**54 %**	**50 %**	**61 %**	**63 %**	**57 %**

Percent Asian
5 %

Percent Black
4 %

Percent Hispanic
3 %

Percent Two or More
2 %

Percent American Indian/Alaska Native
1 %

Unduplicated Headcount by Age Group

- 29 and Younger 814 (6%)
- 30 to 39 2,725 (19%)
- 40 to 49 3,827 (26%)
- 50 to 59 4,239 (29%)
- 60 and Over 2,981 (20%)
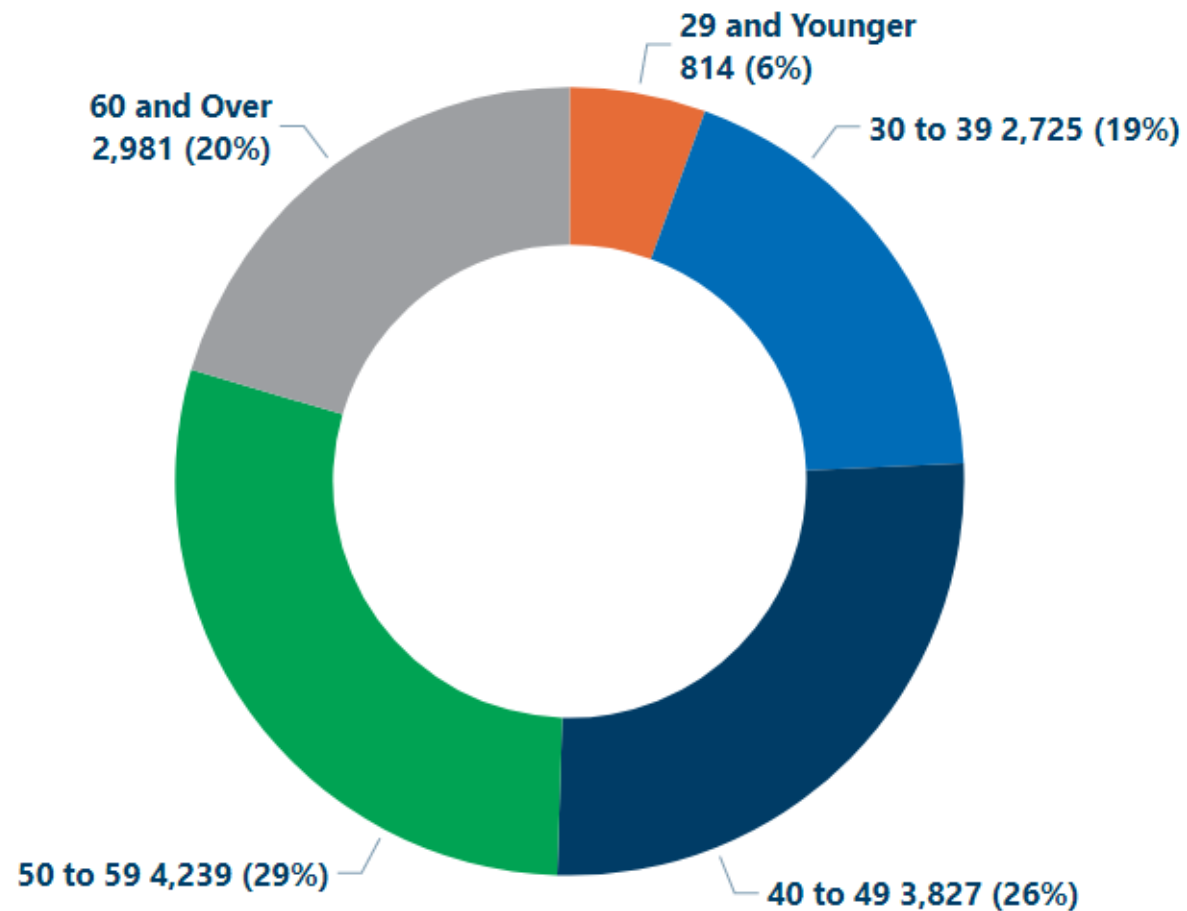
Nearly one in ten unlimited employees are age 65 or over

Median Age Female
49

Median Age Male
51

Median Age Employees of Color and American Indian Employees
46

Median Age White Employees
51

Minnesota State Colleges and Universities HR: Recruit – System Workforce Diversity Trends

Employee Role	2017 Employees of Color and American Indian Employees	2022 Employees of Color and American Indian Employees	PCT Change 2017 to 2022	2017 to 2022 Trend
Administrators	71	101	42 %	
Instructional Faculty	973	1,074	10 %	
Managers & Supervisors	60	83	38 %	
Professionals	425	505	19 %	
Service & Support	380	375	-1 %	

Percent Change Asian
13 %

Percent Change Black
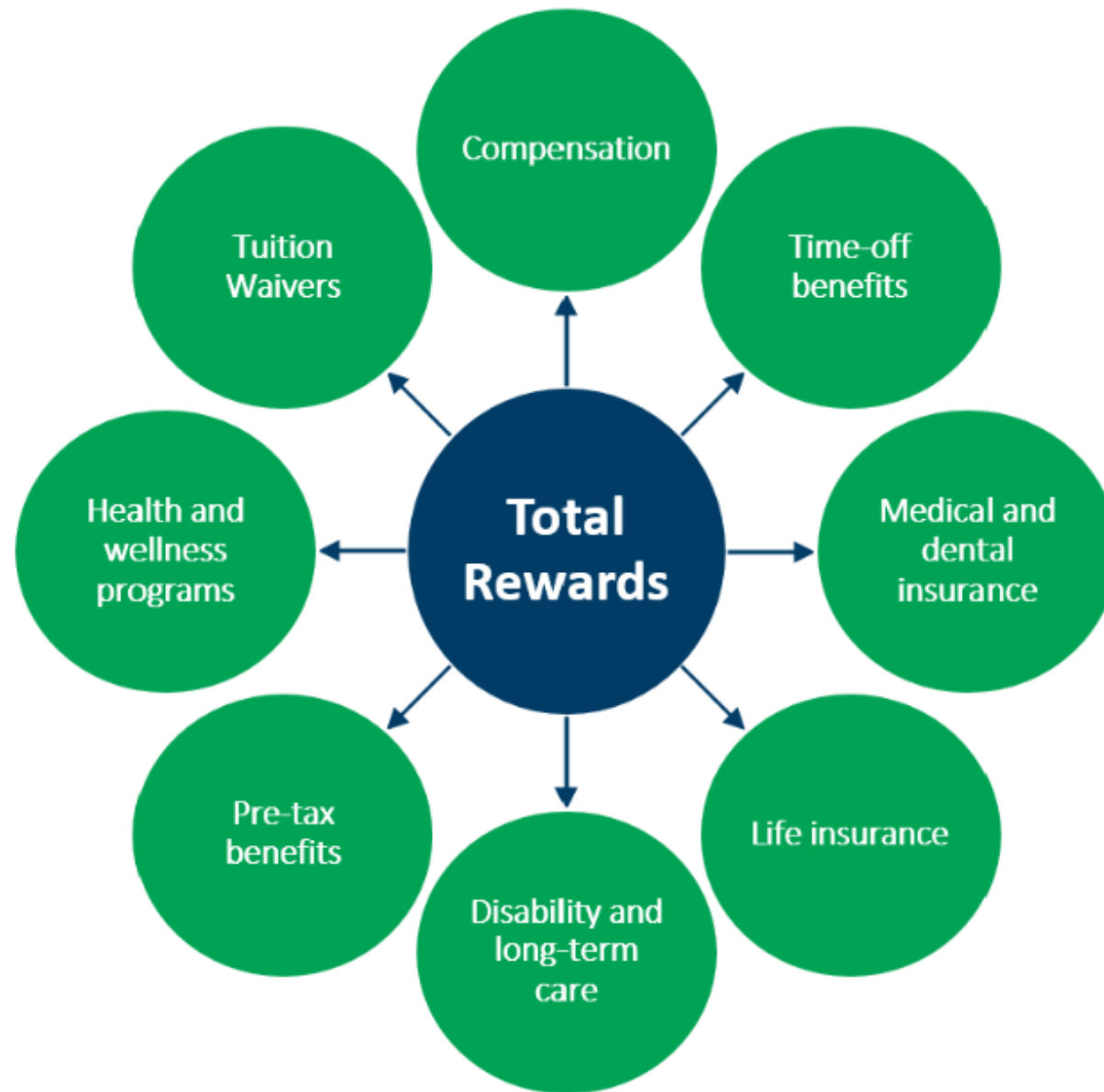**13 %**

Percent Change Hispanic
16 %

Percent Change Two or More
27 %

Percent Change American Indian/Alaska Native
-19 %

Minnesota State Colleges and Universities HR: Recruit - FY 2021 Faculty Salary Comparisons

University Professors

Minnesota State Average Salary — $100,253

IPEDS Public Master's Universities Average Salary — $101,875

University Associate Professors

Minnesota State Average Salary — $84,061

IPEDS Public Master's Universities Average Salary — $83,042

University Assistant Professors

Minnesota State Average Salary — $72,772

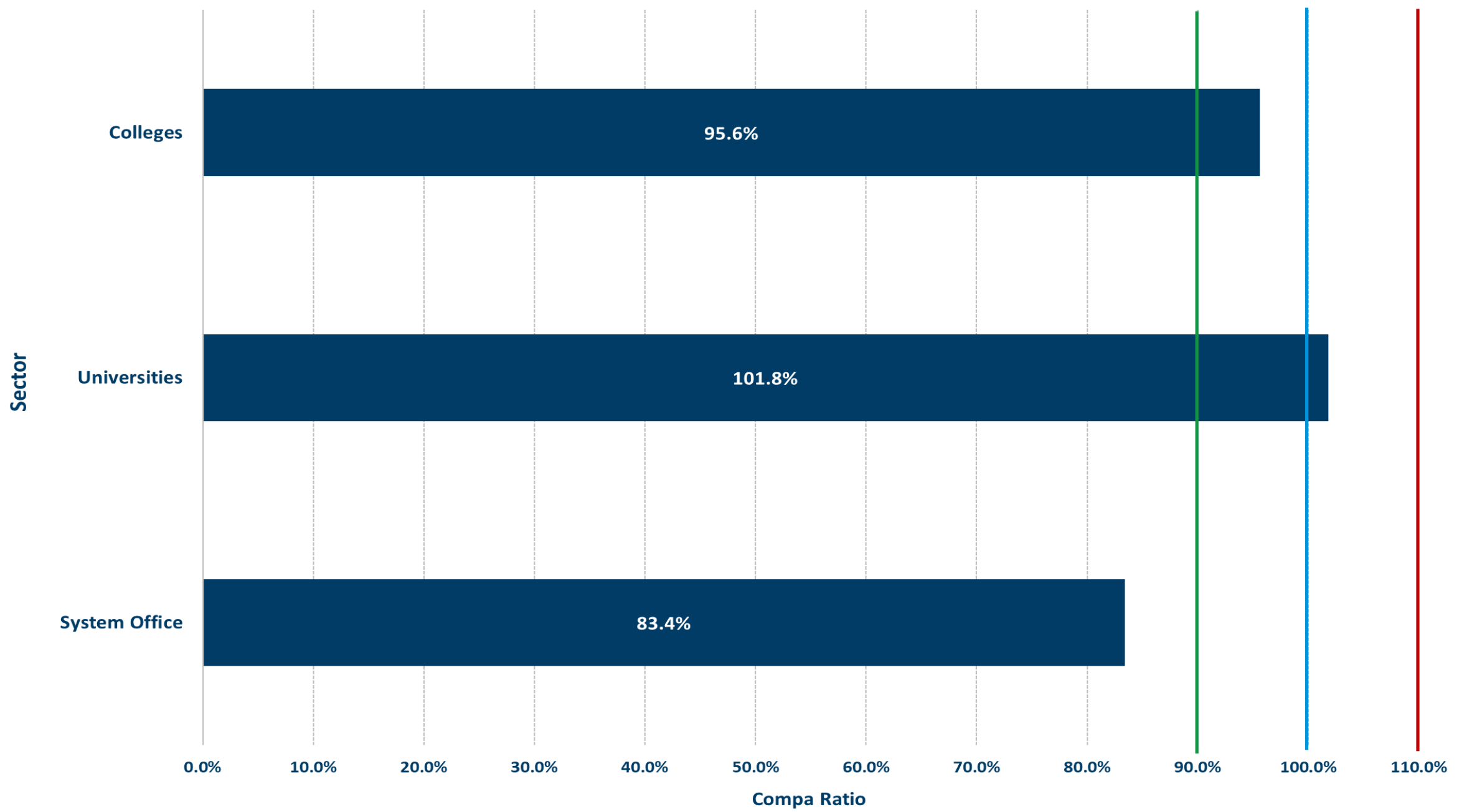IPEDS Public Master's Universities Average Salary — $72,106

College Faculty

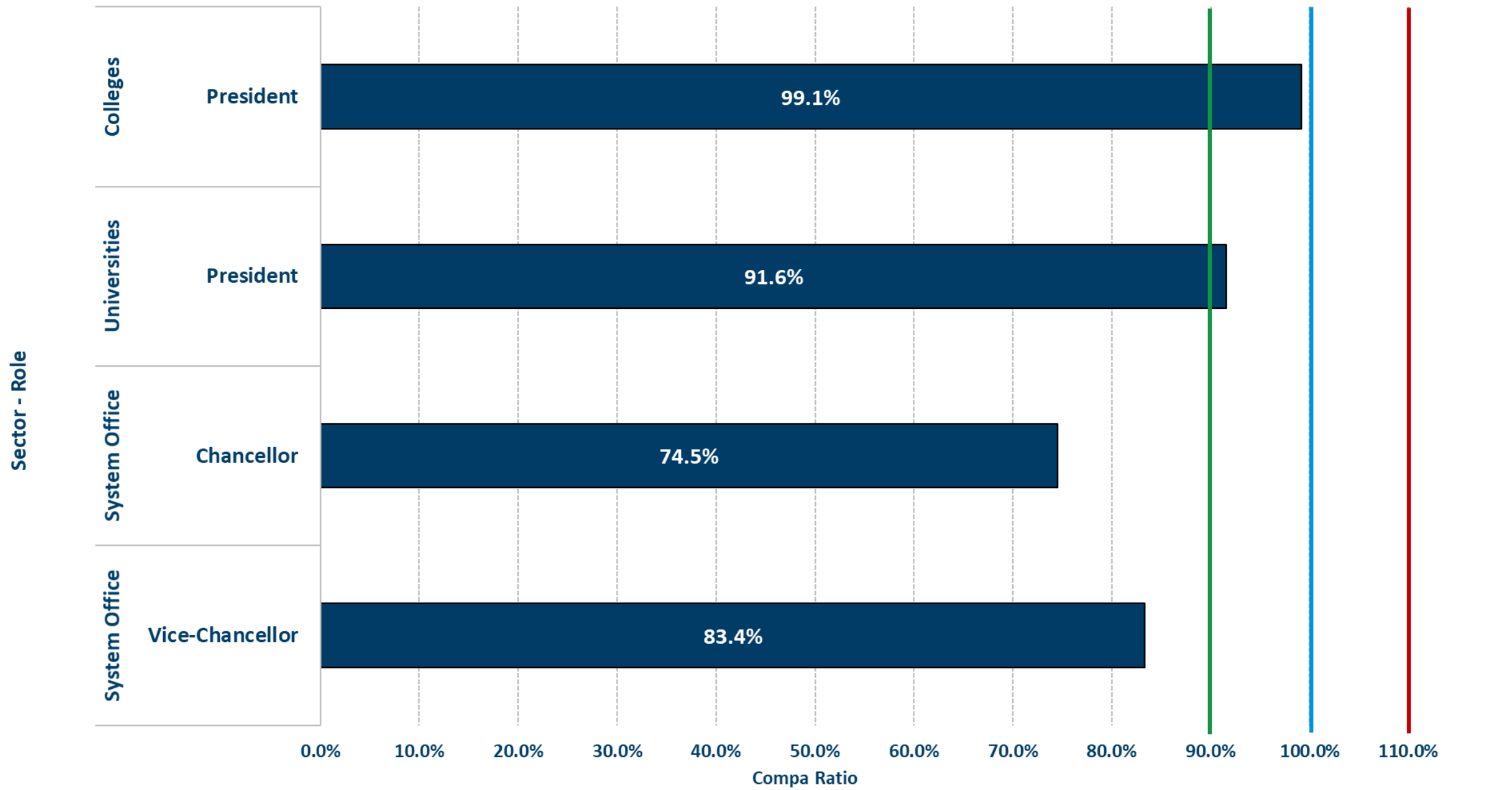Minnesota State Average Salary — $74,938

IPEDS Public Colleges Average Salary — $72,893

Minnesota State Colleges and Universities HR: Recruit – Administrator Compa Ratios by Sector
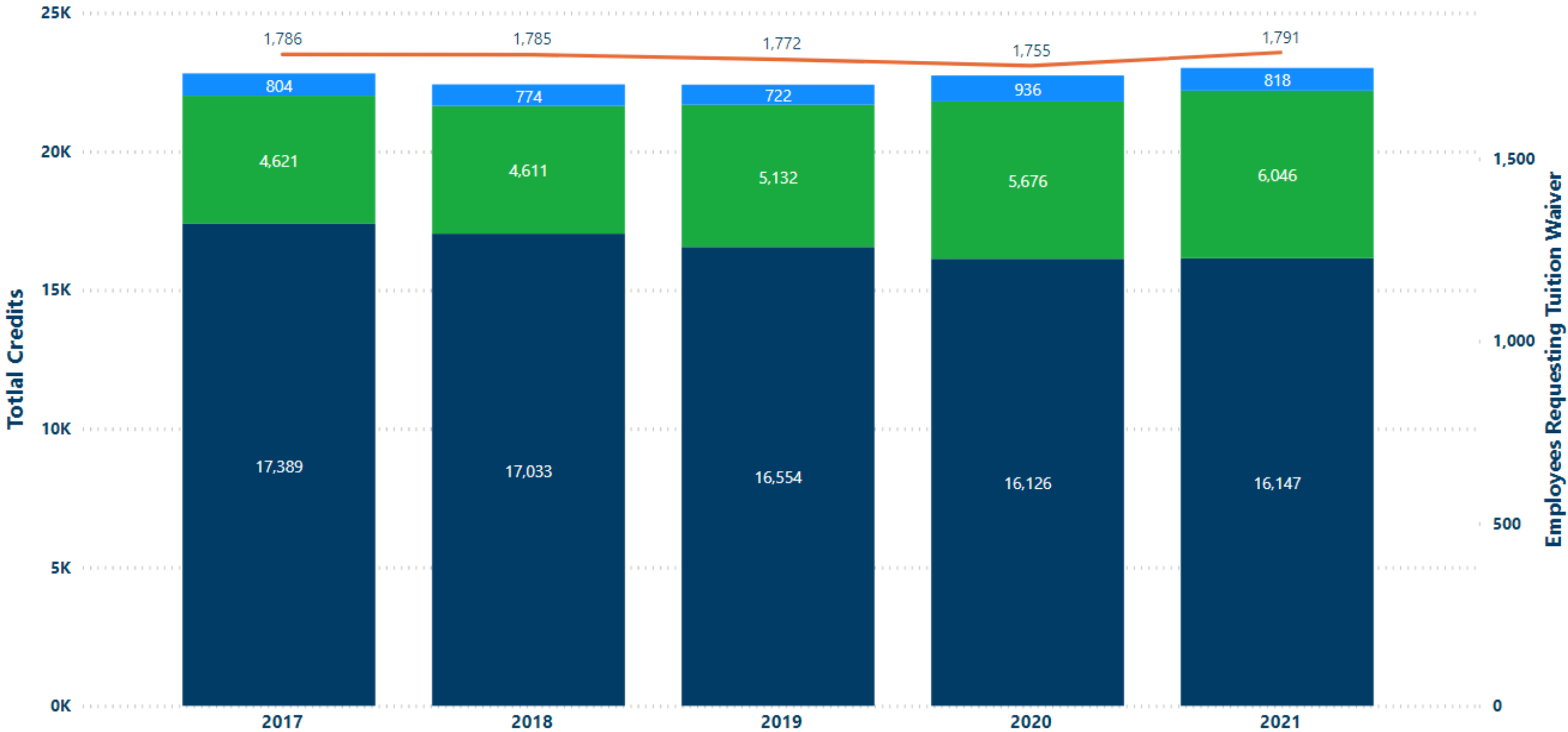
Minnesota State Colleges and Universities HR: Recruit – Contract Administrator Compa Ratios by Sector

Minnesota State Colleges and Universities HR: Recruit - Tuition Waiver Credits by Student Type

- **Dependent** ● **Employee** ● **Spouse** ● **Employees Requesting Tuition Waiver**

Totlal Credits (left axis) / **Employees Requesting Tuition Waiver** (right axis)

Year	Spouse	Employee	Dependent	Employees Requesting Tuition Waiver
2017	804	4,621	17,389	1,786
2018	774	4,611	17,033	1,785
2019	722	5,132	16,554	1,772
2020	936	5,676	16,126	1,755
2021	818	6,046	16,147	1,791

Minnesota State Colleges and Universities HR: Retain - YOS Last Institution

Years of Service Last Institution <u>All</u> Employees

YOS Last Institution	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support
1 - 0 to 4	41 %	35 %	29 %	40 %	39 %
2 - 5 to 9	20 %	21 %	24 %	22 %	21 %
3 - 10 to 19	23 %	27 %	27 %	24 %	23 %
4 - 20 to 29	13 %	13 %	13 %	11 %	11 %
5 - 30 and Over	3 %	4 %	6 %	3 %	7 %
Total	**100 %**	**100 %**	**100 %**	**100 %**	**100 %**

Years of Service Last Institution <u>Unlimited</u> Employees

YOS Last Institution	Administrators	Instructional Faculty	Managers & Supervisors	Professionals	Service & Support
1 - 0 to 4	41 %	18 %	28 %	37 %	36 %
2 - 5 to 9	21 %	19 %	24 %	23 %	21 %
3 - 10 to 19	22 %	35 %	28 %	26 %	24 %
4 - 20 to 29	13 %	21 %	14 %	11 %	12 %
5 - 30 and Over	3 %	6 %	7 %	4 %	7 %
Total	**100 %**	**100 %**	**100 %**	**100 %**	**100 %**

Unlimited Employees

Median YOS Administrators
6

Median YOS Managers and Supervisors
9

Median YOS Instructional Faculty
13

Median YOS Professionals
7

Median YOS Service and Support
7

Minnesota State Colleges and Universities HR: Retain - YOS Last Institution

Years of Service Last Institution <u>All</u> Employees

YOS Last Institution	Employees of Color and American Indian Employees	Unknown Employees	White Employees
1 - 0 to 4	48 %	69 %	34 %
2 - 5 to 9	21 %	15 %	21 %
3 - 10 to 19	21 %	12 %	27 %
4 - 20 to 29	8 %	4 %	13 %
5 - 30 and Over	2 %	0 %	5 %
Total	**100 %**	**100 %**	**100 %**

Years of Service Last Institution <u>Unlimited</u> Employees

YOS Last Institution	Employees of Color and American Indian Employees	Unknown Employees	White Employees
1 - 0 to 4	41 %	60 %	26 %
2 - 5 to 9	22 %	17 %	21 %
3 - 10 to 19	24 %	17 %	30 %
4 - 20 to 29	10 %	5 %	17 %
5 - 30 and Over	3 %	1 %	6 %
Total	**100 %**	**100 %**	**100 %**

Unlimited Employees

Median YOS Female

9

Median YOS Male

11

Median YOS Employees of Color and American Indian Employees

6

Median YOS White Employees

11

Minnesota State Colleges and Universities HR: Retain - System Workforce Diversity Trends

Region	2017	2018	2019	2020	2021	2022
Central	10 %	11 %	11 %	11 %	13 %	13 %
Metro	19 %	20 %	21 %	22 %	22 %	23 %
Northeast	7 %	8 %	9 %	7 %	7 %	9 %
Northwest	6 %	8 %	7 %	9 %	9 %	8 %
Southeast	7 %	7 %	7 %	7 %	8 %	8 %
Southwest	9 %	10 %	10 %	11 %	11 %	12 %
Total	**12 %**	**13 %**	**13 %**	**14 %**	**14 %**	**15 %**

Percent Change Employees of Color and American Indian Employees

12 %

Percent Change White Employees

-14 %

Employee Role	2017	2018	2019	2020	2021	2022
Administrators	13 %	16 %	17 %	18 %	19 %	20 %
Instructional Faculty	11 %	12 %	12 %	13 %	13 %	14 %
Managers & Supervisors	12 %	11 %	13 %	14 %	15 %	15 %
Professionals	15 %	16 %	16 %	17 %	17 %	17 %
Service & Support	11 %	12 %	12 %	13 %	13 %	13 %
Total	**12 %**	**13 %**	**13 %**	**14 %**	**14 %**	**15 %**

Percent Change Unknown Employees

80 %

Minnesota State Colleges and Universities HR: Retain - FY 2017 to FY2021 Unlimited Employee Percent Turnover

Region	2017	2018	2019	2020	2021
Central	9 %	7 %	9 %	12 %	11 %
Metro	12 %	11 %	11 %	11 %	9 %
Northeast	9 %	9 %	11 %	10 %	13 %
Northwest	10 %	7 %	9 %	9 %	9 %
Southeast	6 %	9 %	8 %	9 %	10 %
Southwest	7 %	7 %	8 %	8 %	10 %
Total	**9 %**	**9 %**	**10 %**	**10 %**	**10 %**

EMPLOYEE_ROLE	2017	2018	2019	2020	2021
Administrators	15 %	17 %	13 %	15 %	16 %
Instructional Faculty	6 %	5 %	6 %	7 %	8 %
Managers & Supervisors	11 %	12 %	12 %	10 %	9 %
Professionals	13 %	11 %	11 %	12 %	11 %
Service & Support	11 %	11 %	13 %	13 %	11 %
Total	**9 %**	**9 %**	**10 %**	**10 %**	**10 %**

Minnesota State Colleges and Universities HR: Retain - FY 2021 Unlimited Employee Turnover by Reason

● White Employees ● Employees of Color and American Indian Employees
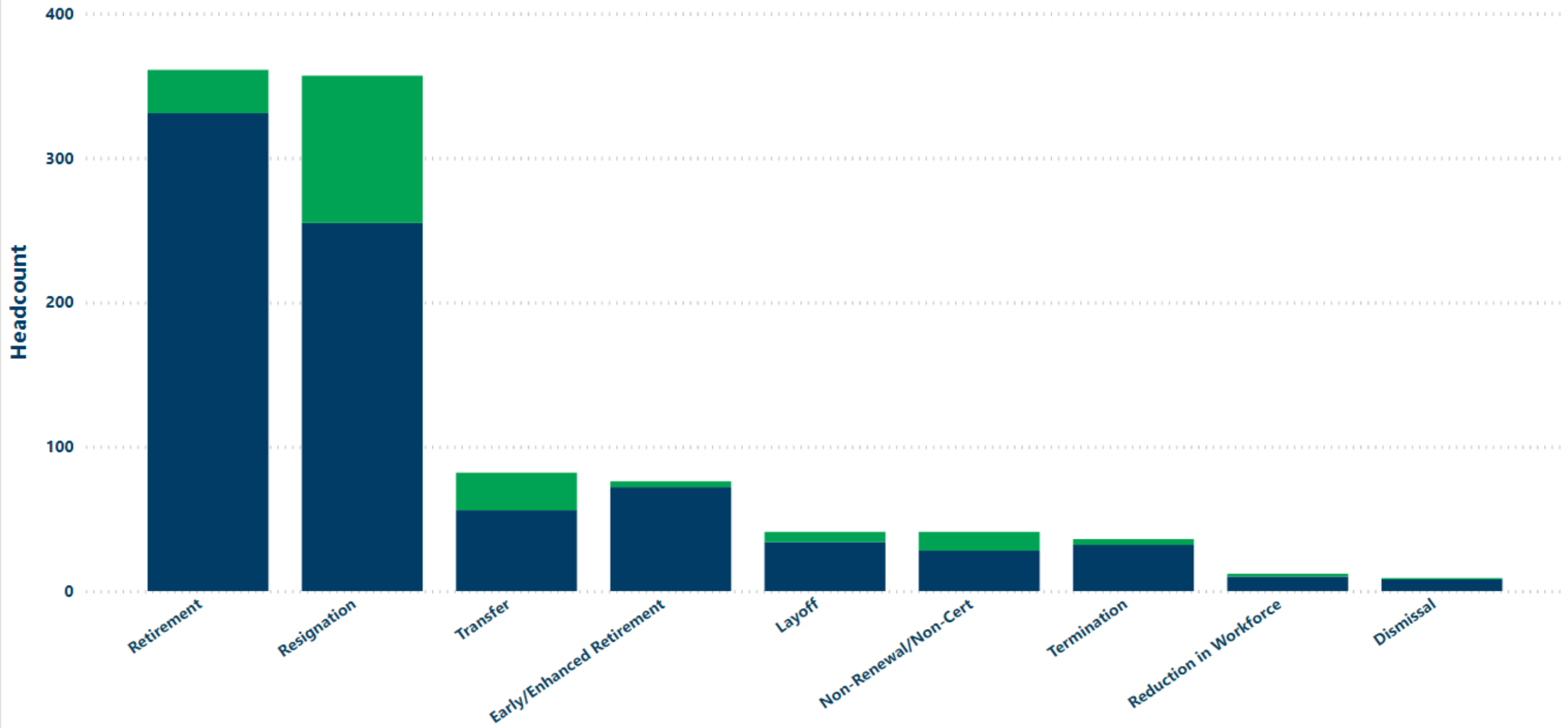
Minnesota State Colleges and Universities HR: Retain - System Unlimited Employee Retention Rates
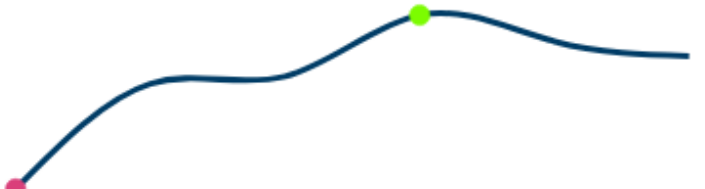
Instructional Faculty

Cohort	Unlimited Hires	One Year Retention Rate	Two Year Retention Rate	Three Year Retention Rate	Four Year Retention Rate	Five Year Retention Rate	Six Year Retention Rate
2016	176	95 %	90 %	84 %	79 %	75 %	73 %
2017	141	94 %	89 %	85 %	80 %	77 %	
2018	128	97 %	89 %	80 %	80 %		
2019	146	95 %	88 %	79 %			
2020	151	93 %	87 %				
2021	123	94 %					

Staff

Cohort	Unlimited Hires	One Year Retention Rate	Two Year Retention Rate	Three Year Retention Rate	Four Year Retention Rate	Five Year Retention Rate	Six Year Retention Rate
2016	569	88 %	73 %	65 %	55 %	51 %	46 %
2017	515	89 %	73 %	60 %	54 %	47 %	
2018	588	87 %	76 %	69 %	57 %		
2019	627	88 %	80 %	70 %			
2020	591	89 %	77 %				
2021	391	82 %					

Minnesota State Colleges and Universities HR: Retain - System Unlimited Employee Retention Rates
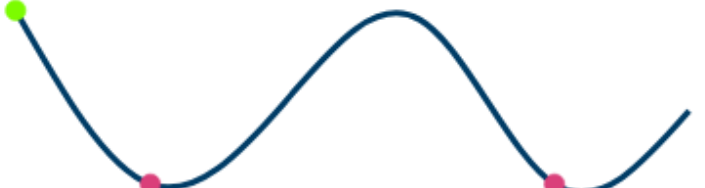
White Employees

Cohort	Cohort Hires	One Year Retention Rate	Two Year Retention Rate	Three Year Retention Rate	Four Year Retention Rate	Five Year Retention Rate	Six Year Retention Rate
2016	570	88 %	78 %	71 %	62 %	59 %	55 %
2017	482	89 %	77 %	68 %	63 %	56 %	
2018	519	90 %	80 %	73 %	64 %		
2019	604	88 %	79 %	70 %			
2020	527	91 %	80 %				
2021	331	82 %					

Employees of Color and American Indian Employees

Cohort	Cohort Hires	One Year Retention Rate	Two Year Retention Rate	Three Year Retention Rate	Four Year Retention Rate	Five Year Retention Rate	Six Year Retention Rate
2016	157	87 %	73 %	63 %	56 %	51 %	46 %
2017	166	85 %	67 %	54 %	46 %	40 %	
2018	191	81 %	66 %	58 %	46 %		
2019	152	85 %	77 %	62 %			
2020	174	86 %	68 %				
2021	152	81 %					

Minnesota State Colleges and Universities HR: Retain - System Headcount Trends

Employee Role	2017 Unduplicated Headcount	2022 Unduplicated Headcount	PCT Change 2017 to 2022	2017 to 2022 Trend
Administrators	526	515	-2%	
Instructional Faculty	8,985	7,725	-14%	
Managers & Supervisors	505	540	7%	
Professionals	2,809	2,900	3%	
Service & Support	3,359	2,906	-13%	

Percent Change All Employees

-10%
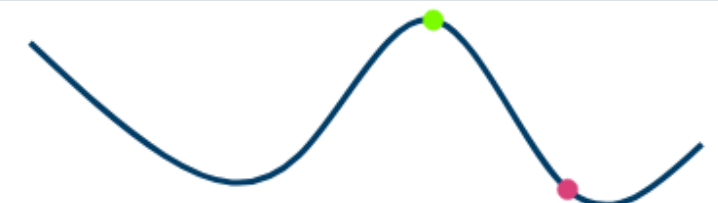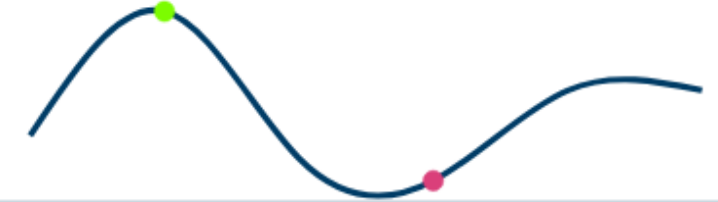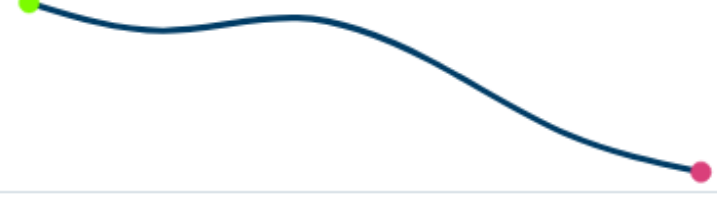
Percent Change Unlimited Employees

-4.5%

Percent Change Limited Employees

-20.6%

Minnesota State Colleges and Universities HR: Retain - Colleges Headcount Trends

Employee Role	2017 Unduplicated Headcount	2022 Unduplicated Headcount	PCT Change 2017 to 2022	2017 to 2022 Trend
Administrators	308	299	-2.9%	
Instructional Faculty	5,133	4,227	-17.7%	
Managers & Supervisors	339	343	1.2%	
Professionals	1,306	1,403	7.4%	
Service & Support	1,983	1,693	-14.6%	

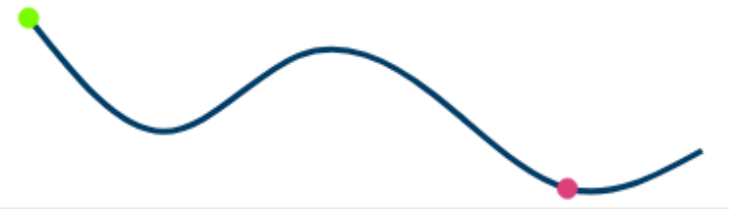Percent Change All Employees
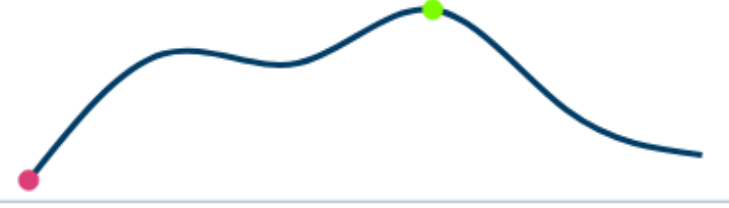
-12%

Percent Change Unlimited Employees

-5.0%

Percent Change Limited Employees

-26.1%

Minnesota State Colleges and Universities HR: Retain - Universities Headcount Trends

Employee Role	2017 Unduplicated Headcount	2022 Unduplicated Headcount	PCT Change 2017 to 2022	2017 to 2022 Trend
Administrators	160	153	-4.4%	
Instructional Faculty	3,852	3,498	-9.2%	
Managers & Supervisors	138	161	16.7%	
Professionals	1,287	1,295	0.6%	
Service & Support	1,341	1,184	-11.7%	

Percent Change All Employees

-7%

Percent Change Unlimited Employees

-3.5%

Percent Change Limited Employees

-14.3%

Luoma Leadership Academy

- 10th cohort – Jul 2019
- 52 participants
- 59% female
- 25% employees of color and American Indian employees
- 35% faculty

Executive Leadership Development Program

- 4th cohort ended in June, 2019
- Avg. 21 participants
- 4th cohort - 26% employees of color and American Indian employees
- Overall 58% have promoted
- 24 president appointments

Art and Science of Supervision

- Policies, procedures and contracts
- Managing performance
- Innovation, managing conflict and leading change

Minnesota State Colleges and Universities HR: Grow Our Own - Executive Leadership Development Program Promotions
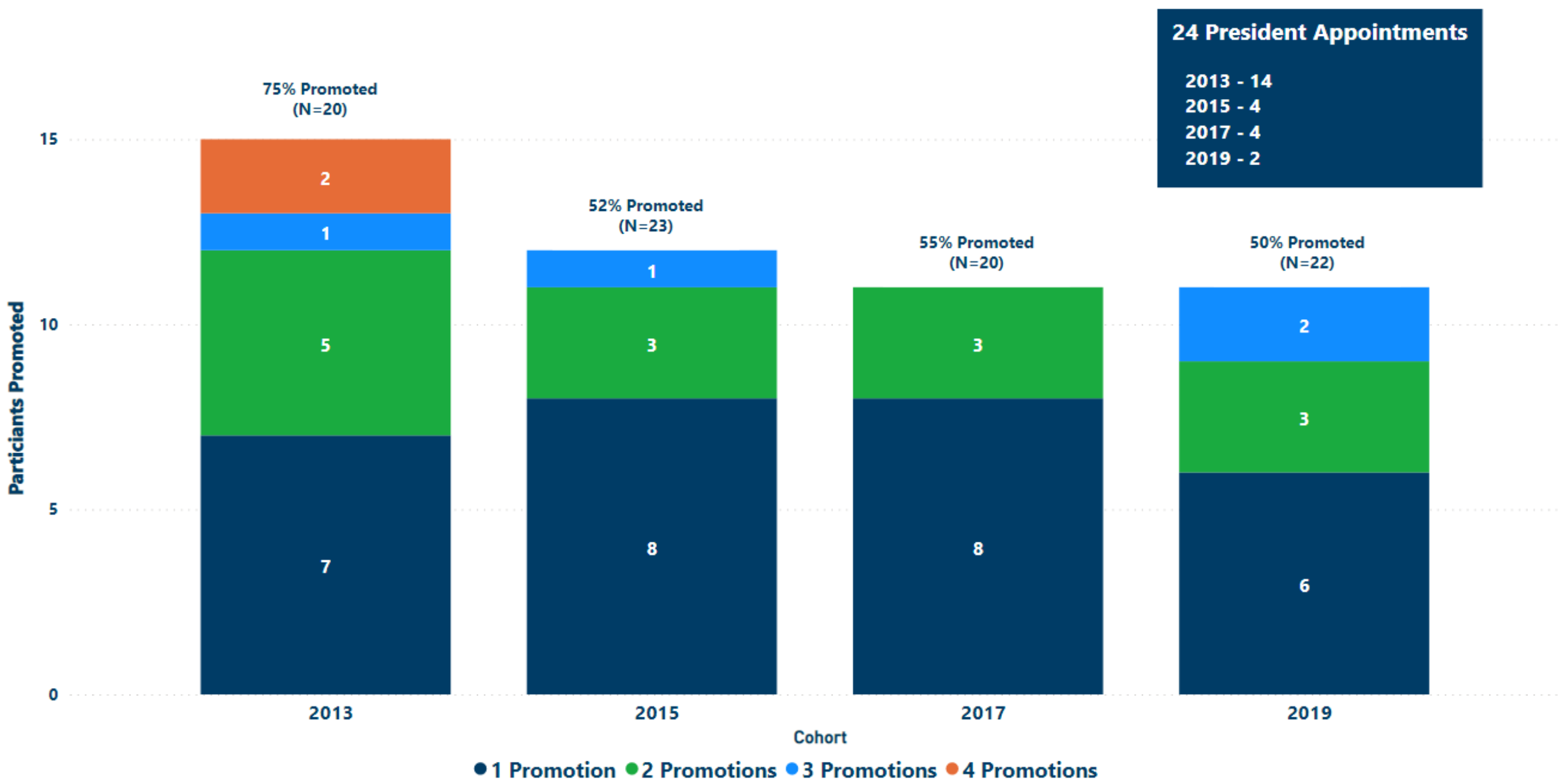
Minnesota State Colleges and Universities HR: Grow Our Own - Luoma Promotions

533 Participants
61% of participants promoted

Cohort Year	Percent Participants Promoted
2004	76 %
2005	68 %
2006	67 %
2007	65 %
2009	57 %
2011	69 %
2013	55 %
2015	57 %
2017	44 %
2019	58 %
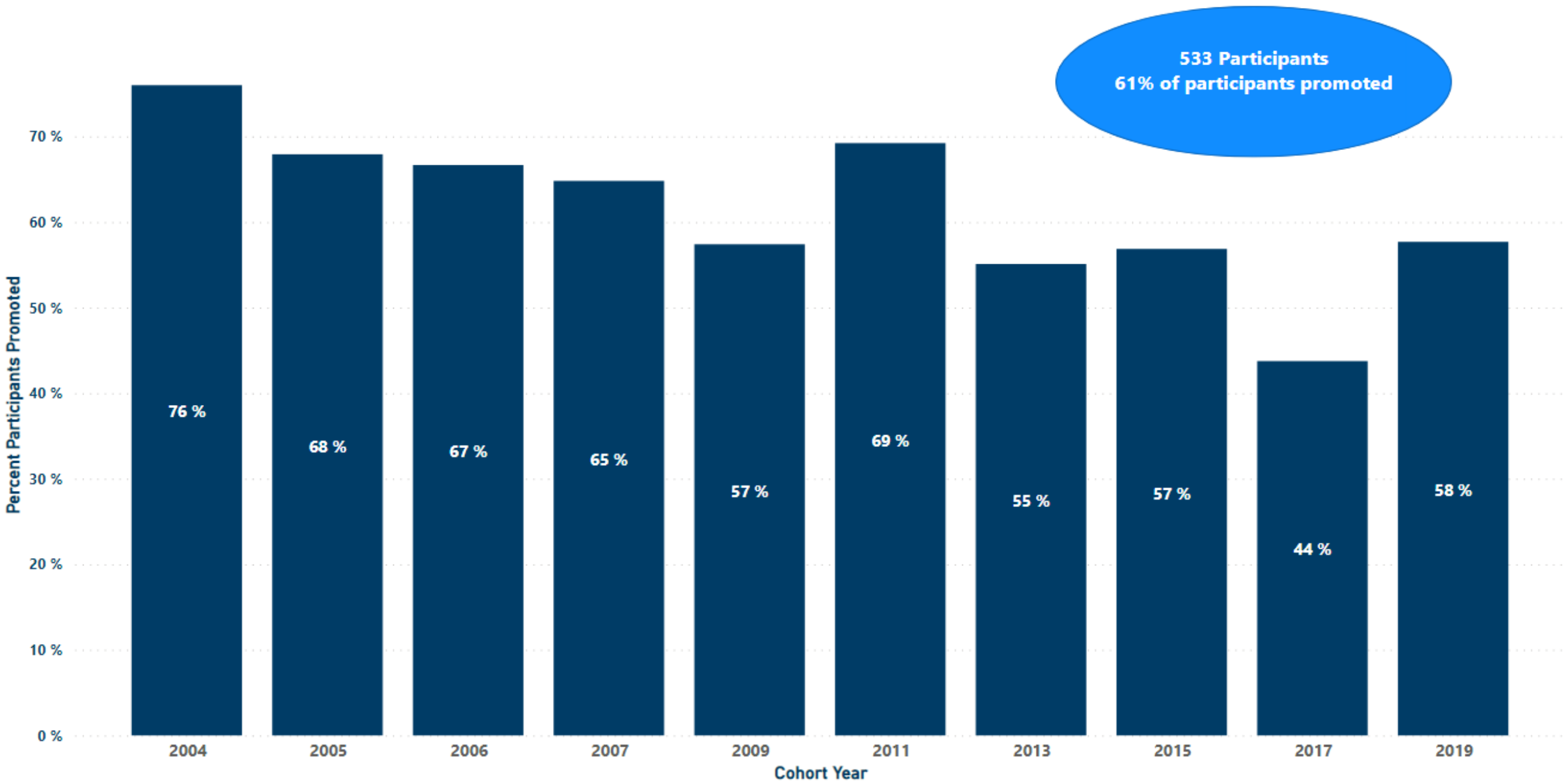
Minnesota State Colleges and Universities HR: Grow Our Own - Tenure-Track Representation

Tenure-Track Representation FY 2022

White
- ⬭ Females
- ⬤ Males

Employees of Color and American Indian Employees
- 🟢 Females
- 🔵 Males

	Assistant Professor	Associate Professor	Professor
White Females	44%	41%	37%
White Males	27%	37%	43%
Employees of Color Females	16%	9%	8%
Employees of Color Males	13%	12%	13%
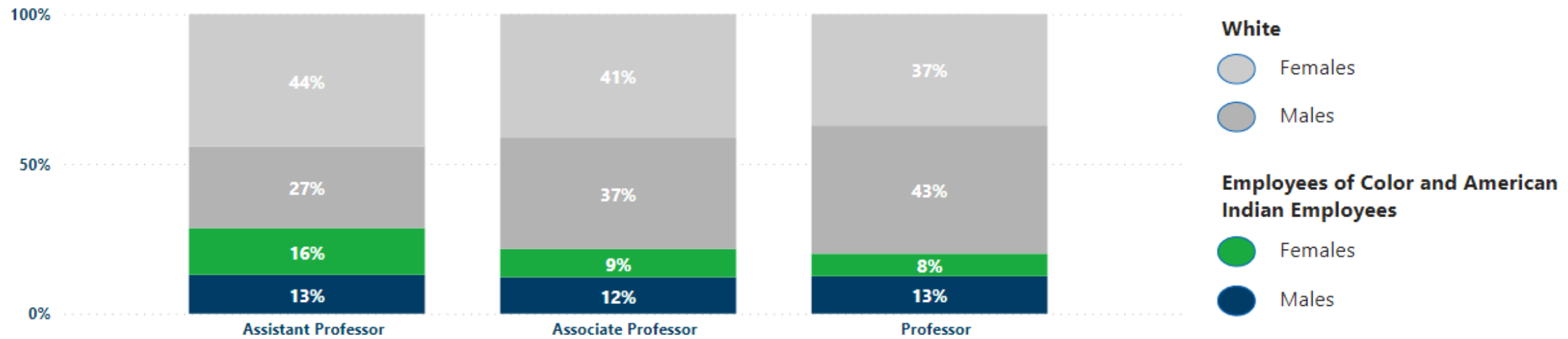
Tenure-Track Representation Over Time

Assistant Professor

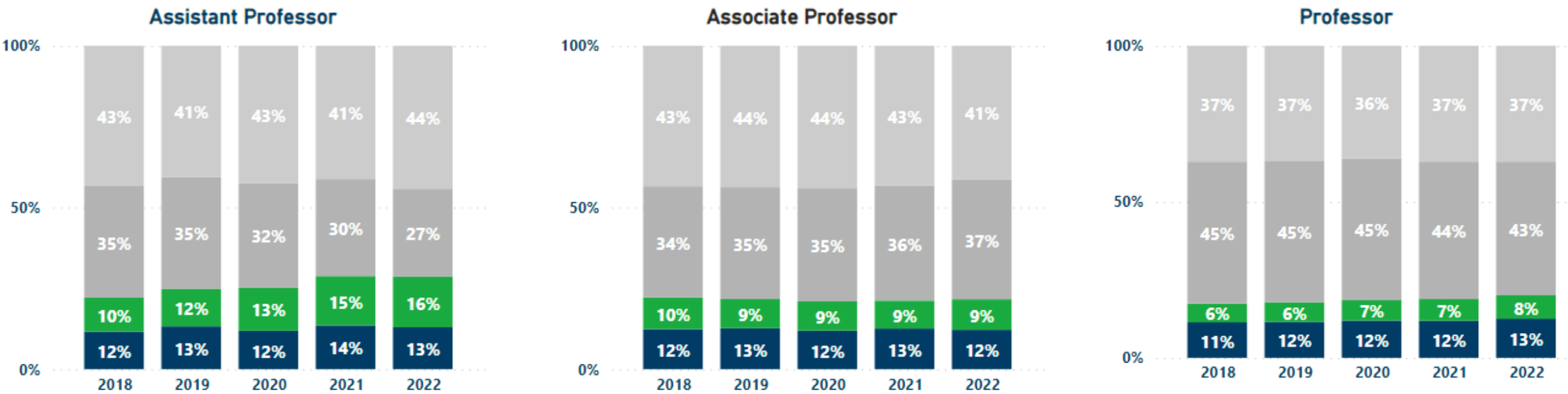|	2018	2019	2020	2021	2022
White Females	43%	41%	43%	41%	44%
White Males	35%	35%	32%	30%	27%
Employees of Color Females	10%	12%	13%	15%	16%
Employees of Color Males	12%	13%	12%	14%	13%

Associate Professor

	2018	2019	2020	2021	2022
White Females	43%	44%	44%	43%	41%
White Males	34%	35%	35%	36%	37%
Employees of Color Females	10%	9%	9%	9%	9%
Employees of Color Males	12%	13%	12%	13%	12%

Professor

	2018	2019	2020	2021	2022
White Females	37%	37%	36%	37%	37%
White Males	45%	45%	45%	44%	43%
Employees of Color Females	6%	6%	7%	7%	8%
Employees of Color Males	11%	12%	12%	12%	13%

Minnesota State Colleges and Universities HR: Grow Our Own - Overall Promotion Rate by Employee Role FY 2017 to FY 2021
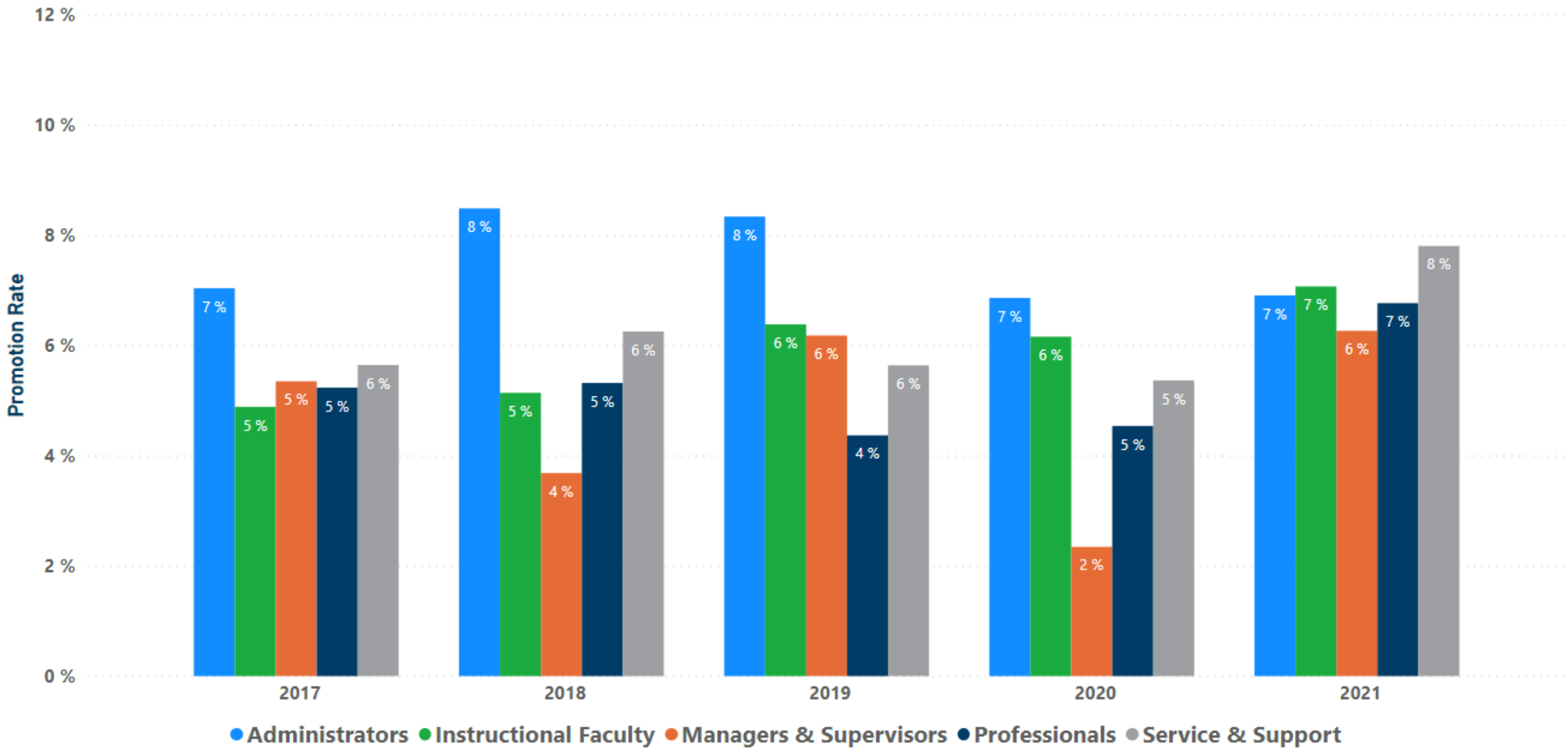
Note: MSCF faculty are not included in the Instructional Faculty category. All MSCF faculty hold the rank of instructor so a promotion is not defined in the MSCF contract.

Closing Observations

- Progress made through inclusive recruitment and hiring practices

- Nearly 20% of the workforce is eligible (or soon will be) for retirement

- Minnesota State's total compensation package is generally competitive, but not a strong differentiator in the market

- Headcount has decreased appreciably, primarily limited appointments

- Retention gap exists between white employees and employees of color and American Indian employees

- A significant proportion of employees of color and American Indian employees have fewer than five (5) years of service

- Leadership development programs have been very successful in helping prepare leaders and building a pipeline of internal candidates for key leadership roles across the system

- Development programs continue to evolve in support of Equity and Inclusion goals

- Opportunities for promotion across the system are numerous and reflect changes

THANK YOU

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