



Board of Trustees

January 26-27, 2021

Virtual Meeting

The Board of Trustees is 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 – committee/board meeting may begin up to 45 minutes earlier than listed if previous meeting concludes prior to end of allotted time slot.

Tuesday, January 26, 2021

- 8:30 AM Joint Meeting: Board of Trustees and Leadership Council *(Live stream will not be available during breakout sessions.)*
Jay Cowles, Chair and Devinder Malhotra, Chancellor
- Reinventing Higher Education in the Shadow of COVID
- Colin Koproske, Managing Director, Research Development – EAB*
- 10:45 AM Diversity, Equity, and Inclusion Committee, Rudy Rodriguez, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of November 17, 2020**
 2. Strategic Equity Update
 3. Equity by Design Update
- 11:45 AM Facilities Committee, Jerry Janezich, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of November 17, 2020**
 - 2. Contracts exceeding \$1 Million:**
 - a. Student Affairs Renovation - Minneapolis Community and Technical College
 - b. Comstock Memorial Union Roof Replacement - Minnesota State University Moorhead
- 12:15 PM BREAK
- 12:30 PM Finance Committees, Roger Moe, Chair
- 1. Minutes of November 18, 2020**
 - 2. Contracts exceeding \$1 Million:**
 - a. Contract for Flight Training Program Facilities and Services – Rochester Community and Technical College
 - b. Contract for Printer/Copier Multi-Function Devices – Rochester Community and Technical College
 - c. Contract for Office 365 Management Tool – System Office

- d. **Student Affairs Renovation - Minneapolis Community and Technical College**
- e. **Comstock Memorial Union Roof Replacement - Minnesota State University Moorhead**

- 3. Federal Higher Education Funding Update
- 4. College and University Financial Performance Update

2:00 PM Audit Committee, George Soule, Chair
Other board members may be present constituting a quorum of the board.

- 1. Minutes of November 17, 2020**
- 2. Project Results – Comprehensive Workforce Solutions Project Review
- 3. Internal Auditing Update

3:00 PM Meeting ends

Wednesday, January 27, 2021

9:00 AM Closed Session: Human Resources Committee, Michael Vekich, Chair
Other board members may be present constituting a quorum of the board.
Pursuant to Minn. Stat. § 13D.03, (2019) Closed Meetings for Labor Negotiations Strategy (Minnesota Open Meeting Law)

- 1. Labor Negotiations Strategy

9:30 AM Outreach and Engagement Committee, Dawn Erlandson, Chair

- 1. Minutes of November 17, 2020**
- 2. Campus partnerships to alleviate food insecurity – Metropolitan State University and Pine Technical and Community College

10:30 AM BREAK

10:45 AM Academic and Student Affairs Committee, Cheryl Tefer, Chair
Other board members may be present constituting a quorum of the board.

- 1. Minutes of November 17, 2020**
- 2. Proposed Amendment to Board Policy 2.1 Campus Student Associations (Second Reading)**
- 3. Proposed Amendment to Board Policy 3.1 Student Rights and Responsibilities (Second Reading)**
- 4. Proposed Amendment to Board Policy 3.6 Student Conduct (Second Reading)**
- 5. Proposed Amendment to Board Policy 3.7 Statewide Student Association (Single Reading, Technical Change Only)**
- 6. Proposed Amendment to Board Policy 2.9 Academic Standing and Financial Aid Satisfactory Academic Progress (First Reading)
- 7. Proposed Amendment to Board Policy 3.29 College and University Transcripts (First Reading)
- 8. Mission, Vision, and Name Change related to Northeast Higher Education District (NHED) Consolidation**

11:45 AM Board of Trustees, Jay Cowles, Chair

12:45 PM Meeting ends

Bolded items indicate action is required.



Committee Rosters

2020 - 2021

(Updated October 12, 2020)

Executive

Jay Cowles, Chair
Roger Moe, Vice Chair/Treasurer
Alex Cirillo
Dawn Erlandson
April Nishimura
Cheryl Tefer
Michael Vekich

Academic and Student Affairs

Cheryl Tefer, Chair
Alex Cirillo, Vice Chair
Asani Ajogun
Dawn Erlandson
Javier Morillo
Oballa Oballa
Rudy Rodriguez

President Liaisons:

*Michael Berndt
Robbyn Wacker*

Audit

George Soule, Chair
April Nishimura, Vice Chair
Asani Ajogun
Jerry Janezich
Michael Vekich

President Liaisons:

*Richard Davenport
Michael Seymour*

Diversity, Equity, and Inclusion

Rudy Rodriguez, Chair
George Soule, Vice Chair
Ahmitara Alwal
Javier Morillo
April Nishimura
Oballa Oballa
Cheryl Tefer

President Liaisons:

*Jeffery Boyd
Anne Blackhurst*

Facilities

Jerry Janezich, Chair
Roger Moe, Vice Chair
Alex Cirillo
Kathy Sheran
Oballa Oballa

President Liaisons:

*Kent Hanson
Faith Hensrud*

Finance

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

President Liaisons:

*Joe Mulford
Scott Olson*

Human Resources

Michael Vekich, Chair
Dawn Erlandson, Vice Chair
Ahmitara Alwal
Alex Cirillo
Roger Moe
George Soule
Cheryl Tefer

President Liaisons:

Annette Parker
Ginny Arthur

Outreach and Engagement Committee

Dawn Erlandson, Chair
Alex Cirillo, Vice Chair
Asani Ajogun
Kathy Sheran
Cheryl Tefer

President Liaisons:

Carrie Brimhall
Ginny Arthur

Nominating Committee

Alex Cirillo, Chair
Rudy Rodriguez, Vice Chair
Dawn Erlandson

Chancellor Review

Jay Cowles, Chair
Roger Moe, Vice Chair
Dawn Erlandson
Michael Vekich



Approved FY2021 and FY2022 Board Meeting Dates

The meeting calendar is subject to change. Changes to the calendar will be publicly noticed.

FY2021 Meeting Calendar

Meeting	Date	If agendas require less time, these dates will be cancelled.
Board Meeting/Combined meeting Leadership Council <i>Anoka-Ramsey Community College, Coon Rapids</i>	July 21-22, 2020	July 22, 2020
Orientation for new trustees	<i>August or after governor makes the appointments</i>	
Executive Committee	September 2, 2020	
Board Retreat: Date change	September 22-23, 2020	
Executive Committee	October 7, 2020	
Committee / Board Meetings	October 20-21, 2020	October 20, 2020
Executive Committee	November 3, 2020	
Committee / Board Meetings Combined with Leadership Council	November 17-18, 2020	November 17, 2020
No December meeting		
Executive Committee	January 6, 2021	
Committee / Board Meetings Combined with Leadership Council	January 26-27, 2021	
No February meeting		

Executive Committee	March 3, 2021	
Committee / Board Meetings	March 16-17, 2021	March 16, 2021
Executive Committee	April 7, 2021	
Committee / Board Meetings	April 20-21, 2021	April 20, 2021
Executive Committee	May 5, 2021	
Committee / Board Meetings	May 18-19, 2021	May 18, 2021
Executive Committee	June 2, 2021	
Committee / Annual Board Meetings	June 15-16, 2021	June 15, 2021

FY2022 Meeting Calendar

Meeting	Date	If agendas require less time, these dates will be cancelled.
Board Meeting/Combined meeting Leadership Council	July 20-21, 2021	July 21, 2021
No meetings in August		
Board Retreat	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 16, 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
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

National Higher Education Conferences:

ACCT Virtual Leadership Congress: October 5-8, 2020
ACCT National Legislative Summit: February 7-10, 2021, Washington, DC.
AGB National Conference: April 11-13, 2021, San Diego
ACCT Leadership Congress: October 13-16, 2021, San Diego
ACCT National Legislative Summit: February 2022 (dates not posted)
AGB National Conference: April 10-12, 2022, Orlando

AGB is the Association of Governing Boards of Universities and College
ACCT is the Association of Community College Trustees

Recommended Motion – June 17, 2020

The Board of Trustees approves the revised FY2021 and proposed FY2022 meeting calendars. Changes to the calendar will be publicly noticed.



MINNESOTA STATE

Board of Trustees

30 East 7th Street
St. Paul, MN 55101

651-201-1705

Joint Meeting
Board of Trustees and Leadership Council
January 26, 2021
Virtual Meeting

-
- 8:30 AM Joint Meeting with Leadership Council
Jay Cowles, Chair and Devinder Malhotra, Chancellor
- Reinventing Higher Education in the Shadow of COVID
- Colin Koproske, Managing Director, Research Development
EAB



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

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

Name: Joint Meeting, Board of Trustees and Leadership Council **Date:** January 26, 2021

Title: Reinventing Higher Education in the Shadow of COVID

Purpose (check one):

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

Brief Description:

This session will include a presentation from EAB along with breakout discussion groups made up of trustees, presidents, and cabinet in Zoom Breakout Rooms.

The presentation will be given by Colin Koproske who serves as a Managing Director within EAB's strategic research division, overseeing research and services spanning academic affairs, enrollment strategy, student success, and strategic planning. Colin joined EAB in 2010 and is one of the firm's leading experts and thought leaders on the trends, challenges, and opportunities shaping the higher education landscape.

Scheduled Presenters:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
Bill Maki, Vice Chancellor for Finance and Facilities
Brian Yolitz, Associate Vice Chancellor for Facilities
Colin Koproske, Managing Director, Research Development - EAB





MINNESOTA STATE

Diversity, Equity, and Inclusion Committee

January 26, 2021

10:45 A.M.

Virtual/Zoom

Note: Committee/board meeting times are tentative. Committee/board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

- 1. Minutes of November 17, 2020 (pp. 1 – 2)**
2. Information: Strategic Equity Update (pp. 3 – 6)
3. Information: Equity by Design Update (pp. 7 – 9)

Committee Members:

Rudy Rodriguez, Chair
George Soule, Vice Chair
Ahmitara Alwa
Javier Morillo
April Nishimura
Oballa Oballa
Cheryl Tefer

President Liaisons:

Anne Blackhurst
Jeffrey Boyd

Bolded items indicate action is required.



Minnesota State Board of Trustees
Diversity, Equity and Inclusion Committee
Meeting Minutes
Virtual
November 17, 2020

***DEI Committee members present:** Rudy Rodriguez, Chair; George Soule, Vice Chair; Trustees: Ahmitara Alwal, Javier Morillo, April Nishimura, Oballa Oballa, and Cheryl Teffer; President Liaisons: President Anne Blackhurst and President Jeffrey Boyd*

Chair Rodriguez called the meeting to order at **2:16 PM**.

Chair Rodriguez: We have a very brief agenda and I'll start with roll call:

- Trustee Soule, here.
- Trustee Morillo, here.
- Trustee Nishimura, here.
- Trustee Oballa, here.
- Trustee Teffer, here.
- Trustee Alwal, here.

I will hand it over to Andriel as we have one item on the agenda which is to review our charter for the committee and she will introduce the Presidents that will serve on the committee this year.

Andriel: I am Andriel Dees and I serve as the Interim System Diversity Officer, it's so nice to see everyone again. I just want to introduce the board to our president liaisons who'll serve this year with the Diversity, Equity and Inclusion Committee. Dr. Jeffrey Boyd, President for Rochester Community and Technical College and Dr. Anne Blackhurst, President from Minnesota State University Moorhead. Thank you to agree to serve as we roll up our sleeves to move this very important work forward. I will now bring to the attention of the committee some very foundational that I think are very important as we move the work forward. In your board packet, you will see the charter for this committee. I want to thank Trustees Rodriguez and Soule for taking the time to review along with me to dig into what we think would really define the work of this committee. Also, thank you to President Boyd as he was an avid partner in this work as we started this discussion.

I will note that most of the charter is based off of the strategic plan that has been set up by the Office of Equity and Inclusion. It also has direct ties to the Equity 2030 work which we think should have overarching connections with the work that we're doing moving forward. With that, I welcome any questions or comments from the committee.

Chair Rodriguez: In addition to outlining the key areas of focus, we also had a lot of discussion including specifically the dimensions of diversity that are covered. As a best practice to highlight, we added definitions in the document: BIPOC, disability, diversity, equity, gender, and inclusion, so that we all have a common understanding of what we're talking about.

In addition to this good work, I've had a lot of discussions with the Chancellor, the chair, Andriel and her team, and the Presidents of the committee, so I am really looking forward to adopting this charter. I am looking to coming back to the board in January with a richer, more robust update with our plan. Do I have any comments or questions from our board before we hear a motion about adopting this charter?

Great. Hearing no comments then do I hear a motion from one of our committee members to adopt the motion?

Trustee Soule: So moved.

Trustee Nishimura: Second.

Chair Rodriguez: Second by Trustee Nishimura. I will take roll of those who are in favor:

- Trustee Alwal: aye.
- Trustee Soule: aye.
- Trustee Morillo: aye.
- Trustee Nishimura: aye.
- Trustee Oballa: aye.
- Trustee Teffer: aye.

Motion carries and this concludes our committee meeting.

Recommended Committee Action:

The Diversity, Equity, and Inclusion Committee recommends that the Board of Trustees adopt the Diversity, Equity, and Inclusion Committee charter.

Recommended Committee Action:

The Board of Trustees approves of the Diversity, Equity, and Inclusion Committee charter.

The meeting adjourned at 2:22 PM
Ka Her, Recorder

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

Name: Diversity, Equity and Inclusion Committee

Date: January 26, 2021

Title: Strategic Equity Update

Purpose (check one):

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

Brief Description:

This session will provide an update to the committee about the Office of Equity and Inclusion with, but not limited to, leadership changes, compliance updates, affirmative action planning, and national trends in higher education.

Scheduled Presenter(s): Andriel Dees, Interim System Diversity Officer
Handout

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM
Strategic Equity Update

EQUITY AND INCLUSION OFFICE INFRASTRUCTURE

The Office of Equity and Inclusion (OEI) continues to advance and support the strategic diversity, equity, and inclusion agenda for the Minnesota State system.

In fall 2019, Tarrence Robertson joined as Project Director for Diversity, Equity and Inclusion and Dr. Priyank Shah as Director of Equity Assessment, having previously served at Rochester Community & Technical College. Beginning of fiscal year 2021 brought notable changes to the leadership and staffing of OEI by the departures of Dr. Clyde Wilson Pickett for the role of Vice Chancellor of Equity and Diversity at University of Pittsburgh and Dr. Josefina Landrieu as the Interim Senior Diversity Officer at Metropolitan State University.

In efforts to maintain continuity of service and work, the following interim appointments have been made in August 2020, Andriel Dees as Interim System Diversity Officer and Desireé Clark, who previously served at St. Cloud State University, as Interim Civil Rights/Title IX Compliance Officer. In December 2020, Dr. Shah was appointed Interim Assistant System Diversity Officer.

Additionally, OEI successfully contracted with MSCF faculty, Harold Torrence, from Dakota County Technical College for spring 2021 to support the undertakings of Equity by Design and Campus Climate Assessment. Harold will collaborate with OEI to develop resources, delivery of trainings, inform strategy, and help develop solutions to challenges.

COMPLIANCE AND TITLE IX

In May 2020, the U.S. Department of Education announced final changes to Title IX requiring a review and revision to Minnesota State Policy and Procedure. An ad hoc workgroup was created and co-led by General Counsel, Gary Cunningham and Assistant General Counsel, Scott Goings with Interim System Diversity Officer, Andriel Dees. The workgroup drafted and recommended new procedure, Board Procedure 1B.3.1.1 to accompany Board Policy 1B.3. This procedure went for 30 days review to all of Minnesota State system stakeholders and was published on August 24, 2020. Subsequent training took place for all campus Title IX Coordinators and other key stakeholders as well.

Affirmative Action Updates

In order to create more efficiency with the Affirmative Action Plan (AAP) approval process, Minnesota State and Minnesota Management and Budget (MMB) created an interagency agreement whereby the review and provisional approval of all AAPs for Minnesota State campuses are conducted under the Office of Equity and Inclusion. A process for review was created and affirmed by OEI and MMB Office of Equal Opportunity, ADA, Diversity and

Inclusion. A Data Workgroup with Affirmative Action Officers (AAOs) was established to create a better data universe in preparation for AAPs. In addition, OEI formed a Peer Reviewer team, comprised of system office employees and campus AAOs, trained by MMB, who are tasked with conducting the reviews of the submitted AAPs. They are in process of conducting reviews of submitted plans and providing recommendations to campuses to strengthen affirmative action planning goals.

OFFICE OF CIVIL RIGHTS SITE REVIEWS

The OEI continues to ensure compliance for recipients of federal funds for Career and Technical Education (CTE) through its responsibilities delegated by the Department of Education Office of Civil Rights (OCR). In 2020, as the Methods of Administration compliance reviewer, OEI led four compliance reviews at the following colleges:

- Dakota County Technical College
- Northland Community and Technical College
- Century College
- Fond du Lac Tribal and Community College

For 2020-2021, OEI will conduct compliance reviews at Minnesota West (all five campuses) and Normandale Community College.

HIGHER EDUCATION PRIORITIES & NATIONAL TRENDS The following trends indicate areas of priority for colleges and universities across Minnesota and around the country:

- Ongoing focus on supporting and enrolling students under pandemic circumstances;
- Highlight importance for the need to advance equity in higher education in the wake of major regional and national events;
- The disproportionate impact of food and housing insecurity affecting students;
- An increase in students seeking mental health support.

EQUITY SCORECARD

The Equity Scorecard seeks to provide a clear and holistic view of equity gaps for key facets of equity and inclusion. It serves as a vehicle for creating greater transparency in pursuing equity and inclusion for all stakeholders across Minnesota State. The work stems from the confluence of interest from the Board of Trustees and Cabinet in understanding and gauging impact of equity strategies across Minnesota State.

The Equity Scorecard aims to be an instrumental tool for creating greater awareness of and accountability for equity gaps across key facets of our institutions which are relevant to impacting equity, diversity, and inclusion. It focuses on measurable Key Performance Indicators (KPI's), which together aim to foster institutional change through data-informed decision making in order to address disparities and close equity gaps for employee and student stakeholders. Addressing equity gaps for our stakeholders is critical for further advancing student success, serving the needs of employees, and bolstering the sustainability and longevity of our institutions. OEI has been engaging with stakeholders to get feedback and look forward to discussing with the Board of Trustees in March 2021.



PROFESSIONAL DEVELOPMENT

OEI continues to provide a wide-range of professional and competency development opportunities across the system. These efforts aim to support employees and campuses in cultural competency development and underscore equity as a priority.

In 2020, OEI maintained a focus on the current trends in higher education including the impact the pandemic has had on marginalized students. Professional development offerings included:

- *Moving Towards ACTION on Commitment to Diversity, Equity and Inclusion*
- *Building Inclusive Team Environments: Mitigating Implicit Bias*
- *Equity Minded Strategic Planning*
- *Supporting our DACA & Undocumented Students at Minnesota State*
- *Building Safe & Inclusive Facilities*
- *3-part Series Webinar: Inclusive Leadership Priorities to Respond to COVID-19*
 - i. *Inclusive Leadership Priorities for COVID-19*
 - ii. *Academic Inclusion Priorities to Respond to COVID-19*
 - iii. *Guiding Campus Response to Address Racism and Xenophobia*
- *Accessibility and Accessible Resources during COVID-19*
- *Compliance and Title IX Updates*

Spring 2021 professional development offerings include:

- | | |
|---|-------------|
| • Developing an Institutional Anti-Racist Framework | January 21 |
| • 2–part series focused on Equity Issues in Online Learning | |
| i. Part 1 – Official Title TBD | February 25 |
| ii. Part 2 – Official Title TBD | March 23 |
| • Employee Recruitment and Retention | April 29 |
| • TBD: May 2021 | May 25 |

EMPLOYEE RESOURCE GROUPS

The OEI is supporting the establishment of statewide Employee Resource Groups (ERGs) in efforts to create, maintain, and support an environment of inclusion for our employees. ERGs embrace and leverage the culture of our diverse workforce to help foster talent growth and development, fuel recruitment and retention, and improve our organizational outcomes. This ongoing effort began in July 2020 and to date, the established ERGs include: Employees of Color, LGBTQIA+, Womxn in Higher Education and Indigenous Men and Men of Color.

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

Name: Diversity, Equity and Inclusion Committee

Date: January 26, 2021

Title: Equity by Design Update

Purpose (check one):

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

Brief Description:

This session will provide an update to the committee on Equity by Design (EbD) including overview with our June 2020 launch, campus team updates, year 1 focuses, system-wide key trainings sessions and key phases. The committee will also be provided with the next steps for our continued efforts to build capacity and advancing for EbD at both system and campus levels to shape equity gaps.

Scheduled Presenter(s):

Andriel Dees, Interim System Diversity Officer
Priyank Shah, Interim Assistant System Diversity Officer
Tarrence Robertson, Project Director for Diversity, Equity and Inclusion

Handout

**MINNESOTA STATE
BOARD OF TRUSTEES**

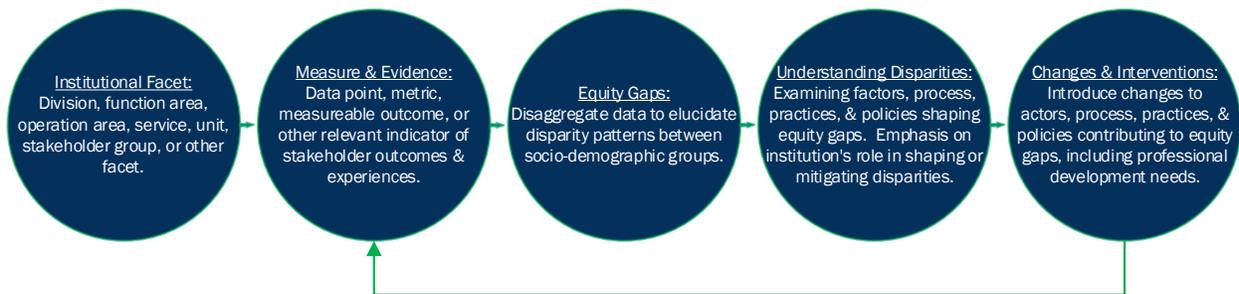
INFORMATION ITEM
Equity by Design Update

Equity by Design (EbD) in its broadest conceptualization is an approach for revealing and examining differences in the outcomes and experiences for our stakeholders, in effort to determine how disparities can be eliminated. The approach can be adapted and applied to a wide range of facets of Minnesota State’s enterprise. Equity by Design is a data informed methodology for critically examining how changes to policies, practices, processes, and pedagogy can assist our colleges and universities become more equitable and student ready institutions.

Central to the methodology is the:

1. Desire and commitment to addressing disparity patterns;
2. Leveraging of evidence to reveal disparities;
3. Application of an equity lens on understanding factors shaping disparities;
4. Development of solutions that meaningfully support and impact stakeholders.

The following graphic offers a visual representation of the methodology and a brief overview of the key phases.



Equity by Design Year 1 Focus: Course Success Equity Gaps

In June 2020, the Office of Equity and Inclusion launched Equity by Design as a strategy and framework for addressing disparities in student academic outcomes. The launch aimed to engage campus teams from across the system to provide leaders and stakeholders the foundational training necessary for undertaking Equity by Design. For the first iteration of EbD, the emphasis of the work is on courses success rate and disaggregated by race and native origin to reveal potential disparities and patterns. The aim is to elucidate and examine differences in success rates (equity gaps) in effort to develop solutions and introduce changes that can mitigate disparities between groups.

System Wide Trainings Key Points

- The necessary components/conditions for implementing EbD

- Adapting the methodology to best fit local campus context & needs
- Engaging and working with stakeholders to identify initial focus areas for subjects/disciplines
- Data disaggregation by race/American Indian groups and calculating equity gaps
- Examining disparity patterns with an equity lens, emphasizing the institution's role in shaping & exacerbating equity gaps

Trainings, Support, & Resource Offerings

- Two-day Launch Training in June 2020: 37 Teams & 400+ attendees
- Joint Diversity Officer & Institutional Research Training in August 2020: 75+ attendees
- Development & delivery of Equity by Design Tool Kit
- October EbD Campus Team Training: Offered twice with 375+ attendees
- November EbD Campus Team Training: Offered twice with 375+ attendees
- Drop-in Sessions with OEI staff offered twice monthly: October 2020 onward
- Course Success database development in conjunction with SO-IR & SO-IT
- Consultation sessions with campus teams
- Partner with ASA's Education Innovations leadership & Equity and Inclusion Coordinators to expand faculty professional development opportunities via the Network for Educational Development

Next Steps & Future Directions

- Continue to build capacity for pursuing equity minded inquiry into factors shaping equity gaps.
- Continue to develop and deliver substantive training, tools, and resources relevant to advancing EbD at both the campus and system level.
- Expansion of campus level EbD efforts to include additional academic disciplines, programs, and subjects.
- Expand EbD to engage institutional factors outside of the classroom that shape equity gaps in partnership with divisional leadership and experts.
- Continue engagement and collaboration with stakeholders to address needs related to adapting and implementing EbD.
- Assess campus level experiences with EbD with an emphasis on documenting impact and outcomes of the efforts.



MINNESOTA STATE

Facilities Committee

January 26, 2021

11:45 AM

Virtual meeting

Note: Committee/board meeting times are tentative. Committee/board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

1. **Minutes of November 17, 2020 (pp. 1-3)**
2. **Contracts Exceeding \$1 Million:**
 - a. **Minneapolis Community and Technical College, Student Renovation (pp. 4-6)**
 - b. **Comstock Memorial Union Roof Replacement, Minnesota State University Moorhead (pp. 7-9)**

Committee Members:

Jerry Janezich, Chair
Roger Moe, Vice Chair
Alex Cirillo
Kathy Sheran
Oballa Oballa

President Liaisons:

Kent Hanson
Faith Hensrud

Bolded items indicate action is required.



**Minnesota State Board of Trustees
Facilities Committee Meeting Minutes
November 17, 2020**

Facilities Committee members present by phone or online: Jerry Janezich, Chair; Roger Moe, Vice Chair; Trustees, Alex Cirillo, Kathy Sheran, Oballa Oballa, and Chancellor Devinder Malhotra

Facilities Committee members absent: None

Other board members present by phone or online: Jay Cowles, Chair; Trustees, Bob Hoffman, April Nishimura, George Soule, Michael Vekich, Dawn Erlandson, Ashlyn Anderson, Rudy Rodriguez, and Cheryl Tefer

Cabinet members present: Bill Maki, Interim Vice Chancellor

Others present: Associate Vice Chancellor for Facilities, Brian Yolitz

Committee Chair Janezich called the virtual meeting of the Facilities Committee to order at 2:15 PM and roll was taken.

1. Approval of the Facilities Committee Meeting Minutes

Committee Chair Janezich called for a motion to approve the June Facilities Committee meeting minutes. A motion was made by Trustee Moe and seconded by Trustee Oballa. The minutes were approved as written by roll call vote.

2. Facilities Update: Associate Vice Chancellor, Brian Yolitz

Associate Vice Chancellor Yolitz went over several items for the Committee’s awareness including:

Capital bonding construction projects that were completed since June 2020:

Bemidji State	Academic Learning Center	\$22.5M (2018)
South Central	STEM and Healthcare Renovation	\$9.6M (2017)
Normandale	Classroom and Student Services Phase 1	\$12.6M (2018)
Riverland	Transportation, Trade and Industrial Education Center	\$10.1M (2018)

Associate Vice Chancellor Yolitz reported the sale of Board declared surplus property (May 2017) at Minneapolis College to include the historic Alden Smith House closed in late October with the

City of Minneapolis. The city in turn transferred the property to a Minneapolis-based developer (W+Noordijk and Yellow Tree, L.L.C.) who will restore and refurbish the Smith House and construct adjoining apartments as part of their redevelopment agreement with the city.

The project is expected to be completed in the spring of 2022. He congratulated President Sharon Pierce and gave special thanks to Roger Broz, the Facilities Director at Minneapolis College and Meghan Elliot from New History, a consulting firm focused on the preservation of historic facilities and places, for their perseverance through this phase of the process. Chair Janezich asked how much the real estate transaction was for and Associated Vice Chancellor Yolitz responded \$1.00.

3. Lease Agreement: Metropolitan State University at 131-280 Energy Park

Associate Vice Chancellor Yolitz said that Metropolitan State University seeks Board approval to extend an existing lease at 1380 Energy Park Place on a month-to-month basis for up to six (6) months at the same rental rate as the current term (\$15.12/SF) for potential six month additional term costing approximately \$122,000.00.

Committee Chair Janezich asked for any questions. There were none.

Vice Chair Moe moved to adopt the motion on page 5 and Trustee Cirillo seconded. Chair Janezich took a Committee roll call with all members voting for approval. Motion was approved.

4. Capital Bonding Update and 2021 Recommendation and Approval

Associate Vice Chancellor Yolitz said Governor Walz signed into law on October 21, 2020 a \$1.36 billion 2020 capital bonding bill. This bill provided \$90.9 million (34%) of Minnesota State's request including \$46.3 million (31%) for HEAPR (Higher Education Asset Preservation & Replacement), and \$16.3 million to renovate the Nursing & Business classroom building at Anoka-Ramsey Community College, \$26.6 million for phase 2 of the Classroom & Student Services renovation at Normandale Community College, \$990,000 to begin design for the renovation of the Management Education Center at Minneapolis College to support their partnership with Metropolitan State University, and \$635,000 to design the Technical Trades Labs work at Pine Technical & Community College.

Associate Vice Chancellor Yolitz continued that 2021 is not a bonding year but that it was important for the Board to establish and communicate their priorities should a bonding bill emerge during the 2021 legislative session. He said there were two options to consider for capital investment priorities, to simply funding unmet priorities from 2020 or seek HEAPR funding only. Both have been pursued by the Board in the past.

Associate Vice Chancellor Yolitz said that urgency of need and clarity of priorities and messaging during the legislative session led to the recommendation to seek funding for the unmet priorities from the 2020 session, specifically the total request of \$188.2M found on attachment B, page 10,

of the packet. This recommended request includes \$103.7M for HEAPR and \$84.5M for 12 major projects. The major project request includes construction funding requested for Minneapolis Community & Technical College in 2020 but not fully funded.

Chair Janezich asked for questions and there were none.

Vice Chair Moe moved to adopt the motion on page 8 and Trustee Cirillo seconded. A Committee roll call vote was taken and all members voted to approve.

Chair Janezich adjourned the meeting at 2:35 PM.

Respectfully submitted: Kathy Kirchoff, Recorder

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

Name: Facilities Committee

Date: January 26, 2021

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

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 and Procurements*, requires advance approval by the Board of procurement contracts in excess of \$1 million.

Minneapolis Community and Technical College, seeks approval of a construction contract not exceed \$2.9 million for phases 3 and 4 of their six phase Student Affairs Renovation project to enhance accessibility and student services.

Scheduled Presenter(s):

Brian Yolitz, Associate Vice Chancellor for Facilities

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

**CONTRACT EXCEEDING \$1 MILLION: MINNEAPOLIS COMMUNITY AND TECHNICAL
COLLEGE, STUDENT AFFAIRS RENOVATION**

BACKGROUND

Board Policy 5.14, *Contracts, Procurements, and Supplier Diversity* requires contracts, including amendments, with values greater than \$1,000,000, be approved in advance by the Board of Trustees.

Minneapolis Community and Technical College (MCTC) seeks approval of a construction contract for phases 3 and 4 of their project to renovate the second floor of its Technical Building (T-Building) as part of its on gong effort to modernize its delivery of student services.

The Student Affairs Renovation project reflects improvements to the second and third floors of MCTC's T-Building outlined their Comprehensive Facilities Plan (CFP). The Board approved construction contracts for phases 1 and 2 in March 2019 for \$1.2 million and January 2020 for \$1.7 million. This work is now complete.

Phase 3 will renovate space for Student Advising, Express Advising, Transfer Center, Power of You, and TRIO Starting Point. The contract scope will also include Admissions and Registration lab space. Phase 4 will renovate the Accessibility Resource Center, Career Services and remodel restrooms and corridors.

Phase 3 construction for is planned to start in July 2021 and phase 4 in July 2022. At this time, phases 5 and 6 are planned for 2023. All work will had been budgeted for with campus operating funds and will not impact tuition and fees.

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.

RECOMMENDED BOARD OF TRUSTEES 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.

Date of Adoption: 1/26/2021

Date of Implementation: 1/26/2021

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

Name: Facilities Committee

Date: January 26, 2021

Title: **Contract Exceeding \$1 Million: Comstock Memorial Union Roof Replacement,
Minnesota State University Moorhead**

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 and Procurements*, requires advance approval by the Board of procurement contracts in excess of \$1 million.

Minnesota State University Moorhead seeks approval of a construction contract not exceed \$1.3 million to remove and replace existing roofing at Roof Areas B1, B2 and B3 of the Comstock Memorial Union to prevent further deterioration of the building envelope and prevent moisture leakage into the building and meet Minnesota Building Code structural requirements.

Scheduled Presenter(s):

Brian Yolitz, Associate Vice Chancellor for Facilities

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

**CONTRACT EXCEEDING \$1 MILLION:
COMSTOCK MEMORIAL UNION ROOF REPLACEMENT
MINNESOTA STATE UNIVERSITY MOORHEAD**

BACKGROUND

Board Policy 5.14, *Contracts, Procurements, and Supplier Diversity* requires contracts, including amendments, with values greater than \$1,000,000, be approved in advance by the Board of Trustees.

Minnesota State University Moorhead (MSUM) seeks approval of a contract to remove and replace existing roofing at Roof Areas B1, B2 and B3 of the Comstock Memorial Union. The existing roofing in these areas is over 30-years old and needs to be replaced to prevent further deterioration of the building envelope and prevent moisture leakage into the building that damages interior furnishings and finishes and contributes to poor indoor air quality.

Also, included in this project is a requirement by the Minnesota Department of Labor and Industry to add reinforcement to the existing structure in these roofing areas to ensure the structure has the capacity to support snowdrift loading per current Building Codes.

This project went out for bid in late November. We received three bids on December 10, 2020 with the lowest qualified bid at \$1,141,800. To meet Board policy, MSUM seeks authority from the Board to enter into a construction contract not to exceed \$1.3 million to accomplish the work. The project will be funded using local campus revenue funds. The University expects to begin work immediately following Board approval and will complete the project in the fall of 2021.

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.

RECOMMENDED BOARD OF TRUSTEES MOTION:

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

Date of Adoption: 1/26/2021
Date of Implementation: 1/26/2021



MINNESOTA STATE

Finance Committee
January 26, 2021
12:30pm
McCormick Room
30 7th Street East
St. Paul MN

Note: Committee/board meeting times are tentative. Committee/board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

Finance Committee, Roger Moe, Chair

Other board members may be present constituting a quorum of the board.

- 1. Minutes of November 18, 2020** (pp. 1-4)
- 2. Contracts exceeding \$1 Million:** (pp. 5-14)
 - a. Contract for Flight Training Program Facilities and Services – Rochester Community and Technical College**
 - b. Contract for Printer/Copier Multi-Function Devices – Rochester Community and Technical College**
 - c. Contract for Office 365 Management Tool – System Office**
 - d. Student Affairs Renovation – Minneapolis Community and Technical College**
 - e. Comstock Memorial Union Roof Replacement – Minnesota State University, Moorhead**
- 3. Federal Higher Education Funding Update** (pp. 15-20)
- 4. College and University Financial Performance Update** (pp. 21-33)

Committee Members:

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

President Liaisons:

Joe Mulford
Scott Olson

Bolded items indicate action is required.



This page intentionally left blank.

**Minnesota State Board of Trustees
Finance Committee Meeting Minutes
November 18, 2020
McCormick Room
30 7th Street East
St. Paul, MN**

Finance Committee members present: Roger Moe, Chair; April Nishimura, Vice Chair; Trustees Jerry Janezich, Kathy Sheran, George Soule and Chancellor Devinder Malhotra.

Other board members present: Trustee Rudy Rodriguez.

Cabinet Members Present: Vice Chancellor Bill Maki, Senior Vice Chancellor Ron Anderson

President Liaisons Present: President Joe Mulford, Pine Technical and Community College and President Scott Olson, Winona State University.

This meeting was hosted online via Zoom. Committee Chair Moe called the virtual meeting to order at 9:18 am and a roll-call was taken.

Chair Moe thanked the organizations that sent in letters offering support for the budget proposal. He then provided a brief outline of the agenda for the meeting.

1. Approval of the Finance Committee Meeting Minutes

Committee Chair Moe called for any questions or changes to the Finance Committee Meeting Minutes from October 21, 2020. Hearing none, Chair Moe called for a motion to approve the minutes as written. Trustee Janezich made the motion, Vice Chair Nishimura seconded. The minutes were approved.

The Chair recognized Vice Chancellor Bill Maki.

Vice Chancellor Maki gave updates on the following topics:

- *The January 2021 Finance Committee meeting will provide a more detailed update on college and university financial performance.*
- *Thank you to the System Office finance team and campuses for their great work on the audited financial statements during the difficult circumstances of the pandemic.*
 - *The annual Finance conference will take place on December 3 and 4 virtually and will include discussions on long term financial sustainability in a changing environment as well as the upcoming ERP replacement under NextGen.*

2. Contracts Exceeding \$1 Million:

- a. **Contract Extension for University Heights Student Housing, Bemidji State University**

Vice Chancellor Maki provided a summary of the proposed contract. Committee Chair Moe called for questions.

There being no questions, Committee Chair Moe asked for a motion to adopt the following:

RECOMMENDED COMMITTEE ACTION:

The Board of Trustees authorizes the chancellor or the chancellor's designee to execute an Amendment to the Property Management Agreement for five (5) additional years for a total term not to exceed ten (10) years with a total amount not to exceed \$4,250,000. 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 an Amendment to the Property Management Agreement for five (5) additional years for a total term not to exceed ten (10) years with a total amount not to exceed \$4,250,000. The board directs the chancellor or his designee to execute all necessary documents.

Trustee Janezich made the motion. Trustee Nishimura seconded. A roll-call vote was taken. The motion was adopted.

b. Lease Amendment: Metropolitan State University and 1380 Energy

Associate Vice Chancellor Brian Yolitz provided a summary of the proposed contract. Committee Chair Moe called for questions.

There being no questions, Committee Chair Moe then asked for a motion to adopt the following:

RECOMMENDED COMMITTEE ACTION:

The Board of Trustees authorizes the chancellor or the chancellor's designee to modify, amend and extend the lease at 1380 Energy Park Drive, Suite 104, St. Paul, which contains approximately 7,946 sq. ft., for up to six (6) months, through June 30, 2021.

RECOMMENDED BOARD OF TRUSTEES MOTION:

The Board of Trustees authorizes the chancellor or the chancellor's designee to modify, amend and extend the lease at 1380 Energy Park Drive, Suite 104, St. Paul, which contains approximately 7,946 sq. ft., for up to six (6) months, through June 30, 2021.

Trustee Janezich made the motion. Vice Chair Nishimura seconded. A roll-call vote was taken. The motion was adopted.

3. FY2022-2023 Biennial Budget Request (Second Reading)

Vice Chancellor Maki provided a comprehensive informational overview of the operating budget. Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs, and Steve Ernest, System Director for Financial Planning and Analysis, joined the Vice Chancellor for the presentation. Presidents Scott Olson, Winona State University, and Joe Mulford, Pine Technical and Community College, also joined the presentation.

Upon conclusion of the presentation, Chair Moe asked for questions and comments from the Board.

Trustee Rodriguez highlighted the consistent themes from a diversity and equity point of view that we are continuing to focus on closing the educational gap and other disparities in our results, as well as the reinforcement and actions of our presidents in addressing student basic needs.

Vice Chair Nishimura thanked Vice Chancellor Maki, the entire leadership team, and the team that pulled this budget together.

There being no further questions, Committee Chair Moe asked for a motion to adopt the following:

RECOMMENDED COMMITTEE MOTION

The FY2022-FY2023 legislative request strengthens the state's commitment to inclusive excellence and ensuring our students receive an extraordinary, affordable, and accessible education. The Board of Trustees approves the FY2022-FY2023 biennial budget request in the amount of \$813,034,000 in FY2022 and \$832,034,000 in FY2023 for a total of \$1,645,068,000.

The Board of Trustees has been granted the authority in state statute to govern and operate Minnesota State. The board, after full consultation with Minnesota State constituencies, will make final budget decisions, including setting tuition rates, at the conclusion of the legislative session.

RECOMMENDED BOARD MOTION

The FY2022-FY2023 legislative request strengthens the state's commitment to inclusive excellence and ensuring our students receive an extraordinary, affordable, and accessible

education. The Board of Trustees approves the FY2022-FY2023 biennial budget request in the amount of \$813,034,000 in FY2022 and \$832,034,000 in FY2023 for a total of \$1,645,068,000.

The Board of Trustees has been granted the authority in state statute to govern and operate Minnesota State. The board, after full consultation with Minnesota State constituencies, will make final budget decisions, including setting tuition rates, at the conclusion of the legislative session.

Vice Chair Nishimura made the motion. Trustee Soule seconded. A roll-call vote was taken. The motion was adopted.

Committee Chair Moe adjourned the meeting at 10:08am.

Respectfully submitted: Don Haney, Recorder

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

Name: Finance Committee

Date: January 26, 2021

Title: Contracts exceeding \$1 Million:

- a. **Contract for Flight Training Program Facilities and Services – Rochester Community and Technical College**
- b. **Contract for Printer/Copier Multi-Function Devices – Rochester Community and Technical College**
- c. **Contract for Office 365 Management Tool – System Office**
- d. **Student Affairs Renovation – Minneapolis Community and Technical College***
- e. **Comstock Memorial Union Roof Replacement – Minnesota State University, Moorhead***

Purpose (check one):

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

Brief Description:

Board Policy 5.14, 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.

**This item was previously reviewed by the Facilities Committee.*

Scheduled Presenters: Bill Maki, Vice Chancellor for Finance and Facilities
Brian Yolitz, Associate Vice Chancellor for Facilities

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

**CONTRACTS EXCEEDING \$1 MILLION: CONTRACT FOR FLIGHT TRAINING PROGRAM
FACILITIES AND SERVICES – ROCHESTER COMMUNITY AND 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.

Rochester Community and Technical College (RCTC) started a new Aviation Pilot Education Program in the Fall of 2019. In 2018 a Request for Proposal was issued for a provider of the services, equipment and facilities required to offer the program. Great Planes Aviation submitted a proposal and was awarded the contract for up to five (5) years 2019-2024. All flight instruction is done at the Rochester International Airport. There are designated revenue sources to fund payments to the vendor associated with this contract.

1. Tuition – Students pay RCTC tuition at the time of the students' academic registration for a specified course.
2. Lab Fee – Students pay RCTC lab fees for flight instruction, simulator usage, aircraft rental, surcharges as determined under the contract. The lab fees are then remitted to Great Planes Aviation.
3. Facility Fee – RCTC pays a facility fee to Great Planes Aviation for educational space.

As a startup program, RCTC negotiated separate one-year agreements for the initial two years as a means to build support for the program. Now that the program has been operating for two years RCTC desires to enter an agreement for up to three years (2+1) with Great Planes Aviation.

The contract period for the new agreement will be for up to three (3) years from July 1, 2021 to June 30, 2024 for an amount not to exceed \$5.5 million.

RECOMMENDED COMMITTEE MOTION:

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute an agreement for up to three years for the period July 1, 2021- June 30, 2024 for an amount not to exceed \$5.5 million. The board directs the chancellor or his designee to execute all necessary documents.

RECOMMENDED BOARD OF TRUSTEES MOTION:

The Board of Trustees authorizes the chancellor or the chancellor's designee to execute an agreement for up to three years for the period July 1, 2021-June 30, 2024 for an amount not to exceed \$5.5 million. The board directs the chancellor or his designee to execute all necessary documents.

Date of Adoption: January 26, 2021

Date of Implementation: January 26, 2021

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
CONTRACTS EXCEEDING \$1 MILLION: CONTRACT FOR PRINTER/COPIER MULTI-FUNCTION DEVICES – ROCHESTER COMMUNITY AND 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.

At present, Rochester Community and Technical College (RCTC) contracts with Metro Sales, Inc. to provide, service and maintain approximately 130 multi-function devices (MFD’s) and printers to service all areas of the college. These devices print, scan, and fax. The contract began in March 2016 and ends in February 2021. The average annual costs have been approximately \$170,000. The current monthly rate for these 130+ machines is approximately \$13,855. Negotiations with Metro Sales, Inc, have resulted in significant savings going forward with a new monthly rate of \$8,825. Therefore,

RCTC would like to continue the contract with Metro Sales, Inc. under the contract available through the Omnia Partners Cooperative Purchasing Program. The additional term of the contract would be forty (40) months from March 2021 through June 2024 for an additional amount of approximately \$353,000.

In summary, the total contract term with Metro Sales, Inc. would be approximately \$1.3 million and run from March 2016 through June 2024. RCTC seeks approval to enter this agreement.

RECOMMENDED COMMITTEE MOTION:

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor’s designee to execute a new agreement with Metro Sales, Inc. through the Omnia Partners Cooperative Purchasing Program for a term through June 2024 for a cumulative total amount from March 2016 through June 2024 of up to \$1.3 million. The board directs the chancellor or his designee to execute all necessary documents.

RECOMMENDED BOARD OF TRUSTEES MOTION:

The Board of Trustees authorizes the chancellor or the chancellor’s designee to execute a new agreement with Metro Sales, Inc. through the Omnia Partners Cooperative Purchasing Program for a term through June 2024 for a cumulative total amount from March 2016 through June 2024

of up to \$1.3 million. The board directs the chancellor or his designee to execute all necessary documents.

Date of Adoption: January 26, 2021

Date of Implementation: January 26, 2021

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
CONTRACTS EXCEEDING \$1 MILLION: CONTRACT FOR OFFICE 365 MANAGEMENT TOOL – 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 system-wide agreement for an Office 365 Management Tool. The contract will be for a total of five (5) years and the cost over five (5) years will not exceed \$1,700,000. The Office 365 Management Tool will allow system office and campus administrators to manage Microsoft licensing more efficiently and effectively across the system.

A public RFP was conducted in Fall 2020 and 5 responses were received. The contract will provide schools with more local control to effectively manage their Office 365 resources.

RECOMMENDED COMMITTEE MOTION:

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor’s designee to execute an agreement on behalf of the system for a term up to five (5) years to not exceed \$1,700,000. The board directs the chancellor or his designee to execute all necessary documents.

RECOMMENDED BOARD OF TRUSTEES MOTION:

The Board of Trustees authorizes the chancellor or the chancellor’s designee to execute an agreement on behalf of the system for a term up to five (5) years to not exceed \$1,700,000. The board directs the chancellor or his designee to execute all necessary documents.

Date of Adoption: January 26, 2021

Date of Implementation: January 26, 2021

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

**CONTRACTS EXCEEDING \$1 MILLION: STUDENT AFFAIRS RENOVATION –
MINNEAPOLIS COMMUNITY AND TECHNICAL COLLEGE**

BACKGROUND

Board Policy 5.14, *Contracts, Procurements, and Supplier Diversity* requires contracts, including amendments, with values greater than \$1,000,000, be approved in advance by the Board of Trustees.

Minneapolis Community and Technical College (MCTC) seeks approval of a construction contract for phases 3 and 4 of their project to renovate the second floor of its Technical Building (T-Building) as part of its on gong effort to modernize its delivery of student services.

The Student Affairs Renovation project reflects improvements to the second and third floors of MCTC’s T-Building outlined their Comprehensive Facilities Plan (CFP). The Board approved construction contracts for phases 1 and 2 in March 2019 for \$1.2 million and January 2020 for \$1.7 million. This work is now complete.

Phase 3 will renovate space for Student Advising, Express Advising, Transfer Center, Power of You, and TRIO Starting Point. The contract scope will also include Admissions and Registration lab space. Phase 4 will renovate the Accessibility Resource Center, Career Services and remodel restrooms and corridors.

Phase 3 construction for is planned to start in July 2021 and phase 4 in July 2022. At this time, phases 5 and 6 are planned for 2023. All work will had been budgeted for with campus operating funds and will not impact tuition and fees.

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.

RECOMMENDED BOARD OF TRUSTEES 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.

Date of Adoption: 1/26/2021
Date of Implementation: 1/26/2021

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
CONTRACTS EXCEEDING \$1 MILLION: COMSTOCK MEMORIAL UNION ROOF REPLACEMENT – MINNESOTA STATE UNIVERSITY, MOORHEAD

BACKGROUND

Board Policy 5.14, *Contracts, Procurements, and Supplier Diversity* requires contracts, including amendments, with values greater than \$1,000,000, be approved in advance by the Board of Trustees.

Minnesota State University Moorhead (MSUM) seeks approval of a contract to remove and replace existing roofing at Roof Areas B1, B2 and B3 of the Comstock Memorial Union. The existing roofing in these areas is over 30-years old and needs to be replaced to prevent further deterioration of the building envelope and prevent moisture leakage into the building that damages interior furnishings and finishes and contributes to poor indoor air quality.

Also, included in this project is a requirement by the Minnesota Department of Labor and Industry to add reinforcement to the existing structure in these roofing areas to ensure the structure has the capacity to support snowdrift loading per current Building Codes.

This project went out for bid in late November. We received three bids on December 10, 2020 with the lowest qualified bid at \$1,141,800. To meet Board policy, MSUM seeks authority from the Board to enter into a construction contract not to exceed \$1.3 million to accomplish the work. The project will be funded using local campus revenue funds. The University expects to begin work immediately following Board approval and will complete the project in the fall of 2021.

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.

RECOMMENDED BOARD OF TRUSTEES MOTION:

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

Date of Adoption: 1/26/2021

Date of Implementation: 1/26/2021

This page intentionally left blank.

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

Name: Finance Committee

Date: January 26, 2021

Title: Federal Higher Education Funding Update

Purpose (check one):

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

Brief Description:

On December 21, 2020, Congress passed a \$900 billion stimulus bill to assist with the economic fallout of the COVID-19 pandemic. This bill was attached to the larger appropriations bill that also needed congressional approval in order to avoid a federal government shut down. President Trump signed the bill into law on December 27, 2020.

This presentation will provide a breakdown of key provisions in the bill.

Scheduled Presenters:

Bill Maki, Vice Chancellor for Finance and Facilities
Steve Ernest, System Director for Financial Planning & Analysis

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM
FEDERAL HIGHER EDUCATION FUNDING UPDATE

On December 21, 2020, Congress passed a \$900 billion stimulus bill to assist with the economic fallout of the COVID-19 pandemic. This bill was attached to the larger appropriations bill that also needed congressional approval in order to avoid a federal government shut down. President Trump signed the bill onto law on December 27, 2020. Below is a breakdown of key provisions in the bill.

As outlined by the U.S. Department of Education, the stimulus bill provides **\$82 billion for K-12 and higher education**. Key higher education provisions include:

- \$22.7 billion for the Higher Education Emergency Relief Fund (HEERF) broken out as follows:
 - \$20.2 billion for non-profit colleges distributed through a formula that accounts for an institution's total number of students (headcount) and relative share of full-time equivalent (FTE) students (\$12.5 billion in CARES Act) *Minnesota State worked hard to ensure our congressional delegation was aware of the impact using headcount versus FTE in the allocation formula would have on our campuses.
 - \$1.7 billion for HBCUs, MSIs and tribal colleges
 - \$113 million for IHEs with the greatest unmet need
 - \$908 million for financial aid for students at for-profit colleges
- \$4.1 billion for the Governor's Emergency Education Relief Fund (GEERF)
- \$7 billion to strengthen and expand broadband services
- \$10 billion for child care

Other key provisions in the stimulus bill include:

- Direct payment checks to individuals of \$600
- Enhanced unemployment benefits of \$300 weekly for 11 weeks, from the end of December through mid-March
- Expand the Paycheck Protection Program so that some of the hardest-hit small businesses can apply for a second loan
 - The bill specifically designates \$12 billion for minority-owned and very small businesses

- Provides \$15 billion for live venues, independent movie theaters and cultural institutions
- It also expands eligibility to more nonprofits as well as local newspapers, TV and radio broadcasters
- Extension of eviction protection until January 31 currently set to expire at the end of the year
- Rental assistance of \$25 billion
- Provides additional funding for vaccine distribution
 - \$20 billion for the purchase of vaccines so they can be available at no charge for those who need it
 - \$8 billion for vaccine distribution
 - \$20 billion to assist with testing

Below are provisions debated but ultimately left out of the bill. It is believed these provisions may be addressed separately:

- Suspension of student loan payments until April, currently set to expire January 31, 2021
- Funding for states and local governments struggling with lower tax revenues due to the pandemic
- Liability protections for businesses

The FY2021 Labor, Health and Human Services, Education and Related Agencies Appropriations includes the following funding for higher education:

- \$6,495 for the maximum Pell grant (\$150 above FY20). The increase will help the maximum award keep pace with inflation.
- \$880 million for the Federal Supplemental Educational Opportunity Grant (FSEOG) program (\$15 million above the 2020 enacted level)
- \$1.2 billion for the Federal Work Study (FWS) program (\$10 million above the 2020 enacted level)
- \$55 million for Child Care Access Means Parents in School (CCAMPIS) program (\$2 million above the 2020 enacted level)
- \$675 million for Adult Education State Grants (\$18 million above the 2020 enacted level)
- \$1.3 billion for Career and Technical Education State Grants (\$52 million above the 2020 enacted level)
- \$45 million for Strengthening Community College Training Grants (\$5 million above the 2020 enacted level)
- \$338 million for Historically Black Colleges and Universities (\$13 million above the FY2020 enacted level)
- \$149 million for Hispanic Serving Institutions (\$6 million above the 2020 enacted level)
- \$38 million for Tribally Controlled Colleges and Universities (\$1.4 million above the 2020 enacted level)
- \$1.1 billion for Federal TRIO programs (\$7 million above the 2020 enacted level)

- \$368 million for GEAR UP (\$3 million above the 2020 enacted level)
- \$52 million for Teacher Quality Partnerships (\$2 million above the 2020 enacted level)
- \$7 million for the continued support of the Centers of Excellence for Veteran Student Success Program
- \$7 million for the continued support of the Open Textbooks Pilot
- \$10 million for the Rural Postsecondary and Economic Development Grant Program for innovative approaches to improve rates of postsecondary enrollment and completion among rural students
- \$2 million for the Center of Educational Excellence, a model center of educational excellence at an undergraduate HBCU with a demonstrable record in the production of Black teachers
- \$5 million for Basic Needs Grants to support programs that address the basic needs of postsecondary education students
- \$1 million for Transitioning Gang-Involved Youth to Higher Education to provide a funding opportunity for organizations that work directly with gang involved youth to help such youth pursue higher education opportunities
- \$7 million for Modeling and Simulation Programs as authorized under section 891 of the Higher Education Act
- \$2 million for the National Center for Information and Technical Support for Postsecondary Students with Disabilities as authorized under section 777(a) of the Higher Education Act

The bill also contains significant higher education policy changes, including:

- A restoration of Pell Grant eligibility for incarcerated individuals (Second Chance Pell)
- Language from HELP Committee Chairman Alexander's bipartisan FAFSA simplification proposal, which would reduce the number of questions on the FAFSA and streamline the formula used to determine Pell Grant eligibility
- Loan forgiveness for HBCUs with loans under the federal Capital Financing Program

The U.S. Department of Education announced on January 14, 2021 that the additional \$21.2 billion was now available to institutions of higher education (IHEs) to serve students and ensure learning continues during the COVID-19 pandemic. This funding was allocated to the Higher Education Emergency Relief Fund II (HEERF II) by the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA).

The January 14 announcement awarded \$20.5 billion to public and non-profit colleges and universities. Public and non-profit schools can use their awards for financial aid grants to students, student support activities, and to cover a variety of institutional costs, including lost revenue, reimbursement for expenses already incurred, technology costs associated with a transition to distance education, faculty and staff trainings, and payroll. The minimum amount that each institution must reserve for emergency grants is the larger of the amount that was

required to be provided to students under the CARES Act, or the amount your institution is receiving based on the share of students.

Allocations to the 30 Minnesota State colleges and 7 universities were based on a formula that included three factors:

1. 75% of the funds was awarded based on each institution's relative share of enrollment of Federal Pell Grant recipients who were not enrolled exclusively in distance education courses prior to the coronavirus emergency, split evenly between total (i.e., headcount) enrollment and full-time equivalent (FTE) enrollment;
2. 23% of the funds was awarded based on each institution's share of enrollment of students who were not Federal Pell Grant recipients and who were not enrolled exclusively in distance education courses prior to the coronavirus emergency, split evenly between headcount and FTE;
3. 2% of the funds was awarded based on each institution's relative share of enrollment of Federal Pell Grant recipients who were enrolled exclusively in distance education courses prior to the coronavirus emergency, split evenly between HC and FTE.

Table #1 illustrates the specific amount for each college and university displaying the total amount received, the minimum amount of funds that must be reserved for emergency grants to students, and maximum amount available for the institutional portion. The total amounts across the system are \$186.9M with a minimum amount for student grants being \$46.7M and the maximum amount for institutional aid being \$140.2M.

The change in the formula from how CARES funding was allocated benefitted the system. Including headcount and exclusively distance students in the allocation formula was advantageous to Minnesota State as a whole since our headcount numbers of credit-seeking students is close to double the amount of FTE that we have. Last spring, the CARES Act provided that \$12.56 billion to be distributed to directly to institutions using a formula based on student enrollment. School allocations were set by formula prescribed in the CARES Act that were weighted significantly by the number of full-time students who are Pell-eligible but also takes into consideration the total population of the school and the number of students who were not enrolled full-time online before the coronavirus outbreak. The total CARES amount for the 30 colleges and 7 universities of Minnesota State is \$93.361 million.

With the releasing of the funds and the US Department of Education guidelines, the Leadership Council has begun the process of interpreting allowable uses and maximizing these funds to benefit their students and their college and university. Additional information will be available in the presentation to the finance committee.

Table 1

Minnesota State CRRSA funding Institution	314(a)(1) Student Aid & Institutional Relief	minimum student portion CFDA 84.425E*	maximum institutional portion CFDA 84.425F
Alexandria Technical & Community College	\$ 1,669,171	\$ 403,655	\$ 1,265,516
Anoka Technical College	\$ 2,251,405	\$ 554,380	\$ 1,697,025
Anoka-Ramsey Community College	\$ 7,650,597	\$ 1,790,488	\$ 5,860,109
Bemidji State University	\$ 5,037,376	\$ 1,406,649	\$ 3,630,727
Central Lakes College-Brainerd	\$ 3,507,873	\$ 829,096	\$ 2,678,777
Century College	\$ 10,765,178	\$ 2,498,136	\$ 8,267,042
Dakota County Technical College	\$ 2,887,495	\$ 733,589	\$ 2,153,906
Fond du Lac Tribal and Community College	\$ 1,624,762	\$ 372,416	\$ 1,252,346
Hennepin Technical College	\$ 5,636,807	\$ 1,327,229	\$ 4,309,578
Hibbing Community College	\$ 1,451,871	\$ 389,798	\$ 1,062,073
Inver Hills Community College	\$ 3,737,337	\$ 859,434	\$ 2,877,903
Itasca Community College	\$ 1,421,466	\$ 370,988	\$ 1,050,478
Lake Superior College	\$ 4,132,002	\$ 878,576	\$ 3,253,426
Mesabi Range College	\$ 1,289,340	\$ 280,505	\$ 1,008,835
Metropolitan State University	\$ 10,533,046	\$ 2,579,501	\$ 7,953,545
Minneapolis Community and Technical College	\$ 10,358,338	\$ 2,320,061	\$ 8,038,277
Minnesota State College Southeast	\$ 1,499,186	\$ 333,224	\$ 1,165,962
Minnesota State Community and Technical College	\$ 5,922,783	\$ 1,416,310	\$ 4,506,473
Minnesota State University Moorhead	\$ 5,854,257	\$ 1,759,267	\$ 4,094,990
Minnesota State University-Mankato	\$ 14,617,272	\$ 4,544,481	\$ 10,072,791
Minnesota West Community and Technical College	\$ 2,583,493	\$ 536,047	\$ 2,047,446
Normandale Community College	\$ 10,454,594	\$ 2,401,288	\$ 8,053,306
North Hennepin Community College	\$ 6,915,297	\$ 1,510,713	\$ 5,404,584
Northland Community and Technical College	\$ 3,053,777	\$ 677,705	\$ 2,376,072
Northwest Technical College	\$ 618,678	\$ 98,277	\$ 520,401
Pine Technical & Community College	\$ 1,397,218	\$ 240,632	\$ 1,156,586
Rainy River Community College	\$ 317,295	\$ 80,634	\$ 236,661
Ridgewater College	\$ 3,860,185	\$ 975,458	\$ 2,884,727
Riverland Community College	\$ 2,860,474	\$ 636,122	\$ 2,224,352
Rochester Community and Technical College	\$ 5,542,245	\$ 1,314,750	\$ 4,227,495
Saint Cloud State University	\$ 13,652,272	\$ 3,910,882	\$ 9,741,390
Saint Paul College	\$ 10,171,146	\$ 2,290,260	\$ 7,880,886
South Central College	\$ 4,096,933	\$ 936,741	\$ 3,160,192
Southwest Minnesota State University	\$ 3,629,923	\$ 822,117	\$ 2,807,806
St Cloud Technical and Community College	\$ 6,143,474	\$ 1,527,599	\$ 4,615,875
Vermilion Community College	\$ 830,732	\$ 227,270	\$ 603,462
Winona State University	\$ 8,890,555	\$ 2,848,478	\$ 6,042,077
Total	\$ 186,865,853	\$ 46,682,756	\$ 140,183,097
Universities	\$ 62,214,701	\$ 17,871,375	\$ 44,343,326
Colleges	\$ 124,651,152	\$ 28,811,381	\$ 95,839,771

*greater of CARES or online-only amt

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

Name: Finance Committee

Date: January 26, 2021

Title: College and University Financial Performance Update

Purpose (check one):

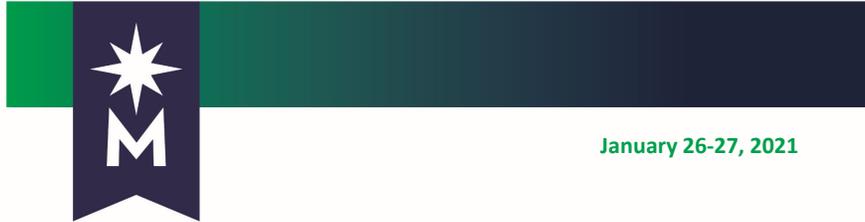
- | | | |
|---|---|---|
| <input type="checkbox"/> Proposed
New Policy or
Amendment to
Existing Policy | <input type="checkbox"/> Approvals
Required by
Policy | <input type="checkbox"/> Other
Approvals |
| <input checked="" type="checkbox"/> Monitoring /
Compliance | <input type="checkbox"/> Information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

Brief Description:

A review of the Minnesota State FY2020 and FY2019 financial statement results as well as college and university FY2020 financial health indicators.

Scheduled Presenter:

Bill Maki, Vice Chancellor for Finance and Facilities
Steve Ernest, System Director for Financial Planning & Analysis
Denise Kirkeby, System Director for Financial Reporting



January 26-27, 2021

FINANCE

College and University Financial Performance Update

Board of Trustees Finance Committee Meeting

Presentation Overview

- Minnesota State FY2020 and FY2019 financial statements results
- College and university FY2020 financial health indicators

Financial Results Summary

- System reported an operating loss of \$24.0 million; a little over 1% of FY2020 revenue*
- 24 colleges and universities reported an operating loss in FY2020 (28 in FY2019)*
- Campus budget reserves preserved – critical risk management strategy

* Excludes the unfunded pension/OPEB liability entries



Key Performance Metrics

Fiscal Year 2020 vs. 2019

Revenues and Expenses

- \$2.11 billion revenue (increase of 2.7% from FY2019)
- \$2.07 billion expenses (increase of 1.8% from FY2019)*

Net Position

- \$2.37 billion net position; 1.9% increase from FY2019*
- \$43.5 million increase in net position compared to FY2019*

College and university operating reserve

- \$109.6 million, increase of \$4.2 million compared to 2019
- 7.0% of general fund revenue; Board requirement = 5% to 7%

* Excludes the unfunded pension/OPEB liability entries



FY2020 financial results indicate stable financial position; cost management critical

- Stable financial position maintained
- Continued reliance on state operating appropriation to support mission critical services; state's funding pattern contributed to the operating gain in 1st year of biennium and the operating loss in the 2nd year
- Tuition revenue declined primarily due to declining enrollments at the universities and colleges
- Enrollment management and cost management strategies critical
- COVID-19 Pandemic had significant impact on the Revenue fund, but less so on the systemwide financials



Federal CARES Act Funds

- \$97 million in one-time assistance
- \$58 million was used in FY 2020
 - \$43 million in emergency grants to students
 - \$7 million in spring room and board refunds
 - \$7 million changes in instructional delivery and campus safety
- Financial health would have been considerably worse without this assistance



System Procedure 7.3.16

Five indicators measure financial health

Two enrollment-based indicators

- **A1.** Long-term enrollment decline of more than 8 percent over two years
- **A2.** Short-term enrollment shortfall more than 2% compared to budget

Two cash-based indicators

- **B1.** General fund cash balance less than 20 percent of annual general fund revenue
- **B2.** General fund balance decline of 10% or more over three year period

One accrual-based indicator

- **C1.** Adjusted CFI (without pension liability entries) below 1.5 (2-year average) or 0.5 (most recent year)

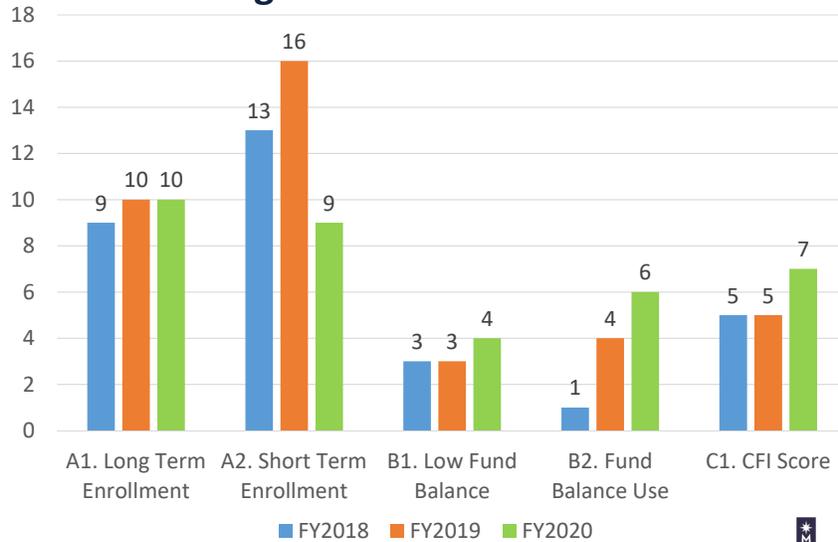


Key for the Charts –System-wide Perspective

- 37 institutions
- 2-3 years of data
- Grouped by categories
- College and University sectors
- Summary of where all institutions in relation to the indicators



Indicators triggered in FY2020 reflect continuing enrollment concerns



Composite Financial Index - CFI

A combination of four key financial ratios widely used throughout higher education.

The CFI score focuses on:

- the ability of the institution's financial reserves to withstand unexpected pressures
- the ability of the institution to pay off debts
- how much the institution's assets have grown in the past year, and
- how well revenues matched expenses in the past year



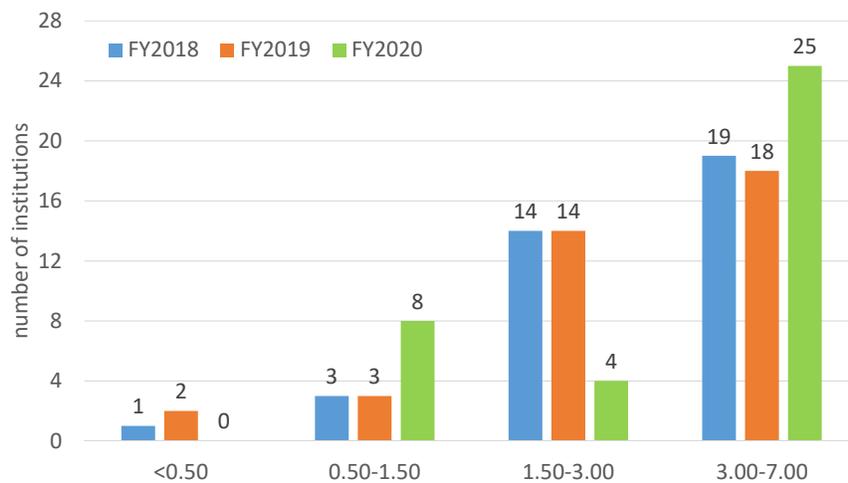
Composite Financial Index – CFI

- FY2020 CFI = 2.53 (without GASB 68/75)
- FY2019 CFI = 2.26 (without GASB 68/75)
- FY2018 CFI = 2.43 (without GASB 68/75)

- FY2020 CFI = 0.30 (with GASB 68/75)
- FY2019 CFI = 3.03 (with GASB 68/75)
- FY2018 CFI = (1.60) (with GASB 68/75)



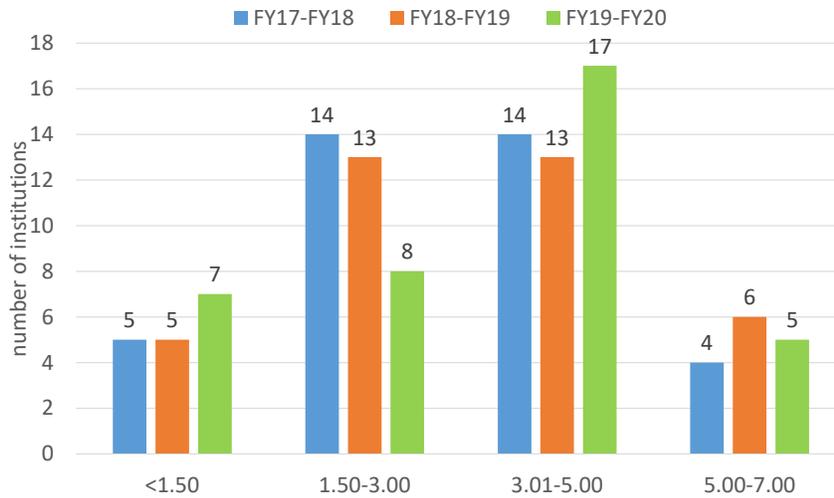
CFI showed some improvements in FY2020



Excludes the unfunded pension/OPEB liability entries



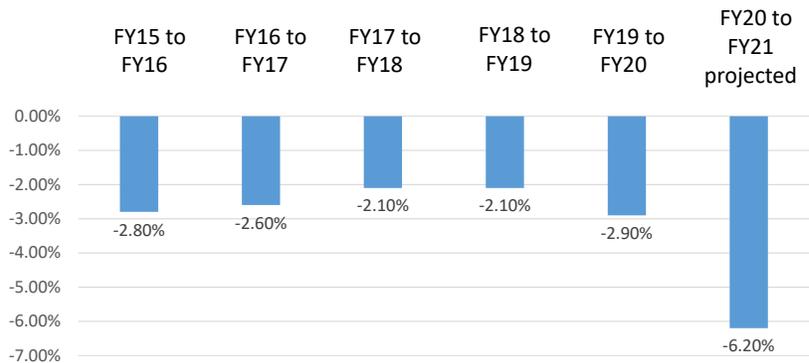
Two-year average CFIs also shows mixed results



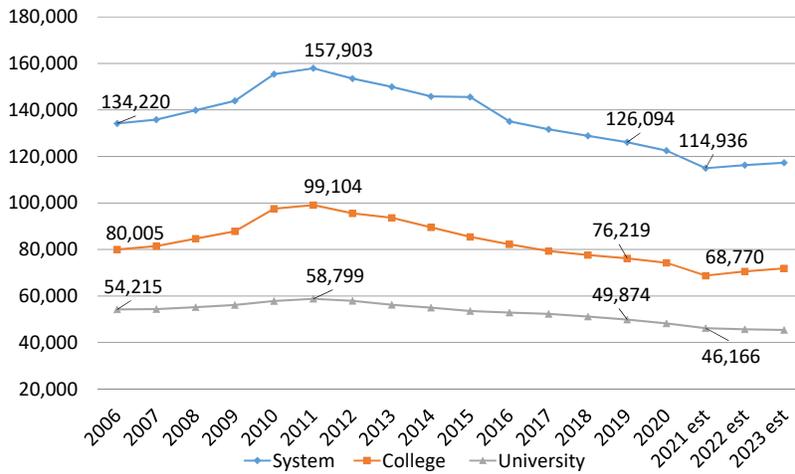
Excludes the unfunded pension/OPEB liability entries



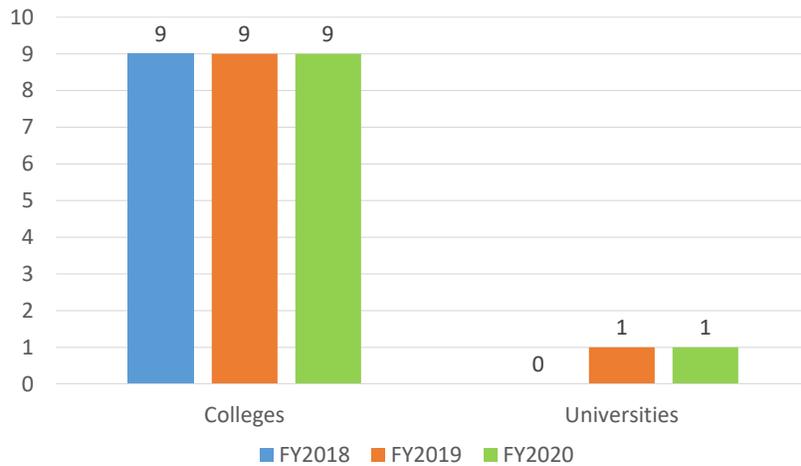
System enrollment decline has been consistent



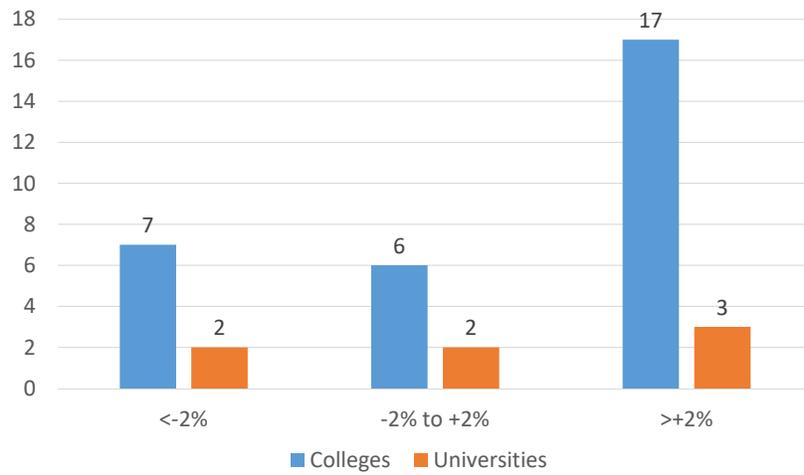
Historical & Projected Enrollment for the System



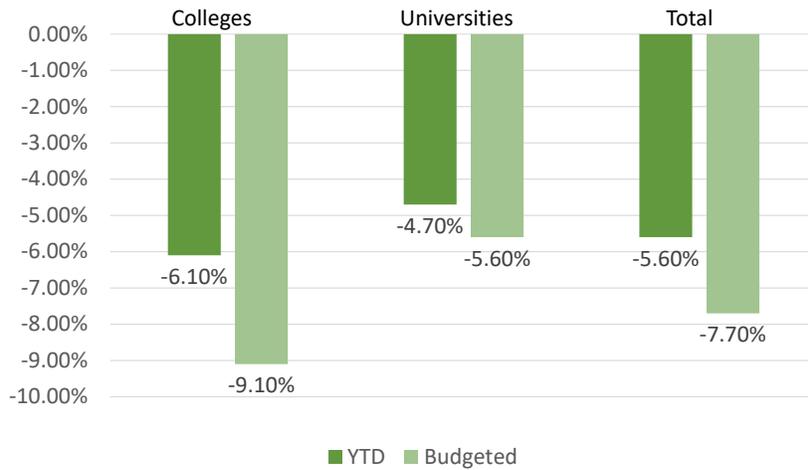
A1. Enrollment decline of more than 8% over two years



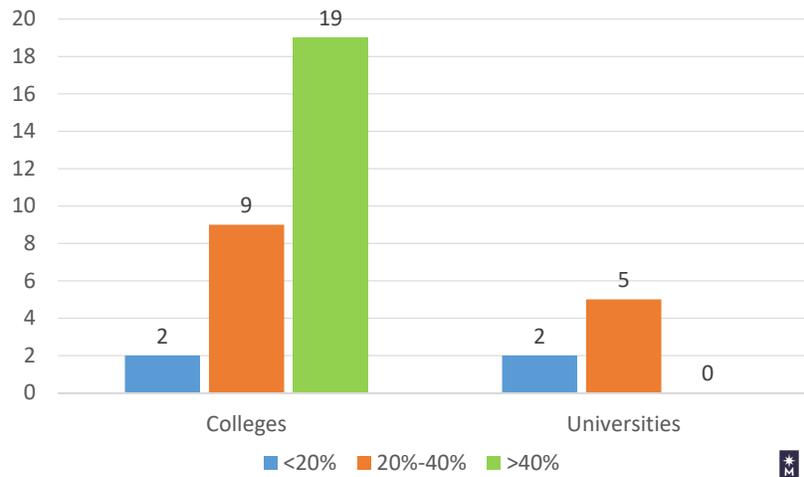
A2. Year-to-date enrollment versus budgeted



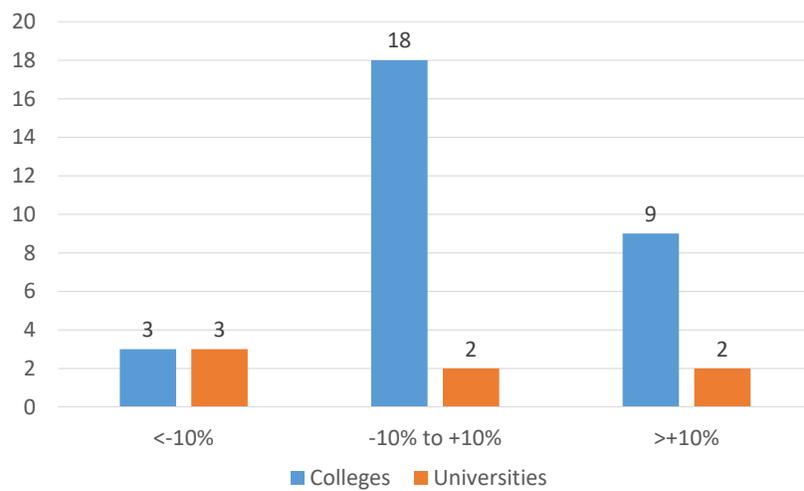
A2. October 2020 year-to-date enrollment better than budgeted enrollment



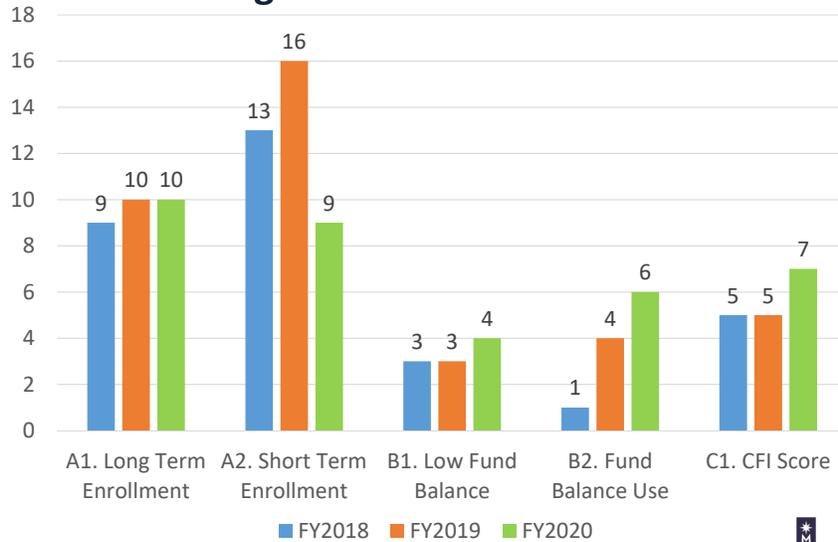
B1. Most fund balances are adequate compared to annual revenues



B2. General fund balance change FY18 to FY20



Indicators triggered in FY2020 reflect continuing enrollment concerns



Financial Health Reporting and Monitoring

- Ten enrollment plans were triggered by the long-term enrollment (A1) indicator, resulting in reviews of strategies related to enrollment
- All colleges and universities submitted revised budgets in October addressing short-term enrollment changes
- Nine institutions triggered a fund balance indicator (B1, B2) or the CFI indicator (C1), requiring submission of revised financial planning reports
- Follow-up discussions took place in January



Colleges and Universities Financial Health Summary

- Colleges and universities continue to face financial and enrollment challenges
- Federal funding helps with one-time pandemic costs but is not a substitute for ongoing funding sources to provide the long-term structural balance the System
- Institutions continue to adjust their academic offerings and services to align with their available resources



2020 College and University Financial Performance Update

End of presentation





MINNESOTA STATE



Audit Committee
January 26, 2021
2:00 p.m.
Virtual Meeting / Live Streamed

Note: Committee/board meeting times are tentative. Committee/board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

Audit Committee, George Soule, Chair
Other board members may be present constituting a quorum of the board.

1. **Minutes of November 17, 2020 (pages 1-3)**
2. Project Results – Comprehensive Workforce Solutions Project Review (pages 4-24)
3. Internal Auditing Update (25-33)

Committee Members:

George Soule, Chair
April Nishimura, Vice Chair
Asani Ajogun
Jerry Janezich
Michael Vekich

Presidential Liaisons:

Richard Davenport
Michael Seymour

Bolded items indicate action is required.



**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
AUDIT COMMITTEE MEETING MINUTES
November 17, 2020**

Consistent with the federal and state guidance on the COVID-19 pandemic, Chair Cowles has determined that in-person meetings will not be held for the foreseeable future. As a result, members of the public were not permitted to attend meetings due to the current pandemic. The board provided access for the public to monitor meetings via live audio-streaming of the proceedings.

Committee Members Present by Remote Access: Trustees George Soule, April Nishimura, Asani Ajogun, Jerry Janezich, and Michael Vekich.

Committee Members Absent: None.

Other Trustees Present by Remote Access: Trustees Ahmitara Alwal, Alex Cirillo, Jay Cowles, Dawn Erlandson, Roger Moe, Javier Morillo, Oballa Oballa, Rudy Rodriguez, Kathy Sheran, and Cheryl Tefer.

Committee Chair Soule called the virtual meeting to order at 11:25 a.m.

1. Minutes of October 20, 2020

The minutes of the October 20, 2020 audit committee were approved as published.

2. Internal Audit Announcements

Mr. Eric Wion, Executive Director for the Office of Internal Auditing, announced that the annual roles and responsibilities training was completed for committee members as required by board policy. Mr. Wion also announced that the Comprehensive Workforce Solutions Advisory project discussion has been postponed until January due to the volume of committee topics scheduled for this month.

1. Review Audit Results and Approve Release of Audited Financial Statements and Federal Student Financial Aid Audit

Mr. Wion introduced the external audit team from CliftonLarsonAllen, Mr. Don Loberg, Ms. Brenda Scherer, and Mr. Daniel Persaud.

Mr. Loberg began by explaining the impact of the COVID-19 pandemic on the audit process. He complimented Vice Chancellor Maki and his team for the work they did to ensure that the audit process was able to go on as planned. The audit was conducted almost entirely remotely, documents were received electronically, and meetings were held virtually. He reviewed the scope of the audits which included the results of three recently completed financial statement audits: Systemwide, Itasca Community College Student Housing Funds, Revenue Fund, and as

well as the federal student financial aid compliance audit and CARES Act funds. They also reviewed IT procedures but do not offer an opinion.

Ms. Scherer explained CliftonLarsonAllen's role under the State Single Audit. She stated that under the Cares Act, Minnesota State received \$96.7 million and spent \$58.1 million as of June 20, 2020. Minnesota State contracted CliftonLarsonAllen to perform compliance testing over the Cares Act Funding in 2020, however, the Office of Management and Budget has not yet issued the Cares Act addendum to the compliance supplement. Testing will occur after the addendum is released.

Ms. Scherer reviewed the audit approach. There are still a few things left to do, but she stated that CliftonLarsonAllen was planning to issue an unmodified opinion or a clean opinion for the systemwide financial statement audits.

Ms. Scherer reviewed the preliminary results of the federal student financial aid compliance audit and stated that there were no material weaknesses, but there were three findings that were significant deficiencies. The first two items are a result of new audit testing - National Student Loan Database System Enrollment Reporting and 240 day outstanding checks. These will not be surprised to the Department of Education. The last issue is a cash drawdown error at one school.

Mr. Persaud explained the auditor's responsibilities and the audit approach for the financial statement audits. He reviewed the System-wide audit results. There were no material audit adjustments and no financial reporting deficiencies. CliftonLarsonAllen offered an unmodified opinion on the financial systems, which is the highest opinion you can get from a CPA firm.

Mr. Persaud reviewed the Governance Communication. There was not changes to the scope, there were no new GASB standards implemented, there were no difficulties, no disagreements, no material adjustments, no uncorrected adjustments, and no other findings. He congratulated Minnesota State on the positive audit results. He stated that despite the audit process being done completely remotely, Minnesota State's finance staff were well prepared and responded to the CliftonLarsonAllen team in a timely manner for every request.

George Soule thanked CLA for their work and for the presentation.

Vice Chancellor Bill Maki introduced Ms. Denise Kirkeby, System Director for Financial Reporting. He thanked the CliftonLarsonAllen team, the internal auditing team, and the financial reporting team for their great work in light of some unplanned circumstances this year. He provided a high-level overview of the results at the system-wide level and noted that he would provide a deeper analysis of the financial results to the finance committee in January. Mr. Maki noted that GASB 68 and 75 had a substantial impact on the reported condition of the colleges and universities. Excluding the effects of GASB 68/75, the financial condition of the system colleges and universities for FY2020 was similar to the FY2019 results. The COVID-19 Pandemic had a significant impact on the Revenue Fund, but less so on the systemwide

financials.

Vice Chancellor Maki stated that enrollment has a pronounced impact on revenue from year to year and also on expenses. Full Year Equivalents (FYE) is down 2.9% from last year, and overall headcount is down 3%.

Vice Chancellor Maki reviewed the summary of federal expenditure and the financial results. Twenty-seven colleges and universities reported an operating loss and ten reported an operating gain, substantially attributable to the GASB 68/75 effect. The system net position remained relatively stable from FY19.

Vice Chancellor Maki reviewed the summary of financial results excluding the effects of GASB 68 and 75. He then reviewed the Revenue Fund statement of revenues, expense and changes in net position. The GASB 68 and 75 had a substantial impact on the reported condition of the colleges and universities in our official audited financial statements. When those impacts were removed, the financial condition of the system is very similar in FY20 as it was in FY19. Cares funding helped to offset a third of the refunds given to students who were not able to live on campus. He noted that, due to the pandemic, as we look to FY21 we can expect to see a more direct impact on the financial condition of the system, as many colleges and universities are using fund balance and reserves to weather the storm this year.

Systemwide unrestricted net position increased due to building up of the reserve for NextGen of \$17 million. Vice Chancellor Maki reviewed the changes in net position. Compensation expense change includes \$256 million related to GASB statements 68 and 75. Excluding GASB 68/75 effect, the change was \$31.8 million or 2.3%.

Vice Chancellor Maki stated that he was pleased to have an unmodified opinion on the financial statements and that they expected an unmodified opinion on compliance for the single audit on student financial aid as well.

Trustee Soule called for a motion to approve the release of the fiscal year 2020 audited financial statements as submitted. Trustee Vekich made the motion, Trustee Nishimura seconded. There was no dissent and the motion carried.

The meeting adjourned at 12:24 a.m.

Respectfully submitted by Darla Constable

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

Name: Audit Committee

Date: January 26, 2021

Title: Project Results – Comprehensive Workforce Solutions Project Review

Purpose (check one):

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

Brief Description:

Internal Auditing’s advisory project included a review of the CWS project execution to gain an understanding of strengths and opportunities for further improvement. Specifically, the project included a review and assessment of the following:

- Strategy, model, and organizational structure
- Revenue enhancement opportunities
- Economic impact of the local communities

Comprehensive Workforce Solutions (CWS) is the delivery of customized training and open enrollment continuing education courses to people, businesses, and communities throughout Minnesota. CWS is part of a broader continuum of program offered by Minnesota State that directly impact workforce development in the State of Minnesota. Minnesota State transitioned to a regional model to deliver Comprehensive Workforce Solutions and leverage the synergies between programs within a region, to ensure fiscal self-sufficiency, and to provide customized training based on regional and sector needs.

Impacted Enterprise Risks: Enrollment Management, Program Demand, Financial Sustainability, Institution/System Synergy, Structure, and Capitalizing and Executing Change

Scheduled Presenter(s):

Eric Wion, Executive Director of Internal Auditing

Christine Smith, Internal Auditing (Baker Tilly)

Ron Anderson, Senior Vice Chancellor, Academic and Student Affairs

Mary Rothchild, Senior System Director, Workforce Development, Academic and Student Affairs

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

BOARD INFORMATION

PROJECT RESULTS – COMPREHENSIVE WORKFORCE SOLUTIONS PROJECT REVIEW

BACKGROUND

Comprehensive Workforce Solutions (CWS) is the delivery of customized training and open enrollment continuing education courses to people, businesses, and communities throughout Minnesota. CWS is part of a broader continuum of program offered by Minnesota State that directly impact workforce development in the State of Minnesota. The program offerings are both credit and non-credit to serve the purpose of ensuring an available, skilled, and qualified workforce throughout the state. When discussing workforce development, our report assumes CWS to be one connected component of Minnesota State’s involvement across this workforce development continuum. To be successful colleges and universities must deliver high quality, cost -effective programs while being innovative and adapting to quickly changing industry needs.

Minnesota State transitioned to a CWS regional model to leverage the synergies between programs within a region, to ensure fiscal self-sufficiency, and to provide customized training based on regional and sector needs. The model consists of eight regions across the state of which each college and university are members. Each institution president chose the region of which the institution would be a member.

Internal Auditing’s advisory project included a review of the CWS project execution to gain an understanding of strengths and opportunities for further improvement. Specifically, the project included a review and assessment of the following:

- Strategy, model, and organizational structure
- Revenue enhancement opportunities
- Economic impact of the local communities

Internal Auditing will provide an overview of the project results.

Enterprise Risks

CWS’s regional model, structure and strategies were designed to leverage opportunities while helping mitigate several enterprise risks. CWS promotes workforce development and provides a pathway from non-credit to credit and baccalaureate programs, which positively impacts enrollment and financial sustainability. CWS also positively impacts financial sustainability by providing institutions the opportunity to further MN State’s mission and values at no additional cost (as it is intended to operate at break-even). Lastly, CWS positively impacts program demand by offering programs to students that are relevant and that provide in-demand and job specific skills. Addressing the observations and recommendations within the internal audit report will help strengthen CWS.



January 26, 2021

Office of Internal Auditing

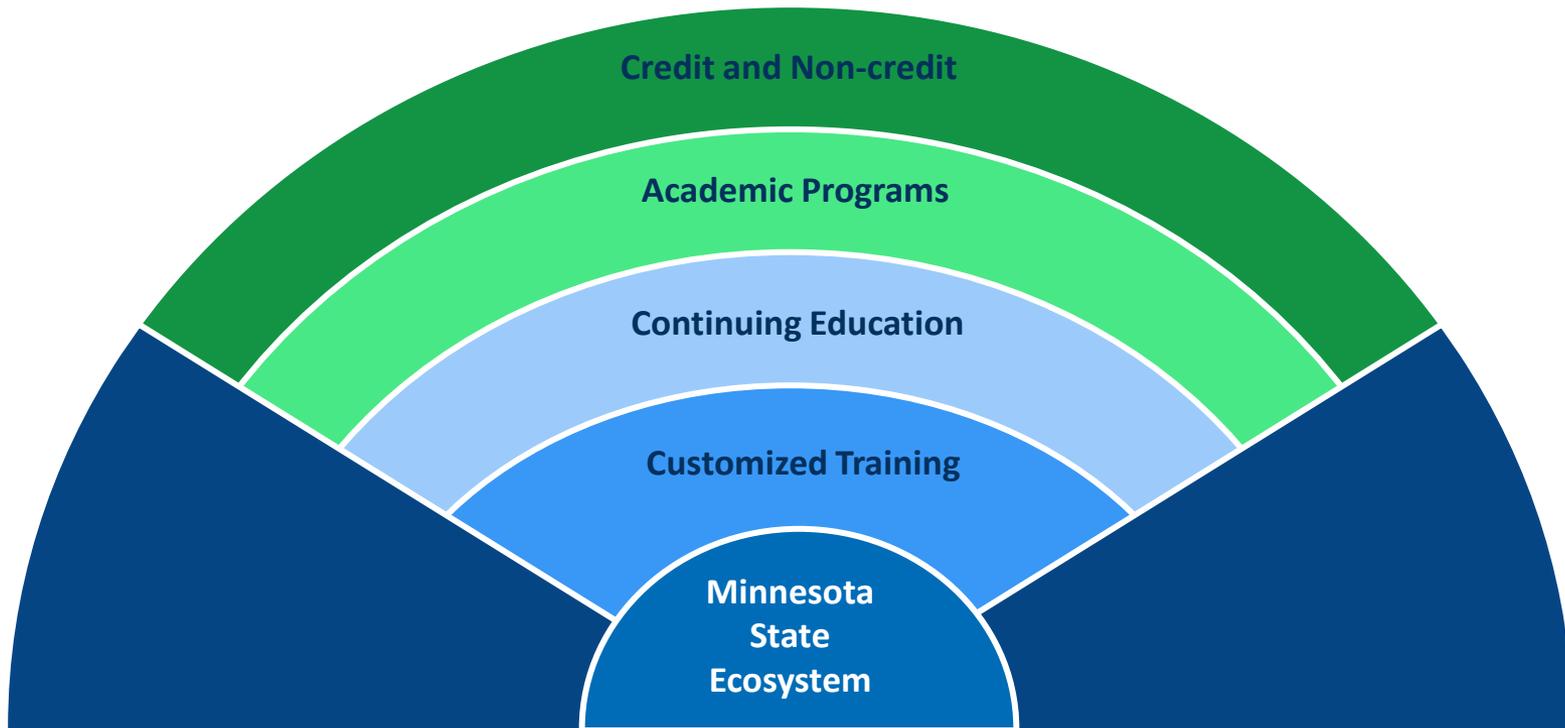
Audit Committee

**Project Results – Comprehensive Workforce Solutions Project Review
(Advisory Project)**

MINNESOTA STATE

What is Comprehensive Workforce Solutions (CWS)?

CWS is part of a broader continuum of programs offered by Minnesota State that directly impact workforce development in the state of Minnesota to ensure an available, skilled, and qualified workforce throughout the State.



What is Comprehensive Workforce Solutions (CWS)?

What: **Customized training and consultative solutions and open enrollment continuing education** courses to people, businesses, and communities.

Purpose:

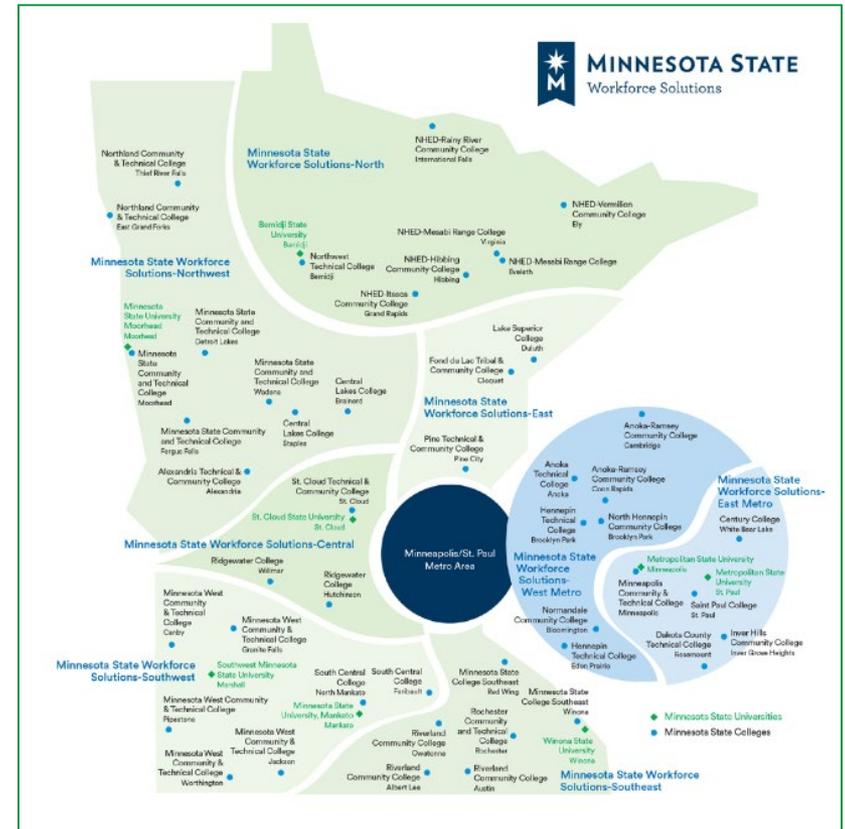
- Ensuring an **available, skilled, and qualified workforce** throughout the State.
- Efficiently obtain **in-demand and job-specific skills** to allow for a successful transition or **re-entry into the state's workforce**.
- Enhance **educational access** and promote **student success** in preparing for or realigning skills with market needs.
- Provide a pathway from **non-credit to credit and baccalaureate programs**, and **expand workforce career support and exposure** by collaborating with businesses, industry, and community-based organizations.

What is Comprehensive Workforce Solutions (CWS)?

How: Regional execution model

Why a regional execution model (intended):

- Leverage synergies between institutions and programs
- Build upon college and university expertise and resources
- Better respond to sector and business needs
- Reduce internal competition
- Drive financial results and long-term financial sustainability
- Solidify Minnesota State's position as the preferred provider of comprehensive workplace solutions



Internal Audit Objectives & Conclusion

The purpose and objectives of this advisory project were to:

1. Assess the current strategy, organizational model and structure. Advise on areas for enhancement.
2. Evaluate and identify ways to boost and articulate economic impact on communities.
3. Evaluate and identify ways to enhance revenue generation or reduce current losses.

Minnesota State has not cemented their competitive position in the marketplace with regards to CWS, nor have the regions come together around a cohesive strategy. The model should be driven by an enterprise-wide sector based strategy, executed by the regional structures, with universal agreement and commitment to the expected synergies, program growth, expectations, and fiscal outcomes.

Regional Implementation Realities & Challenges



Differing priorities (region and institution)

Support and buy-in to CWS program and regional approach

Fiscal realities

Inability to agree on model implementation

Key Recommendations



**Statewide
Sector Strategy**



**Clear Role of the
Regional Model**



**Accountability
Frameworks**



**Synergies
across
Programs**

Statewide Sector Strategy

What is a Sector Strategy?

A unified, sector-based approach to Workforce Development



Why is a Sector Strategy Important?

- Better serve all industries across the State (responsiveness)
 - Promote statewide growth
- Positively impact students and regional economies

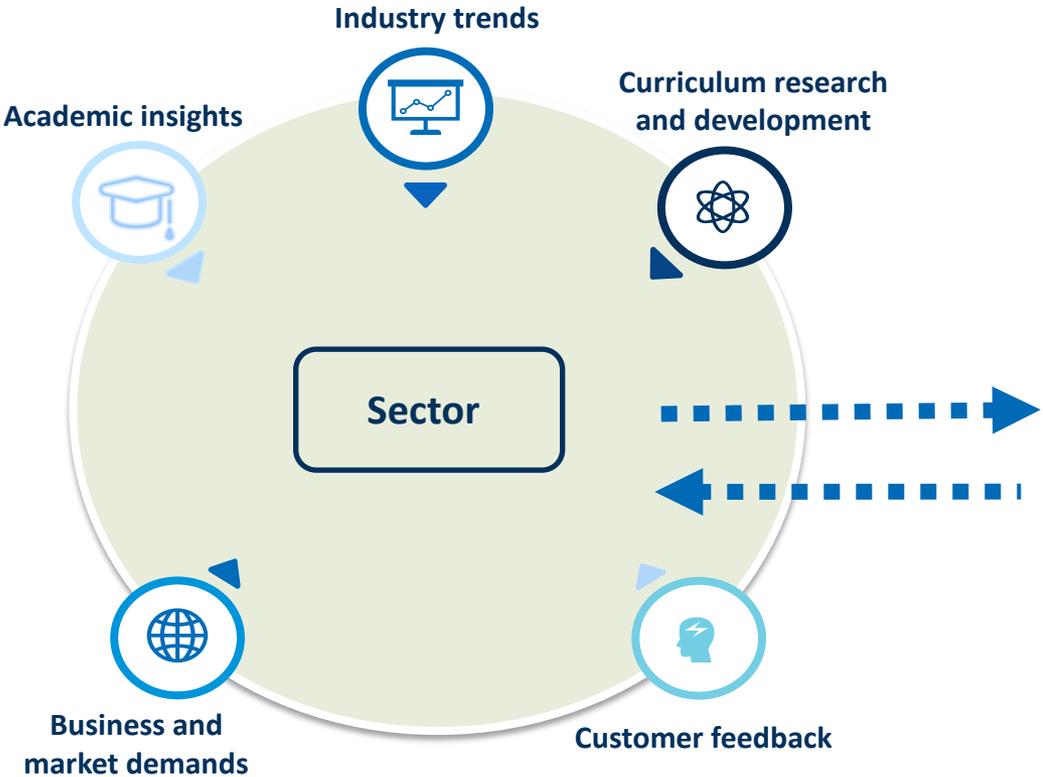


How will the Strategy Impact Minnesota State?

- Position Minnesota State as the prominent business and industry partner for all workforce development needs across the State
- Articulate the value of the system as a statewide workforce development asset

Statewide Sector Strategy

Statewide Sector Strategy



Regional Strategy Execution

(Outcomes)

- Enhanced revenue and economic impact
- Statewide curriculums meeting local demands
- Pathway to degree and baccalaureate programs
- Expanded access to expertise
- Highest quality instruction
- Financial sustainability
- Economies of scale
- Nimbleness in responding to industry needs

Role of the Regional Model

Leverage statewide sector expertise and resources
Serve as a catalyst for identifying regional nuances

Pooled portfolio: Identify course overlaps and sharing opportunities. Ensure the delivery of the highest quality instruction across the state no matter the geographic location.

Regional sales and incentive program: Develop a structured method to proactively serve the region and increase market share.

Minimum enrollment thresholds and course pricing: Develop an approach to ensure a cost effective program.

Industry and business trends/priorities: Obtain labor market data; projected occupational demand; emerging markets; certification, competency and curriculum requirements.

Customer satisfaction program: Develop a formalized mechanism to obtain business and student feedback.

Accountability Frameworks



- Success outcomes
- Program success criteria
- Fiscal performance
- Industry impact
- Customer satisfaction
- Market share

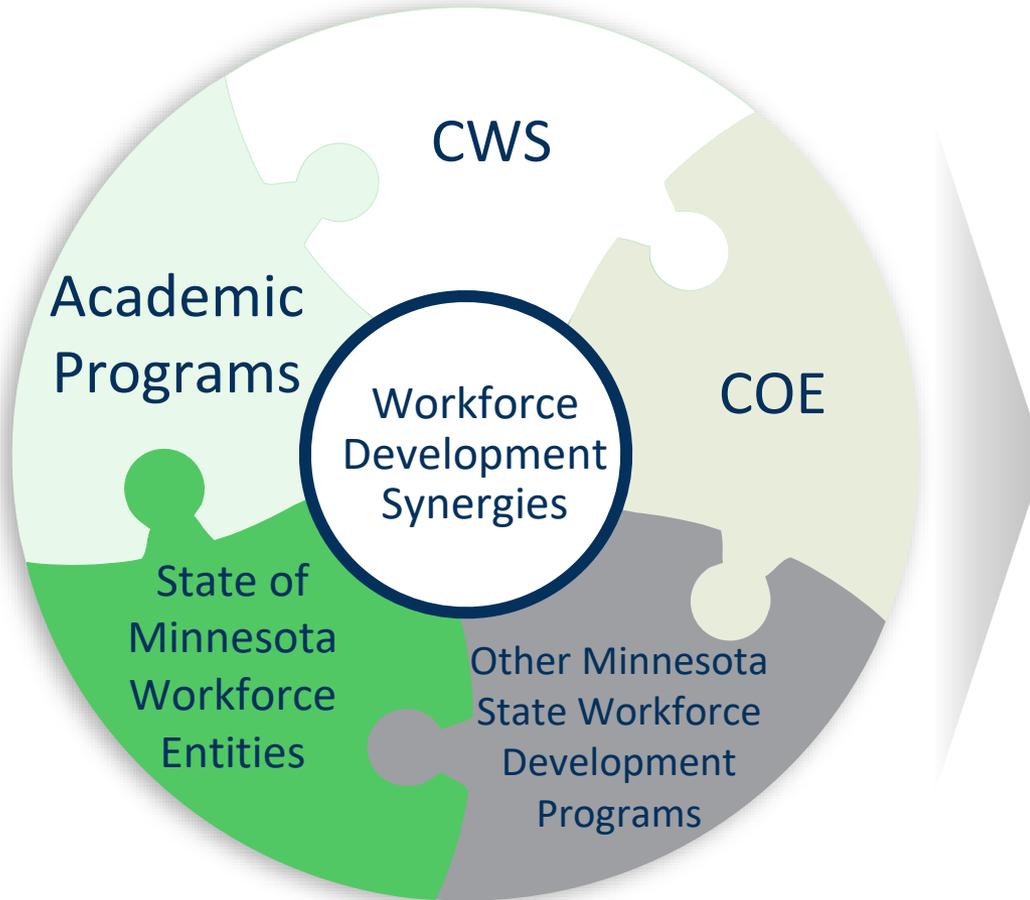
Data on outcomes informs work on the operational requirements

Commitment to operational requirements is reflected in outcomes



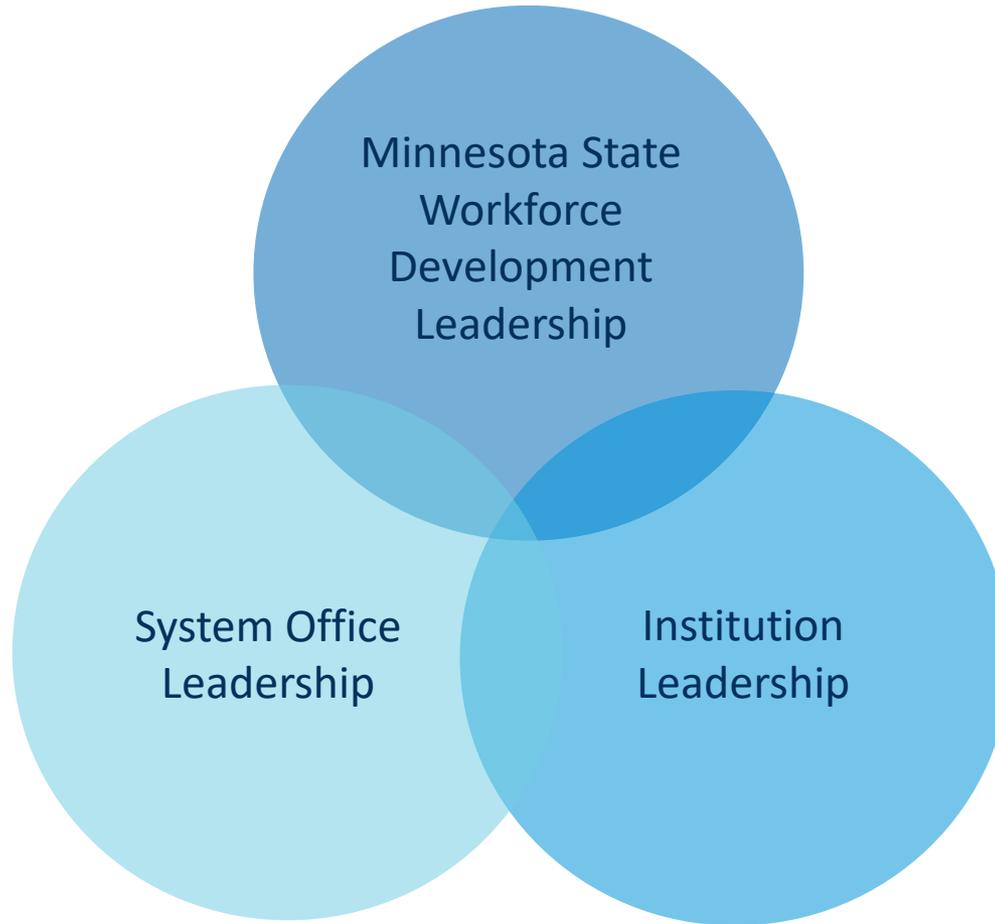
- Adherence to strategic priorities
- Pooled portfolio
- Course naming conventions
- Data governance/CRM
- Financial reporting protocols

Synergies Across Programs



- Greater institution and system synergy.
- Greater workforce skill alignment with industry, business and geographical needs.
- Facilitated pathway from non-credit to credit for students.
- Increased value to the state of Minnesota as a workforce development asset and economic driver.

Next Steps - Collaboration



Leadership Response

Findings generally consistent with leadership perspective and experience

- Lacked universal acceptance and support
- Implementation challenged by leadership turnover
- Operational focus limited strategy development
- Internal structures create challenges in collaboration
- Campus resources and capacity are limited
- Important lessons learned about enterprise and cross-institutional work

Next Steps

1. Reaffirm direction

- Build on successes and lessons learned
- Retain and strengthen regional structures
- Adopt a sector approach to developing regional growth strategies
- Align sector approach with Centers of Excellence
- Increase focus on non-credit to credit articulation and aligned planning

2. Establish ongoing operational and oversight structures

3. Broaden key performance metrics

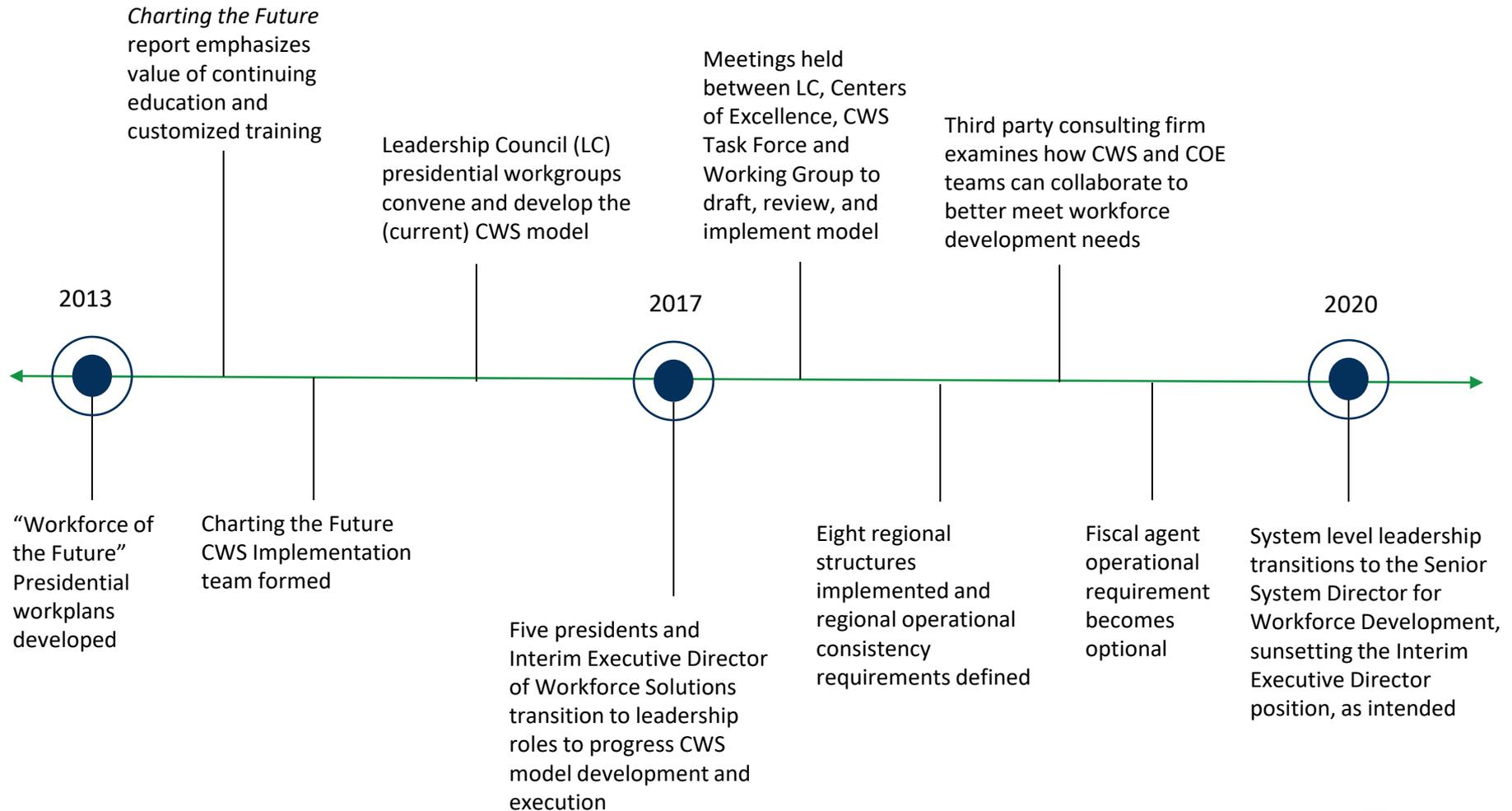
4. Establish clear expectations and accountability framework

Appendices (Review Only)

Appendix A: Internal Audit Activities Performed

- Attended meetings with the project management team to gather an understanding of CWS regionalization progression.
- Attended Steering Committee discussions.
- Obtained enrollment reports and performed analyses.
- Conducted meetings with institution and system office leaders and stakeholders.
- Analyzed and synthesized information garnered during discussions and document reviews.
- Conducted follow-up with key stakeholders.

Appendix B: CWS Timeline





MINNESOTA STATE

**30 East 7th Street, Suite 350
St. Paul, MN 55101-7804**

**651-201-1800
888-667-2848**

www.MinnState.edu



This document is available in alternative formats to individuals with disabilities.

To request an alternate format, contact Human Resources at 651-201-1664.

Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.

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

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

Name: Audit Committee

Date: January 26, 2021

Title: Internal Auditing Update

Purpose (check one):

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

Brief Description:

An update will be provided on the status of the Fiscal Year 2021 Internal Auditing Plan.

Scheduled Presenter(s):

Eric Wion, Executive Director of Internal Auditing

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

BOARD INFORMATION
INTERNAL AUDITING UPDATE

BACKGROUND

An update will be provided on the status of the Fiscal Year 2021 Internal Auditing Plan. The plan was approved by the Audit Committee in June 2020.

Date Presented to the Board of Trustees: January 26, 2021



January 26, 2021

Office of Internal Auditing

Audit Committee

2021 Internal Auditing Plan Update

MINNESOTA STATE

Part 1 – Ongoing Activities

Activity Objective	Status
<p>Enterprise Risk Management (advisory): Participate in the ERM Steering Committee and assist the committee as requested.</p> <ul style="list-style-type: none"> • Champion the establishment/maturity of ERM • Assist in developing/maintaining framework • Facilitate identification and evaluation of risks • Assist in coordinating meetings and meeting materials 	<p>In Process;</p> <ul style="list-style-type: none"> • Developing strategies to be more intentional and build ERM into board topics/discussions • Facilitated risk discussions with risk owners scheduled for February
<p>Quarterly Audits of Board Expenses and Trustee Expense Reimbursements (assurance): A review of transactions to ensure:</p> <ul style="list-style-type: none"> • Compliance with state law, rules, and regulations, and system policies • Adequate documentation • Public purpose 	<p>In Process; FY21 quarters 1 and 2</p>
<p>External Audit Coordination</p> <ol style="list-style-type: none"> 1. Annual Financial Statement Audits 2. Annual Federal Student Financial Aid Compliance Audit (assurance) 	<ol style="list-style-type: none"> 1. Completed (November 2020) 2. In Process; Testing of CARES funding needs to be performed. Federal audit requirements were recently released, and the audit strategy is being developed
<p>Monitoring Progress on Outstanding Audit Findings</p>	<p>Not Started; Work will begin in 3rd and 4th quarters of FY21</p>
<p>Fraud Inquiry and Investigations</p>	<p>Ongoing; Audit Committee Chair and Chancellor are briefed regularly</p>

Part 2 – Multi Year Projects

Project Objective	Status
<p>NextGen Project Risk Review (PRR) Checkpoints (advisory/assurance): Conduct business project reviews and assess specific project processes. Perform quarterly checkpoints focused around key project milestones. Additionally, work to advise on key project risks surrounding implementation, data governance, and other project issues as they arise. Perform additional reviews on topics related to NextGen as needed throughout the year.</p>	<p>Ongoing; PRR #7 is next</p> <p>History:</p> <ul style="list-style-type: none"> ✓ Checkpoint #6 (November 2020) ✓ Checkpoint #5 (January 2020) ✓ Checkpoint #4 (June 2019) ✓ Checkpoint #3 (March 2019) ✓ Checkpoint #2 (October 2018) ✓ Checkpoint #1 (June 2018)
<p>HR-TSM Phase 3 (advisory): Continue the review of the HR service center model, progress to date, and the extent to which the desired project goals and objectives have been achieved. Evaluate progress towards stabilization and the return on investment realized. Advise on the approach for long-term performance monitoring.</p>	<p>Completed/Ongoing; Discussing internal audit's continued involvement with the Vice Chancellor for Human Resources and the service center team</p> <p>History:</p> <ul style="list-style-type: none"> ✓ Report and Update (November 2020) ✓ Update (November 2019) ✓ Update (April 2019) ✓ Update (January 2019) ✓ Update (November 2018) ✓ Initial Report (May 2018)



Part 3 – New Projects

Project Objective	Status
<p>COVID-19 Related Audit Services (assurance/advisory):</p> <ol style="list-style-type: none"> CARES Funding: Review the Higher Education Emergency Relief Fund (HEERF) allocation plans for each of Minnesota State’s 37 institutions for compliance with federal guidance and identification of potential risks and gaps. Financial Impact: Understand the various tools, processes, and mechanisms used across the system to perform financial forecasting, budgeting, and monitoring of fiscal position. Synthesize and provide an overview of strong approaches and leading practices. Offer advice and counsel for system office support for tools, templates, and frameworks that can collectively enhance the system and its colleges and universities financial management work. Business Continuity: Review the execution of the business continuity plan (BCP) and IT infrastructure and IT application resiliency plans as a result of COVID-19 and identify key lessons learned. 	<ol style="list-style-type: none"> Completed; Memo provided to management in November 2020 In Process In Process
<p>Campus Safety/Security Review (assurance): Review policies and processes related to campus safety in regards to the Coronavirus pandemic. Identify the channels and protocols in place for communications flowing to administration and to campus communities. Evaluate the adherence to policies, processes, and communication requirements. Perform detailed testing for a sample of five (5) colleges and universities.</p>	<p>In Process</p>



Part 3 – New Projects

Project Objective	Status
<p>Financial Controls Assessment Plan (assurance): Execute a five-year rotational plan and facilitate 6-9 college and university internal control assessments each year. Institutions in-scope for FY21 include: Alexandria Technical and Community College, Fond du Lac Tribal & Community College, Minnesota State College Southeast, Pine Technical and Community College, Ridgewater College and the system office.</p>	In Process
<p>Vulnerability Management Assessment (assurance): Review MN State’s vulnerability management program, part of the Information Security Top 5 Security Domains, to evaluate whether controls ensure vulnerabilities are identified and remediated in a timely manner and colleges, universities, and the system office comply with applicable policies, procedures, and operating instructions.</p>	In Process
<p>Academic Program Management Review (advisory): Review the project plan for the development of a system-wide academic program review strategy. Provide recommendations on the program evaluation criteria to ensure value enhancement and that external needs are being met. Advise on the roles and responsibilities of the system office and the institutions, and on key project risks surrounding the design, implementation and monitoring of the program review strategy.</p>	This project will be considered during the development of the FY22 internal audit plan

Quality Assessment Review (QAR)

Requirements

International Standards
for the Professional
Practice of Internal
Auditing

Issued by the Institute of
Internal Auditors (IIA)

At least once every five
years*

Qualified , independent
assessor(s)

Objectives

Assess conformance to IIA
Standards, Code of Ethics
and Definition of Internal
Auditing

Assess effectiveness

Identify opportunities for
improvement

Rating Scale

Generally Conforms

Partially Conforms

Does Not Conform

*Assessment fieldwork completed week of January 18, 2021. Results to be discussed in March 2021.





MINNESOTA STATE

30 East 7th Street, Suite 350
St. Paul, MN 55101-7804

651-201-1800
888-667-2848

www.MinnState.edu

This document is available in alternative formats to individuals with disabilities.
To request an alternate format, contact Human Resources at 651-201-1664.
Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.
Minnesota State is an affirmative action, equal opportunity employer and educator.



MINNESOTA STATE

Closed Session Board of Trustees
Human Resources Committee
Wednesday, January 27, 2021
9:00 am

Note: Committee/board meeting times are tentative. Committee/board meetings may begin up to 45 minutes earlier than the times listed if the previous committee meeting concludes its business before the end of its allotted time slot. In addition to the board or committee members are adhering to the CDC social distancing guidelines and are attending by conference call or virtual meeting platform. Other board members may be present constituting a quorum of the board.

In a closed session pursuant to Minn. Stat. §13D.03, Closed Meetings for Labor Negotiations Strategy, the Board will hear the current status of labor contract negotiations and will discuss strategy.

- Update on Labor Negotiations Strategy

Committee Members:

Michael Vekich, Chair
Dawn Erlandson, Vice Chair
Ahmitara Alwal
Alex Cirillo
Cheryl Teffer
George Soule
Roger Moe

President Liaisons:

Ginny Arthur
Annette Parker

Bolded items indicate action is required.



**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM
Labor Negotiations Strategy

BACKGROUND

Closed Session: Human Resources Committee. Michael Vekich, Chair

Vice Chancellor for Human Resources, Eric Davis and Sr. System Director for Labor Relations, Chris Dale will provide an update on labor negotiations and discuss strategy.

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

Name: Closed Session: Human Resources Committee

Date: January 27, 2021

Title: Labor Negotiations Strategy

Purpose (check one):

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

Brief Description:

In a closed session pursuant to Minnesota Statutes §13D.03, Closed Meeting for Labor Negotiations Strategy, the Board will hear the current status of labor contract negotiations and discuss strategy.

Scheduled Presenters:

Eric Davis, Vice Chancellor for Human Resources
Chris Dale, Sr. System Director for Labor Relations



MINNESOTA STATE

OUTREACH AND ENGAGEMENT COMMITTEE

Jan. 27, 2021

9:30 AM

Virtual Meeting

30 7th Street East

St. Paul, MN

Note: Committee/board meeting times are tentative. Committee/board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot. *Other board members may be present constituting a quorum of the board.*

1. Minutes of November 17, 2020

2. Pine Technical and Community College partnerships to support food security initiative
3. Metropolitan State University partnerships to support food security initiative

Committee Members:

Dawn Erlandson, Chair

Alex Cirillo, Vice Chair

Asani Ajogun

Kathy Sheran

Cheryl Tefer

President Liaisons:

Carrie Brimhall

Ginny Arthur



Bolded items indicate action is required.

Minnesota State Board of Trustees
Outreach and Engagement Committee Meeting Minutes
November 17, 2020
McCormick Room
30 7th Street East
St. Paul, MN

Outreach and Engagement Committee Members Present via Phone: Chair Dawn Erlandson, Trustees Asani Ajogun, Alex Cirillo, Kathy Sheran and Cheryl Tefer.

Other Board Members Present via Phone: Trustees Ahmitara Alwal, Jay Cowles, Jerry Janezich, Roger Moe, Javier Morillo, April Nishimura, Oballa Oballa, Rudy Rodriguez, George Soule and Michael Vekich.

The Minnesota State Colleges and Universities Outreach and Engagement Committee held an online meeting on Nov. 17, 2020 via Zoom. Committee Chair Dawn Erlandson called the meeting to order at 1:35 pm.

1. Minutes of Oct. 20, 2020 Committee Meeting

Trustee Sheran moved and Trustee Cirillo seconded that the minutes from the Oct. 20, 2020 committee meeting be approved as written. Motion carried unanimously.

2. Proposed Amendment to Board Policy 3.23 Naming Colleges and Universities (1st Reading)

Presenters:

Noelle Hawton, Chief Marketing and Communications Officer

Board Policy 3.23 Naming Colleges and Universities was adopted and implemented by the Board of Trustees in October 1994. This policy was reviewed as part of the 5-year periodic review cycle pursuant to Board Policy. The amendment came before the committee after it was reviewed by the Office of General Counsel, cabinet, presidents, employee representative groups, student associations and campus leadership groups.

Chief Marketing and Communications Officer Noelle Hawton said in addition to the usual language and formatting updates, the proposed amendment has new language requiring the inclusion of an identifier name and system affiliation if a college wishes to change its name but does not adopt using “Minnesota State” in its name.

She said some colleges and universities have considered name changes over the years, but they had concerns about losing local identity if they accepted the policy’s naming convention. That caused some colleges and universities to drop name change efforts.

In response to those concerns, the policy's naming convention language has been edited, allowing for more flexibility for colleges and universities that wish to change their name in terms of what is to be included and in what order. If a college or university is not using Minnesota State in their suggested new name, a system affiliation or identifier will need to be included as part of the official logo.

It is a fortuitous time to be considering this policy amendment, Hawton said. The accreditations of the five colleges of the Northeast Higher Education District (NHED) are being merged into one accredited college and NHED Interim President Raich will be coming before the Board in January 2021 with a proposed mission, vision and name change for the newly merged college.

Committee Chair Erlandson proposed to motion to suspend the rules and allow a second reading of the policy amendment so that it could be approved in advance of the January meeting. This will allow NHED to come before the Board and request a name change under the new Board policy.

RECOMMENDED MOTION: *Trustee Cirillo moved and Trustee Tefer seconded a motion that the committee suspend the rules pertaining to a required second reading of this policy amendment. The motion passed unanimously.*

RECOMMENDED MOTION: *Trustee Sheran moved and Trustee Cirillo seconded that proposed amendment 3.23 Naming Colleges and Universities be approved and sent to the full board of consideration. Motion carried unanimously.*

Erlandson said this policy change recognizes a college or university's need for autonomy, while at the same time keeping the Minnesota State brand promise front and center.

Board Chair Cowles said this is a sensible amendment. The Board has long recognized the desire for colleges and universities to maintain their local autonomy and identity, but it is also important to acknowledge the shared network of resources and purpose of Minnesota State, he said.

The meeting adjourned at 1:47 pm
Margie Takash, Recorder

**MINNESOTA STATE
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Name: Outreach and Engagement Committee

Date: January 27, 2021

Title: Pine Technical and Community College partnerships to support food security initiative

Purpose (check one):

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

Brief Description:

Presentation on the partnerships Pine Technical and Community College has with its student senate, outside agencies and government programs, including SNAP/ENT, to support the food security initiative. The college will also address how it has systematized this topic into processes such as scholarship and emergency grant programs. Examples and data about the challenges, college initiatives underway and outcomes also will be presented and a student will speak how the programs have supported her personal journey.

Scheduled Presenter(s):

Noelle Hawton, Chief Marketing and Communication Officer
Joe Mulford, President, Pine Technical and Community College
Erin White, Student Advisor, Pine Technical and Community College
Kierstan Peck, Director of Student Success, Pine Technical and Community College
Paulette Zarzar, Student, Pine Technical and Community College

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

Pine Technical and Community College partnerships to support food security initiative

BACKGROUND

The results of the 2020 #RealCollege survey of students at 28 Minnesota state college and universities in March 2020 showed that 37% of respondents were food insecure sometime in the prior 30 days. “The success of our students is a primary focus of all of our colleges and universities, so connecting students to resources to help them meet basic needs is intrinsic to our commitment to our students and our obligations to meet the workforce needs of Minnesota,” Chancellor Malhotra said following the release of the survey results.

All Minnesota State colleges and universities have some form of program in place to help address food insecurity. Pine Technical and Community College will offer a presentation on the partnerships it has established with the student senate, outside agencies and government programming to support their food security initiative. Examples and data about the challenges, college initiatives underway and outcomes will be presented and a student will discuss how she has been supported by these programs.

**MINNESOTA STATE
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Name: Outreach and Engagement Committee

Date: January 27, 2021

Title: Metropolitan State University partnerships to support food security initiative

Purpose (check one):

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

Brief Description:

Metropolitan State University partners with Good in the 'Hood, a community organization, to host the Food for Thought campus food pantry. In addition, the university partners with Neighborhood House to facilitate food distribution. Pre-pandemic, food distributions took place once a month in the student center. Committed to providing a safe process for the staff and students and ensure students will continue to have access to food, the food pantry now is scheduling emergency food pickups.

Scheduled Presenter(s):

Noelle Hawton, Chief Marketing and Communication Officer
Ginny Arthur, President, Metropolitan State University
Maya Sullivan, Dean of Students, Metropolitan State University
Khou Vue, Parent Center Coordinator, Metropolitan State University

**BOARD OF TRUSTEES
MINNESOTA STATE**

INFORMATION ITEM

Metropolitan State University partnerships to support food security initiatives

BACKGROUND

The results of the 2020 #RealCollege survey of students at 28 Minnesota state college and universities in March 2020 showed that 37% of respondents were food insecure sometime in the prior 30 days. “The success of our students is a primary focus of all of our colleges and universities, so connecting students to resources to help them meet basic needs is intrinsic to our commitment to our students and our obligations to meet the workforce needs of Minnesota,” Chancellor Malhotra said following the release of the survey results. All Minnesota State colleges and universities have some form of program in place to help address food insecurity.

Good in the ‘Hood, a community organization, partners with Metropolitan State University to host the FOOD for THOUGHT campus food program. This unique hybrid food program offers registered students a generous selection of essential groceries, produce and proteins. In addition, students are provided “Grab N Go” snacks between classes to alleviate hunger and help students maintain concentration. Food distribution is made possible with partnerships with Neighborhood House.



MINNESOTA STATE

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

JANUARY 27, 2021

10:45 AM

30 EAST 7TH STREET

SAINT PAUL, MN

Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.

Academic and Student Affairs Committee, Cheryl Tefer, Chair
Other board members may be present constituting a quorum of the board.

- 1. Minutes of November 17, 2020 (pp 1-6)**
- 2. Proposed Amendment to Board Policy 2.1 Campus Student Associations (2nd Reading) (pp 7-10)**
- 3. Proposed Amendment to Board Policy 3.1 Student Rights and Responsibilities (2nd Reading) (pp 11-15)**
- 4. Proposed Amendment to Board Policy 3.6 Student Conduct (2nd Reading) (pp 16-19)**
- 5. Proposed Amendment to Board Policy 3.7 Statewide Student Associations (Single Reading, Technical Change Only) (pp 20-23)**
6. Proposed Amendment to Board Policy 2.9 Academic Standing and Financial Aid Satisfactory Academic Progress (1st Reading) (pp 24-27)
7. Proposed Amendment to Board Policy 3.29 College and University Transcripts (1st Reading) (pp 28-30)
- 8. Mission, Vision and Name Change related to NHED Consolidation (pp 31-50)**

ACADEMIC AND STUDENT AFFAIRS COMMITTEE

Cheryl Tefer, Chair
Alex Cirillo, Vice Chair
Asani Ajogun
Dawn Erlandson
Javier Morillo
Oballa Oballa
Rudy Rodriguez



Presidents Liaisons

Michael Berndt

Robbyn Wacker

Bolded items indicate action required.

**Minnesota State Board of Trustees
Academic and Student Affairs Committee
November 17, 2020
McCormick Room
30 7th Street East
St. Paul, MN**

Academic and Student Affairs Committee members present via Remote connection: Cheryl Tefer Chair; Alex Cirillo Vice Chair; Asani Ajogun, Dawn Erlandson, Javier Morillo, Oballa Oballa, and Rudy Rodriquez

Academic and Student Affairs Committee members absent: None

Other board members present via Remote connection: Ahmitara Alwal, Jay Cowles; Jerry Janezich, Roger Moe, April Nishimura, Kathleen Sheran George Soule, Michael Vekich, and Chancellor Devinder Malhotra

Committee Chair Tefer called the meeting to order at 10:18 am.

1. Minutes of October 20, 2020

Chair Tefer called for approval of the minutes from October 20, 2020. Trustee Erlandson moved to approve the minutes as written. Trustee Cirillo seconded the motion and the minutes were unanimously approved as written.

2. Proposed Amendment to Board Policy 2.1 Campus Student Associations (1st Reading)

Sr. Vice Chancellor Anderson stated that Board Policy 2.1 was reviewed as part of the five year review cycle. He stated that changes made to the Policy included the reordering of language and formatting, as well as a reorganized section regarding appeals to provide clarification. No action is required since this is the first reading of the policy.

3. Proposed Amendment to Board Policy 3.1 Student Rights and Responsibilities (1st Reading)

Sr. Vice Chancellor Anderson stated that Board Policy 3.1 was reviewed as part of the five year review cycle. Changes made to the policy included the reordering of language, as well as updating of the language referring to student-funded publications. Given the nature of communications now it has been changed to student-funded media. Sr. Vice Chancellor Anderson stated the policy also contained an updated section regarding student property rights. He stated that none of the changes contained significant substance. No action is required at this time since this is the first reading of the policy.

4. Proposed Amendment to Board Policy 3.6 Student Conduct (1st Reading)

Sr. Vice Chancellor Anderson stated that Board Policy 3.1 was reviewed as part of the five year review cycle. Changes made to the policy included the reordering of language and clarification

of language and format. No action is required at this time since this is the first reading of the policy.

5. The Minnesota State *Guided Learning Pathways* Framework

Sr. Vice Chancellor Anderson provided the framework and definition of guided learning pathways. The framework outlines characteristics of effective practices in academic and student support programs, design and delivery. A key piece is that the work includes intentional and explicit emphasis on equity and anti-racism. It is focused on the student and the reexamination of how we adapt our programs to what the student needs to be successful.

Sr. Vice Chancellor Anderson provided a timeline outlining the evolution of Guided Learning Pathways or Increased Student Success. The initiative started in 2016 with Leadership Council's commitment to Student Success. It has continued through the years with a redesign of student success metrics, an assessment of campus practices and a development of a system-wide strategy. After a strategy was developed, the next steps were to vet and re-craft the framework. Now the work has culminated into Equity 2030 with the finalization of the framework and determination of the implementation process. Sr. Vice Chancellor Anderson stated that implementation was due to begin in March 2020, but was put aside due to the pandemic. However, now staff is at the point of implementing the work and is bringing it forward for endorsement. The goal is to have implementation substantially complete at the campus level by the end of academic year 2023.

Sr. Vice Chancellor Anderson stated that the underlying premise of the work is that students are more likely to complete a credential if they chose an academic program, have an academic plan and receive support and guidance.

This model represents a comprehensive approach to re-envisioning the work. Guided Learning Pathways is a structured approach versus a cafeteria approach and the programs have explicit course goals to improve learning and the student experience. Early program entry increases the likelihood that students will complete or transfer. Additionally, providing structured, frequent student supports is correlated with student persistence. Evidence also suggests that a more coherent and clearly structured pathway helps to improve the student outcome and program completion.

Sr. Vice Chancellor Anderson reviewed the framework components of the initiative. They fall into three key categories:

- Curricular and Program Design and Delivery
- Comprehensive Orientation and First-Year Experience
- Holistic Advising and Comprehensive Student Support

Sr. Vice Chancellor Anderson reviewed the four components of the Guided Learning Pathways model and how they overlay on to the student lifecycle. Sr. Vice Chancellor Anderson referenced a graph that showed how the components of the model impact the students and at which point during the Student Lifecycle. The graph laid out the specific actions or guidance

taken in each of the components. This would begin with access (or student interest), followed by entry into a pathway. The next step is helping a student persist and continue in the program, and finally completion which would lead to success in the labor market or continuation of an advanced degree.

Sr. Vice Chancellor Anderson reviewed how the existing Enterprise work aligns with the categories of the Guided Learning Pathways model. He touched on several initiatives in each category, as follows:

Access: Dual Enrollment, Multiple Measures, Credit for Prior Learning, CTE Career Pathways, Strategic Enrollment Management, Comprehensive Workforce Solutions;

Entry: Developmental Education Redesign, Student Basic Needs Support, Open Educational Resources, Academic Program Review;

Persistence: Transfer Pathways, Project Success, Expansion of Baccalaureate Program Options, Holistic Advising;

Completion and Advancement: Baccalaureate and Graduate Education Expansion.

Sr. Vice Chancellor Anderson stated that the Equity by Design work overlays very directly through the whole process. He then reviewed the student success and other metrics that are tracked and how they overlay the Guided Learning Pathways work.

Sr. Vice Chancellor Anderson stated it is important to realize that Guided Learning Pathways is one piece of the Equity 2030 initiative. There is an intentional focus and Guided Learning Pathways is one piece of the puzzle that helps connect the other pieces of the initiative. These include the work being done around Equity by Design, Campus Strategic Planning, Professional Development, Policy Review, Campus Diversity and other initiatives including involvement in national organizations

Sr. Vice Chancellor Anderson reviewed the following steps and timeline for implementation:

- Campus determination of local implementation process and approach – fall 2020
- Baseline assessment of practice alignment – winter 2021
- Development of action steps for inclusion in annual work plan – spring 2021
- Full implementation – fall 2023

Additionally Sr. Vice Chancellor Anderson reviewed the following critical issues for implementation of this work:

- Campus capacity and pandemic fatigue;
- Listening to students and understanding their needs and experiences;
- Effecting cultural change and committing to professional and organizational development;
- Balanced focus on equitable practice and equitable practitioners;
- Integration with existing work, with added supports from the system office.

Sr. Vice Chancellor Anderson introduced Gail O’Kane, Vice President of Academic Affairs, Minneapolis College. Ms. O’Kane shared perspective on implementing the Guided Learning Pathways model at Minneapolis College. She stated that at Minneapolis College, Guided Learning Pathways was viewed as an approach to organizing the college and the way we work. In the past, those in higher education added more supports in the system in order to help students navigate the complexity. Under Guided Learning Pathways, the student is presented an organized clear pathway which is less complex.

Ms. O’Kane provided examples of the steps taken by Minneapolis College to implement the Guided Learning Pathways. One of the first steps that was taken was to reorganize the programming into eight schools. This created career clusters and allowed faculty to design a cohesive student experience. This has led to stronger affiliations between the faculty and the different schools. Faculty and staff now meet frequently to find ways to support the students, which had not happened in the past.

Ms. O’Kane stated that in addition to reviewing the course pathways, the facilities plan was redefined in an effort to cohesively bring students and faculty together. Currently student services has been reorganized into a “one-stop” model. Programs and curriculum were also reengineered to be less complex and more straight forward to students. Ms. O’Kane provided specific examples of the changes made under the Guided Learning Pathways philosophy. She stated there was a philosophical change that took place in order to reengineer the college to create community among the colleges and faculty.

Sr. Vice Chancellor Anderson then introduced Dan Gregory, Provost and Vice President for Academic Affairs, St. Cloud State University to share the actions being taken at that university. Mr. Gregory stated he felt this work is about preparing the university for the student not the student for a university.

Mr. Gregory shared information about the “It’s Time” strategy adopted by St. Cloud State. This strategy defines what the university needs to be competitive in the landscape of higher education. Guided Learning Pathways is a key component to the strategy. It is about building a culture of service and the ability to meet the student where they are, not where we want them to be. He stated that at the heart of the strategy and Guided Learning Pathways is about following the pathway of the student to ensure they build a successful career. In other words, they graduate with the skills that they need day 1 of their first job.

Mr. Gregory stated that building the correct curriculum is the first step. At St. Cloud State each program has an advisory council. These councils have field expert members who review program curriculum to determine if there are gaps. Mr. Gregory gave several examples of how business leaders were working with the university to develop programming to assist in the skill development of the students. These types of partnerships ensure that students have skills they need when they enter the workforce.

Mr. Gregory stated that the university knows that it needs a robust curriculum process which allows departments the flexibility to change. The university has undertaken a project to review the curriculum change process, which should be completed in March, 2021. This will allow departments to change their process and programs to make changes quickly depending on what is needed in the workforce.

Mr. Gregory spoke to how the students are supported through out the process. He provided a few examples including:

- Providing the student a career map, which provides strategies that should be taken at various times during their education.
- Providing individualized student support given to provide for individual growth and development.
- Use of an EAB system to help track students and where they might be having “real-time” issues or potentially struggling. They are then contacted so assistance can be provided.

Chair Tefer opened the floor for questions or comments.

Chair Cowles thanked Ms. O’Kane and Mr. Gregory for their comments and expressed thanks for their work at their institutions. Chair Cowles then asked about potential barriers to completing the initiative.

Sr. Vice Chancellor stated that the strain due to the pandemic is certainly a barrier. Additionally this work is a change of mind-set and approach on which there needs to be continual focus. There also needs to be awareness that it is a culture change and we must push ourselves to think differently.

Chair Tefer read the following recommendation statement:

“The Academic and Student Affairs Committee recommends that the Board of Trustees endorse the Minnesota State Guided Learning Pathways framework and charge the Chancellor and Leadership Council with implementing the framework at each college and university.”

Trustee Erlandson made the motion to forward this to the Board of Trustees for endorsement.

In lieu of a voiced vote, Trustee Tefer executed roll call of members:

- Trustee Ajogun - Aye
- Trustee Cirillo - Aye
- Trustee Erlandson - Aye
- Trustee Morillo - Aye
- Trustee Oballa - Aye
- Trustee Rodriguez - Aye

Chair Tefer stated that the recommendation will be forwarded to the Board of Trustees for approval.

Chair Tefer adjourned the meeting at 11:25 am.

Meeting minutes prepared by Rhonda Ruitter 12/01/20.

**MINNESOTA STATE
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Name: Academic and Student Affairs Committee

Date: January 27, 2021

Title: Proposed Amendment to Policy 2.1 Campus Student Associations

Purpose (check one):

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

Brief Description:

Policy 2.1 was reviewed as part of the 5-year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment adds “establishment and” to the title of Part 1 so it reads as “Establishment and Recognition”. Part 3 was redrafted to make the section easier to read.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

BOARD POLICY 2.1 CAMPUS STUDENT ASSOCIATIONS (SECOND READING)

BACKGROUND

Board Policy 2.1 Campus Student Associations was adopted by the Board of Trustees in April 1995 and implemented in July of that year. The policy was reviewed as part of the 5-year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment adds “establishment and” to the Part 1 title, spells out “Board of Trustees” the first time used in the document, and reorganized Part 3 to read better.

RECOMMENDED COMMITTEE MOTION

The committee recommends the Board of Trustees adopt the proposed amendments to Board Policy 2.1.

RECOMMENDED BOARD MOTION

The Board of Trustees adopt the proposed amendments to Board Policy 2.1.

Date Presented to the Board of Trustees: 01/26/21

Date of Implementation: xx/xx/xx

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – SECOND READING		
Chapter 2	Chapter Name	Students
Section 1	Policy Name	Campus Student Associations

1 **2.1 Campus Student Associations**

2

3 **Part 1. Establishment and Recognition**

4 Students at each college and university ~~must~~ have the right to establish a student government
5 herein referred to as a campus student association. Students establishing a campus student
6 association shall develop a constitution for the association. Only currently enrolled students are
7 eligible to serve as student representatives or officers. The college or university shall recognize
8 the campus student association as the official representative of the students, upon receipt of
9 evidence that the student body has approved the constitution. Colleges and universities that
10 have multiple campuses shall develop policies and procedures to assure representation and
11 participation in a campus student association by students at their constituent campuses.

12

13 **Part 2. Duties**

14 In addition to the duties ~~listed~~ in college, university, and ~~to~~ Board of Trustee policies and in the
15 campus student association constitution, the campus student association ~~shall have~~ has the
16 sole authority to recommend the chartering of student clubs and organizations for approval by
17 the college or university president.

18

19 **Part 3. Appeal**

20 ~~The appeal of decisions made by the campus student association relative to chartering, funding,~~
21 ~~or providing service to student organizations when such decisions may be in violation of law,~~
22 ~~policy, or procedure must be conducted in accordance with the existing college or university~~
23 ~~grievance policy.~~

24

25 The college or university grievance policy must be used to appeal a campus student association
26 decision relative to chartering, funding, or providing service to student organizations that may
27 violate the law, or a policy or procedure of the college, university, or Minnesota State.

28

Related Documents

- [Policy 3.7](#) Statewide Student Association

Policy History

Date of Adoption: 04/18/95

Date of Implementation: 07/01/95

Date of Last Review: 03/16/16

Date & Subject of Amendments:

xx/xx/21 – Added “establishment and” to the Part 1 title, spelled out Board of Trustee the first time used in the document, and reorganized Part 3 to read better.

03/16/16 - Applied new formatting and writing styles, replaced obsolete language.

Additional [HISTORY](#)

**MINNESOTA STATE
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Name: Academic and Student Affairs Committee

Date: January 27, 2021

Title: Proposed Amendment to Policy 3.1 Student Rights and Responsibilities

Purpose (check one):

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

Brief Description:

Policy 3.1 was reviewed as part of the 5-year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment modernizes the policy language, such as replacing “student funded publications” with “student funded media”.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
BOARD POLICY 3.1 STUDENT RIGHTS & RESPONSIBILITIES (SECOND READING)

1 **BACKGROUND**

2 Board Policy 3.1 Student Rights & Responsibilities was adopted by the Board of Trustees on
3 January 18, 1995 and implemented on the same date. The policy was reviewed as part of the 5-
4 year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities
5 Organization and Administration, Part 6, Subpart H, Periodic review.

6
7 The proposed amendment adds “establishment and” to the Part 1 title, spells out “Board of
8 Trustees” the first time used in the document, and reorganized Part 3 to read better.

9
10
11 **RECOMMENDED COMMITTEE MOTION**

12 The committee recommends the Board of Trustees adopt the proposed amendments to Board
13 Policy 3.1.

14
15
16 **RECOMMENDED BOARD MOTION**

17 The Board of Trustees adopt the proposed amendments to Board Policy 3.1.

18
19
20 *Date Presented to the Board of Trustees:* 01/26/21

21 *Date of Implementation:* xx/xx/xx

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – SECOND READING		
Chapter 3	Chapter Name	Education
Section 1	Policy Name	Student Rights and Responsibilities

3.1 Students Rights and Responsibilities

Part 1. Freedom to Learn

~~In addition to their basic constitutional rights, enjoyed by all citizens, s~~Students at colleges and universities have specific rights related to academic freedom and their status as students. Freedom to teach and freedom to learn are inseparable facets of academic freedom. The freedom to learn depends on appropriate opportunities and conditions in all learning environments, on the campus, and in the larger community. Students are expected to exercise their freedom with responsibility.

Part 2. Freedom of Expression

Individual students and student organizations shall be free to examine and to discuss all questions of interest to them and to express opinions publicly and privately. They shall be free to support causes by orderly means that do not substantially disrupt the regular and essential operations of the college or university. Students shall be free to take reasoned exception to the information or views offered in any course of study and to reserve judgment about matters of opinion, but they are responsible for learning the content of any course of study for which they are enrolled.

Part 3. Freedom of Association

Students shall be free to organize and join organizations to promote their common and lawful interests, subject to college or university policies, procedures, or regulations. Registration or recognition may be withheld or withdrawn from organizations that violate college or university policies, procedures, or regulations.

Part 4. Student-Sponsored Forums

Students shall have the right to assemble, to select speakers, and to discuss issues of their choice. The college or university shall establish reasonable time, place, and manner restrictions to assure that the assembly does not substantially disrupt the work of the college or university or interfere with the opportunity of other students to obtain an education or otherwise infringe upon the rights of others. Such ~~restrictions~~ regulations must not be used as a means of censorship. The president or designee may prohibit any forum when there is a likelihood of harm to individuals or damage to property if the event is held. To extent possible, ~~Prior to any such prohibition~~, the president shall ~~make his or her to~~ consult with the student association.

35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54
55
56
57
58
59
60
61
62
63
64
65
66
67
68
69
70
71
72
73
74
75
76
77
78

Part 5. Student Publications

Student-funded ~~publications~~ media (print, broadcast and electronic forms) must be free of censorship and advance approval of copy. Their editors and managers shall be free to develop their own editorial and news coverage policies. Editors, managers, and contributors of student ~~publications~~ media shall be protected from arbitrary suspension and removal because of student, faculty, administrative, or public disapproval of editorial policy or content. The student fee allocation process must not be used as a means of editorial control of student-funded ~~publications~~ media. All student ~~publications~~ media must explicitly state ~~on the editorial page~~ that the opinions ~~there~~ expressed are not necessarily those of the college, university, Minnesota State system, or student body.

Part 6. Student Policies

The policies, procedures, and regulations of the college or university regarding student expectations, rights, and responsibilities must be readily accessible to students.

Part 7. Catalog and Course Information

To the extent possible, students must be provided relevant and accurate information regarding courses prior to enrollment. Catalog course descriptions and website postings must be accurate and based on information existing at the time of publication. To the extent possible, class schedules must list the names of faculty teaching the courses.

Part 8. Student Academic Standing Information

Students ~~shall~~ must have access to accurate information for establishing and maintaining acceptable academic standing, information which will enable students to determine their individual academic standing, and information regarding graduation requirements.

Part 9. Academic Evaluation

Student academic performance must be evaluated solely on the basis of academic standards, including any requirements that are noted in the catalog, course syllabus, student handbook, or on the college or university website. Students must have protection against prejudiced, discriminatory, or capricious evaluation and not be evaluated on the basis of opinions or conduct in matters unrelated to academic standards. Students must have the right to review their corrected examinations or other required assignments ~~used by the~~ that faculty use when ~~in~~-evaluating the student's academic performance.

Part 10. Property Rights

~~Term papers, essays, projects, works of art, and similar property including property in which the student has intellectual property rights pursuant to Board Policy 3.26 must be returned to a student upon request, within a reasonable timeframe, when no longer needed for evaluation purposes, unless the student grants written permission for them to be retained.~~

When no longer needed for evaluation purposes, a student's physical personal property, including but not limited to term papers, essays, projects, works of art, and similar items must

79 be made available for return to the student within a reasonable timeframe. The return process
80 must preserve the privacy of the student's grade or score. A student's written permission must
81 be obtained before a student's personal property, including intellectual property, may be used
82 for purposes unrelated to the evaluation of their academic performance.
83

84 **Part 11. Student Review and Consultation**

85 Students must have the right to appropriate levels of participation in college and university
86 decision-making pursuant to Board Policy 2.3 and System Procedure 2.3.1 Student Involvement
87 in Decision-Making.

Related Documents:

- [Board Policy 1B.1](#) Equal Opportunity and Nondiscrimination in Employment and Education
 - [Board Policy 2.3](#) Student Involvement in Decision-Making
 - [Board Policy 3.26](#) Intellectual Property
 - [Board Policy 3.39](#) Transfer Rights and Responsibilities
 - [System Procedure 2.3.1](#) Student Involvement in Decision-Making
-

Policy History:

Date of Adoption: 01/18/95

Date of Implementation: 01/18/95

Date of Last Review: 05/18/16

Date & Subject of Amendments:

Xx/xx/21 – In Part 4, changed “regulation” to “restriction”, replaced “Prior to any such prohibition” with “to extent possible” to mirror the language in Part 7; in Part 5, replaced “publications” with “media”; in Part 8, replaced “shall” with “must”; in Part 9, added “discriminatory”; and reworded Part 10 to read better.

05/18/16 - Amended throughout to replace obsolete language. Applied the new formatting and writing styles which resulted in multiple technical edits.

11/20/09 - Reviewed, no changes.

12/7/05 - Amends policy to add clarifying language and deletes unnecessary language. Adds new Part 6 - to assure that information on student expectations, rights and responsibilities is readily accessible to students, and new Part 11 that refers students to Policy 2.3 and Procedure 2.3.1, Student Involvement in Decision Making. Part 10 is deleted because it is addressed in the proposed Student Conduct Procedure (3.6.1).

Additional [HISTORY](#)

**MINNESOTA STATE
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Name: Academic and Student Affairs Committee

Date: January 27, 2021

Title: Proposed Amendment to Policy 3.6 Student Conduct

Purpose (check one):

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

Brief Description:

Policy 3.6 was reviewed as part of the 5-year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment updates the policy language with more current terminology.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
POLICY 3.6 STUDENT CONDUCT (SECOND READING)

1 **BACKGROUND**

2 Board Policy 3.6 Student Conduct was adopted by the Board of Trustees on May 16, 1995 and
3 implemented on July 1, 1995. The policy was reviewed as part of the 5-year review cycle
4 pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and
5 Administration, Part 6, Subpart H, Periodic review.

6
7 **PROPOSED AMENDMENTS**

8 The proposed amendments replaces “avenue of appeal” with “appeal process” in Part 3 and
9 includes several technical edits.

10
11 **RECOMMENDED COMMITTEE MOTION**

12 The committee recommends the Board of Trustees adopt the proposed amendments to Board
13 Policy 3.6.

14
15
16 **RECOMMENDED BOARD MOTION**

17 The Board of Trustees adopt the proposed amendments to Board Policy 3.6.

18
19
20 *Date Presented to the Board of Trustees:* 01/26/21

21 *Date of Implementation:* xx/xx/xx

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – SECOND READING		
Chapter 3	Chapter Name	Educational Policies
Section 6	Policy Name	Student Conduct

1 **3.6 Student Conduct**

2

3 **Part 1. Student Conduct Policy**

4 Each college and university shall establish a student code of conduct that includes its student
5 conduct policies and administrative procedures for student conduct proceedings. Hazing,
6 whether occurring on or off campus must be included in each college and university list of
7 prohibited behavior. Students must be afforded appropriate due process in the resolution of
8 any alleged violations of the student code of conduct. Students found responsible for violations
9 are subject to sanctions which may include removal from student housing or suspension or
10 expulsion from the college or university. Annually, and upon amendment, colleges and
11 universities shall notify students of the availability and location of the student code of conduct.
12 A copy must be made available at appropriate locations on campus and on the college or
13 university website.

14

15 Allegations of discrimination, harassment, sexual violence, fraud or dishonest acts as defined in
16 Board Policies 1B.1, 1B.3, 1C.2 must be resolved pursuant to Board of Trustee board policy.
17 Allegations of academic dishonesty may be resolved under separate procedures in accordance
18 with college or university policies ~~on that issues.~~

19

20 **Part 2. Off-campus Conduct**

21 Colleges and universities may hold students accountable for a violation of the behavioral
22 proscriptions contained in their student codes of conduct committed off campus when:

23

- Hazing is involved; or
- The violation is committed while participating in a college- or university-sanctioned or sponsored activity; or
- The victim of the violation is a member of the college or university community; or
- The violation constitutes a felony under state or federal law; or
- The violation adversely affects the educational, research, or service functions of the college or university.

24

25 **Part 3. Appeal**

26 Colleges and universities shall provide an ~~avenue for~~ appeal process to students found
27 responsible for a conduct violation. In addition, colleges and universities shall inform students

28

34 of their right to a contested case hearing under Minnesota Statutes Chapter Minn. Stat. Ch. 14
35 in cases involving sanctions of suspension for 10 days or longer.

36

37 **Part 4. Procedures**

38 College and university student codes of conduct and procedures must comply with Board Policy
39 3.6 and System Procedure 3.6.1 Student Conduct.

Related Documents:

- [System Procedure 3.6.1](#) Student Conduct

To view the following related statutes, go to the Revisor's Web site

(<http://www.revisor.leg.state.mn.us/>). You can conduct a search from this site by typing in the statute number.

- Minnesota Statute Chapter 14

Policy History:

Date of Adoption: 05/16/95

Date of Implementation: 07/01/95

Date of Last Review: 05/18/16

Date & Subject of Amendments:

Xx/xx/21 – Replaced “avenue of appeal” with “appeal process” in Part 3 and made several technical edits.

5/18/16 - Amended to change “code of student conduct” to “student code of conduct” so the name is consistent with other types of codes of conduct. Applied the new formatting and writing styles which resulted in multiple technical edits.

12/7/05 - some procedural language moved into a newly created Procedure 3.6.1. Policy was amended to change language from a judicial context to a student development context. New language requires that students be informed of the student conduct code and the policy authorizes the creation of a procedure. The proposed procedure adds clarifying language, deletes unnecessary language, and changes language to be consistent with a student development model. deleted Part 1 Definitions, deleted Part 3 Contents of Code of Student Conduct, deleted Part 4 Process, deleted Part 6 Summary Suspensions. Created new Part 4 Procedures.

Additional [HISTORY](#)

**MINNESOTA STATE
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Name: Academic and Student Affairs Committee

Date: January 27, 2021

Title: Proposed Amendment to Policy 3.7 Statewide Student Association

Purpose (check one):

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

Brief Description:

Policy 3.7 was reviewed as part of the 5-year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment contains a technical edit, spelling out “Board of Trustees” the first time used in the policy. No other changes are proposed.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

BOARD POLICY 3.7 STATEWIDE STUDENT ASSOCIATION (SINGLE READING)

1 BACKGROUND

2 Board Policy 3.7 Statewide Student Association was adopted and implemented by the Board of
3 Trustees on August 18, 1995. The policy was reviewed as part of the five year review cycle
4 pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and
5 Administration, Part 6, Subpart H, Periodic review.

6
7 The proposed amendment replaces “board” with “Board of Trustees” the first time used in the
8 policy. The change is considered a technical edit.

9
10 Pursuant to Board Policy 1A.1, the board may approve and adopt technical changes at a single
11 board meeting. The proposed amendment’s single reading may occur with the board’s action
12 on the consent agenda.

13
14
15 RECOMMENDED COMMITTEE MOTION

16 The committee recommends the Board of Trustees adopt the proposed amendments to Board
17 Policy 3.7 at the first meeting.

18
19
20 RECOMMENDED BOARD MOTION

21 The Board of Trustees adopt the proposed amendments to Board Policy 3.7 at the first meeting.

22
23
24 *Date Presented to the Board of Trustees:* 01/26/21

25 *Date of Implementation:* xx/xx/xx

**MINNESOTA STATE
BOARD OF TRUSTEES**

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

1 **3.7 Statewide Student Associations**

2

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

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

8

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

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

13

14 **Part 3. Fees**

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

24

25 **Part 4. Recognition Process**

26

27 **Subpart A. Statewide student association recognition**

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

31

32 **Subpart B. Repeal of recognition**

33

1. Repeal of recognition by the board must occur if the following actions occur:

- 34 a. Two-thirds vote by the existing statewide student association indicating no
35 confidence, expressed by a petition to the board in accordance with the
36 procedures set forth in the association’s governing documents; and
37 b. Two-thirds of existing campus student associations, in accordance with their
38 governing rules, submit petitions to the board indicating no confidence.
39
- 40 2. Dissolution of a statewide student association must be subject to each association’s
41 internal procedures as indicated in their respective governing documents.
42 Recognition of a statewide student association is repealed automatically upon
43 dissolution of the student association. A notice of intent to dissolve must be sent to
44 the board.
45

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

47 Following repeal of recognition of a statewide student association, recognition of a new
48 statewide student association must be granted after the presentation of a petition to the
49 board which expresses support of the new association and is approved by two-thirds of the
50 campus student associations.
51

52 **Part 5. Implementation**

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

Related Documents:

- [Policy 2.1 Campus Student Associations](#)

To view any of the following related statutes, go to the Revisor's Web site
(<http://www.revisor.leg.state.mn.us/>). You can conduct a search from this site by typing in the
statute number.

- Minn. Stat. § 136F.22 Student Associations

Policy History:

Date of Adoption: 10/18/94

Date of Implementation: 10/18/94

Date of Last Review: 05/16/18

Date & Subject of Amendments:

01/26/21 – Replaced “board” with “Board of Trustees” in Part 3.

*05/16/18 - Amended Part 1 to reflect new student association names. Applied the new
formatting and writing styles which resulted in multiple technical edits.*

Additional **HISTORY**

**MINNESOTA STATE
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Name: Academic and Student Affairs Committee

Date: January 27, 2021

Title: Proposed Amendment to Policy 2.9 Academic Standing and Financial Aid Satisfactory Academic Progress

Purpose (check one):

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

Brief Description:

Board Policy 2.9 was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment creates a definition section and adds the definition of academic amnesty in Part 2.

The proposed amendment was reviewed by the Office of General Counsel, cabinet, then sent out for formal consultation and received support from the presidents, employee representative groups, student associations, and campus leadership groups. All comments received from the consultation were taken into consideration.

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM

ACADEMIC STANDING AND FINANCIAL AID SATISFACTORY ACADEMIC PROGRESS

BACKGROUND

Board Policy 2.9 Academic Standing and Financial Aid Satisfactory Academic Progress was adopted and implemented by the Board of Trustees on September 20, 1995. The policy was reviewed as part of the five year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment adds a new Part 2 Definition section and the definition of academic amnesty. Clarified academic amnesty in Part 3, and added designee in Part 5.

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

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY - FIRST READING		2.9
Chapter 2	Chapter Name	Students
Section 9	Policy Name	Academic Standing and Financial Aid Satisfactory Academic Progress

Policy 2.9 Academic Standing and Financial Aid Satisfactory Academic Progress

Part 1. Introduction

Measurement of student satisfactory academic progress toward achievement of an academic award is an important activity in higher education. Measurement provides feedback to students and ensures responsible action by colleges and universities regarding effective use of state resources.

Student academic progress must also be monitored to ensure effective and responsible management of federal and state student financial aid. Students within the Minnesota State Colleges and Universities are often enrolled in more than one institution and they frequently transfer. Therefore, college and university financial aid satisfactory academic progress policies should be as uniform as possible, consistent with individual college and university missions.

Part 2. Definition

Academic amnesty/renewal

Attempted credits and grades earned that are not used in the calculation of a student's grade point average. Also known as academic renewal, academic forgiveness, and fresh start.

Part ~~3~~2. Academic Standing Policy

Each college and university shall develop a policy requiring students to maintain good academic standing and describing the academic performance standards students must meet to maintain good academic standing. ~~This~~ The policy must apply to all students, whether receiving financial aid or not. Each college and university shall ensure that their Financial Aid Satisfactory Academic Progress Policy and Academic Standing Policy have the same grade point average requirement and percentage of completion requirement.

Academic Amnesty/renewal (a.k.a. academic forgiveness, fresh start, etc.) may be offered under the Academic Standing Policy but is never allowable under the Financial Aid Satisfactory Academic Progress Policy. Other aspects of the Academic Standing Policy and the Financial Aid Satisfactory Academic Policy including maximum timeframe, recognition of academic amnesty/renewal, and other elements,

32 may vary, provided that the Financial Aid Satisfactory Academic Policy must be as strict as, or stricter
33 than, the Academic Standing Policy.

34

35 College and university policies may provide for reinstatement to enroll in classes following academic
36 suspension under conditions different from those required for financial aid reinstatement.

37

38 **Part 4.3. Satisfactory Academic Progress Policy**

39 Each college and university shall develop a satisfactory academic progress policy that applies to all
40 students receiving federal or state financial aid and conforms to the requirements of System Procedure
41 2.9.1.

42

43 **Part 5.4. Annual Review and Report to the Board**

44 The chancellor or designee shall annually review each college and university financial aid satisfactory
45 academic progress policy and procedure to ensure continued compliance with System Procedure 2.9.1.
46 Significant exceptions must be reported to the Board of Trustees.

Related Documents:

- [System Procedure 2.9.1](#) Financial Aid Satisfactory Academic Progress
- [Operating Instruction 7.6.2.1](#) Satisfactory Academic Progress Exception
- [Federal Financial Aid Handbook](#)

Policy History:

Date of Adoption: 09/20/95

Date of Implementation: 09/20/95

Date of Last Review: 05/18/16

Date and Subject of Amendment:

xx/xx/21 – Added new Part 2 definition section and definition of academic amnesty. Clarified academic amnesty in Part3, and added “designee” in Part 5.

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

05/17/06 - amended the title to include Academic Standing and added new part 1, Academic Standing Policy. Also repealed Carry Forward Community College Policies III.02.06 Academic Standards and IV.07.01Academic Suspension.

03/17/04 - replaced almost all policy language.

No additional HISTORY

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

Name: Academic and Student Affairs Committee

Date: January 27, 2021

Title: Proposed amendment to Policy 3.29 College and University Transcripts

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

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

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

Scheduled Presenter:

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

INFORMATION ITEM
COLLEGE AND UNIVERSITY TRANSCRIPTS

BACKGROUND

Board Policy 3.29 College and University Transcripts was adopted on January 20, 2005 and implemented on July 1, 2005. The policy was reviewed as part of the 5-year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review.

The proposed amendment updates the terminology referencing the student data system (formerly known as the Integrated Statewide Record System or ISRS) and applies the new formatting and writing styles.

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

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – FIRST READING		
Chapter	3	Chapter Name Students
Section	39	Policy Name College and University Transcripts

1 **3.29 College and University Transcripts**

2
3 **Part 1. Uniform Paper Transcript**

4 In furtherance of a common system identification, Minnesota State ~~C~~olleges and ~~U~~niversities shall
5 use a uniform format for their official paper transcripts.

6
7 **Part 2. Paper Transcript Format**

8 The chancellor shall establish a procedure for a uniform paper transcript format for Minnesota State
9 Colleges and Universities.

10
11 **Part 3. Electronic Transcript (eTranscript)**

12 ~~In lieu of an official paper transcript, e~~Colleges and universities shall use the eTranscript within the
13 ~~Integrated Statewide Record System~~ student information system to document previous academic work
14 completed by students transferring between Minnesota State colleges and universities.

Related Documents:

- [System Procedure 3.29.1](#) College and University Transcripts

Policy History:

Date of Adoption: 01/20/05,

Date of Implementation: 07/01/05,

Date of Last Review: 03/16/16,

Date & Subject of Revisions:

Xx/xx/21 – Replaced “Integrated Statewide Record System” with “student information system” and applied new formatting and writing styles.

03/16/16 - Editorial and formatting changes made, deleted unnecessary language authorizing the chancellor to create a procedure.

04/21/10 - Part 3 added to designate the eTranscript within the Integrated Statewide Record System (ISRS) as an official transcript for students transferring within the system.

No additional HISTORY

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

Name: Academic and Student Affairs Committee

Date: January 27, 2021

Title: Northeast Higher Education District Mission, Vision, and Name Change

Purpose (check one):

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

Brief Description:

The Northeast Higher Education District is proposing a new mission statement, vision statement, and name for Board approval. These proposed changes are the next step in merging the Northeast Higher Education District's five independently accredited colleges (six campuses) into one accredited college (six campuses) by the fall of 2022.

Scheduled Presenter:

Michael Raich, Interim President, Northeast Higher Education District

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION ITEM

**NORTHEAST HIGHER EDUCATION DISTRICT: PROPOSED MISSION, VISION AND NAME
CHANGE**

BACKGROUND

The Northeast Higher Education District (NHED) was established in 1999 and currently consists of five independently accredited community colleges (Hibbing, Itasca, Mesabi Range [campuses in Virginia and Eveleth], Rainy River, and Vermilion). The five colleges share a president and several non-instructional services. While the colleges work closely together in many areas, they still operate largely as independent colleges in areas such as academic programming, enrollment management, budget, accreditation, and athletics.

Significant and sustained enrollment decline (33% loss of tuition paying student FYE from fiscal years 2011 to 2019) limits the district's ability to make strategic investments, results in fewer employees to serve students, and leaves the district's colleges vulnerable. Operating as five separate colleges creates barriers to students who seek access to courses, programs, and services at multiple NHED colleges, produces inefficiencies for employees who work in shared services, and results in duplicative expenses that have become more difficult to absorb with declining revenue.

In January 2020, the Board of Trustees endorsed the intent to merge Northeast Higher Education District's five independently-accredited colleges (six campuses) into one accredited college (six campuses) and charged Interim President Raich with developing a comprehensive plan and timeline for such a merger and securing approval from the Higher Learning Commission.

To advance the process and to engage multiple stakeholders in advancing a vision to transform higher education delivery in Northeast Minnesota, NHED moved ahead by developing VisionNE, a framework for the effort to merge the five colleges. That has included convening a VisionNE Advisory Council of students, community members, and faculty and staff, who provide the critical link between the colleges' leaders and the various constituents associated with NHED's colleges.

In September 2020, employees, community stakeholders, and students gathered to provide input on the mission, vision, and naming elements for the merged college. Development teams used that input to create drafts that were then reviewed by students, employees, leadership, community stakeholders, and system office staff. The final versions were approved by the NHED president and cabinet.

MISSION, VISION, AND NAME CHANGE

The Northeast Higher Education District—Hibbing Community College, Itasca Community College, Mesabi Range College, Rainy River Community College, and Vermilion Community College—requests approval for a name change in accordance with Board Policy 3.23, Naming Colleges and Universities, and approval for a new mission statement in accordance with Board Policy 3.24, College or University Type and Mission, and System Mission.

Current Name: Northeast Higher Education District: Hibbing Community College, Itasca Community College, Mesabi Range College, Rainy River Community College, and Vermilion Community College

New Name: Minnesota North College

Proposed Mission Statement: Minnesota North College prepares lifelong learners and engaged citizens through inclusive, transformative experiences reflecting the character and natural environment of the region.

Proposed Vision Statement:

Minnesota North College will be the premier provider of life-changing education and the catalyst for regional prosperity.

RECOMMENDED COMMITTEE MOTION

Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the name, mission, and vision of the new single college that will be formed upon the future merger of Hibbing Community College, Itasca Community College, Mesabi Range College, Rainy River Community College, and Vermilion Community College.

RECOMMENDED BOARD MOTIONS

The Board of Trustees approves the name, mission, and vision of the new single college that will be formed upon the future merger of Hibbing Community College, Itasca Community College, Mesabi Range College, Rainy River Community College, and Vermilion Community College.

**Member of Minnesota
State Colleges and
Universities**

1001 Chestnut Street West
Virginia, MN 55792

218-471-0016
FAX: 218-471-0017

www.nhed.edu

MEMBER COLLEGES:

**HIBBING
COMMUNITY COLLEGE**

1515 East 25th St.
Hibbing, MN 55746

218-262-7200
800-224-4422

**ITASCA
COMMUNITY COLLEGE**

1851 E. Hwy. 169
Grand Rapids, MN 55744

218-322-2300
800-996-6422

**MESABI
RANGE COLLEGE**

Virginia Campus:

1001 Chestnut St. W.
Virginia, MN 55792

218-741-3095
800-657-3860

&

Eveleth Campus:

1100 Industrial Park Drive
Eveleth, MN 55734

218-741-3095
800-657-3860

**RAINY RIVER
COMMUNITY COLLEGE**

1501 Hwy 71
International Falls, MN 56649

218-285-7722
800-456-3996

**VERMILION
COMMUNITY COLLEGE**

1900 East Camp St.
Ely, MN 55731

218-365-7200
800-657-3608

NHED

Northeast Higher Education District

OFFICE OF THE PRESIDENT

January 15, 2021

Chancellor Devinder Malhotra
Minnesota State Colleges and Universities
30 7th Street E., Suite 350
St. Paul, MN 5510

Dear Chancellor Malhotra:

I write to formally forward a name change request for the Northeast Higher Education District (NHED). As you know, Board Policy 3.23, Part 2, Subpart A instructs me to forward the proposed new name to you for recommendation to the Board of Trustees.

In January 2020, the Board of Trustees endorsed the intent to merge NHED's five independently-accredited colleges (six campuses) into one accredited college (six campuses) and charged me with developing a comprehensive plan and timeline for such a merger and securing approval from the Higher Learning Commission.

To advance the process and to engage multiple stakeholders in advancing a vision to transform higher education delivery in Northeast Minnesota, we developed VisionNE, a framework for the effort to merge the five colleges. That has included convening a VisionNE Advisory Council of students, community members, and faculty and staff, who provide the critical link between the colleges' leaders and the various constituents associated with NHED's colleges. In September 2020, employees, community stakeholders, and students gathered to provide input on the mission, vision, and naming elements for the merged college. Development teams used that input to create drafts that were then reviewed by students, employees, leadership, community stakeholders, and system office staff. The final versions were approved by the NHED cabinet.

As a result of this broad-based and deliberative process, NHED has selected the following name for the merged institution: **Minnesota North College**. We believe that this name captures the spirit and ethos of both our region and our campuses. In addition to this name change, we will also be bring a new mission statement and vision statement for Minneapolis North College to the Board of Trustees for approval.

With our new name, mission, and vision in place, we will be able to move forward with the next steps in our plan, and we remain on schedule to formally launch Minnesota North College in the fall of 2022.

Sincerely,



Michael Raich
Interim President

January 27, 2021

Academic & Student Affairs

Northeast Higher Education District

**Proposed Mission, Vision,
and Name Change**

MINNESOTA STATE BOARD OF TRUSTEES

Vision NE: Intended Merger in Fall 2022

Who are we now?

Northeast Higher Education District (NHED)

- Formed in 1999
- Five independently accredited colleges with six campuses
- Shared president and several shared services—human resources, institutional research, business services, etc.
- Still operate independently in enrollment management, academic programming, budgets, athletics, etc.
- Model has served our region and our students well

Who do we intend to become and when?

We intend to merge the Northeast Higher Education District's five independently accredited colleges (six campuses) into one accredited college (six campuses).

We intend to begin operating under the new model starting in Fall Semester 2022.

Why make this change?

Compelling Reason (Factual Realities)

- Demographics
- Significant and sustained Enrollment Decline
 - 35% decline in FYE tuition paying students from 2011 to Pre-Covid
 - Less resources split up among 5 of the smallest colleges in Minnesota State
- Less employees
- Shared services barriers – Multiple data bases, separate bargaining units
- Student barriers
 - Taking courses across our colleges
 - Access to programs and services

Compelling Purpose (Impactful Opportunities)

- Seamless learning experiences for students
- Comprehensive/cohesive enrollment management plan and approach
- Expanded academic programming regionally
- Advanced regional industry and educational partnerships
- Mission-centric investments
- Focused roles for employees
- Continued campus identities

What doesn't change?

- Campus Identities
- Campus/Community Connections
- Campus Foundations
- Niche Programming
- F-2-F Learning and Services
- Athletic offerings

What Process led to this decision?

- District Strategic Planning 2016-2017
- Regional Academic Planning 2018-2019
- Listening and Input Sessions 2019
 - Employees
 - Students
 - Community
 - Legislators
 - Chancellor and Cabinet
 - Higher Learning Commission
- BOT Action January 2020

Minnesota State Board of Trustees Action

January 2020

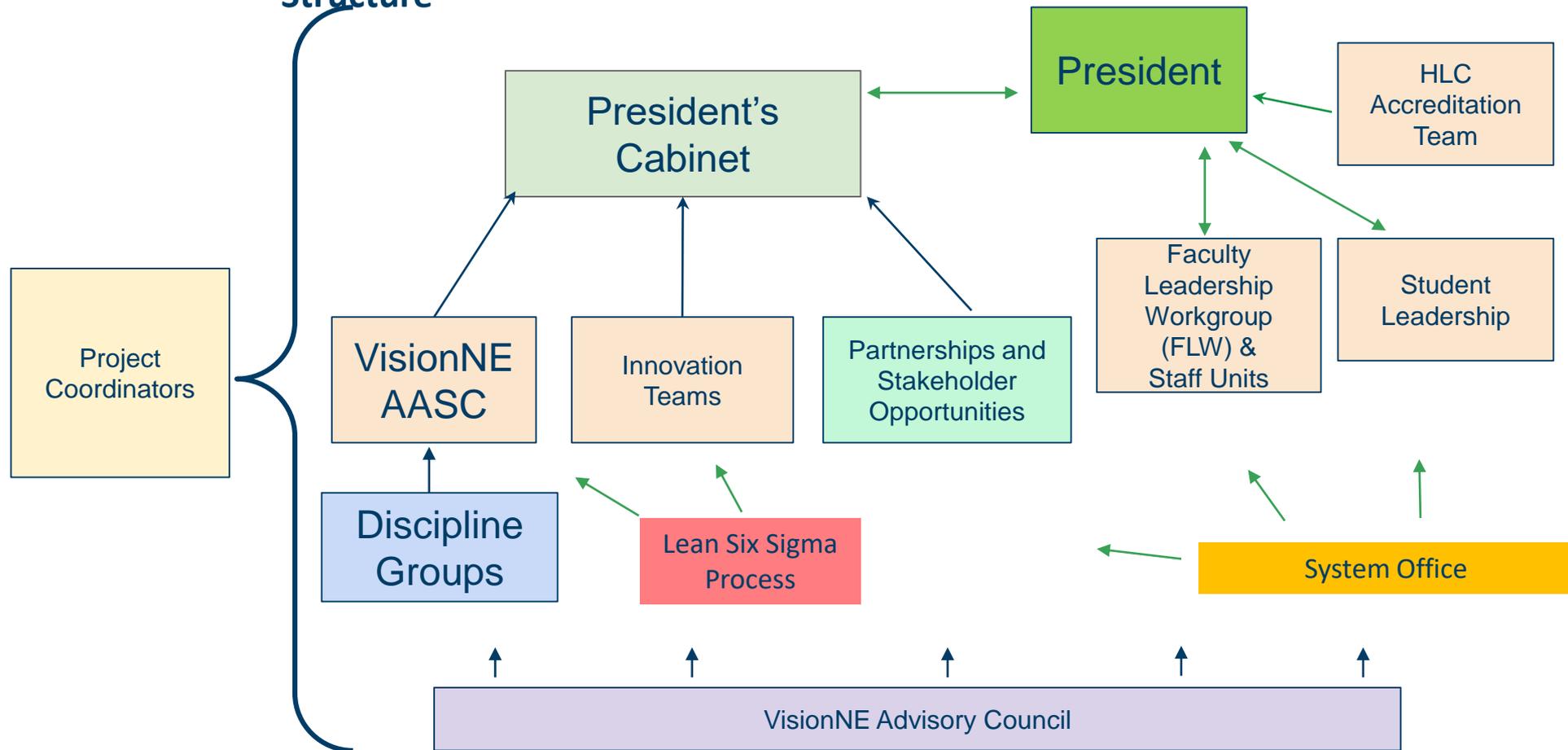
The Board of Trustees supports the intent of merging the Northeast Higher Education District's five independently accredited colleges (six campuses) into one accredited college (six campuses) and charges Interim President Raich with developing a comprehensive plan and timeline for such a merger and securing advance approval from the Higher Learning Commission.

What has happened since Jan 2020 BOT action?

Shared Vision – *VisionNE* - Broad Involvement

- Higher Learning Commission
- Academic Work
- Non-Instructional Work
- IT Systems
- Partnership and Stakeholders
- Leadership Structure
- Mission/Vision/Name

VisionNE Organizational Planning Structure



What BOT action is needed today?

Approve Mission, Vision, Name per Minnesota State Board Policies

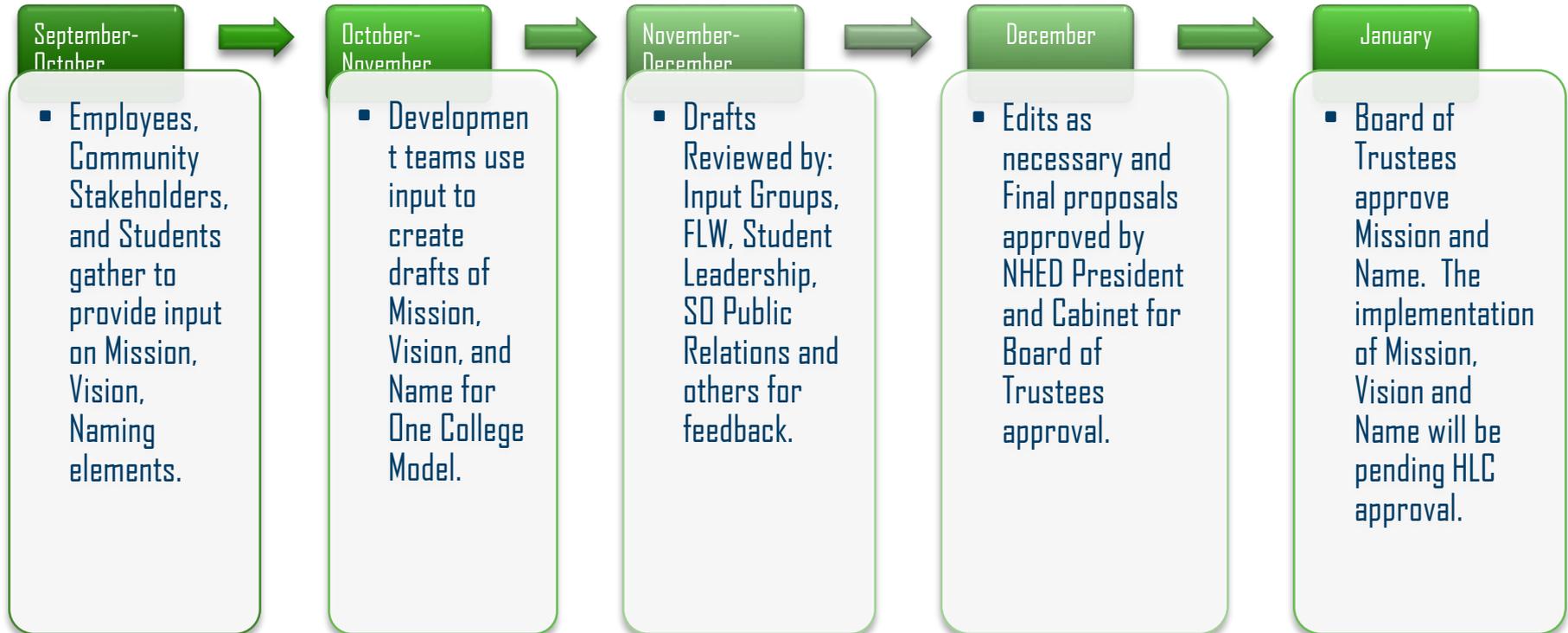
Board Policy 3.23 Naming Colleges and Universities

- *Part 2 – Name Change*

Board Policy 3.24 College or University Type and Mission, and System Mission

- *Part 4 – Approval of College or University Mission Statement*

VisionNE Naming, Mission, & Vision Process



Proposed Name, Mission, & Vision

Name

Minnesota North College

Mission

Minnesota North College prepares lifelong learners and engaged citizens through inclusive, transformative experiences reflecting the character and natural environment of the region.

Vision

Minnesota North College will be the premier provider of life-changing education and the catalyst for regional prosperity.

What's Next?

- Branding/Marketing Process
- Continued Operational Planning
- Minnesota State BOT Final Approval
- Higher Learning Commission Final Approval
- Launch New Operational Model – Fall Semester 2022

Questions?

Committee Motion

RECOMMENDED COMMITTEE ACTION

Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the name, mission, and vision of the new single college that will be formed upon the future merger of Hibbing Community College, Itasca Community College, Mesabi Range College, Rainy River Community College, and Vermilion Community College.



MINNESOTA STATE

30 East 7th Street, Suite 350
St. Paul, MN 55101-7804

651-201-1800
888-667-2848

www.MinnState.edu

This document is available in alternative formats to individuals with disabilities.
To request an alternate format, contact Human Resources at 651-201-1664.
Individuals with hearing or speech disabilities may contact us via their preferred Telecommunications Relay Service.
Minnesota State is an affirmative action, equal opportunity employer and educator.



Board of Trustees Meeting

Minnesota State

Virtual Meeting

Wednesday, January 27, 2021

11:45 AM

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 – committee/board meeting may begin up to 45 minutes earlier than listed if previous meeting concludes prior to end of allotted time slot.

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, November 18, 2020**
- 2. Minutes of the Committee of the Whole Meeting, November 18, 2020**
- 3. Minutes of the Executive Committee Meeting, January 6, 2021**
- 4. Contracts Exceeding \$1 Million:**
 - a. Contract for Flight Training Program Facilities and Services – Rochester Community and Technical College**
 - b. Contract for Printer/Copier Multi-Function Devices – Rochester Community and Technical College**
 - c. Contract for Office 365 Management Tool – System Office**
 - d. Student Affairs Renovation - Minneapolis Community and Technical College**
 - e. Comstock Memorial Union Roof Replacement - Minnesota State University Moorhead**
- 5. Proposed Amendment to Board Policy 2.1 Campus Student Associations (Second Reading)**
- 6. Proposed Amendment to Board Policy 3.1 Student Rights and Responsibilities (Second Reading)**
- 7. Proposed Amendment to Board Policy 3.6 Student Conduct (Second Reading)**
- 8. Proposed Amendment to Board Policy 3.7 Statewide Student Association (Single Reading, Technical Change Only)**
- 9. Mission, Vision, and Name Change related to Northeast Higher Education District (NHED) Consolidation**

Board Standing Committee Reports

Academic and Student Affairs Committee, Cheryl Tefer, Chair

- Proposed Amendment to Board Policy 2.9 Academic Standing and Financial Aid Satisfactory Academic Progress (First Reading)
- Proposed Amendment to Board Policy 3.29 College and University Transcripts (First Reading)

Audit Committee, George Soule, Chair

- Report of the Committee

Diversity, Equity, and Inclusion Committee, Rudy Rodriguez, Chair

- Report of the Committee

Facilities Committee, Jerry Janezich, Chair

- Report of the Committee

Finance Committee, Roger Moe, Chair

- Report of the Committee

Human Resources Committee, Michael Vekich, Chair

- Report of the Committee

Outreach & Engagement Committee, Dawn Erlandson, Chair

- 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

Adjournment

Bolded items indicate action is required



Consent Agenda

Minnesota State
Virtual Meeting
January 27, 2021
11:45 AM

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. The trustees will convene either by conference call or on a virtual meeting platform. Interested parties can listen to the live audio-streaming of the proceedings by clicking the link at: <https://www.minnstate.edu/board/index.html>.

Consent Agenda

- 1. Minutes of the Board of Trustees Meeting, November 18, 2020**
- 2. Minutes of the Committee of the Whole Meeting, November 18, 2020**
- 3. Minutes of the Executive Committee Meeting, January 6, 2021**
- 4. Contracts Exceeding \$1 Million:**
 - a. Contract for Flight Training Program Facilities and Services – Rochester Community and Technical College**
 - b. Contract for Printer/Copier Multi-Function Devices – Rochester Community and Technical College**
 - c. Contract for Office 365 Management Tool – System Office**
 - d. Student Affairs Renovation - Minneapolis Community and Technical College**
 - e. Comstock Memorial Union Roof Replacement - Minnesota State University Moorhead**
- 5. Mission, Vision, and Name Change related to Northeast Higher Education District (NHED) Consolidation**

Board Policy Decisions (Second Readings)

- 1. Proposed Amendment to Board Policy 2.1 Campus Student Associations (Second Reading)**
- 2. Proposed Amendment to Board Policy 3.1 Student Rights and Responsibilities (Second Reading)**
- 3. Proposed Amendment to Board Policy 3.6 Student Conduct (Second Reading)**
- 4. Proposed Amendment to Board Policy 3.7 Statewide Student Association (Single Reading, Technical Change Only)**

Bolded items indicate action is required

Minnesota State Colleges and Universities

Board of Trustees Meeting Minutes

November 18, 2020

Present: Chair Jay Cowles, Vice Chair Roger Moe, Trustees Asani Ajogun, Alex Cirillo, Dawn Erlandson, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa, Rudy Rodriguez, Kathy Sheran, George Soule, Cheryl Tefer, Michael Vekich, and Chancellor Devinder Malhotra.

Absent: Trustee Ahmitara Alwal

Call to Order

Chair Jay Cowles called the meeting to order at 1:30 pm. He welcomed all trustees, presenters, participants and the audience statewide.

Representatives of the bargaining units and student associations were requested to submit their written testimony in advance of the meeting. All testimony was distributed to trustees for their review yesterday evening.

Chair Cowles conducted a roll call of the trustees who were participating by Zoom.

Chancellor Devinder Malhotra Remarks

To say that the past two days have been extremely full is easily an understatement. We shared and discussed topics that are important not only to our colleges and universities but to the very students that we educate and the communities we serve.

FY2021 Chancellor/System Office Workplan

I have shared with the board the document entitled: *FY2021 chancellor and system office workplan*.

The workplan is divided into two key priority areas: Equity 2030 work and Enterprise Activities. This is not a comprehensive list of all the collective work that is being undertaken at the system office nor all the activities where I am engaged, but it is reflective of the top priorities as we move towards our shared Equity 2030 goal and shoring up our organization to be programmatically and financially sustainable.

Equity 2030 was endorsed by this Board in June 2019. It is evident that the educational equity gaps will be eliminated by the work that is begin undertaken and will be accelerated at our colleges and universities. Each campus serves a unique set of students that will need an individualized and personalized educational experience. There is no silver bullet or secret code to do this work. And that is why we must engage in this work together – as collective partners – as a system. The power of a system is our ability to draw on the strengths and lessons learned from each other to maximize the potential to serve students. We will truly become a system when we ensure the success

of each and every student no matter where they are enrolled.

Equity 2030 has provided our campuses and the system office with a singular focus and a unifying priority lens by which all our work must be measured.

The workplan I shared with you identifies system level activities and our collective work which will either increase the effectiveness or the impact of the great work at our colleges and universities.

As I've shared before, the need to do this work has only been heightened by the current pandemic – it has strengthened our resolve that this is not only the right thing to do but the right time for this singular focus.

COVID Update

We are all well aware of the rising number of cases in our communities and the increased steps that the state is taking to stabilize the numbers so that our healthcare professionals can serve those most impacted by the pandemic.

As I've said many times to this board – there is no playbook of how to lead during times like these. But what we can do is to stay grounded in the two principles that have guided us for the past eight months:

- To help our students succeed and to cross the finish line, and
- To keep at the forefront, the safety of our students, faculty, and staff

As we watch the national news and see changes yet again occurring at higher education institutions as we near the end of the fall semester, I want to reassure the board that each of our institutions is taking into account the regional context of where they are situated – the diversity of the students they serve and the programmatic make-up of what they offer – and the advice of their local public health authorities.

On Monday I shared with presidents the following guidance as they continue to engage in conversations with their communities about how best to complete the semester:

- Working with faculty and staff, identify if there are additional components for in-person classes that can be moved online, and
- Where in-person components must still occur, campuses should deploy even more stringent mitigation strategies.

None of this is easy on any of us. The increased anxiety and stress on each and every one of us is very real. As I look back on the amazing work that has been done by all of us to get us to this point, we truly are a resilient bunch.

I also want to emphasize that COVID has disproportionately impacted students from marginalized and oppressed communities and further exacerbates the educational equity gaps. The successful navigation of the pandemic and effectively mitigating its adverse impact is the most consequential Equity 2030 strategy. Given the role technology has played in dealing with the pandemic the NextGen recommendation you will consider today is another important catalyst for sustainability in post-COVID era.

Thus, I find a commonality in what I have shared – whether it is Equity 2030 or addressing COVID, we must do this work collectively and as a community.

Since I will not address this board again until a new year is upon us, I wish our trustees, our students, faculty, and staff, good health and happiness and time to recharge.

Chair's Report, Jay Cowles

This month's meeting schedule was substantial both in time allotted and the importance of topics. As a board, we discussed four critical items for the system: Guided Learning Pathways which provides a framework for the student success at our colleges and universities, FY2021 capital bonding recommendation, FY2022-23 biennial budget request, and a revised finance plan and vendor contract for the NextGen ERP project. We will soon vote on final approval of these items, all of which are critical elements for the future of our colleges and universities and their sustainability in the coming year; the success of our students, and the priority placed on ongoing equity and affordability work. I thank my fellow trustees for their attention and consideration on these matters.

We will soon vote on final approval of these items all of which are critical elements for the future of our colleges and universities and their sustainability in the coming years. The success of our students and the priority placed on ongoing equity and affordability work. I thank my fellow trustees for their attention and consideration on these matters. And thanks to our many partners throughout the system bargaining units and student associations for their thoughtful comments, their suggestions and their encouragement.

We started off this month's meeting with a joint meeting with the Minnesota State Leadership Council. Over the past few years I have enjoyed the opportunity for informal conversations with presidents that allow trustees to learn about what is going on at their campuses.

In small discussion groups made up of trustees, presidents and members of the Chancellor's cabinet, we heard firsthand from our presidents about the important work at their campuses to support student basic needs. That was the focus of our discussions this year and we heard in our breakout sessions pensive testimony focusing on mental health pressures, food insecurities, housing insecurity, and broadband and internet gaps. We were impressed with the Innovation and creativity and commitment that was

being shown on our campuses as each campus uniquely addresses these issues. I want to thank again the presidents in particular for spending time with us.

I would also like to report out on the Chancellor Performance Review Committee, which met in closed session on November 12th. The committee received an update from the Chancellor on this fiscal year FY2021 work plan. All trustees received a copy of this earlier this week. It will also be posted to the Board website. I want to convey my appreciation for the Chancellor's continued focus on Equity 2030 and on finding new and better ways to support the good work occurring on our campuses. Chancellor has the board's unwavering support as he continues to lead the system in tackling tough issues. We look forward to an update on this work as well in February.

Lastly, I would like to recognize Trustee Oballa who was recently elected to serve as city council member for the City of Austin Minnesota this election marks an historic moment in Austin's history as he is the first refugee and first person of color to be elected to council. Congratulations Trustee Oballa on this remarkable achievement.

Consent Agenda

Chair Cowles asked if anyone wanted to remove an item from the Consent Agenda. No items were removed.

A roll call vote was conducted, and motion carried by a vote of thirteen in favor (Chair Cowles, Vice Chair Moe, Trustees Ajogun, Cirillo, Janezich, Morillo, Nishimura, Oballa, Sheran, Soule, Tefer, Vekich) and one abstention (Trustee Erlandson). The Consent Agenda was adopted. Trustee Rodriguez was not present at the time of this vote.

Consent Agenda

- 1. Minutes of the Board of Trustees Meeting, October 21, 2020**
- 2. The Minnesota State *Guided Learning Pathways* Framework**
- 3. Review Audit Results and Approve Release of Audited Financial Statements and Federal Student Financial Aid Audit**
- 4. Review and Approve Committee Charter for Diversity, Equity, and Inclusion Committee**
- 5. Capital Bonding Update and 2021 Recommendation and Approval**
- 6. Contracts Exceeding \$1 Million:**
 - a. Contract Extension for University Heights Student Housing – Bemidji State University**
 - b. Lease Amendment: Metropolitan State University and 1380 Energy Park**
- 7. NextGen Phase 2, including Revised Finance Plan**
- 8. NextGen Vendor Contract Approval**

Board Standing Committee Reports

Human Resources Committee, Michael Vekich, Chair

Committee Chair Vekich reported on the appointment of Interim President for Northland Community and Technical College. The committee voted to approve the following recommendation:

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Shannon Jesme as Interim President of Northland Community and Technical College, effective January 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 Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

A motion from a board committee does not require a second. A roll call vote was conducted, and motion passed unanimously.

Interim President Dr. Shannon Jesme expressed her appreciation and thanks for the opportunity.

Committee of the Whole, Jay Cowles, Chair

Chair Cowles shared that the Committee of the Whole meeting included an update on the NextGen project, including a review of Phase 1 work; a revised Phase 2 timeline and finance plan; and lastly a review of the RFP process and final vendor selection. The Board voted on and has approved the recommendations brought forward by the Chancellor and his team for Phase 2 timeline and finance plan and vendor contract approval.

Academic and Student Affairs Committee, Cheryl Tefer, Chair

Committee Chair Tefer reported that the committee approved the minutes from the October meeting as published.

The committee also had a first reading of the following proposed policy amendments:

- Proposed Amendment to Board Policy 2.1 Campus Student Associations
- Proposed Amendment to Board Policy 3.1 Student Rights and Responsibilities
- Proposed Amendment to the Board Policy 3.6 Student Conduct

A presentation was given by Senior Vice Chancellor Ron Anderson titled The Minnesota State *Guided Learning Pathways* Framework. He presented with Gail O’Kane, Vice President of Academic and Student Affairs at Minneapolis College and Dan Gregory, Provost and Vice President of Academic Affairs at St. Cloud State University. The committee unanimously recommended that the Board adopt Guided Learning Pathways as Minnesota States student success framework and to charge the Chancellor and Leadership Council with its implementation.

Audit Committee, George Soule, Chair

Committee Chair Soule reported that the Audit Committee received a report from Eric Wion,

Executive Director of Internal Audit, partners at CliftonLarsonAllen, LLP, and Vice Chancellor Maki on recently completed financial statement audits and Federal Student Financial Aid Audit. The committee voted unanimously to recommend that the Board approve the release of these audits.

Joint Meeting: Audit and Human Resources Committees, Co-Chairs George Soule and Michael Vekich

Committee Chair Soule gave an update on the Human Resources Transactional Service Model project review. He explained that there were some issues that require attention and work. Vice Chancellor Davis said that they will continue to work on stabilization and plan to return to the board with an updated report on the project in May or June of 2021.

Outreach & Engagement Committee, Dawn Erlandson, Chair

Committee Chair Erlandson reported that Chief Marketing and Communications Officer, Noelle Hawton provided background and overview of a proposed amendment to Policy 3.23 Naming Colleges and Universities. The Committee voted to suspend the rules to allow the committee to consider for approval an item requiring two readings. The committee then voted unanimously to approve the proposed amendment and now brings it to the full board for consideration. The recommendation is as follows:

Board Policy 3.23 Naming Colleges and Universities was adopted and implemented by the Board of Trustees in October 1994. The policy was reviewed as part of the 5-year review cycle pursuant to Board Policy 1A.1 Minnesota State Colleges and Universities Organization and Administration, Part 6, Subpart H, Periodic review. The proposed amendment updates Part 2, Subpart B regarding the inclusion of an identifier name and the system affiliation identifier. The new writing and formatting styles were also applied.

Chair Cowles asked for a motion to suspend the rules to allow approval of a policy amendment after the first reading that is not marked for action on the agenda. There was a motion to suspend the rules by Trustee Cirillo with a second by Trustee Morillo. Roll call vote was taken and motion to suspend the rules passed unanimously.

Chair Cowles motioned to approve the proposed amendment to Board Policy 3.23 Naming Colleges and Universities. Roll call vote was taken and proposed amendment passed unanimously.

Diversity, Equity, and Inclusion Committee, Rudy Rodriguez, Chair

Committee Chair Rodriguez presented an overview of the committee charter for Diversity, Equity, and Inclusion Committee. After working for a few months to update the charter and plan, the committee voted to recommend the Board approve the charter and it was granted on the Consent Agenda.

Facilities Committee, Jerry Janezich, Chair

Committee Chair Janezich reported that the Lease Amendment for Metropolitan State University and 1380 Energy Park and the Capital Bonding Update and 2021 Recommendation were up for discussion and the committee voted to recommend board approval of both items.

Finance Committee, Roger Moe, Chair

Committee Chair Moe reported that in addition to the October meeting minutes they discussed the two contracts exceeding \$1M: Contract Extension for University Heights Student Housing-Bemidji State University; and Lease Amendment: Metropolitan State University and 1380 Energy Park.

The committee also had a second reading of the FY2022-2023 Biennial Budget Request and voted to recommend approval to the Board. Committee Chair Moe shared the recommendation as follows:

The FY2022-FY2023 legislative request strengthens the state's commitment to inclusive excellence and ensuring our students receive an extraordinary, affordable, and accessible education. The Board of Trustees approves the FY2022-FY2023 biennial budget request in the amount of \$813,034,000 in FY2022 and \$832,034,000 in FY2023 for a total of \$1,645,068,000.

The Board of Trustees has been granted the authority in state statute to govern and operate Minnesota State. The board, after full consultation with Minnesota State constituencies, will make final budget decisions, including setting tuition rates, at the conclusion of the legislative session.

Chair Cowles noted that a motion from a board committee does not require a second. A roll call vote was conducted, and motion passed unanimously.

Student Associations

Student associations and bargaining units were invited to submit written testimony in lieu of the opportunity to address the Board in person. The testimony was distributed to Trustees for their review yesterday and has also been posted to the Board website under the meeting materials link. Written testimony for student associations was submitted by Lead MN President Priscilla Mayowa.

Minnesota State Colleges and Universities Bargaining Units

Written testimony was submitted by the following bargaining units: AFSCME, Jennifer Erwin, President; Inter Faculty Organization, Brent Jeffers, President; Minnesota State College Faculty, Matt Williams, President; and Minnesota State University Association of Administrative and Service Faculty, Tracy Rahim, President.

Trustee Reports

Trustee Erlandson referenced the letter from AFSCME saying that you are not required to wear facemasks on some of our campuses and that co-workers who are exposed to a staff member that tests positive are hearing it from others instead of their own supervisor. She asked if there is contract tracing that our counties and state are doing.

Chancellor Malhotra responded that we are in constant touch with our bargaining units and when there have been instances where they have pointed out some non-compliance, we reach out and work with all parties to make sure the compliance is followed. We follow the Minnesota Department of Health and local health authorities when reporting if someone tests positive. The requirement is that everyone needs to be wearing a mask on campus and if there is non-compliance it needs to be followed up on.

Chair Cowles and Trustee Sheran visited Riverland College a few weeks ago for the grand opening of their new trade and technical facilities on campus.

Trustee Tefer wanted it on record that she was impressed with the staff and support for everything that has gone on with Riverland grand opening.

Chancellor Malhotra also highlighted the recent virtual ribbon cutting ceremony at Bemidji State University for the new Hagg-Sauer building. There was also a celebration on a project completion at Normandale College.

The next Board meeting is scheduled for January 26-27, 2021

Adjournment

The meeting adjourned at 2:24 pm.

Minnesota State Colleges and Universities
Board of Trustees
Committee of the Whole Meeting Minutes
November 18, 2020

Committee Members Present: Chair Jay Cowles, Vice Chair Roger Moe, Trustees Asani Ajogun, Alex Cirillo, Dawn Erlandson, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa, Rudy Rodriguez, Kathy Sheran, George Soule, Cheryl Tefer, and Michael Vekich.

Absent: Trustee Ahmitara Alwal

Cabinet Members Present: Chancellor Devinder Malhotra, Vice Chancellor for Finance and Facilities Bill Maki, and Executive Director of Internal Auditing Eric Wion

Guests: Mike Cullen, Baker Tilly; President Angelia Millender, Century College; and President Scott Olson, Winona State University

Call to Order

Chair Cowles called the meeting to order at 10:45 am.

Chair Cowles conducted a roll call of the trustees participating via Zoom.

Chancellor Devinder Malhotra's Comments

Today marks a critical milestone for Minnesota State.

This fall, we have celebrated together with campuses the culmination of a bonding bill and the investments we and the state have made in our physical infrastructure. These are investments that we can walk through, take a picture in front of and that will physically hold and nurture students through their educational journey.

But sometimes the investments we make or not just in the brick and mortar. Sometimes investments are the intangible things that we can't see or touch but are equally important in the future of our colleges and universities to educate students for generations to come.

NextGen is that type of investment. It is an investment to provide the entire system a 21st century technology infrastructure, which positions us to secure our future. It is an investment that will propel our 37 colleges and universities towards sustainability - an investment in everything we do that will touch each student, faculty, and staff once rolled out.

The vision for NextGen was crystalized over six years ago and the number of those involved in bringing the work to this stage today numbers well into the hundreds.

I want to thank all the students, faculty, and staff who have contributed their time and energy to this critical effort. My thanks and deep appreciation to current and former trustees who have provided guidance and direction over the past six years to bring us to where we are today.

A shout out to our partners in this effort: CampusWorks, Dorsey & Whitney, and BerryDunn. Their efforts and contributions were critical to bring us to this stage of the project.

In particular, I want to acknowledge my deep appreciation of Rhona Schmidt, the lead attorney from Dorsey & Whitney who was also our lead negotiator during contract negotiations. Her advice and counsel was instrumental in bringing the negotiations to successful culmination.

I also want to acknowledge the ongoing partnership with Clint Davies and David Houle who provided us with the national context and assisted us in prioritizing our work and our focus.

Above all we owe a debt of gratitude to Ramon Padilla, Bill Maki, Melinda Clark, and others on the NextGen Project Team. Their leadership and hard work under difficult circumstances has positioned us well for the implementation of the project.

Someone remarked the other week that today marks the end of just the first chapter in our work to bring NextGen to reality. The next several chapters will take time and patience and the diligence of all involved. And I do hope that this is just one book that we are writing together – not a trilogy!

Chair Cowles' Comments

As I shared with trustees in the memo that accompanied this month's meeting materials, the presentations we are about to hear represent the culmination of many years of tremendous effort on the part of students, faculty, and staff across our system who have worked to define business requirements, issued a request for proposal, review and consider vendor proposals, and lastly to select a vendor and negotiate a contract. I sincerely thank everyone involved for their diligent efforts. I look forward to the next couple hours of sharing and discussion in anticipation of important votes that will impact the future of our colleges and universities and the students they serve.

Report from Bill Maki, Vice Chancellor for Finance and Facilities

Presentation slide deck for this report can be found on the [Board website](#).

Past Board and Community Engagements

Vice Chancellor Maki presented slides that provided the committee with an overview of past Board actions related to NextGen and the Phase 1 status report, reporting that in 2013-2014

replacement of the system's ERP first emerged as a priority in listening sessions across the system. There was widespread support of replacement of ISRS to include functionality that was more student centric and mobile friendly.

Vice Chancellor Maki reported that in March 2016 a business case for replacement of ISRS was reviewed and endorsed by the Leadership Council and Board of Trustees. A funding request was subsequently included in the 2018 budget request and supported by the Governor and the legislature. Funding for the project in the system's 2019 budget request was not supported. Funding was again included for NextGen in the system's 2020 budget request supported again by the Governor and the legislature. Funding for the project was also included in the system's 2021 budget request and not supported.

Vice Chancellor Maki reported that in June 2017 the Board authorized the launch of Phase 1. In January 2018 the Board approved the project design and the Phase 1 timeline. The project was reviewed and endorsed by the Leadership Council and the Board at meetings in March and June 2018.

Vice Chancellor Maki explained that in June 2019 the Board approved the project and finance plan and in January 2020 the Board approved to enter negotiations with one or more SaaS vendors. BerryDunn was selected and approved by the Board as the third-party owner's representative for the project.

Status Report

Vice Chancellor Maki reported that the NextGen steering committee advises the Chancellor related to the project. The committee has approved project timelines and deliverables, helped resolve operational issues and process questions, made policy and procedure recommendations, approved scope changes to establish those priorities and provided direction and guidance to the project.

Vice Chancellor Maki thanked outgoing Vice Chancellor Ramon Padilla for putting in place a very strong organizational structure to allow this work to continue forward not only with the steering committee, but with the team that was built within IT and within the Finance, HR, and Student Services communities to allow this work to advance.

Vice Chancellor Maki noted that Ross Berndt who was recently named Interim Vice Chancellor for ITS joined the committee and moving into Phase 2, Vice Chancellor Davis and Vice Chancellor Maki will serve as co-chairs of the committee.

Vice Chancellor Maki reported that although the project timeline has been delayed due to the time it took to complete negotiations, there have been several deliverables completed during Phase 1. Highlights for Phase 1 were the project charter, business process mapping which was led by CampusWorks, creation of the campus transition management teams at each of the

37 colleges and universities, the readiness assessment to move to a new ERP that was done across the system, and the process of selecting a vendor and moving into Phase 2.

Report from Bill Maki, Vice Chancellor for Finance and Facilities

NextGen Update and Project Risk Review #6

Vice Chancellor Maki began the presentation by providing an overview of the sixth NextGen Project Risk Review (PRR). The PRR provides ongoing and objective assessments of NextGen to provide assurance to the board on project risk management and provide assurance and advisory guidance to the project steering committee on project risk leading practices.

Eric Wion, Executive Director of Internal Auditing, introduced Mike Cullen from Baker Tilly for an overview on PRR #6. Mr. Cullen shared that project risk reviews have occurred throughout Phase 1 of the project and that this will be the final checkpoint for Phase 1. Project risk reviews focus on four areas: project governance and management of the overall project; organizational change management planning and communication training; stakeholder involvement; and project execution. Mr. Cullen reminded the board that the Board's role within these four areas is within project governance and management and approving key milestone decisions. The Steering Committee recommends that the board monitor both status reports and project risk reviews and how the project risks are managed.

Mr. Cullen stated that Internal Audit has not reviewed every project deliverable in detail yet as those are still being finalized but has participated in project activities and deems that there is an appropriate risk management plan being executed by the project team to address the critical key risks of this project. Although negotiations are delayed, Internal Audit feels that the overall risk of not achieving success for Phase 1 is very low. As has been done in previous risk reviews, there are specific results for each of the four areas that were covered; there are no recommended changes during this checkpoint as the project team continues to do an excellent job of identifying and managing the risks on this project. A key strength of this project is the hiring of a third-party owner's rep and external counsel to help with contract negotiations and ensure that risks to the system are being addressed. He also noted that the leadership and management within Minnesota State that has been focused on this effort from the beginning of the project has also been an important strength. Hiring of a third-party owner's representatives and external counsel are not activities that typically occur in higher education for these types of projects but are important steps that demonstrate this project is being well-run.

Mr. Cullen stated that there is one recommendation that remains open from a prior checkpoint, but that cannot be fully addressed until the implementation begins. Internal Audit will report back to the board in the future once the project team is able to address the recommendation.

Trustee Erlandson asked if Internal Audit had a role in the reference check process for the selected vendor. Mr. Cullen answered that Internal Audit did not have a direct role in executing that but was involved in understanding the process that the project team went through to contact references given by vendors and to reaching out to other colleagues in higher education that have familiarity with vendors.

NextGen Phase 2

Vice Chancellor Maki introduced President Angelia Millender of Century College and President Scott Olson from Winona State University who serve as the president liaisons on the NextGen Steering Committee.

President Olson stated that the current ISRS system is more than 20 years old and was cutting edge technology for its time, before mobile and other devices. He stated that not having NextGen has made us less competitive and that NextGen puts unbelievable power in the hands of students to plan their degree program, make great choices, graduate efficiently and save money. It also supports the finance and HR functions in the back office that are necessary for those other tools to be deployed.

President Olson reported that the price tag for this will be high, but said we need to think about this in terms of what will be the cost of not doing this related to student success and student enrollment. He also noted that the university presidents support moving forward.

President Olson introduced President Angelia Millender from Century College to provide more details about how NextGen will serve faculty, staff and students within the system.

President Millender stated that NextGen will provide immediate and easy access to the information students need when they need it and on a mobile friendly device. Students would get the seamless experience no matter which Minnesota State college or university they attend. Students would have one portal to include financial aid information, student advisement, and educational experiences. It gives students a view of where they are and helps them stay on track, save money and to finish on time.

President Millender stated that the NextGen ERP started with a multi-layered and multi-year process of engagement with many stakeholders involving students, faculty and system office employees. In 2015 there were 52 listening sessions with students, faculty and staff and they conducted a systemwide survey of students who identified challenges and opportunities with ISRS. Additionally, in 2018 regional reviews provided feedback.

President Millender concluded her report stating that subject matter experts came together from colleges and universities as well as from the system office to draft and evaluate an RFP to supply Minnesota State with a cloud-based ERP and feedback was provided by students, faculty and staff. There is a significant cost to any project like this and the financial impact will be

different and will be felt differently at each college with strained budgets and competing priorities.

Vice Chancellor Maki thanked President Millender for her presentation and reiterated that we are at the end of Phase 1. Business process reviews for HR, finance, and student functionality began in January 2018 and were completed in January 2019. Planning and drafting for the RFP began in July 2018 and was completed in June 2019. The RFP was released to the market in June of 2019 with authorization from the Board of Trustees to enter negotiations with SaaS vendors in January 2020. Due to COVID and the nature of negotiations, more time was needed to negotiate a contract.

Phase 2

Vice Chancellor Maki reported that the Phase 2 implementation will last seven years, beginning with implementation planning in December 2020/January 2021 once the contract is in place with the selected vendor. The length of Phase 2 has been extended by approximately two years from the project plan last presented to the Board. Due to business process dependencies, finance and HR /payroll will deploy together, in time for fiscal year 2024 start in July 2023. A fifteen-month warranty period will follow implementation. Due to the scope and complexities of a student implementation it will occur after finance and HR. The student implementation will start October 2022 with planning. Functionality will deploy in phases starting July 2025 and concluding October 2026 with a warranty period through August 2027.

Vice Chancellor Maki presented the revised project financing plan of Phase 1 and Phase 2. In June 2019, the Board approved a financing plan that included a project budget of \$151.1M. It was noted that all amounts were approximate pending the advice of the implementation vendor and the bids on the software solution. The revised project budget has increased from \$151.1M to \$242.7M. The revised project budget has been built on estimated internal costs, the revised timeline and the negotiated SaaS contract. The increase of \$91.6M is primarily due to the following factors: increase of the length of the project from five years to seven years; completion of the RFP process and negotiations with the selected vendor; and addition of a project contingency.

Vice Chancellor Maki reviewed the following detail for the estimated budget of \$242.7M:

Category	Description	Total Budgeted Amount
Minnesota State Project Team	<ul style="list-style-type: none"> • Implementation Teams • Training • Change Management 	\$41.6M
ERP Vendor Contract	<ul style="list-style-type: none"> • Implementation • Software License and Cloud Hosting 	\$168.0M

Other Professional Support	<ul style="list-style-type: none"> • CampusWorks – Phase 1 • Project Management • TPOR and Legal Counsel 	\$7.2M
Technology Maintenance and Support	<ul style="list-style-type: none"> • ISRS Refresh & Maintenance • Integrations • Data Reporting 	\$10.9M
Contingency	<ul style="list-style-type: none"> • Budgeted amount for changes and adjustments over the 7 years 	\$15.0M
	Total	\$242.7M

Trustee Erlandson questioned the contingency budget of \$15.0M. She asked where the cost change was and if it was due to a difference in the vendor bid or did the vendor submit a bid that was higher than what was negotiated and what changes affected the difference. Vice Chancellor Maki responded that the changes happened when the vendor submitted a bid that was higher than the amount that was negotiated and the negotiations that have occurred over the last several months had led us to the \$168M portion of the budget. The portion for the Minnesota State project team has increased by \$9.6M and that is due to having a better understanding of the capacity needed in order to have a successful implementation as well as the timing of the implementation moving from five years to seven years and to compare consistently with what was presented in June. The ERP vendor contract and professional support of \$175.5M compares to \$111.5M that was presented as part of the June 2019 budget so that portion has increased by about \$55 to 60 million. Student module portion increased by \$3 to 4 million since the original budget. Vice Chancellor Maki also added that there was no contingency in the original \$151.0M budget.

Trustee Erlandson asked if the increase in the vendor and software cost was due to the bid being higher than expected or if the vendor increased their bid after submission. Vice Chancellor Maki answered that costs went up and down throughout the negotiation process because the negotiation process, terms and conditions of the contractual arrangement as well as what Minnesota State needed and what the vendor could provide shifted. It was a give-and-take throughout the several month process and the process is more complicated than having a fixed amount of services and a fixed cost.

Trustee Erlandson followed up by asking if Vice Chancellor Maki can break out the cost for the HR and finance as compared to the student portion. Vice Chancellor Maki responded that it was close to 50/50 for the implementation cost between HR and finance and then implementation of student modules and phases along the way. The licensing cost on an annual basis goes up every year as more products from vendors are brought to Minnesota State.

Trustee Morillo questioned if finance or internal operations of a university system versus the student services part are two different areas of work or specializations for vendors. Vice Chancellor Maki replied that it's important that we have an integrated system that includes HR

and finance functions, but they integrate with the student services function which is the most important.

Vice Chancellor Maki reported that the finance plan design goals and finance options were reviewed by the Leadership Council at its May and June 2019 meetings and again in August and November 2020 once budget funding requirements were further defined. The contribution method will continue the 2019 method which is a \$12.5M charge based on an annual calculation of student and staff headcount. Colleges and universities can use any appropriate resources to cover the charge.

Vice Chancellor Maki stated that the revised financing plan for the \$242.7M includes the following sources: \$72M from state appropriation to the system for NextGen, \$129.3M from annual contributions from colleges, universities, and the system office, and \$41.4M from the reallocation other system or system-wide appropriations.

Vice Chancellor Maki stated that the base state appropriation of \$8M per year would be utilized for implementation from fiscal years 2021-2027 along with the \$16M in state appropriations from fiscal years 2018-2020. The NextGen appropriation was \$4M annually for fiscal years 2018 and 2019 before a base increase of \$4M, bringing it to \$8M per year in fiscal year 2020. After implementation, the \$8M annual state appropriation will be utilized for the annual software licensing and cloud hosting.

Vice Chancellor Maki stated that the annual contributions from colleges, universities, and the system office would remain at \$12.5M per year. It was determined through leadership conversations that in our current financial environment, it would be problematic to increase the \$12.5M per year so the recommendation was made to extend the same amount of contributions out to fiscal year 2029.

Vice Chancellor Maki stated that NextGen being a high priority for the system, conversations with Leadership Council gave the idea to examine the system's current allocation for state appropriations. The categories that will be examined are institutional priority allocations and system wide set asides. The reallocation amount projected is \$4.6M per year for nine years and would be effective fiscal year 2024, bringing the reallocation of other system and system-wide appropriations to \$41.4M. This allows time for planning over the next couple of years.

Vice Chancellor Maki stated that the project plan contemplates execution of the Phase 2 contracts outlined in November/December 2020 and creation of the related encumbrances. The external contracts included work plans that are expected to execute between 2020 and 2027. The estimated spending pattern for external and internal work peaks at \$42M in 2026. An internal cash flow loan is required by campuses under all current assumed state funding levels. It is expected that internal agreements will be negotiated providing the loan of campus fund balances to the project are to be repaid with interest from future project revenues. The

amount of the internal cash flow load is projected to be \$48M. Under all funding scenarios, the finance plan requires internal system contributions and internal cash flow loans in order to match the revenue pattern with the expected spending pattern. The finance plan in the presentation should provide a solution for the entire cost of the project.

President Olson reported that when the NextGen process began the State University Presidents were already budgeting something knowing this was happening and have been planning for it for quite some time. He noted that the cost is concerning since our budgets are under great stress.

Trustee Soule questioned if any companies made student modules that we can feel confident that our vendors can make and is there an opportunity to avoid the cost of the student module if the vendor cannot make it or we are not satisfied with it. Vice Chancellor Maki answered that as part of the contractual negotiation process and ensuring the mitigated risks and terms of the contract that we would sign, if approved indicates that we would have an opportunity at the end of HR and finance to review. It is with the student module and at that point to decide whether we are going to move forward with that or not and we would not be paying for the two modules.

Chancellor Malhotra noted that we had a very extensive process for vendor evaluation and two members of that steering committee are here today, President Millender and President Olson. It was in the context of that evaluation process that certain preferences emerged about the packages which were brought forward in response to the RFP which varied greatly by vendor. In that context, it was clear to him when he met with the steering committee that at the final selection was clearly above and beyond the other packages which were presented.

President Olson reported that the evaluation teams covered student services, HR and finance. They spent a few days going in-depth on the capabilities of the different packages. It was a very robust process with a prospectus that went through how things were to be scored in incredible detail.

President Millender reported that they heard from colleagues that there are ups and downs to every one of the 4 vendors, and that they heard there is not a vendor out there that's delivering everything right now. They are much more informed today than at the beginning of this process as to what the market could offer and whatever recommendation has come forth from this is a total collaboration across our system. They are getting better, more predictive and sophisticated in the delivery and are well informed.

Chair Cowles questioned if the approach that we are taking is not a pioneer approach but an improvement product for HR and finance and are being used today at other institutions of higher education. Chancellor Malhotra answered yes, HR and finance are also being used at some higher education institutions. The student module is also in use at some of these institutions. Vice Chancellor Maki responded that they considered existing customers with the chosen software vendors.

Trustee Erlandson questioned if the RFP bid from the chosen vendor is closer to what we originally budgeted. Vice Chancellor Maki replied that the original bid in relation to what Minnesota State's expectations were would have all been more than what was in the original budget.

Chair Cowles asked that given the current cost for the campuses and universities for the system, have they looked at estimates from third party owners as to what the cost would be for our 37 institutions if they attempted to provide for themselves rather than replace with a different ERP system. Vice Chancellor Maki answered that what was presented today equates to about \$5.5M per institution over that 7-year ERP system and if each institution did this on their own it would be \$8M-15M range per institution.

Chair Cowles commented that the Board studied carefully some of the recent large software development and installation projects for the State of Minnesota that have been subject to a lot of publicity and frustration in the implementation process. The business plan was to pursue a multi user software as a shared service model, because there is a concentrated effort specifically on the needs of higher education and we are getting the benefit of a more robust development process.

Trustee Morillo asked what other institutions are using and what timeline is used for coming online and is that included in the review process. Vice Chancellor Maki answered yes, that is incorporated into the timeline as we go through the process. By the start of next academic year student modules from this vendor will be up and running at approximately 20 institutions.

Chancellor Malhotra commented that after three years there is an option to proceed with student module or not. If our internal stakeholders determine that a student module is not in place that will not service our needs or is not as expected, we have an option to come back before the Board and inform them that we will exercise that option after seeking guidance from the Board.

Trustee Erlandson asked if after that 3-year period will there be an assessment of the current technology in the field and if so, will there be an increase in price even with the contingency. Vice Chancellor Maki replied that in relation to the student module we would not go out with a new process after HR and finance is implemented. We would know whether we are getting the latest in technology and the ability to serve our students and we would have the ability to look at different options. The price is part of the negotiation process and the contingency would allow us to look further into other options.

Chancellor Malhotra commented that there is a fundamental difference between the previous and current project cost. We really didn't know what the cost would be in the marketplace but more importantly there are enough features of the contract that help us be more flexible in terms of our relationship with the vendor. Whether we stay within the cost or not is dependent on how we implement the project internally. We set aside \$41M for project and change management implementation where we bring subject matter experts from our

campuses to make sure the implementation is going smoothly and stays within the project budget.

Trustee Nishimura asked that within the revised project plan is there specific exit criteria and when do we define the project as done or complete. Executive Director Eric Wion replied that they do have those definitions spelled out in the statement of work with the vendor of how the payment schedule works with certain milestones of success as well as when its ready to move on to other phases of the negotiation process.

Trustee Sheran asked about ongoing technology assets that the system needs to offer and whether they offer new technology needs in the future as there is a consistent expectation that technology changes. Does this technology create a one door system, or will we be spending more money as technology expands? Vice Chancellor Maki replied that our learning management system is ongoing, and we are making significant investments in technology through the RFP process and we have a technology budget and resources to expand. Chancellor Malhotra added that there is technology that is specific to a campus or school based on specialty and project needs.

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

The Board of Trustees approves the updated project plan and finance plan as outlined in the report. The Board will be asked to approve the final vendor selection and to give the Chancellor the authority to execute the contracts with the vendor. As the project enters the implementation phase, the Chancellor will establish a regular project status reporting program with the Board after consultation with the chair of the Board and the chair of the Finance committee.

Trustee Moe moved to approve the motion with a second from Trustee Soule. Roll call vote was taken. The motion carried with twelve in favor (Chair Cowles, Vice Chair Moe, Trustees Ajogun, Cirillo, Janezich, Nishimura, Oballa, Rodriguez, Sheran, Soule, Tefer and Vekich), one opposed (Trustee Erlandson), and one abstention (Trustee Morillo).

Report from Bill Maki, Vice Chancellor for Finance and Facilities

NextGen Vendor Contract Approval

Vice Chancellor Maki reported that from November 2018 to June 2019 a team of 57 cross-functional subject matter experts came together from campuses and the system office to draft an RFP to supply Minnesota State with a cloud-based ERP. With assistance from Campus Works, the RFP team drafted an RFP that included 4,000 requirements to which vendors were required to respond. External consulting firm BerryDunn reviewed the RFP prior to its publication. Of all the vendors responding to the RFP, four vendors were selected to move forward: Campus Management, Ellucian, Oracle, and Workday.

Vice Chancellor Maki reported that the four vendors presented demonstrations over the course of four weeks in November and December 2019. Each vendor demonstration lasted three days and covered the vendor's approach to finance, HR, student services, and IT. The vendors were required to follow a script prepared by Minnesota State, and to focus on critical requirements. At the conclusion of each demonstration, RFP Team members filled out a survey on the vendor's capabilities. The Steering Committee took into consideration several inputs as a final decision was made regarding a vendor: debriefs of the RFP team, feedback from students, faculty, and staff, and reference checks. After thorough evaluation, stakeholders clearly preferred the functionality of one vendor over competing software options. Workday was selected as the NextGen enterprise resource planning tool with Deloitte as its implementation partner.

Vice Chancellor Maki reported that Workday was selected for many reasons. They are a 15-year-old Global leader in delivering software as a service for enterprise administrative functions. They have more than 43 million users and relationships with more than a hundred higher education institutions that are using their software as a service which is designed from the ground up and all users are on a cloud-based user system. The implementation partner of Deloitte brings a global professional services network that has a proven track record of implementing new technologies in higher education and they'll be assisting Workday and Minnesota State with the implementation. They provide a strong bench of experience to work side-by-side with us in making this project a success.

Trustee Erlandson questioned if this recommendation includes Deloitte and if Deloitte works for or in conjunction with Workday. Vice Chancellor Maki replied that it does include Deloitte who has an agreement with Workday.

Trustee Nishimura asked when Workday responded to the RFP did they include Deloitte as their implementation partner. Vice Chancellor Maki replied that they chose Deloitte to strengthen their proposal amongst the constituents that provided feedback.

Trustee Ajogun asked what modality is in place for a refund if the student module is no longer needed. Vice Chancellor Maki replied that those parameters are included within the contract with Workday.

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

The Board of Trustees authorizes the Chancellor to execute contracts with the proposed vendor on behalf of the system office for a total term not to exceed thirteen years and a total amount not to exceed \$244,629,000. The authority includes renewals and authority if needed to utilize up to \$10,000,000 in contingency funds for project adjustments that might occur over the seven-year implementation period. As part of the regular project status reporting program, the Chancellor will inform the Board the status

of exercising renewal options and the use of contingency funds for the project. The Board directs the Chancellor to execute all necessary documents.

Trustee Vekich moved to approve the motion with a second from Trustee Moe. Roll call vote was taken. The motion carried with twelve in favor (Chair Cowles, Vice Chair Moe, Trustees Ajogun, Cirillo, Janezich, Nishimura, Oballa, Rodriguez, Sheran, Soule, Tefer and Vekich), one opposed (Trustee Erlandson), and one abstention (Trustee Morillo).

Adjournment

The meeting adjourned at 1:00 pm.

Recorded by: Dan Drain

MINNESOTA STATE BOARD OF TRUSTEES
Executive Committee Meeting Minutes
January 6, 2021

Executive Committee Members Present: Chair Jay Cowles, Vice Chair Roger Moe, Trustees Alex Cirillo, Dawn Erlandson, April Nishimura, Cheryl Tefer, and Michael Vekich, and Chancellor Devinder Malhotra

Other Trustees Present: Asani Ajogun, Ahmitara Alwal, Rudy Rodriguez

Convene and Call to Order

Chair Cowles called the virtual meeting to order at 8:00am.

Chair's Updates

In thinking of the new year for Minnesota State, I've been reflecting on two major efforts the Board put in place in recent years: first, an extensive expert review of major national trends and challenges in higher education, in order to inform us of the fast pace and multiple dimensions of change, and second, an accompanying commitment for the Board to adopt ongoing practices and agendas that respond in a timely and effective manner to these challenges. In some respects our resulting adoption of Equity 2030 was a prescient recognition of the need for transformational change, but as the past year's events have emphasized, our challenges are deepening and accelerating due to the pandemic and the exposure of widespread systemic racism and disparities.

As a result, the Chancellor and I want to stimulate a timely review of our priority agendas and topics for the next year or two. As a matter of information, we will be bringing to the Board meetings in three weeks a recent report on "Reimagining Higher Education in the Wake of COVID", for discussion in a joint meeting with the Leadership Council. Following that meeting, I will ask the Committee chairs and vice chairs in February to revisit their committee agendas not just for the remainder of this year but also for the next year or two, consulting with individual committee members, Cabinet members, and president liaisons. The point is to not wait for our September Retreat for trustee reflection on emerging or higher priority topics, but begin preparing now so that the Chancellor and staff can prepare well and our Board agendas and discussions can reflect our best strategic thinking.

As a reminder: our next board and committee meetings are scheduled for January 26-27, in a Zoom format for both days.

Chancellor's Updates

Legislative Session

- As you know yesterday members of the Minnesota Legislature were sworn in. I want to congratulate new and returning legislators and Minnesota State looks forward to their partnership.
- The work we do with legislators and how we tell our story will be very different this session and I am pleased that we have a plan that will have Minnesota State active with legislators virtually.
- Over the past few years we hosted Minnesota State Day at the capitol and last year's event brought in 100 legislators and the Governor.
- This year we are doing the event virtually and on January 11th we will kick off a virtual day at the capitol for each of our campuses.
- The virtual days will go through March 10th and each campus will be engaging policy makers on their social media platforms highlighting the work that they do for Minnesota State students and the communities we serve.
- I will be tweeting each day a video introducing each campus and their day and we are excited about the engagement that our effort will generate. I will say recording 30 videos in one afternoon was an interesting exercise and I can tell you I know for sure acting was not my calling.
- I want to thank our government relations and communications teams for working together on this and thinking of new ways to communicate.

Spring semester/COVID update

- As classes begin to start up again on Monday, the work by our team continued over the holiday break as they stayed connected and in communication with our partners at MDH.
- With the Governor's Executive Order set to expire later this week, we do not anticipate that a new executive order will alter the path our campuses are on right now for spring semester but may provide additional clarity for some of our auxiliary services such as fitness centers and dining services.
- As this board discussed earlier this year, as we respond to the pandemic to reflect on the lessons learned and to look forward to what we will look like post-COVID.
- In that spirit, during our January joint time with Leadership Council, we will be joined by our partners from EAB – a global firm serving higher education with education technology, services, and research.
- They will share with us their work on *Reinventing Higher Education in the Shadow of COVID*.

Additional Comments

- On January 12th, with support from The Joyce Foundation, Minnesota's P-20 Education Partnership will be spotlighted during a webinar.
- Sr. Vice Chancellor Ron Anderson has served as the chair of the P20 Council this year and has helped to focus the council's work on strengthening the bridges between and across K-12, postsecondary and workforce sectors which has provided the council a renewed focus and purpose.

Review of proposed Inclusive Board Leadership Plan

Chair Cowles noted that as a follow-up to the Board training held last July, he has had conversations with the Chancellor and Trustee Rodriguez who chairs the board's Diversity, Equity, and Inclusion Committee to talk through next steps for this important piece of board and trustee development. He thanked Trustee Rodriguez for his efforts to draft a plan for this work and turned it over to him to walk us through an overview of the proposed plan. He also noted that we are joined by Interim System Diversity Officer Andriel Dees who assisted in the development of this plan.

Trustee Rodriguez noted that this work is the result of conversations with the Board Chair, Chancellor and Interim System Diversity Officer Dees and also the entire Diversity, Equity, and Inclusion Committee. He noted that today's discussion is based on three areas of interest:

- Deliver on Minnesota State's Equity 2030 plan
- Support the D&I business case – students and key stakeholders expect us to innovate and deliver an inclusive culture to effectively compete, which includes building diverse teams that are more innovative, draw talent to inclusive workplaces where they feel they belong and deliver on the workforce needs of our state and nation
- Focus on trustee development and leading by example in this area

Trustee Rodriguez explained that this plan has the following objectives related to trustee learning:

- Build self-awareness and learning journey about different dimensions of diversity
- Demonstrate leadership commitment to diversity, equity, inclusion, and belonging
- Begin to embed inclusive leadership key learning in key trustee decision-making process
- Help trustees become allies for underrepresented populations

Trustee Rodriguez presented a graphic commonly used in diversity discussions – a wheel that showcases that diversity is more than race and ethnicity; it encompasses all our lived experiences, including visible and invisible dimensions. We want to take this perspective to ensure we are including all perspectives in our discussions.

The proposed inclusive board leadership plan includes the following:

- Three sessions facilitated by Trustee Rodriguez and others as appropriate:
 - Kick-off and self-assessment
 - Practical application of unconscious bias
 - Understanding racism and how to mitigate it in our behaviors and system policies and decision-making processes (other “-isms” would be covered in the future)
- Short monthly updates focused on relevant cultural events and learning topics
- Suggestions for self-directed learning
- Other ideas based on trustee feedback

Trustee Rodriguez noted that the timeline includes the following for calendar year 2021 with adjustments made according to trustee feedback:

- January– review at Executive Committee meeting; introduce plan at board meeting
- February – review learning objectives; conduct voluntary self-assessment
- June - Practical application of unconscious bias session
- September – Combatting racism session
- Ongoing: information about cultural observances for each month; links to self-directed learning

Trustee Rodriguez acknowledged comments in Zoom chat from Trustees Erlandson and Tefer related to neurodiversity as another aspect of diversity and committed to including that more visibly in the plan. Interim System Diversity Officer added that the Office of Equity & Inclusion has kicked off a competency series earlier this year focused on accessibility which includes neurodiversity. Many of our accessibility directors have a focus on neurodiversity and the related needs within our student population. She also noted that her office is working on how to support and provide resources in this area.

Trustee Rodriguez encouraged trustees to take some time to digest the information and provide him with feedback. He also noted that this plan is for and by the board in order to become a better leadership body, with support and input from key stakeholders.

Executive Search update

Chair Cowles called on Vice Chancellor Davis to provide an update on the status of trustee participation on upcoming executive searches. Vice Chancellor Davis noted that we have a slate of seven active executive searches and thanked trustees for responding to a request to express their interest in participating in those searches. He noted that preliminary assignments have been made based on interest while keeping in mind potential conflicts with open meeting laws. He anticipates finalizing these assignments yet this week after consultation with HR Committee Chair Vekich, Chair Cowles and Chancellor Malhotra. He also noted that there is a plan to offer training on executive interview and selection, most likely as part of the January Board meeting schedule. This training is intended for new trustees but will be open to all trustees.

Chair Cowles asked if the searches are going well in terms of attracting quality candidates. Vice Chancellor Davis noted that he is encouraged by the progress made and the diverse and qualified candidate pools we are seeing. Chancellor Malhotra added that we have revamped our approach to finding good fits with search consultants and we are having good discussions with our search consultants. Chancellor Malhotra shared that for the upcoming vice chancellor searches, we are in the process of securing AGB search to assist with the Vice Chancellor for Equity and Inclusion search and Next Generation Partners for the Vice Chancellor for Information Technology search.

Adjourn

The meeting adjourned at 9:00 am.

Minnesota State Acronyms

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

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

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

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