Board of Trustees Meetings
June 15-16, 2021
Due to Governor Walz’s Executive Order 20-01, the State of Minnesota Peacetime Emergency Declaration, meetings will be conducted on a virtual meeting platform. Interested parties can listen to the live stream of the proceedings from the Board website. Times are tentative – meetings are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of previous meetings.

**Tuesday, June 15, 2021**

8:30 a.m. Academic and Student Affairs Committee, Cheryl Tefer, Chair

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

1. **Minutes of May 18, 2021**

9:30 a.m. Joint Meeting: Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees, Co-Chairs Rudy Rodriguez and Michael Vekich

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

1. Minnesota State Workforce Diversity: Progress, Risks, and Opportunities

10:30 a.m. BREAK

10:45 a.m. Audit Committee, George Soule, Chair

1. **Minutes of May 18, 2021**
2. **Minutes of May 18, 2021 Joint Meeting of Audit and Workforce and Organizational Effectiveness Committees**
3. Project Results – Financial Modeling Review
4. Project Results – Internal Controls Assessments
5. **Review and Approve FY2022 Internal Auditing Plan**

11:45 a.m. Closed Session: Joint Meeting: Audit and Finance Committees, Co-Chairs George Soule and Roger Moe

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

**Pursuant to Minnesota Statutes § 13D.05, subd.3(d), Meetings Having Data Classified as Not Public, the Board of Trustees will meet in Closed Session to discuss an information security audit report on vulnerability management.**

1. Project Results – Vulnerability Management Audit

12:15 p.m. Meeting ends
Wednesday, June 16, 2021

8:30 a.m. Facilities Committee, Jerry Janezich, Chair

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

1. Minutes of January 26, 2021
2. 2022 Capital Program Recommendation (2nd Reading)

9:00 a.m. Finance Committee, Roger Moe, Chair

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

1. Minutes of May 19, 2021
2. Contracts Requiring Board Approval:
   a. Classroom Technology Upgrade Project, Dakota County Technical College
   b. Classroom Technology Upgrade Project, Inver Hills Community College
   c. Guaranteed Energy Savings Program Contract, Winona State University
   d. Blackbaud Master Contract Extension, System Office
   e. MBS Bookstore Contract Extension, System Office
   f. TIAA Retirement Recordkeeper Contract, System Office
3. Surplus Property Designation: Winona State University
4. Revenue Fund Bond Refunding: 2011 Issuance (2nd Reading)
5. 2022 Capital Program Recommendation (2nd Reading)
6. LeadMN Fee Proposal (2nd Reading)
7. FY2022 Annual Operating Budget Update

10:30 a.m. BREAK

10:45 a.m. Joint Meeting: Academic and Student Affairs and Diversity, Equity and Inclusion Committees, Co-Chairs Cheryl Tefer and Rudy Rodriguez

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

1. Equity in Student Success

12:45 p.m. BREAK

1:15 p.m. Workforce and Organizational Effectiveness Committee, Michael Vekich, Chair

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

1. Minutes of April 21, 2021
2. Appointment of Vice Chancellor for Equity and Inclusion

2:00 p.m. Board of Trustees, Jay Cowles, Chair

3:15 p.m. Meeting ends

**Bolded items indicate action is required.**
Committee Rosters
2020 - 2021
(Updated April 14, 2021)

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

Minnesota State is an affirmative action, equal opportunity employer and educator.
**Workforce and Organizational Effectiveness**
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**
Dawn Erlandson, Chair  
Alex Cirillo, Vice Chair  
Asani Ajogun  
Kathy Sheran  
Cheryl Tefer

**President Liaisons:**  
Carrie Brimhall  
Ginny Arthur

**Nominating**
Alex Cirillo, Chair  
Rudy Rodriguez, Vice Chair  
Dawn Erlandson

**Chancellor Performance 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.

<table>
<thead>
<tr>
<th>FY2021 Meeting Calendar</th>
<th>Date</th>
<th>If agendas require less time, these dates will be cancelled.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orientation for new trustees</td>
<td>August or after governor makes the appointments</td>
<td></td>
</tr>
<tr>
<td>Executive Committee</td>
<td>September 2, 2020</td>
<td></td>
</tr>
<tr>
<td>Board Retreat: Date change</td>
<td>September 22-23, 2020</td>
<td></td>
</tr>
<tr>
<td>Executive Committee</td>
<td>October 7, 2020</td>
<td></td>
</tr>
<tr>
<td>Committee / Board Meetings</td>
<td>October 20-21, 2020</td>
<td>October 20, 2020</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>November 3, 2020</td>
<td></td>
</tr>
<tr>
<td>Committee / Board Meetings Combined with Leadership Council</td>
<td>November 17-18, 2020</td>
<td>November 17, 2020</td>
</tr>
<tr>
<td>No December meeting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Executive Committee</td>
<td>January 6, 2021</td>
<td></td>
</tr>
<tr>
<td>Committee / Board Meetings Combined with Leadership Council</td>
<td>January 26-27, 2021</td>
<td></td>
</tr>
<tr>
<td>No February meeting</td>
<td></td>
<td></td>
</tr>
</tbody>
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*Minnesota State is an affirmative action, equal opportunity employer and educator.*
<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>Executive Committee</td>
<td>March 3, 2021</td>
</tr>
<tr>
<td>Committee / Board Meetings</td>
<td>March 16-17, 2021</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>April 7, 2021</td>
</tr>
<tr>
<td>Committee / Board Meetings</td>
<td>April 20-21, 2021</td>
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<tr>
<td>Executive Committee</td>
<td>May 5, 2021</td>
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<tr>
<td>Committee / Board Meetings</td>
<td>May 18-19, 2021</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>June 2, 2021</td>
</tr>
<tr>
<td>Committee / Annual Board</td>
<td>June 15-16, 2021</td>
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</table>

**FY2022 Meeting Calendar**

<table>
<thead>
<tr>
<th>Meeting</th>
<th>Date</th>
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<tbody>
<tr>
<td>Board Meeting/Combined meeting Leadership Council</td>
<td>July 20-21, 2021</td>
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<tr>
<td>No meetings in August</td>
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<tr>
<td>Board Retreat</td>
<td>September 21-22, 2021</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>October 6, 2021</td>
</tr>
<tr>
<td>Committee / Board Meetings</td>
<td>October 19-20, 2021</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>November 3, 2021</td>
</tr>
<tr>
<td>Committee / Board Meetings Combined with Leadership Council</td>
<td>November 16-17, 2021</td>
</tr>
<tr>
<td>No meetings in December</td>
<td></td>
</tr>
</tbody>
</table>

*If agendas require less time, these dates will be cancelled.*

Updated 9/30/2020
<table>
<thead>
<tr>
<th>Event Description</th>
<th>Dates</th>
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<tbody>
<tr>
<td>Executive Committee</td>
<td>January 5, 2022</td>
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<tr>
<td>Board Meeting/Combined meeting with Leadership Council</td>
<td>January 25-26, 2022</td>
</tr>
<tr>
<td>No meetings in February</td>
<td></td>
</tr>
<tr>
<td>Executive Committee</td>
<td>March 2, 2022</td>
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<tr>
<td>Committee / Board Meetings</td>
<td>March 15-16, 2022</td>
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<tr>
<td>Executive Committee</td>
<td>April 6, 2022</td>
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<td>Committee / Board Meetings</td>
<td>April 19-20, 2022</td>
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<tr>
<td>Executive Committee</td>
<td>May 4, 2022</td>
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<tr>
<td>Committee / Board Meetings</td>
<td>May 17-18, 2022</td>
</tr>
<tr>
<td>Executive Committee</td>
<td>June 1, 2022</td>
</tr>
<tr>
<td>Committee / Board Meetings</td>
<td>June 21-22, 2022</td>
</tr>
</tbody>
</table>

**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.
Academic and Student Affairs
June 15, 2021
8:30 a.m.
Virtual Meeting

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

1. Minutes of May 18, 2021 (pp 1-3)
   2. Minnesota State Digital Learning Transformation (pp 4-24)

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

Presidents Liaisons
Michael Berndt
Robbyn Wacker

Bolded items indicate action required.
A meeting of the Academic and Student Affairs Committee of the Board of Trustees was held on May 18, 2021.

Committee members present: Cheryl Tefer, Chair; Alex Cirillo, Vice Chair; Dawn Erlandson, Javier Morillo, Oballa Oballa and Rudy Rodriguez

Committee members absent: Asani Ajogun

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

Staff present: Devinder Malhotra, Chancellor; Ron Anderson, Sr. Vice Chancellor for Academic and Student Affairs

The meeting materials for this meeting are available here, starting on page 38. An audio recording of the meeting is available here.

Committee Chair Tefer called the meeting to order at 11:45 a.m.

**Agenda Item 1: Approval of the Meeting Minutes for March 17, 2021**

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

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

**Agenda Item 2: Mission Statement Change – Dakota County Technical College**

Committee Chair Tefer invited Sr. Vice Chancellor Ron Anderson along with Michael Berndt, President of Dakota County Technical College to present on the mission statement change for Dakota County Technical College, as detailed in the meeting materials. The meeting materials for this item begin on page 43.

Committee Chair Tefer asked committee members to consider the following recommended committee motion:
Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the proposed mission statement of Dakota County Technical College.

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

Trustee Ajogun Absent
Trustee Cirillo Yes
Trustee Erlandson Yes
Trustee Morillo Yes
Trustee Oballa Absent
Trustee Rodriguez Yes
Trustee Tefer Yes

The committee voted to approve the recommended motion.

Agenda Item 3: Mission Statement Change – Inver Hills Community College
Committee Chair Tefer invited Sr. Vice Chancellor Ron Anderson, along with Michael Berndt, President of Inver Hills Community College to present on the mission statement change for Inver Hills Community College, as detailed in the meeting materials.

The meeting materials for this item begin on page 51.

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

Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the proposed mission statement of Inver Hills Community College.

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

Trustee Ajogun Absent
Trustee Cirillo Yes
Trustee Erlandson Yes
Trustee Morillo Yes
Trustee Oballa Absent
Trustee Rodriguez Absent
Trustee Tefer    Yes

The committee voted to approve the recommended motion.

**Agenda Item 4: Workforce Development and Engaging the Future Work**
Committee Chair Tefer invited Sr. Vice Chancellor Anderson along with Mary Rothchild, Sr. System Director for Workforce Development; Annette Parker, President of South Central College; Ginny Arthur, President of Metropolitan State University to present on the topic of Workforce Development, as detailed in the meeting materials.

The meeting materials for this item begin on page 64.

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

**Adjournment**
The committee chair adjourned the meeting at 1:18 p.m.
Name: Academic and Student Affairs Committee

Title: Minnesota State Digital Learning Transformation

Purpose (check one):

☐ Proposed New Policy or Amendment to Existing Policy
☐ Approvals Required by Policy
☐ Other Approvals
☐ Monitoring/Compliance
☒ Information

Brief Description:

This informational presentation will review the growth of online education, the development of online strategy, and the pandemic acceleration that surfaced digital inequities and prepared Minnesota State to move forward in digital learning transformation.

Scheduled Presenter(s):
Kim Lynch, Senior System Director for Educational Innovations
Scott Wojtanowski, System Director for Educational Technology and Development
Ken Graetz, Director of Teaching, Learning, and Technology Services, Winona State University
Anne Johnson, Vice President of Student Affairs, Dakota County Technical College
Minnesota State Digital Learning Transformation

BACKGROUND

This informational presentation will review the growth of online education, the development of online strategy, and the pandemic acceleration that surfaced digital inequities and prepared Minnesota State to move forward in digital learning transformation.

Minnesota State began offering online courses and programs in the late 1990s with some expectation that distance delivery would offer enrollment opportunities, possibly beyond state borders. Minnesota Online was launched in 2004 to promote online programs nationally and the first enterprise learning management system was adopted by all colleges and universities. In 2008, Minnesota State Board of Trustees Chair David Olson and Governor Pawlenty set an ambitious goal to have 25% of all credits earned through online courses by 2015. By 2016 that goal was in sight. Based on Charting the Future recommendations, an online strategy workgroup was formed to review comprehensive sets of data, culminating in the report *Advancing Online Education in Minnesota*. In Spring 2019, four teams formed to operationalize action steps, and in Fall 2020 an enterprise approach to quality was fully launched to offer structural guidance and a comprehensive approach to online quality at the enterprise and campus level. The three areas of focus included faculty development and support, student learning and support, and organizational structures and practices, which positioned Minnesota State first to meet the needs of remote learning in a global pandemic and ultimately to meet the digital learning needs of our students, faculty, and staff.

Looking back just one year, pandemic milestones accelerated change toward digital learning transformation, particularly in support of faculty development. It also crystallized one role of system-ness: effectively and exponentially expanding the capacity of all 54 campuses. Collaboration and continuity sites were launched to connect campuses to critical resources; quick-start guides, drop-in help hours, and booked sessions assisted campuses with technology and equity-minded practices when the digital divide was fully exposed; and a virtual convening brought together over 1800 participants to share practices and overcome obstacles. Innovation also happened and was shared in over 40 short videos. The new Network for Educational Development (NED) offered summer courses and webinars with a renewed focus on equitable and inclusive teaching. Lastly, both system-level and campus student support re-invented its work to provide remote library access, advising, tutoring, open educational resources, and a single phone number for late night and weekend student assistance.
Our History: Transforming from Online Learning to Digital Learning

- **2000**: Is online learning a fad?
- **2004**: Minnesota State establishes Minnesota Online
- **2008**: Pawlenty Challenge for 25%
- **2010s**: Massively Open Online Courses (MOOCs) promise to disrupt higher ed
- **2014**: Charting the Future
Is online learning a fad?
Colleges and universities examine online learning options. Courses are either online or in person.

2000

Minnesota State establishes Minnesota Online
A clearinghouse for marketing online courses and programs to compete for untapped markets (working adults, stay-at-home parents, military/veterans)
Common learning management system

2004

Massively Open Online Courses (MOOCs) promise to disrupt higher ed
Online learning options expand as national disrupters like MOOCs, Competency Based Education (Capella), For-Profit Online (University of Phoenix, etc.)

2008

Pawlenty Challenge
Governor Tim Pawlenty and Board of Trustees Chair David Olson announce goal to have 25 percent of all system credits earned online by 2015

2014

Charting the Future
Charting the Future initiatives include the creation of a “strategy for online education”

2010s

Charting the Future initiatives include the creation of a “strategy for online education”

Our History: Transforming from Online Learning to Digital Learning
Is online learning a fad?
Colleges and universities examines online learning options. Courses are either online or in person.

2000
Minnesota State establishes Minnesota Online. A clearinghouse for marketing online courses and programs to compete for underserved markets (working adults, stay-at-home parents, military/veterans).

2004
Common learning management system.

2008
Pawlenty Challenge
Governor Tim Pawlenty and Board of Trustees Chair David Olson announce goal to have 25 percent of all system credits earned online by 2015.

2014
Charting the Future
Charting the future initiatives include the creation of an "strategy for online education."
Is online learning a fad?
Colleges and universities examine online learning options. Courses are either online or in person.

Minnesota State Establishes Minnesota Online
A clearinghouse for marketing online courses and programs to untapped markets (working adults, stay-at-home parents, military/veterans)

Common learning management system

Massively Open Online Courses (MOOCs) promise to disrupt higher ed
Online learning options expand as national in-disrupters like MOOCs, Competency-Based Education (Capella, For-Profit Online Universities of Oregon, etc.)

Charting the Future
Charting the Future initiatives include the creation of a "strategy for online education"

strategy for online education

Quality Improvement Process

Our History: Transforming from Online Learning to Digital Learning

2000
Is online learning a fad?
Colleges and universities examine online learning options. Courses are either online or in person.

2004
Minnesota State Establishes Minnesota Online
A clearinghouse for marketing online courses and programs to untapped markets (working adults, stay-at-home parents, military/veterans)

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2008
Pawlenty Challenge
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2010s
Massively Open Online Courses (MOOCs) promise to disrupt higher ed
Online learning options expand as national in-disrupters like MOOCs, Competency-Based Education (Capella, For-Profit Online Universities of Oregon, etc.)

Strategy for Online Education

Quality Improvement Process

Fall 2016
Leadership Council chartered online strategy workgroup
21% of FYE

Spring 2018
Advancing Online Education in Minnesota
4 Goal Areas
15 Strategies
42 Action Steps
22% of FYE

Spring 2019
Implementation Teams for Selected Action Steps
25% of FYE

Fall 2020
Quality Improvement Process (QIP) Launched
27% of FYE

Spring 2021
Online Education Committee
What is included in the Quality Improvement Process?

Structural guidance for a comprehensive approach to support digital learning and improve online education.

Faculty Development & Support
• The Network for Educational Development (NED) at Minnesota State promotes and sustains academic excellence by providing relevant educational development programs relating to classroom climate, content, teaching practices, and assessment.

Student Support
• Students can access all support services (academic, business office, and technical support) whether they are on campus or off campus.

Organizational Structures & Practices
• The necessary administrative, financial, technical, and human resources to support a quality online learning experience.

In what ways are Minnesota State colleges and universities prepared to support digital learning?

Faculty Development and Support
• Minnesota State
  Network for Educational Development

Student Learning and Support
• MnPALS
  24/7 Online Tutoring
  Open Educational Resources

Organizational Structures & Practices
• brightspace
• Office 365
• zoom
• kaltura
In what ways are Minnesota State colleges and universities prepared to support digital learning?

Faculty Development and Support

The Network for Educational Development

Offers a series of webinars, short courses, long courses, and learning communities on a centralized events calendar.

View by opportunity type

- **Webinars**
  - 1 hour

- **Long Course & Faculty Learning Communities**
  - 8 - 12 weeks / 2 years

- **Short Courses**
  - 2 - 3 weeks
How the Pandemic Accelerated a Digital Transformation

March 12, 2020
Collaboration and Continuity Sites Launched

March 15, 2020
Drop-In Sessions

March 16, 2020
One-on-One Assistance Quick Start Guides

March 25, 2020
Equity Minded Teaching Practices: Guides to Alternative Instruction

April 28, 2020
“The Great Minnesota State Disciplinary Get Together”

May 8, 2020
Innovating through COVID-19

June 24, 2020
NED Summer Events Calendar

Multiroom Online Gathering Guide Available

Collaboration and Continuity Sites

Internet Access

Internet Access for Students

Wojtanowski, Scott T 3/14/2020 11:20 AM

Thanks to Debbi Tiffini L for the following. “We have begun gathering information for wireless and data access for our students. Below are a few services that have been identified.

Comcast is creating options for more wireless and data access for subscribers and non-subscribers, including free wifi hotspots nationwide for all and unlimited data for their subscribers.

Charter Communications is offering: Free Spectrum broadband and WiFi access for 60 days in home with K-12 and/or college students that don’t have an existing Spectrum service level up to 100 Mbps.

I expect there will be other companies making data available. This could be a game changer for how we think about framing our delivery, if we don’t have to assume limited broadband access.”
Collaboration and Continuity Sites

**Instructional Practices**

Kihrista, Christopher R.  March 18, 2020 11:49 AM
What is a reasonable length for a Zoom/Kaltura/Mediaspace video lecture to suggest to faculty? Are there going to be more issues once past 5 minutes. 10 minutes or?

Petrie, Mary B.  March 19, 2020 9:29 AM
I’ve been teaching mostly online for five years and I keep videos 5-15 minutes. But students will watch two 10 minute videos posted at the same time instead of one 20 minute video! So you can sneak in more content if you post shorter but more video lectures. Nothing scientific here -- this is just my experience.

Wojtanowski, Scott T.  March 19, 2020 9:41 AM

**Basic Needs Resources**

Homoth, Brooke H.  April 7, 2020 1:38 PM
Asuya and good afternoon everyone. I hope that this message finds you all well. My director, Nanette Missagh, suggested that I share this resource list that I have been working on for students with the group. This list is specific to basic needs resources. I always encourage everyone to start with the United Way phone number which is 651-291-0211. They provide countless resource referrals for most services. Students can also text MNCOVID to 888211 for resource referral. Take care and be well!

Home PEP & Ramsey Counties.docx

Lynga, Brenda M.  April 8, 2020 10:53 AM
Thank you! I shared this with my son who is a mental health therapist as some of his clients are needing resources.

Homoth, Brooke H.  April 8, 2020 1:10 PM
Thank you for sharing! Hopefully it helps

Sullivan, Maya C.  April 8, 2020 5:01 PM

Van. Khou

Stokes-Winston, Eva T.  April 9, 2020 3:31 PM
Does anyone have resources for the rural communities?

Homoth, Brooke H.  April 9, 2020 3:36 PM
Hi Eva, do you have any specific rural communities in mind? I can put together a list of resources for counties like Anoka, Goodhue, Dakota, Scott and Carver that tend to have less resources and are more rural counties.
Digital Divide Uncovered | Equity Minded Teaching Practices

**Minnesota State**

**Guide to Alternative Instruction**

[asnewsletter.org/academic-continuity](asnewsletter.org/academic-continuity)

<table>
<thead>
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<th>A. D2L Brightspace</th>
<th>B. Zoom</th>
<th>C. Mobile Device</th>
<th>D. No Internet Access</th>
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<tbody>
<tr>
<td>Digital learning management system</td>
<td>Host virtual classes or record lectures <a href="minnesota.zoom.us">minnesota.zoom.us</a> Sign in with StarID</td>
<td>When students don't have access to a computer</td>
<td>When students don't have access to internet</td>
</tr>
</tbody>
</table>

### Develop a Communication Plan with Students

#### When - Where - Frequency

#### Create an Announcement

1. **March 12, 2020**
2. **March 15, 2020**
3. **March 16, 2020**
4. **March 25, 2020**
5. **April 28, 2020**
6. **May 8, 2020**
7. **June 24, 2020**
“The Great Minnesota State Disciplinary Get Together”

1812 unique participants
17 discipline clusters
Zoom Meeting with shared resources, notebook, and discussion space
Student panel

Innovating Through COVID 19

Generated 42 examples of using digital tools to support student learning

https://asanewsletter.org/innovating-through-covid-19/
### Development Opportunities in Summer 2020

<table>
<thead>
<tr>
<th>Dates</th>
<th>Course Title</th>
<th>Dates</th>
<th>Course Title</th>
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<tbody>
<tr>
<td>5/18 - 6/7</td>
<td>Designing Your Course for Student Learning</td>
<td>6/29 - 7/19</td>
<td>Aligning Instructional Strategies with Kaltura MediaSpace</td>
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<tr>
<td>5/25 - 6/14</td>
<td>Creating Accessible Course Documents</td>
<td>7/6 - 7/26</td>
<td>Designing Your Course for Student Learning</td>
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<tr>
<td>5/25 - 6/14</td>
<td>Improving Instructor-to-Student Interaction</td>
<td>7/6 - 7/26</td>
<td>Improving Student-to-Content Interaction</td>
</tr>
<tr>
<td>6/1 - 6/21</td>
<td>Applying the QM Rubric</td>
<td>7/13 - 8/2</td>
<td>Humanizing Your Course</td>
</tr>
<tr>
<td>6/1 - 6/21</td>
<td>Culturally Responsive Pedagogy</td>
<td>7/13 - 8/2</td>
<td>Improving Online Assessments</td>
</tr>
<tr>
<td>6/8 - 6/28</td>
<td>Assessment of Student Learning</td>
<td>7/13 - 8/2</td>
<td>Improving Online Course</td>
</tr>
<tr>
<td>6/8 - 6/28</td>
<td>Aligning Instructional Strategies with Zoom</td>
<td>7/20 - 8/9</td>
<td>Culturally Responsive Pedagogy</td>
</tr>
<tr>
<td>6/15 - 7/5</td>
<td>Humanizing Your Course</td>
<td>7/27 - 8/16</td>
<td>Improving Online Assessments</td>
</tr>
<tr>
<td>6/15 - 7/5</td>
<td>Skills to Facilitate Your Course</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **48 webinars**
- **17 short courses**
- **1,861 registrations**
- every institution participating

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**Minnesota State colleges and universities**

**PLANNING MULTIROOM ONLINE GATHERINGS (MOG)**

A guide to help your team plan its next multiroom online gathering
Renewed Focus on Equitable and Inclusive Teaching Practices

Teach Together Minnesota!

- Culturally Responsive Pedagogy
- NEW! Anti-Racist Pedagogy
- NEW! Equity and Technology
- NEW! Equity 101

Connecting educators across Minnesota

Winona State University

Exponentially expanding campus capacity
Prior to the pandemic, Minnesota State colleges and universities had access to a strong foundation of educational technology tools. As a result of moving to emergency remote teaching, faculty gained experience using these digital tools to support their teaching.
How to evaluate uses of technology?

**Replacement** Technology serves as a different (digital) means to same instructional practices, student learning processes, and content goals.

**Amplification** Technology increases efficiency, effectiveness, and productivity of instructional practices, student learning processes, or content goals.

**Transformation** Technology reinvents aspects of instruction, learning, or curriculum in new and original ways.

Amplification

A Biology faculty member uses the PowerPoint presentation and records a video lecture using Kaltura’s Capture product that is stored on MediaSpace. The link to this video is provided to students to watch before something to class. Student can use a device of their choice (phone, tablet, computer, etc.) to watch/rewatch the video at a time of their choice.

Transformation

Another faculty member uses Zoom to connect her classroom (some joining off campus) with a research collaborator. The research collaborator connects their electronic microscope as a digital web camera in Zoom. Students watch the collaborating researcher manipulating lab samples via Zoom. Students are asked to document their understanding by creating a short video recording with Kaltura.
Accelerating Change: Studying Artificial Intelligence Assisted Online Discussions (Packback)

Accelerating Change: The HyFlex Course Model
In what ways are Minnesota State colleges and universities prepared to support digital learning?

Student Learning and Support

Accelerating Change
Leveraging Open Educational Resources

The New Normal: Using OER to re-open education

Open Educational Resources (OER) are teaching, learning, and research resources that reside in the public domain or have been released under an intellectual property license that permits their free use and reuse by others. OER include full courses, course materials, modules, textbooks, streaming videos, tests, software, and any other tools, materials, or techniques used to support access to knowledge.

COVID-19 is hard.
Working from home is hard.
Switching to and learning how to teach online is hard.

OER can help. Here’s how.

Saves instructors time and money:
• No need to gain permission - or pay - to use, print, or distribute OER
• Easy to circulate among an unlimited number of students

Visit and join the OER Community Site - where Minnesota State employees can find OER resources.

Grants freedom in a time of constraints:
• May use without fear of copyright infringement
• Can change content to suit student needs, teaching method, curriculum

Participate in an OER Webinar to learn about Creative Commons, OER, and earn a $200 stipend for reviewing an open textbook!

Students save money:
• Online versions are free to students and instructors
• No access code needed

Fights isolation:
• Everyone can be included for content additions, updates, improvements
• OER can be used as an agent of change for diversity, equity, and inclusion
Implementing Zero-Textbook-Cost Degrees

<table>
<thead>
<tr>
<th>2020 PARTICIPANTS</th>
<th>PROGRESS (%) COMPLETE</th>
<th>PROJECTIONS (ESTIMATED MAXIMUM SAVINGS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anoka-Ramsey Community College</td>
<td>AA</td>
<td>138 courses, average of 19.6 students per course</td>
</tr>
<tr>
<td>Century College</td>
<td>AA</td>
<td>54 courses, average of 26.8 students per course</td>
</tr>
<tr>
<td>Lake Superior College</td>
<td>AA</td>
<td>66 courses, average of 24.9 students per course</td>
</tr>
<tr>
<td>Mesabi Range College</td>
<td>AA (sMRI)</td>
<td>52 courses, average of 19.8 students per course</td>
</tr>
<tr>
<td>Minneapolis College</td>
<td>Liberal Art AA</td>
<td>45 courses, average of 27.1 students per course</td>
</tr>
<tr>
<td>Northland Community and Technical College</td>
<td>AA</td>
<td>69 courses, average of 20 students per course</td>
</tr>
</tbody>
</table>

**Total projected savings for students is $1,580,450**

*Z-degree will be offered in Fall 2021  | Updated: 12/16/2020  | www.MinnState.edu/OER
Exponentially expanding campus capacity

How might we make the connections between digital learning transformation and Equity 2030 more explicit?

How might the board advocate for removing barriers created by the digital divide?
Joint Meeting: Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees
June 15, 2021
9:30am
Virtual Meeting

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

1. Minnesota State Workforce Diversity: Progress, Risks and Opportunities (pp 1-13)

Diversity, Equity, and Inclusion Committee Members
Rudy Rodriguez, Chair
George Soule, Vice Chair
Ahmitara Alwal
Javier Morillo
April Nishimura
Oballa Oballa
Cheryl Tefer

Workforce and Organizational Effectiveness Committee Members
Michael Vekich, Chair
Dawn Erlandson, Vice Chair
Ahmitara Alwal
Alex Cirillo
Roger Moe
George Soule
Cheryl Tefer

President Liaisons
Ann Blackhurst
Jeffery Boyd

President Liaisons
Ginny Arthur
Annette Parker

Bolded items indicate action required.
Name: Joint Meeting: Diversity, Equity, and Inclusion and Workforce and Organizational Effectiveness Committees  
Date: June 15, 2021

Title: Minnesota State Workforce Diversity: Progress, Risks and Opportunities

Purpose (check one):

☐ Proposed New Policy or Amendment to Existing Policy  ☐ Approvals Required by Policy  ☐ Other Approvals

☐ Monitoring/Compliance  ☒ Information

Brief Description:
The Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees will convene to review the compositional diversity of the Minnesota State workforce and progress made against system workforce diversity goals. Special focus will be on the opportunities and challenges of effectively recruiting, retaining, and developing a more diverse and inclusive workforce across the system.

Scheduled Presenter(s):
Andriel Dees, Interim System Diversity Officer
Eric Davis, Vice Chancellor for Human Resources
MINNESOTA STATE
BOARD OF TRUSTEES

BOARD INFORMATION ITEM

Minnesota State Workforce Diversity: Progress, Risks and Opportunities

BACKGROUND

The Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees will convene to review the current faculty and staff demographics. Special focus will examine strategies to recruit, retain, and advance a diverse workforce throughout the system.
Minnesota State Workforce Diversity: Progress, Risks and Opportunities

Board of Trustees
Diversity, Equity, and Inclusion Committee and Human Resources Committee

EQUITY & INCLUSION

- Commitment
- Strategy
- Action
- Impact on Equity 2030
TALENT MANAGEMENT RISKS

• Financial uncertainties
  – Workforce Turnover
  – Limited hiring
• Pandemic impacts
• Increased competition for talent
• Gap in management competency
• Reputation

CROSS ORGANIZATIONAL PRIORITIES

• Inclusive workforce representative of our student body & the greater population
• Equitable and inclusive employee recruitment, engagement, and retention strategy
• Equitable and transparent hiring processes
• Data informed
• Professional development strategy that infuses
  – Innovation
  – Cultural Competency
  – Accountability
  – Centers student success
• Academic Priority (pedagogy and curriculum)
LEADING FROM THE TOP

**Total Leadership Council Representation**
- Employees of Color and American Indian Employees: 39%
- White Employees: 61%

**All Employees Representation**
- Employees of Color and American Indian Employees: 14%
- White Employees: 86%

**LEADING FROM THE TOP**

**Total Leadership Council Representation**
- Female Employees: 49%
- Male Employees: 51%

**All Employees Representation**
- Female Employees: 57%
- Male Employees: 43%
PERCENT OF EMPLOYEES OF COLOR AND AMERICAN INDIAN EMPLOYEES IN FULL-TIME UNLIMITED POSITIONS

EMPLOYEES OF COLOR AND AMERICAN INDIAN EMPLOYEES COMPRIS A LARGER PERCENTAGE OF THE WORKFORCE

* Preliminary 2021 data
EMPLOYEE DIVERSITY COMPARED TO THE DIVERSITY OF THE STUDENT BODY

* The two or more category includes a majority of American Indian employees.

FACULTY DIVERSITY COMPARED TO STUDENT DIVERSITY

* Preliminary 2019 data

MINNESOTA STATE
SUCCESSFUL RECRUITMENT STRATEGIES

- Identified institutional goals
- Affirmative Action strategy
- Partnerships with:
  - Bargaining units
  - National organizations
  - Doctoral student associations that support diverse populations
  - Department Chairs
- Imbed retention strategies from the beginning

EMPLOYEES OF COLOR AND AMERICAN INDIAN EMPLOYEES REPRESENT A LARGER PERCENTAGE OF NEW HIRES THAN OF THE WORKFORCE AS A WHOLE

![Bar chart showing the percentage of employees of color and American Indian employees compared to the workforce as a whole in different categories including All Employees, Instructional Faculty, Service & Support, Professionals, and Managers & Administrators. The percentages for new hires (FY20) are highlighted.]
INCLUSIVE EMPLOYEE RETENTION STRATEGIES

• Create and foster community
• Effective onboarding
• Monitor, assess and hold employees accountable for diversity and inclusion work
• Create models of support
  – Mentoring
  – ERGS
  – Professional development

INCLUSIVE PROFESSIONAL DEVELOPMENT

• System-wide cultural fluency and awareness foundational training

• System-wide inclusive leadership training focused on accountability and competence building
EMBEDDING EQUITY AND INCLUSION INTO EXISTING PROGRAMS

All new supervisors, managers, directors, deans and administrators participate in the Art and Science of Supervision – In 2020 we added the following content

• Science of Supervision elearning course
  – Supporting an Inclusive and Harassment-free Work Environment
  – Creating a Diverse Workforce

• Art of Supervision live course
  – Inclusive Leadership as a foundational value of leadership

EQUITY 2030 SUPPORT

• Co-leading Cultural Fluency Training sub-team for Equity 2030 Advisory Team
  – Providing new cultural fluency training opportunities for faculty and staff
  – Making it easier for employees to learn about existing training opportunities
  – Including Equity 2030 messages in new employee onboarding
  – Identifying/recommending accountability measures

• Systemwide Orientation Video focused on Equity 2030 and Minnesota State values
PROFESSIONAL DEVELOPMENT

- 10th cohort – 2019-2021
  - 52 participants
  - 59% female
  - 25% ees of color
  - 35% faculty

- 4th cohort in FY19
  - 20-23 participants
  - Avg. 51% female; 16.3% employees of color
  - 4th cohort - 26% employees of color

- Respectful Workplace
- Overcoming Unconscious Bias
- Harassment, Discrimination Prevention

UNLIMITED, FULL-TIME TURNOVER PERCENT:
VOLUNTARY AND INVOLUNTARY – NO TRANSFERS

![Graph showing turnover percentage from 2011 to 2020 for different groups of employees.]
EMPLOYEES OF COLOR AND AMERICAN INDIAN EMPLOYEES BY APPOINTMENT AND REPRESENTATION

System Representation

![Chart showing system representation percentages for all employees and employees of color and American Indian employees.]

Appointment

![Chart showing appointment percentages for different categories such as full-time unlimited appointments, probationary appointments, and limited and part-time appointments.]

Employees of Color and American Indian Employees

- 4. Full-time Unlimited Appointments with greater than 5 YOS: 35.3%
- 3. Full-time Unlimited Appointments with less than or equal to 5 YOS: 23.3%
- 2. Probationary Appointments: 12.1%
- 1. Limited and Part-time Appointments: 29.3%

STRENGTHENING OUR PRACTICE

Collaborate with Campus Diversity Officers, Affirmative Action Officers, HR Leaders, Unions and the Leadership Council to ensure that institutional practices are aligned with diversity, equity and inclusion values and principles

- Advancing professional skills and competencies
- Workshops – virtual and in-person
- Connection to national organizations
Audit Committee
June 15, 2021
10:45 a.m.
Virtual Meeting

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

1. Minutes of May 18, 2021 (pp 1-2)
2. Minutes of May 18, 2021 Joint Meeting of Audit and Workforce and Organizational Effectiveness Committees (pp 3)
3. Project Results – Financial Modeling Review (pp 4-10)
4. Project Results – Internal Controls Assessments (pp 11-17)
5. Review and Approve FY2022 Internal Auditing Plan (pp 18-27)

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

Presidents Liaisons
Richard Davenport
Michael Seymour

Bolded items indicate action required.
A meeting of the Audit Committee of the Board of Trustees was held on May 18, 2021.

Committee members present: George Soule, Chair; April Nishimura, Vice Chair; Jerry Janezich, Michael Vekich

Committee members absent: Asani Ajogun

Other board members present: Alex Cirillo, Jay Cowles, Dawn Erlandson, Roger Moe, Javier Morillo, Oballa Oballa, Rudy Rodriguez, Kathy Sheran, Cheryl Tefer

Staff present: Devinder Malhotra, Chancellor; Eric Wion, Executive Director of Internal Auditing

The meeting materials for this meeting are available [here](#), starting on page 27. An audio recording of the meeting is available [here](#).

Committee Chair Soule called the meeting to order at 11:15 a.m.

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

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

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

**Agenda Item 2: Audit Results: Federal Student Financial Aid and CARES Act Funding**

Committee Chair Soule invited Mr. Eric Wion, Executive Director of the Office of Internal Auditing along with Brenda Scherer, Signing Director with CliftonLarsonAllen, LLP and Mr. Chris Knopik, Principal with CliftonLarsonAllen, LLP to present the Audit Results: Federal Student Financial Aid and CARES, as detailed in the meeting materials. CliftonLarsonAllen issued an unmodified opinion or a clean opinion on compliance.

The meeting materials for this item begin on page 30.

This being an informational item, there was no vote taken.
Adjournment
The committee chair adjourned the meeting at 11:31 a.m.
A joint meeting of the Audit Committee and the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on May 18, 2021.

Committee members present: George Soule, Co-Chair; Michael Vekich Co-Chair, Ahmitara Awal, Alex Cirillo, Dawn Erlandson, Jerry Janezich, Roger Moe, April Nishimura, Cheryl Tefer

Committee members absent: Asani Ajogun

Other board members present: Jay Cowles, Javier Morillo, Oballa Oballa, Rudy Rodriguez, Kathy Sheran

Staff present: Devinder Malhotra, Chancellor; Eric Wion, Executive Director of Internal Auditing; Eric Davis, Vice Chancellor for Human Resources

The meeting materials for this meeting are available here, starting on page 14. An audio recording of the meeting is available here.

Co-Committee Chair Soule called the meeting to order at 10:04 a.m.

**Agenda Item 1:** Human Resources Shared Services (formerly HR-TSM) Update

Co-Committee Chair Soule invited Mr. Eric Davis, Vice Chancellor for Human Resources and Mr. Eric Wion, Executive Director of the Office of Internal Auditing along with Ms. Christine Smith, Director with Baker Tilly to present the Human Resources Shared Services Update, as detailed in the meeting materials.

The meeting materials for this item begin on page 14.

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

**Adjournment**

The committee chair adjourned the meeting at 10:44 a.m.
MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet

Name: Audit Committee  Date: June 15, 2021

Title: Project Results – Financial Modeling Review

Purpose (check one):

☐ Proposed New Policy or Amendment to Existing Policy
☐ Approvals Required by Policy
☐ Other Approvals
☐ Monitoring/Compliance  ☒ Information

Brief Description:

The need for robust and timely financial forecasting, budgeting, and monitoring processes and tools has perhaps never been more compelling. As such, Vice Chancellor Maki is seeking ways to enhance forecasting, budgeting, and scenario planning across the System while ensuring Chief Financial Officers have access to tools that allow for a holistic picture of their institution’s fiscal resiliency. He also realizes colleges and universities are asked for a significant amount of information through ad hoc requests and hopes a uniform tool or tools would make data gathering more seamless.

Our Fiscal Year 2021 Internal Auditing Plan included an advisory project to assist the system and its 37 colleges and universities in evaluating and responding to the financial impact of this unprecedented time. As part of this effort and to assist Vice Chancellor Maki, we sought to 1) understand the various tools, processes, and mechanisms used across the system to perform financial forecasting, budgeting, and monitoring of fiscal position; 2) enhance financial forecasting, budgeting, and monitoring of fiscal position; and 3) identify trends and strong approaches amongst the institutions’ current practices that could be leveraged and adopted.

Scheduled Presenter(s):
Eric Wion, Executive Director of the Office of Internal Auditing
Meghan St. George, Internal Auditing (Baker Tilly Consulting Manager)
Bill Maki, Vice Chancellor for Finance and Facilities
BACKGROUND
The purpose of this financial modeling review was to identify the various tools, processes, and mechanisms used by the 37 Minnesota State colleges and universities. With the goal of enhancing financial forecasting, budgeting, and monitoring of fiscal position, the review inventoried the colleges and universities’ current budgeting methods and processes. The review recognized trends and strong approaches amongst the institutions’ current practices that could be leveraged and adopted across the colleges and universities. Further, the results highlighted areas where institutions would like additional support from the system office, making financial management approaches more seamless.

To establish a baseline understanding of current practices, Internal Audit surveyed Chief Financial Officers (CFOs) from each college and university. The survey considered how funds are managed across the system, and specifically focused on:

- Applications and tools
- Budgeting processes
- Budgeting assumptions
- Key drivers of cash flows
- Budgeting revenues
- Budgeting expenses

The survey results were synthesized to assess trends and areas of opportunity across the colleges and universities. The results were presented by Internal Audit during an interactive session of Minnesota States’ CFO conference. The session allowed CFOs to react and respond to the survey results and offer additional perspectives, suggestions, and opportunities.

Following the conference, Internal Audit followed up with various CFOs and requested demonstrations of the tools and processes utilized at their institutions.

The recommendations from this review reflect interim opportunities and provide leading practices for institutions and the system office. Longer term solutions are expected to be attained in 2023 through the implementation of the Workday system. Internal Audit reviewed the NextGen requirements to assess how the Workday platform could potentially enable proactive management of fiscal processes, enhanced reporting, and improved decision-making. This evaluation confirmed Workday has the capabilities to potentially address the opportunities
identified during this review.

Areas of Opportunity
This financial modeling review identified various approaches and processes that are utilized by colleges and universities across the system, while highlighting key variances. Specifically, the review emphasized the following observations:

- Financial data and information that affects the budgeting and planning process is not always readily accessible or available in a timely manner
- Institutions are not regularly communicating and/or sharing best practices with their counterparts across the system
- Financial budgeting, forecasting, and scenario planning tools and practices are not consistent across the system (i.e., ranging from immature or ad hoc to mature and repeatable)

While the Workday implementation will potentially offer long-term, automated solutions, Internal Audit recommends that institutions collaborate with the system office in the interim to consider the following opportunities for improvement and alignment in financial modeling processes:

- Establish working groups focused on aligning budgeting and forecasting approaches (e.g., require multi-year budgeting, cash flow or liquidity projections), and information-sharing with the system office and across institutions. Consider working groups for colleges and universities with information-sharing across groups, as helpful.
- Create a shared resource (e.g., via a website or SharePoint) to facilitate sharing of best practices, templates, and tools. Consider structuring it by colleges and universities, where appropriate.
- Provide access or guidance on accessing commonly requested data via the shared resource for institutions to utilize in budgeting and forecasting.
- Develop standardized budgeting assumptions with high and low parameters or thresholds for key drivers (e.g., tuition may increase by .5% to 3%, high school graduates looking to further their education decreased by 1% to 3%).
- Partner with other departments or divisions that impact budgeting and forecasting development (e.g., HR and enrollment) to create a shared understanding of related processes and challenges.
- Discuss opportunities for improving business practices that impact timing and accuracy of budgeting and forecasting models (e.g., ensuring personnel assignments are entered in a timely manner).
Audit Committee

Financial Modeling Review
Internal Audit Objectives & Conclusion

The purpose and objectives of this review were to:

- Understand the various tools, processes, and mechanisms used across the colleges and universities.
- Enhance financial forecasting, budgeting, and monitoring of fiscal position.
- Identify trends and strong approaches amongst the institutions’ current practices that could be leveraged and adopted.

Our review identified that institutions would like additional support from the system office and enhanced collaboration across the institutions to make financial management approaches more seamless.

Areas of Opportunity

- Financial data and information is not always readily accessible or available in a timely manner.
- Institutions are not regularly communicating and/or sharing best practices with their counterparts across the system.
- Financial budgeting, forecasting, and scenario planning tools and practices are not consistent across the system (i.e., ranging from immature or ad hoc to mature or repeatable).
Recommendations (1 of 2)

The following recommendations reflect interim opportunities and leading practices for institutions and the system office to enhance alignment ahead of the implementation of the NextGen Workday system.

- **Establish working groups** focused on aligning budgeting and forecasting approaches and increasing information-sharing with the system office and across institutions.
- **Create a shared resource** to facilitate sharing of best practices, templates, and tools.
- **Provide guidance on accessing data** via the shared resource for institutions to utilize in budgeting and forecasting.

Recommendations (2 of 2)

- **Develop standardized budgeting assumptions** with high and low parameters or thresholds for key drivers.
- **Partner with other departments or divisions** that impact budgeting and forecasting development (e.g., HR and enrollment) to create a shared understanding of related processes and challenges.
- **Discuss opportunities for improving business practices** that impact timing and accuracy of budgeting and forecasting models (e.g., timing of personnel assignments).
Next Steps

Budgeting Guidelines and Assumptions
- Continue sharing budget guidelines and assumptions with college and university Presidents and CFOs.
- Formalize training and communications for CFOs to understand budget-related processes and data availability.

Increased Communications
- Develop working groups for the colleges and universities to offer open channels for communication and collaboration.
- Focus working groups on specific topics to promote alignment and collaboration.

Leveraging Best Practices
- Collaborate with institutions to standardize approaches and leverage best practices and tools across the system.
- Develop a more comprehensive and integrated approach to financial management to help alleviate barriers for institutions to develop timely, effective projections.
MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet

Name: Audit Committee
Date: June 15, 2021

Title: Project Results – Internal Controls Assessments

Purpose (check one):
☐ Proposed New Policy or Amendment to Existing Policy
☐ Approvals Required by Policy
☒ Monitoring/Compliance
☐ Information

Brief Description:
In fiscal year 2020 internal audit developed a multi-year plan to review key financial controls at each college, university, and the system office on a rotational basis over a five-year period. The purpose is to facilitate financial internal control assessments at each institution to gain an understanding of current procedures, internal controls, and potential risks and gaps. This project builds from last year’s project where we developed and piloted a financial controls assessment tool and methodology for select business or transaction cycles such as cashiering, procurement, purchasing cards, tuition billing, reconciliations, and banking. The objectives of this project are:
• Review the current internal control practices and process documentation.
• Execute the risk assessment by reviewing the design of internal controls over key financial risk areas.

The following institutions were reviewed in fiscal year 2021 and a summary of results will be discussed:
• Alexandria Technical and Community College
• Fond du Lac Tribal & Community College
• Minnesota State College Southeast
• Pine Technical & Community College
• Ridgewater College
• System Office

Scheduled Presenter(s):
Eric Wion, Executive Director of the Office of Internal Auditing
Mallory Thomas, Internal Auditing (Baker Tilly Partner)
Mathew Mikulay, Internal Auditing (Baker Tilly Senior Manager)
BACKGROUND
Internal audit began executing its plan in fiscal year 2021 to review key financial controls at each college, university, and the system office over a five-year period. The purpose of this project was to facilitate financial internal control assessments at each institution to gain an understanding of current procedures, internal controls, and potential risks and gaps. The objectives for this project were to:

- Review the current internal control practices and process documentation.
- Execute the controls risk assessment by reviewing the design of the internal controls over key financial risk areas.

The following institutions were reviewed in fiscal year 2021 and a summary of results will be discussed with the committee:

- Alexandria Technical and Community College
- Fond du Lac Tribal & Community College
- Minnesota State College Southeast
- Pine Technical & Community College
- Ridgewater College
- System Office
Financial Controls Assessment Year 1
The purpose of the Year 1 financial controls review was to facilitate financial control assessments at select institutions to gain an understanding of current procedures, internal controls, and potential risks and gaps.

The objectives of this project were to:

• Review the current internal control practices and process documentation.
• Execute the assessment by reviewing the design of internal controls over key financial risk areas.

Year 1 Institutions

- Alexandria Technical and Community College
- Fond du Lac Tribal & Community College
- Pine Technical & Community College
- Ridgewater College
- Minnesota State College Southeast
- System office
**In Scope Business Cycles**

- ISRS Cashiering
- Non-ISRS Cashiering
- Reconciliations and Banking
- Accounts Payable
- Purchasing Cards
- Inventory
- Tuition and Student Billing
- Budgeting
- System Security Access

**Activities Completed**

- **Interviews** – Conducted interviews with project staff and key stakeholders at each respective institution for each in-scope business cycle.
- **Documentation review** – Reviewed relevant policy, procedure, and controls documentation at each respective institution to further develop an understanding of existing processes, controls, and related risks.
- **Results review** – Reviewed and discussed results of the respective financial controls assessment for each institution with project staff and key stakeholders, including any recommendations and opportunities for improvement to enhance the internal controls environment.
Summary of Year 1 Results

• No significant control gaps or internal control weaknesses were identified.
• Adequate financial controls appeared to exist in the in-scope business cycles, and appropriate processes appeared to be in place in alignment with established Board policies and procedures.
• Noted certain instances where internal controls and related procedures can be further enhanced to reduce the risks relative to the specific business cycles for each individual institution.

Strengths

- **Appropriate use of Marketplace**
  - Appropriate use of Marketplace facilitates consistent review and approval of key purchasing related transactions via automated workflows amongst business office staff and key personnel and ensures document retention to support each transaction.

- **Timely Account Reconciliations**
  - Quarterly account reconciliations are prepared and reviewed in a timely manner and in alignment with quarterly certification expectations.

- **System Security**
  - Annual system security reviews and approvals of user roles and user access are completed in a timely manner to ensure that system access and system security is appropriate.

- **Budget Monitoring**
  - Continuous monitoring of budget to actuals, and proactive communication between appropriate stakeholders and student consultation further ensures alignment on expectations and necessary budget adjustments and facilitates thorough budgeting and financial planning.
Control Improvement Opportunities

**Define Review and Approval Expectations**
Further define review and approval expectations for the secondary reviewer independent of the preparer over certain key accounting and finance related transactions and activities.

**Update Control Documentation**
Review and update certain controls documentation and related policy and procedure documents that are specific to individual institutions, to ensure they reflect current internal practices.

**Enhance Segregation of Duties**
Further enhance segregation of duties, when possible, amongst key personnel for certain accounting and finance related transactions and activities.

**Execute Mitigating Controls**
Ensure that mitigating controls are executed in accordance with their design for any conflicting user roles.

Next Steps – Financial Controls Reviews

Monitor progress of action plans for recommendations and improvement opportunities for year 1 institutions

Refine internal control assessment tool and interview questions in preparation for year 2

Initiate and execute year 2 financial control review for selected institutions
MINNESOTA STATE
BOARD OF TRUSTEES
Agenda Item Summary Sheet

Name: Audit Committee

Date: June 15, 2021

Title: Review and Approval of the Fiscal Year 2022 Internal Auditing Plan

Purpose (check one):

☐ Proposed New Policy or Amendment to Existing Policy
☒ Approvals Required by Policy
☐ Other Approvals

☐ Monitoring/Compliance
☐ Information

Brief Description:

The Office of Internal Auditing’s Charter, required by Board Policy 1.D.1, requires the Executive Director of Internal Auditing to present and seek approval of an audit plan each fiscal year. Internal auditing standards require that the board approve the annual plan.

The audit plan presents an overview of how the Office of Internal Auditing plans to use its resources in fiscal year 2022.

Scheduled Presenter(s):
Eric Wion, Executive Director of the Office of Internal Auditing
MINNESOTA STATE
BOARD OF TRUSTEES

BOARD ACTION

Review and Approval of the Fiscal Year 2022 Internal Auditing Plan

BACKGROUND
According to the Office of Internal Auditing’s Charter, required by Board Policy 1.D.1, an annual internal auditing audit plan must be submitted and approved by the Audit Committee. The fiscal year 2022 Internal Auditing Plan will be reviewed at the meeting.

The plan presents an overview of how the Office of Internal Auditing plans to use its resources in fiscal year 2022.

RECOMMENDED COMMITTEE MOTION:
The Audit Committee recommends that the Board of Trustees adopt the following motion:

RECOMMENDED BOARD MOTION:
The Board of Trustees approves the Office of Internal Auditing annual internal audit plan for fiscal year 2022.

Date Presented to the Board of Trustees: 06/15/21
Date of Implementation: 06/15/21
Proposed Fiscal Year 2022 Internal Audit Plan

Internal Audit (IA) Plan

- IA's Charter requires the Executive Director to present and seek approval of an annual internal audit plan (required by IA standards)
- Plan presents an overview of how IA plans to use its resources
  - Part 1 – Ongoing Activities
  - Part 2 – Multi-Year Projects
  - Part 3 – New Projects
- Plan updates, including suggested changes, will be discussed with Audit Committee throughout the year
- Audit Committee is to also review the internal audit budget, resource plan, activities and organizational structure
The Office of Internal Auditing

- Independent & Objective
- Forward Thinking
- Strategic Partner
- Risk Identification & Mitigation
- Process Improvement
- Assurance & Advice
- Internal Controls & Compliance

The Office of Internal Auditing Team

- **Eric Wion**: CPA, CIA, CISA, Executive Director
- **Melissa Primus**: CPA, CIA, Deputy Director
- **Craig Fautsch**: CFE, Investigator-Audit Coordinator
- **Darla Constable**: Executive Assistant
- **Mallory Thomas**: CPA, MBA, CIA, CITP, Baker Tilly
- **Chris Jeffrey**: CPA, Baker Tilly
- **Mike Cullen**: CISA, CISP, CIPP/US, Baker Tilly
- **Christine Smith**: CPA, MBA, CIA, Baker Tilly
- **Carla Hirsch**: CPA, Baker Tilly
- **Ashley DeHR**: CPA, CFE, CIA, Baker Tilly

Supporting managers, seniors, and staff
Local resources determined based on project needs and skill requirements
Fiscal Year 2021 in Review

**Internal Audit Operational Updates**
- Quality Assessment Review
- Annual Financial Statement Audits
- Student Financial Aid and CARES Act Funding Audits

**Executed/Reported Projects**
- Quarterly Board of Trustee Expense Audits
- Bookstore Collaboration Review (FY20 IA Plan)
- Comprehensive Workforce Solutions Review (FY20 IA Plan)
- Campus Safety: COVID19 Review
- CARES Funding Review
- HR/Payroll Process Review (internal project)
- HR-TSM Advisory Project
- NextGen Project Risk Review #6
- Financial Controls Assessments (6)
- Vulnerability Management Audit
- Financial Modeling Review

**Internal Audit Program Development**
- System-Level Enterprise Risk Management Activities
- Institution-Level Enterprise Risk Management Approach

**Fraud Investigations**
- Received 12 allegations
- Issued 4 Investigation Reports

Fiscal Year 2022 IA Plan Development Process

1. Review Key Inputs
   - Including Internal Audit Project Results and ERM Committee Work
2. Develop Projects that Align with Key Risks
3. Review Potential Projects with Leadership and Solicit Feedback
4. Develop Proposed Internal Auditing Plan
5. Obtain Audit Committee Approval for Internal Audit Plan
6. Continuously Evaluate Plan for Coverage and Emerging Risks and adjust plan as necessary

MINNESOTA STATE
Part 1 – Ongoing Activities

Committee Participation and Advisory Services
• NextGen Steering Committee
• Enterprise Risk Management Steering Committee
• Enterprise Shared Services Advisory Work
• Chancellor’s Cabinet and Leadership Committee
• Other Committee and Work Group Participation
• Ongoing Ad-Hoc Risk & Control Inquiries and Advice

Assurance Services
• Quarterly Audits of Board Expenses and Trustee Expense Reimbursements
• Monitoring Progress on Outstanding Audit Findings

External Audit Coordination
• Annual Financial Statement Audits
• Annual Federal Student Financial Aid Compliance Audit
• NCAA Compliance Audits (every 3 years)
• Other External Party Audits

Fraud Inquiry and Investigation Services

Part 2 – Multi Year Projects

Financial Controls Assessment Plan (assurance)
• Execute year two of a five-year rotational plan and facilitate 6-9 college and university internal control assessments each year. Fiscal Year 2022 will include assessments at the seven state universities and one aligned college.

HR Shared Services (advisory)
• Advise on process, procedure, controls, and risks relating to planning and executing the delegation of faculty transactions to select institutions. Assess progress to plan for the planned restructuring of the shared service model.

NextGen Project Risk Review (PRR) Checkpoints #7 and #8 (advisory/assurance)
• Perform checkpoints aligned with the project plan, focused on key project milestones. Participate in the ERP Steering Committee, provide professional advice, and assist as requested. Participate in status meetings with the Chancellor and Trustees.
Part 3 – New Projects

NextGen – Workday Implementation (advisory)
• Review the project plan for the implementation of Workday and evaluate the internal controls and processes to be implemented in the Workday business system. Assist and advise leadership in creating management action plans for any gaps or improvements for the Workday implementation to ensure controls are designed correctly in the business process.

Enterprise Identity Management System (assurance)
• Review the conversion to a new enterprise identity management system, used for managing IT system user accounts and passwords. Evaluate key controls that aid in ensuring access to enterprise systems is limited to authorized users with a business need.

Internal Projects

Address recommendations for improvement provided as part of the Quality Assessment Review, including:
• Develop a multi-year strategic plan to support the dynamic nature of Minnesota State and guide the Internal Audit function.
• Develop a balanced scorecard to communicate performance.
• Update the Quality Assurance and Improvement Program (QAIP) and Internal Audit Manual to include the recommended modifications.
• Complete an internal assessment annually. Assessment to include an evaluation of the “Core Principles”.
• Update the Internal Auditing Charter to include the recommended modifications.
Fiscal Year 2022 Budget

- FY 2022 Funding - $1,296,700 (decline of over $200k or 13% since 2017)
- Budgeted personnel costs have decreased nearly $800k since 2017; Partially replaced by co-sourced staffing model

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel Costs</td>
<td>$646,450</td>
</tr>
<tr>
<td>Baker Tilly Contract/Staff</td>
<td>$600,000</td>
</tr>
<tr>
<td>Non-Personnel Costs</td>
<td>$50,250</td>
</tr>
<tr>
<td>Total</td>
<td>$1,296,700</td>
</tr>
</tbody>
</table>

Recommended Action and Motion

**Recommended Committee Action**
- The audit committee recommends that the Board of Trustees adopt the following motion:

**Recommended Board Motion**
- The Board of Trustees approves the Office of Internal Auditing annual internal audit plan for fiscal year 2022.
Appendix: Enterprise Risk Management Coverage

<table>
<thead>
<tr>
<th>Proposed FY22 Projects</th>
<th>Primary ERM Risks Addressed</th>
</tr>
</thead>
</table>
| Financial Controls Assessment Plan | • Board Policy  
• Governance & Compliance Structure |
| HR Shared Services | • Capitalizing & Executing Change  
• Institution/System Synergy & Structure  
• Resource Optimization  
• Talent Management |
| NextGen Project Risk Review (PRR) Checkpoints #7 and #8 | • IT Systems  
• NextGen Implementation |
| NextGen – Workday Implementation | • Governance & Compliance Structure  
• IT Systems  
• NextGen Implementation |
| Identity Management System | • Cybersecurity/Privacy  
• Data Governance  
• IT Systems |

Appendix: Multi Year Projects History

<table>
<thead>
<tr>
<th>Project</th>
<th>Board Reporting History</th>
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</thead>
</table>
| NextGen Project Risk Review (PRR) Checkpoints | ✓ Checkpoint #6 (November 2020)  
✓ Checkpoint #5 (January 2020)  
✓ Checkpoint #4 (June 2019)  
✓ Checkpoint #3 (March 2019)  
✓ Checkpoint #2 (October 2018)  
✓ Checkpoint #1 (June 2018) |
| HR Shared Services (Previously called HR-TSM) | ✓ Update (May 2021)  
✓ Report and Update (November 2020)  
✓ Update (November 2019)  
✓ Update (April 2019)  
✓ Update (January 2019)  
✓ Update (November 2018)  
✓ Initial Report (May 2018) |
| Financial Controls Assessment Plan | FY 2021 (June 2021):  
✓ Alexandria Technical and Community College  
✓ Fond du Lac Tribal & Community College  
✓ Ridgewater College  
✓ Pine Technical & Community College  
✓ Minnesota State College Southeast  
✓ System office |
Appendix: Additional Projects Considered (Partial List)

• Academic Program Management Review
• Controlled Use of Administrative Privileges Audit
• IT Governance Review
• HR and Payroll Controls Audit
• Accounts Receivable Audit
• Ethics Program/Code of Conduct Review
• Foundation Risks and Controls Advisory Project
Closed Session: Joint Meeting: Audit and Finance Committees  
June 15, 2021  
11:45 a.m.  
Virtual Meeting

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

Pursuant to Minnesota Statutes § 13D.05, subd.3(d), the Board of Trustees will meet in Closed Session to discuss an information security audit report on vulnerability management.

1. Project Results – Vulnerability Management Audit (pp 1-2)

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

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

Presidents Liaisons  
Richard Davenport  
Michael Seymour  

Presidential Liaisons:  
Joe Mulford  
Scott Olson

Bolded items indicate action required.

Minnesota State is an affirmative action, equal opportunity employer and educator.
Title: Project Results – Vulnerability Management Audit

Purpose (check one):

☐ Proposed New Policy or Amendment to Existing Policy  ☐ Approvals Required by Policy  ☐ Other Approvals

☒ Monitoring/Compliance  ☐ Information

Brief Description:

Internal Auditing will provide an overview of the results of its recently completed vulnerability management audit. Vulnerability management is an important part of the information security program, as it serves as the basis for identifying and correcting flaws or weaknesses in Information Technology systems and devices that can be exploited by individuals to gain unauthorized access to confidential or private data.

Our audit objective was to assess colleges, universities, and the system office’s compliance with the vulnerability management requirements as outlined in relevant Minnesota State vulnerability management system policies, operating instructions, and related guidance.

Scheduled Presenter(s):
Eric Wion, Executive Director of the Office of Internal Auditing
Mike Cullen, Internal Auditing (Director, Baker Tilly)
Ross Berndt, Interim Vice Chancellor for Information Technology Services
Craig Munson, Chief Information Security Officer
BACKGROUND

Internal Auditing will provide an overview of the results of its recently completed vulnerability management audit. Vulnerability management is the process of identifying, classifying, remediating, and mitigating vulnerabilities (i.e., flaws) in software. Vulnerability management is an important part of the information security program, as it serves as the basis for identifying and correcting flaws or weaknesses in Information Technology (IT) systems and devices that can be exploited by individuals to gain unauthorized access to confidential or private data.

Generally, each college, university, and the system office are responsible for correcting flaws or weaknesses involving the computer networks and devices they are responsible for managing. To assist, the system office manages an enterprise application which is used by all colleges and universities as the primary tool used to scan their IT systems to identify and prioritize vulnerabilities in the systems’ software.

Our audit objective was to assess colleges, universities, and the system office’s compliance with the vulnerability management requirements as outlined in relevant Minnesota State vulnerability management system policies, operating instructions, and related guidance.