



January 2022 committee & board meetings

Minnesota State Colleges and Universities

Jan 25, 2022 10:30 AM - Jan 26, 2022 1:45 PM CST

Table of Contents

- I. Schedule.....3
 - A. Reference Materials.....5
- II. Joint Meeting: Board of Trustees and Leadership Council; Jay Cowles, Chair and Devinder Malhotra, Chancellor..... 10
 - A. The Power of Systems.....11
- IV. Academic and Student Affairs Committee, Cheryl Tefer, Chair.....22
 - A. Minutes of November 17, 2021.....23
 - B. Addressing Basic Needs Insecurity as a Student Success Strategy.....25
- V. Diversity, Equity and Inclusion Committee, Rudy Rodriguez, Chair.....48
 - A. Minutes of October 20, 2021.....49
 - B. Minutes of October 20, 2021 Joint Meeting of Academic and Student Affairs and Diversity, Equity and Inclusion Committees.....51
 - C. Equity 2030 in Action: Campus Perspective.....52
- VII. Committee of the Whole, Jay Cowles, Chair.....54
 - A. NextGen Update.....55
- IX. Outreach and Engagement Committee, Dawn Erlandson, Chair.....57
 - A. Minutes of November 17, 2021.....58
 - B. Overview of Colleges and Universities’ Philanthropic Activities.....60
- X. Facilities Committee, Jerry Janezich, Chair.....62
 - A. Minutes of November 16, 2021.....63
 - B. Contracts Requiring Board Approval.....66
 - 1. Library Air Handler Replacement, Normandale Community College.....67
 - 2. Emergency Generator Replacement, Minnesota State University,.....69
 - 3. Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College.....71
- XI. Finance Committee, Roger Moe, Chair.....73
 - A. Minutes of November 16, 2021.....74
 - B. Contracts Requiring Board Approval.....77

1. Library Air Handler Replacement, Normandale Community College.....	78
2. Emergency Generator Replacement, Minnesota State University,.....	80
3. Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College.....	82
C. Wells Fargo Place Lease Extension, System Office.....	84
D. Lease Consolidation and Extension, 400 Broadway, Rochester, Winona State University.....	88
E. College and University Financial Performance Update.....	91
XIII. Workforce and Organizational Effectiveness Committee, George Soule, Chair...	114
A. Minutes of November 17, 2021.....	115
B. Minutes of December 20, 2021.....	117
C. Proposed Amendment to Board Policy 4.2 Appointment of Presidents (Second Reading).....	120
XIV. Board of Trustees, Jay Cowles, Chair.....	127
A. Consent Agenda.....	129
B. Minutes of the Committee of the Whole Meeting, November 16, 2021.....	130
C. Minutes of the Board of Trustees Meeting, November 17, 2021.....	133
D. Minutes of the Board of Trustees Special Meeting, December 20, 2021.....	140

Board of Trustees
January 25 - 26, 2022
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. Interested parties can listen to the live stream of the proceedings from the [Board website](#).

Tuesday, January 25, 2022

- 10:30 a.m. Joint Meeting: Board of Trustees and Leadership Council
NOTE: Live stream will not be available during breakout sessions.
Jay Cowles, Chair and Devinder Malhotra, Chancellor
1. The Power of Systems
Nancy L. Zimpher, Senior Fellow, National Association of System Heads and Chancellor Emeritus, State University of New York
Rebecca Martin, Executive Director for National Association of System Heads
- 12:00 p.m. BREAK
- 12:30 p.m. 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, 2021**
 2. Addressing Basic Needs Insecurity as a Student Success Strategy
- 2:00 p.m. Diversity, Equity and Inclusion Committee, Rudy Rodriguez, Chair
Other board members may be present constituting a quorum of the board.
1. **Minutes of October 20, 2021**
 2. **Minutes of October 20, 2021 Joint Meeting of Academic and Student Affairs and Diversity, Equity and Inclusion Committees**
 3. Equity 2030 in Action: Campus Perspective
- 2:45 p.m. BREAK
- 3:00 p.m. Committee of the Whole, Jay Cowles, Chair
1. NextGen Update
- 4:00 p.m. Meeting ends



Wednesday, January 26, 2022

- 8:30 a.m. Outreach and Engagement Committee, Dawn Erlandson, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of November 17, 2021**
 2. Overview of Colleges and Universities' Philanthropic Activities
- 9:30 a.m. Facilities Committee, Jerry Janezich, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of November 16, 2021**
 - 2. Contracts Requiring Board Approval**
 - a. **Library Air Handler Replacement, Normandale Community College**
 - b. **Emergency Generator Replacement, Minnesota State University, Mankato**
 - c. **Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College**
- 10:00 a.m. Finance Committee, Roger Moe, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of November 16, 2021**
 - 2. Contracts Requiring Board Approval**
 - a. **Library Air Handler Replacement, Normandale Community College**
 - b. **Emergency Generator Replacement, Minnesota State University, Mankato**
 - c. **Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College**
 - 3. Wells Fargo Place Lease Extension, System Office**
 - 4. Lease Consolidation and Extension, 400 Broadway, Rochester, Winona State University**
 5. College and University Financial Performance Update
- 12:00 p.m. BREAK
- 12:30 p.m. Workforce and Organizational Effectiveness Committee, George Soule, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of November 17, 2021**
 - 2. Minutes of December 20, 2021**
 - 3. Proposed Amendment to Board Policy 4.2 Appointment of Presidents (Second Reading)**
- 12:45 p.m. Board of Trustees, Jay Cowles, Chair
- 1:45 p.m. Meeting ends

Bolded items indicate action is required.



FY2022 and FY2023 Board Meeting Dates

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

Revised FY2022 Meeting Calendar

Meeting	Date	If agendas require less time, these dates will be cancelled.
No meetings in July <i>Potential board training session to be scheduled</i>		
No meetings in August		
Board Retreat <i>Tentative Location: Riverland Community College/Austin</i>	September 21-22, 2021	
Executive Committee	October 6, 2021	
Committee / Board Meetings	October 19-20, 2021	October 19, 2021
Executive Committee	November 3, 2021	
Committee / Board Meetings Combined with Leadership Council	November 16-17, 2021	November 17, 2021
No meetings in December		
Executive Committee	January 5, 2022	
Board Meeting/Combined meeting with Leadership Council	January 25-26, 2022	January 26, 2022
No meetings in February		
Executive Committee	March 2, 2022	
Committee / Board Meetings	March 15-16, 2022	March 15, 2022
Executive Committee	April 6, 2022	

Meeting	Date	If agendas require less time, these dates will be cancelled.
Committee / Board Meetings	April 19-20, 2022	April 19, 2022
Executive Committee	May 4, 2022	
Committee / Board Meetings	May 17-18, 2022	May 17, 2022
Executive Committee	June 1, 2022	
Committee / Board Meetings	June 21-22, 2022	June 21, 2022

Proposed FY2023 Meeting Calendar

Meeting	Date	If agendas require less time, these dates will be cancelled.
Board Meeting/Combined meeting Leadership Council	July 19-20, 2022	July 20, 2022
No meetings in August		
Board Retreat	September 20-21, 2022	
Executive Committee	October 5, 2022	
Committee / Board Meetings	October 18-19, 2022	October 18, 2022
Executive Committee	November 2, 2022	
Committee / Board Meetings Combined with Leadership Council	November 15-16, 2022	November 16, 2022
No meetings in December		
Executive Committee	January 4, 2023	
Board Meeting/Combined meeting with Leadership Council	January 24-25, 2023	January 25, 2023
No meetings in February		

Meeting	Date	If agendas require less time, these dates will be cancelled.
Executive Committee	March 1, 2023	
Committee / Board Meetings	March 21-22, 2023	March 21, 2023
Executive Committee	April 5, 2023	
Committee / Board Meetings	April 18-19, 2023	April 18, 2023
Executive Committee	May 3, 2023	
Committee / Board Meetings	May 16-17, 2023	May 16, 2023
Executive Committee	June 7, 2023	
Committee / Board Meetings	June 20-21, 2023	June 20, 2023

National Higher Education Conferences:

ACCT Leadership Congress: October 13-16, 2021, San Diego
ACCT National Legislative Summit: 2022 (dates not posted)
AGB National Conference on Trusteeship: Spring 2022 (dates not posted)

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



Committee Rosters

2021- 2022

(Updated October 1, 2021)

Executive

Jay Cowles, Chair
Rudy Rodriguez, Vice Chair
Roger Moe, Treasurer
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
Kathy Sheran

President Liaisons:

*Deidra Peaslee
Robbyn Wacker*

Audit

Michael Vekich, Chair
George Soule, Vice Chair
Victor Ayemobuwa
Jerry Janezich
April Nishimura

President Liaisons:

*Faith Hensrud
Michael Seymour*

Diversity, Equity, and Inclusion

Rudy Rodriguez, Chair
George Soule, Vice Chair
Asani Ajogun
Alex Cirillo
Javier Morillo
April Nishimura
Oballa Oballa

President Liaisons:

*Carrie Brimhall
Kumara Jayasuriya*

Facilities

Jerry Janezich, Chair
Roger Moe, Vice Chair
Victor Ayemobuwa
Alex Cirillo
Kathy Sheran

President Liaisons:

*Kent Hanson
Faith Hensrud*

Finance

Roger Moe, Chair
April Nishimura, Vice Chair
Jerry Janezich
Oballa Oballa
Rudy Rodriguez
Kathy Sheran
George Soule

President Liaisons:

*Joe Mulford
Scott Olson*

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

Outreach and Engagement Committee

Dawn Erlandson, Chair
Alex Cirillo, Vice Chair
Victor Ayemobuwa
Javier Morillo
Cheryl Tefer

President Liaisons:

*Ginny Arthur
Michael Berndt*

Workforce and Organizational Effectiveness

George Soule, Chair
Rudy Rodriguez, Vice Chair
Asani Ajogun
Dawn Erlandson
Roger Moe
Kathy Sheran
Cheryl Tefer

President Liaisons:

*Anne Blackhurst
Annette Parker*

Nominating Committee

George Soule, Chair
Michael Vekich, Vice Chair
Cheryl Tefer

Chancellor Performance Review

Jay Cowles, Chair
Rudy Rodriguez, Vice Chair
Dawn Erlandson
Roger Moe



Joint Meeting
Board of Trustees and Leadership Council
January 25, 2021
10:30 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. **The Power of Systems**

Guest speakers:

Nancy L. Zimpher, Senior Fellow, National Association of System Heads and Chancellor Emeritus, State University of New York

Rebecca Martin, Executive Director for National Association of System Heads

NOTE: Live stream will not be available during breakout sessions.

Bolded items indicate action required.



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

Name: Joint Meeting: Board of Trustees and Leadership Council **Date:** January 25, 2022

Title: The Power of Systems

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

Over the past eighteen months, the National Association of System Heads (NASH) have held many conversations with key stakeholders within systems of higher education. The presentation will share the insights of this initiative.

Scheduled Presenter(s):

Nancy L. Zimpher, Senior Fellow, National Association of System Heads and Chancellor Emeritus, State University of New York

Rebecca Martin, Executive Director for National Association of System Heads



welcome to

POWER of SYSTEMS

NASH
National Association
of System Heads

SYSTEMS EDUCATE 78% OF AMERICA'S 4-YEAR PUBLIC COLLEGE STUDENTS

“System” is defined as a collection of public institutions that is governed by a single board and led by a system-wide CEO, whose scope of responsibility includes leadership of the multi-campus enterprise and may also include leadership of one of the campuses.

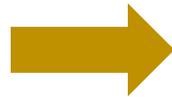
4 out of **5**

...underrepresented minority students in public four-year institutions are enrolled in systems.

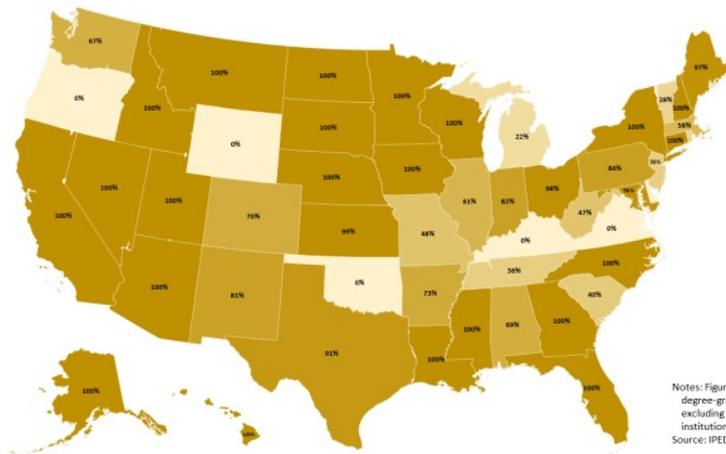
...Pell grant recipients in public four-year institutions are enrolled in systems.

...postsecondary degrees and certificates awarded by public four-year institutions are awarded by institutions in systems.

Share of students enrolled in public 4-year institutions that are part of systems



Multi-campus systems are present in 45 states; in 22 states all public four-year institutions are part of a system.



Notes: Figures are for Title IV, degree-granting institutions, excluding federal and tribal institutions. Source: IPEDS, NCHEMS.

NASH by the numbers

- 42** member systems
- 29** states represented
- 20** systems under recruitment
- 4** states don't have systems

WELCOME!

On behalf of the National Association of System Heads, we are thrilled that you are joining us as we move the Big ReThink and the development of Our Transformation Agenda for Public Higher Education Systems forward to a new milestone. We are thrilled to have launched the Power of Systems.

Over the past eighteen months, literally in the throes of the pandemic, we have held many conversations with key stakeholders within our state systems of higher education, including system heads, senior academic officers, chief financial officers, diversity-equity-inclusion officers, campus representatives, key partners, and supporters across the land. Our goal is nothing less than transforming the ways in which we address our commitment to student success and equitable access to recruitment, completion, and success. We are presenting not only the results of our discussions with a very clear idea of how this transformation would take shape, but how we can address the launch and sustainability of this initiative, in partnership with leading national organizations, and state and federal education leaders. The vision for this work is anchored in systemness and the potential for a network of systems to play a pivotal and decisive role in scaling and sustaining student success.

We know that we have much work to do going forward. We are now in focus, and we need your expert feedback on our plans and the role you can play in realizing such very bold expectations.

Together, systems of public higher education serve the largest mass of students attending college in this country, and within the states that fund these systems. We are at once a local asset and a national treasure. But what we really are is a major instrument for change to truly meet this country's commitment to underfunded communities, and the youth and adults who seek a better education, gainful careers, and a high quality of life. We believe we are that instrument for change, but we can't do it without you. Welcome to the journey!



Rebecca Martin
Executive Director
National Association of System Heads



Nancy Zimpher
Senior Fellow
National Association of System Heads

A MESSAGE FROM THE U.S. SECRETARY OF EDUCATION



Washington, D.C.

There is perhaps no challenge that is more important to securing our country's future than making sure that all children, youth, and adults are provided with equitable access to high-quality educational opportunities. As our nation heals and reemerges even stronger from the pandemic, we, as educators at every level, can and should be engaged in the work to reimagine what is possible to serve students of all ages. This is our moment.

Thank you to the National Association of System Heads for launching a new initiative to do just that – the Big ReThink.

Together, at the height of the pandemic, in many areas, educators led a necessary transition to remote and hybrid learning

to protect the health and safety of school communities. Amid our ongoing recovery from the pandemic, educators have been leading once more, as we always do, with our students' best interests at heart, by returning them to in-person learning, which we know is the most effective means of supporting their academic, social, and emotional well-being. Educators also have guided our communities to better access educational services and facilities and have extended the reach of healthcare and wraparound services to keep our communities healthy, safe, and well supported. However, we know that not everyone has been impacted in the same way by the pandemic and that the public health crisis has exacerbated long-standing inequities in our education system. We cannot go back to how things were before March 2020. We must move forward to an inclusive system of higher education that is a force for equity and upward mobility for all.

There should be as many paths to success as there are individuals to pursue them, enabling students from all walks of life to find their calling and gain the knowledge and skills to build rewarding careers, contribute to their communities, and secure prosperous lives for themselves and their families. But to fulfill education's promise as the "great equalizer," we must invest in our institutions and especially in our learners, ensuring that students of every background and circumstance have equal access to an excellent education.

Today, we turn our attention to lessons learned and the transformative changes that are necessary for public higher education systems

to close equity gaps for our students. We turn our attention to the vital work of building and maintaining ever more inclusive institutions. And we turn our attention to doing everything we can to best serve our students on their journey to credential completion and workforce success.



While I am not able to join you today, I am deeply encouraged by your work. I am so pleased that U.S. Under Secretary of Education James Kvaal will represent me at the launch of the Big ReThink. I am heartened that the transformation of public higher education systems across the country is underway. This is a very important moment for the country, for the future of higher education, and for the public will to improve the condition of our lives for generations to come.

With high expectations, I am,

Miguel A. Cardona, Ed.D.
U.S. Secretary of Education

THE POWER OF SYSTEMS

ADVANCING PROSPERITY FOR THE NATION

Big Idea

Components

Imperatives

We propose a network of systems, working collaboratively in improvement cycles to deliver impact in student success at scale, with particular emphases on the redress of inequities and the promotion of economic and social mobility.

The Institute for Systems Innovation & Improvement

The Redesign of State Infrastructure to Support the Power of Systems

The Federal Plan for Supporting the Power of Systems



LEARNING

System-wide support for flexible and responsive programs to meet the unique needs of each student.

- Focus on engagement and support of students, addressing their diverse learning and social needs.
- Promote the development, teaching, and assessment of equity-centered academic and experiential curricula across the system.
- Advance flexible pathways and shared degrees, credentials, courses, credits and support services across the system, both virtual and in-person.
- Implement multidirectional transfer frameworks that allow for the equitable and seamless movement of students and credits across campuses.
- Invest in technology to improve access, affordability and achievement.



TALENT

A civically engaged and globally competitive workforce that contributes to community vitality, economic development and knowledge creation.

- Foster strong system partnerships by implementing innovative practices that deepen employer and civic engagement, and recognize diverse learner and workforce needs.
- Develop statewide strategies to accommodate diverse student markets with multiple on-ramps to admission, alternative delivery mechanisms, and effective teaching methods.
- Champion and invest in new roles for full and part-time faculty and support staff to meet changing demographics, while functioning in a multi-campus system.
- Promote strategic partnerships to champion educator recruitment, preparation and renewal as a crucial resource throughout the entire student pipeline.
- Advance a learner pathway profile as a student-centered tool to help institutions and students communicate to stakeholders what they know and can do.



EQUITY

Just and accessible opportunities that empower all students through the removal of structural and systemic barriers.

- Commit publicly to comprehensive action to advance equity across the system.
- Advance concrete actions to increase inclusiveness and equity across systems through the implementation of the NASH Equity Action Framework.
- Strengthen seamless K-12 partnerships to increase learning opportunities for students and enhance teacher engagement to address the needs of underserved communities.
- Support system-level engagement to enhance inclusive community-based partnerships.
- Expand equitable access to broadband, open, and digital resources.



INVESTMENT

Collective resource sharing and efficiencies to reinvest in student success.

- Create a new system business model to target resources to achieve our goals.
- Reinvest funds to support evidence-based best practices for innovations at scale.
- Share assets, infrastructure, and services to reduce system costs, to be reinvested in student success, innovation, and equity efforts.
- Leverage facilities and other assets to advance local and state economic and community development.
- Advocate for federal and state reinvestment in public higher education.



SYSTEMNESS

Leveraging the power of public higher education systems to better serve students and society.

- Champion state and federal policies and a system-wide organizational culture that value equity, economies of scale, innovation and collaboration.
- Advance an organizational structure focused on outcomes, putting student and state needs at the center.
- Adapt continuous improvement strategies as a theory of change to drive the scale and impact potential of state systems.
- Strengthen system-level data analytics and report annually on progress to foster transparency, accountability, and strategic, actionable decision-making.
- Articulate and advocate broadly the value and public purpose of higher education.



ADVANCING PROSPERITY FOR THE NATION

The Moment.

We are in the midst of a crisis like no other American higher education and its students have ever faced, rooted in the devastation of the global pandemic, rising inequities and racial strife. The pandemic has reinforced the need for systemic reforms to the higher education sector in the United States to address deep inequality in our nation. From crisis is offered the opportunity to rethink, reimagine, and recommit American higher education to its transformational cause.

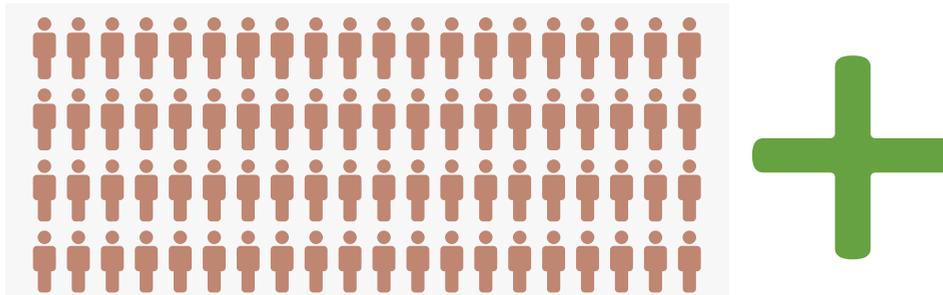
Through the National Association of System Heads (NASH), higher education system leaders have come together to author and adopt The Power of Systems: Advancing Prosperity for the Nation. With it, a network of systems is being created, working collaboratively in improvement cycles to deliver impact for student success at scale, with particular emphasis on the redress of inequities and the promotion of economic and social mobility for all. Our Agenda actualizes the power of “systemness:” moving beyond competition within and across systems and towards integrated services, shared academic programming and predictive data analytics in service to our students. It charts a compelling, collaborative vision for sustainable delivery of access, completion and success for all students, state by state, by 2030.

Such ambition calls for an entity comprehensive enough to carry the weight of transformation, individualized enough to serve the unique needs of the states they serve, and innovative enough to test and retest what works in propelling all students to a better life in service to our society. NASH stands for the inclusion of all 65 postsecondary systems which, together, educate approximately three-quarters of the nation’s students in public, four-year higher education and a significant proportion of students seeking two-year degrees. How these systems are organized—that is, multiple institutions operating with a single system governing board and chief executive—makes them particularly well-positioned to tackle issues critical to the future of their states.

In the immediacy of a global pandemic, higher education ‘turned on a dime,’ implementing the most comprehensive move from residential instruction to near 100% remote learning, and never really closing its doors. Like all of higher education, NASH took quick action. But in that moment, NASH also recognized that simultaneously, we needed to reflect on the longer term and the big picture—the really big picture. Thus began, 22 months ago, The Big ReThink; a process that required leveraging the collective assets of our constituent campuses to address some of the most significant challenges facing humankind – and imagining what a network of these systems could accomplish to not only improve education outcomes, but also significantly expand the health and prosperity of a nation by educating more students and educating them better.

The Call.

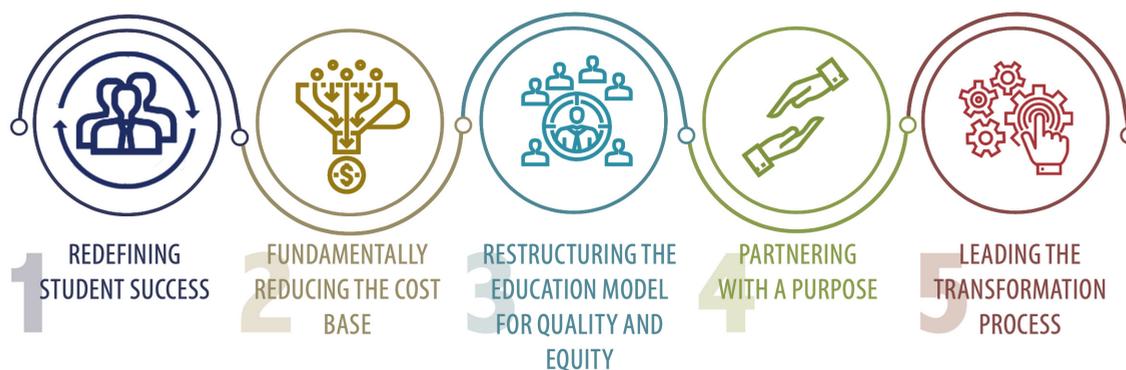
Some have opined that “process is the new program;” building upon a recognition that to achieve true collective impact requires that key stakeholders be deeply engaged in the process of transformational change. Ultimately in the work of higher education, the greatest measure of inclusion and success belongs to the students we serve. For state systems, that means millions of students across nearly 500 campuses, embedded across the fifty states. Students will be pivotal to the design, implementation, and ultimate success of this major reform effort. We commit to all decisions being informed by student voices. But we began by asking those who serve students to come together to reexamine our institutional fault lines and how we could better address the needs of the students of today and tomorrow. As such, NASH regularly convened member system heads and the senior academic, financial and diversity, equity and inclusion officers, into what became the “Group of 100,” to design a framework for transformation that would ultimately extend to campus heads, faculty, students and staff.



While this phase of our work will be fully launched in 2022, we have with us selected campus leaders who are already providing input. We have also begun to engage community partners, industry leaders, and philanthropic heads to launch the results of The Big ReThink. Further, over the course of the past year and a half, we have held multiple virtual webinars, meetings and discussion groups, convened on-going NASH improvement projects, framed our outcomes and strategies through the extensive work of design teams and issued several rounds of surveys to gain insights from key stakeholders.

The Agenda.

Nearly a decade ago, NASH began utilizing a collective impact approach to address its top priorities: improving student success and closing equity gaps. In the NASH approach, expertise is mobilized within participating systems and across partnerships with other organizations, creating a network or system of systems. By generating consensus around opportunities and challenges, and identifying potential solutions with a sound body of evidence, participating system leaders promote the effective organization of campuses that have assessed the value of adopting such innovations. Our focus is taking evidence-based practices to scale and sustainability, building on well-established programs with proven track records on individual campuses. The strategy focuses on organizing a group of like-minded systems and campuses that are ready to adopt an evidence-based approach, as it allows for early central coordination that can be quickly decentralized by working with coalitions of the willing. These efforts have emphasized the benefits to states that result from increasing student access and success in college, especially for low-income students and students from underserved communities. Issues of quality and equity have been paramount.



No stranger to levels of collective engagement, which has benefitted The Big ReThink immensely, the process articulated through rounds of consultation across systems has led us to the launch of The Power of Systems. Our joint effort is now focused on putting this plan into action. As such, our work will be organized around three mutually reinforcing components:

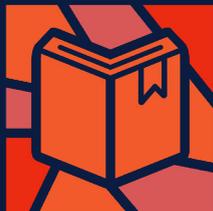
1
**The Institute for
 Systems Innovation
 and Improvement**

2
**The Redesign of State
 Infrastructure to Support
 the Power of Systems**

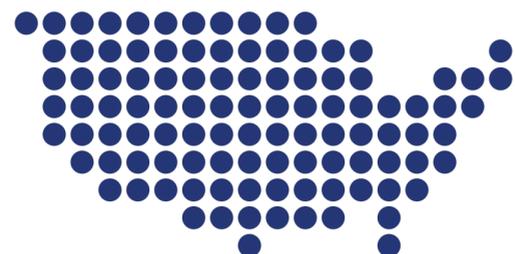
3
**The Federal Plan for
 Supporting the
 Power of Systems**

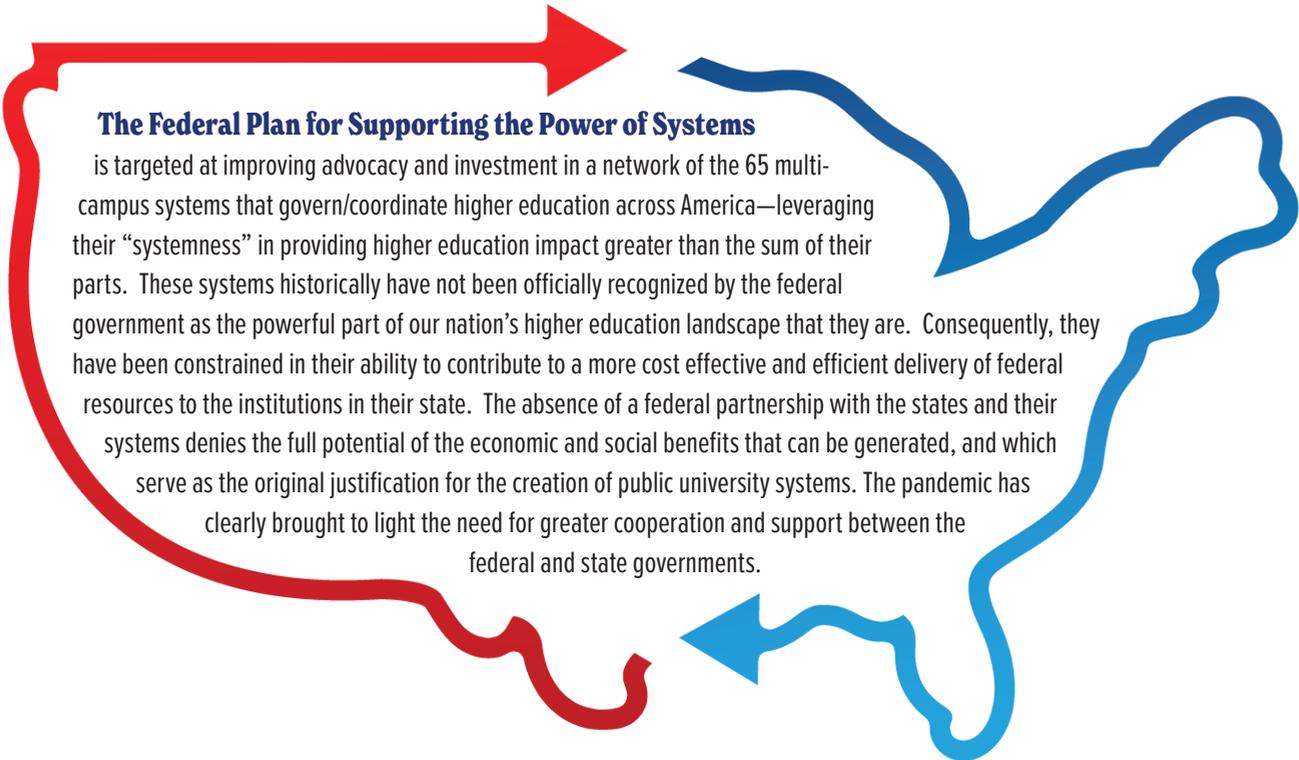
The Institute for Systems Innovation & Improvement will coalesce the power of our nation’s public systems to expand and achieve student access, completion and success at scale and toward sustainability by 2030. The Institute will work with groups of systems to implement the strategies emanating from the Big ReThink process in support of five key imperatives:

- **Learning:** System-wide support for flexible and responsive programs to meet the unique needs of each student.
- **Talent:** A civically engaged and globally competitive workforce that contributes to community vitality, economic development and knowledge creation.
- **Equity:** Just and accessible opportunities that empower all students through the removal of structural and systemic barriers.
- **Investment:** Collective resource sharing and efficiencies to reinvest in student success.
- **Systemness:** Leveraging the power of public higher education systems to better serve students and society.



The Redesign of State Infrastructure to Support the Power of Systems is being developed explicitly for state public higher education leaders (board members, system leaders, campus leaders, policy makers and funders) as they assess and redesign state infrastructure (policies and the roles, functions and practices of systems) to maximize the power of those systems in service to their students, institutions and states. Systems are the prevailing model for state provision of public higher education. As such, they demonstrate a unique power to leverage innovation at “scale” in pursuit of the social, economic, and civic goals of their states. While systems have shown their value at many levels, their power to achieve state education goals has not been fully utilized due in large part to outmoded state and system policies, roles, functions and practices.





The Federal Plan for Supporting the Power of Systems

is targeted at improving advocacy and investment in a network of the 65 multi-campus systems that govern/coordinate higher education across America—leveraging their “systemness” in providing higher education impact greater than the sum of their parts. These systems historically have not been officially recognized by the federal government as the powerful part of our nation’s higher education landscape that they are. Consequently, they have been constrained in their ability to contribute to a more cost effective and efficient delivery of federal resources to the institutions in their state. The absence of a federal partnership with the states and their systems denies the full potential of the economic and social benefits that can be generated, and which serve as the original justification for the creation of public university systems. The pandemic has clearly brought to light the need for greater cooperation and support between the federal and state governments.

The Measure of Success.

The Power of Systems will focus an assessment of its impact on improving three key system level metrics:



CREDENTIAL COMPLETION



SOCIAL MOBILITY



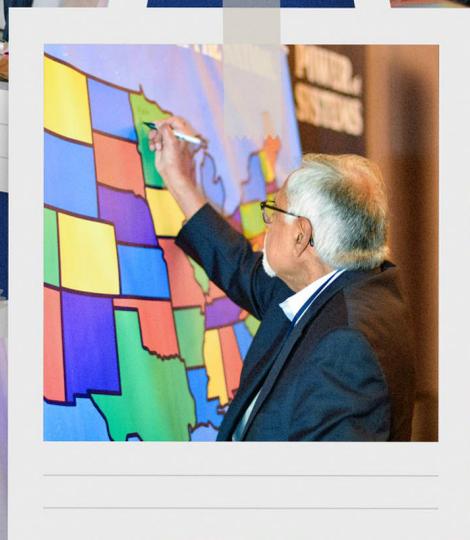
STUDENT LOAN DEBT REDUCTION

System level credential completion depends on a modernized completion metric that aims to capture the complexity of student completion patterns across institutions to account for the variability of student enrollment patterns. This includes shorter term credentials such as certificates and certifications as well as traditional associate and baccalaureate degrees. The system level social mobility impact metric aims to capture the impact of public higher education systems on student social mobility, with a focus on underrepresented minority and low-income students. This metric will track the movement of undergraduate completers between income quintiles based on annual earnings. The system student loan debt to earnings ratio aims to capture the relationship between student debt and the ability to repay based on student earnings. The ratio will track the percent of graduated with student loan debt in relation to their annual earnings.

The Journey.

Systems of public higher education serve the largest proportion of students attending college in this country, and within the states that fund these systems. We are at once a local asset and a national treasure. But what we really are is a major instrument for change to truly meet this country’s promise, and our commitment to underfunded communities, and the youth and adults who seek a better education, gainful careers, and a high quality of life. We believe we are that instrument for change. But we cannot do it without you.

Welcome to the Power of Systems.



the **POWER** of **SYSTEMS**

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NASH

National Association
of System Heads

Academic and Student Affairs Committee
January 25, 2022
12:30 pm.
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 from November 17, 2021 meeting**
2. Addressing Basic Needs Insecurity as a Student Success Strategy

Committee Members

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

Presidents Liaisons

Deidra Peaslee
Robbyn Wacker

Bolded items indicate action required.





**Academic and Student Affairs Committee
Meeting Minutes
November 17, 2021**

A meeting of the Academic and Student Affairs Committee of the Board of Trustees was held on November 17, 2021.

Committee members present: Cheryl Tefer, Chair; Alex Cirillo, Vice Chair, Asani Ajogun, Dawn Erlandson, Javier Morillo, and Kathleen Sheran

Committee members absent: Oballa Oballa

Other board members present: Jay Cowles, Rudy Rodriguez, and George Soule

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 84. An audio recording of the meeting is available [here](#).

Committee Chair Tefer called the meeting to order at 9:00 a.m.

Agenda Item 1: Approval of the Meeting Minutes for October 19, 2021, and Agenda Item 2: Approval of the Joint ASA-DEI Meeting Minutes for October 20, 2021

Committee Chair Tefer asked that both sets of minutes, agenda items 1 and 2, be approved by one single vote. She proceeded to ask if there were any changes or amendments to either set of minutes, then asked for a motion to approve. Trustee Sheran made the motion and Trustee Morillo provided a second.

A roll call vote was conducted, and both sets of minutes were approved unanimously. The minutes from the joint meeting will be forwarded to the DEI Committee for approval at their next meeting.

Agenda Item 3: Mission Statement Change – Normandale Community College

Committee Chair Tefer invited Sr. Vice Chancellor Ron Anderson along with President Joyce Ester, Normandale Community College to present on the proposed mission statement change for Normandale Community College, as detailed in the meeting materials.

The meeting materials for this item begin on page 88.

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 Normandale Community College.

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

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

The committee voted to approve the recommended motion.

Agenda Item 4: Enrollment Profile and Enrollment Management Strategy

Committee Chair Tefer invited Sr. Vice Chancellor Ron Anderson along with Dennis Olson, Commissioner, Minnesota Office of Higher Education; Carrie Brimhall, President, Minnesota State Community and Technical College; John Maduko, Vice President of Academic and Student Affairs, Minnesota State Community and Technical College; Edward Inch, President, Minnesota State University, Mankato; and David Jones, Vice President of Student Affairs and Enrollment Management, Minnesota State University, Mankato to present Enrollment Profile and Enrollment Management Strategy, as detailed in the meeting materials.

The meeting materials for this item begin on page 105.

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

Adjournment

The committee chair adjourned the meeting at 10:31 a.m.

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

Name: Academic and Student Affairs Committee

Date: January 25, 2022

Title: Addressing Basic Needs Insecurity as a Student Success Strategy

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 strategic initiatives implemented to address student basic needs and mental health. Insecurities students experience related to basic needs; mental health challenges; strategies implemented to provide better access to support; collaborative community partnerships operating to help support students; and two campus perspectives will be highlighted.

Scheduled Presenter(s):

Dr. Paul Shepherd, System Director for Student Development and Success

Kate Noelke, Chancellor's Fellow for Mental Health

Rebecca Peine, Director of Student Rights and Responsibilities, Rochester Community and Technical College

Maya Sullivan, Dean of Students, Metropolitan State University

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

Addressing Basic Needs Insecurity as a Student Success Strategy

BACKGROUND

This informational presentation will review the strategic initiatives implemented to address student basic needs and mental health. Insecurities students experience related to basic needs; mental health challenges; strategies implemented to provide better access to support; collaborative community partnerships operating to help support students; and two campus perspectives will be highlighted.

Since 2017, Minnesota State has been taking strategic action to understand and address the impact of the experience of basic needs insecurities on students' retention, success, and overall well-being. These key experiences include inability to access safe and affordable housing; nutritious and affordable food; affordable and reliable transportation; adequate and reliable technology and internet; health/mental healthcare; and affordable child and familial care. Since 2017, access to reliable and affordable technology and internet has been added to the list of key experiences, and mental health has been elevated beyond considerations for clinical support.

Even before the Covid-19 pandemic, trends in the prevalence of mental illness and basic needs insecurity among college students were rising. Pandemic-related stressors have further exacerbated these challenges, with disparate impacts especially among populations of students with marginalized and underrepresented identities. Strategies addressing basic needs insecurity have become foundational to our student success mission and have helped to inform Equity 2030, Guided Learning Pathways, and strategic enrollment management. Our system approach to addressing basic needs insecurity will continue to pursue collaboration across the system and with community partners to advance a coordinated and connected ecosystem of care and support reducing barriers for students and increasing the opportunity for success.



January 25, 2022
Academic & Student Affairs

Addressing Basic Needs Insecurity and Mental Health as Student Success Strategies

Board of Trustees

1

Framing the Discussion

- Strategies have been in place for many years to address basic needs
- A coordinated effort to address basic needs insecurity began in March 2017
- Our approach includes strong collaboration between colleges and universities, system staff, and community partners
- Since March 2017, this work has evolved nationally and within Minnesota State based on data and the student experience.
- More students have mental health challenges, and those challenges are more severe.
- Considerable progress has been made in realizing our vision set forth in 2017 and we are ready for the next step.



MINNESOTA STATE

2

Basic Needs & Mental Health: What is Driving the Work?

Early Drivers

- Basic needs insecurity is a threat to persistence and success
- Faculty and staff were already working to help students address these issues
- National data suggested increases in insecurities and calls for help
- System-wide, students and colleagues called for a coordinated effort

New/Additional Drivers

- Minnesota State specific data on basic needs insecurity rates
- Research revealing intersecting needs
- Covid-19 pandemic and its disparate impact
- Increased desire to discuss basic needs and mental health
- Opportunities for broad scale interventions

3



3

Minnesota State Components of Basic Needs Security 2017

Food

Housing

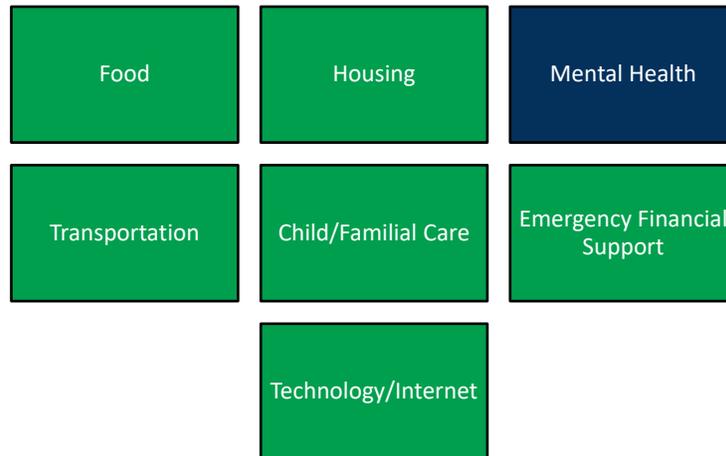
Mental Health

Transportation

Child Care/
Supporting
Student ParentsEmergency
Financial
Support

4

Minnesota State Improving Access to Support for Basic Needs Security 2022



5

Rates of Basic Needs Insecurity Among Minnesota State Students

- Rates of food insecurity, housing insecurity, and homeless mirror national data
 - 37% of students surveyed experienced food insecurity
 - 48% of students surveyed experienced housing insecurity
 - 18% of students surveyed experienced homelessness
- Students of color, students of native origin, and students from other underrepresented identities are more likely to have experienced insecurities than white students
- Mental health needs continue to grow and are identified as the number one health issue on campuses
- The number of students who are parents is increasing and additional supports are needed to support students who are parents
- Unexpected financial emergencies are a significant threat to student persistence

Source: 2018 & 2019 #RealCollege surveys



6

System Level Formative Strategies

- Identify effective practices already in place
- Create a system basic needs community of practice
- Identify existing partnerships and generate ideas for additional partnerships
- Establish Minnesota State data on basic needs insecurity
- Create assessment tools to measure the impact of basic needs services
- Investigate how student data could be used connect students with services and support

7



7

Minnesota State Equity 2030 Framework



8

Basic Needs as a Component of Guided Learning Pathways and Strategic Enrollment Management

- Increase access by addressing challenges prospective students are already facing or could face in their future
- Reduce the prospect of interruptions that increase time to degree and attrition
- Decrease barriers experienced by students that interfere with the ability to persist toward completion of a credential
- Demonstrate care for students by creating a network of support necessary for all to achieve success

9



9

The Impact of the Pandemic on Basic Needs Insecurity

- The COVID-19 pandemic led to decreases in enrollment particularly among students most at risk of basic needs insecurity
- 52% of students indicated they did not pursue basic needs supports because they did not know of their existence
- The economic challenges and necessary changes to educational delivery exacerbated existing basic needs insecurity
- Students reported significant increases in expressed mental health concerns

(Hope Center, 2021)

10



10

System Level Basic Needs Initiatives

- Basic Needs Community of Practice
 - Includes 185 faculty, staff, and administrators representing all 37 colleges and universities
- Basic Needs Committee and Student Affairs and Enrollment Management Council
 - Composed of a majority of students appointed by LeadMN and Students United
- Legislative Engagement
 - Basic needs components of higher education bill and supplemental budget request



11

How Minnesota State is Responding-Basic Needs

- Centralized Basic Needs Resource Hub
 - In partnership with the United Way 211 program connecting students to campus and community resources
- Campus and System Comprehensive Basic Needs Websites
 - Serve as a “one stop shop” for all campus based support including point of contact
- SNAP Communication and Outreach
 - A step by step guide to establish a program connecting students with SNAP resources



12

How Minnesota State is Responding-Basic Needs

- Minnesota Student Parent Network
 - Partner with Minnesota Office of Higher Education and Raise the Barr Foundation to establish a statewide network to support students who are parents
 - 1 of 6 projects nationally receiving an Aspen Institute Policy Acceleration Partnership grant
- Effective Practices in Emergency Grant Program Management
 - Engage with institutional leaders to reduce barriers and increase access.
- Sustainable Assessment Practices
 - Creating additional assessment tools addressing instances of basic needs insecurity and intervention impact



13

How Minnesota State is Responding-Mental Health

- 2019 State-wide Mental Health Summit
 - Collaborated with the University of Minnesota to discuss growing needs for mental health support.
- Chancellor's Fellow for Mental Health
 - Leveraged expertise to enhance system capacity to address growing mental health needs
 - Established a mental health community of practice to facilitate the sharing of effective practices among faculty, staff, and administrators
 - Created needs and capacity assessment tool for campus use

14



14

How Minnesota State is Responding-Mental Health

- Mental Health First Aid Train the Trainer
 - Establish teams of trainers at each college and university to provide mental health first aid trainings.
- Mental Health Training and Support
 - Implement strategies for additional mental health and wellness focused training and support structures
- Mental Health Focused System Communication Plan
 - Create resources in partnership with marketing and communications to raise awareness of resources and affirm the strengths of students.

15



15

You've got this. We've got you.

16



16

Key Themes that Drive our System Approach

- Goal is to establish a coordinated and connected network of care and support at each college and university
- Establish partnerships with community based providers
- Continue to align biennial budget request and supplemental budget request to sustain initiatives into the future
- Hiring more clinical staff will not adequately address these challenges
- Create system resources and support that can be adapted to the local context
- Utilize technology to further enhance a multi-resource approach to comprehensively address basic needs insecurity and mental health

17



17

Summary and Next Steps

- The vision we set forth in March 2017 has been realized and we are ready for the next step
- Our comprehensive approach will continue to be informed by a strong network of students, faculty, staff, and administrators sharing data and effective practices
- We will continue work collaboratively with campus colleagues to implement the strategies in ways that work best for the local context
- Our goal is to establish and sustain a coordinated and connected ecosystem of care and support at each college and university utilizing a multi-resource approach that reduces barriers and increases opportunity for success

18



18

Campus Perspectives

- Rebecca Peine
Director of Student Rights and Responsibilities, Rochester Community and Technical College
- Maya Sullivan
Dean of Students, Metropolitan State University



19

Rochester Community and Technical College Basic Needs Website

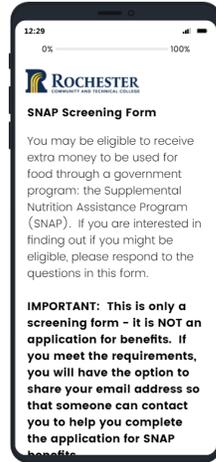


20



20

Rochester Community and Technical College SNAP Screening Form



- SNAP Application Sessions
 - August 2021: 45 Students
 - 75% were expedited applicants
- SNAP Screenings for Students
 - Targeted e-mail
 - Collaboration with Olmsted County
 - SNAP Enrollment in Olmsted County is up 53.8% for college students

21



21

Rochester Community and Technical College Hive Supply



Rochester Community and
Technical College

HIVE SUPPLY EMERGENCY CARE KIT

Help support students facing housing insecurity and crisis situations

The Hive Supply is piloting an Emergency Care Kit program to provide basic need items to students facing housing insecurity and/or an unexpected crisis. Students in need can receive a nondescript, durable bag packed with a new pillow, towels, personal hygiene items, food staples, and other items.

You can contribute to the creation of an Emergency Care Kit by shopping the Amazon list at <https://a.co/20000000> or through a financial contribution to the Yellowjacket Emergency Support Fund through the RCTC Foundation. We are hoping to create 4 Emergency Care Kits for Spring 2020.

Contact Becca Paine at rbecca.paine@rctc.edu with questions.



22

22

Rochester Community and Technical College

“I have been through extremely financial hardship during Covid-19 pandemic, I was not able continue my education because it was very depressing situation for me, but RCTC always stands by me to achieve my educational goal. The generosity and kindness of RCTC motivated me to complete my education. I travel about 150 miles [roundtrip] for college, sometimes I have not enough money for gas. RCTC provided me gas card so I can attend my class. RCTC helped me with emergency funds in past and supported me in my basic need bills, so **I can more focus on my education and less worrying about other things.** I feel blessed as a student of RCTC.”

– *Nadia, RCTC Student*

23



23

Background Information

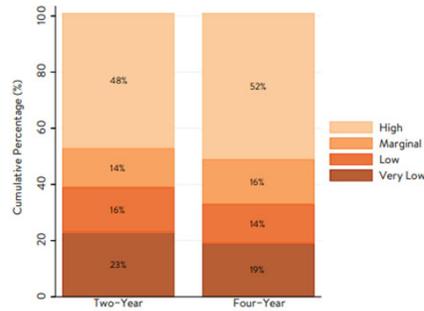


24

#RealCollege Survey: Food Insecurity

Across sectors, 37% of respondents were food insecure in the prior 30 days

Food Security Among Minnesota Survey Respondents



Source: 2018 & 2019 #RealCollege surveys

Notes: According to the USDA, students at either low or very low food security are termed "food insecure." For more details on the food security module used in this report, refer to the [web appendices](#). Cumulative percentages may not add up to 100 percent due to rounding.



25

#RealCollege Survey: Housing Insecurity

Across sectors, 48% of respondents were housing insecure in the previous year

Housing Insecurity Among Minnesota Survey Respondents

Two-Year		Four-Year
49%	Any item	43%
19%	Had a rent or mortgage increase that made it difficult to pay	18%
19%	Did not pay full amount of rent or mortgage	15%
20%	Did not pay full amount of utilities	13%
16%	Had an account default or go into collections	11%
16%	Moved in with people due to financial problems	13%
8%	Lived with others beyond the expected capacity of the housing	8%
7%	Left household because felt unsafe	5%
4%	Moved three or more times	4%
1%	Received a summons to appear in housing court	1%

Source: 2018 & 2019 #RealCollege surveys

Notes: In the above graph, the top percentage, "Any item," represents the rate of housing insecurity for all Minnesota survey respondents in 2018 and 2019. All other percentages represent 2019 rates. For more details on the housing insecurity module used in this report, refer to the [web appendices](#).

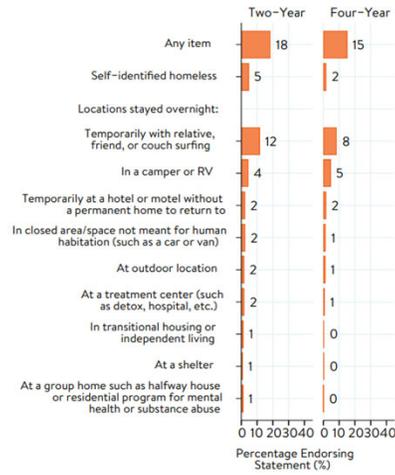


26

#RealCollege Survey: Homelessness

Across sectors, 18% of respondents were homeless in the previous year

Homelessness Among Minnesota Survey Respondents



Source: 2018 & 2019 #RealCollege surveys

Notes: In the above graph, the top percentage, "Any item," represents the rate of homelessness for all Minnesota survey respondents in 2018 and 2019. All other percentages represent 2019 rates. For more details on the homelessness module used in this report, refer to the [web appendices](#).

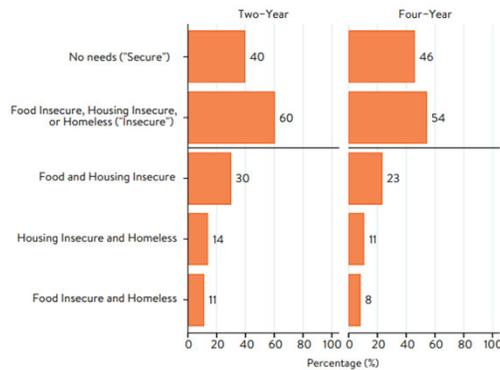


27

#RealCollege Survey: Intersecting Challenges

More than half of all students experienced one or more insecurities

Intersections of Food Insecurity, Housing Insecurity, and Homelessness Among Minnesota Survey Respondents



Source: 2018 & 2019 #RealCollege surveys

Notes: For more details on how each measure of basic needs insecurity was constructed, refer to the [web appendices](#).



28

#RealCollege Survey: Disparities by Racial or Ethnic Background

Disparities in Basic Needs Insecurities by Race and Ethnicity Among Minnesota Survey Respondents

Racial or Ethnic Background	Number of Students	Food Insecurity (%)	Housing Insecurity (%)	Homelessness (%)
American Indian or Alaska Native	242	54	64	27
Black	561	53	60	22
Hispanic or Latinx	312	49	60	25
Indigenous	105	67	74	43
Middle Eastern or North African or Arab or Arab American	58	48	57	16
Other Asian or Asian American	239	46	49	13
Pacific Islander or Native Hawaiian	34	50	65	21
Southeast Asian	170	46	54	11
White	4,165	32	43	17
Other	109	43	59	20
Prefer not to answer	67	45	55	34

Source: 2019 #RealCollege Survey

Notes: The "Number of Students" column indicates the number of survey respondents to our measure of homelessness. The number of survey respondents for our measures of food insecurity and housing insecurity may vary slightly. Classifications of racial/ethnic background are not mutually exclusive. Students could self-identify with multiple classifications. For more details on how each measure of basic needs insecurity was constructed, see [web appendices](#).



29

Mental Health – College Student Health Survey and College Health Assessment II

2015/2020 College Student Health Survey:

- Mental health remains the number one public health issue on campus
- 43 percent of students reported a mental health diagnosis sometime in their lifetime compared to 25 percent of students in 2007
 - Anxiety and depression are the most frequently-reported mental health conditions.

2019 ACHA-National College Health Assessment II

- 43% of students experience a mental health challenge: Stress (34%) and anxiety (28%) were the most significant factors negatively impacting academic performance.

Faculty and Staff Mental Health concerns have increased as a result of the Covid-19 pandemic, and are requiring additional human resource, supervisory and health care resources and support.



30

Mental Health – College Student Health Survey and College Health Assessment II

All national sample collegiate mental health surveys indicate that college students' mental health has been negatively impacted because of the Covid-19 pandemic. Further:

- 56% of participants reported a mental health concern impacted their academic performance.
- Early surveys indicate that student mental health is worse in January of 2022 than it was in January of 2021
- National and large, regional sample surveys include the American College Health Association NCHA III; the Healthy Minds Study, and Boynton Health Survey.



31

Transportation Challenges

- Recent data from the College Board (2018) underscores the significant costs of transportation for an average commuter student, which accounts for 18% of their total living expenses.
- A national survey of 570 colleges and universities revealed four key transportation barriers experienced by students:
 - Cost and affordability
 - Routes, frequency and schedules
 - Housing and work proximity
 - Reliability and quality

Source: <https://www.dvp-praxis.org/wp-content/uploads/2018/02/Kresqae-Higher-Education-and-Transportation-Brief.pdf>



32

Child and Familial Care

- Public two-year student parent enrollment grew by 9 percent from 2004-12, and community colleges enroll the largest share of student parents
 - Nearly half of all student parents (45 percent), or approximately 2.1 million students, attend public two-year institutions
 - Student parents represent 30 percent of the total community college student body
- Four-year institutions saw an increase of 18 percent in student parent enrollment over the same period
 - The 1.1 million student parents enrolled at four-year institutions in 2012 comprise 23 percent of the total student parent population
- The availability of on-campus child care is declining nationally

Source <https://iwpr.org/wp-content/uploads/2017/02/C451-5.pdf>



33

Emergency Financial Support

- Financial emergencies often lead to early withdrawal during a semester and/or a break in enrollment that may be permanent
- Nationally, students' finances appear precarious, and susceptible to unexpected expenses that might derail their education
 - More than three out of five respondents (63 percent) indicated they would have trouble getting \$500 in cash or credit in case of an emergency

Source: <https://www.trelliscompany.org/student-finance-survey/>



34

Basic Needs Committee Recommendation Summary

- Basic Needs Infrastructure
 - Establish a basic needs committee in collaboration with student senate
 - Establish a single point of contact for students with questions
 - Identify work/internship opportunities for students to work on basic needs initiatives
 - Establish a comprehensive web page listing all basic needs resources available on campus
 - The basic needs web page is a requirement listed in the 2021 higher education bill

35



35

Recommendation Summary

- Basic Needs Outreach
 - Consult with student senate on basic needs initiatives including staff attendance at student senate meetings twice annually to provide updates
 - Provide annual reports and other informational updates that include campus assessment data
 - Establish peer support training to ensure peer leaders can make good referrals to basic needs resources
 - Develop a training program designed to raise awareness of basic needs resources among students, staff, and faculty

36



36

Recommendation Summary

- Basic Needs Policy Review and Practices
 - Examine campus housing policies to identify ways to increase housing opportunities for those who are housing insecure
 - Work with faculty to develop a basic needs syllabus statement directing students to basic needs resources
 - Review basic needs initiatives to ensure they are aligned with Equity 2030
 - Collaborate with foundations to raise money for basic needs resources including emergency grant programs
 - Implement a SNAP communication initiative to raise awareness of potential eligibility for SNAP benefits
 - This is listed as a requirement in the 2021 higher education bill and is in-practice at several institutions

37



37

System Practice Recommendations

- Include technology and internet access in the system basic needs definition
- Establish a system wide basic needs resource hub
 - This is in progress and a requirement listed in the 2021 higher education bill
- Develop templates and resources to assist colleges and universities in assessing the impact of basic needs initiatives
- Establish a virtual convening focused on basic needs

38



38

Basic Needs Legislative Requirements

- \$250,000 to colleges and universities to advance campus basic needs initiatives
 - Must include consultation with student senate
- Webpage at each college and university that lists basic needs resources available including at least one staff member or department as a point of contact
 - Working on a webpage template that can be used
- Pursue the creation of a centralized basic needs online resource hub
 - Working on a partnership with the United Way 211 program
- Implement a campaign to raise awareness of SNAP benefits including targeted communication to students who are likely eligible
 - Provided the SNAP communication template

39



39

Mental Health Legislative Requirements

- Webpage including links to self assessments, campus resources, community resources, and emergency contact information
- Mental health training program for faculty, staff, and students
- Session at student orientation that includes information about maintaining good mental health, symptoms and signs of mental health concerns, and mental health resources available to students

40



40

Mental Health Legislative Requirements

- Messaging strategy to send students information about available mental health resources at least once per term and at times of high academic stress
- Distribution of the suicide prevention helpline and text line contact information in a way that increases awareness
- Establish a system wide mental health community of practice
- Peer to peer support pilot program to facilitate discussions on mental health, identify students who may be in crisis, and refer students to programs for mental health support. (\$200,000)

41



41



Diversity, Equity and Inclusion Committee
January 25, 2022
2:00 p.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 October 20, 2021**
- 2. Minutes of October 20, 2021 Joint meeting of Academic and Student Affairs and Diversity, Equity and Inclusion Committees**
3. Equity 2030 in Action: Campus Perspective

Committee Members

Rudy Rodriguez, Chair
George Soule, Vice Chair
Asani Ajogun
Alex Cirillo
Javier Morillo
April Nishimura
Oballa Oballa

Presidents Liaisons

Carrie Brimhall
Kumara Jayasuriya

Bolded items indicate action required.





Diversity, Equity and Inclusion Committee
Meeting Minutes
October 20, 2021

A meeting of the Diversity, Equity and Inclusion Committee of the Board of Trustees was held on October 20, 2021.

Committee members present: Rudy Rodriguez, Chair; George Soule, Vice Chair; Asani Ajogun, Alex Cirillo, Javier Morillo, April Nishimura, and Oballa Oballa

Committee members absent: None.

Other board members present: Victor Ayemobuwa, Jay Cowles, Dawn Erlandson, Roger Moe, Kathy Sheran, Cheryl Tefer, Michael Vekich

Staff present: Devinder Malhotra, Chancellor; Andriel Dees, Vice Chancellor for Equity and Inclusion

The meeting materials for this meeting are available [here](#), starting on page 65. An audio recording of the meeting is available [here](#).

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

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

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

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

Agenda Item 2: Equity 2030 Update

Committee Chair Rodriguez invited Vice Chancellor Dees along with Chancellor Malhotra to present Equity 2030 Update, as detailed in the meeting materials. The meeting materials for this item begin on page 68.

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

Agenda Item 3: Equity Scorecard Update

Committee Chair Rodriguez invited Vice Chancellor Dees along with Priyank Shah, Interim Assistant Diversity Officer and Tarrence Robertson, Project Director for Diversity, Equity and Inclusion to present Equity Scorecard Update, as detailed in the meeting materials. The meeting materials for this item begin on page 70.

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

Adjournment

The committee chair adjourned the meeting at 12:46 p.m.

**Joint Meeting of the Academic and Student Affairs and Diversity, Equity and Inclusion
Committees
Meeting Minutes
October 20, 2021**

A meeting of the Joint Academic and Student Affairs (ASA) and Diversity, Equity and Inclusion (DEI) Committees of the Board of Trustees was held on October 20, 2021 at 8:35 a.m.

ASA Committee members present: Cheryl Tefer, Chair; Alex Cirillo, Vice Chair, Asani Ajogun Dawn Erlandson, and Oballa Oballa

ASA Committee members absent: Javier Morillo and Kathleen Sheran

DEI Committee members present: Rudy Rodriguez, Chair; George Soule, Vice Chair, Asani Ajogun, Alex Cirillo, and Oballa Oballa

Committee members absent: Javier Morillo and April Nishimura

Other board members present: Victor Ayemobuwa, Jay Cowles, Roger Moe, Michael Vekich

Staff present: Devinder Malhotra, Chancellor; Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs, Andriel Dees, Vice Chancellor for Equity and Inclusion

The meeting materials for this meeting are available [here](#), starting on page 50. An audio recording of the meeting is available [here](#).

DEI Committee Chair Rodriguez called the meeting to order at 8:35 a.m.

Agenda Item 1: Equity in Student Success: Understanding and Addressing Gaps

Committee Chair Rodriguez invited Sr. Vice Chancellor Anderson and Vice Chancellor Dees along with President Kumara Jayasuriya, Southwest Minnesota State University and President Craig Johnson, Ridgewater College to present on Equity in Student Success, as detailed in the meeting materials. The meeting materials for this item begin on page 51.

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

Adjournment

The committee chair adjourned the meeting at 10:16 a.m.

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

Name: Diversity, Equity and Inclusion Committee

Date: January 25, 2022

Title: Equity 2030 in Action: Campus Perspective

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

This presentation will showcase part of our efforts to illustrate how Equity 2030 is activated throughout the system at our campuses and universities. Today, Saint Paul College will focus their perspective on how their campus supports Equity 2030 through their Anti-Racist and Trauma Informed (ARTI) Plan which was established June 2020. Minnesota State campuses and universities continue to identify and undertake the work needed of which would increase the effectiveness and impact of their work.

Scheduled Presenter(s):

Andriel Dees, Vice Chancellor for Equity and Inclusion

Deidra Peaslee, President, St. Paul College

Wendy Roberson, Vice President of Diversity, Equity and Inclusion, St. Paul College

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

Equity 2030 in Action: Campus Perspective

BACKGROUND

This presentation will showcase part of our efforts to illustrate how Equity 2030 is activated throughout the system at our campuses and universities. Today, Saint Paul College will focus their perspective on how their campus supports Equity 2030 through their Anti-Racist and Trauma Informed (ARTI) Plan which was established June 2020. Minnesota State campuses and universities continue to identify and undertake the work needed of which would increase the effectiveness and impact of their work.



Committee of the Whole
January 25, 2021
3:00 p.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. NextGen Update

Bolded items indicate action required.



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

Name: Committee of the Whole

Date: January 25, 2022

Title: NextGen Update

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

Minnesota State launched the Next Gen Enterprise Resource Planning (ERP) replacement project in March 2016 with the endorsement of the business case. Phase 1 of the project concluded in November 2020 with the approval of an updated project plan and finance plan, and the selection of Workday as the ERP vendor. NextGen Phase 2 began in January 2021, and the Finance/Human Resources implementation kicked off in March 2021. The January 2022 update will include:

- Finance and HCM implementation update
- Pre-planning activities for the student implementation
- Project timeline and budget update
- Change Management update

Scheduled Presenter(s):

Jacquelyn Malcolm, Vice Chancellor for Information Technology

Bill Maki, Vice Chancellor for Finance and Facilities

Melinda Clark, NextGen Program Manager

Clint Davies, BerryDunn, Third-Party Owner's Representatives

David Houle, BerryDunn, Third-Party Owner's Representatives

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM
NextGen Update

BACKGROUND

Minnesota State launched the Next Gen Enterprise Resource Planning (ERP) replacement project in March 2016 with the endorsement of the business case. Phase 1 of the project concluded in November 2020 with the approval of an updated project plan and finance plan, and the selection of Workday as the ERP vendor. NextGen Phase 2 began in January 2021, and the Finance/Human Resources implementation kicked off in March 2021.

The Chancellor has established a regular project status reporting program with the full board after consultation with the board chair. During the Committee of the Whole, a high-level update will be provided by Jacquelyn Malcolm, Vice Chancellor of Information Technology; Bill Maki, Vice Chancellor for Finance and Facilities; Melinda Clark, NextGen Program Manager; and BerryDunn, Third-Party Owner’s Representative. Topics will include: Finance and HCM implementation update; Pre-planning activities for the student implementation; Project timeline and budget update; Change Management update. Ample time will be reserved for questions.



Outreach and Engagement Committee
January 26, 2022
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 November 17, 2021**
2. Overview of Colleges and Universities' Philanthropic Activities

Committee Members

Dawn Erlandson, Chair
Alex Cirillo, Vice Chair
Javier Morillo
Cheryl Tefer
Victor Ayemobuwa

Presidents Liaisons

Michael Berndt
Ginny Arthur

Bolded items indicate action required.



**Outreach and Engagement Committee
Meeting Minutes
November 17, 2021**

A meeting of the Outreach and Engagement Committee of the Board of Trustees was held on November 17, 2021.

Committee members present: Dawn Erlandson, Chair; Alex Cirillo, Vice Chair; Victor Ayemobuwa, Javier Morillo, and Cheryl Tefer.

Other board members present: Asani Ajogun, Jay Cowles, Jerry Janezich, April Nishimura, Rudy Rodriguez, George Soule, and Kathy Sheran.

Staff present: Devinder Malhotra, Chancellor; Noelle Hawton, Chief Marketing and Communications Officer.

The meeting materials for this meeting are available [<here>](#), starting on page 108. An audio recording of the meeting is available [<here>](#).

Committee Chair Erlandson called the meeting to order at 10:33 a.m.

Agenda Item 1: Approval of the Meeting Minutes for May 18, 2021

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

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

Agenda Item 2: FY2022 Committee Workplan

Committee Chair Erlandson gave an overview of the FY 2022 Outreach and Engagement Committee Workplan, as detailed in the meeting materials.

The meeting materials for this item begin on page 111.

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

Agenda Item 3: Engagement Stories: Farm Business Management Programs

Committee Chair Erlandson invited Noelle Hawton along with Keith Olander, Executive Director, Minnesota State Northern Agricultural Center of Excellence and Dean of Agricultural Studies, Central Lakes College; James Gordon, Vice President, Pioneer Bank in Mapleton and Minnesota Bankers Association Ag Committee Chair; Betsy Jensen, Farm Business Management faculty, Northland Community and Technical College; and Hannah Bernhardt, student and owner, Medicine Creek Farm, to present on Farm Business Management Programs, as detailed in the meeting materials.

The meeting materials for this item begin on page 114.

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

Adjournment

The committee chair adjourned the meeting at 11:30 a.m.

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

Name: Outreach and Engagement Committee

Date: January 26, 2022

Title: Overview of Colleges and Universities' Philanthropic Activities

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

The Outreach and Engagement Committee will be briefed about the current volume of fundraising and scholarship activity at all Minnesota State colleges and universities, as well as hear the details about two successful capital campaigns.

Scheduled Presenter(s):

Noelle Hawton, Chief Marketing and Communications Officer

Jen Dobossy, Director, Foundation Services

Nate Hallanger, Special Assistant to the Senior Vice Chancellor for Academic and Student Affairs

Bart Johnson, Provost, Itasca Community College

Susan Lynch, Executive Director, Grand Rapids Area Community Foundation, and former
Executive Director, Itasca Community College Foundation

Charlie Black, Executive Director, Itasca Community College Foundation

Brock Stram, student, Itasca Community College

Gary Haugo, Vice President, University Advancement, Minnesota State University Moorhead

Jared Miller, Associate Vice President, Development, Minnesota State University Moorhead

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

Overview of Colleges and Universities' Philanthropic Activities

BACKGROUND

There are 40 independent foundations throughout Minnesota State. The Outreach and Engagement Committee will be briefed about the current volume of fundraising and scholarship activity at all Minnesota State colleges and universities, as well as hear the details about two successful and recent capital campaigns.



Facilities Committee
January 26, 2022
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. **Minutes of November 16, 2021**
2. **Contracts Requiring Board Approval:**
 - a. **Library Air Handler Replacement, Normandale Community College**
 - b. **Emergency Generator Replacement, Minnesota State University, Mankato**
 - c. **Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College**

Committee Members

Jerry Janezich, Chair
Roger Moe, Vice Chair
Victor Ayemobuwa
Alex Cirillo
Kathy Sheran

Presidents Liaisons

Kent Hanson
Faith Hensrud





**Facilities Committee
Meeting Minutes
November 16, 2021**

A meeting of the Facilities Committee of the Board of Trustees was held on November 16, 2021.

Committee members present: Jerry Janezich, Chair, Roger Moe, Vice Chair; Victor Ayemobuwa, Alex Cirillo, and Kathy Sheran

Committee members absent: None

Other board members present: Asani Ajogun, Jay Cowles, Dawn Erlandson, Oballa Oballa, George Soule, Cheryl Tefer, and Michael Vekich

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

The meeting materials for this meeting are available [here](#), starting on page 10. An audio recording of the meeting is available [here](#).

Committee Chair Janezich called the meeting to order at 9:00 a.m.

Agenda Item 1: Approval of the Meeting Minutes of June 16, 2021

Committee Chair Janezich 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 Moe provided a second.

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

Agenda Item 2: MSUM Foundation Ground Lease – Minnesota State University Moorhead

Committee Chair Janezich invited Associate Vice Chancellor Yolitz to present the Approval of the MSUM Foundation Ground Lease – MSU Moorhead, as detailed in the meeting materials. The meeting materials for this item begin on page 13.

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

The Facilities and Finance Committees recommend that the Board of Trustees authorize the Chancellor or the Chancellor's designee to enter into a long-term ground lease agreement with the Minnesota State University Moorhead Foundation for the purposes of building an Alumni Center in support of Minnesota State University Moorhead and execute the necessary documents.

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

Trustee Ayemobuwa	Yes
Trustee Cirillo	Yes
Trustee Janezich	Yes
Trustee Moe	Yes
Trustee Sheran	Yes

The committee voted to approve the recommended motion.

Agenda Item 3: EDA Federal Grant Construction Contract – St. Cloud Technical and Community College

Committee Chair Janezich invited Associate Vice Chancellor Yolitz to present the Approval of the EDA Federal Grant Construction Contract – St. Cloud Technical and Community College, as detailed in the meeting materials. The meeting materials for this item begin on page 16.

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

The Facilities and Finance Committees recommend that the Board of Trustees authorize the Chancellor or the Chancellor's designee to enter into a contract not to exceed \$2,000,000 to renovate and construct campus spaces and create an Advanced Manufacturing Training Lab at St. Cloud Technical & Community College.

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

Trustee Ayemobuwa	Yes
Trustee Cirillo	Yes
Trustee Janezich	Yes

Trustee Moe	Yes
Trustee Sheran	Yes

The committee voted to approve the recommended motion.

Agenda Item 4: FY2022 Facilities Committee Workplan

Committee Chair Janezich invited Associate Vice Chancellor Yolitz to present the FY2022 Facilities Committee Workplan, as detailed in the meeting materials. The meeting materials for this item begin on page 18.

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

Adjournment

The committee chair adjourned the meeting at 9:30 a.m.

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

Name: Facilities Committee

Date: January 26, 2022

Title: Contracts Requiring Board Approval:

- a. Library Air Handler Replacement, Normandale Community College
- b. Emergency Generator Replacement, Minnesota State University Mankato
- c. Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

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.

Scheduled Presenter(s):

Bill Maki, Vice Chancellor for Finance and Facilities

Brian Yolitz, Associate Vice Chancellor for Facilities

Jill Boldenow, Vice President of Administration, Normandale Community College

Patrick Buhl, Associate Vice President of Operations, Normandale Community College

Rick Straka, Vice President for Finance and Administration, Minnesota State University, Mankato

Tiffni Deeb, Vice President of Information Technology Services, Minneapolis Community and Technical College

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

Contract Requiring Board Approval: Library Air Handler Replacement,
Normandale Community College

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.

BACKGROUND

This construction contract improves the indoor environmental quality of the library building and meets current code requirements by replacing and modernizing air handling equipment, air terminal units, and controls serving Normandale’s library building. The air-handling units in the library building were installed in 1967 and can no longer effectively control pollutants, address thermal and acoustic comfort, and support college pandemic mitigation strategies.

Included in the scope of work is replacement of two existing penthouse air-handling units and three lower-level air handling units with two new penthouse air handling units and one new lower-level air-handling units; and replacement of pneumatic variable air volume (VAV) controls with new direct digital controls. The project also improves the filtration system to help control pollutants, address thermal and acoustic comfort, and contribute to Normandale’s pandemic mitigation strategies.

The construction contract was publicly advertised on November 30, 2021 through QuestCDN, our electronic bidding process. Four bids were opened on December 23, 2021. The college is ready to award this construction contract to the lowest responsible bidder.

FINANCIAL TERMS

This construction contract is being funded with Higher Education Emergency Relief Funds (HEERF) allocated to Normandale College. Subject to Board approval, the construction contract will be awarded for no more than \$1.2 million with an estimated substantial completion in August of 2022.

RECOMMENDED COMMITTEE MOTION

The Facilities Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,200,000 to replace the existing air handling units and controls in the library building of Normandale Community College.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,200,000 to replace the existing air handling units and controls in the library building of Normandale Community College.

Date Presented to the Board of Trustees: 01/26/22
Date of Implementation: 01/26/22

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

Contracts Requiring Board Approval: Emergency Generator Replacement,
Minnesota State University, Mankato

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.

BACKGROUND

This construction contract replaces four (4) emergency power backup generators on campus, two of which have recently failed their load testing. The project will remove and dispose of two existing 600-kilowatt generators located in the utility plant, a 210-kilowatt generator located in Carkoski Commons and a 24-kilowatt generator at the dining Center. Two new 500-kilowatt generators will be installed at the utility plant. The project includes new emergency power feeders from Carkoski Commons and the University Dining Center to the new generators in the Utility Plant.

This project will ensure that the campus has reliable emergency power in the event of power failures. Upon completion of this project the emergency power distribution system will be consolidated from 4 generators in 3 different locations to 2 generators in one location. Result of this project will save the campus money on maintenance and service costs for these units.

The construction contract was publicly advertised on November 30, 2021 through QuestCDN, our electronic bidding process. Two bids were opened on November 12, 2021. The university is ready to award this construction contract to the lowest responsible bidder.

FINANCIAL TERMS

This construction contract is being funded with MSU, Mankato general operating (80%) and Revenue Fund funds (20%). Subject to Board approval, the construction contract will be awarded for no more than \$1.4 million with an estimated substantial completion in the spring of 2023 given the lead time and availability of this size of generator systems.

RECOMMENDED COMMITTEE MOTION

The Facilities Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,400,000 to replaces four (4) emergency power backup generators at Minnesota State University, Mankato.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,400,000 to replaces four (4) emergency power backup generators at Minnesota State University, Mankato.

Date Presented to the Board of Trustees: 01/26/22
Date of Implementation: 01/26/22

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

Contracts Requiring Board Approval: Classroom Audio and Visual Upgrade,
Minneapolis Community and Technical College

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.

BACKGROUND

This construction contract modernizes nearly 120 existing technology-enabled spaces (classrooms, conference rooms, labs) on the Minneapolis Community and Technical College campus. The enhanced Technology supports flexible teaching and learning methodologies, accessible classrooms, and equitable learning environments. The modernized technology-enabled spaces support enabling multiple channels of communication to reach and teach each student.

Classrooms and labs are to be transformed to support modern flexible learning styles, and accommodate multiple online, hybrid and in-person teaching and learning formats. Active learning strategies will be supported allowing students to engage with learning material and provide faculty the opportunity to embed real time synchronous active learning strategies across varying formats while supporting equity and inclusion in the classroom.

Requests for bids for the construction contract will be publicly advertised through QuestCDN, our electronic bidding process, late this spring, and awarded to the lowest responsible bidder.

FINANCIAL TERMS

Subject to Board approval, the design will be finalized and construction contract advertised late this spring. The contract is planned for award in June 2022 for no more than \$2.7 million with a goal for substantial completion by June 2023.

This construction contract is being funded with Higher Education Emergency Relief Funds (HEERF) allocated to Minneapolis Community and Technical College.

RECOMMENDED COMMITTEE MOTION

The Facilities Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$2,700,000 to modernize existing technology-enabled classrooms, conference rooms, labs to support flexible teaching and learning methodologies, accessible classrooms, and equitable learning environments at Minneapolis Community and Technical College.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$2,700,000 to modernize existing technology-enabled classrooms, conference rooms, labs to support flexible teaching and learning methodologies, accessible classrooms, and equitable learning environments at Minneapolis Community and Technical College.

Date Presented to the Board of Trustees: 01/26/22
Date of Implementation: 01/26/22



Finance Committee
January 26, 2022
10:00am
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 November 16, 2021**
2. **Contracts Requiring Board Approval:**
 - a. **Library Air Handler Replacement, Normandale Community College**
 - b. **Emergency Generator Replacement, Minnesota State University, Mankato**
 - c. **Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College**
3. **Wells Fargo Place Lease Extension, System Office**
4. **Lease Consolidation and Extension, 400 Broadway, Rochester, Winona State University**
5. **College and University Financial Performance Update**

Committee Members

Roger Moe, Chair
April Nishimura, Vice Chair
Jerry Janezich
Oballa Oballa
Rudy Rodriguez
Kathy Sheran
George Soule

Presidents Liaisons

Joe Mulford
Scott Olson



**Finance Committee
Meeting Minutes
November 16, 2021**

A meeting of the Finance Committee of the Board of Trustees was held on November 16, 2021.

Committee members present: Roger Moe, Chair; April Nishimura, Vice Chair; Jerry Janezich, Oballa Oballa, Rudy Rodriguez, Kathy Sheran, and George Soule.

Other board members present: Victor Ayemobuwa, Jay Cowles, Dawn Erlandson, Cheryl Tefer, and Michael Vekich

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

The meeting materials for this meeting are available [here](#), beginning on page 20. An audio recording of the meeting is available [here](#).

Committee Chair Moe called the meeting to order at 9:31 a.m.

Agenda Items 1: Approval of the Meeting Minutes for October 19, 2021

Committee Chair Moe asked if there were any changes or amendments to the minutes for either date. There being no changes, Chair Moe asked for a motion to approve. Trustee Rodriguez made the motion and Trustee Nishimura provided a second.

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

Agenda Item 2: Contracts Requiring Board Approval:

Committee Chair Moe invited Vice Chancellor Maki to present the contracts for approval as detailed in the meeting materials. The meeting materials for this item begin on page 23.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2a – Mayo Clinic Health System Event Center Lease, Minnesota State University, Mankato:**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to enter a contract with the City of Mankato – Mayo Clinic Health System Event Center not to exceed \$7,750,000 and with a term of ten years for the purposes of rental for Men's and Women's Hockey Operations and Training Facility and game and practice ice arena. The Finance Committee further recommends that the Board of Trustees direct the chancellor or his designee to execute all necessary documents.

Trustee Sheran made the motion and Trustee Nishimura provided a second. A roll call vote was conducted. The committee voted unanimously to approve the recommended motion.

Vice Chancellor Maki was joined by Associate Vice Chancellor Brian Yolitz who stated that the following two contract items were previously approved in the Facilities Committee.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2b -- MSUM Foundation Ground Lease, Minnesota State University, Moorhead:**

The Facilities and Finance Committees recommend that the Board of Trustees authorize the Chancellor or the Chancellor's designee to enter into a long-term ground lease agreement with the Minnesota State University Moorhead Foundation for the purposes of building an Alumni Center in support of Minnesota State University Moorhead and execute the necessary documents.

Trustee Soule made the motion and Trustee Nishimura provided a second. A roll call vote was conducted. The committee voted unanimously to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2c – EDA Federal Grant Construction Contract, St. Cloud Technical & Community College:**

The Facilities and Finance Committees recommend that the Board of Trustees authorize the Chancellor or the Chancellor's designee to enter into a contract not to exceed \$2,000,000 to renovate and construct campus spaces and create an Advanced Manufacturing Training Lab at St. Cloud Technical & Community College.

Trustee Nishimura made the motion and Trustee Rodriguez provided a second. A roll call vote was conducted. The committee voted unanimously to approve the recommended motion.

Agenda Item 3: FY2022-23 Supplemental Budget Request (Second Reading)

Committee Chair Moe invited Vice Chancellor Maki to present this item as detailed in the meeting materials. The vice chancellor was joined by Steve Ernest, System Director for Financial Planning and Analysis, Paul Shepherd, System Director for Student Development and Success, as well as Presidents Joe Mulford (Pine Technical & Community College) and Scott Olson (Winona State University). The materials for this item begin on page 30.

Committee Chair Moe asked committee members to consider the following recommended committee motion for this agenda item:

The Finance Committee recommends that the Board of Trustees approve the FY2022-FY2023 supplemental budget request in the amount of \$60,000,000 in FY2023, to be continued as base funding. Full funding of the \$60,000,000 for campus support, a tuition freeze, mental health resources, student basic needs resources, and workforce development support the system's priorities while providing financial stabilization for our campuses.

Trustee Sheran made the motion and Trustee Nishimura provided a second. A roll call vote was conducted. The committee voted unanimously to approve the recommended motion.

Adjournment

The committee chair adjourned the meeting at 10:09 a.m.

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

Name: Finance Committee

Date: January 26, 2022

Title: Contracts Requiring Board Approval:

- a. Library Air Handler Replacement, Normandale Community College
- b. Emergency Generator Replacement, Minnesota State University, Mankato
- c. Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

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.

Scheduled Presenter(s):

Bill Maki, Vice Chancellor for Finance and Facilities

Brian Yolitz, Associate Vice Chancellor for Facilities

Jill Boldenow, Vice President of Administration, Normandale Community College

Patrick Buhl, Associate Vice President of Operations, Normandale Community College

Rick Straka, Vice President for Finance and Administration, MSU, Mankato

Tiffni Deeb, Vice President of Information Technology Services, Minneapolis Community and Technical College

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

Contract Requiring Board Approval: Library Air Handler Replacement,
Normandale Community College

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.

BACKGROUND

This construction contract improves the indoor environmental quality of the library building and meets current code requirements by replacing and modernizing air handling equipment, air terminal units, and controls serving Normandale’s library building. The air-handling units in the library building were installed in 1967 and can no longer effectively control pollutants, address thermal and acoustic comfort, and support college pandemic mitigation strategies.

Included in the scope of work is replacement of two existing penthouse air-handling units and three lower-level air handling units with two new penthouse air handling units and one new lower-level air-handling units; and replacement of pneumatic variable air volume (VAV) controls with new direct digital controls. The project also improves the filtration system to help control pollutants, address thermal and acoustic comfort, and contribute to Normandale’s pandemic mitigation strategies.

The construction contract was publicly advertised on November 30, 2021 through QuestCDN, our electronic bidding process. Four bids were opened on December 23, 2021. The college is ready to award this construction contract to the lowest responsible bidder.

FINANCIAL TERMS

This construction contract is being funded with Higher Education Emergency Relief Funds (HEERF) allocated to Normandale College. Subject to Board approval, the construction contract will be awarded for no more than \$1.2 million with an estimated substantial completion in August of 2022.

RECOMMENDED COMMITTEE MOTION

The Finance Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,200,000 to replace the existing air handling units and controls in the library building of Normandale Community College.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,200,000 to replace the existing air handling units and controls in the library building of Normandale Community College.

Date Presented to the Board of Trustees: 01/26/22

Date of Implementation: 01/26/22

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

Contracts Requiring Board Approval: Emergency Generator Replacement,
Minnesota State University, Mankato

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.

BACKGROUND

This construction contract replaces four (4) emergency power backup generators on campus, two of which have recently failed their load testing. The project will remove and dispose of two existing 600-kilowatt generators located in the utility plant, a 210-kilowatt generator located in Carkoski Commons and a 24-kilowatt generator at the dining Center. Two new 500-kilowatt generators will be installed at the utility plant. The project includes new emergency power feeders from Carkoski Commons and the University Dining Center to the new generators in the Utility Plant.

This project will ensure that the campus has reliable emergency power in the event of power failures. Upon completion of this project the emergency power distribution system will be consolidated from 4 generators in 3 different locations to 2 generators in one location. Result of this project will save the campus money on maintenance and service costs for these units.

The construction contract was publicly advertised on November 30, 2021 through QuestCDN, our electronic bidding process. Two bids were opened on November 12, 2021. The university is ready to award this construction contract to the lowest responsible bidder.

FINANCIAL TERMS

This construction contract is being funded with MSU, Mankato general operating (80%) and Revenue Fund funds (20%). Subject to Board approval, the construction contract will be awarded for no more than \$1.4 million with an estimated substantial completion in the spring of 2023 given the lead time and availability of this size of generator systems.

RECOMMENDED COMMITTEE MOTION

The Finance Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,400,000 to replaces four (4) emergency power backup generators at Minnesota State University, Mankato.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$1,400,000 to replaces four (4) emergency power backup generators at Minnesota State University, Mankato.

Date Presented to the Board of Trustees: 01/26/22
Date of Implementation: 01/26/22

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

Contracts Requiring Board Approval: Classroom Audio and Visual Upgrade,
Minneapolis Community and Technical College

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.

BACKGROUND

This construction contract modernizes nearly 120 existing technology-enabled spaces (classrooms, conference rooms, labs) on the Minneapolis Community and Technical College campus. The enhanced Technology supports flexible teaching and learning methodologies, accessible classrooms, and equitable learning environments. The modernized technology-enabled spaces support enabling multiple channels of communication to reach and teach each student.

Classrooms and labs are to be transformed to support modern flexible learning styles, and accommodate multiple online, hybrid and in-person teaching and learning formats. Active learning strategies will be supported allowing students to engage with learning material and provide faculty the opportunity to embed real time synchronous active learning strategies across varying formats while supporting equity and inclusion in the classroom.

Requests for bids for the construction contract will be publicly advertised through QuestCDN, our electronic bidding process, late this spring, and awarded to the lowest responsible bidder.

FINANCIAL TERMS

Subject to Board approval, the design will be finalized and construction contract advertised late this spring. The contract is planned for award in June 2022 for no more than \$2.7 million with a goal for substantial completion by June 2023.

This construction contract is being funded with Higher Education Emergency Relief Funds (HEERF) allocated to Minneapolis Community and Technical College.

RECOMMENDED COMMITTEE MOTION

The Finance Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$2,700,000 to modernize existing technology-enabled classrooms, conference rooms, labs to support flexible teaching and learning methodologies, accessible classrooms, and equitable learning environments at Minneapolis Community and Technical College.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a construction contract not to exceed \$2,700,000 to modernize existing technology-enabled classrooms, conference rooms, labs to support flexible teaching and learning methodologies, accessible classrooms, and equitable learning environments at Minneapolis Community and Technical College.

Date Presented to the Board of Trustees: 01/26/22
Date of Implementation: 01/26/22

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

Name: Finance Committee

Date: January 26, 2022

Title: Wells Fargo Place Lease Extension, System Office

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

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

This proposal extends the current Lease in Wells Fargo Place (WFP) for the system office and board functions for two years, until July 31, 2024, with the same footprint and financial terms as the current lease. This short-term extension allows system office leadership time to deliberately assess, evaluate, and implement best practices for the system office workforce posture and procedures for the future to most effectively lead and serve the colleges and universities of Minnesota State and advocate on their behalf.

Scheduled Presenter(s):

Bill Maki, Vice Chancellor for Finance and Facilities

Brian Yolitz, Associate Vice Chancellor for Facilities

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION
Wells Fargo Place Lease Extension, System Office

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.

BACKGROUND

This proposal extends the current Lease in Wells Fargo Place (WFP) for the system office and board functions for two years, until July 31, 2024, with the same footprint and financial terms as the current lease. This short-term extension allows system office leadership time to deliberately assess, evaluate, and implement best practices for the system office workforce posture and procedures for the future to most effectively lead and serve the colleges and universities of Minnesota State and advocate on their behalf. This work will include a location selection and right-sizing and reconfiguration of system office workforce spaces.

The Minnesota State system office has been located and housed at WFP in some capacity since 1998, and in its current consolidated form since 2005. Prior to 1998, and following the 1995 effective date of the system merger, each predecessor system had its own “system office” in space around the downtown St. Paul area. All parties briefly moved to the Capitol Square Building (condemned and vacated 1998), and eventually to WFP.

In 2005, Minnesota State entered into what is in essence the current WFP Lease. Initially, the Lease was for approximately 103,000 square feet spread across six floors. In 2012, the Lease was amended to give back approximately 14,000 square feet (one (1) floor) and extend the term of the lease through July 31, 2022. The current footprint of the premises is 89,000 square feet.

In 2019, system office staff began the process of evaluating and planning for the long-term space needs in anticipation of the lease end in July 2022. As this evaluation and planning process was just beginning the COVID-19 pandemic struck and priority of effort was shifted to responding to the pandemic.

To address future needs, system office staff has begun initiatives to gather data and understand the “new” office going forward. Included in these initiatives is a workplace persona study to be conducted by an outside vendor consultant. The goal of the study is to outline how the system

office workforce posture will look in the future and how best to configure and equip physical spaces, including size and configuration, in order for the workforce to most effectively lead and serve the colleges and universities of Minnesota State and advocate on their behalf.

The proposed two (2) year Lease amendment would provide the time necessary for completion of the aforementioned study, along with adequate time to pursue and secure long-term space in either WFP or a comparable location.

FINANCIAL TERMS

The proposed amendment will extend the term of the lease for an additional two (2) years, resulting in a new term-end of July 31, 2024. WFP owners have agreed to keep the base rent for the space flat over the full extension at \$13.75 per square foot. The total square footage remains the same at 89,000 square feet, and all other terms and conditions of the lease will remain in full force and effect. The total cost, including Minnesota State’s proportionate share of operating expenses, over the proposed two-year extension of the Lease will be approximately \$5,800,000, as follows:

<u>Base Rent</u>	
Year 1 (August 1, 2022 – July 31, 2023)	\$1,223,928.75
Year 1 (August 1, 2023 – July 31, 2024)	<u>\$1,223,928.75</u>
	\$2,447,857.50
<u>Operating, Parking, and Storage Costs (3% yearly escalation)</u>	
Year 1 (August 1, 2022 – July 31, 2023)	\$1,633,536.53
Year 1 (August 1, 2023 – July 31, 2024)	<u>\$1,679,982.49</u>
	\$3,313,519.02
<u>Total</u>	\$5,761,376.52

This lease will be funded with biennial state appropriations designated for the system office.

RECOMMENDED COMMITTEE MOTION

The Finance Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a two year lease extension with Well Fargo Place not to exceed \$5,800,000 for housing the system office and board functions and assessing, evaluating, and implementing best practices for the system office workforce posture and procedures for the future.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a two year lease extension with Well Fargo Place not to exceed \$5,800,000 for housing the system office and board functions and assessing, evaluating, and implementing best practices for the system office workforce posture and procedures for the future.

Date Presented to the Board of Trustees:
Date of Implementation:

01/26/22
01/26/22

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

Name: Finance Committee

Date: January 26, 2022

Title: Lease Consolidation and Extension, 400 Broadway, Rochester, Winona State University

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

Board Policy 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.

The proposed Lease will succeed and consolidate two agreements currently in place for the 400 Broadway Building space for Winona State University (WSU) programs in the region. This lease will ensure WSU continues to provide access to high quality, affordable Business, Nursing, Health Sciences, Adult and Continuing Education, and Social Work programs, and HealthForce Minnesota in the region.

Scheduled Presenter(s):

Bill Maki, Vice Chancellor for Finance and Facilities

Brian Yolitz, Associate Vice Chancellor for Facilities

Scott Olson, President, Winona State University

Scott Ellinghuysen, Vice President of Finance and Administration, Winona State University

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION

Lease Consolidation and Extension, 400 Broadway, Rochester,
Winona State University

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.

BACKGROUND

The proposed Lease will succeed and consolidate two agreements currently in place for the 400 Broadway Building space for Winona State University (WSU) programs in the region.

In April of 2016, Winona State University received Board approval for the lease of approximately 6,319 square feet of office space at the 400 Broadway Building in Rochester for the purpose of locating Business, Nursing, Health Sciences, Adult and Continuing Education, and Social Work programs, and HealthForce Minnesota in the downtown Rochester area. The original Lease approval was for an Initial five (5) year term, with one (1) additional 5-year option to renew. The Initial 5-year term is scheduled to expire on July 31, 2022.

In July of 2020, the University entered into a second Lease for an additional 5,215 square feet in the 400 Broadway Building to support continued growth in the programs being offered and housed in the space under the original Lease. The second Lease was intentionally limited in term so as to align with the expiration of the original Lease, and allow for the consolidation of the two spaces into one new lease agreement for the entirety of the leased space.

This lease will ensure WSU continues to provide access to high quality, affordable Business, Nursing, Health Sciences, Adult and Continuing Education, and Social Work programs, and HealthForce Minnesota in the region.

FINANCIAL TERMS

The proposed Lease is for 11,534 square feet, has a ten (10) year Initial term beginning August 1, 2022 and ending July 31, 2032, and includes one (1) option to renew for up to five (5) additional

years. The total cost obligation associated with the transaction – including the potential 5-year Option – is \$6,255,513.88, broken down as follows:

Base Rent

Initial Lease Years 1-10	\$3,397,775.33
Option Years 11-15 (Assume 15% increase)	\$1,983,589.60
	\$5,381,364.93

Facility Costs Years 1-15 (3% yearly escalation)

Janitorial (\$25,000/yr)	\$464,972.85
Broadband (\$6,000/yr)	\$111,593.48
Electricity (\$8,000/yr)	\$148,791.31
*Taxes (\$8,000/yr; cap = \$6,920/yr)	<u>\$148,791.31</u>
	\$874,148.95

*Tax increases are capped by the lease

This lease will be funded with WSU general operating funds.

RECOMMENDED COMMITTEE MOTION

The Finance Committee recommends that the Board of Trustees authorize the Chancellor or the Chancellor’s designee to enter into a Lease with the 400 Broadway Building not to exceed \$6,500,000 with an initial term of ten (10) years, and one (1) option for up to an additional five (5) years for the purposes of providing space for Winona State University to provide access to high quality, affordable programs, including but not limited to, Business, Nursing, Health Sciences, Adult and Continuing Education, and Social Work programs, and HealthForce Minnesota in the downtown Rochester area.

RECOMMENDED BOARD MOTION

The Board of Trustees authorizes the Chancellor or the Chancellor’s designee to enter into a Lease with the 400 Broadway Building not to exceed \$6,500,000 with an initial term of ten (10) years, and one (1) option for up to an additional five (5) years for the purposes of providing space for Winona State University to provide access to high quality, affordable programs, including but not limited to, Business, Nursing, Health Sciences, Adult and Continuing Education, and Social Work programs, and HealthForce Minnesota in the downtown Rochester area.

Date Presented to the Board of Trustees: 01/26/22
Date of Implementation: 01/26/22

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

Name: Finance Committee

Date: January 26, 2022

Title: College and University Financial Performance Update

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

A review of the Minnesota State FY2021 and FY2020 financial statement results as well as college and university FY2021 financial health indicators per Board Procedure 7.3.16.

Scheduled Presenters:

Bill Maki, Vice Chancellor for Finance and Facilities

Denise Kirkeby, System Director for Financial Reporting

Steve Ernest, System Director for Financial Planning and Analysis

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM
College And University Financial Performance Update

SUMMARY

In November, the Board of Trustees reviewed the system’s Audited Financial Statements for fiscal year 2021. The discussion at that time addressed the system’s Composite Financial Index (CFI) measure. CFI is a key measure of financial health used by the Higher Learning Commission (HLC) and others for each of our 30 colleges and seven universities. This annual report extends that presentation by providing an update on the specific financial health indicators identified in Board Procedure 7.3.16. The financial health indicators support the conclusion that the system’s financial health is stable, but that declining enrollment is concerning and impacting an increasing number of institutions. However, it is important to look at the individual components of these numbers within the context of altered pandemic-related dynamics. Especially notable is the significant role Federal assistance has had in the past year’s financial dynamics. Also notable is the fact that colleges’ and universities’ ability to accomplish their missions has been reduced by the unusual economic shifts caused by the pandemic. System leadership will conduct follow-up discussions regarding institutional plans to ensure financial health during the transition out of the current pandemic environment. The board will continue to be updated on these issues.

FY2021 FINANCIAL STATEMENT RESULTS AND NATIONAL TRENDS

As was presented to the board in November, the Audited Financial Statements for fiscal year 2021 showed slight improvement compared to the fiscal year 2020 results. Both revenues and expenditures decreased slightly but the operating margins remaining stable with a \$6.6 million operating loss compared to a \$20.0 million operating loss the previous fiscal year. Generally speaking, declining enrollment and declining operating revenues were offset by the influx of Federal Higher Education Emergency Relief Fund (HEERF) allocations, which reflects national patterns in higher education finance.

The CFI measure derived from the financial statements combines two ratios of financial position from the System’s balance sheet and two ratios of financial operation from the system’s income statements. CFI scores by definition range from a negative four to a positive ten. And value of one generally indicates that an institution has financial health, but it could be stronger. A value

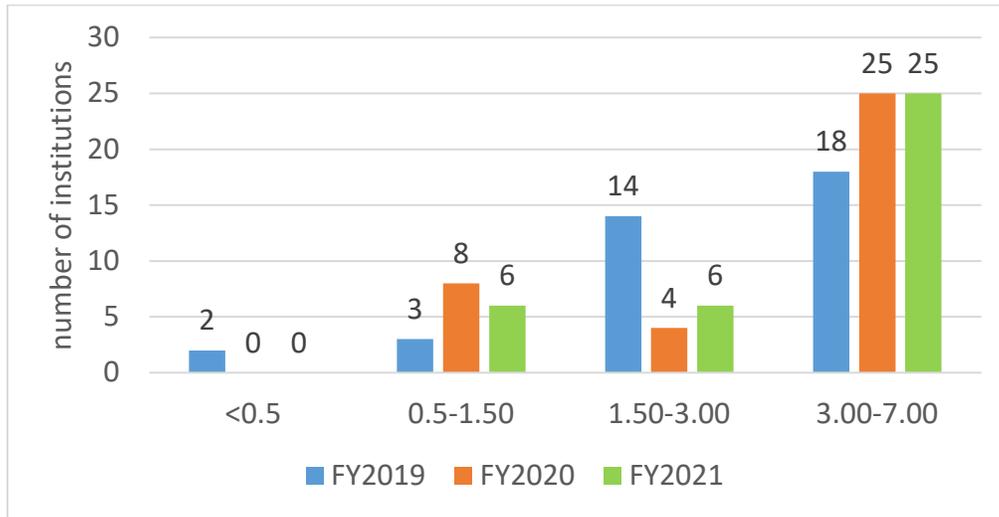
of three is considered to signify stronger financial health and that the organization has moderate capacity to deal with adversity or invest in innovation and opportunity. A CFI value greater than three represents increasingly stronger financial health. It is important to note that this indicator only measures the financial component of an institution's well-being and it must be analyzed in that context, especially with the achievement of mission. The overall CFI for the system improved slightly from 2.53 to 2.79 when excluding the provisions of the Governmental Accounting Standards Board (GASB) included in its Statements 68 and 75. These provisions address long-term pension and other post-employment benefit obligations so it is useful to look at the numbers without them in order to focus on nearer-term financial health. When including these provisions, the system's CFI has improved from a 0.30 to a 0.42 CFI score. As a reminder, the audited financial statements use the full accrual method of accounting, so non-cash items like depreciation are included on the expense side and the ratios used in the CFI scores measure operating positions from a non-cash basis.

FINANCIAL HEALTH INDICATORS

System Procedure 7.3.16 requires examination of the CFI measure and several other measures of financial health for individual colleges and universities. This report will focus on the financial measures of CFI, long-term enrollment change, short-term enrollment change, maintenance of adequate general fund balance and recent use of general fund balance. System procedure identifies triggers for each measure which, if tripped, require specific follow-up actions.

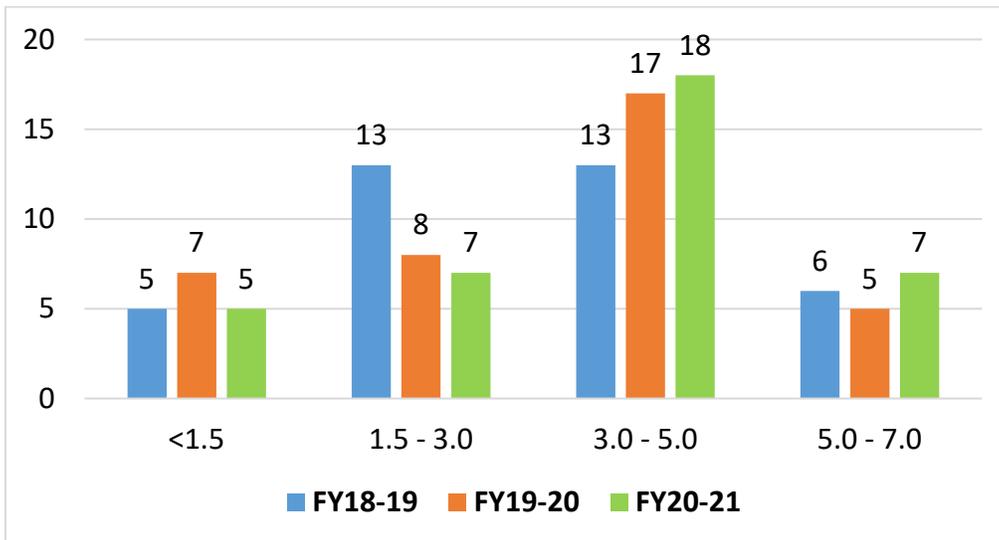
For the CFI measure in Subpart C of the System Procedure, institutions trigger follow-up action if the two-year moving average is less than 1.5 or if the CFI for the most recent year is less than 0.5. As was the case in FY2020, the system did not have any college or university below 0.5 for FY2021. In previous years one or two institutions had been below 0.5. Looking at numbers between 0.5 and 1.5, six institutions fall in this range. Between 1.5 and 3.0, there were also six institutions this past year. And looking at institutions between 3.0 and 7.0, there were 25, which is the same number as in this range last year. As Graph 1 shows, the overall pattern is one of stability to slight improvement.

Graph 1. Composite Financial Index (CFI) Scores for FY 2021



Looking at the two-year average CFI numbers, we do see some improvement but as in the past, some institutions have triggered this measure for review.

Graph 2. Two-year average CFI Scores for FY 2021

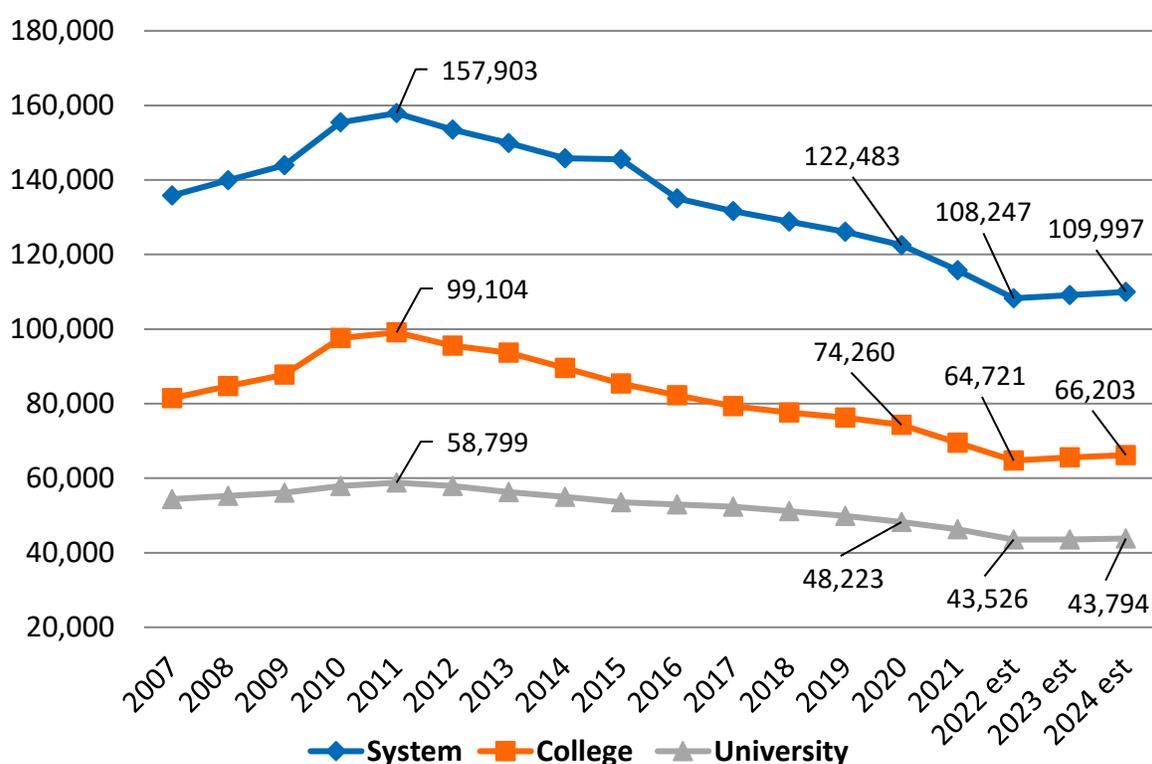


As Graph 2 shows, five institutions had two-year average CFI scores of less than 1.5, seven fell into the 1.5 to 3.0 range, eighteen fell into the 3.0 to 5.0 range, and seven fell into the 5.0 to 7.0 range. These results show improvement over recent years and indicate that the institutions have managed to the unique dynamics of the pandemic and leveraged HEERF funds in ways that maintain their financial health.

ENROLLMENT INDICATORS

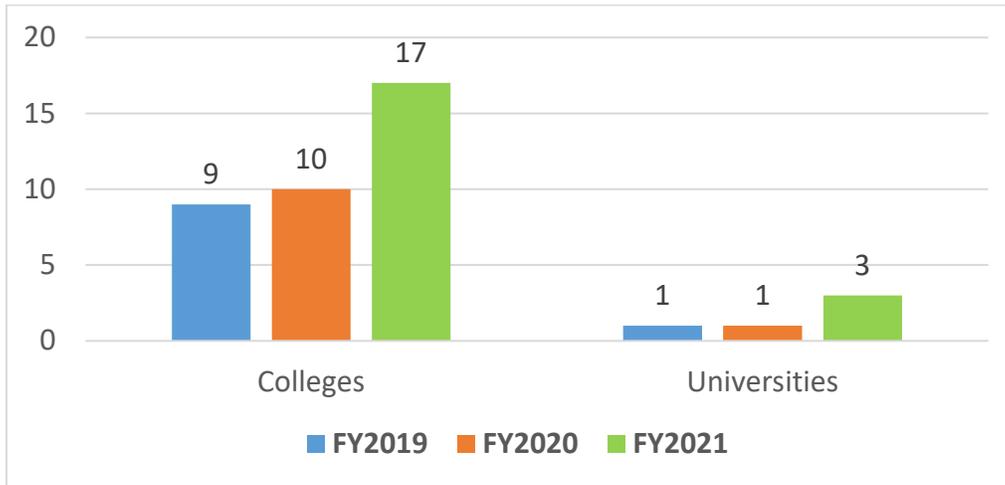
Graph 3 shows enrollment history and projections as of the October 2021 budget update. When considering the effects the pandemic has had on enrollment, it is important to note that the system was already experiencing a decade-long decline in enrollment. While colleges and universities are projecting that current enrollment concerns will ease as the pandemic goes away, enrollment will continue to be one of the most important variables for maintaining financial health. The decline in enrollment from FY2020 to FY2021 was 6.2 percent, annual declines in the preceding five years ranged from 2.1 percent to 2.9 percent each year. Efforts to analyze and address enrollment patterns have become more complex due to the pandemic.

Graph 3. Historical and Projected Enrollment for the System



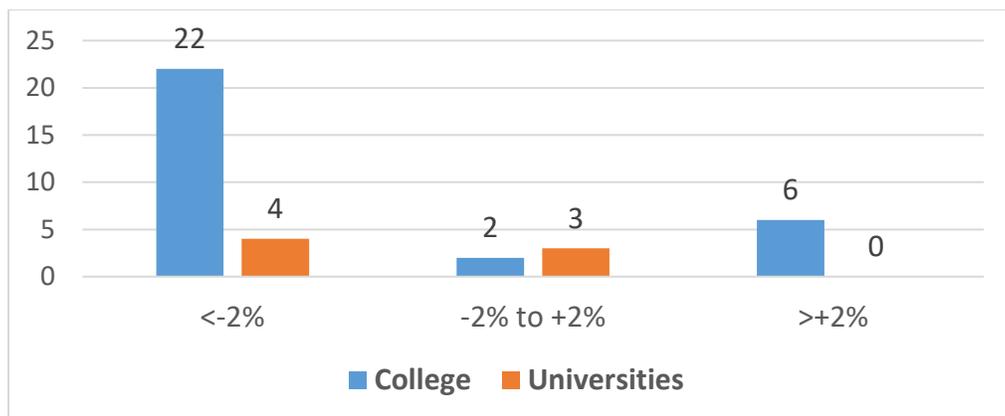
Subpart A1 of the System Procedure measures enrollment change over time. For this measure, institutions trigger follow-up action if enrollment has declined more than eight percent over the past two years. Graph 4 shows that seventeen colleges and three universities triggered this measure for FY2021, almost twice as many as in FY2020. As stated above, a significant portion of the decline in enrollment does appear to be attributed to the pandemic. However, it is difficult to predict how quickly the steeper declines will slow and whether post-pandemic trends in demographic and other challenges will be more or less pronounced than they were before the pandemic.

Graph 4. Enrollment Decline of More than 8% Over 2 Years (A1)



Subpart A2 of the System Procedure measures enrollment change compared to the enrollment changed projected in each institution’s annual budget when it was approved at the start of the fiscal year. For this measure, institutions trigger follow-up action if the actual year-to-date enrollment change from the prior year is more than two percent lower than the assumption used in the approved operating budget, excluding concurrent enrollment, which is post-secondary instruction delivered off-campus in high schools. Graph 5 shows that twenty-two colleges and four universities triggered this measure for FY2021. As a measure of variance from projection, the number of schools triggering this measure is a result of the difficulty our institutions have had in predicting the effect of the pandemic on enrollment rather than the actual volume of that effect. As we shared at the October budget update, initial budgeted enrollment was finalized prior to the onset of the Delta variant of the coronavirus.

Graph 5. Year-to-date Enrollment Versus Budgeted (A2)



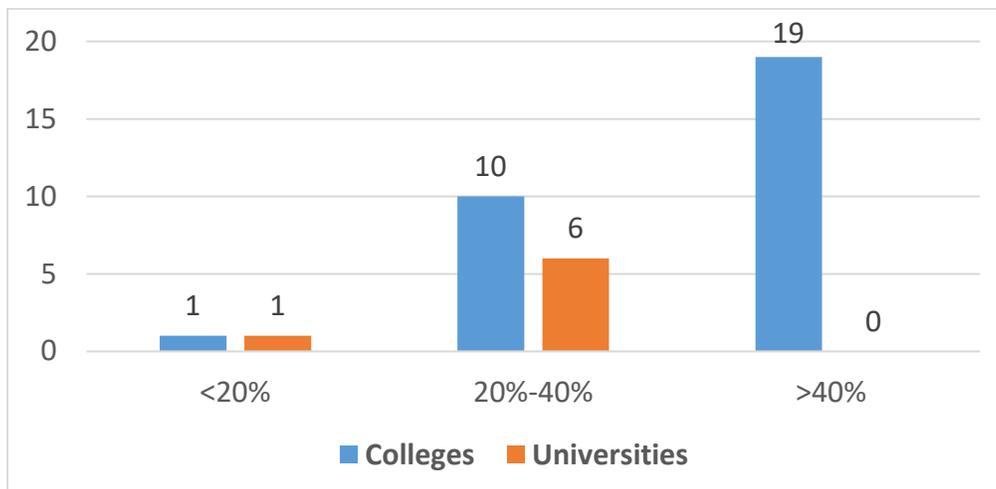
In comparison, for FY2020 seven colleges and two universities had enrollment declines of more than two percent compared to their budget estimates; six colleges and two universities were off

compared to their projections by between negative two percent and positive two percent; and seventeen colleges and three universities had budget projections more conservative than actual, with the actuals more than two percent greater than was projected. The widely different performance institutions experienced between FY2020 and FY2021 underscores the challenges colleges and universities have faced in planning budgets, workloads and other activities during the pandemic. A Moody’s Investor Services Outlook report from December 7, 2021 discussed how the sharper declines at community colleges reflect the fact that community college’s accessibility mission typically attracts lower-income groups which have been more severely impacted by the pandemic. Initially, the pandemic caused greater economic dislocation among this group suppressing their enrollment. Some of these disruptions continue and, more recently, as the economy has recovered and the labor market has tightened, many of these prospective students are choosing better paying jobs over education.

FUND BALANCE INDICATORS

Subpart B1 of the System Procedure measures the amount of general fund cash balance each institution has at the end of the fiscal year. For this measure, institutions trigger follow-up action if the cash balance is less than twenty percent of the general fund revenue in that year. As shown in graph 6, one college and one university triggered this measure for FY2021. Six of the universities and one-third of the colleges had between twenty and forty percent cash balances, while almost two-thirds of the colleges had cash balances equal to more than forty percent of the revenue they realized in FY2021. Of the two colleges and two universities that triggered this measure for FY2020, one college and one university have now moved into the twenty-to-forty-percent range.

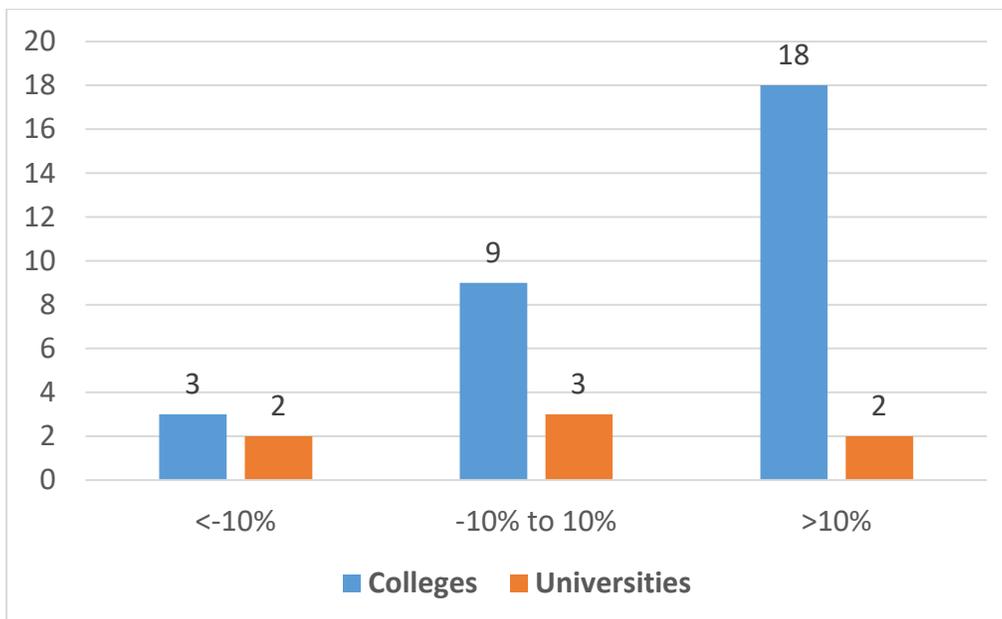
Graph 6. Fund Balance Compared to Annual Revenues (B1)



Subpart B2 of the System Procedure measures fund balance change over time. For this measure, institutions trigger follow-up action if the year-end general fund cash balance has declined by ten percent or more over the most recent three year period. As graph 7 shows, three colleges and

two universities triggered this measure for FY2021. Nine colleges and three universities ended the three period between ten percent down and ten percent higher; and eighteen colleges and two universities ended with fund balances more than ten percent higher over the three year period. Triggering this measure sometimes indicates financial distress, but more often than not an institution had been designating fund balances in prior years for a future project or strategic initiative. It is important to compare the results of Subpart B1 to this indicator to more fully understand the health of an individual institution’s fund balance.

Graph 7. General Fund Balance Change FY2019 to FY2021 (B2)



THE ROLE OF FEDERAL ASSISTANCE

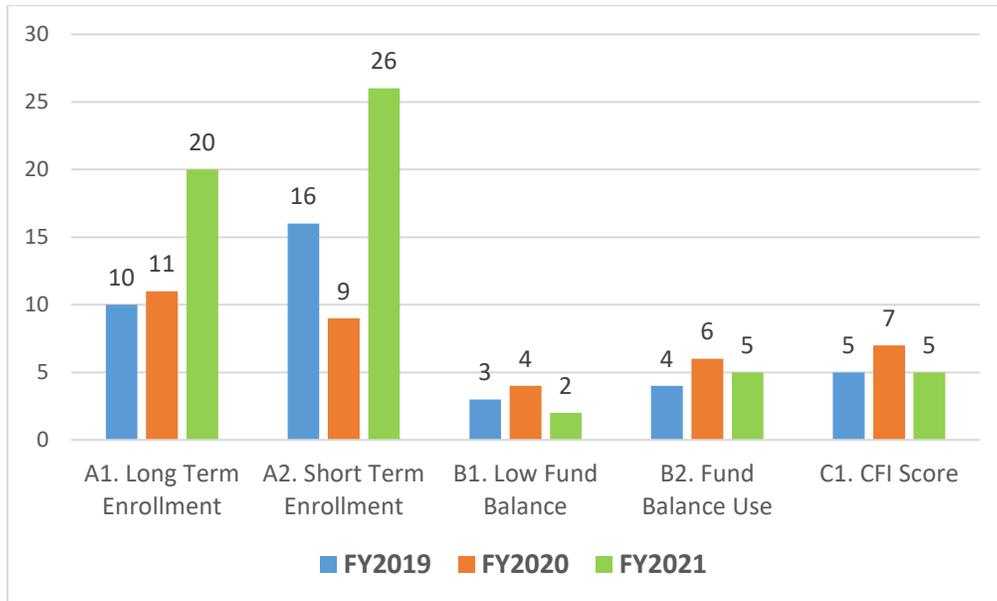
Fund balance is used to weather unforeseen financial challenges such as rapid declines in enrollment or unbudgeted costs. Federal HEERF funds were available the last two fiscal years to assist the financial challenges related to the pandemic. Federal HEERF funds were also available to appropriately deliver instruction and protect the safety of students. If not for the one-time assistance Federal HEERF dollars provided in the way of lost revenue replacement and pandemic response expenses, more institutions would have utilized fund balance dollars in FY2021. Looking ahead, the phasing out of Federal HEERF financial support will likely happen faster than enrollment and campus activities return to normal, meaning fund balance use will likely increase in the coming year or two.

SUMMARY OF FINANCIAL HEALTH INDICATORS AND FOLLOW-UP ACTIONS

Graph 8 summarizes the number of institutions that have triggered each financial health measure for the past three fiscal years. This graph shows again the significance of the enrollment concerns currently challenging colleges and universities. The enrollment changes institutions have faced

recently are significantly greater than were predicted and planned for, significantly challenging budget and other planning processes. Of the five measures, three colleges triggered none of them, eleven colleges triggered one, fourteen colleges triggered two, and two colleges triggered three. Three universities triggered no measures, two universities triggered one, one university triggered two, and two universities triggered four.

Graph 8. Summary of Financial Health Indicators FYs 2019, 2020, 2021



While the fund balance measures show more stability, the effect of Federal HEERF dollars that have supported general fund activities masks the true nature of the challenges posed by reductions in revenues and increases in costs brought on by the pandemic and declining enrollments. A return to a more normal structural balance between sources and uses of fund will likely require substantially more time than the Federal assistance will last. The current fiscal year will have many similarities to fiscal year 2021 while it is anticipated that in fiscal year 2023 will require redoubled efforts to meet the financial challenges brought on by declining enrollments.

For colleges and universities that triggered one of the enrollment measures, System Procedure requires preparation of revised enrollment plans and budgets that incorporate the associated revenue losses. These revised budgets are currently being done by all institutions on a regular basis, were presented to the board as budget updates in October, and will be presented again as budget updates in March.

For colleges and universities that triggered one of the fund balance measures or the CFI measure, financial plans must be developed to identify the changes that will bring the institution back into a financial situation that will not trigger the measure. Discussions that include the Chancellor, the Presidents and members of their leadership teams at the institutions that triggered these measures, the Senior Vice President for Academic and Student Affairs, the Vice Chancellor for

Finance and Facilities, and others will be ongoing during the months ahead. The board will be updated on budgets and related matters in the coming months.



January 26, 2022

FINANCE

College and University Financial Performance Update

**Board of Trustees
Finance Committee Meeting**

Presentation Overview

- Minnesota State FY2021 and FY2020 financial statements results
- College and university FY2021 financial health indicator results

2



MINNESOTA STATE

Financial Statement Results

- Excluding the effects of GASB 68 & 75, the system reports a \$6.6M loss, an improvement of \$17.4M from FY2020
- Excluding the effects of GASB 68 & 75, total operating/non-operating expenses decreased by 0.4 percent, primarily in compensation costs
- FY2021 adjusted operating margins were relatively stable compared to FY2020 (less than 2 percent of operating expenses)
 - FY21 adjusted operating margin of \$(6.6M) or (0.3%)
 - FY20 adjusted operating margin of \$(24.0M) or (1.2%)

3



System Financial Statements Summary

- Unmodified/unqualified opinion on the financial statements
- The financial condition of the system colleges and universities for FY2021 showed relative stability compared to the FY2020 results
 - \$2.09 billion total revenues (1.3%) compared to FY2020
 - \$2.08 billion total expenses (0.6%) compared to FY2020
 - \$1.65 billion net position +0.6% compared to FY2020

4



FY2021 financial results impacted by unique circumstances

- COVID-19 Pandemic had significant impact on both general operations and revenue-supported operations
- Tuition revenue declined primarily due to declining enrollments and Fall semester 2020 undergraduate tuition freeze
- Declining enrollment and the declining operating revenues were offset by Higher Education Emergency Relief Fund (HEERF) allocations

5



Federal CARES and CRRSAA Funds

- One-time CARES and CRRSAA funding totaling at least \$93 million in grants to students and up to \$187 million for operations
- \$162.1 million was used in FY 2021
 - \$61.2 million emergency grants to students awarded
 - \$100.9 million in lost revenue support, campus safety and for changes in instructional delivery
- Financial health would have been considerably worse without this assistance

6



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)

7

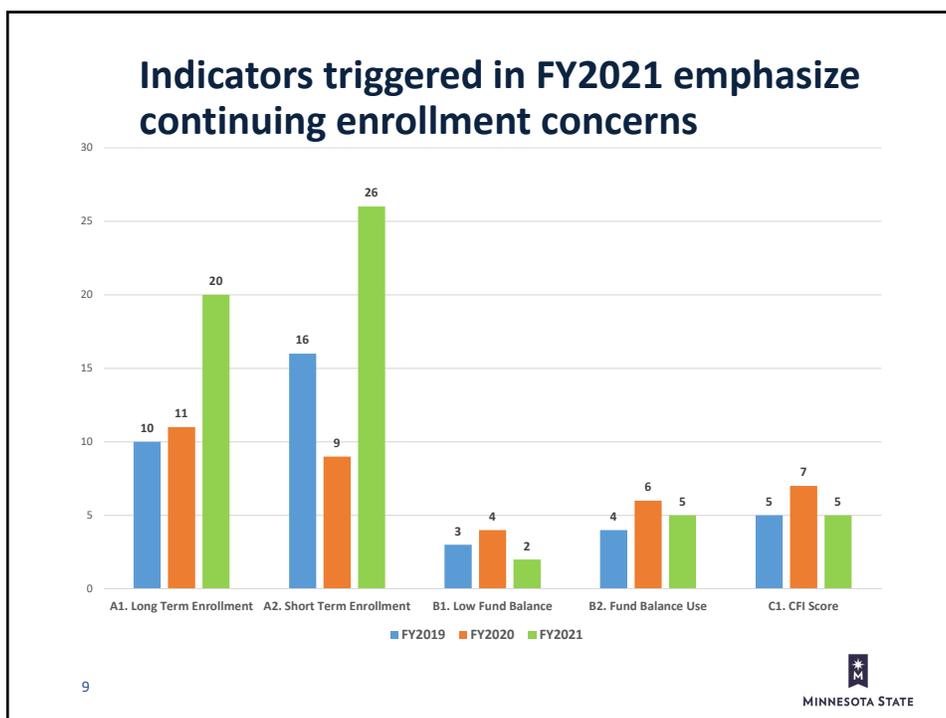


Key for the Charts –System-wide Perspective

- 37 institutions
- 2-5 years of data (FYs 2018 - 2022)
- Grouped by categories
- College and University sectors
- Summary of all institutions in relation to the indicators

8





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 net position has changed in the past year, and
- how well revenues matched expenses in the past year

System Composite Financial Index – CFI

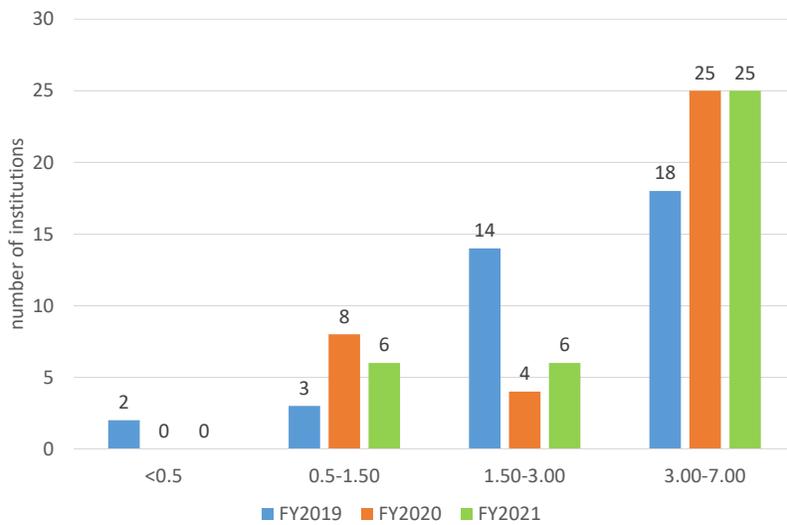
- FY2021 CFI = 2.79 (without GASB 68/75)
- FY2020 CFI = 2.53 (without GASB 68/75)
- FY2019 CFI = 2.26 (without GASB 68/75)

- FY2021 CFI = 0.42 (with GASB 68/75)
- FY2020 CFI = 0.30 (with GASB 68/75)
- FY2019 CFI = 3.03 (with GASB 68/75)

11



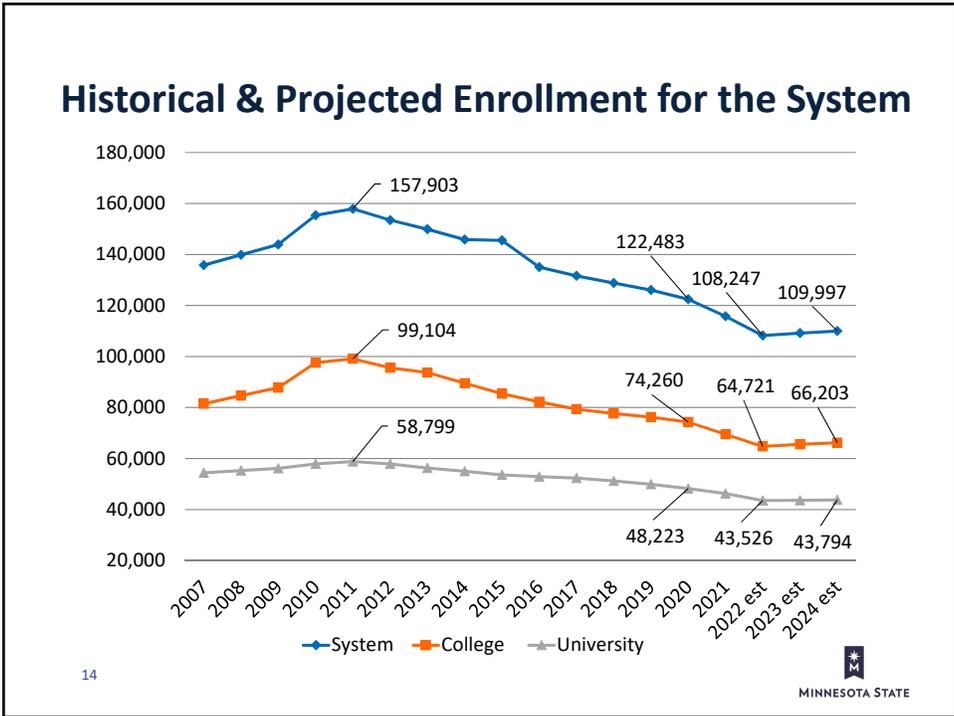
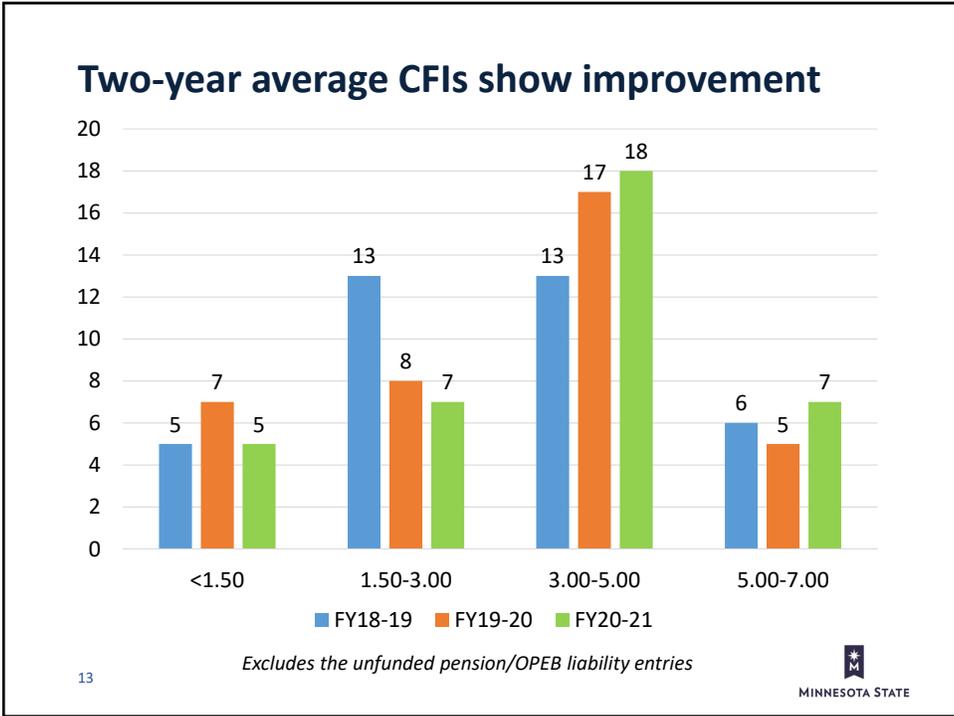
CFIs remained stable in FY2021

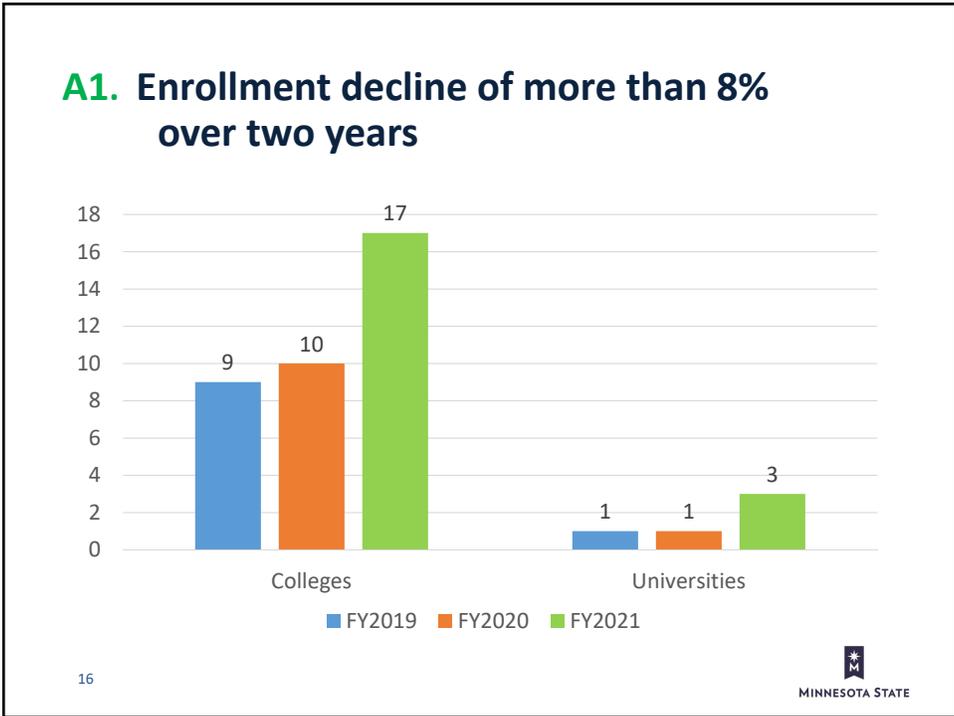
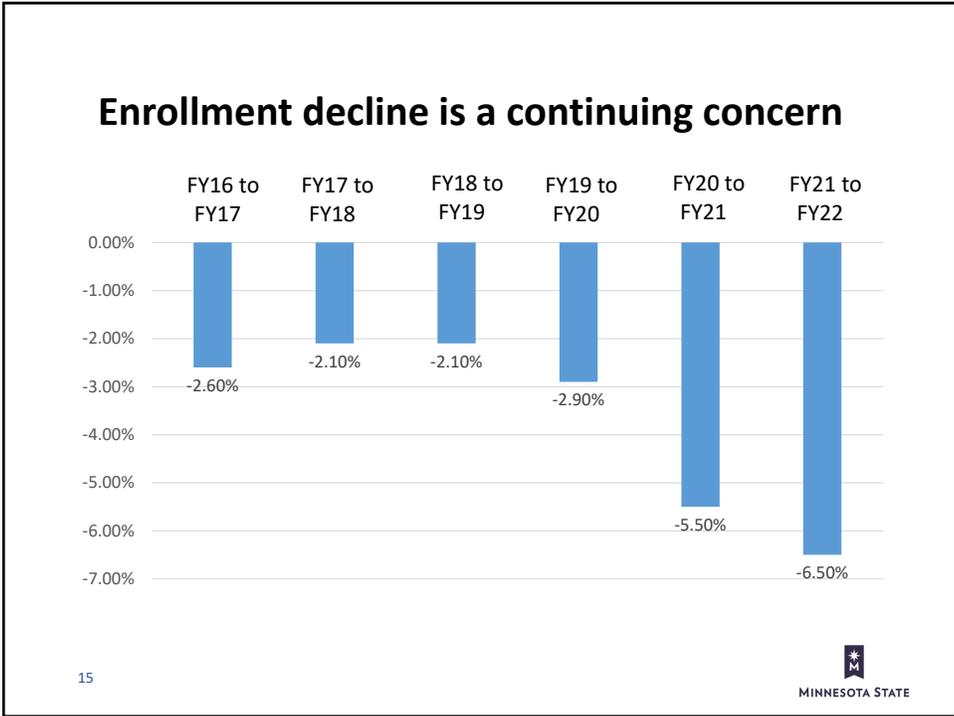


Excludes the unfunded pension/OPEB liability entries

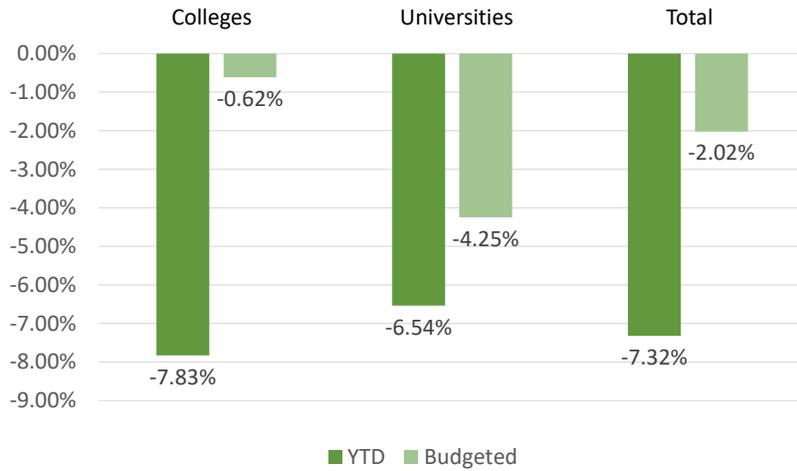
12







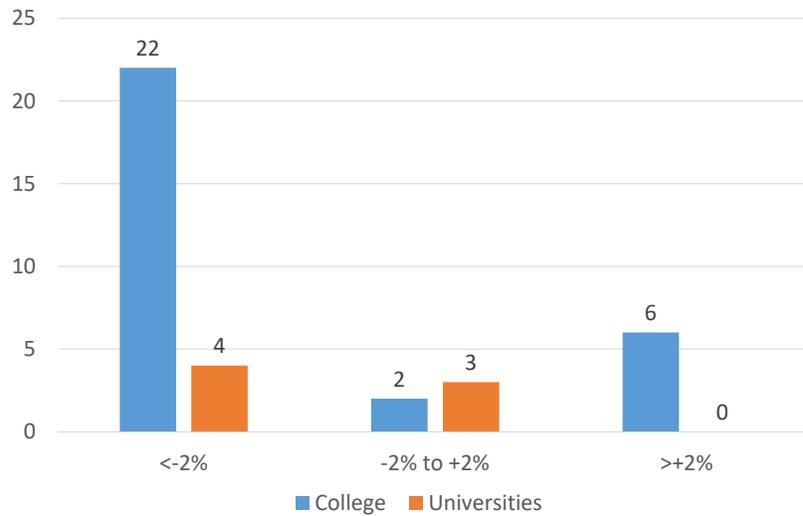
A2. October 2021 year-to-date enrollment worse than budgeted enrollment



17



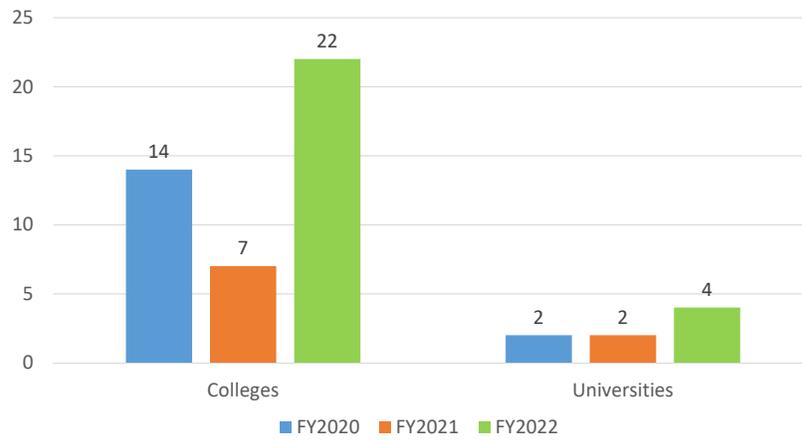
A2. Year-to-date enrollment versus budgeted



18



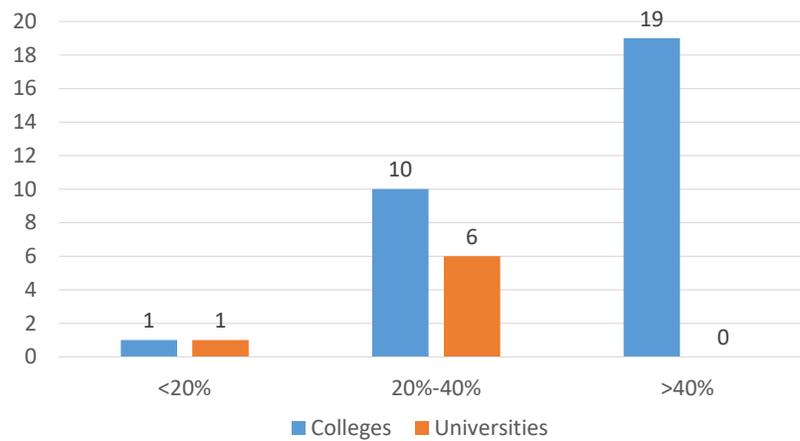
A2. Year-to-date enrollment versus budgeted



19



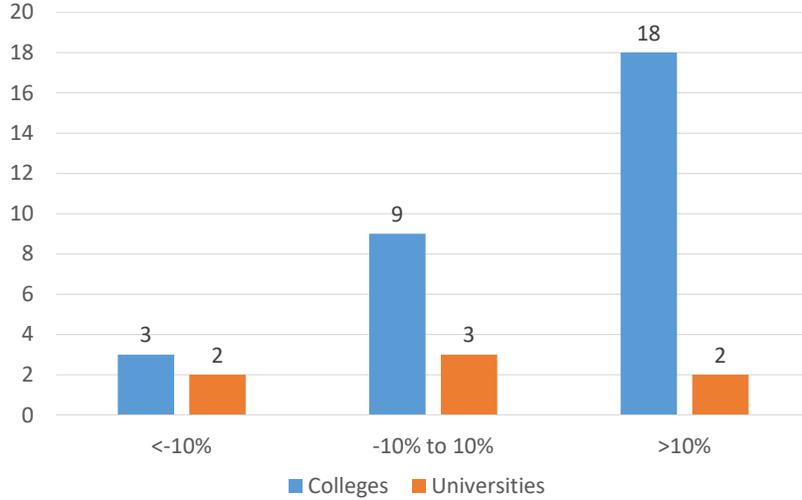
B1. Nearly all fund balances are in compliance with the health indicators



20



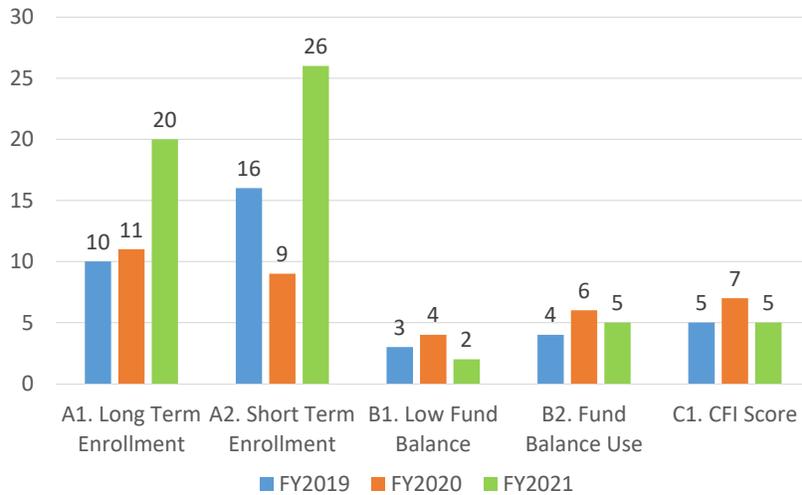
B2. General fund balance change FY19 to FY21



21



Indicators triggered in FY2021 reflect continuing enrollment concerns



22



Financial Health Reporting and Monitoring

- 20 institution triggered the long-term enrollment (A1) indicator, resulting in reviews of strategies related to enrollment
- 26 institutions triggered the short-term enrollment (A2) indicator
- 5 colleges and universities triggered one of the fund balance indicators (B1, B2) or the CFI indicator (C1), requiring submission of revised financial planning reports
- All colleges and universities required to submit revised budgets in October and March
- Follow-up discussions taking place in January and February

23



Colleges and Universities Financial Health Summary

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

24



2021 College and University Financial Performance Update

End of presentation



Workforce and Organizational Effectiveness Committee
January 26, 2022
11:00 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 November 17, 2021**
- 2. Minutes of December 20, 2021**
- 3. Proposed Amendment to Board Policy 4.2 Appointment of Presidents (Second Reading)**

Committee Members

George Soule, Chair
Rudy Rodriguez, Vice Chair
Asani Ajogun
Dawn Erlandson
Roger Moe
Kathy Sheran
Cheryl Tefer

Presidents Liaisons

Anne Blackhurst
Annette Parker

Bolded items indicate action required.





**Workforce and Organizational Effectiveness Committee
Meeting Minutes
November 17, 2021**

A meeting of the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on November 17, 2021.

Committee members present: George Soule, Chair; Rudy Rodriguez, Vice Chair; Asani Ajogun, Dawn Erlandson, Roger Moe, Kathy Sheran, Cheryl Tefer

Committee members absent: None

Other board members present: Victor Ayemobuwa, Alex Cirillo, Jay Cowles, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa

Staff present: Devinder Malhotra, Chancellor; Eric Davis, Vice Chancellor for Human Resources

The meeting materials for this meeting are available [here](#), starting on page 116. An audio recording of the meeting is available [here](#).

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

Agenda Item 1: Approval of the Meeting Minutes for October 20, 2021 Workforce and Organizational Effectiveness Committee

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

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

Agenda Item 2: Proposed Amendment to Board Policy 4.2 Appointment of Presidents (First Reading)

Committee Chair Soule invited Vice Chancellor Eric Davis to present the Proposed Amendment to Board Policy 4.2 Appointment of Presidents (First Reading), as detailed in the meeting materials.

The meeting materials for this item begin on page 119.

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

Adjournment

The committee chair adjourned the meeting at 11:58 a.m.



**Workforce and Organizational Effectiveness Committee
Meeting Minutes
December 20, 2021**

A meeting of the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on December 20, 2021.

Committee members present: George Soule, Chair; Rudy Rodriguez, Vice Chair; Asani Ajogun, Dawn Erlandson, Roger Moe, Kathy Sheran, Cheryl Tefer

Committee members absent: None

Other board members present: Victor Ayemobuwa, Alex Cirillo, Jay Cowles, Javier Morillo, Oballa Oballa

Staff present: Devinder Malhotra, Chancellor; Eric Davis, Vice Chancellor for Human Resources; Chris Dale, Senior System Director for Labor Relations

The meeting materials for this meeting are available [here](#), starting on page 11. An audio recording of the meeting is available [here](#).

Committee Chair Soule called the meeting to order at 10:39 a.m.

Agenda Item 1: Approval of 2021-2023 Inter Faculty Organization Master Agreement

Committee Chair Soule invited Vice Chancellor Eric Davis along with Senior System Director for Labor Relations Chris Dale to present Approval of 2021-2023 Inter Faculty Organization Master Agreement, as detailed in the meeting materials.

The meeting materials for this item begin on page 12.

The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion:

The Board of Trustees approves the terms of the 2021-2023 labor agreement between Minnesota State Colleges and Universities and the Inter Faculty Organization (IFO) and authorizes Chancellor Devinder Malhotra to sign the agreement on behalf of the Board of Trustees.

Agenda Item 2: Approval of 2021-2023 Minnesota State University Association of Administrative and Service Faculty Master Agreement

Committee Chair Soule invited Vice Chancellor Eric Davis along with Senior System Director for Labor Relations Chris Dale to present Approval of 2021-2023 Minnesota State University Association of Administrative and Service Faculty Master Agreement, as detailed in the meeting materials.

The meeting materials for this item begin on page 17.

The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion:

The Board of Trustees approves the terms of the 2021-2023 labor agreement between Minnesota State Colleges and Universities and the Minnesota State University Association of Administrative and Service Faculty (MSUAASF) and authorizes Chancellor Devinder Malhotra to sign the agreement on behalf of the Board of Trustees.

Agenda Item 3: Approval of 2021-2023 Minnesota State Colleges and Universities Personnel Plan for Administrators

Committee Chair Soule invited Vice Chancellor Eric Davis along with Senior System Director for Labor Relations Chris Dale to present Approval of 2021-2023 Minnesota State Colleges and Universities Personnel Plan for Administrators, as detailed in the meeting materials.

The meeting materials for this item begin on page 21.

The Workforce and Organizational Effectiveness Committee recommends that the Board of Trustees adopt the following motion:

The Board of Trustees approves the terms of the 2021-2023 Minnesota State Colleges and Universities Personnel Plan for Administrators.

Trustee Moe made the motion to approve agenda items 1, 2, and 3 which lists the two agreements and the personnel plan. Trustee Rodriguez seconded. A roll call vote was conducted. The vote was as follows:

Trustee Ajogun	Yes
Trustee Erlandson	Yes
Trustee Moe	Yes
Trustee Rodriguez	Yes
Trustee Sheran	Yes
Trustee Tefer	Yes

The committee voted to approve the recommended motions.

Adjournment

The committee chair adjourned the meeting at 10:41a.m.

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

Name: Workforce and Organizational Effectiveness Committee **Date:** January 26, 2022

Title: Amendment to Board Policy 4.2 Appointment of Presidents (Second Reading)

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

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

The proposed amendment was reviewed by 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(s):

Eric Davis, Vice Chancellor for Human Resources

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION – SECOND READING

Proposed Amendment To Board Policy 4.2 Appointment Of Presidents

BACKGROUND

Board Policy 4.2 Appointment of Presidents was adopted and implemented by the Board of Trustees on November 18, 1998. The policy was recently 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 amendment authorizes the chancellor to appoint two additional committee members to presidential search committees to achieve diversity or obtain subject matter expertise. Technical edits were made throughout the document, such as replacing MnSCU with Minnesota State.

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.

RECOMMENDED COMMITTEE MOTION

The committee recommends the Board of Trustees adopt the proposed amendment to Board Policy 4.2 Appointment of Presidents.

RECOMMENDED BOARD MOTION

The Board of Trustees adopt the proposed amendment to Board Policy 4.2 Appointment of Presidents.

Date Presented to the Board of Trustees: 01/26/2022

Date of Implementation: 01/26/2022

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD POLICY – SECOND READING			
Chapter	4	Chapter Name	Human Resources
Section	2	Policy Name	Appointment of Presidents

4.2 Appointment of Presidents

The president is the chief executive officer of the college or university. The president shall report to the chancellor and is responsible for leading the college and/or university faculty, staff, and students in developing and implementing the college or university mission, consistent with the ~~board~~ **Board of Trustees** mission and goals. The president is the primary spokesperson for college or university interests and shall consult regularly with students, faculty, staff, and members of the community. The president shall advise the chancellor, the staff of the system office, and the ~~B~~board of Trustees on matters of system **board** policy as appropriate, and otherwise administer and support all Minnesota State ~~Colleges and Universities~~ policies and programs. The president shall also lead in generating and sustaining the college/university vision as an integral part of the Minnesota State ~~Colleges and Universities~~ system. The duties and responsibilities of the president include, but are not limited to, adhering to board policies and system procedures, employing personnel, providing innovative educational leadership, allocating campus resources, and implementing the board’s strategic plan.

Part 2. Presidential Appointments

Presidents are appointed by the board upon the recommendation of the chancellor. The chancellor shall use one of the following options in recommending a presidential appointment to the board.

Subpart A. Acting President

Upon advance notification to the board chair, the chancellor may appoint an acting president for the period of an incumbent president’s approved leave of absence.

Subpart B. Interim President

An interim president may be appointed, upon the recommendation of the chancellor and approval by the board, to temporarily fill a vacant presidency for a term of up to one year with the option to extend the appointment for additional periods.

31 **Subpart C. President**

32 Minnesota State Colleges and Universities is committed to hiring extraordinary leaders who
33 meet the needs of colleges, universities, and their communities through a selection process
34 that is broadly consultative and transparent. The board chair and chair of the board’s human
35 resources committee oversee the presidential selection process. The chancellor will provide
36 regular updates to the chairs throughout the process. The chancellor shall use one of the
37 following options in recommending a presidential appointment to the board.

- 38 1. **Search.** When there is a presidential vacancy, it is the board’s expectation that a
39 search will be conducted. An acting or interim president may be considered as a
40 candidate in a search process for the presidency of the searching college or
41 university.
- 42 2. **Search Waiver.** The board may waive the search process and appoint a candidate
43 who best fits the needs of the college or university and the system. Consideration of
44 a waiver is initiated by a written recommendation to the board by the chancellor.
45 The board must determine the waiver is in the best interests of [Minnesota State](#) the
46 system.

47
48 **Part 3. Search Process**

49
50 **Subpart A. Initial consultation**

51 At the start of each search, the chancellor shall solicit input from internal and external
52 constituent groups at the affected college or university about the qualities sought in the new
53 president.

54
55 **Subpart B. Appointment of search advisory committee**

56 The chancellor shall appoint a local presidential search advisory committee and name the
57 chair of the committee. The committee will identify presidential candidates and make
58 recommendations of candidates to the chancellor.

59
60 **Subpart C. Application review and screening interviews**

61 The search advisory committee shall have access to all application materials received. The
62 committee shall select candidates to interview and conduct initial screening interviews. The
63 committee shall forward to the chancellor the names of the candidates they believe should be
64 considered to continue in the process, along with detailed assessments of the relative
65 strengths and weaknesses of each candidate.

66
67 **Subpart D. Identification of candidates to visit campuses**

68 Following receipt of input from the committee, the chancellor shall consider the committee’s
69 assessment, as well as any reports from confidential referencing and background checks. The
70 chancellor shall select two to four candidates to visit the college or university and participate in
71 public meetings. The chancellor shall communicate with the committee on the rationale for
72 the chancellor’s selection from the committee’s recommendations.

73
74 **Subpart E. Opportunity for constituent group meetings with candidates and constituent
75 group feedback**

76 Once the finalists are publicly identified, internal and external constituent groups at the
77 affected college or university shall **must** be invited to meet with the candidates on campus. All

78 internal and external constituent groups shall **must** be invited to give confidential feedback
79 directly to the chancellor following the candidates' visits to campus.

80
81 **Subpart F. Trustee participation**

82 At least two and up to three members of the ~~B~~board of Trustees will participate in
83 interviews for the purpose of providing counsel to the chancellor in the formation of the
84 chancellor's recommendation to the board.

85
86 **Subpart G. Chancellor's recommendation to the Board of Trustees**

87 The chancellor shall present a recommendation, with a detailed explanation to the board,
88 ~~which~~ **that** includes what the internal and external constituent groups expressed **regarding**
89 ~~about~~ the qualities the new president needs and how the chancellor's recommended
90 candidate fits that description.

91
92 **Subpart H. Communication throughout the search process**

93 The chair of the search advisory committee is responsible for communication about the
94 search. Throughout the search process, the chair shall provide regular updates to the
95 committee and shall work with college or university staff to post updates on the search
96 website, as appropriate, so that the broader community has the opportunity to follow the
97 public process from start through completion. Following the conclusion of the search, the
98 committee may meet to be debriefed on the search.

99
100 **Subpart I. Notification to the board of unsuccessful search**

101 The chancellor shall notify the board in writing that a search was unsuccessful when none of
102 the interviewed candidates are acceptable.

103
104 **Part 4. Search Advisory Committee**

105
106 **Subpart A. Charge**

107 The search advisory committee is advisory to the chancellor as the chancellor develops a
108 recommendation to the board. Committee members shall serve as stewards on behalf of
109 the interests of the entire college or university community.

110
111 **Subpart B. Composition**

112 Committee members shall be knowledgeable **about** of the duties and responsibilities of the
113 position to be filled and broadly representative of the interests of the faculty, staff,
114 students, administration, community, alumni, and friends of the college or university.

115
116 **1. Chair.** The committee shall **must** be chaired by a Minnesota State Colleges and
117 Universities sitting or former president appointed by the chancellor.

118
119 **2. Members.**

120 a. The chancellor will invite nominations for members of the committee from all
121 internal constituent groups and from external constituent groups in the
122 community.

123 b. The chancellor shall seek to balance the committee to the extent possible in
124 areas such as gender and other diversity; geographic diversity (multiple
125 campuses); liberal arts and technical programs; and student-facing and back

126 office staff. ~~To facilitate committee balance, each constituency nominating a~~
127 ~~committee member shall submit more nominations than slots attributed to the~~
128 ~~constituency.~~

- 129 c. The committee shall be comprised as follows:
- 130 i. two members of the teaching faculty at an affected college or university
131 selected by the faculty organization;
 - 132 ii. one member of the administrative and service faculty at an affected
133 university nominated by the service faculty organization;
 - 134 iii. one student (two students for multi-campus colleges or universities)
135 nominated by the campus student association;
 - 136 iv. one member from each additional affected college or university
137 bargaining unit nominated by their bargaining unit;
 - 138 v. up to three members of the public with a connection to the affected
139 college or university having knowledge of the affected college or
140 university and its needs nominated by the public; and
 - 141 vi. two administrators who are employees at the affected college or
142 university.
- 143 d. In the event the presidential vacancy serves multiple campuses or institutions,
144 the chancellor may expand the committee membership to allow for members
145 from all bargaining units represented at the institutions.
- 146 e. The chancellor may appoint up to two (2) additional committee members to
147 achieve a balanced committee and/or acquire desired subject-matter expertise.
148 Prior to appointing the committee, the chancellor shall inform the constituent
149 groups and provide a rationale for the addition of committee members.

151 **Subpart C. Committee support**

152 The system office shall coordinate the overall search process and provide training to the
153 committee. The chief human resources officer of the affected college or university will be
154 the liaison between the affected college or university and the committee and will provide
155 professional human resources support to the committee. The chancellor may engage a
156 professional search consultant to assist in the recruitment of candidates.

158 **Subpart D. Expense reimbursement allowed**

159 Members of the committee shall receive no compensation for their services, but shall must
160 be reimbursed for actual expenses incurred in performing services for the committee,
161 consistent with expense procedures for state employees.

163 **Part 5. Salaries**

164 In consultation with the board chair and the chair of the human resources committee, the
165 chancellor shall determine salaries for the position of president within the parameters of the
166 Personnel Plan for MnSCU Minnesota State Administrators as approved by the board and
167 within board-approved salary ranges. The chancellor is the designated appointing authority for
168 all other personnel actions pursuant to Minnesota statutes.

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Part 6. Terminations and Contract Expiration

Subpart A. Termination of employment

The chancellor, upon advance notification to the board chair, may terminate a president in accordance with the Personnel Plan for MnSCU [Minnesota State](#) Administrators and, if applicable, the president’s employment contract.

Subpart B. Contract expiration

A president’s employment ends upon expiration of the employment contract, unless otherwise provided in the employment contract. Expiration of a contract without extension or renewal does not constitute termination under this policy.

Related Documents

- [Board Policy 4.1](#) Personnel Plan for MnSCU Administrators

Policy History

Date of Adoption: 11/18/98
Date of Implementation: 11/18/98
Date of Last Review: 09/17/19

Date and Subject of Amendments:

01/26/22 - Added sections d and e to Part 4, Subpart B regarding the chancellor’s authority to appoint additional committee members. Technical edits made throughout the document, such as replacing MnSCU with Minnesota State.

09/17/19– Amended Part 3, C, 1 to allow interim presidents to be considered a candidate in the search process, and Part 4, B, 2, c, iii to clarify the campus student association nominates the student representative on the committee.

Additional [HISTORY](#)



Board of Trustees Meeting
January 26, 2022
12:45 p.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. Interested parties can listen to the live stream of the proceedings from the [Board website](#).

Convene and Call to Order, Jay Cowles, Chair

Chancellor’s Report, Devinder Malhotra

Chair’s Report, Jay Cowles

Consent Agenda

- 1. Minutes of the Committee of the Whole Meeting, November 16, 2021**
- 2. Minutes of the Board of Trustees Meeting, November 17, 2021**
- 3. Minutes of the Board of Trustees Special Meeting, December 20, 2021**
- 4. Contracts Requiring Board Approval**
 - a. Library Air Handler Replacement, Normandale Community College**
 - b. Emergency Generator Replacement, Minnesota State University, Mankato**
 - c. Classroom Audio and Visual Upgrade, Minneapolis Community and Technical College**
- 5. Wells Fargo Place Lease Extension, System Office**
- 6. Lease Consolidation and Extension, 400 Broadway, Rochester, Winona State University**
- 7. Proposed Amendment to Board Policy 4.2 Appointment of Presidents (Second Reading)**

Committee of the Whole, Jay Cowles, Chair

- Report of the Committee

Academic and Student Affairs Committee, Cheryl Tefer, 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

Outreach and Engagement Committee, Dawn Erlandson, Chair

- Report of the Committee

Workforce and Organizational Effectiveness Committee, George Soule, Chair

- Report of the Committee

Student Associations

1. Lead MN, Axel Kylander, President
2. Students United, Emma Zellmer, State Chair

Minnesota State Colleges and Universities Bargaining Units

1. American Federation of State, County, and Municipal Employees, Jennifer Erwin, , AFSCME Council 5, Minnesota State Policy Committee President
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.



Board of Trustees - Consent Agenda
January 26, 2022
12:45 p.m.
Virtual Meeting

Consent Agenda

- 1. Minutes of the Committee of the Whole Meeting, November 16, 2021**
- 2. Minutes of the Board of Trustees Meeting, November 17, 2021**
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- 4. Contracts Requiring Board Approval**
 - a. **Library Air Handler Replacement, Normandale Community College**
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- 5. Wells Fargo Place Lease Extension, System Office**
- 6. Lease Consolidation and Extension, 400 Broadway, Rochester, Winona State University**
- 7. Proposed Amendment to Board Policy 4.2 Appointment of Presidents (Second Reading)**

Bolded items indicate action is required.



**Committee of the Whole
Meeting Minutes
November 16, 2021**

A meeting of the Committee of the Whole of the Board of Trustees was held on November 16, 2021.

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

Trustees absent: None

Staff present: Devinder Malhotra, Chancellor

The meeting materials for this meeting are available [here](#), starting on page 36. An audio recording of the meeting is available [here](#).

Chair Cowles called the meeting to order at 10:12 a.m.

Chair Cowles' Remarks

This morning's meeting includes an update on Minnesota State COVID response and mitigation strategies. While the last board meeting presentation on this topic occurred early this calendar year, the board has received regular and in-depth updates from the Chancellor and has been informed of the system's response within the ever-evolving environment of this pandemic. This response has been guided by clear priorities: the health and safety of students, staff and faculty; and support for students in continuing to progress towards their educational goals. I look forward to a robust dialogue as we hear updates on various aspects of Minnesota State's response to the COVID-19 pandemic.

Chancellor's Remarks

Chair Cowles, Vice Chair Rodriguez, and trustees-

20 months ago, we provided the board our first update, highlighting the swift decision-making that had occurred over the course of the first 20 days of what would become a very prolonged and complex global health crisis.

Back in March of 2020, we did not know the gravity of how our world would change and how rapidly and continually we would have to adapt. At that time, I think we all were focused on flattening that curve and were hopeful we would be out of this crisis in a short duration.

As we all know now - that was not the case. Throughout this long pandemic, we have kept two very important priorities front and center in our decision-making:

- To safeguard the health, safety, and welfare of our faculty, staff, and students, and
- To enable students to continue to progress toward their educational goals

Early on, we decided that we would act as a system. The gravity of the situation, the torrent of information, and the rapidly changing health crisis required us to act and respond with a systemwide unified action plan with flexibility for campuses, where appropriate to align to local conditions.

We have been and continue to be guided in our decision-making with information from the CDC and in counsel and recommendations of our partners at the MN Department of Health.

The decisions that have been made over the course of the last 20 months were not easy. We oftentimes had to make quick decisions based even as the information set was evolving. These decisions have not been met without concerns or questions. The decisions that we made early on during the 2020 spring semester, although enormous in their magnitude and unprecedented on many levels, were perhaps the easiest. Our colleges and universities were responding as were the very communities where our campuses reside.

As safety measures evolved and vaccinations were made available, we too adapted our responses, guidance, and protocols. As parts of our communities “reopened” and other parts of our lives attempt to find a balance – seeking for the interactions, experiences, and connections that were lost in those early months, the decisions that we have had to made become more complex and nuanced.

We have not been immune to cases occurring on our campuses among our students and employees. However, our decisions and guidance have been instrumental in that have not experienced any major breakouts at any of our campuses.

Perhaps the decision that has generated the most attention is our decision around vaccination attestation and testing of our students. The staff will share with the board specifics with regards to our rollout for employees and students. However, I want the board to understand why we made the decision we did.

Access to an extraordinary education is central to who Minnesota State is. It is what we believe in and what we attempt to deliver for each and every student who chooses one of our 37 colleges and universities.

I believe that if we are to impact the rate of vaccinations in our communities, education is the key. Our best bet is to provide access to information, encourage dialogue and the exchange of information so that students have access and can make an informed choice as to how best to protect themselves, their families, and their communities.

In closing, it is important to recognize our presidents, their campus teams, the faculty, and staff, and the system office team who have from day one, 20 months ago, came together as a community with innovation, creativity and grit.

These efforts, and our commitment to our top priorities of keeping our students, faculty, and staff safe, as well ensuring our students can continue working toward their academic goals, have resulted in Minnesota State producing more than 56,000 graduates since the start of this global pandemic.

That is success for our students, our communities, and our state.

Agenda Item 1: Update: Minnesota State COVID response and mitigation strategies

Chair Cowles invited Associate Vice Chancellor Brian Yolitz to begin the presentation. Other presenters included: Bill Maki, Vice Chancellor for Finance and Facilities; Eric Davis, Vice Chancellor for Human Resources; Ron Anderson, Sr. Vice Chancellor for Academic and Student Affairs; and Nate Hallanger, Special Assistant to the Senior Vice Chancellor for Academic and Student Affairs.

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

Adjournment

Chair Cowles adjourned the meeting at 12:04 p.m.



**Board of Trustees
Meeting Minutes
November 17, 2021**

A meeting of the Board of Trustees was held on November 17, 2021.

Trustees present: Jay Cowles, Chair; Rudy Rodriguez, Vice Chair; Asani Ajogun, Victor Ayemobuwa, Alex Cirillo, Dawn Erlandson, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa, Kathy Sheran, George Soule, and Cheryl Tefer

Trustees absent: Roger Moe and Michael Vekich

Staff present: Devinder Malhotra, Chancellor

The meeting materials for this meeting are available [here](#), starting on page 126. An audio recording of the meeting is available [here](#).

Chair Cowles called the meeting to order at 12:17 p.m.

Chancellor's Report, Devinder Malhotra

Chair Cowles, Vice Chair Rodriguez, members of the board...Yesterday, I shared with you my FY2022 Chancellor and System Office workplan. The activities that are listed 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 while responding to the continual changes in higher education.

It was important, given where we are in our strategic positioning as a system, and the maturity and focus of our work that we develop a Framework which would serve as the guideposts for a multi-year chancellor and system office workplan. The Minnesota State Framework will inform our strategic and operational work. This framework builds on the work we have done over the past four years and provides clarity for the needed work in the future. It also will lend clarity to the role of the system office and how it can best facilitate and support the work of our colleges and universities.

The Framework contains four elements:

- Three overarching Strategic Objectives to guide our work
- The four implied Imperatives that will drive our work
- The five Strategic Focus Areas where we will need to augment our capacity and focus our efforts
- And a Monitoring Framework to measure our progress towards accomplishing our strategic objectives

The initiatives contained in the workplan should not be a surprise to anyone. They are the very activities that are woven into the conversations and deliberations that we engage with the board on, as a Leadership Council, and with our students, faculty, and staff.

The workplan will be shared with the board in February and again in late spring. February's iteration will include further refinement of the initiatives, a status update of the initiatives progress, the correlation to the Monitoring Framework, and also provide additional detail for FY2023 and FY2024 initiative activities. The last iteration available in June will provide a final status update and next steps under each initiative.

In October I shared that the House and Senate Capital Investment Committees were making their rounds across the state to learn about the infrastructure needs.

I again want to thank our campus leaders who, as of this week, will have hosted 41 campus stops.

In the past few days nine more campuses were given the opportunity to share the work that they are doing for students and the communities they serve.

Later this afternoon I will be attending one of the tours to express our appreciation to legislators and their staff for taking a great deal of time in seeing Minnesota's infrastructure need first-hand.

The focus on infrastructure is at the federal level too, with President Biden signing the infrastructure bill that will make critical investments in broadband and other crucial areas that will hopefully give state lawmakers more capacity to invest in higher education during the upcoming legislative session.

Last week, we shared with the board that we had reached a tentative agreement with the Inter Faculty Organization. My deep appreciation to the team members on both sides for their diligence and hard work. These are not easy conversations but I am grateful for their focus and willingness to engage together so that we can continue to provide a strong foundation for our university faculty. We will continue to keep the board updated as the process unfolds.

And now the part I am looking forward to most in my brief remarks today. As we near the end of fall semester, I am excited to share that there are celebrations in order at our colleges and universities.

Every two years, community colleges from across the nation are invited to apply for the \$1 million dollar Aspen Prize for Community College Excellence. The Aspen Prize honors colleges with outstanding achievement in five critical areas: teaching and learning, certificate and degree completion, transfer and bachelor's attainment, workforce success, and equity for students of color and students from low-income backgrounds.

By focusing on student success and lifting up models that work, the Aspen Prize aims to celebrate excellence, advance a focus on equitable student success, and stimulate replication of effective culture and practice.

This year four Minnesota State colleges have been invited to apply for the 2023 Aspen Prize. Please join me in congratulating:

- Alexandria Technical and Community College,
- Dakota County Technical College,
- Minnesota State Community and Technical College, and
- Minnesota West Community and Technical College

Just last week, the American Association of State Colleges and Universities announced that Metropolitan State University and Minneapolis College were chosen to be a part of the inaugural cohort for the Transfer Intensive, a one-year initiative designed to support partnerships between community colleges and universities in advancing the practices and policies associated with improved, more equitable transfer student success. The lessons learned in this intensive will be valuable as we continue to lean into our systemness for equitable student success across all 37 colleges and universities. Congratulations to Presidents Arthur and Pierce and their teams for their leadership.

Earlier this fall, South Central College received a \$2 million dollar grant from the U.S. Department of Education to advance guided learning pathways for adult learners and underrepresented students, a concept that has been shared and discussed with the board previously. As President Parkers shared, "guided learning pathways will provide our students with a roadmap for success in their area of interest." My congratulations to the South Central team.

Earlier this summer, President Joyce Ester was named as a trustee to the 18-member Higher Learning Commission Board of Trustees. The HLC board is a critical partner in our

colleges and universities work to advance the common good through quality assurance of higher education. Our appreciation to President Ester for engaging in this critical work that not only informs our institutions but effects the landscape of all of higher education.

Trustees – there are many other examples that highlight the recognition that our faculty and staff and our colleges and universities receive both locally and nationally. Amidst all that we have and are continuing to go through. Our commitment to our students remains solid and our focus un-wavered.

Chair's Report, Jay Cowles

I'd like to share that Chancellor Malhotra and I had the opportunity to attend a virtual retreat for board chairs and presidents of public universities and systems, hosted by the Association of Governing Boards, also known as AGB, in early November. This half-day retreat was informative and insightful and included sessions focused on diversity and inclusion, fostering effective relationships with state and local government, and strengthening the chair-president, or in our case...chair-chancellor, relationship. I appreciated the opportunity to learn alongside the Chancellor and other board chair and president colleagues from across the country.

I want to acknowledge and congratulate Trustee Alex Cirillo who recently accepted an invitation from the Association of Governing Boards to join their Council for Student Success. As a system, we share AGB's commitment to elevate student success outcomes and are honored to have Trustee Cirillo join their efforts to achieve this end.

I also want to recognize that Chancellor Malhotra was recently appointed as the chair of the National Association of System Heads (NASH) after serving this last year as the vice chair. NASH is the association of the chief executives of the college and university systems of public higher education in the United States and Puerto Rico whose mission is to leverage the power of systems to advance innovation and change in public higher education; we are pleased to have the Chancellor assuming a leadership role within this organization.

Lastly, I want to note a few events that trustees have recently attended or will attend in the coming weeks:

- Trustees Rodriguez, Soule, and Tefer attended a virtual listening session scheduled as part of LeadMN's Minnesota Student Leadership Summit in late October. The session was an open forum during which students shared their college student experiences. We were thankful for this valuable opportunity to hear directly from students.
- Trustees Cirillo and Erlandson joined me in late October at Metropolitan State University 50th anniversary celebration. It was a grand evening and I, along with my fellow trustees, was delighted to join in celebrating this momentous occasion.

- I am also pleased to report that the board has received a couple of invitations to join in-person commencements to be held next month. I think I speak for my fellow trustees when I say we are thrilled to have this opportunity – truly one of the highlights of trustee service – and very much look forward to getting back to the normal cadence of commencement ceremonies, hopefully this coming spring.

Consent Agenda

Chair Cowles asked if anyone wanted to remove an item from the Consent Agenda.

Vice Chair Rodriguez made the motion to approve the consent agenda and Trustee Ayemobuwa seconded. A roll call vote was conducted. The vote was as follows:

Trustee Ajogun	Yes
Trustee Ayemobuwa	Yes
Trustee Cirillo	Yes
Trustee Cowles	Yes
Trustee Erlandson	Yes
Trustee Janezich	Yes
Trustee Moe	Absent
Trustee Morillo	Yes
Trustee Nishimura	Yes
Trustee Oballa	Yes
Trustee Rodriguez	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Absent

The board voted to approve the consent agenda as follows:

- 1. Minutes of the Board of Trustees Meeting, September 22, 2021**
- 2. Minutes of the Committee of the Whole Meeting, October 19, 2021**
- 3. Minutes of the Board of Trustees Meeting, October 20, 2021**
- 4. Contracts Requiring Board Approval**
 - a. Mayo Clinic Health System Event Center Lease, Minnesota State University, Mankato**
 - b. MSUM Foundation Ground Lease, Minnesota State University Moorhead**
 - c. EDA Federal Grant Construction Contract, St. Cloud Technical & Community College**
- 5. Revised Office of Internal Auditing Charter**
- 6. Review Audit Results and Approve Release of Audited Financial Statements and Federal Student Financial Aid Audit Update**
- 7. Mission Statement Change – Normandale Community College**

Board Standing Committee Reports

Finance Committee, Roger Moe, Chair

Committee Vice Chair Nishimura reported that the committee approved a recommendation for FY2022-FY2023 supplemental budget request. The committee recommends the Board of Trustees adopt the following motion:

The Board of Trustees approves the FY2022-FY2023 supplemental budget request in the amount of \$60,000,000 in FY2023, to be continued as base funding. Full funding of the \$60,000,000 for campus support, a tuition freeze, mental health resources, student basic needs resources, and workforce development support the system's priorities while providing financial stabilization for our campuses.

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.

Recommendations of a committee do not require a second. A roll call vote was conducted. The vote was as follows:

Trustee Ajogun	Yes
Trustee Ayemobuwa	Yes
Trustee Cirillo	Yes
Trustee Cowles	Yes
Trustee Erlandson	Yes
Trustee Janezich	Yes
Trustee Moe	Absent
Trustee Morillo	Yes
Trustee Nishimura	Yes
Trustee Oballa	Yes
Trustee Rodriguez	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Absent

The board voted to approve the recommended motion.

The board also received reports from November meetings of the following committees:

- Committee of the Whole, Jay Cowles, Chair
- Academic and Student Affairs Committee, Cheryl Tefer, Chair
- Audit Committee, Michael Vekich, Chair

- Facilities Committee, Jerry Janezich, Chair
- Outreach and Engagement Committee, Dawn Erlandson, Chair
- Workforce and Organizational Effectiveness Committee, George Soule, Chair

Student Associations and Bargaining Units

Student associations and bargaining units were invited to submit written remarks and were given the opportunity to address the board in person. Written remarks were provided by Students United and have been posted to the board website.

In person remarks were provided by:

- LeadMN President Axel Kylander
- Students United State Chair Emma Zellmer
- Inter Faculty Organization President Brent Jeffers
- Minnesota State College Faculty President Matt Williams
- Minnesota State University Association of Administrative and Service Faculty President Tracy Rahim

Trustee Reports

Additional reports and remarks were heard from Trustee Tefer.

The next board meetings are scheduled for January 25-26, 2022.

Adjournment

Chair Cowles adjourned the meeting at 2:16 p.m.



**Board of Trustees
Meeting Minutes
December 20, 2021**

A special meeting of the Board of Trustees was held on December 20, 2021.

Trustees present: Jay Cowles, Chair; Rudy Rodriguez, Vice Chair; Asani Ajogun, Victor Ayemobuwa, Alex Cirillo, Dawn Erlandson, Roger Moe, Javier Morillo, Oballa Oballa, Kathy Sheran, George Soule, and Cheryl Tefer

Trustees absent: Jerry Janezich, April Nishimura, and Michael Vekich

Staff present: Devinder Malhotra, Chancellor

The meeting materials for this meeting are available [here](#), starting on page 25. An audio recording of the meeting is available [here](#).

Chair Cowles called the meeting to order at 10:40 a.m.

Chancellor's Report, Devinder Malhotra

First of all, I thank you all for agreeing to this special session. Indeed, this special session is a testament to the fact that even during the pandemic and with all the uncertainty surrounding it, the work of Minnesota State continues to move forward. The last two weeks have been joyous at each and every campus in our system as we witnessed commencements, some virtual, some in-person. Nevertheless, in each and every case, students graduated. During the pandemic, we have graduated 57,000 students and the students who are graduating over the last few weeks will add to that total. Among these graduates are 300 Minnesota National Guard members who graduated from their training as Certified Nursing Assistants which will directly address the workforce shortages in the healthcare area, particularly serving nursing homes and other important areas. Also, the Governor has agreed to fund additional training for around 1,000 nursing assistants so we are looking forward to that too. I must commend our Minnesota State HealthForce which is a Center of Excellence hosted at Winona State University, along with Executive Director Valerie DeFor, System Director Jennifer Eccles, and Larry Lundblad, who was recently appointed Executive Director of Workforce Development for Minnesota State. They have been working hard and are at the table for these conversations as the state gears up to address workforce shortages. I'm sure this is just a beginning and more is yet to come.

Another area I would mention and which is the focus of today's special meeting is conclusion of two contracts. On the face of it, it seems like a regular cadence every two years we bring negotiated contracts. But these contracts are emerging out of an intense period of not only the pandemic, but also for the Minnesota State in terms of its strategic positioning for the future. For both of those contracts, both sides were much more focused in interest-based bargaining as the language was being negotiated. In that context, I think they were much more focused on what is needed to accomplish our strategic positioning around Equity 2030. That was part and parcel of that conversation. As Senior System Director Chris Dale mentioned, IFO in its Article 22, which lays out the roles and responsibilities of the faculty and how faculty will be assessed, have directly incorporated language which sets an expectation that everyone is working towards the Equity 2030 goal of closing the educational equity gaps. This is indeed very fundamental. I cannot think of very many other examples nationally in which this kind of an agreement has reached. So I commend both IFO and MSUAASF for taking this on and keeping it front and center. This bodes well for the future of Minnesota State, for these students and communities, and for our colleges and universities.

Chair's Report, Jay Cowles

First off, I want to acknowledge and congratulate Trustee Roger Moe who was recently included in Finance & Commerce's "Minnesota Icons of 2021", a special section of the publication that recognizes the rising stars of Minnesota's business community, alongside those whose careers have left a lasting mark in the state's business and legal professions. There is no doubt that Trustee Moe has left an indelible mark on this state and this system; in fact, it was his leadership that brought the Minnesota State Colleges and Universities system into existence! Congratulations, Roger, on this much deserved honor and thank you for your continued service.

I am also pleased to report that trustees had the opportunity to attend a couple of in-person commencements earlier this month. I, along with Vice Chair Rodriguez and Trustee Erlandson, had the pleasure of attending the commencement ceremonies – four in total – held for the graduates of Metropolitan State University last weekend. And Trustee Moe attended the commencement ceremony held at Minnesota State University Moorhead last Thursday. I think I speak for my fellow trustees when I say we are thrilled to have this opportunity – truly one of the highlights of trustee service – and look forward to getting back to the normal cadence of commencement ceremonies, hopefully this coming spring.

Lastly, let me offer heartfelt congratulations to all those graduating from our colleges and universities this month... We know that to get to this day you have had to juggle work, family, and community responsibilities while pursuing your studies and you did all of this – successfully – during this pandemic! We are proud of your dedication and perseverance and are confident the education you received has equipped you well to be leaders in both your careers and your community and truly believe that each of you

represents hope for a bright and bold future – for your families, for your community, for Minnesota, and for our world.

Consent Agenda

Chair Cowles asked if anyone wanted to remove an item from the Consent Agenda.

Trustee Moe made the motion to approve the consent agenda and Vice Chair Rodriguez seconded. A roll call vote was conducted. The vote was as follows:

Trustee Ajogun	Yes
Trustee Ayemobuwa	Yes
Trustee Cirillo	Yes
Trustee Cowles	Yes
Trustee Erlandson	Yes
Trustee Janezich	Absent
Trustee Moe	Yes
Trustee Morillo	Yes
Trustee Nishimura	Absent
Trustee Oballa	Yes
Trustee Rodriguez	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Absent

The board voted to approve the consent agenda as follows:

- 1. Approval of 2021-2023 Inter Faculty Organization Master Agreement**
- 2. Approval of 2021-2023 Minnesota State University Association of Administrative and Service Faculty Master Agreement**
- 3. Approval of 2021-2023 Minnesota State Colleges and Universities Personnel Plan for Administrators**

Adjournment

Chair Cowles adjourned the meeting at 11:05 a.m.