

**Minnesota State Colleges and Universities**  
**Board of Trustees Meeting Minutes**  
**St. Paul, MN**  
Wednesday, March 21, 2018

Present: Chair Michael Vekich, Vice Chair Dawn Erlandson, Treasurer Jay Cowles, and Trustees Basil Ajuo, Ann Anaya, Alex Cirillo, Amanda Fredlund, Bob Hoffman, Jerry Janezich, Roger Moe, George Soule, Louise Sundin, Cheryl Tefer, and Chancellor Devinder Malhotra

Absent: Trustees AbdulRahmane Abdul-Aziz and Rudy Rodriguez

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**Call to Order**

Chair Michael Vekich called the meeting to order at 12:30 pm. He welcomed everyone and acknowledged Trustee Ann Anaya who participated by phone.

**Chair's Report, Michael Vekich**

- **Approval of Chancellor Devinder Malhotra's Employment Contract for 2018-2021**

Chair Vekich called the question and the following motion was approved unanimously.

*The Board of Trustees approves the terms and conditions of Chancellor Devinder Malhotra's employment contract for August 1, 2018 through July 31, 2021, and authorizes the board chair to execute the contract.*

Chair Vekich discussed the terms of the standard contract for Chancellor Devinder Malhotra.

**Chancellor's Report, Devinder Malhotra**

Thank you, Chair Vekich, Vice Chair Erlandson, and members of the board, for your continued confidence in me to lead Minnesota State as its chancellor. I have been humbled by the outpouring of encouragement and support I have received from across our system and from the community at large.

As I prepared my remarks for today, I did so fully recognizing that this is my first time addressing the board as its permanent chancellor. As permanent chancellor, there is a freedom and simultaneously a weight placed on one's shoulders.

As the interim chancellor, I primarily focused on the foundational work needed to be done to ready the system for the work ahead. What excites me about being Minnesota State's permanent chancellor is that I now have greater flexibility and space to move the system forward in an accelerated manner, and I have the timeframe to see this work through.

Students, faculty, staff, and all stakeholders can continue to count on true and authentic communication and consultation, and know that ultimately I stand ready to make the difficult decisions that are necessary to strategically position Minnesota State.

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

In a few short weeks, along with trustees, we will be joining campus leaders and students, faculty, staff, and families at the most important event of the year – the more than 50 graduation ceremonies across the state where more than 20,000 students will receive degrees, certificates, and diplomas.

That is a powerful symbol of the great work our colleges and universities are doing. It is one of the things that tells us that the system is not broken. However, we owe it – to those graduates and future graduates and the citizens of Minnesota who will need us more than ever – to be relevant and financially sustainable for generations to come.

For too long we have been trying to push a change agenda within the existing modes of operation, seriously impairing the ability of our change initiatives to be successful. This is the very reason that I have engaged in conversations with the faculty this year to begin the examination of different modes of teaching and learning that we – together – can be working towards.

I was once told that if you stay in the same lane going too slow, you will get run over. In drawing from my own experiences as a professor, dean, provost, and president, I can tell you first hand that if you stand in the middle of the road you will get run over from both directions. The speed and nimbleness by which we embrace the challenges ahead, keeping quality front and center, will determine our success.

Over the next few weeks, I will have conversations with presidents and cabinet, and I will continue to engage and seek direction from this board about the important work ahead and the steps that we need to undertake together to build the foundation and capacity to address our challenges and opportunities.

A critical component of those conversations is what it means to be part of a system, because our success is and will be measured as a system. In order to be successful, on the one hand, we need to work through where we are and where we need to aggressively scale up our operations; while on the other hand, we need to personalize and customize the experience of each and every student.

Hence, our conversation on the systemwide strategic repositioning must start with reflection on the role the system office plays in facilitating and supporting systemwide success. Our colleges and universities are the ones responsible for the education of our students by providing them with quality experiences in and out of the classroom. As I've shared in many conversations over the last eight months, the historic purpose of a centralized office was to provide accountability frameworks and assurances to governing structures and to the state that public resources were being used efficiently and effectively.

Along with accountability and assurances of functionality, the system office needs to enhance and deepen its leadership capacity to better coordinate the work that will make

our institutional boundaries porous and augment the capacity of our colleges and universities to manage and accelerate the change that must occur.

However, I should note that it's not just the leadership that the system office provides that needs to be examined. The very type of leadership that I am talking about needs to be present in the operational and organizational structures at our colleges and universities. In this regard, there are two areas that we need to begin addressing: first, data mining and data analysis, and second, embedding innovative and strategic approaches in all we do.

As I have shared with you, the Leadership Council has focused our work on student success, honing in on the information and data we use to measure that success. By the end of summer, our intention is to complete a new metrics framework that will provide our colleges and universities with the information they need to advance student success on their campuses. That framework will be part of our evaluation process the following year.

In our innovative and strategic planning work, we need to recognize that we are at a critical moment in higher education. How we use data not only informs strategy but often become strategy in and of itself. It is imperative that we build a comprehensive data strategy for the system, and support unique data strategies for individual campuses.

I am not by any means suggesting that we have not engaged in strategic planning. The truth is we all get buried in the day-to-day just trying to keep up with meetings, budgets, and being active members of our communities.

My point is, strategic planning is not embedded in our day-to-day operations. We simply cannot have a series of retreats and think that we have a plan and that we have mapped a path for our campuses and the system. The landscape of higher education is littered with such strategic plans that didn't go anywhere. We must have individuals who wake up every morning and think about these important issues, where change and innovation is not episodic but integral to our culture and operational structures. This kind of thinking needs to permeate everywhere in our organization. We need to encourage risk taking, learn from our failures, and incorporate risk assessment and management in all our strategies.

In consultation with the board and the board chair, I will be moving quickly to enhance that work and put the team in place. I look forward to working with you all to build this enterprise out, because either we lead or we follow.

None of this will be easy. I hear loud and clear from the board that this work must be done and it must be done quickly. I completely get your sense of immediacy and urgency. Our success will depend on everyone at our colleges and universities and the system office engaging in this work.

There will be tough decisions that we need to be ready to make. I, for one, am ready to lead this work.

On a personal note, over the last two weeks, as I was sorting out my thoughts, I had reached back to the writings of John Maynard Keynes, who was not only an economist of note, but also a political philosopher, and did some writings in the philosophy of science. I was struck by a sentence I read the other day: "The difficulty lies not so much in developing new ideas as in escaping from old ones."

### **Consent Agenda**

Chair Vekich called for a motion to approve the Consent Agenda.

*The consent agenda carried unanimously.*

- 1. Minutes, Executive Committee Meeting, January 10, 2018**
- 2. Minutes, Committee of the Whole, January 23, 2018**
- 3. Minutes of Board of Trustees Meeting, January 24, 2018**
- 4. Minutes, Special Board of Trustees Meeting, February 21, 2018**
- 5. Minutes, Special Board of Trustees Meetings, February 27, 28 and March 2, 2018**
- 6. Mission Statement: Central Lakes College**
- 7. FY2020 Capital Program Guidelines for 2020 Capital Program and 2019 Revenue Fund Bond Sale (Second Reading)**
- 8. Approval of Minnesota State Colleges and Universities Personnel Plan for Administrators**
- 9. Contracts Exceeding \$1 Million**
  - a) Oracle Cloud Services**
  - b) Individual Emergency Messaging System Software**
  - c) Normandale Community College, Parking Lot Reconstruction**
  - d) MSU, Mankato, Student Union HVAC Upgrade**

### **Board Policy Decisions (Second Reading)**

#### **Proposed Amendment to Policy 8.3 College, University and System Related Foundations**

*Chair Vekich called for a motion to approve the Proposed Amendment to Policy 8.3 College, University and System Related Foundations. The motion carried unanimously.*

### **Board Standing Committee Reports**

1. Human Resources Committee, Dawn Erlandson, Chair
  - a. Appointment of President of Rochester Community and Technical College**

The following motion was approved unanimously:  
*The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Jeffery Boyd as president of Rochester Community and Technical College effective July 1, 2018, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.*

Dr. Boyd thanked the board and the chancellor.

**b. Appointment of President of St. Cloud Technical and Community College**

The following motion was approved unanimously:

*The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Annesa Cheek as president of St. Cloud Technical and Community College effective July 1, 2018, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Human Resources Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.*

Dr. Cheek thanked the board and the chancellor.

**Student Associations**

Students United; Faiçal Rayani, state chair and Kayla Shelley, member, St. Cloud State University Student Association, addressed the Board of Trustees.

**Minnesota State Colleges and Universities' Bargaining Units**

There were no comments from any of the bargaining units.

**Board Standing Committee Reports (continued)**

2. Joint Academic and Student Affairs and Finance and Facilities Committees  
Alex Cirillo and Jay Cowles, Co-chairs
  - Collaborative Campus and Regional Planning Update  
Committee Co-chair Alex Cirillo reported that President Connie Gores, Southwest Minnesota State University, and President Terry Gaalswyk, Minnesota West Community and Technical College, are collaborating to create regional planning to present to the board level.
  
3. Finance and Facilities Committee, Jay Cowles, Chair  
Committee Chair Cowles reported that the committee had a valuable discussion regarding the HEAPR funding.
  
4. Academic and Student Affairs Committee, Alex Cirillo, Chair  
Committee Chair Cirillo reported that Senior Vice Chancellor Ron Anderson gave a presentation on closing the gap between different racial, ethnic, and socioeconomic student groups for student success. We received the mission and vision statement from Central Lakes College and the tag line is: "We Build Futures."
  - a. Student Success Update
  - b. Proposed Amendment to Policy 2.8 Student Life (First Reading)
  - c. Proposed Amendment to Policy 3.7 Statewide Student Association (First Reading)
  - d. Proposed Amendment to Policy 3.24 Institution Type and Mission, and System Mission (First Reading)

**Trustee Reports**

Trustee Louise Sundin invited everyone to the Nellie Stone Johnson Scholarship auction and dinner on March 22, 2018.

Trustee Amanda Fredlund reported that LeadMN just returned from their student advocacy trip in Washington, D.C with about 50 students.

Chair Vekich mentioned the list of commencement ceremonies will be distributed soon and encouraged everyone to sign up for as many as you like.

The chancellor has been working with his team to invite Dr. Karen Stout, president and CEO of Achieving the Dream, to our May meeting with board and leadership council.

The next board meeting is April 17-18, 2018, and several trustees are up for confirmation on April 19, 2018.

The meeting adjourned at 1:25 pm.

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Ingeborg K. Chapin, Secretary to the Board