

## Minnesota State Colleges and Universities

Board of Trustees

St. Paul, MN

October 15, 2019

Present: Chair Jay Cowles, and Trustees Ashlyn Anderson, Alex Cirillo, Bob Hoffman, Jerry Janezich, April Nishimura, Rudy Rodriguez, George Soule, Louise Sundin, Cheryl Tefer, Samson Williams, Michael Vekich, and Chancellor Devinder Malhotra

Absent: Trustees AbdulRahmane Abdul-Aziz, Dawn Erlandson, and Roger Moe

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### Call to Order

Chair Cowles called the meeting to order at 2:00 pm. He acknowledged Trustee Williams who was participating in the meeting by telephone.

### Chair's Report, Jay Cowles

A month ago, the Trustees held their annual retreat, and while there were many benefits that resulted from the retreat, there were a few that I thought I would mention today.

While the retreat serves the trustees first and foremost as a time for reflection and focus on the upcoming work of Minnesota State, the retreat also serves a broad purpose of building relationship and understanding among the many stakeholders of Minnesota State. In support of both of these purposes, I observed high levels of engagement among trustees and with the other stakeholders at the retreat, in a series of presentations and discussions that reviewed Minnesota State's strategic status and opportunities for the work ahead. Specifically, the trustees were joined by the chancellor and his cabinet, by the Leadership Council Executive Committee (Presidents Arthur, Charlier, Mulford and Olson), by leaders of our staff and faculty bargaining units, and by leaders of our two state student associations.

Over the course of the retreat, we considered:

- The findings of our annual Enterprise Risk Management assessment;
- Chancellor Malhotra's framework and approach for Equity 2030 and its ambitious ten-year goal;
- Reflections on Equity 2030 and the work ahead from the Leadership Council Executive Committee on the Leadership Council's own retreat earlier in September; and
- Discussions and brainstorming about proposed and potential agenda items for the Committee and Board work plans for this coming year. You saw some of those ideas brought forth for discussion earlier today.

From my chair perspective there were two notable outcomes from this retreat. First, and most importantly, there was strong support from all of the stakeholders and the trustees for Equity 2030. There is already much work occurring throughout Minnesota State on

which to build, and everyone at the retreat was eager to accelerate and expand our impact on student success for all of our students. Second, and more practically, there was strong trustee interest in continuing to have more engagement with the Leadership Council, and to have more engaging presentations and discussions around strategic issues during committee meetings.

In response to this latter interest of trustees, the chancellor and I have asked the president liaisons to participate with committee chairs and vice chairs and cabinet members in shaping agenda topics, formats, and materials. This is a work in progress, and we will revisit it in the coming months as we see how well it is working. We saw some evidence of that change process as reported by committee chairs earlier today. We are off to a good start.

I will end my remarks about the board retreat with one final highlight: an **outstanding** visit to Central Lakes College, for a campus tour and dinner program. President Hara Charlier and her faculty, staff, and students provided an evening of inspiration for the trustees and all retreat participants, as their commitment to student outcomes and a culture of inclusion and active support shone throughout the visit. On behalf of the board, our grateful thanks to Central Lakes College for their remarkable example for all of the Minnesota State.

I would like to turn to another area of accomplishment by one of our trustees. Trustee Dawn Erlandson has been on the Association of Community College Trustees Board of Directors for several years, including chair-elect this past year. We are honored that Trustee Erlandson is representing Minnesota State in this national organization. At ACCT's meeting later this week, Trustee Dawn Erlandson will become chair of the ACCT Board of Directors. Trustees Anderson, Nishimura, Tefer, Williams and I, along with Chancellor Malhotra, will be attending the ACCT Conference in San Francisco for that transition. Minnesota State will have a presence there to support Trustee Erlandson and we will be hosting a reception on Friday where we will have a chance to express our admiration and support for Dawn's leadership. Several presidents will be there too, including President Irving from Hennepin Technical College and President Millender of Century College. Minnesota State indeed will be honored to be represented by Trustee Erlandson.

#### **Recognition of Trustee Dawn Erlandson**

Chair Cowles called on Trustee Sundin who read the following proclamation.

***WHEREAS**, Dawn Erlandson was first appointed to the Board of Trustees by Governor Mark Dayton on August 6, 2012 for a six-year term.*

***WHEREAS**, Dawn Erlandson was a member of the Academic and Student Affairs Committee for six years. She also was the vice chair of the Board of Trustees for one-and-a-half years, a member of the Executive Committee for four years, chair of the Human Resources Committee for three years, and vice chair of the Finance and Facilities Committee for one year.*

**WHEREAS**, in the fall of 2013, Dawn Erlandson attended the Association of Community College Trustees Annual Congress, during which she was elected to the Central Region Nominating Committee.

**WHEREAS**, on January 20, 2015, Dawn Erlandson was appointed to fill a vacancy on the Board of Directors of the Association of Community College Trustees. In October of 2015, she was elected to a three-year term on the Board of Directors.

**WHEREAS**, in October of 2016, Dawn Erlandson was elected secretary-treasurer of ACCT's Board of Directors. She also became the chair of ACCT's Finance and Audit Committee.

**WHEREAS**, in October of 2017, Dawn Erlandson **became the vice-chair of ACCT's Board of Directors.**

**WHEREAS**, on July 15, 2018, Dawn Erlandson was reappointed to the Minnesota State Board of Trustees by Governor Mark Dayton for another six-year term ending on June 30, 2024.

**WHEREAS**, in October 2018, Dawn Erlandson was elected to another three-year term on ACCT's Board of Directors. At the same time, she also became the chair-elect of ACCT's Board of Directors.

**WHEREAS**, Dawn Erlandson will become the chair of the ACCT Board of Directors during ACCT's Annual Congress on October 19, 2019.

**WHEREAS**, Dawn Erlandson is a strong advocate for Minnesota State and for advancing access to higher education.

**NOW THEREFORE, BE IT RESOLVED THAT THE MINNESOTA STATE BOARD OF TRUSTEES AND CHANCELLOR MALHOTRA** on this day, October 15, 2019, congratulate and pay tribute to Trustee Dawn Erlandson, whose state and national leadership and service will benefit all students.

*The proclamation was seconded by Trustee Cirillo and carried.*

#### **Chancellor's Report, Devinder Malhotra**

In September I shared with the board at their retreat an update on the progress of Equity 2030. And I had shared with you a document entitled Equity 2030 which is a draft document. That document is an evolving document - it is not etched in stone. As consultations emerge with our internal stakeholders, with our bargaining units, with our student associations, with Leadership Council, that we will go back and fine tune it, tweet it, adjust it, and make changes. I want to emphasize that it is an evolving document. What it merely tries to do is start a conversation and provide a strategic framework\_of how we can begin to think about and approach this work together – as a board and as a system.

However, I would like to stress that Equity 2030 draft document is not a plan and does not provide all the details of the work that is going on at our colleges and universities led by our presidents and faculty and staff or the new opportunities that we may engage in to help support all of our students.

Equity 2030 indeed is an ambitious goal. We know that. But we also know it is the right thing to do. It is a moral imperative and an economic imperative for the state of Minnesota and indeed is vital for social, cultural, and economic vibrancy of the State.

If you think about the goal of Equity 2030, there is nothing new in it. Our 37 colleges and universities have been focus on the goal of eliminating educational disparities for a long time. Our student demographics and our strategic commitment to this work, we have been focused on this and indeed what Equity 2030 does is it provides an unequivocal statement and affirmation of that goal which is pursued by each and every institution within the system at a system level.

It is a broader declarative goal for the system as a whole and attempts to provide a comprehensive unified framework in which we can start attacking this problem.

Each and every one of us in this room is frustrated by the fact that no matter how hard we have worked on closing the achievement gap, it has proven to be intractable and not have narrowed for a long period of time – at least over the last two decades.

If we focus our thinking and execute the right approaches to do this work - collectively - in developing this framework and approach, what is hopeful is that if we do this work well, the effectiveness of the existing efforts, which our colleges and universities are focused on, on eliminating disparities, those efforts will become more effective.

Equity 2030 is our public commitment to addressing inequity in educational access and educational outcomes, and to build a better future for the individuals, families, and communities of Minnesota.

Creating educational equity means that we will improve outcomes for all students and eliminate disparities in outcomes between different student groups. While we seek to eliminate all educational disparities, our initial focus will be on racial/ethnic disparities, disparities by socio-economic status or level of income, and disparities by first generation status.

At the Leadership Council meeting, we had a robust conversation regarding the goal and the associated work. Two critical points remained with me as I reflected on our discussion:

The first: as we begin this work are *we asking the right question and do we have the right data?*

That is why in my comments at the retreat, I stressed the need to start with disaggregating the data which has begun under the leadership of Senior Vice Chancellor Ron Anderson and the research team led by Interim Senior System Director Susan Carter. We need to better understand the students we have and where the gaps are to better determine the efforts that will support them and enable them to overcome their barriers. We need to understand why the gaps are persistent and what is it within our control we can do to move these metrics and also recognize that we cannot accomplish this goal alone or by ourselves because indeed, if we could do this, we would have done it by now. It would require a nuance understanding of the problems, which have caused the persistence of these gaps and then a better understanding of the different strategies to attack the barriers that students face.

The second component that aids in this work is the call that I issued a few weeks ago for three Chancellor's Fellows. I am excited about the opportunity to draw from the expertise we have within the system and for these fellows to help guide the initial work on modeling and targeting setting. I want to stress that these Fellows will work to be a bridge to their fellow faculty and staff on our campuses. They will provide leadership of the project but will draw resources from the expertise which already exist in our colleges and universities. I look forward to announcing the 3 Fellows at the November Board meeting.

The second point that stuck with me is the conversation around leading this work. We all know that this is going to be hard work and that we're going to learn from our mistakes. But we need to ask ourselves what is the organizational mindset that is needed in order to do this work. Do we have the understanding, the capacity, and the ability to have difficult conversation to lead this work collectively?

I'm not just talking about presidents or cabinet but all of us - around the table here today and in the audience - How do we, as a collective, build our own cultural competency in order to do the difficult work that is ahead.

At each and every level, we are leaders within our communities. The work that lies ahead is to develop the approaches and strategies and to provide the space for our colleges, universities, and the system to do the work that is needed together to meet this goal. We will do some work at the system level and substantial amount of this work is already going on and will continue at our college and universities level. And then together we will figure out where we need to build partnerships with our external partners and where we need to deepen and enhance our internal partners in order to move and accelerate our progress towards this goal.

### **Bonding Tours**

Over the last month, members of the House and Senate Capital Investment Committees along with Commissioner Frans and Olson and staff from the Governor's Office have been,

in the words of the great leadership philosopher, Willie Nelson, they have been *On the Road Again* visiting our colleges and universities.

I want to thank Trustees Moe, Hoffman, and Janezich for attending these important campus events.

As I shared with Commissioner Frans the other week: At each stop, the same is true: Our first priority is for us to take care of what we have and to keep our students safe, warm and dry. The focus and support of the legislator and the governor of our asset preservation request is appreciated.

I want to thank the presidents and the campus faculty and staff leadership for their efforts to share with legislators our story and our needs. And a thank you to the Government Relations and Facilities teams for not letting those buses out of their sights.

All in all – about 30 visits have been completed and the committees are about half-way there. There are five additional stops in southern Minnesota next week and staff will share those with you once they are confirmed.

While these tour focus on our capital needs, many of these same legislators will be our advocates during the upcoming sessions because they see the work first hand of our campuses supporting students and their communities.

#### **Gina Sobania Recognition**

On Friday, I had the pleasure of hosting Major General Jon Jensen, Adjutant General for the Minnesota National Guard. The two systems have met annually since 2008. At that meeting, the Minnesota National Guard presented Gina Sobania, Director of Military, Veteran and Adult Learner Services with a recognition an appreciation for her unwavering support to service members of the Minnesota National Guard and her unrelenting guidance that helped in leading their soldiers to educational success.

The Minnesota National Guard provides a series of different events to assist soldiers through Reintegration events and through the Recruitment Sustainment Program. No matter where they are – Gina is there. In fact, over the last 9 months, she has attended 19 of these events. Gina has been serving student soldiers for the past 16 years and as she said: *“I get to see students. I get to see soldiers. I can’t think of a better job.”*

Please join me in thanking Gina for her efforts to support our students.

#### **NextGen Update**

I would like to provide the board with two updates on the NextGen project.

**First** – as you know, over the summer Minnesota State published a Request for Proposals from vendors interested in providing the commercial, modern software that will help us create a new technology landscape that meets the needs of today’s students and today’s campuses.

Since the close of the proposal period in early September, teams of subject matter experts from our colleges and universities and the system office have spent many hours evaluating and scoring proposals. Six proposals were submitted, and four vendors have been selected to move forward in the process.

The selected vendors are: (In alphabetical order)

- Campus Management
- Ellucian
- Oracle
- Workday

These vendors will provide demonstrations of their software in November and December. I should add here that, to ensure a fair and equitable selection process, the vendor demonstrations will be restricted to the RFP Team and any additional subject matter experts whose perspectives are critical to selecting the technology solution that best fits our needs.

I would like to offer my heartfelt thanks to all the members of the RFP Team, both for the time they dedicated to this important work.

The board is hopefully familiar with the topic of my **second** update: the NextGen video that was shared with all our stakeholders on Monday. I trust members of the board will agree with me that the video – brief though it may be – does a powerful job of building awareness in the NextGen project, precisely because it comes from student, faculty, and staff perspectives.

This video is the first of at least two videos that the NextGen Team plans to release as part of our change management process. The second will be shared alongside the announcement of a final vendor in the spring, and it will give our community a strong sense of how the new software is going to help us build a new technology landscape for students, faculty, and staff across Minnesota. As I say in the video, this is an exciting time for Minnesota State.

And Trustee Nishimura, you made a great point this morning – this is our backbone and I thank the board for your leadership in keeping us on track and in moving forward.

## Consent Agenda

Chair Cowles requested the removal of item d. minutes of the joint meeting on July 23, 2019 of the Board of Trustees and the Leadership Council. The minutes will be presented at the November Meeting.

### 1. Meeting Minutes and Notes:

- a. Board of Trustees Study Session, June 18, 2019
- b. Committee of the Whole, June 19, 2019
- c. Board of Trustees, June 19, 2019
- ~~d. Joint Meeting, Board of Trustees and the Leadership Council, July 23, 2019~~
- e. Board of Trustees, September 17, 2018

### 2. Passageways OnBoard Portal Software

### 3. New Internal Audit Charter

### 4. Contracts Exceeding \$1 Million:

- a. College Services and Library Renovation, Anoka-Ramsey Community College, Coon Rapids
- b. Lease Extension, Department of Employee and Economic Development (DEED), St. Cloud Technical & Community College
- c. Verizon Lease, St. Cloud State University
- d. Local Area Network (LAN) Refresh, Rochester Community and Technical College

*Following a motion by Trustee Vekich and a second by Trustee Sundin, the Consent Agenda minus item number 1.d. was adopted.*

## Board Standing Committee Reports

Facilities Committee, Jerry Janezich, Chair

- Report of the Facilities Committee

Committee Chair Janezich reported that the only agenda item before the committee was the college services and library renovation at Anoka-Ramsey Community College in Coon Rapids. The item passed on the Consent Agenda.

Finance Committee, April Nishimura, Vice Chair

1. Proposed Amendment to Policy 5.14, Contracts and Procurements (First Reading)

Committee Vice Chair Nishimura reported that the amendment will help increase minority and women-owned businesses participation in becoming vendors.

2. Supplemental Budget Request

Committee Vice Chair Nishimura reported that there is an unfunded amount of \$54.2 million over the current biennium. There is support for a supplemental budget request.

Human Resources Committee, Michael Vekich, Chair

1. Report on FY19 Leadership Development Programs
2. Overview of Executive Search Process



Three recommendations were made regarding the Executive Search Process. Technology will be used, the process for developing the presidential profile will be clarified, and the consensus approach was adopted.

Academic and Student Affairs Committee, Alex Cirillo, Chair

1. Academic and Student Affairs Work Plan
2. Transfer Pathways

Audit Committee, George Soule, Chair

- Roles and Responsibilities of the Audit Committee Members

Student Associations

1. Lead MN

President Oballa Oballa addressed the Board of Trustees.

2. Students United, Ola Abimola, State Chair

State Chair Ola Abimola and State Vice Chair Sandra Shimba addressed the Board of Trustees.

Minnesota State Colleges and Universities Bargaining Units

1. American Federation of State, County, and Municipal Employees

AFSCME State President, Council 5, Tom Torgerud, addressed the Board of Trustees.

2. Minnesota State College Faculty

President Matt Williams addressed the Board of Trustees.

3. Minnesota State University Association of Administrative and Service Faculty,

President Tracy Rahim addressed the Board of Trustees.

### **Trustee Reports**

Trustee Rodriguez recognized and thanked Trustee Vekich for his work as chair of the board. He added that Trustee Vekich led us during a time of transition that included the hiring of Chancellor Malhotra. Trustee Vekich helped lead Reimagining Minnesota State and for his overall focus on governance.

### **Adjournment:**

Chair Cowles announced that the Chancellor Performance Review Committee will meet on October 29, 2019. The chancellor has shared a copy of his goals and objectives with all the trustees. At the November board meeting, he will share his plans. The Executive Committee will meet on November 6, 2019. The committee and board meetings will be on November 19 and 20, 2019 at Bemidji State University and Northwest Technical College.

The meeting adjourned at 3:20 pm.