



**MINNESOTA STATE**

Board of Trustees

30 East 7th Street  
St. Paul, MN 55101

651-201-1705

# Board of Trustees Meetings and Retreat September 21-22, 2021



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



**Board of Trustees  
Meetings and Retreat  
September 21 - 22, 2021**

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*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](#).*

**Monday, September 20, 2021**

6:00 p.m. Dinner – Social gathering – not a meeting  
*[Invited: Trustees, Chancellor]*

**Tuesday, September 21, 2021**

9:30 a.m. Board training and orientation: governance and board effectiveness - not a meeting

**Wednesday, September 22, 2021**

8:30 a.m. Closed Session: Workforce and Organizational Effectiveness Committee, Dawn Erlandson, Chair  
*Other board members may be present constituting a quorum of the board.  
Pursuant to Minn. Stat. § 13D.03, (2019) Closed Meetings for Labor Negotiations Strategy (Minnesota Open Meeting Law)*  
1. Update on Labor Negotiations Strategy

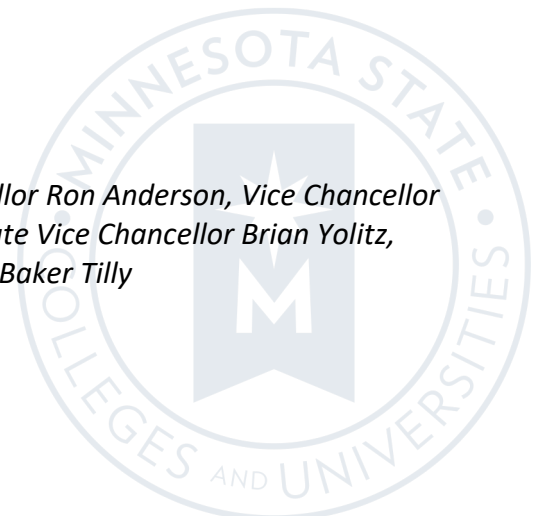
9:30 a.m. Board of Trustees, Jay Cowles, Chair  
**1. Contracts Requiring Board Approval:**  
**a. Campus Roof Repairs, Dakota County Technical College**

9:45 a.m. Welcome and Opening Remarks  
*Chair Jay Cowles*

10:00 a.m. Annual Update: Enterprise Risk Management  
*Chancellor Devinder Malhotra, Sr. Vice Chancellor Ron Anderson, Vice Chancellor Bill Maki, Vice Chancellor Andriel Dees, Associate Vice Chancellor Brian Yolitz, Executive Director Eric Wion, and Chris Jeffrey-Baker Tilly*

11:00 a.m. FY2022 Chancellor’s Work Plan  
*Chancellor Devinder Malhotra*

11:45 a.m. BREAK



- 12:15 p.m. The Year Ahead: President Perspectives  
*Leadership Council Executive Committee: Presidents Adenuga Atewologun, Craig Johnson, Kumara Jayasuriya, Robbyn Wacker*
- 1:00 p.m. The Year Ahead: FY2022 Priorities  
*Invited: Leaders of bargaining units, leaders of statewide student associations*
- 1:45 p.m. Closing Remarks  
*Chair Jay Cowles and Chancellor Devinder Malhotra*
- 2:00 p.m. Retreat ends

**Bolded items indicate action is required.**



**Committee Rosters**  
**2021- 2022**  
*(Updated September 16, 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

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*President Liaisons:*  
*TBD*

**Audit**

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

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*President Liaisons:*  
*TBD*

**Diversity, Equity, and Inclusion**

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

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*President Liaisons:*  
*TBD*

**Facilities**

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

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*President Liaisons:*  
*TBD*

**Finance**

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

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*President Liaisons:*  
*TBD*

**Outreach and Engagement Committee**

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

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*President Liaisons:*  
*TBD*

**Workforce and Organizational Effectiveness**

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

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*President Liaisons: TBD*

**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



**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	

<b>Meeting</b>	<b>Date</b>	<b>If agendas require less time, these dates will be cancelled.</b>
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**

<b>Meeting</b>	<b>Date</b>	<b>If agendas require less time, these dates will be cancelled.</b>
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*





**Workforce and Organizational Effectiveness Committee**  
**September 22, 2021**  
**8:30 a.m.**  
**Virtual Meeting**

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*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.*

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

1. Closed Session: Update on Labor Negotiations Strategy

Committee Members

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

Presidents Liaisons

TBD

**Bolded items indicate action required.**



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

**Name:** Workforce and Organizational Effectiveness Committee

**Date:** September 22, 2021

**Title:** Update on Labor Negotiations Strategy

**Purpose (*check one*):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

In a closed session pursuant to Minnesota Statutes §13D.03, Closed Meeting for Labor Negotiations Strategy, the Board will hear an update on labor negotiations strategy.

**Scheduled Presenter(s):**

Eric Davis, Vice Chancellor for Human Resources

Chris Dale, Sr. System Director for Labor Relations

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

Update on Labor Negotiations Strategy

**BACKGROUND**

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



**Board of Trustees Meeting**  
**September 22, 2021**  
**9:30 a.m.**  
**Virtual Meeting**

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*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.*

Board of Trustees, Jay Cowles, Chair

- 1. Contracts Requiring Board Approval:**
  - a. Campus Roof Repairs, Dakota County Technical College**



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

**Name:** Board of Trustees

**Date:** September 22, 2021

**Title:** **Contracts Requiring Board Approval: Campus Roof Repairs, Dakota County 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.*

Dakota County Technical College (DCTC) sustained hail damage in the summer of 2019. The campus worked with the state insurance adjuster to finalize the scope of repairs, design a bid package, and seek bids to repair the damages.

**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**

**CONTRACTS REQUIRING BOARD APPROVAL:  
CAMPUS ROOF REPAIRS, DAKOTA COUNTY 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.*

*System master contracts, Inter-agency agreements, Joint powers agreements, and grant agreements other than federal grants or grants from Minnesota state agencies must be approved in advance by the board if the total value of the initial contract/agreement and/or subsequent amendments exceeds \$3,000,000.*

**BACKGROUND**

**Purpose** – Dakota County Technical College (DCTC) sustained hail damage in the summer of 2019. The campus worked with the state insurance adjuster to finalize the scope of repairs, design a bid package, and seek bids to repair the damages. Bids were opened on Tuesday, August 31, 2021 with the lowest responsible bid of \$1,050,509. This amount has been approved by the insurance adjuster and with board approval, the contract will be awarded so the repairs can be complete this fall.

**Terms and Cost** – This contract in the amount of \$1,050,509 to provide extensive repairs to the DCTC main campus building roof, as well as the roof of the Greenhouse, Transportation Building, Human Performance Center, Driving Range Shed, Soccer Storage, Maintenance Shed, Electrical Lineman Storage, and the roofs at both the Baseball Concession Building and Soccer Concession Building.

**Vendor Selection** – This repair contract was competitively bid using Quest CDN.

**FINANCIAL ARRANGEMENTS**

The primary source of funding for this project will be insurance claim reimbursement by the State of Minnesota.

### **RATIONALE AND BENEFIT**

Performing these necessary roof repairs will maintain the integrity of the roof system and prevent further damage to the facilities.

### **RISK ASSESSMENT**

There are no known risks to entering into this contract.

### **RECOMMENDED BOARD MOTION**

The Board of Trustees authorizes the Chancellor or the Chancellor's designee to enter a construction contract not to exceed \$1,300,000 to make necessary roof repairs at the Dakota County Technical College campus.

*Date Presented to the Board of Trustees:* 9/22/21

*Date of Implementation:* 9/22/21



September 22, 2021

# Enterprise Risk Management

Board of Trustees Retreat

MINNESOTA STATE



# Agenda

- Background of ERM at Minnesota State
- Risk Discussions: Capitalizing & Executing Change
  - Enrollment Management
  - Financial Sustainability
  - Campus Safety
  - Structural Inequities
- Appendices (Self Review)
  - A: Activities Completed during Fiscal Year 2021
  - B: Fiscal Year 2022 ERM Plan
  - C: System Risk Rankings
  - D: Overview of Risk Discussions during Fiscal Year 2021 Board Meetings
  - E: ERM Definitions

# Background of ERM at Minnesota State

## Purpose

- *To strengthen Minnesota State's ability to achieve its mission and strategic objectives*
- *To provide visibility into risks and opportunities*

## Governance

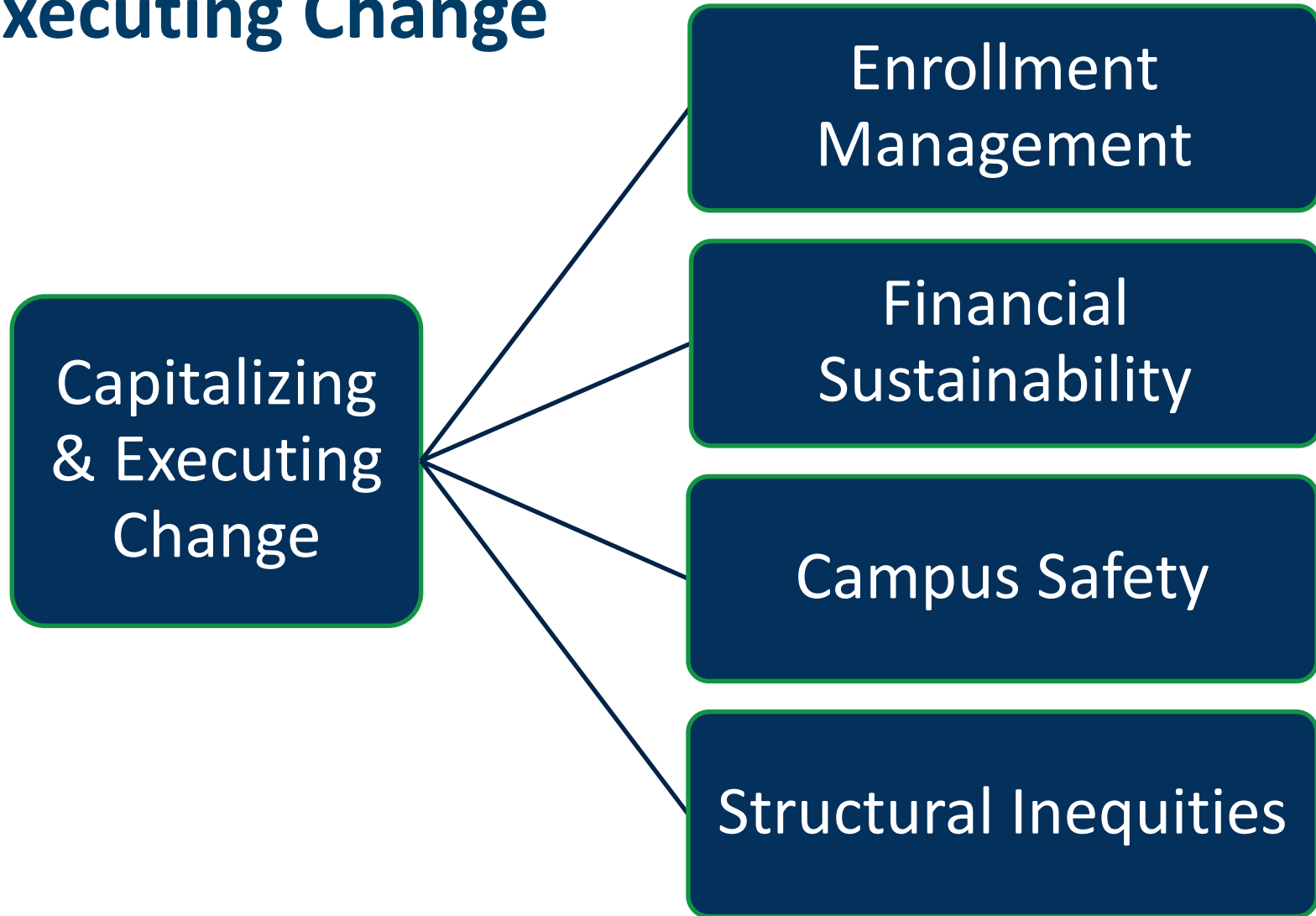
- *Board of Trustees*
- *System ERM Steering Committee*
- *Institution presidents and leadership teams*

## Minnesota State ERM Program

- *Formalized at the system level*
- *Seek input from institution presidents on risks and opportunities*

# Risk Discussions

# Minnesota State on Capitalizing and Executing Change



# Discussion Questions

- What information would the Board of Trustees find most helpful to obtain this upcoming year regarding these risks?

- Are the mitigation activities sufficient in reducing the risk to an acceptable level for the Board of Trustees?

- Are there additional mitigation activities the Board of Trustees expects to see for this risk?

# Enrollment Management

Inherent Risk: **High Likelihood, High Impact**

Residual Risk: **Moderate Likelihood, High Impact**

Trajectory:  
Increasing

## Current State:

FY21 enrollment continues the declining trend observed over the past decade and is exceeding budget forecast

## Key Risk Mitigation Activities:

1. Mature a strategic enrollment management infrastructure and approach
2. Guided Learning Pathways
3. Data democratization
4. Align credential attainment and workforce needs
5. Adapt and customize instructional delivery

## Focus Areas for this Year:

1. Implement Guided Learning Pathways, within the context of the pandemic
2. Infrastructure development
3. Perform a baseline evaluation of program/workforce alignment, and development of program priorities

# Financial Sustainability

Inherent Risk: **High Likelihood, High Impact**

Residual Risk: **High Likelihood, High Impact**

Trajectory:

Stable

## Current State:

While federal funds provide some temporary relief and the system received additional state base funding for this biennium, base operating costs continue to increase each year at a faster rate than base operating revenue. Long-term enrollment trends continue to put additional stressors on college and university budgets.

## Key Risk Mitigation Activities:

1. Review and revise the timelines for the monitoring of both short-term financial performance and long-term financial projections of each college and university
2. Continue to identify all conditions necessary for financial sustainability through strategic academic, enrollment management, and facilities planning
3. Explore and define how Minnesota State structures, implements and finances additional shared services

## Focus Areas for this Year:

1. Review Financial Health Indicators in system procedure 7.3.16
2. Continue to develop a standard financial planning and cash flow tool for colleges and universities
3. Reconstitute a shared services group to explore and implement additional shared services across the system

# Campus Safety

Inherent Risk: **Moderate Likelihood, High Impact**

Residual Risk: **Moderate Likelihood, High Impact**

Trajectory:

Stable

## Current State:

Cautiously stable, requiring ongoing attention and communication at all levels

## Key Risk Mitigation Activities:

1. Assess lessons learned from the COVID-19 pandemic, civil unrest of 2020, and other feedback
2. Develop and/or update:
  - Policy, procedures, and operating instructions
  - Templates
  - Reporting systems
  - Training and education
  - Equipment
  - Exercises

## Focus Areas for this Year:

1. Staff assistance and state agency visits to campuses
2. Maturation of the Equity Scorecard and Bias Incident Protocols
3. Develop additional feedback mechanisms



# Structural Inequities

Inherent Risk: **High Likelihood, High Impact**

Residual Risk: **High Likelihood, High Impact**

Trajectory:  
Increasing

## Current State:

Addressing inequities leads to progress towards Equity 2030 Goal

Implementing the Equity Scorecard

## Key Risk Mitigation Activities:

1. Execute a prioritized review over policies and procedures through an equity-lens and update the policies and procedures, as necessary
2. Design and implement cultural competency and anti-racism training across Minnesota State
3. Develop customized equity policy review toolkits for select departments

## Focus Areas for this Year:

1. Implement the Bias Response Incident Protocol and team
2. Campus Climate assessment
3. Policy Review with an Equity Lens training

# Questions

# Appendices (Self Review)

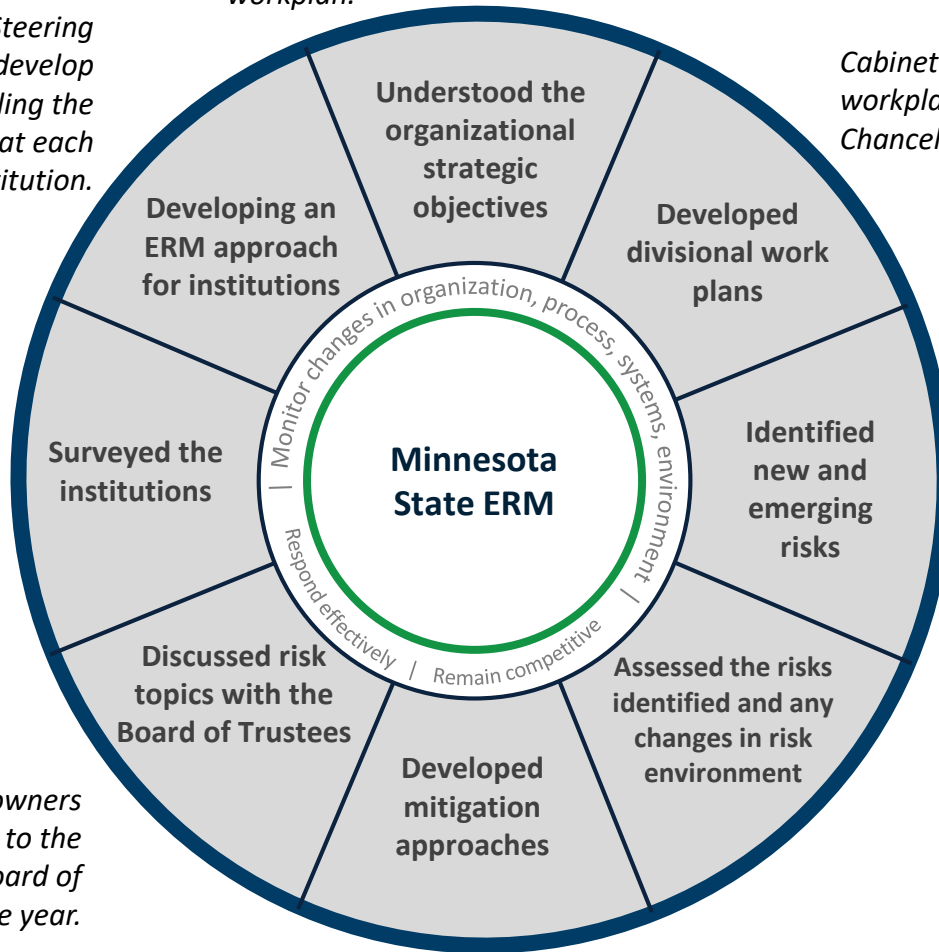
# Appendix A: Activities Completed during Fiscal Year 2021

*The System Steering Committee reviewed the strategic objectives outlined in the of the Chancellor's workplan.*

*Using the results of the institution survey, the System Steering Committee is planning to develop an institution approach detailing the expectations for ERM at each institution.*

*Cabinet members developed divisional workplans that align with the of the Chancellor's workplan.*

*The System Steering Committee distributed a survey to the institution Presidents to obtain additional input on institution and system risks, and to understand the current maturity of the ERM processes at the institutions.*



*Internal audit conducted facilitated discussions with risk owners to identify new and emerging risks.*

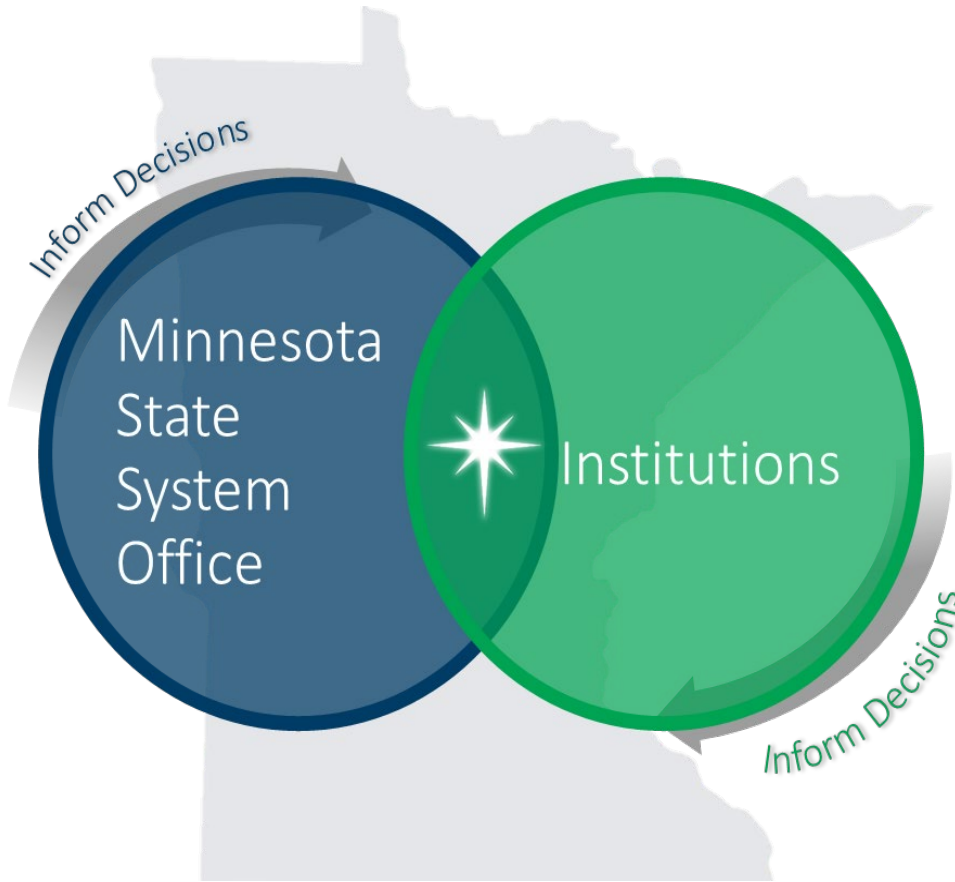
*Risk owners assessed the risks based on inherent and residual impact and likelihood, and risk trajectory during the facilitated discussions. Any changes to risk rankings were discussed and documented throughout the year.*

*Cabinet members/risk owners discussed key topics relating to the risks identified with the Board of Trustees throughout the year.*

*Risk owners identified mitigation approaches and the status of each mitigating activity.*

# Appendix B: Fiscal Year 2022 ERM Plan

Objective: Create an organizational-wide approach to risk management to provide increased visibility into risks and opportunities

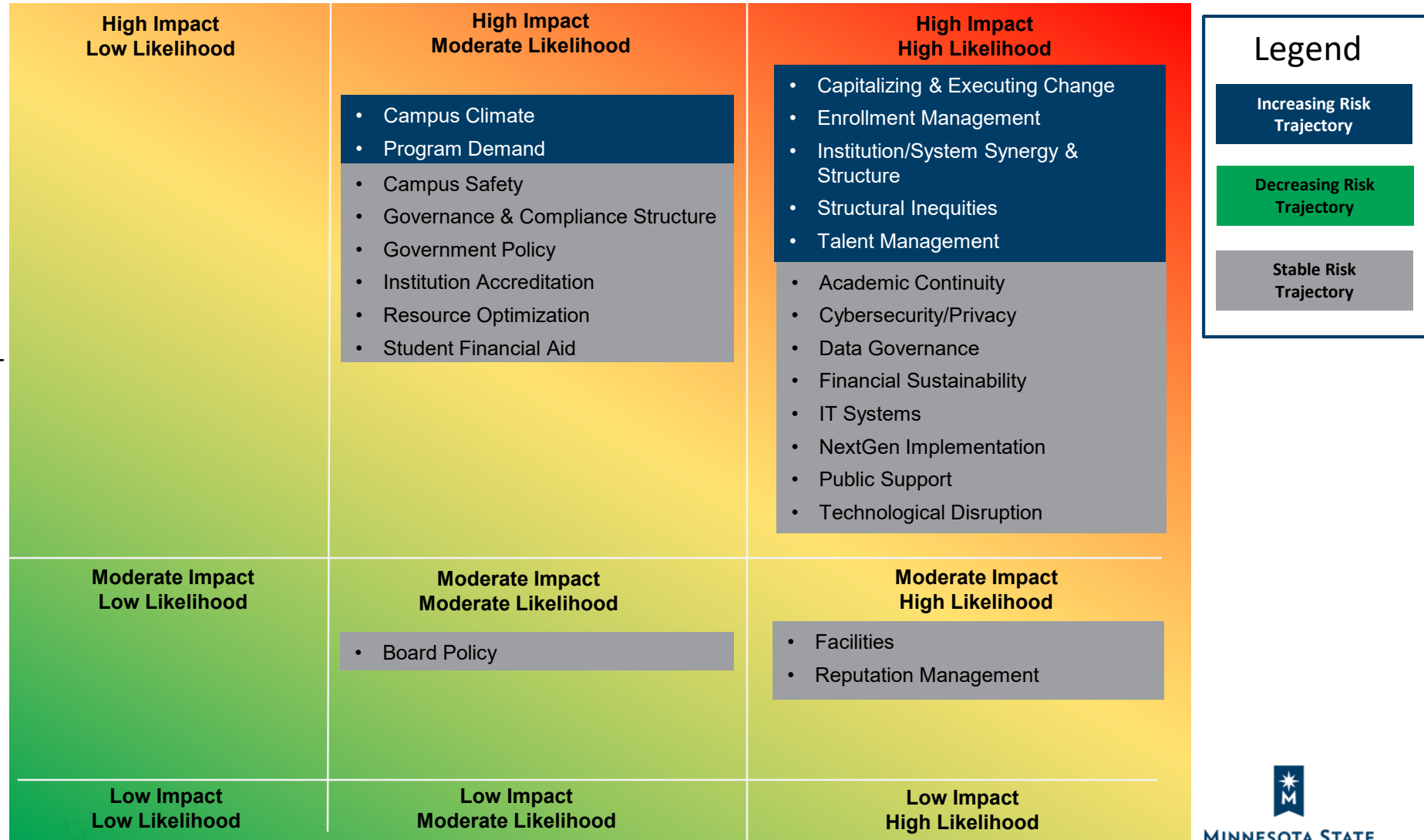


- Begin to plan for and develop formalized risk management activities suitable and appropriate to the institution's strategic objectives and goals, to achieve the required outcomes. *(Institutions)*
- Continue to perform risk identification, assessment, control, and monitoring procedures throughout the year. *(System Steering Committee)*

# Appendix C: System Risk Rankings

The heat map below illustrates the current risk landscape. The risks are plotted based on their **inherent** potential impact and likelihood of occurrence risk rankings (high, moderate, low) and are color-coded based on their risk trajectory (increasing, decreasing, stable).

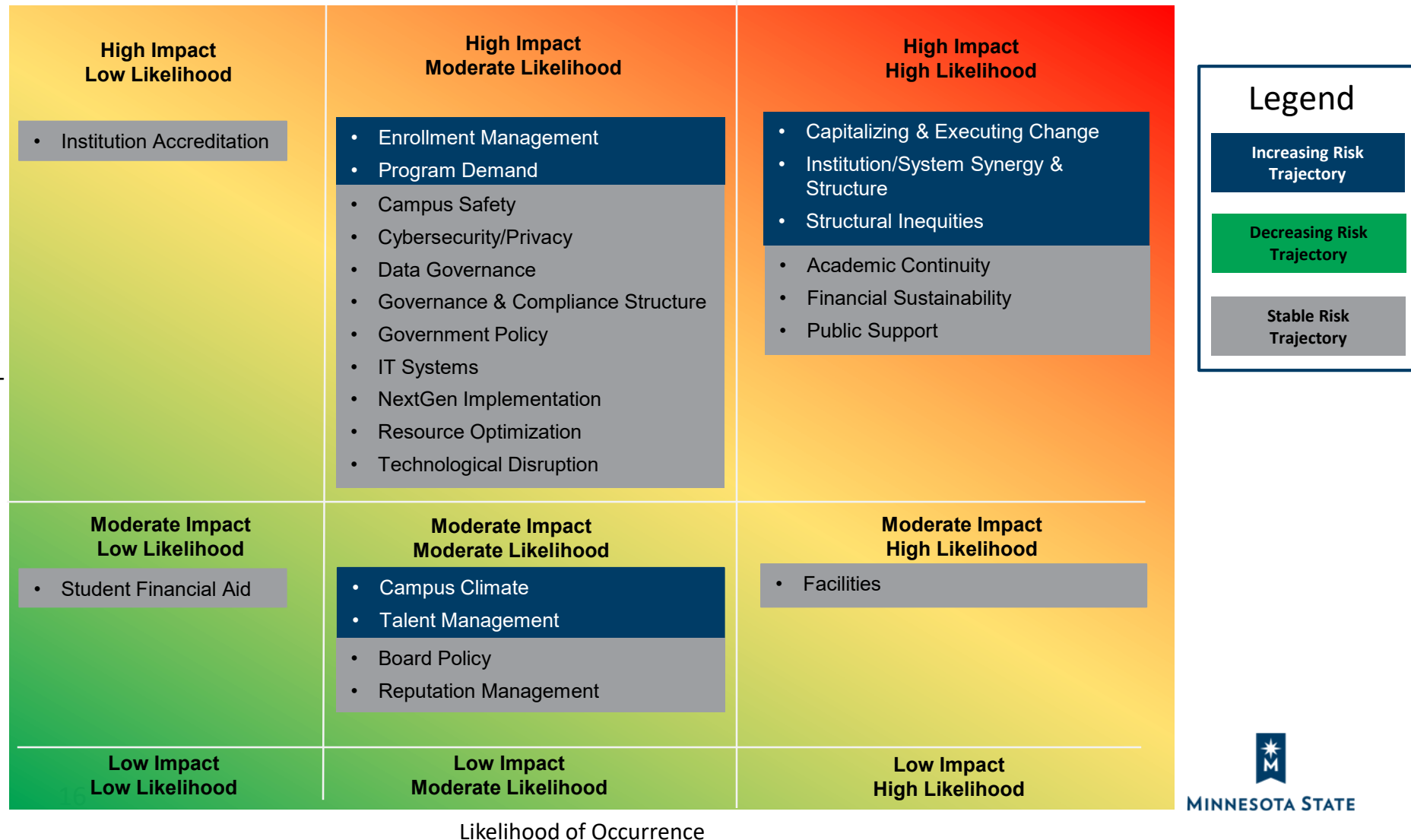
**Inherent risk is the risk to an entity in the absence of any direct or focused actions by management to alter its severity**



# System Risk Rankings

The heat map below illustrates the current risk landscape. The risks are plotted based on their **residual** potential impact and likelihood of occurrence risk rankings (high, moderate, low) and are color-coded based on their risk trajectory (increasing, decreasing, stable).

**Residual risk is the remaining level of risk associated with an action or event after natural or inherent risks have been reduced by controls and mitigation plans.**



# System Risk Rankings

The table below summarizes the risk ranking and risk trajectory for the risks identified by system leadership. Detailed mitigation strategies have been documented for all risks.

Risk Domain	Risk	Inherent Risk		Residual Risk		Risk Trajectory
		Impact	Likelihood	Impact	Likelihood	
Service Model	Institution/System Synergy & Structure	High	High	High	High	Increasing
	Financial Sustainability	High	High	High	High	Stable
	Technological Disruption	High	High	High	Moderate	Stable
	Government Policy	High	Moderate	High	Moderate	Stable
	Academic Continuity	High	High	High	High	Stable
Operational	Capitalizing and Executing Change	High	High	High	High	Increasing
	Cybersecurity/Privacy	High	High	High	Moderate	Stable
	Institution Accreditation	High	Moderate	High	Low	Stable
	IT Systems	High	High	High	Moderate	Stable
	Data Governance	High	High	High	Moderate	Stable
	Talent Management	High	High	Moderate	Moderate	Increasing
	Facilities	Moderate	High	Moderate	High	Stable
	Resource Optimization	High	Moderate	High	Moderate	Stable
	NextGen Implementation	High	High	High	Moderate	Stable
	Structural Inequities	High	High	High	High	Increasing
Enrollment/ Student Success	Enrollment Management	High	High	High	Moderate	Increasing
	Student Financial Aid	High	Moderate	Moderate	Low	Stable
	Program Demand	High	Moderate	High	Moderate	Increasing
Reputational	Campus Climate	High	Moderate	Moderate	Moderate	Increasing
	Public Support	High	High	High	High	Stable
	Reputation Management	Moderate	High	Moderate	Moderate	Stable
	Campus Safety	High	Moderate	High	Moderate	Stable
Policy Compliance	Governance & Compliance Structure	High	Moderate	High	Moderate	Stable
	Board Policy	Moderate	Moderate	Moderate	Moderate	Stable



# Appendix D: Overview of Risk Discussions during Fiscal Year 2021 Board Meetings

Internal Audit Project	Primary ERM Risks Discussed	Board Meeting Date(s)
Bookstore Collaborative Review	Capitalizing and Executing Change Institution/System Synergy & Structure	October 2020
Human Resources Shared Services	Capitalizing and Executing Change Institution/System Synergy & Structure Talent Management	November 2020 May 2021
NextGen Project Risk Review #6	IT Systems NextGen Implementation	November 2020
Comprehensive Workforce Solutions	Enrollment Management Institution/System Synergy & Structure Program Demand	January 2021
Campus Safety and Security: COVID-19	Campus Safety Facilities	April 2021
Financial Controls Assessment	Board Policy Governance and Compliance Structure	June 2021
Financial Modeling Review	Financial Sustainability Governance and Compliance Structure	June 2021
Vulnerability Management Audit	Cybersecurity/Privacy Data Governance	June 2021

# Appendix E: ERM Definitions

Risk Type	
Type	Description
Inherent Risk	The risk to an entity in the absence of any direct or focused actions by management to alter its severity.
Residual Risk	The risk remaining after management has taken action to alter its severity.

Mitigation Approach	
Mitigation Approach	Steps to reduce the risk (the severity of the impact and/or likelihood of the occurrence). Can include both short-term and long-term activities. The mitigation strategy should tie to the organization's strategic objectives and work plans.

Risk Trajectory	
Risk Trajectory	Description
Stable	The given risk does not appear to be escalating or diminishing due to the mitigation approaches being identified, planned, implemented or monitored or due to external factors.
Increasing	The given risk appears to be escalating or becoming more significant due to the lack of mitigation approaches being identified, planned, implemented or monitored or due to external factors.
Decreasing	The given risk appears to be diminishing or becoming less significant due to the mitigation approaches being identified, planned, implemented or monitored or due to external factors.



**MINNESOTA STATE**

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