



**MINNESOTA STATE**

Board of Trustees

30 East 7th Street  
St. Paul, MN 55101

651-201-1705

# Board of Trustees Meetings June 15-16, 2021



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



**Board of Trustees**  
**June 15 - 16, 2021**  
**Virtual Meeting**

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

**Tuesday, June 15, 2021**

- 8:30 a.m. Academic and Student Affairs Committee, Cheryl Tefer, Chair  
*Other board members may be present constituting a quorum of the board.*
- 1. Minutes of May 18, 2021**
  2. Minnesota State Digital Learning Transformation
- 9:30 a.m. Joint Meeting: Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees, Co-Chairs Rudy Rodriguez and Michael Vekich  
*Other board members may be present constituting a quorum of the board.*
1. Minnesota State Workforce Diversity: Progress, Risks, and Opportunities
- 10:30 a.m. BREAK
- 10:45 a.m. Audit Committee, George Soule, Chair
- 1. Minutes of May 18, 2021**
  - 2. Minutes of May 18, 2021 Joint Meeting of Audit and Workforce and Organizational Effectiveness Committees**
  3. Project Results – Financial Modeling Review
  4. Project Results – Internal Controls Assessments
  - 5. Review and Approve FY2022 Internal Auditing Plan**
- 11:45 a.m. Closed Session: Joint Meeting: Audit and Finance Committees, Co-Chairs George Soule and Roger Moe  
*Other board members may be present constituting a quorum of the board.*  
*Pursuant to Minnesota Statutes § 13D.05, subd.3(d), Meetings Having Data Classified as Not Public, the Board of Trustees will meet in Closed Session to discuss an information security audit report on vulnerability management.*
1. Project Results – Vulnerability Management Audit
- 12:15 p.m. Meeting ends

**Wednesday, June 16, 2021**

- 8:30 a.m. Facilities Committee, Jerry Janezich, Chair  
*Other board members may be present constituting a quorum of the board.*  
**1. Minutes of January 26, 2021**  
**2. 2022 Capital Program Recommendation (2nd Reading)**
- 9:00 a.m. Finance Committee, Roger Moe, Chair  
*Other board members may be present constituting a quorum of the board.*  
**1. Minutes of May 19, 2021**  
**2. Contracts Requiring Board Approval:**  
**a. Classroom Technology Upgrade Project, Dakota County Technical College**  
**b. Classroom Technology Upgrade Project, Inver Hills Community College**  
**c. Guaranteed Energy Savings Program Contract, Winona State University**  
**d. Blackbaud Master Contract Extension, System Office**  
**e. MBS Bookstore Contract Extension, System Office**  
**f. TIAA Retirement Recordkeeper Contract, System Office**  
**3. Surplus Property Designation: Winona State University**  
**4. Revenue Fund Bond Refunding: 2011 Issuance (2nd Reading)**  
**5. 2022 Capital Program Recommendation (2nd Reading)**  
**6. LeadMN Fee Proposal (2nd Reading)**  
7. FY2022 Annual Operating Budget Update
- 10:30 a.m. BREAK
- 10:45 a.m. Joint Meeting: Academic and Student Affairs and Diversity, Equity and Inclusion Committees, Co-Chairs Cheryl Tefer and Rudy Rodriguez  
*Other board members may be present constituting a quorum of the board.*  
1. Equity in Student Success
- 12:45 p.m. BREAK
- 1:15 p.m. Workforce and Organizational Effectiveness Committee, Michael Vekich, Chair  
*Other board members may be present constituting a quorum of the board.*  
**1. Minutes of April 21, 2021**  
**2. Appointment of Vice Chancellor for Equity and Inclusion**
- 2:00 p.m. Board of Trustees, Jay Cowles, Chair
- 3:15 p.m. Meeting ends

**Bolded items indicate action is required.**



## **Committee Rosters**

**2020 - 2021**

*(Updated April 14, 2021)*

### **Executive**

Jay Cowles, Chair  
Roger Moe, Vice Chair/Treasurer  
Alex Cirillo  
Dawn Erlandson  
April Nishimura  
Cheryl Tefer  
Michael Vekich

### **Academic and Student Affairs**

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

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*President Liaisons:*

*Michael Berndt  
Robbyn Wacker*

### **Audit**

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

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*President Liaisons:*

*Richard Davenport  
Michael Seymour*

### **Diversity, Equity, and Inclusion**

Rudy Rodriguez, Chair  
George Soule, Vice Chair  
Ahmitara Alwal  
Javier Morillo  
April Nishimura  
Oballa Oballa  
Cheryl Tefer

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*President Liaisons:*

*Jeffery Boyd  
Anne Blackhurst*

### **Facilities**

Jerry Janezich, Chair  
Roger Moe, Vice Chair  
Alex Cirillo  
Kathy Sheran  
Oballa Oballa

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*President Liaisons:*

*Kent Hanson  
Faith Hensrud*

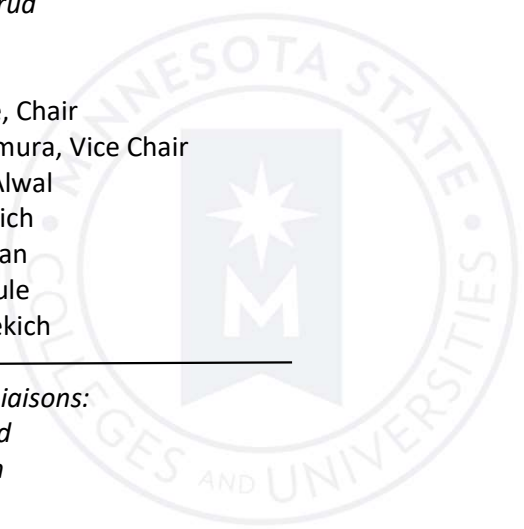
### **Finance**

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

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*President Liaisons:*

*Joe Mulford  
Scott Olson*



**Workforce and Organizational Effectiveness**

Michael Vekich, Chair  
Dawn Erlandson, Vice Chair  
Ahmitara Alwal  
Alex Cirillo  
Roger Moe  
George Soule  
Cheryl Tefer

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*President Liaisons:*

*Annette Parker  
Ginny Arthur*

**Outreach and Engagement**

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

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*President Liaisons:*

*Carrie Brimhall  
Ginny Arthur*

**Nominating**

Alex Cirillo, Chair  
Rudy Rodriguez, Vice Chair  
Dawn Erlandson

**Chancellor Performance Review**

Jay Cowles, Chair  
Roger Moe, Vice Chair  
Dawn Erlandson  
Michael Vekich



**Approved FY2021 and FY2022 Board Meeting Dates**

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

**FY2021 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 <i>Anoka-Ramsey Community College, Coon Rapids</i>	July 21-22, 2020	July 22, 2020
Orientation for new trustees	<i>August or after governor makes the appointments</i>	
Executive Committee	September 2, 2020	
Board Retreat: Date change	September 22-23, 2020	
Executive Committee	October 7, 2020	
Committee / Board Meetings	October 20-21, 2020	October 20, 2020
Executive Committee	November 3, 2020	
Committee / Board Meetings Combined with Leadership Council	November 17-18, 2020	November 17, 2020
No December meeting		
Executive Committee	January 6, 2021	
Committee / Board Meetings Combined with Leadership Council	January 26-27, 2021	
No February meeting		

Executive Committee	March 3, 2021	
Committee / Board Meetings	March 16-17, 2021	March 16, 2021
Executive Committee	April 7, 2021	
Committee / Board Meetings	April 20-21, 2021	April 20, 2021
Executive Committee	May 5, 2021	
Committee / Board Meetings	May 18-19, 2021	May 18, 2021
Executive Committee	June 2, 2021	
Committee / Annual Board Meetings	June 15-16, 2021	June 15, 2021

#### **FY2022 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 20-21, 2021	July 21, 2021
No meetings in August		
Board Retreat	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 16, 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	
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

**National Higher Education Conferences:**

ACCT Virtual Leadership Congress: October 5-8, 2020  
ACCT National Legislative Summit: February 7-10, 2021, Washington, DC.  
AGB National Conference: April 11-13, 2021, San Diego  
ACCT Leadership Congress: October 13-16, 2021, San Diego  
ACCT National Legislative Summit: February 2022 (dates not posted)  
AGB National Conference: April 10-12, 2022, Orlando

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

**Recommended Motion – June 17, 2020**

The Board of Trustees approves the revised FY2021 and proposed FY2022 meeting calendars. Changes to the calendar will be publicly noticed.





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

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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.*

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

Committee Members

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

Presidents Liaisons

Michael Berndt  
Robbyn Wacker

**Bolded items indicate action required.**





**Academic and Student Affairs Committee  
Meeting Minutes  
May 18, 2021**

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A meeting of the Academic and Student Affairs Committee of the Board of Trustees was held on May 18, 2021.

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

Committee members absent: Asani Ajogun

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

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

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

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

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

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

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

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

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

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

*Upon the recommendation of the Chancellor, the Academic and Student Affairs Committee recommends that the Board of Trustees approve the proposed mission statement of Dakota County Technical College.*

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

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

The committee voted to approve the recommended motion.

**Agenda Item 3: Mission Statement Change – Inver Hills Community College**

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

The meeting materials for this item begin on page 51.

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

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

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

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

Trustee Tefer            Yes

The committee voted to approve the recommended motion.

**Agenda Item 4: Workforce Development and Engaging the Future Work**

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

The meeting materials for this item begin on page 64.

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

**Adjournment**

The committee chair adjourned the meeting at 1:18 p.m.

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

**Name:** Academic and Student Affairs Committee

**Date:** June 15, 2021

**Title:** Minnesota State Digital Learning Transformation

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

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

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

**Scheduled Presenter(s):**

Kim Lynch, Senior System Director for Educational Innovations

Scott Wojtanowski, System Director for Educational Technology and Development

Ken Graetz, Director of Teaching, Learning, and Technology Services, Winona State University

Anne Johnson, Vice President of Student Affairs, Dakota County Technical College

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

Minnesota State Digital Learning Transformation

**BACKGROUND**

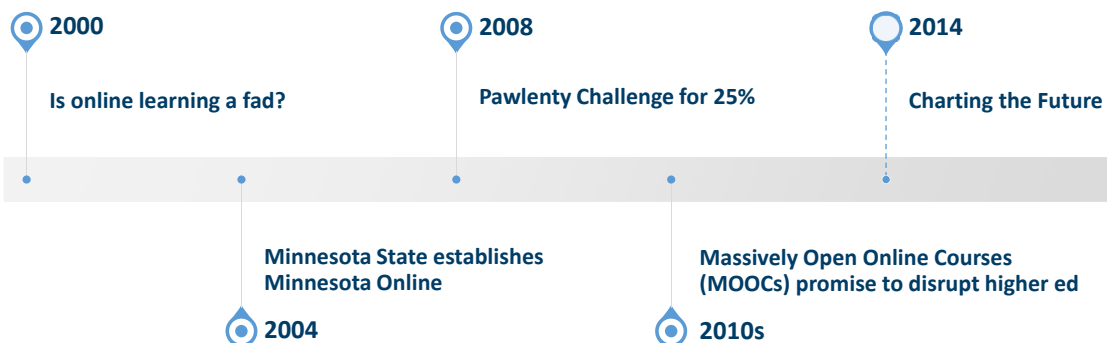
This informational presentation will review the growth of online education, the development of online strategy, and the pandemic acceleration that surfaced digital inequities and prepared Minnesota State to move forward in digital learning transformation.

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

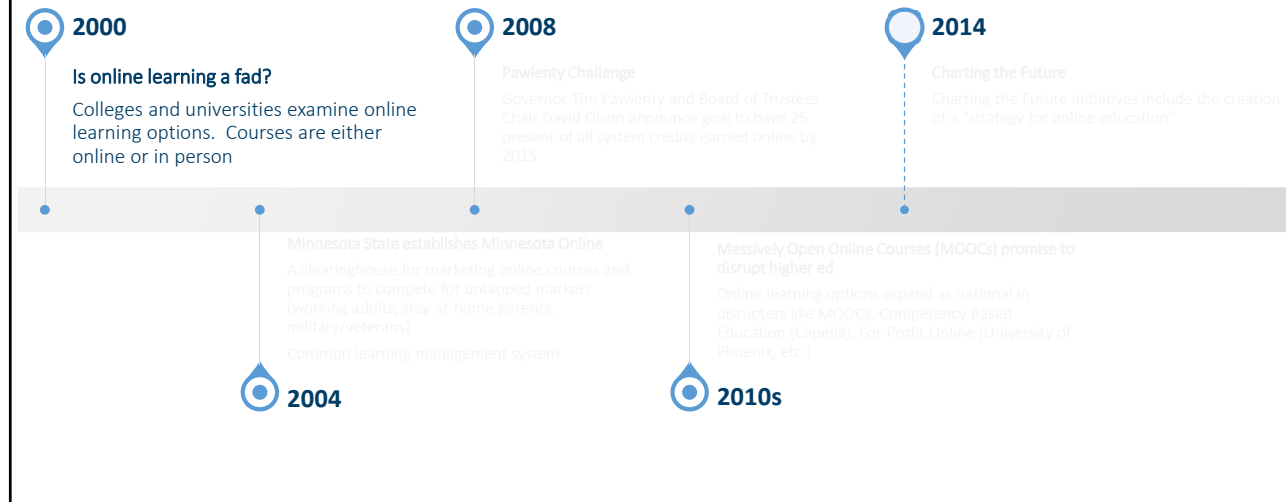
Looking back just one year, pandemic milestones accelerated change toward digital learning transformation, particularly in support of faculty development. It also crystallized one role of system-ness: effectively and exponentially expanding the capacity of all 54 campuses. Collaboration and continuity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



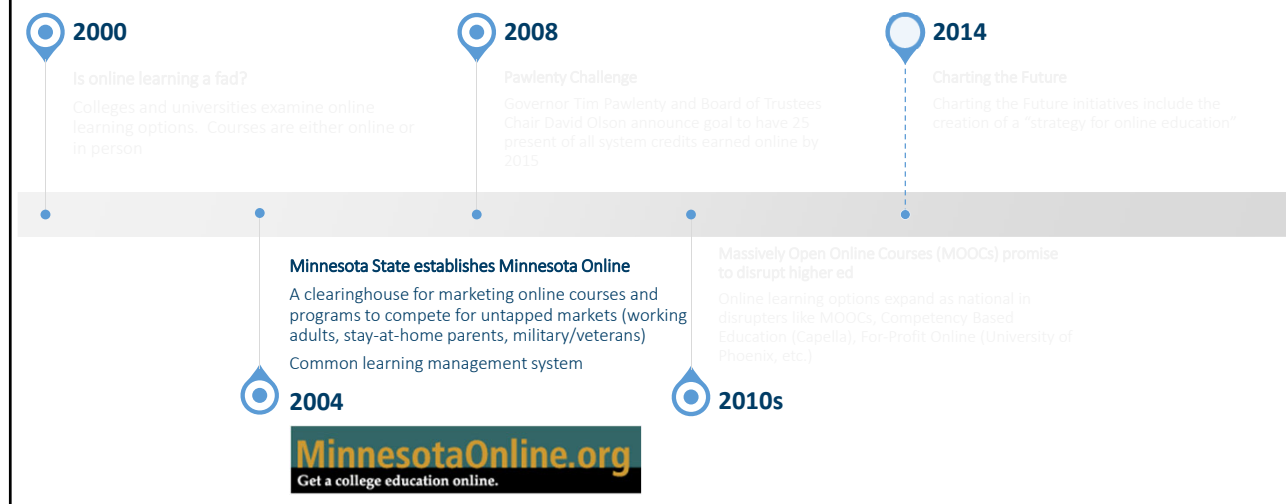
## Our History: Transforming from Online Learning to Digital Learning



## Our History: Transforming from Online Learning to Digital Learning



## Our History: Transforming from Online Learning to Digital Learning

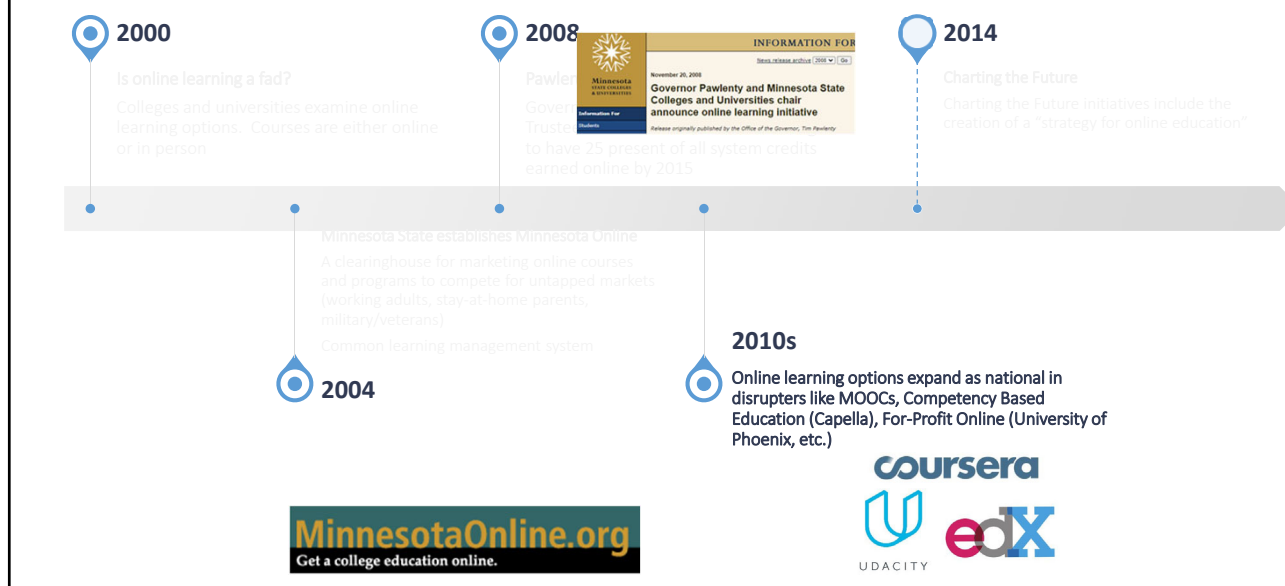




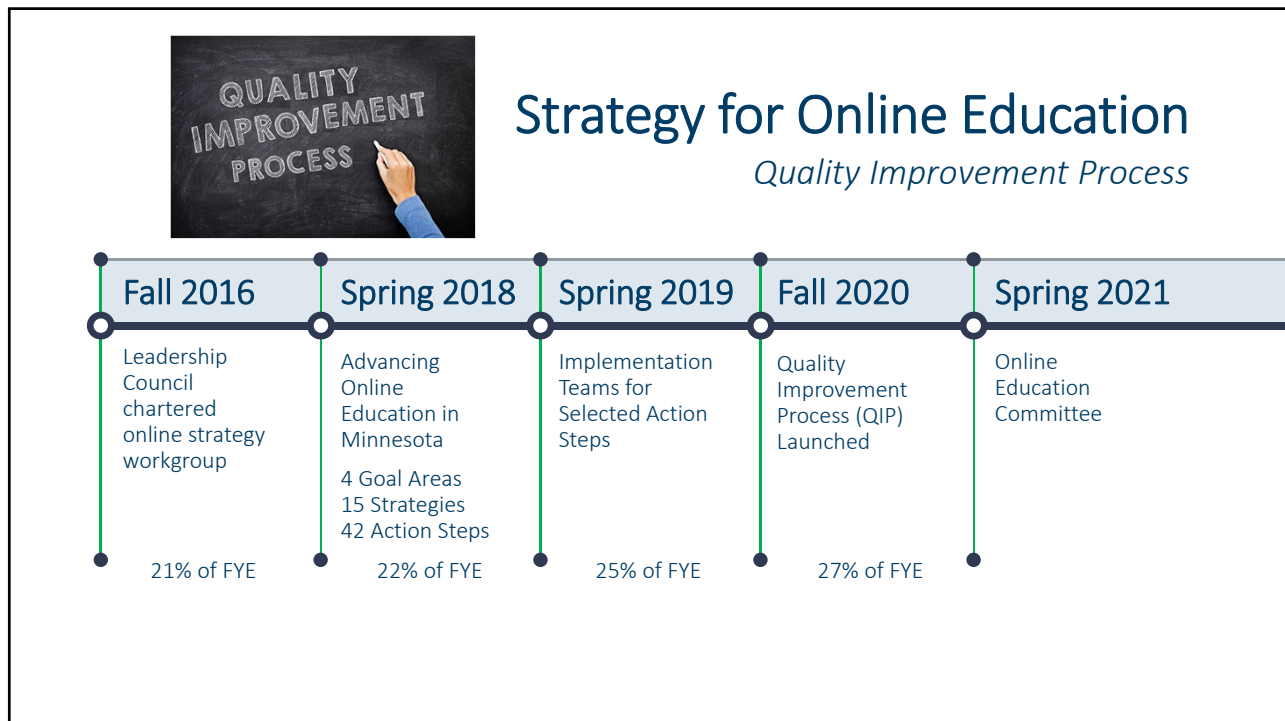
# Our History: Transforming from Online Learning to Digital Learning`



# Our History: Transforming from Online Learning to Digital Learning



# Our History: Transforming from Online Learning to Digital Learning



# What is included in the Quality Improvement Process?

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

## Faculty Development & Support

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

## Student Support

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

## Organizational Structures & Practices

- The necessary administrative, financial, technical, and human resources to support a quality online learning experience.

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

## Faculty Development and Support



## Student Learning and Support



## Organizational Structures & Practices



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



Faculty Development and Support



**MINNESOTA STATE**

Network for Educational Development

## The Network for Educational Development

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



View by opportunity type



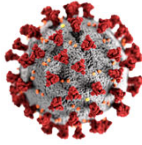
**Webinars**  
-1 hour



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



**Short Courses**  
2 - 3 weeks



## How the Pandemic Accelerated a Digital Transformation



## Collaboration and Continuity Sites *Internet Access*

Academic Continuity  
Team Site

Student Affairs Continuity  
Team Site

**Internet Access for Students** Posts Files +

**Wojtanowski, Scott T** 3/14/2020 11:20 AM 1

Thanks to [Deeb, Tiffni L](#) for the following, "We have begun gathering information for wireless and data access for our students. Below are a few services that have been identified.

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

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

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

[See less](#)

Reply




# Collaboration and Continuity Sites


## *Instructional Practices*


Academic Continuity  
Team Site

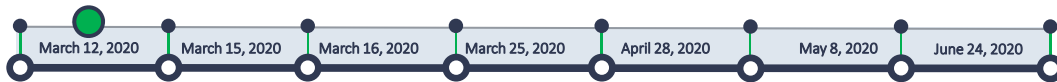
Student Affairs Continuity  
Team Site

 Koivisto, Christopher R 3/18/2020 11:49 AM  
What is a reasonable length for a Zoom/Kaltura/Mediaspace video lecture to suggest to faculty? Are there going to be more issues once past 5 minutes, 10 minutes, or?

▼ Collapse all

 Petrie, Mary B 3/19/2020 9:29 AM  
I've been teaching mostly online for five years and I keep videos 5-15 minutes. But students will watch two 10 minute videos posted at the same time instead of one 20 minute video! So you can sneak in more content if you post shorter but more video lectures. Nothing scientific here -- this is just my experience.

 Wojtanowski, Scott T 3/19/2020 9:41 AM ❤️ 2





# Collaboration and Continuity Sites

## *Basic Needs Resources*


Academic Continuity  
Team Site


Student Affairs Continuity  
Team Site


 Hornseth, Brooke H 4/7/2020 1:38 PM 👍 4  
Aquy and good afternoon everyone. I hope that this message finds you all well. My director, Nanette Missaghi, suggested that I share this resource list that I have been working on for students with the group. This list is specific to basic needs resources. I always encourage everyone to start with the United Way phone number which is 651-291-0211. They provide countless resource referrals for most services. Students can also text MNCOVID to 898211 for resource referral. Take care and be well


 Resources Hennepin and Ramsey Counties.docx ...


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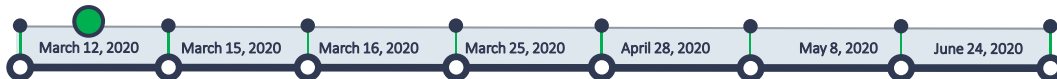
 Lyseng, Brenda M 4/8/2020 10:53 AM 👍 1  
Thank you - I shared this with my son who is a mental health therapist as some of his clients are needing resources.

 Hornseth, Brooke H 4/8/2020 11:00 AM  
Thank you for sharing! Hopefully it helps

 Sullivan, Maya C 4/8/2020 5:01 PM  
Vue, Khou

 Scates-Winston, Eva T 4/9/2020 3:31 PM  
Does anyone have resources for the rural communities?


 Hornseth, Brooke H 4/9/2020 3:36 PM  
Hi Eva. do you have any specific rural communities in mind? I can put together a list of resources for counties like Anoka, Goodhue, Dakota, Scott and Carver that tend to have less resources and are more rural counties.



## Drop-in

Drop In Sessions

## One-on-One

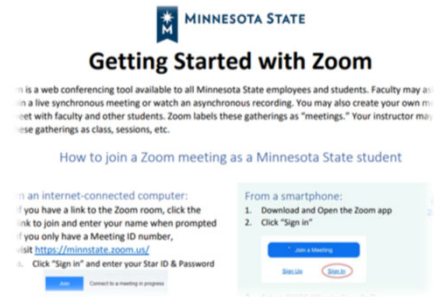


Minnesota State Academic Continuity Services


Select service

D2L Brightspace Assistance 30 minutes Free	 
Zoom or Kaltura Assistance 30 minutes Free	 

## Quick Start Guides






MINNESOTA STATE

## Guide to Alternative Instruction

asanewsletter.org/academic-continuity

### A. D2L Brightspace

Digital learning management system

### B. Zoom

Host virtual classes or record lectures  
[minnstate.zoom.us](https://minnstate.zoom.us) Sign in with StarID

### C. Mobile Device

When students don't have access to a computer

### D. No Internet Access

When students don't have access to internet

1

Develop a Communication Plan with Students


| WHEN - WHERE - FREQUENCY

#### 2 Create an Announcement


#### 3 Create a plan for each module

- > Introduction
- > Discussion Boards
- > Assignments
- > Quizzes

#### 2 Host a Virtual Class

- > Invite students to the Zoom room
- > Record to the cloud 
- Zoom will save chat, give you a link, and provide a transcript you can review and edit.
- > Share screen
- > Poll students

#### 2 Instruct students to use free mobile-friendly applications:


- > Office 365 Suite
- > Zoom 
- > D2L Pulse

#### 3 Adjust your communication plan for these students

#### 2 Communicate with campus administration to confirm campus access and distribution

#### 3 Based on their guidance, adjust your communication plan with the student(s) to include:

- > Telephone communication
- > Postal service
- > Campus drop-off location



## “The Great Minnesota State Disciplinary Get Together”



1812 unique participants

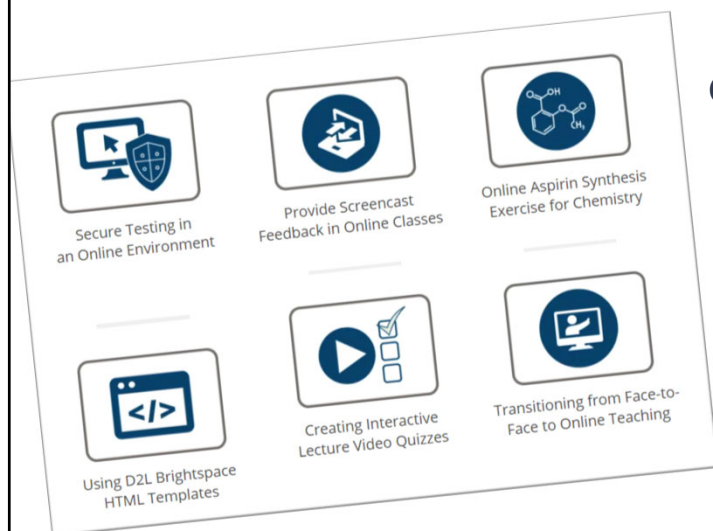
17 discipline clusters

Zoom Meeting with shared resources, notebook, and discussion space

Student panel



## Innovating Through COVID 19



Generated 42 examples of using digital tools to support student learning

<https://asanewsletter.org/innovating-through-covid-19/>



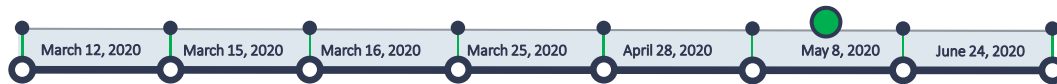


## Development Opportunities in Summer 2020

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

**48 webinars**  
**17 short courses offered**

**1,861 registrations**  
**every institution**  
**participating**



Minnesota State colleges and universities

# PLANNING MULTIROOM ONLINE GATHERINGS (MOG)

A guide to help your team plan its next multiroom online gathering



# Renewed Focus on Equitable and Inclusive Teaching Practices

Culturally Responsive Pedagogy

**NEW!**

Anti-Racist Pedagogy

**NEW!**

Equity and Technology

**NEW!**

Equity 101

## Teach Together Minnesota!



Connecting educators across Minnesota



## Winona State University



Exponentially expanding campus capacity



Prior to the pandemic, Minnesota State colleges and universities had access to a strong foundation of educational technology tools.

As a result of moving to *emergency remote teaching*, faculty gained experience using these digital tools to support their teaching.

rawpixel

## Organizational Structures & Practices



## How to evaluate uses of technology?

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

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

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

Hughes, J. E., Thomas, R., & Scharber, C. (2006). *Assessing technology integration: The RAT – Replacement, Amplification, and Transformation – Framework*. Paper presented at the Society for Information Technology and Teacher Education, Orlando.



## Replacement

A Biology faculty member adds images to a PowerPoint (Office 365) to prepare a lecture that describe the different phases of mitosis. The PowerPoint file is distributed to students online via D2L Brightspace.





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

**Amplification**

brightspace by D2L   Office 365   kaltura



A Biology faculty member uses Zoom to connect her classroom (some joining off campus) with a research collaborator. The research collaborator connects their electronic microscope as a digital web camera in Zoom. Students watch the collaborating researcher manipulating lab samples via Zoom. Students are asked to document their understanding by creating a short video recording with Kaltura.

**Transformation**

brightspace by D2L   Office 365   zoom   kaltura

# Accelerating Change: Studying Artificial Intelligence Assisted Online Discussions (Packback)

**What are you curious about?**

How can the process of osmosis be applied to products?

Add more details to your question!

We learned about osmosis today in our Introduction to Biology class. As an engineering student, I was interested in researching how this biological phenomenon is applied in products used in everyday life today.

I found out that osmosis is used in the process of preserving food products, used in kidney dialysis machines, and more. What other applications of osmosis can be designed by people?

Source

**Instant Feedback**

30-70 Curiosity Points

- Great use of an open-ended question!
- Appropriate use of paragraph breaks.
- Cite a source to increase your post's credibility.
- You may be using passive voice. Review.

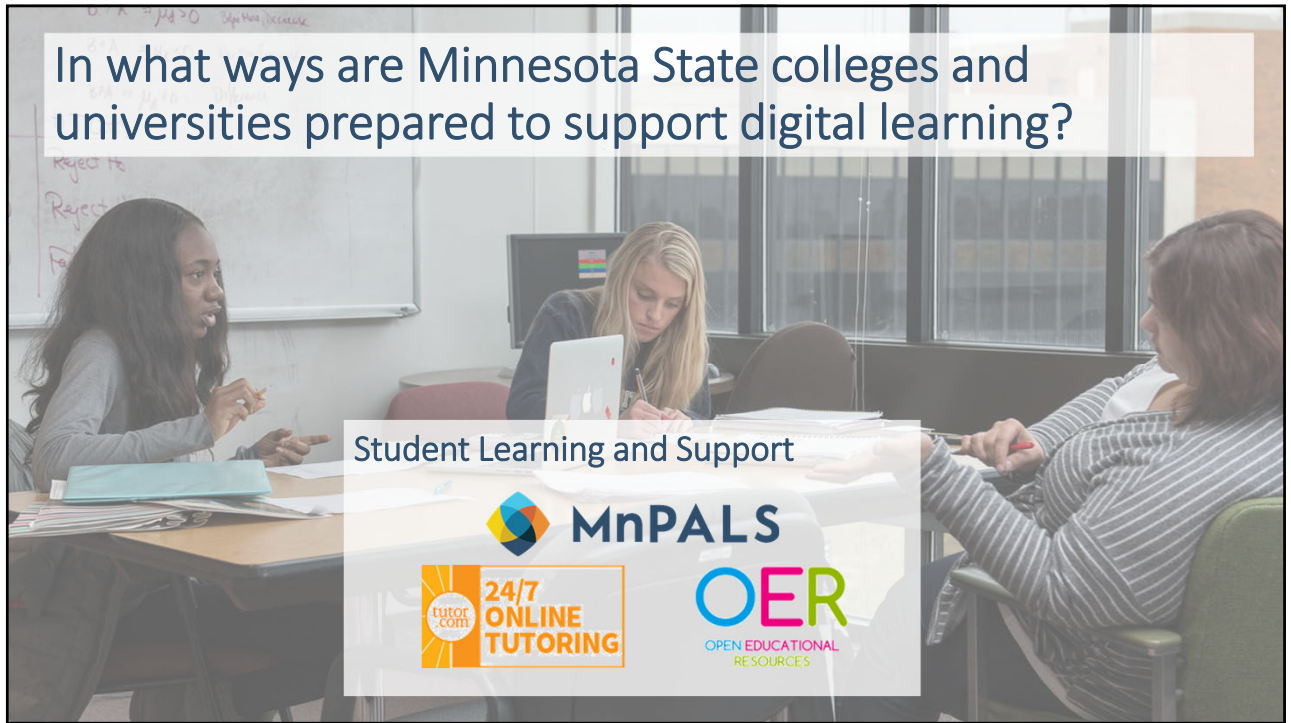
# Accelerating Change: The HyFlex Course Model



FlexSync: How technology can help us safely return to the classroom  
2,286 Views • Jul 6, 2020

6 1 SHARE SAVE ...

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



Student Learning and Support



## Accelerating Change Leveraging Open Educational Resources

### The New Normal: Using OER to re-open education

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

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

#### OER can help. Here's how.



##### Saves instructors time and money:

- No need to gain permission - or pay - to use, print, or distribute OER
- Easy to circulate among an unlimited number of students



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



##### Students save money:

- Online versions are free to students and instructors
- No access code needed



##### Grants freedom in a time of constraints:

- May use without fear of copyright infringement
- Can change content to suit student needs, teaching method, curriculum



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



##### Fights isolation:

- Everyone can be included for content additions, updates, improvements
- OER can be used as an agent of change for diversity, equity, and inclusion

# Z-DEGREE PROJECT

## ZERO TEXTBOOK COST DEGREES



### 2020 Z-DEGREE PROJECT CAMPUSES

- 📍 IN PROGRESS
- 📍 COMPLETED

### 2020 Z-DEGREE SMALL GRANT CAMPUSES

After making great progress with OER, these campuses were awarded a grant to continue their momentum.

### 2021 Z-DEGREE PROJECT CAMPUSES

Campuses received funding in three categories:

- Exploration
- Implementation
- Expansion

[WWW.MINNSTATE.EDU/OER](http://WWW.MINNSTATE.EDU/OER)

## Implementing Zero-Textbook-Cost Degrees

### 2020 PARTICIPANTS

### PROGRESS (% COMPLETE)

### PROJECTIONS (ESTIMATED MAXIMUM SAVINGS)

<b>Anoka-Ramsey Community College   AA</b> 136 courses, average of 19.6 students per course	100%	<b>\$562,520</b>
<b>Century College   AA</b> 54 courses, average of 26.8 students per course	50% *	<b>\$144,720</b>
<b>Lake Superior College   AA</b> 66 courses, average of 24.9 students per course	100%	<b>\$291,330</b>
<b>Mesabi Range College   AA (MNTC)</b> 52 courses, average of 19.8 students per course	100%	<b>\$199,980</b>
<b>Minneapolis College   Liberal Art AA</b> 45 courses, average of 27.1 students per course	86% *	<b>\$243,900</b>
<b>Northland Community and Technical College   AA</b> 69 courses, average of 20 students per course	100%	<b>\$138,000</b>

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

**\$1,706,100!**

\*Z-degree will be offered in Fall 2021 | Updated: 12/16/2020 | [www.MinnState.edu/OER](http://www.MinnState.edu/OER)







Dakota County Technical College

Exponentially expanding campus capacity



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

How might the board advocate for removing barriers created by the digital divide?

rawpixel

**Joint Meeting: Diversity, Equity and Inclusion and Workforce and Organizational  
Effectiveness Committees**  
**June 15, 2021**  
**9:30am**  
**Virtual Meeting**

---

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

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

Diversity, Equity, and Inclusion  
Committee Members

Rudy Rodriguez, Chair  
George Soule, Vice Chair  
Ahmitara Alwal  
Javier Morillo  
April Nishimura  
Oballa Oballa  
Cheryl Tefer

President Liaisons

Ann Blackhurst  
Jeffery Boyd

Workforce and Organizational  
Effectiveness Committee Members

Michael Vekich, Chair  
Dawn Erlandson, Vice Chair  
Ahmitara Alwal  
Alex Cirillo  
Roger Moe  
George Soule  
Cheryl Tefer

President Liaisons

Ginny Arthur  
Annette Parker

**Bolded items indicate action required.**



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

**Name:** Joint Meeting: Diversity, Equity, and Inclusion and  
Workforce and Organizational Effectiveness Committees

**Date:** June 15, 2021

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

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

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

**Scheduled Presenter(s):**

Andriel Dees, Interim System Diversity Officer  
Eric Davis, Vice Chancellor for Human Resources



**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

Minnesota State Workforce Diversity: Progress, Risks and Opportunities

**BACKGROUND**

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



June 2021

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

Board of Trustees

Diversity, Equity, and Inclusion Committee and Human Resources Committee

### EQUITY & INCLUSION

- Commitment
- Strategy
- Action
- Impact on Equity 2030

## TALENT MANAGEMENT RISKS

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

3



## CROSS ORGANIZATIONAL PRIORITIES

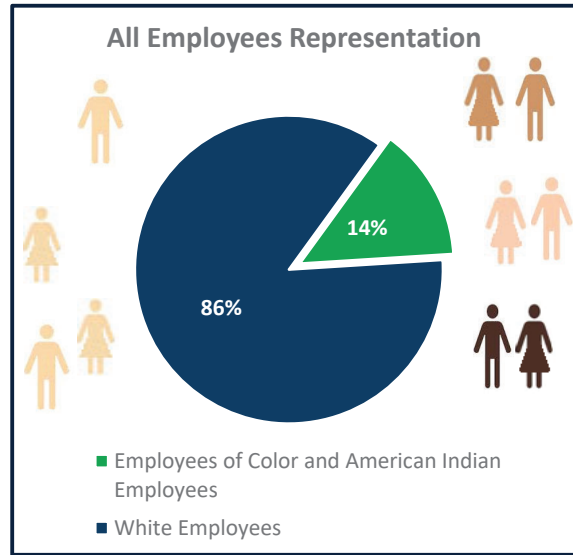
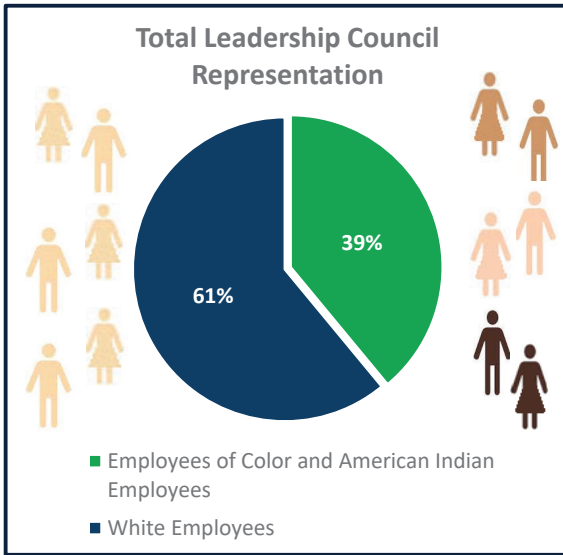
- Inclusive workforce representative of our student body & the greater population
- Equitable and inclusive employee recruitment, engagement, and retention strategy
- Equitable and transparent hiring processes
- Data informed
- Professional development strategy that infuses
  - Innovation
  - Cultural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

4

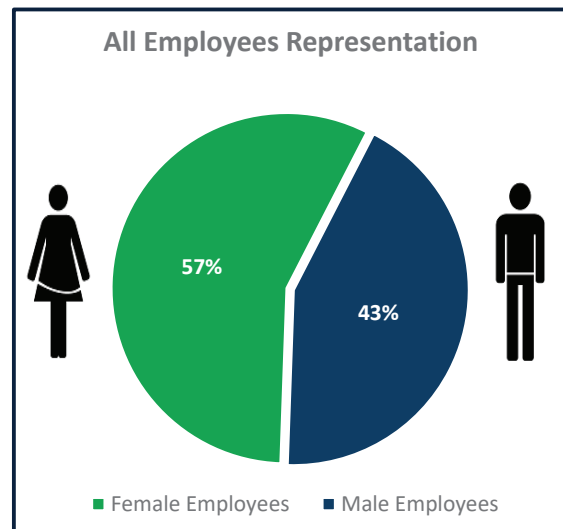
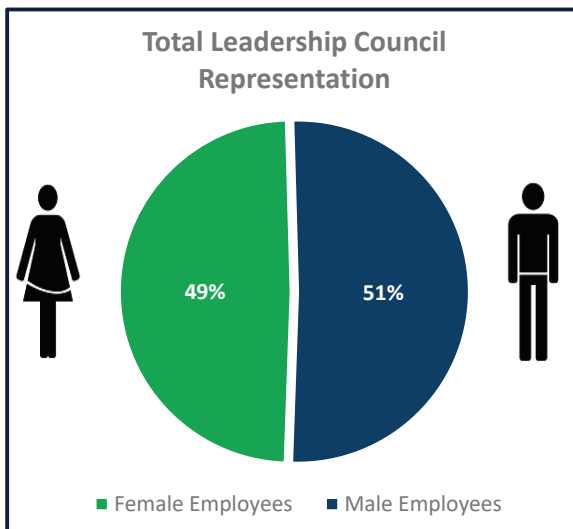


4

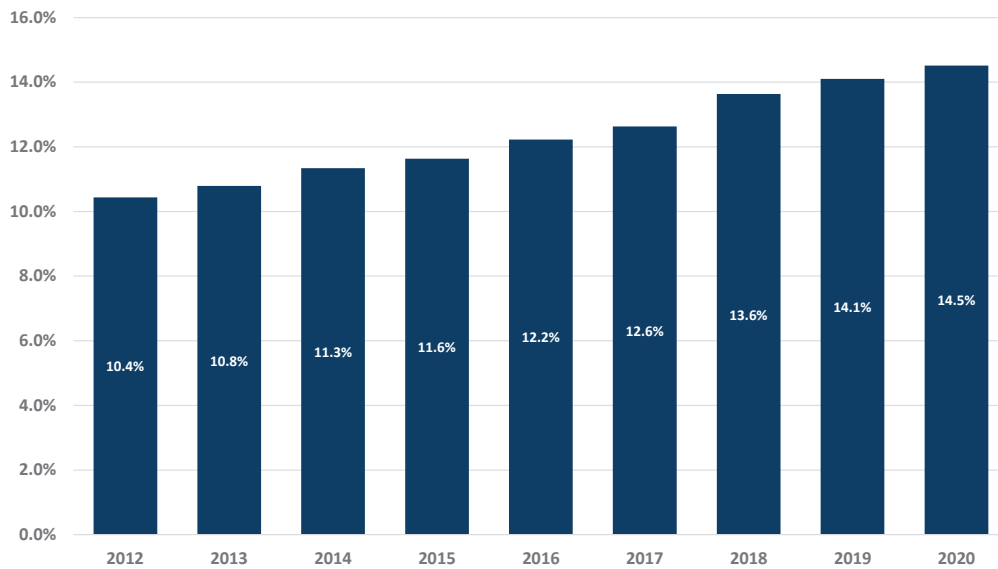
# LEADING FROM THE TOP



# LEADING FROM THE TOP



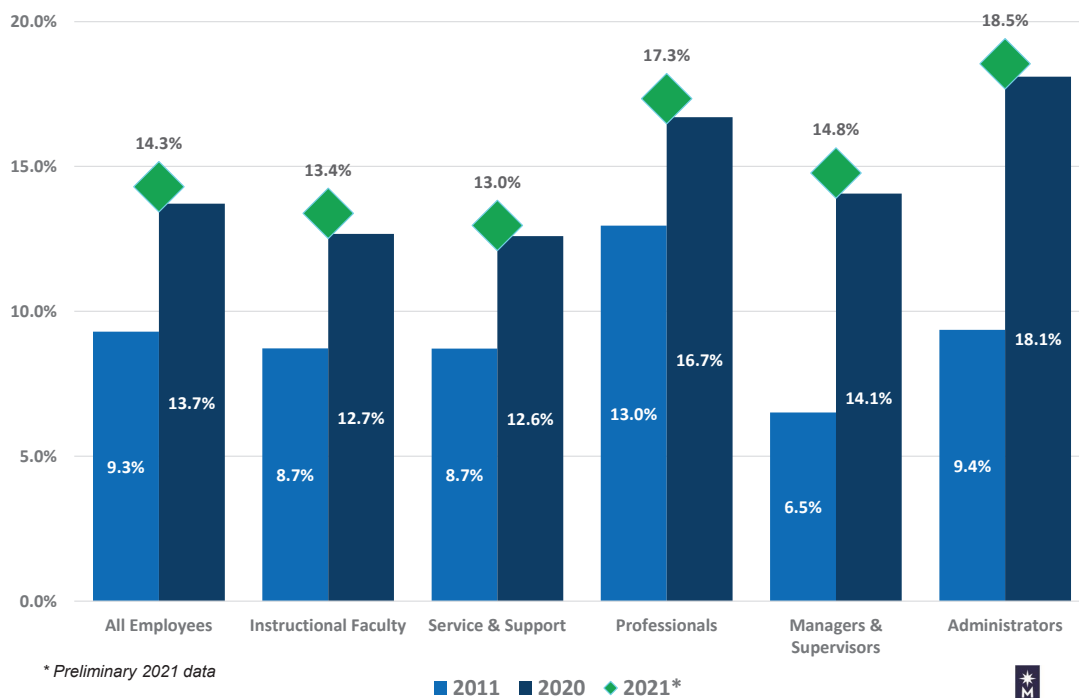
## PERCENT OF EMPLOYEES OF COLOR AND AMERICAN INDIAN EMPLOYEES IN FULL-TIME UNLIMITED POSITIONS



7



## EMPLOYEES OF COLOR AND AMERICAN INDIAN EMPLOYEES COMPRISE A LARGER PERCENTAGE OF THE WORKFORCE

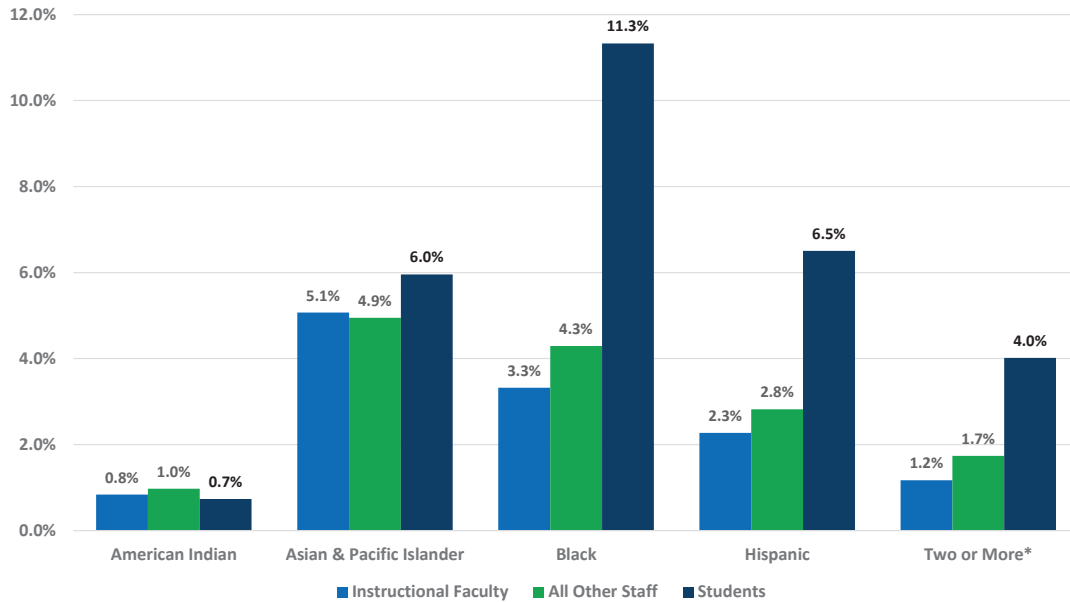


8





## EMPLOYEE DIVERSITY COMPARED TO THE DIVERSITY OF THE STUDENT BODY

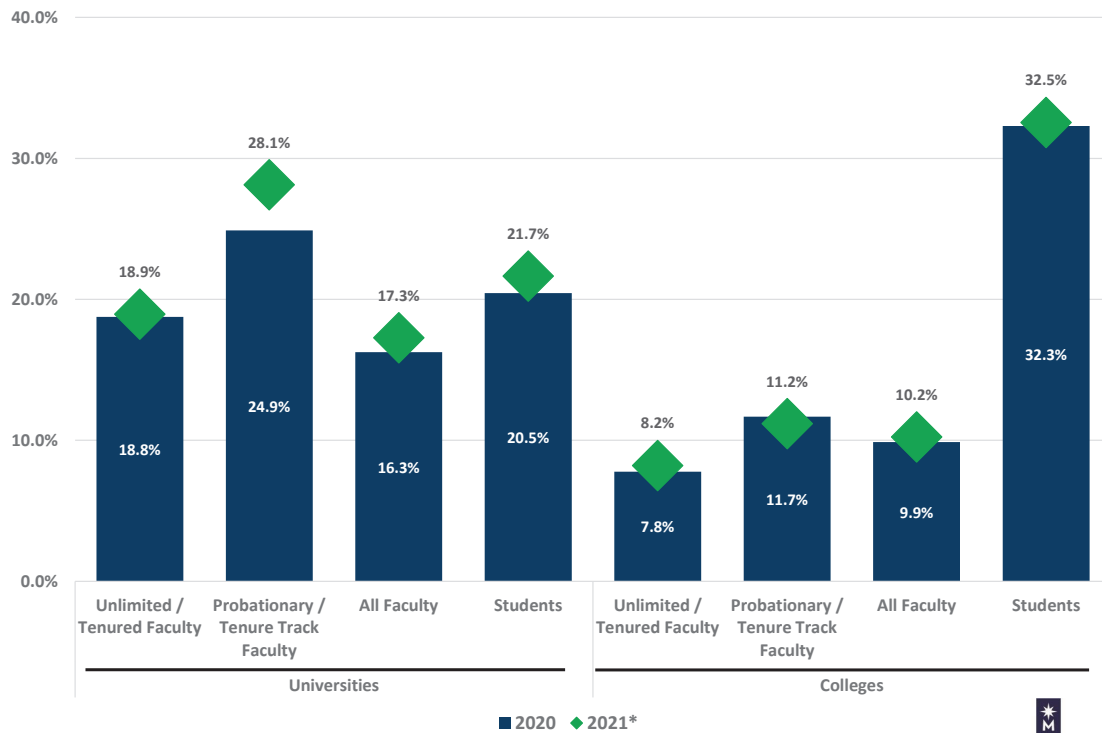


\* The two or more category includes a majority of American Indian employees.

9



## FACULTY DIVERSITY COMPARED TO STUDENT DIVERSITY



10 \* Preliminary 2019 data



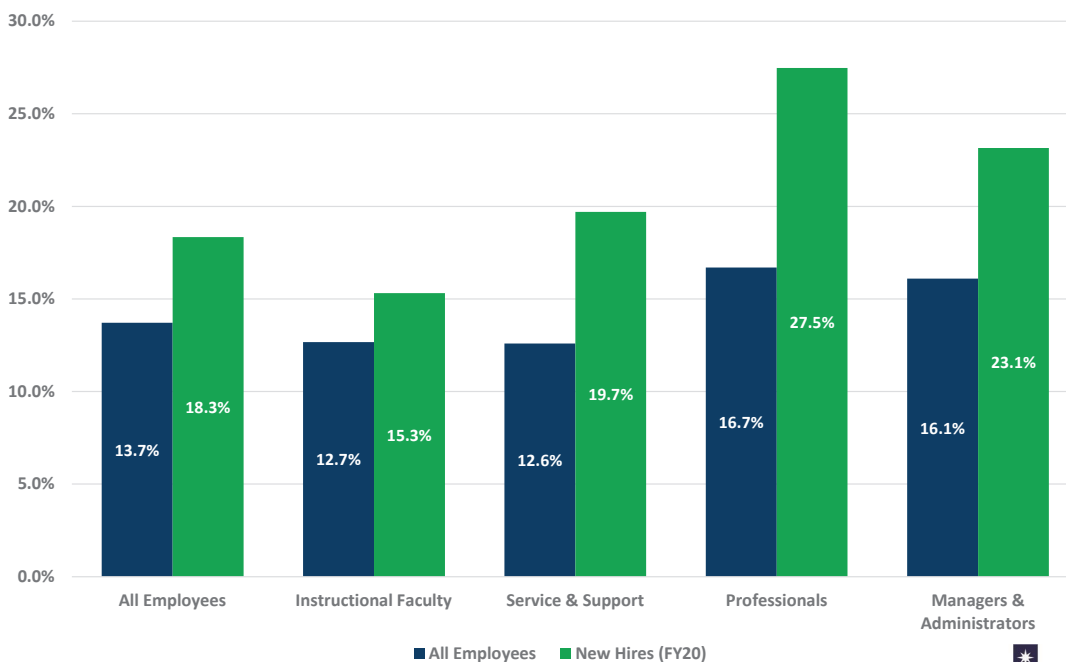
# SUCCESSFUL RECRUITMENT STRATEGIES

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

11



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



12



## INCLUSIVE EMPLOYEE RETENTION STRATEGIES

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

13



## INCLUSIVE PROFESSIONAL DEVELOPMENT

- System-wide cultural fluency and awareness foundational training
- System-wide inclusive leadership training focused on accountability and competence building

14



# EMBEDDING EQUITY AND INCLUSION INTO EXISTING PROGRAMS

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

- Science of Supervision elearning course
  - Supporting an Inclusive and Harassment-free Work Environment
  - Creating a Diverse Workforce
- Art of Supervision live course
  - Inclusive Leadership as a foundational value of leadership

15



## EQUITY 2030 SUPPORT

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

16



10

# PROFESSIONAL DEVELOPMENT



- 10<sup>th</sup> cohort – 2019-2021
- 52 participants
- 59% female
- 25% employees of color
- 35% faculty

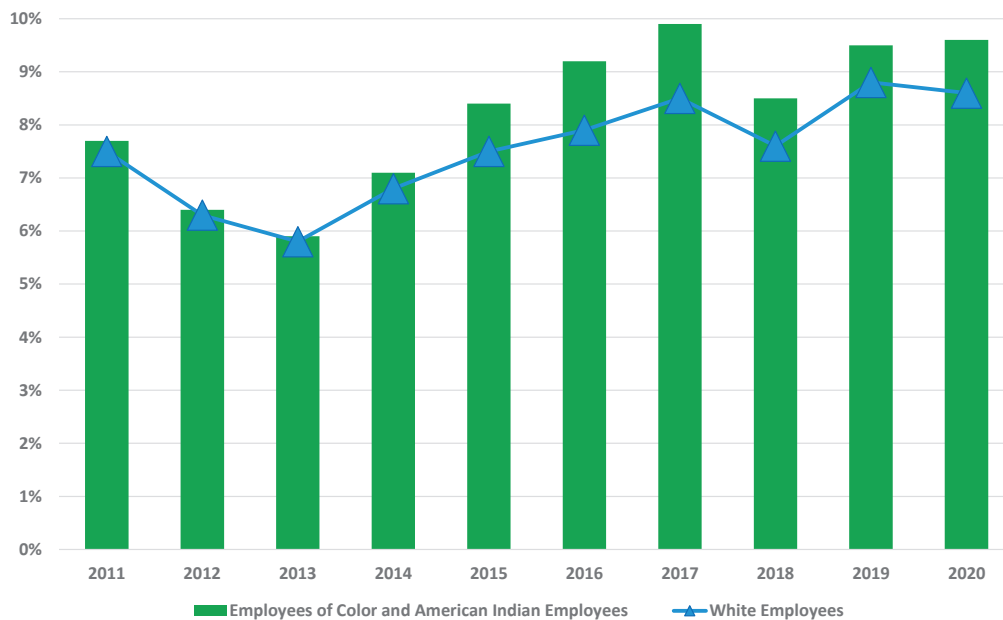


- 4th cohort in FY19
- 20-23 participants
- Avg. 51% female; 16.3% employees of color
- 4th cohort - 26% employees of color

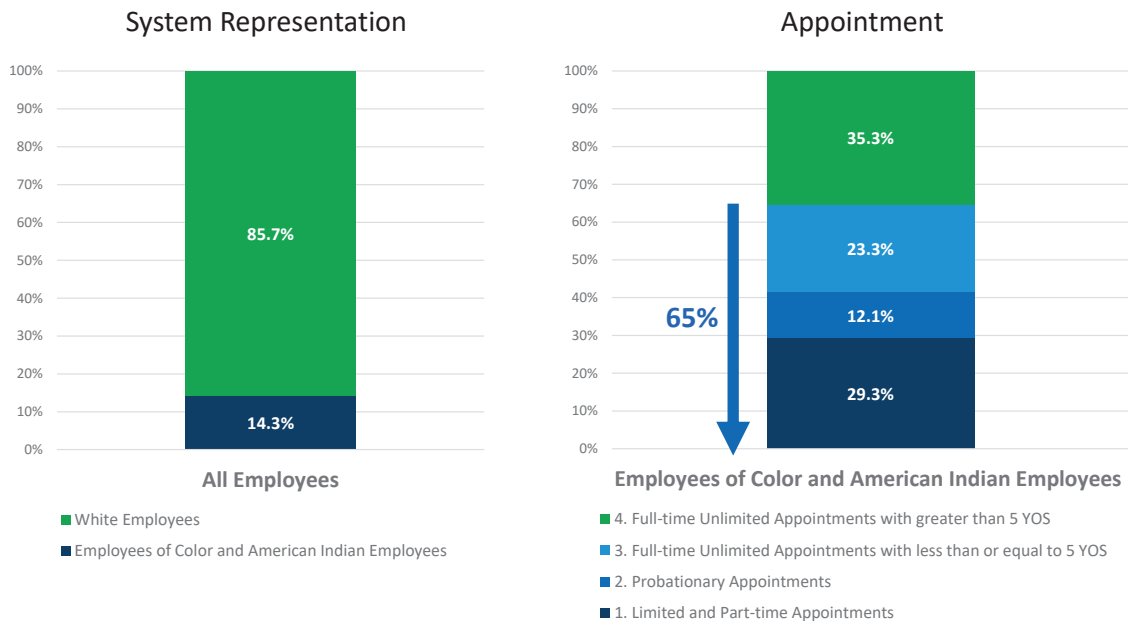


- Respectful Workplace
- Overcoming Unconscious Bias
- Harassment, Discrimination Prevention

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



## EMPLOYEES OF COLOR AND AMERICAN INDIAN EMPLOYEES BY APPOINTMENT AND REPRESENTATION



19



## STRENGTHENING OUR PRACTICE

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

- Advancing professional skills and competencies
- Workshops – virtual and in-person
- Connection to national organizations

20



12



MINNESOTA STATE

# THANK YOU

30 East 7th Street  
St. Paul, MN 55101

651-201-1800  
888-667-2848



MINNESOTA STATE IS AN EQUAL OPPORTUNITY EMPLOYER AND EDUCATOR



**Audit Committee**  
**June 15, 2021**  
**10:45 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.*

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

Committee Members

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

Presidents Liaisons

Richard Davenport  
Michael Seymour

**Bolded items indicate action required.**





**Audit Committee  
Meeting Minutes  
May 18, 2021**

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A meeting of the Audit Committee of the Board of Trustees was held on May 18, 2021.

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

Committee members absent: Asani Ajogun

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

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

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

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

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

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

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

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

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

The meeting materials for this item begin on page 30.

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

**Adjournment**

The committee chair adjourned the meeting at 11:31 a.m.

**Joint Audit / Workforce and Organizational Effectiveness Committees  
Meeting Minutes  
May 18, 2021**

---

A joint meeting of the Audit Committee and the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on May 18, 2021.

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

Committee members absent: Asani Ajogun

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

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

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

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

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

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

The meeting materials for this item begin on page 14.

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

**Adjournment**

The committee chair adjourned the meeting at 10:44 a.m.



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

**Name:** Audit Committee

**Date:** June 15, 2021

**Title:** Project Results – Financial Modeling Review

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

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

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

**Scheduled Presenter(s):**

Eric Wion, Executive Director of the Office of Internal Auditing

Meghan St. George, Internal Auditing (Baker Tilly Consulting Manager)

Bill Maki, Vice Chancellor for Finance and Facilities

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

Project Results – Financial Modeling Review

**BACKGROUND**

The purpose of this financial modeling review was to identify the various tools, processes, and mechanisms used by the 37 Minnesota State colleges and universities. With the goal of enhancing financial forecasting, budgeting, and monitoring of fiscal position, the review inventoried the colleges and universities' current budgeting methods and processes. The review recognized trends and strong approaches amongst the institutions' current practices that could be leveraged and adopted across the colleges and universities. Further, the results highlighted areas where institutions would like additional support from the system office, making financial management approaches more seamless.

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

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

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

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

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

identified during this review.

### **Areas of Opportunity**

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

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

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

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



June 15, 2021  
Office of Internal Auditing

---

## Audit Committee

MINNESOTA STATE

1

# Financial Modeling Review

  
MINNESOTA STATE  
2

2

## Internal Audit Objectives & Conclusion

The purpose and objectives of this review were to:

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

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



3

## Areas of Opportunity

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



4



## Recommendations (1 of 2)

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

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

## Recommendations (2 of 2)

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

## Next Steps

### Budgeting Guidelines and Assumptions

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

### Increased Communications

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

### Leveraging Best Practices

- Collaborate with institutions to standardize approaches and leverage best practices and tools across the system.
- Develop a more comprehensive and integrated approach to financial management to help alleviate barriers for institutions to develop timely, effective projections.

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

**Name:** Audit Committee

**Date:** June 15, 2021

**Title:** Project Results – Internal Controls Assessments

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

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

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

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

- Alexandria Technical and Community College
- Fond du Lac Tribal & Community College
- Minnesota State College Southeast
- Pine Technical & Community College
- Ridgewater College
- System Office

**Scheduled Presenter(s):**

Eric Wion, Executive Director of the Office of Internal Auditing  
Mallory Thomas, Internal Auditing (Baker Tilly Partner)  
Mathew Mikulay, Internal Auditing (Baker Tilly Senior Manager)

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

**Project Results – Internal Controls Assessments**

**BACKGROUND**

Internal audit began executing its plan in fiscal year 2021 to review key financial controls at each college, university, and the system office over a five-year period. The purpose of this project was to facilitate financial internal control assessments at each institution to gain an understanding of current procedures, internal controls, and potential risks and gaps. The objectives for this project were to:

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

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

- Alexandria Technical and Community College
- Fond du Lac Tribal & Community College
- Minnesota State College Southeast
- Pine Technical & Community College
- Ridgewater College
- System Office

# Financial Controls Assessment Year 1

## Purpose and Objectives

The purpose of the Year 1 financial controls review was to facilitate financial control assessments at select institutions to gain an understanding of current procedures, internal controls, and potential risks and gaps.

The objectives of this project were to:

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



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## Year 1 Institutions



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## In Scope Business Cycles

ISRS Cashiering

Non-ISRS Cashiering

Reconciliations and Banking

Accounts Payable

Purchasing Cards

Inventory

Tuition and Student Billing

Budgeting

System Security Access



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## Activities Completed

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



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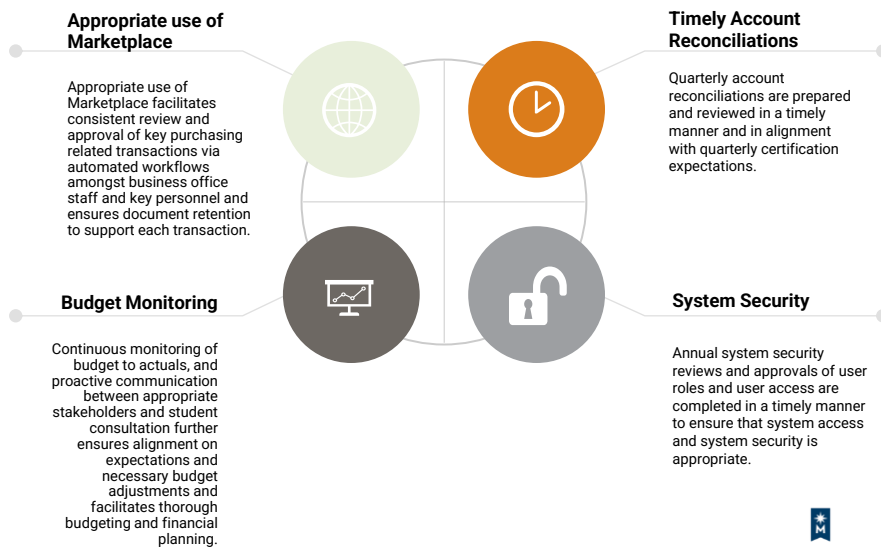
## Summary of Year 1 Results

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



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## Strengths



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## Control Improvement Opportunities

### Define Review and Approval Expectations

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



### Update Control Documentation

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



### Enhance Segregation of Duties

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



### Execute Mitigating Controls

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



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## Next Steps – Financial Controls Reviews

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

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

Initiate and execute year 2 financial control review for selected institutions



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

**Name:** Audit Committee

**Date:** June 15, 2021

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

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

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

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

**Scheduled Presenter(s):**

Eric Wion, Executive Director of the Office of Internal Auditing

MINNESOTA STATE  
BOARD OF TRUSTEES

**BOARD ACTION**

Review and Approval of the Fiscal Year 2022 Internal Auditing Plan

**BACKGROUND**

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

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

**RECOMMENDED COMMITTEE MOTION:**

*The Audit Committee recommends that the Board of Trustees adopt the following motion:*

**RECOMMENDED BOARD MOTION:**

*The Board of Trustees approves the Office of Internal Auditing annual internal audit plan for fiscal year 2022.*

*Date Presented to the Board of Trustees: 06/15/21*

*Date of Implementation: 06/15/21*

# Proposed Fiscal Year 2022 Internal Audit Plan

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## Internal Audit (IA) Plan

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

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# The Office of Internal Auditing



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## Internal Auditing Team



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## Fiscal Year 2021 in Review

### Internal Audit Operational Updates

- Quality Assessment Review
- Annual Financial Statement Audits
- Student Financial Aid and CARES Act Funding Audits

### Internal Audit Program Development

- System-Level Enterprise Risk Management Activities
- Institution-Level Enterprise Risk Management Approach

### Fraud Investigations

- Received 12 allegations
- Issued 4 Investigation Reports

### Executed/Reported Projects

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



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## Fiscal Year 2022 IA Plan Development Process



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# Part 1 – Ongoing Activities

## Committee Participation and Advisory Services

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

## Assurance Services

- Quarterly Audits of Board Expenses and Trustee Expense Reimbursements
- Monitoring Progress on Outstanding Audit Findings

## External Audit Coordination

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

## Fraud Inquiry and Investigation Services



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# Part 2 – Multi Year Projects

## Financial Controls Assessment Plan (assurance)

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

## HR Shared Services (advisory)

- Advise on process, procedure, controls, and risks relating to planning and executing the delegation of faculty transactions to select institutions. Assess progress to plan for the planned restructuring of the shared service model.

## NextGen Project Risk Review (PRR) Checkpoints #7 and #8 (advisory/assurance)

- Perform checkpoints aligned with the project plan, focused on key project milestones. Participate in the ERP Steering Committee, provide professional advice, and assist as requested. Participate in status meetings with the Chancellor and Trustees.



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## Part 3 – New Projects

### NextGen – Workday Implementation (advisory)

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

### Enterprise Identity Management System (assurance)

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



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## Internal Projects

### Address recommendations for improvement provided as part of the Quality Assessment Review, including:

- Develop a multi-year strategic plan to support the dynamic nature of Minnesota State and guide the Internal Audit function.
- Develop a balanced scorecard to communicate performance.
- Update the Quality Assurance and Improvement Program (QAIP) and Internal Audit Manual to include the recommended modifications.
- Complete an internal assessment annually. Assessment to include an evaluation of the “Core Principles”.
- Update the Internal Auditing Charter to include the recommended modifications.

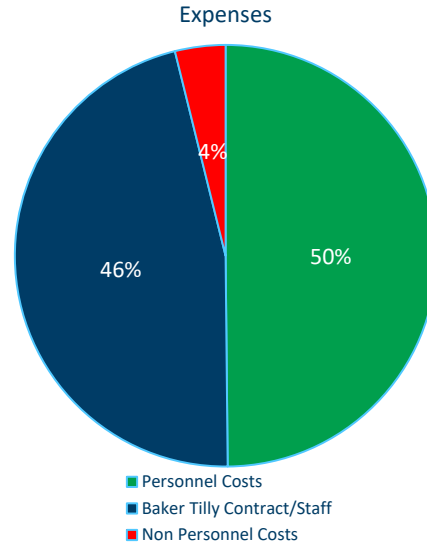


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## Fiscal Year 2022 Budget

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



Personnel Costs	\$646,450
Baker Tilly Contract/Staff	\$600,000
Non-Personnel Costs	\$50,250
Total	\$1,296,700

## Recommended Action and Motion

### Recommended Committee Action

- The audit committee recommends that the Board of Trustees adopt the following motion:

### Recommended Board Motion

- The Board of Trustees approves the Office of Internal Auditing annual internal audit plan for fiscal year 2022.

## Appendix: Enterprise Risk Management Coverage

Proposed FY22 Projects	Primary ERM Risks Addressed
Financial Controls Assessment Plan	<ul style="list-style-type: none"> <li>• Board Policy</li> <li>• Governance &amp; Compliance Structure</li> </ul>
HR Shared Services	<ul style="list-style-type: none"> <li>• Capitalizing &amp; Executing Change</li> <li>• Institution/System Synergy &amp; Structure</li> <li>• Resource Optimization</li> <li>• Talent Management</li> </ul>
NextGen Project Risk Review (PRR) Checkpoints #7 and #8	<ul style="list-style-type: none"> <li>• IT Systems</li> <li>• NextGen Implementation</li> </ul>
NextGen – Workday Implementation	<ul style="list-style-type: none"> <li>• Governance &amp; Compliance Structure</li> <li>• IT Systems</li> <li>• NextGen Implementation</li> </ul>
Identity Management System	<ul style="list-style-type: none"> <li>• Cybersecurity/Privacy</li> <li>• Data Governance</li> <li>• IT Systems</li> </ul>



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## Appendix: Multi Year Projects History

Project	Board Reporting History
NextGen Project Risk Review (PRR) Checkpoints	<ul style="list-style-type: none"> <li>✓ Checkpoint #6 (November 2020)</li> <li>✓ Checkpoint #5 (January 2020)</li> <li>✓ Checkpoint #4 (June 2019)</li> <li>✓ Checkpoint #3 (March 2019)</li> <li>✓ Checkpoint #2 (October 2018)</li> <li>✓ Checkpoint #1 (June 2018)</li> </ul>
HR Shared Services (Previously called HR-TSM)	<ul style="list-style-type: none"> <li>✓ Update (May 2021)</li> <li>✓ Report and Update (November 2020)</li> <li>✓ Update (November 2019)</li> <li>✓ Update (April 2019)</li> <li>✓ Update (January 2019)</li> <li>✓ Update (November 2018)</li> <li>✓ Initial Report (May 2018)</li> </ul>
Financial Controls Assessment Plan	FY 2021 (June 2021): <ul style="list-style-type: none"> <li>✓ Alexandria Technical and Community College</li> <li>✓ Fond du Lac Tribal &amp; Community College</li> <li>✓ Ridgewater College</li> <li>✓ Pine Technical &amp; Community College</li> <li>✓ Minnesota State College Southeast</li> <li>✓ System office</li> </ul>



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## Appendix: Additional Projects Considered (Partial List)

- Academic Program Management Review
- Controlled Use of Administrative Privileges Audit
- IT Governance Review
- HR and Payroll Controls Audit
- Accounts Receivable Audit
- Ethics Program/Code of Conduct Review
- Foundation Risks and Controls Advisory Project



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**Closed Session: Joint Meeting: Audit and Finance Committees**  
**June 15, 2021**  
**11:45 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.*

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

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

Audit Committee Members

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

Presidents Liaisons

Richard Davenport  
Michael Seymour

Finance Committee Members:

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

Presidential Liaisons:

Joe Mulford  
Scott Olson

**Bolded items indicate action required.**



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

**Name:** Closed Session: Joint Meeting: Audit and Finance Committees

**Date:** June 15, 2021

**Title:** Project Results – Vulnerability Management Audit

**Purpose (check one):**

Proposed New Policy or  
Amendment to Existing Policy

Approvals Required  
by Policy

Other Approvals

Monitoring/Compliance

Information

**Brief Description:**

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

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

**Scheduled Presenter(s):**

Eric Wion, Executive Director of the Office of Internal Auditing

Mike Cullen, Internal Auditing (Director, Baker Tilly)

Ross Berndt, Interim Vice Chancellor for Information Technology Services

Craig Munson, Chief Information Security Officer

**MINNESOTA STATE  
BOARD OF TRUSTEES**

**BOARD INFORMATION ITEM**

Project Results – Vulnerability Management Audit

**BACKGROUND**

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

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

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