



October 2021 board and committee meetings

Minnesota State Colleges and Universities

Oct 19, 2021 10:00 AM - Oct 20, 2021 2:30 PM CDT

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Board of Trustees
October 19 - 20, 2021
Virtual Meeting

Times are tentative – meetings are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of previous meetings. Interested parties can listen to the live stream of the proceedings from the [Board website](#).

Tuesday, October 19, 2021

- 10:00 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 June 15, 2021**
 2. FY2022 Committee Workplan
 3. Minnesota State Digital Learning Transformation
- 11:00 a.m. Finance Committee, Roger Moe, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of June 16, 2021**
 - 2. Minutes of June 30, 2021**
 - 3. Surplus Property Designation, Dakota County Technical College**
 4. FY2022 Operating Budget Update
 5. FY2023 Supplemental Budget Request (First Reading)
- 12:30 p.m. BREAK
- 1:00 p.m. Committee of the Whole, Jay Cowles, Chair
1. NextGen Update and Project Risk Review #7
 2. Law Enforcement Education Reform Update
- 3:00 p.m. Meeting ends

Wednesday, October 20, 2021

- 8:30 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
- 10:30 a.m. Workforce and Organizational Effectiveness Committee, George Soule, Chair
Other board members may be present constituting a quorum of the board.
- 1. Minutes of June 15, 2021 Joint Meeting of Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees**
 - 2. Minutes of June 16, 2021**
 - 3. Minutes of June 30, 2021**

4. FY2022 Committee Workplan
5. Executive Search Process Overview

11:15 a.m. BREAK

11:45 a.m. Diversity, Equity and Inclusion Committee, Rudy Rodriguez, Chair
Other board members may be present constituting a quorum of the board.

1. Minutes of March 17, 2021

2. Equity 2030 Update
3. Equity Scorecard Update

1:15 p.m. BREAK

1:30 p.m. Board of Trustees, Jay Cowles, Chair

2:30 p.m. Meeting ends

Bolded items indicate action is required.



Academic and Student Affairs
October 19, 2021
10:00 a.m.
Virtual Meeting

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

- 1. Minutes of June 15, 2021**
2. FY 2022 Committee Workplan
3. Minnesota State Digital Learning Transformation

Committee Members

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

Presidents Liaisons

Deidra Peaslee
Robbyn Wacker

Bolded items indicate action required.





**Academic and Student Affairs Committee
Meeting Minutes
June 15, 2021**

A meeting of the Academic and Student Affairs Committee of the Board of Trustees was held on June 15, 2021.

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

Committee members absent: Asani Ajogun and Javier Morillo

Other board members present: Jay Cowles; Roger Moe, 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 9. An audio recording of the meeting is available [here](#).

Committee Chair Tefer called the meeting to order at 8:30 a.m.

Agenda Item 1: Approval of the Meeting Minutes for May 18, 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 Erlandson provided a second.

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

Agenda Item 2: Minnesota State Digital Learning Transformation

Committee Chair Tefer invited Sr. Vice Chancellor Ron Anderson along with 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 at Winona State University; and Anne Johnson, Vice President of Student Affairs at Dakota County Technical College to present on the Digital Learning Transformation at Minnesota State, as detailed in the meeting materials.

The meeting materials for this item begin on page 13.

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

Adjournment

The committee chair adjourned the meeting at 9:29 a.m.

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

Name: Academic and Student Affairs Committee

Date: October 19, 2021

Title: FY2022 Committee Workplan

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

This discussion will focus on the ASA FY2022 committee work plan, building on earlier discussions with the committee chair and vice-chair, as well as with the full Board of Trustees at its September retreat. The goal of the discussion is to complete a review of the full listing of potential topics, identify additional topics/areas of interest, discuss the approach the committee will take to reviewing and discussing each topic/area of interest, and determine the scope of the committee work plan/agenda for the year.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM
FY2022 Committee Workplan

BACKGROUND

Per Board policy 1A.2, Board of Trustees:

The Academic and Student Affairs Committee is charged with governance and oversight of the academic programs and student services provided at the system’s colleges and universities. The committee’s scope includes oversight of board policies for all system academic and student services to assure the highest possible quality of academic programming and service to students and the efficient use of the system’s academic and service resources. The committee also provides oversight to system wide academic and student service strategic planning, diversity and equity matters related to students and academic programs, and academic or student related technology matters.

Exercising these responsibilities requires the committee to make recommendations for action to the full Board of Trustees on the following topics:

1. Approval of academic and student affairs-related policies, including both the adoption of new policies and the revision of existing policies;
2. Approval of revisions to college and university mission statements, as well as institutional type; and
3. Approval or endorsement of system-wide academic strategies and initiatives.

To ensure that the committee is best positioned to fulfill these responsibilities, committee staff and the committee chair create a tentative work plan/agenda for the committee each August. This draft document is typically reviewed and discussed with trustees at the September Board retreat, after which the work plan/agenda for the year is solidified.

At the September 2021 Board retreat, Trustees reviewed draft committee work plans/agendas. In addition, trustees, students, and bargaining unit leaders identified topics of interest or importance for each committee to address during the coming year. The table on the following page contains both the draft document reviewed at the retreat, and the topics/areas of interest identified by trustees, students, and bargaining unit leaders.

The purpose of this committee discussion is to review the full listing of potential topics for the academic and student affairs committee, identify additional topics/areas of interest, discuss the approach the committee will take in reviewing and discussing each topic/area of interest, and determine the scope of the academic and student affairs committee work plan/agenda for the year.

Academic and Student Affairs Committee - DRAFT FY22 Agenda Topics

Month	Action Items	ASA Committee Presentation	Joint Committee Presentation
September Retreat			
October	Policy readings and approvals - NONE	Digital Transformation - Follow-up to June Presentation	Law Enforcement Education Reform Update (Committee of the Whole)
	FY22 Committee Work Plan/Agenda		Student Success (Joint meeting with Diversity, Equity and Inclusion Committee)
November	Policy readings and approvals	Enrollment Profile and Enrollment Management Strategy	
	Mission Statement Change - Normandale Community College		
January	Policy readings and approvals	Supporting Student Basic Needs and Mental Health	
March	Policy readings and approvals	Workforce and Economic Development	Data Democratization - (Committee of the Whole)
	NHED/Minnesota North College Consolidation Approval		
April	Board of Trustees Excellence In Teaching Awards	no committee meeting	

Academic and Student Affairs Committee - DRAFT FY22 Agenda Topics

Month	Action Items	ASA Committee Presentation	Joint Committee Presentation
May	Policy readings and approvals	Regional and Specialized Accreditation	
June	Policy readings and approvals	tbd	

NOTE: Bolded items represent action items needing Committee and Board approval

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

Name: Academic and Student Affairs Committee

Date: October 19, 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 was reviewed at the June 15, 2021, ASA Committee meeting. The presentation reviewed 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.

This informational topic is being brought before the committee this month to provide additional time for follow-up and discussion.

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 was reviewed at the June 15, 2021, ASA Committee meeting and is being brought before the committee this month to provide additional time for follow-up and discussion.

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.



Finance Committee
October 19, 2021
11:00am
Virtual Meeting

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

1. **Minutes of June 16, 2021**
2. **Minutes of June 30, 2021**
3. **Surplus Property Designation, Dakota County Technical College**
4. FY2022 Operating Budget Update
5. FY2022-23 Supplemental Budget Request (First Reading)

Committee Members

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

Presidents Liaisons

Joe Mulford
Scott Olson



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

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

Committee members present: Roger Moe, Chair; April Nishimura, Vice Chair; Ahmitara Alwal, Jerry Janezich, Kathy Sheran, George Soule, and Michael Vekich.

Committee members absent: None

Other board members present: Jay Cowles, Board Chair

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

The meeting materials for this meeting are available [here](#), starting on page 12. An audio recording of the meeting is available [here](#).

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

Agenda Item 1: Approval of the Meeting Minutes for May 19, 2021

Committee Chair Moe 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: Contracts Requiring Board Approval

Committee Chair Moe invited Vice Chancellor Maki to present 6 contracts, each requiring board approval, as detailed in the meeting materials. The meeting materials for this item begin on page 23.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2a – Classroom Technology Upgrade Project, Dakota County Technical College**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute a contract not to exceed three million dollars (\$3,000,000) for work completed by spring of 2022. The board directs the chancellor or his designee to execute all necessary documents.

Trustee Vekich made the motion and Trustee Nishimura provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Absent
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2b – Classroom Technology Upgrade Project, Inver Hills Community College**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute a contract not to exceed three million dollars (\$3,000,000) for work completed by spring of 2022. The board directs the chancellor or his designee to execute all necessary documents.

Trustee Nishimura made the motion and Trustee Sheran provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Absent
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2c – Guaranteed Energy Savings Program Contract, Winona State University**

The Finance Committee recommends that the Board of Trustees authorize the chancellor to enter into a Guaranteed Energy Savings Contract not to exceed \$13 million and a payback term of up to 18 years for purposes of improving campus energy and water efficiency, reducing or eliminating associated operating costs, and adding a 1.4MW solar energy system which will jointly result in the reduction of 25% of the carbon emissions at Winona State University.

Trustee Sheran made the motion and Trustee Nishimura provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Absent
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2d – Blackbaud Master Contract Extension, System Office**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute a contract extension for up to five years (2 years + 3 one-year options) for a total contract term of up to ten (10) years for a total amount not to exceed \$7 million. The board directs the chancellor or his designee to execute all necessary documents.

Trustee Soule made the motion and Trustee Sheran provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Absent
Trustee Sheran	Yes
Trustee Soule	Yes

Trustee Vekich Yes
Trustee Moe Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2e – MBS Bookstore Contract Extension, System Office**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor’s designee to execute a contract extension for up to five years (2 years + 3 one-year options) for a total contract term of up to ten (10) years for a total amount not to exceed \$9 million. The board directs the chancellor or his designee to execute all necessary documents.

Trustee Vekich made the motion and Trustee Alwal provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura Yes
Trustee Alwal Yes
Trustee Janezich Absent
Trustee Sheran Yes
Trustee Soule Yes
Trustee Vekich Yes
Trustee Moe Yes

The committee voted to approve the recommended motion.

Committee Chair Moe asked committee members to consider the following recommended committee motion for agenda item **2f – TIAA Retirement Recordkeeper Contract, System Office**

The Finance Committee recommends that the Board of Trustees authorize the chancellor or his designee to enter into a new contract with TIAA to provide full-service retirement recordkeeping, administration and trustee services for its defined contribution Plans: 403(b) Tax-Sheltered Annuity Program (TSA), 401(a) Individual Retirement Account Plans (IRAP) and 401(a) Supplemental Retirement Account Plans (SRP). The contract is for a term of five years (July 1, 2021-June 30, 2026). The total cost is not to exceed \$2.87 Million. The board directs the chancellor or his designee to execute all necessary documents.

Trustee Vekich made the motion and Trustee Sheran provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Absent
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Agenda Item 3: Surplus Property Designation: Winona State University

Committee Chair Moe invited Vice Chancellor Maki along with Associate Vice Chancellor Brian Yolitz to present the Surplus Property Designation for Winona State University, as detailed in the meeting materials. The materials for this item begin on page 41.

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

The Finance Committee recommends that the Board of Trustees designates approximately 11.15 acres commonly referred to as The West Campus of Winona State University, including Tau Center, Maria Hall and Lourdes Hall as surplus and authorizes the Chancellor or the Chancellor's designee to offer the property for sale and execute the documents necessary to finalize the transaction.

Trustee Vekich made the motion and Trustee Alwal provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Absent
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Agenda Item 4: Revenue Bond Refunding: 2011 Issuance (2nd Reading)

Committee Chair Moe invited Vice Chancellor Maki along with Associate Vice Chancellor Brian Yolitz to present the second reading of the Revenue Bond Refunding, as detailed in the meeting materials. The meeting materials for this item begin on page 47.

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

The Finance Committee recommends the Board of Trustees adopt the following motion:

- A. *The Board of Trustees hereby adopts the Series Resolution, a draft of which is contained in **Attachment C**.*

- B. *The Board of Trustees authorizes a refunding bond sale of its 2011A Series Revenue Bonds and its 2011C Series Revenue Bonds sufficient to realize net proceeds which, with available debt service reserve funds and debt service funds from bonds to be refunded, will:*
 - 1. *Refund up to \$48.365 million of tax-exempt bonds maturing from 2022 to 2031 from 2011A Series bonds,*
 - 2. *Refund up to \$7.6 million of tax-exempt bonds maturing from 2022 to 2032 from the 2011C Series Bonds, and*
 - 3. *Comply with the bond sale parameters identified in Attachment B, as incorporated herein.*

- C. *In addition, the board authorizes the chancellor or the chancellor's designee to execute all documents necessary to accomplish the refunding sale including, but not limited to, the Series Resolution, Second Amendment to Amended and Restated Master Indenture of Trust, and all related documents needed for the refunding transaction.*

Trustee Vekich made the motion and Trustee Nishimura provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Absent
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes

Trustee Moe Yes

The committee voted to approve the recommended motion.

Agenda Item 5: 2022 Capital Program Recommendation (2nd Reading)

Committee Chair Moe invited Vice Chancellor Maki along with Associate Vice Chancellor Brian Yolitiz to provide the second reading of the 2022 capital program, as detailed in the meeting materials and as was approved in the Facilities Committee which met earlier. The meeting materials for this item begin on page 83.

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

The Finance and Facilities Committee recommend the Board of Trustees adopt the following motion:

- A. The Board of Trustees approves the 2022 capital program recommendation as presented in **Attachment A**, specifically the projects and priorities for the 2022 legislative session.*
- B. The chancellor is authorized to make cost and related adjustments to the request as required, and to forward the request through Minnesota Management and Budget to the governor and legislature for consideration in the state's 2022 capital budget.*
- C. The chancellor shall advise the board of any subsequent changes in the approved capital program prior to the 2022 legislative session.*
- D. In addition, as funding is authorized and appropriated by the legislature and approved by the governor, the chancellor or the chancellor's designee is authorized to execute contracting actions necessary to deliver on the scope and intent of the projects.*

Trustee Nishimura made the motion and Trustee Alwal provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura Yes
Trustee Alwal Yes
Trustee Janezich Yes
Trustee Sheran Yes
Trustee Soule Yes
Trustee Vekich Yes
Trustee Moe Yes

The committee voted to approve the recommended motion.

Agenda Item 6: LeadMN Fee Proposal (2nd Reading)

Committee Chair Moe invited Priscilla Mayowa, LeadMN President, and Axel Kylander, LeadMN Vice President, to present the LeadMN Fee Proposal, as detailed in the meeting materials. The meeting materials for this item begin on page 85.

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

The Finance Committee recommends that the Board of Trustees accepts the increase of the MSCSA (dba LeadMN) fee from \$.35 to \$.61 per credit hour beginning fall semester 2021.

Trustee Soule made the motion and Trustee Sheran provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	No
Trustee Alwal	No
Trustee Janezich	No
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	No
Trustee Moe	No

The committee voted not to approve the recommended motion.

Agenda Item 7: FY2022 Annual Operating Budget Update

Committee Chair Moe invited Vice Chancellor Maki along with System Director Steve Ernest to present an update on the 2022 Annual Operating Budget, as detailed in the meeting materials. The meeting materials for this item begin on page 149.

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

Adjournment

The committee chair adjourned the meeting at 12:20 p.m.



**Finance Committee
Special Meeting
Meeting Minutes
June 30, 2021**

A special meeting of the Finance Committee of the Board of Trustees was held on June 30, 2021.

Committee members present: Roger Moe, Chair; April Nishimura, Vice Chair; Ahmitara Alwal, Jerry Janezich, Kathy Sheran, George Soule, and Michael Vekich.

Committee members absent: None

Other board members present: Jay Cowles, Board Chair

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

The meeting materials for this meeting are available [here](#), starting on page 8. An audio recording of the meeting is available [here](#).

Committee Chair Moe called the meeting to order at 9:45 a.m.

Agenda Item 1: Contracts Requiring Board Approval: Master Contract for Mobile Devices, Mobile Device Damage and Theft Protection, With Flexible Leasing Options, System Office

Committee Chair Moe invited Vice Chancellor Maki to present the contract requiring board approval, as detailed in the meeting materials. The meeting materials for this item begin on page 9.

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

The Finance Committee recommends that the Board of Trustees authorize the chancellor or the chancellor's designee to execute a master contract for up to five (5) years (3+1+1) for an amount up to \$50 million. The board directs the chancellor or his designee to execute all necessary documents.

Trustee Vekich made the motion and Trustee Nishimura provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Agenda Item 2: FY2022 Annual Operating Budget (2nd Reading)

Committee Chair Moe invited Vice Chancellor Maki along with Steve Ernest, System Director for Financial Planning & Analysis, to present the second reading of the FY2022 Annual Operating Budget, as detailed in the meeting materials. The materials for this item begin on page 13.

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

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

- *Adopt the annual total all funds operating budget for fiscal year 2022 as shown in Table 8.*
- *Approve the proposed tuition structure recommendations and differential tuition rationale for fiscal year 2022 as detailed in Attachments 1A through 1H.*
- *To approve a special contracted tuition rate for Alexandria Technical and Community College (ATCC) of \$150 per credit for its pilot program with the United States Naval Community College. The pilot program allows active service members to take up to 30 credits per academic year in existing courses at ATCC. This special contracted rate would be for FY2022, with the potential to extend to FY2023 and beyond.*
- *The chancellor or designee is authorized to approve any required technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2023 tuition recommendations are presented to the Board of Trustees.*
- *Continue the policy of market-driven tuition for closed enrollment courses, customized training, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.*
- *Approve the Revenue Fund and related fiscal year 2022 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in*

Attachments 2A through 2E, including any housing fees that the campuses may charge for occupancy outside the academic year.

- *Authorize the chancellor or designee to enter into an agreement with the Learning Network of Minnesota to provide the funding appropriated to the organization in Minnesota Laws 2021, First Special Session, in the amount of \$4,115,000.*

Trustee Janezich made the motion and Trustee Vekich provided a second. A roll call vote was conducted. The vote was as follows:

Trustee Nishimura	Yes
Trustee Alwal	Yes
Trustee Janezich	Yes
Trustee Sheran	Yes
Trustee Soule	Yes
Trustee Vekich	Yes
Trustee Moe	Yes

The committee voted to approve the recommended motion.

Adjournment

The committee chair adjourned the meeting at 11:28 a.m.

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

Name: Finance Committee

Date: October 19, 2021

Title: Surplus Property Designation, 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 6.7, Real Estate Transactions and Management, calls for Board of Trustees approval of real estate property surplus designation and sale for properties valued at \$250,000 or more.

Dakota County Technical College is currently taking steps to position themselves, and their buildings to better serve the campus community. Included in these efforts is this request for Board of Trustees approval for designation as surplus of the real property located north of the main campus building to better align with future campus plans as defined in their Comprehensive Facilities Plan.

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

Surplus Property Designation – Dakota County Technical College

The Board of Trustees may designate as “surplus” and offer real property for sale under its control pursuant to Minnesota Statute §136F.60, Subdivision 5. Board Policy 6.7, Real Estate Transactions and Management, calls for Minnesota State Board of Trustees approval of real estate property surplus designation and sale for properties valued at \$250,000 or more. Under state statute, the Board is obligated to offer the surplus property first to local jurisdictions, including the city, county, and school district. The offering process is initiated with an independent appraisal, which establishes the floor for the sale price.

BACKGROUND

Dakota County Technical College (DCTC) is currently taking steps to position the college to better serve the campus community. Included in these efforts is this request for Board of Trustees approval for designation as surplus of the real property located north of Highway 42/145th Street East and the main campus to better align with future campus plans. Both the current and in-progress update of the DCTC Comprehensive Facilities Plan reference the divestiture of this parcel to consolidate their property and reduce operating costs.

A depiction of the surplus property request (“Subject Parcel”) is at **Attachment A**. The Subject Parcel consists of approximately 8.84 acres of land and an 8,224 square foot building. Historically, the Subject Parcel has been used primarily for Continuing Education classes offered to adult learners in the areas of: business and management, healthcare, manufacturing and trades, transportation and safety, and skills development.

Dakota County has recently begun a long-planned upgrade to Highway 42/145th Street East which will limit main campus access points to intersections on the east and west boundaries. This upgrade will also result in the elimination of direct access to the parcel, further diminishing its connection to the main campus south of Highway 42.

The City of Rosemount has expressed interest in purchasing the property given the growth of the community and the city’s need for larger facilities. An appraisal, dated September 2, 2021, has put a market value of \$2,140,000 on the Subject Parcel and building.

Proceeds from the Subject Project sale will be used for necessary reconstruction and upgrade of the existing driver-training track at the college, as well as necessary classroom upgrades and improvements related to the program.

Upgrades to the driver training track will enhance the DCTC [Class A driving program](#). DCTC applied for and was awarded a \$50,000 Minnesota Job Skills Partnership (MJSP) planning grant to address a critical shortage of skilled professionals with a commercial driver's license (CDL) in the Twin Cities metropolitan area. This led to the development of the Minnesota State Commercial Driver Academy which is to be based at and support DCTC driver training and serve [other campuses in the metro area](#)

In addition to the capital improvements noted directly above, proceeds will be used to renovate existing space in the main campus building. This renovation work will reduce the Facilities Condition Index by adding code required conveying equipment and replacing an air-handling unit to the main campus building. A final benefit of the property disposition will be the reduction in operating costs including, grounds keeping, snow removal, maintenance, and cleaning of the surplus parcel and building.

RECOMMENDED COMMITTEE MOTION

The Finance Committee recommends that the Board of Trustees designate the 8.84 acres and 8,224 sq. ft. building north of the Dakota County Technical College main campus as surplus, authorize the Chancellor or the Chancellor's designee to offer the property for sale pursuant to applicable policy and procedure, and execute the documents necessary to finalize the transaction.

RECOMMENDED BOARD MOTION

The Minnesota State Board of Trustees designates the 8.84 acres and 8,224 sq. ft. building north of the Dakota County Technical College main campus as surplus, authorize the Chancellor or the Chancellor's designee to offer the property for sale pursuant to applicable policy and procedure, and execute the documents necessary to finalize the transaction.

Date Presented to the Board of Trustees: 10/19/21

Date of Implementation: 10/19/21



Dakota County Technical College Surplus Property Request.

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

Name: Finance Committee

Date October 19, 2021

Title: FY2022 Operating Budget Update

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

This item provides the Board of Trustees with an update on the Fiscal Year 2022 Annual Operating Budget for the System.

The Board approved the annual operating budget at its June 30, 2021 meeting. Based on experience to date, colleges and universities have updated their budgets for the year.

Scheduled Presenters:

William Maki, Vice Chancellor for Finance and Facilities
Joe Mulford, President, Pine Technical & Community College
Scott Olson, President, Winona State University
Steve Ernest, System Director for Financial Planning and Analysis

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

FY2022 Operating Budget Update

SUMMARY

When the System’s fiscal year 2022 Annual Operating Budget was approved in June, pandemic restrictions were being lifted and Minnesotans’ lives were starting to get back to normal. The colleges and universities of Minnesota State had received significant pandemic relief funding from the federal government, both to students directly, and to provide institutions with funding for pandemic response activities and to replace a portion of revenues lost due to the pandemic. State support for system operating budgets was increased by \$22.5 million for fiscal year 2022 and legislation provided that undergraduate tuition rates could be increased by up to three and one half percent each year of the biennium. Even with that support, budgets had to be set with the knowledge that federal pandemic funds were only available for one year from when they were awarded and state funding was set so that it would remain flat in the second year of the biennium. Moreover, institutions had to wrestle with enrollment patterns that continued to be volatile and uneven across the state, between the colleges and universities, and across instructional program areas. Since tuition revenue is key to institutions’ ability to meet financial challenges, enrollment continued to be of paramount concern in setting operating budgets. Beyond tuition, financial recovery in auxiliaries such as housing, food service, events, and parking added the list of budgetary stresses caused by the pandemic.

This report provides the Board with updated fiscal year 2022 budget numbers for the system, including revised projections for enrollment, revenues, and expenditures. On an all-funds basis, the October revision of the fiscal year 2022 budget has a more negative outlook than the budget approved by the Board in June. Specifically:

- For the System as a whole, enrollment is lagging significantly behind where it was projected to be in the June fiscal year 2022 budget.
- Operating revenues are projected to decline more than operating expenses after updating fiscal year 2022 enrollment projections. A large portion of operating expenses become fixed at the start of the academic year.
- Federal HEERF dollars and the use of fund balance, which are both one-time in nature, are a slightly larger portion of the overall budgetary balance than they were in the June fiscal year 2022 budget.

BUDGETS APPROVED ON JUNE 30, 2021

On an all-funds basis, the fiscal year 2022 operating budget approved in June showed revenues 14 percent higher than the fiscal year 2021 budget at that time. More than two-thirds of the increase was in federal Higher Education Emergency Relief Fund (HEERF) revenues. June expenditures were also budgeted 14 percent higher than fiscal year 2021, leaving a budgetary gap of negative \$52 million. These increases reflect the one-time and temporary nature of the federal pandemic relief funding. After transfers in of HEERF dollars, the all-funds budgetary balance was projected to be a positive \$8.3 million.

Table 1.
Fiscal Year 2022 All Funds Operating Budget, June 2021

<i>\$s in millions</i>	FY2021 Updated Budget	FY2022 Proposed Budget	\$ Change	% Change
Revenues/Sources				
General Fund	\$1,639.1	\$1,674.4	\$35.3	2.2%
Revenue Fund	\$97.9	\$105.4	\$7.5	7.7%
Other Funds	\$328.0	\$365.4	\$37.4	11.4%
HEERF Acts	\$113.2	\$341.1	\$227.9	201.3%
Revenues/Sources Total	\$2,178.1	\$2,486.3	\$308.2	14.1%
Expenses/Uses				
Compensation	\$1,363.8	\$1,395.6	\$31.8	2.3%
Other Operating	\$861.7	\$1,142.7	\$281.0	32.6%
Expenses/Uses Total	\$2,225.5	\$2,538.3	\$312.8	14.1%
Budget gap	(\$47.4)	(\$52.0)		
HEERF Transfer in	\$54.8	\$60.3		
Budget balance	\$7.4	\$8.3		

**Numbers may not add due to rounding.*

The General Fund operating budget approved in June showed only slightly more than 2 percent revenue and expenditure growth from the prior budget and a negative budget gap of \$52 million. With over two-thirds of the HEERF transfers in going to the General Fund, the gap went from negative \$39.9 million to positive \$2.8 million.

Table 2.
Fiscal Year 2022 General Fund Operating Budget, June 2021

\$s in millions	FY2021 Updated Budget	FY2022 Approved Budget	\$ Change	% Change
Revenues/Sources				
State appropriation	\$765.7	\$792.0	\$26.3	3.4%
Tuition	\$715.7	\$723.3	\$7.5	1.0%
Other revenues	\$141.8	\$131.1	(\$10.7)	-7.5%
Programmed fund balance	\$15.9	\$28.1	\$12.2	76.8%
Revenue/Sources Total	\$1,639.1	\$1,674.4	\$35.3	2.2%
Expenses/Uses				
Compensation	\$1,249.0	\$1,281.3	\$32.3	2.6%
Other operating costs	\$418.6	\$433.0	\$14.4	3.4%
Expenses/Uses Total	\$1,667.8	\$1,714.3	\$46.7	2.8%
Budget gap	(\$28.5)	(\$39.9)		
HEERF Transfer in	\$33.7	\$42.6		
Budget balance	\$5.2	\$2.8		

**Numbers may not add due to rounding.*

CONTINUING BUDGETARY PRESSURES

Several key challenges persist as significant pressures on fiscal year 2022 budgets.

Enrollment uncertainties: The most common concern institutions face is the unpredictability and continuing decline in enrollment numbers. Pre-existing patterns of declining demographics and shifting educational interests have been exacerbated by pandemic factors such as economic recovery surging in some areas and lagging in others, lingering household health and financial concerns, and newly evolving trends in educational and employment interests.

Structural imbalances: Federal COVID-19 funds will expire after fiscal year 2022 and state appropriation will stay flat after fiscal year 2022, adding to pre-pandemic structural concerns.

Revenue stream uncertainties: Sources other than tuition and appropriation that are relied upon to support specific positions or costs, such as debt service and facilities maintenance continue to be uncertain.

Lingering effects of COVID-19: The Delta variant caused the system to reinstitute mitigation measures such as face coverings and implement new policies for fall semester. On September 8, 2021, MMB's COVID proof of vaccination policy went into effect. The policy requires all

Minnesota State employees (including student workers), vendors, and contractors to provide attestation regarding their COVID vaccination status. Until an employee submits proof of full vaccination against COVID, they must undergo mandatory testing for COVID at least weekly. On October 4, a student policy went into effect where vaccination attestation would be required for specific student groups or populations. Students in these specific groups who choose not to provide attestation will need to undergo weekly COVID testing. The implementation of these policies are costs that were not foreseen last June.

ENROLLMENT UPDATE

Enrollment projections for the system have weakened since the June budget was approved. Table 3 shows that system-wide enrollment change for fiscal year 2022 compared to fiscal year 2021 was projected in June to be down by 2.1 percent from projected fiscal year 2021 levels and is now projected to be down by 6.5 percent from actual fiscal year 2021 levels. Projected college enrollment decline has gone from 0.8 percent down to 6.8 percent down compared to last year. Projected university enrollment decline has gone from 4.1 percent down to 6.1 percent down compared to last year.

**Table 3.
System Enrollment Outlook for Fiscal Year 2022**

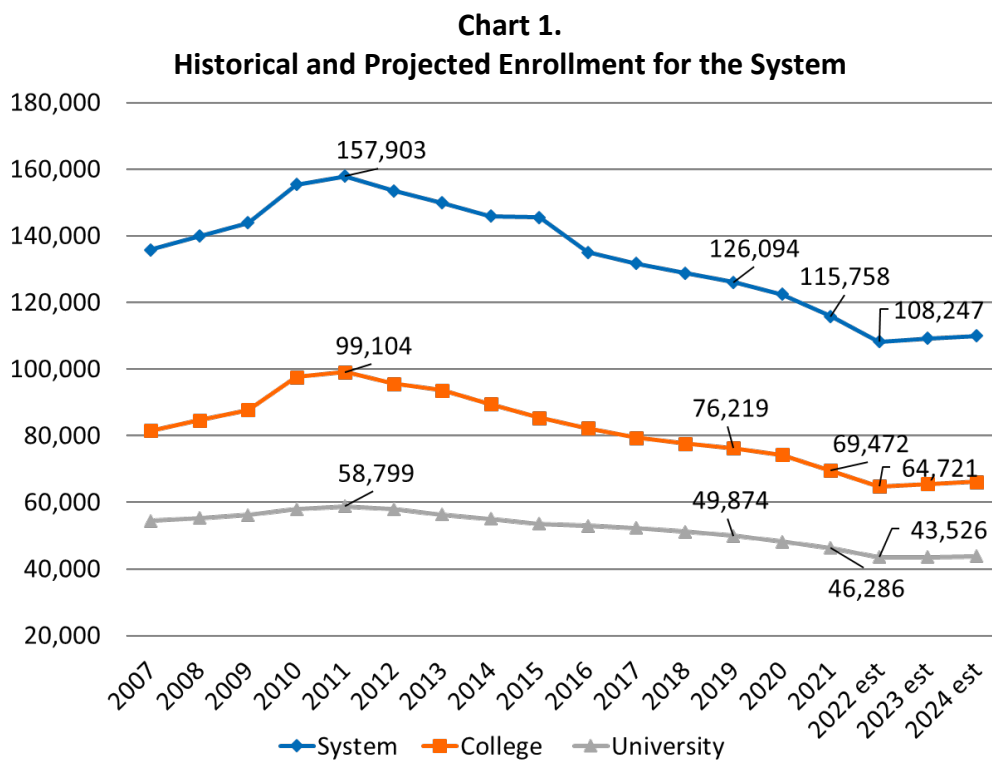
FY2022 Compared to FY2021	June Enrollment Projections	June Enrollment FYE Projection	October Enrollment Projections	October Enrollment Projections
Colleges	-0.8%	68,419	-6.8%	64,721
Universities	-4.1%	44,369	-6.0%	43,526
System	-2.1%	112,788	-6.5%	108,247

Five of the seven universities are projecting enrollment below their June projections; two thirds of colleges are now projecting lower enrollment than they did in June. Reasons behind this drop are complicated, but one of the main causes is likely the Delta variant of the coronavirus, which was not reflected in the June projections. This has undoubtedly caused significantly extended household health and financial concerns compared to previous levels, and more impetus for trends in educational and employment interests to evolve in ways not previously anticipated.

Looking ahead to the next biennium, enrollments are projected to stabilize but are still at levels lower than they were 20 years ago. A 0.8 percent increase is currently projected for fiscal year 2023, with another 0.8 percent increase projected for fiscal year 2024. Enrollment projections are reported three times each year, so these numbers are adjusted as influencing factors change in the future.

In November, Academic and Student Affairs will provide an update to the Board on enrollment data and enrollment management strategy. The presentation will provide context and analysis of enrollment changes across different sectors, among different student groups, and by graduate and undergraduate offerings. Additionally, ASA will describe the system office’s role in supporting campus-based strategic enrollment management, and provide examples of recent system work that identified high impact practices for scaling across the system.

In March, another budget update will be presented to the Board. At that time, Spring enrollment numbers will be known and revised annual enrollment projections will be reported by colleges and universities.



STRUCTURAL CONCERNS RELATED TO FEDERAL AND STATE FINANCIAL SUPPORT

College and University budgets for fiscal year 2022 incorporate significant amounts of federal pandemic relief funding. Of the approximately \$187 million awarded to institutions from the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA), \$85.4 million is included in the fiscal year 2022 budget. The most significant use of this money is for campus safety and security efforts, including HVAC projects and vaccination and testing effort. There is approximately \$5 million in direct student pandemic relief grants budgeted, with \$3.6 million in institutional funds budgeted for additional student relief grants and \$7 million in institutional funds budgeted for additional student support activities. \$19 million will replace lost revenue in support of ongoing operations in General Fund and other fund activities.

Of the approximately \$327 million awarded to institutions from the American Rescue Plan Act (ARPA), \$317 million is included in fiscal year 2022 budgets. More than 53 percent of this, \$167.3 million, is in direct student grants, and an additional \$6.3 million in institutional funds is budgeted for additional direct student grants. Approximately \$61.4 million or 40 percent of the ARPA institutional funds is being budgeted to replace lost revenue. As with the CRRSAA funds, campus safety and security projects are significant uses for institutional funds.

Since CRRSAA and ARPA funding was awarded with an award period of one year from the date each school received its award, the combined \$80 million that is incorporated in fiscal year 2022 budgets as a one-time source of support means that on-going revenues will need to return in order for institutions to maintain their current programs and services in future years.

Flat state appropriation support across the two years of the biennium requires institutions to plan for known increases in costs while this significant portion of their funding does not provide for inflationary increases. Normally this means holding back some of the first year's funding to pay for the second year's needs. This year, though, as pandemic response costs continue, and even grow in areas such as ongoing testing, holding back money for the second year will likely be much more difficult to accomplish.

REVISED FISCAL YEAR 2022 BUDGETS

Fiscal Year 2022 All Funds Operating Budget

The Fiscal Year 2022 All Funds operating budget update reflects changes in enrollment projections and the additional impacts the pandemic is having on our colleges and universities. In addition to knowing summer and fall term enrollments, which helps to better project fiscal year 2022 enrollments, classified staff contracts have been settled by the state. Expenses are decreasing 1.8 percent and revenues decreasing 2.5 percent overall.

Although it appears \$15.5 million less is being used from HEERF funds under revenues, the colleges and universities are using slightly more HEERF funds than previously reported in June. The HEERF transfer in line shows colleges and universities were anticipating using \$60.3 million of HEERF funding to cover lost revenue, but colleges and universities are now projecting using \$77.1 million. In order to display a budgetary gap, the \$60.3 and \$77.1 million were omitted in the revenues section to call attention to the amount HEERF funds are being used to cover lost revenue. Back in June, \$401.4 million of HEERF funds were programmed in fiscal year 2022 for student grants, institutional expenses, and lost revenue recovery, and now this is slightly more at \$402.7 million. The differences in the total HEERF amounts is timing between fiscal years 2021 and 2022.

Overall, the fiscal year 2022 All Funds operating budget update has a \$69 million structural gap before \$77.1 million of HEERF funding is transferred to solve the budget gap, resulting in a small budget balance of \$8.1 million.

Table 4.
Fiscal Year 2022 All Funds Operating Budget

<i>\$s in millions</i>	FY2022 Approved Budget	FY2022 Updated Budget	\$ Change	% Change
Revenues/Sources				
General Fund	\$1,674.4	\$1,656.8	(\$17.6)	-1.1%
Revenue Fund	\$105.4	\$105.3	(\$0.1)	-0.1%
Other Funds	\$365.4	\$336.4	(\$29.0)	-7.9%
HEERF Acts**	\$341.1	\$325.6	(\$15.5)	-4.5%
Revenues/Sources Total	\$2,486.3	\$2,424.1	(\$62.2)	-2.5%
Expenses/Uses				
Compensation	\$1,395.6	\$1,394.4	(\$1.2)	-0.1%
Other Operating	\$1,142.7	\$1,098.7	(\$44.0)	-3.8%
Expenses/Uses Total	\$2,538.3	\$2,493.1	(\$17.0)	-1.8%
Budget gap	(\$52.0)	(\$69.0)		
HEERF Transfer in**	\$60.3	\$77.1		
Budget balance	\$8.3	\$8.1		

**Numbers may not add due to rounding.*

Fiscal Year 2022 General Fund Operating Budget

The majority of colleges and universities are now anticipating significant enrollment declines for the second consecutive year in fiscal year 2022 compared to the prior year. Compared to June, tuition revenue is anticipated to drop from \$723.3 million to \$697.4 million, a \$25.9 million loss. Expense are expected to be slightly more this fiscal year than originally budgeted in June. Less tuition revenue and slightly more costs increased the budget gap in the General Fund from \$39.9 million reported to the Board in June to \$59.6 million. In addition, colleges and universities are also planning to use \$31.4 of fund balance to help offset declining tuition revenue and cost increases or \$3.4 million more than planned in June. More of the HEERF funds are being used to cover lost revenue in the General Fund compared to other funds including the Revenue Fund. Of the \$77.1 million HEERF funds for lost revenue shown in the All Funds operating budget (Table 4), \$64.7 million is being directed to the General Fund.

**Table 5.
Fiscal Year 2022 General Fund Operating Budget**

\$s in millions	FY2022 Approved Budget	FY2022 Updated Budget	\$ Change	% Change
Revenues/Sources				
State appropriation	\$792.0	\$792.0	\$0	0.0%
Tuition	\$723.3	\$697.4	(\$25.9)	-3.6%
Other revenues	\$131.1	\$136.0	\$4.9	3.7%
Programmed fund balance	\$28.1	\$31.4	\$3.4	12.1%
Revenue/Sources Total	\$1,674.4	\$1,656.8	(\$17.6)	-1.1%
Expenses/Uses				
Compensation	\$1,281.3	\$1,282.0	\$0.8	0.1%
Other operating costs	\$433.0	\$434.4	\$1.4	0.3%
Expenses/Uses Total	\$1,714.3	\$1,716.4	\$2.1	0.1%
Budget gap	(\$39.9)	(\$59.6)		
HEERF Transfer in	\$42.6	\$64.7		
Budget balance	\$2.8	\$5.1		

**Numbers may not add due to rounding.*

Ongoing reductions and reallocations of spending—such as intensive management of vacancies—is a common way colleges and universities manage their budgets. For fiscal year 2022, total reallocations system-wide is projected to be approximately \$28.7 million. Of that amount, almost \$19 million is projected to be used to balance the budget. As costs go up, state support remains flat in the second year of the biennium, and tuition recovers slowly, institutions will face more pressure to find reductions and reallocations to balance budgets.

REVENUE FUND UPDATE

Pandemic health and safety mitigation measures have continued to have significant negative impacts on Revenue Fund activities such as room and board revenues, parking revenues and revenues from on-campus events. As with enrollment, the arrival of the Delta variant was a significant factor in delaying the recovery of this budget but as Table 6 shows, revenues and use of fund balance have improved compared to fiscal year 2021. HEERF dollars continued to contribute significantly to this budget, but most of the new expenses HEERF is being used for will not be ongoing since the funding is one-time nature.

**Table 6.
Fiscal Year 2021 Revenue Fund Budget**

\$s in millions	FY2021 Approved Budget (June)	FY2022 Updated Budget (October)	\$ Change	% Change
Revenues				
Other revenues	\$84.9	\$99.1	\$14.2	16.8%
Programmed fund balance	\$13.0	\$6.3	(\$6.7)	-51.9%
Revenue Total	\$97.9	\$105.3	\$7.5	7.7%
Expenses				
Compensation	\$25.5	\$27.4	\$1.9	7.3%
Other operating costs	\$82.4	\$86.7	\$4.3	5.2%
Expenses Total	\$107.9	\$114.1	\$6.2	5.7%
Budget gap	(\$10.0)	(\$8.7)		
HEERF Transfer in	\$11.6	\$10.4		
Budget balance	\$1.6	\$1.7		

**Numbers may not add due to rounding*

At the system level, in-person course delivery fell from 75 percent of courses in Fall 2019 (pre-pandemic) to 38 percent in Fall 2020, but in Fall 2021 were back to 50 percent. For universities, which have most of the Revenue Fund activities, Fall 2019 in-person classes were 81 percent in-person delivery. This fell to 42 percent for Fall 2020 and has come back to 64 percent for Fall 2021.

CONCLUSION

The COVID-19 pandemic continues to cause challenges for budgets system-wide. These challenges come on top of existing long-term concerns regarding enrollment uncertainty and inflationary pressures. The revised fiscal year 2022 all funds operating budget shows significant concern in enrollment and ongoing budgetary balance issues. As institutions continue to transition back to on-campus activities, revenues in instructional and non-instructional activities will improve. However, long-term enrollment trends, shifting educational interests, and flat or diminishing state and federal support remain significant budgetary concerns.

The Board will be provided with another budget update in March 2022.

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

Name: Finance Committee

Date October 19, 2021

Title: FY2022-23 Supplemental Budget Request (First Reading)

Purpose (check one):

Proposed
New Policy or
Amendment to
Existing Policy

Approvals
Required by
Policy

Other
Approvals

Monitoring /
Compliance

Information

Brief Description:

The FY2022-2023 Biennial Budget Request was approved by the Board in November, 2020, per Board Policy 5.9. In June, 2021, the legislature and Governor enacted the state Biennial Budget for higher education, which included a portion of the Board's request, together with additional provisions.

The 2022 legislative session will be an opportunity for the Board to request supplemental funding to address the system's needs in light of experience gained since the state budget was enacted.

Scheduled Presenters:

William Maki, Vice Chancellor for Finance and Facilities
Paul Shepherd, System Director for Student Development and Success
Steve Ernest, System Director for Financial Planning and Analysis

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD ACTION – FIRST READING
Fy2022-23 Supplemental Budget Request (First Reading)

CURRENT BIENNIAL APPROPRIATIONS

The State biennial budget enacted in the June, 2021, included \$56.42 million in new funding for Minnesota State. Of the System request for Campus Support, \$45 million was included. This is \$30 million below the System’s \$75 million request and the money was appropriated equally between the two years of the biennium, meaning there is no increase in the second year. Of the System’s \$45 million request for Equity and Affordability initiatives, \$1.5 million was included for mental health programs, \$1 million was included for other basic needs, and \$500,000 was included for Z-Degree open text programs. The mental health and basic need appropriations are appropriated all in the first year of the biennium as one-time appropriations without ongoing funding. For the Z-Degree programs, the ongoing funding for next biennium is reduced to \$50,000 per year. Table 1 summarizes positions on System and Legislative proposals for the biennial budget. The new funding brought the System’s total biennial funding from a base of \$1.525 billion to \$1.581 billion.

Table 1
State Appropriation Changes for FY2022-23 Biennium *\$s in millions*

Item	Request	Senate	House	Enacted Budget	Difference from Request
Campus Support	\$ 75.00	\$ 10.00	\$ 64.50	\$ 45.00	\$ (30.00)
Equity/Affordability Scholarships	\$ 23.00	\$ -	\$ -	\$ -	\$ (23.00)
Equity/Affordability Basic Needs	\$ 15.00	\$ 2.50	\$ 2.70	\$ 2.50	\$ (12.50)
Equity/Affordability CTE	\$ 6.00	\$ -	\$ -	\$ -	\$ (6.00)
Equity/Affordability Open Texts	\$ 1.00	\$ 1.14	\$ 1.00	\$ 0.50	\$ (0.50)
Non-metro Colleges	\$ -	\$ 5.40	\$ -	\$ 5.40	\$ 5.40
Workforce Scholarships	\$ -	\$ 4.00	\$ -	\$ 1.00	\$ 1.00
Central Office	\$ -	\$ 2.02	\$ -	\$ 2.02	\$ 2.02
Career Tech Ed Pilot	\$ -	\$ -	\$ 0.40	\$ -	\$ -
Tuition Reduction	\$ -	\$ (71.00)	\$ -	\$ -	\$ -
Tuition Refunds	\$ -	\$ (4.42)	\$ -	(if Federal funds use allowed)	\$ -
Total	\$ 120.00	\$ (50.36)	\$ 68.60	\$ 56.42	\$ (63.58)

Position on tuition: silent - 5% frozen 3.5%/yr

In addition to this new state funding, the enacted legislation provided that undergraduate tuition may be increased by up to 3.5 percent each year of the biennium at each institution.

HISTORICAL AND ECONOMIC CONTEXT

Legislative budgeting activity during sessions in even-numbered years is focused on capital budget needs and it has not been uncommon in recent years for supplemental operating budget requests to not be acted upon. Table 2 shows the historical success of the System’s legislative requests in recent bienniums.

Table 2
System Operating Budget Requests versus Received Amounts

(\$ in millions)	System Request	Amount Received	Percent Received
FY2014-15 Biennial Budget	\$97.0	\$88.3	91%
FY2014-15 Supplemental	\$31.0	\$17.0	55%
FY2016-17 Biennial Budget	\$142.0	\$101.4	71%
FY2016-17 Supplemental	\$21.0	\$0.6	3%
FY2018-19 Biennial Budget	\$178.0	\$106.3	60%
FY2018-19 Supplemental	\$31.0	\$0.0	0%
FY2020-21 Biennial Budget	\$246.0	\$81.5	33%
FY2020-21 Supplemental	\$54.2	\$0.0	0%
FY2022-23 Biennial Budget	\$120.0	\$56.4	47%

The 2022 legislative session will consider supplemental requests in the context of the continuing recovery from the COVID-19 pandemic. The February State Budget and Economic Forecast from Minnesota Management and Budget (MMB) projected a State General Fund budgetary balance of \$940 million at the end of FY2021. The July Update to the February Forecast showed that revenues for the current fiscal year have been well above what was projected in February and MMB’s August Revenue Review confirmed this positive outlook. The July Update identified driving factors for the strong near-term economic recovery in Minnesota and nation-wide, as (1) continued fiscal and monetary support, (2) the rising share of the population that is fully vaccinated, and (3) re-openings of state economies. Notable among these factors is that the State’s fiscal support from Federal pandemic relief assistance programs will be winding down in the coming year and State budgets will need to return to traditional sources of revenue to support programmatic needs.

SUPPLEMENTAL BUDGET REQUEST

The 2022 legislative session will be an opportunity for the Board to request supplemental funding to address the system’s needs in light of experience gained since the state budget was enacted. While the lingering budgetary effects of the COVID-19 pandemic are not yet clear, the System’s

commitment remains to meet the State’s talent needs through affordable high quality educational opportunities that are achievable equitably regardless of race and ethnicity, socioeconomic status or geographical region. To fill gaps left in the enacted budget and better support the mission of Minnesota State, the items below address lingering campus needs in pandemic response and financial stabilization, provide students with more affordable tuition, and address critical student needs in mental health and basic resources.

Initial consultation occurred in September with most bargaining units and Leadership Council. There was general support to have a supplemental budget request. The first reading formalizes the size and the components of the potential request. Between now and the second reading in November, ongoing and additional consultation will occur with student, employee, and other system interest groups and be summarized for the second reading.

The \$60 million supplemental budget request continues to focus on the two priorities identified in the Board’s biennial budget request.

I. Campus Responsiveness and Stabilization

Campus Support

\$30 million

To support increases in campus expenses resulting from compensation and other cost increases over the biennium. We received new funding for FY2022, but no new funding for FY2023 was received over the FY2022 level.

II. Equity and Affordability Directly Supporting Our Students’ Critical Needs

Provide Funding so Tuition can be frozen in FY 2023

\$25 million

Protect access and affordability by not increasing undergraduate tuition while providing the base funding needed to meet ongoing operating costs. This state funding would allow colleges and universities to not implement the 3.5 percent undergraduate tuition increase for the 2022-2023 academic year as allowed in the biennial budget bill of 2021.

Mental Health Resources

\$ 2 million

Provide all Minnesota State students with access to a variety of mental health support options to meet each student’s individual needs. This initiative includes at least four system-wide components, all of which offer inclusive and culturally relevant support for BIPOC students, students in the LGBTQIA+ community, international students, and students with other underrepresented identities.

- A mental health platform providing access to crisis response and peer support 24/7/365
- A clinical support platform providing self-driven, self-paced counseling with follow-up that is designed to complement services existing on campus and in campus communities
- Professional telepsychiatry services, expanding the established and successful model at Minnesota State University, Mankato, for students that require care from a psychiatric nurse practitioner and medication management from a campus level perspective

- A mental health education and training platform to provide training on a range of mental health and wellness subjects for students, faculty, and staff, including techniques for improving mental health and wellbeing

Workforce Development

\$ 2 million

Address the workforce gap through innovative career, technical, and professional programming serving business and industry. Insuring programmatic capacity alignment with the Minnesota Future Together grant program through the Office of Higher Education, to meet needs of high-demand sectors such as advanced manufacturing, agriculture, health care services, information technology, early childhood, transportation, and other areas with local need.

Student Basic Needs Resources

\$ 1 million

Provide all Minnesota State students with access to a statewide basic needs resources hub available via phone, text, and chat that will connect students with basic needs resources on their campus and in their local community, as well as national information and resources to address basic needs concerns. The hub would allow for student feedback in order to collect data at the campus level so local needs can be identified and addressed effectively and to allow for individual student follow-up. An easy to use and administer emergency grant application would also be developed to focus on equity and need in decision making and to reduce barriers in applying for and receiving emergency grant aid.

Together, these initiatives request \$60 million in supplemental funding. All of these requests would be for ongoing funding that continues in the base budget in following bienniums.

RECOMMENDED BOARD MOTION

Motion to be included at second reading.



Committee of the Whole
October 19, 2021
1:00 p.m.
Virtual Meeting

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

Committee of the Whole, Jay Cowles, Chair

1. NextGen Update and Project Risk Review #7
2. Law Enforcement Education Reform Update



Bolded items indicate action required.

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

Name: Committee of the Whole

Date: October 19, 2021

Title: NextGen Update and Project Risk Review 7

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

Minnesota State launched the Next Gen Enterprise Resource Planning (ERP) replacement project in March 2016 with the endorsement of the business case. Phase 1 was completed in 2020 with the selection of Workday as the vendor for the technology solution. Phase 2 began in January 2021. Dr. Jacquelyn Malcolm, Vice Chancellor of Information Technology and CIO, will provide a review of progress to date. Internal auditing will provide an overview of the results of the seventh NextGen Project Risk Review (PRR). The PRR provides ongoing and objective assessments of NextGen to provide assurance to the board on project risk management and also provide assurance and advisory guidance to the project steering committee on project risk leading practices.

Scheduled Presenter(s):

Dr. Jacquelyn Malcolm, Vice Chancellor for Information Technology

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

NextGen Update and Project Risk Review #7

BACKGROUND

Minnesota State launched the Next Gen Enterprise Resource Planning (ERP) replacement project in March 2016 with the endorsement of the business case. Phase 1 of the project concluded in November 2020 with the approval of an updated project plan and finance plan, and the selection of Workday as the ERP vendor.

The Chancellor has established a regular project status reporting program with the full board after consultation with the board chair.

NextGen Phase 2 began in January 2021, and the Finance/Human Resources implementation kicked off in March 2021. During the Committee of the Whole, Dr. Jacquelyn Malcolm, Vice Chancellor of Information Technology and CIO, will provide a high-level update and reserve ample time for questions.

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

Name: Committee of the Whole

Date: October 19, 2021

Title: Law Enforcement Education Reform Update

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

Minnesota State created a multi-prong approach to Law Enforcement Education Reform which includes: (1) Creation of Minnesota State Taskforce on Law Enforcement Education Reform; (2) Creation of Law Enforcement and Criminal Justice Faculty Community of Practice; (3) Program Review and Quality Assurance process; (4) Review and revision of Goal 7: Human Diversity of the Minnesota Transfer Curriculum (MnTC); and (5) Creation of strategic plan to recruit and retain BIPOC faculty. This presentation will provide an update on each prong of the Minnesota State multi-prong approach to Law Enforcement Education Reform and next steps in the implementation of the Minnesota State Taskforce on Law Enforcement Education Reform's recommendations.

Scheduled Presenter(s):

Satasha Green-Stephen, Associate Vice Chancellor for Academic Affairs

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

Law Enforcement Education Reform Update

BACKGROUND

The calls for fundamental reform of law enforcement in Minnesota were many and wide ranging after the murder of George Floyd. Minnesota State has a role to play in this reform as we educate 8 out of 10 in law enforcement for the state of Minnesota that want to become police officers through our law enforcement and criminal justice programs. The education we provide is clearly a piece of the reform puzzle. In this context, we began the work of identifying steps Minnesota State could take-- reforms we could make to law enforcement education – that would contribute to the larger police reform efforts. In the June 2020 board meeting we shared Minnesota State’s multi-prong approach to Law Enforcement Education Reform which includes: (1) Creation of Minnesota State Taskforce on Law Enforcement Education Reform; (2) Creation of Law Enforcement and Criminal Justice Faculty Community of Practice; (3) Program Review and Quality Assurance process; (4) Review and Revision of Goal 7: Human Diversity of the Minnesota Transfer Curriculum (MnTC); and (5) Creation of strategic plan to recruit and retain BIPOC faculty. This presentation will provide an update on the Minnesota State’s Multi-prong approach to Law Enforcement Education Reform and next steps in the implementation of the Minnesota State Taskforce on Law Enforcement Education Reform’s recommendations.

Joint Academic and Student Affairs and Diversity Committee
October 20, 2021
8:30 a.m.
Virtual Meeting

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

1. **Equity in Student Success: Understanding and Addressing Gaps**

Academic and Student Affairs Committee Members

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

Presidents Liaisons

Deidra Peaslee
Robbyn Wacker

Diversity, Equity and Inclusion Committee Members

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

Presidents Liaisons

Carrie Brimhall
Kumara Jayasuriya

Bolded items indicate action required.



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

Name: Joint Academic and Student Affairs and Diversity,
Equity, and Inclusion Committee

Date: October 20, 2021

Title: Equity in Student Success

Purpose (check one):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

This presentation will provide an overview of key lessons learned through campus and system level work to improve student outcomes and eliminate opportunity gaps across student subgroups, as well as a description of the current context for our work, our most recent persistence and completion results, and the enterprise strategies we are taking to improve those results.

Scheduled Presenter(s):

Ron Anderson, Senior Vice Chancellor for Academic and Student Affairs
Andriel Dees, Vice Chancellor for Equity and Inclusion
Kumara Jayasuriya, President, Southwest Minnesota State University
Craig Johnson, President, Ridgewater College

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM
Equity In Student Success

BACKGROUND

The Academic and Student Affairs division and the Office of Equity and Inclusion regularly examine student persistence and completion rates across the system. The examination includes not only a review of aggregate rates, but also any gaps between outcomes for students of color and American Indian students and the outcomes for white students. This examination is completed within the context of current student demographics and the factors known to impact persistence and completion at our colleges and universities, and is undertaken as a means of gauging the impact of campus and system efforts to improve student success, and informing our future efforts.

This presentation will provide an overview of key lessons learned through campus and system level work to improve student outcomes and eliminate opportunity gaps across student subgroups, as well as a description of the current context for our work, our most recent persistence and completion results, and the steps we are taking to improve those results. Presidents Jayasuriya and Johnson will also share campus perspectives on both local and enterprise efforts to eliminate the opportunity gap and improve the persistence and completion rates of all students.



Workforce and Organizational Effectiveness Committee
October 20, 2021
10:30 am
Virtual Meeting

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

- 1. Minutes of June 15, 2021 Joint Meeting of Diversity, Equity and Inclusion and Workforce and Organizational Effectiveness Committees**
- 2. Minutes of June 16, 2021**
- 3. Minutes of June 30, 2021**
4. FY2022 Committee Workplan
5. Executive Search Process Overview

Committee Members

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

Presidents Liaisons

Anne Blackhurst
Annette Parker

Bolded items indicate action required.





**Joint Meeting: Diversity, Equity and Inclusion and
Workforce and Organizational Effectiveness Committees
Meeting Minutes
June 15, 2021**

A joint meeting of the Diversity, Equity and Inclusion Committee and the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on June 15, 2021.

Committee members present: Rudy Rodriguez, Vice Chair; Michael Vekich, Vice Chair, Ahmitara Alwal, Alex Cirillo, Dawn Erlandson, Roger Moe, Javier Morillo, April Nishimura, Oballa Oballa, George Soule, Cheryl Tefer,

Committee members absent: None

Other board members present: Jay Cowles, Jerry Janezich, Kathy Sheran

Staff present: Devinder Malhotra, Chancellor; Andriel Dees, Interim System Diversity Officer; Eric Davis, Vice Chancellor for Human Resources

The meeting materials for this meeting are available [here](#), starting on page 34. An audio recording of the meeting is available [here](#).

Committee Co-Chair Rodriguez called the meeting to order at 9:30 a.m.

Agenda Item 1: Minnesota State Workforce Diversity: Progress, Risk, and Opportunities
Committee Co-Chair Rodriguez invited Interim System Diversity Officer Andriel Dees along with Vice Chancellor for Human Resources Eric Davis to present Minnesota State Workforce Diversity: Progress, Risk, and Opportunities, as detailed in the meeting materials. The meeting materials for this item begin on page 35.

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

Adjournment

The committee chair adjourned the meeting at 10:29 a.m.



**Workforce and Organizational Effectiveness Committee
Meeting Minutes
June 16, 2021**

A meeting of the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on June 16, 2021.

Committee members present: Michael Vekich, Chair; Dawn Erlandson, Vice Chair; Ahmitara Alwal, Alex Cirillo, Roger Moe, George Soule, Cheryl Tefer

Committee members absent: None

Other board members present: Jay Cowles, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa, Rudy Rodriguez, Kathy Sheran

Staff present: Devinder Malhotra, Chancellor; Eric Davis, Vice Chancellor

The meeting materials for this meeting are available [here](#), starting on page 183. An audio recording of the meeting is available [here](#).

Committee Chair Vekich called the meeting to order at 1:15 p.m.

Agenda Item 1: Approval of the Meeting Minutes for April 21, 2021

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

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

Agenda Item 2: Appointment of Vice Chancellor for Equity and Inclusion

Committee Chair Vekich invited Chancellor Malhotra to present the appointment of Vice Chancellor for Equity and Inclusion, as detailed in meeting materials.

The meeting materials for this item begin on page 188.

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

RECOMMENDED BOARD MOTION

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Andriel Dees as Vice Chancellor for Equity and Inclusion, effective June 16, 2021, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Workforce and Organizational Effectiveness Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

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

Trustee Alwal	Yes
Trustee Cirillo	Yes
Trustee Erlandson	Yes
Trustee Moe	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Yes

The committee voted to approve the recommended motion.

Adjournment

The committee chair adjourned the meeting at 1:36 p.m.



**Workforce and Organizational Effectiveness Committee
Meeting Minutes
June 30, 2021**

A meeting of the Workforce and Organizational Effectiveness Committee of the Board of Trustees was held on June 30, 2021.

Committee members present: Mike Vekich, Chair; Dawn Erlandson, Vice Chair; Ahmitara Alwal, Roger Moe, George Soule, Cheryl Tefer

Committee members absent: Alex Cirillo

Other board members present: Asani Ajogun, Jay Cowles, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa, Rudy Rodriguez, Kathy Sheran

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

The meeting materials for this meeting are available [here](#), starting on page 186. An audio recording of the meeting is available [here](#).

Committee Chair Vekich called the meeting to order at 11:30 a.m.

Agenda Item 1: Appointment of Vice Chancellor for Information Technology

Committee Chair Vekich invited Vice Chancellor for Human Resources Eric Davis along with Chancellor Devinder Malhotra to present the Appointment of Vice Chancellor for Information Technology, as detailed in the meeting materials. The meeting materials for this item begin on page 187.

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

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Dr. Jacquelyn Malcom as Vice Chancellor for Information Technology, effective August 2,

2021, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Workforce and Organizational Effectiveness Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

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

Trustee Alwal	Yes
Trustee Cirillo	Absent
Trustee Erlandson	Yes
Trustee Moe	Yes
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Yes

The committee voted to approve the recommended motion.

Adjournment

The committee chair adjourned the meeting at 11:45 a.m.

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

Name: Workforce and Organizational Effectiveness Committee

Date: October 20, 2021

Title: FY2022 Committee Workplan

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

The Committee will review the workplan listing agenda items for FY2022.

Scheduled Presenter(s):

Eric Davis, Vice Chancellor for Human Resources

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

FY2022 Committee Workplan

BACKGROUND

The Committee will review the workplan listing agenda items for FY2022.

Workforce and Organizational Effectiveness Committee FY2022 Workplan

Board Meeting	Operational/Board Action Items	Proposed Strategic
September 21-22	<ul style="list-style-type: none"> • Status of Bargaining (Closed Session) 	
October 19-20	<ul style="list-style-type: none"> • Executive Search Overview • Approval of June 2021 Minutes • WOE Workplan 	
November 16-17	<ul style="list-style-type: none"> • Board Policy 4.2 Amendment (1st reading) • <i>Approval of Collective Bargaining Agreements?</i> 	
December	No Meeting	
January 25-26	<ul style="list-style-type: none"> • Board Policy 4.2 Amendment (2nd reading) 	
February	No Meeting	
March 15-16	<ul style="list-style-type: none"> • Appt. of Pres. Of BSU/NTC • Appt. of Sr. VC for ASA 	
April 19-20	<ul style="list-style-type: none"> • Appt. of Executive Director of Internal Audit 	
May 17-18		<ul style="list-style-type: none"> • Shared Services Update • Workforce Analytics Report
June 21-22		<ul style="list-style-type: none"> • Workforce Diversity Report

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

Name: Workforce and Organizational Effectiveness Committee

Date: October 20, 2021

Title: Executive Search Process Overview

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

The committee will receive an update on this year's executive searches and strategies employed to ensure a safe and effective search process during the ongoing pandemic.

Scheduled Presenter(s):

Eric Davis, Vice Chancellor for Human Resources

Deb Gehrke, Human Resources Director, System Office

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM

Executive Search Process Overview

BACKGROUND

The committee will receive an update on this year's executive searches and strategies employed to ensure a safe and effective search process during the ongoing pandemic.

Diversity, Equity and Inclusion
October 20, 2021
11:45 a.m.
Virtual Meeting

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

- 1. Minutes of March 17, 2021**
2. Equity 2030 Update
3. Equity Scorecard Update

Committee Members

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

Presidents Liaisons

Carrie Brimhall
Kumara Jayasuriya

Bolded items indicate action required.





**Diversity, Equity and Inclusion Committee
Meeting Minutes
March 17, 2021**

A meeting of the Diversity, Equity and Inclusion Committee of the Board of Trustees was held on March 17, 2021.

Committee members present: Rudy Rodriguez, Chair; George Soule, Vice Chair; Javier Morillo, April Nishimura, Oballa Oballa, and Cheryl Tefer; President Liaisons: President Anne Blackhurst and President Jeffrey Boyd

Committee members absent: Ahmitara Alwal

Other board members present: Jay Cowles, Dawn Erlandson, Kathy Sheran, Michael Vekich

Staff present: Devinder Malhotra, Chancellor; Andriel Dees, Interim System Diversity Officer; Priyank Shah, Interim Assistant Diversity Officer; Tarrence Robertson, Project Director for Diversity, Equity and Inclusion

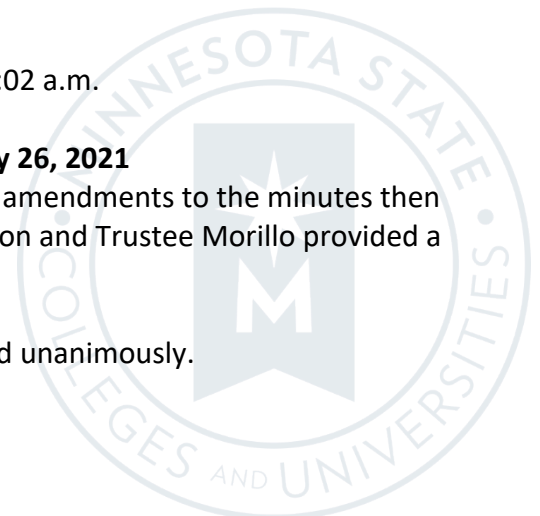
The meeting materials for this meeting are available [here](#), starting on page 180. An audio recording of the meeting is available [here](#).

Committee Chair Rodriguez called the meeting to order at 10:02 a.m.

Agenda Item 1: Approval of the Meeting Minutes for January 26, 2021

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

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



Agenda Item 2: Equity Scorecard Introduction

Committee Chair Rodriguez invited Interim System Diversity Officer, Andriel Dees along with Priyank Shah, Interim Assistant Diversity Officer and Tarrence Robertson, Project Director for Diversity, Equity and Inclusion to present Equity Scorecard Introduction, as detailed in the meeting materials. The meeting materials for this item begin on page 195.

Adjournment

The committee chair adjourned the meeting at 10:42 a.m.

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

Name: Diversity, Equity and Inclusion Committee

Date: October 20, 2021

Title: Equity 2030 Update

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

Chancellor Malhotra will provide an update for Equity 2030 as Minnesota State continues to identify and undertake the work at the system level which would increase the effectiveness and impact of the work of our colleges and universities as they prepare themselves and put in place strategies and approaches to accomplish underlying Equity 2030 goals.

Scheduled Presenter(s):

Devinder Malhotra, Chancellor

Andriel Dees, Vice Chancellor for Equity and Inclusion

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM
Equity 2030 Update

BACKGROUND

Chancellor Malhotra will provide an update for Equity 2030 as Minnesota State continues to identify and undertake the work at the system level which would increase the effectiveness and impact of the work of our colleges and universities as they prepare themselves and put in place strategies and approaches to accomplish underlying Equity 2030 goals.

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

Name: Diversity, Equity and Inclusion Committee

Date: October 20, 2021

Title: Equity Scorecard Update

Purpose (*check one*):

Proposed New Policy or
Amendment to Existing Policy

Approvals Required
by Policy

Other Approvals

Monitoring/Compliance

Information

Brief Description:

The Equity Scorecard aims to be an instrumental tool for creating greater awareness of and accountability for equity gaps across key facets of our institutions and system which are relevant to impacting equity, diversity, and inclusion. The scorecard focuses on measurable Key Performance Indicators (KPIs), which together aim to foster institutional change through data-informed decision making in order to address disparities and close equity gaps for employee and student stakeholders. During this presentation, the Minnesota State Office of Equity and Inclusion will walk through the recently developed Equity Scorecard, discuss ties to the larger Minnesota State aim of Equity 2030, and provide an update on the future direction for this work.

Scheduled Presenter(s):

Andriel Dees, Vice Chancellor for Equity and Inclusion

Priyank Shah, Interim Assistant Diversity Officer

Tarrence Robertson, Project Director for Diversity, Equity and Inclusion

**MINNESOTA STATE
BOARD OF TRUSTEES**

BOARD INFORMATION ITEM
Equity Scorecard Update

BACKGROUND

Equity Scorecard Release Overview

Equity Scorecard Objectives and Aims

- Provide clear picture of disparities in stakeholder outcomes
- Make equity gaps readily visible to stakeholders
- Encourage holistic understanding of interlinked facets of equity, diversity, & inclusion
- Prompt consideration & inquiry of conditions/factors impeding equitable outcomes
- Inform strategies & facilitate process for identifying opportunities for pursuing equity

Key Performance Indicators

- KPI-1 Student Success: Measures of academic success outcomes
- KPI-2 Compositional Diversity: Representational alignment of employee & student demographic groups
- KPI-3 Employee Retention: Assess ability to retain & support development needs of employees
- KPI-4 Supplier Diversity: Assess diversity in supply chain & public expenditures to support economic growth in a socially responsible & equitable manner

Audiences for the Equity Scorecard

- Leadership teams across Minnesota State Colleges and Universities & System Office
- Leadership of stakeholders & constituent groups
- Stakeholders and partners working to advance equity in student success

Intended Use of the Equity Scorecard

- Increase stakeholders' familiarity with & awareness of disparity patterns and equity gaps.
- Normalize understanding and engagement of equity-related needs & issues.
- Facilitate meaningful discussion of challenges, opportunities, & considerations related to equity.
- Prompt inquiry into how the Equity Scorecard can help facilitate/inform strategies for realizing greater equity.
- Consideration of existing and additionally efforts/strategies to improve equity gaps.
- Reflect and inform on how Minnesota State can support equity efforts & strategies.

System Roll-up Equity Scorecards Are Not Intended to be:

- “Written in stone” instruments for assessing equity
- Diagnostic tools for determining definitive or root causes of equity gaps

Communication & Release Timeline

- July 2021: Provide FY20 Scorecard rollups (system wide, all colleges, all universities) to Chancellor and Chief of Staff
- August – November 2021: Present Scorecard to System Office colleagues, key stakeholders, and BOT
 - Vice Chancellors & Chancellor’s Cabinet
 - Leadership Council
 - Partners in Human Resources, Information Technology, Institutional Research, Academic Student Affairs, & Finance
 - Board of Trustees
- November 2021 onward:
 - Develop training resources & documents
 - Release Scorecard rollups to campus leadership teams
 - Continue communication with additional stakeholder groups
 - Campus leads for Academic/Student Affairs, Institutional Research, Human Resources, Finance, & Diversity Officers
 - Bargaining Units
 - Student Organization
 - External Partners

Scorecard FY2022 Next Steps

- Capacity building for reading & interpreting Scorecard
- Continue development of additional KPIs & metrics
- Render Institutional-level Equity Scorecards, partnering with Information Technology & Institutional Research
- Develop an interactive dashboard for data drill-down
- Integration with Equity 2030 other key strategies & initiatives

Board of Trustees Meeting
October 20, 2021
1:30 p.m.
Virtual Meeting

Times are tentative – meetings are scheduled to follow each other consecutively and may start earlier or later than the posted time depending on the length of previous meetings. Interested parties can listen to the live stream of the proceedings from the [Board website](#).

Convene and Call to Order, Jay Cowles, Chair

Chancellor’s Report, Devinder Malhotra

Chair’s Report, Jay Cowles

Consent Agenda

- 1. Minutes of the Special Board of Trustees Meeting, June 30, 2021**
- 2. Surplus Property Designation, Dakota County Technical College**

Board Standing Committee Reports

Committee of the Whole, Jay Cowles, Chair

- Report of the Committee

Academic and Student Affairs Committee, Cheryl Tefer, Chair

- Report of the Committee

Diversity, Equity and Inclusion Committee, Rudy Rodriguez, Chair

- Report of the Committee

Finance Committee, Roger Moe, Chair

- Report of the Committee

Workforce and Organizational Effectiveness Committee, George Soule, Chair

- Report of the Committee

Joint Meeting: Academic and Student Affairs and Diversity, Equity and Inclusion Committees,
Co-Chairs Cheryl Tefer and Rudy Rodriguez

- Report of the Committee

Student Associations

1. Lead MN, Axel Kylander, President

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



2. Students United, Emma Zellmer, State Chair

Minnesota State Colleges and Universities Bargaining Units

1. American Federation of State, County, and Municipal Employees, Jennifer Erwin, President, AFSCME Council 5
2. Inter Faculty Organization, Brent Jeffers, President
3. Middle Management Association, Gary Kloos, Executive Director
4. Minnesota Association of Professional Employees, Jerry Jeffries, Regional Director
5. Minnesota State College Faculty, Matt Williams, President
6. Minnesota State University Association of Administrative and Service Faculty, Tracy Rahim, President

Trustee Reports

Adjournment

Bolded items indicate action is required.



**Consent Agenda
October 20, 2021
1:30 p.m.
Virtual Meeting**

Consent Agenda

- 1. Minutes of the Special Board of Trustees Meeting, June 30, 2021**
- 2. Surplus Property Designation, Dakota County Technical College**

Bolded items indicate action is required.





**Board of Trustees
Meeting Minutes
June 30, 2021**

A special meeting of the Board of Trustees was held on June 30, 2021.

Trustees present: Jay Cowles, Chair; Roger Moe, Vice Chair; Asani Ajogun, Ahmitara Alwal, Dawn Erlandson, Jerry Janezich, Javier Morillo, April Nishimura, Oballa Oballa, George Soule, Cheryl Tefer, and Michael Vekich

Trustees absent: Alex Cirillo, Rudy Rodriguez, Kathy Sheran

Staff present: Devinder Malhotra, Chancellor

The meeting materials for this meeting are available [here](#), starting on page 189. An audio recording of the meeting is available [here](#).

Chair Cowles called the meeting to order at 12:15 p.m.

Chancellor's Report, Devinder Malhotra

Thank you for holding this special Board meeting to consider Minnesota State's operating budget. As you know, today the legislature and governor are finishing up their work on passing Minnesota's biannual budget. From reports that I have seen it certainly appears that the last two major bills relating to K-12 and taxes will be passed today to complete their work.

Vice Chancellor Maki has presented the details of the higher education bill and I, again, want to thank him and his team for their great work.

I also want to acknowledge my deep appreciation of the efforts of our Government Relations team led by Bernie Omann and Melissa Fahning. They did a superb job under some trying circumstances to make sure that our colleges and universities came out of the budget process intact and well placed.

I also appreciate the strong support demonstrated by the Walz/Flanagan Administration and Commissioner Dennis Olson, and the leadership of Chair Connie Bernardy and Chair David Tomassoni. The agreed upon budget proposal moves the state's talent pipeline forward and helps ensure access to an extraordinary education in an equitable manner

for ALL Minnesotans.

I would like to thank the board for providing counsel and advice, and to the many of the trustees who were engaged directly in lobbying efforts throughout the session. In addition, I am grateful to our presidents and so many other colleagues who helped move this process along across our campuses and at the system office.

We also remain hopeful that a bonding bill will emerge in the final hours and do look forward to engaging our legislative partners in advocating for the boards 2022 capital request.

Minnesota is the only state in the country where the house and senate are controlled by different parties and while it took a bit longer it appears that with a great deal of work and patience - the Governor and our legislative leaders got to the finish line just in time.

Chancellor Malhotra introduced President Deidra Peaslee to provide remarks related to the recent lifting of Higher Learning Commission probation sanction for Saint Paul College.

Chair's Report, Jay Cowles

As we gather for our final meeting of FY2022, I would like to take some time to reflect on the notable accomplishments of the past year – and what a year it has been! As was the case for much of the world, the board was forced to adapt to the virtual environment in which we needed to conduct our business due to the COVID-19 pandemic. We all became better at this as the months of Zoom meetings flew by and I would like to believe that we ended this 'year of Zooming' with fewer instances of needing to say, "you're on mute!" then when we started.

Last fall, the board approved the project budget, finance plan, and vendor selection for the NextGen project. This represented the culmination of years of tremendous efforts across our system and we look forward to updates on this critical project that will provide the entire system with a 21st century technology infrastructure and will propel our 37 colleges and universities towards sustainability.

The board also launched a self-assessment effort to serve as a valuable benchmark of our successes and challenges as a board, and ultimately, to improve board governance and performance and allow us to expand our ability to meet our trustee responsibilities. This effort led to improvements to our processes, particularly pre-meeting support and communication for board committees, that allow trustees to be better prepared for committee meeting discussion and actions. I am grateful to Interim Board Director Kari Campbell for her efforts on these improvements and look forward to continuing this work in the coming year. Trustees should expect to see the annual board self-assessment survey in late August/early September; this survey will again serve as an opportunity to reflect on our work and will provide valuable information for our September retreat.

As we look at the year ahead, I want to note a few things. As previously announced, there will be no board meetings in July and our next time together as a board will be for the annual retreat on September 21-22, which is scheduled to take place in Austin, MN. Regular board meetings resume in October. With COVID-19 restrictions easing, we will continue to plan the transition back to in-person meetings with more discussion to come on what that looks like for our board. I will also be making new committee assignments for FY2022 so trustees – please look for a survey from Kari next week to solicit your committee interests for the coming year.

And lastly, I want to take a moment to recognize and extend our gratitude to Trustee Ahmitara Alwal, whose appointment as a student trustee ends today. On behalf of the Board of Trustees and Minnesota State, I thank Trustee Alwal for her valuable contributions and service. I have appreciated her curiosity and her clear focus on decision-making centered on the best interests of Minnesota State. She has been a clear example of the fact that the diverse voices that make up Minnesota State are essential to effective governance and a strong and vibrant education system.

Chair's Report to the Board / Chancellor's Performance Evaluation

I would like to turn now and report on the work of the Chancellor Performance Evaluation Committee this year.

I would like to thank the members of the Committee – Trustee Erlandson who is the Chair of the Outreach and Engagement Committee; Vice Chair Moe who is Chair of the Finance Committee; and Trustee Vekich who is Chair of the Workforce and Organizational Effectiveness Committee – for their thoughtful work this year. The Chancellor provided a draft of his FY2021 workplan to the Board at our Retreat last September, for review and suggestions. The Committee then met with the Chancellor in November to review his revised draft of the workplan, and to discuss our process for evaluation of his performance during the year. The Chancellor's workplan was then posted on the board's website, for everyone to access.

The Committee met with the Chancellor in early April and again in June, to review progress updates, to discuss our evaluation of the Chancellor's performance, and to offer suggestions and guidance to the Chancellor as he shapes his plans for the coming year. The Chancellor's most recent progress update was shared with the full Board before today's meeting, and this morning the full Board met in closed session to discuss the Committee's conclusions. Committee members shared their evaluation and discussions with the full Board, invited trustee comments, and we heard strong support for Chancellor Malhotra's leadership.

In summary:

The Board of Trustees considers Chancellor Malhotra to have performed at an outstanding level in his role and responsibilities this year, under very challenging circumstances. His deft organizational leadership organized an urgent and highly effective response to the Covid-19 pandemic and often-changing guidance from national, state, and local public health agencies. In the wake of the killing of George Floyd, Chancellor Malhotra recognized the need for a rapid and thorough statewide re-evaluation of law enforcement academic programs, which was conducted in collaboration with the Minnesota Office of Higher Education. The Chancellor oversaw the careful and thorough contract negotiations for the NextGen contract with Workday, that were brought to a successful conclusion with a Board vote of approval in November, and with HR and Finance implementations begun this past January. Seven important system leadership searches were successfully completed this year, including two for Vice Chancellor positions. All the while, a host of strategic initiatives made substantial progress this year, building the resources and strategies that will enable Minnesota State to achieve the goals of Equity 2030.

To be clear: As the Chancellor is the first to acknowledge, and as do the Trustees, these accomplishments are not due solely to his personal efforts. The faculty, staff, system and campus leadership of Minnesota State have shown equal measures of grit, creativity, and resolve in completing a productive academic year while maintaining momentum in the projects that will create the future for our students that we seek. And we especially recognize the extraordinary resourcefulness, resilience, and commitment that the students demonstrated each day this year, despite unprecedented stresses and hurdles.

Through it all, Chancellor Malhotra continued to provide compelling leadership, through his words, empathy, and careful but tough decision-making in carving a path for others to demonstrate their highest potential, and for the system to continue evolving into an increasingly resourceful environment for its faculty, staff, and students, from which even greater accomplishments are possible. The Board affirms the Committee's conclusion that Chancellor Malhotra performed at an outstanding level in FY2021, and offers the Chancellor our full support for the year's work ahead.

This concludes my report on behalf of the Chancellor Performance Evaluation Committee.

Consent Agenda

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

Trustee Janezich made the motion to approve the consent agenda as amended and Trustee Vekich seconded. A roll call vote was conducted. The vote was as follows:

Trustee Ajogun	Yes
Trustee Alwal	Yes

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

The board voted to approve the consent agenda as follows:

- 1. Minutes of the Board of Trustees Meeting, June 16, 2021**
- 2. Contracts Requiring Board Approval:**
 - a. Master Contract for Mobile Devices, Mobile Device Damage and Theft Protection, With Flexible Leasing Options, System Office**

Board Standing Committee Reports

Workforce and Organizational Effectiveness Committee, Michael Vekich, Chair

Committee Chair Vekich reported that the committee approved recommendations for the appointment of Vice Chancellor for Information Technology.

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

The Board of Trustees, upon the recommendation of Chancellor Malhotra, appoints Jacquelyn Malcolm as Vice Chancellor for Information Technology, effective August 2, 2021, subject to the completion of an employment agreement. The board authorizes the chancellor, in consultation with the chair of the board and chair of the Workforce and Organizational Effectiveness Committee, to negotiate and execute an employment agreement in accordance with the terms and conditions of the Minnesota State Colleges and Universities Personnel Plan for Administrators.

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

Trustee Ajogun	Yes
Trustee Alwal	Yes
Trustee Cirillo	Absent
Trustee Cowles	Yes
Trustee Erlandson	Yes

Trustee Janezich	Yes
Trustee Moe	Yes
Trustee Morillo	Yes
Trustee Nishimura	Yes
Trustee Oballa	Yes
Trustee Rodriguez	Absent
Trustee Sheran	Absent
Trustee Soule	Yes
Trustee Tefer	Yes
Trustee Vekich	Yes

The board voted to approve the recommended motion. Jacquelyn Malcolm was introduced to make remarks.

Finance Committee, Roger Moe, Chair

Committee Chair Moe reported that the committee approved a recommendation to adopt the FY2022 annual operating budget.

The Finance Committee recommends the Board of Trustees adopt the following motion:

- Adopt the annual total all funds operating budget for fiscal year 2022 as shown in Table 8.
- Approve the proposed tuition structure recommendations and differential tuition rationale for fiscal year 2022 as detailed in Attachments 1A through 1H*.
- To approve a special contracted tuition rate for Alexandria Technical and Community College (ATCC) of \$150 per credit for its pilot program with the United States Naval Community College. The pilot program allows active service members to take up to 30 credits per academic year in existing courses at ATCC. This special contracted rate would be for FY2022, with the potential to extend to FY2023 and beyond.
- The chancellor or designee is authorized to approve any required technical adjustments, and is requested to incorporate any approvals at the time fiscal year 2023 tuition recommendations are presented to the Board of Trustees.
- Continue the policy of market-driven tuition for closed enrollment courses, customized training, and non-credit instruction, continuing education, and contract postsecondary enrollment option programs.
- Approve the Revenue Fund and related fiscal year 2022 fees for room and board, student union, wellness and recreation facilities, and parking ramps/surface lots as detailed in Attachments 2A through 2E*, including any housing fees that the campuses may charge for occupancy outside the academic year.
- Authorize the chancellor or designee to enter into an agreement with the Learning Network of Minnesota to provide the funding appropriated to the organization in Minnesota Laws 2021, First Special Session, in the amount of \$4,115,000.

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

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

The board voted to approve the recommended motion.

Student Associations and Bargaining Units

Student associations and bargaining units were invited to submit written remarks. Written remarks were provided by LeadMN and have been posted to the board website.

Trustee Reports

Additional reports were heard from Trustee Soule, Trustee Erlandson, and Chancellor Malhotra.

Adjournment

Chair Cowles adjourned the meeting at 1:05 p.m.