



## Minnesota State Colleges and Universities

### Annual Work Plan for 2001-2002

Submitted and Approved by the Board of Trustees on July 18, 2001

#### PART ONE: ADVOCATING FOR THE MINNESOTA STATE COLLEGES AND UNIVERSITIES SYSTEM AND ITS STUDENTS

##### **ADVOCACY GOAL:**

Advocate for and secure resources to enhance educational excellence throughout the Minnesota State Colleges and Universities system, consistent with the needs of students and the state of Minnesota.

Product: Reinforce match between the State System's educational programs and the needs of students and the state.

**Goal A-1:** The chancellor will serve as The Minnesota State Colleges and Universities' chief ambassador by visiting all areas of the state to promote the system and its institutions.

Product: Increased awareness and visibility of The Minnesota State Colleges and Universities across constituencies.

*Timeline: Schedule and complete visits with all members of MN legislature by late March 2002.*

*Visit all The Minnesota State Colleges and Universities institutions and their communities by late March 2002.*

*Meet with key MN corporate/business leaders by late March 2002.*

*Meet regularly with The Minnesota State Colleges and Universities' student, faculty and staff constituencies (ongoing).*

**Goal A-2:** The Office of the Chancellor will work with the colleges and universities to develop strategies to identify and remove real and perceived barriers to participation in higher education

Product: An action plan to systematically address barriers to participation by September 2002.  
A study of the feasibility of financing out-of-state undergraduate tuition.

*Timeline: Commission Committee of university, college, and Office of the Chancellor leadership, i.e. a Leadership Council of Presidents and Chancellor's direct reports, to address participation in October 2001.*

*Report from Leadership Council to Chancellor in June*

*Chancellor reports recommended changes to Board of Trustees, September 2002.*

**Goal A-3:** The Office of the Chancellor will work with the System's constituencies to improve statewide, regional and local partnerships to better serve the economic development needs of the communities and regions it serves, as detailed in Improvement Goal 2 of this Work Plan.

**Goal A-4:** The Minnesota State Colleges and Universities will pursue sufficient financial and capital resources through the state budget process to provide excellent, affordable higher education opportunities to Minnesotans.

Products: An integrated master planning process, directed by academic programming themes and incorporating attendant facilities, fiscal and technological perspectives.

A biennial capital budget for the 2004 legislative session reflecting institutional, regional and statewide academic requirements.

A biennial budget for the 2003 legislative session reflecting an institutional, regional and statewide learner-centered strategy.

*Timeline: Review (by Leadership Council and Office of the Chancellor staff) local and regional approaches to master planning in November 2001. Include an examination of regional efforts to coordinate academic and/or technical programming.*

*Open discussions on coordinated master planning at the state and regional levels with Leadership Council and other campus and Office of the Chancellor staff in January-February 2002. Include an examination of the Office of the Chancellor role fostering local and regional efforts in an effective and efficient manner.*

*Review development of 2004-2005 system-wide technology initiative by March 2002. Present an integrated statewide/system master planning process (academic, fiscal, facilities and technology) based on The Minnesota State Colleges and Universities strategic plan to Board of Trustees by July 2002.*

*Complete integrated campus master plans, directed by academic programming themes and incorporating attendant facilities, fiscal and technological perspectives for each campus by December 2003.*

*Review 2004-2005 biennial budget, reflecting The Minnesota State Colleges and Universities System principles and priorities by August 2002.*

*Develop 2004-2009 biennial capital budget guidelines by September 2002.*

*Approve 2004-2005 biennial budget by September 2002.*

*Review 2004-2009 capital budget by May 2003.*

*Approve 2004-2009 capital budget by June 2003.*

**Goal A-5:** The Minnesota State Colleges and Universities will pursue comprehensive authority through the state budget process to recruit, retain and further develop excellent faculty, staff and administrators to serve Minnesota's higher education and advanced training needs.

Product: An improved faculty/staff/administrators recruitment, retention and development process aimed at achieving a new partnership in serving students.

*Timeline: Engage the faculty and staff associations in substantive discussions through the existing meet and confer/meet and discuss process (ongoing).*

## PART TWO: DEFINING THE MINNESOTA STATE COLLEGES AND UNIVERSITIES' FUTURE

**FUTURES GOAL 1:** Provide excellent, affordable higher education opportunities to students from Minnesota and nearby states.

**Goal F1-1:** The Office of the Chancellor (i.e. System Office) will work with the colleges and universities to develop and implement new majors, programs and certificates to better serve students. The Office of the Chancellor will use this process to inform the strategic plan.

Product: An operational plan to encourage responsive The Minnesota State Colleges and Universities programmatic development, including intra-system academic programming articulation and collaboration.

Supportive Initiative: Board of Trustees approved evaluation of program approval and review.

*Timeline: Charge the Senior Vice Chancellor for Academic and Student Affairs and the Advisory Council with a preliminary assessment and process development by December 2001.*

*Identify existing programmatic gaps and needs and supplementary resource needs by January 2002.*  
*Identify opportunities for inter-institutional and/or systemwide programmatic collaboration opportunities, based on statewide needs, and the complementary resources needs by January 2002.*  
*Assess the preliminary report by Leadership Council by February 2002.*  
*Report to the Board of Trustees by Chancellor by April 2002.*

**Goal F1-2:** The Office of the Chancellor will work with the colleges and universities to make it easier for students to transfer from one institution to another, as referenced in the Higher Education Omnibus Bill of 2001 (Special Session S.F. 11).

Product: Report on and strategy to address transfer to The Minnesota State Colleges and Universities Board of Trustees.

*Timeline: Report progress on transfer initiative in January 2002.*

*Report on transfer to The Minnesota State Colleges and Universities Board of Trustees, September 2002.*

**Goal F1-3** The Office of the Chancellor will work with the colleges and universities to reach out to those traditionally under-represented in the ranks of higher education students and personnel.

Product: Improved recruitment of students from groups traditionally under-represented in higher education by September 2002.

*Timeline: Commission Committee of Leadership Council to address diversity by October 2001.*

*Implement a reporting and accountability framework for implementing the action plan by September 2002.*

*Integrate diversity principles into a President/System Staff management evaluation framework by January 2003. Report to Chancellor by Leadership Council on June 2002.*

*Report recommended changes to Board of Trustees by Chancellor, September 2002.*

**FUTURES GOAL 2:** Listen to the people of Minnesota and craft a strategic plan to achieve their vision for higher education.

**Goal F2-1:** The Chancellor will name a Citizens Advisory Commission to assess the current realities and assist in identifying the future direction of the Minnesota State Colleges and Universities system as it seeks to serve the people of Minnesota. The Citizens Advisory Commission will reflect The Minnesota State Colleges and Universities' principal constituents -- students, faculty, staff, Board of Trustees, business and corporate leaders, legislative and executive branch leaders, Minnesota's tribal communities, Minnesota's established and emerging communities of color, and its rural, suburban and urban citizens. Previous Minnesota State Colleges and Universities strategic plans will be utilized as a foundation for the proposed revitalized plan.

Product: A revitalized strategic plan to guide The Minnesota State Colleges and Universities through the decade, 2002-2012.

*Timeline: Name and charge Citizens Advisory Commission by August 2001.*

*Convene first meeting of Citizens Advisory Commission by end of September 2001.*

*Establish and charge working groups of Citizens Advisory Commission by September 2001.*

*Involve working groups in public forums, December 2001-January 2002.*

*Report to Commission from working groups by February 2002.*

*Report to Chancellor by Citizens Advisory Commission in March 2002.*

*Report to the Board of Trustees from Chancellor, April 2002.*

**Goal F2-2:** The Chancellor and his senior staff will conduct public forums, meant to inform the strategic plan, in at least six locations around the state between August 2001 and February 2002.

Product: Input to The Minnesota State Colleges and Universities' revitalized strategic plan.

*Timeline: Complete The Minnesota State Colleges and Universities' strategic plan-related public forums by February 2002.*

*Inform the strategic plan by March 2002.*

**Goal F2-3:** The Chancellor will schedule visits with all 201 legislators and key business and corporate leaders to understand their concerns about higher education and The Minnesota State Colleges and Universities. Solicit input and advice on the strategic plan and on continuous improvement strategies.

Product: Input to The Minnesota State Colleges and Universities' revitalized strategic plan.

*Timeline: Complete scheduled visits by March 2002.*

*Inform the strategic plan by March 2002.*

**Goal F2-4:** The Chancellor will visit every The Minnesota State Colleges and Universities institution by March 2002 and, at each, engage with students, faculty and staff in a dialogue about their vision for higher education in Minnesota. Use this input to inform the strategic plan.

Product: Input to The Minnesota State Colleges and Universities' revitalized strategic plan.

*Timeline: Complete institutional visits by March 2002.*

*Inform the strategic plan by March 2002.*

### PART THREE: IMPROVING THE MINNESOTA STATE COLLEGES & UNIVERSITIES' CURRENT EFFICIENCY AND EFFECTIVENESS

#### **IMPROVEMENT GOAL 1:**

Ensure that The Minnesota State Colleges and Universities institutions and the Office of the Chancellor will be accountable for achieving statewide higher education objectives, maintaining fiscal integrity and improving student success.

**Goal 1-1:** The Office of the Chancellor will work with the colleges and universities to develop measurable accountability standards including the following areas: graduation rates, success of first-generation college students, successful transfer rates, customized training, five most important programs and other measures of student success.

Product: Improved accountability.

*Timeline: Charge a Systemwide Working Group with a review of the proposed The Minnesota State Colleges and Universities accountability standards by October 2001.*

*Develop and assess the proposed The Minnesota State Colleges and Universities accountability standards by February 2002.*

*Report to the Legislature as required by February 2002.*

*Recommend specific standards measures for System and institutional accountability to the Chancellor by April 2002.*

**Goal 1-2:** The Office of the Chancellor will establish a procedure to ensure the reliability and validity of data for research, planning and evaluation.

Product: Improved data quality.

*Timeline: Charge the Student Data Integrity Group with a review of the The Minnesota State Colleges and Universities management data framework by August 2001.*

*Assess Office of the Chancellor data reporting functions by September 2001.*

*Assess Office of the Chancellor internal research and management reporting capacity by October 2001.*

*Recommend improvements in The Minnesota State Colleges and Universities data systems and/or data warehouse by November 2001.*

*Recommend improvements in Office of the Chancellor research and management reporting by November 2001.*

*Implement an Office of the Chancellor management-reporting framework by January 2002.*

*Provide training and communicate expectations to campus staff, including senior administrators, by June 2002.*

**Goal 1-3:** Maintain fiscal accountability as measured by balanced capital and operating budgets and audited financial statements.

Product: A balanced budget across The Minnesota State Colleges and Universities at the close of each year. Improved Office of the Chancellor, college and university financial management.

*Timeline: Review of the The Minnesota State Colleges and Universities allocation Framework Continuous Improvement effort by November 2001.*

*Present first audited financial statements by December 2001 (subsequently ongoing).*

*Present first quarterly balanced budget report by January 2002 (subsequently ongoing).*

*Develop Business Activity Reporting Framework January 2002.*

*Develop post-occupancy review program by March 2002.*

*Develop third-party financing policies by March 2002.*

**Goal 1-4:** Preserve taxpayer investments and provide safe, accessible, energy efficient and environmentally compliant facilities for students through careful stewardship of campus physical assets. The Minnesota State Colleges and Universities facilities will be regularly maintained to provide for the programmatic needs of the institution, as well as outstanding learning and working environments.

Product: The Minnesota State Colleges and Universities system policy on facilities maintenance and repair budgeting.

*Timeline: Charge the Minnesota State Colleges and Universities institutions and Office of the Chancellor staff with developing appropriate institutionally-based operating budget lines for facilities repair and maintenance. Reporting goal: June 2002.*

*Charge the Minnesota State Colleges and Universities institutions and Office of the Chancellor staff with developing an operating budget initiative for the FY2004/2005 biennium for facilities maintenance and repair. Submission by November 2002 for the budget cycle.*

**Goal 1-5:** Assess institutional and Office of the Chancellor roles and make adjustments as necessary to improve efficiency and effectiveness.

Product: An assessment of the The Minnesota State Colleges and Universities Office of the Chancellor's role and scope, including alternative models for the delivery and cost assessment of services to the campuses.

An assessment of The Minnesota State Colleges and Universities as a statewide or regionalized operating system, including an examination of differing and/or distinctive institutional missions.

An assessment of alternative models for the delivery and cost assessment of services to the campuses.

An Office of the Chancellor budget reflecting The Minnesota State Colleges and Universities System principles and priorities.

*Timeline: Charge a System-level Quality Steering Committee (comprised of representatives of all constituent groups) in October 2001 with an assessment of the System's organization and configuration to be completed by May 2002.*

*Charge an Office of the Chancellor Organizational Assessment Task Force comprised of Leadership Council, the System Office Quality Steering Committee and select campus administrators, in October 2001 with assessing the current and future role and scope of the Office of the Chancellor by March 2002.*

*This work will build on previous studies (e.g. the System Office Study Task Force of January 2000), suggestions presented in compiling this work plan and testimony to the Citizens' Advisory Commission.*

*Review the The Minnesota State Colleges and Universities Office of the Chancellor budget for FY03 by April 2002.*

*Present Chancellor's recommendations on System and Office of the Chancellor organization and processes to the Board of Trustees, April 2002.*

**Goal 1-6:** Establish a culture that fosters continuous improvement (ongoing).

Product: A continuous improvement plan for The Minnesota State Colleges and Universities System utilizing practices built upon Baldrige criteria and core values.

An action plan to initiate a systematic accountability program throughout the The Minnesota State Colleges and Universities organization.

Implement a Board/Chancellor/President management-reporting framework based upon continuous improvement principles.

Implement a President/System Staff management evaluation framework based upon continuous improvement principles.

An evaluation of the Minnesota shared governance model of higher education.

*Timeline: Charge the System Office Quality Steering Committee, by August 2001, with developing a preliminary continuous improvement plan for the Office of the Chancellor by fall 2002.*

*Commission Committee of Leadership Council to address an accountability and management-reporting framework in November 2001.*

*Commission Committee of Leadership Council to address management evaluation framework in January 2002.*

*Report by Committee of Leadership Council to Chancellor on an accountability and management-reporting framework by June 2002.*

*Convene a joint faculty-administrative group to review and assess shared governance practices across The Minnesota State Colleges and Universities with the intent of presenting the Chancellor with a report by June 2002.*

*Discuss accountability/management reporting framework report with appropriate constituencies, July-August 2002.*

*Report to Chancellor by Committee of Leadership Council on management evaluation framework by August 2002.*

*Present Chancellor's recommended policy changes to Board of Trustees in October 2002.*

**Goal 1-7.:** Review Office of the Chancellor and campus professional development opportunities and develop a plan to improve current activities by January 2002.

Product: An action plan to improve professional and leadership development opportunities for all exempt staff

*Timeline: Commission Committee of Leadership Council, Office of the Chancellor human resources professionals and select affected administrators, in November 2001 to assess The Minnesota State Colleges and Universities' excluded management professional development opportunities by May 2002.*

*Recommend action on The Minnesota State Colleges and Universities professional development practices to Chancellor by June 2002.*

*Implement actions approved by the Chancellor by September 2002.*

## **IMPROVEMENT GOAL 2:**

Support the Minnesota State Colleges and Universities in playing a major role in strengthening the partnerships that build the economic vitality of their regions and the state.

**Goal 2-1:** The Minnesota State Colleges and Universities institutions will enhance and/or expand their partnerships with statewide and regional businesses and industries (e.g. building on the lessons learned from the Targeted Industry Partnerships) that contribute to The Minnesota State Colleges and Universities' strategic role in the workforce and regional economic development spheres.

Product: An improved understanding of The Minnesota State Colleges and Universities' educational, economic and workforce contributions to the State and its well-being.

An operational plan for The Minnesota State Colleges and Universities' participation in meeting the economic development needs of the communities and regions it serves.

*Timeline: Name and charge a Work Group on Economic Development as part of the Citizens' Advisory Commission in September 2001.*

*Charge the Minnesota State Colleges and Universities Office of the Chancellor and the System institutions with benchmarking existing partnerships by November 2001.*

*Integrate identified measures of need into master planning process, February-March 2002*

*Undertake and complete Chancellor/staff meetings with key Minnesota corporate/business leaders by June 2002*

*Initiate interventions, fall 2002.*

*Assess business/corporate response to efforts during Winter/Spring 2003 legislative session.*

*Assess legislative response to efforts during Winter/Spring 2003 legislative session.*

**Goal 2-2:** The Minnesota State Colleges and Universities will collaborate with the University of Minnesota and other institutions of higher learning in the state to provide new higher education opportunities to all citizens (ongoing).

Product: An improved understanding of The Minnesota State Colleges and Universities' educational contributions to the State.

Parallel Effort: Metro Master Academic Plan with University of Minnesota pursuant to legislative mandate (due February 2002).

*Timeline: Charge the The Minnesota State Colleges and Universities Office of the Chancellor and the System institutions with benchmarking existing partnerships (annually by February Board meeting).*

*Establish biannual meetings between the Chancellor and the President of the University of Minnesota.*

*Establish biannual meetings between the Chancellor and his Private College Council counterpart.*

*Establish biannual meetings between the Chancellor and the Director of the Higher Education Services Office (HESO).*

*Assess University of Minnesota response during March-April 2003.*

*Assess Private College Council response during March-April 2003.*

**Goal 2-3:** The Minnesota State Colleges and Universities will collaborate with the state Department of Children, Families and Learning (DCFL) and pre-kindergarten to high school educational systems to expand opportunities for advanced learning in The Minnesota State Colleges and Universities institutions and improve the alignment of teacher preparation programs with educational system needs.

**Product:** An improved relationship with DCFL and the pre-K-12 educational systems in the State leading to a seamless pre-K-16 structure.

*Timeline: Charge the The Minnesota State Colleges and Universities Office of the Chancellor and the System institutions with benchmarking existing partnerships (annually).*

*Establish regular meetings between the Chancellor and the Commissioner of the Department of Children, Families and Learning in calendar 2002.*

*Establish regular meetings between the Chancellor and representatives of the State's pre-K-12 educational systems in calendar 2002.*

*Assess Department of Children, Families and Learning response during March-April 2003.*

*Assess the State's pre-K-12 educational systems' response during March-April 2003.*

### **IMPROVEMENT GOAL 3:**

Enhance The Minnesota State Colleges and Universities' public image to build support for the system and its institutions among students and prospective students, alumni and key policy makers.

**Goal 3-1:** Enhance the public image of The Minnesota State Colleges and Universities among prospective students, key opinion leaders and community leaders, public officials and citizens by implementing an effective marketing and communications plan. Assess the effectiveness of the resulting plan.

**Product:** Improved public image of The Minnesota State Colleges and Universities across constituencies. An assessment of the The Minnesota State Colleges and Universities "brand" and its recognition.

*Timeline: Inform and enhance The Minnesota State Colleges and Universities statewide, regional and local marketing plans with input from strategic planning process in July 2002.*

*Initiate effective ongoing communication plan (based on results of visits noted above in 3-1) in July 2002.*

**Goal 3-2:** Improve The Minnesota State Colleges and Universities' presence and effectiveness in Washington, D.C. by developing and implementing an effective federal relations plan.

**Product:** Improved competitive presence in Washington D.C. funding arena.

*Timeline: Assess The Minnesota State Colleges and Universities' Federal presence/effectiveness by December 2001.*

*Recommend a The Minnesota State Colleges and Universities federal relations plan in January 2002.*

*Implement necessary action steps in March-April 2002.*

**Goal 3-3:** Enhance the capacity of The Minnesota State Colleges and Universities institutions to build strong alumni organizations by June 2002.

Product: A survey of alumni and their willingness to volunteer services to The Minnesota State Colleges and Universities institutions.

Improved ability to mobilize resources for System enhancement.

*Timeline: Review internal (Office of the Chancellor) outreach/networking efforts in fall 2001.*

*Assess campus/institutional outreach/networking efforts by March-April 2002.*

*Assess campus and Office of the Chancellor responses by June 2002.*

**Goal 3-4:** Enhance The Minnesota State Colleges and Universities' capacity to secure higher levels of non-state revenue by June 2002.

Product: Improved "external" funding of The Minnesota State Colleges and Universities initiatives which are not directly competitive with the interests of the individual campuses.

*Timeline: Assess willingness and capacity of Northstar State Colleges and Universities Foundation to coordinate the attainment of external financial resources by May 2002.*

*Work with Northstar Board to develop a plan to build external fundraising capacity by October 2002.*

#### **IMPROVEMENT GOAL 4:**

Make the Minnesota State Colleges and Universities a leader in using technology to serve students in new markets.

**Goal 4-1:** By July 2002, refine and implement strategies to move effectively and successfully into the eLearning market.

Product: An operational plan to move The Minnesota State Colleges and Universities into the eLearning arena.

Supportive Initiative: FIPSE project.

*Timeline: Charge the Senior Vice Chancellor for Academic and Student Affairs, through the eLearning Task Force, with the presentation of a preliminary assessment of available options by October 2001.*

*Review of preliminary report by Leadership Council by December 2001.*

*Chancellor's Recommendations to the Board of Trustees, July 2002.*

**Goal 4-2:** Improve the information technology capacity of The Minnesota State Colleges and Universities to better serve its internal and external customers.

Product: An operational plan to improve information technology within The Minnesota State Colleges and Universities.

*Timeline: Charge the Information Technology Roundtable with an in-depth preliminary assessment of The Minnesota State Colleges and Universities' information technology capacity by October 2002.*

*Review of the preliminary report by Leadership Council in November 2002.*

*Implement actions approved by the Chancellor by January 2003.*

**Goal 4-3:** Use technology to reach new market segments with eLearning Services.

Product: An operational plan to use technology in reaching new market segments.

*Timeline: The eServices Group will develop a preliminary assessment of untapped market segments by June 2002.*

*Conduct market research to identify target market segments by September 2002.*

*Assessment of preliminary report and research findings by Leadership Council by December 2002.*

*Review preliminary assessment with administrators, faculty, students and citizen advisory groups in March-April 2003.*

*Chancellor's Report to the Board of Trustees, June 2003.*

**WORK PLAN:** The work of the Office of Internal Auditing, because of its direct reporting relationship to the Board of Trustees, is not clearly identified in the Work Plan. The Office of Internal Auditing, however, has submitted an audit plan to the Board to allow for flexibility in support of the Chancellor's approved work plan and the resulting strategic directions. The office provides assurance, consulting and fraud inquiry/investigation services and professional advice to the Board, Chancellor, presidents and managers in accordance with Board Policy 1.D.

**Goal A-4:** See also Office of the Legislative Auditor, *The The Minnesota State Colleges and Universities Merger* (August 2000), pp. 29, 35.

**Goal F2-1:** See also Recommendations 1 and 3 of the Management Analysis Division' s *The Minnesota State Colleges and Universities Board-level Administration and Management* (February 2001) and Office of the Legislative Auditor, *The The Minnesota State Colleges and Universities Merger* (August 2000), pp.45-48, 58-60.

**Goal F2-1, Part Three:** See also Office of the Legislative Auditor, *The The Minnesota State Colleges and Universities Merger* (August 2000), p.4.

**Goal 1-1:** See also Office of the Legislative Auditor, *The The Minnesota State Colleges and Universities Merger*, Chapter 2 and Special Session S.F. 11 (the Higher Education Omnibus Bill of 2001), Ch. 1, Art. 1, Sec. 3, Subd. 3 and Ch. 1, Art. 2, Sec. 26.

**Goal 1-1:** For the accountability standards, please see the Accountability Principles List produced by the Chancellor's Task Force on Institutional Accountability in April of 2000.

**Goal 1-5:** See also Office of the Legislative Auditor, *The The Minnesota State Colleges and Universities Merger* (August 2000), pp. 39-40 and pp. 11-16 of Report and Recommendations from The System Office Study Task Force (January 2000).

**Goal 4:** See also Office of the Legislative Auditor, *The The Minnesota State Colleges and Universities Merger* (August 2000), pp. 31-33.

*Approved unanimously by the Minnesota State Colleges and Universities Board of Trustees on July 18, 2001.*