



## Minnesota State Colleges and Universities Annual Work Plan Actions for 2002-2003

Minnesota  
STATE COLLEGES  
& UNIVERSITIES

The annual work plan is predicated on the strategic plan, A Plan for Serving Students and Communities

### **Priority: Increase Access and Opportunity.**

*Minnesota State Colleges and Universities will continue to recruit students from a broad spectrum of backgrounds, yet focus more intensely on the recruitment and retention of those who have been under-prepared for or traditionally under represented or under-served in higher education, including students of color, first generation college students, students for whom English is a second language and low income students.*

#### **Action Steps**

1. Identify and remove barriers to participation in higher education to improve recruitment, retention and graduation rates for students of color, first-generation students and low-income students, as well as other under-served populations.

1.1 Based on a thorough analysis of best practices within the system and nationally, develop and begin implementation of institution plans to remove barriers to participation and to improve measurably the recruitment, enrollment and retention of students from groups that have been under-served by higher education at each institution.

1.1.1 Complete best practices study: January 2003

1.1.2 Complete institution plans: June 2003

1.1.3 Complete implementation of first phase of plans: September 2003

1.2 In order to be more responsive to Minnesota's growing immigrant population, analyze needs and develop a plan to provide English-as-a-Second-Language/Occupational English instruction in locations and occupations of greatest need: June 2003

1.3 Colleges and universities will develop strong recruitment/community outreach programs to local community of color organizations, including tribal colleges and educational organizations, to improve their recruitment, retention and graduation rates for students of color, first-generation students, low-income students and other under-served populations.

1.3.1 Identify outreach needs and develop plans: January 2003

1.3.2 Documented relationships with organizations in place: March 2003

1.3.3 Implement outreach program: June 2003

2. Initiate new pre-kindergarten through college (P-16) collaborative structures to improve student preparation for and transition into college and work.

2.1 Establish a statewide P-16 Education Partnership/Coalition led by a Leaders Council and implemented by a P-16 Work Team, to set and implement an agenda to improve P-16 teaching and learning, and college and work readiness.

2.1.1 Complete operational plan, including structure, membership, budget and implementation timelines: January 2003

2.1.2 Organized Leaders Council and Work Teams: June 2003

2.2 In collaboration with P-12 partners, develop, expand and improve learning opportunities, particularly for middle and high school students, to build the knowledge, skills and motivation needed for student success after high school graduation.

2.2.1 Complete research on alternative delivery models for late high school and early college learning and develop recommendations: March 2003

2.2.2 Collaborate with P-16 partners to improve student preparation in mathematics by developing a Joint Statement of Mathematical Competence Expected of All Entering College Students and developing a strategy to align high school and college readiness assessment in mathematics: June 2003

3. Attract and retain more diverse faculty, staff and administrators

3.1 Develop strategic plans with measurable goals at each state college and university to recruit, develop and retain diverse faculty, staff and administrators: June 2003

### **Priority: Increase Support.**

*Minnesota State Colleges and Universities will work to increase support for public higher education in order to maintain the core educational mission while keeping tuition reasonable and addressing the needs of the state.*

### **Action Steps**

4. Analyze how Minnesota's policy on student financial aid is affecting Minnesota State Colleges and Universities students and develop and implement a strategy to obtain legislative changes that benefit public higher education students.

4.1 Complete analysis: December 2002

4.2 Develop and implement legislative strategy: February 2003

5. Advocate for responsible management of fiscal, facilities and technology resources.

5.1 Advocate with the executive branch, the Legislature and other key constituencies for a system biennial operating budget adequate to maintain the core educational mission, grow the areas needed by the state and keep tuition affordable: Ongoing

5.2 Develop and implement a strategy to communicate the need for funding to the executive branch, the Legislature and key constituencies: January 2003

5.3 Maintain positive relationships with the legislative and executive branches of government by meeting with all new legislators, the Governor and the governor's staff, and commissioners of appropriate state agencies.

5.3.1 Chancellor meets with new legislators: January 2003

5.3.2 Chancellor meets regularly with the Governor, governor's staff and state agency heads: Ongoing

5.4 Control costs by maintaining and renewing the buildings and infrastructure of the system and its individual institutions: Ongoing

5.4.1 Advocate for continued capital improvement investment: Ongoing

5.4.2 Advocate for funding of appropriate maintenance of buildings of the system and its individual campuses: Ongoing

5.4.3 Advocate for funding of appropriate technological infrastructure of the system and its individual campuses: Ongoing

6. Work to obtain more non-state funding.

6.1 Examine the development function in the system - both Office of the Chancellor and the institutions - and develop and implement strategic and operational plans to increase the capacity of the system and to achieve a balance between the Northstar Foundation and the individual institutions' efforts to raise funds from non-state sources.

6.1.1 Develop a plan: October 2002

6.1.2 Implement the first phase of the plan: June 2003

6.2 Improve advocacy at the federal level by establishing a federal relations initiative within the Office of the Chancellor.

6.2.1 Establish federal relations plan: October 2002

6.2.2 Develop and communicate the system's position on the Higher Education Act: October 2002

6.2.3 Meet with each member of Minnesota's Congressional delegation: June 2003

## **Priority: Expand High Quality Learning Programs and Services.**

*The Minnesota State Colleges and Universities will provide students with a full range of high quality learning programs and services that respond to student needs and document student achievement.*

### **Action Steps**

7. Continue to provide a liberal arts foundation enabling students to develop lifelong learning, critical thinking and citizenship skills in preparation for the constantly changing world they will encounter.

7.1 Plan a second MnSCU-wide Conference on the Liberal Arts in collaboration with the faculty unions and the Center for Teaching and Learning: Winter, 2004

7.2 Continue to review and build a strong MN Transfer Curriculum: ongoing

8. Provide up-to-date education and training through well-equipped classrooms and laboratories and effective curriculum models based on 21st century demands of students, employers and the community.

8.1 Develop a strategy to obtain additional resources from public and private sources for new instructional equipment: November 2002

8.2 Leverage federal and state funding to renew existing curriculum as well as develop new curriculum.

8.2.1 Identify initiatives: November 2002

8.2.2 Meet with federal legislative delegation: January 2003

8.2.3 Complete federal legislative process; awards made: June 2003

9. Expand professional development opportunities for faculty, staff and administrators.

9.1 Clarify role and processes for the Center for Teaching and Learning to provide campus-based faculty development and coordinate system-wide teaching and learning initiatives.

9.1.1 Present status report on role clarification: December 2002

9.1.2 Present final report on Center for Teaching and Learning: June 2003

9.2 Assess staff development needs and design a program to address these needs: December 2002

9.3 Determine if the Minnesota State Colleges and Universities would benefit from the creation of a leadership and management training program for institutional and system administrators from within the system: June 2003

9.4 Improve faculty and staff technology skills by expanding opportunities to learn how to use technology to improve teaching, learning, management and student services: June 2003

9.5 Determine the resources needed to provide faculty, staff and administrative development and how well these needs can be met within existing budgets: March 2003

10. Continue development of distance and technology enhanced education opportunities to improve the system's ability to respond to learner needs.

10.1 Implement the goals of the congressional award: March 2003

10.2 Develop a communication strategy for Minnesota Online to include the delineation of roles, responsibilities, relationships and process as supported by the MN Online Council and consistent with the work of the Information Technology Round-Table: December 2002

10.3 Collaborate with other educational entities to begin the development of a statewide digital learning plan: December 2002

10.4 Pilot e-portfolio project: December 2002

10.5 Distribute funds to lead institutions to increase the number of fully online programs and services by 10 percent: January 2003

10.6 Pilot statewide initiative for online recruitment, program admissions, student retention and e-community: March 2003

11. Provide and expand graduate education and practical research and development, particularly in applied fields of study.

11.1 Establish and convene a Graduate Education Task Force to review and make recommendations on the current and projected needs for graduate education in Minnesota and the role of the state universities in providing graduate education.

- 11.1.1 Taskforce convened: November 2002
- 11.1.2 Report issued: Fall, 2003
- 11.2 Continue the Graduate Council as a forum to collaboratively plan, discuss and resolve issues: Meetings quarterly

**Priority: Priority Strengthen Community Development and Economic Vitality.**

*The Minnesota State Colleges and Universities will help meet the state's critical workforce and community needs in collaboration with statewide and local leadership groups.*

**Action Steps**

12. Provide enhanced capacity and flexibility in key workforce areas through flexible scheduling and alternative delivery, including partially or fully online credit and non-credit courses and information sources such as ISEEK.

12.1 In partnership with key regional and state stakeholders, analyze regional workforce training and economic development requirements and capacity of the state colleges and universities to meet these requirements now and in the future.

12.1.1 Present preliminary report: January 2003

12.1.2 Present implementation plan: June 2003

12.2 In partnership with key regional and state stakeholders, develop regional plans to guide the coordination and delivery of a variety of workforce and economic development services and programs.

12.2.1 Pilot two regional plans: April 2003

12.2.2 Develop a statewide plan: June 2003

13. Respond to critical workforce needs in such areas as teaching and health care careers.

13.1 In partnership with K 12 school districts, the Department of Children, Families and Learning, and other stakeholders, a) address the shortages of teachers of color and teachers in high-demand fields and b) develop a performance effectiveness and accountability plan for teacher preparation within the Minnesota State Colleges and Universities.

13.1.1 Appoint and convene a Teacher Education Advisory Council and a Task Force on College and University Collaboration in Teacher Preparation: November 2002

13.1.2 Develop strategies to address both shortage and accountability issues: March 2003

13.1.3 Pilot or implement strategies: June 2003

13.2 In partnership with the health care industry and professional associations, increase capacity, enrollment and practice in health care education programs -particularly nursing - to meet workforce shortages: March 2003

14. Improve system ability to respond rapidly to accelerated or sudden change experienced at the industry, company, employee or community level.

14.1 In partnership with employers, labor and other key stakeholders, develop "rapid response" mechanisms based on stakeholder demand: February 2003

14.2 Implement the quick response mechanisms: June 2003

**Priority: Fully Integrate the System.**

*Minnesota State Colleges and Universities will become a more efficient, effective and fully coordinated higher education system while respecting the differences and distinctiveness of the individual colleges and universities.*

**Action Steps**

15. Establish the capacity to integrate academic, strategic, financial, technology and facilities plans at the institutional, regional and system levels.

- 15.1 Identify and develop key processes that serve as the strategic foundation for academic, financial, technology and facilities plans at the institutional, regional and system levels: June 2003
- 15.2 Work with several institutions to develop academic plans that serve as the foundation for and integrate with their strategic, financial, technology and facilities plans: June 2003
- 15.3 Develop an integrated, seamless system for student matriculation.
  - 15.3.1 Completion of a plan to align key business practices and policies: June 2003
  - 15.3.2 Fully implement the student matriculation system: June 2004
- 16. Implement collaborative planning to better serve students, to expand opportunities for the institutions in the system and maintain the quality and scope of programs and services.
  - 16.1 In order to strengthen the capacity to provide higher education services to Twin Cities students, employers and communities, identify a regional structure that ensures high quality planning, programming and resource management: June 2003
  - 16.2 Develop a plan to expand the consortium approach currently used by Northwest Technical College to deliver customized training, distance education, curriculum standards, programs and services to include all colleges in the Northwest region in the consortium to more effectively serve employers and students: June 2003
  - 16.3 Expand partnerships and collaboration with the University of Minnesota while maintaining the quality and scope of programs and services to students and communities: June 2003
  - 16.4 Identify key future directions for the Minnesota State Colleges and Universities: June 2003

### ***Across-the-Board Priority-Measurement***

#### **Action Steps**

- 17. In consultation with key internal and external stakeholders, develop a system of performance indicators to measure the effectiveness of the system as a whole and its individual institutions.
    - 17.1 Work with the Board of Trustees and key institutional representatives to develop a balanced set of performance (for instance, input, process, output and outcome) measures to monitor progress toward achieving the system's current and future strategic directions and goals: December 2002
    - 17.2 Work with the Board of Trustees and key institutional representatives to identify baselines measures and benchmarks for the balanced set of performance measures: February 2003
    - 17.3 Establish performance targets: June 2003
- These are key steps to carry out the strategic plan in FY 2003.