

*Appendix B –
Office of the Chancellor Responses*

QUARTERLY REPORT

**Minnesota State Colleges and Universities Work Plan for 2003-2004
Actions for Second Quarter of 2003-2004**

January 22, 2004

**Minnesota State Colleges and Universities
Office of the Chancellor - Academic and Student Affairs Division Work Plan
October 1, 2003 – December 31, 2003**

Part A. Ongoing Initiatives

A. Increased efforts to ensure welcoming campus climates and higher rates of recruitment and retention for students, faculty, and staff of color [Access and Opportunity];

Concrete/quantifiable measures of progress outlined in narrative above:

Underrepresented Student Retention - An RFP process solicited grant proposals for innovative projects designed to improve retention of underrepresented students. Twenty-five proposals were received. Six colleges and universities were selected to receive grant funding ranging from \$27,928 to \$50,000. The projects are scheduled to begin operation in January of 2004 and continue throughout the calendar year.

B. Improved Federal relations [Access and Opportunity];

C. Improved services to students from pre-school through college by means of collaborative work with P-12 schools, the Department of Education, and other partners [Quality Learning Programs];

- The Minnesota P-16 Education Partnership held its second official meeting in October 2003, discussing progress made on each of its three priority projects. These include the launching of a new e-mentoring initiative, supported in part by a \$100,000 grant from the NEA Foundation, and of research projects focused on developmental education and the development of a “dual-purpose” math assessment to measure both K-12 achievement and college readiness. The Partnership also approved criteria for membership.
- The Joint Statement on Mathematics, developed in collaboration with the University of Minnesota and Minnesota Private College Council, is now on-line and under final review prior to a major public “release” in Spring 2004. Even in final draft form, it is influencing P-16 alignment of mathematics standards, practices, and assessment.
- Issues and ideas generated by participants in the August 2003 symposium, “Rethinking the High School Senior Year,” have been analyzed, summarized, sent to participants, and used to plan a second symposium, which has been scheduled for February 11, 2004. It is estimated that 200 participants will attend the symposium, which will again be co-sponsored by the Minnesota State Colleges and Universities, Minnesota Association of School Administrators, and Minnesota Association of Secondary School Principals

D. Broaden effectiveness in teacher education programs to improve retention of teachers and address the changing demographic profile of the state’s students [Quality Learning Programs];

- The Office of the Chancellor is working with college and university presidents to build a list of key institutional contacts with whom OTC will communicate regarding No Child Left Behind information, opportunities, and issues. To date, 27 institutions have designated key contact persons.

E. Economic development/business-higher education partnerships [Community Development and Economic Vitality];

- Minnesota Jobs Skills Partnership (MJSP) FY04 Grant Round 1 resulted in 12 grants to 10 colleges and 1 university for a total of \$2,740,232. 100% of grant funds were awarded to system
- New capacity to serve critical industries has been initiated in 6 technical colleges, 1 community college, 1 community/technical college and 2 universities using MJSP grant funds awarded spring, 2003.
- The Chancellor met with over 200 business leaders at jointly sponsored events with 18 local chambers of commerce on the system's college and university campuses to discuss the issue of declining state support for public higher education and the resulting changes in programs.
- Developed recommendations for a statewide regional planning effort in cooperation with the stakeholder groups in rural economic development, including the Blandin and McKnight Foundations.
- Developed a federal funding proposal for training to support the JOBZ initiative.
- Facilitated communication between the Metro Alliance and McKnight Foundation's Itasca Project to set an economic and workforce development agenda for the metro region.
- The Training Fulfillment Center worked closely with the Employer Services Partnership (ESP) to obtain funding for an Employer One Stop initiative. The ESP has been funded by both McKnight and the Wells Fargo Foundation.

F. Responsiveness to the state's most critical workforce needs and the enhancement of workforce effectiveness [Community Development and Economic Vitality and Quality Learning Programs];

- Three gap analysis workshops were completed in November.
- The Healthcare Education Industry Partnership was awarded \$225,000 in grant funds by DEED to support the development of nursing on-line; develop regional healthcare workforce planning information; and increase enrollment of underserved populations in healthcare programs.
- The Healthcare Education Industry Partnership received a \$200,000 grant from the Blue Cross Blue Shield Foundation of Minnesota for the development of a Community Health Worker curriculum.
- Provided enhanced services, e.g., new classes specifically designed for dislocated workers and job fairs, through improved statewide coordination with DEED Rapid Response Team, the Training Fulfillment Center and institutions.
- Several new courses or programs have been developed in response to needs identified by industry and skills/interests of dislocated workers. Examples include medical device technician, automotive diagnostics and nursing.

F. Responsiveness to the state's most critical workforce needs and the enhancement of workforce effectiveness [Community Development and Economic Vitality and Quality Learning Programs]; ... continued

- Announcements have been made to Counselors through the TFC (Training Fulfillment Center/ISEEK) system about workshops, programs, and courses. Over 8 newly identified programs were coordinated through the TFC for the NWA mechanics. One of the most successful has been a program in Biomedical Equipment Repair with over 50 dislocated workers participating in the training. Larry Raddatz from Dakota County Technical College has successfully developed the program with employer partnerships. Three students have been hired and are continuing their studies part-time. Other positions have been identified for the dislocated workers upon completion of the training.
- 20 dislocated workers participated in an employer partnership training opportunity offered by Inver Hills with Marathon Ashland for refinery technician. All were guaranteed an interview upon the completion of training.
- Anoka Technical College was able to meet the need of dislocated workers by offering a special LPN cohort evening group for dislocated workers. 18 workers were connected to the program through announcements to counselors through the TFC counselor network.
- TFC (Training Fulfillment Center/ISEEK) Product sheets have been developed with urls for distribution to WorkForce Centers/Rapid Response Team. We are working closely with Gail Sather, Coordinator for the Rapid Response Team to develop a coordinated method for providing LMI (Labor Market Information) data to dislocated worker counselors and their clients to help them better decide on appropriate training linked to employment.

Concrete/quantifiable measures of progress outlined in narrative above:

Three gap analysis workshops were completed in November. The 75 Twin Cities participants included chief academic officers, deans and institutional researchers. Labor supply and demand data were merged to indicate opportunities for new programs as well as areas where too many workers are available. Market share data were also presented. Data should be available for all regions of the state by the end of February 2004.

- G. Advocacy for adequate systemwide operating and capital budgets [Advocacy];**
- H. Advance the image/awareness of the Minnesota State Colleges and Universities and the value of contributions the system makes to the state of Minnesota [Advocacy];**
- I. Progress toward implementation of the Allocation Framework [Fully Integrate the System];**
- J. Build on the emerging strengths to further enhance transfer [Fully Integrate the System];**

K. Collaboration between/among the colleges and universities to improve the coordination, responsiveness, and quality of academic programs and services, and to optimize administrative and technological services [Fully Integrate the System].

- Policy 3.10 – Academic Program Improvement was approved by the Board of Trustees at their December 17, 2003 meeting. The policy sets institution program and department review requirements with provisions for reporting to the Chancellor. Additionally, the Chancellor is directed to conduct state or regional studies of academic programs.
- Completed a variety of national (e.g. League for Innovations), state (e.g. Special Ed Directors), and local (NE Tech Prep) presentations. Presentations were very well received. A couple of the events had over 90% of the respondents rating the presentations as excellent or very good.
- Presented and received approval from the Board of Teaching (BOT) on proposed addition to eFolio to addressing licensing issues (BOT provided funding in FY03).
- A variety of eFolio enhancements are coming on-line including (a) custom code and banner builders, (b) pop-up window generator, and (c) enhanced linking tools.
- Currently in discussions with the Minnesota Department of Education concerning enhancements targeted at special education and paraprofessional licensing.
- The MnLINK Office coordinated continuing development meetings involving vendors and Minnesota users designed to improve software functionality on both the Ex Libris *Aleph* and Fretwell Downing *ZPORTAL* and *VDX* systems.
- Contracts to secure continuing funding from the Minnesota Higher Education Services Office and other parties for MnLINK Gateway and implementation activities were signed. Contracts were also completed with MnLINK Gateway libraries to secure continued access to their servers and collections for resource sharing activities on the MnLINK Gateway.
- Planning for the evolving roles of the MnLINK and the MnLINK Office occurred through a sequence of Executive Committee and MnLINK Policy Advisory Council meetings. As a collaborative project involving participants from Minnesota State Colleges and Universities, University of Minnesota, private colleges, state agency libraries, public libraries, and K-12 institutions, MnLINK must develop agreements of major parties as to its role(s) in a post-implementation setting.

DARS -

- Conducted 1 DARS Transfer Articulation Training session Sept 30 – Oct 2, 2003 for 5 institutions (10 individuals).
- Conducted one Basic Encoding Training Oct 21-23, 2003 for 5 institutions (6 individuals).
- Held one ‘Third Thursday & Friday’ Open Lab session each month in Oct, Nov & Dec 2003 – total of 44 individuals attended from 20 different schools.
- Added 16 new complete catalogs to the exportable DARS database for use by MnSCU DARS institutions.
- Posted 8 new and/or revised training/support documents to the dars.mntransfer.org website.
- Facilitated, tested & implemented 2 new DARS enhancements as requested by the User Group and by individual campus users.
- Continue telephone & email help desk services as needed by DARS users.

K. Collaboration between/among the colleges and universities to improve the coordination, responsiveness, and quality of academic programs and services, and to optimize administrative and technological services [Fully Integrate the System].

DARS - continued

- Held DARS User Group Meeting at St Cloud State University on Nov 18. 14 individuals were in attendance. 8 of the 9 institutions possible were represented.
- Liaison with mnonline and e-learning to promote the benefits of DARS/CAS to those projects - - did DARS enhanced web audit demo to e-Student Services Group Dec 2003.
- Offered ETC on-site individual DARS work sessions and/or campus visit work sessions for 4 institutions, 8 individuals on 3 separate days.
- Updated exportable set of transfer articulation rules for NE Metro Tech Prep Consortium covering 13 high schools and 6 colleges as provided by Mary Messimer.
- Exported 23 Transfer Articulation tables for 4 different schools from DARS directly to www.mn.transfer.org
- Continue telephone & email help desk services as needed by DARS users.
- Exported 216 catalogs from central development DARS database to campuses upon request.
- Planned & facilitated a presentation by a panel of DARS campus users on DARS Implementation Strategies (SW Minn State U, MSU-Mankato, Central Lakes College & Lake Superior College) at the CSAO/CAO meeting at Rutgers on Oct 29. Attended by approximately 40 people.
- Curriculum Review Process: Completed curriculum comparison for 30 MnSCU institutions. Sent list of curriculum changes out to all institutions for feedback and editing (1/16/04 deadline for response); 6 received and processed in Dec 2003.

CAS

- CAS pilot set up complete with 6 MnSCU institutions and with 2 campuses of the University of Minnesota. One additional MnSCU institution partially complete in Dec 2003.
- Sent open invitation Dec 2, 2003 to all remaining MnSCU institutions to be set up on CAS. Developed documentation on preparation needed to be ready. (One institution responded.)
- CAS exhibited in vendor area (with U of M) at UMACRAO conference in Fargo, ND on Oct 26-28, 2003.
- CAS hands-on session in computer lab presented at the CSAO/CAO meeting at Rutgers on Oct 29. Attended by 10 – 15 people.
- Two CAS presentations (with U of M) at Transfer Specialist meeting Nov 6 – total of 55 attended the two sessions.
- Attended CAS User Conference Dec 7-9 at Miami University of Ohio. Received great feedback and gave considerable input into future CAS enhancements.

Concrete/quantifiable measures of progress outlined in narrative above:

eFolio server is up over 99% of the time. As of 11/30/03 eFolio had over 10,000 registered users and experienced almost 2 million hits.

Part B. Ongoing Initiatives - Summary

A. 25-50 word summary on the overall status of ongoing initiatives

Part C. Annual Special-emphasis Initiatives

- 1. An expansion by college and university presidents of private (and other external) fundraising efforts and participation in a unified and coordinated pursuit of Federal funds [Access and Opportunity];**
- 2. A more coordinated and increased access to courses, full degree programs, and student support services offered through emerging technologies [Access and Opportunity, and Quality Learning Programs];**
 - Response to High Tuition-High Financial Aid: The Board heard presentations relating to higher education funding, tuition policy, and financial aid, including arguments for and against high tuition-high financial aid. The Board then passed a resolution establishing its position on higher education funding and financial aid.
 - Financial Aid Policy Compliance: A cross-functional taskforce developed a proposed new financial aid satisfactory academic progress policy and procedure, which has been forwarded to various constituencies for review and comment. This first draft will be reviewed by the Board at the January meeting.
 - Eleven colleges and universities (Alexandria Technical College; Anoka Ramsey Community College; Bemidji State University; Century College; Hibbing Community College; Inver Hills Community College; Lake Superior College; Metropolitan State University; Minnesota West Community and Technical College; Rochester Community and Technical College; and South Central Technical College) registered 228 students for the Guard on-line project which offers members of the national guard on-line courses while they are stationed overseas.
- 3. An examination and clarification of the system's organizational structure aimed at improving the efficiency and effectiveness of programs and services (This process will include conclusions on decentralizing, regionalizing and/or centralizing well-defined functions between/among the colleges and universities and the Office of the Chancellor). [Fully Integrate the System];**
- 4. Establishment of a system leadership development program to identify and train future institutional and system leaders [Fully Integrate the System, Access and Opportunity, and Quality Learning Programs].**

**Minnesota State Colleges and Universities
Office of the Chancellor –
Equal Opportunity and Diversity Division Work Plan Report
October 1, 2003 - December 31, 2003**

Part A. Ongoing Initiatives

Strategic Direction: Increase Access and Opportunity

- Provide primary support and coordination of system-wide investigative services as well as investigation of system level complaints and appeals.
- Assist campuses by providing national and state higher education campus/ community/ business/ K-12, collaboration models to improve recruitment and retention of students of color.
- Reviewed Access and Opportunity plans submitted by the campuses and developed a grid of essential and suggested elements which can serve as feedback to the campuses on their plans.
- Provide system level support to campuses in collaboration with attorneys generals for EEOC and MDHR complaints.
- Amended the language in the 1B.1 Nondiscrimination in Employment and Education Opportunity policy to be consistent with our Sexual Violence Policy.
- Sent out the first reading of the sexual violence policy and procedure for comment. Meeting with MSCF, IFO, MSUAASF and AFSCE in January and February.
- MOA Coordinator for all OCR reviews. I have put together teams for four OCR reviews for this year. EOD staff also participates in the reviews as needed.
- Provided system wide representation and recruited some our institutions for involvement in several college fairs.

Strategic Direction: Strengthen Community Development and Economic Vitality

- Partnering with the Minneapolis Urban League to develop a college fair.
- Met with a representative from a K-12 Integration district interested in partnering with the system to place graduating students in teacher preparation programs.
- Involved in several Minnesota Minority Education Partnership (MMEP) projects and sitting on several committees.
- Involved in the Multicultural Center Development Center.
- Host area corporate, community and educational professionals at the monthly MnSCU Morning meeting.
- Working with MEP to strengthen our collaboration and recruitment of students from the St. Paul public schools system.
- Hispanic Chamber of Commerce of Minnesota, Chair person of the Education Committee.
- Hennepin County African American Men Program, Chairperson of the Education Committee.

Part A. Ongoing Initiatives

Strategic Direction: Fully Integrate the System

- Recommend, develop, and deliver training in the areas of equal opportunity, discrimination/harassment policy and procedure, investigations, sexual violence/assault, Campus Security Act, Title IV, VI and IX as well as other issue-specific training programs as needed.
- Assist campuses in developing and implementing a campus-wide plan to improve representation of underserved students, staff, and faculty in conjunction with Academic Affairs.
- Presentation about recruiting students of color delivered to campus public affairs representatives.
- Develop curriculum for equity/diversity/multi-cultural problem solving programs
- Member of the Hibbing Presidential Transition team.
- EOD staff participated in several Chancellor Campus visits.

**Minnesota State Colleges and Universities
Office of the Chancellor - Human Resources Division Work Plan Report
October 1, 2003 - December 31, 2003**

Part A. Ongoing Initiatives

- A. Increased efforts to ensure welcoming campus climates and higher rates of recruitment and retention for students, faculty, and staff of color [Access and Opportunity];**
- B. Improved Federal relations [Access and Opportunity];**
- C. Improved services to students from pre-school through college by means of collaborative work with P-12 schools, the Department of Education, and other partners [Quality Learning Programs];**
- D. Broaden effectiveness in teacher education programs to improve retention of teachers and address the changing demographic profile of the state's students [Quality Learning Programs];**
- E. Economic development/business-higher education partnerships [Community Development and Economic Vitality];**
- F. Responsiveness to the state's most critical workforce needs and the enhancement of workforce effectiveness [Community Development and Economic Vitality and Quality Learning Programs];**
- G. Advocacy for adequate systemwide operating and capital budgets [Advocacy];**
- H. Advance the image/awareness of the Minnesota State Colleges and Universities and the value of contributions the system makes to the state of Minnesota [Advocacy];**
- I. Progress toward implementation of the Allocation Framework [Fully Integrate the System];**
- J. Build on the emerging strengths to further enhance transfer [Fully Integrate the System];**
- K. Collaboration between/among the colleges and universities to improve the coordination, responsiveness, and quality of academic programs and services, and to optimize administrative and technological services [Fully Integrate the System].**
 - The Leadership Council Human Resources Committee will serve as an oversight group to the Administrative Systems Steering Committee, whose purpose it is to pursue the most efficient and effective administrative systems with a special emphasis on the transactions between the State and Minnesota State Colleges and Universities. Human resources and payroll were selected as the first priority for this effort. A survey was distributed to human resource directors and chief financial officers to gather an estimate of the costs for various human resource and payroll processes. A consultant was hired, and we expect to receive the consultant's report in the 3rd quarter.

Part B. Ongoing Initiatives - Summary

A. 25-50 word summary on the overall status of ongoing initiatives

Part C. Annual Special-emphasis Initiatives

- 1. An expansion by college and university presidents of private (and other external) fundraising efforts and participation in a unified and coordinated pursuit of Federal funds [Access and Opportunity];**
 - A search committee was established and has been working in the hire of a director of development. This position is charged with developing and leading a new fundraising program for the Minnesota State Colleges and Universities System.
- 2. A more coordinated and increased access to courses, full degree programs, and student support services offered through emerging technologies [Access and Opportunity, and Quality Learning Programs];**
- 3. An examination and clarification of the system's organizational structure aimed at improving the efficiency and effectiveness of programs and services (This process will include conclusions on decentralizing, regionalizing and/or centralizing well-defined functions between/among the colleges and universities and the Office of the Chancellor). [Fully Integrate the System];**
 - The Services Advisory Group concluded at its meeting on December 1, 2003, that it will conduct an annual survey concerning the quality of services to campuses. Based on those results, the committee will determine areas that need further investigation.
- 4. Establishment of a system leadership development program to identify and train future institutional and system leaders [Fully Integrate the System, Access and Opportunity, and Quality Learning Programs].**
 - Research on national leadership programs (education- and non-education based) and institution-centered educational leadership programs completed.
 - Draft program summary, draft of curricular content options, and timeline completed.
 - Volunteer review group formed within Office of the Chancellor
 - Draft materials shared with volunteer group
 - Volunteer group has met face-to-face to critique summary materials and recommend changes in content and direction
 - Human Resources Committee of the Leadership Council agreed to serve as an additional sounding board
 - Draft materials shared with Human Resources Committee

**Minnesota State Colleges and Universities
Office of the Chancellor - Information Technology Division Work Plan Report
October 1, 2003 – December 31, 2003**

Part A. Ongoing Initiatives

- A. Increased efforts to ensure welcoming campus climates and higher rates of recruitment and retention for students, faculty, and staff of color [Access and Opportunity];**
- B. Improved Federal relations [Access and Opportunity];**
- C. Improved services to students from pre-school through college by means of collaborative work with P-12 schools, the Department of Education, and other partners [Quality Learning Programs];**
 - The contract with instructional management system vendor Desire2Learn makes it possible for Minnesota State Colleges and Universities to partner with K-12 and other entities to provide IMS software and services across the 10-state region under the terms negotiated by the system.
- D. Broaden effectiveness in teacher education programs to improve retention of teachers and address the changing demographic profile of the state's students [Quality Learning Programs];**
- E. Economic development/business-higher education partnerships [Community Development and Economic Vitality];**
- F. Responsiveness to the state's most critical workforce needs and the enhancement of workforce effectiveness [Community Development and Economic Vitality and Quality Learning Programs];**
- G. Advocacy for adequate systemwide operating and capital budgets [Advocacy];**
- H. Advance the image/awareness of the Minnesota State Colleges and Universities and the value of contributions the system makes to the state of Minnesota [Advocacy];**
- I. Progress toward implementation of the Allocation Framework [Fully Integrate the System];**
- J. Build on the emerging strengths to further enhance transfer [Fully Integrate the System];**

K. Collaboration between/among the colleges and universities to improve the coordination, responsiveness, and quality of academic programs and services, and to optimize administrative and technological services [Fully Integrate the System].

- The system collaborated with the University of MN and other agencies to provide even further discounts on Symantec software products based on combined volume (additional 5% savings on top of the already steep discount we had negotiated).
- Significant progress has been made in rolling out the implementation of the Desire2Learn IMS platform. An implementation plan has been developed with the vendor, and campus-driven teams are being formed.
- The NTC project has resulted in the successful combination of three databases - Fergus Falls, Northland and Northwest TC - over the Thanksgiving weekend. Overall, the project included the modification of 1000 database tables, 1200 programs and 2200 screens (including hidden screens that do verification work). The project is 85% complete, is ahead of schedule by 10 days and will be complete when the Mesabi / Vermillion is split in mid-February.
- A Business Practice Variation Committee composed of Presidents and Vice Chancellors was created to help align strategic campus business practices throughout the system. The Committee will work to eliminate unnecessary business practice variation in the system, with special attention to those variations that make it difficult for students who attend more than one institution during their career at Minnesota State Colleges and Universities. The Committee members also endeavor to maximize the operational efficiencies possible by standardizing business practices in some areas. The Committee will consult with other governance and advisory groups in the System, but will make recommendations directly to the Chancellor.
- ITS released a series of information system changes that are needed to support Phase 1 of the Seamless Student Experience. The changes in Phase 1 allow the institutions to share data for students enrolled in more than one institution at the same time. Three institutions, Century College, Metropolitan State University and Minneapolis Community and Technical College have agreed to pilot test this first Seamless release. Each of the pilot institutions received their training in November. The pilot test will conclude in first quarter 2004.
- ITS conducted the first ever system wide Integrated State Reporting System (ISRS) all user conference in December. Designed particularly for campus administrative managers and their staff, over 200 participants attended the two day conference. Presentations were made by numerous campus and Office of the Chancellor staff on topics threaded by interest areas.
- The Office of the Chancellor issued a Request for Proposals for a web based service management system to support administrative and instructional systems. Right Now Technologies was the successful bidder with a solution that has now been deployed to provide a common online knowledge base and email and phone incident tracking for its 17,000 faculty and staff. Key factors supporting selection of RightNow included its scalability to match the immense size of the student population, sophisticated knowledge base management technology, ease-of-use and the lower total cost of ownership resulting from RightNow's hosted solution environment.

K. Collaboration between/among the colleges and universities to improve the coordination, responsiveness, and quality of academic programs and services, and to optimize administrative and technological services [Fully Integrate the System].

... continued

- A new IT governance model was developed and now approved. The new model creates an IT Management Council composed of Associate Vice Chancellors, Campus Chief Administrators, faculty and student representatives. The new committee is designed to ensure that projects are aligned with the Board of Trustees strategic framework. The new governance model also establishes a Student IT Committee designed as a forum for student opinion and vision related to current and future IT projects.
- Business Continuity Plans have been drafted for Wells Fargo Place to address procedures required for rapid recovery from an event that would disable the organization for a period exceeding 48 hours. The process and content developed for WFP and ETC will serve as a guide for development of individual campus plans.
- Role based computer security was developed and implemented for ITS staff, to ensure appropriate security levels are assigned according to classifications (developer) as well as the unique job responsibilities of individuals.
- New telephone systems will be in place at Riverland College by the end of the year. The process to replace existing service is underway for Minnesota State Community & Technical College, Minnesota State University, Mankato, and Anoka-Ramsey Community College. Preliminary analysis for equipment/service replacement has also begun at Ridgewater College.

Part B. Ongoing Initiatives - Summary

A. 25-50 word summary on the overall status of ongoing initiatives

Part C. Annual Special-emphasis Initiatives

- 1. An expansion by college and university presidents of private (and other external) fundraising efforts and participation in a unified and coordinated pursuit of Federal funds [Access and Opportunity];**
- 2. A more coordinated and increased access to courses, full degree programs, and student support services offered through emerging technologies [Access and Opportunity, and Quality Learning Programs];**

Part C. Annual Special-emphasis Initiatives

- 3. An examination and clarification of the system's organizational structure aimed at improving the efficiency and effectiveness of programs and services (This process will include conclusions on decentralizing, regionalizing and/or centralizing well-defined functions between/among the colleges and universities and the Office of the Chancellor). [Fully Integrate the System];**

See Part A

- 4. Establishment of a system leadership development program to identify and train future institutional and system leaders [Fully Integrate the System, Access and Opportunity, and Quality Learning Programs].**

**Minnesota State Colleges and Universities
Office of the Chancellor - Public Affairs Division Work Plan Report
October 1, 2003 – December 31, 2003**

Part A. Ongoing Initiatives

A. Increased efforts to ensure welcoming campus climates and higher rates of recruitment and retention for students, faculty, and staff of color [Access and Opportunity];

- The very popular "Make College Part of Your Future" brochure has been updated, and the changes have been translated into Hmong, Somali and Spanish. The brochure is being printed in larger quantities to meet the demand.

Concrete/quantifiable measures of progress outlined in narrative above:

More than 48,000 copies of the brochure, developed specifically to recruit students of color, have been distributed. As of Dec. 31, there were 7,300 unfilled requests for brochures, necessitating the reprinting.

B. Improved Federal relations [Access and Opportunity];

C. Improved services to students from pre-school through college by means of collaborative work with P-12 schools, the Department of Education, and other partners [Quality Learning Programs];

D. Broaden effectiveness in teacher education programs to improve retention of teachers and address the changing demographic profile of the state's students [Quality Learning Programs];

E. Economic development/business-higher education partnerships [Community Development and Economic Vitality];

F. Responsiveness to the state's most critical workforce needs and the enhancement of workforce effectiveness [Community Development and Economic Vitality and Quality Learning Programs];

G. Advocacy for adequate systemwide operating and capital budgets [Advocacy];

- A publication outlining the system's capital budget request has been published and will be available for legislative hearings in 2004.
- Talking points on the budget request have been prepared for the chancellor and presidents to use in connection with the bonding bill.
- A retreat for marketing professionals at institutions with large or high-priority bonding projects was conducted Dec. 10 to refine key messages and strategies.

G. Advocacy for adequate systemwide operating and capital budgets [Advocacy];
... continued

Concrete/quantifiable measures of progress outlined in narrative above:

The communication plan for the bonding bill is on schedule. Measures of success include participation of presidents and the chancellor in strategies to support the system's request and, ultimately, the amount appropriated by the Legislature.

H. Advance the image/awareness of the Minnesota State Colleges and Universities and the value of contributions the system makes to the state of Minnesota [Advocacy];

- A public relations campaign to win business support was launched in September, targeting business publications and newspaper business sections.
- An RFP for an advertising campaign targeting business leaders was published and proposals were received. Selection of an agency is to be made in January.

Concrete/quantifiable measures of progress outlined in narrative above:

Success of the public relations campaign will be measured by the number of placements in targeted publications and analysis of whether key messages were delivered. Success of the advertising campaign will be measured in numbers of impressions and, if budget permits, pre- and post-event surveys of the targeted audience.

I. Progress toward implementation of the Allocation Framework [Fully Integrate the System];

J. Build on the emerging strengths to further enhance transfer [Fully Integrate the System];

K. Collaboration between/among the colleges and universities to improve the coordination, responsiveness, and quality of academic programs and services, and to optimize administrative and technological services [Fully Integrate the System].

Part B. Ongoing Initiatives - Summary

A. 25-50 word summary on the overall status of ongoing initiatives

A consultant studies the feasibility of system fundraising and recommended a collaborative fundraising approach with the chancellor and presidents. Budget and staffing resources for such an effort were identified. Both reports were presented to the Leadership Council and the Board of Trustees. A search was launched for a new development director.

Part C. Annual Special-emphasis Initiatives

- 1. An expansion by college and university presidents of private (and other external) fundraising efforts and participation in a unified and coordinated pursuit of Federal funds [Access and Opportunity];**
 - A consultant studies the feasibility of system fundraising and recommended a collaborative fundraising approach with the chancellor and presidents. Budget and staffing resources for such an effort were identified. Both reports were presented to the Leadership Council and the Board of Trustees. A search was launched for a new development director.
- 2. A more coordinated and increased access to courses, full degree programs, and student support services offered through emerging technologies [Access and Opportunity, and Quality Learning Programs];**
- 3. An examination and clarification of the system's organizational structure aimed at improving the efficiency and effectiveness of programs and services (This process will include conclusions on decentralizing, regionalizing and/or centralizing well-defined functions between/among the colleges and universities and the Office of the Chancellor). [Fully Integrate the System];**
- 4. Establishment of a system leadership development program to identify and train future institutional and system leaders [Fully Integrate the System, Access and Opportunity, and Quality Learning Programs].**