



Minnesota
STATE COLLEGES
& UNIVERSITIES

Action Plan for the Minnesota State Colleges and Universities 2006-2010

In January 2006 the Minnesota State Colleges and Universities Board of Trustees approved its strategic plan for 2006-2010, *Designing the Future*. The plan outlines four strategic directions:

- Increase access and opportunity
- Promote and measure high-quality learning programs and services
- Provide programs and services integral for state and regional economic needs
- Innovate to meet current and future educational needs efficiently

This action plan takes the strategic directions and related goals to a more specific level of action and accountability, incorporating actions and measures in each of the 13 goal areas. It also reflects the board's focus on, and concern for, results addressing six key concepts that are high on the public policy agenda in Minnesota and the nation. The six key concepts are:

- Eliminate the achievement gap
- Provide universal access from pre-kindergarten through the first two years of college
- Promote increased participation in science, technology, engineering and math, known as STEM, fields
- Expand corporate learning
- Develop colleges and universities for Minnesota's future
- Build organizational capacity for change and innovation

The Board of Trustees has set system targets for achievement for several of the measures and has challenged the colleges, universities and Office of the Chancellor to meet these goals. Measures with specific system targets are noted in bold and described more completely in Appendix A of this Action Plan.

Strategic Direction 1: Increase access and opportunity

Goal 1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and education goals.

KEY CONCEPT: ELIMINATE THE ACHIEVEMENT GAP

Students of color and low-income students continue to lag behind their majority peers in achievement. This condition must be reversed if Minnesota is to sustain its hopes for individual opportunity and economic strength.

ACTIONS

- Develop and advance strategies to support underserved students
- a. Increase pre-kindergarten through college partnerships to better prepare students for college
 - b. Continue to improve campus climates for diversity and multiculturalism
 - c. Implement or improve existing academic support service programs at each institution
 - d. Implement the diversity work plan and review recommendations of the American Indian Plan
 - e. Identify, replicate and reward successful transition and bridging programs
 - f. Develop, implement and replicate intervention strategies to recruit/retain underserved populations
 - g. Implement enhancements to Minnesota Online to welcome and support underserved, at-risk and special populations
 - h. Develop and advance biennial budget initiative and resource reallocation strategies to support underserved students

MEASURES

- Increased student success (measures of retention, transfer and graduation) disaggregated by race, ethnicity, gender and income
- Increase the success rate of students of color
- Improve the fall-to-fall retention rate for entering students

Goal 1.2 Maintain an affordable cost of attendance for Minnesota residents.

ACTIONS

- a. Study and make recommendations on the feasibility of providing two years of college tuition-free
- b. Evaluate the alignment of the allocation framework and commitment to statewide access
- c. Increase opportunities for high school students to earn college credit

MEASURES

- Improvement in the Affordability Index (current accountability measure)

Goal 1.3 Work with other organizations to prepare all young people to graduate from high school and enroll in college ready for success.

KEY CONCEPT: PROVIDE UNIVERSAL ACCESS FROM PRE-KINDERGARTEN THROUGH THE FIRST TWO YEARS OF COLLEGE

In today's world, a high school diploma is simply not enough to prepare people to be productive workers and engaged citizens. A two-year college degree is becoming the expectation for all Minnesotans. Financial barriers to attending college must be removed to achieve this goal.

ACTIONS

- a. Articulate, publish and disseminate skill standards in reading, writing, math and science
- b. Work with Achieve! Minneapolis and other community organizations to pilot innovative programs and practices
- c. Implement P-16 Roundtable recommendations
- d. Implement kindergarten-through-the-first-two-years-of-college partnerships with area schools to improve math and writing skills
- e. Provide K-12 teachers with professional development opportunities designed to improve student performance
- f. Work with K-12 districts to use eFolio Minnesota

MEASURES

- Increase the higher education participation rate (current accountability measure)
- Increase the percentage of Minnesotans with at least two years of college (Census data)
- Increase the percentage of students enrolling in system institutions who took a college prep curriculum in high school
- Increase partnerships with K-12 districts in the use of eFolio Minnesota

Strategic Direction 2: Promote and measure high-quality learning programs and services

Goal 2.1 Demonstrate high quality in all educational programs.

KEY CONCEPT: PROMOTE INCREASED PARTICIPATION IN SCIENCE, TECHNOLOGY, ENGINEERING AND MATH, KNOWN AS STEM, FIELDS.

Minnesota State Colleges and Universities must provide students with foundation skills in mathematics and science and prepare increasing numbers of graduates for careers in scientific and technical fields.

ACTIONS

- a. Work collaboratively with the Science Museum of Minnesota and other entities to expand opportunities for students and teachers at all levels to build their STEM competencies
- b. Develop career pathways spanning high school to post-baccalaureate education
- c. Develop Bioscience Center
- d. Explore gaming and simulation curricular resources in STEM fields
- e. Create collaborative applied doctoral programs
- f. Provide opportunities for faculty and staff to share effective practices in student learning and assessment
- g. Revisit the Minnesota Transfer Curriculum to focus on skills and competencies for the 21st century
- h. Benchmark programs to national and international standards
- i. Increase membership of STEM field Minnesota faculty in MERLOT to incorporate games or simulations into their curricula (MERLOT is the Multimedia Educational Resource for Learning and Teaching, a collection of online resources for faculty)

MEASURES

- Increase the percentage of students who take college-level courses in STEM fields
- Increase the number of secondary teachers prepared for licensure in math and science

Goal 2.2 Produce graduates who have strong, adaptable and flexible skills.

ACTIONS

- a. Negotiate competitive compensation for faculty and staff in collective bargaining agreements to develop programs that result in improved student learning in math, reading, writing and science
- b. Implement the global competencies and awareness work plan

MEASURES

- Summary reports on these projects will include measures of success

Goal 2.3 Provide multiple delivery options for educational programs and student services.

ACTIONS

- a. Develop a learning object repository
- b. Expand the system's capacity to develop gaming and simulation programming
- c. Continue to expand seamless online services for all students
- d. Expand services for veterans and online delivery options for enlisted military personnel
- e. Expand online program offerings and partnerships with other organizations with an online presence

MEASURES

- Increase the number of students taking online courses (full-year-equivalent and headcount)
- Increase online course offerings

Strategic Direction 3: Provide programs and services integral to state and regional economic needs

Goal 3.1 As a major partner in educating Minnesota's workforce, participate in identifying and meeting regional and statewide economic development priorities.

KEY CONCEPT: EXPAND CORPORATE LEARNING

Less than 30 percent of current students are "traditional learners," and that population is declining. There is a growing need to provide learning opportunities to workers and their companies.

ACTIONS

- a. Continue to implement and promote the Centers of Excellence
- b. Expand employer access to employee skill assessment
- c. Develop enhanced corporate portal to access training and learning opportunities
- d. Expand customized training and related services
- e. Expand learning object repository for workforce development
- f. Expand online program offerings for corporate learners
- g. Expand corporate university programs and services
- h. Develop additional centers and programs of excellence

MEASURES

- Center of Excellence measures (under development in evaluation process with Wilder Research)
- Expand/increase opportunities for adult learners
- Increase the number of students in customized training courses
- Increase the number of adult students (age 25 to 44)
- Increase online corporate employee enrollments

Goal 3.2 Support regional vitality by contributing artistic, cultural and civic assets that attract employees and other residents seeking a high quality of life.

ACTIONS

MEASURES

- a. All institutions will include actions to support this goal in their 08-09 work plans
- Each institution will determine its measure

Goal 3.3 Develop each institution's capacity to be engaged in and add value to its region.

KEY CONCEPT: DEVELOP COLLEGES AND UNIVERSITIES FOR MINNESOTA'S FUTURE

Population and economic changes in Minnesota will challenge the system to match resources with long-range needs. Residents in the rapidly growing Twin Cities metropolitan area will place increasing demands on facilities and expect flexible, high-quality education that keeps pace with dynamic urban life. In all parts of the state, geographically dispersed campuses can serve their communities by providing access to distributed resources from the whole system.

ACTIONS

MEASURES

- a. Identify long-range strategies for capacity to meet growing population and economic changes
- b. Provide seamless access among metropolitan area institutions
- c. Provide innovative programming and delivery models to meet the changing higher education needs of rural communities
- d. Expand the role of rural colleges as catalysts for promoting regional economic growth
- e. Develop stronger connections and leverage capacity among Twin Cities and rural Minnesota campuses
- Future-oriented academic plans for the metropolitan area and other regions of the state
- Long-range facilities and technology plans supporting the academic plans in the metropolitan area and in other regions
- Centers of Excellence evaluation criteria

Strategic Direction 4: Innovate to meet current and future educational needs efficiently

Goal 4.1 Build organizational capacity for change to meet future challenges.

KEY CONCEPT: BUILD ORGANIZATIONAL CAPACITY FOR CHANGE AND INNOVATION

The Next Generation Organization of higher education must provide a gold standard in education, research and service for learners, citizens and communities. In order to develop this capacity, campuses must develop leadership, infrastructure, culture and processes that support change and innovation.

ACTIONS

- a. Establish innovations/futures advisory board
- b. Seek innovative approaches to academic and facilities planning and operations
- c. Explore enhancing fuel and operations efficiencies
- d. Explore model for understanding impact of increased online programs and services on facilities planning
- e. Implement the first phase of the Enterprise Information Technology Strategic Plan
- f. Seek legislative funding for technology, infrastructure/innovation to further implement the Enterprise Information Technology Strategic Plan
- g. Develop legislative and/or foundation support for innovations investment fund

MEASURES

- A futures advisory board is established and identifies trends impacting higher education
- Increase institutional support from public sources
- Increase institutional and foundation support from private sources
- Increase alumni participation
- Measure and maintain increased availability and reliability of the IT infrastructure

- h. Continue progress modifying policies and procedures to better serve students and provide operating efficiencies
- i. Seek foundation and other non-public resources for innovation practices
- j. Develop institutional environments and models for innovation and systemic change
- k. Explore, develop and implement the innovations component of the allocation framework
- l. Develop methods for maximizing the alignment of programmatic and service needs with facilities planning

Goal 4.2 Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.

ACTIONS

- a. Evaluate and make recommendation for current awards process and events to recognize excellence, innovation and efficiency throughout the system
- b. Identify contract provisions that permit incentives for innovation and make recommendations to system leadership for application
- c. Implement the recommendations of the staff and Leadership Development Report and Action Plan

MEASURES

- Continue and expand awards of excellence or other initiatives that promote excellence in student learning or reward institutions, faculty, administrators and staff for innovations that advance excellence and efficiency

Goal 4.3 Identify and remove barriers to innovation and responsiveness.

ACTIONS

- a. Assign appropriate system committees to identify barriers and strategies to overcome within its area of focus
- b. Present recommendations to the board for discussion and proposed action on selected strategies

MEASURES

- Continued progress in seamless service for students

Goal 4.4 Hire and develop leaders who will initiate and support innovation throughout the system.

ACTIONS

- a. Add an employee portal with access to training opportunities
- b. Establish an Ed.D. in college leadership
- c. Institute more formal mentoring programs for all new presidents, vice presidents and deans
- d. Utilize an exchange program for Office of the Chancellor and campus staff

MEASURES

- Increase in percent of budget for faculty and staff training and development (current measure)
- Increase the number of leadership development opportunities and participation

Goal 4.5 Promote accountability for results through a system of accessible reports to the public and other stakeholders.

ACTIONS

- a. Reconvene the Accountability Work Group to refocus the accountability framework to reflect the new strategic plan
- b. Convert the current data in the accountability framework to an easy-to-use-and-share "dashboard"
- c. Develop institutional portfolios built from AQIP, PEAQ, CQiN or other continuous quality frameworks
- d. Include efficiency and effectiveness measures in the review of the operating budgets of the colleges, universities and Office of the Chancellor
- e. Increase use of eFolio adaptation for AQIP; develop templates for PEAQ and other frameworks

MEASURES

- Report quarterly to the Board of Trustees on progress on the action plan
- Additional dashboards on key measures in the Accountability Framework developed
- Accountability Framework refined to reflect the 2006-2010 Strategic Plan

Appendix A

Action Plan Measures With Targets

Strategic Direction 1: Increase access and opportunity

Goal 1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and education goals.

System targets have been established to:

- ~ Improve the fall 2011 retention rate for fall 2010 entering students by 4.3 percent, increasing to 51.0 percent, compared to 46.7 percent for the fall 2005 retention rate for fall 2004 entering students. Achieving the target will mean a 9.2 percent increase or 2,901 additional retained students by 2011.
- ~ Improve the fall 2007 success rate for fall 2006 entering students of color by 1.0 percent, increasing to 59.5 percent, compared to 58.5 percent for the fall 2005 success rate for fall 2004 entering students. Achieving the target will mean a 1.6 percent increase or 72 additional successful students of color by 2007. (Success is defined as retention, graduation and transfer.)

Strategic Direction 2: Promote and measure high-quality learning programs and services

Goal 2.1 Demonstrate high quality in all educational programs.

System targets have been established to:

- ~ Increase the percentage of students enrolled in one or more college level science, technology, engineering, or mathematics courses by 2.9 percent, from 44.9 percent in fiscal year 2005 to 47.8 percent in 2009. Achieving the target will mean an additional 6,900 students or a 6.4 percent increase in students taking STEM courses by 2009.
- ~ Increase the number of secondary teachers prepared for licensure in math and science by 119 or 115.5 percent between fiscal years 2005 and 2011.

Strategic Direction 3: Provide programs and services integral to state and regional economic needs

Goal 3.1

System targets have been established to:

- ~ Increase the number of students (unduplicated headcount) enrolled in online courses by 18,278 or 59.7 percent between fiscal years 2005 and 2009.
- ~ Increase the number of students (unduplicated headcount) enrolled in customized training courses by 14,892 or 10.5 percent between fiscal Years 2005 and 2009.
- ~ Increase the number of continuing education students (unduplicated credit headcount of students aged 25 to 44) by 4,753 or 7.4 percent between fiscal years 2005 and 2009.

Strategic Direction 4: Innovate to meet current and future educational needs efficiently

System targets have been established to:

- ~Increase institution support from public sources by \$7.6 million or 20.3 percent between fiscal years 2006 and 2010.
- ~Increase institution/foundation support from private sources by \$9.5 million or 23.7 percent between fiscal years 2006 and 2010.
- ~Increase the alumni participation rate to 7.4 percent in fiscal year 2011 from 4.6 percent in fiscal year 2005. Achieving the target will mean an 87.9 percent increase or 26,500 additional alumni donating by fiscal year 2011.

Goal 4.1 Build organizational capacity for change to meet future challenges.

System targets have been established to:

- ~ Measure increased availability and reliability of the information technology infrastructure and maintain at 99.9 percent.

Goal 4.2 Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.

System targets will be established to:

- ~Continue and expand awards of excellence or other initiatives that promote excellence in student learning or reward institutions, faculty, administrators and staff for innovations that advance excellence and efficiency. Targets will be established after evaluating the impact of the Awards of Excellence and the Initiative to Promote Excellence in Student Learning Awards.