

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
MAY 20, 2008**

Academic and Student Affairs Committee Members Present: Dan McElroy, Chair; Trustees Duane Benson, Ann Curme Shaw, Caleb Anderson, Christine Rice, Cheryl Dickson and James Van Houten.

Other Board Members Present: Trustees Tom Renier, Michael Boulton, David Paskach and Scott Thiss.

Leadership Council Committee Co-Chairs Present: Senior Vice Chancellor Linda Baer and President Ann Valentine.

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held its meeting on May 20, 2008, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair McElroy called the meeting to order at 2:05 pm.

1. Campus Strategic Profile: Century College

Presenters:

Larry Litecky, President
John O'Brien, Vice President of Academic Affairs
Mary McKee, Vice President of Continuing Education and Customized Training
Mike Bruner, Vice President of Student Services
Michelle Neaton, Director of the Center for Teaching and Learning
Century students Bee Xiong, Alex Schostag and Zachary Rossow

Strategic Campus Profiles are presented to showcase each institution in the system. The profiles include information on integrated planning, institutional programming and collaboration, futures planning, facilities projects and other data.

Century College is a student-centered, open-access, comprehensive community and technical college in White Bear Lake, Minnesota serving over 12,000 credit students and 12,400 non-credit students annually.

1. Institutional Distinction

a. Unique institutional and academic features

- Century currently has the largest FYE in its history;
- Century is the largest two-year community and technical college in the East Metro area, seventh largest higher education institution in Minnesota, serving over 12,000 students;

- With the sole exception of the University of Minnesota, Twin Cities, more graduates of the St. Paul public schools attend Century than any other college or university;
- Century College's students are from diverse racial and ethnic backgrounds (24%). This is the third-highest number among the 32 colleges and universities in the system;
- As a comprehensive community and technical college, Century offers liberal arts and occupational/technical program in 60 areas;
- Century provides pathways for students to transfer to over 30 four-year colleges and universities to continue educational opportunities, including an articulation to the BSN program at Metropolitan State University;
- Century offers unique programs and awards in orthotics/prosthetics, women's studies, global studies, emergency medical services (EMS), law enforcement, dental hygiene and assisting, and horticulture. The College is a center for Century CSI, which includes programs in computer forensics, investigative science, forensic photography, forensic science and biology, interviews, interrogation, hazardous materials, homeland defense and crime mapping;

b. *Student development opportunities for recruitment and retention*

- Century designed and implemented the award-winning GPS *LifePlan*, a new initiative to assist students in making decisions on career, personal and educational choices prior to enrolling in college courses and throughout their educational experience. The College is currently developing a software application that will provide the GPS *LifePlan* for high schools and system institutions;
- Century's Student Success Day provides opportunities for more than 2,000 students each semester to meet with instructors, tutors and attend seminars on relevant topics such as test taking, study and organizational skills. This program has received the "Outstanding Innovative Program" award from the system;
- In 2006, Century opened the Kopp Technology Center, a \$5.4 million state-of-the art information and computer technology training facility offering cutting-edge convergence technology (data, video and voice);
- The Tuition Free program offers up to two years of tuition-free college and intensive support services for recent Minnesota public high school graduates;
- Century College in the last administration of the Community College Survey of Student Engagement (CCSSE) improved in all five

benchmark areas. In the last Noel-Levitz Survey (Student Satisfaction Inventory) Century College improved scores in every question over the previous survey administration.

2. Institutional Profile

a. *Unique demographics*

- Over 24% of Century students are persons of color, with a high proportion of Somali and Hmong refugees; 59% (of students who disclosed this formation) are first generation students;
- Full time students make up 48% of the student body, part time students make up 52%, and female students make up 58% of enrollment and male students make up 42%;
- Century has one of the highest proportion of students in English for Speakers of Other Languages (ESOL) courses among two-year colleges in the Twin Cities area;
- The average age of students at Century is 25 years; Century College has implemented two new initiatives (Adult Options aged 25-54) and PRIME Time (aged 55 and older);
- Students taking online or hybrid-delivered classes have more than doubled in the last five years.

b. *Unique partnerships*

- Bachelor of Science in Nursing partnership with Metropolitan State University, Minneapolis Community and Technical College, Hennepin Technical College, St. Paul and Inver Hills Community College;
- Designated Access and Opportunity Center (with Inver Hills Community College), preparing underserved and underprepared students for post-secondary education (College Within Your Reach);
- A Tuition Free program that provides up to two-years of tuition-free education for qualified recent public high school graduates and is funded through grants from foundations;
- The Service Learning Program (nationally recognized) providing over 2000 students with learning activities that benefit local businesses, K-12 schools and governmental organizations (providing 20% of all service learning experiences in the system);
- University of Minnesota partnership in an NSF STEM grant to encourage and support minority students in Science, Technology, Engineering and Mathematics.

3. Integrated Planning for 2020 Vision

a. *Planning in context*

- Participated in the Higher Learning Commission (HLC) Examiner Survey, All College Development Day, and Strategy Forum to develop current and future priorities and Academic Quality Improvement Program (AQIP) projects.
- Established a Planning Committee that oversees the development, implementation and measurement of the Biennial Action Plan, AQIP Action Projects and performance indicators.

4. Futures Planning – 2015

a. *Program and institutional accreditation*

- Fully accredited by the HLC through 2013;
- Member of AQIP since 2005; the Systems Portfolio (required for reaffirmation of accreditation) is due June, 2009;
- Accredited programs: Auto Service, Cosmetology, Dental Assisting; Dental Hygiene, Kitchen and Bath Design, Medical Assisting, Nursing, Radiologic Technology, Orthotic Technician, Prosthetic Technician, Orthotic Practitioners, Prosthetic Practitioner, and Paramedic.

b. *Facility and technology planning*

- Opened the Kopp Technology Center in 2006 (\$5.4 million);
- Developed a five-year master facility plan in 2007;
- Completed the Science/Library Building (\$20 million) in May 2008;
- Received Phase II capital bonding award of \$7.9 million to renovate the vacated space (for programs moving to the Science/Library Building). \$2.0 million was awarded for the development of a new Radiologic Technology Laboratory and major renovation projects of current facilities.

5. Resource Deployment

a. *Resource use and fiscal responsibility*

- Century College serves over 12,000 credit students and 12,300 non-credit Continuing Education and Customized Training students;
- Century College is the 6th largest undergraduate institution in the state;
- Century College's Continuing Education and Customized Training unit is the largest in the system;
- Total assets of the College in 2007 increased 39% to \$49.1 million, compared to \$35.4 million in fiscal year 2006;
- Century College adds \$157.8 million to the local economy each year;
- Space utilization is 116%.

b. Sustainability

- Century College in 2007/08 had over \$1.1 million in grants from the federal government (e.g. Perkins, NSF, TRIO, CCAMPIS/Childcare);
- Continuing Education/Customized was awarded a contract from the Minnesota Department of Human Services (DHS) in the amount of \$3.2 million;
- Many Minnesota foundations have supported College programs the past three years (examples include; Jay and Rose Phillips, St. Paul Foundation, Travelers Foundation, Kopp Foundation, Pohlad Foundation, Deluxe Foundation, Mardag Foundation, Bigelow Foundation);
- The Century College Foundation raised \$783,123 in 2006/07 (\$820,529 in 2005/06).

Trustee Van Houten asked how the college is working to increase its male student population. President Litecky said the college is attempting to get grant money to take its fabrication lab on the road to middle schools and high schools. The fab lab promotes learning by engaging students in hands-on fabrication projects. Introducing applied learning to younger students may help ignite their interest in pursuing post-secondary study in this or similar fields of study.

Another way the college is trying to connect with potential students is through the GPS Life Plan, which helps assist students in making decisions on career, personal and educational choices prior to enrolling in college courses and throughout their educational experience.

The college also has 1,400 high school students who attend Northeast Metro 916 Intermediate School in campus buildings weekly. President Litecky said they need to bolster their efforts to connect with those students and inform them about the post-secondary opportunities at the college.

Chancellor McCormick said Century College was considered a challenged institution at one time, but under the leadership of President Litecky it has grown to be an exciting and exemplary institution.

Senior Vice Chancellor Baer added Century College leadership not only successfully merged a community college and technical college, but also did it while championing innovation and fostering substantial growth.

President Litecky said there have always been good faculty, staff and administrators at the college. It was just a matter of finding the right way to engage and motivate them to turn the college into a first-rate, two-year institution, he said.

The meeting adjourned at 2:55 pm
Respectfully submitted,
Margie Takash, Recorder

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
MAY 21, 2008**

Academic and Student Affairs Committee Members Present: Dan McElroy, Chair; Trustees Duane Benson, Ann Curme Shaw, Christine Rice, Cheryl Dickson and James Van Houten.

Academic and Student Affairs Committee Members Absent: Caleb Anderson

Other Board Members Present: Trustees Tom Renier, Ruth Grendahl, Michael Boulton, David Paskach and Scott Thiss.

Leadership Council Committee Co-Chairs Present: Senior Vice Chancellor Linda Baer and President Ann Valentine.

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held its meeting on May 21, 2008, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair McElroy called the meeting to order at 9:07 am.

1. Approval of Minutes of March 18, 2008

Trustee Van Houten noted that the minutes pertaining to the Accountability Framework discussion did not note that the educational quality measure still needs to be finalized. He said this is an important piece in the accountability dashboard. Chair McElroy said the finalization of this measure will be a priority for the committee.

Trustee Van Houten made a motion to approve the minutes of the March 18, 2008 Academic and Student Affairs Committee as written. Cheryl Dickson seconded and the motion carried.

2. Academic and Student Affairs Update – Senior Vice Chancellor Baer

Senior Vice Chancellor Baer gave an update on this year's Action Plan Goals:

- **Reaching the Underserved**
 - a) Twelve focus groups of middle-school age students from groups traditionally underrepresented in higher education were convened to determine how they get information about colleges and what types of messages appeal to them. The research will better inform advertising, public relations and marketing efforts toward underrepresented groups.
 - b) Reports on current spending for recruitment and retention efforts toward students in underrepresented groups, as well as a report on the strategies pertaining to recruitment and retention of these students, will be presented to the Board.

- c) Recruitment programs and activities in the metropolitan area focused on new Americans and other underrepresented groups were reviewed by an Admissions and Diversity Study Group. Findings and recommendations will be presented to the Metro Alliance in July.
 - d) Work on revamping and updating the “Make College Part of Your Future” brochure is underway.
 - e) The campus customer service survey will be conducted in fall 2009.
 - f) The System has established three college access and opportunity centers resulting from a competitive request for proposal process. The centers are at St. Cloud State University, Minnesota State Community and Technical College and Century College with Inver Hills Community College. They aim to improve student readiness for college, student advising and engagement, as well as professional development for K-12 teachers.
- **Enhancing Science, Technology, Engineering and Mathematics (STEM)**
 - a) The Center for Teaching and Learning grant awards targeted the goals of improving student learning and increasing course enrollments in STEM disciplines. Thirteen grants totaling \$250,106 to six colleges and five universities were granted. The average award was \$19,200.
 - b) STEM funds were used to leverage large-impact partnerships such as Project Kaleidoscope, a STEM-faculty professional development organization.
 - c) The System purchased a subscription for MentorNet, an e-mentoring program which will allow every student in the System to have the opportunity to receive one-on-one mentoring with a corporate professional.
 - d) Awards totaling \$323,000 to seven state universities have supported various projects designed to meet the goal of doubling the number of new science and math teachers by 2011.

Trustee Benson asked if it would be possible to receive cost breakdowns for some of these efforts. He said a cost-per-student and gender breakdown for initiatives such as recruitment and retention of underrepresented students and MentorNet would be helpful when they make decisions about these initiatives in the future.

3. 2009 Action Plan for the Minnesota State Colleges and Universities

Senior Vice Chancellor Baer reviewed the 2009 Action Plan for the System. At the Board of Trustees’ retreat last year, five initiative areas were identified as strategic priorities for fiscal year 2009:

- **Reaching the Underrepresented**

The priority will be to build on current initiatives at institutions to recruit and retain students from low-income families, students of color, first-generation college-goers and students from immigrant families.

- **Tuition Study and Price of Attendance**

A study of tuition polices that includes an assessment of price of attendance and cost to educate students will be conducted.

- **STEM**

Efforts will be aimed at increasing student engagement in STEM coursework. This includes incentives for STEM faculty and teachers, improvement of the infrastructure for STEM programs and development of STEM learning opportunities that meet current industry needs.

- **Workforce of the Future**

Support of regional prosperity and community success by expanding outreach and enhancing educational services to Minnesota businesses is a priority. Strategies will focus exclusively on the workforce needs of industry.

- **Succession Planning**

This includes current and future initiatives of the system and individual institutions to address pending retirements, primarily pertaining to executive-level leadership.

A recently-proposed initiative on promotion of environmental sustainability was discussed. Chancellor McCormick said he suggested this initiative be added to the Action Plan as a way for the System to promote environmental efficiencies. This could be done by reviewing or modifying facilities design and construction standards or by reducing carbon footprints and dependence on non-renewable energy sources.

Trustee Van Houten said he concurs with the parts of the proposed initiative relating to promoting environmental efficiencies. However, he said he was concerned with the language pertaining to sustainability efforts, including promotion of sustainability efforts System-wide and promotion of the inclusion of sustainability concepts in relevant curriculum and programs. He said the term “sustainability” can have philosophical or political implications and that would necessitate more debate by the Board.

Chair McElroy agreed that the word “sustainability” is becoming a political term. He suggested the proposal be redrafted to clarify that it relates to solely to environmental sustainability and efficiency concepts. The proposal then could come back to the committee for further consideration and the workplan could be amended if necessary.

4. Pine Technical College Mission Approval

The Office of the Legislative Auditor (OLA) audited Pine Technical College in 2007. In the report, auditors questioned if services provided by the Pine

Technical College Employment and Training Center (ETC) comply with the System's statutory mission.

The programs provided by the ETC are related to social service and employment programs under the auspices of local counties. Because they comprise a significant portion of the College's operations, the OLA questioned if the Board of Trustees is fully informed on the degree to which Pine Technical College's operations were focused the ETC.

Pine Technical College President Robert Musgrove said the college has had an association with the ETC since 1987. Currently Pine Technical College contracts with various counties to conduct Welfare-to-Work employment services, diversionary work program services and child care resource and referral services. Out of the \$8.9 million Pine Technical College budget, \$3.4 million is related to the operation of the ETC. Out of the college's 88 employees, 28 are staff at ETC.

In 2007, 1,912 clients were served, and of that number 1,096 were enrolled as Pine Technical College students, either for credit or non-credit.

President Musgrove said he has worked with the System's general counsel to revise the college's mission statement so that it includes reference to providing education and social services that enhance the communities it serves.

Trustee Van Houten said he is concerned that the new mission statement is too broad in terms of social services and this could allow for "mission creep." He added this could have implications for other institutions.

Chair McElroy said Pine Technical College's situation regarding such services is unique in the System. If other colleges or universities would want to pursue a similar course, they would have to come before the Board for approval.

Executive Director of Internal Auditing John Asmussen said he is confident that the new mission statement proposed satisfies the concerns expressed by the OLA.

Trustee Rice made a motion to recommend that the Board of Trustees approve the request by Pine Technical College to modify its mission statement to: "Our mission is to provide superior education and social services that enhance the communities we serve." Trustee Benson seconded the motion. The motion carried with Trustee Van Houten dissenting.

5. Proposed Policy 3.35 Credit for Prior Learning, Repeal of Carry Forward Policy CC III.02.01 Awarding Credits (First Reading)

This was the first reading of a new policy that directs System colleges and universities to:

- a) Provide opportunities that allow students to demonstrate college-level learning through a variety of methods;

- b) Develop or update institutional policy in accordance with System policy;
- c) Comply with Statute 197.775, Higher Education Fairness as it applies to Minnesota State Colleges and Universities; and
- d) Disseminate information about prior learning assessment opportunities to students.

Senior Vice Chancellor Baer said a policy that allows for credit based on prior learning is important, especially as it applies to veterans. For example, a veteran who has experience with emergency medical services in combat situations should be entitled to receive credit for that experience, she said.

Associate Vice Chancellor Mike Lopez said the new policy provides potential students a clear framework for consistency, reliability and measurement as it pertains to credit for prior learning.

Minnesota State University Student Association Executive Director JJ Jouppi said his organization was involved in the creation of the new policy and supports its passage.

Chair McElroy asked staff to provide an implementation timeline when the policy is presented for a second reading.

6. Proposed Amendment to Policy 2.2 State Residency Requirements (First Reading)

The current policy on state residency relies on a statute that has been repealed. The proposed amendment establishes a limited set of criteria for classification as a state resident. Conditions under which non-residents may pay the resident tuition rate are established.

Minnesota State University Student Association Executive Director JJ Jouppi said his organization supports passage of the amendment. He said it will make residency requirements more transparent for students.

Trustee Van Houten posed a question pertaining to when non-resident graduate teaching assistants pay resident tuition. Chair McElroy directed staff to clarify the issue of tuition when teaching assistants are not teaching during a semester.

7. Metropolitan Area Planning Update

Two of the System's prime strategic challenges in the metro area are the capacity to serve the education needs of the growing population in the Twin Cities and a limited number of upper-division and graduate-education offerings.

A survey of 1,000 recently-enrolled residents ages 25-54 in the 13-county metropolitan area was conducted. Some of the findings show adult learners prefer:

- Locations close to home;
- Shorter-length courses;
- Online and hybrid courses;
- Web sites and web searches for information

Of those surveyed, 70 percent said the ability to complete a bachelor's degree by taking university courses on the campus of a community or technical college is an attractive option.

The most popular fields of study at the undergraduate level are business, health professions, computer/information sciences and social sciences. For graduate-level students, the most popular fields of study are business, education and health professions.

Several principles to guide planning for upper-division and graduate education in the metropolitan area are proposed as the basis for the next stages of planning.

Principals proposed pertaining to institutions include continued development of Metropolitan State University as the primary state university in the region, continued use of non-metropolitan state universities for selected programs and locations and no established "geographic territories."

Pertaining to programs, guiding principles proposed include use of lower-division capacity in colleges for upper-division courses, meeting unmet needs and expanding access and avoiding unnecessary duplication.

In terms of facilities, the proposed principles include limiting the number of locations, using existing campuses when feasible and leasing for testing the demand and temporary needs before approving construction.

Trustee Van Houten said "brand" – if students indicate a preference for receiving degrees from certain schools – also should be considered, as well as ultimate cost to taxpayers and program quality.

Staff will be analyzing strategic options pertaining to metropolitan area programs and facilities. There will be consultation with each state university and a framework will be presented to the Board at a future date.

8. Centers of Excellence: Wilder Research Program Evaluation

Because of a lack of time, this item was tabled and will be placed the agenda for a future meeting.

The meeting adjourned at 10:32 am
Respectfully submitted,
Margie Takash, Recorder