

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
JULY 15, 2008**

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

Other Board Members Present: Trustees Tom Renier, Ruth Grendahl, David Olson, Scott Thiss, Jacob Englund, Allyson Lueneburg and Louise Sundin.

Leadership Council Committee Co-Chairs Present: Associate Vice Chancellor Leslie Mercer and President David Danahar.

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held its meeting on July 15, 2008, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair McElroy called the meeting to order at 1:02 pm.

1. Approval of the Academic and Student Affairs Committee Meeting Minutes

- *The May 20, 2008 Academic and Student Affairs Committee minutes were approved as written.*
- Trustee Van Houten asked that the minutes from the May 21, 2008 Academic and Student Affairs Committee item on the approval of the Pine Technical College mission be supplemented. He said the minutes indicated that he voted against the mission because of his concern that the wording would allow the possibility of mission creep. Prior to the vote, Gail Olson, the System's legal counsel, said the mission wording is legal, but added that she also is concerned with the possibility of mission creep. Trustee Van Houten asked that Ms. Olson's comments be included in the minutes.
Trustee Van Houten moved that the minutes be approved as corrected. Trustee Benson seconded the motion and it was carried.

2. Academic and Student Affairs Update – Associate Vice Chancellor Leslie Mercer

- The System has been working closely in partnership with the Minnesota Army National Guard and the Minnesota Departments of Veterans Affairs, and Employment and Economic Development, the Office of Higher Education, the University of Minnesota and others for the past three years in a statewide, coordinated effort known as "Beyond the Yellow Ribbon."

This effort has focused sharply on the reintegration of military members, veterans and their families back into the Minnesota

communities they left prior to their deployment to Afghanistan, Bosnia, Iraq or elsewhere.

The System has received a congressional award totaling \$1,099, 451 to support a focused work plan in support of a smooth integration, including access to education programs as they return home.

- Adjutant General of the Minnesota National Guard Larry Shellito has assigned 1st Lieutenant Daniel Price to be a Military Liaison Officer in the Office of the Chancellor. His duties will include coordination and implementation of reintegration activities. Lt. Price was in Iraq for 22 months, serving as a mechanized infantry executive officer and infantry platoon leader.
- A brief update was given on the four action plan priorities selected by the Board at its October 2007 retreat. They are: 1) reaching the under-represented; 2) conducting a tuition study; 3) increasing the number of students taking courses in Science, Technology, Engineering, and Mathematics (STEM) courses; and 4) succession planning.

- 1) **Reaching the under-represented:** This is an initiative to promote the recruitment and retention of students from low-income families, students of color, first-generation college-goers and students from immigrant families.

Work on updating “Make College Part of Your Future” brochure is underway. It will be translated into 8 languages: Hmong, Dakota, Ojibwe, French, Russian, Somali, Spanish and Vietnamese.

Trustee Van Houten asked about the policy pertaining to the languages used in brochures. He said it has been his experience that the primary language for American Indians is English.

Linda Kohl, Associate Vice Chancellor for Public Affairs, said the System’s Public Information Division and the Diversity and Multiculturalism Division work together on the brochure. The languages for the brochure were chosen after consulting with advisory groups and reviewing state demographics.

It was determined that it would be appropriate to include American Indian languages, since they are not only read by students, but also by parents and other relatives. Associate Vice Chancellor Kohl added translating the

brochure into other languages is a way to show that the System is welcoming other cultures.

Trustee Benson said it may be necessary to broaden these efforts in the future. He pointed out that local research shows Burmese to be one of the fastest-growing populations in St. Paul and they have no written language. Other populations are not proficient in their own language, he added.

In a related matter, Trustee Benson said the Board's Diversity and Multiculturalism Committee has a confusing name and could be simplified by making it the Committee for the Underserved. Chair McElroy said it would be appropriate for the full Board to consider this suggestion.

- 2) **Tuition Study:** A tuition study is underway. The final report is scheduled to be completed and presented to the Board in September and after discussion with the Board will become a part of the 2010-2011 biennial budget planning.
- 3) **STEM:** There are several efforts underway to increase STEM course taking. Trustees were given an extensive report on these initiatives at their last meeting.
- 4) **Succession Planning:** The succession planning for the position of Chancellor is substantially complete.

4. Metropolitan Area Planning

In previous months, the Board has discussed the system's challenges in serving the growing population in the Twin Cities metropolitan area. A presentation in September, 2007 reviewed demographic trends and proposed two conclusions:

- Because future population growth is uncertain and will occur over many years, the system can adapt gradually by expanding existing campuses, leasing additional facilities and using online instruction to replace some classroom needs.
- The system's current programs in the Twin Cities are concentrated in lower division associate degrees, diplomas and certificates offered through 10 two-year community and technical colleges. As the population attains higher levels of college participation and as more jobs require advanced skills, Twin Cities residents will need more access to baccalaureate and graduate education.

Subsequent Board discussions have focused on the merits of adopting a planned strategy or framework to guide expansion in the Twin Cities, especially baccalaureate and graduate programs.

Assistant Vice Chancellor Mercer offered a review of the Metropolitan Area plan now under development. She asked Trustees to offer feedback and guidance on the plan in the areas of framework, principles, program development and facilities.

Does the planning document have the characteristics of an ideal framework to promote and guide expansion in the Twin Cities area?

A framework for developing additional opportunities in the Twin Cities could incorporate various attributes, such as:

- Flexibility – the ability to adapt to changing program needs and demands over time;
- Geographic coverage – the ability to serve populations across the metropolitan area;
- Cost-effectiveness – containment of operation costs and capital outlays;
- Competitiveness – institutions being attractive to students from different learner segments based on quality and convenience;
- System Advantage – deploying the resources and power of a System of institutions to benefit students and employers;
- Right-sizing – the capacity to handle development demand, limited risk of excess capacity.

Trustee Benson said System implications should be added to the list. For example, if the System’s programming or facilities are bolstered in one area, how does it affect the rest of the System?

Trustee Van Houten said the metropolitan area is in a unique situation since it has a cluster of two-year institutions. One strategy could involve making Metropolitan State University exclusively an upper-division school, with the first two years of coursework in the degree being offered by the two-year institutions. This would be a great opportunity for the System to integrate the two-year and four-year college experience, he said.

Chair McElroy said he would like the framework to include language pertaining to the containment of operating costs, system overheads and capital outlay. He said the Board needs to be strategic about dealing with capacity in the metropolitan area.

Based on the System’s mission and current capacity, do the principles present a reasonable foundation for future development of baccalaureate and graduate education in the Twin Cities?

- Metropolitan State University would remain the primary state University in the Twin Cities and should continue aggressive development of new baccalaureate and graduate programs delivered on its own campuses and in partnership with the Metro Alliance;
- There will be a role for non-metropolitan state universities to meeting needs that cannot be addressed by Metropolitan State University
- Assigning exclusive responsible for geographic areas would not be promoted since it would not allow sufficient flexibility to take advantage of the different program capacities and strengths of each university to create metro-wide programs.

Trustee Englund said bolstering Metropolitan State University through the development of new graduate and baccalaureate programs would make it a more attractive option to students throughout the state, as well as the nation. A strengthened university would also be a benefit to both Minneapolis and St. Paul, he added.

Which strategies for expansion of baccalaureate and graduate programs and courses in the Twin Cities appear to have the best potential?

- Baccalaureate and graduate programs offered by non-metropolitan state universities in the Twin Cities should build upon the lower-division capacity of the Metro Alliance institutions
- Upper-division programs should welcome students who have many types of prior lower-division course credits.
- Upper division and graduate programs should be delivered and marketed to Twin Cities residents who cannot move to attend the non-metropolitan universities and do have access to local programs at the University of Minnesota or private institutions. To the extent possible, Twin Cities' program development should expand opportunities and not compete with on-campus enrollments in the non-metropolitan universities.

Trustee Van Houten asked what the Trustees' expectations are regarding who should benefit most from the additional baccalaureate and graduate degree offerings. Should the System focus efforts on serving students now being underserved, rather than focusing on luring students from the institutions they currently attend?

Chair McElroy said he foresees underserved students benefiting from the increase in baccalaureate or graduate degrees in the metropolitan area. But he added there will be a need for more advanced degrees since there will be more people living in the metropolitan area, as well as more adults in mid-career who need or want those degrees.

Trustee Dickson said since current upper-division programs offered by public institutions in the metro area are now limited, students would benefit if the System were able to offer more advanced degrees.

Metropolitan State University President Sue Hammersmith said some programs, such as nursing, are filled to capacity at her institution. The unmet needs result from the university's inability to expand faculty to offer programs in the full range of times and locations that students need. For example, they have not been able to expand the staffing enough to accommodate students who have finished coursework at Minneapolis Community and Technical College and are looking to continue attending higher-education classes during the day.

During their discussion, Trustees indicated they would like to see the planning document incorporate at least portions of the various proposed program strategies outlined:

- Accelerating development of Metropolitan State University;

- Using an entity to serve as a strategic broker/coordinator in terms of the programming offered in the metropolitan area. Examples of this broker could be the Office of the Chancellor, Metropolitan State or a committee with a broad representation;
- Promoting designated or niche specialties, taking advantage of strengths at different state universities;
- Building on voluntary partnership connections and successes;
- Systematic pairing of colleges and universities;
- Drawing on capacity at multiple universities to promote metro-wide programs.

Trustees were not supportive of strategies to only continue current practice or to create a new university in the Twin Cities area at this time.

Which strategies for use and development of facilities merit further analysis?

- It would be desirable to limit the number of locations for several reasons: To maximize public visibility and identify, to provide consistency for students and faculty, to be able to offer on-site auxiliary services and to incur fewer transaction costs for acquiring and modifying facilities.
- When capacity exists or can be built, existing system campuses should be a first choice for locating additional upper-division and graduate programs. Existing facilities on college campuses could be used, or perhaps the construction of upper division/graduate centers.
- Leasing in an attractive option for testing the market in new locations and for meeting temporary needs.

Trustees agreed that the use of alternative sites, such as public schools, city buildings, union halls, hospitals or corporate offices would be a cost-effective way to increase classroom space.

Trustee Englund said he strongly supports increasing the availability of online and blended courses. Blended courses include some classroom time in addition to the online instruction. This is a flexible, cost-effective way to promote programming without the need for more buildings.

The Senior Vice Chancellor for Academic and Student affairs will be meeting with the presidents of the seven state universities to discuss what roles the universities could be prepared to play in the Twin Cities in the short-term and what strategies and policies could guide further development.

The meeting adjourned at 2:05 pm
 Respectfully submitted,
 Margie Takash, Recorder