Committee: Joint Academic and Student Affairs and Finance, Facilities and Technology

Date of Meeting: February 12, 2009

Agenda Item: FY2010-2011 Budget Implications for the Strategic Plan

☐ Proposed Policy Change ☐ Approvals Required by Policy ☐ Other Approvals ☐ Monitoring

X Information

Presenter:
Linda L. Baer, Senior Vice Chancellor for Academic and Student Affairs
Laura M. King, Vice Chancellor and Chief Financial Officer

Explain reason for item to go before the Board:
The Board of Trustees requested an opportunity to review system strategic plan initiatives and budget implications for FY10-11.

Purpose:
To provide the Board of Trustees with context for discussion of strategic and financial planning priorities. The attached documents include ongoing system strategic plan priorities and related initiatives including a proposed FY10 Action Plan for initial review and feedback. Based on feedback from the joint committee in February and subsequent consultation with system stakeholders, the Action Plan will be revised for future consideration and approval by the Board of Trustees.
BACKGROUND
The System Strategic Plan and annual Action Plan serve as a primary means for identifying strategic priorities and making allocation decisions. The following documents include the current FY09 and proposed FY10 Action Plans.

The initiatives related to Reaching the Underrepresented, Science, Technology, Engineering and Mathematics (STEM), and Workforce of the Future are included in the FY10 Action Plan as areas of ongoing emphasis and/or performance measurement. The current underlying activities related to Centers of Excellence and Serving the Underrepresented have a direct relationship to the accomplishment of these initiatives.

Recent system emphasis on e-Learning (with the focus on online learning) and on Organizational Restructuring (in part to address current fiscal challenges) are proposed additions for the FY10 Action Plan. The Board of Trustees will have the opportunity to review the recommendations of the e-Learning Strategies Workgroup as part of the March meeting including goals and implementation strategies in moving forward in FY10. Members of the Leadership Council Futures Group raised the issue of organizational restructuring, shared administrative services, and other efforts to advance efficiencies across the system and individual institutions. This currently proposed initiative provides a general framework for moving forward in consultation with system stakeholder groups.

The remaining document depicts current and potential system initiatives. Colleges and universities will be requested to provide feedback on their capacity to advance and respond to these priorities in light of the current fiscal challenges and the difficult resource decisions that will need to be made. The feedback will be incorporated into the fiscal year 2010 operating budget that the Board will review and take action on in June/July 2009.
# 2009 Action Plan for the Minnesota State Colleges and Universities

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<td><strong>Strategic Direction 1 - Increase access and opportunity</strong></td>
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| **Goal 1.1 Raise Minnesota's participation and achievement rates** | **Reaching the Underrepresented** - Recruit and retain students from low-income families, students of color, first-generation college-goers and students from immigrant families. | • Inventory and spending on recruitment and retention programs/services for underrepresented groups (May 2008)  
• Summarize customer service research results with presidents (Sept 2008) and share with campus marketing and diversity staff (fall and spring 2008-2009)  
• Secure Board approval of $7.4 million for second year of Access, Opportunity and Success allocations  
• Accountability reports on progress to recruitment and retention objectives and allocate FY09 funds.  
• Receive reports on College Access and Opportunity Centers. Allocate second year of funding. | APT: Improve the Fall 2011 retention rate for Fall 2010 entering students by 4.3%, Achieving the target will mean a 9.3% increase or 2,934 additional retained students by 2011.  
APT: Improve the Fall 2007 success rate for Fall 2006 entering students of color by 1.0%, Achieving the target will mean a 1.6% increase or 76 additional successful students of color by 2007.  
ADM: Participation rate |
| **Goal 1.2 Maintain an affordable cost of attendance for Minnesota residents** | **Tuition Study** - Conduct a study of tuition policies that includes an assessment of price of attendance and cost to educate students. The study will inform the FY2010-2011 biennial budget and the FY2010 operating budget | • Workgroup assistance/input on study (Jan – June 2008)  
• Leadership Council and other input (April-June 2008)  
• Recommendations submitted to Chancellor and Leadership Council (July 2008)  
• Recommendations presented to Board (Sept 2008)  
• Implementation of recommendations (Fall/Winter 2009) | ADM: Affordability index |
| **Strategic Direction 2 - Promote and measure high-quality learning programs and services** | | | |
| **Goal 2.2 Produce graduates who have strong, adaptable and flexible skills** | **STEM** - Increase student engagement in STEM coursework, Provide incentives for STEM faculty and teachers, Improve the infrastructure for STEM programs, and Develop STEM learning opportunities that meets current industry needs | **Expand K-12 Pipeline in STEM**  
• Expand Project Lead the Way and summer camps  
• Enhance teacher development through new models of recruitment, preparation, and professional development  
**Engage Students in STEM Coursework**  
• Infuse introductory STEM courses with active learning as feeders for higher-level STEM coursework.  
**Connect System Students to Careers**  
• Expand Bioscience Internship/Externship Program  
**Improve Infrastructure for STEM Teaching and learning**  
• Reprise Leveraged Equipment Program | APT: Increase percentage of students enrolled in one or more college level STEM courses by 2.9%. Achieving the target will mean an additional 6,900 students or a 6.3% increase in students taking STEM courses by 2009.  
APT: Increase the number of secondary teachers prepared for licensure in math and science by 119 or 115.5% between Fiscal Years 2005 and 2011. |
|---------------------------------------------|----------------------------|-------------------------|---------------------------------------------------------------|
| Strategic Direction 3 - Provide programs and services integral for state and regional economic needs | **Goal 3.1** Be the state’s leader in identifying workforce education and training opportunities and seizing them.  
- Expand corporate learning | **Workforce of the Future**  
- Support regional prosperity and community success by expanding outreach and enhanced educational services to Minnesota businesses. Strategies will focus exclusively on workforce needs of industry (initially the manufacturing sector).  
- **Business Outreach – Presidents and Chancellor Visits**  
  - Conduct “CEO to CEO” visits to provide insights into economic and workforce conditions (April – Aug 2008)  
  - **Business Response System**  
    - Develop portal for manufacturing and engineering firms to find employees and access training opportunities  
    - Re-design web interfaces to improve customer satisfaction & facilitate customized training. (Sept 2008)  
- **Connecting with Business**  
  - Public Relations  
    - With outside assistance, develop and implement an integrated marketing and public relations plan targeted to Minnesota employers. (June 2008)  
    - Develop catalogue of services for employers to increase education and training service delivery. (Spring 2008)  
- **Leveraging Partnerships and Promoting Innovation**  
  - Coordinate with external partners such as the Minnesota Chamber of Commerce, DEED, the University of Minnesota; and internal partners including the Centers of Excellence, customized training, and academic specialists. (On-going) | APT: Increase the number of students (unduplicated headcount) enrolled in customized training courses by 14,892 or 10.5% between Fiscal Years 2005 and 2009.  
APT: Increase the number of continuing education students (unduplicated credit headcount of students aged 25 to 44) by 4,853 or 7.6% between Fiscal Years 2005 and 2009.  
ADM: Related employment rate  
ADM: Licensure pass rate |

| Strategic Direction 4 - Innovate to meet current and future needs | **Goal 4.4** Hire and develop leaders who will initiate and support innovation  
- Institute more formal mentoring programs for all new presidents, vice presidents, and deans. | **Succession Planning**  
- This includes current and future initiatives of the system and individual institutions to address pending retirements, primarily among executive level leadership  
- Chancellor Succession work group meets to develop draft timeline, and other items as appropriate (January/February 2008)  
- Board of Trustees HR Committee meets to review draft documents (March 2008)  
- Board of Trustees HR Committee meets to adopt final documents (April to May 2008)  
- Further define the scope and intent of succession planning for the system  
- Executive Development Task Force to address development opportunities and succession among senior administration (Winter/Spring 2008)  
- Implementation of Executive Development Task Force recommendations (FY09) | |

*Approved by the Board of Trustees on May 21, 2008*
### Strategic Direction 1 - Increase access and opportunity

| Goal 1.1 Raise Minnesota’s participation and achievement rates | Reaching the Underrepresented - Recruit and retain students from low-income families, students of color, first-generation college-goers and students from immigrant families. | Serving the Underrepresented
  - Access and Opportunity Centers
  - Institution Allocations
  - Accountability reports on progress for recruitment and retention objectives.
  - Receive reports on College Access and Opportunity Centers. | NASH Measure: College participation and success rates.
  - APT: Persistence and completion rate of underrepresented students. |

#### National Association of System Heads Initiative
- Participating systems are aiming to improve overall student success, and to close by half the gaps in college-going and college completion that separate underrepresented students from others.

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

| Goal 2.2 Produce graduates who have strong, adaptable and flexible skills | STEM - Increase student engagement in STEM coursework, Provide incentives for STEM faculty and teachers, Improve the infrastructure for STEM programs, and Develop STEM learning opportunities that meets current industry needs | Expand K-12 Pipeline in STEM
  - Expand Project Lead the Way and summer camps
  - Enhance teacher development through new models of recruitment, preparation, and professional development | APT: Increase the percentage of students enrolled in one or more college level STEM course by 2.9%, from 45.9% in Fiscal Year 2005 to 48.8% in 2011.
  - APT: Increase the number of secondary teachers prepared for licensure in math and science by 119 or 115.5% between Fiscal Years 2005 and 2011. |

#### Expand Students in STEM Coursework
- Infuse introductory STEM courses with active learning as feeders for higher-level STEM coursework.

#### Advance Efforts Related to Biosciences Industry
- Expand Bioscience Internship/Externship Program
- Support creation of a coordinated statewide and regional industry strategy through the BioBusiness Alliance Destination 2025 initiative
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<td><strong>Strategic Direction 3 - Provide programs and services that enhance the economic competitiveness of the state and its regions</strong></td>
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| **Goal 3.1** Be the state’s leader in identifying workforce education and training opportunities and seizing them. | **Workforce of the Future** - Support regional prosperity and community success by expanding outreach and enhanced educational services to Minnesota businesses. | **Business Outreach** (Report to Board of Trustees in March)  
- Respond to business outreach visits  
**Leveraging Partnerships and Promoting Innovation**  
- Coordinate with external partners such as the Minnesota Chamber of Commerce, DEED, the University of Minnesota; and internal partners including the Centers of Excellence, customized training, and academic specialists. | ADM: Related employment rate  
Ongoing evaluation of the Centers of Excellence |
| | | **Centers of Excellence**  
- Continue focus on key industries of manufacturing, engineering, health care, and information technology  
- Enhance models for outreach to K-12 and industry  
- Support collaboration across system institutions in program development, delivery, and other innovations |
| **Strategic Direction 4 - Innovate to meet current and future needs** |
| **Goal 4.1** Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness | **Organizational Change**  
Advance organizational restructuring and related efficiencies and support faculty and administration in developing new models for teaching and learning. | Assess the capacity to sustain or transform system activities across the state and regions in the following areas-  
- Advance opportunities for co-location, rightsizing, external partnerships, and other opportunities to better utilize and coordinate system resources.  
- Evaluate and advance potential efficiencies associated with consolidating “back office” and other functions across system institutions.  
- Engage system faculty and administration in defining the characteristics of the future learning environment and the related implications for human resources. | |
| | **e-Learning** Meet student needs through e-Learning | **e-Learning plan implementation** (report to Board of Trustees in March) in the following goal areas-  
- e-Learning will be an integral element for achieving the system’s vision and serving its mission.  
- Building on the strength of individual institutions, the system will achieve its online learning objectives by realizing the benefits of greater collaboration.  
- Advance online learning in the system by clarifying system governance roles and decision-making processes for e-Learning. | Measure of online learning (Governor has proposed that 25 percent of all system credits be earned through online courses by 2015.) |

*Draft 2-5-09*
### Impact of Budget Reduction on Progress toward System Strategic Goals and Initiatives

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<th>Secondary teachers in STEM areas</th>
<th>Business Outreach / Partnerships</th>
<th>Centers of Excellence</th>
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