



**JOINT ACADEMIC AND STUDENT AFFAIRS AND  
FINANCE, FACILITIES AND TECHNOLOGY COMMITTEES  
FEBRUARY 12, 2009  
11:30 A.M.**

**BOARD ROOM  
WELLS FARGO PLACE  
30 7<sup>TH</sup> STREET EAST  
SAINT PAUL, MN**

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**Please note: Committee/Board meeting times are tentative. Committee/Board meetings may begin up to 45 minutes earlier than the times listed below if the previous committee meeting concludes its business before the end of its allotted time slot.**

Committee Chairs McElroy and Renier call the meeting to order.

- (1) FY2010-2011 Budget Implications for the Strategic Plan (pp. 1-7)
- (2) Board of Trustees Awards for Excellence in Teaching (pp. 8-11)

Academic & Student Affairs Committee Members

Dan McElroy, Chair  
Christine Rice, Vice Chair  
Duane Benson  
Cheryl Dickson  
Jacob Englund  
Louise Sundin  
James Van Houten

Finance, Facilities & Technology Committee Members

Thomas Renier, Chair  
Clarence Hightower, Vice Chair  
Duane Benson  
Ruth Grendahl  
Allyson Lueneburg  
Dan McElroy  
Scott Thiss  
James Van Houten

**Bolded** items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
BOARD OF TRUSTEES**

**Agenda Item Summary Sheet**

**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

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.

**BOARD OF TRUSTEES  
MINNESOTA STATE COLLEGES AND UNIVERSITIES  
*INFORMATION ITEM***

FY2010-2011 BUDGET IMPLICATIONS FOR THE STRATEGIC PLAN

**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

Strategic Plan Goals & Action Plan Activities	FY09 Action Plan Initiatives	Strategies and Timeline	Accountability Dashboard Measures (ADM) & Action Plan Targets (APT)
<i>Strategic Direction 1 - Increase access and opportunity</i>			
<p><b>Goal 1.1</b> Raise Minnesota's participation and achievement rates</p> <ul style="list-style-type: none"> <li>Eliminate the achievement gap</li> </ul>	<p><b>Reaching the Underrepresented -</b> Recruit and retain students from low-income families, students of color, first-generation college-goers and students from immigrant families.</p>	<ul style="list-style-type: none"> <li>Inventory and spending on recruitment and retention programs/services for underrepresented groups (May 2008)</li> <li>Summarize customer service research results with presidents (Sept 2008) and share with campus marketing and diversity staff (fall and spring 2008-2009)</li> <li>Secure Board approval of \$7.4 million for second year of Access, Opportunity and Success allocations</li> <li>Accountability reports on progress to recruitment and retention objectives and allocate FY09 funds.</li> <li>Receive reports on College Access and Opportunity Centers. Allocate second year of funding.</li> </ul>	<p>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.</p> <p>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.</p> <p>ADM: Participation rate</p>
<p><b>Goal 1.2</b> Maintain an affordable cost of attendance for Minnesota residents</p> <ul style="list-style-type: none"> <li>Evaluate alignment of the allocation framework and commitment to statewide access</li> </ul>	<p><b>Tuition Study -</b> 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</p>	<ul style="list-style-type: none"> <li>Workgroup assistance/input on study (Jan – June 2008)</li> <li>Leadership Council and other input (April-June 2008)</li> <li>Recommendations submitted to Chancellor and Leadership Council (<u>July 2008</u>)</li> <li>Recommendations presented to Board (<u>Sept 2008</u>)</li> <li>Implementation of recommendations (Fall/Winter 2009)</li> </ul>	<p>ADM: Affordability index</p>
<i>Strategic Direction 2 - Promote and measure high-quality learning programs and services</i>			
<p><b>Goal 2.2</b> Produce graduates who have strong, adaptable and flexible skills</p> <ul style="list-style-type: none"> <li>Promote increased participation in STEM fields</li> <li>Expand opportunities for students and teachers to build their STEM competencies</li> </ul>	<p><b>STEM -</b> 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</p>	<p><b>Expand K-12 Pipeline in STEM</b></p> <ul style="list-style-type: none"> <li>Expand Project Lead the Way and summer camps</li> <li>Enhance teacher development through new models of recruitment, preparation, and professional development</li> </ul> <p><b>Engage Students in STEM Coursework</b></p> <ul style="list-style-type: none"> <li>Infuse introductory STEM courses with active learning as feeders for higher-level STEM coursework.</li> </ul> <p><b>Connect System Students to Careers</b></p> <ul style="list-style-type: none"> <li>Expand Bioscience Internship/Externship Program</li> </ul> <p><b>Improve Infrastructure for STEM Teaching and learning</b></p> <ul style="list-style-type: none"> <li>Reprise Leveraged Equipment Program</li> </ul>	<p>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.</p> <p>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.</p>

Strategic Plan Goals & Action Plan Activities	FY09 Action Plan Initiatives	Strategies and Timeline	Accountability Dashboard Measures (ADM) & Action Plan Targets (APT)
<i>Strategic Direction 3 - Provide programs and services integral for state and regional economic needs</i>			
<p><b>Goal 3.1</b> Be the state's leader in identifying workforce education and training opportunities and seizing them.</p> <ul style="list-style-type: none"> <li>Expand corporate learning</li> </ul>	<p><b>Workforce of the Future</b> - 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).</p>	<p><b>Business Outreach – Presidents and Chancellor Visits</b></p> <ul style="list-style-type: none"> <li>Conduct “CEO to CEO” visits to provide insights into economic and workforce conditions (April – Aug 2008)</li> </ul> <p><b>Business Response System</b></p> <ul style="list-style-type: none"> <li>Develop portal for manufacturing and engineering firms to find employees and access training opportunities</li> <li>Re-design web interfaces to improve customer satisfaction &amp; facilitate customized training. (Sept 2008)</li> </ul> <p><b>Connecting with Business</b> - Public Relations</p> <ul style="list-style-type: none"> <li>With outside assistance, develop and implement an integrated marketing and public relations plan targeted to Minnesota employers. (June 2008)</li> <li>Develop catalogue of services for employers to increase education and training service delivery. (Spring 2008)</li> </ul> <p><b>Leveraging Partnerships and Promoting Innovation</b></p> <ul style="list-style-type: none"> <li>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)</li> </ul>	<p>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.</p> <p>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.</p> <p>ADM: Related employment rate</p> <p>ADM: Licensure pass rate</p>
<i>Strategic Direction 4 - Innovate to meet current and future needs</i>			
<p><b>Goal 4.4</b> Hire and develop leaders who will initiate and support innovation</p> <ul style="list-style-type: none"> <li>Institute more formal mentoring programs for all new presidents, vice presidents, and deans.</li> </ul>	<p><b>Succession Planning</b> - This includes current and future initiatives of the system and individual institutions to address pending retirements, primarily among executive level leadership</p>	<ul style="list-style-type: none"> <li>Chancellor Succession work group meets to develop draft timeline, and other items as appropriate (January/February 2008)</li> <li>Board of Trustees HR Committee meets to review draft documents (March 2008)</li> <li>Board of Trustees HR Committee meets to adopt final documents (April to May 2008)</li> <li>Further define the scope and intent of succession planning for the system</li> <li>Executive Development Task Force to address development opportunities and succession among senior administration (Winter/Spring 2008)</li> <li>Implementation of Executive Development Task Force recommendations (FY09)</li> </ul>	

Approved by the Board of Trustees on May 21, 2008

Strategic Plan Goals & Action Plan Activities	FY10 Action Plan Initiatives	Strategies	Accountability Dashboard Measures (ADM) & Action Plan Targets (APT)
<i>Strategic Direction 1 - Increase access and opportunity</i>			
<p><b>Goal 1.1</b> Raise Minnesota’s participation and achievement rates</p>	<p><b>Reaching the Underrepresented</b> - Recruit and retain students from low-income families, students of color, first-generation college-goers and students from immigrant families.</p>	<p><b>Serving the Underrepresented</b></p> <ul style="list-style-type: none"> <li>○ Access and Opportunity Centers</li> <li>○ Institution Allocations</li> </ul> <ul style="list-style-type: none"> <li>• Accountability reports on progress for recruitment and retention objectives.</li> <li>• Receive reports on College Access and Opportunity Centers.</li> </ul> <p><b>National Association of System Heads Initiative</b></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul>	<p>NASH Measure: College participation and success rates.</p> <p>APT: Persistence and completion rate of underrepresented students.</p>
<i>Strategic Direction 2 - Promote and measure high-quality learning programs and services</i>			
<p><b>Goal 2.2</b> Produce graduates who have strong, adaptable and flexible skills</p>	<p><b>STEM</b> - 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</p>	<p><b>Expand K-12 Pipeline in STEM</b></p> <ul style="list-style-type: none"> <li>• Expand Project Lead the Way and summer camps</li> <li>• Enhance teacher development through new models of recruitment, preparation, and professional development</li> </ul> <p><b>Engage Students in STEM Coursework</b></p> <ul style="list-style-type: none"> <li>• Infuse introductory STEM courses with active learning as feeders for higher-level STEM coursework.</li> </ul> <p><b>Advance Efforts Related to Biosciences Industry</b></p> <ul style="list-style-type: none"> <li>• Expand Bioscience Internship/Externship Program</li> <li>• Support creation of a coordinated statewide and regional industry strategy through the BioBusiness Alliance <i>Destination 2025</i> initiative</li> </ul>	<p>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.</p> <p>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.</p>

Strategic Plan Goals & Action Plan Activities	FY10 Action Plan Initiatives	Strategies and Timeline	Accountability Dashboard Measures (ADM) & Action Plan Targets (APT)
<i>Strategic Direction 3 - Provide programs and services that enhance the economic competitiveness of the state and its regions</i>			
<p><b>Goal 3.1</b> Be the state's leader in identifying workforce education and training opportunities and seizing them.</p>	<p><b>Workforce of the Future</b> - Support regional prosperity and community success by expanding outreach and enhanced educational services to Minnesota businesses.</p>	<p><b>Business Outreach</b> (Report to Board of Trustees in March)</p> <ul style="list-style-type: none"> <li>Respond to business outreach visits</li> </ul> <p><b>Leveraging Partnerships and Promoting Innovation</b></p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p><b>Centers of Excellence</b></p> <ul style="list-style-type: none"> <li>Continue focus on key industries of manufacturing, engineering, health care, and information technology</li> <li>Enhance models for outreach to K-12 and industry</li> <li>Support collaboration across system institutions in program development, delivery, and other innovations</li> </ul>	<p>ADM: Related employment rate</p> <p>Ongoing evaluation of the Centers of Excellence</p>
<i>Strategic Direction 4 - Innovate to meet current and future needs</i>			
<p><b>Goal 4.1</b> Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness</p>	<p><b>Organizational Change</b> Advance organizational restructuring and related efficiencies and support faculty and administration in developing new models for teaching and learning.</p>	<p>Assess the capacity to sustain or transform system activities across the state and regions in the following areas-</p> <ul style="list-style-type: none"> <li>Advance opportunities for co-location, rightsizing, external partnerships, and other opportunities to better utilize and coordinate system resources.</li> <li>Evaluate and advance potential efficiencies associated with consolidating "back office" and other functions across system institutions.</li> <li>Engage system faculty and administration in defining the characteristics of the future learning environment and the related implications for human resources.</li> </ul>	<p>Measure of online learning (Governor has proposed that 25 percent of all system credits be earned through online courses by 2015.)</p>
	<p><b>e-Learning</b> Meet student needs through e-Learning</p>	<p><b>e-Learning plan implementation</b> (report to Board of Trustees in March) in the following goal areas-</p> <ul style="list-style-type: none"> <li>e-Learning will be an integral element for achieving the system's vision and serving its mission.</li> <li>Building on the strength of individual institutions, the system will achieve its online learning objectives by realizing the benefits of greater collaboration.</li> <li>Advance online learning in the system by clarifying system governance roles and decision-making processes for e-Learning.</li> </ul>	

**Impact of Budget Reduction on Progress toward System Strategic Goals and Initiatives**

<b>College/University</b>	<b>Serving the Underrepresented</b>	<b>Students enrolled in STEM courses</b>	<b>Secondary teachers in STEM areas</b>	<b>Business Outreach / Partnerships</b>	<b>Centers of Excellence</b>	<b>Facility Investment</b>	<b>e-Learning</b>	<b>Core Academic Programs/ Mission</b>	<b>Organizational Integrity</b>
University A		↓							↔
University B	↔	↓	↓						
College A	↓					↓	↑		↔
College B		↑		↓		↓			↔

**MINNESOTA STATE COLLEGES AND UNIVERSITIES  
BOARD OF TRUSTEES**

**Agenda Item Summary Sheet**

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

**Date of Meeting:** February 12, 2009

**Agenda Item:** Board of Trustees Award for Excellence in Teaching

- Proposed Policy Change       Approvals Required by Policy       Other Approvals       Monitoring
- Information

**Cite policy requirement, or explain why item is on the Board agenda:**

The Board of Trustees Award for Excellence in Teaching is an honor bestowed upon Minnesota State Colleges and Universities faculty to acknowledge and reward superior teaching and exceptional professional accomplishment by an individual and to encourage ongoing excellence in teaching. The board will have a discussion about the Board of Trustees Award for Excellence in Teaching.

**Scheduled Presenter(s):**

Linda L. Baer, Senior Vice Chancellor for Academic and Student Affairs

**BOARD OF TRUSTEES  
MINNESOTA STATE COLLEGES AND UNIVERSITIES  
*INFORMATION ITEM***

**BOARD OF TRUSTEES AWARD FOR EXCELLENCE IN TEACHING**

**BACKGROUND**

The Board of Trustees Award for Excellence in Teaching is an honor bestowed upon Minnesota State Colleges and Universities faculty to acknowledge and reward superior teaching and exceptional professional accomplishment by an individual and to encourage ongoing excellence in teaching. The board will have a discussion about the Board of Trustees Award for Excellence in Teaching.



**Minnesota**  
STATE COLLEGES  
& UNIVERSITIES

## **BOARD OF TRUSTEES AWARD FOR EXCELLENCE IN TEACHING**

### **PURPOSE**

The award is an honor bestowed upon Minnesota State Colleges and Universities faculty to acknowledge and reward superior teaching and exceptional professional accomplishment by an individual and to encourage ongoing excellence in teaching. This award is intended to proclaim the Board of Trustees' pride in the dedication and accomplishment of our faculty in providing instruction that prepares Minnesota's state college and university students for their professional, scholarly and civic lives. Further, the award strengthens the primary mission of the system's 32 college and university faculties, which is to teach.



### **BACKGROUND**

The idea for a new award arose simultaneously among faculty and board members in late 2003. The board had adopted a new strategic plan for 2002-2005 that called explicitly for maintaining excellence among faculty and staff across the system. Board members were interested in establishing a teaching award as a highly visible and symbolic commendation of faculty teaching excellence at the system's 32 public institutions. Faculty recommended a system-level award—in addition to existing college or university awards—as a strong statement of commitment by the board and chancellor to them and to outstanding teaching, supported by excellent scholarship and research.

### **DEVELOPING THE AWARD PROGRAM**

A statewide task force of faculty representing the system's collective bargaining associations, students and administrators reviewed the few available models of system-level teaching award programs and designed an annual event that respects the diverse teaching missions at the system's universities and two-year technical and community colleges. At the same time, the design committee ensured that the program would have an inclusive nomination and selection process not tiered or differentiated by institutional or program type.

### **HOW THE PROGRAM WORKS**

After an annual campus-based nomination process, each college or university president may designate from one to seven "outstanding educators" to the senior vice chancellor for academic and student affairs. The number of "outstanding educators" is allocated by student full-year equivalency per institution. A broadly representative committee reviews portfolios submitted by Outstanding Educators. The review process is consensus-based, rigorous and criterion-referenced. Each portfolio is evaluated in the following areas:

- teaching strategies;
- content expertise and professional growth;
- service to students, profession, institution, system and
- assessment of student learning and performance.

The committee makes recommendations to confer up to six Board of Trustees "Educator of the Year" awards and then in consultation with the senior vice chancellor, the board acts to approve or decline.

## **PROGRAM SUCCESS**

In 2007, the Board of Trustees recognized 29 Outstanding Educators and three award recipients. In 2008, 24 Outstanding Educators were recognized along with four award recipients. Each Educator of the Year award recipient received \$5,000 at a formal, systemwide evening reception attended by presidents, academic administrators, faculty and their families. Video presentations of each of the awardees' teaching accomplishments were presented. The event has rapidly become a not-to-be-missed celebration of academic excellence.

The board is particularly proud that one of its award recipients has also been honored as United States Professor of the Year by the Carnegie Foundation for the Advancement of Teaching and the Council for Advancement and Support of Education. This marks the first time a Minnesota faculty member has received this prestigious national award.

Additional details, including photos, videos, and program guidelines are publicly available at <http://botawards.mnscu.edu>.

## **ABOUT MINNESOTA STATE COLLEGES AND UNIVERSITIES**

The Minnesota State Colleges and Universities system ([www.mnscu.edu](http://www.mnscu.edu)) comprises 32 state universities and community and technical colleges on 53 campuses serving the higher education needs of Minnesota. The system is separate from the University of Minnesota. The system serves about 242,000 students per year in credit-based courses and an additional 140,000 students in non-credit courses.

*For more information, please contact Ray Anschel, faculty awards coordinator, Minnesota State Colleges and Universities, at 651-649-5746 or [ray.anschel@so.mnscu.edu](mailto:ray.anschel@so.mnscu.edu).*