



ACADEMIC AND STUDENT AFFAIRS COMMITTEE
JUNE 17, 2009
9:30 A.M.

BOARD ROOM
WELLS FARGO PLACE
30 7TH STREET EAST
SAINT PAUL, MN

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 Chair McElroy calls the meeting to order.

- (1) Minutes of May 19, 2009** (pp. 1-7)
- (2) Academic and Student Affairs Update
- (3) Metropolitan Area Planning** (pp. 8-27)

Members

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

Bolded items indicate action required.

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
MAY 19, 2009**

Academic and Student Affairs Committee Members Present: Vice Chair Christine Rice, Trustees Duane Benson, Cheryl Dickson, Louise Sundin and Jacob Englund.

Committee Members Absent: Chair Dan McElroy and Trustee James Van Houten.

Other Board Members Present: Trustees Thomas Renier, Scott Thiss, Allyson Lueneburg and Terri Thomas.

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

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held a meeting on May 19, 2009, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Vice Chair Rice called the meeting to order at 2:43 pm.

1. Minutes of April 15, 2009

The minutes from the April 15, 2009 Academic and Student Affairs Committee Meeting were approved as written.

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

Each Trustee was given a copy of the report, “*Workforce of the Future: Leadership Reaches Out to Business*,” which contains information gained by system presidents and leaders during 352 businesses visits last summer and fall. Each system representative called on about 10 businesses to further a Board of Trustees goal of enhancing the state’s economic competitiveness.

Report recommendations include:

- There should be a focus on internships, apprenticeships and on-the-job training with local businesses and industry. Colleges and universities should see local business and industry as partners in educational delivery.
- Business leaders stressed the importance of flexible delivery, such as online learning.
- It is recommended that faculty look carefully at curricular areas that could be strengthened to reflect emerging skill needs of employers. These skills include technology skills and business critical “soft skills” that reflect emerging business practices, such as the use of “green” products or global competition

Chancellor McCormick said new system presidents indicated the visits were beneficial since they allowed them to connect with businesses and industry representatives in their regions during their busy first year on the job.

Follow-up with the businesses and industries contact is important, the Chancellor said, adding he plans to ask presidents to conduct additional visits again this year. He said all businesses visited should be sent a copy of the report.

Information gathered during the visits has been entered into a repository and Senior Vice Chancellor Baer said that data will be helpful in future strategic planning efforts.

3. Accountability Framework – Senior Vice Chancellor Baer

Presenters:

Leslie Mercer, Associate Vice Chancellor for Research and Planning

Craig Schoenecker, System Director for Research

The system's Accountability Dashboard was launched in June 2008. The purpose of the dashboard is to promote continuous improvement and to provide accountability to system stakeholders by providing an ongoing strategic assessment of system and institutional performance.

The dashboard is designed primarily for the Board of Trustee and other policy makers and stakeholders. Once fully developed, the dashboard will report 10 outcomes that indicate whether the system is achieving the strategic directions identified in the Board's Strategic Plan. The performance of the system and each college and university is classified into one of three categories: exceeds expectations; meets expectations; or needs attention.

One goal has been to create "drill-down dashboards," which allow for the display of a variety of detailed measurements in various ways, including licensure exams pass rate, tuition and fees, completion rates and a facilities condition index. Enrollment and graduate-related employment measurements are under development and will be added in the future.

Dr. Schoenecker said data will be added to the dashboard twice a year. As a part of the updating process, institutions are asked to submit comments on their performance measurements, as well as action plans for measurements that fall into the "need attention" category, and those also are loaded into the dashboard.

The dashboard aims to be user-friendly, Dr. Schoenecker said. It is hoped that the dashboard will become a "one-stop shop," allowing users to find a wide range of system measurement data in one place. Data is displayed graphically and in a tabular format, and information is provided to help in the interpretation of the measurements.

There are four measures on the dashboard that have yet to be developed and/or launched.

Student Engagement: This is defined as the extent to which students are actively engaged in their education. Dr. Mercer said research shows that engagement positively correlates to student learning, retention and success. All colleges and universities have participated in a national survey in 2008 or 2009 and this information will be the basis for this measure. It is expected that the survey data will be received by this summer and these measurements can be loaded into the dashboard this fall.

Partnerships: This is defined as partners' satisfaction with college and university partnerships. A contractor is developing a survey based on characteristics of effective partnerships, modeled on a survey done by Rochester Community and Technical College.

Dr. Mercer said this survey is expected to be conducted this fall and data gathered will be developed into a measurement and launched on the dashboard next spring.

High quality learning: Senior Vice Chancellor Baer said the development of this measure has been frustrating because of the complexity of the system. The learner outcome expectations of a university student can be different than the expectations of a student in a technical college or community college and that makes measurement comparisons difficult, she said.

Three options could be used to define the student learning measurement:

- Baseline: Assessment process measure possibly based on a National Survey of Learning Outcomes Assessment;
- Traditional: Student course success;
- Long-Term: Standardized assessments of learning. This information could be obtained for universities through the Voluntary System of Accountability. For technical colleges, the Perkins Technical Skill attainment measures might be one option. Staff continues to scan national assessment activities for promising practices, but this is largely uncharted territory.

Innovation: Another measure that is challenging to define quantitatively is innovation. This measurement needs more development before it can be launched. A more qualitative approach for this measurement is being recommended, she said.

Colleges and universities could be surveyed pertaining to their innovative practices that improve products, services and/or research and development. The system could capitalize on action analytics development as an innovation.

Trustee Benson said the result of innovation is better student performance. Good student performance is the end result they seek, he said.

Dr. Mercer said the system has gained national notoriety with the launching of the accountability dashboard. It is seen as a model and has been featured in several national publications and national conferences, she said.

Chancellor McCormick said he believes the system is second to none in the nation when it comes to the development of an accountability measurement process.

4. 2010 System Action Plan for the Minnesota State Colleges and Universities

Senior Vice Chancellor Baer gave an overview of the 2010 Action Plan initiatives and defined measures. This action plan serves as a primary means for identifying strategic priorities and guiding allocation decisions.

Among the initiatives and measures she noted were:

- Reaching the underrepresented: The target is to increase the second fall persistence and completion rate of full-time entering underrepresented students from 70.6 in 2007 to 73.7 percent in 2014.
- Science, Technology, Engineering and Math (STEM): The target is to increase percentage of students enrolled in more college-level STEM courses by 2.9 percent, from 45.9 percent in 2005 to 48.8 percent in 2011. Also targeted is an increase in the number of secondary math and science teachers prepared for licensure by 119, or 115.5 percent, between fiscal years 2005 and 2011.
- Online Learning: The target is that by 2015, there will be a 25 percent increase in the percentage of credits provided system through online and blended courses.
- Workforce of the future: The measure is an increase in number of dislocated workers served over the prior fiscal year.

A motion was made by Trustee Dickson and seconded by Trustee Benson that the Academic and Student Affairs Committee recommend that the Board of Trustees approve the FY 2010 System Action Plan. Motion carried.

5. South Central College Mission Approval

Presenter:

President Keith Stover

The proposed new mission statement for South Central College is: South Central College provides accessible higher education to promote student growth and regional economic development.

President Stover said they worked to sharpen and simplify the mission statement to better reflect and focus on what they do best as a college.

South Central College will be the region's leading institution for transitioning individuals into the college environment, educating students for technical careers and building student capacity for future study through inclusive student-center

programs and services, according to the college’s new proposed vision statement. The college will be a committed partner in the regional economy, helping individuals and organizations compete in the global economy.

A motion was made by Trustee Englund and seconded by Trustee Dickson to recommend that the Board of Trustees approve the request by South Central College to approve its vision, mission, goals and array of awarded as listed in the executive summary. Motion carried.

6. Hibbing Community College Mission Approval

Presenter:

Provost Ken Simberg

A 16-member committee comprised of college faculty, students, administrators and staff spent four months focused on strategic planning at Hibbing Community College, Provost Simberg said. The previous mission was overhauled since the college’s reputation as a comprehensive institution now is firmly established.

Hibbing Community college’s proposed new mission statement is: Hibbing Community College provides life-changing educational opportunities in a dynamic learning environment.

The college’s main purposes include excellence in teaching and learning; providing a dynamic, innovative learning environment; meeting the educational needs of Hibbing and the surrounding community; and focusing on open access and student success.

A motion was made by Trustee Benson seconded by Trustee Englund to recommend that the Board of Trustees approve the request by Hibbing Community College to approve its vision, mission, goals and array of awarded as listed in the executive summary. Motion carried.

7. Minnesota State University Moorhead Mission Approval

Presenter:

Edna Mora Szymanski, President

President Szymanski said a committee reviewed the university’s institutional profile, looking at its identity, mission and vision. They reaffirmed the focus of the university and the role it plays in the regional marketplace. She added that the college’s proposed mission statement aligns with the system’s strategic plan.

The proposed new mission statement for Minnesota State University Moorhead is: Minnesota State University Moorhead is a caring community promising all students the opportunity to discover their passions, the rigor to develop intellectually and the versatility to shape a changing world.

A motion was made by Trustee Dickson seconded by Trustee Sundin to recommend that the Board of Trustees approve the request by Minnesota State University Moorhead to approve its vision, mission, goals and array of awarded as listed in the executive summary. Motion carried.

8. Proposed Partnership between the Minnesota State Colleges and Universities system and the Archibald Bush Foundation

The Bush Foundation has a goal of increasing educational achievement in Minnesota, North Dakota and South Dakota. The key strategy in achieving this goal is the creation of 25,000 new and highly effective teachers over the next decade.

The Foundation's ultimate goal will be that the percent of students in the region from pre-kindergarten through college who are on track to earn a degree after high school will increase by 50 percent and disparities among diverse students groups will be eliminated by the year 2018.

The Foundation has invited four system universities to participate in the teacher reform initiative: Minnesota State University, Mankato; Minnesota State University Moorhead; Winona State University; and St. Cloud State University. They are part of a group of nine public and private universities invited to participate, including ones in North Dakota and South Dakota.

Senior Vice Chancellor Baer said the Bush Foundation will offer \$125,000 per campus to fund a four-month planning process focused on new teacher education reforms.

Trustee Benson said he supports the recommended motion, which he said is essentially an agreement to create a plan. The system will need to consider teacher education efforts in universities not involved in the Bush Foundation initiative, he said. The initial planning phase will offer an opportunity for the Leadership Council to define a firm direction when it comes to teacher education reform efforts and bring their plan back to the Board.

Trustee Sundin asked if the system will ensure that reformed teacher preparation programs meet national standards. Senior Vice Chancellor Baer said national standards will be met.

A motion was made by Trustee Englund and seconded by Trustee Sundin that the Academic and Student Affairs Committee recommends that the Board of Trustees adopt the following motion:

In order to educate and support effective teachers for Minnesota:

- 1. The Minnesota State Colleges and Universities Board of Trustees will partner with the Bush Foundation to support the design, development and*

commitment to programs that produce effective teachers. These teacher education programs will prepare and assure the sustained effectiveness of new teachers that graduate and teach in Minnesota classrooms.

2. *The Chancellor will work with the participating universities and the Bush Foundation to develop a plan by the fall of 2009 that will include proposals for:
 - a) *Measures of the effectiveness of the teacher education graduates.*
 - b) *Policies and procedures recommended to support effective teacher preparation programs.*
 - c) *Funding mechanisms and resources from the Board of Trustees that reward campuses for preparing and graduating effective teachers.*
 - d) *Key outcomes used to evaluate the success of the initiative.**
3. *The Chancellor and the Bush Foundation will regularly report progress and recommend next steps to the Board.*

The meeting adjourned at 3:50 pm
Respectfully submitted,
Margie Takash, Recorder

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

Agenda Item Summary Sheet

Committee: Academic and Student Affairs

Date of Meeting: June 17, 2009

Agenda Item: Metropolitan Area Planning

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

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

In September 2008, the Board reviewed recommendations for a system response to meeting growing needs for baccalaureate and graduate education in the Twin Cities metropolitan area. Since that meeting, planning has continued through the Metro Alliance, state universities, and the Office of the Chancellor. The Board is asked to adopt a framework for on-going planning for the region.

Scheduled Presenter(s):

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

Outline of Key Points/Policy Issues:

The Minnesota State Colleges and Universities system needs a strategy for building its capacity to contribute to the continued vitality of the Twin Cities. A key challenge is to develop additional baccalaureate and graduate programs in the metropolitan area to 1) keep pace with the growing population and participation in post-secondary education and 2) meet emerging workforce needs.

Background Information:

Previous Board discussions occurred in September, 2007; January, 2008; May, 2008; July, 2008, and September 2008.

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

ACTION ITEM
METROPOLITAN AREA PLANNING

Board action is requested on a recommended strategy to address the increasing numbers of Twin Cities residents who will need post-secondary education, with particular attention to allowing more residents to complete their bachelor's and graduate degrees at a Twin Cities public university.

BACKGROUND

Population forecasts by the Metropolitan Council anticipate nearly 1 million additional residents in the seven-county area between 2005 and 2030. Projections by the Office of the State Demographer for the region are more modest, but still forecast over 500,000 more residents by 2030. Uncertainty over the size and location of population growth complicates system planning but does not eliminate the need to assume that the system will need to accommodate more Twin Cities resident students in the years ahead.

In addition to responding to growth in overall population, the system will be expected by state leaders to increase participation in post-secondary education. The system 2008-2012 Strategic Plan starts with a commitment to achieve this goal.

With 10 community and technical colleges located across the metropolitan area, the system is well positioned to increase capacity at the lower division level. It is less well prepared to respond to increasing needs for upper division and graduate education. Bachelor's degrees awarded by Metropolitan State University now make up approximately 11 percent of the awards granted by system institutions in the metropolitan area; master's degrees and graduate certificates account for 1 percent of the awards.

As more Twin Cities residents are successful in beginning post-secondary education and as the labor market increasingly favors workers with advanced levels of education, demand for baccalaureate and graduate degrees is likely to grow even faster than the population numbers alone would indicate. The University of Minnesota and traditional and for-profit private institutions will satisfy part of the market. In fact, the most profitable programs may be available from numerous providers. Lack of a coordinated and aggressive system response, however, will limit affordable opportunities across the many fields of study that Minnesota State College and Universities delivers for Minnesota's workforce.

In 2008, the 11 system institutions that make up the Metro Alliance¹ and the Office of the

¹ The Metro Alliance consists of Anoka-Ramsey Community College, Anoka Technical College, Century College,

Chancellor received the results of a market study of Twin Cities area adult learners age 25 to 54 who enrolled in any public and private institution within the past 5 years. The needs and preferences of this market for post-secondary education have helped shape thinking about ways to improve the system's responsiveness to students in the Twin Cities region.

Previous Board discussions on this topic have led to the plan presented for action at this meeting:

- | | |
|-----------------|--|
| September, 2007 | Demographic trends and workforce needs, establishing the need for more capacity in the Twin Cities metropolitan area and the expanded upper division and graduate programming |
| January, 2008 | Regional planning to create additional capacity and potential roles of Metropolitan State University and the other six state universities in the metro area. The Board determined that a planned approach would be beneficial and directed that the non-metropolitan state universities should be part of the solution to meeting upper division and graduate needs. |
| May, 2008 | Principles and values that should guide planning in the Twin Cities and options for organizing expansion of programs and facilities. |
| July, 2008 | Further exploration of organizing principles and program and facilities models for expanded upper division and graduate education. The Board determined that further planning for the Twin Cities should not include the option of a establishing a new university. |
| September, 2008 | Recommendations presented and discussed. |

PRINCIPLES

Principles for development of baccalaureate and graduate education in the Twin Cities are based on the Board's discussions in July and September, 2008. They are the foundation for the recommended Board motion.

Institutional Roles and Responsibilities

- Metropolitan State University should remain the primary state university in the Twin Cities. As it is able and as documented demand warrants, Metropolitan State should continue aggressive development of new baccalaureate and graduate programs delivered on its own campuses and in partnership with the Metro Alliance colleges.
- Because Metropolitan State is not able to meet all student and workforce needs that the

Dakota County Technical College, Hennepin Technical College, Inver Hills Community College, Metropolitan State University, Minneapolis Community and Technical College, Normandale Community College, North Hennepin Community College, and Saint Paul College.

system should address in the Twin Cities, academic strengths in other state universities need to be part of the mix of programs offered in the region.

- While a framework for expanding state university programs is desirable, assigning exclusive responsibility for geographic areas does not allow sufficient flexibility to take advantage of the different program capacities and strengths of each university or to create metro-wide programs.

Program Development

- Baccalaureate and graduate programs offered by non-metropolitan state universities in the Twin Cities should build upon, and not duplicate, lower division capacity in the Metro Alliance institutions.
- Program expansion in the Twin Cities should avoid unnecessary duplication of 1) upper-division and graduate programs offered by Metropolitan State University and other state universities and 2) specialized lower-division college courses that articulate to these programs.
- Upper-division programs should welcome students who have many types of prior lower division course credits. In other words, many students will not follow a traditional 2 + 2 pattern of two years at a community or technical college followed by transfer to a single baccalaureate institution for the final two years of the degree.
- 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 not 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.

Facilities

- Because development is occurring throughout the region, opportunities need to be distributed across the metropolitan area. Too many locations, however, make it difficult to promote public visibility and identity, offer on-site auxiliary services, manage facilities costs, and provide consistency for students and faculty.
- For this reason, when capacity exists or can be built, existing system campuses should be a first choice for locating additional upper-division and graduate programs.
- Aggressive development of online and hybrid instruction throughout the system will allow institutions to offer convenient, competitive education to residents of the growing Twin Cities area while limiting capital investment requirements.

- Leasing is an attractive option for testing the market in new locations and for meeting temporary needs.

PLANNING FRAMEWORK AND ON-GOING WORK

In the Twin Cities metropolitan area, the Minnesota State Colleges and Universities is pursuing strategies that would enable it to provide a more comprehensive, balanced set of programs and classes while expanding capacity to serve the growing population.

At present, approximately 7 percent of the full-year equivalent (FYE) instruction offered in the metropolitan area is at the upper-division or graduate levels (6 percent upper division, 1 percent graduate). By utilizing the capacity of the non-metropolitan universities to supplement growing capacity at Metropolitan State University, the system will better match the region's higher education needs.

Directed by the Board's previous discussions about the urgency of expanding the system's service to the Twin Cities area, the Metro Alliance, state universities, and Office of the Chancellor are continuing to implement programs and facilities for upper-division and graduate education.

The following sections list the strategies presented to the Board in September, 2008 and provide an update on progress.

Development of Baccalaureate and Graduate Program Capacity

See attachment A for baccalaureate and graduate programs currently offered in the Twin Cities.

1. Strategy: The system should invest resources that will allow Metropolitan State University to offer more programs, to more students, in more locations.

Rationale:

Within Minnesota State Colleges and Universities, institutions finance new programs by tapping their allocation from the system appropriation, their retained tuition revenues and special initiative funding when it is available. This has been the method used to develop Metropolitan State University to its position today. The pace of change, however, has not been fast enough to respond to demand for programs in nursing and other STEM fields, for degree completion programs for community and technical college graduates, and for program opportunities for others in the community who are seeking public higher education leading to a bachelor's or graduate degree.

Update:

The Board considered but withdrew a legislative initiative for the 2009 legislative session. Current economic conditions make it unlikely that targeted state funding will be possible during this biennium. However, Metropolitan State still needs to grow aggressively. In fact, Metropolitan State's FYE enrollments have increased 7-8% over the past year without

additional state funding. When feasible, focused funding should be considered a viable strategy to accelerate its development.

Within the limits of available resources, Metropolitan State University has moved forward in developing academic, marketing, and strategic plans with an expectation of growth, as resources permit, over the next decade. By so doing, Metropolitan State is laying the groundwork for future accelerated growth, and Metropolitan State should be able to move quickly and efficiently when resources and facilities do become available. Until the state is able to invest in this growth, Metropolitan State will only selectively move forward with its expansion of programs, enrollments, and locations.

As shown in Attachment A, Metropolitan State University now offers nearly 70 baccalaureate and graduate programs. In Fall, 2009, the university will open a new Master of Science program to prepare Advanced Dental Therapists (on the Normandale Community College campus) and a Bachelor of Science program in Finance. New programs under development at Metropolitan State University include:

- Doctor of Business Administration
- Bachelor's degrees in Entrepreneurship, Special Education
- Master's degrees in Alcohol and Drug Counseling, Education, Law Enforcement and Criminal Justice, Orthotics/Prosthetics
- Professional certificate in English as a Second Language

2. Strategy: Metropolitan State University should strengthen its partnerships with Metro Alliance colleges.

Rationale:

Upper-division classes built upon the system's lower-division capacity provide pathways to career advancement. Whether or not special funding to speed development can be identified, the system should expect the University to continue its expansion of baccalaureate degree programs that are offered in cooperation with Metro Alliance colleges.

Presidents of the colleges welcome more opportunities to serve their communities by hosting baccalaureate programs that connect with their associate degrees and lower-division offerings. Use of these campuses allows Metropolitan State to extend its reach to areas of the Twin Cities beyond its own locations in St. Paul and Minneapolis.

Update:

During 2008-2009, the Metro Alliance colleges and Metropolitan State worked to strengthen their partnerships, to lay a solid base for the expansion of baccalaureate offerings on the two-year campuses, and to enhance recruitment of Metro Alliance students into Metropolitan State University. Metropolitan State's new president visited all Metro Alliance college campuses to learn about the interests, needs, and opportunities, and Metro Alliance chief academic officers meet regularly throughout the year.

Metropolitan State University now offers courses on campuses of 8 of the 10 two-year Metro Alliance colleges. Business programs are available at all of these locations, nearly achieving a Metro Alliance goal of having business programs on all campuses. Entrepreneurship classes have been requested and are being added to these programs.

The university is planning additional partnership programs in nursing, accounting and other fields.

- In final approval stages and scheduled to begin in 2009, a new bachelor's degree program in nursing will serve students graduating from LPN programs at Metropolitan State University, Anoka Technical College, Dakota County Technical college, Hennepin Technical College, and Saint Paul College. Courses will be taught on the five campuses on a rotating basis, utilizing existing laboratory facilities.
- Accounting degree completion programs, currently available at Normandale Community College, will be expanded to more Metro Alliance college campuses.
- Individualized major degree completion programs are scheduled to begin in 2010 at Inver Hills Community College, Normandale Community College, and North Hennepin Community College.

Metropolitan State has developed special marketing materials for each of the 10 Metro Alliance college campuses, including both institutions' logos, to highlight their partnership and promote continuation into baccalaureate programs.

Metropolitan State is moving an array of services online to enable students to get easy access to information and materials they need regardless of which Metro Alliance campus they are using. These include online student orientation, online advising, online academic success workshops, online career services, and online access to significant library and information resources.

3. Strategy: Metro Alliance colleges should develop sustained partnerships with carefully chosen non-metropolitan state universities when Metropolitan State University is unable to deliver upper division and graduate programs that best meet the needs of their students.

Rationale:

For the foreseeable future, Metropolitan State University will not have the ability to fulfill the system's potential for upper-division and graduate education in the Twin Cities. To make up these gaps, the community and technical colleges have begun to develop closer relationships with the non-metropolitan state universities. Existing partnerships between Anoka-Ramsey Community College and St. Cloud State University, Normandale Community College and Minnesota State University, Mankato, and North Hennepin Community College and Minnesota State University Moorhead are prototypes.

In addition to partnerships with Metropolitan State University, further pairings among Metro Alliance Colleges and other state universities should be developed. The goal should be to create a metro-wide network of significant, sustained relationships between each college and

a primary state university partner to expand the number of bachelor's and graduate degrees that can be completed in the region. The Office of the Chancellor and the Metro Alliance should coordinate and assist in the development of paired colleges and universities in order to address different program needs while avoiding unnecessary duplication.

Update:

Presidents and chief academic officers of the Metro Alliance institutions and the non-metropolitan state universities are in on-going discussions directed toward the goal of initiating two new baccalaureate completion program areas by Fall 2010.

State university chief academic officers and the Metro Alliance chief academic officers met regularly in 2009 including an all-day work session in May with leadership of the Institute for Academic Alliances, a multi-state partnership that develops and coordinates joint graduate degree programs. The Institute shared templates for cost and revenue sharing, space allocation, faculty agreements and other administrative arrangements that can facilitate cooperation. The college and university chief academic officers and staff from the Office of the Chancellor agreed to a schedule to meet six times a year to intensify planning for upper-division programs.

Each university has identified its program strengths that are potential candidates for partnership programs. In the Metro Alliance, business, nursing and an individualized baccalaureate completion degree have been selected for priority development on every Metro Alliance college campus. In addition, there is interest in developing one or more engineering and education programs that would be available at certain locations, but not all campuses. New programming in these two fields will need to include resources from the non-metropolitan universities.

Recently, state university engineering deans met with interested college administrators to refine the issues and plan next steps in developing a potential engineering or engineering technology program in the Twin Cities. Depending on the specific program pursued, universities at Bemidji, Mankato, St. Cloud, or Winona would be the lead. The deans of education will be convened for a similar discussion in July.

Minnesota State University, Mankato has an established partnership with Normandale Community College. In addition to offering programs at Normandale, the university worked with the Office of the Chancellor to identify an off-site location in Edina to expand its baccalaureate and graduate programs. Enrollments exceeded projections for the first year. Programs approved for this location are listed in Attachment A; upper-division and graduate courses that apply to Minnesota State University, Mankato degrees are offered in additional program areas. To alleviate some of its own overcrowding, Normandale is offering lower division courses at the 7700 France Avenue site.

- 4. Strategy: A marketing initiative should be created to inform Twin Cities residents that they can complete bachelor's degrees on the Metro Alliance college campuses.**

Rationale:

One finding of the recent market study is that adult learners favor community and technical college locations for taking courses toward university degrees. Once developed, a robust network of baccalaureate opportunities, in locations throughout the metropolitan area, would be a powerful message to convey to Twin Cities adults seeking to complete their undergraduate degrees.

Update:

Following the completion of the market study of adult learners, Metro Alliance communications staff began work on a combined communications strategy. Full implementation of this strategy must wait for progress in strengthening the partnership programs. The Metro Alliance chief academic officers are eager to promote the availability of baccalaureate completion programs on their campuses to residents who are now looking to other institutions for these opportunities.

Working with the marketing staff from the metro colleges and the Office of the Chancellor, Academic and Student Affairs developed a proposal for enhancing the search capability of web tools so that potential students can easily find information about the programs offered in the metro area and the entire state in one place. The proposal was presented to the system Enterprise Investment Committee, and while it was not funded at this time, it remains on a list of worthy projects for future consideration.

Metropolitan State University has developed a strategic marketing plan, based on market research, to raise the visibility and awareness of the university and to enhance recruitment of adult learners, working professionals, and Metro Alliance transfer students.

5. Strategy: To supplement intensive partnerships between individual state universities and Metro Alliance colleges, online instruction, collaborative metro-wide programs, and specialized partnerships should be used to expand access to baccalaureate and graduate education.

Rationale:

No single strategy can anticipate all future needs and possibilities. While the above recommendations address major system strategies in the Twin Cities, other strategies can contribute to expanded access. Online courses offered by any of the state universities can enroll Twin Cities residents. The system's doctorate in nursing degree is a collaboration among four state universities that could serve as model for other disciplines. There may also be needed bachelor's degree programs that could articulate with a college's lower division offerings that are not available through an on-campus state university partner.

Update:

Hybrid delivery is incorporated into most programs offered in the metropolitan area and throughout the system. Attachment A notes the programs now offered either exclusively online or as an online alternative to classroom-based delivery. Online programs available at

all state universities can be accessed by metropolitan area residents as well as residents in their regions.

Metropolitan State University and surrounding metro institutions have embraced online learning as an option for responding to the needs of individual students and industries. With an average growth of 25% in FY 2009, online learning is tailored to meet the needs of working professionals and enables students to pursue a quality education in an online learning environment. Institutions have invested in technologies that serve students through online orientation, online academic advising, online library reference services, curriculum design and program development support for courses and programs aligned to the college's mission and values, creating an appropriate infrastructure to support and sustain online degree offerings.

6. Strategy: At some point in the future, among other long-range options, the Board should evaluate whether educational access could be enhanced by consolidating Metropolitan State University with one or more Metro Alliance colleges.

Rationale:

Actions taken in today's environment would not preclude future expansion of Metropolitan State University though structural changes in the system's Twin Cities institutions.

With added investment and deepened partnerships, the Metropolitan State University can play a much larger role in meeting metro-wide needs for higher education. But too many changes too fast would be difficult for the university to absorb. The differing roles, missions and staffing of open admissions colleges and state universities would be critical considerations in choosing whether or not to merge at a later time.

Update:

Planning through the Metro Alliance and state university chief academic officers will be pursued under the guidelines that the Board adopts. Current work in the system ("Students First") to streamline and standardize back office operations of all institutions will help students move freely among campuses and produce efficiencies, providing some of the benefits that could be achieved through reorganization, which is often disruptive to relationships and lines of authority.

Facilities to Accommodate Enrollment Growth and the Expansion of Upper-Division and Graduate Education

See Attachment B for capital projects and leasing related to supporting upper division programs in the Twin Cities.

7. Strategy: Metropolitan State University campuses should be expanded as classroom enrollments grow.

Rationale:

Online instruction can alleviate facility needs, but Metropolitan State University will still

require additional facilities to add enrollments and expand to into new program areas.

Update:

With funding approved in 2008, Metropolitan State University and Minneapolis Community and Technical College are constructing a training facility on the Brooklyn Park campus of Hennepin Technical College to serve all Metro Alliance law enforcement programs.

Two projects on the St. Paul campus are proposed for the 2010-2012 capital budget: the Smart Classroom Building (to replace a condemned building) which the legislature has funded and the governor has vetoed each of the last two years, and a Science Education Center.

Further expansion will be addressed in the university's updated Master Facilities Plan. As part of this process, the university is examining its future space needs in the West Metro area.

Metropolitan State has undertaken an Instructional Space Allocation Project designed to enable more efficient use of available instructional space, allowing enrollment to grow within existing facilities and on Metro Alliance college campuses. This project is scheduled for conclusion later in 2009 and will guide course scheduling for the academic plan beginning in 2010.

8. Strategy: In addition to building out each of the Metro Alliance college campuses for enrollment growth, space planning on the college campuses should allow for upper division and graduate education offered by state university partners.

Rationale:

Since population growth is occurring throughout the metropolitan area, every college should be expected to enroll more students in the years ahead. Online and hybrid courses will satisfy an increasing portion of the demand, but, over the long term, the system should anticipate continuing needs to expand facilities on existing campuses. While some institutions will need to consider parking structures, increased classroom and other building capacity is feasible on all existing campuses in the Twin Cities.

As a long-range strategy, the system should develop the capacity to provide a coordinated network of baccalaureate degree completion opportunities on the 11 Metro Alliance college campuses. Recent market research confirms that two-year college campuses are attractive sites for students seeking bachelor's degrees; these campuses are located in strategic locations across the metropolitan area and already contain support facilities and other amenities expected of higher education institutions.

Colleges should work with their state university partners to design classrooms and laboratories that fit short and intermediate term program plans. However, the system should avoid permanent designation of these facilities for a particular university.

The Metro Alliance should develop consistent usage and financial guidelines for shared space when a state university offers classes on a Metro Alliance college campus. Universities

that locate on college campuses need the assurance that they will be able to schedule their courses as needed. Colleges that host university classes should expect reasonable sharing of facilities and support costs. Greater consistency in these arrangements will streamline planning and reduce uncertainty.

Update:

New projects are proposed for the 2010-2012 capital budget that will support upper-division partnerships at: Anoka-Ramsey Community College, Minneapolis Community and Technical College, Normandale Community College, and North Hennepin Community College. Projects are under development at Inver Hills Community College and Saint Paul College. In a future year, Century College will likely propose renovations that could expand use by university partners. Other Metro Alliance college campuses have room to accommodate university programs.

The Finance Division in the Office of the Chancellor developed a model template for co-location agreements. Metropolitan State is using this template to guide development of its co-location agreement with Hennepin Technical College for the Law Enforcement and Criminal Justice Education Center.

Metropolitan State University is analyzing its future space requirements with a goal of 3-year rolling space allocation contracts to ensure the smooth delivery of Metropolitan State programs and courses across the Metro Alliance campuses.

9. Strategy: When on-campus facilities are not available or appropriate, leased space should be employed on a case-by-case basis.

Rationale:

Although Metro Alliance campuses are distributed across the region, off-campus locations may be necessary when there is insufficient capacity or when the institution seeks to enroll students who do not have convenient access to its campus.

Update:

Three state universities currently employ significant leased space in the metropolitan area. Metropolitan State University leases space in the St. Paul midway area; future leased locations will be part of an updated Master Facilities Plan for the university. Minnesota State University, Mankato and St. Cloud State University each lease facilities in Twin Cities suburbs.

The Senior Vice Chancellor for Academic and Student Affairs has issued guidelines for reviewing proposed off-campus locations in any area of the state. These guidelines are used to review the market need for an additional location, to avoid unnecessary duplication among system institutions, and to assess lease arrangements.

RECOMMENDED COMMITTEE MOTION

The Academic and Student Affairs Committee recommends that the Board of Trustees approve the following motion:

RECOMMENDED MOTION

The Board of Trustees directs the Minnesota State Colleges and Universities to expand access to baccalaureate and graduate programs in the Twin Cities metropolitan area through immediate action and long-range planning. The Board approves the following core strategies to guide continuing work by Office and the Chancellor and universities and colleges serving the metropolitan area.

1. Strengthened partnerships between Metropolitan State and the ten metropolitan colleges.
2. Additional partnerships between metropolitan area colleges and carefully chosen non-metropolitan state universities when necessary to supplement the program capacity of Metropolitan State University.
3. Online delivery and collaborative programs and services that conserve resources and expand access.
4. Marketing that promotes the strength and power of the Minnesota State College and Universities system to offer the full range of programs—associate, baccalaureate and graduate degrees—in the metropolitan area.
5. Students First and other information technology improvements that aid institutional partnerships and student mobility by creating common administrative processes at system institutions.
6. Facilities on the campuses of Metropolitan State University and the metropolitan area colleges to support expanded opportunities for baccalaureate and graduate education.
7. Development by Metropolitan State University of a Master Facilities Plan which incorporates a metropolitan-wide programming strategy to guide facilities planning.
8. Selected leasing when on-campus facilities are not available or appropriate to serve the student market.
9. Investment of additional resources at Metropolitan State University to accelerate its growth in programs and facilities, when feasible within the constraints of meeting other system obligations.

Attachment A
Upper Division and Graduate Programs Offered in the Twin Cities

Programs Offered by Metropolitan State University

Program (all on St. Paul Campus or Midway)	Award	Other Twin Cities Area Locations
Women's Studies	BA	Minneapolis Community and Technical College (co-located)
Gender Studies	BA	
Ethnic Studies	BA	Minneapolis Community and Technical College (co-located)
Professional Communications	BA	
Visual Communications	BAS	
Computer Information Systems	BA	
MIS Systems Analysis and Design	GC	
Computer Science	BS, MS	
Computer Forensics	BAS, cert	
Urban Secondary Teacher Education	GC	
Urban Elementary Education	BS	
English Teaching	BS	
Mathematics Teaching	BS	
Social Studies Teaching	BS	
Life Sciences Teaching	BS	
English	BA	
Writing	BA	
Technical Communications	BA, MS	
Liberal Arts	BA, MA	
Individualized Studies *	BA	
Biology	BA	
Applied Mathematics	BS	
Philosophy	BA	
Psychology	BA, MA	
Early Childhood Studies	BAS	
Criminal Justice	BA	
Law Enforcement	BS, certificate	
Human Services	BHS	
Public and Nonprofit Administration *	MPNA	
Social Work	BSW	
Social Science	BA	
Economics	BS	
Theater	BA	
Screenwriting	BA	
Oral Health Care Practitioner (Advanced Dental Therapist)	MS	Normandale Community College
Dental Hygiene	BS, GC	Normandale Community College
Alcohol and Drug Counseling	BS	Anoka-Ramsey Community College-Coon Rapids (RN baccalaureate completion)
Nursing	BSN, MSN	
Leadership Management		
Adult/Geriatric Nurse Practitioner		
Family Nurse Practitioner		
Nursing Practice **	DNP	
Nursing Science *	MSN	
Public Health Nursing Leadership	GC	
Wound Ostomy Continence Nurse **	Certificate	
Wound Care Nurse **	Certificate	
Ostomy Care Nurse **	Certificate	

Attachment A
Upper Division and Graduate Programs Offered in the Twin Cities

Programs Offered by Metropolitan State University

Program (all on St. Paul Campus or Midway)	Award	Other Twin Cities Area Locations
Continence Care Nurse ** Business Administration * Organizational Administration * Management* Business Administration *	Certificate MBA BAS BS BS	Bloomington Anoka-Ramsey Community College Century College Hennepin Technical College Inver Hills Community College Minneapolis Community and Technical College (co-located) Normandale Community College North Hennepin Community College Saint Paul College Buffalo High School
Industrial Management * Accounting Finance Hospitality Management Human Resource Management * International Business International Commerce Management Information Systems*	BAS BS BS BAS BS BS BAS BS, GC, MMIS	Normandale Community College
Information Assurance and Information Technology Security * Information Assurance	GC BAS	Minneapolis Community and Technical College (co-located) Minneapolis Community and Technical College (co-located)
Marketing * Sales Management Project Management History	BS BAS GC BA	

* Programs available the Twin Cities in both classroom and online delivery

** Programs available to Twin Cities residents entirely or predominantly online

Notes: Includes programs in the system program inventory, June 2009. Does not include all locations where courses, but not complete programs, may be available. GC = Graduate Certificate.

Upper Division and Graduate Programs Offered in the Twin Cities Metropolitan Area by State Universities Located in Other Areas of the State

Program	Award	Twin Cities Area Locations
Bemidji State University		
Elementary Education **	BS	Golden Valley
Technology Management	BAS	Twin Cities
Criminal Justice	BS	Twin Cities
Nursing (RN baccalaureate completion)	BS	Anoka-Ramsey Community College (Cambridge)
Curriculum and Instruction **	MED, MS	
Online Teaching **	GC	
Special Education **	MS, MSpEd	
Applied Engineering **	BAS	
Technology Management **	BAS	
Industrial Technology **	MS	
Criminal Justice **	BS	
Business Administration **	BS	
Minnesota State University, Mankato		
Urban Planning	MA	Normandale Community College
Education	MAT	Normandale Community College
Educational Leadership	MS, Specialist	France Avenue, Edina Roseville, St. Paul
Special Education	MS	Burnsville
Emotional/Behavioral Disorders *	GC	France Avenue, Edina
Learning Disabilities *	GC	France Avenue, Edina
Elementary Education	BS	Normandale Community College
Teaching and Learning	MS	France Avenue, Edina
Experiential Education	MS	Normandale Community College
School Health Education	MS	France Avenue, Edina
Library Media Education *	MS	France Avenue, Edina
Sociology Corrections	MS	France Avenue, Edina
Public Administration	MPA	France Avenue, Edina
Public Administration (Urban Planning)	GC	France Avenue, Edina
Local Government Management	GC	France Avenue, Edina
Community Health	MS	France Avenue, Edina
Rehabilitation Counseling	MS	Twin Cities
Business Administration	MBA	France Avenue, Edina
Database Technology **	GC	
Education Technology **	GC	
Reading **	GC	
English **	MA	
Technical Communications **	GC	
Speech Communication **	GC	
Nursing Science **	MSN	
Clinical Nurse Specialist (Post-Master's) **	GC	
Family Nurse Practitioner (Post-Master's) **	GC	

Upper Division and Graduate Programs Offered in the Twin Cities

Upper Division and Graduate Programs Offered in the Twin Cities Metropolitan Area by State Universities Located in Other Areas of the State

Program	Award	Twin Cities Area Locations
Minnesota State University Moorhead		
Biology	BA	North Hennepin Community College
Special Education	BS	Anoka Ramsey Community College Century College
Construction Management	BS	North Hennepin Community College
Operations Management	BS	North Hennepin Community College
Educational Leadership **	MS	
Teaching and Learning with Technology **	GC	
Operations Management **	BS	
Southwest Minnesota State University		
Early Childhood Education	BS	Dakota County Technical College Hennepin Technical College
Physical Education	BS	Dakota County Technical College
Applied Technology Management	BAS	Dakota County Technical College
Business Administration	BS	Dakota County Technical College
St. Cloud State University		
Curriculum and Instruction	MS	North Branch
Higher Education Administration	MS	Anoka-Ramsey Community College
Special Education	BS	Anoka-Ramsey Community College
Elementary Education	BS	North Branch
Information Media	MS	Anoka-Ramsey Community College
Engineering Management	MEM	Metropolitan State University
Liberal Studies	BES	Anoka-Ramsey Community College
Business Administration	MBA	Maple Grove
Regulatory Affairs and Services	MS	North Hennepin Community College
Reading Teacher K-12	GC	North Branch
Information Media **	MS	
Applied Behavior Analysis **	MS	
Criminal Justice Studies **	MS	
Aviation Maintenance Management **	BAS	
Winona State University		
Education (learning community)	MS	St. Paul
Sports Management **	GC	
Post-Nursing Master's Certificate: CNS **	GC	
Post-Nursing Master's Certificate: Nurse Educator **	GC	

* Programs available the Twin Cities in both classroom and online delivery

** Programs available to Twin Cities residents entirely or predominantly online

Notes: Includes programs in the system program inventory, June 2009. Does not include all locations where courses, but not complete programs, may be available. GC = Graduate Certificate.

Facilities Planning for Baccalaureate and Graduate Education in the Twin Cities Metropolitan Area

Institution	2009 Existing Square Footage	Projects Under Construction and Recommended Projects for 2010-2012 Capital Budget	Currently Planned New Square Footage	Future Capital Budget Planning	Program Areas in Planned Space
Strategy: Expand capacity at Metropolitan State University in St. Paul and co-locations on college campuses					
Metropolitan State University, St. Paul campus	275,448 sq ft	\$35.1 million for Science Education Center at main St. Paul campus with skyway across 6th Street	58,600 sq ft for total of 334,077 sq ft (21% increase at main campus)	Current Master Plan is in process of updating focus on metro wide program delivery and services and discussion of type of space needed (collocate, lease or build); project will be likely for 2012-2016	Sciences
		\$5.86 million classroom expansion utilizing existing space in condemned structure on St. Paul campus (requested and vetoed in 2008 and 2009)	Renovation of existing unusable 16,500 sq ft (no increase in sq ft)		
Metropolitan State University at Minneapolis Community and Technical College	Approx 50,000 sq ft	Minneapolis Community and Technical College: Management Education Center in the Old Harmon Building	Approximately 50,000 sq ft acquired and renovated in 2005		General classroom use
Metropolitan State University at Hennepin Technical College-Brooklyn Center	Approx 65,150 sq ft	Completing \$16.3 million Law Enforcement Center at to replace leased space in St. Paul Midway area	Approx 65,150 sq ft under construction for occupancy Fall 2010		Law enforcement skills and classroom instruction
Strategy: Provide capacity for upper division and graduate programs on Metro Alliance two-year college campuses					
Note: At all campuses, additional space could be available for university use during some times of the day; space and land are available to accommodate future additional facilities to house university programs.					
Anoka-Ramsey Community College - Coon Rapids Campus	357,135 sq ft	\$16.777 million Bioscience and Allied Health Addition with partners St. Cloud State University and Metropolitan State University	30,000 sq ft for total of 387,135 sq ft (8% increase)		Science/Allied Health
Anoka Technical College	323,839 sq ft	None-space for additional programming currently available		Space available	
Century College	730,519 sq ft	None-limited capacity to house partnership programs on campus		Renovation in the proposed 2012-2014 capital budget cycle will assist	
Dakota County Technical College	536,081 sq ft	None-space for additional programming currently available		Space available	

Facilities Planning for Baccalaureate and Graduate Education in the Twin Cities Metropolitan Area

Institution	2009 Existing Square Footage	Projects Under Construction and Recommended Projects for 2010-2012 Capital Budget	Currently Planned New Square Footage	Future Capital Budget Planning	Program Areas in Planned Space
Hennepin Technical College - both Eden Prairie and Brooklyn Park campuses	835,721 sq ft	None-space for additional programming currently available at Eden Prairie and Brooklyn Park campuses. Completing Law Enforcement Center at Hennepin Technical College-Brooklyn Center (see Metropolitan State University)		Space available with scheduling	Law enforcement skills and classroom instruction
Inver Hills Community College	298,245 sq ft	None. College proposed additional space for 4-year partners in 2010; will continue planning for future capital request		Will likely develop for 2012-14 capital budget request to renovate/add sq footage for 4 year programs with partners Metro State University and Winona State University	
Minneapolis Community & Technical College	1,072,390 sq ft	Space for additional programming currently available. Renovation in 2010-2012 may enhance program.			
Normandale Community College	485,678 sq ft	\$36.844 million - Academic Partnership Center and Student Services. Estimated to serve additional 1,460 FYE in both 2 and 4-year programming.	82,000 sq ft for a total of 567,678 sq ft (17% increase)		General classroom use
North Hennepin Community College	412,066 sq ft	\$27.427 million for BioScience and Health Careers Center with partners MSU Moorhead and Metropolitan State University	60,000 sq ft for a total of 472,066 sq ft (15% increase)		Science/Allied Health
Saint Paul College	517,612 sq ft	None. College proposed 4-year Collaborative Learning Academy in 2010; will continue planning for future capital request		Will likely develop for 2012-14 capital budget request	
Strategy: Lease space to meet immediate demand, verify programmatic needs and establish long term goals					
Institution	Leased Square Footage	Major Leased Locations in the Twin Cities region	Comments on Potential Future Growth	Program Areas	
Metropolitan State University	54,000 sq ft	St Paul Midway, Energy Park area:	With completion of Law Enforcement Center on Hennepin Technical College campus, will vacate some leased space at Midway Center by 2011. University has indicated potential interest in additional leased sites.	General classroom use	
Minnesota State University, Mankato	12,200 sq ft	Edina: since fall 2008 at 7700 France Avenue	May relocate to new facility at Normandale Community College upon completion.	General classroom use	

Facilities Planning for Baccalaureate and Graduate Education in the Twin Cities Metropolitan Area

Institution	2009 Existing Square Footage	Projects Under Construction and Recommended Projects for 2010-2012 Capital Budget	Currently Planned New Square Footage	Future Capital Budget Planning	Program Areas in Planned Space
St. Cloud State University	12,300 sq ft	Maple Grove: for classes starting in fall 2009			General classroom use