

# MINNESOTA STATE COLLEGES AND UNIVERSITIES

## BOARD OF TRUSTEES MAJOR TOPIC MINUTES

MARCH 22, 2006

WELLS FARGO PLACE

ST. PAUL, MINNESOTA

**Trustees Present:** Robert Hoffman, Chair, Duane Benson, Michael Boulton, Ivan Dusek, Clarence Hightower, Carol Ley, Lew Moran, David Olson, David Paskach, Christopher Schultz and Ann Curme Shaw

**Trustees Absent:** Will Antell, Cheryl Dickson, Ruth Grendahl and Thomas Renier

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### 1. Leading, Navigating, and Innovating the System of the Future

Chair Robert Hoffman convened the meeting at 8:10 a.m. Trustee David Paskach commented that the topic, "Leading, Navigating, and Innovating the System of the Future," is one that the Ad Hoc Committee on Strategic Planning grappled with throughout its deliberations. He introduced Donald Norris, Ph.D., president, Strategic Initiatives, Incorporated. Dr. Norris is recognized as a thought leader and expert practitioner in leading and navigating changes and in crafting and executing strategy. His latest publication, "Transforming e-Knowledge," is about the fusion of e-learning and knowledge management. Most recently, Dr. Norris, in collaboration and consultation with Linda Baer, Senior Vice Chancellor for Academic and Student Affairs, has developed an "electricity grid" concept that challenges colleges and universities to become more aggressive in networking, developing online academic programs, academic support and administrative services so students can move seamlessly among learning experiences.

Dr. Norris and Senior Vice Chancellor Baer reviewed environmental challenges for the system, including the proliferation of for-profit colleges and universities. Dr. Norris explained that the for-profits are successful because they offer a value of experience, convenience and cost. If there is value the student will pay more for the experience. There was a discussion about the cost comparison of for-profits to the system and how the system is falling behind the for-profit institutions in the amount of time the students take to get through the program. Senior Vice Chancellor Baer explained that the for-profits can maximize the student's time because they have three staff, instructor, advisor and program coordinator, paying attention to each student. Dr. Norris continued that the elements of the learning grid include technology infrastructure and platforms, seamless policies and practices and programs, services and experiences. The 21st century learner has a personalized one-stop portal with links to career planning, student services and other student services. By connecting students in high school and cultivating their potential with one-stop portals, and mentoring, advising and personalized services, they become students for life.

Dr. Norris and Senior Vice Chancellor Baer reviewed where the system has been and where it

needs to go starting with challenges and successes from the merger of the transfer curriculum, Centers of Excellence, joint program delivery, use of technology to enhance the learning experience, systemwide coordination of administrative and academic processes, and the pathways to the applied doctoral programs. The seamless learning grid timeline beginning in 2000 and ending in 2015, includes three phases: MnOnline, Desire2Learn/Enterprise Networking, seamless policies and practices and programs, services and experiences. The first two areas reflect the system's investment over the past years while the effort now is concentrated on programs, services and experiences. This is where the system deals with programmatic changes that have not percolated up from the campuses.

Dr. Norris challenged the Board to visualize the system in ten years and how to leverage innovation that can spread and make a difference across the system. There was a discussion about how the next generation would view the system and its institutions. Senior Vice Chancellor Baer commented that they will want campuses to be distinctive; tradition, connected to community or population. For the system of the future, what efficiencies can the system provide from a centralized process rather than autonomous to maximize the experience for the students? A member was interested in how the conversation informed the system's bonding plan? Senior Vice Chancellor Baer responded that the conversation informs the Higher Education Asset Preservation and Replacement (HEAPR) request, along with how to balance space with place and upgrading facilities to reflect current teaching standards. Other questions related to how to move learning into places besides the classroom to accommodate the 21st century learners.

Dr. Norris explained that the barriers to the learning grid include alignment and security with the technology infrastructure, students' preparedness, and the slow pace of change. There was a discussion about how best to drive change when some institutions are not yet ready for it. Dr. Norris suggested starting change with some of the institutions, instead of waiting for a time when all of them will be ready. He continued that the system is five years into a 15 year plan and that an action plan and measures in all three areas of the "Seamless Learning Grid" could be determined today and prepared within three weeks. A member commented that one way to drive change was to hold back resources and offer incentives to accomplish the goals. Another way to drive change is to remove barriers and rules that restrict progress. Dr. Norris summarized that the leadership from the Board comes from incentives, rewards and the vision to provide benefits across the system.

## **2. State of Minnesota Mission to China – 2005; Minnesota State Colleges and Universities Education Delegation Report**

Senior Vice Chancellor Linda Baer introduced the State of Minnesota Mission to China – 2005; Minnesota State Colleges and Universities Education Delegation Report. In addition to herself, the other members of the delegation were: Chair Robert Hoffman; Trustee Ruth Grendahl; President Richard Davenport; President Kevin Kopischke; and Associate Vice President of Academic Affairs and International Studies at St. Cloud State University, Chunsheng Zhang.

The group participated in Governor Pawlenty's mission to China on November 11-19, 2006. Accompanied by a slide show of photographs taken during the trip, the delegation members outlined implications of the trip for future initiatives and the effect on existing programs within the system. Goals include hiring a Chinese speaking instructor to help campuses; creating an interdisciplinary crossover in international education between two and four year programs, similar to a mini consortium, to support a systemwide program for faculty to assist one another; increasing marketing efforts to draw students from China as well as sending students to China (currently 200 students study in China, and the goal is to have 500 students there by 2010); and collaborating between two and four year institutions in customized training.

Responding to a question about the global initiative and whether there are goals for it in the system's strategic plan, Senior Vice Chancellor Baer commented that they would be included in subsequent goals. It also was noted that the campuses do most of the work in international education.

### **3. Adjournment**

Chair Hoffman adjourned the meeting at 10:30 a.m. by consensus.

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Ingeborg K. Chapin  
Secretary to the Board