

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

BOARD ACTION

ACTION PLAN TARGETS

BACKGROUND

The 2006–2010 Action Plan is built upon the Strategic Plan approved by the Board of Trustees in January 2006. The Action Plan will guide the work and outcomes of the Minnesota State Colleges and Universities. The Board of Trustees reviewed and discussed a draft of the document in April and was interested in the further development of the key measures. Trustees also asked for greater delineation of a few key ideas.

The Action Plan was designed to operationalize the 2006-2010 Strategic Plan by including specific strategies and measures intended to meet the 13 Action Plan goals. The Action Plan was approved by the Board in May 2006 with a request that the Chancellor bring specific numerical targets for ten measures to the Board in September. Over the summer, Office of the Chancellor staff worked with the Presidents to set target goals that are achievable but challenging.

The goals for which targets are being set were selected by the Board as priority areas of concern within each of the four strategic directions. Definitions of the measures for which targets are being set follow this document as Attachment A. The measures and the target setting process were discussed with the Leadership Council in June and July. The presidents submitted targets on each measure for their institutions in August. Senior Vice Chancellor Baer had a conference call with each president to discuss the targets and possible revisions. The targets were presented to the Leadership Council for review and a final discussion on September 12th.

Targets are reported for 10 of the 12 action plan measures. The measure of the disparity in success rates between students of color and white students is unduly complex. It measures the difference between two success rates that may be moving in different directions or changing at different rates. Four institutions have success rates for students of color that are higher than those of their white students. Nine additional institutions have disparities of less than 5% which are more difficult to improve. The disparity measure is very volatile at institutions with relatively small numbers of students of color. After consultation with the presidents on this measure, it was decided to establish targets on the success rate for students of color, rather than on the disparity. The second measure without a target is for the goal of rewarding excellence and efficiency. Since both the Awards of Excellence and the Initiative to Promote Excellence in Student Learning (IPESL) Awards are new initiatives, their effectiveness has not been assessed. Targets will be established after evaluating these two initiatives.

1 **MEASURES AND TARGETS**

2
3 **Strategic Direction 1: Increase access and opportunity**

4
5 Goal 1.1 Raise Minnesota's participation and achievement in post-secondary education by
6 meeting the needs of students with diverse backgrounds and education goals.

7
8 ***System targets have been established to:***

- 9 ~ Improve the Fall 2011 retention rate for Fall 2010 entering students by 4.3%, increasing
10 to 51.0%, compared to 46.7% for the Fall 2005 retention rate for Fall 2004 entering
11 students. Achieving the target will mean a 9.2% increase or 2,901 additional retained
12 students by 2011.

13
14 ***System targets will be established to:***

- 15
16 ~ Improve the success rate for students of color. The student success rate is the
17 proportion of fall semester entering students who are retained at the same college or
18 university during the next fall semester or have graduated from that college or
19 university or are enrolled at another college or university. Students of color are
20 students who have identified themselves as American Indian, African American,
21 Asian, Hispanic, or Pacific Islander.

22
23 **Strategic Direction 2: Promote and measure high-quality learning programs and services**

24
25 Goal 2.1 Demonstrate high quality in all educational programs.

26
27 ***System targets have been established to:***

- 28 ~ Increase the percentage of students enrolled in one or more college level science,
29 technology, engineering, or mathematics (STEM) courses by 2.9%, from 44.9% in
30 Fiscal Year 2005 to 47.8% in 2009. Achieving the target will mean an additional 6,900
31 students or a 6.4% increase in students taking STEM courses by 2009.
32 ~ Increase the number of secondary teachers prepared for licensure in math and science
33 by 119 or 115.5% between Fiscal Years 2005 and 2011.

34
35 **Strategic Direction 3: Provide programs and services integral to state and regional
36 economic needs**

37 Goal 3.1

38
39 ***System targets have been established to:***

- 40 ~ Increase the number of students (unduplicated headcount) enrolled in online courses by
41 18,278 or 59.7% between Fiscal Years 2005 and 2009.
42 ~ Increase the number of students (unduplicated headcount) enrolled in customized
43 training courses by 14,892 or 10.5% between Fiscal Years 2005 and 2009.
44 ~ Increase the number of continuing education students (unduplicated credit headcount of
45 students aged 25 to 44) by 4,753 or 7.4% between Fiscal Years 2005 and 2009.

46

1 **Strategic Direction 4: Innovate to meet current and future educational needs efficiently**

2
3 ***System targets have been established to:***

- 4 ~Increase in institution support from public sources by \$7.6 million or 20.3% between
5 Fiscal Years 2006 and 2010.
6 ~Increase in institution/foundation support from private sources by \$9.5 million or 23.7%
7 between Fiscal Years 2006 and 2010.
8 ~Increase the alumni participation rate to 7.4% in Fiscal Year 2011 from 4.6% in Fiscal
9 Year 2005. Achieving the target will mean an 87.9% increase or 26,500 additional alumni
10 donating by Fiscal Year 2011.

11
12 Goal 4.1 Build organizational capacity for change to meet future challenges.

13
14 ***System targets have been established to:***

- 15 ~ Measure increased availability and reliability of the IT infrastructure and maintain at
16 99.9%.

17
18 Goal 4.2 Reward and support institutions, administrators, faculty and staff for innovations that
19 advance excellence and efficiency.

20
21 ***System targets will be established to:***

- 22 ~Continue and expand awards of excellence or other initiatives that promote excellence
23 in student learning or reward institutions, faculty, administrators and staff for innovations
24 that advance excellence and efficiency. Targets will be established after evaluating the
25 impact of the Awards of Excellence and the Initiative to Promote Excellence in Student
26 Learning (IPESL) Awards.

27
28 Tables 1, 2 and 3 provide specifics on the base rate or number for each measure as well as the
29 targets and their impacts. Table 1 contains a System summary. Table 2 contains a summary for
30 the state universities and Table 3 contains a summary for the state colleges. Progress on
31 achievement of the targets will be monitored with annual reporting to the Board of Trustees.

32
33 **RECOMMENDED COMMITTEE ACTION**

34
35 The Educational Policy Committee recommends that the Board of Trustees adopt the following
36 motion:

37
38 **RECOMMENDED MOTION**

39
40 The Board of Trustees accepts the 2006-2010 Action Plan and Targets.

41
42
43 *Date of Adoption:* September 20, 2006

44

Attachment A
Definitions of Measures with System Targets
Minnesota State Colleges and Universities

Strategic Direction 1: Increase Access and Opportunity

Goal 1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and education goals.

Retention Rate: The proportion of fall semester entering students who are enrolled at the same college or university during the next fall semester and have not graduated as of the beginning of the semester from that institution.

Success Rate for Students of Color: The student success rate is the proportion of fall semester entering students who are retained at the same college or university during the next fall semester or have graduated from that college or university or are enrolled at another college or university. Students of color are students who have identified themselves as American Indian, African American, Asian, Hispanic, or Pacific Islander.

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

Goal 2.1 Demonstrate high quality in all educational programs.

STEM Courses: The percentage of students in credit courses who enrolled in one or more college level science, technology, engineering, or mathematics (STEM) courses during a fiscal year. STEM disciplines were defined according to recommendations from the National Center for Higher Education Management Systems to the Minnesota Office of Higher Education.

STEM Teachers: The number of secondary teachers prepared for licensure in math and/or science by the Minnesota State Universities in a fiscal year.

Strategic Direction 3: Provide programs and services integral to state and regional economic needs

Goal 3.1

Online: The number of students (unduplicated headcount) enrolled in credit or non-credit online courses in a fiscal year. Online courses are those offered completely on the internet.

Customized Training: The number of students (unduplicated headcount) enrolled in employer contracted or open enrollment customized training courses in a fiscal year.

Continuing Education: The number of continuing education students (unduplicated headcount) aged 25 to 44 that were enrolled in one or more credit courses in a fiscal year.

Strategic Direction 4: Innovate to meet current and future educational needs efficiently

Institutional Support from Public Sources: Grants received from public sources in a fiscal year.

Institutional Support from Private Sources: Monetary and non-monetary gifts and grants from private sources in a fiscal year.

Alumni Participation: The proportion of alumni of record who contribute to a college or university or its foundation during a fiscal year. Alumni of record are graduates or students of the college or university for whom current address information is available.

Goal 4.1 Build organizational capacity for change to meet future challenges.

IT Infrastructure Availability and Reliability: The percent of scheduled operating time during which mission critical information technology systems are available to end users.

Goal 4.2 Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.

Awards of Excellence: Awards or initiatives that promote excellence in student learning or reward innovations that advance excellence and efficiency.

**Table 1
Target Setting: Measures from the Action Plan 2006-2008
Minnesota State Colleges and Universities -- System Totals**

Strategic Direction 1: Increase Access and Opportunity

| Measure | Base Data (Fall 2005) | |
|-------------------------------------|-----------------------|------------------------------|
| Retention Rates | Retention Rate | Number Retained |
| | 46.7% | 31,646 |
| Measure | Base Data (Fall 2005) | |
| Success Rate for Students of Color* | Success Rate | Successful Students of Color |
| | 58.5% | 4,495 |

| Fall 2011 | | | |
|-----------------------------|----------------|---|------------------|
| Target Retention Rate | Change in Rate | Additional Students Retained | |
| | | Number | Percent Increase |
| 51.0% | 4.3% | 2,901 | 9.2% |
| Fall 2011 | | | |
| Target Success Rate | Change in Rate | Additional Successful Students of Color | |
| | | Additional Students | Percent Increase |
| Targets will be established | | | |

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

| Measure | Base Data (FY 2005) | |
|--------------|--------------------------|---------|
| STEM Courses | Students in STEM Courses | |
| | Percent | Number |
| | 44.9% | 107,508 |

| FY 2009 | | | |
|----------------------------|----------------|-------------------------------------|------------------|
| Target Percent of Students | Change in Rate | Additional Students in STEM Courses | |
| | | Number | Percent Increase |
| 47.8% | 2.9% | 6,895 | 6.4% |

| Measure | Base Data (FY 2005) | |
|---------------|----------------------------------|--|
| STEM Teachers | Teacher Graduates in STEM Fields | |
| | 103 | |

| FY 2011 | | |
|----------------------------|--------------------------------------|------------------|
| Target Number of Graduates | Additional Teacher Graduates in STEM | |
| | Number | Percent Increase |
| 222 | 119 | 115.5% |

Strategic Direction 3: Provide programs and services integral to state and regional economic needs.

| Measure | Base Data (FY 2005) Number of Students |
|----------------------|---|
| Online | 30,619 |
| Customized Training | 142,440 |
| Continuing Education | 64,270 |

| FY 2009 | | |
|------------|---------------------|------------------|
| New Target | Additional Students | Percent Increase |
| 48,897 | 18,278 | 59.7% |
| 157,332 | 14,892 | 10.5% |
| 69,023 | 4,753 | 7.4% |

Strategic Direction 4: Innovate to meet current and future educational needs efficiently.

| Measure | Base Data (FY 2005) Support (\$) |
|--|-------------------------------------|
| Institution Support: Public Sources | \$37,578,879 |
| Institution Support: Private Sources** | \$41,054,289 |

| FY2010 | | |
|--------------|--------------------|------------------|
| Target | Additional Support | Percent Increase |
| \$45,214,510 | \$7,635,631 | 20.3% |
| \$50,547,540 | \$9,493,251 | 23.1% |

| Measure | Base Data (FY 2005) | |
|----------------------|----------------------|--------|
| Alumni Participation | Alumni Participation | |
| | Percent | Number |
| | 4.6% | 30,463 |

| FY2011 | | | |
|------------------------------------|----------------|---------------------------------|------------------|
| Target Percent of Alumni of Record | Change in Rate | Additional Alumni Participating | |
| | | Number | Percent Increase |
| 7.4% | 2.7% | 26,770 | 87.9% |

| Measure | Base Data (FY 2005) Percent of Time |
|--|--|
| IT Infrastructure Availability & Reliability | Not Available |

| FY2011 | | |
|--------|----------------|--|
| Target | Change in Rate | |
| 99.9% | Not Available | |

* The student success rate is the proportion of fall semester entering students who are retained at the same college or university during the next fall semester or have graduated from that college or university or are enrolled at another college or university. Students of color are students who have identified themselves as American Indian, African American, Asian, Pacific Islander, or Hispanic.

** The total system support from private sources includes subtotals for the Office of the Chancellor and the Minnesota State College & Universities Foundation as well as the subtotals for colleges and universities.

**Table 2
Target Setting: Measures from the Action Plan 2006-2008
Minnesota State Universities**

Strategic Direction 1: Increase Access and Opportunity

| Measure | Base Data (Fall 2005) | |
|------------------------------------|-----------------------|------------------------------|
| Retention Rates | Retention Rate | Number Retained |
| | 59.9% | 12,300 |
| Success Rate for Students of Color | Success Rate | Successful Students of Color |
| | 70.6% | 915 |

| Fall 2011 | | | |
|-----------------------------|----------------|---|------------------|
| Target Retention Rate | Change in Rate | Additional Students Retained | |
| | | Number | Percent Increase |
| 63.8% | 3.8% | 786 | 6.4% |
| Fall 2011 | | | |
| Target Success Rate | Change in Rate | Additional Successful Students of Color | |
| | | Additional Students | Percent Increase |
| Targets will be established | | | |

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

| Measure | Base Data (FY 2005) | |
|--------------|--------------------------|--------|
| STEM Courses | Students in STEM Courses | |
| | Percent | Number |
| | 47.9% | 36,889 |

| FY 2009 | | | |
|----------------------------|----------------|-------------------------------------|------------------|
| Target Percent of Students | Change in Rate | Additional Students in STEM Courses | |
| | | Number | Percent Increase |
| 49.5% | 1.6% | 1,230 | 3.3% |

| Measure | Base Data (FY 2005) | |
|---------------|----------------------------------|--|
| STEM Teachers | Teacher Graduates in STEM Fields | |
| | 103 | |

| FY 2011 | | |
|----------------------------|--------------------------------------|------------------|
| Target Number of Graduates | Additional Teacher Graduates in STEM | |
| | Number | Percent Increase |
| 222 | 119 | 115.5% |

Strategic Direction 3: Provide programs and services integral to state and regional economic needs.

| Measure | Base Data (FY 2005) Number of Students |
|----------------------|---|
| Online | 7,240 |
| Customized Training | 5,131 |
| Continuing Education | 17,142 |

| FY 2009 | | |
|------------|---------------------|------------------|
| New Target | Additional Students | Percent Increase |
| 13,238 | 5,998 | 82.8% |
| 5,919 | 788 | 15.4% |
| 18,189 | 1,047 | 6.1% |

Strategic Direction 4: Innovate to meet current and future educational needs efficiently.

| Measure | Base Data (FY 2005) Support (\$) |
|--|-------------------------------------|
| Institution Support: Public Sources | \$9,031,005 |
| Institution Support: Private Sources** | \$19,968,090 |

| FY 2010 | | |
|--------------|--------------------|------------------|
| Target | Additional Support | Percent Increase |
| \$10,744,553 | \$1,713,548 | 19.0% |
| \$23,589,389 | \$3,621,299 | 18.1% |

| Measure | Base Data (FY 2005) | |
|----------------------|----------------------|--------|
| Alumni Participation | Alumni Participation | |
| | Percent | Number |
| | 9.0% | 29,176 |

| FY 2011 | | | |
|------------------------------------|----------------|---------------------------------|------------------|
| Target Percent of Alumni of Record | Change in Rate | Additional Alumni Participating | |
| | | Number | Percent Increase |
| 11.7% | 2.7% | 13,014 | 44.6% |

Table 3
Target Setting: Measures from the Action Plan 2006-2008
Minnesota State Colleges

Strategic Direction 1: Increase Access and Opportunity

| Measure | Base Data (Fall 2005) | |
|-----------------|-----------------------|-----------------|
| Retention Rates | Retention Rate | Number Retained |
| | 41.0% | 19,346 |

| Fall 2011 | | | |
|-----------------------|----------------|------------------------------|------------------|
| Target Retention Rate | Change in Rate | Additional Students Retained | |
| | | Number | Percent Increase |
| 45.5% | 4.5% | 2,115 | 10.9% |

| Measure | Base Data (Fall 2005) | |
|------------------------------------|-----------------------|------------------------------|
| Success Rate for Students of Color | Success Rate | Successful Students of Color |
| | 56.1% | 3,580 |

| Fall 2011 | | | |
|-----------------------------|----------------|---|------------------|
| Target Success Rate | Change in Rate | Additional Successful Students of Color | |
| | | Additional Students | Percent Increase |
| Targets will be established | | | |

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

| Measure | Base Data (FY 2005) | |
|--------------|--------------------------|--------|
| STEM Courses | Students in STEM Courses | |
| | Percent | Number |
| | 43.5% | 70,619 |

| FY 2009 | | | |
|----------------------------|----------------|-------------------------------------|------------------|
| Target Percent of Students | Change in Rate | Additional Students in STEM Courses | |
| | | Number | Percent Increase |
| 47.0% | 3.5% | 5,665 | 8.0% |

Strategic Direction 3: Provide programs and services integral to state and regional economic needs.

| Measure | Base Data (FY 2005) |
|----------------------|---------------------|
| | Number of Students |
| Online | 23,379 |
| Customized Training | 137,309 |
| Continuing Education | 47,128 |

| FY 2009 | | |
|------------|---------------------|------------------|
| New Target | Additional Students | Percent Increase |
| 35,659 | 12,280 | 52.5% |
| 151,413 | 14,104 | 10.3% |
| 50,834 | 3,706 | 7.9% |

Strategic Direction 4: Innovate to meet current and future educational needs efficiently.

| Measure | Base Data (FY 2005) |
|--|---------------------|
| | Support (\$) |
| Institution Support: Public Sources | \$28,547,874 |
| Institution Support: Private Sources** | \$19,644,522 |

| FY 2010 | | |
|--------------|--------------------|------------------|
| Target | Additional Support | Percent Increase |
| \$34,469,957 | \$5,922,083 | 20.7% |
| \$25,365,656 | \$5,721,134 | 29.1% |

| Measure | Base Data (FY 2005) | |
|----------------------|----------------------|--------|
| Alumni Participation | Alumni Participation | |
| | Percent | Number |
| | 0.4% | 1,287 |

| FY 2011 | | | |
|------------------------------------|----------------|---------------------------------|------------------|
| Target Percent of Alumni of Record | Change in Rate | Additional Alumni Participating | |
| | | Number | Percent Increase |
| 3.6% | 3.2% | 13,756 | 1068.8% |