

# Charting the Future Work Plan (FY 2016 and FY 2017)

## STRATEGIC FRAMEWORK #1: Ensure access to an extraordinary education for all Minnesotans

Strategy 1: Establish clear pathways for students that lead to increased retention and completion				
	Initiative	Lead	FY2016 Actions/Milestones	FY2017 Actions/Milestones
1.1.1	<b>Improve curriculum alignment (CTF 21, 22, 24)</b>	Transfer Pathways Teams (ASA)  All internal stakeholders facilitated by ASA and Academic Affairs Council	<ul style="list-style-type: none"> <li>▪ Develop four (4) initial transfer pathways and identify an additional 20-25 pathways to be developed (5/30/16)</li> <li>▪ Report to legislature on plan to expand AAS to BAS pathways (3/1/16)</li> <li>▪ Convene a work group to explore and research additional considerations from the Academic Programs &amp; Collaboration team such as: (10/31/15)                             <ul style="list-style-type: none"> <li>– Collate resources needed for successful collaborations and make them easily accessible for all</li> <li>– Merge all transfer resources into one website that is easy to navigate and user friendly</li> </ul> </li> <li>▪ Identify priorities and develop project plan with detailed steps/owners/ timeframes/deliverables (3/31/16)</li> </ul>	<p>Implementation of transfer evaluation/appeal process (9/1/16)</p> <p>Launch identified projects identified by work group (10/1/16)</p> <p>Develop an additional 20-25 transfer pathways (5/30/17)</p>
1.1.2	<b>Strengthen academic advising (CTF 1, 3)</b>	Colleges/universities (ASA and Student Affairs Council)	<ul style="list-style-type: none"> <li>▪ Convene campus-based advising work group and supporting subcommittee within Student Affairs Council (11/15/15)                             <ul style="list-style-type: none"> <li>– Research advising best practices and develop specific recommendations for strengthening advising (which may include pre-college and current students)</li> <li>– Identify and distribute campus-based best practices</li> <li>– Identify training and professional development needs and programming for faculty and staff advisors</li> </ul> </li> <li>▪ Compile campus-level descriptions of advising process, staffing, and early alert process and report to Leadership Council (6/1/16)</li> <li>▪ Complete college/university Student Success plan (6/1/16)</li> </ul>	<p>Identify resource requirements for strengthening advising (10/1/16)</p> <p>Begin to develop and deploy opportunities created by faculty and staff development experts within the system (4/1/17)</p>

1.1.3	<b>Develop a metric on satisfaction and the efficacy of advising (CTF 4)</b>	ASA Institutional Research in collaboration with college/university research directors	<ul style="list-style-type: none"> <li>▪ Define the metric (3/1/16)</li> <li>▪ Metric defined and tested through appropriate consultation channels (5/1/16)</li> <li>▪ New metric included in institutional performance metrics reports (6/1/16)</li> </ul>	
1.1.4	<b>Review and revise policies (where appropriate) to mitigate unintended consequences and remove unnecessary barriers (CTF 5)</b>	ASA Policy Council in consultation with Finance	<ul style="list-style-type: none"> <li>▪ Refer to ASA Policy Council: (10/1/15) <ul style="list-style-type: none"> <li>– 2.9 Financial Aid Satisfactory Academic Progress (SAP), and</li> <li>– 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals and Waivers</li> </ul> </li> <li>▪ Shepherd changes through policy consultation and approval process (6/30/16)</li> </ul>	
1.1.5	<b>Identify partnership opportunities for technology tools to support retention and completion (CTF 6, 23)</b>	ASA in collaboration with colleges/ universities	<ul style="list-style-type: none"> <li>▪ Convene a workgroup to evaluate existing resources and services used on campus and determine common needs (12/31/15) <ul style="list-style-type: none"> <li>– CRM system for early alert and advising</li> <li>– Graduation planner for advising</li> <li>– Predictive Analytics for targeting student success interventions and managing enrollment (build on existing BI Tiger team efforts)</li> </ul> </li> <li>▪ Report on common products and needs and recommendations to vice chancellors of ASA and ITS (6/30/16)</li> </ul>	Integration with ISRS (or future ERP), if determined that a common solution is desired
1.1.6	<b>Deploy online resources for prospective and current students, including transfer information for use in planning, registration, and advising (CTF 2, 21)</b>	Colleges/universities (ASA)	<ul style="list-style-type: none"> <li>▪ Complete evaluation of existing resources and services for meeting the needs of future and current students in transition and campus staff who work with students (6/30/16)</li> </ul>	Identify priorities and develop project plan with detailed steps/owners /timeframes/deliverables for ASA Web-based app (3/31/17)

<b>Strategy 2: Expand innovative use of technology</b>				
	<b>Initiative</b>	<b>Lead</b>	<b>FY2016 Actions/Milestones</b>	<b>FY2017 Actions/Milestones</b>
<b>1.2.1</b>	<b>Develop a strategy for quality online education (CTF 18)</b>	Leadership Council planning group in coordination with ASA Coordinating Commission	<ul style="list-style-type: none"> <li>▪ College/university conversations with students, faculty, and staff on current and future online and technology supported education (2/1/16)</li> <li>▪ Online Education Workshop with Leadership Council (informed by campus conversations) to evaluate MnSCU online strategy (4/1/16)</li> </ul>	Develop recommendation (10/31/16)
<b>1.2.2</b>	<b>Ensure all students have access to technology (CTF 19)</b>	Colleges/Universities (ASA Technology Council)  Finance in collaboration with colleges/universities	<ul style="list-style-type: none"> <li>▪ Conduct a campus-level assessment to better understand academic program/discipline needs, future and current student needs and access, and institutional capacity to meet needs of future and current students and faculty (6/1/16)</li> <li>▪ Convene technology fee discussion (6/1/16)</li> </ul>	Conduct a technological and financial feasibility study (5/1/17)
<b>1.2.3</b>	<b>Increase opportunities for exploration of emerging technologies and professional development for students, faculty, and staff (CTF 16, 20)</b>	ASA Technology Council	<ul style="list-style-type: none"> <li>▪ Expand current offerings (e.g., Improving your Online Course workshop, D2L Brightspace webinars) (5/1/16)</li> <li>▪ Create and support communities of practice around effective teaching with technologies in specific disciplines, in conjunction with Ignite conference (5/1/16)</li> <li>▪ Continue to assess campus and system programs and resources and identify opportunities to share best practices and opportunities to fulfill unmet needs (6/1/16)</li> </ul>	Continue to develop and deploy opportunities created by faculty and staff development experts within the system (7/1/17)

<b>Strategy 3: Close the opportunity gap and increase equity across our colleges and universities</b>				
	<b>Initiative</b>	<b>Lead</b>	<b>FY2016 Actions/Milestones</b>	<b>FY2017 Actions/Milestones</b>
<b>1.3.1</b>	<b>Develop campus diversity plans, integrated into each college/university overall Student Success plan (CTF 1, 10, 11)</b>	Colleges/universities (Diversity)	<ul style="list-style-type: none"> <li>▪ Create guidelines with common elements to be used by all colleges/universities, linked to institutional performance metrics, and related data elements, including the role of the Chief Diversity Officer (10/30/15)</li> <li>▪ Assess current college/university plans and provide feedback vis a vis new guidelines (12/31/15)</li> <li>▪ Complete college/university plans (6/1/16)</li> </ul>	
<b>1.3.2</b>	<b>Diversity mapping and assessment of diversity and equity (CTF 9)</b>	College/university pilots (Diversity)	<ul style="list-style-type: none"> <li>▪ Complete and evaluate campus-based pilots (6/1/16)               <ul style="list-style-type: none"> <li>– MSU Moorhead – Diversity Mapping</li> <li>– Century - PACE Survey Diversity Subscale</li> <li>– Normandale – Intercultural Development Inventory (IDI)</li> </ul> </li> </ul>	Develop strategy for diversity assessment (9/30/16)
<b>1.3.3</b>	<b>Improve the recruitment and retention of diverse faculty and staff (CTF 15)</b>	Human Resources in collaboration with colleges/universities (Diversity and ASA)	<ul style="list-style-type: none"> <li>▪ Compile best recruitment and retention practices implemented across the system and develop a common toolkit for searches and retention efforts (12/31/15)</li> <li>▪ Establish hiring and retention goals on each campus and in the system office, aligned with existing affirmative action plans (12/31/15)</li> <li>▪ Review hiring and retention practices on each campus and in the system office and strengthen practices through alignment with identified best practices (6/1/16)</li> </ul>	Implement best practices (7/1/16)

<p><b>1.3.4</b></p>	<p><b>Provide professional development to increase faculty and staff intercultural and global competency and increase understanding and use of culturally relevant pedagogy (CTF 7, 8)</b></p>	<p>ASA Coordinating Commission and Diversity</p>	<ul style="list-style-type: none"> <li>▪ Inventory colleges/universities and system resources and programs (12/31/15)</li> <li>▪ Determine gaps and best approach to filling them (1/31/16)</li> <li>▪ Identify additional resource needs and strategies for sourcing (6/30/16)</li> </ul>	<p>Implement professional development programs to fill gaps across the system (9/1/16)</p>
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**Other ongoing Initiatives:**

- Developmental Education reform
- Metro Baccalaureate Plan
- Scholarship campaign (see 3.1.1 in plan)
- E-textbooks/Open Educational Resources (OERs) (see 3.1.2 in plan)
- Partnership with MN Department of Education
- Succession Planning
- Native Nations Taskforce
- Increase PSEO and concurrent enrollment opportunities

## STRATEGIC FRAMEWORK #2: Be the partner of choice to meet Minnesota’s workforce and community needs

<b>Strategy 1: Work together under new models to be the preferred provider of comprehensive workplace solutions through programs and services that build employee skills and solve problems for business across the state</b>				
	<b>Initiative</b>	<b>Lead</b>	<b>FY2016 Actions/Milestones</b>	<b>FY2017 Actions/Milestones</b>
<b>2.1.1</b>	<b>Confirm and endorse the value proposition for our colleges and universities to provide comprehensive workplace solutions for employers (CTF 26-28, 35)</b>	Leadership Council in collaboration with CECT Leadership Council	<ul style="list-style-type: none"> <li>▪ Develop collaborative approaches for colleges and universities to collectively grow a continuum (two-year to graduate level) and increase capacity to meet the following goals: (12/1/15)               <ul style="list-style-type: none"> <li>– Expand services to business and industry</li> <li>– Leverage campus resources</li> <li>– Develop (CECT) revenue generating programs</li> </ul> </li> <li>▪ Present a proposed revenue/expense model to Leadership Council (2/1/16)</li> <li>▪ Consensus reached by Leadership Council on a shared strategies for colleges/universities to deliver comprehensive workplace solutions (3/1/16)</li> </ul>	Implementation of model begins (7/1/16)

<b>Strategy 2: Broaden students’ opportunities to earn credit for prior learning by developing a certification process to award transferable competency-based credit</b>				
	<b>Initiative</b>	<b>Lead</b>	<b>FY2016 Actions/Milestones</b>	<b>FY2017 Actions/Milestones</b>
<b>2.2.2</b>	<b>Advance strategies and capacity for competency certification and credit for prior learning at all colleges and universities (CTF 28-33)</b>	College/university pilots (ASA)	<ul style="list-style-type: none"> <li>▪ College/university faculty and staff assess campus interest, programmatic opportunities, and readiness (12/1/15)</li> <li>▪ Colleges/universities indicate interest in working collaboratively as a pilot group to: (2/1/16)               <ul style="list-style-type: none"> <li>– Create and test a replicable process for awarding credit for prior learning and developing competency-based programs starting with the “toolkit” developed by the Competency Certification &amp; Credit for Prior Learning team</li> <li>– Develop business model and approaches to deliver professional development and to enhance capacity building resources with other colleges/universities building on campus based practices</li> <li>– Identify policies and procedures for review in FY17</li> </ul> </li> </ul>	Report on pilot findings to Leadership Council (10/1/16)  Expand pilot group (2/1/17)

### Other ongoing Initiatives:

- Financial allocation model (see 3.2.1)
- Workforce alignment through Real Time Talent initiative
- Multi-state Learning Outcomes Collaborative

## STRATEGIC FRAMEWORK #3: Deliver to students, employers, communities and taxpayers the highest value/most affordable option

Strategy 1: Deliver to students the most affordable option to an extraordinary education				
	Initiative	Lead	FY2016 Actions/Milestones	FY2017 Actions/Milestones
3.1.1	<b>Ensure affordability for all students (CTF 13)</b> <i>see initiatives in Strategic Framework #1</i>	College/University Development Officers and Presidents	<ul style="list-style-type: none"> <li>▪ Increase scholarship support for students with a major campaign (second phase) to raise \$50M over two (2) years</li> <li>▪ Define new campaign (12/31/15)</li> <li>▪ Continue to deploy financial literacy programs for students as well as family financial planning and education</li> </ul>	Launch new campaign (7/1/16)
3.1.2	<b>Develop a comprehensive strategy to increase awareness and development of e-textbooks and open educational resources (OERs) (CTF 17)</b>	Faculty pilots (ASA)	<ul style="list-style-type: none"> <li>▪ Based on FY15 efforts, continue pilots and scale initiatives (6/1/16)               <ul style="list-style-type: none"> <li>– Scale faculty reviews in partnership with the UofMN (up to 175 faculty)</li> <li>– Provide support to 7-10 colleges/universities to pilot campus-level OERs</li> <li>– Integrate OERs with four (4) Transfer Pathways Teams</li> </ul> </li> </ul>	Evaluate and expand on campus OER pilots and scaled faculty work

Strategy 2: Redesign our financial and administrative models to reward collaboration, drive efficiencies and strengthen our ability to provide access to an extraordinary education for all Minnesotans				
	Initiative	Lead	FY2016 Actions/Milestones	FY2017 Actions/Milestones
3.2.1	<b>Redesign the current (internal) financial model to incent and reward collaboration, Strategic Framework commitments, and Charting the Future recommendations (CTF 25, 34)</b>	Finance division in consultation with colleges/universities	<ul style="list-style-type: none"> <li>▪ Use campus expertise from technical advisory committee (9/30/15)</li> <li>▪ Board of Trustees consideration of design principles (11/30/15)</li> <li>▪ Run scenarios, test, consult, and revise (5/31/16)</li> <li>▪ Ongoing consultation</li> </ul>	Ongoing consultation Board of Trustees consideration (10/31/16)  Implementation (7/1/17)

3.2.2	<b>Develop and implement new systemwide human resources transactional service delivery model (CTF 37)</b>	Campus HR staff with support from vice chancellor for human resources with HR division	<ul style="list-style-type: none"> <li>▪ Convene pilot workgroup to begin process mapping of transactional services (8/1/15)</li> <li>▪ Service model identified (1/15/16)</li> <li>▪ First transactional workgroup kick-off (10/5/15)</li> <li>▪ Second transactional workgroup kick-off (3/1/16)</li> <li>▪ Training HR staff on new transactional processes (1/18/16-ongoing)</li> </ul>	<p>Third transactional workgroup kick-off (9/5/16)</p> <p>Service model phase 1 launched (12/30/16)</p>
3.2.3	<b>Align student and employee identification practices to increase access and communication for students, faculty, and staff across MnSCU (CTF 42)</b>	ITS in consultation with colleges/ universities	<ul style="list-style-type: none"> <li>▪ Infrastructure work to be completed (6/30/16) <ul style="list-style-type: none"> <li>– Complete StarID rollout at two remaining institutions</li> <li>– Create a single Office 365 tenancy that can be adopted by colleges and universities</li> </ul> </li> </ul>	Assess and establish core organizational process requirements for identification processes (6/1/17)
3.2.4	<b>Replace or re-engineer ISRS (Integrated Statewide Record System) (CTF 38-41)</b>	ITS in consultation with colleges/ universities	<ul style="list-style-type: none"> <li>▪ Complete ISRS campus listening sessions (10/31/15)</li> <li>▪ Create a roadmap for the business case to upgrade/replace ISRS in FY18/FY19 (3/1/16)</li> <li>▪ Begin mapping existing processes to enterprise to identify gaps</li> <li>▪ Ongoing consultation</li> </ul>	<p>Consideration by Board of Trustees as part of the legislative biennial budget request</p> <p>Secure legislative funding for replacement (6/1/17)</p> <p>Ongoing work – FY18/FY19</p>

**Other ongoing Initiatives:**

- Workgroup on Long-term Financial Sustainability
- Campus Service Cooperative initiatives
- Continue to reduce administrative, institutional, and instructional costs