

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ADVANCEMENT COMMITTEE
MEETING MINUTES
March 21, 2012**

Advancement Committee Members Present: Trustee Cheryl Dickson, chair; Jacob Englund, Vice Chair; Duane Benson, Brett Anderson, Christine Rice, Scott Thiss

Leadership Council Committee Members Present: Chancellor Steven Rosenstone, President Ron Wood, Michael Dougherty

Other Trustees Present: Alfredo Oliveria, David Paskach, Tom Renier, Louise Sundin, James Van Houten, Michael Vekich

The Minnesota State Colleges and Universities Advancement Committee met March 21, 2012 at the Minnesota State Colleges and Universities office in St. Paul. Chair Cheryl Dickson called the meeting to order at 10:25 A.M.

1. Approval of the Advancement Committee Meeting Minutes

The June 21, 2011 Advancement Committee Meeting Minutes were moved, seconded, and adopted. Trustee Dickson called attention to Mary Davenport's comments regarding the state shutdown and that we made it through it.

2. Report on Connecting with Campus Initiative

Trustees are doing well on their goal to visit all 37 institutions. At the end of last fiscal year, 19 colleges and universities had been visited. There are 14 left to visit. When signing up to speak at campus graduations trustees can cross reference the campus initiative list and complete a campus visit at the same time. The board office will send the campus initiative guidelines electronically to each trustee as a reminder.

Formal campus initiative reports are submitted to the board office after each visit. Trustees are encouraged to include as part of their visit lunch or one-on-one time with the president.

3. First Impressions of Minnesota State Colleges and Universities Advancement

Michael Dougherty, Vice Chancellor of Advancement, shared his first impressions of the system, the newly formed Advancement Division and some of the challenges faced by Minnesota State Colleges and Universities.

Dougherty opened his remarks by thanking the committee members for their leadership and counsel in helping him to get started in his new role and continued with a few observations about the system.

Dougherty observed that many of the key attributes one looks for as leading indicators of success in organizations were already in place at MnSCU and provide a strong foundation for continuous improvement and for building on MnSCU's reputation:

- Strong leadership at the top in Steven Rosenstone;
- An experienced and capable management team as evidenced by active and engaged presidents and Cabinet;
- A clear vision and strategy as embodied in the Strategic Framework approved by the Board of Trustees in January;
- Clearly identified actions to achieve that strategy and aggressive implementation plans underway through the collaborative efforts of the Leadership Council; and
- Employees who are dedicated to the mission of the organization.

Dougherty expressed how impressed he is with the depth and breadth of MnSCU's colleges and universities' contribution to the state:

- The leading role played in serving:
 - Low income families,
 - Business and industry,
 - Communities of color and immigrant families,
 - Veterans,
 - High school students getting a jump on college, and
 - Adults returning to school to update their skills;
- The sheer number of students served;
- The quality of the education delivered by MnSCU faculty;
- The system's commanding position as the largest and most affordable higher education option in Minnesota; and
- The importance of each MnSCU campus to the economic well-being of the communities where they are located.

Dougherty mentioned the numerous opportunities he has had to engage with key audiences, including:

- Visiting campuses;
- Talking with student and faculty leaders;
- Spending time at the Capitol for presentations on bonding, the Strategic Framework and other meetings with legislators;
- Talking with our development officers and attending fundraisers;
- Attending community events, meeting donors and active alumni.

One consistent theme that connects all of these interactions is the commitment people have to MnSCU campuses.

Dougherty highlighted the tremendous opportunity the system office has to support the continued effectiveness of MnSCU's 31 institutions in telling their stories and their efforts to:

- Deliver an extraordinary education to our students;
- Continue to increase their effectiveness and efficiency;
- Make a significant difference in the lives of thousands of Minnesotans; and
- Contribute to the economic vitality of their communities and the state.

Dougherty continued with brief remarks about the Advancement Division and the particular role it can play in supporting MnSCU's campuses and thus the success of the system.

Dougherty mentioned that he had arrived at a time when MnSCU was well down the path of reorganization in the wake of required budget cuts. The reductions in the operations that now make up the three functional areas of Advancement – Government Relations, Public Affairs and Development – were substantial. The Advancement budget is 35% lower in 2012 than it was in 2009 and where previously there existed three divisions with three different senior leaders and 15 people, today there is one department with 9 people. The staffing level for these functions at MnSCU is vastly smaller than that of other higher education organizations. However, Dougherty stated that the fact that Advancement is now a smaller group is one of the reasons that bringing the functions together under one roof made sense. Looking ahead, success will depend in large part on the ability to leverage the work and skills of every member of the Advancement staff across all three functional areas.

Dougherty observed that another reason that bringing the functional areas together made sense is that the processes involved are similar for each, including:

- The audience analysis;
- The research needs and tools;
- Key messaging;
- The interaction with campuses;
- Communications planning and execution;
- The feedback mechanisms; and
- The metrics for determining successful outcomes.

So, despite Advancement's relatively small size, he expressed confidence that by leveraging the collective abilities of the staff in the system office and on the campuses, the newly formed division will be successful.

Dougherty outlined many of the activities that Advancement does well. He cited Government Relations, which does a very good job of connecting with legislators both at the Capitol and in their home districts. MnSCU is making good progress in communicating the Strategic Framework to legislators, has strong relationships in place or are building them, and does an outstanding job of understanding and responding to legislators' concerns. Key messaging is also starting to gain traction, and Dougherty believes that key audiences are becoming much more aware of the fact that MnSCU understands the challenges facing Minnesota and can clearly articulate how the work done at MnSCU colleges and universities is helping to address those challenges. A solid foundation for ongoing dialogue with legislators has been established due to presidents' relationships and Chancellor Rosenstone's engagement.

In Development, he cited several examples of where we are playing a key role in the success of campus efforts:

- The active support for the fundraising activities of our colleges and universities by Chancellor Rosenstone and system office staff, and

- The coordination of professional development activities for campus personnel, which they state is important to their success.

Looking ahead, Advancement will be working with development officers and others to fully understand what value the system office Advancement staff can bring to their overall fundraising success. Based on his initial discussions with campus leaders, Dougherty believes that there is more the system office can do and must do to help given declining state support and the system's goal of maintaining affordability, including additional support for raising funds from alternative sources, including public and private grants and contributions from alumni and other supporters. In addition, Dougherty mentioned that more can be done to support systemwide fundraising efforts in terms of:

- Collaboration on back office activities and development processes;
- Improving support for and coordination of campus applications for public and private grants across the system; and
- Implementation of more effective processes for managing grants and lowering the administrative costs associated with complying with grant requirements.

Dougherty stated that future Public Affairs efforts will be about building the MnSCU brand by telling the stories of the work done on MnSCU campuses and communities.

Dougherty reiterated the one consistent theme that runs through MnSCU interactions with key audiences – the loyalty and emotional connection that people have to the colleges and universities. This is, in large part, where MnSCU's reputation, or brand, resides. One of the challenges faced is helping key audiences make the connection between their support for individual campuses and support for the funding MnSCU receives for its colleges and universities. In other words, taking the collective goodwill that exists for each individual campus and imparting it to the system as a whole by helping audiences understand that we are not separate operations, but a collaborative operation. He observed that it will take the collective effort of all of us to be effective and that this will be especially important as we enter appropriations discussions with the Legislature and governor next year. Given state budget constraints, which are not likely to subside any time soon, success of our campuses will depend in part on our collective ability to collaborate and effectively tell our story as a system.

From an overall system perspective, Dougherty stated that the Advancement Mission is to enhance and protect MnSCU's reputation to support achievement of objectives for students, faculty, campuses and communities at each college and university.

Key objectives for the Advancement Division include:

- Increasing awareness and understanding of MnSCU and its contributions to the state's prosperity;
- Effectively communicating the MnSCU story – the stories from our campuses – to external and internal audiences;
- Supporting communication and implementation of the Strategic Framework, including each of the individual actions and initiatives that are underway to realize the three commitments outlined in the framework; and

- Establishing standard, measurable processes and outcomes for Advancement activities and driving continuous improvement.

Dougherty stated that the Advancement approach will be one of:

- Open, honest, timely, two-way communications based on mutual respect and trust;
- Belief that the more people know about what MnSCU is trying to accomplish and why, the more likely we are to succeed; and
- Belief that well-informed people are in the best position to do the right things.

He observed that this will require aggressive communications – up, down and laterally – to share information and seek input and feedback.

Dougherty stated that he will continue to seek the committee’s input and advice on the implementation of the Advancement plan. He observed that the deep understanding and experience trustees bring on legislative, public affairs and development matters will be critically important as MnSCU continues to make progress and improve its performance in key areas.

Dougherty concluded by thanking the committee for allowing him to offer his initial observations.

4. New Member Orientation Discussion

Trustee Dickson lead a discussion on an orientation plan for new board members to properly inform them of the scope of work for the Board of Trustees. The plan proposes up to four sessions.

A summary of feedback from Trustees is included below:

Content

- Sessions need context, e.g. where we came from and where are we going?
- There was a rationale for the merger – did it turn out that way?
- What are **critical decision points** for the board?
- Need a discussion of the political context; could involve some legislators
- There should be a lesson on the level of trustee involvement; should be a lesson on doing homework
- Need to make a distinction between micro-managing and macro-policy-making
- Meeting #4 should be a meeting with the leaders of the unions
- There should be information on diversity, equity, and opportunity

Structure

- Should be highly participatory; the emphasis should be on engagement so don’t overwhelm with print
- Board members need campus visits
- There should be more informal events for the board to get to know one another
- Trustees should do the presenting
- There should be a tour of the system office
- All trustees could sit in

A revised orientation plan will be distributed at the May Board of Trustees meeting.

Announcements

National Conferences

The Association of Community College Trustees (ACCT) Conference is October 10-14, 2012 in Boston, MA. There are six tracks this year, all of which we could present in if we wanted to. Please think about attending and pass ideas on to Inge. Proposals are due by the end of April.

Capital Campaign

Minnesota State University, Mankato made a public announcement at the Guthrie Theatre for a \$79 million dollar campaign. Congratulations, President Davenport and compliments to all the presidents and their fundraising efforts.

Meeting adjourned at 11:44 a.m.

Respectfully submitted,
Chris McGing, Recorder