

Increasing the Global Competiveness of the Twin Cities Metro Area



January 22, 2014
Board of Trustees

Minnesota State Colleges and Universities

The Minnesota State Colleges and Universities system is an Equal Opportunity employer and educator.



Consultation since June

- Meet and Confer:
 - MSCF on 9/27/13
 - IFO on 9/13/13
 - MAPE on 11/2/13
 - AFSCME on 10/11/13, 12/13/13
 - MSUAASF on 9/6/13, 11/22/13
- CAOs/CSAOs 7/11/13 and 11/7/13
- MSUSA and MSCSA on 10/4/13, 11/1/13
- Leadership Council on 11/4/13

Board of Trustees June discussion

Agreement that unmet need and future demographic changes require growing access to baccalaureate education in the metro area:

- Nearly 1 million more people over three decades creating an incremental 570,000 jobs – 100% of growth is in communities of color
- 421,800 of these incremental jobs will need to be filled with employees who hold a post-secondary credential
- 210,900 of these incremental jobs will need to be filled with employees who hold a baccalaureate degree

Findings: sectors of strength validated and refined to better reflect region's economy today

Financial Services and Insurance

- Financial advisory
- Banking
- Insurance

Health and Life Sciences

- Bio technology
- Medical devises
- Healthcare IT
- Healthcare providers

Innovation Technology & Advanced Manufacturing

- Advanced manufacturing
- R&D centers
- Software/IT development
- Energy/renewables

Headquarters & Business Services

- Corporate headquarters
- Creative services
- Professional services
- Data centers

Food and Agribusiness

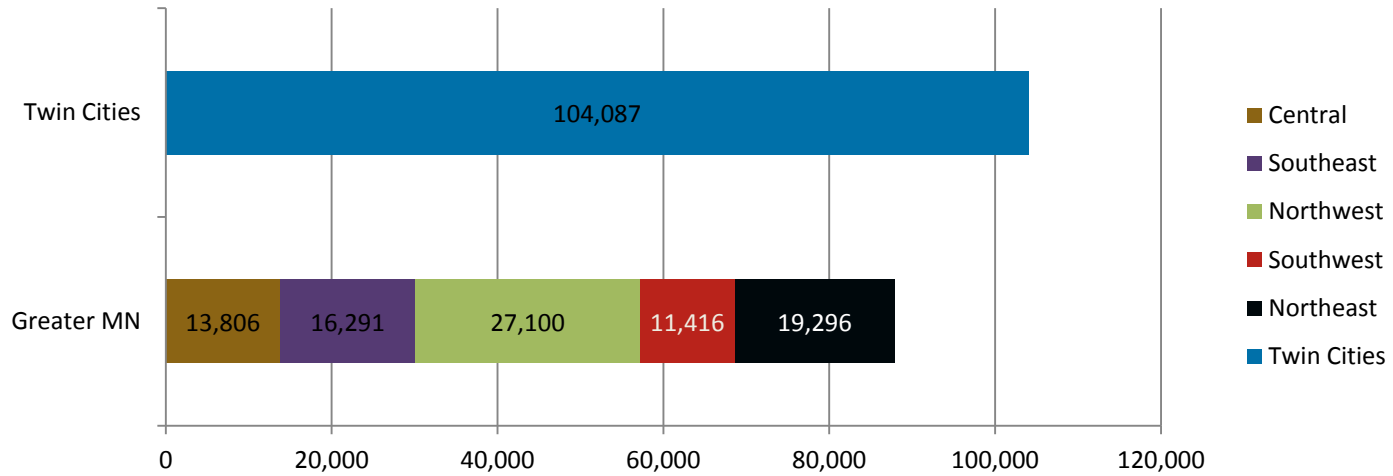
- Agribusiness
- Nutrition
- Agrichemicals
- Seed production

- Water filtration
- Water purification
- Food processors
- Food production

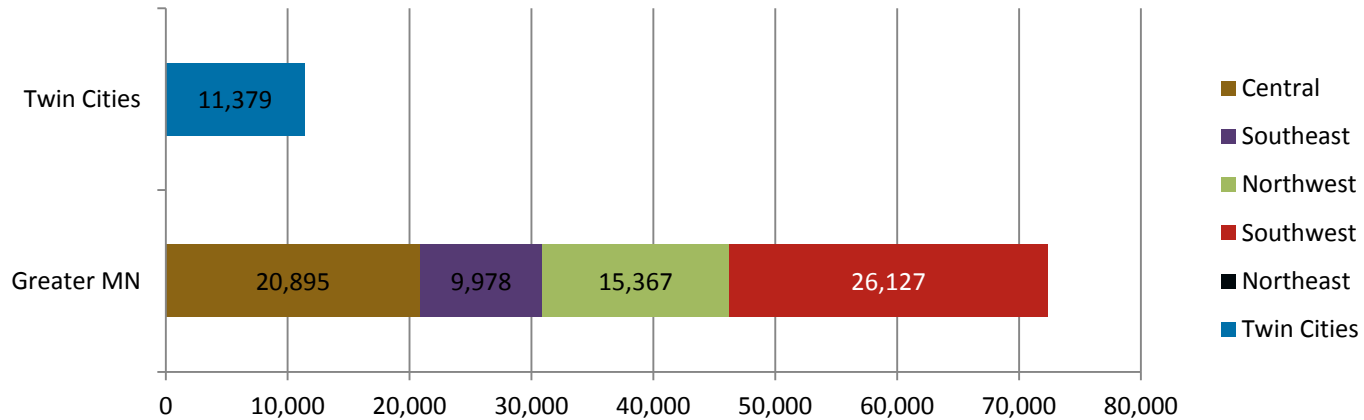
~30% of the region's jobs are in these 5 sectors of strength

Board of Trustees June discussion

College Headcount, 2012



University Headcount, 2012



Board of Trustees June discussion

- Current approach (Metropolitan State University and bilateral college-university partnerships) is not meeting all the metro area baccalaureate needs
- Concept support for strategy
 - Partner with business and industry to prepare graduates for the high demand jobs and professions
 - Deliver an extraordinary education that supports student success
 - Make it affordable and accessible to the metro area's diverse student populations
- Concept support for “academic centers”

Academic centers concept and features

- Experientially-based: learning by doing, multidisciplinary, and applied (connections to employers as appropriate)
- Innovative approaches to learning, including technology-enhanced interaction and innovation
- Globally focused: graduates capable of communicating across geographic and cultural boundaries to serve diverse populations and reach global markets
- Geographically accessible (public transportation)

Academic centers concept and features

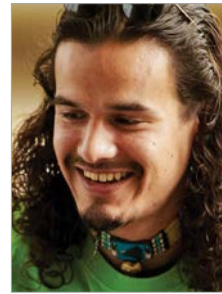
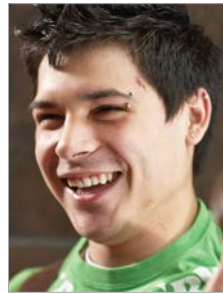
- High tech
- High touch - full array of support services (not necessarily affiliated with one of the center colleges/universities)
- Flexible: face-to-face, hybrid, fully online offerings
- Intentional focus on multiculturalism, diversity, and global awareness
- Jointly developed by college and university faculty to the extent possible
- Competency driven outcomes

Board discussion

✓ **Concept
Support for
Academic
Centers**

**GO BIG!
OR GO HOME!**

“Go Big” options considered



Criteria: is this option workable?

- How difficult will this option be to implement?
- How much resistance will there be to this option in the current system culture?
- How much time will be needed for this option to be implemented?
- What is the cost in dollars or resources to implement this option?
- Is it politically feasible?



Criteria: does this option reduce barriers to baccalaureate completion?

- Confusion in admissions process (multiple admissions)
- Advising discontinuity (“siloes” advising vs. unaffiliated)
- Inconvenience – changing from two to four-year sites
- Lack of desired academic programming
- Low awareness
- Transfer hurdles (real and perceived)
- Naming confusion (“I didn’t know BSU was a MnSCU university.” “What’s a MnSCU?”)
- Lack of integrated catalog showing all baccalaureate offerings
- Not appealing to underserved populations

Options ruled out

- Status quo → Not an option, does not meet the need
- Expand bilateral college-university partnerships → Should continue, but does not fully meet the need
- Create an new university in the metro area → Too costly, unnecessary duplication, politically infeasible

Options considered

Options are not mutually exclusive, and reaching a single solution is not required. An eventual plan could be a combination of several approaches.

Option #1

Create new academic centers (as discussed in June)



Option #2

Significantly expand Metropolitan State University's baccalaureate capacity

- Develop targeted high growth, high impact program areas
- Set graduation targets
- Consider additional location near light rail/public transportation
- Develop a viable funding model



Grow Metropolitan State University

- From 2006-2013:
 - FYE increased 34%
 - Bachelor's degrees conferred increased 71%
- Projections show continued steady increases through 2020.
- Gaps remain in certain program areas



Possible Model: Arizona State University's Phoenix Campus

<https://campus.asu.edu/downtown>



Features of ASU – Phoenix Campus

- 2nd site for university
- Builds on downtown light rail
- Started with existing programs (Colleges of Public Programs, Nursing and Healthcare Innovation and University College)
- Now 9 colleges (including graduate)
- Significant university and city benefit (\$200M economic impact, 2,000 jobs)
- \$223M in city bond funding
- Went from napkin scribbles in 2004, to 10,000 students in a decade, and 15,000 projected by 2020

Option #3

Transform an existing metro area college to a branch campus of an existing system university

- Focus on building on two-year program offerings/strengths (and laddering to baccalaureate)
- Strategically add four-year programs
- IFO and MSCF bargaining units embraced on campuses
- Start with one campus
- Consider adding campuses, consider each college offering specialized focused programs

**Minnesota State University –
[-----] Campus**



Option #4

Authorize two-year metro area colleges in the system to offer baccalaureate degrees

- 22 states are implementing at some level
- Focus on new programs, not competing with existing offerings
- Significant hurdles: strong resistance, legislative change, mission change, and accreditation change

Additional tactics

There are tactical steps that should be considered along with previous options, such as

- Aggressive marketing of MnSCU's metropolitan campuses
- Bold naming strategies to raise awareness and coordinate branding (e.g., all metro colleges become Minnesota State College – Bloomington Campus, St. Paul Campus, Minneapolis Campus, etc.)
- Cross-listing of all metro area offerings (traditional, hybrid, and online) available to metro area students

Next steps

- January Board discussion
- January-Feb Develop proposed plan
- January- Additional consultation
- _____ Bring plan to board for approval
- Following Approval: Begin implementation

Questions for discussion

What are your thoughts about these options?

Any options you would suggest we rule out or focus on?

Other discussion?