Charting the Future for a Prosperous Minnesota

Board of Trustees

June 18, 2014

MINNESOTA STATE
Colleges and Universities

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Colleges and Universities

Charting the Future for a Prosperous Minnesota

Our core value

Provide an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities.

Our core commitments

The Strategic Framework for Minnesota State Colleges and Universities
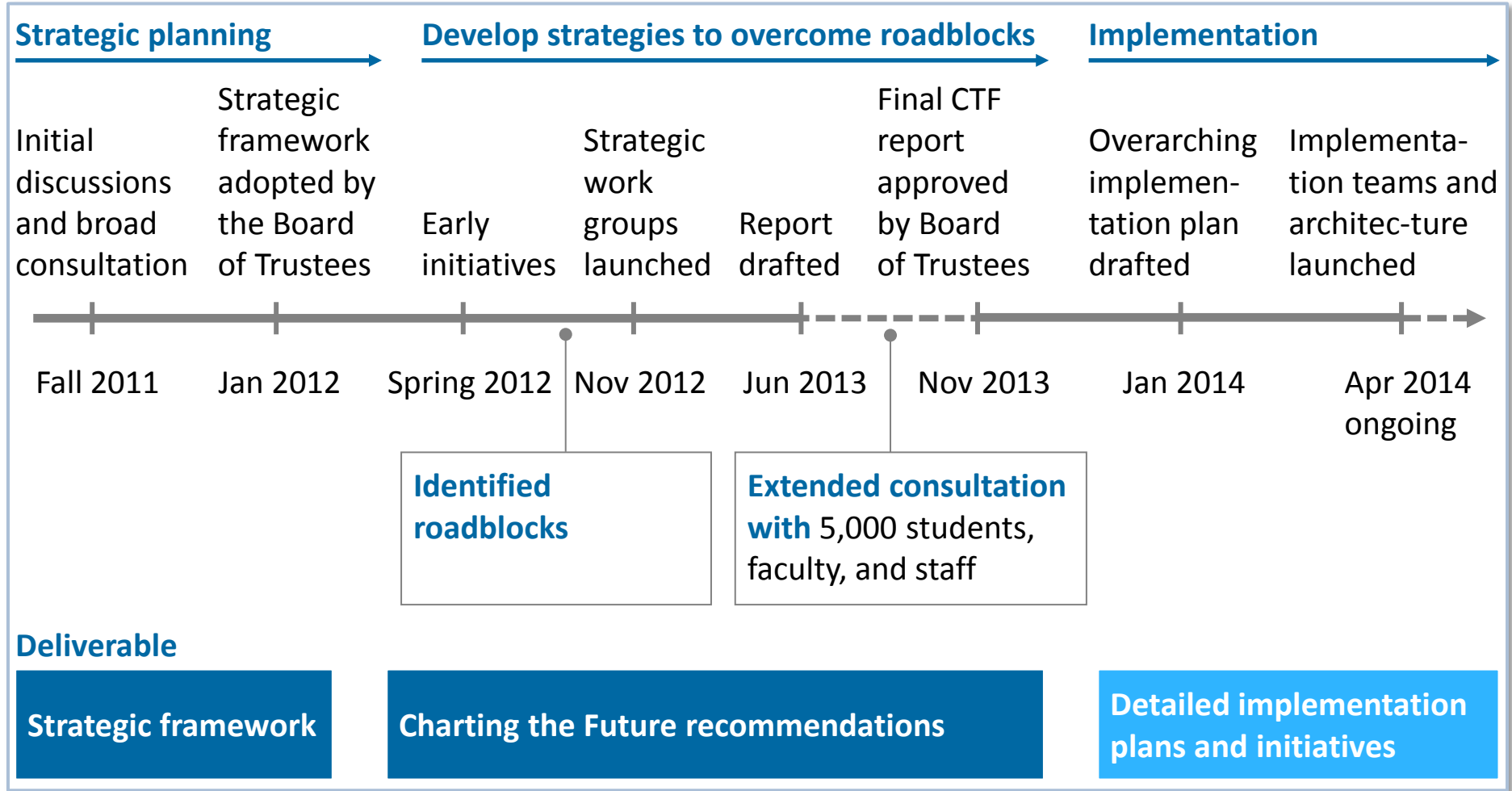
Minnesota State Colleges and Universities play an essential role in growing Minnesota's economy and opening the doors of educational opportunity to all Minnesotans. To that end, we will:

- Ensure access to an extraordinary education for all Minnesotans

- Be the partner of choice to meet Minnesota's workforce and community needs

- Deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option

We are on a journey of transformation

Complete ■ Launching

Strategic planning

Develop strategies to overcome roadblocks

Implementation

Initial discussions and broad consultation	Strategic framework adopted by the Board of Trustees	Early initiatives	Strategic work groups launched	Report drafted	Final CTF report approved by Board of Trustees	Overarching implementation plan drafted	Implementation teams and architec-ture launched
Fall 2011	Jan 2012	Spring 2012	Nov 2012	Jun 2013	Nov 2013	Jan 2014	Apr 2014 ongoing

Identified roadblocks

Extended consultation with 5,000 students, faculty, and staff

Deliverable

Strategic framework	**Charting the Future recommendations**	**Detailed implementation plans and initiatives**

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Minnesota State Colleges and Universities play an essential role in growing Minnesota's economy and opening the doors of educational opportunity to all Minnesotans. To that end, we will:
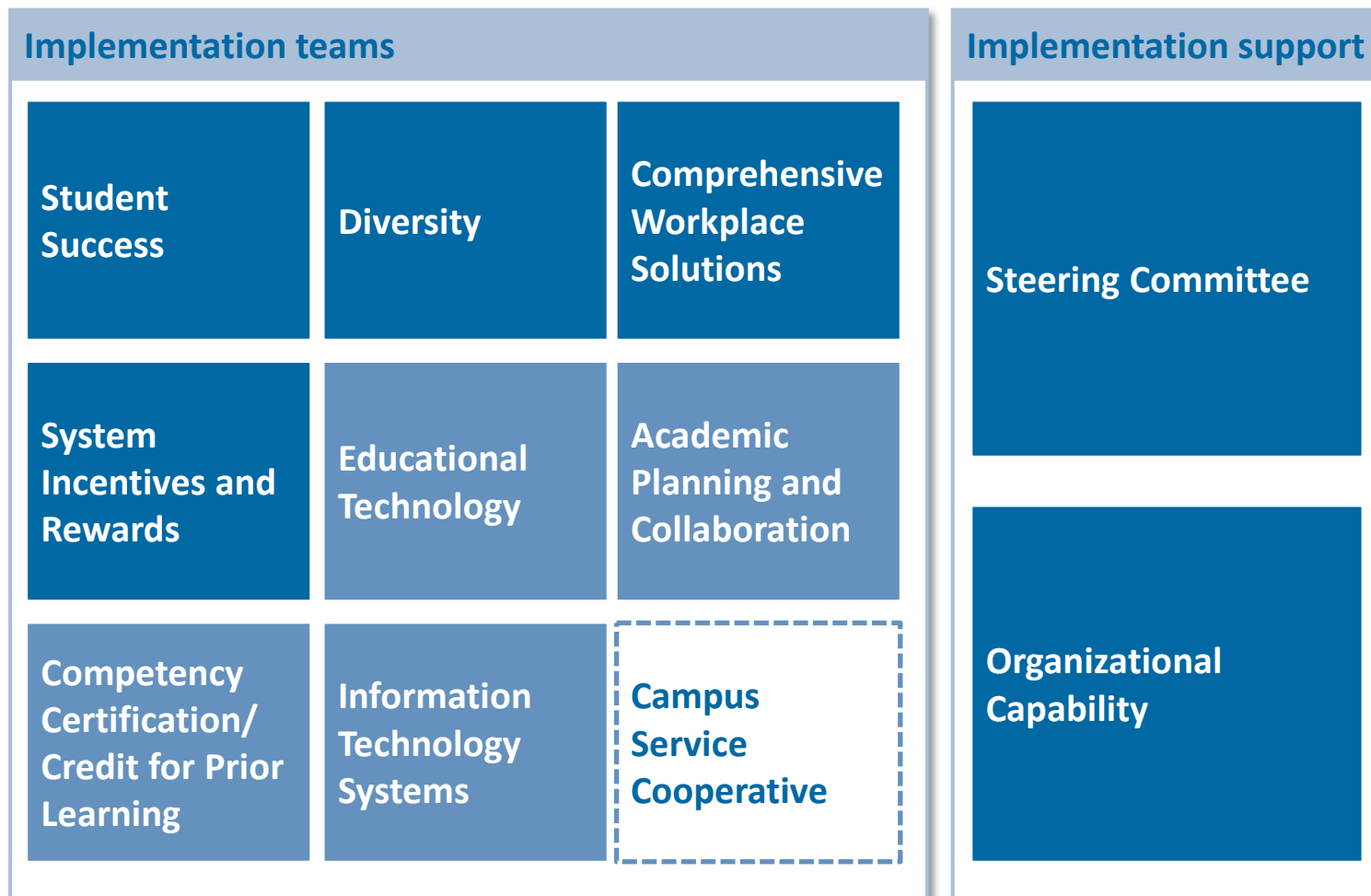
- Ensure access to an extraordinary education for all Minnesotans

- Be the partner of choice to meet Minnesota's workforce and community needs

- Deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option

Recommendations to increase access, affordability, excellence, and service by forging deeper collaborations among our colleges and universities to maximize our collective strengths, resources, and the talents of our faculty and staff

1. Dramatically increase the success of all learners, especially those in diverse populations traditionally underserved by higher education.

2. Develop a collaborative and coordinated academic planning process that advances affordability, transferability, and access to our programs and services across the state.

3. Certify student competencies and capabilities, expand pathways to accelerate degree completion through credit for prior learning, and foster the award of competency-based credit and degrees.

4. Expand the innovative use of technology to deliver high quality online courses, strengthen classroom instruction and student services, and provide more individualized learning and advising.

5. Work together under new models to be the preferred provider of comprehensive workplace solutions through programs and services that build employee skills and solve real-world problems for communities and businesses across the state.

6. 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.

www.mnscu.edu/chartingthefuture

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Implementation team structure

Legend:
- Spring launch
- Fall launch
- Linked

Implementation teams

Student Success	Diversity	Comprehensive Workplace Solutions
System Incentives and Rewards	Educational Technology	Academic Planning and Collaboration
Competency Certification/ Credit for Prior Learning	Information Technology Systems	Campus Service Cooperative

Implementation support

- Steering Committee
- Organizational Capability

Charting the Future is a campus-led effort

86% of implementation team members are from campuses

Number of implementation team members by source

144

System office	20
Campus	124
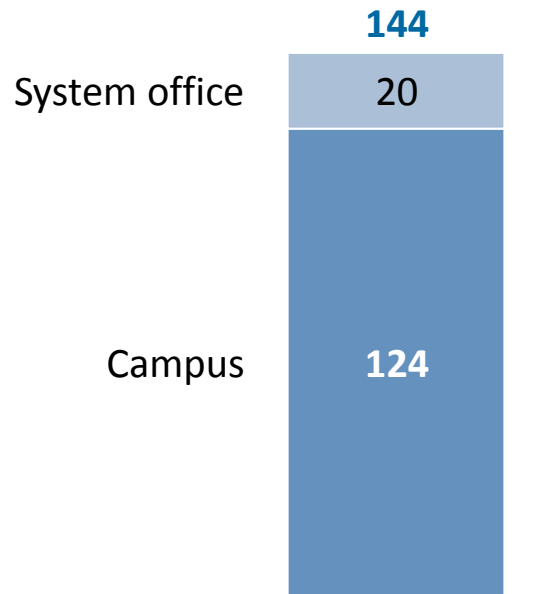
Team composition

Up to 18 members, including:

- **Students** (accompanied by staff support[1]) (2)
  - MSUSA
  - MSCSA
- **Faculty** (3)
  - IFO
  - MSCF
  - MSUAASF
- **Staff** (3)
  - MAPE
  - MMA
  - AFSCME
- **Presidents** (2)
- **Campus subject matter experts** (up to 4)
- **System office subject matter experts** (up to 4)

1 MSUSA and MSCSA student representatives will have the option of being accompanied by MSUSA and MSCSA   staff who will act as observers to ensure full understanding and continuity given student turnover.

Each implementation team will need to address the following question

"How will we implement the recommendations of Charting the Future in ways that will enable us to work together to strengthen all colleges and universities, improve student success, access and affordability, and advance the prosperity of communities across the state?"

To answer the question, teams will develop initiatives

- Teams should work within the Board of Trustees' approved Charting the Future **recommendations**.

- Teams should identify and develop **strategies** that support these recommendations. A starter list of strategies were developed by the Charting the Future working groups with additional ideas from consultation students, faculty, and staff. These should help to accelerate the work of the implementation teams. Teams may amend, add, and omit strategies as necessary.

- Teams should design and recommend a set of **initiatives** linked to ensure the success of each strategy.

Implementation team responsibilities and decision making

Responsibilities

- **Translate** Charting the Future **recommendations into** a set of **strategies** and **initiatives** for implementation

- **Provide leadership**, **coordination**, and **oversight** of **project implementation** (initiatives will ultimately be implemented by colleges and universities)

- **Consult** with **college** and **university stakeholders** early and often to co-develop strategies and initiatives

- **Monitor** and **report progress** to the Steering Committee

- **Identify cross-cutting issues that** may **require alignment** with other **implementation teams**

- **Develop financing** plans for each recommended initiative

Decision making authority

- **Teams** are **empowered** to **make decisions** related to **strategy** and **initiative design**, **prioritization**, and **sequencing**

- **Teams can propose policy changes**, although they do not have the authority to make policy changes themselves
  - Policy changes will be considered through existing consultative processes

- **Teams should drive towards consensus**, and **decisions** should **reflect dialogue** that **incorporates** the **various perspectives** of the team
  - When consensus is not reached, dissenting opinions should be documented in writing along with the team's recommendations to provide a comprehensive set of perspectives.

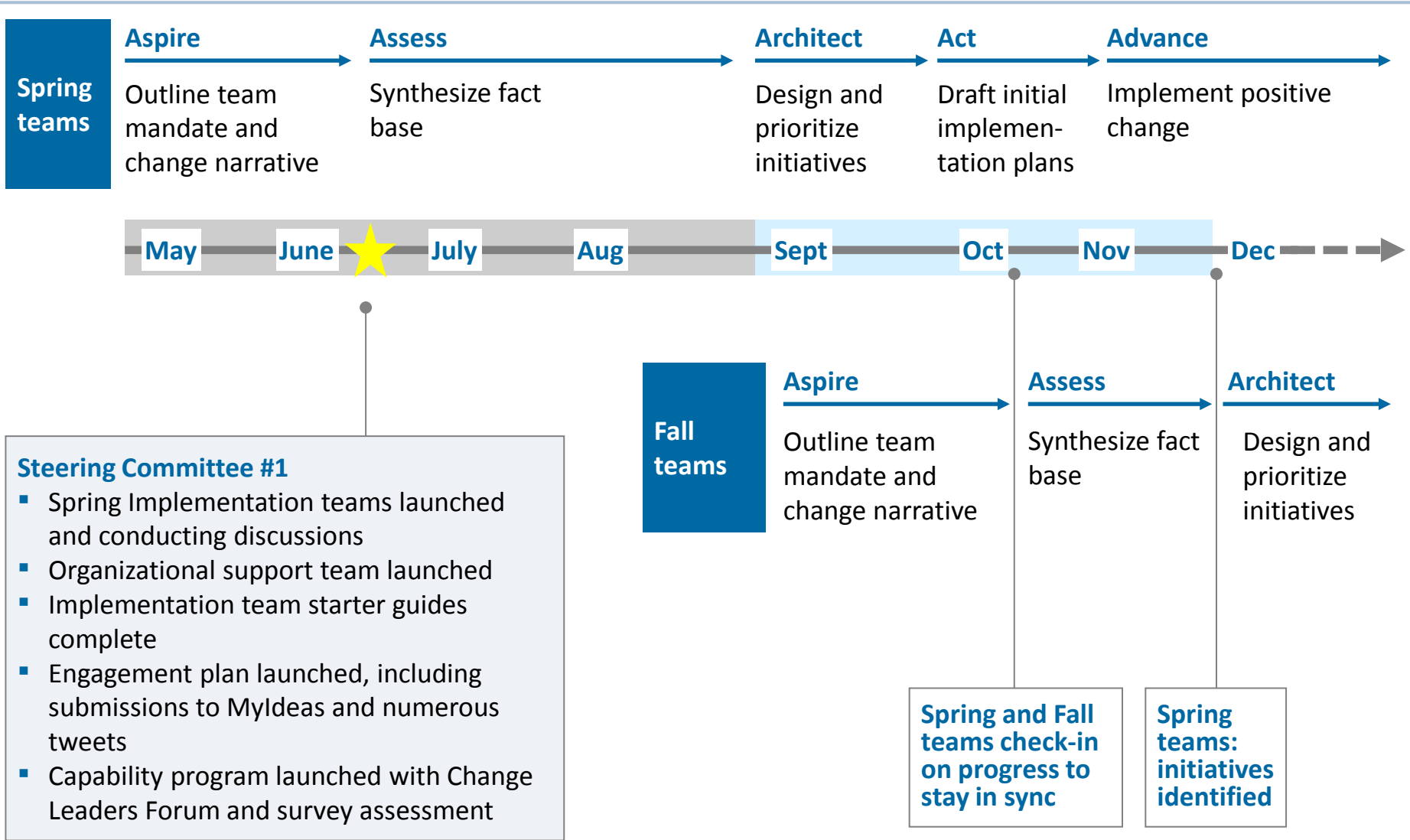# Guiding principles for implementation teams

Guiding principles

- Meet the needs of our students, both current and future

- Incorporate the best ideas and practices from inside and outside the system

- Strengthen partnerships with our communities and with employers

- Improve stewardship of resources with a long-term view

- Advance collaboration where it leads to benefits above and beyond individual efforts

- Have a bias toward action (e.g., use of pilots where appropriate)

- Contribute to addressing the core challenges our colleges and universities face (e.g., increased competition, funding shifts, changing nature of work)

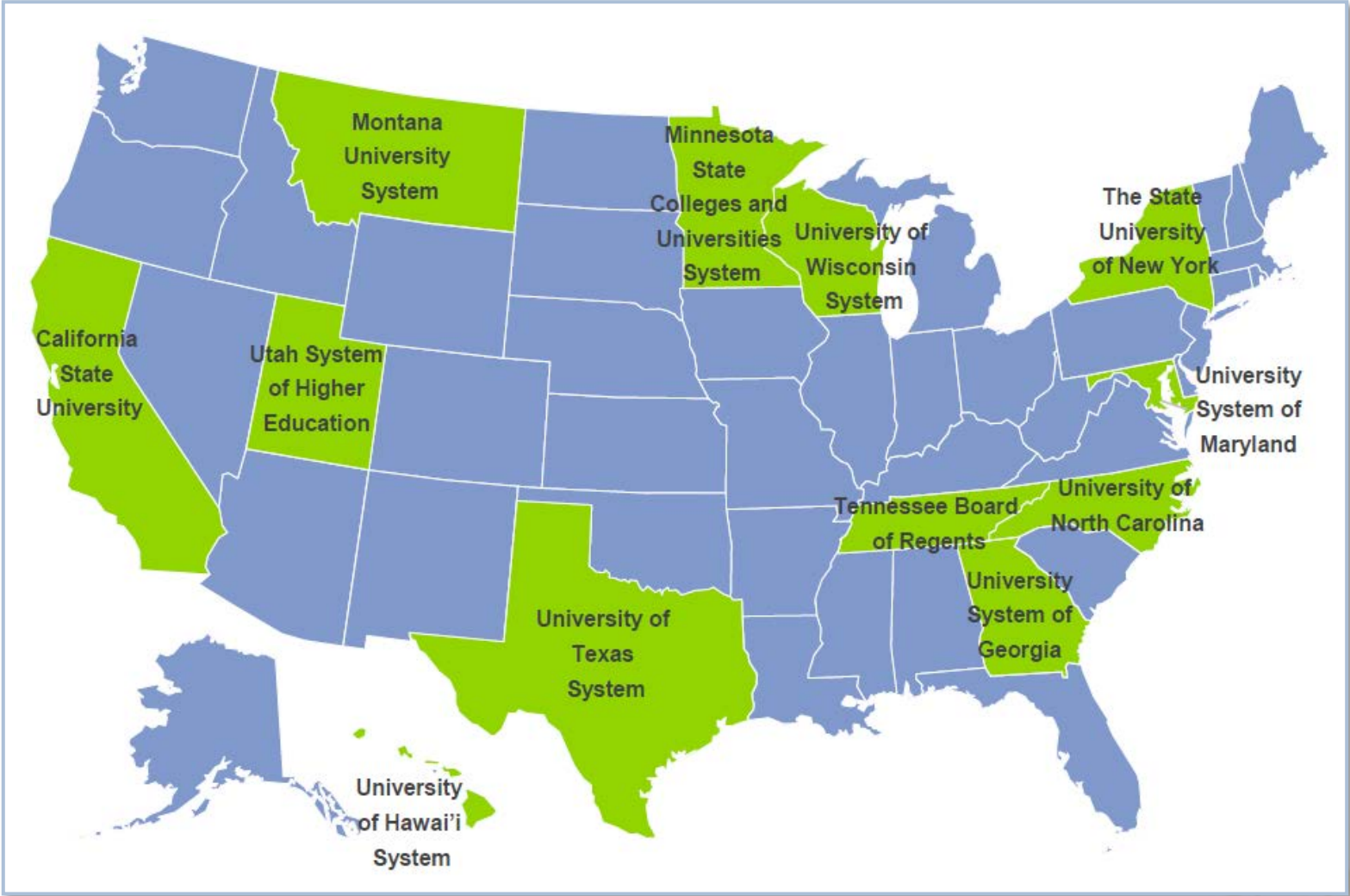- Ensure fair treatment of students, faculty, and staff

The implementation effort continues to gain momentum

Spring teams

Aspire	Assess	Architect	Act	Advance
Outline team mandate and change narrative	Synthesize fact base	Design and prioritize initiatives	Draft initial implemen-tation plans	Implement positive change

May **June** ⭐ **July** **Aug** **Sept** **Oct** **Nov** **Dec**

Fall teams

Aspire	Assess	Architect
Outline team mandate and change narrative	Synthesize fact base	Design and prioritize initiatives

Steering Committee #1

- Spring Implementation teams launched and conducting discussions
- Organizational support team launched
- Implementation team starter guides complete
- Engagement plan launched, including submissions to MyIdeas and numerous tweets
- Capability program launched with Change Leaders Forum and survey assessment

Spring and Fall teams check-in on progress to stay in sync
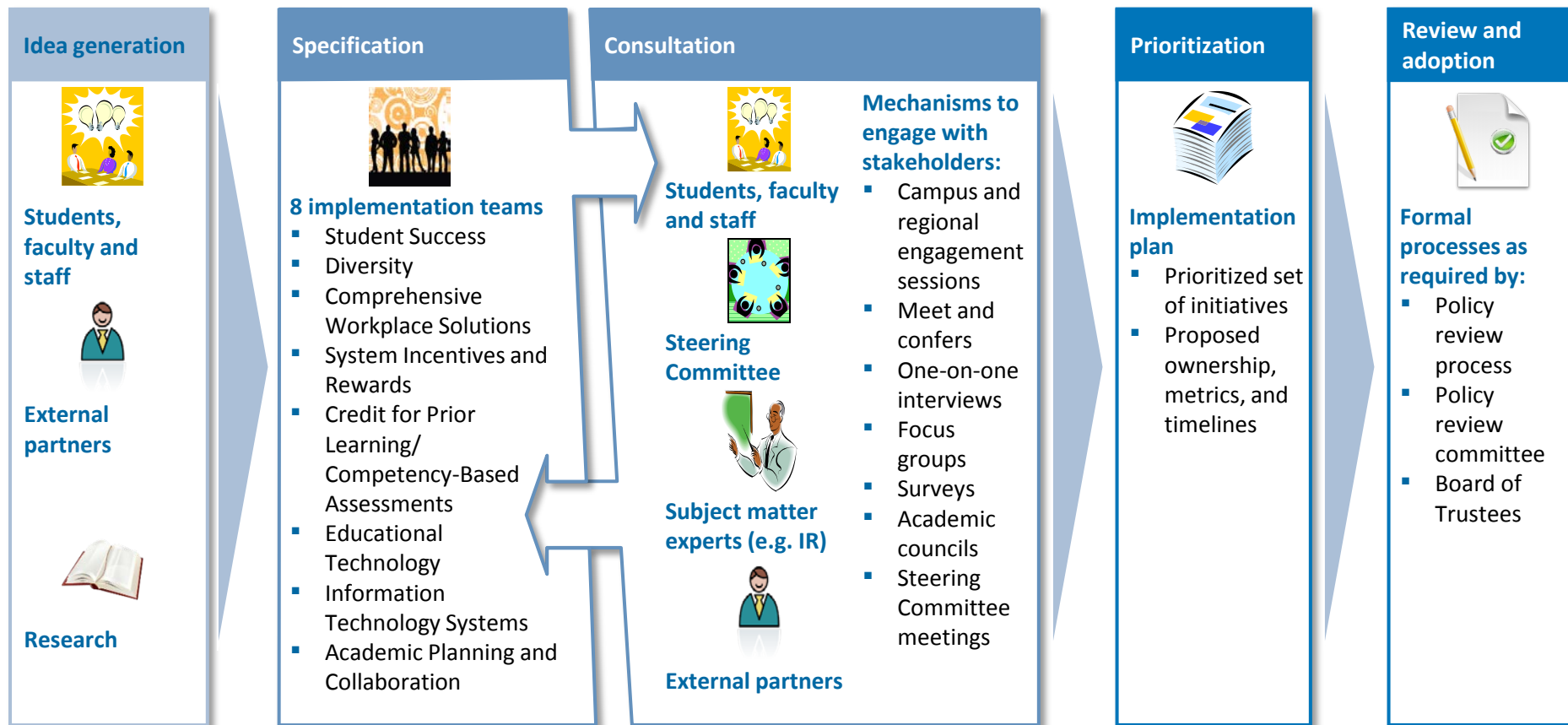
Spring teams: initiatives identified

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We are benefiting from the Gates Foundation network

Teams will consult stakeholders throughout the idea generation, prioritization, and adoption phases

Consultative model

Idea generation	Specification	Consultation	Prioritization	Review and adoption

Idea generation

Students, faculty and staff

External partners

Research

Specification

8 implementation teams
- Student Success
- Diversity
- Comprehensive Workplace Solutions
- System Incentives and Rewards
- Credit for Prior Learning/ Competency-Based Assessments
- Educational Technology
- Information Technology Systems
- Academic Planning and Collaboration

Consultation

Students, faculty and staff

Steering Committee

Subject matter experts (e.g. IR)

External partners

Mechanisms to engage with stakeholders:
- Campus and regional engagement sessions
- Meet and confers
- One-on-one interviews
- Focus groups
- Surveys
- Academic councils
- Steering Committee meetings

Prioritization

Implementation plan
- Prioritized set of initiatives
- Proposed ownership, metrics, and timelines

Review and adoption

Formal processes as required by:
- Policy review process
- Policy review committee
- Board of Trustees

Example

"I wish I could better collaborate with my chemistry colleagues at the other colleges"

→ Initiative: Create faculty discipline meetings across institutions to share best practices and research

→
- Consult with faculty and staff members at bargaining unit meet and confers
- Seek input from academic officers
- Interview professors

→ Finance and IT supports prioritized strategy with incentive policies and an accessible virtual meeting space
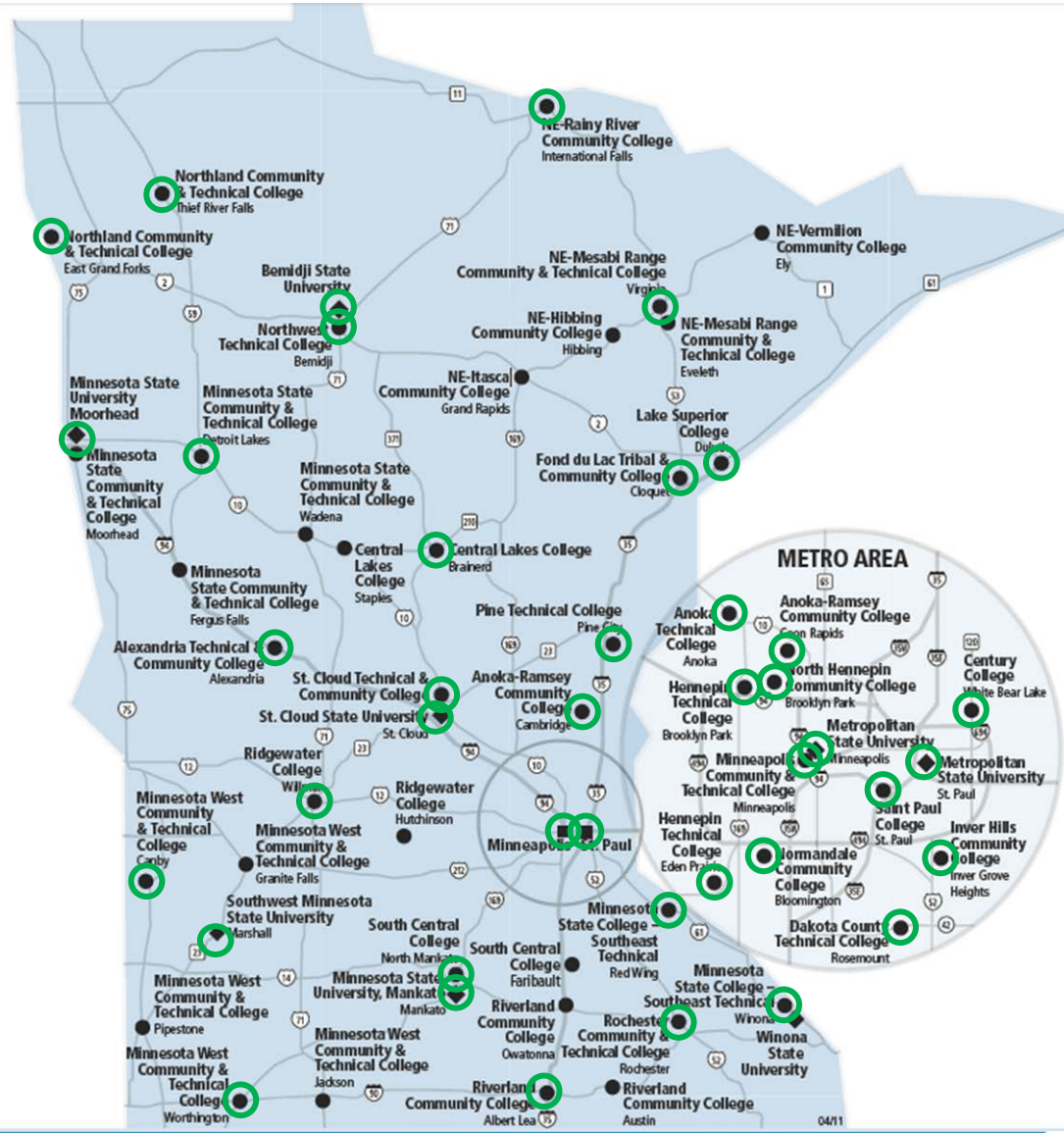
→ Required policy changes are reviewed and adopted through existing formal processes

Every college and university will have a workshop

○ Campuses with workshops

Overall approach

- **Where: 40 campuses (at least one per college and university)**

- **When: September to November**

- **What happens to the feedback: All input shared directly with Implementation teams**

Campuses without a workshop will have to travel on average 50 miles to attend nearest campus with workshop

President Sue Collins
Northeast Higher Education District –Comprehensive Workplace Solutions

Pakou Yang
Century College – Student Success

Richard Straka
Minnesota State University, Mankato – System Incentives & Rewards

Mary Sam
Central Lakes College – Diversity

Kevin Parker
Anoka-Ramsey Community College – Comprehensive Workplace Solutions

Matthew Hatle
Metropolitan State University – Comprehensive Workplace Solutions
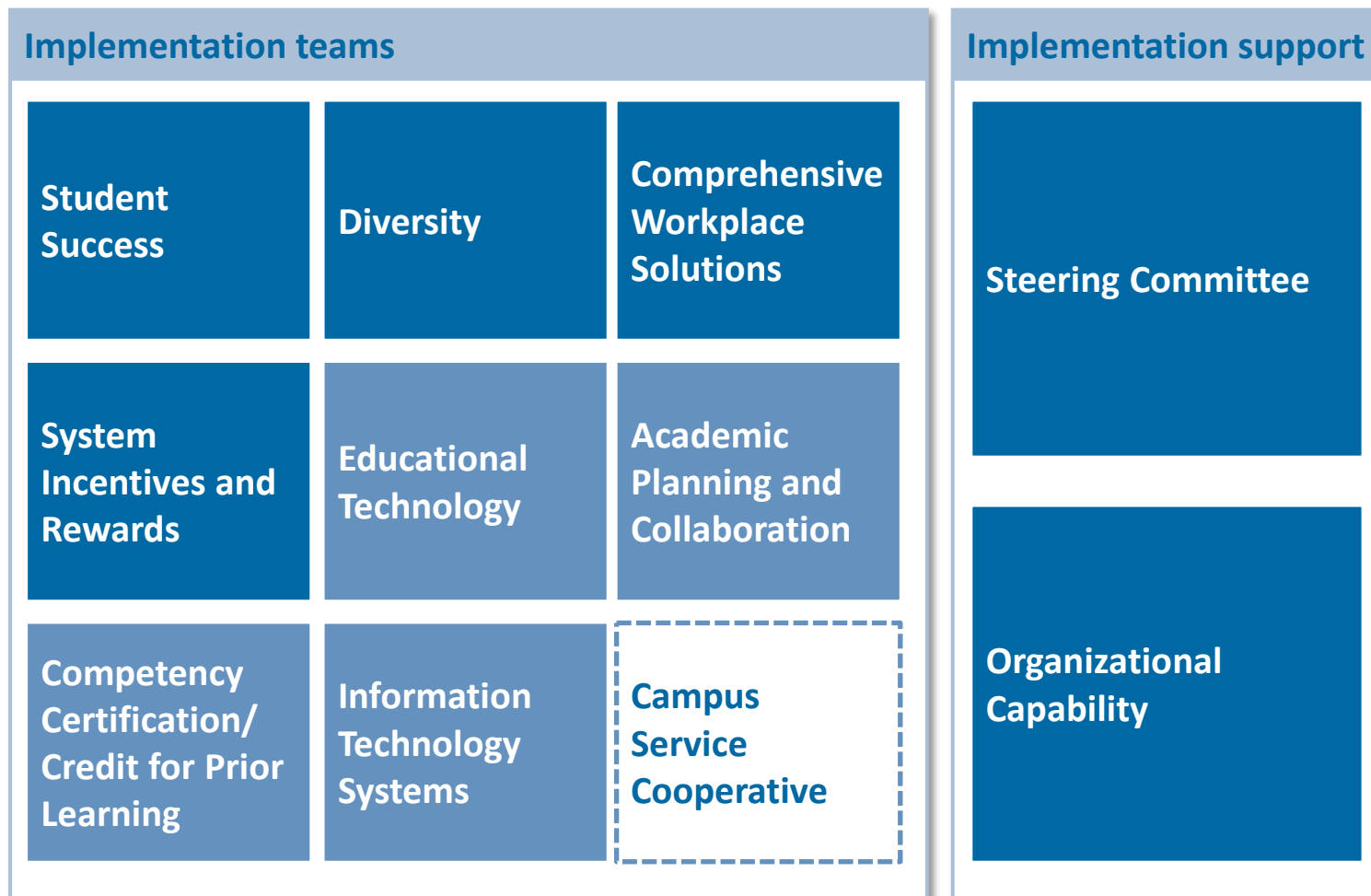
Shahzad Ahmad
St. Cloud State University – Diversity

Kim Lynch
Anoka-Ramsey Community College – Comprehensive Workplace Solutions

Appendix

Steering Committee (1 of 2)

Category	Name	Title	College/University
Chancellor	Steven Rosenstone		
AFSCME	June Clark	Nursing Admissions Coordinator	Minnesota State Community and Technical College
MAPE	Jerry Jeffries	Senior Enterprise Systems Manager	Minnesota State University, Mankato
MMA	Angelique Calotescu	CRA Manager CE-CT, Grants & Contracts/Purchasing	Metropolitan State University
MSUAASF	Adam Klepetar	Dir of First Year and Transition Programs	St. Cloud State University
MSCF	Kevin Lindstrom	Faculty, Counseling	Anoka Technical College
IFO	Jim Grabowska	Faculty, World Language & Cultures	Minnesota State University, Mankato
MSCSA	Kayley Schoonmaker	President-Elect, MSCSA	Century College
MSUSA	Kari Cooper	State Chair, MSUSA	Bemidji State University
Conveners	Connie Gores, Southwest Minnesota State University		
	Scott Olson, Winona State University		
	Sue Collins, Northeast Higher Education District		
	Phil Davis, Minneapolis Community and Technical College		
	Richard Hanson, Bemidji State University & Northwest Technical College		
	Annette Parker, South Central College		
	Ron Anderson, Century College		
	Ramon Padilla, Vice Chancellor ITS		

Steering Committee (2 of 2)

Category	Name	Title	College/University
Leadership Council Executive Committee	Earl Potter	President	St. Cloud State University
	Larry Lundblad	President	Central Lakes College
Vice Chancellors	John O'Brien	Vice Chancellor ASA	
	Laura King	Vice Chancellor Finance and Facilities	
	Mark Carlson	Vice Chancellor Human Resources	

Student Success

Category	Name	Title	College/University
Convener	**Connie Gores**	**President**	**Southwest Minnesota State University**
President Team Member	Rassoul Dastmozd	President	Saint Paul College
Organizational Capability	Eric Runestad	State University Management Officer	Southwest Minnesota State University
Organizational Capability	Wendy Marson	Institutional Research Director	Inver Hills Community College
AFSCME	Attina Earl	Tutoring & Disability Services Coordinator	Riverland Community College
MAPE	Jennifer Whittemore	Academic Advisor	Minneapolis Community and Technical College
MMA	Shelly Auldrich	Associate Registrar	Metropolitan State University
MSUAASF	Tracy Rahim	Associate Dir. of Student Activities and Leadership	Winona State University
MSCF	Gregg Wright	Counselor	Rochester Community and Technical College
IFO	Anne Dahlman	Faculty, Edu Studies: K-12 & Secondary Prog	Minnesota State University, Mankato
Campus Subject Matter Experts	Barbara Oertel Pakou Yang Gail O'Kane Keith Turner	Interim Associate VP Enrollment Services Interim Vice President Academic Affairs Associate VP Strategy, Planning, and Accountability Dean of Students	Winona State University Century College Minneapolis Community and Technical College Fond du Lac Tribal and Community College
System Office Subject Matter Experts	John O'Brien Karen Hynick	Vice Chancellor for Academic and Student Affairs System Director for College Transitions	
MSCSA	Kelly Charpentier-Berg	Student	Anoka Technical College
MSUSA	Josh Hanson	Student	Winona State University

Diversity

Category	Name	Title	College/University
Convener	**Scott Olson**	**President**	**Winona State University**
President Team Member	Cecilia Cervantes	President	Hennepin Technical College
Organizational Capability	Kathleen Rudolph	Human Resources Assistant	Rochester Community and Technical College
Organizational Capability	Mary Sam	Director Intercultural Services, Diversity & Tribal Relations	Central Lakes College
AFSCME	Barb Butler	OAS Intermediate, Hobson Memorial Union	Bemidji State University
MAPE	John Parker	Director of Student Life	Saint Paul College
MMA	Robert Mokua	Acct Rec & Financial Reporting Manager	Metropolitan State University
MSUAASF	Shahzad Ahmad	Director of Multicultural Student Services	St. Cloud State University
MSCF	Ron Ferguson	Faculty, Sociology	Ridgewater College
IFO	Collette Hyman	Faculty, History	Winona State University
Campus Subject Matter Experts	Muzamba Sibajene	Intercultural Program Mgt Specialist	Alexandria Technical and Community College
	Daniel Bernstrom	Tutor Coordinator	MN State College-Southeast Technical
	Orinthia Montague	Interim VP Student Affairs	Normandale Community College
	Henry Morris	Dean of Institutional Diversity	Minnesota State University, Mankato
System Office Subject Matter Experts	Sue Appelquist	Associate Vice Chancellor Human Resources	
	Leon Rodrigues	Chief Diversity Officer	
MSCSA	Will Tully	Student	Minneapolis Community and Technical College
MSUSA	Meghan Phillips	Student	St. Cloud State University

Comprehensive Workplace Solutions

Category	Name	Title	College/University
Convener	**Sue Collins**	**President**	**Northeast Higher Education District**
President Team Member	Joyce Helens	President	St. Cloud Technical and Community College
Organizational Capability	Shelly McCauley-Jugovich	CIO-Director of Tech. & Inst. Svces	Mesabi Range College
Organizational Capability	Kim Lynch	Dean, STEM	Anoka-Ramsey Community College
AFSCME	Jennifer Nisbit	Academic Affairs Support Staff	Rochester Community and Technical College
MAPE	Suzanne Ciebiera	Training and Development Director	Hennepin Technical College
MMA	Karen Evans	College Bookstore Supervisor	North Hennepin Community College
MSUAASF	Michelle Schmitz	Associate Director Career Services	St. Cloud State University
MSCF	Norm Halsa	Faculty, Automotive Service Technology	Northland Community and Technical College
IFO	Tom Hergert	Faculty	St. Cloud State University
Campus Subject Matter Experts	Jamie Barthel	Executive Director, Professional and Workforce Training	Anoka-Ramsey Community College & Anoka Technical College
	Sam Bowen	Dean, Customized Training and CE	Ridgewater College
	Bruce Lindberg	Executive Director, AdvanceIT MN	Metropolitan State University
	Lori Voss	Vice President, Administration	Minnesota West Community and Technical College
System Office Subject Matter Experts	Mary Rothchild	Sr. System Director, Workforce Development	
MSCSA	Kevin Parker	Student	Anoka-Ramsey Community College
MSUSA	Matthew Hatle	Student	Metropolitan State University

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System Incentives and Rewards

Category	Name	Title	College/University
Convener	**Phil Davis**	**President**	**Minneapolis Community and Technical College**
President Team Member	Earl Potter	President	St. Cloud State University
Organizational Capability	Jessica Shryack	Interim Director of Strategy, Planning and Accountability	Minneapolis Community and Technical College
Organizational Capability	Kathy Hanon	Budget Manager	System Office, Finance
AFSCME	Yvette Schneider	Account Clerk, Sr. – Business Office	Northland Community and Technical College
MAPE	Jennifer Foley	Director, Applied Research and Development Center	St. Cloud State University
MMA	Jean Alaspa	Educational Services and Special Events Director	Metropolitan State University
MSUAASF	Jim Anderson	Assistant Director, Admissions	Minnesota State University Moorhead
MSCF	Kevin Lindstrom	Counseling	Anoka Technical College
IFO	Tom Fauchald	Faculty, Business Administration	Bemidji State University
Campus Subject Matter Experts	Steve Schmall	VP Finance and Facilities	Rochester Community and Technical College
	Richard Straka	VP Finance and Administration	Minnesota State University, Mankato
	Lori Reed	Director, Human Resources	Winona State University & MN State College Southeast Technical
	Jeralyn Jargo	VP CE/Customized Training	Century College
System Office Subject Matter Experts	Laura King	Vice Chancellor Finance and Facilities	
	Mark Carlson	Vice Chancellor Human Resources	
MSCSA	Kasandra Klinkhammer	Student	Northland Community and Technical College
MSUSA	Edward Conlin	Student	Winona State University

Updated: 6/9/2014

Academic Planning and Collaboration

Category	Name	Title	College/University
Convener	**Richard Hanson**	**President**	**Bemidji State University & Northwest Technical College**
President Team Member	Peggy Kennedy	President	MN State Comm. and Technical College
Organizational Capability	Bob Griggs	VP Innovation & Extended Learning	Bemidji State University
Organizational Capability	Jane Reinke	VP Academic Affairs	North Hennepin Community College
AFSCME	Wendy Walentinty	OAS Int, Professional Workforce Training	Anoka Technical College
MAPE	Lisa Lamor	Faculty Development Specialist	South Central College
MMA	Sue Amos Palmer	University Planning and Advancement	Metropolitan State University
MSUAASF	Shirley Murray	Student Relations Coordinator	Minnesota State University, Mankato
MSCF	Damon Kapke	Faculty, English	Lake Superior College
IFO	Jeff Kolnick	Faculty, History	Southwest Minnesota State University
Campus Subject Matter Experts	Mark Magnuson Marilyn Wells Ginny Arthur Julie Guelich	VP Academic & Student Affairs Provost & Sr VP Academic Affairs Provost & VP Academic Affairs VP Academic Affairs	Lake Superior College Minnesota State University, Mankato Metropolitan State University Normandale Community College
System Office Subject Matter Experts	John O'Brien Lynda Milne	Vice Chancellor Academic & Student Affairs Associate Vice Chancellor ASA	
MSCSA	Thomas Berg	Student	Anoka-Ramsey Community College
MSUSA	Kelly Charpenier-Berg	Student	Metropolitan State University

Competency Certification and Credit for Prior Learning

Category	Name	Title	College/University
Convener	**Annette Parker**	**President**	**South Central College**
President Team Member	Devinder Malhotra	Interim President	Metropolitan State University
Organizational Capability	Marsha Danielson	Dean, Global Outreach & Strategic Partnership Initiatives	South Central College
Organizational Capability	Marilyn Hart	Associate Dean Science, Engineering and Technology	Minnesota State University, Mankato
AFSCME	Phil Olsen	Admin Asst, Business & Industry Ctr	Central Lakes College
MAPE	Robert Lowe	Director of Perkins and Dual Enrollment	Normandale Community College
MMA	Janet Tauer	Director of TRIO	Minneapolis Community and Technical College
MSUAASF	Marcia Anderson	Academic Advisor	Metropolitan State University
MSCF	Darci Stanford	Faculty, Child Development	South Central College
IFO	Carol Lacey	Faculty, Individualized Studies	Metropolitan State University
Campus Subject Matter Experts	Anne Johnson	Associate VP, Strategic Initiatives	Inver Hills Community College & Dakota County Technical College
	Ginny Boyum	Dean, Academic Affairs	Rochester Community and Technical College
	Bob DeFries	Dean, CT, Manufacturing & Transp	Alexandria Technical and Community College
	Marsha Weber	Dean, Business & Innovation	Minnesota State University Moorhead
System Office Subject Mater Experts	Gina Sobania	Military Education Director	
	Karen Hynick	System Director College Transitions	
MSCSA	Kerrie Maleski	Student	Anoka Technical College
MSUSA	Cara Luebke	Student	Winona State University

Education Technology

Category	Name	Title	College/University
Convener	**Ron Anderson**	**President**	**Century College**
President Team Member	Richard Davenport	President	Minnesota State University, Mankato
Organizational Capability	Lisa Schlotterhausen	Dean, Institutional Effectiveness	Century College
Organizational Capability	Tim Borchers	Dean, Arts, Media & Comm	Minnesota State University Moorhead
AFSCME	Mary Van Duynhoven	Admin Asst, Ctr Excellence in Teaching & Learning	Minnesota State University, Mankato
MAPE	Robin O'Callaghan	Senior Instructional Designer	Winona State University
MMA	Tiffni Deeb	Acting CIO	Minneapolis Community and Technical College
MSUAASF	Chad Kjorlien	Faculty Professional Support Coordinator	Winona State University
MSCF	Kent Quamme	Faculty, Business, Golf Mgt, MIS	Minnesota State Community & Technical College
IFO	Rod Henry	Faculty, Business Administration	Bemidji State University
Campus Subject Matter Experts	Ken Janz	CIO	Winona State University
	Joseph Collins	Technology Specialist	North Hennepin Community College
	Drew Melendres	VP Student Affairs & Enrollment Mgt	Metropolitan State University
	Lalita Subrahmanyan	Dir Ctr Excellence Teaching & Learning	St. Cloud State University
System Office Subject Matter Experts	SSD Edu Innovation - TBA		
MSCSA	Matt Rubel	Student	Saint Paul College
MSUSA	Megan Vilmain	Student	Bemidji State University

Updated: 6/9/2014

Information Technology Systems Design

Category	Name	Title	College/University
Convener	**Ramon Padilla**	**Vice Chancellor IT**	**System Office, ITS**
President Team Member	Adenuga Atewologun	President	Riverland Community College
Organizational Capability	William Nyariki	Project Manager	System Office, ITS
Organizational Capability	J.C. Turner	Director of IT and IP	Riverland Community College
AFSCME	Anna Olson	Associate Registrar	MN State Community and Technical College
MAPE	Christopher Stanley	System Administration	St. Cloud State University
MMA	Peter O'Grady	Information System Software Service Supervisor	System Office, ITS
MSUAASF	Sue Bayerl	Registrar	St. Cloud State University
MSCF	Julie Myers	Faculty, Information Technology	Anoka Technical College
IFO	Jigang Liu	Faculty, Information/Computer Science	Metropolitan State University
Campus Subject Matter Experts	Dan Heckaman Shaan Hamilton Ed Clark Jan Doebbert	CIO VP Finance and Operations VP Technology and CIO VP Academic and Student Affairs	Minnesota State University Moorhead Saint Paul College Minnesota State University, Mankato Alexandria Technical and Community College
System Office Subject Matter Experts	SSD Edu Innovation-TBA Institutional Research-TBA		
MSCSA	Richard Barnier	Student	North Hennepin Community College
MSUSA	Cassandra Spruit	Student	St. Cloud State University

Updated: 6/9/2014

Implementation teams are each supported by two half-time Organizational Capability members[1]

Spring launch	Names	College/University
Student success	• Wendy Marson	• Inver Hills Community College
	• Eric Runestad	• Southwest Minnesota State University
Diversity	• Mary Sam	• Central Lakes College
	• Katie Rudolph	• Rochester Community and Technical College
Comprehensive Workplace Solutions	• Kim Lynch	• Anoka-Ramsey Community College
	• Shelly McCauley Jugovich	• Mesabi Range College
System Incentives and Rewards	• Jessica Shryack	• Minneapolis Community and Technical College
	• Kathy Hanon	• System Office, Finance

Fall launch	Names	College/University
Academic Planning and Collaboration	• Bob Griggs	• Bemidji State University
	• Jane Reinke	• North Hennepin Community College
Competency Certification and Credit for Prior Learning	• Marilyn Hart	• Minnesota State University, Mankato
	• Marsha Danielson	• South Central College
Education Technology	• Lisa Schlotterhausen	• Century College
	• Tim Borchers	• Minnesota State University Moorhead
IT Systems	• J.C. Turner	• Riverland Community College
	• William Nyariki	• System Office, ITS

1 Staff are dedicated 50% to supporting implementation teams

Organizational Capability Core Team

Category	Name	Title	College/University
Program Manager	Jaime Simonsen	System Director	System Office
Project Management	Carrie Schneider	Institutional Research Director	Dakota County Technical College
	TBD		
Capability Building	Mike Colestock	Associate Dean	Hennepin Technical College
	Todd Harmening	System Director Planning	System Office, Academic & Student Affairs
Engagement	Mary Jacobson	Director Marketing/Public Relations	Anoka-Ramsey Community College & Anoka Technical College
	Erin Edlund	Director of Institutional Advancement/Marketing	Dakota County Technical College & Inver Hills Community College
	Carmen Shields	Communications	System Office, Communications

Organizational Capability support team members are listed in each team roster