

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
MARCH 17, 2010**

Academic and Student Affairs Committee Members Present: Chair Dan McElroy; Trustees Christine Rice, Duane Benson, Cheryl Dickson, Jacob Englund, James Van Houten and Louise Sundin.

Other Board Members Present: Trustees David Paskach, Ruth Grendahl, Scott Thiss, Thomas Renier and Christopher Frederick.

Leadership Council Committee Co-Chairs Present: Senior Vice Chancellor Linda Baer and President Patrick Johns.

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held a meeting on March 17, 2010, at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Chair McElroy called the meeting to order at 8:03 am.

1. Minutes of January 20, 2010

The minutes from the January 20, 2010 Academic and Student Affairs Committee Meeting were approved as written.

2. Academic and Student Affairs Update – Senior Vice Chancellor Baer

- The Minnesota Student Engagement Institute (MSEI) in early March was attended by 135 people from all state colleges and the Office of the Chancellor. Colleges sent five-person teams to the institute. Teams included the college president, chief academic officer, student affairs officer, faculty leader, student success coordinator or institutional researcher.

The institute was conducted by staff from the Center for Community College Student Engagement at the University of Texas, Austin. Center staff worked with the teams on interpreting the results of the Community College Survey of Student Engagement (CCSSE).

The institute was one step in preparing colleges to seek resources for postsecondary success from the Federal “American Graduation Initiative” or other funding sources. Colleges are developing short-term action plans based on at least three “promising practices” such as learning communities; student success courses; supplemental instruction; and intrusive advising.

Ultimately, these efforts by campus leaders will help leverage opportunities and support continued partnerships and collaborative activities in support of student success strategies and individual college work plans.

Trustee Van Houten asked how the college student engagement survey data is gathered and if online students are surveyed.

Associate Vice Chancellor Leslie Mercer said data is obtained by surveying a random sampling of students in the classroom. The questions require students to indicate a degree of student satisfaction and engagement. Results from the most recent survey soon will be put on the system's accountability dashboard.

While this survey tool gathers data from students in the classroom, there is another student survey instrument which is used to gather data from online students, she said. She also noted that CCSSE plans to add an online student component to the survey.

3. Proposed Amendments to Board Policy 2.6, Intercollegiate Athletics (Second Reading)

This was the second reading of this policy which clarifies that Board of Trustees' approval, following a recommendation by the Chancellor, is required for a state college or university to add a sport at the Division 1 level. The amendment also requires student athletes to have adequate health insurance.

Trustee Van Houten noted that this amendment is not meant to discourage colleges or universities from participating in Division 1 athletics. Rather, this is a way to ensure schools are aware of the added costs associated with that level of competition prior to membership.

A motion was made by Trustee Dickson, seconded by Trustee Benson and carried that the Academic and Student Affairs Committee recommend that the Board of Trustees approve the following motion:

The Board of Trustees approves the proposed amendment to Policy 2.6 Intercollegiate Athletics.

4. Proposed Amendment to Board Policy 3.30, College Program Advisory Committees (Second Reading)

This was a second reading of this policy pertaining to colleges' use of advisory committees. Policy changes are being made in response to the Office of Legislative Auditor's (OLA) report on occupational programs which recommended that colleges provide better oversight of program advisory committees and take steps to improve those that are not fulfilling their potential.

Associate Vice Chancellor Mike López said since the first reading of the policy, language was added which more clearly defines the duties of advisory committees. New language also clarifies that credit-based academic programs determined by a college to be preparation for initial or continued employment

shall have an advisory committee and that one advisory committee may serve more than one program provided that committee members possess requisite knowledge and skills relevant to the programs.

Also added to the policy is language indicating that the Chancellor shall assess compliance with this policy and post this information on the web. Findings will be considered in presidential evaluations conducted by the Chancellor.

A motion was made by Trustee Van Houten, seconded by Trustee Englund and carried that the Academic and Student Affairs Committee recommend that the Board of Trustees approve the following motion:

The Board of Trustees approves the proposed amendment to Policy 3.0 College Advisory Program Committees.

5. Normandale Community College Mission Statement Approval

Presenter:

Joe Opatz, President, Normandale Community College

President Opatz said Normandale Community College's mission and vision were last reviewed by the Board of Trustees in 1997. An intensive review of the previous mission began in January 2008 at a campus development day, he said. General feedback at that time included dissatisfaction with the absence of teaching and learning in the mission statement, with the "urban" designation and with vagueness of key phrases.

The review and consultation process used to revamp the mission and value statements involved college administrators, faculty, staff, students and advisory committee members. Also involved were community members and college stakeholders, including K-12 partners and business leaders. He said the new mission and vision statements adhere to the college's strategic goals and values, as well as those in the system's strategic mission.

The proposed new mission statement is: "Normandale Community College advances individuals' intellectual, career and personal development by providing outstanding teaching and support."

The proposed new vision statement is: "Normandale Community College will be a recognized leader in academic excellence, student support, and community and workforce development."

A motion was made by Trustee Rice, seconded by Trustee Benson and carried that the Academic and Student Affairs Committee recommends that the Board of Trustees approve the Normandale Community College vision, mission, purposes and array of awards as listed in the executive summary.

6. Proposed Amendment to Board Policy 3.24, System and Institutional Missions (First Reading)

This was a first reading of an amendment to the policy pertaining to system and institutional missions. This amendment is in response to the OLA Study findings related to the frequency of mission approvals and alignment of college mission statements with system and industry needs.

The amendment would require a first and second reading of requests for a change in mission allowing the authority to offer a new award. The amendment also would give the Chancellor the authority to approve minor revisions to an approved mission and vision statement.

The Trustees had a discussion pertaining to the frequency of mission reviews for colleges and universities, as well as for the system. Trustee Benson said some accreditation cycles are 10 years and that is too long of a time span between reviews.

The consensus of the committee was that mission and vision reviews for the system, as well as its colleges and universities, should take place every five years.

Trustee Van Houten suggested that if the Chancellor approves a minor revision to a mission or vision that it be reported to the Board.

Trustee Dickson asked for a word change in the amendment pertaining to review of the system's mission. Rather than stating that the mission and vision shall align with state needs, she suggested the wording be changed to "meet the needs of the people."

Trustee Dickson said when mission and vision statement changes are submitted for consideration, she would like to see a side-by-side comparison of the old and new statements. She added that she considers reviewing mission and vision changes as one of the most important things Trustees do since it updates them on the changing focus and goals of each college and university.

7. Proposed New Board Policy 3.28, Career Information (First Reading)

This is a first reading of a policy on career information. This policy was prompted by a recommendation in the OLA Study that the Board of Trustees should, by policy, require colleges to ensure that career and job information is getting to students in occupational programs.

Associate Vice Chancellor Mike López said career and occupational information already exists in various forms, including a variety of websites. This policy would require that occupational program students receive information as to where this career information is located.

Trustee Van Houten said this is a solid policy since it is proactive in ensuring students receive information.

Trustee Frederick asked why four-year universities are not included in the policy.

Associate Vice Chancellor Mike López said the policy council's consensus was to remove this requirement for universities since the OLA report recommendations were aimed at colleges, not universities. He added it may be difficult to provide specific job data or career information to some students, such as those in liberal arts programs, since their future occupation may not be as clearly defined as it is for students in technical programs.

Trustees agreed that the policy language should be altered so that it also applies to students in occupational or professional programs at state universities.

8. Proposed Amendment to Board Policy 3.29, College and University Transcripts (First Reading)

This was the first reading of this policy amendment which would designate the eTranscript within the Integrated Statewide Records System (ISRS) as an official transcript for students transferring within the system.

The eTranscript was developed as a way of streamlining the transfer process. Transcript information will be transferred automatically, so students will not have to request a transcript or pay a fee. The e-Transcript will be considered an "official" transcript in the system.

Associate Vice Chancellor López said the eTranscript cannot be shared with colleges or universities outside the system since that would require access to the system's database. They are looking at other ways to electronically transfer transcript data to non-system institutions, he said.

9. Follow-up to OLA Evaluation of the System Office

The recent OLA review of the Office of the Chancellor identified six "areas of concern" related to the system's Academic and Student Affairs (ASA) activities. Senior Vice Chancellor Baer offered an overview of those areas and said that in-depth discussions of each area will occur at committee meetings in April, May and June.

Areas identified were:

- Impact and cost-effectiveness of online education
- Oversight of customized training and continuing education
- Oversight of specialized training in firefighting and emergency medical services
- System-wide academic planning and curriculum development
- Approvals of campus proposals to begin, revise or close programs
- Faculty professional development.

Senior Vice Chancellor Baer said the report is being seen as a way to achieve continuous improvement and that all ASA units and projects benefit from presidential feedback. She said the report indicates mixed opinions about services provided by ASA, which may be caused by the diversity of institutions, their history prior to merger and their mission. There continues to be tension between centralization and autonomy, she said.

Trustee Benson said he would prefer to see a focused response to the report. Staff should review and prioritize the findings, bringing those of the biggest concern back to the Board and initiating a commentary with the OLA on the others.

Trustee Rice said it would be difficult to offer opinions on the oversight of customized training or firefighting and emergency services without more specific information pertaining to costs and staff numbers in those areas.

The finance or audit division should be involved in the study of online education cost-effectiveness, Trustee Thiss said.

Noting that there have been concerns expressed pertaining to the size and operational costs of the system office, Trustee Sundin asked which committee will be considering these areas. Chair McElroy said he would check with the Chair regarding committee assignments.

Chair McElroy said while the expectation is that the Academic and Student Affairs Committee address the six issues assigned to it, the time and emphasis given to each should vary.

10. Centers of Excellence Update

Presenters:

Ron Bennett, Executive Director of the Minnesota Center for Engineering and Manufacturing Excellence

Nicholas Dawek, computer forensics major at Metropolitan State University

Laura Beeth, System Director of Talent Management, Fairview Health Services

Dennis Siemer, Chief Executive Officer, V-Tek, Incorporated

James Wendorff, Vice President of Human Relations, Viracon, Inc.

In 2005, Minnesota State Colleges and Universities established Centers of Excellence at four state universities and 21 community and technical colleges.

The four centers area:

- HealthForce Minnesota, Winona State University
- Advance IT Minnesota, Metropolitan State University
- 360° Manufacturing and Applied Engineering Center of Excellence, Bemidji State University

- Minnesota Center for Engineering and Manufacturing Excellence, Minnesota State University, Mankato

Wilder Research will provide an evaluation of the Centers of Excellence to the Board of Trustees in April. This presentation was to provide background information on the work and accomplishments of the four centers.

Over the past four years, the centers have focused on investments to recruit and retain students, improve the skills of workers, upgrade equipment, support faculty development, link programs and develop new curriculum. They have built connections among K-12 schools, community and technical colleges, state universities and leading employers.

Presenters offered comments on their experiences with the Centers of Excellence:

- Dennis Siemer is Chief Executive Officer at V-Tek, Inc, an international pioneer in the development and manufacturing of electronic components in packaging and processing. He said the state needs a skilled workforce which has lifelong access to technical education in order to be a viable player in the global marketplace.

He said it is remarkable what the centers of excellence have accomplished and if they don't move forward, the state will risk not only the loss of future jobs, but industry commitment as well. Business leaders recognize the importance of careful allocation of funds, but they also know it is important to invest in projects and activities that prepare workers and the state for the future in this global economy, he said.

- Computer forensics student Nicholas Dawek said he was introduced to the Advance IT Minnesota Center of Excellence early in his student life at Metropolitan State University. He attended workshops on resume building and networking and that helped him land an internship at Blue Cross Blue Shield working in Information Technology (IT) security. He now is employed at the Minnesota Department of Revenue and he said he owes a great deal to the center for providing career guidance and direction.
- James Wendorff, Vice President of Human Resources at Viracon, an Owatonna-based producer of high-performance architectural glass products available worldwide, said one of the biggest challenges in the manufacturing industry is finding qualified workers. He said he has worked primarily with the 360° Manufacturing and Applied Engineering Center of Excellence and has been impressed with the coordination and focus it provides.

He said his business is hiring more qualified people than before the centers existed. The centers of excellence were a needed investment in the economy of the state and are having an impact, he said. If they were to go away, that would send a negative message to business and industry.

- Laura Beeth, system director of Talent Management at Fairview Health Services, said the HealthForce Minnesota Center of Excellence is helping the health care industry in the state recruit and employ talented people. A central platform where educators and industry players can come together to plan and implement workforce strategies is essential, she said.

An example of a successful center initiative is scrub camps for high school students, which introduce young people to various opportunities in the health care field, she said. A similar camp aimed at adult, unemployed people is planned for this summer.

The partnerships fostered by the center are real, active and valuable to the state since they are helping to produce needed skilled workers in the health care industry, she said.

- Ronald Bennett, Executive Director of the Minnesota Center for Engineering and Manufacturing Excellence, said the centers have built an integral infrastructure of people and institutions across industry, higher education and government. This infrastructure will put the state at the leading edge of change and will have a significant impact on the economy of Minnesota, he said.

11. Campus Profile – North Hennepin Community College

Presenter:

Ann Wynia, President

Strategic Campus Profiles are presented to showcase each institution in the system. The profiles include information on integrated planning, institutional programming and collaboration, futures planning, facilities projects and other data.

North Hennepin Community College has been a leading provider of education in the northwest metropolitan area of the Twin Cities since 1966. It is located in Brooklyn Park and classes are also offered at Buffalo High School, area workforce centers and business locations.

Enrollment

North Hennepin serves more than 9,944 students with credit offerings (a 37 percent increase in the last decade) and an additional 6,000 people from over 300 organizations with non-credit offerings.

The college's increasing diverse student body includes 31 percent students of color (4th highest in MnSCU) and more than 1,000 students originally from other countries and 84 international students with F-1 visas. Seventy-one percent of students are first-generation. Forty-three percent of the students are classified as

low income by federal standards and 40 percent of the students receive financial aid.

The average class size is 25. Fifty-seven percent of NHCC students are female and the average age is 26. During the 2009 academic year, 70 percent of our students were part-time, while 21 percent attended college full time. Online education is growing with approximately 3,400 students taking at least one online course.

There are 475 Post Secondary Enrollment Option (PSEO) students taking college classes from area high schools and 246 students taking classes at the Buffalo site. The college's unique Every-Other-Weekend College program accommodates more than 1,350 working adults.

Educational Offerings

North Hennepin Community College is an open enrollment institution which grants associate's degrees and certificates in liberal arts and career programs. The college also provides non-credit continuing education and customized training for business and industry. A number of baccalaureate and master's degrees are offered on campus through university partnerships.

NHCC offers more than 70 majors of study with 13 degree and certificate programs fully online. The majority of classes are offered in the classroom, during the day, on a traditional 16-week semester schedule.

- **Degrees offered:** Associate in Arts (A.A.) degree, Associate in Arts (A.A.) degree with an emphasis in History, Associate in Fine Arts (A.F.A.) degree, Associate in Science (A.S.) degrees, and Associate in Applied Science (A.A.S.) degrees.
- **Largest programs:** Liberal arts and general studies, nursing, business, law enforcement/criminal justice, paralegal.
- **Unique programs:** A.S. degree programs in Chemistry, Biology, Math, Nursing, business and Individualized Studies, Every-Other-Weekend College, Business ASAP (Associate in Science Accelerate Program); Chemical Technology; and Medical Laboratory Technology.

Budget

NHCC's General Fund operating budget in FY09 was \$35,290,289. Tuition receipts at \$20,181,176 were the largest source of operating revenue. Based upon the 2008 Instructional Cost Study, the College's indirect cost per student FYI ranked fifth lowest at \$3848 making it one of the most efficiently operating colleges in the system.

Facilities

NHCC is tied with Century for third highest space utilization of all MnSCU institutions at 110.8%.

The college shows good stewardship of state dollars with significant reductions in deferred maintenance over the past few years. Spending on repair and replacement averages to \$1.54 per gross sq. ft. over the past five years. NHCC has two projects in the current bonding bill, including the renovation of and the additional to the existing Center for Business and Technology and construction of a new BioScience and Health Careers Center. Hennepin County is interested in constructing a new public library on the college's vacant property just north of 85th Avenue North.

Success

NHCC has a strong focus on student success. Retention has improved with the adoption of First Year Experience strategies such as Learning Communities, the GPS Lifeplan, Student Success Day and Success Workshops. Approximately 50% of NHCC students graduate or transfer to another institution. Of 2003 transfer students, 88 percent transferred to Minnesota institutions with 23 percent continuing their education at the University of Minnesota.

NHCC Nursing students had the highest pass rate in the state of Minnesota in 2008 with 97.4 percent.

Fundraising

The NHCC Foundation sponsors college events and fund raising initiatives – such as the annual fund drive – to support students scholarships at the college. Recent events include Breakfasts with the President, the Annual Dinner Auction, and a Faculty Golf Tournament.

Collaboration

NHCC regularly communicates with other higher education institutions to develop joint programs and transfer opportunities for students.

- Articulation agreements exist with more than 17 colleges and universities for more than 24 programs, degrees, and certificates, including a new honors program;
- Through partnership with Minnesota State University Moorhead, bachelor's degrees in Biotechnology, Operation Management and Construction Management are offered;
- Through partnership with Metropolitan State University and the University of Wisconsin - Green Bay, a bachelor's degree in nursing (AD to BSN) program are offered;
- NHCC has clinical sites with hospitals in the Twin Cities, Buffalo, Cambridge, St. Cloud and Shakopee for the Nursing, and MLT programs;
- Medical Laboratory Technology (MLT) and Histotechnology are joint programs with Allina Hospital and Clinics;

Institutional Distinction

North Hennepin Community College is located in Brooklyn Park, Minnesota – the rapidly growing Northwest metropolitan area including the communities of

Brooklyn Park, Maple Grove, Osseo, Champlin, Brooklyn Center, New Hope, Robbinsdale, Crystal, Plymouth, Minneapolis, Fridley, Blaine, Spring Lake Park, Coon Rapids, Corcoran, Rogers, St. Michael, Buffalo, Rogers, Elk River, Monticello, Dayton and other surrounding communities.

- **Qualified highly-credentialed faculty and staff** who are eager to help students succeed. In 2008, NHCC chemistry faculty, Dr. Eugenia Paulus was the first and only recipient of the Carnegie Foundation U.S. Professor of the Year award in any category from the State of Minnesota
- **Solid Liberal Arts focus** including a wide variety of class offerings that meet the Minnesota Transfer Curriculum goal areas and assist students in easy transferability to the university of their choice
- **Flexible class delivery options**, including traditional, accelerated, web-enhanced, online and off-campus classes in the morning, afternoon, evening, and on weekends;
- Thirty-four students participating in **Undergraduate Research** projects in the past two years - presenting 37 times at 12 research conferences in 5 states. Our students have received awards from the American Chemical Society and have been placed in prestigious undergraduate research internships. North Hennepin is one of the only community colleges in the country to offer undergraduate research and will be the first community college ever to host the Minnesota Academy of Sciences Winchell Undergraduate Research Symposium in 2011.
- **Specialized Program Accreditation** for Business, Medical Laboratory Technician, Nursing, Paralegal, and Peer Tutoring Programs set NHCC apart from other competitive programs in the state
- **University partnerships** that allow students to complete a number of 4-year degrees on the NHCC campus, eliminating the need for them to either pay higher tuition at a local private institution or re-locate to an outstate MnSCU university to complete their educational goals.
- **New Technology** (such as D2L, Right Now, Sharepoint, Sitecore CMS, Hobson's, Lumens, Higher One, EARS - Early Alert Reporting System, Email, Texting, Instant Messaging, Phone systems, Facebook, etc.) is constantly considered and implemented for improved service and communication to students and increased efficiency for faculty and staff
- **K-12 partnerships** such as Upward Bound, High School Transitions, Cornerstones, and STARS programs, provide an opportunity for area high school students to prepare for college through academic and advising activities on and off-campus
- **TRiO** utilizes a national grant to provide additional support and services to approximately 250 under-represented students who meet program requirements
- **Adult Education and Training** provides flexible training delivery options for learners, businesses, and communities to develop and maximize professional skills and personal growth, emphasizing IT and professional development. Eighty percent of all AET classes are offered onsite at NHCC, at an area workforce center or at a client's site. NHCC

has a partnership with a 3rd party provider (ed2go) for delivery of non-credit online classes and programs.

Institutional Profile

NHCC partners with business, education and community organizations. These relationships are cultivated and supported through a variety of means including Campus Outreach, Academics, Adult Education and Training, Foundation, Service Learning, Special Programming and Advisory Boards.

According to an Economic Impact Study conducted in 2007, North Hennepin Community College adds an estimated \$121,740,682 per year in activity to the local economy and adds an estimated 1,603 jobs in the area.

Integrated Planning

NHCC aligns its strategic planning with MnSCU's strategic plan, makes use of staff at the system office to ensure that the College's policies and procedures align with Board Policy, participates in the state audit of business and budgetary practices, and uses reporting processes to benchmark its outcomes against the accountability measures of the system.

Futures Planning – 2015

North Hennepin Community College is committed and focused on institutional strategic goals and continuous improvement initiatives through AQIP action projects.

Much future planning depends on the current bonding bill approval of two new buildings that would allow North Hennepin to continue to expand its facilities to meet the growing needs of the communities we serve.

Resource Deployment

North Hennepin Community College's budget strategy for the future includes maintaining a structurally balanced budget, reallocation of resources to highest priority activities.

The college will continue to conduct regular academic program and service review and use data to make the best possible decisions. Cost analyses of class scheduling, faculty/student classroom ratios, services, early retirement packages, hours of operations, and other major college functions will be performed with the intention of increasing efficiency and discontinuing programs as needed. NHCC will:

- Maintain a structurally-balanced budget
- Hold tuition rates at metro system average increases
- Designate a 7% reserve-to-operating revenue ratio
- Support system strategies and college action plans
- Invest in fewer new ongoing obligations
- Provide high quality academic programming
- Use various funding sources in student success initiatives

- Provide students the newest technology
- Invest in continuous improvement, utilizing AQIP model
- Manage increasing enrollment with minimal staff increases
- Utilize available resources to continue supporting capital projects, facilities upgrades maintenance

To combat decreasing state support, the college will continue to use creative pricing strategies, flexible programming and services that meet the changing needs of our students, enrollment management techniques, increased effort in seeking external funding and partnerships, shared business operations when possible, cost-effective employment strategies and revised academic calendar and scheduling.

Trustee Dickson asked President Wynia to pass along her praise and admiration to faculty who mentor research students while carrying a full teaching load. That shows an outstanding dedication to higher education, she said.

Trustee Rice complimented the leadership of President Wynia, who will be retiring this summer. She said the president has done an amazing job transforming North Hennepin Community College into a first-rate college that caters to its students and reaches out to its community.

President Wynia has been an outstanding leader, advisor and contributor on the leadership team, Chancellor McCormick said.

Anoka-Ramsey Community College President Johns said President Wynia has been an exceptional peer who has offered wise advice to fellow presidents.

The meeting adjourned at 11:03 am
Respectfully submitted,
Margie Takash, Recorder