

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Academic and Student Affairs **Date of Meeting:** June 15, 2010

Agenda Item: Academic and Student Affairs Division Annual Performance Report

Proposed Policy Change Approvals Required by Policy Other Approvals Monitoring

Information

Cite Policy Requirement, or explain why item is on the Board Agenda

The Office of the Legislative Auditor recommended that the Board of Trustees improve its oversight of the Office of the Chancellor performance. Information is being provided to all committees for the corresponding division for which they have oversight.

Scheduled Presenters:

Linda L. Baer, Senior Vice Chancellor for Academic and Student Affairs

Background Information:

The Executive Committee of the Board of Trustees reviewed a performance reporting template for reporting on budget and staffing, system functions, previous year accomplishments, and upcoming division activities. The following represents the performance report for the Academic and Student Affairs division.

Office of the Chancellor Performance Report Academic and Student Affairs Division

I. Multi-year Financial and Personnel Data

Cost Category / Financing	2008-09 Biennium		2010-11 Biennium	
	2008 Actual	2009 Actual	2010 Estimate	2011 Projected
Salaries & Benefits	\$8,848,058	\$9,090,444	\$8,850,189	\$9,210,044
Consulting Contracts	3,064,581	3,579,831	3,601,149	3,600,000
Other Administrative Costs	12,610,807	10,440,599	8,238,639	5,396,403
Total Administrative Costs	\$24,523,446	\$23,110,874	\$20,689,978	\$18,206,446
Less: External Funding (1)	12,533,160	12,048,736	9,739,386	9,826,918
General Fund Financed Costs	\$11,990,286	\$11,062,138	\$10,950,591	\$8,379,529
<u>Distribution of General Fund Activities</u>				
Direct Services to Colleges/Universities	\$7,439,703	\$6,390,481	\$6,570,355	\$5,027,717
Systemwide Services	4,550,583	4,671,657	4,380,237	3,351,811
Division Employee FTE	97.87	93.42	91.40	

(1) Includes grants (Perkins, other federal, state and private sources) and partnerships funded at least in part by other agencies/entities; enterprise activities

II. Explain the structural distribution between the functional duties performed by the division and similar activities performed by the colleges and universities.

Academic and Student Affairs Functions	College and University Functions
Leadership and Operations	
Presidential evaluation: Senior vice chancellor works, in consultation with chancellor and vice chancellor for human resources, to assess presidents in the implementation of the academic and student affairs mission through policy compliance, supporting and implementing strategic system initiatives.	N/A
Policy leadership: Senior vice chancellor leads in providing research, developing and sustaining national leadership networks, and consults and serves as the primary architect for the current and future system academic and student affairs policy direction; these recommendations inform the Board of Trustees/chancellor strategic plans and actions plans.	Campus presidents generally advocate for their campuses. Often, the presidents can and will volunteer to support system positions.

Office of the Chancellor Performance Report Academic and Student Affairs Division

<p>Policy development: The senior vice chancellor’s unit identifies and approves all academic and student affairs policies using Policy Development Process and approving taskforce/committee membership and charges; gaining/advocating with statewide union leadership.</p>	<p>Campus presidents/campus leadership are included and consulted in the development of policy/procedures as part of the overall process – advocate/recommend specific policy revisions; the senior vice chancellor makes final recommendations to Board of Trustees/chancellor for policy/procedure respectively.</p>
<p>Liaison to national organizations: Senior vice chancellor serves as the systemwide leader in shaping/developing and articulating the academic and student affairs vision and mission for the Minnesota State Colleges and Universities system at state, federal and international levels as circumstances require/permit.</p>	<p>N/A</p>
<p>Liaison to federal/state Legislature: Senior vice chancellor’s unit supports the system’s Government Relations division in advocating and supporting the annual and biennial budget work plan activities, developing/revising proposed legislation, deploying ASA staff to support legislative proposals and updating legislators and legislative staff on key academic and student affairs legislation/policies/procedures.</p>	<p>Campuses are often called upon to assist in advocating for the system’s academic and student affairs legislative agenda.</p>
<p>System and division operations: Senior vice chancellor serves as key resource in working with organization leadership in assessing/deciding on key operations issues including systemwide budget strategies, staffing, etc. Senior vice chancellor’s unit provides ongoing oversight on ASA division operations functions (budgets, staffing/personnel, travel, etc.)</p>	<p>Campuses may assist in providing additional information relating to system operations including budget process; they do not make final decisions.</p>
<p>Leadership/professional development opportunities: The senior vice chancellor’s unit is responsible for providing leadership/networking opportunities for college/university academic and student affairs leadership to include convening to network and discuss key policies, procedures, strategic initiatives including providing opportunities to share “best/good” practices.</p>	<p>Campus leaders may inform ASA leadership activities/meetings through planning processes.</p>
<p>System constituent services: The senior vice chancellor’s division provides constituent services in support of Chancellor’s Office/Board of Trustees, etc., which primarily relate to seeking</p>	<p>Campus leaders conduct similar services but at the campus level; campus activities may inform system level resolutions/response but cannot replace system responsibilities.</p>

Office of the Chancellor Performance Report
Academic and Student Affairs Division

and resolving issues raised by faculty, students, business/industry, legislators/legislative staff and members of the general public.	
Learning Technology & Programmatic Innovation	
Libraries & MnSCU/PALS: Oversee the administration of one electronic library management system serving all 32 institutions, state libraries and other academic libraries. Administer legislatively required textbook pilots.	Provide library services to patrons.
Credentialing: Develop and revise the system's minimum hiring qualifications for college faculty as specified in Board of Trustees Policy 3.32, staff the Joint Committee on Credential Fields as required by the MSCF labor contract, and function in collaboration with Human Resources and Labor Relations in resolving issues related to credentialing of two-year college faculty.	
MnOnline: Develop policies and procedures for effective system of online courses, coordinate and market the online courses, programs and services in the system.	Create and teach online courses.
International education: Represent system with various international groups; periodically gather information about international programs on campuses.	Provide international and global experiences for students and faculty.
Intellectual property: Develop policies and provide training throughout the system on intellectual property.	Administer intellectual property policy.
Regional Accreditation- Serve as liaison to Higher Learning Commission for Office of Chancellor.	Meet HLC criteria and standards, conduct self studies and prepare for visits.
Graduate education: Develop policies, convene graduate deans and encourage development of joint applied doctorates.	Develop and teach graduate courses and programs.
Professional development/Center for Teaching and Learning: Provide leadership for state and regional faculty development opportunities in areas that support the strategic plan.	Provide local faculty and staff development opportunities.
Program collaboration: Works to facilitate/coordinate more collaborative approaches to the development of new/changed program needs among system colleges/universities e.g. Doctorate of Nursing Practices, Broad Field	Campuses work to build and/or align programs, recognizing that faculty play a key role in developing programs and courses.

Office of the Chancellor Performance Report
Academic and Student Affairs Division

Health Sciences, etc.	
Program review & approval: Approve all new programs, program changes and closures. Conduct regional reviews of critical program areas. Maintain the official inventory of programs used by other government units.	Develop and propose new or revised academic programs.
Strategic Partnerships	
Continuing education/ customized training: - Establish and seek agreement to performance measures across continuing education/customized training programming. Implement and manage the Lumens online software interface. Implement a Business and Industry Council to advise on best practices. - Provide funds to encourage innovation in programs and delivery, including management of an online registration and payment system.	Aggregate employer and workforce development data by institution. Provide institutional funds to the commonly held contract.
Farm and small business management: - Advocate for and coordinate the delivery of education for farmers and small businesses. - Implement the 2010 FBM Task Force recommendations, and seek efficiencies in delivery of programming. Maximize use of farm business management legacy data.	Provide farm and small business management training.
Strategic partnerships/other: - Manage system data collection relative to American Recovery and Reinvestment Act training initiatives, and competitive projects. - Manage regionwide, statewide or industrywide proposals to federal agencies and private foundations as they relate to training and workforce development. - Coordinate the Centers of Excellence to ensure board and legislative outcomes are met. Manage the external evaluation of the centers. - Manage and coordinate a U.S. Department of Labor multicampus grant project in renewable energy. - Represent system interests in the Minnesota Job Skills Partnership Program and Workforce Investment Act (WIA) program certification	Develop and report on outreach to dislocated workers. Participate in systemwide ARRA initiatives, report on awards from regional Workforce Investment Boards. Report on federal community-based job training grants. Lead and participate in the work of the Centers of Excellence. Offer course work as agreed upon by the consortium. Work with local companies to submit proposals. Seek WIA certification for short term training offerings.
Strategic Partnerships/Workforce	

Office of the Chancellor Performance Report Academic and Student Affairs Division

<p>Federal Perkins Grant:</p> <ul style="list-style-type: none"> - Serve as state entity to receive \$22 million annually; administer and evaluate the funds per the federal mandate. - Develop career and technical education programs and paths of study across secondary and postsecondary sectors. 	<p>Participate in one of 26 consortia with secondary and industry partners.</p> <p>Partner with local school districts to develop coordinated course work in a program of study.</p>
<p>Career Services: In keeping with new board policies regarding providing better market and career information to prospective students, make online career-related tools (including ISEEK and MnCareers magazine) the preeminent resources for the system.</p>	<p>Familiarize admissions and career counseling staff with the depth of these resources and their regional equivalents.</p>
<p>Fire/EMS/Safety Training:</p> <ul style="list-style-type: none"> -Oversee 12 fire and 17 emergency management programs statewide to ensure compliance with federal and state standards. - Manage nine train-the-trainer courses. - Provide training oversight and services to 3,000 first aid/CPR instructors statewide. 	<p>Implement changes as promulgated regarding campus safety, fire safety, emergency medical services, hazardous waste management, etc.</p>
<p>iSEEK: Lead multi-organization collaborative that provides online program and career information for students, employees and employers.</p>	<p>Market Minnesota-based, career, licensure and professional development resources to prospective and current students.</p>
<p>CareerOne Stop: With DEED, lead a national initiative designed to provide career information for displaced and dislocated workers, veterans and others seeking employment.</p>	<p>Market this federal resource to faculty, students and community partners.</p>
Research, Planning and Effectiveness	
<p>Education policy research & evaluation: Provide data and analysis on policy topics of interest i.e. transfer, access, opportunity and success.</p>	<p>Provide raw data.</p>
<p>Institutional/system research/reporting Gather, reconcile and report student and other data to Federal [IPEDS and WIA] and state [OHE] entities as required by law.</p>	<p>Provide raw data.</p>
<p>Ad hoc data requests: Respond to requests from media, legislators, other Office of the Chancellor staff.</p>	<p>No action required.</p>
<p>Dashboard development: Create and maintain a series of online datasets that users can drill down for additional information.</p>	<p>Use dashboards.</p>

Office of the Chancellor Performance Report Academic and Student Affairs Division

Strategic and academic planning: Staff board strategic planning, planning facilitation and assistance for institutions and groups conducting regional academic planning.	Develop campus academic and strategic plans aligned with system plans.
Annual work plan development: Coordinate development of the system work plan; review and comment on institutional work plans.	Develop institutional work plans aligned with the system work plan.
P-16 collaboration: State policy development; monitor legislative committees, PSEO.	Work with P-12 schools and staff.
Teacher education: Monitor federal and legislative committees and Board of Teaching.	Provide teacher education programs approved by the Board of Teaching.
Action Analytics: Conceptualize and create a Student Success System, select and analyze a series of early indicators of success; create data systems for analysis by various users.	
Accountability: Develop and update the Board Accountability Dashboard; track and monitor the board-approved system and institutional targets.	Meet institutional targets and goals.
Student Affairs	
DARS/u.Select: Ensure availability of technology, provide training, monitor input of courses, provide technical assistance to campuses.	Input new or changed course data into the system. Determine course equivalencies.
Financial aid: Provide technical assistance to campuses, monitor compliance with Title IV regulations, work with IT to support ISRS developments, help to resolve audit issues, represent system at legislative hearings.	Determine eligibility for financial aid and award aid.
Student disabilities: Oversee the distribution of hearing interpreter funds, provide assistance in resolution of ADA problems.	Provide accommodations for students with disabilities.
Student life: Provide liaison with statewide student associations, ensure compliance with policies, especially policy on student consultation, help to resolve campus problems relating to student life.	Implement Student Life Policy.
Student services: Provide support for all campus student services functions, including admissions, registration, counseling and advising, TRiO programs. Work with IT to ensure that ISRS can handle the needs of campus staff, provide training and technical assistance as needed to comply with federal and state regulations, develop policies and monitor compliance with policies.	Implement student services functions, including admissions, registration, counseling and advising.

Office of the Chancellor Performance Report Academic and Student Affairs Division

<p>Transfer: Develop policies, monitor MnTransfer curriculum, provide training for campus transfer staff, handle student appeals, ensure campus compliance with transfer policies.</p>	<p>Comply with policies relating to transfer, provide information on transfer to students, conduct transfer evaluations for students, and award transfer credit as appropriate.</p>
<p>Developmental education: Develop policy related to assessment for course placement and monitor compliance with policy. Ensure that course placement scores are appropriate. Manage statewide contract for use of assessment instrument.</p>	<p>Conduct assessments of students for appropriate course placement, provide instruction.</p>
<p>Veterans Services Support work of on-campus veteran service centers. Manage congressional earmark funding for development of veterans services, including technology-based credit for military experience, learning portfolio, and life/educational planning. Work with state National Guard to provide reintegration services for veterans returning from overseas deployment.</p>	<p>Provide on-campus services for veterans, including outreach, orientation, and counseling. Serve as advocates for veterans encountering difficulty.</p>

III. Cite any recent or planned redistribution of costs or personnel between this division and college/universities for this functional area.

The Academic and Student Affairs division will act on this area as part of FY11 activities related to reorganization, budget, and staffing decisions. The assessment and corresponding decisions will be informed by the findings in the OLA report and the recommendations of the Structural Review Advisory Committee in consideration of core functions for the system office and colleges and universities.

IV. Cite performance metrics and major accomplishments from the past year (tie to prior year division/committee work plan, if possible).

The following represents selected initiatives and outcomes of the ASA Division based primarily in the senior vice chancellor’s five major goals and underlying objectives prepared at the beginning of FY10 with a goal area related to the Office of the Legislative Auditor evaluation of the system office added in March 2010.

1. Serving the Underserved Initiative

Access and opportunity allocations and centers

- Report on college and university Access, Opportunity and Success project recruitment and retention outcomes to the Board of Trustees
Progress: Update on FY10 outcomes

Office of the Chancellor Performance Report Academic and Student Affairs Division

- The fall-to-fall persistence and completion rate for underrepresented students increased from 70.6 percent in fall 2007 to 72.8 percent in fall 2009. This increase represents 75.9 percent progress toward the 2014 target of a 73.5 percent persistence and completion rate.
 - Fall semester credit headcount of underrepresented students increased by 15,242 students or 18.6 percent from 82,082 in fall 2008 to 97,324 in fall 2009, compared to a 6.6 percent increase in total credit. Headcount. (Underrepresented students include Pell eligible, first generation, and students of color).
- Identify the more effective practices based on college/university experience(s).
Progress: Effective practices identified. Learning communities and supplemental instruction appear to be highly effective, along with intrusive advising.

Early Indicators of Success Initiative

- Identify indicators as part of NASH eight system project
Progress: Completed calculation of six leading indicators for a cohort of college and university students and conducted research to identify which are statistically significant predictors of graduation and/or transfer for various student populations.
- Share results of our system analysis with peers.
Progress: Presented the results of research at NASH Leading Indicators Meeting (March), System Planning Advisory Committee (May), CAO/CSAO and Deans Meeting (May), and Association for Institutional Research (AIR) Forum (May)

2. Students First

Continue to cosponsor the Students First work, monitor for satisfactory progress and support ongoing communications across constituencies.

- Systemwide Single Search Planning Process: FY10
Progress: This project is on schedule. Completion by July 2011 as originally envisioned.
- Single Registration Planning Process: FY10
Progress: This project is on schedule. Policy issues have been identified and draft proposals submitted. Business requirements are under development.
- Systemwide Single Application Process: FY10
Progress: This project is on schedule. Policy issues have been identified and draft proposals submitted. Business requirements are under development.

Office of the Chancellor Performance Report Academic and Student Affairs Division

3. Leadership Development for Higher Education Futures

- Members of the Academic and Student Affairs Division, in collaboration with Vice Chancellor Lori Lamb, worked to assess and restructure presidential work plans to better align system and institutional planning used in the presidential evaluation process with the intention to better inform individual leadership development goals/objectives.
Progress: The FY10 presidential evaluation process is refined to elevate presidential leadership and performance to complement the current focus on institutional performance in the target setting process. This will support revisions to the framework for presidential evaluations in FY11.
- Coordinate Chief Academic and Student Affairs Officers, College and University Dean's Meeting, October 2009
Progress: This meeting was attended by over 220 campus chief academic and student affairs officers and college and university deans and CTL faculty leaders. It is a professional development opportunity with national and system presenters on topics including "Improving Learning: Assessment and Organization Redesign" and "Tuning USA is Just the Beginning."
- Coordinate systemwide Workshop on Learner Outcomes, February 2010
Progress: The college and university Chief Academic Officers convened to focus on "learning outcomes." Several campus teams shared best practices in core outcomes, early alert systems, career pathways, and technical skills assessments. Because of the strong campus response, planning is underway for a fall institute.
- Coordinate Academic and Student Affairs Administrator's Orientation, February 2010
Progress: This annual event convened 45 new campus leaders for orientation to the system and their positions.
- Coordinate Chief Academic and Student Affairs Officers, College and University Dean's Meeting, May 2010
Progress: The theme for this year's meeting was "Innovations and Best Practices During Difficult Times." Plenary presentations and discussions included "The Itasca Project Growth Initiative," by Kathy Schmidlkofer, vice president, General Mills; "Students First; What's Coming," by John O'Brien, director; and, "Reimagining Higher Education: Innovating in Challenging Times," by Senior Vice Chancellor Linda Baer.
- Academic and Student Affairs Annual Awards

Office of the Chancellor Performance Report Academic and Student Affairs Division

Progress: the Academic and Student Affairs Division presented the annual awards to honor outstanding administrators and recognize excellence and innovation in Academic and Student Affairs programming. Nominations are solicited from all of our institutions and reviewed by a panel of institutional Academic and Student Affairs administrators. This year, there were 11 award recipients in excellence in curriculum, innovative partnering, student affairs innovation, and outstanding administrators.

4. Innovating in times of scarcity

- Staff the Board of Trustees Ad Hoc Committee for system planning
Progress: The system strategic plan revisions were reviewed by the Board of Trustees at the April and May meetings and are expected to be finalized at the June meeting.
- Action Analytics: Received a \$330,000 grant from the Bill & Melinda Gates Foundation to establish and lead a national agenda for action analytics. Cosponsor Analytics Symposium with Capella University Sept. 21, 2009
Progress: Completed very successful inaugural symposium that included over 20 national leaders in the use of analytics and many other participants, including a keynote address by Undersecretary of Education Martha Kanter.
- Action Analytics: Co-Sponsor Analytics Symposium 2 with Capella University May 6 and 7, 2010
Progress: System was awarded a Gates Foundation grant to develop an action analytics community of practice. Completed very successful symposium that included over 50 national leaders in the use of analytics and many other participants, including a keynote addresses by Doug Lederman, editor of Inside HigherEd, and Dennis Jones, president of the National Center for Higher Education Management Systems.
- Update and complete nine of the 10 “dials” on the Board Accountability Dashboard
Progress:
 - Received national attention and media coverage on the innovative dashboard
 - Updates to current dashboard measures were done in March 2010.
 - Student engagement measure was added to the dashboard in March 2010.
 - A proposal for revisions in the Accountability Dashboard was discussed by the Board of Trustees at its May 2010 meeting.
 - Work is underway to implement revisions on the composite financial index and a transfer measure; the innovation measure will become a qualitative

Office of the Chancellor Performance Report Academic and Student Affairs Division

indicator; and a high-quality learning presentation was made to the Board of Trustees at July 2010 meeting.

- Update and complete drill-down dashboards for public and institutional use:
Progress:
 - Internal Enrollment Dashboard launched in January 2010.
 - External Enrollment Dashboard launched in June 2010.
 - Persistence/Completion Dashboard being tested in June 2010.
 - Enhanced Enrollment Dashboard awaiting additional work from IT.
 - Online Dashboard business requirements complete in June 2010.
- Analytics Web Portal: A self-service reporting website that provides an interface for business users to quickly locate, run, and distribute key reports in multiple formats Evaluation, strategy development and funding of the most efficient and effective models for serving key Minnesota industries.
Progress: Web Portal developed and beta test underway in June 2010.
- Centers of Excellence: External evaluation and funding recommendations
Progress: The evaluation report from Wilder Research and staff recommendation for ongoing funding and evaluation were presented to the Board of Trustees in April, leading to a statement of support from the board for ongoing funding. A subsequent memo to center presidents outlined ongoing funding levels for FY11 and expectations for a performance-based evaluation and funding approach for FY12.
- Nursing: Complete a study by June 30, 2010, that looks at the employment demand for nurses in the next five years at different education levels
Progress: This effort was originally to have been completed in April 2010 but was delayed because of other pressing Customized Training/Continuing Education related issues. Survey will be completed in July 2010.
- Scaling of innovations: As part of ongoing efforts to leverage, integrate and gain efficiencies in systemwide innovative strategies, the senior vice chancellor will assess/scale several of these given budget limitations, including GPS LifePlan strategies.
Current Status: Expanded use of GPS Lifeplan in the system to five colleges
Current assessment of the scaling/marketing and commercialization with external partners; currently partnering with OOC Information Technology Services to assess/develop a draft “new business model” allowing us to assess the viability of new/innovative business strategies (Project Consultant – Venturequest). ASA is

Office of the Chancellor Performance Report Academic and Student Affairs Division

using efolioMinnesota and eFolioWorld as pilot in assessing and informing this strategy.

5. Partnerships and collaborations with K-12, higher education providers, workforce and communities will be the environment of future success.

- P-20 Council and other partnerships with the Minnesota Department of Education and local school districts have resulted in
 - Leadership with the Minnesota Association of School Administrators in developing a rural P-14 agenda to better coordinate and use limited resources to meet education needs in rural areas.
 - Development of governance and data sharing agreement to support Statewide Longitudinal Data System

Progress: Data sharing agreement completed December 2009. Proposed governance structure is under consideration by P-20 Council.

- Continue implementation of strategies that extend the Office of the Chancellor's outreach to business and industry
 - 1-800 telephone assistance
 - Integrated Web pages for online and customized training
 - Enhanced search and matching capabilities to meet employers' needs for training incumbent workers

Progress: Completed 1-800 telephone assistance, which requires re-evaluation based on volume of services. Other items in progress include new Web pages and "matching capabilities" Re-evaluating role of Office of the Chancellor in light of OLA report and work with new Business and Industry Outreach Council established in January 2010.

- Fast Trac: Apply for Phase 2 Funding from Joyce Foundation to expand/continue to project goals

Progress: The Joyce Foundation awarded Minnesota a \$450,000 grant to implement FastTRAC through 2012. FastTRAC partners leveraged agency and ARRA funds to continue piloting aspects of the FastTRAC mode; cross-agency teams will recommend guidelines for FastTRAC programs; a data analysis plan will support tracking of learners/workers across education and work force services.

- American Recovery and Reinvestment Act: Maximize our institutions' and system's participation in ARRA in areas influencing training and retraining of dislocated workers, and in competitive grant areas of the U.S. Department of Labor and other federal agencies.

Progress: A sample of accomplishments include:

Office of the Chancellor Performance Report Academic and Student Affairs Division

- Coordinated and reported on grant applications across the system
 - Conducted site visits with campus administrators to identify and present best practices in service to dislocated workers to statewide groups
 - Designed and lead a planning process for a systemwide federal grant application to Department of Commerce for Public Computer Centers
- Career and technical education: Successfully integrate Perkins program into system efforts and champion career and technical education statewide:
Progress: A sample of accomplishments include:
 - Development of a Program Advisory Committee Handbook that includes guidelines for effective program advisory committee work.
 - Continued development of Programs of Study/Career Pathways from high school to college (59 of possible 81 career pathways addressed).
 - Began work on Adult Pathway Programs of Study for adult learners.
6. Follow-up to OLA evaluation of the System Office that are under the purview of Academic and Student Affairs.
- Support for the ASA Committee of the Board of Trustees discussion and actions related to seven areas of concern
 - Identification of ASA Division outcomes and measures to inform Board of Trustees oversight of system office activities.
 - Development of FY11 unit budgets and work plans to address agreed upon critical areas of response.
Progress: The ASA division provided context for Board ASA Committee review of the six areas of concern under its purview. An action plan will be presented to the ASA Committee in June that includes actions and corresponding timeline for addressing each of the six areas of concern as well as information for the Board of Trustees related to ongoing oversight of budget, staffing, and work plans of each Office of the Chancellor division. The senior vice chancellor presented the OLA report findings and areas of concern to ASA staff and met with each ASA unit to discuss areas for improvement. The action plan will guide ongoing fiscal decisions and be integrated in to work plans for the ASA division.

V. Identify major ASA Division/Committee work plan activities for FY 2011

The following represents FY11 ASA division goal areas and activities anticipated at this time. ASA Committee work plan activities will be based in oversight of some of the activities

Office of the Chancellor Performance Report Academic and Student Affairs Division

below, the system action plan, and discussions between the Interim Vice Chancellor and incoming Chair of the ASA Committee.

Access, Opportunity, and Success: Continue to evaluate and identify effective practices in reaching underrepresented student populations.

Accountability Dashboard: Complete and/or update all dashboard measures. Support learner outcomes workshop in the fall to support measure on quality learning and institutional assessment activities.

Action analytics: Advance initiatives related to Gates Foundation grant award; continue analysis of early indicators of student success to identify prominent indicators.

Career and Technical Education:

- Partner with the Minnesota Chamber and industry and labor groups to assess feasibility of designing technical education programs that provide students with opportunities to earn credentials with lower credit requirements.
- Continue identification and integration of workforce and career and technical education-related best practices within Perkins, FastTRAC, and ARRA programs.
- Support the twenty-six Perkins program consortia developed state wide with the Minnesota Department of Education including field visits for progress reporting.

Farm Business Management: Implement the priority goals of the Farm Business Management Task Force, which completed its work in late April 2010.

Legislative Affairs/Support: the interim vice chancellor and ASA staff, in consultation with the Government Relations division and others, will help develop and support the system's 2011 Biennial Budget plan for the Minnesota Legislature.

MnOnline: Continue implementation of the MnOnline Action Plan including expansion of Quality Matters rubric for course development and student support services.

OLA Evaluation: Implement the action steps to be provided to the Board in June including a review oversight and coordination functions to inform reorganization efforts within the division.

Policies and Procedures: Lead system ASA policy council and Board of Trustees' policy discussions related to transfer and other areas in the Policy Council work plan.

Office of the Chancellor Performance Report Academic and Student Affairs Division

Reorganization: The interim vice chancellor's office will initiate and lead the Academic and Student Affairs division's repositioning for the division, as part of the overall "Positioning the Office of the Chancellor for 2012 and Beyond" in light of the recently finalized Structural Review Advisory Committee recommendations, Budget Scenario Building Planning documents (finance), the ASA Board OLA Action Plan and annual ASA organization/ budget planning activities.

System Planning: Guide implementation of the system strategic plan including support for Board development of the system action plan and associated guidance for the institutional and ASA division work plan activities.

Students First: The six project areas (Single Search, Single Application, Single Registration, Graduation Planner, Single Bill/Payment, and Back-office Shared Services) are supported by ASA division staff with five of six areas on track to be completed by June of 2011.

Transfer: Complete smart transfer toolkit and initiate systemwide communication strategy to support student transfer decisions.

Veterans Reintegration: The system will continue its "nation-leading" work as a major partner with the Minnesota National Guard and Minnesota Department of Veterans Affairs in developing a cohesive reintegration model for returning veterans, including tools to assist service members in receiving academic credit for military training; an enhanced GPS LifePlan for military/veterans; and a survey of the mental, physical, and behavioral health needs of students who are veterans or service members.

Workforce Development: Serve as the primary resource for systemwide or industrywide funding opportunities from the U.S. Department of Labor and workforce related initiatives from private and corporate foundations; complete a workforce study of employment demand for nurses in next five years at different education levels.

Systemwide Academic and Student Affairs leadership activities: The interim vice chancellor, in consultation with the ASA leadership team and system constituents, will assess/plan systemwide meetings in support of the broader Board of Trustees and System Action Plans which may include meetings of the chief academic and student affairs officers, college and university deans and other special meetings.