

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

**Agenda Item Summary Sheet**

**Committee:** Academic and Student Affairs

**Date of Meeting:** May 18, 2010

**Agenda Item:** Proposed Revisions to System Strategic Plan (First Reading)

Proposed Policy Change       Approvals Required by Policy       Other Approvals       Monitoring

Information

**Cite policy requirement, or explain why item is on the Board agenda:**

The Board is considering revisions of the System Strategic Plan to update it through 2014.

**Scheduled Presenter(s):**

Trustee Dan McElroy

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

**Outline of Key Points/Policy Issues:**

- Proposed changes to the System Strategic Plan will direct the system during 2010-2014 as it faces significant financial challenges.
- In addition to addressing the need for financial sustainability, revisions place new emphasis on program completion, student learning, and valued faculty and staff.
- The revised Plan will serve as foundation for innovations to meet needs in 2020 and beyond.

**Background Information:**

- In November, 2009, the Board established an Ad Hoc Committee on System Planning to develop recommendations to update the System Strategic Plan.
- Proposed revisions are informed by listening sessions held by the Board in Brooklyn Park, Moorhead, Alexandria and Mankato during January and February, 2010.
- The Board reviewed recommendations of the Ad Hoc Committee in March, 2010, and conducted a study session on proposed changes in April, 2010.

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

**BOARD ACTION**

**Proposed Revisions to System Strategic Plan**

**BACKGROUND**

One the Board's most critical responsibilities is to insure the long-term success of the system in adapting to the needs of Minnesotans. By 2020 and beyond, Minnesota State Colleges and Universities will undergo profound changes demanding innovation and courage. Throughout its discussions across many topics, the Board has recognized urgency in positioning the system to respond to significant challenges affecting its future performance and financial viability.

To prepare for the changes ahead, the Board initiated a review of the current 2008-2012 System Strategic Plan to update it for the years 2010-2014. The new plan is intended to:

- Direct the Chancellor's leadership and transition to an incoming Chancellor,
- Serve as a foundation for the 2012 – 2013 state appropriation request,
- Guide decisions during a difficult fiscal recovery,
- Inspire the system to achieve excellence and accountability,
- Prepare for "disruptive innovations," and
- Lay the groundwork for longer range planning to 2020.

The revised System Strategic Plan adds a preamble to state the Board's overarching perspective on planning for the future. Proposed changes update the Plan to reflect issues which are of growing importance to the public's agenda for higher education. The revised Plan introduces a new strategic direction that highlights financial sustainability and cost-effectiveness needed to respond to challenging financial conditions. Another significant change adds a goal focusing on program completion as a measure of success for many students and as a key contribution to state advancement. Other new goals direct action to engage talented faculty and staff who will invent the future of the colleges and universities.

Much of the work in updating the plan was conducted by the Ad Hoc Committee on System Planning established by the Board in November, 2010. Members of the Ad Hoc Committee were:

- Trustees Dan McElroy (chair), Christopher Frederick, David Paskach and Christine Rice.
- Presidents Cecelia Cervantes, Richard Davenport, Kevin Kopischke and Edna Szymanski.
- Senior Vice Chancellor Linda Baer, Vice Chancellors Laura King, Lori Lamb and Interim Vice Chancellor Carolyn Parnell.

1 The Ad Hoc Committee, assisted by Trustee Duane Benson, conducted listening sessions for the  
2 public in Brooklyn Park (January 21), Moorhead (January 27), Alexandria (January 28), and  
3 Mankato (February 1) on the campuses of presidents named to the Ad Hoc Committee.  
4 Revisions to the plan reflect many of the comments and suggestions offered during these  
5 sessions.

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7 The Ad Hoc Committee presented its draft to the Board of Trustees in March, 2010, where it was  
8 further revised. All Board members and presidents were invited to provide comments on the  
9 draft for review at a Board study session in April, 2010. During the study session, Board  
10 members offered additional revisions.

11  
12 The draft proposed for Board approval in June, 2010 appears below. Documentation of proposed  
13 changes to System Strategic Plan the may be found in two attachments:

- 14 • Attachment A. Comparison of the proposed 2010-2014 System Strategic Plan with the  
15 current 2008-2010 System Strategic Plan.
- 16 • Attachment B. Suggested revisions to the previous draft made as a result of the Board's  
17 review in April.

## 18 19 20 **PROPOSED SYSTEM STRATEGIC PLAN 2010-2014 DESIGNING THE FUTURE**

### 21 **Preamble**

22 Minnesota's competitiveness is advanced by the success of our students in a global market. As  
23 the Board of Trustees considered a long-term horizon for the system strategic plan, it became  
24 clear that the system in 2020 will be shaped by the ability to address today's challenges.  
25

26  
27 The refinement of the current system strategic plan acknowledges the system has matured and  
28 provides a framework for sustaining a distinctive and collaborative network of colleges and  
29 universities. It also recognizes the dynamic needs of a new generation of learners that redefine  
30 the programs and services we deliver. The decisions the system makes have long-term  
31 consequences for our students and the communities we serve.

32  
33 The Minnesota State Colleges and Universities will thrive in the next decade and beyond as the  
34 most accessible, highest value education in the nation. Our vision requires heightened  
35 leadership, support for our students, recognition and pursuit of our collaborative and innovative  
36 capacity, and new levels of cooperation with and accountability to our internal and external  
37 stakeholders. The continuing and new goals articulated in this document will guide our annual  
38 planning, decision-making, and assessment.

39  
40 To successfully respond to the academic, economic, demographic and social changes occurring  
41 in a global environment, the Minnesota State Colleges and Universities will undertake the  
42 following strategic directions and goals:  
43  
44

1 **Strategic Direction 1**

2 **Increase access, opportunity, and success**

- 3
- 4 Goal 1.1 Raise Minnesota’s participation and achievement in post-secondary education by  
5 meeting the needs of students with diverse backgrounds and educational goals.
- 6 Goal 1.2 Prepare young people to enroll in higher education ready for college-level work by  
7 working with schools and other organizations.
- 8 Goal 1.3 Maintain an affordable and competitive cost of attendance.
- 9 Goal 1.4 Support students to reach their educational goals with a focus on graduation or  
10 transfer.

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12 **Strategic Direction 2**

13 **Achieve high-quality learning through a commitment to academic excellence and**  
14 **accountability**

- 15
- 16 Goal 2.1 Continuously improve instruction through assessment of student engagement and  
17 learning outcomes.
- 18 Goal 2.2 Produce graduates who have strong, adaptable, globally competitive and flexible  
19 skills.
- 20 Goal 2.3 Provide multiple efficient and effective delivery options for educational programs and  
21 student services.
- 22 Goal 2.4. Employ outstanding faculty and staff who bring current knowledge, professional skills  
23 and cultural competence to educate students.

24

25 **Strategic Direction 3**

26 **Provide learning opportunities, programs and services to enhance the global economic**  
27 **competitiveness of the state, its regions and its people**

- 28
- 29 Goal 3.1 Be the state’s leader in workforce education and training.
- 30 Goal 3.2 Support regional vitality by contributing artistic, cultural and civic assets.
- 31 Goal 3.3 Develop each institution’s capacity to be engaged in and add value to its region and  
32 meet the needs of employers.

33

34 **Strategic Direction 4**

35 **Innovate to meet current and future educational needs**

- 36
- 37 Goal 4.1 Build organizational capacity for change to meet future challenges and remove  
38 barriers to innovation and responsiveness.
- 39 Goal 4.2 Draw on the talents and expertise of faculty, staff, students and others to meet the  
40 challenges facing the system.
- 41 Goal 4.3 Hire and develop leaders at all levels who will initiate and support innovation.
- 42 Goal 4.4 Critically examine and improve structures, policies, and processes to support  
43 transformative innovation.
- 44

1 **Strategic Direction 5**

2 **Sustain financial viability during changing economic and market conditions**

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4 Goal 5.1. Make budget decisions that reflect priorities in the core mission and fiscal  
5 stewardship.

6 Goal 5.2. Rigorously pursue ways to reduce unnecessary costs.

7 Goal 5.3. Develop funding sources to supplement revenues from state appropriations, tuition and  
8 student fees.

9

10 **RECOMMENDED MOTION**

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12 The Board of Trustees approve the final draft of the System Strategic Plan 2010-2014 Designing  
13 The Future.

14

15

16 *Date of Adoption:*                    xx/xx/xx

17 *Date of Implementation:*        xx/xx/xx

## **Attachment A. Comparison of Proposed 2010-2014 and Current 2008-2010 System Strategic Plans**

### **Preamble**

Minnesota's competitiveness is advanced by the success of our students in a global market. As the Board of Trustees considered a long-term horizon for the system strategic plan, it became clear that the system in 2020 will be shaped by the ability to address today's challenges.

The refinement of the current system strategic plan acknowledges the system has matured and provides a framework for sustaining a distinctive and collaborative network of colleges and universities. It also recognizes the dynamic needs of a new generation of learners that redefine the programs and services we deliver. The decisions the system makes have long-term consequences for our students and the communities we serve.

The Minnesota State Colleges and Universities will thrive in the next decade and beyond as the most accessible, highest value education in the nation. Our vision requires heightened leadership, support for our students, recognition and pursuit of our collaborative and innovative capacity, and new levels of cooperation with and accountability to our internal and external stakeholders. The continuing and new goals articulated in this document will guide our annual planning, decision-making, and assessment.

To successfully respond to the academic, economic, demographic and social changes occurring in a global environment, the Minnesota State Colleges and Universities will undertake the following strategic directions and goals:

### **Strategic Direction 1**

#### **Increase access and , opportunity, and success**

Goal 1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.

Goal 1.2 Work with other organizations to prepare allPrepare young people to graduate from high school and enroll in college preparedhigher education ready for college-level work by working with schools and other organizations.

Goal 1.3 Maintain an affordable and competitive cost of attendance for Minnesota residents.

Goal 1.4 Support students to reach their educational goals with a focus on graduation or transfer.

### **Strategic Direction 2**

Promote and measure **Achieve high-quality learning** programs and services **through a commitment to academic excellence and accountability**

Goal 2.1 Continuously improve instruction through assessment of student engagement and learning outcomes. Promote accountability for results through a system of accessible reports to the ~~public and other~~ stakeholders.

Goal 2.2 Produce graduates who have strong, adaptable, globally competitive and flexible skills.

Goal 2.3 Provide multiple efficient and effective delivery options for educational programs and student services.

Goal 2.4. Employ outstanding faculty and staff who bring current knowledge, professional skills and cultural competence to educate students.

### **Strategic Direction 3**

**Provide learning opportunities, programs and services thatto enhance the global economic competitiveness of the state, and its regions and its people.**

Goal 3.1 Be the state's leader in identifying workforce education and training opportunities and seizing them.

Goal 3.2 Support regional vitality by contributing artistic, cultural and civic assets that attract employees and other residents seeking a high quality of life.

Goal 3.3 Develop each institution's capacity to be engaged in and add value to its region and meet the needs of employers in its region.

### **Strategic Direction 4**

**Innovate to meet current and future educational needs**

Goal 4.1 Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness.

Goal 4.2 Draw on the talents and expertise of faculty, staff, students and others to meet the challenges facing the system. Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.

Goal 4.3 Hire and develop leaders at all levels who will initiate and support innovation throughout the system.

Goal 4.4 Critically examine and improve structures, policies, and processes to support transformative innovation.

**Strategic Direction 5**

**Sustain financial viability during changing economic and market conditions**

Goal 5.1. Make budget decisions that reflect priorities in the core mission and fiscal stewardship

Goal 5.2. Rigorously pursue ways to reduce unnecessary costs

Goal 5.3. Develop funding sources to supplement revenues from state appropriations, tuition and student fees



## **Attachment B.**

### **Suggested Revisions to the Previous Draft Following the Board's Review in April, 2010**

#### **Preamble**

Minnesota's competitiveness is advanced by the success of our students in a global market. As the Board of Trustees considered a long-term horizon for the system strategic plan, it became clear that the system in 2020 will be shaped by the ability to address ~~the countervailing~~ today's challenges ~~of today~~.

The refinement of the current system strategic plan acknowledges the system has matured and provides a framework for sustaining a distinctive and collaborative network of colleges and universities. It also recognizes the dynamic needs of a new generation of learners that redefine the programs and services we deliver. The decisions the system makes have long-term consequences for our students and the communities we serve.

The Minnesota State Colleges and Universities will thrive in the next decade and beyond as the most accessible, highest value education in the nation. ~~This~~ Our vision requires heightened leadership, support for our students, recognition and pursuit of our collaborative and innovative capacity, and new levels of cooperation with and accountability to our internal and external stakeholders. The continuing and new goals articulated in this document will guide our annual planning, decision-making, and assessment.

To successfully respond to the academic, economic, demographic and social changes occurring in a global ~~marketplace~~ environment, the Minnesota State Colleges and Universities will undertake the following strategic directions and goals:

#### **Strategic Direction 1**

##### **Increase access, and opportunity, and success**

Goal 1.1 Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and educational goals.

Goal 1.2 ~~Work with schools and other organizations to~~ Prepare all young people to graduate from high school and enroll in higher education ~~college prepared~~ ready for college-level work by working with schools and other organizations.

Goal 1.3 Maintain an affordable and competitive cost of attendance ~~for Minnesota residents~~.

Goal 1.4 Support students to reach their educational goals with a focus on graduation or transfer ~~to complete post-secondary programs~~.

## **Strategic Direction 2**

### **Achieve Ensure high-quality ~~learning programs and services~~ through a commitment to academic excellence and accountability**

Goal 2.1 Continuously improve instruction through assessment of student engagement and learning outcomes.

Goal 2.2 Produce graduates who have strong, adaptable, globally competitive and flexible skills.

Goal 2.3 Provide multiple efficient and effective delivery options for educational programs and student services.

Goal 2.4. ~~Engage~~ Employ outstanding faculty and staff who bring current knowledge, professional skills and ~~diverse life experiences~~ cultural competence to educate students.

## **Strategic Direction 3**

### **Provide learning opportunities, programs and services to enhance the global economic competitiveness of the state, its regions, and its people**

Goal 3.1 Be the state's leader in workforce education and training.

Goal 3.2 Support regional vitality by contributing artistic, cultural and civic assets ~~that attract employees and other residents seeking a high quality of life.~~

Goal 3.3 Develop each institution's capacity to be engaged in and add value to its region and meet the needs of employers.

## **Strategic Direction 4**

### **Innovate to meet current and future educational needs**

Goal 4.1 Build organizational capacity for change to meet future challenges and remove barriers to innovation and responsiveness.

Goal 4.2 ~~Engage and~~ Draw upon the talents and expertise of faculty, staff, students and others to meet the challenges facing the system. ~~achieve sustainable excellence and efficiency.~~

Goal 4.3 Hire and develop leaders at all levels who will initiate and support innovation ~~throughout the system.~~

Goal 4.4 Critically examine and improve ~~all~~ structures, policies, and processes to support ~~and scale~~ transformative innovation.

## **Strategic Direction 5**

### **Sustain financial viability during changing economic and market conditions**

#### **Ensure the long term viability of public higher education in Minnesota**

Goal 5.1. Make budget decisions that reflect priorities in the core mission and fiscal stewardship ~~Advance administrative and delivery models that respond to the changing environment.~~

Goal 5.2. Rigorously pursue ways to reduce unnecessary costs ~~Empower employees while also holding them accountable for quality and efficient operations.~~

Goal 5.3. Develop funding sources to supplement revenues from state appropriations, tuition and student fees ~~Promote fiscal stewardship and facilities sustainability at system and institution levels.~~

Goal 5.4 ~~Promote continuous improvement and accountability for results through a system of demonstrable outcomes.~~