

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES
ACADEMIC AND STUDENT AFFAIRS COMMITTEE
JUNE 19, 2013**

Academic and Student Affairs Committee Members Present: Chair Duane Benson; Trustees Margaret Anderson Kelliher, Alexander Cirillo, Cheryl Dickson, Dawn Erlandson, Maria Peluso and Louise Sundin.

Other Board Members Present: Trustees Brett Anderson, Clarence Hightower, Philip Krinkie, David Paskach, Thomas Renier and Michael Vekich.

Leadership Council Representatives Present: Chancellor Steven Rosenstone, Interim Vice Chancellor John O'Brien, President Ron Anderson and President Scott Olson.

The Minnesota State Colleges and Universities Academic and Student Affairs Committee held a meeting on June 19, 2013 at Wells Fargo Place, 4th Floor, Board Room, 30 East 7th Street in St. Paul. Academic and Student Affairs Committee Chair Benson called the session to order at 12:40 pm.

1. Increasing Baccalaureate Degrees in the Twin Cities Metro Area

Presenters:

John O'Brien, Interim Vice Chancellor
President Ron Anderson, Century College
President Scott Olson, Winona State University

Interim Vice Chancellor John O'Brien said this discussion would be a continuation of previous discussions the Board has had on ways to accelerate the number of state university baccalaureate degree programs available in the metropolitan area.

Over the next three decades, the Twin Cities area population will increase by nearly 1 million people and it's estimated over 400,000 jobs will be created. Many of those jobs will need to be filled by someone who has a baccalaureate degree.

Currently, the system has significant capacity to serve two-year college students in the metro area, but there is a great need to better serve students interested in obtaining a baccalaureate degree.

In June 2009, the Board of Trustees discussed a Metropolitan Area Planning Report which suggested two broad strategies be adopted to increase baccalaureate education in the metro area:

- Strengthen Metropolitan State University, working to increase its capacity to serve students in selected programs.
- Encourage other state universities to provide more upper-division programming at metropolitan two-year colleges.

The success of the Metropolitan State University model has been limited for various reasons, Interim Vice Chancellor O'Brien said:

- The growth of the St. Paul campus is limited because of few land development options.

- While Metropolitan State University has a strong track record of reaching underserved and adult student populations, the university is less successful in reaching student populations attracted to other types of universities.
- Metropolitan State University does not have academic programs in several key workforce areas: chemistry, cognitive science, biochemistry, physics, statistics, engineering and world languages.

Although the enrollment at Metropolitan State University has grown by 20 percent and the number of degrees conferred is up by 38 percent since 2008, it appears expanding the university cannot be the exclusive approach taken to meet the growing student and workforce needs in the metropolitan area, Interim Vice Chancellor O'Brien said.

While the bilateral partnership model has been successful in increasing baccalaureate opportunities in the metropolitan area, it also has limitations:

- It is based solely on institution initiative, not on a broader, coordinated response.
- These partnerships have provided students access to a very limited number of baccalaureate programs, not a broad array of offerings.
- Only 209 full-year equivalent (FYE) students enrolled in the non-metropolitan state baccalaureate programs in FY12.
- The partnership model does not leverage collective resources or the creative capacity of university faculty across the system.

Chancellor Rosenstone said there often is a fight over campus space to offer the baccalaureate programs, especially since enrollment at two-year metro colleges has been high in recent years.

Colleges often have trouble entering a partnership with a university since their programs may not align, Century College President Ron Anderson said. He added it has been difficult to enroll enough students in these programs to make them financially viable.

Interim Vice Chancellor O'Brien said the system could adopt a three-part strategy to meet the challenge of increasing global competitiveness in the Twin Cities:

- Partner with business and industry to prepare graduates for the high-demand jobs and professions. This could be done by creating industry councils to advise on curriculum and help identify graduate competencies, and by creating internships, apprenticeships, project-based learning and practicums to offer graduates experience solving real-world problems.
- Deliver an extraordinary education that will support student success through innovative approaches to learning. Learning that is experientially-based should be promoted. Graduates should be globally focused and be able to communicate across geographic and cultural boundaries to serve diverse populations and reach global markets.
- The system should stress accessibility, serving all high school graduates, not just the top 10 percent. Courses, resources and support services should be easily available through flexible delivery options. Greater affordability will ensure greater accessibility.

To implement this strategy, the Board of Trustees could consider creating several academic centers in the metro area, Interim Vice Chancellor O'Brien said. These centers would be open to all system institutions, allowing them to offer an array of programs and support services.

The centers would be housed in leased space in locations where there is high student demand and easy access to public transportation. They would utilize smart classrooms and deliver classes face-to-face, online and through a blending of both. They would offer seamless integrated program pathways that would enable students to move from lower division to upper division classes without a loss of momentum.

The centers would welcome students in the Post-Second Enrollment Option, International Baccalaureate, and Accelerated Placement programs, allowing them concurrent enrollment opportunities. This would allow students to more easily complete introductory college courses while in high school.

The centers could allow for some innovative education models, such as allowing students without an associate's degree to be dually admitted to the associate and baccalaureate degree.

Programming at the centers would focus on six high-demand areas:

- Health/life sciences
- Business and business services
- Food and agribusiness
- Information and communication technology
- Financial services and insurance
- Advanced manufacturing and energy

Curriculum could be jointly developed by college and university faculty to the largest extent possible. The curriculum would have an experiential focus and have competency-driven outcomes. Business and industry could have an advisory role and curriculum should align with K-12 career technical education to ensure it meets workforce needs.

Trustee Sundin said labor should not be forgotten when it comes to curriculum development. Unions already offer excellent experiential learning experiences through apprenticeships.

Interim Vice Chancellor O'Brien said the academic centers would not replace the crucial role Metropolitan State University has in the metro area, nor would it replace or constrain current partnerships between outstate universities and metro colleges to offer baccalaureate degrees.

Chancellor Rosenstone said this academic model could be replicated outside the metropolitan area. For example, it may be a way to better meet the need for baccalaureate education in the Rochester area or in northeastern Minnesota. It would be a way for the system to use its collective power and faculty resources to meet the higher education needs of students throughout the state.

Trustee Dickson said the proposed plan is sensible, but she voiced two concerns: 1) The system's university faculty workload is already heavy and it would be a burden for faculty to take on additional duties by teaching at a metropolitan academic center; and 2) Where will the funds for centers come from? Funds for this initiative must not be taken from the budgets of existing outstate universities, she said.

President Olson said faculty location is an issue to consider. Most faculty members who teach at the Edina campus of Minnesota State University, Mankato campus live in the metropolitan area and make the Edina campus their main duty station. They travel to the Mankato campus as needed, he said.

Trustee Sundin asked if the Board is thinking big enough when it comes to location. She said she doesn't favor a "piece-meal" approach and would prefer that students be offered a university with its own location and identity. She suggested considering various potential sites, such as the Mall of America area, the Brookdale mall site, the former Macy's building and Ford plant site in St. Paul.

Trustee Anderson Kelliher added another track of land to consider would be the vacant ammunitions plant site in Arden Hills since it accessible and will likely be developed into a high-tech manufacturing and science-based location. Or the system could consider the use of public school buildings since they are community-based, readily accessible and familiar to student populations.

If the system doesn't meet the demographic needs of the metropolitan region, its destiny will not be as bright as it could be, Trustee Anderson Kelliher said. This will be important to the system's future.

Trustee Cirillo agreed. The system should take the approach of "go big or go home," he said. The needs of metropolitan students will need to be met, and if the system doesn't meet them, then someone else will.

Perhaps the system should consider a university with a different focus, Trustee Erlandson said. For example, many states have more than one research facility.

Trustee Dickson said there should be a sense of urgency in the system's response to meeting the need for more baccalaureate education in the metropolitan area.

Trustee Hightower asked what should be the Board's next move.

The Chancellor said he received good feedback and direction from the Trustees. He said he will have further conversations with the Interim Vice Chancellor John O'Brien and other stakeholder groups to explore options and develop a proposal.

There still is the hurdle of getting the resources to make this happen, he added. The system requested funding in FY-14-15 from the Legislature for "high demand" academic programs, which would have included metro programs, but that request was not funded. He said he will not propose taking money from other universities to fund this one.

The meeting adjourned at 1:40 pm
Respectfully submitted,
Margie Takash, Recorder