

I. GOALS

Student Success	
Goal: Improve retention and completion student metrics and identify new opportunities to support students and to expand program offerings	
ACTIVITIES/OWNER(S)	PLANNED ACTIVITIES
<p>1. Student Success Strategies and Metrics (Academic & Student Affairs)</p>	<p>1a. Complete the development of the common guided learning pathways framework, in alignment with Equity 2030</p> <ul style="list-style-type: none"> • Obtain campus feedback on draft framework • Integrate feedback and finalize framework • Obtain Board endorsement <p>1b. Continue implementation of transfer pathways and development of comprehensive transfer improvement strategy</p> <ul style="list-style-type: none"> • Complete implementation of education transfer pathways • Formalize program review process and evaluate initial pilot pathways • Conduct student focus groups and develop strategies to address findings from focus groups and presidential interviews completed in spring 2019 • Incorporate transfer improvement goals into overall student success metrics. <p>1c. Systemwide strategic enrollment planning to align and support individual plans college and university plans</p> <ul style="list-style-type: none"> • Realign Student Affairs unit and corresponding roles and responsibilities, expanding capacity to support campus enrollment management work • Develop enrollment forecasting models for local and regional use • Develop of target setting process and establish enrollment targets • In partnership with MDRC, convene enrollment management workshops for campus staff focused on mitigating barriers to satisfactory academic

	<p>progress, and combining strategies into a comprehensive student support program</p> <ul style="list-style-type: none"> • Convene a systemwide strategic enrollment management summit • Increase adult student enrollment and support through expanded credit for prior learning opportunities, and strengthening Minnesota Reconnect (OHE’s “adult promise” program)
<p>2. Graduate Education and Applied Research (Academic & Student Affairs)</p>	<p>2a. Complete the development of a multi-year strategic plan to strengthen graduate education and increase graduate enrollment</p> <ul style="list-style-type: none"> • Support university graduate deans in identifying opportunities for programmatic growth, collaboration, and expansion of graduate education enrollment • Develop graduate enrollment targets, in alignment with overall enrollment management target setting <p>2b. Increase collaboration and support for applied research among faculty and students</p> <ul style="list-style-type: none"> • Establish clear expectations and support for sponsored research activities, in alignment with state and federal law • Support and expand research opportunities for both undergraduate and graduate students <p>Establish mechanisms for sharing research practices and findings across institutions and programmatic areas</p>
<p>ACTIVITIES/OWNER(S)</p>	<p>PLANNED ACTIVITIES</p>
<p>1. Workforce Development (Academic & Student Affairs/Comprehensive Workforce Solutions)</p>	<p>1a. Promulgate our workforce narrative, clearly establishing Minnesota State’s workforce development strategy within the Minnesota workforce development landscape</p> <ul style="list-style-type: none"> • Finalize strategy narrative, explicitly linking it to the State of Minnesota’s attainment goal and future workforce needs, as well as Equity 2030 • Work with Leadership Council and marketing/communications to identify opportunities for reinforcing the narrative throughout the state

	<p>1b. Realign the workforce development unit and corresponding roles and responsibilities, expanding capacity to support campus workforce development efforts</p> <ul style="list-style-type: none"> • Complete the implementation of the Comprehensive Workforce Solutions (CWS) regional model and identify ongoing support needs upon full implementation in June 2020 • Align focus of Centers of Excellence to support ongoing program development and innovation within key sectors • Strengthen partnerships with community based organizations and establish pathway alignment across credit and non-credit credentials • Expand support for credit for prior learning opportunities through the Credit for Prior Learning Assessment Network (C-PLAN) • Deepen involvement with the Governor’s Workforce Development Board, the Greater Metropolitan Workforce Council, and RealTime Talent; aligning those efforts with our workforce strategy
<p>2. Career and Technical Education (Academic & Student Affairs)</p>	<p>2a. Lead the completion of Minnesota’s Perkins V statewide plan</p> <ul style="list-style-type: none"> • Integrate consortia plans into a comprehensive statewide plan and convene multiple listening sessions to solicit feedback • Establish explicitly links between the Perkins V plan and the State of Minnesota’s attainment goal and future workforce needs • Obtain Board of Trustees and Governor’s endorsement of the Perkins V plan • Submit the complete plan to the federal Department of Education <p>2b. Align Perkins V programming and goals with Equity 2030, leveraging CTE’s historic focus on equity in programming and sharing best practices and approaches to addressing equity gaps by gender and race.</p>

Equity and Inclusion system vision and strategic plan

Goal: Ensure that equity and inclusion is embedded in all enterprise activities

ACTIVITIES/OWNER(S)	PLANNED ACTIVITIES
1. Equity and Inclusion Strategy (Equity & Inclusion)	1a. Advance the system-level vision and strategic plan that will guide support enterprise level diversity, equity, and inclusion strategy for the next 3 years. 1b. Promulgate diversity, equity, and inclusion campus tool-kit clearly establishing areas of priorities to help guide and support colleges and universities diversity strategic plans. 1c. Establish and align areas of priority for annual report from campuses on diversity, equity, and inclusion. 1d. Completion of a tool and training to support strategic equity lens based policy review
2. Academic Equity (Equity & Inclusion, Academic & Student Affairs)	2a. Creation of the Academic Equity by Design advisory team to advance system-wide training and support to promote the Academic Equity by Design methodology. <ul style="list-style-type: none">• Coordinate systemwide Academic Equity By Design Trainings modules• Establish annual campus training and review schedule to support and advance campus strategy.
3. Campus Climate (Equity & Inclusion, Academic & Student Affairs, and Human Resources)	3a. Implement formal campus climate assessment strategy 3b. Promulgate Campus Climate tool-kit to support campus strategy to monitor and assess campus climate review.
4. Civil Rights Compliance (Equity & Inclusion, General Council)	5a. Centralize the intake and analyzation civil rights compliance data.

Advocacy and Engagement

Goal: Focus on Minnesota State's value proposition that will result in increased philanthropic, legislative, and community support

ACTIVITIES/OWNER(S)	PLANNED ACTIVITIES
1. Partnership Tours (Chancellor's Office/Government Relations/Marketing & Communications)	1a. Begin three-year rotating calendar to continue conversations with business, K-12, and community leaders to align our programs <ul style="list-style-type: none">• Deliver on media strategy to promote partnership tours that highlights our strategic messaging
2. 2020 Legislative Session (Government Relations/Marketing & Communications)	2a. Advocate for the Board's capital budget request <ul style="list-style-type: none">• Execute key budget and capital presentations with legislative committees• Develop key messaging and media opportunities for statewide advocacy• Develop campus level and regional level advocacy plans and execute and measure effectiveness• Execute 2nd <i>Minnesota State at the Capitol</i> to increase awareness and advocacy
3. Advancement/Philanthropic Support (Chancellor's Office/Marketing and Communications/Academic & Student Affairs)	3a. Finalize a plan to support and increase capacity for college and university advancement. In addition, the plan will identify ways to support enterprise philanthropic work <ul style="list-style-type: none">• Follow up on FY19 consultation and communication with presidents and foundation leaders• Identify and hire system office support for foundations 3b. Develop professional development resources for foundation staff 3c. Review current advancement metrics and in consultation with presidents propose revised metrics that accurately reflect both college and university activity to be implemented in phases during FY2020 and FY2021 3c. Research and pursue joint corporate and foundation grant opportunities in coordination with, and not in competition with, foundation leaders

II. Major Ongoing Enterprise Initiatives

Progression of enterprise strategic initiatives	
Goal: Implement enterprise activities and apply lessons learned to future projects	
ACTIVITIES/OWNER(S)	PLANNED ACTIVITIES
1. NEW Design and Implementation of Equity 2030	<ul style="list-style-type: none"> •
2. NEW Realign the academic affairs unit and corresponding roles and responsibilities, expanding capacity to support campus accreditation and quality improvement efforts (Academic and Student Affairs)	<ul style="list-style-type: none"> • Develop and implement a Board policy on accreditation (Fall 2019) • Increase support to campuses in their quality improvements efforts, and in ensure that they meet the criteria for accreditation • Provide review and feedback on institutional accreditation reports/materials for reaffirmation • Actively monitor institutional accreditation status and intervene as needed • Coordinate site visit interviews with Board of Trustees representatives during reaccreditation visits • Annual report to the Board of Trustees on the accreditation status of each institution (Fall 2019)
3. Continue implementation of HR-TSM and continuously monitor progress (Human Resources/Internal Auditing)	<ul style="list-style-type: none"> • Transition remaining payroll and reconciliation services for all employees to service centers (June 2020) • Monitor the ability of the service centers to deliver consistent and accurate service without institution access to SCUPPS/SEMA4. Ensure timely and effective response to any persistent issues requiring intervention.
4. Continue implementation of NextGen and continuously monitor progress (Information Technology/Finance and Facilities/Internal Auditing)	<p><i>NextGen RFP:</i></p> <ul style="list-style-type: none"> • RFP Teams score proposals for ERP Solution (September 2019) • Conduct demonstrations and interviews with ERP Vendors (November 2019) • Obtain Board approval to proceed with negotiations (January 2020) • Contract with selected ERP Vendor (March 2020) <p><i>Change Management:</i></p> <ul style="list-style-type: none"> • Publish NextGen Video (October 2019) • Publish Wave 1 (Awareness) materials (January/February 2020) • Identify training framework for implementation (March 2020)

	<ul style="list-style-type: none"> • Publish NextGen video announcing vendor (April 2020) <p><i>Resource Planning:</i></p> <ul style="list-style-type: none"> • Contract with Outside Counsel (November 2019) • Contract with 3rd Party Owners Rep (February 2020) <p><i>Implementation:</i></p> <ul style="list-style-type: none"> • Begin implementation planning (April 2020)
<p>5. FY2020 Executive Searches</p> <ul style="list-style-type: none"> • Launch and successfully complete three presidential searches (DCTC/IHCC, NHCC, and Saint Paul College) 	<ul style="list-style-type: none"> • Complete assessment of FY19 searches and refine practices and procedures for FY20 searches • Design new presidential off-boarding toolkit • Complete assessment of current presidential on-boarding practices and procedures and make necessary improvements