

MINNESOTA STATE COLLEGES AND UNIVERSITIES

BOARD OF TRUSTEES STUDY SESSION JUNE 19, 2013 McCORMICK ROOM 30 7TH STREET EAST ST. PAUL, MN

Present: Chair Clarence Hightower and Trustees Ann Anaya, Brett Anderson, Margaret Anderson Kelliher, Duane Benson, Alexander Cirillo, Cheryl Dickson, Dawn Erlandson, Philip Krinkie, David Paskach, Maria Peluso, Thomas Renier, Louise Sundin and Chancellor Steven Rosenstone

Absent: Trustees Alfredo Oliveira and Michael Vekich

Study Session: Draft Recommendations Charting the Future of Minnesota State Colleges and Universities

Convene

Chair Clarence Hightower convened the study session at 11:30 a.m. Trustees Ann Anaya and David Paskach participated by telephone. Chair Hightower commented that the board has looked forward to this session, and he called on Chancellor Steven Rosenstone for the introduction.

Introduction

Chancellor Rosenstone commented that in November he charged three workgroups to take on three big strategic questions that confronted the system:

- What the education of the future would look like?
- How would we meet Minnesota's workforce needs of the future?
- What should the MnSCU system of the future look like?

Forty-six people – students, faculty, staff, presidents, system officers and trustees – served on the three workgroups. They deliberated, researched, looked at data, tried alternatives and had lots of debates. Today, they are bringing forward the very first draft of their recommendations for our consideration. The process does not end today; it actually begins today. We are entering a phase of four months of discussion, debate and broad consultation with the draft recommendations. The goal over the next four months is for both informal and formal consultation with all internal constituencies. A website with the draft report and recommendations will go live tomorrow where individuals will have the opportunity to comment. The draft report also will be shared across the entire system to make sure everybody is engaged. The work will continue into October. Decisions will be made by the workgroups, and a final set of recommendations will be submitted to the board and the chancellor in October for our consideration.

Chancellor Rosenstone acknowledged the three presidents who served as conveners of the workgroups and who are present today. He called on President Joe Opatz, Normandale Community College for comments. President Opatz introduced his colleagues, Scott Olson, President, Winona State University, and Ron Thomas, President, Dakota County Technical College.

Conveners' Reports

President Opatz reported that they were pleased to present the draft report, *Charting the Future of Minnesota State Colleges and Universities*. He commented that higher education is continuing to undergo dramatic changes in its students, technology, finances and in the competition it is facing. These are exhilarating and challenging times at our colleges and universities as we strive to serve our students, our partners and our communities across the state. In order to fulfill our core mission, our system must pro-actively chart our future by determining what strategic priorities and strategic actions will best enable our colleges and universities to remain vibrant, competitive and relevant in the years to come. This preliminary draft report attempts to set a path to begin broader dialogue and input to make sure we have identified the right strategic priorities and strategic directions to position our colleges and universities to thrive in the years ahead.

President Opatz remarked that on November 19, 2012, Chancellor Rosenstone asked forty-six students, faculty, staff, presidents and trustees to participate in three workgroups to advise Minnesota State Colleges and Universities on the long-term strategies needed to ensure access to an extraordinary education for all Minnesotans, to meet Minnesota's workforce needs and to deliver the most cost-effective, highest value education. Each workgroup was asked to provide guidance on one of three broad topics: education of the future; workforce of the future; and the system of the future. Each workgroup was facilitated by a convener, supported by a staff member and comprised of students, faculty, staff and trustees. In addition, oversight of the workgroups was provided by a steering committee of Chancellor Rosenstone, Chair Hightower, Vice Chair Renier, Presidents Lundblad, Kopischke, Potter, Szymanski and Chief of Staff Joyer.

Over the course of the last seven months, each workgroup met approximately every three weeks to assess the questions posed by Chancellor Rosenstone. At the initial meeting, Chancellor Rosenstone charged each workgroup and clarified the questions he posed. Meeting norms were established, and they included that each workgroup member would serve as a steward of our colleges and universities, not as a representative of a particular constituency. Each member would also have an equal voice in our conversations. Diverse opinions were welcomed, and the groups operated with a sense of open-mindedness. Collectively, participants brought an array of perspectives to our discussions and the willingness to think boldly and innovatively about our future. The workgroups were also inspired by a quote by Alan Kay, "The best way to predict the future is to invent it." The chancellor urged the workgroups to be strategic and not operational. He then allowed each workgroup the opportunity to do our due diligence without significant oversight and provided guidance only when asked for it.

President Scott Olson commented that this was one of the most exhilarating things he has ever participated in. The rigor and the level of debate were rewarding, challenging and gratifying. Two things distinguished the workgroups. One, they had the right questions. They were interesting and challenging. Second, the configuration of the groups led to a much more robust and challenging set of discussions. He added that a lot of groups nationally are also looking at the question of where is higher education going, but their configurations result in mostly narrow viewpoints and recommendations. He noted that Chancellor Rosenstone designed our groups so that trustees were talking to staff, to administration and to students. This design felt like a graduate seminar with everybody debating important questions. There was a lot of robust engagement. Everybody came prepared. The process was gratifying and fulfilling.

President Olson highlighted some of the questions that were addressed by each workgroup.

Education of the Future Workgroup

As we think about the changes in our students, changes in technology, changes in the nature of work, changes in the world in which our graduates will work, and the multiple careers that our graduates will hold, how can we best prepare graduates for work, life, and citizenship? What should a MnSCU education of the future look like? What are the roles of undergraduate education, graduate and professional education, and life-long learning?

What should be the role of e-education in MnSCU? What is our competitive advantage?

How do we define and measure quality?

Workforce of the Future Workgroup:

How should we ensure that our academic programs are aligned with Minnesota's community, regional and statewide workforce needs so they deliver graduates with the foundational and technical skills needed for the jobs of today as well as tomorrow?

How can our customized training, professional development, and continuing education programs better serve learners as well as business and industry?

System of the Future Workgroup

In light of all of the changes that have occurred since the founding of the system and that will occur over the years ahead, and in light of the changes that will occur in MnSCU's education and workforce strategies, what should the MnSCU system of the future look like?

President Olson remarked that these questions engendered very lively debate, discussion and dissent, but always with great civility. The workgroups engaged in a way that you would think higher education would tackle these big, tough, complex questions. The workgroups reviewed over 150 articles and reviewed 50 different data sets that Craig Schoenecker, system director for research, and others provided. A number of different techniques were used for the discussions. Sometimes there would be a large group discussion within each workgroup. Sometimes there were small group discussions and at times, people worked independently and then brought their work together. Clickers were used for voting, and WebEx also was used a couple of times. There was a lot of individual follow-up by the Chancellor's Fellows, who made sure to keep participants up-to-date when they missed meetings.

On May 29, 2013, the workgroups got together to finalize the draft which had eleven recommendations, giving the impression that each workgroup was working independent of the others. President Olson thanked Trustees Anderson Kelliher and Erlandson for their key insights of overlap in the eleven recommendations. Following discussion, the eleven recommendations were sharpened and focused to the six that are being presented today. President Olson said that the draft report and recommendations were guided by a theme to:

Transform Minnesota State Colleges and Universities to better meet the needs of our students, our community partners and our state by:

- Forging deeper collaborations among our colleges and universities and the system office.
- Fully leveraging our collective strengths, resources and human capital.

The six draft recommendations are:

1. Better align our program offerings and services to state, workforce and learner needs by developing and implementing a statewide academic plan and a statewide master facilities plan.
2. Certify the competencies our graduates have mastered.
3. Increase access to our colleges and universities and accelerate the educational success of students.
4. Create a comprehensive, statewide e-education strategy.
5. Deliver leading edge continuing education and customized training to students and employers through statewide collaboration.
6. Enable recommended strategic priorities to be realized by redesigning the system's financial and governance model.

President Olson explained that each draft recommendation has detailed actionable strategic directions. He reiterated that these draft recommendations are just the beginning. There will be much more listening, discussion, debate and engagement leading up to the final report and recommendations that will be presented in the fall.

President Ron Thomas, who served as the convener of the Workgroup of the Future, remarked that this has been an exhilarating and wonderful exercise that will benefit all of Minnesota. On behalf of his fellow conveners, he thanked each of the participants, several who were present today, for their expertise and guidance to the draft report and recommendations. He also thanked Karen Hynick and Ken Ries, Chancellors' Fellows, and Mary Rothchild, senior system director of workforce.

President Thomas added that this topic is being discussed throughout the United States. Last week, he attended a meeting with college and university presidents from California, Florida, Massachusetts, Maine and Ohio, and they are all dealing with the same issues. He summarized that he applauded the Board of Trustees for moving this effort forward, and he looked forward to their discussion at the September retreat.

Questions/Comments from Trustees

Trustee Anderson Kelliher complimented the conveners and the Chancellors' Fellows for a process that was rigorous. From the moment we looked at the draft report three weeks ago, it looked like three different groups had worked on a piece of it. Today's draft report is polished and synthesized in a way that makes sense to take it and think about it. It will lead to much discussion inside and outside of the system and will be a catalyst for conversation. She complimented Chancellor Rosenstone on the design of the strategic workgroups. Chair Hightower announced that many of the workgroup participants were in the audience, and he asked them to stand and be recognized. The board and audience delivered a round of applause.

Chancellor Rosenstone reviewed the consultation plan over the next four months. There will be informal and formal meetings through the meet and confer process. There will be multiple opportunities for consultation with internal leadership and stakeholders – trustees, bargaining units, students, presidents and cabinet and campus-level discussions by presidents. Each of the system officers will be meeting with their counterparts on the colleges and universities. Also, in October, there will be an event to recognize and celebrate the Strategic Workgroups for all of their efforts.

President Olson commented that the power of the report is that it encompasses many different perspectives. Trustee Benson suggested that the report may want to mention that the reason for why we are doing this is because the system is not sustainable. Trustee Sundin offered that we are doing this to better educate Minnesotans. Chancellor Rosenstone commented that these are strategies to realize commitments we have made to support the Strategic Framework. We need to keep in mind that these are our values and things we are promising to deliver to the people of Minnesota. The section in the draft report, called *Serving Minnesota*, lays out the challenges we have to confront including sustainability and the changing demographics and nature of our students. These challenges are different than they were eighteen years ago when the system was formed. Trustee Benson's suggestion is good. Chancellor Rosenstone asked, "What else have we missed that needs to be added"? That is the work before us over the next four months.

Chair Hightower summarized that the intent of today's conversation was to release the draft report and recommendations. There will be much discussion and consultation with constituents over the next four months. He urged trustees to become familiar with this document as it will be the main topic at the Board of Trustees retreat on September 17-18, 2013.

Chair Hightower adjourned the study session at 12:00 pm.

Ingeborg Chapin
Secretary to the Board