

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES STUDY SESSION
CHARTING THE FUTURE FOR A PROSPEROUS MINNESOTA:
-IMPLEMENTATION STRATEGY
JANUARY 22, 2014
McCORMICK ROOM
30 7TH STREET EAST
ST. PAUL, MN**

Present: Chair Clarence Hightower and Trustees Margaret Anderson Kelliher, Duane Benson, Alexander Cirillo, Cheryl Dickson, Dawn Erlandson, Maria Peluso, Thomas Renier, Elise Ristau, Louise Sundin, and Chancellor Steven Rosenstone

Absent: Trustees Ann Anaya, Philip Krinkie, Alfredo Oliveira, David Paskach, and Michael Vekich

Charting the Future for a Prosperous Minnesota Implementation Strategy

Convene

Chair Clarence Hightower convened the study session at 12:45 pm. A paper entitled *Charting the Future for a Prosperous Minnesota Implementation Strategy* had been distributed in advance of the session. The paper is at: <http://www.mnscu.edu/board/materials/2014/january22/charting-handout.pdf>.

Chancellor Rosenstone recognized Representative Gene Pelowski, the chair of the House Higher Education Finance and Policy Committee, Mark Mallander, the administrator for the House Higher Education Finance and Policy Committee, and Dave Kornecki, the administrator for the Senate Higher Education and Workforce Development Committee, who were in the audience.

Setting the Stage

Chancellor Rosenstone highlighted the discussions and events that led up to today's study session. There was broad awareness that the system needed to identify new ways of working together in order to respond to the financial realities and changing demands and expectations placed on higher education. The Board of Trustees approved a *Strategic Framework for Minnesota State Colleges and Universities* in January 2012. Presidents, academic leaders, faculty, and staff from the colleges and universities started on projects that today continue to deliver on the three core commitments in the *Strategic Framework*.

1. Ensure access to an extraordinary education for all Minnesotans.
2. Be the partner of choice to meet Minnesota's workforce and community needs.
3. Deliver to students, employers, communities and taxpayers the highest value/most affordable higher education option.

At the Board of Trustees retreat in September 2012, the board discussed nine policy briefs on challenges that could weaken educational quality and threaten the system's ability to meet the core commitments. In November 2012, Chancellor Rosenstone created three strategic workgroups and charged them with drafting recommendations on how best to meet these challenges.

Forty-six students, faculty, staff, presidents, and trustees worked together for five months and presented their preliminary recommendations to the Board of Trustees in June 2013. Over the subsequent five months, there was unprecedented consultation that engaged more than 5,400 students, faculty, and staff in 108 feedback sessions across the state. The workgroups reconvened in October 2013 to revise the draft, drawing on many suggestions from the feedback sessions. In November 2013, the board unanimously adopted their final recommendations contained in *Charting the Future for a Prosperous Minnesota*.

Consultation to Date on Implementation

After the board adopted the recommendations, Chancellor Rosenstone invited student, faculty, and staff leadership to offer suggestions on how best to proceed with implementation. The Leadership Council had several thoughtful discussions and the vice chancellors sought counsel from their campus counterparts. In addition, others offered input via electronic correspondence.

Implementation Teams

Chancellor Rosenstone recommended eight implementation teams:

- Student Success Team
- Diversity Team
- Academic Planning and Collaboration Team
- Competency Certification and Credit for Prior Learning Team
- Education Technology Team
- Comprehensive Workplace Solutions Team
- Design Team on System Incentives and Rewards
- Information Technology Systems Design Team

The teams will be comprised of members from each internal stakeholder group. Teams will number up to 18 members, with about three quarters of the members from our college and university campuses and one quarter from the system office, as follows.

- Students: MSUSA and MSCSA (2)
- Faculty: IFO, MSCF, MSUAASF (3)
- Staff: MMA, MAPE and AFSCME (3)
- Presidents (2)
- Additional campus staff (up to 4)
- System office staff (up to 4)

Chancellor Rosenstone also anticipates creating a separate team that will be charged with developing the organizational capability needed to support the work of the implementation teams and the Steering Committee.

The role of each team will be to:

- Provide leadership, coordination, and oversight of project implementation

- Identify and prioritize tactics needed to meet team's goals and objectives
- Stage/sequence work (develop timelines)
- Consult and engage campus stakeholders
- Monitor progress and report progress to the Steering Committee

Steering Committee

The Steering Committee will number up to 21 members with about two thirds of the members from the campuses and one third from the system office:

- Chancellor (1)
- Conveners of each implementation team (6)
- Students: MSUSA and MSCSA (2)
- Faculty: IFO, MSCF, MSUAASF (3)
- Campus staff: MMA, MAPE, and AFSCME (3)
- Presidents on Leadership Council Executive Committee (4)
- Additional administrative staff (2)

Coordination

Chancellor Rosenstone recommended quarterly meetings of the steering committee and frequent interactions among the conveners of the implementation teams. To further coordination, there will be overlap of the committee membership and the staff supporting the implementation teams.

Sequencing

The sequencing of the work over the next two to three years is critical to a successful implementation. Chancellor Rosenstone explained that the sequencing will occur at two levels: macro staging (across the implementation teams) and micro staging (within each implementation team). The chancellor and Steering Committee are responsible for the macro staging, while the conveners and members of the implementation team, in consultation with the Steering Committee, are responsible for the micro staging.

Accountability

Chancellor Rosenstone noted that progress on the implementation will be part of his annual work plan, as well as the annual work plans and performance evaluations of the presidents and cabinet members. The Board of Trustees will receive periodic reports on progress from the chancellor.

Chancellor Rosenstone suggested three options for the board to monitor progress and ensure oversight of the implementation:

- a) Report in periodic board study sessions; and/or
- b) Report to existing standing committees; and/or
- c) Report to a new board committee that focuses exclusively on *Charting the Future* implementation.

Ongoing Consultation

Key internal stakeholders are members of each implementation team and will serve on the Steering Committee, thus ensuring ongoing consultation. Also, each implementation team will be expected to engage relevant internal and external stakeholders and experts.

Changes to Policy or Procedures

Chancellor Rosenstone noted that any changes to policies or procedures should not supplant or sidestep the existing bargaining agreements or consultative processes. The established consultative processes for changes to policies and procedures shall be honored.

Board Discussion

Following discussion, trustees preferred study sessions as a mechanism for the full board to monitor and provide oversight of the implementation. Any policy changes will come through the committee process. Trustees complimented the chancellor on the plan noting that the strategy for the implementation teams and steering committee continues the collaborative process that has been successful. Trustees favored having a detailed check-in on progress as an agenda item at their fall retreat. They also agreed to add accountability on progress on implementation to the chancellor's work plan.

Chancellor Rosenstone commented that he has been pursuing external resources for financial and other assistance as this work goes forward. Discussions are already underway with one foundation, and other foundations are excited about the changes that the system has undertaken. Chancellor Rosenstone concluded his remarks by inviting trustees to offer additional suggestions as they give more thought to the implementation strategy.

Chair Hightower summarized that the board is in agreement of their support for the implementation strategy. The Board of Trustees will convene in periodic study sessions to monitor progress and provide oversight over the next several years. In addition, *Charting the Future for a Prosperous Minnesota* will be added to the Chancellor's annual work plan and progress on implementation will be a topic at the board's fall retreat.

Adjournment

Chair Hightower adjourned the study session at 1:47 p.m.

Ingeborg Chapin
Secretary to the Board