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Charting the Future for a Prosperous Minnesota
Implementation Strategy

Board of Trustees Study Session

January 22, 2014

Steven J. Rosenstone, Chancellor

Setting the stage for today's discussion

Two years and four months ago, we sat together for the first time and began a conversation about the future of Minnesota State Colleges and Universities. We discussed what I had learned from my thousands of miles of travel across the state: People are counting on us to ensure access and affordability, to deliver a truly great education, and to produce graduates who will drive the economic prosperity of communities so Minnesota can remain globally competitive.

We began that discussion by reminding ourselves that for more than 150 years, our colleges and universities have prepared the graduates who have fueled Minnesota's economic vitality and who have knit together the fabric of our communities – from teachers and social workers, to first-responders and health professionals, to skilled workers and entrepreneurs.

I reminded us that our role is more important than ever and that to succeed, we must be willing to make tough choices and to identify new ways of doing things. We must be prepared to think differently and to work together differently. And we must lead and partner in more powerful ways.

We discussed my sense of the challenges facing Minnesota and our colleges and universities, including the new financial realities and the changing demands and expectations that were being placed on higher education.

I argued that continuing to cut budgets and grow revenue as we had done over the past decade may be necessary, but not sufficient. We need to do much more than that. I said:

- We need to **redesign** the ways we do things – focusing on outcomes and incentives; be willing to challenge traditions and conventions.
- We need to **empower** our colleges and universities, our faculty and staff, to be innovative and entrepreneurial. We need to unleash the full creative potential of our faculty and staff to better serve students, their communities and Minnesota.
- We need to **partner** in new ways – working statewide for the greatest impact with others who share our passions and our values. We need to get the right people together around the right questions to drive the right solutions.

We discussed a new *Strategic Framework for Minnesota State Colleges and Universities* – drafted with our college and university presidents – that would build on our past successes, honor our core commitments, and define our future value to the people of Minnesota:

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.**

I concluded my remarks by stating that the biggest risk we face is the risk of business as usual, cautioning that the work ahead would require leadership and action, patience and tenacity. It would require detailed plans and thoughtful decisions. But most of all, it would require us to work smart and work together.

A month later, we stood together in the capitol rotunda where I was formally installed as chancellor. I spoke of:

- **Commitment** ... to the people, to each other, and to the state
- **Courage** ... to do what's needed when it's needed
- **Creativity** ... to make the impossible possible
- **Collaboration** ... to partner in new ways to meet our responsibilities to students, our partners, and communities across Minnesota

Over the next four months, system leaders consulted with students, faculty, and staff about these ideas and in January 2012 the Board of Trustees adopted the new Strategic Framework for Minnesota State Colleges and Universities.

The following month, we got to work. Presidents, academic leaders, faculty, and staff across our colleges and universities started driving projects that would deliver on the core commitments in the Strategic Framework. And, that work continues today.

At its 2012 retreat, the Board of Trustees took a deeper dive into the challenges facing higher education – challenges that could weaken educational quality and our ability to deliver on the Strategic Framework and Board Policy 3.36. Discussion unfolded around nine policy briefs, the upshot of which was, two months later, my creating three workgroups charged with formulating recommendations for 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*.

Today's discussion is an opportunity for me to share with you my thoughts on how we should approach implementation of the *Charting the Future* recommendations and to get your counsel on the work that lies ahead.

Although board policy assigns the chancellor “full executive responsibility for higher education leadership and effective management and operation of the system,” and I understand that the responsibility to implement these recommendations rests with me, I also know that to be successful, we must invite students, faculty, and staff to join together in this effort – an effort dedicated to significantly increasing collaboration to improve access, increase affordability and better serve students. In fact, we need to work together to figure out how to work together. Collaboration and continued engagement of students, faculty, and staff across all our colleges and universities is essential to our collective success.

Although with today's discussion implementation of *Charting the Future* begins, its roots go back to our first conversation together twenty-eight months ago where we committed to working together in new ways to serve students and the people of Minnesota.

My installation remarks closed with these words: "We are leading at a critical moment in our state's history. And as we leave this great hall together, let us do so as partners, with a renewed sense of dedication and a renewed sense of commitment to serve the people of Minnesota. Minnesota is counting on us, and we must lead." I feel the same sense of urgency today that I did in October 2011. We must work together in new, creative ways to implement the *Charting the Future* recommendations.

We must lead not by doing a little better the same things that everybody else is doing. We must lead by creating the innovative models that enable us to do much better things.

Key milestones to date

2011 – 2012 Academic Year

Sept	Discussion of proposed <i>Strategic Framework</i> at Board Retreat
Oct – Dec	Broad consultation
Jan	Board adopts <i>Strategic Framework</i>
Feb	Implementation of projects under the <i>Strategic Framework</i> begins

2012 – 2013 Academic Year

Sept	Discussion of the challenges facing higher education at Board Retreat
Nov	Chancellor creates three workgroups to formulate recommendations to address challenges
Dec – May	Workgroup deliberations
June	Workgroups' preliminary report and recommendations

2013 – 2014 Academic Year

July – Oct	Broad consultation and preliminary recommendations
Oct – Nov	Workgroups reconvene to revise their report and recommendations
Nov	Board adopts final recommendations: <i>Charting the Future for a Prosperous Minnesota</i>
Nov– Jan	Broad consultation on implementation strategy
Jan	Board study session to discuss implementation strategy
Feb	Implementation begins



MINNESOTA STATE
Colleges and Universities

Charting the Future for a Prosperous Minnesota

Our core value

Provide an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities.

Our core commitments

The Strategic Framework for Minnesota State Colleges and Universities

Minnesota State Colleges and Universities play an essential role in growing Minnesota's economy and opening the doors of educational opportunity to all Minnesotans. To that end, we will:

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

Recommendations to increase access, affordability, excellence, and service by forging deeper collaborations among our colleges and universities to maximize our collective strengths, resources, and the talents of our faculty and staff

1. Dramatically increase the success of all learners, especially those in diverse populations traditionally underserved by higher education.
2. Develop a collaborative and coordinated academic planning process that advances affordability, transferability, and access to our programs and services across the state.
3. Certify student competencies and capabilities, expand pathways to accelerate degree completion through credit for prior learning, and foster the award of competency-based credit and degrees.
4. Expand the innovative use of technology to deliver high quality online courses, strengthen classroom instruction and student services, and provide more individualized learning and advising.
5. Work together under new models to be the preferred provider of comprehensive workplace solutions through programs and services that build employee skills and solve real-world problems for communities and businesses across the state.
6. Redesign our financial and administrative models to reward collaboration, drive efficiencies, and strengthen our ability to provide access to an extraordinary education for all Minnesotans.

Overview of today's discussion

- **Setting the stage**
- **Consultation to date on implementation**
- ***Charting the Future* implementation teams**
- ***Charting the Future* Steering Committee**
- **Coordination**
- **Sequencing**
- **Accountability**
- **Ongoing consultation**
- **Consultation around changes to policy and/or procedures**
- **Board discussion**

Consultation to date on implementation

Hours after the board adopted the recommendations in *Charting the Future*, I communicated with student, faculty, and staff leadership to invite their suggestions for how best to proceed with implementation. In addition, Leadership Council engaged in several thoughtful discussions of how best to move things forward and where to begin. Our vice chancellors reached out to their counterparts on our campuses across the state to get their counsel. Many of the ideas that surfaced through that consultation are reported in the pages that follow. Many others will be reflected in the specific objectives and tactics that the implementation teams will move forward.

Implementation consultation to date

Student leaders

- MSCSA
- MSUSA

Faculty leaders

- IFO
- MSCF
- MSUAASF

Staff leaders

- MAPE
- AFSCME

Campus leaders

- Chief Financial Officers
- Chief Academic Officers
- Chief Student Affairs Officers
- Chief Information Officers
- Chief Human Resources Officers
- Campus Communicators

Leadership Council

Members of the Board of Trustees

Other input received via e-mail

***Charting the Future* Implementation Teams**

To ensure that implementation of the *Charting the Future* recommendations remains highly consultative, I anticipate creating eight implementation teams comprised of members from each internal stakeholder group.

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

In addition, I anticipate 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.

Role of each team

- 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

Composition of each implementation team

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.

- 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)

Note: Except for the faculty and student members, who are appointed by the bargaining units and student associations, the chancellor will appoint members and will designate a convener in consultation with the Leadership Council Executive Committee. Members should be content experts whenever possible.

Implementation team logistics

- Chancellor commissions each implementation team with a charter that identifies its members, convener, goals, objectives, and timeline.

- Each implementation team develops its work plan and priority projects for achieving the recommendation, in consultation with the *Charting the Future* Steering Committee.
- Each implementation team consults with relevant stakeholders and experts as appropriate.
- Each team meets frequently and in the manner of its choosing (face-to-face, WebEx, etc.)
- Each team reports quarterly to the *Charting the Future* Steering Committee.

***Charting the Future* Steering Committee**

The Steering Committee will meet quarterly to ensure a high level of coordination among the implementation teams, track progress, consider staging/sequencing of efforts, and communicate across the system. The Steering Committee will also provide leadership to the overall effort ensuring that the work of the implementation teams is supported, barriers identified and overcome, and that implementation proceeds with appropriate urgency. Conveners of each implementation team will meet more frequently as needed.

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)

Note: Except for the faculty and student members, who are appointed by the bargaining units and student associations, the chancellor will appoint members in consultation with the Leadership Council Executive Committee.

Coordination

- Quarterly meetings of the *Charting the Future* Steering Committee
- Frequent interactions among the implementation team conveners
- Some overlap of membership across implementation teams (e.g., student success and academic planning and collaboration teams)
- Staff will support multiple implementation teams and will work with conveners on coordination and sequencing issues
- The work of two implementation teams (Design Team on System Incentives and Rewards and the Information Technology Systems Design Team) intersect with each of the other implementation teams

Sequencing

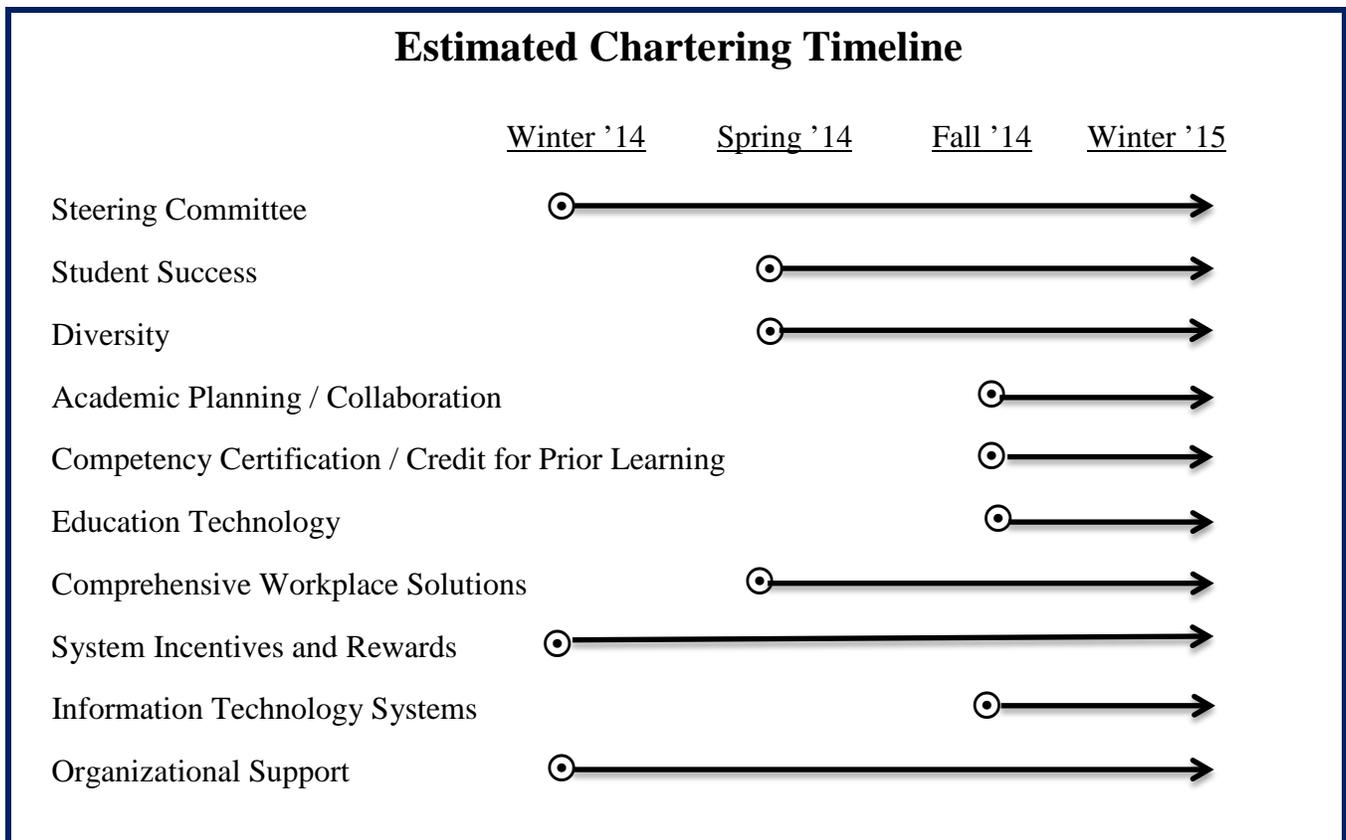
The appropriate sequencing of the work over the next two to three years is critical to the successful implementation of the *Charting the Future* recommendation. The sequencing of the work occurs at two levels:

Macro staging (across implementation teams)

- Responsibility for the macro-staging of the work falls to the chancellor and the Steering Committee.
- Attend to “front logs” in the log jam – that is, make changes that will likely have the biggest impact on setting in motion behaviors that will start moving other changes forward more swiftly and with their own momentum.
- Identify and map critical overlapping paths: determine where results from one work stream depend on completed results from another.
- Monitor and resolve workload and organizational capacity demands.
- Determine the appropriate pace for action: provide adequate opportunities for consultation and consensus building, but reach closure in a timely fashion.

Micro staging (within each implementation team)

- Responsibility for the planning the micro staging of the work falls to the implementation team conveners and the members of the implementation teams, in consultation with the Steering Committee.
- Identify the appropriate order and progression of actions (e.g., What needs to be understood before an action can be taken? What actions need to occur first?)
- Decide how much time should be allocated to each step. How much time between steps?
- Identify and implement pilots, if appropriate, to test strategies.
- Identify and seize early wins.



Accountability

To ensure accountability across the organization, progress on implementation will be part of the chancellor's annual work plan and, in turn, part of the annual work plans and performance evaluations of the presidents and cabinet members. It is the chancellor who is ultimately responsible for the implementation of the recommendations. The chancellor will meet, as necessary, with the conveners of the implementation teams.

The chancellor will report periodically to the Board of Trustees on implementation. The board should consider the mechanism it wishes to use to monitor progress and ensure oversight of implementation. Options to consider include:

- 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, ensuring ongoing consultation throughout the implementation process. In addition, each implementation team will be expected to engage relevant stakeholders and experts. For example, the Diversity Team should consult with chief diversity officers, Minnesota Diversity Councils, community leaders, students, faculty, and staff, and others. The Comprehensive Workplace Solutions team would naturally consult with customized training and continuing education deans, business partners, students, faculty, staff, and others. Additional consultation should include discussions at bargaining unit "meet and confer" meetings; meetings with student associations; meetings of the Leadership Council; and through additional informal meetings and informal feedback.

Consultation around proposed changes to policies and/or procedures

Although the implementation strategies will chart new territory, the process for considering changes to policies and/or procedures should not supplant or sidestep existing bargaining agreements or consultative processes for changes to board policy or system procedures. Established consultative processes for proposed changes to policy and procedures should be honored.

ASA Policy and Procedure Consultation Checklist

Bargaining Units

- ASFCSME
- MAPE
- MSCF
- IFO
- MSUAASF

ASA Councils (*consulted depending on the topic*)

- Academic Affairs Council
- Student Affairs Council
- Academic Technology Council
- Academic Policy Council

Student Associations

- MSUSA
- MSCSA

Other

- Chancellor
- Leadership Council
- Chancellor's Cabinet

College and University Groups

- Chief Academic Officers
- Chief Student Service Officers
- Academic Deans
- Institutional Research Officers [*if appropriate*]
- Chief Diversity Officers [*if appropriate*]
- Financial Aid Administrators [*if appropriate*]
- ASA Vice Chancellor's Advisory Committee

Suggested Topics for Board Discussion

1. What is the board's counsel on the implementation strategy? What suggestions would it make?
2. Is there appropriate oversight by and accountability to the Board of Trustees?
3. Should board oversight occur through
 - a. periodic board study sessions; and/or
 - b. existing standing committees; and/or
 - c. a new board committee that oversees *Charting the Future* implementation?
4. What is the board's counsel on how best to ensure coordination across the implementation teams?
5. What is the board's counsel on the sequencing of implementation?