

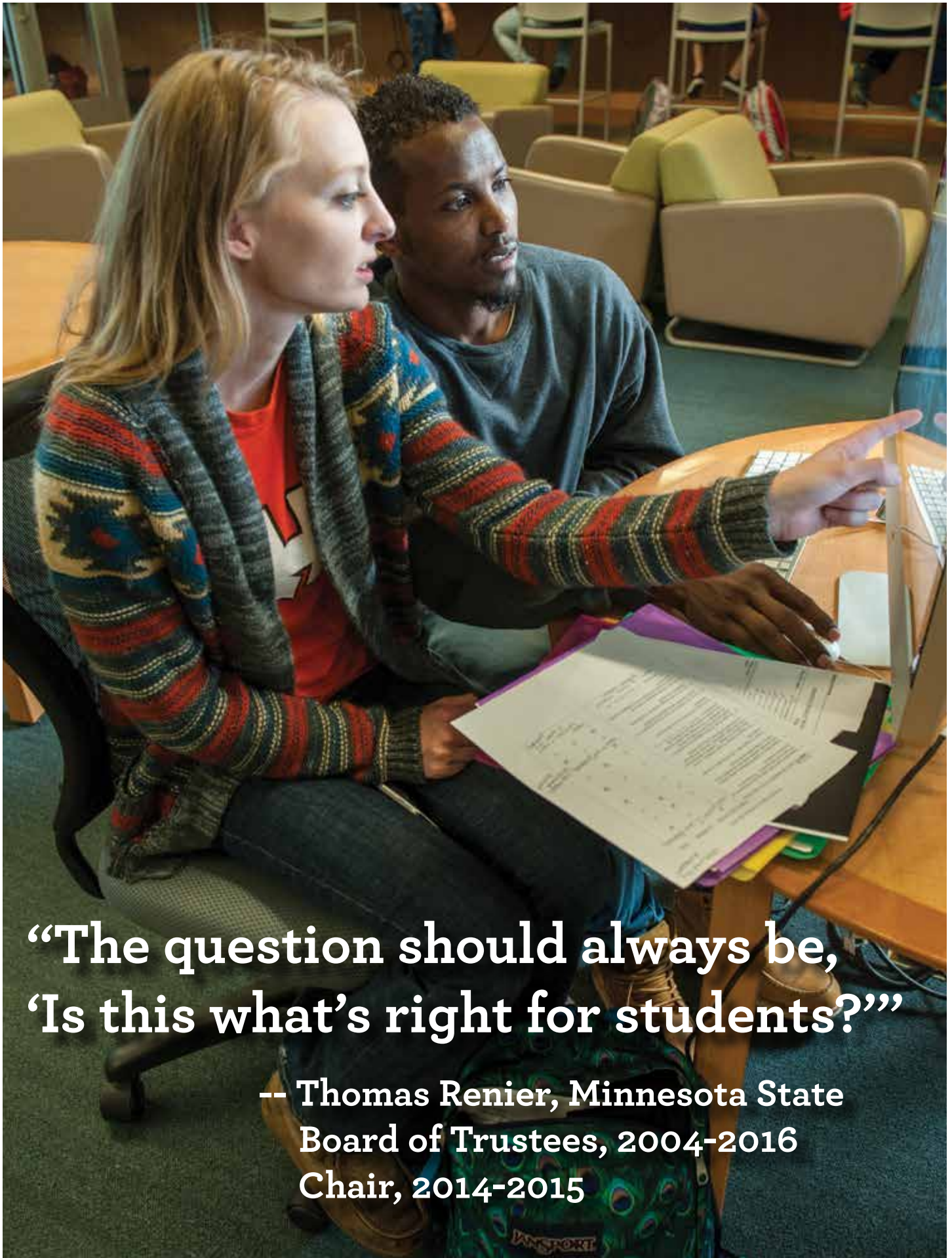
SERVING MINNESOTA

2011-2017

Extraordinary Education.
Exceptional Value.



MINNESOTA STATE



**“The question should always be,
‘Is this what’s right for students?’”**

**-- Thomas Renier, Minnesota State
Board of Trustees, 2004-2016
Chair, 2014-2015**

We are the solution

Minnesota counts on us. **We educate nearly 400,000 students from every part of the state.** We are educating the workforce of the future, preparing people to be the talent Minnesota needs.

Every single one of these students must succeed. An education that prepares people for high-demand, well-paying jobs will do more to reduce disparities and meet Minnesota's talent needs than anything else our state can do.

Minnesota counts on us.



We Serve



62,800

Students of Color and
American Indian Students

50,000

First-Generation
College Students

92,000

Low-Income Students

95,000

Students Who Are
25 or Older

10,500

Veterans and
Servicemembers

And when we're talking about students in every one of these categories, Minnesota State colleges and universities serve more students than all of Minnesota's other higher education options **combined.**

We are Minnesota State



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

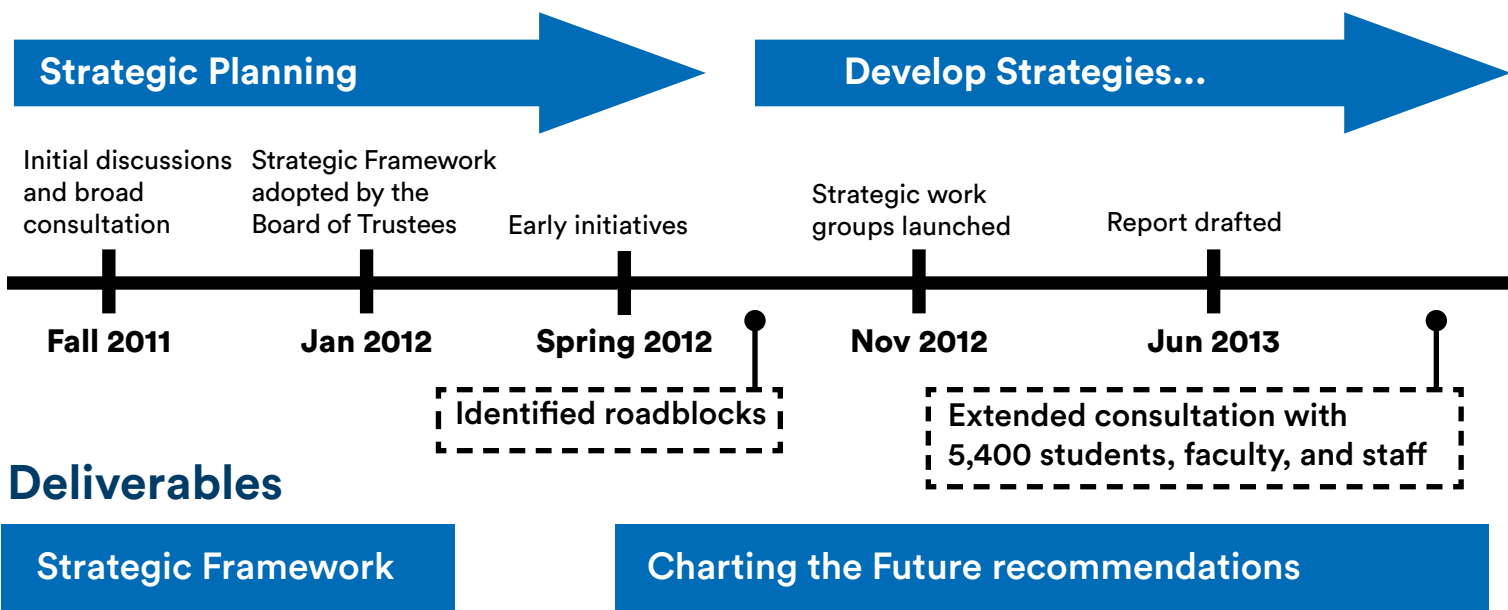
The Strategic Framework for Minnesota State

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

- Ensure access to an extraordinary education for all Minnesotans
- Are 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



We have been on a journey...



Charting Our Future



Charting the Future recommendations

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.

...of transformation

...to Overcome Roadblocks

Implementation

Final CTF report approved by Board of Trustees

Overarching implementation plan drafted

8 implementation teams launched

Campus-level and enterprise-wide implementation begins

Nov 2013

Jan 2014

April 2014

Fall 2015

Summer 2017

Implementation teams included 144 students, faculty, staff, presidents, and subject matter specialists

Initiatives operationalized

Detailed implementation plans and initiatives

Execution

Stronger Collaboration with K-12



We partnered with public schools.

- Grew early college programs through concurrent enrollment, PSEO, and bridge programs to create more robust pathways to higher education, increase college preparedness, and boost affordability.
- Aligned assessment of college readiness by establishing ACT and Minnesota Comprehensive Assessments (MCAs) benchmarks for college placement.
- Advocated for targeted K-12 interventions to improve college readiness.
- Called for postsecondary and career plans for every high school student.



Dramatic Increases in Collaboration among Our Colleges and Universities



We are working together in new ways – to “plan and act more like a team . . . bringing together the best thinking across our colleges and universities.” By planning together, solving problems together, leveraging our collective resources, and aligning our practices, we are doing a better job of serving students.

Academic Affairs. Implemented **27 new transfer pathways** to ensure seamless transfer from our colleges to our universities without loss of credit or time to graduation.

Provided **guaranteed admission** to all seven Minnesota State universities for all students who complete an associate degree and the Minnesota Transfer Curriculum with at least a C average.

Developed and implemented the Twin Cities Baccalaureate plan to **increase seamless pathways** to high-demand baccalaureate degrees in the Twin Cities metropolitan area.

Leadership. Recruited a **high-performing collaborative team of diverse leaders**. Redesigned Leadership Council to more deeply engage presidents and the cabinet in enterprise-wide strategies to better serve students, meet Minnesota’s workforce needs, reduce costs, improve service, and protect affordability.

Developed a **statewide model to deliver customized training and continuing education** to better serve learners, business, and industry across Minnesota.

Finance. Developed the Campus Service Cooperative to **redesign business practices systemwide** for finance, human resources, financial aid processing, and procurement in order to reduce costs and improve service. Campuses are saving \$2.3 million per year.

Redesigned the internal financial model to incent and reward collaboration, reduce costs, and promote student success.

Human Resources. Regionalized human resources transactions into four transactional service centers to improve the quality and effectiveness of service, reduce risk, and enable campuses to focus on transformational HR strategies.

Marketing. Began **statewide marketing** of colleges and universities to build awareness and increase enrollments.

Baccalaureate FYE enrollments in the Twin Cities are increasing:

Provided by:	Fall 2015	Fall 2016	Growth
Metropolitan State University	1,775	1,826	3%
Metropolitan State University at metro colleges	255	387	52%
Greater Minnesota State Universities	104	231	122%
Total	2,234	2,444	9%

More Opportunity for All Minnesotans



- Championed the role that Minnesota State colleges and universities play in providing an opportunity for all Minnesotans to create a better future for themselves, for their families, and their communities.
- Each college and university developed and began implementing campus comprehensive strategic diversity and inclusion plans.
- Redesigned search processes to improve the quality and diversity of candidate pools. Deployed a new analytical tool (“The Intentional Recruitment and Retention Model”) that provides a predictive methodology to increase the diversity of campus hiring pools and the hiring and retention of diverse employees.
- Formed the enterprise-wide taskforce on campus climate.

STUDENT DIVERSITY

UP 19%

FY2016: 24.9%
FY2011: 20.9%

EMPLOYEE DIVERSITY

UP 23%

FY2016: 11.3%
FY2011: 9.2%

PROFESSIONALS, MANAGERS, ADMINISTRATORS DIVERSITY

UP 23%

FY2016: 14%
FY2011: 11%

Better Enterprise Strategy and Effectiveness



Risk Management. Established a **systematic enterprise risk management effort** to assess and manage strategic and operational enterprise risks.

Accountability. Created **institutional performance metrics** to improve performance and monitor progress towards goals.

Stewardship. Created a **strategy roadmap for long term financial sustainability** for Minnesota State colleges and universities that included strategies to grow resources and further reduce costs, as well as the steps the State of Minnesota must take to restore its investment in our colleges and universities. Began campus- and system-level implementation.

Leadership. Redesigned the **executive search process** to identify and recruit world-class leaders to serve as presidents and system leaders.

Between 2011 and 2017, recruited 22 new presidents as well as 10 cabinet members. Of these appointments:



51% were women



26% were from underrepresented groups

Designed and implemented the **comprehensive onboarding, mentoring, and coaching** of new presidents to further develop their leadership capabilities. Grew the Executive Leadership Program and the Luoma Leadership Academy Program.

Enhanced Systems. Redesigned the **internal financial model** to incent and reward collaboration, student success, and advance the Strategic Framework and Charting the Future.

Developed and implemented a **new systemwide human resources transactional service delivery model** to improve the quality and effectiveness of HR services, reduce risk, and enable campuses to focus on transformational HR strategies.

Implemented **Office 365 single tenant** to enable students, faculty, and staff across the state to share collaborative workspaces.

Planned for the **replacement of our legacy technology system (ISRS)** that manages all academic, financial, and human resources transactions with a twenty-first century platform that meets the needs of our students and faculty, enables streamlined modern business practices, and increases security.

Governance. Built a **stronger board / management culture.**



Heightened Visibility and Strategic Positioning of Minnesota State



MINNESOTA STATE

Branding. Rebranded “MnSCU” to “Minnesota State” to overcome the confusion about which colleges and universities are part of MnSCU and to raise the visibility, awareness, and understanding of our colleges and universities as the high-quality, affordable, and accessible higher education option in Minnesota.

Marketing. Developed and deployed a **statewide marketing campaign** to increase the awareness and understanding of Minnesota State and its colleges and universities with the goal of increasing enrollments.

Built public trust and momentum by more effectively telling our story: implementing offense communication about our key priorities and successes.

Grew positive media coverage of our colleges and universities: their affordability and accessibility, development of talent, the extraordinary education they provide, their partnerships with business and industry, and the ways they serve communities across Minnesota.

Connecting. Ensured we were **at the table for important civic discussions** through the Itasca Project, the Minnesota Business Partnership, Greater MSP, Governor’s Diversity and Inclusion Council, Governor’s Workforce Development Board, and the Minnesota P-20 Education Partnership. Together, the presidents and the chancellor serve on more than 100 civic, business, and community boards across Minnesota.

Built strong, trusting, open, collaborative, and effective relationships with the Governor’s Office and legislators, as well as civic, business, and labor leaders across the state.

Developed and implemented a **federal relations plan.**



Better Prepared Graduates to Meet Minnesota's Workforce Needs



Community connections

58 business listening sessions across Minnesota; campus-level program advisory committees.

Presidents and the chancellor **together serve** on the boards of over 100 civic, business, and community organizations.

Partnerships with the Department of Employment and Economic Development (DEED), the Minnesota Chamber of Commerce, the Itasca Project, the Governor's Workforce Development Board, and businesses in communities across Minnesota.

Responsive, informed, market-driven program design

Helped launch Real-Time Talent, a public/private partnership to create more **informed, market-driven decisions** to ensure that the talent we produce is aligned with Minnesota's workforce needs.

Drove **academic program innovation** to provide students with the up-to-date skills and capabilities needed for high-demand careers: created 537 new academic programs, closed 569 programs, and updated 1,384 programs (FY2012 to FY2017).

Latest technology and equipment

Students are trained on the **latest technology and equipment** they will encounter in the workplace, thanks to our leveraged equipment program.

Real life work experiences

Worked with business and industry to provide more hands-on learning through **internships and apprenticeships** so graduates will experience the work they will do after graduation.

Ongoing commitment to Minnesota's needs

Designed an enterprise-wide strategy for customized training and continuing education to better **meet the talent needs of businesses and lifelong learners** across Minnesota.

We are increasingly delivering the right talent in the right locations, with the right skills (both foundational and technical) needed for tomorrow's careers, especially in high-growth, high-demand sectors.

Innovative Academic Programs to Better Serve Students

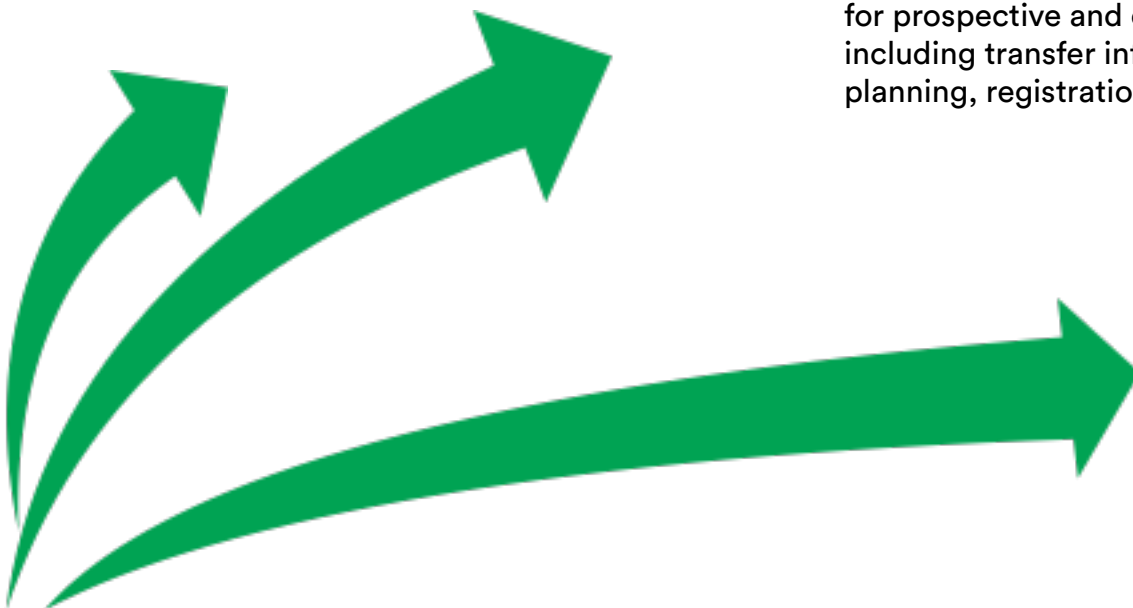


We removed barriers.

- **Redesigned developmental education** to improve student success, reduce time to completion, and increase affordability.
- **Improved curriculum alignment** through the coordination of academic planning and collaboration.
- **Strengthened academic advising.**
- Streamlined policies **to remove unnecessary barriers** to student success.
- **Deployed new technology tools** to support student retention and completion.

We built paths forward.

- **Implemented transfer pathways to ensure seamless transfer** from our colleges to our universities without loss of credit or time to graduation.
- Provided **guaranteed admission** to all seven Minnesota State universities for all students who complete an associate degree and the Minnesota Transfer Curriculum with at least a C average.
- Developed and implemented the Twin Cities Baccalaureate plan to increase **seamless pathways to high-demand baccalaureate degrees** in the Twin Cities Metropolitan Area.
- **Increased the use of competency certification and credit** for prior learning.
- **Improved the quality of online learning**; deployed online resources for prospective and current students, including transfer information for use in planning, registration, and advising.





A More Prosperous Future



65%

Percentage of all Minnesota undergraduates served



249,146

Number of degrees and certificates awarded between FY2012 and FY2017; more than the total number of degrees awarded by all other public and private higher education providers in Minnesota *combined*



87%

Percentage of Minnesota State's graduates overall who get jobs related to their fields of study within a year of graduation

>95%

Percentage of our college technical program graduates who get jobs related to their fields of study within a year of graduation



Securing New Investment

\$539,400,000

in grant funding

(FY2012 through FY2016) Grant funding in FY2016 is more than 22% higher than in FY2011.

\$268,900,000

in private gifts

(FY2012 through FY2016) Private giving in FY2016 is more than 20% higher than in FY2011.

\$348,200,000

in increased operational funding

Funding from the Minnesota Legislature. (2012 through 2017 legislative sessions)

\$416,100,000

in new capital projects launched

Higher Education Asset Preservation and Replacement (HEAPR) and capital projects. (2012 through 2017 legislative sessions)

Reduced Administrative Costs and Increased Affordability



Administrative Efficiency

- **Reduced the costs of the system office to 2.1%** of the systemwide budget.
- Continued to advance administrative efficiency: **Minnesota State ranks 33rd out of 50 state systems** of higher education in administrative spending per student FYE.
- The Campus Service Cooperative – **saving campuses \$2.3 million / year.**

Highest Value, Lowest Cost

- Tuition and fees at Minnesota State colleges **DROPPED** from 5.7% of Minnesota median family income in FY2012 to 5.1% of Minnesota median family income in FY2017.
- Tuition and fees at Minnesota State universities **DROPPED** from 8.0% of Minnesota median family income in FY2012 to 7.7% of Minnesota median family income in FY2017.
- Three years of tuition **FREEZES** at community and technical colleges and one year of a **1% CUT** in tuition.
- Three years of tuition **FREEZES** at state universities.

Scholarships

- Launched and completed the first systemwide **Access to Excellence Scholarship Campaign** raising **\$39,000,000** to award **28,000 scholarships.**
- Launched the second **Access to Excellence scholarship campaign.** Halfway through the campaign, **\$42,000,000** has been raised toward a \$50 million goal, enabling the award of **21,000 scholarships.**

Open Educational Resources

Advanced the use of online educational resources to reduce the cost of textbooks.

Minnesota State Leadership, 2016-2017



Steven Rosenstone

Chancellor

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Vice Chancellor, Finance
Vice Chancellor, Human Resources
Vice Chancellor, Information Technology
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Anoka Technical College and Anoka-Ramsey Community College
Bemidji State University and Northwest Technical College
Central Lakes College
Century College
Dakota County Technical College and Inver Hills Community College
Fond du Lac Tribal and Community College
Hennepin Technical College
Lake Superior College
Metropolitan State University
Minneapolis Community and Technical College
Minnesota State College Southeast
Minnesota State Community and Technical College
Minnesota State University, Mankato
Minnesota State University Moorhead
Minnesota West Community and Technical College
Normandale Community College
North Hennepin Community College
Northeast Higher Education District
Northland Community and Technical College
Pine Technical and Community College
Ridgewater College
Riverland Community College
Rochester Community and Technical College
Saint Paul College
St. Cloud State University
St. Cloud Technical and Community College
South Central College
Southwest Minnesota State University
Winona State University

Minnesota State Campuses



30 State Colleges and 7 State Universities
Located on 54 Campuses in 47 Minnesota Communities



Commitment

to the people, to each other,
and to the state

Courage

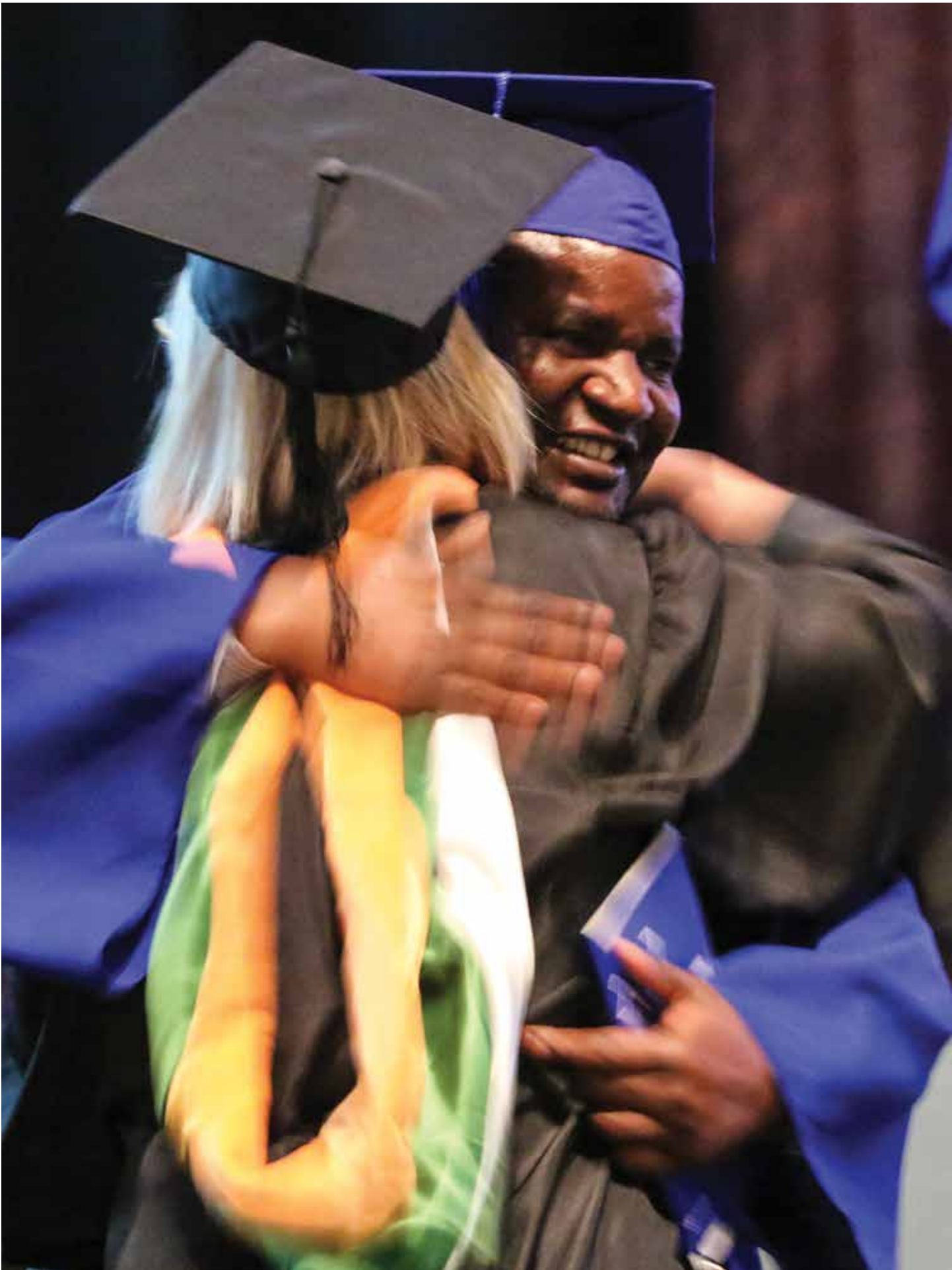
to do what's needed
when its needed

Creativity

to make the impossible
possible

--Steven Rosenstone

October 19, 2011





MINNESOTA STATE

Extraordinary Education.
Exceptional Value.

MinnState.edu

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