

# FY2020 and Beyond: Strategic Repositioning of Minnesota State

*Minnesota State empowers people to build better lives and more sustainable communities by providing equitable access to a transformational education and by connecting the knowledge, creativity, and talent of our campuses to the unique needs of Minnesota.*

**By 2030, Minnesota State will eliminate the educational equity gaps at every Minnesota State college and university.** To achieve this, we must enhance access and increase student success by:

- Increasing student **retention, persistence, and graduation**;
- Increasing the percent of Minnesotans age 25 to 44 who have attained a **postsecondary certificate or degree** to 70 percent across all populations (*Minnesota's Educational Attainment Goal 2025*);
- Increasing market share of **high school graduates** and the **transfer rate** from our two-year colleges to our universities: and
- Increasing the number of **post-traditional (adult) learners**

The centrality of eliminating the equity gap to providing Minnesota with the talent it needs cannot be overstated. These goals are embedded in our three interrelated guiding principles: student success, diversity, equity, and inclusion, and programmatic and financial sustainability. If we ensure equitable educational outcomes for all, student success metrics will rise, and institutions will be on a programmatically and financially sustainable paths.

These goals are predicated on the assumption that our advocacy and our agency is for our students no matter where they are enrolled. As we position the system office and engage and empower our colleges and universities around the goal of eliminating the educational equity gaps across racial/ethnic groups, socio-economic classes, rural and urban divides, and historically marginalized segments of the population, it is imperative to recognize that all of the 2030 goals are interconnected and intrinsically linked to the elimination of equity gaps. Hence, it is important to determine the magnitude of the affordability, enrollment, student services, and graduation metrics required to close the educational equity gaps. These, indeed, become our 2030 targets for each of the categories. It should also be noted that in the current demographic scenarios, closing the educational equity gaps is also the imperative for closing the workforce skills gap.

We fully recognize that removing the barriers for the success of our students and closing the educational equity gaps will require strong partnership with K-12, state agencies, the Governor's Office, legislators, and business and philanthropic organizations. If we could have, in isolation, removed the barriers that sustain equity gaps, it would have been accomplished by now. Instead, it will require a sustained and concerted effort with the operational and student support structures of our colleges and universities and those of the broader community.

To this end, Minnesota State will work to engage key players from all the aforementioned sectors to create a better alignment between our and their efforts as they pertain to closing equity gaps.

### **Focus of Systemwide Change Efforts to accomplish the stated 2030 outcomes**

It is my intent to consult with internal stakeholders regarding the above goals, 2030 targets, next steps, and strategies over the summer months to develop a more refined version for review and discussion with the board in the fall. These discussions will focus on the following themes and collective innovations.

### **Collective Innovation Themes**

*The colleges and universities and people of Minnesota State must work together to achieve our 2030 goals. Our colleges and universities are the source of creative ideas and experimentation and are best positioned to understand their local context and possible application of emerging practices. Minnesota State – through advocacy, coordination, capacity-building, investment, and measurement – is best positioned to support the scaling of promising practices, and empower a culture of innovation, creativity, and entrepreneurial practices at our colleges and universities.*

*Following are the themes of this work:*

### **Ensure equitable outcomes for our students and employees**

Enhance the success of all students and employees, including those who have been historically underrepresented and marginalized, by embedding diversity and inclusion practices across Minnesota State.

- Make clear our commitment to inclusive excellence that recognizes that Minnesota State's success is dependent on valuing, engaging and including a rich diversity of students, faculty, staff and administrators
- Align our program delivery, teaching and learning practices, and student support structures to ensure inclusive excellence is embedded in our colleges and universities and across all of our practices
- Expose the systematic underlying causes of inequities in student outcomes, identify effective educational and support practices to address the inequities, and adopt and scale successful practices for sustained institutional change
- Prioritize equitable outcomes in all 2030 Goals

### **Expand opportunities for personalized, lifelong learning and support**

Develop clear and flexible educational pathways and support systems so our students are able to achieve their professional and personal goals.

- Build adaptive entry and transition points that meet students where they are and help them achieve growth and success
- Create more personalized approaches to student learning and support
- Design a Minnesota State navigation system that is easy to use and that supports students through their entire educational experience as they move among institutions
- Create career development tools that allow students to construct personalized educational plans
- Articulate paths for students to move through short-term stackable credentials, associate, bachelor, master and doctoral programs

### **Assure high-quality teaching and learning models for the future**

Support our faculty and staff in continuously improving existing and developing new teaching methods and delivery models that engage students in meaningful learning and provides a broad liberal arts education and the professional and technical skills that will prepare our graduates for success in the dynamic and changing world.

- Provide financial and technical support for our faculty in experimenting with and testing new pedagogical and delivery models and developing new programmatic areas
- Explore the creation of a shared framework for quality assurance of student learning and a standard structure for alternative and stackable credentials
- Ensure all graduates have the literacies and competencies to be successful in the future, including the appropriate level of technical, professional, and liberal education that aligns with the type of institution and credential program in which they are enrolled
- Pursue ways to expand the availability of our campuses and infrastructure to support student and community entrepreneurship and create expanded opportunities for community- and industry-based applied research and innovation

### **Diversify enrollment and alternative sources of revenue**

Stabilizing enrollment is a priority for many Minnesota State colleges and universities, as student demographics change in the next 10 years.

- Create a systemwide enrollment management framework that establishes clear paths for growth, produces more credentialed individuals that align with workforce needs, and creates opportunities to grow revenue
- Design program delivery models that are both responsive to the unique needs of student segments and provide high-quality learning experiences
- Seek opportunities to both standardize and differentiate Minnesota State programs and colleges and universities to be marketable to different student segments.
- Identify non-traditional revenue opportunities, and support more traditional sources of external funds (foundation, sponsored research and grants)

## **Supporting Collective Innovation**

*Transforming Minnesota State into a more nimble and responsive enterprise centered on enhancing student success will require expanding our own capacities to advocate for our students and campuses and to support innovation, responsiveness, and adaptability among our people and colleges and universities.*

## **Develop a shared understanding and commitment to the Minnesota State vision and goals**

Achieving our 2030 Goals will require a shared commitment from all members of the Minnesota State internal community and support from, and collaboration with, our external civic, industry, educational, and philanthropic partners.

- Reframe the narrative about the value of public higher education using meaningful data to make the case for support
- Develop an advocacy agenda to build external support for our students and the 2030 Goals
- Expand relationships with stakeholders (private, corporate, public) and develop their understanding and support for the value of Minnesota State
- Build support and commitment across Minnesota State for the 2030 Goals and engage our people in their achievement

## **Leverage the scale of Minnesota State in service to our students and state**

Serving our students and communities now and in the future will require us to rethink system operations and how the Board of Trustees balances empowering our campuses to develop and deliver programs and services that fit the unique needs of their students and communities with holding them accountable for systemwide outcomes.

- Design and support new ways of working together across colleges and universities and with Minnesota State to support collective action, including changes to oversight, policy, and financial models
- Create targets for the 2030 Goals, including national benchmarking
- Clearly articulate the uniqueness of each college and university based on student and constituent needs and expectations and the distinct roles of colleges and universities within Minnesota State
- Clarify roles and responsibilities for system-level and institutional processes
- Recognize appropriate opportunities for standardization and create uniform policies, procedures, and services that reduce costs and improve learning and student success
- Identify spaces and technologies to support collaboration among colleges and universities and individuals

## **Create a data analytics and technology platform to drive student success and operational excellence**

Next steps and achieving our 2030 Goals will require expanding our capacity to leverage current and emerging data analytics and technology practices and approaches systemwide.

- Deliver and document high-quality learning and holistic student support systems

- Leverage data and technology to improve the student experience and student success initiatives
- Identify, gather, curate, and disseminate key data and information that aid system decision-making
- Rationalize and inform our innovation and continuous improvement framework
- Create opportunities to experiment with cutting-edge technologies to support teaching, learning, student support, and operational improvements

### **Create a more agile and resilient Minnesota State**

Serving our students and communities and achieving our 2030 Goals will require Minnesota State to nurture our own ability to purposefully learn, improve, and innovate as individuals, colleges and universities, and as a system.

- Expand our capacity to engage in both continuous improvement of existing practices and to identify, develop, and scale promising innovations that remove barriers and improve our ability to serve our students and communities
- Develop greater expertise in market research, user-centered design, testing and measurement, and knowledge transfer
- Identify alternative funding models that support and reward continuous improvement, as well as exploratory innovation that supports the achievement of our 2030 Goals
- Encourage our people to conduct, discuss, review, and publish research on best practices as a method of scholarship, professional development, and knowledge transfer
- Design an approach to systemwide professional development so our people are well-prepared and supported to work together to achieve our 2030 Goals

*Submitted to the Board of Trustees by Chancellor Devinder Malhotra on June 18, 2019*

*Minnesota State is an affirmative action, equal opportunity employer and educator.*