MINNESOTA STATE

Charting the Future FY17 Work Plan

Introduction

On behalf of the Leadership Council, we are pleased to share with you the Charting the Future (CTF) FY 17 work plan.

This past Spring, Chancellor Rosenstone charged the Leadership Council with reviewing the accomplishments of the FY 16 work plan and developing a work plan to continue to move the work forward in FY 17. At the May Leadership Council meeting, a workgroup of 11 Presidents was formed to begin drafting the CTF FY 17 work plan. Throughout a series of meetings, stakeholder reviews and consultation, the FY 17 work plan was adopted by the Leadership Council on October 11, 2016.

The FY 17 work plan was developed using information gathered throughout FY 16 on progress of the initiatives in addition to a number of stakeholder reviews and feedback sessions. Drafting of the plan involved the following steps:

- Review of key learnings from implementation in FY 16 that would inform the framework for the FY 17 work plan framework.
- Review of the 3 Charting the Future progress reports published in FY 16.
- Review of concerns, expressed by campuses in progress reports in FY 16.
- Discussion of FY16 work plan initiatives, including progress and interdependencies
- Identification of activities and milestones for continued work in established initiatives
- Review and updating of the CTF communication plan

October, 2016

A careful review of this information, identified the work completed in FY 16, the work that would continue during FY 17, and work that would continue in FY 17 and beyond, within operationalized structures on campuses or throughout the enterprise. This work helped establish the framework used for drafting the FY 17 plan.

As referenced in Table 1, numerous opportunities for consultation occurred throughout the development of the CTF FY 17 work plan. A draft framework to develop the FY 17 work plan was presented to and approved by Leadership Council in June. The work plan was drafted and presented to Leadership Council in August for initial feedback and review. Next, campuses engaged in conversations from August to October and provided feedback for consideration. The work plan was then, shared with the 25-member, CTF Coordinating Committee, comprised of leaders from each bargaining unit, both student associations, and campus and system office leaders for review and revision. Feedback was compiled and the work plan updated and presented to Leadership Council for adoption on October 11, 2016.

Table 1. Consultation Timeline

Consultation Group/Activity	Date
Leadership Council – work plan review	June 2016
Coordinating Committee – work plan review	June 2016
Leadership Council – work plan review	August 2016
Campus Discussions/Review – Feedback Provided.	August – October 2016
Coordinating Committee – work plan review	September 2016
Leadership Council – work plan adoption	October 2016

During FY16, CTF involved implementation and planning across initiatives, in a distributed approach with rich thinking on campuses. Throughout FY 17, we will continue to bring the learning achieved at each campus together to collectively inform the entire enterprise. Focus will shift slightly to ensure operationalization of the work, including putting structures in place to support the continued efforts that will be needed. With Charting the Future initiative sun-setting at the end of FY 17, it will be critical to identify structures and processes that will allow for continued progress and support of the work beyond FY 17.

STRATEGIC FRAMEWORK #1: Ensure access to an extraordinary education for all Minnesotans			
Strategy 1: Establish clear pathways for students that lead to increased retention and completion			
Initiative #	Description	Lead	FY2017 Actions/Milestones
*1.1.1: Improve curriculum alignment	Transfer pathways	***Lead:** Colleges and Universities	• Campuses prepare for implementation of the four initial transfer pathways (Business, Theatre, Psychology, Biology), and plan for scale up for additional pathways. *Fall 2016* • Building on lessons learned during the implementation of the initial transfer pathways, campuses begin implementation process of the 12 new transfer pathways developed during fall semester. *Spring 2017*
		Lead: Transfer Pathways Teams Support: ASA	• Develop transfer pathways in the following disciplines: Chemistry; Communications; Computer Science; Criminal Justice; Early Childhood Education; Economics; Elementary Education; Kinesiology/Exercise Science; Mathematics; Nursing; Social Work; and Sociology. *Fall 2016* • Develop transfer pathways in the following disciplines: Accounting; Art; Communication Arts and Literature Education (English Language Arts Teacher Education); Chemical Dependency–LADC; Criminal Justice; Safety Studies (Corrections); English; Engineering; Health/Physical Education/Fitness Teaching; Education for Licensure; History; Management Information Systems; Mass Communication; Political Science; Spanish; and Special Education for Licensure. *Spring 2017*

	Academic planning and collaboration	**Lead:** Leadership Council	• Review and determine next steps for the recommendations submitted by the Academic Planning & Collaboration workgroup. *Fall 2016*
			   o Presidents share recommendations with campuses for review and comment.
			   o Leadership Council reviews feedback and uses it to inform the determination of next steps.
			   o Leadership Council identifies next steps, establishes timelines, and assigns responsibility for completion.

October, 2016

	Strengthen resources to support collaboration and transfer	**Lead:** ASA	• Complete the development and implementation of the transfer website for mnscu.edu. ***Fall 2016***
1.1.2	**Strengthen academic advising**	**Lead:** Leadership Council	• Review and determine next steps for the recommendations submitted by the Academic Advising workgroup. ***Fall 2016*** o Presidents share recommendations with campuses for review and comment. o Leadership Council reviews feedback and uses it to inform the determination of next steps. o Leadership Council identifies next steps, establishes timelines, and assigns responsibility for completion.
1.1.5	**Identify partnership opportunities for technology tools to support retention and completion**	**Lead:** Leadership Council	• Review and determine next steps for the recommendations submitted by the Student Support Technology workgroup. ***Fall 2016*** o ASA begins RFP process for comprehensive CRM technology o Presidents share recommendations with campuses for review and comment. o Leadership Council reviews feedback and uses it to inform the determination of next steps. o Leadership Council identifies next steps, establishes timelines, and assigns responsibility for completion.
1.1.6	**Deploy online resources for prospective and current students, including transfer information for use in planning, registration, and advising**	**Co-Leads:** ASA/ITS	• Complete the development of the student interface redesign for mnscu.edu, and launch project. o Determine design priorities and develop project plan. o Determine resource needs and secure resources. o Begin web redesign.

Strategy 2: Expand innovative use of technology			
Initiative #	**Description**	**Lead**	**FY2016 Actions/Milestones**
1.2.1	**Develop a strategy for quality online education**	**Lead:** Leadership Council **Support:** ASA	• Develop a framework for discussing institutional and Minnesota State practices that support the highest quality online learning experience for students. *Fall 2016* • Using that framework, gather feedback from campus conversations • Convene a workgroup, made up of faculty, students, staff and administrators to recommend an online strategy that supports institutional plans, identifies systemwide strategies, and proposes an implementation plan. • Begin execution of the implementation plan.
*1.2.2	**Ensure technology infrastructure supports access to and use of technology**	***Lead:** Colleges and Universities **Support:** ASA and ITS	• Campuses review their ECAR Student Technology Survey results and determine implications for potential campus and/or system actions. • Based on that review, campuses identify and implement FY17-18 follow-up actions. • Campuses complete the ECAR Core Data Services Survey. • Campuses review their ECAR Core Data Services Survey results and determine implications for potential campus and/or system actions. • Based on that review, campuses identify and implement FY18 follow-up actions.
		Lead: ASA and ITS	• System staff review the ECAR Student Technology Survey aggregate system results and determine implications for potential system actions. • In consultation with campuses, identify and implement FY17-18 system-level follow-up actions. • Support campuses in completing the ECAR Core Data Services Survey. • System staff review the ECAR Core Data Survey aggregate system results and determine implications for potential system actions. • In consultation with campuses, identify and implement FY17-18 system-level follow-up actions.

Strategy 3: Close the opportunity gap and increase equity across our colleges and universities			
Initiative #	Description	Lead	FY2017 Actions/Milestones
*1.3.1 Implement diversity plans	Implement campus diversity plans, integrated into each college/university overall student success plan	*Lead: Colleges and Universities	• Implement diversity plan. • Institutionalize components of the plan to ensure long-term sustainability.
		Lead: Diversity & Equity	• Develop metrics to measure campus and system progress in attaining the six diversity and equity strategic goals. • Provide technical assistance to campuses as they implement their diversity plans.
	Improve the recruitment and retention of diverse faculty and staff	*Lead: Colleges and Universities	• Implement recruitment and retention best practices. • Incorporate new Search Advisory Committee (SAC) online training and handbook into existing college and university hiring processes.
		Lead: Human Resources	• Develop system wide strategic workforce planning tools to assist colleges and universities in implementing the Intentional Recruitment and Retention (IRR) model. • Train and support campuses in the use of the planning tools.

	Provide professional development to increase faculty and staff intercultural and global competency	Lead: Leadership Council	• Review and determine next steps for the recommendations for strengthening professional development. *Fall 2016*
			  o Presidents share recommendations with campuses for review and comment.
			  o Leadership Council reviews feedback and uses it to inform the determination of next steps.
			  o Leadership Council identifies next steps, establishes timelines, and assigns responsibility for completion.

*1.3.2	Diversity mapping and assessment of diversity and equity	*Lead: College and University pilots	• Summarize the results of the campus's diversity mapping work completed in FY16. • Develop recommendations for Leadership Council consideration.

		Support: Diversity & Equity	
		Lead: Leadership Council	• Leadership Council reviews recommendations from pilot campuses to determine next steps.

STRATEGIC FRAMEWORK #2: Be the partner of choice to meet Minnesota's workforce and community needs			
Strategy 1: Work together under new models to be the preferred provider of comprehensive workplace solutions through programs and services that build employee skills and solve problems for business across the state.			
Initiative #	**Description**	**Lead**	**FY2017 Actions/Milestones**
2.1.1	**Confirm and endorse the value proposition for our colleges and universities to provide comprehensive workplace solutions for employers**	**Lead:** 4 regional Presidents	• Comprehensive Workplace Solutions model and implementation plan drafted by 5 lead Presidents and shared with Leadership Council for review and revisions. • Presidents share revised draft plans with campus stakeholders for feedback. • 4 Task Forces launched to develop components of the model. • Leadership Council finalizes plans for implementation. • Implementation begins
Strategy 2: Broaden students' opportunities to earn credit for prior learning by developing a certification process to award transferable competency-based credit			
*2.2.2	**Advance strategies and capacity for competency certification and credit for prior learning at all colleges and universities**	***Lead:** College and university pilots **Support:** Credit for prior learning liaison team	• Round 1 pilot campuses complete the pilot and share their results with Leadership Council. • Develop a campus implementation toolkit and shared with all campuses. • Round 2 and Round 3 pilots launch. • Recommendations for necessary policy and procedure changes are developed and shared with Leadership Council and the appropriate ASA Councils for review and action.

STRATEGIC FRAMEWORK #3: Deliver to students, employers, communities and taxpayers the highest value/most affordable option			
Strategy 1: Deliver to students the most affordable option to an extraordinary education			
Initiative #	Description	Lead	FY2017 Actions/Milestones
*3.1.1 Ensure affordability for all students	**Fundraising campaign**	***Lead:** College and universities	• Campus foundations launch new scholarship campaign and pursue donations.
		Lead: Scholarship Committee	• Identify tools, training, software, and onboarding processes to build increased fundraising capacity on campuses. • Identify joint fundraising opportunities for campuses, and work with Presidents to pursue those opportunities.
	Financial literacy	***Lead:** Colleges and Universities **Support:** ASA	• Review and evaluate effectiveness of campus approach to financial literacy. • Share approaches and results with Leadership Council. • Leadership Council review to determine next steps.

Strategy 2: 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			
3.2.1	**Redesign the current (internal) financial model to incent and reward collaboration, Strategic Framework commitments, and Charting the Future recommendations**	**Lead:** Finance	• Complete consultation on the allocation model redesign. • Finalize the allocation model redesign and present it to the Board of Trustees for review and approval. • Implement transition to new model.

3.2.2	**Develop and implement new system wide human resources transactional service delivery model**	**Lead:** HR-TSM Leadership Team	• Complete the buildout of the HR service center hubs. • Develop common business practices in identified areas. • Launch initial phase of service center hub implementation. • Develop measurements for successful shared service environment.
3.2.3: Align student and employee identification practices to increase access and communication for students, faculty, and staff across Minnesota State	**Implement Office 365 Single Tenant**	**Lead:** ITS	• Transition half of the colleges and universities to Office 365 Single Tenant, allowing students, faculty and staff to share a single collaborative workspace. (For those affiliated with more than one institution, Single Tenant will allow them to consolidate their accounts across institutions, eliminating the need to managing multiple email accounts and workspaces.)
	Implement Eduroam, a secure, world-wide roaming access service.		• Establish the infrastructure needed to support Eduroam services on campuses and in the system office. • Develop an implementation plan. • Implement Eduroam service at the system office with a minimum of 5 schools as a pilot.
	StarID		• Re-examine the system's Star ID process and develop a systemwide plan for comprehensive identity and access management that provides for greater access and ease of use.
3.2.4	**Replace or re-engineer ISRS (Integrated Statewide Record System)**	**Lead:** ITS	• Finalize the business case and related cost estimates for the replacement or re-engineering of the student information system, and present to the Board of Trustees for review and approval of next step. • Develop legislative budget request and pursue funding during the 2017 legislative session.

FY16 Work Plan initiatives operationalized	
Initiative #	**Description**
1.1.4	Review and revise policies (where appropriate) to mitigate unintended consequences and remove unnecessary barriers
1.2.3	Increase opportunities for exploration of emerging technologies and professional development for students, faculty, and staff
3.1.2	Develop a comprehensive strategy to increase awareness and development of e-textbooks and open educational resources (OERs)

*Initiatives that are led by Colleges and Universities and are a part of Presidents' annual performance plans.

All initiatives in the FY17 work plan are continued work from the CTF FY16 work plan.