



Minnesota
STATE COLLEGES
& UNIVERSITIES

September 11, 2015

TO: Board of Trustees

FROM: Leadership Council Executive Committee

RE: Charting the Future Work Plan

On behalf of the Leadership Council, we are pleased to share with you the FY 2016 and FY 2017 Charting the Future work plan (enclosed).

Last spring the CTF Steering Committee assigned to Leadership Council the task of creating the plan to move this work forward. The work plan draws upon the July and September Leadership Council discussions that included establishing the criteria for assessing the 42 recommendations from the implementation teams; a summer inventory of campus-based initiatives; memos from MSCSA and MAPE; and about ten hours of meetings (face-to-face and by phone) in which the Executive Committee (with help from Ron Anderson, Jaime Simonsen, Lisa Foss from St. Cloud State University, and Michael Berndt from Century College) carefully sorted through all 42 recommendations to help forge a viable plan.

At this week's Leadership Council retreat, leaders from each bargaining unit and both student associations joined for several hours to be briefed on the work plan, to ask questions, and to offer suggestions.

Next, the 31-member Coordinating Committee comprised of leaders from each bargaining unit, both student associations, and campus and system office leaders will meet on September 28 for additional discussion and feedback. As the former Steering Committee discussed, the Coordinating Committee will advise on priorities and provide guidance on opportunities to increase engagement in the year ahead. The conversations that will occur on every campus this fall where stakeholders will be critical in moving this work forward. Work begins in earnest this fall.

Background to refresh our memories

Our core value

When *Charting the Future for a Prosperous Minnesota* was published in November 2013, it began with a reminder of our core commitment of providing an opportunity for all Minnesotans to create a better future for themselves, for their families, and for their communities. This core value is who we are. It is what binds our colleges and universities together; it informs everything we do, every day,

on behalf of our students and the communities we serve. It is what distinguishes us from other higher education providers in our state.

Our commitments

The Strategic Framework, adopted by the board in January 2012, makes three powerful commitments that have shaped our work together over the past four years:

- 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

Foundational to the work that we have done and the work that lies ahead are our commitments to the opportunity for all Minnesotans to create a better future; to the system's strategic framework; and adherence to Board Policy 3.36,¹ which articulates the kind of education we are committed to providing our students.

Our work to date

We have recognized for some time that the key to meeting the challenges and opportunities lies in the very fact that we are a system. Our success depends on our ability to figure out together how to be more intentional about using our shared expertise and resources in new ways to better meet the needs of students and communities. Our success depends on strong collaborative leadership at all levels. Our success depends on maintaining the autonomy and uniqueness of our colleges and universities.

As noted in the *Charting the Future for a Prosperous Minnesota*:

It's time to recognize that our colleges and universities are interdependent higher education institutions, and that interconnectedness is a strength. Collaboration doesn't mean giving something up. Rather, it is a way to advance institutional interests and, at the same time, serve students and partners more effectively. It is a way to be more, not less, successful.

Our work to date unfolded in two phases:

- *Three workgroups, three questions, six recommendations*: In November 2012, three workgroups comprised of 46 students, faculty, staff, and trustees were charged with formulating recommendations regarding Education of the Future, Workforce of the Future, and System of the Future. The Board of Trustees received the workgroups' initial draft report in June 2013. This was followed by five months of extensive and inclusive reflection,

¹ From Board Policy 3.36: "The academic programs of the Minnesota State Colleges and Universities should prepare graduates for work, life, and citizenship. Academic programs should create graduates who are creative, innovative, and able to respond with agility to new ideas, new technologies, and new global relationships. Graduates should be able to lead their professions and adapt to the multiple careers they will have over their lifetimes. Graduates should have the ability to think independently and critically; be able to resourcefully apply knowledge to new problems; proactively expect the unexpected, embrace change and be comfortable with ambiguity; and be able to communicate and work effectively across cultural and geographic boundaries."

discussion, and debate in which 5,400 students, faculty, and staff participated in 108 feedback sessions across the state. Based on feedback from the forums and board discussion in September 2013, the three teams reconvened, revised the draft report, and presented it to the board, which unanimously adopted the six recommendations in November 2013.

- *Eight implementation teams:* In May 2014, the process of turning the recommendations into strategies began. Eight campus-led implementation teams, an organizational capability team, and a steering committee, together consisting of 170 students, faculty, and staff, led the effort. Over 700 team meetings were held over the subsequent year and more than 8,700 students, faculty, staff, and community members attended “Gallery Walks” to learn about and give feedback on the strategies the teams were developing. The eight implementation teams were sunset on June 30, 2015. Their published reports included 42 strategies for moving the six Charting the Future recommendations forward.

Considerations in creating the work plan

We have reached a critical juncture in our work together where our focus must turn from the excitement and anticipation of planning to the hard work of implementation. Planning gave us the opportunity to dream about what might be. Implementation will challenge us to think and act differently within our own campuses and across the system.

Implementation team members from across our colleges and universities worked to identify those strategies that would most advance the Charting the Future recommendations. These teams had the challenge of tackling difficult issues in a very constrained timeframe.

- Due to the constrained timeframe, some implementation teams were not able to finish all their work before the June 30, 2015 deadline.
- The academic planning and collaboration team needed to focus on a legislative mandate that prevented them from completing the other work that was under their purview.
- Some strategies need further research and/or a more precise understanding of the results of the efforts that are already underway on our campuses.

We knew when we launched Charting the Future that we already had innovative work going on at both the campus and system levels that would need to be folded into our plan. As part of the work we did over the past sixty days, we surveyed every campus to better understand the alignment between the campuses’ strategic plans and the implementation teams’ recommendations (see Appendix A). As we built the systemwide work plan, we were able to draw upon campus-based initiatives already underway.

We also know that planning is dynamic. New issues and programmatic opportunities, shifting priorities for stakeholder groups, and most importantly new innovations and creative solutions emerging from our campuses will need to find their way into our work plan and our work together over the months ahead. We need to make sure that our processes for managing the work plan are flexible enough to deal with emerging opportunities and issues that align with the vision and outcomes of our Strategic Framework. We are a system in motion and our approach to working together must reflect our commitment to the goals of the Strategic Framework and be responsive to changes in our students and our world. The Leadership Council and the Coordinating Committee

will play key roles in identifying these opportunities and integrating them into our work plan going forward.

Finally, we also knew that modeling greater collaboration would inspire us all to be more collaborative even before the specific recommendations emerged. Going forward, our work plan needs to acknowledge and leverage those campus and system-level collaborations. In fact, the most important outcome of this process may not be this initial work plan, but developing our ability to work together and think together differently in a more collaborative way that puts the success of our students and our commitments to the State of Minnesota at the heart of what we do. The work plan is an important step forward in our shared responsibility for leading into the future.

In developing the proposed work plan, we considered the following questions that arose out of the July Leadership Council discussion:

- Will the recommendation significantly increase student success?
- Is there existing work at our colleges and universities that can be scaled?
- What are the human and financial resources needed?
- What is the time and ease of implementation?
- Who will take a leadership role in implementation and who will need to contribute to the work for it to be successful?
- How will we know we are successful?

We also recognize that we must balance our appetite for moving everything forward now with the reality of our capacity to do so successfully in light of our limited human resources and the other responsibilities we must shoulder. To be successful, implementation must be staged, we must be thoughtful about the interconnections across the initiatives and we must determine the sequencing that must occur among the initiatives. To deliver on the initiatives in the way the teams envisioned, will require a multi-year phased approach.

The enclosed work plan results from our analysis and discussion of these considerations. The initiatives are organized around the three commitments in the Strategic Framework. For each initiative, we have suggested who might take responsibility for leading the effort; who else might be engaged in the work; and proposed key actions and milestones for FY2016 and FY2017.

Working together in new ways

The challenges we face require us to think and work together in new, more powerful ways to deliver on our commitments to our state and on the full promise of Minnesota State Colleges and Universities.

Although there are many, many details ahead, we are on track. We have a roadmap for delivering on our collective commitment to the proposition that all Minnesotans deserve an opportunity for a better future; to ensuring access to an extraordinary education for all Minnesotans; to being the partner of choice to meet community and business needs across our state; and to providing the highest value / most cost effective education available in Minnesota.

September 11, 2015

Page 5

In order to make such change happen, we must continue to change the nature of relationships within our system, at all levels. We must continue to transform our culture from one of internal competition to collaboration that acknowledges our dependence and interdependence on each another. It is clear that growing non-competitive relationships is viewed by the community as key to building a future that is substantially more student focused, beneficial to institutions and responsive to student and community needs. Developing the personal, organizational and systemic capacity to engage in these kinds of relationships, and build off of current ones that are already showing promise, is needed.

We will need the collective strength and talents of our students, faculty, and staff to succeed and we look forward to working with all of our internal stakeholders and the board to ensure success.

Cc: Leadership Council

Enclosures