Charting the Future Work Plan (FY 2016 and FY 2017)

STRATEGIC FRAMEWORK #1: Ensure access to an extraordinary education for all Minnesotans

	Initiative	Lead	FY2016 Actions/Milestones	FY2017 Actions/Milestones
Strategy 1: Establish clear pathways for students that lead to increased retention and completion				

1.1.1	**Improve curriculum alignment (CTF 21, 22, 24)**	Transfer Pathways Teams (ASA)
		
		All internal stakeholders facilitated by ASA and Academic Affairs Council
			▪ Develop four (4) initial transfer pathways and identify an additional 20-25 pathways to be developed (5/30/16)
			▪ Report to legislature on plan to expand AAS to BAS pathways (3/1/16)
			
			▪ Convene a work group to explore and research additional considerations from the Academic Programs & Collaboration team such as: (10/31/15)
			  − Collate resources needed for successful collaborations and make them easily accessible for all
			  − Merge all transfer resources into one website that is easy to navigate and user friendly
			▪ Identify priorities and develop project plan with detailed steps/owners/ timeframes/deliverables (3/31/16)
				Implementation of transfer evaluation/ appeal process (9/1/16)
				
				Launch identified projects identified by work group (10/1/16)
				
				Develop an additional 20-25 transfer pathways (5/30/17)

1.1.2	**Strengthen academic advising (CTF 1, 3)**	Colleges/universities (ASA and Student Affairs Council)	▪ Convene campus-based advising work group and supporting subcommittee within Student Affairs Council (11/15/15)
			  − Research advising best practices and develop specific recommendations for strengthening advising (which may include pre-college and current students)
			  − Identify and distribute campus-based best practices
			  − Identify training and professional development needs and programming for faculty and staff advisors
			▪ Compile campus-level descriptions of advising process, staffing, and early alert process and report to Leadership Council (6/1/16)
			▪ Complete college/university Student Success plan (6/1/16)
				Identify resource requirements for strengthening advising (10/1/16)
				
				Begin to develop and deploy opportunities created by faculty and staff development experts within the system (4/1/17)

1.1.3	**Develop a metric on satisfaction and the efficacy of advising (CTF 4)**	ASA Institutional Research in collaboration with college/university research directors	▪ Define the metric (3/1/16) ▪ Metric defined and tested through appropriate consultation channels (5/1/16) ▪ New metric included in institutional performance metrics reports (6/1/16)	

1.1.4	**Review and revise policies (where appropriate) to mitigate unintended consequences and remove unnecessary barriers (CTF 5)**	ASA Policy Council in consultation with Finance	▪ Refer to ASA Policy Council: (10/1/15)
			  – 2.9 Financial Aid Satisfactory Academic Progress (SAP), and
			  – 5.12 Tuition and Fee Due Dates, Refunds, Withdrawals and Waivers
			▪ Shepherd changes through policy consultation and approval process (6/30/16)	

1.1.5	**Identify partnership opportunities for technology tools to support retention and completion (CTF 6, 23)**	ASA in collaboration with colleges/ universities	▪ Convene a workgroup to evaluate existing resources and services used on campus and determine common needs (12/31/15)
			  – CRM system for early alert and advising
			  – Graduation planner for advising
			  – Predictive Analytics for targeting student success interventions and managing enrollment (build on existing BI Tiger team efforts)
			▪ Report on common products and needs and recommendations to vice chancellors of ASA and ITS (6/30/16)
				Integration with ISRS (or future ERP), if determined that a common solution is desired

1.1.6	**Deploy online resources for prospective and current students, including transfer information for use in planning, registration, and advising (CTF 2, 21)**	Colleges/universities (ASA)	▪ Complete evaluation of existing resources and services for meeting the needs of future and current students in transition and campus staff who work with students (6/30/16)	Identify priorities and develop project plan with detailed steps/owners /timeframes/deliverables for ASA Web-based app (3/31/17)

Parentheticals identify divisions or systemwide groups that will provide support and coordination for the work   Revised 9/11/15

Strategy 2: Expand innovative use of technology				
	Initiative	**Lead**	**FY2016 Actions/Milestones**	**FY2017 Actions/Milestones**
1.2.1	**Develop a strategy for quality online education (CTF 18)**	Leadership Council planning group in coordination with ASA Coordinating Commission	▪ College/university conversations with students, faculty, and staff on current and future online and technology supported education (2/1/16) ▪ Online Education Workshop with Leadership Council (informed by campus conversations) to evaluate MnSCU online strategy (4/1/16)	Develop recommendation (10/31/16)
1.2.2	**Ensure all students have access to technology (CTF 19)**	Colleges/Universities (ASA Technology Council) Finance in collaboration with colleges/universities	▪ Conduct a campus-level assessment to better understand academic program/discipline needs, future and current student needs and access, and institutional capacity to meet needs of future and current students and faculty (6/1/16) ▪ Convene technology fee discussion (6/1/16)	Conduct a technological and financial feasibility study (5/1/17)
1.2.3	**Increase opportunities for exploration of emerging technologies and professional development for students, faculty, and staff (CTF 16, 20)**	ASA Technology Council	▪ Expand current offerings (e.g., Improving your Online Course workshop, D2L Brightspace webinars) (5/1/16) ▪ Create and support communities of practice around effective teaching with technologies in specific disciplines, in conjunction with Ignite conference (5/1/16) ▪ Continue to assess campus and system programs and resources and identify opportunities to share best practices and opportunities to fulfill unmet needs (6/1/16)	Continue to develop and deploy opportunities created by faculty and staff development experts within the system (7/1/17)

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	Strategy 3: Close the opportunity gap and increase equity across our colleges and universities			
	Initiative	**Lead**	**FY2016 Actions/Milestones**	**FY2017 Actions/Milestones**
1.3.1	**Develop campus diversity plans, integrated into each college/university overall Student Success plan (CTF 1, 10, 11)**	Colleges/universities (Diversity)	▪ Create guidelines with common elements to be used by all colleges/universities, linked to institutional performance metrics, and related data elements, including the role of the Chief Diversity Officer (10/30/15) ▪ Assess current college/university plans and provide feedback vis a vis new guidelines (12/31/15) ▪ Complete college/university plans (6/1/16)	

1.3.2	**Diversity mapping and assessment of diversity and equity (CTF 9)**	College/university pilots (Diversity)	▪ Complete and evaluate campus-based pilots (6/1/16)
			   – MSU Moorhead – Diversity Mapping
			   – Century - PACE Survey Diversity Subscale
			   – Normandale – Intercultural Development Inventory (IDI)
				Develop strategy for diversity assessment (9/30/16)

1.3.3	**Improve the recruitment and retention of diverse faculty and staff (CTF 15)**	Human Resources in collaboration with colleges/universities (Diversity and ASA)	▪ Compile best recruitment and retention practices implemented across the system and develop a common toolkit for searches and retention efforts (12/31/15) ▪ Establish hiring and retention goals on each campus and in the system office, aligned with existing affirmative action plans (12/31/15) ▪ Review hiring and retention practices on each campus and in the system office and strengthen practices through alignment with identified best practices (6/1/16)	Implement best practices (7/1/16)

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1.3.4	**Provide professional development to increase faculty and staff intercultural and global competency and increase understanding and use of culturally relevant pedagogy (CTF 7, 8)**	ASA Coordinating Commission and Diversity	▪ Inventory colleges/universities and system resources and programs (12/31/15) ▪ Determine gaps and best approach to filling them (1/31/16) ▪ Identify additional resource needs and strategies for sourcing (6/30/16)	Implement professional development programs to fill gaps across the system (9/1/16)

Other ongoing Initiatives:

- Developmental Education reform
- Metro Baccalaureate Plan
- Scholarship campaign (see 3.1.1 in plan)
- E-textbooks/Open Educational Resources (OERs) (see 3.1.2 in plan)

- Partnership with MN Department of Education
- Succession Planning
- Native Nations Taskforce
- Increase PSEO and concurrent enrollment opportunities

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	**Lead**	**FY2016 Actions/Milestones**	**FY2017 Actions/Milestones**
2.1.1	**Confirm and endorse the value proposition for our colleges and universities to provide comprehensive workplace solutions for employers (CTF 26-28, 35)**	Leadership Council in collaboration with CECT Leadership Council	▪ Develop collaborative approaches for colleges and universities to collectively grow a continuum (two-year to graduate level) and increase capacity to meet the following goals: (12/1/15) – Expand services to business and industry – Leverage campus resources – Develop (CECT) revenue generating programs ▪ Present a proposed revenue/expense model to Leadership Council (2/1/16) ▪ Consensus reached by Leadership Council on a shared strategies for colleges/universities to deliver comprehensive workplace solutions (3/1/16)	Implementation of model begins (7/1/16)

	Strategy 2: Broaden students' opportunities to earn credit for prior learning by developing a certification process to award transferable competency-based credit			
	Initiative	**Lead**	**FY2016 Actions/Milestones**	**FY2017 Actions/Milestones**
2.2.2	**Advance strategies and capacity for competency certification and credit for prior learning at all colleges and universities (CTF 28-33)**	College/university pilots (ASA)	▪ College/university faculty and staff assess campus interest, programmatic opportunities, and readiness (12/1/15) ▪ Colleges/universities indicate interest in working collaboratively as a pilot group to: (2/1/16) – Create and test a replicable process for awarding credit for prior learning and developing competency-based programs starting with the "toolkit" developed by the Competency Certification & Credit for Prior Learning team – Develop business model and approaches to deliver professional development and to enhance capacity building resources with other colleges/universities building on campus based practices – Identify policies and procedures for review in FY17	Report on pilot findings to Leadership Council (10/1/16) Expand pilot group (2/1/17)

Other ongoing Initiatives:
- Financial allocation model (see 3.2.1)
- Workforce alignment through Real Time Talent initiative
- Multi-state Learning Outcomes Collaborative

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	**Lead**	**FY2016 Actions/Milestones**	**FY2017 Actions/Milestones**
3.1.1	**Ensure affordability for all students (CTF 13)** *see initiatives in Strategic Framework #1*	College/University Development Officers and Presidents	▪ Increase scholarship support for students with a major campaign (second phase) to raise $50M over two (2) years ▪ Define new campaign (12/31/15) ▪ Continue to deploy financial literacy programs for students as well as family financial planning and education	Launch new campaign (7/1/16)

3.1.2	**Develop a comprehensive strategy to increase awareness and development of e-textbooks and open educational resources (OERs) (CTF 17)**	Faculty pilots (ASA)	▪ Based on FY15 efforts, continue pilots and scale initiatives (6/1/16)
			  – Scale faculty reviews in partnership with the UofMN (up to 175 faculty)
			  – Provide support to 7-10 colleges/universities to pilot campus-level OERs
			  – Integrate OERs with four (4) Transfer Pathways Teams
				Evaluate and expand on campus OER pilots and scaled faculty work

	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			
	Initiative	**Lead**	**FY2016 Actions/Milestones**	**FY2017 Actions/Milestones**
3.2.1	**Redesign the current (internal) financial model to incent and reward collaboration, Strategic Framework commitments, and Charting the Future recommendations (CTF 25, 34)**	Finance division in consultation with colleges/universities	▪ Use campus expertise from technical advisory committee (9/30/15) ▪ Board of Trustees consideration of design principles (11/30/15) ▪ Run scenarios, test, consult, and revise (5/31/16) ▪ Ongoing consultation	Ongoing consultation Board of Trustees consideration (10/31/16) Implementation (7/1/17)

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3.2.2	**Develop and implement new systemwide human resources transactional service delivery model (CTF 37)**	Campus HR staff with support from vice chancellor for human resources with HR division	▪ Convene pilot workgroup to begin process mapping of transactional services (8/1/15) ▪ Service model identified (1/15/16) ▪ First transactional workgroup kick-off (10/5/15) ▪ Second transactional workgroup kick-off (3/1/16) ▪ Training HR staff on new transactional processes (1/18/16-ongoing)	Third transactional workgroup kick-off (9/5/16) Service model phase 1 launched (12/30/16)

3.2.3	**Align student and employee identification practices to increase access and communication for students, faculty, and staff across MnSCU (CTF 42)**	ITS in consultation with colleges/ universities	▪ Infrastructure work to be completed (6/30/16)
			  – Complete StarID rollout at two remaining institutions
			  – Create a single Office 365 tenancy that can be adopted by colleges and universities
				Assess and establish core organizational process requirements for identification processes (6/1/17)

3.2.4	**Replace or re-engineer ISRS (Integrated Statewide Record System) (CTF 38-41)**	ITS in consultation with colleges/ universities	▪ Complete ISRS campus listening sessions (10/31/15) ▪ Create a roadmap for the business case to upgrade/replace ISRS in FY18/FY19 (3/1/16) ▪ Begin mapping existing processes to enterprise to identify gaps ▪ Ongoing consultation	Consideration by Board of Trustees as part of the legislative biennial budget request Secure legislative funding for replacement (6/1/17) Ongoing work – FY18/FY19

Other ongoing Initiatives:
- Workgroup on Long-term Financial Sustainability
- Campus Service Cooperative initiatives
- Continue to reduce administrative, institutional, and instructional costs