Chancellor and System Office Workplan
FY2025

Vision: to be the most efficient, effective, future-focused, inclusive, and affordable system of colleges and universities in the U.S.

Supporting Student Success and Equity

1. **Accelerate progress toward Equity 2030.**

   Description: Minnesota ranks at or near the bottom of the 50 states in terms of educational opportunities for students of color. The goal is to close gaps in six KPI areas by 2030. Within these, student success is the top priority, and as created it focuses on students of color, first generation students, and low-income students. Minnesota will not satisfy its workforce needs without fulfilling Equity 2030 goals. Equity 2030 is our top strategic priority.

   Area(s) Responsible:

   - KPI 1 (Student Success) ………………   Academic and Student Affairs
   - KPI 2 (Compositional Diversity) ….   Academic and Student Affairs
   - KPI 3 (Employee Retention) ………..   Human Resources
   - KPI 4 (Supplier Diversity) ……………   Finance and Facilities
   - KPI 5 (Equity Strategy) ………………   Equity and Inclusion
   - KPI 6 (Campus Climate) ………………   Equity and Inclusion

   Illustrative Goals:

   - By June 2025, close ten (10) or more additional student gaps across our colleges and universities.
   - By June 2025, conduct an environmental scan for future trends in equity and inclusion.

2. **Elevate workforce and economic development engagement.**

Description: Elevating workforce and economic development efforts will support bridging the gap between education and the workforce by cultivating strong, mutually beneficial relationships with employers, economic development agencies, and state agencies. Enhancing partnerships will support the work of transfer efforts and Equity 2030 by ensuring a seamless transition from education to employment, helping students to gain valuable skills while improving economic mobility and contributing to a more equitable society.

Area(s) Responsible:

*   Business Partnerships ……..   Workforce and Economic Development
*   Academic Programming …..   Academic and Student Affairs

Illustrative Goals:

*   By year end of 2025, design, develop, implement and evaluate a comprehensive outreach and engagement program to build and sustain a strong partnership with employers focusing on identifying workforce needs, internship opportunities, and collaborative projects.
*   By May of 2025, form a workforce alignment task force to assess and align CECT programs with industry trends and employer demands ensuring non-credit to credit programs are industry relevant, future-ready, and stackable to a for-credit pathway.
*   By year end of 2025, build relationships between our system and economic development agencies across the state that will allow Minnesota State to be at the table for economic development conversations to attract new industries, supporting existing businesses, and create high-quality jobs for our students.
*   By June of 2025, establish a collaborative framework to build workforce strategies for employers with a statewide footprint who need the services and resources of our campuses. Industries include but may not be limited to semiconductor, medical technology, and biotechnology.
*   By year end of 2025, create a synergistic partnership between the Workforce and Economic Development department and the Foundation Services department to drive the impact of raising private investment through employers for impact to both the system and the students by addressing gaps, enhancing resources, and creating new opportunities for growth and industry workforce alignment.

3. **Accelerate progress on transfer**

Description: Transfer is the process through which students combine coursework from various campuses in order to earn a degree from Minnesota State. Ideally, student mobility within the Minnesota System should be easy, smooth, and seamless, but this is not always the case. An optimal state is one that allows students to take courses when and where it best serves their needs with the ability to combine them into a degree if they desire to do so, provided the degree meets Board policy requirements.

Area Responsible: Academic and Student Affairs

Illustrative Goals:

- By June 2025, increase successful in-system student transfers by 10%
- By January 2025, identify future student mobility tools and trends for deployment on our campuses.
- By June 2025, increase the number of college students who transfer to a university without decreasing associate degree, diploma, or certificate completion by 10%
- By June 2025, reduce the number of degree credits earned by transfer students as compared to the number of credits earned by direct entry students who complete a baccalaureate degree program by 50%.
- By June 2025, establish common course numbering in 4 pilot transfer pathways programs to reduce barriers for students who are transferring academic credits.
- By June 2025, complete Phase II of re-envisioning the Minnesota State lower division general education curriculum.
- By January 2025, develop an accountability framework to ensure that Minnesota State continues to progress on improving transfer by ensuring our colleges and universities are in full compliance with Board policy and overall transfer goals.
- By January 2025, Academic and Student Affairs Institutional Research Unit will establish a formal and interactive data dashboard on Transfer Pathways.
- By June 2025, each Minnesota State college and university strategic plan will include serving transfer students, Transfer Pathway students ensuring compliance with Board Policy 3.39 Transfer and Responsibilities.
- By January 2025, all colleges and universities will complete course equivalencies to appear in Transferology a comprehensive database to transfer course equivalencies, allowing students to easily identify how their current course work will transfer to other colleges and universities.
- By June 2025, increase the number of Zero Cost Degrees (Z-Degrees) that include Transfer Pathway programs by 20%.

Improving Operational Effectiveness and Accountability

1. **Implement and sustain NextGen.**

   Description: Since its inception as a system, Minnesota State has used a homegrown enterprise-wide record system called ISRS. Because it was written in COBOL and cannot be adapted for mobile platforms, ISRS is reaching the end of its natural life. After an extensive RFP process, Minnesota State selected Workday as the vendor for its new record system and Deloitte as its implementation partner. The project is called "NextGen" because this conversion requires Minnesota State to modify and standardize many of its business practices. NextGen has three major components: HCM (HR), Finance, and Student. HCM and Finance had their "go live" on 1 July 2024. Student is still under review. For AY24-25, this is our top operational goal.

   Area(s) Responsible:

   - Information Technology
   - Finance and Facilities
   - Human Resources
   - Internal Audit

   Illustrative Goals:

   - By July 2024, implement NextGen "go-live" and continue sustainment efforts.
   - Throughout AY24-25, optimize use of the current functionality found in Workday.
   - By March 2025, complete an audit of select Workday business process internal controls and provide findings and recommendations for management to consider as they seek to optimize performance and improve operational efficiency.
   - By June 30, 2025, select and optimize two (2) to four (4) critical HR and Finance business processes to reduce variation and defects and improve operational efficiency.

2. **Launch NextGen Student implementation.**

   Description: As noted above, NextGen is the massive record system conversion now underway.   The most complex module is NextGen Student, which will incorporate all student-facing functions: admissions, registration, transcripts, financial aid, billing, and so on. Included in the original Workday contract was an option to elect the Student module by December 2024. Minnesota State is completing their due diligence to ensure that our colleges and universities receive the functionality that our students need.

Area(s) Responsible:

- Academic and Student Affairs
- Workforce and Economic Development
- Information Technology
- Finance and Facilities
- Internal Audit

Illustrative Goals:

- By October/November 2024, successfully execute a Statement of Work (SOW) for Student Module of Workday Student.
- At a Fall 2024 Board Meeting, present the results of a Student phase readiness project risk review conducted by internal audit which will include recommendations based off of lessons learned from implementation of the platform (HCM and Finance).
- At a Fall 2024 Board Meeting, present the finalized NextGen Student Statement of Work, revised project timeline, and project budget to the board for their approval.
- Throughout AY24-25, continue to monitor Workday Student releases to ensure that its new functionality is being deployed and used across the student lifecycle.
- By October 2024, complete academic and student affairs companion projects inventory collection by 85%
- By June 2024, establish communities of practice that align with the seven (7) modules of Workday Student.
- By October-November 2024, Academic and Student Affairs and Workforce and Economic Development divisions will establish a survey to collect companion projects to create a companion project inventory for technologies that support non-credit students.

3. **Minimize overpayments and underpayments to employees.**

Description: Some Minnesota State employees experience inaccurate paychecks that overpay them or underpay them. Some – but not all – of this is a function of complex or changing workloads. It is critical that employees be paid accurately and on time.

Area(s) Responsible:

- Human Resources
- Internal Audit

Illustrative Goals:

- At the January 2025 board meeting, present findings, recommendations, and observations from the internal audit payroll report.
- By June 2025, address recommendations of Internal Audit regarding overpayments and underpayments.
- By June 2025, apply Six Sigma "lean" redesign to Faculty Workload Management process.

4. **Accelerate reclassifications and reallocations.**

Description: Minnesota State's Job Classification system is foundational to the personnel system and an essential element to recruitment and selection, fair and equitable compensation, bargaining unit determinations, advancement, mobility and layoff, as well as planning and organization. The authority to classify jobs is codified in state law and delegated to Minnesota State through the Commissioner of Minnesota Management and Budget. The process involves periodic job audits using a consistent method to classify and compare similar and different jobs all across our system. The backlog of pending job classification and reallocation requests is growing as campuses and the system office change how they work. The goal is to clear the backlog and process these requests more swiftly.

Area Responsible: Human Resources

Illustrative Goals:

- By December 2024, additional staff will be hired to supplement the classification and compensation team with a plan that is communicated to campus leadership of how the backlog will be addressed by team member.
- By June 2025, decrease the waiting period for reclassifications and reallocations to a maximum of four (4) months.

5. **Enhance college and university financial accountability measures.**

Description: These are challenging financial times for higher education, and for Minnesota State to best serve its students and the interests of Minnesota it's critical for our system to increase the monitoring of the financial health of our college and universities and deploy the power of the system to preserve campus strength. This will involve earlier detection of a growing financial crisis, accountability measures for colleges and universities heading toward trouble, and pooled resources to help an institution recover.

Area Responsible: Finance and Facilities

Illustrative Goals:

- By January 2025, develop an enhanced process for increasing the monitoring of financial accountability measures and short and long-term enrollment and budget projections.
- By March 2025, implement the amendments to Board Policy 5.10 that pools college, university, and system reserves to provide temporary financial support for distressed colleges and universities.
- By June 2025, develop a structure that integrates individual college and university's risk management analysis with its long-range budget planning. This structure could an annual report that shares with the system office the financial scenarios over the next 3-5 years as well as identifying areas where fluctuations could occur.

Promoting the value of Minnesota State to internal and external stakeholders

1. **Develop and successfully promote the biennial budget request.**

    Description: Minnesota State presents a biennial budget request to the Minnesota Legislature every odd-numbered year (e.g., 2025). The goal of these requests is to seek state funding to keep quality high and tuition and fees low on our campuses and to address inflationary costs. [Historically, Minnesota State has presented the Minnesota Legislature with a bonding request in the even-numbered years for capital investments on our campuses, but there was no bonding bill in FY24, so the FY24 bonding request may be resubmitted in FY25.]

    Area(s) Responsible:

    - Chancellor's Office
    - Government Relations
    - Finance and Facilities
    - Marketing and Communications

    Illustrative Goals:

    - By November 2024, complete eight (8) listening sessions in every region of Minnesota, use the feedback to prepare our legislative budget request and Board approves request and strategy.

- Facilitate a statewide editorial board tour for Chancellor Olson in January 2025 to discuss the Minnesota State 2025 legislative request. Our goal will be to secure eight meetings resulting in at least 30 article placements throughout the state during the entirety of the legislative session. We will do this by partnering closely with the Government Relations, Finance, and the chancellor's office teams to develop messaging and logistics. In addition, we will create commentary templates each month of the legislative session and supply them to presidents and key communicators with the goal of at least eight presidential-penned commentaries supporting our legislative messaging placed in local media.
- When possible, partner with the University of Minnesota System to keep costs down and deliver high-quality programming in greater Minnesota.

2. **Evangelize the value of Minnesota State.**

Description: While each Minnesota State campus is known and revered in its local community, the value and power of the whole Minnesota State system is not sufficiently recognized and understood statewide. Put simply, we serve far more students, with more programs, more affordability, more responsively, and more conveniently than all the other higher education providers in Minnesota combined, and we do so with the highest quality. Every Minnesotan should know this.

Area(s) Responsible:

- Chancellor's Office
- Marketing and Communications
- Government Relations

Illustrative Goals:

- By January 2025, identify at least six (6) new opportunities to evangelize the value of the system, e.g., opinion pieces in newspapers, speeches to Rotary and Kiwanis Clubs, presentations to Chambers of Commerce, etc.
- Grow Minnesota State Chancellor Newsletter subscribers by 30% in FY25 by continuing to tweak monthly copy, collecting attendee info for all chancellor speaking events, and adding a link to the subscribe button to the chancellor's office team email signatures.
- During FY25, secure at least ten (10) president-penned commentary pieces in local/regional press describing the value of the Minnesota State system to the local community by developing a communications tool kit that includes key messages, template commentaries, etc.

- By July 2025, lay the groundwork needed to position Minnesota State, its colleges and universities, and the system as a whole as an effective recipient of philanthropic investment to support social and economic development goals among funders looking to make impact at scale across the state. We will achieve this by developing a shared vision among system, college, university, and foundation leadership for a system approach to philanthropy.
- Throughout FY25, increase awareness and understanding of the Minnesota State Promise among key stakeholders such as current and prospective students, student influencers, legislators, and employers. We will achieve this by embedding Minnesota State Promise key messages into legislative presentations, chancellor presentations, and increase Minnesota State Promise landing page visits by 4% over FY24 (measured against a FY24 monthly average site visit rate of 14,845.

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