



Minnesota  
STATE COLLEGES  
& UNIVERSITIES

## QUARTERLY REPORT

Minnesota State Colleges and Universities Action Plan for 2006-2010  
Key Accomplishments and Actions for Fiscal Year 2007

Meeting of the Board of Trustees  
July 18, 2007

### Strategic Direction One Increase Access and Opportunity

#### **Goal 1.1 - Raise Minnesota's participation and achievement in post-secondary education by meeting the needs of students with diverse backgrounds and education goals.**

*The state colleges and universities have increased participation by students of color and other underrepresented groups. Most institutions reported increases in numbers and/or percentages and described innovative programs and approaches targeted to these groups.*

- Alexandria Technical College successfully implemented its Senior College that provided learning services for 94 senior citizens not previously enrolled at the college.
- The Anoka Technical College Academic Resource Center became operational at the start of Spring Semester 2007. The college partnered with Adult Basic Education and the Anoka County Workforce Center to implement the Academic Resource Center. The number of students utilizing resource center services increased by 45 percent in the Library Media Center alone from spring 2006 to spring 2007.
- At Anoka Technical College, the number of students of color increased from 446 in 2005-2006, to 530 during the 2006-2007 academic year, an 18.8 percent increase.
- Anoka-Ramsey Community College increased enrollment of students of color from 9.2 percent in fall 2005, to 10.2 percent in fall 2006.
- Dakota County Technical College added 31 students of color in FY 2007 over FY 2006 and four additional minority members to the faculty.
- Inver Hills Community College initially received \$50,000 from the Office of the Chancellor for IDEAS+, which is a mentoring program for the college's most at-risk students taking developmental courses. To date, over 1,000 students participated in IDEAS+. Students exhibited a phenomenal 77 percent retention rate fall to spring as opposed to 64 percent in the general developmental student population. A \$97,000 Trio-like grant was received in FY 2006 from the Office of the Chancellor to take IDEAS+ further. This COMPASS grant supports students as they participate in learning communities and receive extensive mentoring support in a cohort model.
- Itasca Community College coordinated the "first" college Ojibwe language quiz bowl hosted by Fond du Lac Tribal and Community College.
- On its way to meet its 2 percent increase in fall-to-fall retention, Lake Superior College increased fall to spring retention of its Associate of Arts students by 123 students, an increase of 3 percent.

- Lake Superior College also developed a First-year Experience Program that integrates academic and student support services. The program has grown from six pilot sections in spring 2007 to 27 sections in fall 2007.
- In FY 2007, Mesabi Range Community and Technical College increased student participation in leadership development training to 18 from 12 in FY 2006. Minority student participation in the leadership development training increased from 16 to 50 percent during this same period.
- Metropolitan State University received a four-year \$1 million Upward Bound grant from the federal Trio program which aligns closely with the goals of the Power of You program. Metropolitan's first Power of You cohort will enroll in fall 2007.
- Minneapolis Community and Technical College enrolled 243 students in the Power of You program in its first year. More than 75 percent of Power of You participants were students of color, and 79 percent were recent graduates of Minneapolis or St. Paul public schools. Eighty-six percent of Power of You students completed their first year of college with a cumulative grade point average of 2.23.
- Minneapolis Community and Technical College increased the percentage of employees who are of color by 0.7 percent, from 18.9 percent in FY 2006 to 19.6 percent in FY 2007.
- Minnesota State University, Mankato initiated a four-week College Access Program in summer 2006 with 20 high school juniors and 16 graduating seniors from underrepresented groups. All 16 seniors enrolled in the fall and had an average grade point of 2.25 for the year. This summer more than 100 students applied for 60 slots.
- Normandale Community College enrolled 155 more students of color and 166 adult students in the 2006-2007 academic year over the previous academic year, an increase of 6.8 percent and 5.8 percent respectively.
- Enrollment of students of color at Northland Community and Technical College increased 61 percent, from 240 students in FY 2005 to 396 students in FY 2007. Fall-to-spring retention of African-American students increased from 67 percent in FY 2005 to 73 percent in FY 2007.
- Northwest Technical College increased entering cohort enrollment of students of color in fall 2006 by 26.4 percent over fall 2005 and first spring retention rates for the same cohorts by 15 percent.
- In FY 2007, the Public Relations Unit of the Office of the Chancellor generated 62,500 requests from prospective students for information about the system's colleges and universities, a 39 percent increase over FY 2006. Part of this increase resulted from attracting 24 percent more visits to the system's Web site in FY 2007 over FY 2006. The average number of monthly visitors to the system's Web site was 146,151 in FY 2007 compared with 118,434 in FY 2006.
- Rainy River Community College added 12 American Indian students in FY 2007 over FY 2006.
- Ridgewater College hosted the only greater Minnesota Super Sunday event with 40 attendees from five area bilingual faith communities.
- Riverland Community College implemented its "Be Your Best" in FY 2007. This bicultural, bilingual program increased minority student enrollment by 21 students.
- Southwest Minnesota State University improved the fall 2007 retention rate for fall 2006 entering students by 1 percent, compared to the 2005 retention rate for fall 2004 entering students.
- Southwest Minnesota State University decreased the disparity between the fall 2007 success rate for fall 2006 entering students of color and white students by 3 percent, compared to the fall 2005 disparity for fall 2004 entering students.
- In the spring 2007 semester, St. Cloud Technical College had 153 postsecondary enrollment options students take 1,438 credits for a term GPA of 2.83 (compared to 2.92 for all students).
- Graduates of color at Vermilion Community College increased from three to 11 from the 2004-2005 academic year to the 2006-2007 academic year.

- Winona State University enhanced programming for minority students, resulting in gains in academic success. In 2005 and 2007 there were 76 new entering first-year American minority students each year. The 2005 cohort of students had an average GPA of 2.11 and 39 were either on probation or suspension, whereas the 2007 cohort had an average GPA of 2.76 with 13 on probation or suspension.
- Winona State University has initiated a comprehensive assessment program that includes a “scoreboard and dashboard” to identify and track leading indicators within an overall context of accountability, analysis and informed decision-making. This program will not only align with the system-level dashboard program but also serve as the resource infrastructure to institutional accreditation and program management and review. The first phase of the program is focused on identifying and tracking information related to student success, specifically retention.
- Minnesota State College - Southeast Technical is piloting the Winona early retention warning system; 1,087 students were enrolled in fall 2006 and by 2007, there were 3,732 students in the pilot.

**Goal 1.2 – Maintain an affordable cost of attendance for Minnesota residents.**

*Keeping costs as low as possible is of paramount importance to Minnesota State Colleges and Universities. Institutions are obtaining private funds to help support needy students.*

- Century College received \$50,000 from the St. Paul Foundation and \$50,000 from the Kopp Foundation for the Tuition-Free Program that provides tuition coverage and enhanced student services for underrepresented students. The Tuition-Free Program enables students with financial need who graduate this spring from White Bear Lake, Arlington and Johnson high schools to attend Century for two years tuition-free. Students currently enrolled in the Tuition-Free Program experienced an 87 percent retention rate from fall 2006 to spring 2007.
- Hennepin Technical College created Tech Trek, a summer bridge program for high school graduates and adults in transition. With funds from Bremer foundation for three years, the college will provide financial assistance to these students.
- Ridgewater College increased its scholarship giving by 16 percent, from \$225,400 to \$261,300.
- Saint Paul College hosted its third fundraising event for the Power of You in conjunction with Minneapolis Community and Technical College and Metropolitan State University. In FY 2007, the college secured \$1,317,000 in funding for use over the next three years.

**Goal 1.3 - Work with other organizations to prepare all young people to graduate from high school and enroll in college ready for success.**

*The Minnesota State Colleges and Universities are partnering with local high schools to reach out directly to students so they can improve their skills before they graduate. This is a winning strategy for the state colleges and universities, the high schools and, especially, the students.*

- Alexandria Technical College designed and implemented the West Central Minnesota STEM Academy. During the spring 2007 semester, this academy introduced 60 high school students to manufacturing and engineering programs. In addition, the academy provided an engineering learning experience to 15 summer camp students.
- Minnesota State University, Mankato developed an outreach program with Mankato East and West High Schools to provide outreach and after-school tutoring to 57 underserved students.
- North Hennepin Community College received a new Classic Upward Bound Program from the U.S. Department of Education, only one of three institutions in Minnesota to receive a new program in FY 2007. The college will receive \$200,000 a year for five years to increase college attendance and college readiness of low income, potential first-generation students from three area high schools.

- Project Lead the Way of the Minnesota Consortium for Manufacturing and Applied Engineering increased the number of Technology Week/Day Camps from five in FY 2006 to 12 in FY 2007 to serve 750 participants, an increase of nearly 300 over FY 2006.
- Project Lead the Way expanded to 130 high schools in FY 2007, an increase of more than 50 from FY 2006.
- Center for Strategic Information Systems and Security Center of Excellence co-sponsored a summer math camp that enrolled nearly 40 inner-city students and “Computer Geek U” that brought in 30 K-12 students.
- In March of 2007, the Humphrey Institute of Public Affairs awarded Maxwell Children’s Center at Winona State University, School District #861 and the city of Winona a Local Government Innovation Award. This was awarded for the Partnership for Life Long Learning – Phase I Early Childhood project. This project resulted in the opening of a year-round full-service early childhood classrooms in a neighborhood elementary school.

**Strategic Direction Two**  
**Expand High-Quality Learning Programs and Services**

**Goal 2.1 – Demonstrate high quality in all educational programs.**

*Minnesota State Colleges and Universities know that they are offering programs and services in a competitive higher education marketplace. These institutions are working hard to improve the quality and reputation of their programs at the local, state and national levels.*

- Anoka Technical College received a recommendation for unqualified 10-year accreditation by the Higher Learning Commission.
- Bemidji State University increased the six-year baccalaureate graduation rate by 6 percent over the past five years.
- Century College’s Phi Theta Kappa Honor Society has been named the most distinguished chapter of the 60 chapters in Minnesota, North Dakota, South Dakota and Wisconsin. This is the top award.
- Hennepin Technical College continues to make its emergency preparedness program one of distinction. In 2007 it sought and was awarded international certification/accreditation for the fire science program.
- The second year of the Inver Hills Community College’s credit security program has had full attendance. The program received the National Security Agency Accreditation for Information Systems Security Professional – 4011 Standards Award in June 2007.
- Inver Hills Community College is one of 26 community college Adult Learner Focused Institute colleges sponsored by the National Council for Adult and Experiential Learning. The college participated in the Principles of Effectiveness in Serving Adult Learners Survey and ranked number one in the assessment of teaching and learning and support categories, number two in outreach and life and career planning, and number three in technology. This is due in part to the college’s Adult Success Through Accelerated Learning Program that helps working adults earn their associate’s degrees.
- Lake Superior College has increased by 16 percent the number of faculty-generated course assessment data entered into the e-Lumen system and creating a college-wide assessment Web sites with assessment results, primers and annual reports
- Minnesota State University, Mankato received Office of the Chancellor approval to offer an Ed. D. program in counseling and student personnel and a Doctor of Nursing Practice consortium program with Metropolitan, Minnesota State University Moorhead and Winona State Universities. Both programs are awaiting approval from the Higher Learning Commission to offer the programs in fall 2007.

- Minneapolis Community and Technical College increased the success rate its students at third spring for fall 2003 by 6.4 percent, an increase in the success rate from 42.1 percent to 48.4 percent.
- Southwest Minnesota State University increased headcount (unduplicated) in STEM courses from 1,712 students in FY 2005 to 2,315 students in FY 2007.
- Southwest Minnesota State University increased teacher education graduates in math and science from 11 graduates in FY 2005 to 31 graduates in FY 2007 prepared for secondary teacher licensure in math and science.
- The American Prosecutors Research Institute and Winona State University created the National Child Protection Training Center. The center has served as an advisor to the university in the creation of a model undergraduate curriculum to better prepare future child protection workers, law enforcement officers and other child-serving professionals. Students completing the courses in this program and the child advocacy studies minor will be better equipped to carry out the work of various agencies and systems (health care, criminal justice, social services) as they advocate on behalf of the needs of children.

**Goal 2.2 – Produce graduates who have strong, adaptable and flexible skills.**

*Institutions are using learning cohorts and core skill requirements to help students develop a broad array of flexible skills that will serve them in a variety of work and life situations.*

- Century College is one of five public two-year colleges in the country to be named to the first-ever President’s Higher Education Community Service National Honor Roll with Distinction for its work in service learning. More than 500 colleges and universities from across the country applied for this honor. During the 2006-2007 academic year, Century College offered more than 55 courses with service learning opportunities and more than 1,800 students participated.

**Goal 2.3 - Provide multiple delivery options for educational programs and student services.**

*Online learning and services continue to grow to meet student demand. In addition to totally online courses and programs, institutions are taking enhancing their land-based programs using technology in a blended mode.*

- Bemidji State University increased online programs offerings from 264 in FY 2006 to 348 in FY 2007, an increase of 32 percent.
- Century College is offering new programming targeted at non-traditional students ages 25-45 fall semester 2007. Adult Options offers flexible learning opportunities and expanded student services to attract and retain adult students so they achieve their learning goals.
- Dakota County Technical College increased total credits delivered online in FY 2007 by more than 50 percent over FY 2006.
- Mesabi Range Community and Technical College increased the number of students taking online courses from 127.13 full-year-equivalent enrollment in FY 2006 to 147.07 in FY 2007.
- Metropolitan State University will offer its entire MBA on line in fall 2007, joining 13 other online programs with 4,500 enrollments.
- Minnesota State Community and Technical College developed military “virtual” education support services with funds from Minnesota Department of Veterans Administration and the Office of the Chancellor. Online veterans services have now been opened to 42 states.
- Minnesota State University Moorhead enrolled 1,751 unique students in online courses in FY 2007, about four times its goal of 440 students.
- Minnesota West Community and Technical College enrolls 22.4 percent of full-time equivalent students are online. This is a 14.7 percent increase in FY 2007 over FY 2006.

- According to MnOnline statistics, Inver Hills Community College is one of the top five full-year-equivalent providers of online programming for FY 2007.
- Minnesota Online offered more than 214 online programs in FY2007, an increase of 42 percent over FY 2006. This was accompanied by a 6 percent increase in course sections from 6,499 in FY 2006 to 6,909 in FY 2007. Full-year-equivalent enrollment for FY 2007 was 9,902, an increase of 26 percent over FY 2006.
- Normandale Community College increased the number of unduplicated headcount enrollment in online courses by 1,000 students from the 2005-2006 academic year to the 2006-2007 academic year, an increase of 81 percent.
- North Hennepin Community College increase online enrollment from 356 in the 2005-2006 academic year to 454 in the 2006-2007 academic year, an increase of 28 percent. The college currently offers the AS and AAS degrees online and is seeking approval to offer the AA degree online.
- North Hennepin Community College partners with Metropolitan State University to offer post-baccalaureate degrees in nursing in Brooklyn Park and a bachelor's degree in business in Buffalo. In addition, Minnesota State University Moorhead offers its bachelor's degrees in operations management and construction management on North Hennepin Community College's Brooklyn Park campus. St. Cloud State University will offer its master's degree in regulatory affairs at the college's Brooklyn Park campus.
- Northland Community and Technical College increased online enrollment from 186 full year equivalents in FY 2005 to 271 full year equivalents in FY 2007, an increase of 45.6 percent.
- Northwest Technical College increased online seats "sold" in FY 2007 by 35 percent and enrollment by 69.9 percent over FY 2006, even though it offered 112 fewer online sections in FY 2007.
- Online course enrollments at Riverland Community College have grown more than 246 percent, from 80 full-year-equivalent enrollment in the 2005-2006 academic year to 277 full year equivalents in the 2006-2007 academic year.
- From FY 2006 to FY 2007, Rochester Community and Technical College increased online enrollment headcount by 28 percent, the number of online sections sold from 235 to 297; and Internet enrollment as a percentage of total full-year-equivalents from 8.9 percent to 11.8 percent.
- Southwest Minnesota State University increased the number of online students from 188 in FY 2005 to 366 undergraduates and 14 graduate students in FY 2007.
- St. Cloud Technical College will increase the number of sections of online classes from five sections during the summer of 2006 to 12 sections in the summer of 2007 to increase access for students working full-time over the summer.
- Vermilion Community College instituted an online summer program that increased online summer full-year-equivalent enrollment by 173 percent from summer 2006 to summer 2007.

### **Strategic Direction Three Strengthen Community Development and Economic Vitality**

#### **Goals 3.1 - As a major partner in educating Minnesota's workforce, participate in identifying and meeting regional and statewide economic development priorities.**

*Minnesota State Colleges and Universities see serving the workforce and economic development needs of their local communities and the state as a core part of their mission. Every institution takes programs and services directly to business and industry. In addition, the state colleges and universities are major recipients of Minnesota Job Skills Partnership grants.*

- The Anoka Technical College Corporate Center expanded into formerly unused space in March 2007. The additional space has resulted in a 10 percent increase in customized training offerings from FY 2006 to FY 2007.

- Anoka-Ramsey Community College developed a new partnership with Minnesota State University Moorhead to deliver a bachelor of science degree in special education to the college's Cambridge campus in spring 2007.
- Bemidji State University increased the total number of science majors by 111 from FY 2002 to FY2007, an increase of 24.5 percent.
- Hennepin Technical College has increased enrollments in STEM fields. With the input of the Advisory Committee, the college revamped and renamed the automated machinery systems-packaging program. The new program, automation robotics engineering technology, had a 210 percent increase in credits taken in spring 2007.
- During FY 2007, Hibbing Community College's Customized Training department increased the number of students and clients to 6,507 students, an increase of 1,002 from FY 2006. This encompassed more than 600 business and industry clients.
- Hibbing Community College served the workforce needs of its region by adding the following new programs: pharmacy technician; helicopter pilot training; network security and forensics; industrial technology – mining emphasis; healthcare supervisor training; and engineering technology.
- Mesabi Range Community and Technical College increased enrollment in the Wildland Fire Academy from 425 students in FY 2007 by 9 percent in FY 2006 to 469 students in FY 2007, an increase of 9 percent.
- Minnesota State University Moorhead graduated 26 STEM major, licensed teachers in FY 2007 (15 in math education), five more than its goal of 21.
- Minnesota State University Moorhead enrolled 824 students in customized professional development in FY 2007, surpassing its goal of 795 students.
- Minnesota West Community and Technical College established the Luverne Health Career Education Center. For summer 2007, this includes a new surgical technician program with 16 new students and a new radiography technician program. The college raised more than \$450,000 to establish a center in the former Luverne Community Hospital.
- Normandale Community College increased unduplicated headcount enrollments in STEM courses by 705 over the 2005-2006 academic year, an increase of 8.9 percent.
- Northwest Technical College in partnership with Bemidji State University increased the number of customized training clients by 800 from FY 2002 through FY 2006, an increase of 34 percent.
- With a \$350,000 Minnesota Job Skills Partnership Grant, Ridgewater College is delivering lean manufacturing and leadership training. Thirty-nine classes have been delivered to 791 employees.
- Rochester Community and Technical College delivered more than 11,767 continuing education hours to 2,756 employees of Minnesota home care agencies since the program's inception.
- Southwest Minnesota State University increased the number of students enrolled in continuing education courses from 983 in FY 2005 students to 2,340 in FY 2007; 834 students are 26 to 44 years of age and 1,596 are students age 55 and up enrolled in Senior College.

**Goal 3.2 - Support regional vitality by contributing artistic, cultural and civic assets that attract employees and other residents seeking a high quality of life.**

*Minnesota State Colleges and Universities are central to the civic and cultural lives of their communities, sponsoring cultural events on campus and reaching out to the community.*

- The Diversity and Multiculturalism Division of the Office of the Chancellor built relationships with all 11 Tribal Nations in Minnesota as part of the American Indian Initiative. This will aid in the recruitment and retention of American Indian employees and students.

- Riverland Community College implemented the new Generations program to serve active senior citizens. Some 276 individuals attended programming over an eight-month period. This exceeded the headcount goal of 50 by more than 450 percent.
- Fifty-eight percent of residents in the 30-mile radius of Rochester Community and Technical College report have been on the campus at least once in the past twelve months. Examples of community outreach include a low income primary care migrant medical and dental clinic; the completed pre-design for a co-located Workforce, Career-Technical and Area Learning Center with the Boys and Girls Club and Head Start Operations; and Rochester School Board support for the Career and Technical Education Center.
- The Student Affairs Unit of the Office of the Chancellor partnered with Veterans Affairs and Military Affairs departments to offer veterans' reintegration workshops around Minnesota.

**Goal 3.3 - Develop each institution's capacity to be engaged in and add value to its region.**

*Minnesota State Colleges and Universities serve as key educational, civic and service institutions in their regions.*

- Metropolitan State University, as part of the Center for Strategic Information Technology and Security, completed 75 percent of the courses for the most comprehensive IP-Telephony curriculum in the nation.
- Minnesota State University, Mankato received a \$5 million federal grant and with Minnesota West will lead other higher education partners and industry in developing training for new workers in emerging bioscience and renewable energy industries. The grant is part of the U.S. Department of Labor's Workforce Innovation in Regional Economic Development Program.

**Strategic Direction Four  
Innovate to Meet Current and Future Education Needs Efficiently**

**Goal 4.1 – Build organizational capacity for change to meet future challenges.**

*The Minnesota State Colleges and Universities system uses continuous quality improvement principles to keep the institutions and staff vital and flexible to meet the future learning needs of their students and communities.*

- Alexandria Technical College became the first college in the United States to successfully complete its second "Systems Portfolio" Higher Learning Commission accreditation project. This project provides system and nationwide leadership on continuous improvement and performance measurement.
- Other institutions completing their first systems portfolios include Ridgewater College and Minnesota State College-Southeast Technical.
- The Diversity and Multiculturalism Division of the Office of the Chancellor provides diversity training to 39 diversity officers. They overwhelmingly reported that it increased their skills on diversity assessments, research, demographics and data analysis.
- The Diversity and Multiculturalism Division of the Office of the Chancellor provided training on Islam to affirmative action officers from 27 institutions. The evaluations indicate that this increased participant skills and knowledge.
- The Government Relations and Public Relations areas in the Office of the Chancellor teamed up to garner support and help obtain a budget increase of \$151.8 million in state appropriations for the 2008-2009 biennium. This appropriation represents a 12.7 percent increase for the system over the previous biennium.

- Government Relations in the Office of the Chancellor launched a successful pilot of the Friends Action Network. Through this network, 2153 individuals signed an initial letter of support for the system's budget request; the letter was sent to Governor Pawlenty and legislative leaders. 3,000 messages were sent through the network to state leaders, about twice as many messages as generated by the University of Minnesota's network.
- The Human Resources Division of the Office of the Chancellor implemented a new Web-based College Faculty Credentialing and Salary Placement system.
- The Human Resources Division created a systemwide training registration and tracking tool in cooperation with Minnesota State University, Mankato and Information Technology Services. The tool provides each employee with an electronic individual training record and access to a registration system to attend courses, workshops, or conferences hosted within the Minnesota State Colleges and Universities.
- The Human Resources Division created and implemented labor relations symposiums for managers and human resource professionals throughout system. This was delivered through regional training sessions in 17 core topics for approximately 200 supervisors and managers. Topics included contract administration, Family and Medical Leave Act, the Americans with Disabilities Act and performance management.
- The Northland Community and Technical College Foundation net income from all sources increased from \$28,611 in FY 2006 to \$182,449 in FY 2007, a more than 500 percent increase.
- The Pine Technical College Foundation surpassed its FY 2007 fundraising goal by 14 percent.
- The Public Relations Division in the Office of the Chancellor significantly raised public awareness of the system's presence and value with radio, television and newspaper advertising campaigns. The television campaign, for example, reached about 81 percent of adults in the Twin Cities and about 75 percent of adults in Greater Minnesota.
- The Development Division and the Minnesota State Colleges and Universities Foundation increased staff participation from 19 percent to 26 percent, raising nearly \$33,000. Giving by the foundation board remained constant at 87 percent, raising nearly \$25,000.
- The Development Division provided two two-day training sessions on fundraising and alumni relations. The training content received the highest evaluation marks to date. Ninety-two percent of all campuses were represented at one or more of the staff workshops. Participation has continued to increase by approximately 15 percent each session.
- Giving by the Board of Trustees increased to 87 percent, raising nearly \$16,000 in pledges and cash.
- Southwest Minnesota State University raised \$2,658,644 in private funds in FY 2007, an increase of \$859,029 over FY 2006.

**Goal 4.2 – Reward and support institutions, administrators, faculty and staff for innovations that advance excellence and efficiency.**

*Institutional and system processes recognize administrators, faculty and staff who do their work in an innovative and high quality manner.*

- Century College President Larry Litecky was named the 2006-2007 “College President of the Year” by the Minnesota State College Student Association. Litecky was honored for his “continuous commitment to open, honest and frequent communication with student leaders on campus.” Student association leaders said they were particularly impressed with Litecky’s GPS LifePlan initiative, a new planning tool that allows Century College students to examine how their college education fits into their life goals.
- The first-ever Excellence in Teaching Awards, awarded by the Board of Trustees, recognized three outstanding faculty members from Rainy River Community College, Rochester Community and Technical College and Century College.

- Lake Superior College has increased the assessment of student learning and documentation across the college in many ways, including recognizing three faculty with the college's Annual Excellence in Assessment Award.
- Saint Paul College received an FY 2007 Innovative Academic and Student Affairs Honorable Mention Award for re-engineering its student development and services. Results of its re-engineering and retention efforts will be presented at the 20<sup>th</sup> International First-Year Experience Conference in July 2007.

**Goal 4.3 – Identify and remove barriers to innovation and responsiveness.**

*Institutions and the Office of the Chancellor are improving their efficiency to keep costs down and provide better service.*

- To assist institutions in effective resource allocation, the Finance Division has developed two tools for college and university use, one on instructional cost study and the other identifying the cost of offering an individual course section. The first of these tools provides multiple years of instructional cost study and the instructional section of the allocation framework data to give colleges and universities trend data on program cost. The second tool combines data from the student, human resources and finance systems to identify the instructional cost of offering a course section.

**Goal 4.4 – Hire and develop leaders who will initiate and support innovation throughout the system.**

*Leadership development is a growing need in the system. More institutions are developing in-house processes to identify and develop their next generation of leaders.*

**Goal 4.5 – Promote accountability for results through a system of accessible reports to the public and other stakeholders.**

*Accountability is clearly at the forefront of many institutional operations. Institutions are collaborating with the Office of the Chancellor to provide information for the Board of Trustees accountability processes. In addition, institutions are using the data locally to improve the efficiency and effectiveness of their operations.*

- Century College has aligned Key Performance Indicators with the college's Strategic Biennial Action Plan to support continuous improvement and to promote accountability.
- Minneapolis Community and Technical College assessed 665 students for critical thinking skills, and 77.4 percent rated at college level or higher.
- South Central College was chosen to participate in the Higher Learning Commission's initial Academy for Assessment of Student Learning cohort. This four year commitment will include events and interactions focusing on understanding, confirming and improving student learning.