

Planning Context

Background

Throughout the history of the MnSCU system, the Board of Trustees has held collaborative metropolitan planning as an ongoing area of interest. Over the past four years discussion has focused specifically on **baccalaureate education** and the expansion of program offerings **in the Twin Cities metropolitan area**. Most recently, the Board of Trustees endorsed an approach to this expansion that would focus on the following strategic elements:

- Build on existing strengths – Continue to grow Metropolitan State University and enhance partnerships between metro two-year colleges and the state universities.
- Deploy new strategies – Advance approaches that include comprehensive student services, dual admission, and collaborative programming, among others.
- Consider the development of an additional location – Explore potential sites accessible by public transportation and capable of serving projected demand.

These elements were more deeply explored and refined during extensive consultation in 2014, including a spring retreat with bargaining unit, student, and administration representatives and subsequent meetings in the fall with each of the bargaining units and student associations. In February, 2015, university provosts and the Metro Alliance CAOs engaged in another planning retreat, followed in June by a compression planning session among Metro Alliance CAOs. In addition, a study of demographic trends, market opportunities, and population concentration was completed in May by Cushman Wakefield, providing insights into target markets and potential high-yield locations for expanded program offerings.

Opportunity

Enrollment in our metropolitan area two-year colleges totals nearly 100,000 students annually, with 76,000 of those students indicating an interest in transfer.

- Of those 76,000, only 30% (23,000) enroll in a four year institution within 4 years.
- Of the 23,000 who enroll in a four year institution, only 32% (7,360) enroll in a MnSCU state university. Many more (11,040, or 48%) enroll in another Minnesota postsecondary institution and 5,060 (22%) transfer to a college or university in another state.
- 1,800 students graduate from Metropolitan State University annually, which represents approximately 10% of the total baccalaureate degrees awarded annually by postsecondary institutions in the metropolitan area.

Employment opportunities are forecast to increase, adding 570,000 new jobs, over current levels, in the metropolitan area by the year 2040.

- At least 38% (nearly 217,000) of those new jobs will require a baccalaureate degree.

- In our planning discussion we have set a target of meeting 50% of that need. This will mean graduating 110,000 additional baccalaureate graduates in the metropolitan area between now and 2040.
- To reach this goal, we are striving to increase the number of annual baccalaureate graduates by 50% by the year 2020, moving from approximately 2,000 annual graduates to 3,000, with incremental growth over the following twenty years to reach 11,000 baccalaureate graduates annually by 2040.

Enrollment Impact

Expanding baccalaureate opportunities and attracting more baccalaureate students will have a significant positive impact on university enrollments and can serve as a key strategy for strengthening institutional enrollment and financial stability. **Over the next five years, for example, enrolling and graduating an additional 1,000 students (2% of our two-year students interested in transfer) will conservatively generate 120,000 additional credits (4,000 FYE).**

Capacity Building Approach

Our capacity-building strategy recognizes and builds upon the current capacity of Metropolitan State University and the scope of current program offerings in the metropolitan area by other MnSCU universities. The following table, which has been broadly shared throughout the consultation process, provides a view of how expanded capacity could be met. These projections will be refined as appropriate upon review and analysis of the *Expression of Interest and Intent* forms completed in October.

Growth Element	Project Proportion of Growth
Grow Metropolitan State University	~50% of additional capacity by 2040
Grow Greater Minnesota programs offered in the metro area	~30% of additional capacity by 2040
Grow Greater Minnesota programs offered outside the metro area	~20% of additional capacity by 2040

Growth Targets

Preliminary targets for baccalaureate completion have been established for planning purposes and are shown in the table below. We will revisit these targets in light of the information submitted in the *Expression of Interest and Intent* forms but offer them now as general guidance and a point of reference.

	Current	2020	2025	2030	2035	2040
Annual Baccalaureate Graduates	2,000	3,000	5,000	7,000	9,000	11,000

Target Student Markets

The analysis conducted by Cushman Wakefield, as well as a previous adult-learner market study conducted by the Aslanian Research group, identified a significant adult-learner population that is place-bound due to personal and professional circumstances that likely preclude their ability or interest in attending greater Minnesota universities. In addition, we know that we capture only a small percentage of the recent high-school graduates in the metropolitan area who enroll in baccalaureate programs. As we look to expand our baccalaureate programming, there is opportunity to increase our service to both traditional-aged and adult-learner populations.

Target Program Areas

Through the work of the Itasca Group and other Twin Cities planning groups, a number of high growth/high demand sectors have been identified for the metropolitan area, including:

- Financial services and insurance (financial advising, banking, insurance, etc.)
- Health and life sciences (biotechnology, medical devices, healthcare provision, etc.)
- Information technology (healthcare IT, software/IT development, etc.)
- Innovation technology and advanced manufacturing (advanced manufacturing, R&D centers, energy/renewables, etc.)
- Headquarters and business services (creative services, professional services, data centers, etc.)
- Food and agribusiness (agribusiness, nutrition, agrichemicals, water filtration and purification, food processors and production, etc.)

In addition, student demand as indicated by choice of major continues to be strongest in the following areas:

- Business administration and management
- Registered nursing
- Elementary education/education
- Psychology
- Accounting
- Communication
- Interdisciplinary studies
- Finance
- Criminal Justice
- Marketing

While programming will not be limited to these high potential program areas, we encourage you to carefully consider them as you identify the mix of baccalaureate programs that your institution might offer in the metropolitan area.

Timeline and Next Steps

The following table provides a tentative timeline for next steps in the planning process. As you will note, a number of collaborative planning discussions will be scheduled in the months ahead, aimed at taking the information gathered through this call for *Expressions of Interest and Intent* and crafting a formal plan by early next year. Over the next few weeks, ASA staff will be working with campus leadership to firm up the schedule for these subsequent meetings.

Activity	Proposed Dates
Call for <i>Expression of Interest and Intent</i> is issued to University Presidents and Provosts.	September 22, 2015
WebEx Information Sessions to review <i>Expression of Interest and Intent</i> materials and process	October 8, 2015
Deadline for submission of <i>Expression of Interest and Intent</i>	November 2, 2015
Meeting of university and Metro Alliance Presidents to articulate Metro Baccalaureate Plan expectations	November 6, 2015
Collective review of proposals by University Presidents and Provosts	November 10, 2015
Update to Board of Trustees	November 17-18, 2015
Meeting of state universities (provosts and deans of program interest areas) and Metro Alliance CAOs to develop plan outline and identify drafting team	December 4, 2015
Drafting of Metro Baccalaureate strategic plan	December 2015 – February 2016
Metro Baccalaureate strategic plan presented to Board of Trustees	March 15-16, 2016