

MnSCU Business & Industry Services

Strategic Planning Report

August 1 & 2, 2007





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Executive Summary



Purpose

The need for strategic planning for the Continuing Education and Customized Training (CE/CT) function emerged at the February 2007 meeting of statewide CE/CT administrators. They called for a strong statewide response to the critical issues identified in September 2006. A strategic planning process was conducted initiated to solve the operational problems that stand in the way of effective and innovative customized training services throughout the state.

Process

The MNSCU CE/CT network launched a participative planning effort between April and August of 2007 which included the following steps:

A. Business and Industry Outreach Planning Session:

Administrators, Customized Training Representatives and Regional Coordinators participated in topical sessions to identify key issues and recommendations.

B. Zoomerang Survey:

All members of the statewide CE/CT network were invited to rank the issues and action recommendations identified at the planning session. The results of the survey were compiled into a summary and next steps that identified:

- A ranking of the critical issues
- Top 10 recommended actions
- Expanded list of Recommended Actions

C. Strategic Planning Retreat:

The Regional Coordinators and Richard Tvedten gathered in August 1-2, 2007 to translate the recommended priority issues and actions into a draft action plan to be discussed and finalized by administrators across the state. They identified five priority action strategies with related action ideas and developed a launch plan for implementation. This is a report of the discussions and recommendations of the Strategic Planning Retreat.

D. Plan adoption and implementation:

The decisions about specific implementation steps, roles, responsibilities, timelines and measures will be determined by the administrators and assigned work groups. Meetings will be held in regions and statewide to share the recommended plan, seek input and assign individuals and work groups to lead/implement the priority action strategies.

Executive Summary Continued



Results

This report describes five recommend Priority Action Strategies and suggested step for launching implementation:

I. Action areas that need to be addressed by the CE/CT network

Strategy A: Increase CECT awareness

Details p. 6

Develop and implement a plan and mechanisms for clarifying what CECT does and the benefits/value it provides including a

...public relations plan and mechanism for external stakeholders and

...communication plan and mechanisms for internal stakeholders

Strategy B: Program Innovation and Funding

Details p. 7

Secure new funding to research, develop and deliver training and programs needed by the market and community an make them available as a system to everyone who needs them

Strategy C: Capacity to serve future needs

Details p. 8

Establish a proactive proactive process to anticipate workforce demands by

...identifying current and future needs in the *statewide* workforce market and

...strategize/build *system-wide* capacity to respond with needed programs and services

II. Action areas that need to be addressed by administrators in the system:

Strategy D: Optimize Use of Fund 120

Details p. 10

Figure out how best to use Fund 120 by learning more about the fund and determining how to create a win-win model that rewards inter-institutional collaboration

Strategy E: Remove CE/CT's System Barriers

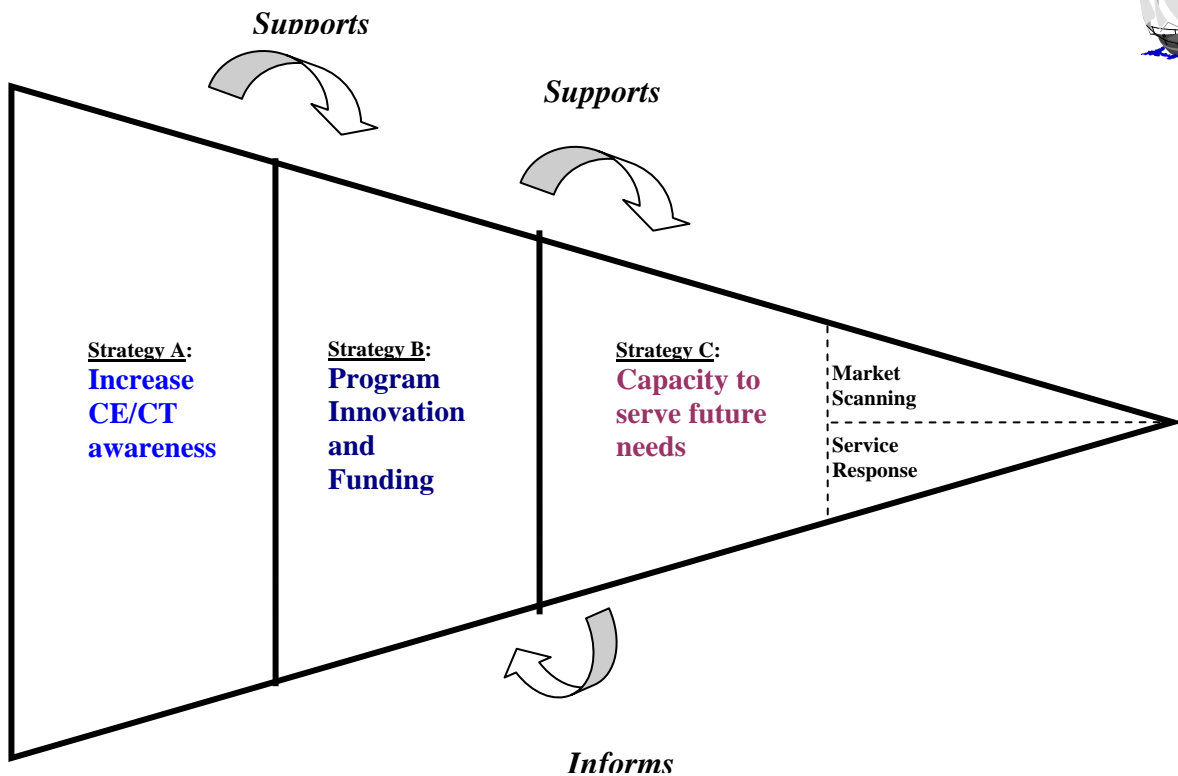
Details p.

11

Inform leadership about specific systemic barriers that stand in the way of efficient, effective and innovative delivery of CECT programs and services

Recommended

Priority Action Strategies



I. Action areas that need to be addressed by the CE/CT network

Strategy A: Increase CE/CT awareness

Details p. 7

Develop and implement a plan and mechanisms for clarifying what CE/CT does and the benefits/value it provides including a

- ...public relations plan and mechanism for external stakeholders and
- ...communication plan and mechanisms for internal stakeholders

Strategy B: Program Innovation and Funding

Details p. 8

Secure new funding to research, develop and deliver training and programs needed by the market and community and make them available as a system to everyone who needs them

Strategy C: Capacity to serve future needs

Details p. 9

Establish a proactive process to anticipate workforce demands by
...identifying current and future needs in the *statewide* workforce market and
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Strategy D: Optimize Use of Fund 120

Details p. 11

Figure out how best to use Fund 120 by learning more about the fund and determining how to create a win-win model that rewards inter-institutional collaboration

Strategy E: Remove CE/CT's System Barriers

Details p. 12

Inform leadership about specific systemic barriers that stand in the way of efficient, effective and innovative delivery of CE/CT programs and services

Recommended

Priority Action Strategies

Action areas that need to be addressed by the CE/CT network

Strategy A: Increase CE/CT awareness..... 7

Strategy B: Program Innovation and Funding..... 8

Strategy C: Capacity to serve future needs..... 9



Priority Action Strategy A: Increase CE/CT awareness

WHAT primary task is being proposed?

Develop and implement a plan and mechanisms for clarifying what CE/CT does and the benefits/value it provides including a
 ...public relations plan and mechanism for external stakeholders and
 ...communication plan and mechanisms for internal stakeholders

WHY is action needed?

How does it affect customer service and/or what service capacity issue does it solve?	<ul style="list-style-type: none"> • <i>Addresses Critical Issue #1: College systems and support at many level (example: contracts, operational support)</i> • <i>Dispels</i> internal and external criticism that takes on a life of its own and hinders our relationships to customers (<i>Example: </i>) • <i>Enables</i> us to differentiate ourselves internally and externally and clarify our mission and vision to both internal and external audiences: (<i>Example: </i>) What we are and aren't What we do to support businesses and the community • Addresses the need for internal and external advocacy that will grow our business and enable the system to use CE/CT as one of the key R&D arms; Enable the “best kept secret” to come out be fully utilized to achieve the system mission and strategies (<i>Example: </i>)
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How does it support MnSCU strategies?	<ul style="list-style-type: none"> • Affects our ability to implement: <ul style="list-style-type: none"> - <u>Strategic Direction 1: Increase Access and opportunity</u> - <u>Strategic Direction 2: Promote and measure high-quality learning programs and services</u>
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HOW might it be implemented?

What were TOP Recommended action ideas?	<ul style="list-style-type: none"> • Communicate and clarify mission, vision and goals (13 votes)
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What were on the Expanded list of Recommended Actions	<ul style="list-style-type: none"> • Use Linda Baer as our advocate (12 votes) • Draft a communication plan with short and long-term strategies, include branding and marketing (11 votes)
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What were Actions Added in regional coordinator planning discussions?	<ul style="list-style-type: none"> • Utilize any past marketing/communication efforts that are useful • Form a work group to share best practices for communication and public relations
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What were other Action Ideas from the Outreach Planning in April 2007 report?	<ul style="list-style-type: none"> • Create a work team to develop a plan and process <ul style="list-style-type: none"> - Create message - Define all tiers of audiences – MnSCU partners, other partners, customers etc. - Determine the merits of and process for common branding, marketing and a unified name - Set measures, evaluation tools and a timeline • Communicate the message <ul style="list-style-type: none"> - Use data to support the messages and key points Recognize metro/rural differences/Recognize individual college expertise - Use best practices of previous marketing efforts - Create and “elevator” speech (Talking points that can be shared before the elevator reaches the destination floor) • Create advocacy for CE/CT <ul style="list-style-type: none"> - Identify and use champions to reach our goals -Key stakeholders; Key business leaders - Enable everyone to be a champion
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Priority Action Strategy B: Program Innovation and Funding

WHAT primary task is being proposed?

Secure new funding to research, develop and deliver training and programs needed by the market and community and make them available as a system to everyone who needs them

WHY is action needed?

How does it **affect customer service** and/or what issue does it solve?

- *Addresses* Critical Issue #2: Funding for R&D in new technical programs development
- *Addresses* Critical Issue #3: Innovation, adaptation and entrepreneurship training and R&D support statewide
- *Fills* the drastic funding gap left by the lack additional funding for 5-6 years (*Example:*)
- *Enables* CE/CT to contribute effectively as an important R&D arm for program development and delivery (*Example:*)
- *Enables* us to stay competitive in the marketplace)
 - Getting certified in key areas requires substantive investment; lack of funding means missed business opportunities (*Example: Lean Manufacturing*)
 - Must have 21st century technology to compete (*examples: Online registration, inline learning, CNC machine from this century, etc.*)
- *Enables* us to meet customers' expectations for agile, responsive and flexible services (*Example:*)

How does it **support MnSCU strategies?**

- This strategy improves our service capacity and ability to provide up-to-date and quality customer services. This will support:
 - *Strategic Direction 3: Provide programs and services integral to state and regional economic needs (all three goals)*
 - *Strategic Direction 4: Innovate to meet current and future educational needs efficiently(all five goals)*

HOW might it be implemented?

What were **TOP Recommended** action ideas?

- Advocate with system leadership (BOT, Chancellor, , presidents) for CE/CT to have full access to new program development funds for new tech programs and training opportunities (19 votes)
- Explore other funding models for employee development and training for customers (15 votes)
- Designate funds for use in research, equipment, staff and curriculum development (14 votes)

What were on the **Expanded list** of Recommended Actions

- Help "de-stagnate MJSP:"
- Coordinate best practices discussion (12 votes)
 - Coordinate a panel discussion with MJSP grant coordinators/ MnSCU grant administrators (11 votes)
 - Create discussions at the MJSP board level to influence policy & procedures in prioritizing (11 votes)

What were **Actions Added** in regional coordinator planning discussions?

- Clarify available funds in CE/CT and system to fund innovation training including how it is used and allocated
 - The \$90,000 pot of unspent CE/CT innovation funds and
 - The *Curriculum Innovation Fund* of the system
- Seek funds from foundations such as Target, Bremer, etc.; hire a part/full-time grant writer to do so

What were other **Action Ideas** from the Outreach Planning in April 2007 report?

- Collaborative training for business by partners (everyone contributes to a pot) (Page 5 in 4/17/07 Summary Report)
- Joint customer visits with partners at the local, regional and state levels (Page 6 in 4/17/07 Summary Report)
- Unified message (Page 6 in 4/17/07 Summary Report)
- Measure success (Page 6 in 4/17/07 Summary Report)
- Plan for the future (Page 6 in 4/17/07 Summary Report)
- Funding training for Small Business (Page 7 in 4/17/07 Summary Report)
- Form work group to share best practices with MJSP grants (Page 7 in 4/17/07 Summary Report)
- Explore funding models outside the state (Page 10 in 4/17/07 Summary Report)
- MnSCU special funds for certification and specialized training for CE/CT instructors statewide (Page 11 in 4/17/07 Summary Report)
- Funding for Research and Development (Page 13 in 4/17/07 Summary Report)



Priority Action Strategy C: Capacity to serve future needs

WHAT primary task is being proposed?

Establish a proactive process to anticipate workforce demands by
 ...identifying current and future needs in the *statewide* workforce market and
 ...strategize/build *system-wide* capacity to respond with needed programs and services

WHY is action needed?

How does it **affect customer service** and/or what issue does it solve?

- *Addresses* Critical Issue #1: MnSCU capacity – individual and institutional capacity to identify and access the menu of resources in order to effectively serve customers statewide
- *Addresses* Critical Issue #5: Working with workforce development counterparts to provide leadership and coordinate for viability
- *Enables* us in doing the needed “homework” required to be proactive vs. reactive in assessing market opportunities; anticipate markets that are key business opportunities (*example. Lean Manufacturing*)
- *Enables* us to differentiate our role in regional/state economic development vis-à-vis our partners. By taking on the leadership role in market assessment we can fill a critical gap in serving the economic and workforce development need (*Example:*)
- *Enables* us to meet the needs of the business community, Minnesota’s economy and assure the efficient allocation of public dollars (*Example:*)

How does it **support MnSCU strategies?**

- This strategy will support
 - *Strategic Direction 3: Provide programs and services integral to state and regional economic needs (especially Goals 3.1: As a major partner in educating Minnesota’s workforce, participate in identifying and meeting regional and statewide economic development priorities and Goal: 3.3: Develop each institution’s capacity to be engaged in and add value to its region)*
 - *Strategic Direction 4: Innovate to meet current and future educational needs efficiently (especially Goal 4.1: Build organizational capacity for change to meet future needs)*

HOW might it be implemented?

What were **TOP Recommended** action ideas?

- Build capacity within customized training/MnSCU to meet workforce training needs (15 votes)
- Identify current and emerging skill needs for the industry (14 votes)

What were on the **Expanded list** of Recommended Actions

- Strategize to drive market system-wide (10 votes)

What were **Actions Added** in regional coordinator planning discussions?

- Identify and share best practices in conducting market assessment
- Not wild, speculative exploration but wisely screening/identifying market/customer service opportunities
- Mechanism for sharing curriculum and instruction packages, products, tools, etc.
- Develop an ongoing mechanisms to assure market responsiveness through systematic best practices R&D

What were other **Action Ideas** from the Outreach Planning in April 2007 report?

- Develop capacity through alternative funding sources (Page 9 in 4/17/07 Summary Report)
- Develop “push system” to internally market capacity (Page 9 in 4/17/07 Summary Report)
- Identify method to determine current workforce market development needs; better understand the market and size of market(Page 9 in 4/17/07 Summary Report)
- Access new program development funds (Page 13 in 4/17/07 Summary Report)
- Identify business champions; R&D with a local, regional, national and global perspective (Page 18 in 4/17/07 Summary Report)

Recommended

Priority Action Strategies Continued

These action areas need to be addressed elsewhere in the system. Regional Coordinators felt it was not their role to flesh out the following strategies. These issues and actions need to be addressed by administrators.

Strategy D: Optimize Use of Fund 120 11

Strategy E: Remove CE/CT's System Barriers 12



Priority Action Strategy D: Optimize Use of Fund 120

WHAT primary task is being proposed?

Figure out how best to use Fund 120 by learning more about the fund and determining how to create a win-win model that rewards inter-institutional collaboration

WHY is action needed?

How does it **affect customer service** and/or what issue does it solve?

- *Addresses Critical Issue #2: Funding for R&D in new technical programs development*
- *Addresses Critical Issue #1: College systems and support at many level (example: contracts, operational support)*

How does it **support MnSCU strategies?**

- This strategy will support
 - *Strategic Direction 3: Provide programs and services integral to state and regional economic needs (especially Goals 3.1: As a major partner in educating Minnesota's workforce, participate in identifying and meeting regional and statewide economic development priorities and Goal: 3.3: Develop each institution's capacity to be engaged in and add value to its region)*
 - *Strategic Direction 4: Innovate to meet current and future educational needs efficiently (especially Goal 4.1: Build organizational capacity for change to meet future needs)*

HOW might it be implemented?

What were **TOP Recommended** action ideas?

- Form a task force to evaluate the funding formula based on new measurement standards to be developed (15 votes)

What were on the **Expanded list** of Recommended Actions

- Hold a training session at the statewide conference for CT coordinators to learn about Fund 120 (12 votes)
- Create a win-win financial and relationship-based model (11 votes)

What were **Actions Added** in regional coordinator planning discussions?

- Identify best practices in Fund 120 use

What were other **Action Ideas** from the Outreach Planning in April 2007 report?



Priority Action Strategy E: Remove CE/CT's System Barriers

WHAT primary task is being proposed?

Inform leadership about specific systemic barriers that stand in the way of efficient, effective and innovative delivery of CECT programs and services

WHY is action needed?

How does it **affect customer service** and/or what issue does it solve?

- *Addresses Critical Issue #1: System and college support*

How does it **support MnSCU strategies?**

- This strategy will support
 - *Strategic Direction 4: Innovate to meet current and future educational needs efficiently (especially Goal 4.3: Identify and remove barriers to innovation and responsiveness)*

HOW might it be implemented?

What were **TOP Recommended** action ideas?

- Conduct workshop on system rules – regarding use of faculty and consultants (15 votes)

What were on the **Expanded list** of Recommended Actions

- Build into ISRS inter, intra and income contract (12 votes)

What were **Actions Added** in regional coordinator planning discussions?

What were other **Action Ideas** from the Outreach Planning in April 2007 report?

Launch Plan



- 1. Develop a draft Strategic Plan Report** **August 7**
Mirja Hanson will compile the retreat discussion/decisions into a plan report

- 2. Review of the report by Regional Coordinators** **August 7-10**
The draft report will be distributed to the Regional Coordinators for review:
 - Make sure the report reflects the substance and spirit of the planning discussion and decisions
 - Check all acronyms and abbreviations
 - Add examples to the “WHY” section of each strategy
 - Add additional action ideas and/or other specificity to Strategies D&E

- 3. Coordination Conference Call** **August 13**
Regional Coordinators virtual meeting to refine the draft plan, prepare for the statewide Administrator meeting and share updates on regional communication progress and reactions to the plan

- 4. Regional Meetings with Administrators** **August 14 -29**
Key outcomes and tasks:
 1. Get buy-in and support
 2. Share the recommended priority action strategies (A-E)
 3. Describe the process used for identifying the recommendations
 4. Discuss...
 - ...implementation roles and responsibilities
 - ...monitoring mechanisms

- 5. Statewide Administrators’ Meeting** **September 27 , 2007**
Key outcomes and tasks:
 1. Firm up implementation roles and responsibilities for...
 - ...strategic action priorities
 - ...overall coordination
 2. Launch implementation
 3. Agree methods and mechanisms for accountability and monitoring.
Develop a reporting and coordination system that follows the “KISS” principles
 4. Decide how Strategies D and E need to be addressed

- 6. Meet with DEED Regional Administrators** **October**
Set up special meetings and/or send MnSCU representatives to DEED monthly meetings

- 7. Demonstrate Progress** **February 2008**
Network meeting to report implementation accomplishments and re-direct action as needed to assure successful outcomes

See page 14 for considerations in assigning work groups and conducting implementation

Considerations for Implementation



- **Assigning roles and responsibilities**
- **Conducting joint action**

A. Assign the best people to do the work within each Priority Action Strategy

- Put together work groups and assign leaders/co-leaders
- Delegate work to people based on their skills, resources, passion and/or willingness
- May need to hire consultants

B. Set up Administrator-driven implementation

- Have administrators lead in making implementation assignments and “owning” the action; Regional Coordinators will serve as facilitators as assigned and needed
- Possibility of having pairs of Regional Coordinators serve as co-facilitators of a Priority Action Strategy
- Strengthen buy-in by enabling the final action plan to be fluidly negotiated/developed by regional administrators and all other stakeholders

C. Invite people to join implementation from institutions, system and other partner agencies

- Consider inviting other participants as needed
- Faculty, presidents, other college leaders need to be appraised and their feedback sought in order to get everyone on board. Offer the option of serving on a work group
- Consider roles and responsibilities for MnSCU partners, DEED partners and other regional/statewide partners such as Initiative Foundations, WIBS, ABE, etc.

D. Assure a statewide perspective by including diverse roles and multiple “silos” in the work groups

- Expand leadership outlook from just college to the region and then, the whole state
- Promote regional implementation initiatives and “pilots,” that demonstrate statewide solutions. Implement actions that are applicable and “shareable” beyond a region
- Get statewide buy-in for actions by promoting broad partnerships
- Make linkages with DEED and clarify how we can collaborate. This may be different in each region. Clarify the roles of DEED regional administrators/ business specialist and MnSCU administrators/Regional Coordinators

E. Build clear and realistic implementation steps and timelines

- Walk away with clearly identified regional projects that partners can work together on – advance the region, unify the regional institutions, create focal point, clear timelines and outcomes and measurement, get beyond brawls
- Feel free to not do all recommended actions
- Create an action agenda that fits within people’s job descriptions; Utilize the action plan implementation process as an opportunity to develop and agree on Regional Coordinators’ job descriptions

F. Keep the focus on the customer and service

- Keep focus on the bottom-line – the customer
- In implementing internal capacity-building tactics, constantly link implementation to the ultimate beneficiary -- What internal rules, regulations, procedures and practices are a barrier to achieving business results and serving customers (e.g. allocation model)