



Chapter 7

**MSUM's Request for
Institutional Reaccreditation**

**MSUM's Institutional Change
Request**

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Institutional Change Request and Request for Reaccreditation

This final chapter of the Self-Study Report addresses MSUM's institutional change request and MSUM's request for institutional reaccreditation.

Institutional Change Request

1. What change is being proposed?

In February 2001, MSUM requested to change its Statement of Institutional Scope and Activities to permit offering the business administration degree on the Fergus Falls Community College campus.¹ MSUM was notified in writing that the request had been granted in April 2001.² Since that time, MSUM has collaborated with a number of campuses within Minnesota to increase educational access and opportunity for the citizens of Minnesota.³ At this time, MSUM wishes to expand the number of bachelor's degrees offered off campus beyond the agreement with Minnesota State Community and Technical College at Fergus Falls, formerly Fergus Falls Community College. Moreover, MSUM has also received requests to make available in other parts of the state master's-level programs in education.

Specifically, MSUM requests to extend accreditation to include no prior Commission approval required for offering existing master's-level programs in education, the bachelor's degree in bioscience, the bachelor's degree in special education, the bachelor's degree in operations management, and the bachelor's degree in construction management at in-state sites approved by the Minnesota State Colleges and Universities, and for offering existing courses at new sites or by interactive television within the State leading to a bachelor's degree

1 MSUM's written change request addressed to HLC liaison, Dr. John Taylor, prepared in February 2001.

2 HLC notification of approval from Director Steven Crowe, April 2001.

3 MSUM's roster of articulation agreements with institutions within the State of Minnesota.

in business administration. Approval of this request will result in expansion of the organization's relationship with the Commission.

The institutional change in educational sites is consistent with MSUM's mission to provide baccalaureate-level programs and selected graduate programs in response to regional needs, as well as advancing the Minnesota State Colleges and Universities Board of Trustees' 2006-2010 Strategic Action Plan.

2. What factors led the organization to undertake the proposed change?

The geographic distribution of high school graduates within the State of Minnesota indicate that rural areas such as Northwest Minnesota will experience declining numbers, while the metropolitan area of Minneapolis, St. Paul, and the surrounding suburbs will show measurable gains in this population of potential college and university students. Moreover, the Minnesota State Colleges and Universities Board of Trustees 2006-2010 Strategic Action Plan emphasizes that all member campuses must increase access and opportunity for participation and achievement in post-secondary education by meeting the needs of students with diverse background and educational goals, increase the numbers of students who enroll in science, technology, engineering, and mathematics programs (STEM), and meet regional and statewide educational needs efficiently by providing programs and services integral to state and regional economic needs. By offering selected professional programs in sites within Minnesota, particularly in the metropolitan Minneapolis-St. Paul area, MSUM will provide expanded professional programming in areas of institutional strength at selected sites within the state, reducing the need for other campuses to create similar programs which meet demonstrated needs.

During the annual planning-budgeting cycle for FY2006, the academic officers prepared a campus Strategic Initiative Work Plan proposal to support faculty and administrator visits to Minnesota State Colleges and Universities partners in the Twin Cities of Minneapolis and St. Paul and the surrounding suburbs. The purpose was to explore potential programmatic collaborations, largely following the 2 + 2 model, wherein the two-year partner offers the first two years of a four-year degree program and the partner university provides curriculum in a specific major leading to a bachelor's degree. The response to fall 2005 visits was overwhelmingly positive. Additional visits were accomplished the following spring, with the result that North Hennepin Community College, Anoka Ramsey Community College, and Century College requested that MSUM complete the necessary approval processes to permit offering programs on their respective campuses. During the most recent budget-planning cycle for FY2007, two additional Strategic Work Plan Initiative Proposals were submitted and approved. The first, which supports a new full-time base-budget position to serve as program liaison, housed on the North Hennepin Community College campus, will soon be in search. The second proposal provides \$74,000 in base funding directed at providing special education programs on the campuses of Anoka-Ramsey Community College, Cambridge site and Century College.

3. What necessary approvals have been obtained to implement the proposed change?

Approval of this Institutional Change Request represents the final approval required to implement the proposed change.

Table 7-1: Anticipated Number of Graduates at Each Site by Program by Year				
Program– Bachelor’s Level	Site	FY08	FY09	FY10
Biosciences	North Hennepin CC	0	15	30
Construction Management	North Hennepin CC	0	0	20-40
Operations Management	North Hennepin CC	0	0	25-50
Special Education	Anoka Ramsey, Cambridge	8	9	10
Special Education	Century College	8	9	10
Program–Master’s Level	Site	FY08	FY09	FY10
Curriculum and Instruction	Waubun, MN School District	10	10	7
Educational Leadership	Fergus Falls, School District	0	0	10
Totals – All Programs		FY08	FY09	FY10
All Programs		26	43	122 -167

4. What impact might the proposed change have on challenges identified by the Commission as part of or subsequent to the last comprehensive visit?

Within the introductory chapter of this Self-Study Report, the institution responded fully to the Commission regarding progress made in addressing the concerns accepted by the Commission in 1997 as part of MSUM’s most recent comprehensive visit. Specifically, with regard to the proposed change request:

1997 NCA Evaluation Concern 1: Strategic Planning

MSUM followed its revised planning-budgeting cycle to initiate and support visits to Minnesota State Colleges and Universities campuses to evaluate partner interest and State and regional need for on-site offering of selected bachelor’s and graduate-level programs in areas of demonstrated strength.

1997 NCA Evaluation Concern 2: Enrollment

MSUM responds to demographic changes in its immediate region in a number of ways.

- Internal program self-study and external program review;
- Program revision accomplished by department, reviewed and approved by the curriculum committee; and
- Program suspension, elimination, and/or revision/addition.

Moreover, working with partner campuses within the Minnesota State Colleges and Universities, MSUM collaborates to increase transfer opportunities and enhance the quality of the transfer experience both in terms of course equivalencies and general education articulation. This change request represents the next step for MSUM in identifying new and appropriate target populations.

1997 NCA Evaluation Concern 3: Assessment

As has been noted throughout this self-study, MSUM has made significant progress in the area of assessment of student learning in general education and in the academic programs. Programmatic assessment for academic programs offered off-site will adhere to the same assessment plans and reporting standards as do the on-campus program offerings. Moreover, NCATE, the Board of Teaching, and the American Council of Construction Education reaccreditation processes will further ensure consistent instructional quality and student learning for the programs that they review. During the spring 2007 process to prepare the FY2008 budget, the University Planning and Budget Committee will be asked to recommend approval of additional base resources devoted to assessment of student achievement⁴, which builds on the fully funded FY2007 Strategic Work Plan Initiative.⁵

5. What are the organization's plan to implement and sustain the proposed change?

All programs offered off-site, whether on the campuses of Minnesota State Colleges and Universities campuses or in facilities provided by local schools districts, will be coordinated by MSUM faculty with supervisory duties being handled by the appropriate college dean/designee. All curricular changes will be proposed by the respective departmental and/or program faculty and submitted for approval through the MSUM governance process. Whether off-site courses are taught by adjunct faculty, qualified faculty from the host campus, or by part-time or ongoing MSUM faculty, departmental and/or program faculty will review and approve faculty credentials submitted for review, evaluate instruction following contractual criteria, and assess student learning outcomes. Student learning assessment will be accomplished using MSUM's existing assessment process, regardless of the location of the program offering.

In most cases, undergraduate students enrolled in off-site 2 + 2 programs on the campuses of Minnesota State Colleges and Universities will pay the host campus pro-rated student fees based on enrolled courses and will have access to all host campus student services. [At the time the change request is being prepared, fee arrangements for students enrolling in the Operations Management major courses at North Hennepin Community College have not been finalized, but will be included in the executed articulation agreement that will be available to site-visit team members in the resource room when they arrive at MSUM.] Advising will be done by internet, telephone and visits by the MSUM program coordinators. From time to time, it might be advantageous for supplementary advising to be handled by host-campus faculty, with appropriate compensation. Financial aid counseling will be the responsibility of the student's financial aid home campus, which over the course of the program will move from the two-year campus to MSUM. Graduate students enrolled in programs offered off-site will be assessed tuition and fees approved by the President for outreach efforts, or by the system guidelines for customized training administered by the Office of Continuing Studies.

Livingston Lord Library supports off-site programs in a variety of ways. The student's Dragon ID functions as a library card and allows students from off-campus to access all electronic research databases. This gives students access to many full-text journals. Via Interlibrary Loan, off-site students may request that periodical articles be delivered to their email accounts. Students from off-site may use references services thorough the *Ask a Librarian* email reference account and they will receive responses within 24 hours, but normally response time is far less. *Ask a Librarian* is checked twice daily, seven days a week

4 2007 Strategic Work Plan Initiative request for assessment base funding; approved, May 2006.

5 2008 Strategic Work Plan Initiative request for additional assessment base funding.

Table 7-2: Status of Progress Obtaining Needed Approvals by Program by Site		
Program– Bachelor’s	System Replication Application Status	Articulation Agreement Status
Biosciences - NHCC	Completed MSUM governance process; awaiting system approval. ⁷	Agreement in final draft stage; executed prior to HLC site-team visit. ⁸
Construction Management - NHCC	Prepared; on MSUM curriculum committee agenda in January. ⁹	Agreement will be finalized early spring 2007; executed prior to HLC site-team visit. ¹⁰
Operations Management - NHCC	Prepared; on MSUM curriculum committee in agenda in January. ¹¹	Agreement will be finalized early spring 2007; executed prior to HLC site-team visit. ¹²
Special Education - ARCC	Prepared; on MSUM curriculum committee agenda in January. ¹³	Agreement finalized; executed by mid-January. ¹⁴
Special Education - Century CC	Prepared; on MSUM curriculum committee agenda in January. ¹⁵	Agreement finalized; executed by mid-January. ¹⁶
Program– Master’s	System Replication Application Status	Articulation Agreement Status
Curriculum and Instruction – Waubun, MN School District	Form will be prepared in January and placed on MSUM curriculum committee agenda in early February; anticipate final system approval in February/early March. ¹⁷	Articulation agreement is not needed in this case, since MSUM is providing the entire master’s-level program.
Educational Leadership – Fergus Falls, School District	Form will be prepared in January and placed on MSUM curriculum committee agenda in early February; anticipate final system approval in February/early March. ¹⁸	Articulation agreement is not needed in this case, since MSUM is providing the entire master’s-level program.

7 MSUM-NHCC Biosciences Articulation Agreement.

8 MSUM Biosciences Replication to North Hennepin Community College MnSCU Application; Notification of Approval, if finalized.

9 MSUM-NHCC Construction Management Articulation Agreement.

10 MSUM Construction Management Replication to North Hennepin Community College MnSCU Application; Notification of Approval, if finalized.

11 MSUM-NHCC Operations Management Articulation Agreement.

12 MSUM Operations Management Replication to North Hennepin Community College MnSCU Application; Notification of Approval, if finalized.

13 MSUM-Anoka Ramsey Community College Special Education Articulation Agreement.

14 MSUM Special Education Replication to Anoka Ramsey Community College, Cambridge MnSCU Application; Notification of Approval, if finalized.

15 MSUM-Century College Special Education Articulation Agreement.

16 MSUM Special Education Replication to Century College MnSCU Application; Notification of Approval, if finalized.

17 MSUM Curriculum and Instruction Master’s Degree Replication to Waubun, MN School District Application; Notification of Approval, if finalized.

18 MSUM Educational Leadership Master’s Degree Replication to Fergus Falls, MN School District Application; Notification of Approval, if finalized.

whenever classes are in session. Moreover, the library is creating a pilot for chat-based, virtual reference to be launched fall 2007; has asked to be part of a Minnesota State Colleges and Universities beta-test group using OCLC's (Online Computer Library Center) virtual reference software for spring 2007; and will submit a 2008 Strategic Work Plan Initiative request for base funding to provide an electronic reserve service for online and other off-site students. Partnering with Instructional Technology, library instruction will be delivered using tutorials and web-based teaching software, such as HorizonWimba and Tegrity WebLearner. Instruction can also be delivered over the interactive television network.

MSUM projects, at current tuition and fee rates, that in each program annual faculty costs will be approximately \$160,000 for faculty salary and fringes, with approximately another \$40,000 for supplies and other miscellaneous costs in the biosciences program. Programs will be in place on the sites in two to four years, and when fully operational with an estimated cohort of 20 students per course, each program will generate roughly \$209,000 in tuition and an additional \$200,000 in state match. Detailed business plans and implementation timelines will be available to site-visit team members in the resource room during the site visit.⁶

6. What are the organization's strategies to evaluate the proposed change?

In addition to faculty and administrative oversight for program quality and assessment of student learning described above, actual enrollments and revenue for each proposed program at each site will be carefully monitored against the proposed business plan by the Academic Affairs Office and by the university budget officer. Most programs will be offered using a cohort model. Minimum course and program enrollment goals will be set and those which fall below anticipated enrollment levels will not be permitted to admit additional cohorts unless enrollment meets targeted levels. In the area of assessment, MSUM will compare student learning achievement for off-campus sites to what is attained in the on-campus program, for each program. Any issues identified will be addressed appropriately within the faculty-developed assessment plan. Personnel issues will be addressed by the program supervisor, the college dean.

Request for Reaccreditation

The Higher Learning Commission demonstrates its values with four cross cutting themes: The future-oriented organization, the learning-focused organization, the connected organization, and the distinctive organization. MSUM shares and fulfills those same values. We have woven the four themes throughout this Self-Study Report, providing insight into how we demonstrate the themes.

MSUM is ever changing to prepare for the future. As has been illustrated in this Self-Study, we proactively identify our challenges, engage in planning, work to understand the social and economic changes of our region and world, continue to focus on the futures of our constituents, and we strive to integrate new technologies to enhance teaching and learning.

MSUM is ever constant as learning-focused organization, through mission and deed. We have made substantial progress in the area of assessment of student learning, we are mindful of creating environments that support student learning, we support scholarship, our mission and actions create the capacity for life-long learning, and we strive to strengthen our own capacity to learn.

⁶ Individual business plans for each proposed program by identified site.

MSUM is ever true to the value of being a connected organization. We are connected to the constituents we serve, to serving the common good, and to creating a culture of service among our students, faculty, and staff. We know the value of collaboration--indeed it is a hallmark of the way we work to strengthen the greater community. Internally, we have developed governance structures connecting the multiple audiences in our shared efforts to fulfill our mission.

MSUM is a distinctive organization. Our mission documents are clear and guide our actions. We recognize and appreciate diversity. We are accountable and self-reflective. Above all, we are committed to becoming better.

The introductory chapter to this Self-Study makes reference to lyrics from MSUM's alma mater: MSUM is "ever changing, ever constant, ever true." Through our processes of intentional evaluation, thoughtful planning, and strategic change, we maintain true to our identity as a vibrant community dedicated to developing knowledge, talent and skills for a lifetime of learning, service and citizenship.

We proudly present this, the 2007 Self-Study Report for Minnesota State University Moorhead, to support our request for reaccreditation by the Higher Learning Commission, a Commission of the North Central Association of Colleges and Schools.