

WINONA

STATE UNIVERSITY



July 14, 2009

Chancellor James McCormick
Office of the Chancellor
Minnesota State Colleges and Universities
30 7th Street East, Suite 350
St. Paul, Minnesota 55101-7804

Dear Chancellor McCormick:

We continue to make remarkable progress toward our goals. I am proud to report on our progress during FY 2009 toward becoming a 21st Century University and our contributions to achieving the strategic goals of the system as a whole. We have many accomplishments to report and it is difficult to select just a few. For additional information, please see the progress listed on the Presidential Work Plan for 2009.

Advancement: The public phase of our Light the Way campaign was launched in August 2008. To date, we have raised \$7, 787, 399.22 or 78% of our \$10 Million goal. So far, we have received the following support: Integrated Wellness Complex (\$3.2M), scholarships (\$4.1M) and our National Child Protection Training Center (NCPTC) (\$528K). In addition, our efforts to obtain Federal support for the National Child Protection Center continue to bear fruit. The goal of the NCPTC is to eliminate child abuse in three generations. To create the capacity to achieve this ambitious agenda, we are expanding our NCPTC network to include additional affiliates, currently in Arkansas and New Jersey and we are working on a governance structure that will support a multi-generational effort.

This year we passed a very important milestone as our WSU Foundation distributed over \$1M in scholarships. The WSU Foundation Board has completed a major transition in leadership and will be adding six new members from across the country this summer. The FY 09 annual fund pledges increased 12% from FY 08 despite the economic downturn and its effect on family finances and the average pledge through the alumni telethon increased 2.9%. We wrapped up a successful Sesquicentennial celebration in 2008. A 60 foot wall mural that highlights our 150 year history was recognized by CASE with a Gold Award.

We continue to build strong ties with our alumni. To cite a sample of our successes: We saw a 27% increase in the number of alumni who participated in an alumni event this year, when compared to 2008. A new collaboration was set up between our Alumni Relations and our Career Services Unit to provide support to our alumni who need additional advice and assistance as a result of the economic downturn and to provide additional placement opportunities for our students. Visits to our alumni website tripled this year and a much higher percentage of our alumni elected to provide us with updated information (19% increase over last year).

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Academic Excellence: The quality of the academic programs and the WSU community is reflected at many levels of our institution, from the recognition of individual faculty and student achievement to acknowledgement of the institution as a whole. For example, one of our faculty members was inducted into the Minnesota Aviation Hall of Fame – quite a distinction for a public university faculty member. At the other end of the scale, the institution was inducted into the Corporation for National and Community Service’s Honor Roll – with Distinction. We have a student who was awarded soldier of the year, and we have a group of students that were awarded participation in an academic program at our nation’s capitol – that just so happened to be during the Inauguration. We have increased partnerships and collaborations – with businesses, agencies, and several MnSCU institutions in order to enrich our academic programs and bring them closer to the realities of practice. Our collaborative work strongly reflects our signature themes of (a) sustainable development, the environment and climate commitment [see section on WSU Goes Green], (b) integrated approaches to health care and wellness and fitness [see section on Construction] and (c) advocacy for children and families [see section on Advancement.]. As a special example that captures all three of our signature themes, we just celebrated the graduation of the inaugural class of Doctorate of Nursing Practice (DNP) students. We are continuing the preliminary planning and piloting of a regional science resource center, a math achievement center, and a very differently-designed teacher education curriculum targeted to transfer students coming from our partner in Rochester – RCTC. These are all being designed for not only underserved and underprepared students, but as resources for the continuing professional development of students and teachers.

We continue to invest in innovation in the curriculum, from small projects such as integrating engagement opportunities into classes to more comprehensive programs such as the Common Book and the American Democracy Programs. Innovation investments have led to new certificates in Sustainability and Educational Lean and have revitalized and updated courses, *practica*, and professional development opportunities in critical areas such as STEM, Special Education, Social Work, Global Studies, our Language School, and the Health Sciences. We have invested in restructuring and increasing the capacity of our academic support areas – most specifically peer tutoring, teaching and learning with technology and assessment and institutional research. By introducing Educational Lean into many of our processes and academic areas we are beginning to see the results of our investments in “innovative change” such as integrated models of support and curricular reform. We are proceeding with several phases and levels of accountability reporting and preparation for visits. The institution is slated for an accreditation review team visit in 2011-12. Additionally, we are preparing for accreditation reports and visits in Education, Engineering, and Nursing. Finally, the Business Schools accreditation board announced we are ready for our preliminary visit. This is a year ahead of schedule.

HealthForce Minnesota: We are in the fourth year of development of our Center of Excellence. Under the leadership of Jane Foote, who joined us a year ago from MCTC, we have taken a leap forward and now have even more projects and partnerships across the state. Our model is based on collaboration “without walls” that takes place through a core of industry and education partners who provide leadership for the Center and through competitively awarded projects that address the goals of the Center. We are rapidly proving the value of the Center of Excellence model as a means for advancing all four of the MnSCU Strategic Goals.

Last year we established a Minneapolis Office in association with the City of Minneapolis to address the pressing health care workforce needs in the metropolitan area, and this year we have significantly expanded our collaborations with several of Minnesota’s major health care providers. At this point,

MNSCU now has access to most of the main healthcare provider systems in the state through HealthForce MN. These main provider systems play a major role in driving the Minnesota economy. Through HealthForce, MNSCU has an opportunity to be directly linked to our major providers in order to provide a healthcare workforce for the state.

We also have begun working much more closely with HEIP to coordinate and enhance the value of these investments and to take advantage of the differences between the two approaches to working with the health care industry. We are on track to propose the consolidation of these two entities in early 2010. This year we used our investment funds to support the continuation and further development of the most promising projects that began in previous years with HealthForce Minnesota support. With the emphasis on health care in the ARRA package, our efforts to address workforce development needs with partners such as Workforce Development, Inc. have intensified, and we have successfully obtained funding to provide programming for displaced and underemployed workers in the Rochester area.

Regional workforce and economic development

With the hiring of Dr. Diane Dingfelder, our first full-time administrator with responsibility in Outreach & Continuing Education (OCED), we have begun a more focused and strategic effort to contribute to the economic vitality of our region through workforce development. In response to the needs of regional employers, OCED designed and developed a 19-credit certificate in Organizational Leadership, a 300-400 level certificate for adult learners that provides an academic and career pathway for 2-year graduates to a 4-year completion degree in Professional Studies. It is the first undergraduate certificate of its kind in our system, and focuses on meeting the needs of working adults while addressing a major labor market shortage in leadership capacity. OCED received a \$99,000 grant from Workforce Development, Inc. to pilot this certificate for 20 dislocated workers in southeast Minnesota. OCED is also collaborating with the Benedictine Health System to provide a year-long Leadership Academy for frontline, emerging leaders at Madonna Living Communities in Rochester, and for leaders within a regional healthcare consortium.

During the course of the last year, OCED has been engaged in several key partnerships. Through MnSCU Innovation Funding, OCED was awarded \$30,000 to design and develop a blended curriculum for an Energy Resource Advisor (ERA) certificate in partnership with Eagle Bluff Environmental Center, U.S. Fish and Wildlife, Winona County Environmental Services, and Clean Energy Resource Teams (CERTs). Once this curriculum is piloted, it is intended to be shared with five other institutions within the Minnesota State College and University system for a statewide roll-out. Through the 7 Rivers Alliance, we are collaborating with other key partners on economic development initiatives in our tri-state region including the development of a bio-composites cluster and the first bio-composites conference in our region. Just north of Rochester, we are nurturing a relationship with the Pine Island Economic Development Authority (EDA) and the Elk River BioBusiness Park, working in collaboration with Gail O’Kane, DEED, RCTC, and several other partners to meet the emerging needs of this enterprise with the potential of creating 15,000 to 24,000 new jobs.

WSU Goes Green: With the encouragement of our faculty leadership, Winona State became one of the early signatories to the American College and University Presidents Climate Commitment. During FY 2009 WSU continued advancing our “WSU Goes Green” strategy designed to achieve climate neutrality and promote the university as a regional institution for environmental stewardship. For example, we took actions to strengthen our Sustain Winona alliance, an organization of seven community-based partner institutions focused on a wide range of sustainability goals. In June,

an independent audit group sponsored by Purdue University certified Sustain Winona's Environmental Management System (EMS) to be in compliance with international standards to support environmental protection. WSU also progressed with our energy performance contracting initiative which leverages future energy savings to pay for present day energy-saving upgrades to our physical plant. In a major step, WSU contracted ICS Consulting, Inc., to develop a request for proposals that will allow the university to hire a private energy service company (ESCO) to complete our performance contract process. In April, WSU broke ground on an \$18 million Integrated Wellness Center, which will be the first LEED Silver certified structure in Winona County. In addition to advancing these major initiatives, the University completed roll out of our "WSU Goes Green" website, established 72 new recycling stations across campus and initiated car sharing and bike sharing programs aimed at encouraging students not to bring cars to campus. Finally, signifying WSU's long-term commitment to reducing our carbon footprint, the university began the process of hiring a full time sustainability coordinator.

Building a budget in tough times: At the start of a new biennium, Winona State finds itself in a strong position, despite the fiscal challenges we face. We have already identified approximately \$1,819,542 in a combination of savings through the elimination of vacant positions (2 administrative and 5 staff), early retirements (3 faculty members so far), and restructuring and revenue generation. Assuming that our enrollment patterns remain robust, the remaining budget gap is only about \$1M and we hope to close that gap through a combination of early retirements, restructuring and additional revenue generation over the next two years. Although we do not yet know the likely impact of the FY 2011 unallotment, we estimate that it will have only a modest effect on our plans. For example, we expect to see an additional \$200K in revenue from our Summer Session this year due to our redesign of our approach to summer programming and a new budget model.

We plan to use a portion of our one-time stimulus funding to (a) underwrite additional early incentive packages; (b) complete some additional classroom and laboratory enhancements to ensure our continued attractiveness to potential students and protect our educational environment and (c) support the restructuring of some of our professional programs such as Nursing. We also plan to restore our Innovation Fund in order to encourage further experiments designed to enhance student success.

We have been able to manage the 11.9% reduction in our state appropriation (\$3,650,686) by following a set of budget guidelines and a process of budget review developed in consultation with our constituency groups and by utilizing a four-point strategy for assessing all potential actions. We have been gratified by the results that we have obtained as a campus community. For additional information, please see the materials and documents that we have posted on the president's office page as well as our Budget 101 materials¹.

We have held open forums attended by all members of the Cabinet and the Council of Deans as well as individual sessions with members of each of our colleges. We held special sessions in Rochester for our faculty and staff who are housed there and a joint session with the leadership of RCTC to discuss ways to manage our budget development in Rochester in ways that would protect our growing collaboration at the University Center-Rochester (UCR). We built a budget suggestion box on our home page for campus users. We used our All-University Finance and Facilities Committee to hold hearings and to review proposed administrative actions. While none of these steps were unique to us, in combination they helped to maintain open and consistent communication and an opportunity for campus participation in the identification and evaluation of budget options.

¹ Budget planning site <http://www.winona.edu/president/10590.htm> and Budget 101 site http://www.winona.edu/adminaffairs/budget_101.asp

- ✓ Shared Principles: Put students first. Protect academic integrity. Generate revenue. Consider layoffs only as a last resort.
- ✓ Clear Goals: (1) Support academic innovation, distinctiveness and excellence. (2) Enrich the student experience and support student success. (3) Expand our climate commitment and sustainability efforts.
- ✓ Mindset: We are investing in our future and the budget is an investment portfolio.
- ✓ Discipline: Revisit all assumptions and look for buried assumptions that are worth exploring. Examine each significant expenditure carefully--Is it an essential investment? If so, is this the best way to accomplish our goals? If not, how can we redesign this function or program to ensure that it works well and can function with the staff levels available? (Note: We have begun to expand the capacity of our campus community to employ Lean strategies and tools to redesign and restructure many of our core functions.)

Construction Projects: Throughout FY 2009 Winona State launched construction projects involving both renovation of existing buildings and construction of new facilities. In April WSU broke ground on the first of two capital construction projects, an \$18 million Integrated Wellness Center which expands the university's commitment to comprehensive health and wellness education. In May, we began construction on our second capital project, a \$29 million, 408-bed residence hall which will provide up-to-date living spaces and amenities for students while also eliminating a large deferred maintenance backlog in existing residence halls. In June, the MnSCU BOT approved a \$4 million project for the construction of two pedestrian tunnels under the existing Canadian Pacific Railway which bisects the WSU campus. Work is also proceeding on a \$1.9 million HEAPR project to upgrade heating and air conditioning (HVAC) in Phelps Hall. Along with the HVAC project, work is progressing on a new Radio/TV studio in Phelps Hall to replace the antiquated facility that was eliminated as part of the ongoing Howell Hall demolition project. Additionally, this past spring the university completed our much anticipated faculty commons project in Maxwell Hall which houses multiple faculty support functions in a central location. While these major projects progressed, the university also worked numerous lesser, but still important, projects such as plumbing upgrades at Maria Hall on our west campus, a new entry way to our student commons at Kryzsko Hall, replacement of the synthetic turf at Maxwell Field and an environmentally friendly permeable concrete parking lot. Each of these efforts moves our campus in Winona toward a more supportive environment for a 21st century education and reflects our overarching theme of supporting healthy people in healthy working relationships in a healthy environment.

Enrollments: Interest in WSU remains robust. We have received a record number of applications to WSU for fall 2009 (a total of 6,482 freshmen applications and 1244 transfer applications as of 6/16/09) and a very strong yield of admitted students registering for classes in our early registration program. We are expecting to meet (or possibly exceed) our overall projected enrollment of 8,250 for FY '10. We continue to see improvements in both the level of preparation and the retention of our students. We anticipate that our residence halls will once again open at full occupancy or beyond; in fact, we are anticipating that we will open our halls at above 100% capacity (in Fall 2008 we opened at 108%, the largest resident count to date). To prepare for the demographic challenges ahead as well as to support enhanced collaboration with our colleagues in the two-year sector, we have made a number of improvements in our transfer admission process and support for transfer students, including additional articulation agreements with two year institutions, the implementation of early advising and registration

for transfer students as well as an enhanced transfer orientation program. These improvements are starting to make a difference and we will continue to enhance our outreach and support for transfer students.

Diversity: We have continued to intensify our efforts to diversify our campus community and to expand our international programming. Our minority population increased again this year, growing from 4.2% during fall 2003 to 5.3% in fall 2008. Given the lack of diversity in southeast Minnesota, we are proud of the modest increase in students of color. This increase resulted from a number of coordinated efforts that are outlined in the FY 2009 university work plan template, including the development of relationships with high schools and two year colleges as well as offering presentations, programs, and workshops to prospective and current students. We continue to intensify our efforts to attract students of color to WSU and to support their academic success. The Access and Opportunity Grant has been instrumental in our efforts to attract and retain underrepresented students; as I write this, 43 high school students are on campus for our Boys to Men Leadership Academy, a program funded through this grant program. We have also enhanced our efforts to work with other organizations to prepare all young people to graduate from high school and succeed in college. For this set of efforts, as well as others, please see the work plan. We are very serious about increasing our diversity – international and domestic – and providing pathways to success for all of our students, for traditional age and returning adults.

Support for students: We continue to invest in support for student learning and success by enriching the student experience. At WSU, we are committed to providing a healthy environment for our students and promoting a culture of responsibility. In January 2009, the entire WSU campus became a tobacco-free environment. Surveys of students taken in spring 2009 indicate a very high level of awareness of the policy change and a high level of knowledge relating to how to find information on smoking cessation. In an effort to support our students, we increased student success in historically difficult classes through support with Supplemental Instruction (SI). The number of students attending SI in 2008-09 increased by 20.4% over the previous year and on average, the students earned grades that were .67 points higher than students who did not attend Supplemental Instruction.

We also enriched the student experience by enhancing the student advising experience, an important component in the success of students. Over the past several years we have consistently increased student satisfaction with advising of undeclared students. In spring 2009, 93% of undeclared students responded yes to the question, “Are you satisfied with the advising you received?” This represents an increase from 90% in 2008 and 78% in 2007 who answered yes the same question.

Another component of the student experience is the delivery of services for students. In an effort to enhance innovations in student services, we expanded the use of technologies in addition to enhancing service in the newly established Warrior Hub in Maxwell Hall. Of the 2,782 students polled in Assessment Day 2009, 79% had visited the Warrior Hub and of those, all but 1% of the respondents were satisfied or very satisfied with the experience.

We are committed to making the University a working model of scholarship and creative solution-finding in action as well as a laboratory for the practice of contemporary democracy. In keeping with our mission of a community of learners improving our world, we are developing a student leadership program. During the 2008-09 year, our new staff member worked directly with student volunteers to create and develop a leadership program that includes a student advisory board and a student leadership and development plan that will be implemented in fall 2009. We currently enjoy a positive and mutually respectful relationship with our student leaders and we appreciate their willingness to help us rethink our programs and operations in the context of significant budget reductions.

Laptop program: This year we made a number of changes to our laptop program and converted it to a Digital Life and Learning (DLL) Program. This program is now about learning rather than about laptops and it has been woven into the fabric of our University, from facilities planning to faculty development. Students and faculty have been given a voice in shaping the direction of the DLL Program through the development of a new and more effective governance process.

Information Technology: Under the leadership of our new CIO Dr. Kenneth Janz, we have completely restructured our information technology unit to support our growing “smart environment” and the expanding use of educational technology throughout our curriculum, as well as to ensure effective administrative support.

Intercollegiate Sports: WSU once again had many firsts for our athletic programs. We continue to show progress both in the classroom and on the fields of competition, while also making some significant Title IX improvements with facility upgrades. Competitively we had another very good year. This year marked our initial year in the new 14-member Northern Sun Intercollegiate Conference. Here are some of the excellent results and highlights: Our softball team won the conference tournament for the second year in a row and earned the right to host both the Regional and Super Regional competition. Playing at home was a decisive advantage as they won both and advanced to the NCAA World Series for the first time in school history. The ladies ended up finishing fifth in the country and four all-Americans. Women’s Basketball earned a second place finish in the NSIC and advanced to the NCAA regional tournament for the first time in school history. They lost to the eventual National Champions but set a record for the most wins in a season. Our Gymnastics team finished fourth at the Nationals, only tenths of a point out of second place. It was the second consecutive Top 5 national finish for the gymnasts. We also had numerous national qualifiers in women’s indoor and outdoor track and women’s soccer won its fifth consecutive NSIC championship and hosted NCAA postseason play. WSU had 12 of our 14 teams advance to conference or regional post-season competition. In the area of Title IX we have made some important improvement. We have partnered with the city for a new shared softball field and with the local school districts for a new competitive outdoor track. Both projects improve the areas for both practice and competition in two of our most successful women’s sports.

Our student-athletes also continued with excellent community service. Led by our SAAC teams participated in leaf raking projects, elementary school mentoring and held another successful “Hoops for a Cure” event. The event, which supports finding a cure for cancer, raised over \$800 for Winona Health. Our football team also worked with several flood ravaged communities, helping them to pick up and move forward. In the classroom our 400 student-athletes continue to advance by achieving an all time high in academics by attaining a cumulative 3.2 grade point average. That is up from 3.14 last year. The individual GPA average of 3.12 is also up from last year. Over 30% of our student-athletes received all-conference or all-regional academic honors and for the third year in a row at least one student-athlete has received an NCAA postgraduate scholarship, a very high honor indeed.

WSU-Rochester: Continued academic collaboration between WSU-Rochester and Rochester Community and Technical College is evidenced by the design of a new upper-division Rochester-based Early Childhood Special Education transfer program (with RCTC’s Child Development Associate of Applied Science); this transfer program is currently under review by Minnesota State Colleges and Universities.

While continuing to build and expand partnerships in Rochester, the Minority Teacher Recruitment Program collaborative between WSU-R’s Education Department and representatives from 15 community stakeholders have identified four priority activities (Mentoring of High School Students,

Future Teacher Academy, College Summer Program, and Minority Adult/High School Student/Parent Outreach) and have developed goals outcomes, with implementation during the 2009-10 Academic Year.

Improved student services in Rochester included walk-in transcript service and the installation of a direct phone link to the Instructional Technology Center on the Winona Campus to better serve students when WSU-Rochester staff members are not available. Initial plans have been completed by WSU and RCTC to develop a University Center-Rochester Welcome Center to provide reception, initial program information, initial advising, and select student services. The Center's physical design phase will begin shortly.

Preliminary planning for "Path to Purple," a collaboration between WSU and RCTC, has been completed. The Path to Purple will provide an option for students who did not gain admission to WSU to enroll at RCTC for a minimum of 24 credits with guaranteed admission to WSU if minimum academic entrance requirements are met at RCTC. From the time of initial denial from WSU, regional students will receive coordinated information from WSU and RCTC prior to and during enrollment at RCTC.

Leadership Team: We now have a fine leadership team in place after conducting a bumper crop of searches last year. Now that we have a fully rounded out Cabinet, my colleagues are starting to fill in a select few critical positions that are essential for us to accomplish our goals. This year, for example, we hired a campus planner to help us with our \$60M of construction, renovation and demolition. We also hired a campus safety officer and will soon search for a full-time sustainability coordinator. All of these positions represent investment in campus safety and the quality of our environment. In the coming year, we shall be looking for a new Dean of Liberal Arts.

Areas of emphasis for FY 09

We have made progress on each of the areas of emphasis that we identified for FY 09 but plan to continue our focus on all of these areas in the coming year. Evidence for our progress can be found in the Work Plan for 2009. I have added one additional area of emphasis for 2010.

1. Increase student retention and provide further support to promote student success.
2. Establish a baseline for assessing student learning across the curriculum.
3. Invest in additional capacity to address campus safety and emergency response concerns.
4. Design and implement programs that support professional development and success for all members of our university community.
5. Design and put in place improved internal communication that will inform everyone who will be affected by changes in university policies, processes and facilities improvements and construction in a timely and effective manner. Start with areas of particular concern including construction and renovation and campus-wide scheduling of spaces.
6. Prepare for the next biennium by designing and gaining experience with planning and budgeting tools that will support decisions about the allocation of resources and that will support the development of the HLC self-study. Utilize the self-study process to introduce more effective approaches to strategic budgeting and institutional assessment.
7. Launch the public phase of our first capital campaign.

Areas of emphasis for FY 10

1. Continue to increase student retention.
2. Continue to develop capacity for assessing student learning throughout the curriculum and continue redesign of the curriculum to conform to the 120 credit hour requirement and to reflect changes in the nature of professional practice. Continue to prepare for the HLC Self-Study by completing the redesign and integration of our support structure for planning and institutional assessment.
3. Continue to invest in enhancements in campus safety under the leadership of our new Campus Safety Officer. Continue to invest in enhanced emergency responsiveness.
4. Utilizing the newly redesigned faculty/staff Learning Commons in Maxwell, design and provide integrated support for research and the enhancement of teaching and learning.
5. Continue to redesign our web presence and utilize the new capacity to provide regular updates for the campus community on construction, the issues being addressed by all-university advisory committees and other areas of shared interest.
6. Utilize our new budget and planning tools and improved constituency consultation models to implement the FY 10-11 biennial budget.
7. Continue the public phase of our capital campaign, Light the Way.
8. Continue to pursue our climate commitment goals and expand our "WSU Goes Green" efforts.

Sincerely,



Judith A. Ramaley
President