

**UNIVERSITY OF MINNESOTA**

**BOARD OF REGENTS**

**Educational Planning & Policy Committee**

**March 13, 2003**

A meeting of the Educational Planning and Policy Committee of the Board of Regents was held on Thursday, March 13, 2003, at 9:15 a.m. in the East Committee Room, 600 McNamara Alumni Center.

Regents present: William Hogan, presiding; Peter Bell, Dallas Bohnsack, John Frobenius, Richard McNamara, David Metzen, and Maureen Reed.

Staff present: Chancellors Kathryn Martin and Samuel Schuman; Executive Vice President and Provost Christine Maziar; Vice Presidents Kathryn Brown and Charles Muscoplat; Interim Vice President David Hamilton; Executive Director Ann Cieslak; and Provost David Carl.

Student Representatives present: Jacob Elo and Danielle Stuard.

Regent Hogan welcomed Regent Frobenius to the Educational Planning and Policy Committee and noted that Regent McNamara is Vice Chair of the committee.

**CONSENT REPORT**

The committee voted unanimously to recommend approval of the following, as detailed in the docket materials:

**New Academic Programs:**

- College of Architecture and Landscape Architecture -- Post Baccalaureate Certificate in Metropolitan Design

**Academic Program Discontinuations:**

- Graduate School -- Master of Science (M.S.) Degree, Plan A Program in Physical Therapy
- University of Minnesota Duluth, College of Liberal Arts -- Bachelor of Arts (B.A.) Degree in Interdisciplinary Studies, Concentrations in American Studies, Classical Heritage, and Contemporary Humanities

In response to a question from Regent Bell, Maziar explained that the set of criteria for reviewing new programs includes, among other things, centrality to the University's mission, program quality, program demand, and resources available. These criteria are the same for all programs in general, but may vary in their application.

## **ENROLLMENT MANAGEMENT, PART II**

Executive Vice President and Provost Maziar reminded the committee that Enrollment Management, Part II is a follow-up to the November 2002 discussion of enrollment management. The purpose of Part II is to provide the committee the opportunity to consider ten enrollment management principles that will have implications for admissions, retention rates, and the overall quality of the University. She then introduced Craig Swan, Vice Provost for Undergraduate Education, and Peter Zetterberg, Senior Analyst, Office of Institutional Research and Reporting, who led the discussion.

Swan observed that enrollment management is an ongoing process, but it involves decision making within a framework of longer-term principles (as detailed in the docket materials) with enrollment targets set by college and campus. The application of these principles on the Twin Cities campus would increase undergraduate enrollment by about 2,000, bringing total undergraduate enrollment to approximately 30,000. Graduate and professional school enrollments would remain relatively constant, with the exception of such health sciences fields as nursing and pharmacy. With respect to coordinate campuses, University of Minnesota Duluth enrollments are scheduled to remain relatively stable, while targets at the Morris and Crookston campuses allow for slight enrollment increases. He stressed that these enrollment targets would be realized only if the quality of the educational experience can be maintained.

In response to a question from Regent Bell, Swan advised that the University performed quite well in a recent national study of admissions practices with respect to students of color.

In response to a question from Regent McNamara, Swan noted that the admissions process assesses students on a number of factors to ensure a balance between selectivity and access for students with potential.

In response to a question from Regent Reed, Swan maintained that the University has been successful in attracting the serious student, but that the institution has had less success in setting expectations at the level required to motivate all such students to succeed.

In response to a question from Regent Frobenius, Swan indicated that explicit studies of employer needs resulted in, for example, the new journalism initiative and expansion of digital sciences. The University's professional schools also maintain close ties to the private sector in order to be responsive to Minnesota's employment needs.

Student Representative Elo urged that the wording of Principle 4 be revised to reflect the expectation that tuition will be kept as low as possible and increase only if sufficient cost savings are not realized or alternative resources are not available.

In response to questions from several committee members, Maziar agreed to present as an information item a revised version of the guiding principles that includes an introductory statement and appropriate measurement tools; clarifies the relationship between educational and enrollment goals; and stresses the importance of maintaining a competitive advantage through institutional flexibility and agility. She also will provide information on enrollment strategies of peer institutions.

#### **UPDATE:**

### **UNIVERSITY OF MINNESOTA**

#### **EXTENSION SERVICE**

Executive Vice President and Provost Maziar introduced Charles Casey, Dean, University of Minnesota Extension Service (Extension), who led the discussion. Casey remarked that he was before the committee to report on progress made toward achieving goals articulated in *Extension 2002-2005* (Plan), which was accepted by the Board in December 2001 and implemented in July 2002. He reviewed the history of Extension and its core mission and values, revenue sources, revenues uses, partnerships, and progress in the areas of quality improvement, capacity building, accountability, and financial stability (as summarized in the docket materials and in materials on file in the Board Office).

Casey asserted that the Plan has been a blueprint for change that has affected every part of Extension. Successes include reduced allocation of resources to salary and fringe benefits; development of business and revenue generation plans; creation of an investment pool; and the establishment of reserves equal to one month of operating costs. He identified as future challenges the impact of state budget deficits on Extension funding and the development of measures to quantify returns

on Extension investments.

In response to a question from Regent Reed, Casey reported that Extension is committed to increasing its evaluation capacity and is in the process of determining how to quantify returns on Extension investments.

In response to a question from Regent Bell, Casey confirmed that Extension services are not necessarily aligned with the University's top five priorities. Instead, Extension identifies community needs and seeks to address those of statewide significance. Maziar added that because Extension's options are limited by its funding sources, these funding sources focus Extension activities on connections between the University and the larger community.

In response to a question from Regent Hogan, Casey acknowledged that Extension has a role in connecting the University to local communities. Current budget shortages, however, may dramatically affect funding by counties where Extension is considered an optional activity. Conversely, he expressed considerable optimism that Extension is well positioned to respond in an era of budget deficits.

## **GRADUATE EDUCATION:**

### **FUTURE DIRECTIONS & STRATEGIES**

Executive Vice President & Provost Maziar introduced Victor Bloomfield, Interim Dean of the Graduate School and Vice Provost for Research, who led the discussion. Bloomfield reviewed major issues and challenges facing graduate education, including recruiting and educating excellent graduate students, enhancing the University's national ranking, and attracting a diverse graduate student population from the U.S. and other countries.

In response to a question from Regent Frobenius, Bloomfield noted that the Graduate School is addressing health care worker shortages through pilot programs and distance education. He added that one element critical to decisions about market demand is an assessment of the extent to which that demand is sustainable.

Regent Hogan requested that Bloomfield return to identify the top two or three priorities of the Graduate School, indicating how great graduate programs can be developed in the midst of a budget crisis.

## **INFORMATION ITEMS**

Executive Vice President and Provost Maziar referred committee members to the docket materials.

The meeting adjourned at 11:25 a.m.

**ANN D. CIESLAK**  
**Executive Director and**  
**Corporate Secretary**

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Last modified on September 7, 2005