

**POSTSECONDARY PLANNING:
A JOINT REPORT
TO THE MINNESOTA LEGISLATURE**

February 2019

Minnesota State

University of Minnesota

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*Minnesota Session Laws 2003, Regular Session, Chapter 133, Article 1, Section 7. POSTSECONDARY SYSTEMS
As part of the boards' biennial budget requests, the board of trustees of the Minnesota State Colleges and Universities and the board of regents of the University of Minnesota shall report to the legislature on progress under the master academic plan for the metropolitan area. The report must include a discussion of coordination and duplication of program offerings, developmental and remedial education, credit transfers within and between the postsecondary systems, and planning and delivery of coordinated programs. In order to better achieve the goal of a more integrated, effective, and seamless postsecondary education system in Minnesota, the report must also identify statewide efforts at integration and cooperation between the postsecondary systems.*

Executive Summary

The 2019 Postsecondary Planning Report is the ninth report produced jointly by Minnesota State and the University of Minnesota, as required by the Minnesota Session Laws 2003, Regular Session, Chapter 133, Article 1, Section 7.

The report reflects the long-term, ongoing, and effective working relationship between the two systems to develop and coordinate joint postsecondary programs in the Twin Cities and throughout Minnesota.

Collaborative Programs

- During the past 18 years, the number of formal academic collaborations and partnerships between the University of Minnesota and Minnesota State has grown from 60 to over 400 programs and services.
- Increasingly sophisticated library and information technology resources are jointly available to University of Minnesota and Minnesota State students and citizens throughout the state; these joint resources are heavily used for learning and research.

Program Duplication

- There is very little duplication of programs in the metropolitan area between the University of Minnesota and the Minnesota State. Among the 1,800+ degree programs available at the University of Minnesota–Twin Cities and metropolitan-area offerings of Minnesota State, only 50 are similar enough in content to be considered duplicative, and most of these are in high-demand fields.
- Both systems monitor and evaluate their own programs for possible duplication and overlap.

Credit Transfer

- Effective credit transfer policies are a central component of the cooperation and collaboration between Minnesota State and the University of Minnesota.
- The two systems have established and improved cooperative inter-system transfer programs, including articulated transfer standards, the Minnesota Transfer Curriculum, and electronic transfer data software systems.
- All institutions in the Metro Alliance of Minnesota State and the University of Minnesota offer all or part of the Minnesota Transfer Curriculum.
- The two systems have worked together to make “reverse transfer” opportunities available for students whose associate degrees can be completed after transfer.

College Readiness and Under-Prepared Students

- The two systems, through the P–20 Education Partnership and other alliances and programs, work cooperatively to meet the needs of under-prepared students and prepare increasingly diverse student populations and all K–12 students for postsecondary education opportunities.

I. INTRODUCTION

Minnesota State and the University of Minnesota are pleased to submit this joint report on postsecondary planning, as required by the Minnesota Session Laws 2003, Regular Session, Chapter 133, Article 1, Section 7.

The 2019 report responds to the topics requested by the Minnesota Legislature and reflects the extensive and ongoing collaboration between the two systems providing public higher education in Minnesota. While individual cooperative initiatives have been in operation for decades, the higher education systems (and other primary stakeholders) have solidified their commitment to develop and coordinate joint postsecondary programs for the metropolitan area through formal agreements.

The 2019 report was produced cooperatively by representatives from the Office of the Executive Vice President and Provost at the University of Minnesota and from the Office of the Senior Vice Chancellor for Academic and Student Affairs at Minnesota State.

Mission Differentiation

Collaboration between Minnesota State and the University of Minnesota is grounded in the distinct and different missions of the two systems, as established by State Statute 135A.052: Postsecondary Missions:

Subdivision 1. Statement of missions. The legislature recognizes each type of public postsecondary institution to have a distinctive mission within the overall provision of public higher education in the state and a responsibility to cooperate with each other. These missions are as follows:

- (1) the technical colleges shall offer vocational training and education to prepare students for skilled occupations that do not require a baccalaureate degree;*
- (2) the community colleges shall offer lower division instruction in academic programs, occupational programs in which all credits earned will be accepted for transfer to a baccalaureate degree in the same field of study, and remedial studies, for students transferring to baccalaureate institutions and for those seeking associate degrees;*
- (3) consolidated community technical colleges shall offer the same types of instruction, programs, certificates, diplomas, and degrees as the technical colleges and community colleges offer;*
- (4) the state universities shall offer undergraduate and graduate instruction through the master's degree, including specialist certificates, in the liberal arts and sciences and professional education; and*
- (5) the University of Minnesota shall offer undergraduate, graduate, and professional instruction through the doctoral degree, and shall be the primary state supported academic agency for research and extension services.*

Collaboration History

Minnesota State and the University of Minnesota have a long history of collaboration. Many of the partnerships between the two systems and their institutions pre-date the 2003 legislative requirement for this planning report as well as the merger of the state colleges and universities systems.

Efforts over the past two decades include joint planning to leverage limited financial resources, coordinating upper-division programs in the Twin Cities, responding to Twin Cities metropolitan area growth, improving credit transfer between the two systems statewide, and serving traditionally under-represented populations.

II. COLLABORATIVE PROGRAMS AND SERVICES

Minnesota State and the University of Minnesota share an obligation to increase options for Minnesota citizens who desire postsecondary education and seek lifelong learning opportunities. The two systems are committed to supporting collaborative efforts to respond to the changing needs of metropolitan-area students, and to have a measurable impact on the outcomes of underserved students who wish to pursue various paths to postsecondary.

Analysis of program data from both systems illustrates that the academic programs of Minnesota State and the University of Minnesota complement one another, following their clearly differentiated missions. For example, there is a distinct difference in the levels of degrees awarded. Minnesota State dominates in degrees awarded at the associate level. By contrast, the University of Minnesota offers the largest number of post-baccalaureate degrees in Minnesota's public higher education sector and invests considerable resources in research and public service, unique components of its statutory mission.

This section of the report describes in more detail the broad range of ways in which the two systems collaborate while minimizing program duplication. These efforts include:

- Academic Program Partnerships
- Minnesota Cooperative Admissions Program (MnCAP)
- Rochester Partnership
- Center for Allied Health Programs and HealthForce Minnesota
- University of Minnesota Extension
- Library and Information Technology Resources
- eLearning Initiatives
- Other Collaborative Initiatives

Academic Program Partnerships

During the past 18 years the number of formal academic collaborations and partnerships between the University of Minnesota and the colleges and universities of Minnesota State has grown from 60 to over 400 academic programs and services, including collaborative activities to share resources, knowledge, and strategies for advancing higher education across Minnesota.

Collaborative undergraduate programs between the University of Minnesota and Minnesota State are known as “2+2” agreements. These agreements allow students enrolled in one system to apply approved coursework toward completion of a degree at an institution in the other system. Applied baccalaureate programs allow students to build focused University of Minnesota baccalaureate programs based on approved community college coursework. In addition, collaboration between the two systems allows students to complete a limited number of University of Minnesota graduate and professional programs while in residence at colleges and universities in Minnesota State. Collaborative programs between the two systems are listed in Appendix A.

Minnesota Cooperative Admissions Program (MnCAP)

MnCAP is a cooperative arrangement between the University of Minnesota–Twin Cities and Minnesota State. It provides access to the University of Minnesota for students wishing to transfer from one of the participating metro-area community colleges. MnCAP began as a pilot program in 2000 with three Metro Alliance community colleges and the University’s College of Liberal Arts. Since its inception, MnCAP has grown to include the seven metropolitan area community colleges (Anoka-Ramsey Community College, Century College, Inver Hills Community College, Minneapolis College, Normandale Community College, North Hennepin Community College, Saint Paul College) and six undergraduate colleges at the University of Minnesota–Twin Cities.

Students enrolled in MnCAP are guaranteed transfer admission to one of the participating University of Minnesota colleges and majors when they meet certain conditions. Students enrolling in this program work closely with dedicated staff at the community colleges and the University of Minnesota Office of Admissions to define the specific conditions for transfer.

Rochester Partnership

In 2006, the University of Minnesota–Rochester (UMR) became the fifth campus of the University system. As a campus, UMR is charged with providing high-quality academic, research, and public engagement programs emphasizing health sciences and related fields. UMR is focused on serving the economic and educational needs of southeastern Minnesota through complementary and cost-effective public and private partnerships across the region and state. The campus is showing significant results with high retention rates and high four-year graduation rates in the general student population, as well as with underserved student populations.

In 1917 Winona State University began delivering courses in Rochester (WSUR) in collaboration with Rochester Community and Technical College. As a branch campus, WSUR provides undergraduate degrees in teacher education, nursing, social work, computer science, and business. WSUR also delivers graduate degrees in nursing, counselor education, leadership education, and several graduate certificates to meet workforce needs of the region.

UCR Partners: The center known as University Center Rochester (UCR) was formally dissolved in 2015; however, the partnerships with Rochester Community and Technical College (RCTC) and Winona State University (WSU) are still active. UMR continues to work with RCTC and WSU on education and community engagement. The UMR chancellor meets with RCTC and WSU leaders throughout the year to discuss educational planning and campus development and to explore opportunities to serve the region. UMR has focused educational structure offerings and does not duplicate programs currently available from other institutions, unless the capacity is necessary to meet additional industry demand.

UMR delivers a collaborative undergraduate degree program, the Bachelor of Science in Health Professions (BSHP), with the Mayo School of Health Sciences. This program creates pathways to licensures and certifications in specific health care professions. Students can prepare for admission to the BSHP program at UMR or select Minnesota State colleges and universities. UMR also works

extensively with other branches of Mayo Clinic's College of Medicine to provide undergraduate research, volunteer, and work opportunities.

RCTC delivers a variety of associate degrees (AS, AAS, AA) with many articulation agreements with Winona State University through its Path to Purple programs. WSU delivers its doctoral nursing program, teacher licensure programs (undergraduate and graduate), business administration, accounting, computer science, and social work programs in Rochester. UMR students are able to include upper division academic programming at WSU in their fourth-year capstone experiences if it reflects their interest of study and is pre-approved. UMR also participates in the HealthForce Minnesota initiative, which is a Minnesota State Center of Excellence. They are sharing with UMR their high school curricular development efforts and deployment in high schools and UMR is looking at how that academic programming and information may prove helpful in identifying future successful baccalaureate degree candidates for recruitment to UMR's BSHS program.

Winona State University Rochester is focused on workforce-relevant programming and serves the community through programs that are immersed in several locations including Rochester Community and Technical College, downtown Rochester, and Riverside Elementary (Rochester Public Schools).

In addition to academic collaborations, UMR, RCTC, and WSU continue joint efforts in community outreach, marketing, and institutional research. Decisions on collaborative efforts are based on mutual benefit, cost efficiencies, and impact on prospective or existing students. One example of a coordinated effort is the STEM Forward program (formerly the Rochester Area Math Science Partnership), which provides PK–12 teachers with the best available professional development opportunities in science and mathematics. The partnership includes: Mayo School; IBM-Rochester; Southeast Minnesota Cooperative, Workforce Development, Inc.; 11 southeastern Minnesota PK–12 school districts; and UMR, WSU, and RCTC.

Together, UMR, RCTC, and WSU actively participate in the community-based advocacy group Greater Rochester Advocates for Universities and Colleges to promote innovative practices that leverage the resources of public higher education resources to best serve students, employers, and the community. All three institutions are also active in the Rochester Area Chamber of Commerce's HUB Source workforce internship initiative and the community-based Cradle to Career workforce development initiative.

Center for Allied Health Programs and HealthForce Minnesota

Center for Allied Health Programs: The Academic Health Center (AHC) at the University of Minnesota developed the Center for Allied Health Programs in 2006 to address increasingly serious workforce shortages of allied health professionals in Minnesota. The Center was designed to increase workforce production in a financially sustainable model; coordinate the production of an allied health workforce with the Minnesota State system to avoid duplication and more efficiently deploy resources; collaborate with private health systems and leaders to educate students with current and specialized skills; and produce the next generation of allied health professions researchers and faculty members.

The goal of the model is to develop a platform that is flexible, meets learner and workforce needs, has multiple higher education and location access points, and is a collaboration of multiple private and

public partners. The Center is developing signature academic partnerships with learners and communities, with health care and other industries, and with Minnesota State and other higher education institutions. For more information, see alliedhealth.umn.edu.

HealthForce Minnesota: As a Minnesota State Center of Excellence, HealthForce Minnesota is a collaborative partnership of education, industry, and community organizations that was created to increase the number and expand the diversity of healthcare workers, to integrate health science education practice and research, and to build capacity for education and industry to collaborate to enhance patient care.

The University of Minnesota medical laboratory sciences program established academic affiliations with Minnesota State University, Mankato and St. Cloud State University to enable students to complete their professional year of courses through the University of Minnesota Medical Laboratory Sciences (MLS) program. Each year, between five and ten students from these Minnesota State schools complete the NAACLS-accredited U of M MLS program, but receive their degree from their Minnesota State home school. MLS faculty and staff have developed transfer guides that Minnesota State institutions use to assist students as they prepare for the MLS program and application process. For more information, see alliedhealth.umn.edu/medical-laboratory-sciences-mls/prospective-students/planning-guides.

University of Minnesota medical laboratory sciences faculty and staff are also active participants in the HealthForce Minnesota Clinical Laboratory Work Group, operated out of Winona State University. Members throughout the state—including educators from the University of Minnesota, St. Cloud State University, Winona State University, Saint Paul College, North Hennepin Community College and employees from Allina, Fairview, HealthEast, Children’s of Minnesota, and Regions Hospital/Health Partners—meet monthly to discuss issues that have an impact on workforce needs.

A **Clinical Laboratory Workforce Summit** was held in October 2017 to focus on clinical placement capacity. Planned by the HealthForce Minnesota Clinical Laboratory Workgroup, the summit featured faculty presentations and significant engagement from the University of Minnesota and Minnesota State medical laboratory faculty.

The Clinical Coordination Partnership (TCCP) was formed to enhance nursing workforce development in Minnesota and Wisconsin by developing collaborative partnerships among educational programs and their clinical partners with a goal to maximize clinical rotation sites through scheduling coordination, student onboarding standardization, and faculty development. TCCP consortium members include nursing programs at the University of Minnesota, Minnesota State, Minnesota private colleges, and colleges/universities in Wisconsin, North Dakota, and South Dakota. Clinical partners include Allina Health system, Children’s Hospitals and Clinics, Fairview Health System, Essentia Health, HCMC, North Memorial, Park Nicollet, Mayo Clinic and Health System, Gunderson Health System, HealthPartners, HealthEast Care System, and many others. TCCP now has 52 education partners and 78 clinical partners.

TCCP is a self-sustained membership-funded entity within HealthForce Minnesota. Education and clinical partners pay a membership fee to support its staffing, maintenance, and continued development. The University of Minnesota and Minnesota State have representatives on TCCP’s Chair

Committee, Advisory Committee, and Advanced Practice Practitioner Committee. For more information, see <https://clinicalcoordination.org/>.

Other Collaborations: The Healthcare Education Industry Partnership (HEIP) Council has been in existence since 1998. It is staffed by HealthForce Minnesota and meets quarterly to discuss and plan for strategic workforce and education issues across the state. The University of Minnesota is an active member of this group.

The **Minnesota Simulation for Healthcare Education Partnerships** (MnSHEP) is convened by HealthForce Minnesota to promote simulation excellence by providing evidence-based resources and support for educators. MnSHEP fosters academic/practice partnerships to promote research and provide collaborative learning opportunities in simulation. There are 300 members including industry partners, private and public colleges, and university educators. MnSHEP has an advisory board with representation from the University of Minnesota Nursing Program.

HealthForce Minnesota offers more than 15 Scrubs Camps throughout Minnesota. Presenters at Scrubs Camp come from the healthcare industry and Minnesota State, U of M, and private college faculty. The U of M's College of Veterinary Medicine and School of Dentistry students participated in several Scrubs Camps. Students at the Fond du Lac Tribal and Community College went to UMD for an evening planetarium activity.

University of Minnesota Extension

University of Minnesota Extension collaborates with Minnesota State across the state in areas such as agriculture, food, children and youth, strengthening communities, and economic development.

Faculty and staff from Minnesota State work with University of Minnesota extension educators to deliver an array of education and training programs. For instance, educators from both systems provide information and education for students enrolled in the Minnesota Farm Business Management Education and other college and university agriculture, food, and natural resource programs. Likewise, educators from both systems provide professional and continuing education for faculty and staff. System leaders also cooperate in developing strategies to address the economic and community development opportunities and challenges facing Minnesotans.

Library and Information Technology

MnLINK: In 2002, the University of Minnesota and Minnesota State jointly implemented MnLINK, a partnership among academic, public, and K–12 libraries statewide, funded through Minnesota's Office of Higher Education. MnLINK enables access to library catalogs and the sharing of library resources throughout the state. Students and faculty have better access to the collections of both higher education systems using the online system. For more information: www.mnlink.org.

Minitex Library Information Network (Minitex): Based within the University of Minnesota's University Libraries, Minitex provides significant resource-sharing capabilities to more than 2,200 libraries within the state. Minitex facilitates the delivery of books and journal articles to patrons statewide. The majority of Minnesota State requests (~50,000 annually) are filled from the collections

of the University of Minnesota Libraries. Most requests for journal articles are scanned and electronically delivered to the desktops of students and faculty, sometimes within hours. Book loans are delivered overnight through the Minitex delivery system.

Minitex also licenses electronic content, often drawing on the base agreements for the University of Minnesota (notable collections in health sciences and scientific areas). Minnesota State faculty and students benefit by inclusion in these agreements, providing access to significant electronic content. For more information, see <http://www.minitex.umn.edu/Electronic/> and <http://www.elm4you.org/>.

Minnesota Digital Library (MDL): The Minnesota Digital Library is a collaborative undertaking initiated by the University of Minnesota and Minnesota State’s university libraries. MDL provides infrastructure and support for digitization of library, museum, and historical society collections. Administratively managed by Minitex, the MDL has digitized and delivered over 280,000 images, documents, and maps contributed by 190 cultural heritage institutions across Minnesota. MDL has further partnered with K–12 teachers to develop multimedia educational modules and primary source sets based on these resources. For more information, see <http://reflections.mndigital.org>.

In 2013, MDL was selected as an original hub for the Digital Public Library of America (DPLA), a national network of state and regional digital libraries in the United States. The DPLA brings together digitized and born-digital content from across the country into a single access point for end users, and provides an open platform for developers. In addition to the cultural heritage organizations contributing content to MDL, additional organizations such as Minnesota Public Radio, Minnesota Historical Society, and the Minneapolis Institute of Arts have contributed metadata via MDL to DPLA, enabling broad access to their digital resources. For more information, see <http://dp.la/>.

Professional Development: The University of Minnesota Libraries and Minitex sponsor numerous professional development events for librarians and library staff in the state, including those from University of Minnesota and Minnesota State. Over 5,500 academics, librarians, and/or students attend a wide range of conferences as well as workshops targeted for individual institutions in Minnesota State.

Minnesota Libraries Publishing Project: The UMN and MN State libraries participate in the Minnesota Libraries Publishing Project. This project promotes scholarship and publishing through academic libraries. The project brings librarians together to share ideas and approaches to open publishing activities, from open textbooks and open educational resources (OER) to scholarly monographs and student projects and literary works.

eLearning

Minnesota Learning Commons (MnLC): The majority of Minnesota State/U of M eLearning collaboration occurs through the MnLC, a joint powers agreement between the University of Minnesota, Minnesota State, and the Minnesota Department of Education. MnLC’s mission focuses on supporting “public educators teaching in online, blended, and digital learning environments.” By identifying strategies where Minnesota’s public education sector can work on issues that could be better accomplished together than alone, the MnLC provides greater benefit, and better use of limited

resources to lower costs and reach broader audiences. The MnLC website (mnlc.info) provides access to professional development and networking opportunities for faculty and instructional support staff.

Specific MnLC programs and services include:

- The **Minnesota eLearning Summit** is a high-quality conference and networking venue for college, university, and K-12 educators and innovators in Minnesota who are committed to effective online and blended learning. In 2018, over 260 individuals registered for the Summit to participate in sessions from their colleagues and to hear keynoters Bryan Alexander (internationally known futurist, researcher, and writer) and Goldie Blumenstyk (reporter and editor for the *Chronicle of Higher Education*). The 2019 eLearning Summit is scheduled for early August in the Twin Cities.
- **Quality Matters (QM):** QM is a national faculty-centered peer review process designed to certify the quality of online courses. Based on best practices and rigorous research, QM provides rubrics, national course certifications, and training to faculty who are teaching online or hybrid courses. This program is paid for and coordinated jointly by Minnesota State and the University of Minnesota. A Quality of Online Courses Special Interest Group (SIG) provides additional collaboration opportunities.
- **MnLC Special Interest Groups:** Additional groups include *Open Education Resources (OER)* that brings together those working on OER and affordable content solutions with the goal of sharing best practices and collaborative opportunities; *Digital and Information Literacy* addressing critical competencies needed by 21st century learners; *Faculty Development* to review and share evidence-based practices, and *Innovation* including topics such as competency-based education, virtual reality/augmented reality, micro-credentialing, and learning analytics.
- **State and Federal Regulatory Compliance for Online Learning:** Minnesota State and the University of Minnesota Provost's Office, through the MnLC, are working with the Minnesota Office of Higher Education in the State Authorization Reciprocity Agreement (SARA) to promote multi-state regulatory compliance with distance education regulations. By working jointly under SARA, both Minnesota State and the U of M have saved money and staff time. Currently all five University of Minnesota campuses and 26 of the Minnesota State colleges and universities have joined SARA.
- **Monthly Webinars for Joint Staff/Faculty Development:** For the last several years, the MnLC continued the monthly "Best of Summit" webinars on a wide variety of topics from "Creating a Culturally Proficient School System by Leveraging Technology as a Catalyst for Change (Burnsville-Eagan-Savage school district) to "Inclusivity: Universal Design Strategies for the Online Classroom" (U of MN Office of Equality and Diversity).
- **Annual Report of Public Online Learning in Minnesota:** The MnLC partners also collaborate on the annual report summarizing the state of online offerings in Minnesota's public education institutions (higher ed and K-12).

In addition to the MnLC, the U of M and Minnesota State partner in these eLearning related areas:

- **The Minnesota Eligible Training Provider List:** Related to the new DEED database of the Career and Education Explorer Project, both the U of M and Minnesota State are working

closely with DEED to provide non-credit and credit-based data feeds so that the WorkForce Centers will have the most comprehensive listings of credit-based and non-credit courses and programs and provide targeted educational opportunities for displaced workers.

- **Media Management System:** The University of Minnesota, Minnesota State, and Learning Network of Minnesota have a collaborative working agreement to provide shared media services statewide.

Learning Network of Minnesota: All Minnesota State and University of Minnesota institutions are members of one of the six Learning Network of Minnesota (LNM) regions. Developed as a result of Legislative action in 1993, the LNM supports core network and online learning services infrastructure across the state. These services include video conferencing, web conferencing, and streaming media and voice communications. In addition, the LNM funds network bandwidth to many campuses. Each region is governed by a board of directors including representatives from corresponding institutions. There is also a statewide Learning Network of Minnesota board of directors that has Minnesota State and University of Minnesota system and institutional representation.

Other Collaborative Initiatives

Healthy Campus Initiative: Minnesota State and the University of Minnesota continue to work together to advance the goals of the Healthy Campus Initiative, developed by the University of Minnesota Boynton Health (BH) in 2004 with initial funding from BlueCross and BlueShield of Minnesota and ClearWay Minnesota. As part of this collaboration, the University of Minnesota and Minnesota State together administer the College Student Health Survey, a comprehensive survey of undergraduate and graduate students across Minnesota. In 2013, 25 campuses participated in the survey and received extensive reports about the health status of their student population. The Minnesota State system office also funded an additional focus for this study that gathered data on the specific health-related issues of students who are veterans; a special veterans report was produced for each year between 2008 and 2013. Since 2013, 36 Minnesota State institutions participated in the College Student Health Survey. The survey is administered annually and schools participate voluntarily and provide support to cover the cost of administering the survey. The mix of participating schools differs each year. This collaboration between Minnesota State and BH has led to the creation of new policies, programs, and services aimed at improving the health of students, staff, and faculty that are part of the Minnesota State and University of Minnesota systems.

North Star STEM Alliance: The North Star STEM Alliance is a partnership of 14 higher education institutions, including the University of Minnesota and six Minnesota State colleges and universities, as well as the Science Museum of Minnesota, Minnesota High Tech Association, and the Minnesota Minority Education Partnership. Among the goals of the Alliance are to double the number of underrepresented students receiving bachelor's degrees in science, technology, engineering, and math among partner institutions in a five-year period and generally encourage greater diversity and inclusion on partner campuses. The North Star STEM Alliance supports these goals through community building conferences, peer-to-peer learning, undergraduate research opportunities, programs to help students successfully bridge to college and university-level STEM programs, industry internships, professional development, and publicity of current research in STEM fields.

Minneapolis College Student Health Clinic: University of Minnesota Boynton Health Service has operated a Minneapolis College (previously Minneapolis Community and Technical College) Student Health Clinic since November 2009. The clinic is operated under a Minnesota State service agreement, which has been extended through an RFP process. Funded through the Student Life Fee with in-kind support by Minneapolis College administration for facilities, maintenance, and capital equipment, the Minneapolis College Student Health Clinic provides primary care, mental health, and laboratory and radiology services during the academic year, including limited service during the summer. The clinic serves approximately 950 unique students per year and provides over 1,700 visits. Clinical and public health staff from Boynton Health Service are also engaged with Minneapolis College staff to coordinate campus health and wellness initiatives.

Oral Health Practitioner Initiatives: Concerns about serious gaps in dental care access and increasing costs prompted the University of Minnesota School of Dentistry and Minnesota State to consider proposing programs to educate “mid-level” dental providers—dental professionals new to the continental United States but recognized members of dental care teams in many other industrialized nations.

A delegation—including faculty and administrators from the University of Minnesota School of Dentistry, dentistry practitioners, and representatives from Minnesota State—visited dental therapy programs in Canada, New Zealand, and England to gather information about best educational practices and how mid-level dental providers can be effectively deployed.

The University of Minnesota School of Dentistry has implemented a bachelor of science in dental therapy (BSDT) and a master’s of dental therapy (MDT). Graduates of these programs perform dental assessments and treatments that go beyond those of dental hygienists or dental assistants, but are still more limited in scope than those provided by dentists.

In 2006, Minnesota State approved a master of science degree in oral health practice, offered by Metropolitan State University. The program admits baccalaureate-prepared dental hygienists with significant clinical experience and prepares them to deliver a carefully designed scope of practice in a range of underserved settings. The practice model is team-centered and governed by detailed collaborative management agreements with practicing Minnesota dentists. These programs will help to provide professionals to work with underserved populations within Minnesota.

The University of Minnesota School of Dentistry and Minnesota State are partnering to develop a common practice model between the two institutions and for the State of Minnesota. Both programs will be focused on educating graduates to practice as an advanced dental therapist, which is the top of the legislatively approved practice model. The two systems are also collaborating on revising and enhancing their educational model to provide the most cost effective, trained practitioner with the best chance of long-term employment.

Minnesota State and University of Minnesota School of Dentistry are working with dental providers, health plans, and government agencies—including Department of Human Services, Minnesota Department of Health, Hennepin County—and other counties across the state to propose a first-in-the-nation, outcomes-based public health payment system for oral health. This system is being proposed for consideration and funding in the next legislative session. This effort is part of ongoing leadership

coordination between the oral health education programs and safety net providers in the state of Minnesota.

Hibbing Community College Dental Clinic: The Hibbing Community College Dental Clinic, a community-based dental clinic in Northeast Minnesota, is a partnership among the University of Minnesota School of Dentistry, Hibbing Community College, and the city of Hibbing. The clinic has significantly increased access to dental care for uninsured, underserved, and public program patients in the ten-county region of northeast Minnesota, while providing a critical outreach experience for dental and dental hygiene students. Since its opening in 2002, over 150,000 patient procedures have been provided and over 1,100 students have benefitted from the program.

Wellness Courses: Two online wellness courses developed by the University of Minnesota are taught on Minnesota State campuses. The one-credit courses are among several developed by the Rothenberger Institute in the University of Minnesota School of Public Health, which collaborates with Minnesota State on curriculum sharing, faculty development, and online course site development. The course “Alcohol and College Life” has been offered since 2006 at Inver Hills Community College. The course is also offered at Vermilion Community College and required of all Associate of Arts degree-seeking students. Inver Hills also offers the course “Sleep, Eat & Exercise.” Anoka Ramsey Community College offers a customized course combining lesson content from both programs and it also used as a required online textbook for a four-credit wellness course, “HPER 1120: Wellness for Life.”

III. PROGRAM DUPLICATION

There is limited duplication of academic programs offered in the Twin Cities metropolitan area (see Tables 1 and 2). The University offers no associate degrees in the metropolitan area, while Minnesota State offers four doctoral degrees and no first professional degrees in the metropolitan area. A comparison of baccalaureate and graduate programs offered by the University of Minnesota–Twin Cities, Metropolitan State University, and other state universities offering programs in the Twin Cities reveals an apparent overlap of 50 programs (out of a total of 112 baccalaureate, master’s and doctorate degree programs offered by state universities, and 446 similar degree programs at the University of Minnesota). However, the following must be considered in regard to instances of duplication:

- Overlap may be in name only, and not substantively duplicative program offerings;
- In areas such as business- and health-related fields, sufficient need exists in the metropolitan area for degrees to be offered by both systems; and
- The two systems serve different student populations both in selectivity and patterns of enrollment (full-time vs. part-time) that lead to variances in programs and types of delivery.

The distribution of specific degree programs and patterns of enrollment for Metro Alliance institutions and the University of Minnesota’s Twin Cities campus follows statewide patterns. Analysis reveals appropriate distribution among public providers for high-demand areas, such as business management, education, and nursing, as well as appropriate specializations. For example, Minnesota State offers all of the degree programs in law enforcement, while the University of Minnesota offers all of the medical degrees.

Table 1. Metropolitan-area degree programs at the University of Minnesota and Minnesota State, 2018.

Degree	UM	Minnesota State	Total	Duplicates
Diploma	0	188	188	0
Associate	0	474	474	0
Certificate*	108	501	609*	0
Baccalaureate	152	70	222	30
Master’s	188	38	226	16
Doctoral	101	4	105	4
First Professional	<u>5</u>	<u>0</u>	<u>5</u>	<u>0</u>
Total	554	1,275	1,829	50

Source: University of Minnesota; Minnesota State

* The University of Minnesota predominately offers post-baccalaureate certificates, while Minnesota State offers mostly pre-baccalaureate certificates.

Table 2. Metropolitan-area comparable programs at the University of Minnesota and Minnesota State, 2018.

2018 Baccalaureate Programs		2018 Master's Degree Programs
Accounting	Gender Studies	Accounting
Art/Studio Arts	History	Alcohol and Drug Counseling
Biology, B.A., B.S.	Health Care Administration	Biology
Biochemistry	Human Resources Management	Business Administration
Chemistry	Individualized Studies	Computer Science
Child Psychology, B.A., B.S.	International Business/Commerce	Clinical Research
Computer Science	Marketing	Education Leadership
Dental Hygiene	Nursing	Engineering
Economics	Operations Management	Liberal Studies
Elementary Education	Organizational Administration	Medical Technology
English	Philosophy	Nursing
Environmental Science	Psychology	Psychology
Ethnic Studies	Special Education	Public Administration
Finance	Theater	Regulatory Affairs
2018 Doctoral Programs		Software Engineering
Business Administration		Urban Planning
Nursing Practice		
Education Leadership-K-12		
Education Leadership-Higher Education		

Source: University of Minnesota; Minnesota State

Conclusion

The two systems monitor and evaluate their own programs for possible duplication and overlap and are attentive to the distinctive missions and programmatic strengths of their respective institutions. The diverse and growing needs of the Twin Cities metropolitan area, combined with the need for an educated workforce, requires the two systems to draw on the capacity of all the institutions to provide local and flexible access to academic programs. Collaboration between the two systems supports responsiveness and effective use of resources.

IV. CREDIT TRANSFER REVIEW

Effective credit transfer policies are an essential component of collaboration between Minnesota State and the University of Minnesota. Both systems are committed to students graduating in a timely way and agree that transfer, by itself, should not delay graduation. In other words, transfer students should not be automatically disadvantaged in time-to-degree—recognizing, however, that successful transfer depends on careful planning and consultation with knowledgeable advisors.

Policies and Practices

Improved awareness and understanding of transfer policy in both systems has led to a transfer-friendly environment wherein prior coursework is evaluated in the most generous terms consistent with program requirements. The University of Minnesota and Minnesota State offer significant transfer credit for coursework taken at other regionally accredited institutions. Broad policy guidelines for receiving transfer credits are as follows:

- Transfer decisions are made on the basis of the educational quality, comparability, and appropriateness and applicability of the learning experience to the student’s educational goals (Joint Statement on the Transfer and Award of Credit, 2017). The Higher Learning Commission of the North Central Association of Colleges and Schools accredits the University of Minnesota and all of the Minnesota State campuses (Policy and Good Practice in the Award and Transfer of Credit, HLC, 1999). Transfer among the Minnesota State campuses and the University of Minnesota is grounded in this common regional accreditation.
- Students are given the benefit of the doubt, when possible, in transfer situations. Institutions consider whether or not coursework is comparable and whether courses to be transferred apply to the student’s selected program. Courses are evaluated by such factors as learning outcomes, course syllabus or outline, and texts used.
- Institutions also consider the applicability of the coursework for meeting the requirements of degrees, diplomas, or certificates.

The basic principle is that “like transfers to like.” At the extreme end of the spectrum, courses in a technical program may not be appropriate for inclusion in a baccalaureate degree, even though the courses are offered by a regionally accredited school. The reverse is also the case—liberal arts coursework earned toward a baccalaureate degree may not be incorporated in technical programs if it is not required or if there is not room in the program to count them. This principle is important in ensuring that students who receive degrees, diplomas, and certificates from either system are doing so by completing coursework that is appropriate to their program or major, and ensures high quality education.

Cooperative Transfer Programs

Minnesota State and the University of Minnesota have established and improved cooperative inter-system transfer programs, including articulated transfer standards, a transfer curriculum, and a transfer specialists’ network. Since 1991, when the two systems submitted a joint plan and report to the Legislature, *Progress in Improving Student Transfer*, transfer across systems throughout the state has improved greatly. The following summarizes several key transfer initiatives.

Minnesota Transfer Curriculum (MnTC): The Minnesota Transfer Curriculum Agreement, executed by both systems in 1994, continues to provide a framework within which each public institution in the state defines its lower-division general education requirements.

About 4,000 students each year transfer between the University of Minnesota and state colleges. Some students begin at a two-year college and transfer to the University of Minnesota to complete a baccalaureate degree, and some students who begin at the University of Minnesota decide to transfer to a Minnesota State college or university. Reasons for transfer include program offerings and economic, geographical, work- or family-related concerns. The Minnesota Transfer Curriculum provides a framework for all of these transfer patterns since students transfer in all directions.

Since 2014, registrars at Minnesota State institutions have had the ability to electronically and prominently annotate the transcripts of students who have completed the Minnesota Transfer Curriculum. This enhancement promotes timely degree completion and lessens the chance that students take additional, unnecessary courses after they transfer. The majority of students who transfer from Minnesota State to the U of M have completed at least some of the Minnesota Transfer Curriculum courses, goal areas, or the entire MnTC “package.” Surveys of students who have transferred indicate satisfaction with transfer is highest when the entire MnTC is completed prior to transfer.

Conversations have begun between Minnesota State and the University of Minnesota to review the Minnesota Transfer Curriculum and make enhancements. Goal area and credit requirements will be reviewed.

Transfer Resources: The Minnesota Transfer website (www.mntransfer.org) provides comprehensive transfer information to students, parents, high school counselors, faculty and staff of Minnesota State, the University of Minnesota, and others about transfer among public and private colleges and universities. The website is a useful tool for potential students, enrolled students, and staff and faculty at the secondary and postsecondary levels. The site offers a directory of college and university transfer specialists as well as transfer action plans, accreditation information, transfer profiles, campus transfer websites, transfer guides, transfer agreements, details about the Minnesota Transfer Curriculum, and more.

The MnTransfer.org site also houses information about Minnesota State, the University of Minnesota, and other private and out-of-state colleges and universities, as well as a description of the University of Minnesota liberal education requirements and University of Minnesota MnCAP program. The MnCAP program guarantees admission to select majors if criteria is met.

Transferology.com is a student-friendly online tool provided by CollegeSource, Inc. that enables students contemplating transfer to see how their coursework transfers or would transfer to any institution within the Transferology network. Both the University of Minnesota and Minnesota State are members of the network, which means that current and prospective students can see how their courses transfer into any program offered at either system’s institutions. Transferology also allows for the posting of Transfer Pathway maps to assist staff to advise students with transfer to Minnesota State Universities.

Transferology runs on data tables built using CollegeSource's Degree Audit Reporting System (DARS) software to advise students about their progress toward program completion and to process transfer evaluations. DARS data tables are maintained by staff at Minnesota State and the University of Minnesota. The University of Minnesota has used DARS since 1989, while Minnesota State started system-wide implementation in 1999. For more information, see <http://www.minnstate.edu/system/asa/dars/>.

Transfer Specialists' Network: Every campus in both systems has designated transfer specialists who can answer students' questions specifically about transfer. These transfer specialists connect in various ways to discuss issues and resolve problems. An annual Transfer Specialist & DARS User Conference hosted by Minnesota State is attended by over 130 transfer specialists and DARS encoders from the University of Minnesota, Minnesota State, and private and out-of-state colleges and universities. Minnesota State also conducts an annual Transfer Orientation for new transfer specialists, as well as several regional transfer meetings to keep transfer specialists up-to-date, and DARS/Transferology training is offered throughout the year. Transfer tips are sent to the group periodically, and two transfer listservs and a DARS listserv allow transfer specialists and encoders to ask questions and share transfer information. Because Minnesota State consists of both two- and four-year institutions, transfer groups meet regularly to support transfer. These groups include the Transfer Governance Team, composed of faculty, transfer specialists, administrators, students, and system office staff; the Transfer Advisory Group, composed of transfer specialists; and a DARS User Group consisting of encoders from the two- and four-year institutions.

Reverse Transfer: Minnesota State engages in a process to award associate of arts (AA) degrees through reverse transfer. Since students sometimes transfer to other colleges and universities without having completed the associate of arts degree, the reverse transfer process allows them to transfer courses back from their current institution and complete the AA degree at a prior college or at the university they are currently attending. Since 2013, 3,124 AA degrees were awarded through this process to students who had transferred to Minnesota State universities and the University of Minnesota.

Electronic Transcripts: SPEEDE (Standardization of Postsecondary Education Electronic Data Exchange) and ExPRESS (Exchange of Permanent Records Electronically for Students and Schools) provide electronic exchange of official elementary, high school, and postsecondary student transcripts between and among the University of Minnesota and Minnesota State. Electronic transcript exchange among the colleges and universities of Minnesota State began fall 2009.

Conclusion

Transfer between the University of Minnesota and Minnesota State continues to be of importance to students of both systems, and ongoing improvements serve students ever better. The two systems continue to evaluate and manage transfer so that it meets student needs and supports program integrity.

V. COLLEGE READINESS AND UNDER-PREPARED STUDENTS

Minnesota State and the University of Minnesota continue to focus on the transition of students into postsecondary education. Initiatives include efforts to define college readiness in English, mathematics, the sciences, and other areas. The challenge of increasingly underprepared students requires all Minnesota educational partners to seek collaborative solutions to prepare high school graduates as well as many non-traditional learners for postsecondary learning.

P–20 Education Partnership

The University of Minnesota and Minnesota State are two of the founding members of the Minnesota P–20 Education Partnership, established in 2003 as the Minnesota P–16 Education Partnership. Now comprising 28 members, including four legislators, the partnership operates as a voluntary statewide collaboration focused on maximizing achievement of all students while promoting the efficient use of financial and human resources. The partnership is charged to develop policy and strategy recommendations that improve the quality of and access to education, improve college preparation and transitions, support teacher quality, and realign governance and administrative education structures.

In 2011, the Minnesota P–20 Education Partnership identified its agenda for the next 2–4 years with a singular focus on the achievement gap. The members believed that this was the most important educational issue facing the state for several reasons:

- Minnesota has one of the largest gaps in achievement between students of color/low-income students and their white middle- and upper-class peers.
- The demographic trends indicate all of the future growth in Minnesota’s population will be in communities of color.
- The economic vitality of the state depends on a highly educated and trained workforce: estimates are that by 2020, 74% of all jobs will require some postsecondary education.

The partnership reviewed best practices and transition issues from elementary to secondary education and from college to work and identified plans and strategies for reducing the achievement gap.

In 2013, the Minnesota Legislature passed “The World’s Best Workforce” legislation (Minn. Stat. § 120B.11), which required school districts to develop a plan to address five goals, including that all racial and economic achievement gaps between students are closed. While continuing its policy proposal development and advocacy for educational quality, the Minnesota P–20 Education Partnership aligned its work with this legislation by identifying support and direction for school districts to implement their “World’s Best Workforce” strategic plans.

In 2014, in response to legislation that was passed in the 2014 legislative session (Minn. Stat. § 127A.70), the Minnesota P–20 Education Partnership developed recommendations for a P–20 education system that increased students’ career and college readiness and opportunities for career pathways.

In 2015, the Minnesota P-20 Education Partnership continued to advance its work by also being responsive to 2015 legislation (Minn. Stat. § 135A.012), which identified a goal for postsecondary attainment for Minnesota residents. The legislation stated, “The number of Minnesota residents ages 25 to 44 years, who hold postsecondary degrees or certificates, should be increased to at least 70 percent by 2025.”

The P-20 Partnership has identified the postsecondary attainment goal as the primary work plan item for 2015-16, with the goals of: (a) informing the annual report on progress towards meeting or exceeding the goals by the Office of Higher Education, which was required to submit the first report by October 15, 2016; and (b) providing recommendations for funding and/or policy changes to the governor and the legislature for consideration at future legislative sessions.

The Partnership continues to be the sponsor and overseer of the Statewide Longitudinal Education Data System (SLEDS), which began in 2014 to link K–12 and higher education data for the first time (private college records are included, but private K–12 schools are not yet included). This tool greatly enhances the ability of policymakers to research factors in high school and postsecondary attainment. With data from early childhood through completion of postsecondary education and workforce entry, SLEDS provides data and feedback on how well Minnesota’s students are doing as they transition through the educational sectors and into the workplace. With a framework focused on pathways, progress, predictors, and performance, SLEDS provides information and analysis enabling policymakers and educators to make meaningful investments and policies. SLEDS will be a powerful tool in the quest to eliminate the achievement gap and increase the educational attainment of all Minnesotans. One of the first reports from SLEDS revealed that the number of students who take remedial or developmental courses in college is lower than previously believed, at 28% (the change is due primarily to the inclusion of the private colleges).

Postsecondary Enrollment Options (PSEO)

The Postsecondary Enrollment Options program, also known as PSEO, was created in 1985 to “promote rigorous educational pursuits and provide a wider variety of options for students.” Through PSEO, high school students receive high school and college/university credit for college or university courses that are completed through this program. Students can complete PSEO courses on a college or university campus taught by college or university faculty members and/or complete concurrent enrollment courses at the high school campus, taught by high school credentialed teachers that are mentored by college or university faculty members.

In the past few years, legislation has increased access to PSEO and concurrent enrollment among 9th and 10th grade students who meet eligibility requirements and afforded eligible 10th graders greater opportunities to participate in on-campus PSEO, specifically in career and technical education courses. In 2015, legislation was passed (Minn. Statute § 124D.09) that allowed for students participating in an early/middle college program at a state-approved secondary alternative learning program to have access to taking developmental education courses as PSEO students, in addition to college-level courses that are within a well-defined pathway to earn a postsecondary degree or credential. These initiatives promote college readiness and early college credit opportunities that can be a strategy to assist in accelerating time to postsecondary degree completion.

In 2015, legislation passed (Minn. Statute § 124D.09) that also required concurrent enrollment programs across the state to meet the accreditation standards of the National Alliance of Concurrent Enrollment Partnerships (NACEP) by 2020–2021 and for all concurrent enrollment programs to have local advisory boards. Additionally, concurrent enrollment programs must submit annual student survey results to the Minnesota Department of Education and the Office of Higher Education for an annual legislative report. The legislature also allocated an additional two million dollars to school districts to support their participation in concurrent enrollment programs. These legislative requirements and funding support are encouraging the growth and sustainability of high-quality concurrent enrollment programs.

Educators from Minnesota State and the University of Minnesota campuses in Duluth, Crookston, and the Twin Cities meet bi-annually to share information about best practices and quality standards for concurrent enrollment or “college in the schools.” This collaboration was based on NACEP accreditation standards and has been formalized since 2004 as MnCEP (the Minnesota Concurrent Enrollment Partnership). This voluntary partnership provides institutional representatives with opportunities to learn about programs across Minnesota; identify and share best practices; develop communication tools to inform students, parents, and policymakers about concurrent enrollment programs; build and advance a shared research agenda focused on measuring the quality of concurrent enrollment programs; and identify opportunities for collaboration and improvement.

College Preparation

Starting in 1991 the University of Minnesota and Minnesota State universities admitted students to baccalaureate programs under a common set of preparation requirements. These included four years of English; three years each of mathematics, science, and social studies; two years of a single world language; and one year of visual or performing arts. This establishes a strong model for high school students and has increased preparation. The University of Minnesota Twin Cities campus added a fourth year of math for freshman admitted in fall 2015 and beyond, based on research that completion of four years of math enhances student success in college.

Minnesota’s development of the Statewide Longitudinal Education Data System (SLEDS) provides an easy way for Minnesota schools and parents to find information about the college-going preparation, enrollment, and graduation rates for students from Minnesota high schools. Both the University of Minnesota and Minnesota State contribute data directly to SLEDS and participate on the governance committees, greatly enhancing its viability and value. Recent changes include expanding reports on student course-taking patterns with various outcomes, including ACT scores, and tracking employment and salary patterns as high school and college graduates enter the workforce.

Both the University of Minnesota and Minnesota State offer concurrent enrollment courses which are designed by college professors, taught by high school teachers with the professors as coaches, and are open to students in 9th through 12th grade, again with academic eligibility requirements. They are distinct from Advanced Placement and International Baccalaureate courses because instead of having to take a specialized exam which has the possibility of earning college credit for the student, students earn simultaneous college and high school credits by completing the course successfully.

Both systems have been working to address the challenge presented by the Higher Learning Commission’s enforcement of its requirement that faculty teaching general education courses hold a

master's degree or higher in the discipline or subfield they teach. The new enforcement applied to high school teachers in concurrent enrollment courses as well. Many high school teachers have master's degrees but often in curriculum and instruction and not in the content area they teach. HLC policy allows the institutions to use 'tested experience' as an equivalent to the academic credentials. The solution required evaluating teachers' graduate-level education and professional development, and identifying and developing discipline-specific graduate-level coursework that is accessible for teachers.

Both systems also participate in Generation Next, the Minneapolis - Saint Paul collective impact initiative to improve community outcomes from kindergarten readiness to college graduation. Gen Next has shifted its focus to three strategic levers: funding, policy and practice. Faculty and staff from both systems are active.

The University of Minnesota's College Readiness Consortium continues to support and expand use of a research-based, school-wide college readiness program for grades 6–12. Ramp-Up to Readiness™ is designed to increase the number of students who graduate high school with the knowledge, skills, and habits needed to obtain a degree or credential in higher education. Ramp-Up was used by over 190 Minnesota secondary schools during 2018–19. This is one way schools have implemented the 2013 legislative requirement that all students begin personal postsecondary plans, including career exploration, no later than 9th grade.

The University of Minnesota's College of Education and Human Development also offers the Minnesota Principals Academy, an executive development program to help school leaders prepare all students to obtain postsecondary degrees or credentials. In addition there are two new administrator programs as of fall 2018. The Minnesota District Leadership Academy uses the research-based Problem Solving Framework as the overarching driver for the learning. Participants engage in cohort-based learning, professional coaching and technical assistance from CAREI. The Culturally Responsive School Leadership (CRSL) Academy provides school and system leaders an opportunity to deeply engage in the scholarship surrounding CRSL and apply it to their setting.

The University of Minnesota hosted the second statewide convening on Educational Equity in Action in June 2017. Over 500 participants represented a wide range of education leaders (both in and out of school) from early childhood to higher education, as well as nonprofits, policymakers, and community leaders. The convening included structured opportunities for participants to propose actions and consult with each other.

Many Minnesota State campuses have specific partnerships and programs with local high schools to increase college preparation for high school students. Such programs include administering the Accuplacer to high school students to determine college readiness benchmarks and providing targeted support in high school; delivering college preparatory courses at the high school; and offering college-readiness workshops or summer bridge programs. Some selected examples include:

- Century College and Saint Paul College administer the Accuplacer at many Saint Paul public schools and partners with specific high schools to offer interventions for high school students who need additional support.

- High school students enrolled in the Inver Prep program can complete college preparatory courses in English or mathematics that prepare them to participate in the Inver Hill Community College's InCollege concurrent enrollment program.
- At Hennepin Technical College, Minnesota West Community & Technical College, and Anoka-Ramsey Community College, students can take summer bridge programs that include developmental education courses to prepare them for college-level courses.
- Minnesota State University, Mankato offers the College Access Program (CAP) that provides a four-week summer residential program between high school and college and continues to support students during the regular school year.
- Minnesota State Community and Technical College's Center for College Readiness provides direct connections between college faculty and high school teachers and students to assess college readiness in writing, reading, and math. High school students are able to submit assignments, which are evaluated by college teachers, to gain information on their college preparedness.

One partial measure of college readiness is ACT scores. The class of 2016 had been required to take the ACT as juniors by the legislature. That requirement was rescinded for the class of 2017, but most schools in Minnesota offered the ACT to all students, so the participation rate was still 100%. The average composite score was 21.5, up from 21.1 in 2016 but down from typical Minnesota averages of 23, however, due to the inclusion of more students. The percentage of students who reached all four ACT college ready benchmarks was 31% for the graduating class of 2017, up from 29% in 2016 (2018 reports are not out as of this writing).

Because the Minnesota State colleges have the mission of providing open-door access to higher education, a number of students admitted to the two-year colleges are not fully ready for college-level courses. Some students need remedial courses because they have not taken the necessary coursework in high school. Other students have been out of high school for a number of years and have forgotten skills they once had mastered. In response, the Minnesota State colleges use an innovative multifaceted approach, including a combination of courses, multiple measures for course placement, and academic support services, as detailed in the February 2018 Developmental Education Plan Report to the Legislature.

Most higher education institutions in Minnesota also provide academic support programs. Learning centers, supplemental instruction, tutoring, and advising programs are examples of such academic support. Many students use these services, even if they do not need developmental courses.

College Readiness Research

Both systems have an extensive array of researchers developing new knowledge regarding effective instruction and preparation of students during their K–12 years, and remedial work in college. SLEDS has seen a significant increase in researchers applying for access to SLEDS data, under strict rules, for studies consistent with the SLEDS goals of identifying the most viable pathways for individuals in achieving successful outcomes in education and work, and informing decisions to support and improve education and workforce policy and practice.

IV. CONCLUSION

The 2019 postsecondary planning report reflects the long-term, ongoing, and effective working relationship between the two systems to develop and coordinate joint postsecondary programs in the Twin Cities and throughout Minnesota. In a period of substantial population growth and increased diversity in the metropolitan area, the two systems are aligned, each within their distinctive missions, to provide high-quality educational programs to citizens.

Appendix – Collaborative Academic Programs

Collaborative academic programs and services between the University of Minnesota and Minnesota State allow students in residence at one system’s institutions to apply approved coursework toward completion of a degree at the other system and leverage resources and services across the two systems. The following tables list over 400 such collaborative programs.

Minnesota State Campus	University of Minnesota Campus and Degree
Alexandria Technical and Community College	Crookston – B.S., Accounting Crookston – B.S., Business Management Crookston – B. S. Criminal Justice Crookston – B.S., Marketing Crookston – B.M.M., Manufacturing Management Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering
Anoka-Ramsey Community College	Crookston – B. S. in Accounting Crookston – B. S. in Business Management Crookston – B. S. in Marketing Duluth – B.A., American Indian Studies Duluth – B.A., Communication Duluth – B.A., Criminology Duluth – B.A., Economics Duluth – B.A., Music Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.Mus., Jazz Studies Duluth – B.Mus., Performance (Band Orchestra, Keyboard, Vocal) Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics

	<p>Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering</p>
Anoka Technical College	<p>Crookston – B.S., Accounting Crookston – B.S., Golf and Turf Management Crookston – B.M.M., Manufacturing Management</p>
Bemidji State University	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration</p>
Central Lakes Community College	<p>Crookston – B.S., Agricultural Education Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering</p>
Century College	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering Twin Cities – B.A.E.M., Aerospace Engineering Twin Cities – B.B.E., Bioproducts and Biosystems Engineering Twin Cities – B.Bm.E, Biomedical Engineering Twin Cities – B.Ch.E., Chemical Engineering Twin Cities – B.C.E., Civil Engineering Twin Cities – B.Comp.Eng., Computer Engineering</p>

	<p>Twin Cities – B.E.E., Electrical Engineering Twin Cities – B.Geo.E., Geological Engineering Twin Cities – M.E., Mechanical Engineering Twin Cities – B.Mat.S.E., Materials Science and Engineering Twin Cities – B.S., Environmental Horticulture</p>
Dakota County Technical College	<p>Crookston – B.M.M., Bachelor of Manufacturing Crookston – B.S., Business Management Crookston – B.S., Marketing</p>
Fond du Lac Tribal and Community College	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.A.Sc., Communication Sciences & Disorders Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering Duluth – B.S.W., Social Work</p>
Hennepin Technical College	<p>Crookston – B.S., Manufacturing Management</p>
Hibbing Community College	<p>Crookston – B.S., Business Management Crookston – B.M.M., Manufacturing Management Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.A.Sc., Communication Sciences & Disorders Duluth – B.B.A., Business Administration Duluth – B.S.W., Social Work Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering</p>

<p>Inver Hills Community College</p>	<p>Duluth – B.A., Anthropology Duluth – B.A., American Indian Studies Duluth – B.A., Communication Duluth – B.A., Criminology Duluth – B.A., Economics Duluth – B.A., History Duluth – B.A., Political Science Duluth – B.A., Women, Gender & Sexuality Studies Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering Twin Cities – B.S., Technology Education Twin Cities – B.A.Sc., Information Technology Infrastructure Twin Cities – B.S. Individualized Studies Program</p>
<p>Itasca Community College</p>	<p>Crookston – B.S., Natural Resources Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemical Engineering Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering Twin Cities – B.S., Specific Engineering Programs Twin Cities – B.S., Forest Resources Twin Cities – B.S., Recreation Resource Management Twin Cities – B.S., Specific Engineering Programs Twin Cities – B.S., Forest Resources Twin Cities – B.S., Recreation Resource Management</p>

<p>Lake Superior College</p>	<p>Crookston – B.M.M., Manufacturing Management Duluth – B.A., American Indian Studies Duluth – B.A., Art Duluth – B.A., Communication Duluth – B.A., Criminology Duluth – B.A., Cultural Entrepreneurship Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.A.Sc., Communication Sciences & Disorders Duluth – B.B.A., Business Administration Duluth – B.F.A., Art Education Duluth – B.F.A., Graphic Design Duluth – B.F.A., Graphic Design Marking Duluth – B.F.A., Studio Art, General Studio Duluth – B.F.A., Studio Art, Painting, Drawing & Printmaking Duluth – B.F.A., Studio Art, Sculpture & Ceramics Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.Ch.E., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering Duluth – B.S.W., Social Work</p>
<p>Mesabi Range College</p>	<p>Crookston – B.S. – Business Duluth – B.A., Communication Duluth – B.A., Criminology Duluth – B.A., Economics Duluth – B.A., Sociology Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B. F.A., Graphic Design Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering Duluth – B.S.W., Social Work</p>

Minneapolis Community and Technical College	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering</p>
Minnesota State College - Southeast	Twin Cities – B.S. Nanoscience Certificate articulates with Dakota County TC Nanoscience Technology AAS with 2+2 option to UM–Twin Cities
Minnesota State Community and Technical College	<p>Crookston – B.S., Accounting Crookston – B.S., Equine Science Crookston – B.M.M., Manufacturing Management Crookston – B. S., Marketing</p>
Minnesota West Community and Technical College	<p>Crookston – B.S., Information Networking Management Crookston – B.S., Agricultural Business Crookston – B.S., Plant Industries Management-Agronomy or Horticulture Crookston – B.S., Animal Industries Management Crookston – B.S., Plant Industries Management-Agronomy or Horticulture Crookston – B.S., Animal Industries Management</p>
Minnesota State University, Mankato	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Twin Cities – B.S., Clinical Laboratory Sciences Twin Cities – B.S., Medical Technology</p>
Minnesota State University, Moorhead	Twin Cities – B.S., Chemistry or Physics (3 years) at Minnesota State University Moorhead plus B.S., engineering field (2 years) at the University of Minnesota.
Normandale Community College	<p>Duluth – B.A., American Indian Studies Duluth – B.A., Communication Duluth – B.A., Criminology Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.F.A., Theatre Duluth – B.F.A., Theatre Acting Duluth – B.F.A., Theatre Design & Production Duluth – B.F.A., Theatre Stage Management Duluth – B.S., Biochemistry</p>

	<p>Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering Twin Cities – B.S., Specific Engineering Programs Twin Cities – B. S. Computer Science Twin Cities – B.S. Food Science</p>
North Hennepin Community College	<p>Crookston – B.S., Accounting Crookston – B.S., Business Management Crookston – B.S., Marketing Crookston – B.M.M., Manufacturing Management Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.ChE., Chemical Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.M.E., Mechanical Engineering</p>
Northland Community and Technical College	<p>Crookston – B.S., Agriculture Education Crookston – B.S., Animal Science Crookston – B.S., Applied Health Crookston – B.S., Information Technology Management Crookston – B.S., Business Management Crookston – B.S., Health Management Crookston – B.S., Marketing Crookston – B.S., Manufacturing Management</p>
Pine Technical College	<p>Crookston – B.S., Accounting Crookston – B.S., Bachelor of Manufacturing Management Crookston – B.S., Business Management, Management Emphasis</p>
Rainy River Community College	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration</p>

Ridgewater Community College	<p>Crookston – B.S., Agricultural Education Crookston – B.S., Applied Studies Crookston – B.S., Manufacturing Management</p>
Rochester Community and Technical College	<p>Crookston – B.S., Environmental Sciences Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration Twin Cities – B.S., Aerospace Engineering Twin Cities – B.S., Biomedical Engineering Twin Cities – B.S., Biosystems and Agricultural Engineering Twin Cities – B.S., Chemical Engineering Twin Cities – B.S., Civil Engineering Twin Cities – B.S., Computer Engineering Twin Cities – B.S., Electrical Engineering Twin Cities – B.S., Geological Engineering Twin Cities – B.S., Material Science Engineering Twin Cities – B.S., Mechanical Engineering</p>
St. Cloud Technical and Community College	<p>Crookston – B.S., Accounting Crookston – B.S., Business Management Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration</p>
St Cloud State University	<p>Duluth – B.Acc., Accounting Duluth – B.A., Economics Duluth – B.B.A., Business Administration</p>
St Paul College	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.B.A., Business Administration</p>
South Central College	<p>Crookston – B.S., Accounting Twin Cities – B.S., Aerospace Engineering Twin Cities – B.S., Biomedical Engineering Twin Cities – B.S., Bioproducts and Biosystems Engineering Twin Cities – B.S., Chemical Engineering Twin Cities – B.S., Civil Engineering Twin Cities – B.S., Computer Engineering Twin Cities – B.S., Electrical Engineering Twin Cities – B.S., Geoengineering Twin Cities – B.S., Material Science Engineering Twin Cities – B.S., Mechanical Engineering</p>
Southwest Minnesota State University	<p>Duluth – B.Acc., Accounting Duluth – B.A., Economics Duluth – B.B.A., Business Administration</p>
Vermilion Community College	<p>Crookston – B.S., Business Management Crookston – B.S., Environmental Sciences Crookston – B.S., Natural Resource Management Crookston – B.S., Sport & Recreation Management Crookston – B.S., Water Resource Management</p>

	<p>Duluth – B.A., Economics Duluth – B.Acc., Accounting Duluth – B.S., Biochemistry Duluth – B.B.A., Business Administration Duluth – B.S., Biochemistry Duluth – B.S., Biology Duluth – B.S., Chemistry Duluth – B.S., Computer Science Duluth – B.S., Environmental Sciences Duluth – B.S., Geological Sciences Duluth – B.S., Mathematics Duluth – B.S., Statistics and Actuarial Science Duluth – B.S., Physics Duluth – B.S.C.E., Civil Engineering Duluth – B.S.Ch.E., Chemical Engineering Duluth – B.S.I.E., Industrial Engineering Duluth – B.S.E.E., Electrical Engineering Duluth – B.S.M.E., Mechanical Engineering</p>
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Source – Minnesota State, University of Minnesota.

Other Partnership or Collaborative Arrangements with the University of Minnesota

Minnesota State Campus	UM Campus	Collaborative Description
Anoka-Ramsey Community College	Twin Cities	The college's Communications Studies hosts university faculty for various speaking events.
	Twin Cities	The university's Philosophy Department invites college students interested in majoring in Philosophy at the U of M to attend a special "meet and greet" for community college transfers at their department at the end of the year.
	Twin Cities	Independent Research Summer Program (IRSP) is a multidisciplinary initiative that includes opportunities for research studies in molecular and cellular biology, genetics, developmental biology, and microbiology among other fields.
	Twin Cities	The Mathematics Departments at the two institutions are working on joint study of algebra instruction in community colleges.
	Twin Cities	The college's Chemistry department is collaborating with university's spectrometry lab on an NSF grant involving mass spectrometry, including opportunities for the college's students to use the lab.
Century College	Twin Cities	The college's Dental Assisting program sends 15-20 students in the spring and summer to the U of M Dental School for internships in a learning institution; students complete a general rotation or a specialty rotation.
	Twin Cities	The college is partnering with the university on the SOCRATES grant project to support students in the design a small satellite that will be launched into low earth orbit and employ a gamma ray detector for global positioning, navigation, and control.
Dakota County Technical College	Twin Cities	Nanoscience Technology – AAS Capstone semester (shared facilities) and 2+2 option.
	Twin Cities	Dakota County Technical College president is on the UMore Park Advisory Council; administrative team participates in planning.
	Morris	The chancellor of UM Morris is a member of the executive steering committee on the College's Green Campus Initiative.
Fond du Lac Tribal and Community College	Duluth	The Bridges to Baccalaureate Program is a partnership between LSC, Fond du Lac Tribal and Community College and UMD to increase the number of community college students entering the science field who obtain a biomedical/biobehavioral science related baccalaureate degree including: biology, chemistry, math, physics, psychology, chemical engineering, and computer science.

Hibbing	Duluth	Iron Range Engineering, Graduate degree programs: Master of Engineering (MEng) and Master of Environmental Health and Safety (MEHS) Classes will be held at Mesabi Range College in Virginia, MN and are taught by UMD faculty. Enrollees will be UMD Students and will have access to related courses offered on the UMD campus, ITV and online courses. In conjunction with the Northeast Higher Learning District, classes are offered at all five regional community colleges: Itasca, Rainy River, Hibbing, Vermillion and Mesabi.
Itasca Community College	Duluth	Iron Range Engineering, Graduate degree programs: Master of Engineering (MEng) and Master of Environmental Health and Safety (MEHS) Classes will be held at Mesabi Range College in Virginia, MN and are taught by UMD faculty. Enrollees will be UMD Students and will have access to related courses offered on the UMD campus, ITV and online courses. In conjunction with the Northeast Higher Learning District, classes are offered at all five regional community colleges: Itasca, Rainy River, Hibbing, Vermillion and Mesabi.
	Twin Cities	Associate in science program agreements with dentistry, engineering, medicine, mortuary science, pharmacy, veterinary medicine. These agreements provide Itasca Community College students with equivalency tables of required prerequisites for entry into the majors at the University of Minnesota.
Inver Hills Community College	Twin Cities	Inver Hills Community College and the University of Minnesota offer the online/classroom course “Sleep, Eat, & Exercise,” providing students with knowledge and skills they need to live a balanced life while in college.
Inver Hills Community College with Century College	Twin Cities	Research agreement with UM Institute on Community Integration for evaluation of Center of Excellence initiatives targeting underrepresented students; partnerships with Century College and eight school districts to operate a Minnesota State Access and Opportunity Center of Excellence
Lake Superior College	Duluth	The Bridges to Baccalaureate Program is a partnership between LSC, Fond du Lac Tribal and Community College and UMD to increase the number of community college students entering the science field who obtain a biomedical/bio-behavioral science related baccalaureate degree including: biology, chemistry, math, physics, psychology, chemical engineering, and computer science.
	Duluth	Lake Superior College and the University of Minnesota Duluth since fall 2015 have collaborated in a collaborative Reverse Transfer program. As of summer 2018, 38 additional degrees have been awarded.
	Duluth	Minnesota Sea Grant participates in Lake Superior College events such as Earth Day.

Mesabi Range College	Duluth	Iron Range Engineering, Graduate degree programs: Master of Engineering (MEng) and Master of Environmental Health and Safety (MEHS) Classes will be held at Mesabi Range College in Virginia, MN and are taught by UMD faculty. Enrollees will be UMD Students and will have access to related courses offered on the UMD campus, ITV and online courses. In conjunction with the Northeast Higher Learning District, classes are offered at all five regional community colleges: Itasca, Rainy River, Hibbing, Vermillion and Mesabi.
Minnesota State Community and Technical College	Twin Cities	Online College in the High School program
	Twin Cities	Area Health Education Center (AHEC) sponsored by the University of Minnesota, located at the Fergus Falls campus of Minnesota State Community and Technical College.
	Twin Cities	University of Minnesota family practice residents obtain clinical experience in sports medicine at the Minnesota State University, Mankato athletic training facility.
Minnesota State University, Mankato	Twin Cities	The two institutions, along with St. Cloud State University are Co-Affiliate Universities associated with Project Lead the Way.
	Twin Cities	Biological Sciences has developed an affiliation agreement with UM to provide the Medical laboratory science internship (14-15 month program/36 credits) for our bachelor's degree program in Medical Technology.
	Twin Cities	Mechanical and Civil Engineering faculty at MSU are working with UM researchers on collaborative research projects on behalf of the Minnesota Department of Transportation and the Local Road Research Board.
	Twin Cities	The two institutions are Information Technology Peers through the AACSB Affinity Group Technology in Business Schools Roundtable.
	Twin Cities	UM Family Practice residents participate, side-by-side, with Minnesota State Mankato Family Practice Nursing students in a joint simulation each semester.
	Twin Cities	The Minnesota State Engineering Center of Excellence is working with the U of M 4-H and have collaborated on the Machine Design Competition. While this was held on the St. Cloud campus, it was Mankato's Center that facilitated the arrangements and the logistics to make it happen.
	Twin Cities	The Construction Management Department at MSU offers Storm Water Management Certification through the U of M and also collaborates with the U of M program to offer student competitions for the Midwest Region.

	Twin Cities	<p>The Water Resources Center at MSU is collaborating with the University of Minnesota on a number of projects including the following-</p> <ul style="list-style-type: none"> -Social science assessment project in the Watonwan River Watershed Civic Engagement Project -Research project to distill and disseminate water quality success stories in the Minnesota River Basin -A Minnesota River Invasive Carp Prevention and Analysis project -Effective conservation modeling and targeting tools for conservation planning as part of the “Integrating Targeted Watershed Planning Tools with Citizen Involvement project” -Guidance materials on Agricultural Conservation Planning Framework (ACPF) -Research and authorship to a special section in Journal of Soil and Water Conservation Society in collaboration with the U of M, Purdue University, Iowa Soybean Assn, and USDA -Study of harmful algae blooms in Minnesota Lakes
Minnesota State University Moorhead	Twin Cities	University of Minnesota-Twin Cities, M.S. in social work at Minnesota State University Moorhead via online education.
Metropolitan State University	Twin Cities	Faculty and students from Metropolitan State University have full privileges to use the University of Minnesota Libraries.
	Twin Cities	The two institutions jointly offered a graduate course in Cybersecurity that was hosted at the University of Minnesota and taught by a Metro State faculty member.
	Twin Cities	The two institutions obtained a collaborative NSF grant, “Augmented Reality in Cybersecurity and Forensics Education” to support faculty and students in research on the usage of Google Glass and other glassware.
Normandale Community College	Twin Cities	The college’s Biology department is partnering with the College of Biological Sciences at the U of MN on a National Institutes of Health funded grant that, in part, has post-doctoral students in Biology/Chemistry/Biochemistry areas come to Normandale to learn about teaching by being mentored by Biology faculty.
	Twin Cities	The chair of the Normandale Philosophy Department is a Resident Fellow at the University’s Center for Philosophy of Science which funds research activities in all areas of the history and the philosophy of science.
	Twin Cities	The Mathematics Departments of the two institutions have an agreement to place and mentor master’s students who are interested in teaching at a community college.
	Twin Cities	The Infusing Africa into the Curriculum is funded by a U.S. Education Department grant and supports Normandale faculty in developing course content and projects to include perspectives on increasing African content at community colleges.

	Twin Cities	The Music Departments of the two institutions share faculty for several areas. The faculties and students also collaborate on concerts and joint performances.
	Twin Cities	University of Minnesota students enroll in three Normandale Dietetic courses that has been in place for the past five years
	Twin Cities	The faculties in the Anthropology Departments of Normandale and the University of Minnesota collaborate on events for anthropology students of both institutions.
Rainy River Community College	Duluth	Iron Range Engineering, Graduate degree programs: Master of Engineering (MEng) and Master of Environmental Health and Safety (MEHS). Classes will be held at Mesabi Range College in Virginia, MN and are taught by UMD faculty. Enrollees will be UMD Students and will have access to related courses offered on the UMD campus, ITV and online courses. In conjunction with the Northeast Higher Learning District, classes are offered at all five regional community colleges: Itasca, Rainy River, Hibbing, Vermillion and Mesabi.
Rochester Community and Technical College	Rochester	Shared facilities
	Rochester	RCTC offers specific general education, science and nursing assistant courses at the request of UM–Rochester.
	Rochester	The college shares facilities and land use with U of M Extension.
System Office	Crookston, Duluth, Rochester, Twin Cities	The Minnesota Learning Commons (MnLC) is a joint powers agreement among the Minnesota Department of Education, Minnesota State, and the University of Minnesota. The roots of the MnLC can be traced to legislation passed in 1997 that brought together Minnesota’s public K–12 and higher education community to collaborate in creating efficient and high-quality access for learners to online and hybrid opportunities. The goal of the MnLC is to identify strategies where Minnesota’s public education sector can work on issues that could be better accomplished together than alone, providing greater benefit, and better use of limited resources to lower costs and reach broader audiences.
	Twin Cities	Minnesota State and the University hold seats on the Minnesota Science and Technology Authority Advisory Commission.
	University-wide	Periodic meetings and informal consultation between the Offices of General Counsel for the two organizations regarding legal issues arising in Minnesota and higher education.
	University-wide	Joint development of internet-based training package for all employees on security and data privacy issues, tailored to the unique needs of each organization.

	University-wide	Lake Superior College, Minnesota State University Moorhead, and Southwest Minnesota State University provide a veterans center for a Minnesota Department of Veterans Affairs employee to assist veterans at regional campuses including the University of Minnesota campuses at Crookston and Morris. The Twin Cities campus of the University of Minnesota provides a veterans' center that serves the needs of Twin Cities Minnesota State institutions.
	Twin Cities	Partnership with UM Hazardous Waste Management unit for Minnesota State campuses to get training, waste classification and packaging, and licensed shipping off-site of hazardous wastes from sources in laboratories and campus operations.
St. Cloud State University	Rochester Twin Cities	The institutions have a joint affiliation for their Medical Laboratory Sciences program. The agreement focuses on providing SCSU students with the opportunity to enroll in University of Minnesota courses, primarily at the Rochester campus and corresponding clinical opportunities.
	Twin Cities	The two institutions share anthropology faculty.
	University-wide	The SCSU School of Public Affairs Research Institute (SOPARI) works with the Extension Office (Mankato) in quantitative research used in economic impact studies and also with Extension researchers on an Economic Emergency Program for a St Cloud plant closing.
Southwest Minnesota State University	Twin Cities	Collaboration between Extension and the Minnesota Agricultural and Rural Leadership Program (MARL) to deliver leadership training through the SMSU Foundation.
Saint Paul College and Winona State University	Rochester	University of Minnesota and Winona State University have signed a memorandum of agreement to coordinate health education offerings in Rochester, initially in the lab sciences.
Vermillion Community College	Duluth	Iron Range Engineering, Graduate degree programs: Master of Engineering (MEng) and Master of Environmental Health and Safety (MEHS). Classes will be held at Mesabi Range College in Virginia, MN and are taught by UMD faculty. Enrollees will be UMD Students and will have access to related courses offered on the UMD campus, ITV and online courses. In conjunction with the Northeast Higher Learning District, classes are offered at all five regional community colleges: Itasca, Rainy River, Hibbing, Vermillion and Mesabi.
Winona State University and Rochester Community and Technical College	Rochester	The three institutions collaborate in community outreach, marketing, and institutional research. A notable example being the Rochester Area Math Science Partnership which provides professional development with PK–12 teachers through a partnership with industry, workforce agencies, and K-12 school districts.

Source – Minnesota State, University of Minnesota.