



Minnesota
STATE COLLEGES
& UNIVERSITIES

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December 5, 2014

David Riggs, IHCC Chapter President
Minnesota State College Faculty
Inver Hills Community College
2500 80th Street East
Inver Grove Heights, MN 55076

Dear Mr. Riggs,

On October 9, 2014, I wrote to faculty and staff at DCTC and Inver Hills Community College to get their feedback on two questions: (1) does the shared service model improve effectiveness in terms of the students and communities served; and (2) does the shared leadership model that has been in place for the past sixteen months meet the needs of the two colleges?

I received many responses from colleagues at both colleges representing many divergent points of view. Thank you for your letter on behalf of the IHCC's faculty. You raise concerns about the IHCC administration to which I would like to respond.

Student Success

You maintain that student success has declined during the shared leadership and that President Wynes has balked at or dismantled innovative educational efforts. I don't think either of these claims is supported by evidence.

- The "Systems Portfolio Feedback" from the Higher Learning Commission for IHCC lauded the college's efforts on Teaching and Learning.
- The college also joined the HLC Assessment Academy in June 2013. Faculty are highly represented in the college's assessment project work under the HLC.
- Further, IHCC's completion rates are average compared to the other metro two-year colleges places and the trend during President's Wynes' tenure at IHCC (beginning 2010) has been improving, not declining.

**Second Fall Persistence and Completion Rates
Fall 2008 to Fall 2012 Entering Full-Time Students**

College	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	2010-2012 change
Anoka-Ramsey Community College	72.4%	67.2%	65.0%	69.1%	67.0%	+2.0
Anoka Technical College	66.9%	65.7%	65.3%	61.6%	66.1%	+.8
Century College	69.5%	67.8%	66.3%	68.0%	63.6%	-2.7
Dakota County Technical College	72.9%	72.1%	71.2%	70.6%	73.0%	+1.8
Hennepin Technical College	75.7%	73.0%	65.5%	67.3%	75.5%	+10.0
Inver Hills Community College	73.9%	67.4%	64.2%	66.3%	69.8%	+5.6
Mpls Community & Technical College	70.5%	65.2%	62.6%	61.6%	61.6%	-1.0
Normandale Community College	74.1%	71.2%	70.7%	69.1%	68.6%	-2.1
North Hennepin Community College	74.7%	70.1%	70.8%	69.9%	68.4%	-2.4
Saint Paul College	72.5%	68.7%	61.9%	62.0%	63.6%	+1.7

As to innovation and advocacy on behalf of IHCC, President Wynes has engaged Dr. John Asmussen to review the college's developmental education programs and encourage the locally grown math and writing programs from IHCC faculty that have proved successful. It is my understanding that he has advocated for learning communities and funded a proposed honor's program. In addition, President Wynes has also raised the percentage of full-time faculty at IHCC to above 70%, where it has stayed during his tenure.

Student Services

You also mentioned that student services have been "slashed." I don't think the evidence supports your claim:

- IHCC spends \$100,000 a year more (roughly \$36 per FYE) on student services – counseling and advising – than other MnSCU colleges.
- IHCC's veterans' programs are consistently ranked in the top five in the country by military student services associations. IHCC has invested in programming and space specifically requested by your veteran students.
- The college established a Multicultural Center in 2013 as a college gathering place for your increasingly diverse student population.

- The college, out of its own funds, renovated the college library, faculty offices, and the college Learning Center over the last three years. My understanding is that all these renovations were done with faculty input on the design.
- IHCC was one of the first colleges to adopt early alert services that identify students when they encounter academic problems in school.

Student Enrollment

You also state that the sharing of services has led to a decline in student enrollment.

- As you know, as a result of the decline in the number of high school graduates in Minnesota and the dramatic drop in the unemployment rate, enrollments fell at nearly all of our colleges over the past three years. The decline at IHCC was the third smallest of the ten metro-area MnSCU colleges. (See the table on page 5.)
- President Wynes contracted enrollment consultants Noel-Levitz to analyze areas of weakness and identify strategies to improve retention and recruitment.

I understand the college began concurrent enrollment efforts in earnest in 2012-13. What is now called Inver Prep (for academic middle students) and Inver College (higher achievers) has been in existence for less than three years. In other words, students who started in this program have not yet graduated. In addition, at the faculty's request, the college paused expansion of concurrent enrollment until an agreed-upon mentoring and credentialing system could be put in place. I also understand that President Wynes and Vice President Royal are active participants in the college's concurrent enrollment task force.

As you know, the college was awarded two grants, one from CHS and one from the federal Department of Labor, that partner IHCC (and DCTC) with local school districts to form a STEM pipeline to the college. Those students will be graduating from high school in 2017 and 2018. The college is also being considered by the St. Paul Foundation for a grant to partner with Burnsville School District (called the Burnsville Promise) to move students directly from Burnsville to Inver Hills.

Climate and Communication

The college faces challenges in communicating with a dispersed workforce. Work cycles don't always sync with all faculty and staff schedules, making it difficult to find common meeting times. Adjunct faculty are often on campus just in the evening. My understanding is that a weekly common hour on Tuesdays, instituted three years ago, during which no classes are scheduled, has freed up some common meeting time for committees. The college received a

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high rating on the campus climate survey for opportunities for employees to serve on planning and process teams at IHCC. The mean score was 3.9 out of 5.

The college has 17 campus committees where faculty are invited to participate – including budget and facilities. The Marketing Director and CHRO have been added to the Executive Team to help the team be intentional in planning communication when it makes decisions.

You note a lack of faculty input into the college's AQIP system portfolio; writing, compiling, and editing the portfolio is a very prescriptive exercise as mandated by the HLC. I understand a team of faculty, staff, and administrators worked on data gathering and initial drafts. However, the final report can be no longer than 120 pages (including introduction) covering nine categories. As in any editing process, decisions had to be made about the final product. The feedback from the Higher Learning Commission on the final document was very positive.

Your letter also included a lengthy section on the EMS program at IHCC. I understand that the program enjoys a national reputation which I hope it will maintain.

I hope this letter responds to the concerns you raised about President Wynes and his administration. I am happy to have had the opportunity to provide you with the facts surrounding your concerns. I look forward to your and your colleagues ongoing work to ensure the excellence of the education you provide IHCC students and their success.

Best wishes,

A handwritten signature in black ink, appearing to read "Steven Rosenstone". The signature is fluid and cursive, with a large initial "S" and "R".

Steven Rosenstone

C: Tim Wynes
Kevin Lindstrom

**Minnesota State Colleges and Universities
Metro Area College Enrollment**

Full Year Equivalent for Fiscal Years 2011 to 2014

College	FY2011		FY2012		FY2013		FY2014		FY11- FY14
	FYE	% Change	FYE	% Change	FYE	% Change	FYE	% Change	% Change
Anoka Technical	1,876	-1.1%	1,692	-9.8%	1,602	-5.3%	1,530	-4.5%	-18.5%
Anoka-Ramsey	6,327	2.5%	6,048	-4.4%	5,918	-2.1%	5,684	-4.0%	-10.2%
Century College	7,879	3.0%	7,662	-2.8%	7,393	-3.5%	6,955	-5.9%	-11.7%
Dakota County	2,549	2.6%	2,475	-2.9%	2,478	0.1%	2,235	-9.8%	-12.3%
Hennepin Technical	4,779	6.4%	4,678	-2.1%	4,515	-3.5%	4,214	-6.7%	-11.8%
Inver Hills	4,329	1.0%	4,140	-4.4%	4,049	-2.2%	3,944	-2.6%	-8.9%
MCTC	7,302	-1.4%	6,963	-4.6%	6,726	-3.4%	6,484	-3.6%	-11.2%
Normandale	7,426	0.3%	7,131	-4.0%	7,048	-1.2%	6,740	-4.4%	-9.2%
North Hennepin	5,058	-1.0%	4,928	-2.6%	4,957	0.6%	4,813	-2.9%	-4.9%
Saint Paul College	4,590	4.7%	4,729	3.0%	4,778	1.0%	4,825	1.0%	5.1%