

**MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES**

Agenda Item Summary Sheet

Committee: Academic and Student Affairs

Date of Meeting: November 18, 2008

Agenda Item: Anoka-Ramsey Community College Mission Approval

<input type="checkbox"/> Proposed Policy Change	<input checked="" type="checkbox"/> Approvals Required by Policy	<input type="checkbox"/> Other Approvals	<input type="checkbox"/> Monitoring
<input type="checkbox"/> Information			

Cite policy requirement, or explain why item is on the Board agenda:

Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval of Institutional Missions requires institutions to have new missions approved by the Board. As required by procedure, the institution must indicate:

- a. How its mission and vision respond to the definitions in procedure 3.24.1.
- b. The extent to which the institution will meet expectations of law, how it relates to other institutions of higher education, and how its mission, vision and purposes support fulfillment of the system mission and vision.
- c. Its purposes and the array of awards it offers.
- d. How the new mission compares with the former mission.
- e. Ample consultation with faculty, students, employers and other essential stakeholders.

Scheduled Presenter(s):

Pat Johns, President, Anoka-Ramsey Community College

Linda L. Baer, Senior Vice Chancellor for Academic and Student Affairs

Outline of Key Points/Policy Issues:

The proposed vision, mission and purposes of Alexandria Technical College meet the criteria identified in MnSCU Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval of MnSCU Institutional Missions. The Higher Learning Commission requires accredited institutions to get approval from their governing boards for new missions.

Background Information:

The mission for Anoka-Ramsey Community College has been reviewed and found to meet all Board requirements for institutional missions.

**BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES
*ACTION ITEM***

**ANOKA-RAMSEY COMMUNITY COLLEGE
MISSION APPROVAL**

1 **EXECUTIVE SUMMARY**

2
3 The proposed vision, mission and purposes of Anoka-Ramsey Community College meet the
4 criteria identified in Board Policy 3.24 System and Institutional Missions, Part 2: Review and
5 Approval of Institutional Missions.

6
7 **Anoka-Ramsey Community College’s vision, mission, purposes and array of awards are:**

8
9 **Vision:** Anoka-Ramsey Community College is committed to developing articulate, critical and
10 creative thinkers who are responsible contributors to the community.

11
12 **Mission:** Anoka-Ramsey Community College is an open-door, comprehensive higher education
13 institution committed to excellence in teaching and learning. Anoka-Ramsey is committed to
14 responding to the educational needs of its changing communities and to providing opportunities
15 for enhancing knowledge, skills, and values in a supportive learning environment.

16
17 Statement of Purpose includes the following:

- 18 • Courses leading to these degrees: associate in arts, associate in science, associate in fine arts, and
19 associate in applied science
- 20 • College-level, lower-division courses that transfer to four-year colleges and universities
- 21 • General education courses that enhance a student’s social, cultural, multicultural, and intellectual
22 knowledge and experiences
- 23 • Occupational courses and programs that enable students to acquire and upgrade skills and
24 knowledge leading to employment or re-employment
- 25 • General education courses for joint programs and courses for cooperative programs offered by
26 Anoka-Ramsey Community College and other higher education institutions
- 27 • Developmental education that enhances the student’s skills necessary for success in college
28 coursework
- 29 • Continuing education in the form of credit and non-credit courses and workshops for purposes of
30 gaining employment, advancing professionals, upgrading skills, and addressing training and
31 retraining needs

- 1 • Comprehensive student development programs, including professional, social, cultural,
2 multicultural, and recreational activities
- 3 • Student services that assist students with personal, educational, and career goals
- 4 • Community services in the form of cultural forums and lifelong learning opportunities

5
6 **Array of Awards:** Anoka-Ramsey Community College offers the Associate in Arts, Associate
7 in Fine Arts, Associate in Applied Science and Associate in Science degrees as well as a variety
8 of technical certificates.

9
10 **An institution’s mission, vision and purposes shall support achievement of the system**

11 **mission and vision:** Anoka-Ramsey Community College’s mission to be “an open-door,
12 comprehensive higher education institution committed to excellence in teaching and learning...
13 committed to responding to the educational needs of its changing communities and to providing
14 opportunities for enhancing knowledge, skills, and values in a supportive learning environment.”
15 supports the system mission by focusing on being an open access institution committed to
16 meeting the needs of a wide range of learners and connected to the communities the colleges
17 serves.

18
19 **An institution’s mission, vision, and purposes shall provide a foundation for evaluation,**

20 **accountability, and regional accreditation:** Anoka-Ramsey Community College’s vision,
21 mission, and purposes provide a basis for evaluation, accountability, and regional accreditation.

22
23 **Compliance:** Anoka-Ramsey Community College’s vision, mission, and purposes are consistent
24 with statute, policy, and regional accreditation requirements.

25
26 **BACKGROUND**

27
28 Led since 1990 by President Patrick Johns, Anoka-Ramsey Community College (ARCC) is
29 unique in being both a metro and rural college. ARCC’s Coon Rapids Campus, serving the north
30 suburban area of Minneapolis/St. Paul, is located 20 miles north of downtown Minneapolis and
31 sits on the banks of the Mississippi River. ARCC’s Cambridge Campus, located 35 miles north
32 of the Coon Rapids Campus, serves a primarily rural area in East Central Minnesota and is
33 situated on the banks of the Rum River. Together, the ARCC campuses serve learners in a nine-
34 county area of the northern Twin Cities and East Central Minnesota. During Fall 2005, 78% of
35 the students were from the College’s service area (Anoka, Isanti, Sherburne, and Chisago
36 counties) and from Hennepin County.

37
38 Anoka-Ramsey Community College opened as a junior college in 1965 with 579 students and a
39 single campus. Today, ARCC has more than 10,000 students taking credit classes, approximately
40 3,400 people taking non-credit offerings, and nearly 800 children and teens taking courses
41 through the College as part of the KID U/College for Kids program. ARCC has grown to
42 encompass two campuses, a training and development center, and several off-site course
43 locations in neighboring communities. As of November 5, 2008, ARCC has 530 employees,

1 including 124 full-time faculty members, approximately 176 part-time faculty members, 37
2 management and administrative personnel, and 193 staff members.

3
4 When ARCC opened its doors in 1965, it offered the first two years of a four-year degree.
5 Today, the College offers associate degrees, certificates, customized training, continuing
6 education, and programs for high school students and youth. To provide students greatly
7 expanded access to cross-campus programs and services, ARCC is a member of the Metro
8 Alliance, comprised of the Minneapolis-St. Paul institutions in the System. In 1999, eleven
9 Minnesota State Colleges and Universities institutions formed the Metro Alliance to coordinate
10 programs, streamline services, and improve the transfer experience for metro-area students. In
11 addition to the Metro Alliance, ARCC is partnering with four-year universities to better serve its
12 surrounding communities.

13
14 ARCC's "portal" program brings four-year degrees and individual upper-division courses to
15 ARCC campuses. A partnership already exists with Metropolitan State University to offer a BA
16 in Business Management; St. Cloud State University to offer BS in Special Education (on the
17 Coon Rapids Campus) and Minnesota State University – Moorhead to offer BS in Special
18 Education (on the Cambridge Campus). The college is currently exploring future partnership
19 opportunities with all MnSCU universities.

20
21 ARCC also offers its programs and courses through a variety of delivery methods besides
22 traditional campus-based instruction, including online and interactive television (ITV) delivery
23 and program replication at other System institutions and extension sites, including area high
24 schools.

25 **Mission, Vision and Purposes Application Analysis**

26 The proposed vision, mission, and purposes of Anoka-Ramsey Community College meet the
27 criteria identified in Board Policy 3.24 System and Institutional Missions, Part 2: Review and
28 Approval of System Institutional Missions.

29 As required by procedure, the institution must indicate:

- 30
31 a. How its mission and vision respond to the definitions in procedure 3.24.1.
32 b. The extent to which the institution will meet expectations of law, how it relates to other
33 institutions of higher education, and how its mission, vision and purposes support fulfillment
34 of the system mission and vision.
35 c. Its purposes and the array of awards it offers.
36 d. How the new mission compares with the former mission.
37 e. Ample consultation with faculty, students, employers and other essential stakeholders.
38 Additionally, the institution's mission must be compliant with statute, policy, and regional
39 accreditation requirements.
40

41 **Review of Anoka-Ramsey Community College's Mission, Vision and Purposes**

42 Anoka-Ramsey Community College's vision, mission and purposes meet these requirements.

- 43
44 a. The mission and vision respond to the definitions in the procedure:
45
46

1 Anoka-Ramsey Community College’s mission to be “an open-door, comprehensive higher
2 education institution committed to excellence in teaching and learning... committed to
3 responding to the educational needs of its changing communities and to providing opportunities
4 for enhancing knowledge, skills, and values in a supportive learning environment” focuses the
5 institution in the following areas:

6 Anoka-Ramsey Community College is an open-door comprehensive institution of higher
7 learning. This means that the institution will strive to do the following:

- 8 1. Serve anyone who can enroll at the college, regardless of academic preparation or degree
9 intent for the purposes of enhancing knowledge, skills and values.
- 10 2. Pursue outcomes that:
 - 11 - Develop students’ commitment to lifelong learning through clear thinking, effective
12 communication, accepting diversity and ethical decision making
 - 13 - Advance excellence in teaching and learning
 - 14 - Respond to educational needs to changing communities
 - 15 - Provide opportunities for enhancing knowledge, skills and values
 - 16 - Provide a supportive learning environment
- 17 3. Provide learning experiences that promote:
 - 18 - Thinking through reasoning, creating, and reflecting
 - 19 - Integrating information with experience and expressing insights
 - 20 - Understanding and respecting individuals, and local, regional, national and global
21 concerns
 - 22 - Maintaining responsibility for environmental, political, economic, social and personal
23 concerns
 - 24 - Provide an educated workforce for our communities and the State of Minnesota

26
27 The mission for Anoka-Ramsey Community College is guided by a vision that reads “Anoka-
28 Ramsey Community College is committed to developing articulate, critical and creative thinkers
29 who are responsible contributors to the community.”

30
31 Anoka-Ramsey Community College envisions a future in which:

- 32 • Due to Anoka-Ramsey Community College’s commitment to its vision, the community
33 served by the college will be greatly enhanced by articulate, critical and creative thinkers
34 who are responsible contributors to the community.
- 35 • As community needs change, the articulate, critical and creative thinkers will adjust to
36 change and new ideas will emerge.
- 37 • Anoka-Ramsey Community College addresses a distinctive nine-county community that
38 needs advanced-level degree programs close to home. In addition, our articulate, critical,
39 creative thinkers are best served by our unique degree programs.

40
41 b. The extent to which the institution will meet expectations of law, how it relates to other
42 institutions of higher education, and how its mission, vision and purposes support fulfillment
43 of the system mission and vision:

1
2 Anoka-Ramsey Community College’s mission supports the following elements of the system
3 strategic plan:

4 **Increase Access and Opportunity** by focusing in the following areas:

- 5 a. Address educational/support needs of ESL/ELL/EAP students.
- 6 b. Address educational/support needs of veterans.
- 7 c. Develop enrollment projection formula based on data mining and demographics.
- 8 d. Enhanced institutional culture
- 9 e. Evaluate need for support services to facilitate students' achievement.
- 10 f. Excel in student development and support services.
- 11 g. Facilitate student achievement for students with diverse backgrounds/needs/goals by
- 12 establishing effective policies and procedures.
- 13 h. Increased awareness at the P-12 levels

14
15 **Promote and Measure High-Quality Learning Programs & Services** by focusing in the following
16 areas:

- 17 a. Ten new and/or enhanced programs, supportive of the Academic Master Plan, two of
- 18 which will be new & interdisciplinary in allied health.
- 19 b. A program review process that results in improvement of academic programming.
- 20 c. ARCC will enhance existing career and transfer programs and establish new areas of
- 21 study that respond to the needs of the community, employers, and the state.
- 22 d. Encourage alternative methods of instruction, e.g., learning communities, technology-
- 23 enhanced delivery.
- 24 e. Establish & implement a plan for online programs and courses, based on collected data in
- 25 areas such as student characteristics, enrollment, retention, quality of courses, student
- 26 satisfaction with courses, and student success.
- 27 f. Develop the best technology to radically improve service/learning delivery, streamlined
- 28 services and student services.

29
30 **Strengthen Community Development and Economic Vitality** by focusing on the following areas:

- 31 a. Continued use of CE/CT industry relationships to respond quickly with development of
- 32 new curriculum (A.S. in Integrative Healing, A.S. in Historic Building Restoration).
- 33 b. Stronger community, business and economic relationships.
- 34 c. Faculty will serve on local arts boards, show art in the community, and perform in
- 35 community music groups.
- 36 d. Stronger community, business, & economic relationships.

37
38 The ARCC vision supports the system vision in the following ways:

- 39 a. **Enable the people of Minnesota to succeed**
- 40 - Anoka-Ramsey Community College provides educational options in a supportive
- 41 learning environment. The options are career-focused and/or transfer-focused so students
- 42 have the ability to successfully meet their goals.
- 43 b. **Provide the most accessible education in the nation**
- 44 - Anoka-Ramsey Community College is an open-door institution offering the lowest
- 45 tuition in the state of Minnesota.
- 46 - Promoting the college and its many programs is a priority for the institution.
- 47 c. **Provide the highest-value education in the nation**

1 - Anoka-Ramsey Community College is committed to developing articulate, critical and
2 creative thinkers who are responsible contributors to the community. The college has award-
3 winning faculty, many of whom are nationally recognized and active in their respective
4 national organizations.

5
6 c. Its purposes and the array of awards it offers:

7 Anoka-Ramsey Community College's Statement of Purpose includes the following:

- 8 • Courses leading to these degrees: associate in arts, associate in science, associate in fine arts, and
9 associate in applied science
- 10 • College-level, lower-division courses that transfer to four-year colleges and universities
- 11 • General education courses that enhance a student's social, cultural, multicultural, and intellectual
12 knowledge and experiences
- 13 • Occupational courses and programs that enable students to acquire and upgrade skills and
14 knowledge leading to employment or re-employment
- 15 • General education courses for joint programs and courses for cooperative programs offered by
16 Anoka-Ramsey Community College and other higher education institutions
- 17 • Developmental education that enhances the student's skills necessary for success in college
18 coursework
- 19 • Continuing education in the form of credit and non-credit courses and workshops for purposes of
20 gaining employment, advancing professionals, upgrading skills, and addressing training and
21 retraining needs
- 22 • Comprehensive student development programs, including professional, social, cultural,
23 multicultural, and recreational activities
- 24 • Student services that assist students with personal, educational, and career goals
- 25 • Community services in the form of cultural forums and lifelong learning opportunities

26
27 The purposes are designed to advance Anoka-Ramsey Community College efforts in support of
28 the system goals in the following areas:

- 29
30 • Buy-in and continued communication. Widespread understanding of and support for ARCC's
31 mission are fostered by its regular articulation through documents that reach all constituent
32 groups. During the 1998 strategic planning process, strategic initiatives were created based on a
33 careful consideration of mission documents, and most recently in 2004, strategic objectives were
34 developed in alignment with the mission.
- 35
36 • ARCC has increasingly integrated all planning and budgeting efforts. More than any other
37 effort to date, this has offered a structural and procedural unity around mission. It has helped
38 ensure that mission remains present in the core and corners of the College. Within the circle of
39 ARCC's vision/mission, the College strategic plan, in particular, drives other planning efforts:

1 academic, facilities, human resources, technology, enrollment management, marketing,
2 institutional research, Continuing Education and Customized Training, and administrative
3 services.

4
5 • As evidence of ARCC's commitment to implement strategic objectives, the College has set
6 aside funding for new initiatives through a process called Strategic Initiative Proposals (SIP).
7 Proposals are reviewed by a representative committee with recommendations forwarded to the
8 President. Between 1999, when this process was established, and 2006, 62 Strategic Initiative
9 Proposal grants have been awarded to ARCC faculty, staff, and administration. Through this
10 process, the College offers an excellent funding source to encourage innovation related to
11 mission in general and to the strategic plan in particular.

12
13 •Regular committee work and conversations around that work are mission-driven.

14
15 • Weathering Change.

- 16 1) presidential leadership has remained constant through a full accreditation cycle;
17 2) integrated business practices to keep tuition affordable and the College soundly funded;
18 3) integrated budgeting aligns goals with expenditures;
19 4) explicitly defined policies and procedures reflect the College mission;
20 5) academic programs are sound and taught by well-qualified faculty.

21
22 Anoka-Ramsey Community College offers the Associate in Arts, Associate in Fine Arts,
23 Associate in Applied Science and Associate in Science degrees as well as a variety of technical
24 certificates and diplomas.

25
26 Anoka-Ramsey Community College is a distinctive organization. The college:

- 27 - Provides the lowest tuition and fees among higher education institutions in the State of
28 Minnesota.
29 - States in its strategic plan, "ARCC is the college of choice for faculty and staff."
30 - Successfully meets the needs of two distinctly different populations: urban and rural.
31 However, our service area is anxiously requesting advanced-level degrees within the
32 area.
33 - Excels as a state-wide leader in online learning and e-student services.
34 - Offers opportunities for students through service-learning, internships, development, and
35 leadership opportunities.
36 - Successfully secured and completed the largest number of Minnesota Job Skills
37 Partnership Grants (MJSP) among all of the MnSCU institutions.
38 - Offers highly-regarded Biomedical Technology, Pre-engineering, Nursing, Fine Arts,
39 Music and Theatre programs.
40 - Enjoys unique, river settings that help create an inviting campus environment.
41 - Serves as brokers of higher education for The Minnesota State Colleges and Universities.

42
43 The Anoka-Ramsey Community College vision, mission, and purposes are consistent with
44 statute, policy, and regional accreditation requirements.

45
46

1 d. Ample consultation with faculty, students, employers and other essential stakeholders:
2

3 To map our journey, the college community updated Anoka-Ramsey Community College's
4 strategic plan in 2003-2004. During a six-month planning process, the college involved more
5 than 300 community members, business and industry partners, alumni, K-12 school
6 administrators and counselors, members of ARCC's foundation boards and advisory committees,
7 students, faculty, and staff in conferences, focus groups, and personal interviews. Participants
8 affirmed the validity of ARCC's existing vision, mission, values, and institutional goals
9 developed during the college's 1996-1998 planning process. From this process emerged six
10 strategic objectives – the result of valuable input from you and others whom the college serves.
11 The strategic plan, Designs for Distinction 2004-2009, calls for ARCC to constantly seek input,
12 evaluate research and programs, and implement programmatic changes that reflect community,
13 workforce, and internal needs. Sometimes the changes strengthen the college's uniqueness, while
14 other times, the changes strengthen collaboration. But all benefit students.

15 Anoka-Ramsey is preparing to embark on a process to update its current plan which will include
16 community, student, alumni, and employee conferences; focus groups with the same constituent
17 groups; one-on-one interviews with members in each constituent group; and guidance by a
18 constituent-led steering committee.

19
20 The college is also anxious to plan further into the future when the Board of Trustees finalizes
21 their vision for the year 2020.
22

23 **RECOMMENDED COMMITTEE MOTION**
24

25 The Academic and Student Affairs Committee recommends that the Board of Trustees approve
26 the Anoka-Ramsey Community College vision, mission, purposes, and array of awards as listed
27 in the executive summary.
28

29 **RECOMMENDED MOTION**
30

31 The Board of Trustees approves the request by Anoka-Ramsey Community College to approve
32 its vision, mission, purposes, and array of awards as listed in the executive summary.