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.
EXECUTIVE SUMMARY

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

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

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

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

Statement of Purpose includes the following:

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

• Student services that assist students with personal, educational, and career goals

• Community services in the form of cultural forums and lifelong learning opportunities

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

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

An institution’s mission, vision, and purposes shall provide a foundation for evaluation, accountability, and regional accreditation: Anoka-Ramsey Community College’s vision, mission, and purposes provide a basis for evaluation, accountability, and regional accreditation.

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

BACKGROUND

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

Anoka-Ramsey Community College opened as a junior college in 1965 with 579 students and a single campus. Today, ARCC has more than 10,000 students taking credit classes, approximately 3,400 people taking non-credit offerings, and nearly 800 children and teens taking courses through the College as part of the KID U/College for Kids program. ARCC has grown to encompass two campuses, a training and development center, and several off-site course locations in neighboring communities. As of November 5, 2008, ARCC has 530 employees,
including 124 full-time faculty members, approximately 176 part-time faculty members, 37
management and administrative personnel, and 193 staff members.

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

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

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

Mission, Vision and Purposes Application Analysis
The proposed vision, mission, and purposes of Anoka-Ramsey Community College meet the
criteria identified in Board Policy 3.24 System and Institutional Missions, Part 2: Review and
Approval of System Institutional Missions.

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.

Additionally, the institution’s mission must be compliant with statute, policy, and regional
accreditation requirements.

Review of Anoka-Ramsey Community College’s Mission, Vision and Purposes
Anoka-Ramsey Community College’s vision, mission and purposes meet these requirements.

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

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

1. Serve anyone who can enroll at the college, regardless of academic preparation or degree intent for the purposes of enhancing knowledge, skills and values.
2. Pursue outcomes that:
   - Develop students’ commitment to lifelong learning through clear thinking, effective communication, accepting diversity and ethical decision making
   - Advance excellence in teaching and learning
   - Respond to educational needs to changing communities
   - Provide opportunities for enhancing knowledge, skills and values
   - Provide a supportive learning environment

3. Provide learning experiences that promote:
   - Thinking through reasoning, creating, and reflecting
   - Integrating information with experience and expressing insights
   - Understanding and respecting individuals, and local, regional, national and global concerns
   - Maintaining responsibility for environmental, political, economic, social and personal concerns
   - Provide an educated workforce for our communities and the State of Minnesota

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

Anoka-Ramsey Community College envisions a future in which:

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

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

**Increase Access and Opportunity** by focusing in the following areas:
- Address educational/support needs of ESL/ELL/EAP students.
- Address educational/support needs of veterans.
- Develop enrollment projection formula based on data mining and demographics.
- Enhanced institutional culture
- Evaluate need for support services to facilitate students' achievement.
- Excel in student development and support services.
- Facilitate student achievement for students with diverse backgrounds/needs/goals by establishing effective policies and procedures.
- Increased awareness at the P-12 levels

**Promote and Measure High-Quality Learning Programs & Services** by focusing in the following areas:
- Ten new and/or enhanced programs, supportive of the Academic Master Plan, two of which will be new & interdisciplinary in allied health.
- A program review process that results in improvement of academic programming.
- ARCC will enhance existing career and transfer programs and establish new areas of study that respond to the needs of the community, employers, and the state.
- Encourage alternative methods of instruction, e.g., learning communities, technology-enhanced delivery.
- Establish & implement a plan for online programs and courses, based on collected data in areas such as student characteristics, enrollment, retention, quality of courses, student satisfaction with courses, and student success.
- Develop the best technology to radically improve service/learning delivery, streamlined services and student services.

**Strengthen Community Development and Economic Vitality** by focusing on the following areas:
- Continued use of CE/CT industry relationships to respond quickly with development of new curriculum (A.S. in Integrative Healing, A.S. in Historic Building Restoration).
- Stronger community, business and economic relationships.
- Faculty will serve on local arts boards, show art in the community, and perform in community music groups.
- Stronger community, business, & economic relationships.

The ARCC vision supports the system vision in the following ways:
- **Enable the people of Minnesota to succeed**
  - Anoka-Ramsey Community College provides educational options in a supportive learning environment. The options are career-focused and/or transfer-focused so students have the ability to successfully meet their goals.
- **Provide the most accessible education in the nation**
  - Anoka-Ramsey Community College is an open-door institution offering the lowest tuition in the state of Minnesota.
  - Promoting the college and its many programs is a priority for the institution.
- **Provide the highest-value education in the nation**
Anoka-Ramsey Community College is committed to developing articulate, critical and creative thinkers who are responsible contributors to the community. The college has award-winning faculty, many of whom are nationally recognized and active in their respective national organizations.

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

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

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

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

• Buy-in and continued communication. Widespread understanding of and support for ARCC’s mission are fostered by its regular articulation through documents that reach all constituent groups. During the 1998 strategic planning process, strategic initiatives were created based on a careful consideration of mission documents, and most recently in 2004, strategic objectives were developed in alignment with the mission.

• ARCC has increasingly integrated all planning and budgeting efforts. More than any other effort to date, this has offered a structural and procedural unity around mission. It has helped ensure that mission remains present in the core and corners of the College. Within the circle of ARCC’s vision/mission, the College strategic plan, in particular, drives other planning efforts:
academic, facilities, human resources, technology, enrollment management, marketing,
institutional research, Continuing Education and Customized Training, and administrative services.

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

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

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

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

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

The Anoka-Ramsey Community College vision, mission, and purposes are consistent with statute, policy, and regional accreditation requirements.
d. Ample consultation with faculty, students, employers and other essential stakeholders:

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

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

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

RECOMMENDED COMMITTEE MOTION

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

RECOMMENDED MOTION

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