

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

Agenda Item Summary Sheet

Committee: Academic and Student Affairs

Date of Meeting: September 16, 2008

Agenda Item: Central Lakes College Mission Approval

Proposed
Policy Change

Approvals
Required by
Policy

Other
Approvals

Monitoring

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):

Larry A. Lundblad, President, Central Lakes 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 Central Lakes 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 new mission for Central Lakes College has been reviewed and found to meet all Board requirements for institutional missions.

BOARD OF TRUSTEES
MINNESOTA STATE COLLEGES AND UNIVERSITIES
ACTION ITEM

CENTRAL LAKES COLLEGE MISSION APPROVAL

1 **EXECUTIVE SUMMARY**

2
3 The proposed vision, mission and purposes of Central Lakes College (CLC) meet the criteria
4 identified in Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval
5 of Institutional Missions.

6
7 **Central Lakes College’s vision, mission, purposes and array of awards are:**

8
9 **Vision:** CLC, Minnesota’s leading Community and Technical College for lifelong learning

10
11 **Mission:** We Build Futures. At Central Lakes College, we—

- 12 • are committed to a supportive environment for the growth and development of students
13 from diverse cultural, ethnic, economic, and educational backgrounds
- 14 • offer liberal arts, technical education, and customized training programs of proven high-
15 quality that are accessible and affordable and that lead to employment, skill enhancement,
16 or transfer to other institutions of higher learning
- 17 • anticipate and respond to the needs of business and industry in a globally competitive
18 economy
- 19 • encourage and support cultural enrichment, life-long learning, civic responsibility, and
20 community development

21
22 **Purposes/Goals:** Central Lakes College’s goals are:

- 23 • Achieve consistent enrollment growth and improved retention rates.
- 24 • Offer flexible, accessible programs and services that are responsive to the changing
25 employment and educational needs of the region and that foster successful transition to
26 educational and career advancement.
- 27 • Serve as a recognized leader in the region for innovation in community and economic
28 vitality.
- 29 • Achieve institutional effectiveness through improved linkages in planning and resource
30 allocation, assessment, and continuous improvement, and enhanced communication.

31
32 **Array of Awards:** Central Lakes College offers Associate in Applied Sciences, Associate in
33 Science, Associate in Arts, Associate of Fine Arts as well as technical certificates and diplomas.
34

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

2 **mission and vision:** Central Lakes College’s proposed mission is “We Build Futures. At Central
3 Lakes College, we—

- 4 • are committed to a supportive environment for the growth and development of students
5 from diverse cultural, ethnic, economic, and educational backgrounds
- 6 • offer liberal arts, technical education, and customized training programs of proven high-
7 quality that are accessible and affordable and that lead to employment, skill enhancement,
8 or transfer to other institutions of higher learning
- 9 • anticipate and respond to the needs of business and industry in a globally competitive
10 economy
- 11 • encourage and support cultural enrichment, life-long learning, civic responsibility, and
12 community development

13
14 The proposed mission of Central Lakes College supports the Minnesota State Colleges and
15 Universities system mission by assisting the citizens in our region of the state to meet their
16 educational and personal goals and through quality of life enhancements, and economic
17 development activities. The proposed mission supports the following system strategic directions:
18

- 19 • **Strategic Direction One – Increase Access and Opportunity** by providing “a supportive
20 environment for the growth and development of students from diverse cultural, ethnic,
21 economic, and educational backgrounds.”
22
- 23 • **Strategic Direction Two – Expand High-Quality Learning Programs and Services** by
24 offering “liberal arts, technical education, and customized training programs of proven high-
25 quality.”
26
- 27 • **Strategic Direction Three – Strengthen Community Development and Economic**
28 **Vitality** in the college’s efforts to “respond to the needs of business and industry in a
29 globally competitive economy” and to “encourage and support cultural enrichment, life-long
30 learning, civic responsibility, and community development.”
31
- 32 • **Strategic Direction Four – Innovate to Meet Current and Future Needs** by emphasizing
33 the college’s ability to anticipate and respond to needs “in a globally competitive economy.”
34
- 35 • **An institution’s mission, vision, and purposes shall provide a foundation for evaluation,**
36 **accountability, and regional accreditation:** Central Lakes College’s proposed vision,
37 mission, and goals provide a basis for evaluation, accountability, and regional accreditation.
38 Of particular note is the college’s strategic plan goal to “Achieve institutional effectiveness
39 through improved linkages in planning and resource allocation, assessment, and continuous
40 improvement, and enhanced communication.”

41
42 **Compliance:** Central Lakes College’s vision, proposed mission, and purposes are consistent
43 with statute, policy, and regional accreditation requirements.
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1 **BACKGROUND**

2 The most recent comprehensive evaluation of Central Lakes College by the Higher Learning
3 Commission (HLC) occurred during the 2002-2003 academic year. A focused visit on Student
4 Learning Assessment occurred in March of 2006. The evaluation team acknowledged the
5 significant strides the college made in assessment activities and recommended that a report be
6 forwarded to HLC in the fall of 2008 to provide an update on the continued progress in this area.
7 The next scheduled comprehensive evaluation is scheduled for 2013.
8

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

10 The proposed vision, mission, and purposes of Central Lakes College meet the criteria identified
11 in Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval of System
12 Institutional Missions.
13

14 As required by procedure, the institution must indicate:

- 15 a. How its mission and vision respond to the definitions in procedure 3.24.1.
- 16 b. The extent to which the institution will meet expectations of law, how it relates to other
17 institutions of higher education, and how its mission, vision and purposes support fulfillment
18 of the system mission and vision.
- 19 c. Its goals/purposes and the array of awards it offers.
- 20 d. How the new mission compares with the former mission.
- 21 e. Ample consultation with faculty, students, employers and other essential stakeholders.
22

23 Additionally, the institution’s mission must be compliant with statute, policy, and regional
24 accreditation requirements.
25

26 **Review of Central Lakes College’s Mission, Vision and Purposes**

27 Central Lakes College’s proposed vision, proposed mission and purposes meet these
28 requirements.
29

- 30 a. The mission and vision respond to the definitions in the procedure:

31
32 Central Lakes College’s proposed mission is “We Build Futures. At Central Lakes College, we—

- 33 • are committed to a supportive environment for the growth and development of students
34 from diverse cultural, ethnic, economic, and educational backgrounds
- 35 • offer liberal arts, technical education, and customized training programs of proven high-
36 quality that are accessible and affordable and that lead to employment, skill enhancement,
37 or transfer to other institutions of higher learning
- 38 • anticipate and respond to the needs of business and industry in a globally competitive
39 economy
- 40 • encourage and support cultural enrichment, life-long learning, civic responsibility, and
41 community development
42

43 Central Lakes College’s proposed mission emphasizes that the college intends to provide
44 educational opportunities for all students who wish to attend the college, whatever their situation.
45

1 The proposed mission for Central Lakes College is guided by a vision to be “Minnesota’s
2 leading Community and Technical College for lifelong learning.” Central Lakes College
3 envisions a future in which:

- 4 • The college will strive to be flexible and innovative in its programming and delivery.
- 5 • Faculty will be leaders in their fields and recognized for their best practices in the classroom.
- 6 • Much of the instruction will take place off-campus through
 - 7 ○ on-line offerings in both credit and non-credit areas,
 - 8 ○ integrated programming for international students and development of a senior
 - 9 college, and
 - 10 ○ applied research and learning in agriculture, alternative fuels, and green technology

11
12 b. The extent to which the institution will meet expectations of law, how it relates to other
13 institutions of higher education, and how its mission, vision and purposes support fulfillment
14 of the system mission and vision:

15
16 The Central Lakes College proposed vision, mission, and purposes are consistent with statute,
17 policy, and regional accreditation requirements. The proposed Central Lakes College mission
18 and vision support the system mission and vision by assisting the citizens in our region of the
19 state to meet their educational and personal goals and through quality of life enhancements, and
20 economic development activities.

21
22 c. Its purposes and the array of awards it offers:

23
24 Central Lakes College’s goals are:

- 25 1. Achieve consistent enrollment growth and improved retention rates.
- 26 2. Offer flexible, accessible programs and services that are responsive to the changing
- 27 employment and educational needs of the region and that foster successful transition to
- 28 educational and career advancement.
- 29 3. Serve as a recognized leader in the region for innovation in community and economic
- 30 vitality.
- 31 4. Achieve institutional effectiveness through improved linkages in planning and resource
- 32 allocation, assessment, and continuous improvement, and enhanced communication.

33
34 The four goals of the Central Lakes College strategic plan closely parallel the four strategic
35 directions of the Minnesota State Colleges and Universities strategic plan. Both emphasize
36 accessibility, high-quality learning programs, economic development initiatives, and innovation.

37
38 Central Lakes College offers Associate in Applied Sciences, Associate in Science, Associate of
39 Arts, Associate of Fine Arts as well as technical certificates and diplomas.

40
41 As a comprehensive community college, Central Lakes College serves the central region of the
42 state and beyond. We share many things in common with other two-year colleges in the system.
43 Programs such as eco-tourism and heavy equipment are unique to the system.

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1 d. How the new mission compares with the former mission:

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3 The former mission of Central Lakes College was, “Our mission is to provide quality, lifetime
4 learning opportunities through higher education.” The new mission reads, “At Central Lakes
5 College, we—

- 6 • are committed to a supportive environment for the growth and development of students
7 from diverse cultural, ethnic, economic, and educational backgrounds
- 8 • offer liberal arts, technical education, and customized training programs of proven high-
9 quality that are accessible and affordable and that lead to employment, skill enhancement,
10 or transfer to other institutions of higher learning
- 11 • anticipate and respond to the needs of business and industry in a globally competitive
12 economy
- 13 • encourage and support cultural enrichment, life-long learning, civic responsibility, and
14 community development

15
16 The new mission statement represents the college’s focus on helping to build futures for a widening
17 array of student populations and changing industry and community needs both of which require
18 innovative programming and delivery.

19
20 e. Ample consultation with faculty, students, employers and other essential stakeholders:

- 21
22 • The college began the strategic planning process in Spring 2006 when the College
23 Planning Council members representing the various divisions, employee groups, and
24 administration were identified.
- 25 • An organizational meeting of the Planning Council was held in August, 2006. Todd
26 Harmening, Program Director, Planning from the Office of the Chancellor was asked to
27 be a consultant to the council.
- 28 • Staff from the Office of the Chancellor and the Department of Employment and
29 Economic Development provided facilitation, data, and other consultative support.
- 30 • During October 2006, 10 different Community Focus meetings were held in 7
31 communities in the College service area, with input gathered from 71 community leaders.
- 32 • CLC employees were surveyed electronically.
- 33 • CLC students were surveyed and focus groups were conducted.
- 34 • Using the data provided from internal and external scanning, community focus meetings,
35 the employee survey, and the student survey, the College Planning Council members
36 identified key focus areas for consideration in the strategic plan. The focus areas
37 included: Program and Delivery Opportunities, Community and Economic Vitality,
38 Enrollment and Retention Strategies, and Institutional Effectiveness.
- 39 • The vision and mission were developed and the plan and statements were shared with all
40 college employees in January of 2007.
- 41 • The complete Central Lakes College Strategic Plan for 2008-2011 was shared with all
42 employees at the duty day in April of 2007.
- 43 • Follow-up meetings were held in the 7 communities in October, 2007 to share the plan.
- 44 • The college is requesting Board approval of the revised mission and vision statements.

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RECOMMENDED COMMITTEE MOTION

The Academic and Student Affairs Committee recommends that the Board of Trustees approve the Central Lakes proposed vision, mission, purposes, and array of awards as listed in the executive summary.

RECOMMENDED MOTION

The Board of Trustees approves the request by Central Lakes College to approve its proposed vision, mission, purposes, and array of awards as listed in the executive summary.