MINNESOTA STATE COLLEGES AND UNIVERSITIES
BOARD OF TRUSTEES

Agenda Item Summary Sheet

Committee: Educational Policy
Date of Meeting: September 20, 2005

Agenda Item: Mission Approval for Riverland Community College

- Proposed Policy Change
- Approvals Required by Policy [X]
- 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 MnSCU 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):
Linda L. Baer, Senior Vice Chancellor for Academic and Student Affairs
Leslie Mercer, Associate Vice Chancellor for Academic and Student Affairs
Terrence Leas, President, Riverland Community College
Ron Langrell, Vice President of Academic and Student Affairs, Riverland Community College
Gary Schindler, Dean of Student Affairs, Riverland Community College

Outline of Key Points/Policy Issues:
The vision, proposed mission and purposes of Riverland Community College meet the criteria identified in MnSCU Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval of MnSCU Institutional Missions.

Background Information:
The vision, proposed mission and purposes of Riverland Community College meet the criteria identified in MnSCU Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval of MnSCU Institutional Missions.
EXECUTIVE SUMMARY

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

Riverland Community College’s vision, mission, purposes and array of awards are:

Vision: Riverland Community College will be the regional leader in liberal arts and career-technical higher education and an essential link to economic and social vitality. Riverland will be recognized for excellence in learning through innovation, responsiveness, resourcefulness, and collaboration.

Mission: Riverland Community College is a regional comprehensive community college inspiring learning for living through a personalized educational environment.

Purposes: Riverland Community College’s purposes are:
1. Refining Institutional Assessment.
4. Strengthen Collaborative Networks.
5. Clarify the Owatonna College and University Center’s relationship with Riverland Community College.
6. Develop Centers of Learning.

Array of Awards: Riverland Community College offers Associate of Arts, Associate of Applied Sciences, Associate of Sciences, and Associate of Fine Arts Degrees as well as technical certificates and diplomas.

An institution’s mission, vision and purposes shall support achievement of the MnSCU system mission and vision: Riverland Community College’s proposed mission is “Riverland Community College is a regional comprehensive community college inspiring learning for living through a personalized educational environment.” The mission supports the following system strategic directions:
- **Strategic Direction One – Increase Access and Opportunity** by inspiring “learning for living,” helping to develop educated, skilled and adaptable workers and meeting the needs of innovative lifelong learners.

- **Strategic Direction Two – Expand High-Quality Learning Programs and Services** by offering programs and services that result in educated, skilled, and adaptable workers and innovative lifelong learners.

- **Strategic Direction Three – Strengthen Community Development and Economic Vitality** by focusing on serving the many communities in the college’s region and educating students to become contributing and empowered citizens who actively participate in a democratic society.

1. **An institution’s mission, vision, and purposes shall provide a foundation for evaluation, accountability, and regional accreditation:** Riverland Community College’s vision, proposed mission, and purposes provide a basis for evaluation, accountability, and regional accreditation.

2. **Compliance:** Riverland Community College’s vision, proposed mission, and purposes are consistent with statute, policy, and regional accreditation requirements.

**BACKGROUND**

As a result of the statewide merger of the Minnesota State Colleges and Universities System, Riverland Community College was formed in July 1996 by merging a community college, two technical colleges, and an instructional center into one multi-campus college.

Riverland Community College campuses are located in Austin and Albert Lea; the college leases a higher education center in Owatonna. The college offers programs and courses in Austin, Albert Lea, Owatonna, and online to a population base of 150,000 people and has strong partnerships with communities, businesses, K-12 systems, and other colleges in the service area.

The college serves 3,700 students with a full-time enrollment of 1,480 or 40 percent of all students. Forty-four percent of all students at Riverland Community College are under the age of 21, while 20 percent are 40 or older. The student population is 54 percent female and 46 percent male. Fifty-four percent of all students enrolled at the college are from Austin, Albert Lea, or Owatonna.

Riverland Community College is currently participating in the Academic Quality Improvement Program (AQIP) of the Higher Learning Commission. Now, in year four, the college is creating its AQIP Systems Portfolio. The AQIP Systems Portfolio is assembled with broad faculty and staff involvement and serves as a credible accountability report for all constituencies. It consists of an Organizational Overview and explicates each of the major systems employed to accomplish an organization's mission and objectives.

**Mission, Vision and Purposes Application Analysis**

The vision, proposed mission, and purposes of Riverland Community College meet the criteria identified in MnSCU Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval of MnSCU Institutional Missions.
As required by procedure, the institution must indicate:

f. How its mission and vision respond to the definitions in procedure 3.24.1.

g. 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.

h. Its purposes and the array of awards it offers.

i. How the new mission compares with the former mission.

j. 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 Riverland Community College’s Mission, Vision and Purposes

Riverland Community College’s vision, proposed mission and purposes meet the requirements stated in this procedure.

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

Riverland Community College’s proposed mission is “Riverland Community College is a regional comprehensive community college inspiring learning for living through a personalized educational environment.” Riverland Community College’s proposed mission emphasizes that the college aims to offer a personalized educational environment that prepares learners for the different roles they will play in their lives. These include learner, worker, citizen, and community member. The mission also emphasizes that the college provides a comprehensive array of two-year programs that offer learners a variety of learning opportunities.

The proposed mission for Riverland Community College is guided by a vision that reads, “Riverland Community College will be the regional leader in liberal arts and career-technical higher education and an essential link to economic and social vitality. Riverland will be recognized for excellence in learning through innovation, responsiveness, resourcefulness and collaboration.” Riverland Community College envisions a future in which it remains a regional leader and a key community resource that inspires individual learners and their communities to identify and reach their full potential.

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:

Riverland Community College is a fully accredited institution of higher education that has consistently worked with many other colleges and universities, community organizations, and K-12 schools.

The Riverland Community College vision, proposed mission, and purposes are consistent with statute, policy, and regional accreditation requirements. Riverland Community College’s proposed mission supports fulfillment of the Minnesota State College and Universities System vision and mission intention of providing high quality, accessible future-oriented higher

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education, relevant research, and community service. The proposed Riverland Community College mission also supports the following system strategic directions:

- **Strategic Direction One – Increase Access and Opportunity** by inspiring “learning for living,” helping develop educated, skilled, and adaptable workers, and meeting the needs of innovative lifelong learners.

- **Strategic Direction Two – Expand High-Quality Learning Programs and Services** by offering programs and services that result in educated, skilled, and adaptable workers and innovative lifelong learners.

- **Strategic Direction Three – Strengthen Community Development and Economic Vitality** by focusing on serving the many communities in the college’s region and educating students to become contributing and empowered citizens who actively participate in a democratic society.

- **Its purposes and the array of awards it offers:**

  Riverland Community College’s purposes are:

  1. **Refining Institutional Assessment** - Refine the evaluation and data collection practices of the college to better assess the effectiveness of course and program offerings, as well as college operations and institutional practices to support student success.

  2. **Design and Implement an Institutional Planning Process** - This college goal anticipates instilling a culture of inquiry at the college that values and uses data-based decision-making by defining a process for planning at the institutional, divisional, departmental, and program levels. One way that this will be accomplished is by integrating and aligning college-wide planning with System directions and goals.

  3. **Develop Innovative Program Delivery Mechanisms** - The college will develop a number of innovative course and program delivery mechanisms to expand learning opportunities for students and meet identified needs. Examples include strengthened technology and equipment in the career and technical programs, a weekend and evening college model, student cohorts, accelerated learning models, short-term certificate programs, a senior college and emeritus model, global learning opportunities, enhanced or expanded opportunities within the PSEO framework, including Tech Prep, and expanded distance learning offerings.

  4. **Strengthen Collaborative Networks** - Through regional partnerships and agreements, the college strives to be a vital link in the region for economic and workforce development. Articulation agreements and partnerships with two and four-year institutions should expand educational opportunities for students. In addition, collaborative partnerships and networks would be developed to enhance college fundraising, friend-raising, and resource development.

  5. **Clarify the Owatonna College and University Center’s Relationship with Riverland Community College** - The achievement of this goal will be accomplished through the analysis of data associated with student demographics, community needs, and the financial operation of the Center. College officials will also examine course delivery, the direction and nature of enrollment growth, and the operational support needed to maintain the Center, as well as explore expanded partnerships with higher education institutions.

  6. **Develop Centers of Learning** - By co-locating programs of similar disciplines, the college seeks to improve the efficiency and effectiveness of student learning through the sharing of resources, facilities, equipment, and curriculum. Some examples could include Centers of
Learning in such areas as Fine Arts, Health Sciences, Law Enforcement, Construction Trades, Transportation, a Senior College, Distance Learning, and Computer Technology.

Riverland Community College offers Associate of Arts, Associate of Applied Sciences, Associate of Sciences, and Associate of Fine Arts Degrees as well as technical certificates and diplomas.

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

The former mission of Riverland Community College is, “Riverland Community College provides a wide range of student-centered educational opportunities to enhance personal growth and community vitality.” The new mission reads, “Riverland is a regional comprehensive community college inspiring learning for living through a personalized educational environment.” The new mission retains the emphasis on offering students a broad array of programs and degree options. The new mission also continues to emphasize the importance of the college as a regional institution that supports a wide variety of communities. The primary difference in the new mission is that it emphasizes that the college will offer a personalized learning environment that helps students to prepare for their lives and to make a living.

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

The proposed mission, vision, and purpose statements for Riverland Community College were developed with a process that involved faculty, staff, administration, students, and community members. President Terrence Leas charged a 12-member steering committee comprised of volunteers from across the college and led by Vice President of Student Affairs Gary Schindler to develop new mission, vision, and values statements for the college. The Steering Committee identified current college reports and devised a structure for environmental scanning of the reports. Thirteen teams of staff and faculty reviewed 27 college reports to categorize data around 15 broad strategic planning questions. Thematic areas were identified and the data were reorganized around seven themes including assumptions, strategic differentiation today, strategic differentiation in the future, core markets, potential markets, and values. College employees, students, and external stakeholders provided feedback and ranked the themes in each thematic category. A strategic planning consultant guided the steering committee to use the categorized, condensed, and refined data to develop draft statements of the college mission, vision, and values. After feedback from internal stakeholders, the committee finalized the statements.

RECOMMENDED COMMITTEE MOTION
The Educational Policy Committee recommends that the Board of Trustees approve the Riverland Community College vision, proposed mission, purposes, and array of awards, which are listed in the executive summary.

RECOMMENDED MOTION
The Board of Trustees approves the request by Riverland Community College to approve its vision, proposed mission, purposes, and array of awards, which are listed in the executive summary.

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