

**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

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.

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

**Mission Approval:
Riverland Community College**

1 **EXECUTIVE SUMMARY**

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

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

8
9 **Vision:** Riverland Community College will be the regional leader in liberal arts and career-
10 technical higher education and an essential link to economic and social vitality. Riverland will be
11 recognized for excellence in learning through innovation, responsiveness, resourcefulness, and
12 collaboration.

13
14 **Mission:** Riverland Community College is a regional comprehensive community college
15 inspiring learning for living through a personalized educational environment.

16
17 **Purposes:** Riverland Community College’s purposes are:

- 18 1. Refining Institutional Assessment.
19 2. Design and Implement an Institutional Planning Process.
20 3. Develop Innovative Program Delivery Mechanisms.
21 4. Strengthen Collaborative Networks.
22 5. Clarify the Owatonna College and University Center’s relationship with Riverland
23 Community College.
24 6. Develop Centers of Learning.

25
26 **Array of Awards:** Riverland Community College offers Associate of Arts, Associate of
27 Applied Sciences, Associate of Sciences, and Associate of Fine Arts Degrees as well as technical
28 certificates and diplomas.

29
30 **An institution’s mission, vision and purposes shall support achievement of the MnSCU**
31 **system mission and vision:** Riverland Community College’s proposed mission is “Riverland
32 Community College is a regional comprehensive community college inspiring learning for living
33 through a personalized educational environment.” The mission supports the following system
34 strategic directions:

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- 1 • **Strategic Direction One – Increase Access and Opportunity** by inspiring “learning for
2 living,” helping to develop educated, skilled and adaptable workers and meeting the needs of
3 innovative lifelong learners.
- 4 • **Strategic Direction Two – Expand High-Quality Learning Programs and Services** by
5 offering programs and services that result in educated, skilled, and adaptable workers and
6 innovative lifelong learners.
- 7 • **Strategic Direction Three – Strengthen Community Development and Economic
8 Vitality** by focusing on serving the many communities in the college’s region and educating
9 students to become contributing and empowered citizens who actively participate in a
10 democratic society.

- 11
- 12 1. **An institution’s mission, vision, and purposes shall provide a foundation for evaluation,
13 accountability, and regional accreditation:** Riverland Community College’s vision,
14 proposed mission, and purposes provide a basis for evaluation, accountability, and regional
15 accreditation.
- 16 2. **Compliance:** Riverland Community College’s vision, proposed mission, and purposes are
17 consistent with statute, policy, and regional accreditation requirements.
- 18

19 **BACKGROUND**

20

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

24

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

29

30 The college serves 3,700 students with a full-time enrollment of 1,480 or 40 percent of all
31 students. Forty-four percent of all students at Riverland Community College are under the age of
32 21, while 20 percent are 40 or older. The student population is 54 percent female and 46 percent
33 male. Fifty-four percent of all students enrolled at the college are from Austin, Albert Lea, or
34 Owatonna.

35

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

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

43

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

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- 1 As required by procedure, the institution must indicate:
2 f. How its mission and vision respond to the definitions in procedure 3.24.1.
3 g. The extent to which the institution will meet expectations of law, how it relates to other
4 institutions of higher education, and how its mission, vision and purposes support fulfillment
5 of the system mission and vision.
6 h. Its purposes and the array of awards it offers.
7 i. How the new mission compares with the former mission.
8 j. Ample consultation with faculty, students, employers and other essential stakeholders.

9
10 Additionally, the institution's mission must be compliant with statute, policy, and regional
11 accreditation requirements.

12
13 **Review of Riverland Community College's Mission, Vision and Purposes**

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

- 16
17 a. The mission and vision respond to the definitions in the procedure:

18
19 Riverland Community College's proposed mission is "Riverland Community College is a
20 regional comprehensive community college inspiring learning for living through a personalized
21 educational environment." Riverland Community College's proposed mission emphasizes that
22 the college aims to offer a personalized educational environment that prepares learners for the
23 different roles they will play in their lives. These include learner, worker, citizen, and
24 community member. The mission also emphasizes that the college provides a comprehensive
25 array of two-year programs that offer learners a variety of learning opportunities.

26
27 The proposed mission for Riverland Community College is guided by a vision that reads,
28 "Riverland Community College will be the regional leader in liberal arts and career-technical
29 higher education and an essential link to economic and social vitality. Riverland will be
30 recognized for excellence in learning through innovation, responsiveness, resourcefulness and
31 collaboration." Riverland Community College envisions a future in which it remains a regional
32 leader and a key community resource that inspires individual learners and their communities to
33 identify and reach their full potential.

- 34
35 b. The extent to which the institution will meet expectations of law, how it relates to other
36 institutions of higher education, and how its mission, vision and purposes support fulfillment
37 of the system mission and vision:

38
39 Riverland Community College is a fully accredited institution of higher education that has
40 consistently worked with many other colleges and universities, community organizations, and K-
41 12 schools.

42
43 The Riverland Community College vision, proposed mission, and purposes are consistent with
44 statute, policy, and regional accreditation requirements. Riverland Community College's
45 proposed mission supports fulfillment of the Minnesota State College and Universities System
46 vision and mission intention of providing high quality, accessible future-oriented higher

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

- 3 • **Strategic Direction One – Increase Access and Opportunity** by inspiring “learning for
4 living,” helping develop educated, skilled, and adaptable workers, and meeting the needs of
5 innovative lifelong learners.
- 6 • **Strategic Direction Two – Expand High-Quality Learning Programs and Services** by
7 offering programs and services that result in educated, skilled, and adaptable workers and
8 innovative lifelong learners.
- 9 • **Strategic Direction Three – Strengthen Community Development and Economic
10 Vitality** by focusing on serving the many communities in the college’s region and educating
11 students to become contributing and empowered citizens who actively participate in a
12 democratic society.

13
14 c. Its purposes and the array of awards it offers:

15
16 Riverland Community College’s purposes are:

- 17 1. **Refining Institutional Assessment** - Refine the evaluation and data collection practices of
18 the college to better assess the effectiveness of course and program offerings, as well as
19 college operations and institutional practices to support student success.
- 20 2. **Design and Implement an Institutional Planning Process** - This college goal anticipates
21 instilling a culture of inquiry at the college that values and uses data-based decision-making
22 by defining a process for planning at the institutional, divisional, departmental, and program
23 levels. One way that this will be accomplished is by integrating and aligning college-wide
24 planning with System directions and goals.
- 25 3. **Develop Innovative Program Delivery Mechanisms** - The college will develop a number
26 of innovative course and program delivery mechanisms to expand learning opportunities for
27 students and meet identified needs. Examples include strengthened technology and
28 equipment in the career and technical programs, a weekend and evening college model,
29 student cohorts, accelerated learning models, short-term certificate programs, a senior college
30 and emeritus model, global learning opportunities, enhanced or expanded opportunities
31 within the PSEO framework, including Tech Prep, and expanded distance learning offerings.
- 32 4. **Strengthen Collaborative Networks** - Through regional partnerships and agreements, the
33 college strives to be a vital link in the region for economic and workforce development.
34 Articulation agreements and partnerships with two and four-year institutions should expand
35 educational opportunities for students. In addition, collaborative partnerships and networks
36 would be developed to enhance college fundraising, friend-raising, and resource
37 development.
- 38 5. **Clarify the Owatonna College and University Center’s Relationship with Riverland
39 Community College** - The achievement of this goal will be accomplished through the
40 analysis of data associated with student demographics, community needs, and the financial
41 operation of the Center. College officials will also examine course delivery, the direction
42 and nature of enrollment growth, and the operational support needed to maintain the Center,
43 as well as explore expanded partnerships with higher education institutions.
- 44 6. **Develop Centers of Learning** - By co-locating programs of similar disciplines, the college
45 seeks to improve the efficiency and effectiveness of student learning through the sharing of
46 resources, facilities, equipment, and curriculum. Some examples could include Centers of

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1 Learning in such areas as Fine Arts, Health Sciences, Law Enforcement, Construction
2 Trades, Transportation, a Senior College, Distance Learning, and Computer Technology.

3
4 Riverland Community College offers Associate of Arts, Associate of Applied Sciences,
5 Associate of Sciences, and Associate of Fine Arts Degrees as well as technical certificates and
6 diplomas.

7
8 d. How the new mission compares with the former mission:
9

10 The former mission of Riverland Community College is, “Riverland Community College
11 provides a wide range of student-centered educational opportunities to enhance personal growth
12 and community vitality.” The new mission reads, “Riverland is a regional comprehensive
13 community college inspiring learning for living through a personalized educational
14 environment.” The new mission retains the emphasis on offering students a broad array of
15 programs and degree options. The new mission also continues to emphasize the importance of
16 the college as a regional institution that supports a wide variety of communities. The primary
17 difference in the new mission is that it emphasizes that the college will offer a personalized
18 learning environment that helps students to prepare for their lives and to make a living.
19

20 e. Ample consultation with faculty, students, employers and other essential stakeholders:
21

22 The proposed mission, vision, and purpose statements for Riverland Community College were
23 developed with a process that involved faculty, staff, administration, students, and community
24 members. President Terrence Leas charged a 12-member steering committee comprised of
25 volunteers from across the college and led by Vice President of Student Affairs Gary Schindler
26 to develop new mission, vision, and values statements for the college. The Steering Committee
27 identified current college reports and devised a structure for environmental scanning of the
28 reports. Thirteen teams of staff and faculty reviewed 27 college reports to categorize data around
29 15 broad strategic planning questions. Thematic areas were identified and the data were
30 reorganized around seven themes including assumptions, strategic differentiation today, strategic
31 differentiation in the future, core markets, potential markets, and values. College employees,
32 students, and external stakeholders provided feedback and ranked the themes in each thematic
33 category. A strategic planning consultant guided the steering committee to use the categorized,
34 condensed, and refined data to develop draft statements of the college mission, vision, and
35 values. After feedback from internal stakeholders, the committee finalized the statements.
36

37 **RECOMMENDED COMMITTEE MOTION**

38 The Educational Policy Committee recommends that the Board of Trustees approve the
39 Riverland Community College vision, proposed mission, purposes, and array of awards, which
40 are listed in the executive summary.
41

42 **RECOMMENDED MOTION**

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

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