

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

Agenda Item Summary Sheet

Committee: Academic and Student Affairs

Date of Meeting: March 17, 2010

Agenda Item: Normandale Community College Mission Statement 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):

Joe Opatz, President, Normandale 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 Normandale Community College meet the criteria identified in Board Policy 3.24 System and Institutional Missions, Part 2: Review and Approval of 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 Normandale 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**

**NORMANDEALE COMMUNITY COLLEGE
MISSION STATEMENT APPROVAL**

EXECUTIVE SUMMARY

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

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

Vision: Normandale Community College will be a recognized leader in academic excellence, student support, and community and workforce development.

Mission: Normandale Community College advances individuals’ intellectual, career, and personal development by providing outstanding teaching and support.

Purposes: To accomplish our mission, we will:

- Prepare students to transfer successfully to four-year and other educational institutions.
- Prepare individuals to perform successfully in the workforce.
- Support individuals in developing and meeting their educational goals.
- Ensure students achieve the College’s liberal education and student development outcomes.
- Support all types of learners in their pursuit of life-long career and personal development goals.
- Prepare students for college-level coursework.
- Prepare individuals to participate in diverse local and global communities.
- Identify and meet workforce training needs.

Array of Awards: Normandale Community College offers the Associate in Arts, Associate in Fine Arts, Associate in Applied Science and Associate in Science degrees.

- **An institution’s mission, vision and purposes shall support achievement of the system mission and vision:** Normandale Community College’s mission to advance “individuals’ intellectual, career, and personal development by providing outstanding teaching and support” and the associated purposes focus the institution on emphasizing the personal and career dimensions of education.

1 The new mission statement better recognizes the “wide range of individual learners” in the
2 System mission because the institution seeks to advance individuals wherever they are in their
3 career or life-long learning development.

4
5 **An institution’s mission, vision, and purposes shall provide a foundation for evaluation,**
6 **accountability, and regional accreditation:** Normandale Community College’s vision, mission,
7 and purposes provide a basis for evaluation, accountability, and regional accreditation.

8
9 **Compliance:** Normandale Community College’s vision, mission, and purposes are consistent
10 with statute, policy, and regional accreditation requirements.

11 12 **BACKGROUND**

13 Normandale Community College was founded in 1968. The College has been accredited by the
14 Higher Learning Commission since 1973. Our last PEAQ Comprehensive Evaluation was 2000-
15 2001. Normandale became an AQIP institution July 11, 2007. The date of our next Systems
16 Portfolio review is June 1, 2011. The date of our next Reaffirmation of Accreditation is 2013-
17 2014.

18 19 **Mission, Vision and Purposes Application Analysis**

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

23
24 As required by procedure, the institution must indicate:

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

34 35 **Review of Normandale Community College’s Mission, Vision and Purposes**

36 Normandale Community College’s vision, mission and purposes meet these requirements.

- 37
38 a. The mission and vision respond to the definitions in the procedure:

39
40 Normandale Community College’s mission to advance “individuals’ intellectual, career, and
41 personal development by providing outstanding teaching and support” and the associated purposes
42 support the following areas:

- 43 • The continuing focus of the college on the southwest metropolitan region of the Twin Cities
44 continues but eliminates the cumbersome phrase from the mission statement.

- 1 • The focus on “individuals” recognizes that the college mission includes displaced workers,
2 employees of customized training partners, and adult learners as well as traditional
3 “students” which tends to mean recent high school graduates.
- 4 • Institutional outcomes statements have been developed to accompany the mission statement,
5 though they can be broadly categorized under “intellectual, career, and personal
6 development.”
- 7 • The new mission statement sharpens the focus of the college on the outcomes of teaching and
8 support—the learning and development of our students. The outcomes statements will help
9 the college to measure the effectiveness of these key activities.

10

11 The mission for Normandale Community College is guided by a vision that reads “Normandale
12 Community College will be a recognized leader in academic excellence, student support, and
13 community and workforce development.”

14

15 Normandale Community College envisions a future in which:

16

- 17 • Each of these areas—academic excellence, student support, community and workforce
18 development—corresponds to one of the goals of the college’s 2010-2013 Strategic Plan.
- 19 • Development of metrics and milestones for being a “recognized leader” at regional and
20 national levels, with the core idea to strengthen performance in core areas of the mission, so
21 the college can assume a stronger leadership position in implementing and sharing best
22 practices.
- 23 • The College will be stronger in each of these areas, and have a more robust system of
24 measures on which to base that assessment.
- 25 • There will be more integration between academic programs, support services, and
26 community and workforce development.
- 27 • The vision will carry forward Normandale’s existing reputation for rigorous academic
28 programs, an active campus life for students, and engagement with the surrounding
29 community by serving as a center for intellectual, artistic, and workforce development.

30

31 Normandale Community College has a strong reputation for quality teaching and rigorous
32 academic programs. The new mission is intended to keep the college focused on that role while
33 recognizing that students will benefit from incorporating personal development and career
34 exploration more intentionally into the liberal education curriculum.

35

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

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40 The Normandale Community College vision supports providing the people of Minnesota with
41 the “highest value education” through our equal commitment to academic excellence, student
42 support, and community and workforce development. These are not intended to be choices along

1 a continuum of priorities, but the recognition that all of these aspects are interwoven and
2 mutually supporting—academic rigor *and* strong support systems, liberal *and* career education,
3 individual *and* community development.

4
5 The institution’s goals support the system strategic plan in the following ways:
6

- 7 • **Increase Access and Opportunity** in supporting all types of learners in their pursuit of life-
8 long career and personal development goals, including a commitment to developmental
9 education, ensuring higher education remains accessible to all learners.
10
- 11 • **Promote and Measure High-Quality Learning Programs & Services** in ensuring students
12 achieve the College’s liberal education and student development outcomes and preparing
13 students to transfer successfully to four-year and other institutions for baccalaureate level
14 education.
15
- 16 • **Strengthen Community Development and Economic Vitality** in focusing on workforce
17 preparation and on-going workforce training to support the System mission of sustaining
18 vibrant economies in the state.
19
- 20 • **Innovate for the Future** in supporting a diversity of student educational goals at any point
21 in their lives and preparing them to participate in a global economy.
22

23 The Normandale Community College vision supports the system vision in providing education
24 that supports the success of our communities.
25

26 c. Its purposes, values and array of awards it offers:
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28 Normandale Community College’s Purposes includes the following:

- 29 • Prepare students to transfer successfully to four-year and other educational institutions.
- 30 • Prepare individuals to perform successfully in the workforce.
- 31 • Support individuals in developing and meeting their educational goals.
- 32 • Ensure students achieve the College’s liberal education and student development outcomes.
- 33 • Support all types of learners in their pursuit of life-long career and personal development
34 goals.
- 35 • Prepare students for college-level coursework.
- 36 • Prepare individuals to participate in diverse local and global communities.
- 37 • Identify and meet workforce training needs.
38

1 The Normandale Community College vision, mission, and purposes are consistent with statute,
2 policy, and regional accreditation requirements.

3
4 d. How the new mission compares with the former mission:

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6 The former mission of Normandale Community College was, “As an urban community college
7 serving primarily the southwest metropolitan region of the Twin Cities, Normandale prepares
8 students for full participation in our diverse communities, creates pathways to other college
9 programs, and builds community connections.”

10
11 The new mission reads, “Normandale Community College advances individuals’ intellectual,
12 career, and personal development by providing outstanding teaching and support.”

13
14 The former mission was longer with vague statements like “creates pathways to other college
15 programs” and “builds community connections.” The new mission statement is intended to be
16 shorter and clearer, so employees can keep it more readily in mind. The new mission statement
17 also focuses on the core functions of the college: learning and development.

18
19 Ample consultation with faculty, students, employers and other essential stakeholders:

- 20
- 21 • Campus-wide awareness and satisfaction with the existing mission were assessed in January
22 2008 at a campus development day. General feedback included dissatisfaction with the
23 absence of teaching and learning in the mission statement, with the “urban” designation, and
24 with the vagueness of key phrases.
 - 25 • The Institutional Effectiveness Committee, which includes representatives from most areas
26 on campus and all academic divisions, managed the mission review and strategic planning
27 process, beginning in Fall 2008. The Committee reviewed the System mission statement and
28 key environmental drivers like workforce development and demographic declines in high
29 school graduates. Committee members then identified key elements of the mission,
30 institutional outcomes, and values. A small team then crafted seventeen different versions of
31 the mission. The Committee met to narrow the list to several preferred versions which were
32 sent out to the campus for feedback.
 - 33 • Based on the feedback, the Committee crafted a draft of the mission, institutional outcomes,
34 and values. These were again sent out for campus-wide feedback. The final versions were
35 approved at the Institutional Effectiveness Committee in spring 2009.
 - 36 • In fall 2009, the Institutional Effectiveness Committee used the four goals of the 2010-2013
37 Strategic Plan to develop its vision statement.
 - 38 • The mission and vision were last reviewed by the Board of Trustees in April, 1999. The new
39 mission, vision, and outcomes were developed as part of Normandale’s 2010-2013 Strategic
40 Plan. Institutional values were also reviewed to better align with AQIP’s principles of high-
41 performing institutions.
- 42
43

1 **RECOMMENDED COMMITTEE MOTION**

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3 The Academic and Student Affairs Committee recommends that the Board of Trustees approve
4 the Normandale Community College vision, mission, purposes, and array of awards as listed in
5 the executive summary.

6

7 **RECOMMENDED MOTION**

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

11

12 *Date presented to the Board: March 17, 2010*