

### Conclusion

#### David R. Arendale

It has been an amazing experience to document the scope and diversity of ideas of students, faculty, and staff members of the General College (GC) as they approach their work and service to students. In anticipation of GC's 75th anniversary in 2007, we undertook this book project 2 years ago. Our primary intent was to document the General College's current contributions, as well as those of GC administrators, faculty, and staff who have preceded us, and to share our ideas with colleagues at other institutions. We have learned much from our colleagues here in the U.S. and internationally, and we saw this book as an opportunity to inform the greater higher education community about how we have implemented what we have learned in the General College.

As we complete the editing of the book, the General College is again being challenged to transform itself to comply with new priorities presented by a University-wide strategic planning process initiated by the University's central administration. Change is nothing new for GC. As some of the chapters in this book have illustrated, GC has modified its mission and transformed its curriculum approximately every 10 to 20 years. Twice within the past 2 decades serious attempts have been made to close the college due to perceptions that its mission was unessential for a major public research university. The recently approved plan for strategic restructuring of the University includes significant reorganization of GC, and its loss of status as a freshman-admitting college also reflects that point of view.

The forces of change that are currently enveloping the University of Minnesota are not unique or new to American public postsecondary education. Crushing economic forces have been buffeting postsecondary education for over a decade. The proportion of state funds devoted to public higher education has been significantly and perhaps irrevocably diminishing for a long time, both here in Minnesota and around the nation. State legislative leaders are devoting more resources to health care, prison construction, and rebuilding of transportation infrastructure. Public elementary and secondary (K-12) education initiatives generally receive first preference for scarce infusions of state funding; however, K-12 school districts are fighting major battles as well.

The historic notion that substantial financial investments in education programs yield significant and long-term benefits for society has been too often forgotten. During a conference presentation recently given by one of

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this book's co-editors, a high-ranking college administrator exclaimed that her first priority each morning was to figure out how she could keep the doors open at her institution. Although her concern was perhaps exaggerated, many state and federal reports that increasingly document the dismal funding prospects for public postsecondary education confirm this anecdote. It appears that a lack of fiscal resources is driving much of the change within higher education, including the significant restructuring currently under way at the University of Minnesota. Fiscal exigencies combined with rapidly changing demographics, and particularly the projected decline in the number of students of traditional college age, are causing postsecondary administrators in the U.S. to rethink their budget priorities.

An increasing trend is a shift of access and developmental education programs from a shared responsibility by all postsecondary institutions to an obligation of only public community colleges. This reduction or elimination of this responsibility is appearing with increased frequency in urban public colleges and universities. This issue bears increased investigation regarding the scope of institutional mission changes and the consequences for the diversity of the student body and impact on student outcomes.

At the time of publication of this book, the ultimate future is uncertain for the General College. When draft recommendations were circulated in early spring 2005 that recommended significant campus reorganization including demotion of GC to departmental status, a spirited and vigorous campaign was waged by supporters of GC. They advocated for its continued status as a college with the authority to manage its mission, admissions, curriculum, and budget. Of particular concern was maintaining access to the University for students from populations that traditionally have been underserved in U.S. higher education, and especially at its most prestigious public research I institutions. These populations include students of color, students who represent the first of their families to attend college, students who are English language learners, students who have spent major portions of their lives living as refugees without a country, students with disabilities, and students from low-income families. For almost 75 years General College has provided the gateway to the University of Minnesota for these students. The recent debate involved many people throughout the campus, members of the community, and other policy makers. People of good will on both sides of the argument engaged in a dramatic battle related to the future vision of the University as a whole and the role of the General College in particular.

In June 2005 the UMN Board of Regents approved by a vote of 11 to 1 that GC be demoted to departmental status and be assigned to the College of Education and Human Development. Final details concerning the implementation of this change will be studied by campus task forces that will pres-

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ent their recommendations for action and approval by UMN central administration in December 2005. UMN President Robert Bruininks has announced that the transition process will take place over several years.

Change is coming to what is now the General College. That is not new for GC, which is probably the most flexible academic unit within the University community. As demonstrated in the history section of this book, it has often been called upon to modify its mission to meet the needs presented to it. If the old expression is correct that "form follows function," then also is the fact that function is dependent upon values and mission. The recognition of the importance of shared values is critical to understanding GC and the endeavors of its students, faculty, staff, and administrators to maintain GC's unique vision and sense of community.

At a spring 2005 GC faculty meeting the group reviewed GC's core values. Regardless of the administrative organization of our unit, our values are central to who we are and hopefully will always be reflected in our collective work. This discussion and others that have been occurring throughout the college have identified the following values that are held by the group: (a) the diversity of our student body as well as our faculty and staff, (b) the centrality of multiculturalism to all the activities of the college, (c) the necessity to address issues of social justice in our work, (d) our focus on student-centered teaching, and (e) the importance of classroom-based research.

This book is about "The General College Vision." Regardless of our future, we plan to continue to remain steadfast to our vision and values. We hope that readers of this book have learned new means for tangible expressions of these values at their home institutions. Perhaps in some small way this book can help nurture and spread the glow of the General College vision to other colleges and universities throughout the land. Regardless of our future, maybe the embers of the fire of our convictions can inspire others to experiment and implement strategies that work best for their institution. We hope that through the collective flames of a thousand fires the GC vision can spread to impact more students in the future.

#### **About the Editors**

**Jeanne L. Higbee** has a B.S. in sociology (1972) from Iowa State University and earned her M.S. in Counseling and Guidance (1976) and Ph.D. in educational administration (1981) from the University of Wisconsin-Madison (UW). She began her career in developmental education and learning assistance as a graduate student coordinating the Learning Skills Program for the UW Counseling Service. She worked full-time in student affairs at a variety of institutions from 1977 through 1985, and then taught in the Division of Academic Assistance at the University of Georgia from 1985 to 1999. She currently serves as professor and senior advisor to the Center for Research on Developmental Education and Urban Literacy (CRDEUL) at the University of Minnesota General College. She is the recipient of the American College Personnel Association (ACPA, 2005) Voice of Inclusion Medallion, the Henry Young Award for Outstanding Individual Contribution to the National Association for Developmental Education (NADE, 2002), the award for Outstanding Article in the *Journal of Developmental Education* (2000), and the Hunter R. Boylan Outstanding Research/Publication Award (NADE, 1999), as well as the General College's 2004 Multicultural Recognition Award. In addition to serving as co-editor of The Learning Assistance Review and on numerous other journal editorial boards, she has edited 12 monographs and published more than 75 articles related to access to higher education and success in the first year of college. She has also edited a book titled Curriculum Transformation and Disability: Implementing Universal Design in Higher Education and is currently working on a monograph addressing issues for professionals with disabilities.

Dana Britt Lundell received her Ph.D. in education, curriculum and instruction, at the University of Minnesota in 1999. Her emphasis was literacy in higher education, with a minor in composition, literacy, and rhetorical studies. Prior to this she received an M.A. in English from the University of Minnesota, and a Bachelor of Philosophy in interdisciplinary studies from the Western College Program at Miami University (OH). Since 1993 Dana has worked in General College. During that time she was an instructor in the writing program for 5 years. In 1996 she helped establish and implement the Center for Research on Developmental Education and Urban Literacy, and in

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