

From the *Memorandum of Understanding* between the Higher Learning Commission and Grinnell College, 30 January 2007, signed by President Russell Osgood:

"...we agree that this shall be a *special emphasis self-study* examining a question central to the College's mission: how can the College reinvigorate its traditional commitment to train leaders in public service and social justice as it enters the 21st century?

...we propose to structure our self-study as an exploration of several questions that we need to be able to answer to achieve our goal of producing socially concerned leaders dedicated to the public good.

- What does it mean for a person to be a leader in the 21st century?
- How will liberal education prepare people to be leaders in the 21st century?
- What does public service mean in the 21st century?
- What does social justice mean in the 21st century?
- How does globalization affect our understanding of leadership in the 21st century?
- Does our advising prepare students to see the connections between their liberal education and the change they hope to make in the world?
- Do we appropriately mentor our students so that they are prepared to enter the areas in which they want to serve others, exercise leadership, and make change in the world?
- As regards the previous two questions, does our advising and mentoring in a context without curricular requirements provide sufficient structure to prepare our students to lead, serve, and work effectively within the institutions and structures they will encounter after graduation?
- Do our residential and student life programs contribute effectively to the formation of leadership and service in our students?
- Do our co-curricular programs (e.g., internships, externships and community service) prepare students to see the connections between their liberal education and the change they hope to make in the world?

In addition, we propose to include a single chapter in which we will cross check against the five criteria of a regular self-study (and the twenty-one core components) and present data to show how we are currently fulfilling them.

The goal of the self-study will be to determine the areas in which we are adequately prepared to meet our goal of producing socially concerned leaders dedicated to public service, and to identify the areas where we need to do more work to achieve this goal."