

Standard One: Institutional Mission

The institution has a statement of mission that defines the institution, its educational purposes, its students, and its place in the higher education community.

Standard 1.1

The institution has a statement of mission, adopted by the governing board, which identifies the broad-based educational purposes it seeks to achieve.

Description

The mission statement for College of San Mateo is that of the San Mateo County Community College District (Ref. 1.1). That mission statement was adopted by the San Mateo County Community College District board of trustees in January 1999 (Ref. 1.2).

The preamble of the mission statement outlines the general purposes of the college and the district, as well as their roles in the local, state, and global communities.

Following the preamble, the mission statement lists the college's broad-based educational goals:

1. provide a breadth of educational opportunities and experiences which encourage students to develop their general understanding of human effort and achievement;
2. provide lower division programs to enable students to transfer to baccalaureate institutions;
3. provide occupational education and training programs directed toward career development, in cooperation with business, industry, labor, and public service agencies;
4. provide developmental and remedial education in language and computational skills required for the successful completion of educational goals;
5. provide a range of student services to assist students in attaining their education and career goals;
6. provide self-supporting community education classes, contract education and training, and related services tailored to the human and economic development of the community;
7. celebrate the community's rich cultural diversity, reflect this diversity in student enrollment, promote it in its staff and maintain a campus climate that supports student success.

The final section of the mission statement states the commitment of the college to institutional research, shared governance, and “maximum effectiveness, efficiency, equity and accountability” through planning, organizing, and developing of its resources.

Appraisal

Based on the College of San Mateo *Student Satisfaction Survey* (Ref. 1.3), administered in 1999, there appears to be a high degree of agreement among students that the college is succeeding in achieving the educational purposes outlined in the mission statement:

- 94 percent of students responding expressed satisfaction with “opportunities to experience growth at CSM” (Goal 1 of mission statement);
- more than 86 percent responded that “CSM does whatever it can to help me realize my educational goals” and more than 90 percent responded that “campus staff are caring and helpful” (Goals 1-7);
- more than 89 percent expressed satisfaction with the “variety of courses at CSM” (Goals 2-6);
- more than 91 percent, 93 percent, and 95 percent expressed satisfaction with the college’s commitment to part-time students, minority students, and older students, respectively (Goals 2-7);
- between 80 and 90 percent expressed satisfaction with various aspects of counseling services (Goals 2, 5, and 7);
- 96 percent are satisfied with the “knowledge and ability of faculty,” more than 84 percent agree that “faculty are interested in my academic problems,” and more than 87 percent agree that “faculty care about me” (Goal 7).

Plan

None

Standard 1.2

The mission statement defines the students the institution intends to serve as well as the parameters under which programs can be offered and resources allocated.

Description

College of San Mateo serves the population of one of the most culturally diverse counties in the nation. The mission statement acknowledges this diversity and the college’s commitment to “reflect this diversity in [its] student enrollment.” The college sees as its potential students anyone who can benefit from its educational

and support services, including students interested in transfer, students interested in occupational training, students with limited English language skills, students seeking development of their language and computational skills, and students interested in self-improvement or enrichment through community education and/or contract education and training.

The parameters under which programs are offered are consistent with Title 5: pursuit of a degree or certificate, preparation for transfer, career education, and acquisition of basic skills.

While primarily serving students from San Mateo County, College of San Mateo also serves students from outside the county, as well as a growing number of international students, drawn to the college because of its strong reputation for academic excellence.

Appraisal

The mission statement, consistent with California Education Code, clearly defines the students the college intends to serve and the parameters under which its programs are offered.

Plan

None

Standard 1.3

Institutional planning and decision making are guided by the mission statement.

Description

The means through which the mission statement is implemented at College of San Mateo is the annually revised document titled *On-Going Institutional Ambitions and College Goals* (Ref. 1.4), which guides college planning and decision making. That document has its origins at the division level, with division deans annually soliciting goals and objectives from faculty and staff. The deans then carry these goals and objectives to their respective instructional or students services deans group. Ultimately the goals and objectives are discussed with the vice presidents and president, and revisions are incorporated into the document. *On-Going Institutional Ambitions and College Goals* is approved by College Council, the college's shared governance group, comprised of up to sixteen members, four from each constituency group: students, classified staff, faculty, and administration.

College of San Mateo's *On-Going Institutional Ambitions and 2000-01 College Goals* lists five overarching goals:

1. Manage Enrollment
2. Effect Institutional Change
3. Improve Facilities, Grounds and Equipment
4. Promote Institutional Advancement
5. Improve Organizational Systems.

Under each of these overarching goals, individual goals with outcome criteria are listed and then followed by action steps identifying specific tasks. Under the general goal of Effect Institutional Change, for example, two of the specific action steps are these:

- By December 1, 2000, identify with specificity the Partnership for Excellence goals CSM will target, and begin to collect relevant data on how well the college is performing with respect to those goals;
- By November 1, 2000, develop a plan to provide appropriate professional development to faculty, staff and administrators on the subject of program assessment and its use to enhance the quality of learning at CSM. These professional development activities should also be designed to improve the College's ability to respond to the requirements contained in Standard 3 of the WASC Accreditation Standards. This should build on work currently being done in English, Mathematics, and Reading.

These two goals, along with the other goals listed in this planning and decision making document, support specific aspects of the college mission statement.

Appraisal

Evidence suggests that the college does a good job of connecting planning and decision making to the mission statement. Over 80 percent of respondents to the *Faculty/Administration Survey* (Ref. 1.5), conducted in the summer of 1999 to provide data for this accreditation self-study, indicated agreement with the statement "College planning and decision making are guided by its mission statement." Through its *On-Going Institutional Ambitions and College Goals*, the college annually sets attainable goals to be met by specific dates.

Plan

None

Standard 1.4

The institution evaluates and revises its mission statement on a regular basis.

Description

In the fall of 1998, the mission statement, unchanged since 1992, was updated by District Shared Governance Council, the district-level shared governance body with representation from students, classified staff, faculty, and administration from all the three of the district's colleges: Cañada College, College of San Mateo, and Skyline College. In the updating process, District Shared Governance Council reviewed, among other documents, the mission statement of the California Community Colleges, developed by the California Community Colleges Chancellor's Office.

Appraisal

A careful comparison of the revised mission statement, which was adopted by the board of trustees in January of 1999, with the mission statement in place at the time of the last accreditation self-study (1995) reveals that while the form and content of the statements remained largely the same, the 1999 statement contains some important changes:

- It incorporates the names of the colleges in the preamble, thereby reflecting the unique identity of each of the colleges in the district;
- It addresses the district's role in the statewide system of community colleges;
- It strengthens the statement about responsiveness to community needs;
- It eliminates reference to the possibility of limiting scope of service at the expense of quality;
- It addresses campus climate and student success;
- It expands the reference to research and evaluation to include services and student outcomes;
- It addresses the practice of shared governance in decision making.

These changes provided an important update in the mission statement, and while the current mission statement accurately describes the district and college roles in meeting community needs, given the rapid rate of demographic, cultural, and technological change in San Mateo County, the district's primary service area, the mission statement needs to be regularly evaluated and revised, as appropriate.

Plan

Review the mission statement annually. In order to accommodate the increasing rate of change in the student population and community needs, extensively review the mission statement, with the possibility of updating it, every three years.

Standard One Document References

- 1.1 San Mateo County Community College District (SMCCCD) Mission Statement
- 1.2 SMCCCD Board Report 00-1-1B: Adoption of Revised SMCCCD Mission Statement, January 12, 1999
- 1.3 CSM Student Satisfaction Survey, Summer 1999
- 1.4 College of San Mateo On-Going Institutional Ambitions and 2000-01 College Goals
- 1.5 CSM Faculty/Administration Survey, Summer 1999