



Standard I Institutional Mission and Effectiveness

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Standard I: Institutional Mission and Effectiveness

The institution demonstrates strong commitment to a mission that emphasizes achievement of student learning and to communicating the mission internally and externally. The institution uses analyses of quantitative and qualitative data and analysis in an ongoing and systematic cycle of evaluation, integrated planning, implementation, and re-evaluation to verify and improve the effectiveness by which the mission is accomplished.

A **Mission:** The institution has a statement of mission that defines the institution's broad educational purposes, its intended student population, and its commitment to achieving student learning.

Description

Skyline College recently adopted new vision and mission statements (IA.7). Skyline College's revised vision and mission statements are as follows:

Skyline College Vision Statement 2006

Skyline College strives to inspire a global and diverse community of learners to achieve intellectual, cultural, social, economic and personal fulfillment.

Skyline College Mission Statement 2006

Skyline College is a comprehensive, open access community college that provides student-centered education leading to transfer, career advancement, basic skills development, and personal enrichment.

The college is committed to preparing students to be culturally sensitive members of the community, critical thinkers, proficient users of technology, effective communicators, socially responsible lifelong learners and informed participants of a democracy in an increasingly global society.

Skyline offers innovative instruction and student support to a rich tapestry of diverse learners through the hallmarks of the college: academic excellence, responsive student services, advanced technology, community and industry partnerships, and workforce and economic development.

The former mission statement was in effect from 2004-2006 and included vision and values statements, as well as defined college goals (IA.2). The process of developing the new vision and mission statement began during fall 2006, upon completion of the college's facilities and educational master planning processes. The timing was intentional in order to ensure that critical information from the recent Education Master Plan was taken into consideration.

The vision and mission statements define Skyline College's broad educational purposes, emphasizing a varied set of educational goals, including transfer, career advancement, basic skills development and personal enrichment (IA.1).

The vision and mission statements also outline the college's intended student population. As a community college, Skyline College is an "open-access" institution of higher education, a status reflected in the mission statement. As an open-access educational institution, the College Catalog clearly articulates that "anyone who is a high school graduate, 18 years of age or older, and able to benefit from the instruction offered, is eligible to attend Skyline College" (IA.3). The vision statement further defines the college's intended population by referring to a "global and diverse community of learners," an idea that is reiterated in the mission statement in its mention of "a rich tapestry of diverse learners" (IA.1).

The intended population identified in the vision and mission statements matches the college's location, resources and role as an institution of higher education. Skyline's student demographics reflect the diversity of the community served by the college. The student population, which stood at 8,231 students during spring 2006, is highly diverse ethnically, as well as in terms of academic preparation, age, and socio-economic status (IA.4).

The college's strong commitment to student learning is also identified in the vision and mission statements both in terms of mentioning a "student-centered education" and in terms of identifying the college's commitment to preparing students to be strong critical thinkers, lifelong learners and informed participants of a democracy. This commitment is backed by the mission statement's commitment to offer "innovative . . . student support" and "responsive student services" (IA.1).

Self-Evaluation

The college meets this standard. The new mission statement of Skyline College is an expression of the goals and aspirations of its educational agenda. The philosophies and principles upon which the mission statement builds reflects an organic organization—one that pragmatically modifies itself to ensure its continuing viability as a community resource for education, culture and social responsibility. The goals articulated by the mission statement (transfer, career advancement, basic skills development and personal enrichment) are appropriate to an institution of higher learning.

The mission statement also intentionally highlights the fact that Skyline is an open-access community college, one that admits all students aged 18 years and above who are able to benefit from instruction. The population characteristics were defined by the research that went into formulating the Education Master Plan (IA.5).

A collegewide pledge to achieving student learning is exhibited in the mission statement's final paragraph, which commits instruction, support services, and resources as a way of effectively fulfilling this goal.

The college will continue to review and revise its mission statement every four to six years in response to changing circumstances (IA.6).

Planning Agenda

None.

Evidence:

IA.1	Vision and mission statement 2006-2007	http://www.smccd.edu/accounts/skypro/IPC/Approved%20Vision%20and%20Mission%20Statements%2007.doc
IA.2	Emails from Vice President—Office of Instruction and mission statement forum	Hard copy only
IA.3	College Catalog, 2006-2007, p. 15	Hard copy only
IA.4	College almanac	http://www.smccd.edu/accounts/skypro/institutional_almanac.pdf
IA.5	Education Master Plan	http://www.smccd.edu/accounts/skypro/Ed%20Facilities%20Master%20Plan%2006/Skyline%20Education%20Plan%20Report%20vr3.pdf
IA.6	Institutional Planning Committee vision and mission renewal process	http://www.smccd.edu/accounts/skypro/IPC/Vision%20&%20Mission%20Renewal.doc
IA.7	April 11, 2007 Board of Trustees minutes	http://www.smccd.edu/accounts/smccd/boardoftrustees/minutes/07_04_11.shtml

A.1 The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.

Description

Examples of student learning programs and services that align with the college character, purposes, and student population include basic and remedial education for under-prepared students (the 800-level courses), vocational and technical programs, transfer preparation, English as a second language program, and honors classes. The Learning Center, Library, and Media Services provide academic support for all programs. The Center for Advanced Learning and Technology houses computer rooms used for instruction in many disciplines. The Center for International Trade Development provides technical assistance in international trade to small and medium sized companies. The Center for Workforce Development represents an institutional commitment across departments to prepare a highly skilled workforce. Student services include admissions, financial aid, assessment/placement, counseling, Extended Opportunity Program and Services, Disabled Students Program and Services, student activities, health services and security.

The appropriateness, responsiveness, and effectiveness of these programs are regular topics of discussion throughout the college and are assessed in a systematic manner in a variety of ways. Students have the opportunity to provide feedback regarding the

delivery of services through such mechanisms as the Foundations of Excellence in the First Year Experience or to fill out class evaluations. The Student Services Council and the Instructional Leadership Team meet regularly to conduct planning and to assess programs and services based on input from students and faculty. Similar dialogues that help make certain the college's programs and services are aligned with its purposes, character and population are held at department and program meetings, at the Academic Senate, the Management Council, the Curriculum Committee, and other college committees (IA.1.2).

The college has completed education and facilities master plans, which are now guiding future development of programs and facilities. To fulfill its mission, the college will modify its program offerings whenever the need arises. Changing needs will be identified through an ongoing process of data collection and analysis, research, and assessment. The college will continue to conduct research on the changing student population, student needs, and student learning outcomes. This will be accomplished through the Student Learning Outcomes Assessment Cycle (SLOAC) process, program review, campus surveys, and the use of the Balanced Scorecard, a strategic management system adopted by the Institutional Planning Committee to enhance the existing collegewide planning process by translating the college vision and mission into meaningful indicators which are directly linked to college goals and strategies (IA.1.2-8).

To ensure that Skyline College establishes and supports student learning programs and services aligned with its purposes, character, and student population, the college expanded the Office of Planning, Research and Institutional Effectiveness in September 2005 to create and maintain current research on its student population, retention and success and its instructional and student support programs. A "culture of inquiry" is actively promoted in a variety of ways (e.g., web availability of research reports, educational and facilities master planning, distribution of research, up-to-date reports/almanac, workshops, program review) so that evidence is used by the college community in evaluating and developing learning and student services programs that meet student needs.

The college has a systematic program review process in place (IA.1.7). The SLOAC Committee is providing leadership, coordination, training, and support for the college's student learning outcomes assessment for the instructional, academic support, and student services division. As part of the SLOAC process, the college has developed and adopted institutional-level student learning outcomes. These are based on the mission statement goals for student learning: "The college is committed to preparing students to be culturally sensitive members of the community, critical thinkers, proficient users of technology, effective communicators, socially responsible lifelong learners and informed participants of a democracy in an increasingly global society." This statement makes explicit the purposes of the institution by articulating broad goals that will guide the formulation of more specific student learning outcomes for the institution, programs, and courses (IA.1.9).

Self-Evaluation

The college meets this standard. The college effectively aligns its student learning programs and services with its purposes, character and student population. Ongoing dialogue are held among key constituencies regarding the relevance and effectiveness of college programs and services in promoting student learning, as defined in the college's mission statement. Critical discussions regularly take place through the appropriate committees, including the Curriculum Committee and Academic Senate.

The institution collects evidence that substantiates the validity of the mission as it addresses the needs of the students. The mission statement specifically addresses the diversity of the college's population and the many objectives of the students, and it mandates an equally diverse selection of learning programs and services. The breadth and depth of the curriculum and student services demonstrate the college's commitment to providing multiple academic levels for open access. A variety of student services are available to facilitate the success of the students in their individual educational objectives. To address changes in demographics and technologies, the college has a systematic program review process to assure currency (IA.1.3-8).

The institution knows that it is addressing the needs of the students through its institutional research, focus groups, student and faculty surveys, evaluations in classes, assessment of student learning outcomes, and other vehicles. The most significant new effort at assessing institutional effectiveness is the SLOAC Framework, which has also been integrated with the program review process.

The Employee Voice Survey of fall 2006 found that "Skyline is committed to its students and their success...Skyline worked to fulfill its vision and mission," and that this is evidenced by "the effort the college made to support students through the services the college offered; the variety of excellent programs, courses and instruction; and all of the people who genuinely cared about students and their success" (IA.1.4).

Planning Agenda

None.

Evidence:

IA1.1	Compendium of Committees	http://smccd.edu/accounts/skynotes/governance/pdf_files/Second%20revision%20Spring%202007%20Compendium%20of%20Committees.pdf
IA1.2	Education Master Plan	http://www.smccd.edu/accounts/skypro/Ed%20Facilities%20Master%20Plan%202006/Skyline%20Education%20Plan%20Report%20vr3.pdf
IA.1.3	Student Campus Climate Survey	http://www.smccd.edu/accounts/skypro/Surveys%20&%20Focus%20Group%20Studies/Noel%20Levitz%20-%20Spring%202006/Comprehensive%20Summary%20Student%20Survey.pdf
IA.1.4	Employee Voice Survey	http://www.smccd.edu/accounts/skypro/Surveys%20&%20Focus%20Group%20Studies/employee%20voice%202006%20survey%20exec%20sum.pdf

IA.1.5	Fresh Look Project	http://www.smccd.edu/accounts/skypro/Surveys%20&%20Focus%20Group%20Studies/Focus%20Group%20Study%202005/focus_group_exec_sum.pdf
IA.1.6	First Year Experience	http://www.firstyear.org/
IA.1.7	Program review	http://www.smccd.edu/accounts/skycurr/Program_Review/Directions%20and%20forms.html
IA.1.8	Individual course evaluations	??
IA.1.9	Student Learning Outcomes Assessment Cycle Framework	http://www.smccd.edu/accounts/skysloac/framework.html

A.2 The mission statement is approved by the governing board and published.

Description

The new mission statement was board-approved on April 11, 2007 and has been published in the catalog, Student Handbook, faculty handbook and campus website (IA.2.1). The previous mission statement was not presented to the board for approval. However, it was published in the 2004-2005 catalog, Student Handbook, faculty handbook, and campus website.

Self-Evaluation

The college meets the standard. The 2006 mission statement was board-approved and published. The college overlooked the approval process with its previous mission statement. However, the college has since outlined a process whereby the mission statement will undergo cyclical collegewide review and approval by the board (IA.2.2).

Planning Agenda

None.

Evidence:

IA.2.1	SMCCCD Board Minutes, April 11, 2007	http://www.smccd.edu/accounts/smccd/boardoftrustees/minutes/07_04_11.shtml
IA.2.2	Institutional Planning Committee vision and mission renewal process	http://www.smccd.edu/accounts/skypro/IPC/Vision%20&%20Mission%20Renewal.doc

A.3 Using the institution's governance and decision-making processes, the institution reviews its mission statement on a regular basis and revises it as necessary.

Description

The Institutional Planning Committee (IPC) is now responsible for reviewing the mission statement every four to six years and revising to meet changing needs. The process of developing the revised vision and mission statements was initiated by IPC during fall 2006. It encompassed a review of the educational purposes of the college and an assessment of where the college wants to be 10 years. The proposed vision and mission statements were subsequently disseminated collegewide for review and presented to key shared-governance groups for discussion and feedback (e.g., Academic Senate, Classified Council/CSEA, Associated Students, Management Council, College Council). As well, it was presented to the President's Council, which is comprised of public members and leaders from the county of San Mateo (IA.3.1).

Recommended changes and revisions from all constituency groups have been incorporated and presented to the Institutional Planning Committee and College Council. Shared-governance groups approved the revised vision and mission statements, including College Council, the college's shared-governance body, which approved the new mission and vision statement at their February 28, 2007 meeting. It then went to the Board of Trustees for its approval April 2007.

Self-Evaluation

The college meets this standard. The process for periodic review of the mission statement is effective in that it has generated the current revision. The college will continue to respond to changing contexts—demographics, pedagogical innovations, local industry, and student needs. The process will involve broad participation and representation from all constituencies (IA.3.2-3).

Planning Agenda

None.

Evidence:

IA.3.1	Emails correspondence from the Office of Planning, Research and Institutional Effectiveness	Hard copy only
IA.3.2	Budget and Planning Calendar	http://www.smccd.edu/accounts/skypro/planning/planning_calendar_vr7.pdf
IA.3.3	Emails from Vice President—Office of Instruction	Hard copy only

A.4 The institution's mission is central to institutional planning and decision making.

Description

The revised vision and mission statements set the parameters for the planning and decision-making process at all levels of the institution.

Skyline College has an integrated planning framework that aligns planning, budget allocation, and assessment/evaluation (IA.4.1). Based on its vision and mission statements, Skyline has developed collegewide strategies which, in turn, guide the development of division and unit plans (IA.4.2). A Balanced Scorecard has been developed to guide strategic planning, and to measure and communicate the accomplishment of collegewide goals. As well, college planning, evaluation, and resource allocation are guided by the program-review process (IA.4.4-5).

The College Budget Committee, a shared-governance committee that reports to the College Council, provides a venue for critical dialogues about resource allocation in order to support the accomplishment of the college vision and mission (IA.4.6).

All programs and services establish goals and student learning outcomes that align with the mission, values, and goals of the college (IA.4.2). Using data provided by the Office of Planning, Research and Institutional Effectiveness (e.g., student retention and success data), survey results (e. g., faculty/staff survey, Campus Climate Survey), focus group results (e.g., Fresh Look Project), the education and facilities master plans, and other sources of evidence, the college administrators, faculty, staff, and students engage in ongoing and systematic planning and evaluation to ensure that the college mission is fulfilled (IA.4.7-11).

The program-review process and the new SLOAC Framework are examples of how the college uses the mission statement as the primary criteria for evaluation. The SLOAC Framework utilizes the mission statement at all levels—course, program, and institutional. The College has identified institutional-level student learning outcomes and will soon begin implementing the SLOAC Framework (IA.4.12-13).

Self-Evaluation

The college meets this standard. Skyline College has effectively integrated the principles, values, and goals of its mission statement into its planning processes.

Planning Agenda

None.

Evidence:

IA4.1	Budget and Planning Calendar	http://www.smccd.edu/accounts/skypro/planning/planning_calendar_vr7.pdf
IA.4.2	2006-2009 Three-Year Work Plans	http://www.smccd.edu/accounts/skypro/planning/workplan/Composite%20Work%20Plan%202006-09%20vr2.pdf
IA.4.3	Year-End Reports	http://www.smccd.edu/accounts/skypro/planning/year-end%20reports/Year_end_report_200506.pdf
IA.4.4	Balanced Scorecard	http://www.smccd.edu/accounts/skypro/balancedscorecard/home.htm

IA.4.5	Program review	http://www.smccd.edu/accounts/skycurr/Program_Review/Program%20reviews.html
IA.4.6	College Budget Committee minutes	http://www.smccd.edu/accounts/skycbc/minutes/06-07/min06-07.html
IA.4.7	Student Learning Outcomes Assessment Cycle	http://www.smccd.edu/accounts/skysloac/index.htm
IA.4.8	Institutional Planning Committee	http://www.smccd.edu/accounts/skypro/IPC/index.htm
IA.4.9	College Budget Committee	http://www.smccd.edu/accounts/skycbc/home.html
IA.4.10	Education Master Plan	http://www.smccd.edu/accounts/skypro/Ed%20Facilities%20Master%20Plan%2006/Skyline%20Education%20Plan%20Report%20vr3.pdf
IA.4.11	Employee Voice Survey	http://www.smccd.edu/accounts/skypro/Surveys%20&%20Focus%20Group%20Studies/employee_voice_2006_survey_exec_sum.pdf
IA.4.12	Student Learning Outcomes Assessment Cycle Framework	http://www.smccd.edu/accounts/skysloac/framework.html
IA.4.13	Student Learning Outcomes Assessment Cycle implementation schedule	http://www.smccd.edu/accounts/skysloac/slocalendar.html