

## **STANDARD I**

### **Institutional Mission and Effectiveness**

#### **A. Mission**

##### **General Observations:**

Cerro Coso Community College has a statement of mission which was approved by the Kern Community College District Board of Trustees on June 14, 2007. The mission defines the institution's educational purposes and is central to the establishment of student learning programs and services which align with the College's purposes, character, and student population inclusive of its five campus locations. The last full-scale review of the mission was completed in 2007.

The College has developed and implemented integrated planning efforts and established an Institutional Effectiveness Committee in spring 2011. The College's new integrated planning cycle was first used in the 2011-2012 academic year and is based on inputs including Annual Unit Plans (AUPs), Annual Section Plans (ASPs) and Annual Division Plans (ADPs). While this new annual planning process still stems from the College's mission, it uses data from AUPs, ASPs and ADPs to create more tangible guide points for strategic plan development. The College uses data and research to develop programs and services aligned with its student population, purposes, and goals.

##### **Findings and Evidence:**

By reviewing the College's Strategic Plan 2012-2013, and the Educational Master Plan, and meeting with the relevant stakeholders, the team was able to validate the College's assertion that it has a statement of mission that defines the institution's broad educational purposes, its intended student population, and its commitment to achieving student learning. (I.A)

Based on the evidence examined and interviews conducted it is clear that the College has established student learning programs and services aligned with its purposes, its character, and its student population. Serving a diverse population of students at five different campus locations, the College has designed degree and certificate programs which are responsive to the needs of its community members. It is also clear that the College has continued to be responsive to student needs and trends, especially as it relates to its distance education services "CC Online." Increasingly, the College has used data collection efforts and survey instruments such as the Community College Survey of Student Engagement (CCSSE) to plan for student needs. While there was no evidence that there has been a clear strategy developed to deliver surveys to students or to systematically use and share the data harvested, it is clear that these data shall increasingly be tied to integrated planning efforts. (I.A.1)

The College completed a formal update of its mission in 2007. Subsequently it has been published in the College catalog and website. Since then it has not been updated in a systematic way which has led to any additional revisions approved by the Kern Community District Board of Trustees. Likewise, the College has not completed a regular or systematic

review of its mission since 2007. Although some revisions may have been made to accord with changes in the College's distance education strategy, these changes were not formally implemented. Some stakeholders, interviewed as part of the site visit, suggested that the current board approved mission is too broad to be an effective guide point for planning and decision making. They shared optimism that an updated, more focused mission may serve to recentralize the mission in terms of campus planning and decision making. For this reason, it is encouraging to note that a full review of the mission is in process and expected to be completed by the end of the fall 2012 semester. The team was able to review a draft of the mission from fall 2012 which had been shared at the College Council committee in October. (I.A.2, I.A.3)

The mission statement's status is presently in a state of flux; therefore, it is difficult to validate that it currently maintains a central role in defining the College's purposes, population, and commitment to student learning. Moreover, it is not possible to validate if the College has a regularly scheduled cycle for mission review or a set of criteria which might trigger an unscheduled review of the mission (such as an unexpected change in student population or another mitigating factor). The current inchoate status of the mission statement is also significant because it calls into question its immediate centrality to institutional planning and decision making. The College has done much work to implement its integrated planning efforts and to establish an Institutional Effectiveness Committee in spring 2011. As such, it would seem based, on the mission's revision at the tail end of this process, that the College's mission may become a derivative of other facets of the planning process rather than the driving, central force in the development or execution of the institution's institutional planning and decision making. (I.A.4)

### **Conclusion:**

The College develops programs and services aligned with its purposes, student population, and character. The College also has a statement of mission which has been approved by the Kern Community College District Board of Trustees. While the current status of the mission is in flux, the College has made great strides in developing an integrated planning process which should allow for the development of a mission statement which is ultimately linked to its planning and decision making processes.

The College partially meets this Standard.

### **Recommendations:**

#### ***College Recommendation #1.***

##### *Mission*

To fully meet the Standards, the team recommends the College establish a regular cycle by which to review the mission statement. (I.A, I.A.3, I.A.4)