and its institutional mission. This analysis should result in actionable conclusions about institutional effectiveness and educational quality and decisions for improvement. The basic questions to explore are whether or not, and to what degree, institutional evidence demonstrates that the institution meets the Standards and how the institution has reached this conclusion. The Commission expects current and sustained compliance with the Standards, focusing on accomplishments and outcomes that have been achieved and not just structures or processes used.

- The previous mission was extremely broad and lacked priorities which limited its effectiveness in providing focused guidance for planning and decision-making.
- The potential for the mission to effectively provide guidance was strengthened considerably when it was delineated into tiers and thereby prioritized (new mission approved 9/18).
- Decisions are already being made based on those tiers (e.g., child care reductions since this tier is now contingent on funding / partnerships, add other examples???)
- The Board’s role in providing guidance via the mission has been strengthened through a formalized, scheduled annual review process that is coupled with the delineation of annual priorities.
- The aforementioned process of reviewing the mission is explicitly informed by data for increased credibility and efficacy.

5. **Actionable Improvement Plans**: Continuous quality improvement is a hallmark of institutional effectiveness. As an institution evaluates its programs and services with reference to each Standard, it identifies areas in need of change. The Commission expects the institution to identify goals related to the areas that require change and decide on the action required to meet these goals. The institution should include the required actions in improvement plans. It may not be possible for the institution to have improvement plans fully developed at the time of submission of the Institutional Self Evaluation Report. The Commission expects these actionable improvement plans to be integrated into the institution’s continuous evaluation and planning processes.

Please provide a narrative summary of the goals and associated actions in the text box below:

- Data used for the mission review should be reviewed for relevance and completeness by the Participatory Governance Council before being presented to the Board.
- The Annual Plan should explicitly connect selected objectives for the following year (prioritized and selected through program review) to the mission, as well as to Board Planning Priorities and the College’s Strategic Priorities.
- For the purposes of evaluating institutional effectiveness, the Annual Plan should indicate “progress to date” on major objectives from the current year and tie these to the mission.
- For the purposes of transparency and clarity, the Annual Plan should indicate former objectives which are being de-emphasized or eliminated due to lack of congruence with the revised mission.