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.

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

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

I.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.

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

I.A.-I.A.4. Descriptive Summary. All California community colleges are subject to the System’s mission as described in California Education Code §66010.4(a). [California Education Code §66010.4(a).] In addition, CCSF has two local statements, a Vision Statement and a Mission Statement, which define the institution’s educational purposes, its intended student population, and its commitment to achieving student learning. [CCSF Vision and Mission Statements]

In July 2012, the ACCJC found the following regarding CCSF’s mission that CCSF met Standard I.A. Rather than a recommendation to remedy deficiencies, an improvement recommendation was issued:

To improve effectiveness of Standard 1A Mission, the team recommends that college establish a prescribed process and timeline to regularly review the mission statement and revise it as necessary. The college should use the mission statement as the benchmark to determine institutional priorities and goals that support and improve academic programs, student support services and student learning effectively linked to a realistic assessment of resources (1.A.3.)

Given this Recommendation, the College immediately undertook a review of its Mission Statement. After an examination of internal and external data, a survey of CCSF personnel, a review of the California Education Code, and receiving input from the public, the Board narrowed the priorities of the District’s mission from seven to the following four top priorities: preparation for transfer, achievement of associate degrees, acquisition of career skills, and development of basic skills (including English as a Second Language and Transitional Studies). Additional aspects of the mission are now listed as important to fulfill when resources allow. As part of that revision, the institution also refocused the mission on student learning and achievement and highlighted the role of assessment.
The College has begun more explicitly linking the mission to planning and resource allocation. For example, as units complete their Program Reviews in the fall, the first item to which they must respond is “Description of Programs and Services and their Locations – Insert description from previous program review and revise as necessary to remain consistent with the College’s Mission.” A Program Review checklist enables deans and supervisors to check all submitted program Reviews for completeness and to work with units to revise responses when they have not sufficiently addressed questions such as the congruence with the College mission.

Until the revision of the mission statement this past summer (2012), the College formally reviewed and revised the mission statement every six years, in line with revising the College’s Strategic Plan. When the Board amended Board Policy 1200 (now BP 1.00), it incorporated a statement that the Board will now review the District’s vision and mission annually during its summer planning retreat when it establishes its planning priorities for the subsequent year. Some faculty have complained that making changes to the mission in the summer, at a time when many students, faculty, and community members are not available will not promote a fully informed discussion and decision by the Board. [Planning and Budgeting Timeline; BP 1.00] The Board of Trustees adopted BP 1.00 containing the revised mission on September 11, 2012. [September 11, 2012 agenda/resolutions/minutes] There was strong internal opposition by students and faculty to the revision of the mission statement, culminating in a major student demonstration on that evening [http://www.youtube.com/watch?v=O25Xnj4RmY]

The vision statement and revised mission are published in the College Catalog, on the College website, and in other places such as the placard above the Board of Trustees meeting table at the District Business Office (33 Gough Street) and in the front of the Student Handbook and Planner that students receive at orientation). [CCSF College Catalog; College website; Student Handbook and Planner]

I.A.-I.A.4. Self Evaluation. In collecting input for the revised mission, technological issues interfered with reaching the entire student population, with severe impact upon noncredit students who could not be effectively reached by email. Student data was not included in the materials presented to the Board at the meeting at which Board provided determined the new language for the Mission statement. Moreover, stringent timelines limited the amount of feedback that any constituency was able to provide, and the transitional nature of the governance system meant that no formal review took place by that body, the Governance Council, although the workgroups were representative. [[Comment – workgroup composition irrelevant because Workgroup One collected materials and suggested possible wording options, but but explicitly declined to endorse the change to Mission Statement]] Nonetheless, individuals and groups expressed criticism about these shortcomings in collecting appropriate input, process given these limitations.

The College has better aligned its mission to the currently available, and limited, financial resources from the state and has engaged in activities that responded to the concerns identified by ACCJC. The previous mission was broad and was deliberately unranked to promote all seven mission components lacked priorities, which limited its effectiveness in providing focused guidance for planning and decision making. While the mission is more focused relative to its previous breadth, it qualifies the circumstances under which other
programs and services could be pursued. The provision for expanding the breadth and depth of what the College offers is still available for implementation open to interpretation when resources allow. The vision statement of City College still asserts the College’s intention to” reach out to all people, especially to those communities that encounter barriers to education; develop sustainable campuses and sites to better serve students and neighborhoods…” When the financial circumstances of the College improves, the mission will be re-examined.

The now-tighter connection between the mission and the more integrated planning and budgeting system will theoretically yield decisions about learning programs and services that are clearly driven by the mission and vision. The now-annual review of the mission and vision will regularly draw on data regarding the College’s purposes, character, and student population, in order to revise these statements according to any changes in these data. This regular review of data to inform the mission will increase credibility and efficacy of the mission and provide for more sound decision making.

Given the recent implementation of these changes, the College will need to assess whether this hoped-for outcome takes place.

**I.A-I.A.4. Actionable Improvement Plans.** The table below summarizes the actionable improvement plan(s) associated with this Standard:

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<tr>
<th>Goal</th>
<th>Associated Action(s)</th>
<th>Expected Completion Date</th>
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<tbody>
<tr>
<td>Gather more constituent feedback, especially from students, on the mission</td>
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<tr>
<td>Obtain Participatory Governance Council feedback on the mission</td>
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<td>Ensure that the mission and vision statements serve as sound drivers of decision-making</td>
<td>Through the annual evaluation of the planning and budgeting system, assess viability of mission and vision statements as drivers of decision-making and adjust as necessary</td>
<td>Ongoing, beginning in Fall 2013</td>
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<td>Provide data to Participatory Governance Council prior to presentation to the Board</td>
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<td>Explicitly connect selected objectives in the Annual Plan for the following year to the mission, as well as to Board planning priorities and the College’s strategic priorities</td>
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