

**College of San Mateo  
Mission Statement**

*College of San Mateo, the first community college in San Mateo County, is an open-access, student-focused, teaching and learning institution which serves the diverse educational, economic, social and cultural needs of its students and the community. By offering comprehensive, quality programs and services and by measuring student learning, College of San Mateo educates students to participate successfully in a changing world.*

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**[CSM Institutional Priorities 2008-2011](#)**

*Priority 1: Student Success*

*Priority 2: Academic Excellence*

*Priority 3: Relevant, High-Quality Programs and Services*

*Priority 4: Integrated Planning, Fiscal Stability, and the Efficient Use of Resources*

*Priority 5: Institutional Dialog*

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**CSM Institutional Priorities 2008-2011**

**Priority 1: Improve Student Success**

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**Objectives:**

- o Improve the academic success of all students (includes course-completion, retention, and persistence)
- o Improve degree and certificate completion rates
- o Improve progression beyond basic skills
- o Promote student engagement, including the development and implementation of a comprehensive first-year student experience
- o Increase student participation in academic support services and improve such services  
 [define “academic support services”]

**Rationale: Why is Student Success a Priority?**

Student learning and student success are at the heart of the College’s mission. As documented in the *Educational Master Plan, 2008*, CSM’s student population has changed in dramatically fashion over the last 25 years. In addition, there are clear gaps in student success among various ethnic and age groups. Although the College has embarked on many worthwhile stand-alone programs to enhance student success, the College has failed to develop a comprehensive, coherent strategy to improve student success rates for all students.

**Relationship to Key Planning Efforts:**

| <i>College of San Mateo’s Educational Master Plan, 2008</i>   | <i>SMCCCD Strategic Plan, 2008-2013</i>                                |
|---|--|
| Collegewide Recommendations: pp. 17-25<br>Instructional Action Steps: pp. 124-129<br>Student Services Action Steps: pp. 98-99 | <i>Recommendations:</i><br>1.2 b, 2.2.a, 2.4.b (from abridged version) |

**Priority 2: Promote Academic Excellence**

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**Objectives:**

- o Improve transfer rates, including among at-risk students
- o Improve readiness for employment
- o Increase viability of Honors Program
- o Use the SLO assessment cycle to foster academic excellence
- o Foster “academic” identity in marketing, recruiting, and outreach efforts
- o Improve effectiveness of distance learning program

**Rationale: Why is Academic Excellence a Priority?**

Since 1922, CSM has helped students set and achieve high goals for educational and career achievement. More than 85 years after its founding, CSM’s serves diverse populations of students who come to CSM with varying levels of academic preparation, along with their high aspirations. While honoring its tradition of academic excellence, CSM must employ a variety of innovative strategies and pedagogies, which it continuously assesses, to help today’s students meet their goals and thrive in a challenging, global community.

**Relationship to Key Planning Efforts:**

| <i>College of San Mateo’s Educational Master Plan, 2008</i>   | <i>SMCCCD Strategic Plan, 2008-2013</i>   |
|---|---|
| Collegewide Recommendations: pp. 17-25<br>Instructional Action Steps: pp. 124-129<br>Student Services Action Steps: pp. 98-99 | <i>Recommendations(from abridged version):<br/>                     1.1a, 1.1b, 2.1a, 2.1c, 2.4.c</i> |

***Priority 3: Promote Relevant, High-quality Programs and Services***

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**Objectives:**

- o Build capacity for emerging, high-demand programs, including but not limited to green and allied health programs
- o Revamp or eliminate low-enrolled programs (according to PR/PIV processes)
- o Adjust program mix (transfer, basic skills, occupational and career, etc.) to align with student needs
- o Further diversify delivery modes (distance, off-site, short courses, etc.)
- o Integrate multi-cultural experiences into curricular offerings and student support services to help prepare students as contributing citizens in a global society
- o Foster academic excellence throughout the curriculum

- o Provide opportunities for all College constituencies to develop proficiency in providing customer service
- o Increase participation from all College constituencies in activities that improve understanding of our students' diversity and promote cross-cultural communication skills

**Relationship to Key Planning Efforts:**

| <i>College of San Mateo's Educational Master Plan, 2008</i>   | <i>SMCCCD Strategic Plan, 2008-2013</i>  |
|---|--|
| Collegewide Recommendations: pp. 17-25<br>Instructional Action Steps: pp. 124-129<br>Student Services Action Steps: pp. 98-99 | <i>Recommendations(from abridged version):<br/>                     1.2b, 2.3a ,2.3b, 3.1a, 3.1b, 3.1c, 3.1e, 3.2a ,4.5a, 4.5b, 4.5c</i> |

**Rationale: Why are Relevant, High-Quality Programs and Services a Priority?**

CSM operates in a highly competitive environment in which recent high school graduates and other county residents are able to choose higher education institutions other than CSM. To ensure stable enrollment, marketing efforts need to be strategic and targeted, programs and services must be relevant for a diverse community, and scheduling and modes of delivery need to be appropriate for today's environment.

To offer the highest quality in its programs and to attract students, CSM must engage in a continuous process of reflection, evaluation, change, and enhancement of its programs and services. Program review, assessment of SLO's, and a variety of institutional-level data analyses allow CSM to evaluate its success and engage in continuous quality improvement.

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***Priority 4: Promote Integrated Planning, Fiscal Stability, and the Efficient Use of Resources***

**Objectives:**

- o Continue to implement and assess the integrated planning model
- o Continue to provide training in the use of the integrated planning model and evidence-based decision making
- o Support decision making in institutional planning that is informed by evidence, research, and the use of outcome measures
- o Maintain FTES targets as set by Budget Planning Committee
- o Increase College LOAD
- o Maintain fiscal stability, including an appropriate College contingency of 5%
- o Develop both short-term and long-term plans for maintaining currency in equipment and technology that accurately reflect the total cost of ownership
- o Determine and maintain appropriate staffing levels

**Rationale: Why is Integrated Planning, Fiscal Stability, and the Efficient Use of Resources a Priority?**

Responsible stewardship of all CSM resources—human, monetary, and physical capital—requires an integrated approach to planning, in which decisions are evidenced-based and planning considers a variety of current and future scenarios. In fact, CSM must plan for a future in an environment in which the only predictable element may be one of scarce and declining resources.

CSM cannot operate at an acceptable level without sufficient funds. Yet funding is influenced by a variety of dynamic, fluctuating elements, including the SMCCCD internal allocation model, local tax revenue, and the State budget. What’s more, the recent recession has a direct impact not only on College revenues but also for the types of jobs and careers for which we prepare students. As a result, CSM cannot afford to cease work on effective enrollment management while finding ways to invest in innovative practices and new programs.

**Relationship to Key Planning Efforts:**

| <i>College of San Mateo’s Educational Master Plan, 2008</i>   | <i>SMCCCD Strategic Plan, 2008-2013</i> |
|---|---|
| Collegewide Recommendations: pp. 17-25<br>Instructional Action Steps: pp. 124-129<br>Student Services Action Steps: pp. 98-99 |   |

**Priority 5: Enhance Institutional Dialog**

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**Objectives:**

- o Increase and diversify faculty, administrator, and staff participation in shared governance activities
- o Improve campus-wide communication
- o Promote a campus climate in which multi-cultural and diverse perspectives are embraced, civil disagreement respected, and transparency in decision-making is evident

**Rationale: Why is Enhancing Institutional Dialog a Priority?**

The College will not be able to move forward with integrity unless stakeholders engage in meaningful dialog. As noted in the Educational Master Plan, 2008:

“At the foundation of the College’s institutional planning effort is a philosophy and commitment to institutional dialog. The effectiveness of institutional dialog depends on three factors: 1) the planning system itself, 2) the willingness of every individual to become informed and engaged in departmental, division, and college-wide decisions, and 3) a commitment from the various committee representatives to inform and seek input on issues with their respective constituencies. In the end, the ultimate responsibility for effective dialog lies with each member of the CSM community. No planning process on its own can guarantee institutional dialog.”

**Relationship to Key Planning Efforts:**

| <i>College of San Mateo’s Educational Master Plan, 2008</i>   | <i>SMCCCD Strategic Plan, 2008-2013</i>                             |
|---|---|
| Collegewide Recommendations: pp. 17-25<br>Instructional Action Steps: pp. 124-129<br>Student Services Action Steps: pp. 98-99 | <i>Recommendations(from abridged version):</i><br>4.5c, 5.1c, 5.1b, |