

a college, we need to help students obtain the help, resources, guidance, and classes they need to reach their goals.

CSM's Education Master Plan (EMP) aims to address the barriers students face on their educational paths. The college's imperative is to improve the lives of our students through education and workforce development. Over the next five years, we will address our strategic priorities by redesigning programs and systems to remove barriers and foster persistence towards completion. Through education, we intend for our students to transfer to baccalaureate institutions to further their education, and/or be gainfully employed in middle- to high-wage jobs in growing industries.

Introduction

The entire CSM community of students, faculty, staff, and administrators participated in defining the strategic priorities for this Education Master Plan (EMP). Section I highlights CSM's Mission Vision and Values. Section II, "Education Master Plan Strategic Priorities," describes our process for gathering data to define our strategic priorities. Section III, "Who are CSM Students?," outlines our students' demographics. Section IV, "Why do Students Come to CSM?," describes the realities of life and education in Silicon Valley, including the achievement and income gaps our students face along with the opportunities that education can create for those who wish to move from low to middle- and high-income jobs. Section V, "What Happens to Students Along Their Educational Journey?," describes students' opportunity gaps, the priorities and constraints that conflict with their education, and their struggles to navigate their educational journeys at CSM. The Institutional Planning Process (Section VI) are supported by our mission, vision, and values (Section I). Section VII describes our CSM EMP priorities alignment with the District Strategic Priorities.

I. CSM Mission, Vision, and Values

Our mission, vision, and values drive our work at CSM. Newly revised by the Institutional Planning Committee (IPC) in 2018, the mission, vision, and values statements guide our planning efforts.

College of San Mateo is committed to addressing the broad educational needs of the local and world community. We foster success and ensure equitable opportunities for all our students, while celebrating the diversity of our campus.

EQUITY

As a Hispanic Serving Institution, we are committed to creating a socially just campus climate wherein everybody is welcome and celebrated, and wherein everybody is an integral part of the campus. We believe that all students are entitled to a safe learning environment that celebrates their intersectional identities, fosters their agency, and develops their capacity for self-advocacy.

ACADEMICS

CSM takes great pride in its commitment to academic excellence. Our goal is to facilitate engaged, informed leadership and successful, satisfying careers for our students. We see our campus as a vibrant hub of intellectual rigor and relevance. As such, we embrace mindful learning, information literacy, and independent thinking to ensure a dynamic, innovative workforce and transfer population.

COMMUNITY

Consistent with our commitment to equity, CSM strives for a vibrant, inclusive and safe college community. In support of this, we must recruit and retain a diverse faculty and staff and foster professional development informed by critical pedagogy and aligned with our college mission. Together, we aim to create an environment that fosters collegiality and empowers our students to reach their full potential inside and outside the classroom.

GOVERNANCE

Because the college's success is intricately linked to the collective wisdom and values of its students, faculty, staff, and administrators, we strive for an inclusive, collaborative, and transparent decision-making process and governance. To this end, we strive to ensure that communication is multidirectional and incorporates feedback from the entire campus community.

II. Education Master Plan Strategic Priorities

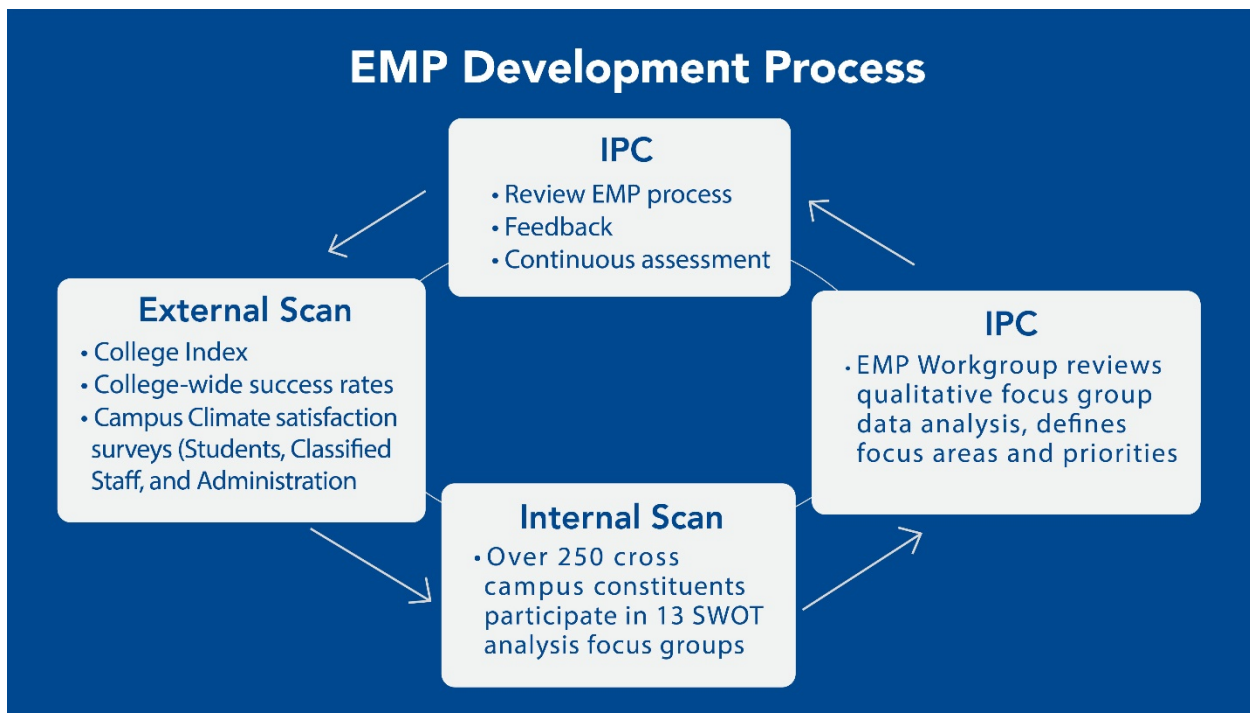
The CSM Education Master Plan (EMP) is a living planning document that details our strategic priorities for the next five years. As a living document, it will be modified

regularly through 2022 as we strive to meet our strategic priorities. Our priorities are a result of a collaborative, inclusive process representing over 250 CSM student, faculty, staff, and administrator voices. The collection of voices that led to the development of this plan represent a CSM community that is both passionate and dedicated to our students.

Creation of the EMP

The external scan included data analysis (College Index, college-wide success rates; campus climate satisfaction surveys for students, classified staff, and administrators; and regional Silicon Valley data). The CSM Institutional Planning Committee (IPC), which represents all campus constituents, provided oversight and feedback to the process. Once all data was collected, an IPC work group analyzed the data to define the five Strategic Priorities outlined in this plan.

The EMP development process engaged all campus constituents in the following steps:



To deepen our understanding of our campus and students, over 250 faculty, staff, administrators, and students participated in 13 focus groups at division and senate meetings. The focus groups were designed to reveal strengths, weaknesses, opportunities, and threats. The qualitative focus group data from the SWOT analysis yielded top-level data groupings. The data groupings were analyzed and discussed by IPC and then an IPC work group to determine our strategic priorities.



A detailed map of the priorities and data, including quotes are located [here](#) (Ref C). Our five strategic priorities for the next five years were created and shared within our campus community. ²