

## Five Priorities in Five Years

CSM adopted five priorities for the next five years:

1. Supporting our students' aspirations
2. Creating equitable opportunities for all of our students
3. Committing to progressive and innovative teaching and learning
4. Building on a tradition of service to the community
5. Enhancing a culture of participation and communication

The five priorities and our intentions for each are described below.

### **1. Supporting our student's aspirations**

Our students need support, intervention, and guidance to reach their goals. These efforts will involve the entire campus community and the integration of initiatives or programs. As one CSM employee stated, "We need to expand services that address the whole person, and thus enhance academic success." Another stated that, "We need overarching services to address retention and persistence." As we design strategies to support our students' dreams, we will need to:

- Provide learning opportunities and resources to foster students' self-advocacy and self-reliance;
- Foster a campus environment that supports the safety and wellness of all;
- Improve access to classes, services, and support.

### **2. Creating equitable opportunities for all of our students**

CSM student needs are diverse. In order to address their needs, a thorough understanding of their experience is necessary to strengthen our connections. As one employee stated, "We make assumptions about student experiences. We need to access the lived experience of our domestic and international students." Another stated that we need to "match our practices with social justice ideology." In doing so, we may better understand the changing nature of students' goals and challenges. As we create equitable opportunities for CSM students, we intend to:

- Provide professional development to increase understanding of our students' experience;
- Improve hiring processes and supports to develop a more diverse faculty and staff while supporting current employee efforts to advocate for marginalized populations;
- Create a safe environment to discuss, understand, and promote equity.

### **3. Committing to progressive and innovative teaching and learning**

Our community is passionate about teaching and learning. With the shifting nature of education and our student population, we would like to revisit our pedagogical standards and expand our opportunities for professional development. One faculty member stated that we need “innovation in teaching and learning for changing populations.” This will require wide faculty participation and creative engagement strategies. CSM employees recognize that “faculty involvement is limited to a small subset,” and that “huge adjunct faculty numbers limit involvement.”

As we innovate teaching and learning strategies, our approaches will:

- Support evidence-based innovations;
- Support innovation in teaching and learning necessary to respond to changing student demographics, learning styles, and technology;
- Enhance the professional identity of adjunct faculty and provide resources that allow them to effectively support students and participate in the life of the college;
- Create synergy and shared responsibility between instruction and student services to promote student success.

### **4. Building on a tradition of service to the community**

Connections to our San Mateo community, Silicon Valley employers, government, education, and community-based organizations are critical. Career education opportunities are enhanced through relationships with employers, articulation is stronger when we work with our education partners, and we are better able to meet our students’ needs through community partnerships. “We need to find career opportunities outside the classroom. We need mentorships for young professionals,” said one faculty member. Another stated that we need to “partner with Silicon Valley geniuses to bring tech to campus.” Strengthening community partnerships would begin to address a concern of many CSM employees, that “we need to communicate the value of CSM/college to employers.” As we design strategies that build on service to the community, we intend to:

- Strengthen relationships with business and education partners through all of our academic programs (including all career education);
- Build professional opportunities for students (internships, service learning, mentorships, career skills development, and job placement);
- Strengthen community engagement by increasing our presence in the community through marketing and other measures.

## **5. Enhancing a culture of participation and communication**

The CSM community is dedicated to students. CSM faculty and staff want to be involved in strategy development for the college. They would like campus-wide engagement with planning and access to data. “We need interdisciplinary collaboration to revise our programs,” said one employee. Once strategies and programs are defined, meaningful measures are desired. “We need new success measures that reflect the real success of our students,” stated one faculty member. Planning, governance, and participation will strengthen our collective goals. As we design strategies to enhance participation and culture at CSM, we intend to:

- Broaden faculty staff and student awareness of and involvement in college governance;
- Create processes and resources to enhance effective communication.

Strategies to address each priority will be defined through IPC in cross-campus workgroups. The tables in the appendix will be used to define strategies and measure progress.