
College of San Mateo Mission Statement

See last page for current Mission and Diversity Statements, Adopted June 2012

College of San Mateo Institutional Priorities: 2013/14 to 2015/16

Priority 1: Improve Student Success

Priority 2: Promote Academic Excellence

Priority 3: Develop Responsive, High-Quality Programs and Services

Priority 4: Support Professional Development

Priority 5: Implement the Integrated Planning Cycle and Ensure Fiscal Stability and the Efficient Use of Resources

Priority 6: Enhance Institutional Dialog

College of San Mateo Institutional Priorities: 2013/14 to 2015/16

Priority 1: Improve Student Success

Objectives:

- Improve the academic success of all students Improve degree and certificate completion rates
- Improve progression from basic skills through degree and transfer level courses
- Increase student engagement, including the development and implementation of a comprehensive and systematic approach for serving high school graduates
- 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*, its *2012 Update*, and subsequent institutional research, 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. The College has embarked on many worthwhile initiatives to enhance student success which, together, comprise a comprehensive, coherent strategy to improve student success rates for all students.

Relationship to Key Planning Efforts:

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

Priority 2: Promote Academic Excellence

Objectives:

- Improve transfer rates
- Improve opportunities for employment in high demand, high wage occupations
- Use the results of SLO assessment to promote academic excellence
- Improve effectiveness of distance learning

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:

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

Priority 3: Develop Responsive, High-quality Programs and Services

Objectives:

- Build capacity for emerging, high-demand programs
- Explore, assess, and modify instruction and student support delivery modes to align with student need.
- Promote all learning labs and centers
- Infuse cultural competency into curricular offerings and student support services to help prepare students as contributing members in a global society

Relationship to Key Planning Efforts:

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

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.

Priority 4: Support Professional Development

Objectives:

- Provide a robust professional development program that supports professional growth in all CSM employees—faculty, staff, and administrators
- Provide opportunities for employees throughout their careers to engage in the development of innovative curriculum, programs, and student services; interdisciplinary collaboration; assessment and evaluation; leadership training; and scholarly activities which promote teaching and learning
- Provide opportunities for all employees to acquire and maintain the technology skills needed in today's workplace
- Design and implement a program that acknowledges and celebrates the achievements and contributions to the institution by its diverse employees
- Provide professional development activities which enhance understanding of data related to student success, achievement gaps, equity, and engagement

Rationale: Why is Professional Development a Priority?

To serve students effectively in a rapidly changing, global environment, CSM employees must have opportunities for professional growth throughout their careers. Professional development opportunities are vital for college employees to have productive and satisfying careers and for them to engage in innovative efforts that address students' evolving needs. The institution as a whole benefits when the achievements of individuals are acknowledged and celebrated.

Priority 5: Implement the Integrated Planning Cycle and Ensure Fiscal Stability and the Efficient Use of Resources

Objectives:

- Assess and refine the integrated planning model as needed
- Provide training in the use of the integrated planning model and evidence-based decision making
- Support decision-making in institutional planning that is informed by evidence, research, and the use of outcome measures
- Fully participate in the development of a new district allocation model
- Develop long-range plans to ensure fiscal stability and the effective use of resources

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:

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

Priority 6: Enhance Institutional Dialog

Objectives:

- Improve campus-wide communication
- Explore, develop, and assess methods for providing campus-wide communication
- Increase and diversify faculty, administrator, and staff participation in institutional planning and governance committees
- 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:

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

Mission Statement [Revised Priorities included below]

College of San Mateo provides an exceptional educational opportunity to residents of San Mateo County and the Greater Bay Area Region. The college is an open-access, student-centered institution that serves the diverse educational, economic, social, and cultural needs of its students and the community. College of San Mateo fosters a culture of excellence and success that engages and challenges students through a comprehensive curriculum of basic skills, career and technical programs, and transfer preparation. It uses analysis of quantitative and qualitative data and information, collaborative integrated institutional planning, and assessment to inform decision-making and ensure continuous improvement. Its programs and services are structured, delivered, and evaluated to prepare students to be informed and engaged citizens in an increasingly global community. To achieve this mission, the college has adopted the following Institutional Priorities:

1. Improve Student Success
2. Promote Academic Excellence
3. Develop Responsive, High-Quality Programs and Services
4. Support Professional Development
5. Implement the Integrated Planning Cycle and Ensure Fiscal Stability and the Efficient Use of Resources
6. Enhance Institutional Dialog

Diversity Statement

College of San Mateo maintains as an institutional priority a policy of inclusiveness that recognizes, values and reflects the diversity of the community we serve. As an academic institution, we foster a dynamic learning and working environment that encourages multiple perspectives and the free exchange of ideas. We abide by the principle of equal opportunity for all without regard to gender, color, race, ethnicity, national origin, religion, age, economic background, sexual orientation, and physical, learning, and psychological differences.

—REVISED JUNE 2012

DRAFT REVISION of Priorities 5-16-2014