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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.

Description

Skyline College recently adopted a new mission statement (see April 11, 2007 Board of Trustees minutes). The preceding mission statement was in effect from 2004-2007 and included vision and values statements, as well as defined College goals.

[evidence is emails from Regina and mission statement forum]

The process of developing the new vision and mission statement began during Fall 2006, upon completion of the College’s facilities and educational master planning processes. The timing was intentional in order to insure that critical information from the recent Education Master Plan was taken into consideration.

Skyline College’s revised vision and mission statements are as follows:

(The following text may be deleted and cited as evidence in the final draft or it may remain as is.)

Skyline College Vision Statement 2006

Skyline College strives to inspire a global and diverse community of learners to achieve intellectual, cultural, social, economic and personal fulfillment.

Skyline College Mission Statement 2006

Skyline College is a comprehensive, open access community college that provides student-centered education leading to transfer, career advancement, basic skills development, and personal enrichment.

The College is committed to preparing students to be culturally sensitive members of the community, critical thinkers, proficient users of technology, effective communicators, socially responsible lifelong learners and informed participants of a democracy in an increasingly global society.

Skyline offers innovative instruction and student support to a rich tapestry of diverse learners through the hallmarks of the college: academic excellence, responsive student services, advanced technology, community and industry partnerships, and workforce and economic development.

5044

5045 The vision and mission statements define Skyline College’s broad educational purposes,
5046 emphasizing a varied set of educational goals, including transfer, career advancement,
5047 basic skills development and personal enrichment.(Mission Statement 2006)

5048

5049 The vision and mission statements also outline the College’s intended student population.
5050 As a community college, Skyline College is an “open access” institution of higher
5051 education, a status reflected in the mission statement. As an open-access educational
5052 institution, the College Catalog clearly articulates that “anyone who is a high school
5053 graduate, 18 years of age or older, and able to benefit from the instruction offered, is
5054 eligible to attend Skyline College” (College Catalog, 2006-2007, p. 15).The vision
5055 statement further defines the College’s intended population by referring to a “global and
5056 diverse community of learners,” an idea that is reiterated in the mission statement in its
5057 mention of “a rich tapestry of diverse learners” (Mission Statement 2006).

5058

5059 The intended population identified in the vision and mission statements matches the
5060 College’s location, resources and role as an institution of higher education. Skyline’s
5061 student demographics reflects the diversity of the community served by the College. The
5062 student population, which stood at 8,231 students during Spring 2006, is highly diverse
5063 ethnically, as well as in terms of academic preparation, age, and socio-economic
5064 status.information in (*INSERT evidence: Tables and graphs of student demographics*
5065 *from* the Introduction section of this self-study and the *college almanac.*)

5066

5067 The College’s strong commitment to student learning is also identified in the vision and
5068 mission statements both in terms of mentioning a “student-centered education” and in
5069 terms of identifying the College’s commitment to preparing students to be strong critical
5070 thinkers, lifelong learners and informed participants of a democracy. This commitment
5071 is backed by the mission statement’s commitment to offer “innovative . . . student
5072 support” and “responsive student services”(Mission Statement 2006).

5073

5074

5075 **Self-Evaluation**

5076 **The College meets this standard.** The new mission statement of Skyline College is an
5077 expression of the goals and aspirations of its educational agenda. The philosophies and
5078 principles upon which the mission statement builds reflects an organic organization—one
5079 that pragmatically modifies itself to ensure its continuing viability as a community
5080 resource for education, culture and social responsibility. (This text needs to be
5081 double-checked--The goals articulated by the mission statement (transfer, career
5082 advancement, basic skills development and personal enrichment))are appropriate to an
5083 institution of higher learning.

5084

5085 Guided by an “open door policy,” Skyline College admits all students aged 18 years and
5086 above who are able to benefit from instruction. This identified population is a reasonable
5087 match for the institution’s location, resources, and role in higher education. The
5088 population characteristics were defined by the research that went into formulating the
5089 Educational Master Plan. *Evidence EMP from Cathy’s website PRIE*

5090

5091 A college-wide pledge to achieving student learning is exhibited in the mission
5092 statement's final paragraph, which commits instruction, support services, and resources
5093 as a way of effectively fulfilling this goal.

5094

5095 The College will continue to review and revise its mission statement periodically (every
5096 four to six years) in response to changing circumstances.

5097

5098 **Planning Agenda**

5099 None.

5100

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

5101

5102 **Description**

5103 To ensure that the Skyline College establishes and supports student learning programs
5104 and services that are aligned with its purposes, character, and student population, the
5105 College expanded the Office of Planning, Research, and Institutional Effectiveness
5106 (PRIE) in September 2005 to create and maintain current research on its student
5107 population, retention and success and its instructional and student support programs. A
5108 "culture of inquiry" is actively promoted in a variety of ways (web availability of
5109 research reports, educational and facilities master planning, distribution of research, up-
5110 to-date reports/almanac, workshops, program review) so that evidence is used by the
5111 College community in evaluating and developing learning and student services programs
5112 that meet student needs.

5113

5114 The College has a systematic program review process in place ([Program Review](#)
5115 [Website](#)). A Student Learning Outcomes Assessment Cycle Committee (SLOAC) is
5116 providing leadership, coordination, training, and support for the College's student
5117 learning outcomes assessment for the instructional and student services division. As part
5118 of the SLOAC process, the College has developed and adopted institutional-level student
5119 learning outcomes. These will be based upon the mission statement goals for student
5120 learning: "the College is committed to preparing students to be culturally sensitive critical
5121 thinkers, technologically proficient and effective communicators, socially responsible
5122 lifelong learners and informed participants of a democracy in an increasingly global
5123 society." This statement makes explicit the purposes of the institution by articulating
5124 broad goals that will guide the formulation of more specific student learning outcomes
5125 for the institution, programs, and courses. *[evidence: SLOAC framework*

5126

5127 The College has completed an Educational and Facilities Master Plan, which is now
5128 guiding future development of programs and facilities. To fulfill its mission, the College
5129 will modify its program offerings whenever the need arises. Changing needs will be
5130 identified through an ongoing process of data collection, research, and assessment. The
5131 College will continue to conduct research on the changing student population, student

5132 needs, and student learning outcomes. This will be accomplished through the SLOAC
5133 process, program review, campus surveys, and the use of the Balanced Scorecard.

5134 *Evidence: PRIE (Educational Master Plan the student and faculty surveys and Fresh*
5135 *Look, and First Year Experience, and program review, and evaluations of individual*
5136 *courses)]*

5137
5138 Examples of student learning programs and services that align with the College character,
5139 purposes, and student population include basic and remedial education for under-
5140 prepared students (the 800-level courses), vocational and technical programs, transfer
5141 preparation, English as a second language program, and honors classes. The Learning
5142 Center, Library, and Media Services provide academic support for all programs. The
5143 Center for Advanced Learning and Technology houses computer rooms used for
5144 instruction in many disciplines. The Center for International Trade Development (CITD)
5145 provides technical assistance in international trade to small and medium sized companies.
5146 The Center for Workforce Development represents an institutional commitment across
5147 departments to prepare a highly skilled workforce. Student services include admissions,
5148 financial aid, assessment/placement, Counseling, EOPS, DSPS, student activities, health
5149 services and security.

5150
5151 The appropriateness, responsiveness, and effectiveness of these programs are regular topics
5152 of discussion throughout the College and are assessed in a systematic manner in a variety
5153 of ways. At the course or service-level, students have the opportunity to provide
5154 feedback regarding the delivery of services or to fill out class evaluations. At the
5155 division-level (e. g., instructional or student services), the Student Services Council and
5156 the Instructional Council meet regularly to conduct planning and to assess programs and
5157 services. Similar dialogues that help make certain the College's programs and services
5158 are aligned its purposes, character and population are held at department and program
5159 meetings, at the Academic Senate, at the Management Council, the Curriculum
5160 Committee, and other College committees (See Compendium of Committees).

5161

5162 **Self-Evaluation**

5163 **The College meets this standard.** Ongoing dialogue are held among key constituencies
5164 regarding the relevance and effectiveness of College programs and services in promoting
5165 student learning, as defined in the College's mission statement. Critical discussions
5166 regularly take place, e. g., at the College Council, the Academic Senate, through the
5167 Institutional Planning Committee, the Curriculum Council, and the SLOAC framework.

5168

5169 The institution collects evidence that substantiates the validity of the mission as it
5170 addresses the needs of the students. The mission statement specifically addresses the
5171 diversity of the College's population and the many objectives of the students, and it
5172 mandates an equally diverse selection of learning programs and services. The breadth
5173 and depth of the curriculum and student services demonstrate the College's commitment
5174 to providing multiple academic levels for open access, a variety of student services are
5175 available to facilitate the success of the students in their individual educational
5176 objectives. To address changes in demographics and technologies, the College has
5177 periodic Program Reviews to assure currency. *Evidence: PRIE (the student and faculty*

5178 *surveys and Fresh Look, and First Year Experience, and program review, and*
5179 *evaluations of individual courses) REEVALUATE THIS EVIDENCE to align it with the*
5180 *paragraph]*

5181
5182 The institution knows that it is addressing the needs of the students through its
5183 institutional research, focus groups, student and faculty surveys, evaluations in classes,
5184 the assessment of student learning outcomes, and other vehicles. The most significant
5185 new effort at assessing institutional effectiveness is the SLOAC framework, which has
5186 also been integrated with the program review process.

5187
5188 The Employee Voice Survey of Fall 2006 found that “Skyline is committed to its students
5189 and their success...Skyline worked to fulfill its vision and mission,” and that this is
5190 evidenced by “the effort the College made to support student through the services the
5191 College offered/ the variety of excellent programs, courses and instruction; and all of the
5192 people who genuinely cared about students and their success.”

5193 [evidence: Employee Voice Survey]

5194

5195

5196 **Planning Agenda**

5197 None.

5198

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

5199

5200 **Description**

5201 The new mission statement was board-approved on April 11, 2007 and published by the
5202 time of the site visit. *(evidence is Kathy’s memo)* The previous mission statement was
5203 not presented to the board for approval. However, it was published in the 2004-2005
5204 catalogue, student handbook, faculty handbook, and campus website.

5205

5206

5207 **Self-Evaluation**

5208 **The College now meets this standard. The current mission statement was board-**
5209 **approved and subsequently published.** The College overlooked the approval process
5210 when it published the mission statement of 2004-2006. However, the College has since
5211 outlined a process whereby the mission statement will undergo cyclical college-wide
5212 review and approval by the board *(IPC minutes)*.

5213

5214 **Planning Agenda**

5215 None.

5216

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.

5217

5218

5219 **Description**

5220 The Institutional Planning Committee (IPC) is now responsible for reviewing the mission
5221 statement periodically and revising to meet changing needs. The process of developing
5222 the revised vision and mission statements was initiated by IPC (during Fall 2006?). It
5223 encompassed a review of the educational purposes of the College and an assessment of
5224 where the College wants to be 10 years. The proposed vision and mission statements
5225 were subsequently disseminated college-wide for review and presented to key shared-
5226 governance groups for discussion and feedback (e. g., Academic Senate, College
5227 Council, Associated Students, Management Council, College Council). As well, it was
5228 presented to the President's Council, which is comprised of public members and leaders
5229 from the county of San Mateo. *[evidence are emails from Cathy Hasson]*

5230

5231 Recommended changes and revisions from all constituent groups have been incorporated
5232 and presented to the Institutional Planning Committee and College Council. Shared-
5233 governance groups approved the revised mission and vision statement, including College
5234 Council, the College's shared-governance body, which approved the new mission and
5235 vision statement at their February 28, 2007 meeting. It then went to the Board of
5236 Trustees for its approval April 2007.

5237

5238 Additionally, the IPC, a shared-governance committee that reports to the College
5239 Council, is an integral component of the SLOAC process. (Skyline College shared
5240 governance structure, SLOAC framework) The College is in the process of formulating
5241 student learning outcomes at the institutional level. Those responsible for formulating
5242 the institutional level SLOS will, by necessity, review the mission statement to ensure
5243 that the SLOS match institutional objectives.

5244

5245

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5247 **Self-Evaluation**

5248 **The College meets this standard.** The process for periodic review of the mission
5249 statement is effective in that it has generated the current revision. The College's mission
5250 statement has been reviewed and revised.

5251

5252 A process for a regular review has been established by IPC. The mission, vision, values
5253 and goals will be reviewed every four to six years, using comprehensive environmental
5254 scan information, to meet the ever changing needs of the local and global community.
5255 The College will continue to respond to changing contexts--demographics, pedagogical
5256 innovations, local industry, and student needs. The process will involve broad
5257 participation and representation from all constituencies

5258

5259 The institution effectively utilizes program review, surveys and the SLOAC process to
5260 ensure that the mission of the College is achieved, as well as to guide changes.

5261

5262 *Evidence: Budget and Planning Calendar (place in Appendix) on the PRIE website.*

5263 *Evidence provided by emails from Regina.*

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Planning Agenda

None.

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

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Description

5270 The revised vision and mission statements set the parameters for the planning and
5271 decision-making process at all levels of the institution.

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5273
5274 Skyline College has an integrated planning framework that aligns planning, budget
5275 allocation, and assessment/evaluation (**Evidence: Planning Calendar**). Based on its
5276 vision and mission statements, Skyline has developed college-wide strategies which, in
5277 turn, guide the development of division and unit plans (**Unit work Plans, End-of-the Year**
5278 **Reports**). A Balanced Scorecard has been developed to guide strategic planning, and to
5279 measure and communicate the accomplishment of college-wide goals. As well, College
5280 planning, evaluation, and resource allocation are guided by the program review process
5281 (**Evidence: Balanced Scorecard, Program Review**).

5282
5283 The Budget Committee, a shared governance committee that reports to the College
5284 Council, provides a venue for critical dialogues about resource allocation in order to
5285 support the accomplishment of the College vision and mission. (**Evidence: Budget**
5286 **Committee Minutes**).

5287
5288 All programs and services establish goals and student learning outcomes that are aligned
5289 with the mission, values, and goals of the College (**Unit Plans**). (**This does not seem**
5290 **to be reflected in the revised mission statement, so it may be deleted: The**
5291 **mission statement also reflects the broader mission of the college district. The statement**
5292 **recognizes the importance of enhancing institutional effectiveness in the planning and**
5293 **decision-making processes through cooperative leadership, effective communication, and**
5294 **shared governance.**)

5295
5296 Using data provided by the Office of PRIE (e. g., Student Retention and Success data),
5297 survey results (e. g., Faculty/Staff survey, Campus Climate Survey), focus group results
5298 (e. g., Fresh Look Project), the Educational (**and Facilities?**) Master Plan, and other
5299 sources of evidence, the College administrators, faculty, and staff engage in ongoing and
5300 systematic planning and evaluation process to insure that the College mission is fulfilled.
5301 (**evidence: SLOAC, IPC, Budget, Ed Master Plan, and results of employee survey**)

5302
5303

Self-Evaluation

5304 **The College meets this standard.** Skyline College has effectively integrated the
5305 principles, values, and goals of its mission statement into its planning processes. The
5306

5307 program review process and the new SLOAC framework are examples of how the
5308 College uses the mission statement as the primary criteria for evaluation. The SLOAC
5309 framework utilizes the mission statement at all levels—course, program, and institutional.
5310 The College has identified institutional level SLOS and will soon begin implementing the
5311 SLOAC framework.

5312 *Evidence: SLOAC framework. Also, agenda sheets for each SLOAC meetings (from*
5313 *Karen Wong)*

5314

5315 **Planning Agenda**

5316 None.