



Early in the Fall 2010 term, a task force of the Governance And Planning Committee (GAP) was created to review existing goals and create a streamlined college focus for the next two academic years. This task force, which included representation from the Academic Senate, Classified Senate, and ASB, reviewed documents from Mission College's Educational Master Plan as well as from additional planning documents from the last two years. The task force further reviewed the recommendations that came out of our Fall 2010 Flex Day activities, in which all participants were asked to review the existing goals. The purpose of this process was not to create altogether new goals; but rather to utilize the results from existing planning activities. Mission chose to simply focus efforts from to a manageable level for the next two years. At the end of these two years, the college will engage in comprehensive planning through the development of a new Educational Master Plan.

Using the previously adopted Eight Core Values as a frame, the Task Force identified one to two fundamental goals for each of the core values that the college would focus on for the 2010-11 and 2011-12 academic years. These goals were reviewed and modified through discussions with the college constituent groups and GAP. GAP approved the attached goals on December 1, 2010.

Core Value 1: Culture of the Institution: Mission College creates and sustains a student-centered institutional culture of professionalism, discovery, and success.

Goal: Mission College will create a climate of discovery that embraces inclusion, inquiry and creativity.

- Milestones:
1. Development of college committee handbook which identifies all college committees along with their charge, membership and guiding principles.
 - a. College handbook outlines guiding principles for college and governance meetings that embrace inquiry, creativity and reflection on topics discussed.
 - b. College handbook outlines agreed-upon expectations that create a welcoming supportive environment and build a culture of professionalism and mutual respect from all members of the college community.
 2. Participation on committees is supported via increased representation (from current levels to full).
 3. Classified participation in development (flex) days is supported through an institutionalized closure of student services to allow classified participation.

- Timelines:
1. Spring 2011/Fall 2011
 2. Academic Year 2011-2012
 3. Fall 2011; ongoing

- Responsible Parties:
1. GAP
 2. GAP
 3. Vice President of Student Services; President; Director of Admissions and Records

Effectiveness of this goal is determined through climate surveys and levels of committee and development day participation.

Core Value 2: Teaching and Learning: Mission College shapes its academic programs to meet community needs, emphasizing student learning and fostering institutional excellence.

Goal: Mission College will define a clear vision statement, outlining a shared long term view of where the college wants to head and providing clear direction for shaping future programs and services.

Milestones: 1. College “visioning session” discussions with participants from both the internal college community and the larger external community.
2. College-wide implementation of an updated Vision Statement.

Timelines: 1. Spring 2011/Fall 2011
2. Fall 2011

Responsible Parties: 1. College President
2. GAP

Effectiveness of this goal is determined through increased use of the Vision Statement in college discussions and as part of decision-making processes.

Core Value 3: Mission College promotes academic success by creating dynamic, innovative student services and programs that address the richness of Mission College's student population and community.

Goal 1: Mission College will increase student progression and achievement through enhanced communication and awareness among staff, faculty and students.

Milestones: 1. Implementation of WVM Portal interface for students, staff, and faculty.
2. Training of staff and faculty on effective communication through WVM Portal.

Timelines: 1. Fall 2011/Spring 2012
2. Fall 2011/Spring 2012

Responsible Parties: 1. Portal Development Team
2. Technology Committee; Staff Development Committee

Effectiveness of this goal is determined through implementation dates being met and usage of Portal system to communicate key events and information related to student matriculation.

Goal 2: Mission College will develop collaborative approaches, both in Instruction and Student Services, to improve student performance as measured in the statewide Accountability Reporting for the Community Colleges (AB1417 ARCC) report. These measures include rates of student progress and achievement; students earning at least 30 units; student persistence; and completion rates for vocational programs, basic skills, and ESL.

Milestones: 1. Internal awareness building and discussions of ARCC measures.
2. Benchmarks and targets established.
3. Action Plan created to increase performance to identified target levels.

Timelines: 1. Spring 2011
2. Spring 2011
3. Fall 2011/Spring 2012

Responsible Parties: 1. Director of Research and appropriate college constituencies
2. Director of Research and appropriate college constituencies
3. Director of Research and appropriate college constituencies

Effectiveness of this goal is determined through increased discussion of four arenas of ARCC and tracking of college performance.

Core Value 4: Community Connections: Strengthen Mission College's function as a community resource to preschool through 12th grade institutions, businesses, and industry, and community-based organizations.

Goal: Mission College will increase visibility of the college and community connections.

- Milestones:
1. Increase budget for marketing and public relations.
 2. Conduct a needs assessment of internal and external marketing needs.
 3. Establishment of new and ongoing Advisory Councils (Career / Community / K-12 / Transfer).
 4. Faculty and staff experts identified for outreach purposes (quotes for the media, participation on ad hoc and short-term partnership opportunities)
 5. Creation of an alumni database and social networking site for future communication and continued involvement.

- Timelines:
1. Academic Year 2011-2012
 2. Spring 2011
 3. Spring 2011 through Spring 2012
 4. Fall 2011; ongoing
 5. Fall 2011/Spring 2012

- Responsible Parties:
1. College President and Vice President of Administrative Services; Program Review
 2. Director of Marketing
 3. President's Cabinet
 4. Educational Services Council
 5. Foundation

Effectiveness of this goal is determined by number and diversity of partnerships; implementation of outreach resource list; published documents and community recognition.

Core Value 5: High Performance Educational Institution: Mission College raises institutional standards by developing the potential of the Mission College community and providing the tools necessary to foster innovation, responsiveness, and excellence.

Goal: Mission College will promote excellence in teaching and learning by providing ongoing training and support for the best practices both in and out of the classroom (including high and low technology classroom instruction and service provision).

- Milestones:
1. Designation and furnishing of a dedicated college space for a teaching and learning center which supports all sectors (full and part time faculty, classified staff, and administration).
 2. Creation of a schedule of staff/faculty training workshops.
 3. Creation of a series of online self-paced training opportunities.

- Timelines:
1. Spring 2011 through Spring 2012
 2. Fall 2011
 3. Spring 2012

- Responsible Parties:
1. Vice President of Instruction; Vice President of Administrative Services; Academic Senate; Staff Development
 2. Staff Development
 3. Staff Development

Effectiveness of this goal is determined through implementation and increased utilization of the teaching and learning center; training sessions, and online training opportunities.

Core Value 6: Diversity: Mission College creates an institutional climate of full enfranchisement and participation for all students, faculty, and staff.

Goal 1: Mission College will establish a college theme of “Embracing Diversity” in and out of the classroom through education and focused attention on reducing performance gaps.

- Milestones:
1. Increase awareness and enhance understanding of diversity and inclusion as identified in Student Equity and Staff Diversity plan data and recommendations.
 2. Student Equity and Staff Diversity Plans used to identify needs and resource requests.
 3. Consolidate Matriculation Council, Student Equity Committee, and Student Success committee to focus efforts on students access and retention.
- Timelines:
1. Spring 2011/Fall 2011
 2. Spring 2011/Fall 2011
 3. Fall 2010
- Responsible Parties:
1. Student Equity Committee; Staff/Faculty Diversity & Inclusion Committee; Vice President of Student Services; Staff Development; GAP
 2. Student Equity Committee; Matriculation Committee; Student Success Committee

Effectiveness of this goal is determined through increased discussions and tracking of progress in meeting plan recommendations and reduction of student performance gaps.

Goal 2: Mission College will institutionalize additional opportunities for students to actively shape the campus climate.

- Milestones:
1. Creation of Student Panels in which students will share their voices with faculty, staff, and administrators.
 2. Implementation of a student survey which will include questions related to diversity in the campus climate.
- Timelines:
1. Spring 2011/Fall 2011
 2. Spring 2011/Fall 2011
- Responsible Parties:
1. ASB
 2. Director of Research; ASB

Effectiveness of this goal is determined through the implementation of student panels and use of results from panels and surveys.

Core Value 7: Planning and Institutional Effectiveness: Mission College integrates planning, budgeting, and institutional effectiveness measures to evaluate overall progress in meeting the goals of Mission College.

Goal: Fully implement an integrated program review process which links resource allocation with assessment of learning outcomes, analysis of program/area data, and planning.

- Milestones:
1. Revision of resource allocation process, linking with program review and outcomes assessment.
 2. Develop and implement an annual process by which institutional effectiveness measures are identified, linked to specific goals, and used to shape subsequent planning.
 3. Development of a Wiki or similar online resource guide for Program Review and Integrated Planning.
 4. Integration of accreditation standards for institutional effectiveness into ongoing operations, goal-setting, and planning discussions.

- Timelines:
1. Spring 2011/Fall 2011
 2. Spring 2011/Fall 2011
 3. Spring 2011/Fall 2011
 4. Fall 2010; ongoing

- Responsible Parties:
1. CBAC
 2. GAP; Director of Research
 3. Instructional Dean; Accreditation Team
 4. GAP

Effectiveness of this goal is determined by implementation of revised planning process and subsequent evaluation of the process.

Core Value 8: College Facilities and Infrastructure: Mission College creates high quality, welcoming facilities that promote the programs of Mission College and enhance its ability to be the cultural and technological heart of Silicon Valley.

Goal: Upgrade and maintain current facilities in terms of appearance, comfort, design, safety, technology and sustainability.

- Milestones:
1. Update the MT buildings in safety, technology, and comfort.
 2. Institutionalize opportunities for faculty, staff, and community members to jointly improve appearance of the campus.
 3. Improve understanding for the full college community of maintenance work orders through communication and signage.
 4. Maintain schedule of bond facilities and infrastructure upgrades.

- Timelines:
1. Spring 2011
 2. Fall 2010; ongoing
 3. Fall 2011
 4. Fall 2010; ongoing

- Responsible Parties:
1. College President; Director of Facilities; Vice President of Administrative Services
 2. Staff Development; Facilities; Vice President of Administrative Services
 3. Facilities
 4. Director of Facilities/Vice President of Administrative Services

Effectiveness of this goal is determined by number of improved classrooms and rating of campus facilities and infrastructure in climate surveys.