Summary Report of the Mission Statement Task Force

November 12, 2013

Introduction

The Mission Statement Task Force was convened by the president on September 30, 2013 to establish a plan to review the relevance and currency of the mission statement and make recommendations for possible modifications or improvements.

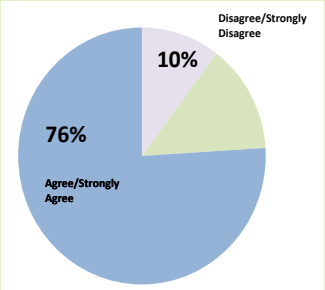
To this end, the task force conducted a college-wide survey of students and staff, consulted with professionals and leaders at the college, considered best practices for effective mission review, and examined the college's prior efforts to craft the mission statement.

After reviewing the data, the task force carefully considered the findings that could be confidently reported to the cabinet. In turn, the task force generated recommendations to both the mission statement and to the review process itself as directed under the Integrated Planning Manual.

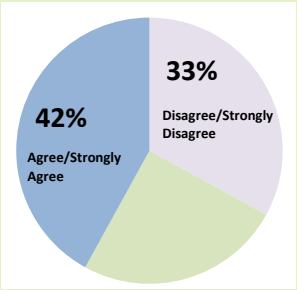
This summary report contains the task force's essential findings and recommendations. In the interest of institutional effectiveness, the task force will continue to meet in November to generate a detailed report to all college constituencies.

I know the Mission of MiraCosta College.

Employees Responding



Students Responding



The Findings Suggest:

The Mission Statement

- *The current mission statement is not adequately communicated or accessible.*
- *The mission describes in list form what we do, and is adequate overall, but it could be improved to be more inspirational and focused on learning.*
- *Online education is a modality of learning and does not need to be expressly called out in the mission.*

The Review Processes

- *An expanded timeline would have afforded greater depth of dialogue.*
- *The conflicting schedules of the constituent councils make coordinated review difficult.*
- *More multiple modes of consultation and data collection would make the findings more robust.*
- *Earlier involvement of the constituent groups in the consultation process would deepen the understanding of the mission, including its purpose.*

Findings of the Task Force

The Mission Statement

The current mission statement is not adequately communicated or accessible. While a large majority of employees know of the mission, many indicated that it was difficult to find on the website. Most students reported that they did not know the mission well.

The mission describes in list form what we do, and is adequate overall, but it could be improved to be more inspirational and to emphasize learning. A common theme by both groups was that the mission is lackluster and needs to be simplified, focused, and personal. The list-like nature of the mission excludes some areas of the college.

The majority of students and employees believe the mission statement reflects the role of online education at the college. Many employees commented that learning modalities should not be identified in the mission. Including one would require listing them all. This was the opinion of the faculty director of online education after reviewing multiple college sites and distance education literature.

The Review Processes

An expanded timeline would have afforded greater depth of dialogue. The window of time, if expanded, would provide multiple modes of inquiry and dialogue.

The conflicting schedules of the constituent councils make coordinated review difficult.

Increasing the time to review, reflect, and respond would improve the depth and breadth of analysis.

Employing multiple modes of consultation and data collection would make the findings more robust. The data collected by the task force sparked additional questions that remain unanswered under the current timeline.

Earlier involvement of the constituent groups in the consultation process would deepen college-wide understanding of the mission statement's role and the need for its periodic review.

Mission Statement Task Force

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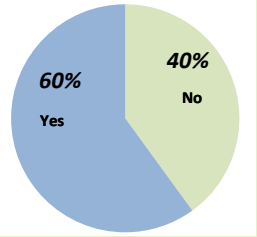
Alternates:

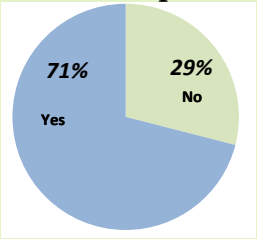
Christy Coobatis
Linda Kurokawa
Debi Lambert
Irina Manzhuco

Online education has been a growing format of teaching and learning. Does the MiraCosta mission statement reflect the role of online education at our college?

Employees Responding



Students Responding



Recommendations:

The Mission Statement

The mission statement does not need to be changed or altered at this time.

The mission statement should not be amended to add online education as an express modality of learning.

The College needs to use the governance structure to brainstorm ways to make the mission more readily apparent to employees and better communicated to students.

The Review Processes

The Integrated Planning Manual should expand the timeline for the periodic review of the mission statement to at least six months.

The Integrated Planning Manual should be amended to allow one year within the ten-year master planning cycle for the college to complete a thorough evaluation of its overall mission in addition to the three-year periodic reviews.

Respondents to the survey:

Students: 622 complete responses out of 14,514 credit students.

Employees: 272 complete responses out of 1033.