
INSTITUTIONAL ANALYSIS

STANDARD I: MISSION, ACADEMIC QUALITY AND INSTITUTIONAL EFFECTIVENESS, AND INTEGRITY

The institution demonstrates strong commitment to a mission that emphasizes student learning and student achievement. Using analyses of quantitative and qualitative data, the institution continuously and systematically evaluates, plans, implements and improves the quality of its educational programs and services. The institution demonstrates integrity in all policies, actions, and communication. The administration, faculty, staff, and governing board members act honestly, ethically, and fairly in the performance of their duties.

I.A. MISSION

**In order to avoid redundancy and be as concise as possible, the College created a Glossary located in the Appendix explaining the processes and structures of the institution, such as Program Review. These processes and structures referenced in the report are noted with asterisks which are explained in greater detail in the Glossary.*

I.A.1

The mission describes the institution's broad educational purposes, its intended student population, the types of degrees and other credentials it offers, and its commitment to student learning and student achievement. (ER 6)

Evidence of Meeting the Standard:

- The College Mission Statement describes the College's broad educational purposes, its intended student population and commitment to student success, as well as the types of programs it offers (I.A.1-1).
- The Mission Statement was revised at the College Council Retreat on August 28, 2015 to more clearly define the intended student population to include distance education, as well as emphasize the College's commitment to student learning and achievement. In addition, the new Mission Statement continues to identify the types of programs the College offers, and it identifies the types of credentials offered by the College. The new Mission Statement was approved by the LACCD Board of Trustees on October 7, 2015 (refer to I.A.3-2). The revised Mission Statement will go into effect for the 2016-17 academic year to be included in the 2016-17 catalog and other publications (I.A.1-2).

Analysis and Evaluation:

The 2015-2016 College Mission Statement is as follows:

Los Angeles Mission College is committed to the success of our students. The College provides accessible, affordable, high quality learning opportunities in a culturally and intellectually supportive environment by:

- *Ensuring that students successfully transfer to four-year institutions, prepare for successful careers in the workplace, and improve their basic skills;*

- *Encouraging students to become critical thinkers and lifelong learners; and*
- *Providing services and programs that improve the lives of the diverse communities we serve.*

The Mission Statement emphasizes the College’s commitment to student learning and success and its pledge to offer high-quality educational opportunities. Students benefit from a variety of options, including the fulfillment of transfer requirements as well as the achievement of degree and certificate programs, career technical education, and basic skills needs. A variety of services complements instructional offerings to support students in their identified educational and personal goals. The Mission Statement also identifies the intended population served, defined as “diverse communities,” to recognize the evolving nature of the College’s student body (I.A.1-3).

The Mission Statement for academic year 2016-2017, is as follows:

Los Angeles Mission College is committed to the success of its students. The College, which awards associate degrees and certificates, provides accessible, affordable, high-quality learning opportunities in a culturally and intellectually-supportive environment by:

- *Providing services and programs in basic skills, general education, career and technical education, and for transfer;*
- *Educating students to become critical thinkers and lifelong learners;*
- *Ensuring that all programs and services are continuously evaluated and improved to support student learning and achievement; and*
- *Making traditional and distance education learning opportunities available to enhance the health and wellness of the diverse communities it serves.*

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- I.A.1-1 [LAMC Approved Mission Statement](#)
- I.A.1-2 [College Council Retreat Minutes – 8/28/2015](#), page 2
- I.A.1-3 [OIE – Student Population Data](#)

I.A.2

The institution uses data to determine how effectively it is accomplishing its mission, and whether the mission directs institutional priorities in meeting the educational needs of students.

Evidence of Meeting the Standard:

- The use of data is embedded in the Institution-Set Standards* (ISSs), student and faculty surveys, student achievement results, Program Review, and learning outcome assessments (I.A.2-1).
- Shared Governance Committees’ review of the College’s planning documents is based on data-driven measures and benchmarks and focuses on the institution meeting the educational needs of students (I.A.2-2).

Analysis and Evaluation:

In fall 2013, the College identified the need to refine its strategic goals to better assess its quality and effectiveness, to gauge improvements in student learning, and to evaluate achievement of the College's Mission. This evaluation identified two priorities of the College Council's two-part annual planning retreat on August 20 and September 6, 2013 (1) to revise the LAMC Strategic Plan goals to student success explicitly (to align more directly with the College's Mission Statement), and to (2) ensure that the established goals were measurable. As a result, College Council members revised LAMC's Strategic Master Plan goals to infuse the Mission Statement and student success language. This revision further enhanced alignment with existing district and college master plans (I.A.2-2), (I.A.2-3), (I.A.2-5).

The College Strategic Master Plan was reviewed and updated at the retreats in May 2014 and August 2015. During the August 2015 retreat, the College Strategic Plan was updated to reflect progress on student success measures (I.B.3-24).

In an effort to achieve the mission of the college, the Office of Institutional Effectiveness provides data for the development of the college planning documents which drives decision making, resource allocation, and the goals for student success. Student success data includes but is not limited to persistence, retention, certificate and degree completions, demographics, results of student and faculty surveys as well as enrollment and attendance. This data is utilized in the development and implementation of all college planning documents, programs and services. These include CTE, Student Equity Plan, Enrollment Management Plan, Basic Skills Initiative, SSSP, AtD, Program Review, and shared governance planning documents. While some of these plans have been using this data to meet state and federal requirements (e.g. CTE), others are now integrating data to ensure that the College's programs and services are aligned with its mission.

As an illustration, the Student Equity Plan provides comprehensive demographic data that identifies underserved populations. The plan focuses on areas such as DSP&S, veterans, foster youth, and basic skills programs to examine existing services and develop strategies to bridge achievement gaps among disproportionately impacted students. Additionally, enrollment and program completion data are utilized in the Strategic Enrollment Management Plan (SEMP) to track student learning and achievement. Data included in the Student Equity Plan, as well as additional disaggregated data provided by OIE, were incorporated into the Program Review* process in spring 2015 (I.A.2-4). Student success was reviewed and each department/discipline evaluated its effectiveness in relation to Institution-Set Standards*.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- I.A.2-1 [Office of Institutional Effectiveness Website](#)
- I.A.2-2 [College Council Retreat Minutes – 8/28/2015](#), page 2
- I.A.2-3 [College Council Retreat Summary – 8/20/2013](#), page 3
- I.A.2-4 [PROC Minutes](#) and [Program Review](#) Screens
- I.A.2-5 [LAMC Revised Goals Alignment with DSP Goals](#)

I.A.3

The institution's programs and services are aligned with its mission. The mission guides institutional decision-making, planning, and resource allocation and informs institutional goals for student learning and achievement.

Evidence of Meeting the Standard:

- The College undergoes an annual review at the College Council Retreat to verify the alignment of the institution's programs and services with its Mission Statement and intended population. In the event of a revision, the proposed Mission Statement is vetted by the campus community at a town hall meeting and subsequently adopted by the Board of Trustees (I.A.3-1), (I.A.3-2).
- Institutional decision-making, planning, and resource allocation are informed by Institution-Set Standards*, a thorough assessment of Institutional and Program Learning Outcomes (ILOs and PLOs), and a rich shared governance structure (I.A.3-3), (I.A. 3-4), (I.A.3-5).
- The effectiveness of various achievement outcomes, including degree and certificate completion, retention and persistence at the course, program, and institutional levels are benchmarked and evaluated regularly (I.A.3-6).
- Resource allocation is linked to Program Review* and necessitates approval by the Budget and Planning Committee (I.A.3-7).

Analysis and Evaluation:

The College's Mission Statement serves as the foundation for institutional planning and the development of the Strategic Master Plan (SMP) and other shared governance master plans. The College developed and instituted a formal process to review its Mission Statement annually and implement revisions as necessary (I.A.3-8).

The College maintains the improvement of student learning and achievement as its primary goal. In keeping with this sustained effort, the College is further revising its Program Review screens for spring 2016 to include evaluative responses from departments/units and to establish linkage between programs and the College's Mission (I.A.3-7).

The alignment of institutional decision-making, planning, and resource allocation with the mission is routinely supported by the aggregation and analysis of data by OIE. Institutional goals focus on student learning and achievement and are developed through a systematic review of data on persistence, retention, certificate and degree completions, demographics, results of student and faculty surveys, and enrollment. The allocation of resources relies on a well-defined process whereby the disbursement of funds is justified by the Program Review* process and clearly linked to student achievement and learning.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- I.A.3-1 [Mission Statement Update – Campus Town Hall](#)
- I.A.3-2 [Board of Trustees Approval – 10/7/2015](#), page 10
- I.A.3-3 [OIE – Institution Set Standards](#)
- I.A.3-4 [ILO and PLO Assessment webpage](#)
- I.A.3-5 [Shared Governance Organizational Structure](#)
- I.A.3-6 [LAMC Institution Set Standards and Benchmarks](#)
- I.A.3-7 [Budget and Planning Committee Resource Allocation Planning Process](#)
- I.A.3-8 [Mission Statement Review Process](#)

I.A.4

The institution articulates its mission in a widely published statement approved by the governing board. The Mission Statement is periodically reviewed and updated as necessary. (ER 6)

Evidence of Meeting the Standard:

- In 2013-14, the College developed and implemented an annual Process for Review of the Mission Statement that is inclusive of all campus constituencies (I.A.4-1).
- Changes to the Mission Statement are articulated in three Shared Governance committees (Educational Planning, Budget and Planning, and Student Support Services), reviewed by the Academic Senate and the Faculty Guild, and subsequently proposed to College Council (I.A.4-2). In the event that the College Council proposes revisions, the revised Mission Statement is returned to the Senate for further review, after which the updated Mission Statement is approved by the College Council during its annual retreat. The next steps include a campus-wide vetting of the mission and submission to the Board of Trustees for adoption (I.A.4-3), (I.A.4-4).
- The fall 2015 Town Hall publicized the revisions made to the Mission Statement for the 2016-17 academic year (I.A.4-3).
- Upon adoption by the Board of Trustees, the Mission Statement is published widely in publications such as the catalog and the schedule of class and displayed on the College's website and in various buildings and classrooms (I.A.4-5).

Analysis and Evaluation:

To ensure the annual review of the Mission Statement, the Process for Review of the Mission Statement was developed by College Council during its retreats in August and September 2013.

In January 2014, College Council evaluated the process and implemented revisions to ensure the timeliness of the review process and alignment with publication deadlines and strategic goals deadlines.

Utilizing this new process, the College has completed three full cycles of the Mission Statement review (I.A.4-6). This process will be reassessed at the College Council Retreat in winter 2016.

The Mission Statement is reviewed annually, revised as needed and widely published. The most recent version of the Mission Statement was revised and adopted by the College in August 2015 and approved by the Board of Trustees on October 7, 2015.

Los Angeles Mission College meets this standard.

LIST OF EVIDENCE

- I.A.4-1 [College Council Retreat Minutes – 2/4/2014](#)
- I.A.4-2 Agenda and Minutes for:
- a. [Educational Planning Committee](#)
 - b. [Budget and Planning Committee](#)
 - c. [Student Support Services Committee](#)
 - d. [Academic Senate](#)
 - e. [ASO](#)
 - f. [Faculty](#) and [Clerical/Technical](#) Union Minutes
- I.A.4-3 Mission Statement – Campus Vetting – [3/18/2014](#) and [9/29/2015](#)
- I.A.4-4 Refer to [I.A.3-2](#)
- I.A.4-5 Mission Statement Widely Published
- [LAMC Catalog](#)
 - [LAMC Schedule of Classes](#)
 - [LAMC website](#)
 - [Building/Classrooms](#)
- I.A.4-6 Refer to I.A.4-2