

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.



Standard IA: Mission

IA 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.

Overview

As an open-access community college that serves a diverse student population, Fullerton College provides a comprehensive academic program of lower division transfer courses, basic skills development, vocational training, and personal enrichment. The college mission, together with the college vision and core values, are central to the college's educational purposes, the students it serves, and the college's commitment to high standards of student learning.

The college mission establishes a broad educational focus on life-long learning for all student populations. It serves students seeking further development of basic skills, students preparing for transfer to a four-year college, students engaged in vocational and technical programs, and students who attend college for personal growth and enrichment. Critical to the college mission is that it serves a diverse student population. The ethnic and economic makeup of North Orange County have changed rapidly in the past decade, and the student population has grown increasingly diverse. This diversity has brought differences in preparedness, attitudes, and perspectives of the student population. The challenge as a college has been to meet the needs of these diverse students at all levels of the college, from the classroom to services to collegewide activities. (1)

The college focuses on meeting the needs of its students from their first contact with the college through their successful completion of an educational goal or program. Student services are critical for ensuring that students get on track quickly and receive adequate support to complete coursework successfully. Instructional programs

clearly articulate the outcomes that students may expect from courses and provide students with the skills and understandings to meet those outcomes. College activities create a friendly and engaging college atmosphere, promote community and team building, and provide opportunities for exploring a diverse range of interests, goals, and careers. Collegewide, the emphasis on student learning is reflected in staff development activities, Strategic Conversations, community outreach, and a district commitment to supporting a world-class two-year institution. (2) (3)

Descriptive Summary

Mission

We prepare students to be successful learners.

Vision

Fullerton College will create a community that promotes inquiry and intellectual curiosity, personal growth, and a life-long appreciation for the power of learning.

Core Values

- We respect and value the diversity of our entire community.
- We value tradition and innovation.
- We support the involvement of all in the decision-making process.
- We expect everyone to continue growing and learning.
- We believe in the power of the individual and the strength of the group.
- We expect everyone to display behavior in accordance with personal integrity and high ethical standards.
- We accept our responsibility for the betterment of the world around us.
- We value and promote the well being of our campus community. (4)

2 Fullerton College website

3 Summaries of Strategic Conversations

4 Fullerton College Catalog 2010-2011, p. 13

The college mission statement, vision, and core values define the character of the college and its commitment to student success. Intentionally broad, the mission embraces the goal of instilling students with the knowledge, skills, and understandings to be successful life-long learners. The college vision establishes an academic culture focused on learning and student success. The college core values represent the high standards to which the college community aspires.

The current mission statement and core values emerged through an extensive campuswide collaborative process during 2002. The college mission statement was reaffirmed at the February 9, 2005, meeting of the Planning and Consultative Council (PCC) and approved by the North Orange County Community College District (NOCCCD) Board of Trustees (BOT) on June 14, 2005. Since that time, the mission has been reviewed each Spring by the President’s Advisory Council (PAC; formerly PCC). (5) (6)

Fullerton College admits high school graduates and any person over 18 years of age. Though designed primarily for juniors and seniors in high school, any student in K-12 may apply as a “Special Admit” student. The college accepts out-of-state students and international students who meet the F1 visa requirements. The college’s International Student Program is an integral part of the college commitment to diversity and to fostering cross-cultural awareness and appreciation. (7) (8)

Annually, the Director of Institutional Research (DIR) conducts an environmental scan to identify the status and trends of student demographics, local economies, and other key indicators in Orange and Los Angeles counties that may influence student enrollments. The DIR also focuses on “feeder” schools—those junior and senior high schools whose students most frequently enroll at Fullerton College—to better help the college develop plans and services to meet the needs of future students. A

- 5 PCC Minutes, 2-9-05
- 6 BOT minutes, 6-14-05
- 7 Fullerton College Catalog, 2010-2011, p. 15
- 8 International Student Program website

Fact Book and an Institutional Effectiveness Report are produced annually to provide information on faculty, students, and the programs of Fullerton College. These data are included in the Annual Report that is presented to the Board of Trustees and to the community. (9) (10)

The college also offers courses through distance education (DE) to increase accessibility for students. DE is especially important for students who may otherwise be unable to attend college because of disabilities, work schedules, medical reasons, family responsibilities, transportation costs, or other reasons. Nonetheless, DE serves a significant percentage of campus students because of its flexibility, convenience, and reduced transportation costs. Fullerton College also meets this demand with a course management system widely employed at colleges throughout California. (11)

Self-Evaluation

The college recognizes a need to re-establish a regular and systematic process for reviewing and revising its mission. In Fall 2009, the PAC approved a process for reviewing and, if appropriate, revising the mission, vision, and core values on an annual basis. In 2009-2010, the PAC requested that the Deans’ Council form an ad-hoc committee, consisting of representatives from appropriate constituent groups, to begin review and revision of the college mission. That work is ongoing. (12)

Planning Agenda

None.

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

Descriptive Summary

The college mission serves as a central focus in planning, program review, curriculum development, decision-making, and student learning outcomes development and assessment. This focus insures that

- 9 2009 Environmental Scan, Fact Book
- 10 FC 2009 Annual Report
- 11 Distance education website
- 12 PAC Minutes, 11-11-09, 2-24-10, 3-10-10

student learning programs and services carry out the functions and serve the students for which they were intended.

The college mission also links to the NOCCCD's mission and goals:

The mission of the NOCCCD is to serve and enrich our communities and inspire life-long learning by providing education that is exemplary, relevant, and accessible. (13)

The linkage of college and district missions and goals serves the college in strategic planning. Fullerton College has adopted a data-driven strategic planning cycle as a framework for the college's activities that bring focus to measures of institutional effectiveness. College goals are reviewed annually using measures of attainment and effectiveness (program review, institutional research data, student learning outcomes assessments, surveys, and other measures). These data are used to evaluate and revise existing goals, and, if warranted, to create new college and program goals that can be incorporated into collegewide planning and budgeting for the coming year. Programs, goals, and budgets are reviewed regularly to ensure that they are consistent with the mission and vision of the college, and that they support the district's mission and goals. (14)

As part of the recommendations of the 2005 self-study, the NOCCCD created a comprehensive strategic plan to guide the district and its colleges. Subsequently, Fullerton College adopted strategic goals aligned with district goals. Within each of these areas, the college establishes tactical goals and measurable objectives for meeting these goals. (15)
(16)

Many of the college's strategic goals emphasize values that support the college's mission, including:

- support the assessment process to improve basic skills programs

13 NOCCCD website
14 2009-2010 Resource Documents for Planning and College Initiatives
15 NOCCCD 2006 Strategic Plan
16 2009-11 Districtwide Strategic Plan Update

- support improvement of vocational and transfer programs through analysis of program review data
- complete the student learning outcome assessment (SLOA) cycle for all active courses, programs, certificates, and degrees
- explore districtwide financial support and infrastructure for distance learning
- improve collegewide knowledge of student services and review and evaluate processes to assure the best service to the college community
- provide appropriate technology, equipment, and infrastructure to support instructional programs
- create a college wide student equity initiative
- administer a student satisfaction survey
- continue to cultivate relationships with the City of Fullerton and investigate possibilities for involvement in cities outside Fullerton
- develop and support partnerships and programs that bring community events and community members to the campus for educational, cultural, and social activities (17)

College planning begins with PAC, a governance committee consisting of representatives from administration, faculty, classified staff, and students. Members of PAC receive and review college policy and recommendations from other college committees and groups, solicit and discuss opinions from constituent groups, and advise the President. PAC provides a venue for collegewide initiatives and an important network for exchanging and communicating information within the college community. It is the forum for discussing and revising policy and procedural changes prior to their implementation by the President. (18)

The college mission makes explicit an emphasis on student learning: "We prepare students to be successful learners." The college commitment to student learning is further embodied in the college vision to "create a community that promotes inquiry and intellectual curiosity, personal growth, and a

17 Fullerton College Catalog 2010-2011, p. 12
18 PAC website

life-long appreciation for the power of learning.” The college’s core values define the purpose and character of the institution, from respect for diversity, tradition, and innovation to support for involvement of all campus constituents in collegial decision-making to respect for high standards, ethics, and the well-being of the campus community. (19)

Adoption of college goals that align with the college mission establishes one means for ensuring that student needs are met. Successful completion of goals closes the loop on previously identified needs. Annual review and/or revision of goals and objectives in the college planning cycle, linked to data-driven student learning outcomes assessment and program review, provides another measure. Student participation in PAC provides a voice for student concerns within the planning cycle. Student satisfaction surveys, conducted through student services, provide a measure for keeping the college aware of student needs. (20) (21)

Assessment of institutional effectiveness in carrying out the college mission occurs annually with publication of the program review data by the DIR. These data provide information on institutional measures, such as success, retention, fill rate, and efficiency. These key performance indicators, along with SLOA, enable departments and programs to evaluate, through the program review process, their effectiveness in meeting student needs and producing successful student achievement. The DIR also produces Institutional Research Bulletins that report on student demographics and trends, student goals, numbers of transfers to state colleges and universities, and other measures that enable the college to respond to a changing student population and its needs. Other institutional measures, such as number of transfers, degree and certificate completion, and persistence (students enrolling in multiple semesters), further allow the college to track its effectiveness in carrying out its mission. A scan of the college’s external environment, utilized by the college’s vocational programs, examines the

19 Fullerton College Catalog 2010-2011, p. 13
20 2009-2010 Resource Documents for Planning and College Initiatives
21 Student services satisfaction surveys

demographic character of the community, including the K-12 educational pipeline, economic factors, local and statewide political forces, and projections of future changes. (22)

Self Evaluation

The college’s Planning and Budget Calendar provides a systematic process for evaluating program and SLOA data and identifying resource and planning needs for strategic planning and budgeting. Initiation of strategic planning in February coincides with a mechanism for reviewing the college mission and revising it, if appropriate. This timeline allows for maximal effective use of results from program review and SLOA in strategic planning and mission alignment. Formulation of annual or biannual college goals and unit objectives immediately precedes budget discussions and decision-making, thus allowing the college to take immediate action on identified needs and incorporate goals into planning for the subsequent year(s). (23)

Planning

None.

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

Descriptive Summary

The college mission statement was reaffirmed at the February 9, 2005, meeting of the PCC and approved by the BOT on June 14, 2005. Since that time, the mission has been reviewed each spring by PAC. No revisions have been made to the college’s mission since its approval in 2005. (24) (25)

The college publishes the mission statement in the college catalog and schedule of classes. It is also displayed prominently on the college website and in various locations on campus. (26)(27)

22 DIR website
23 2009-2010 Resource Documents for Planning and College Initiatives
24 PCC Minutes, 2-9-05
25 BOT minutes, 6-14-05
26 Fullerton College Catalog 2010-2011, p. 13
27 Fullerton College website

Self Evaluation

The mission is approved by the appropriate campus constituencies and the BOT. It appears in many campus publications. The mission is frequently cited in discussions of student learning outcomes, academic programs, and student services.

Planning

None.

I.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.

Descriptive Summary

The mission of the college, "We prepare students to be successful learners," emerges from its vision to "create a community that promotes inquiry and intellectual curiosity, personal growth and a life-long appreciation for the power of learning." The general tenets and character of the college mission and vision extend back to the 1990s and reflect a strong value for tradition within the college. As noted in the college's previous self study, "the campus community attempt[s] to avoid mere trendiness" and "make[s] changes based on research and reflection." At the same time, the college values innovation. It expresses this innovation in the programs, services, and activities that support the mission and educational purpose of the institution to meet the needs of a diverse and ever-changing student population. One example of innovation is the Dynamic Fund, an annual "grant" competition that awards funds to faculty, staff, and campus organizations that propose "innovative" programs designed to promote student success. (28)

The current mission was reviewed and revised in 2002 during an annual retreat of the PCC (now PAC). During this retreat, the college analyzed the previous mission statement and goals, adopted in 1997, and formulated the seven core values based on that analysis. These core values served as themes in the college's 2005 self-study. The college mission was

28 Dynamic fund website

affirmed by PCC on February 9, 2005, and approved by the BOT on June 14, 2005. (29) (30)

In Fall 2009, the college President designated February within the calendar for reviewing the college mission. Subsequently, the Vice President of Instruction and Deans' Council proposed creating a formal process for evaluating the appropriateness of the current college mission and for reviewing and revising the mission as necessary. As noted above, the Deans' Council formed an ad-hoc committee, consisting of representatives from appropriate constituent groups, to begin review and revision of the college mission. (31)

Self Evaluation

As stated in the college governance section of the 2009-2010 Resource Documents for Planning and College Initiatives, "participatory governance... promotes the vision and values of the college, and ensures their achievement through appropriate policies and procedures via a structure of councils, committees, and task forces." College governance committees include PAC, the President's Executive Council, the Deans' Council, the Faculty Senate, the Classified Senate, the Associated Students, and the Budget Development Committee. Subcommittees of these governance committees include the Staff Development Committee, the Curriculum Committee, the Distance Education Program Advisory Committee, the Technology Implementation Committee, and the Campus Diversity Committee. This participatory governance structure ensures that all constituents have an opportunity to voice their perspective and provide input to the mission of the college. (32)

PAC brings together various representatives of these constituencies for planning and decision-making. As stated in the description of the college planning process, "All of the recommendations encompass the college's mission, goals, and core values." (33)

29 PCC minutes, 2-9-05

30 BOT minutes, 6-14-05

31 PAC Minutes, 11-11-09, 2-24-10, 3-10-10

32 2009-2010 Resource Documents for Planning and College Initiatives

33 2009-2010 Resource Documents for Planning and College Initiatives

Planning

None.

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

Descriptive Summary

In Spring 2006, the BOT and Chancellor adopted a process to create a comprehensive Strategic Plan to guide the district and each of its programs at Fullerton College, Cypress College, and the School of Continuing Education. Subsequently, Fullerton College adopted a data-driven strategic planning cycle as a framework for the college's activities and its mission. College goals are reviewed annually using measures of attainment and effectiveness (program review, institutional research data, student learning outcomes assessments, surveys, and other measures). These data are used to evaluate and revise existing goals and, if warranted, to create new college and program goals that can be incorporated into collegewide planning and budgeting for the coming year. Programs, goals, and budgets are reviewed regularly to ensure that they are consistent with the mission and vision of the college and that they support the district's mission and goals. (34) (35)

Self Evaluation

In parallel with the Board's Strategic Plan, Fullerton College adopted strategic goals aligned with district goals. Many of the college's strategic goals promote plans that support the college's mission and core values. (36)

Planning

None.

34 NOCCCD 2006 Strategic Plan
35 2009-11 Districtwide Strategic Plan Update
36 2009-2010 Resource Documents for Planning and College Initiatives

Evidence for Standard IA (Footnote References)

1. 2009 Environmental Scan
http://accreditation.fullcoll.edu/evidence/fc_2009_environmental_scan.pdf
2. Fullerton College website
<http://www.fullcoll.edu>
3. District summaries of strategic conversations
<http://www.nocccd.edu/StrategicConversation.htm>
4. Fullerton College Catalog, 2010-2011, p. 13
http://www.fullcoll.edu/docs/college_catalog/Full_FC_Catalog_10.pdf
5. PCC meeting minutes, February 9, 2005
http://accreditation.fullcoll.edu/evidence/pcc_minutes_mission_approval_20905.pdf
6. Board of Trustees meeting minutes, June 14, 2005
http://accreditation.fullcoll.edu/evidence/BOT_minutes_mission_approval_061405.pdf
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8. International Student Program website
<http://www.fullcoll.edu/index.php?q=content/international-students>
9. 2009 Environmental Scan, Fact Book, Institutional Effectiveness Report
<http://research.fullcoll.edu>
10. FC 2009 Annual Report
<http://publicinfo.fullcoll.edu/publications/FC%20Annual%20Report%202009.pdf>
11. Distance education website
<http://online.fullcoll.edu>
12. PAC minutes, November 11, 2009, February 24, 2010, March 10, 2010
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13. NOCCCD Mission and Philosophy website
<http://www.nocccd.edu/WhoWeAre/MissionPhilosophy.htm>
14. 2009-2010 Resource Documents for Planning and College Initiatives
<http://pac.fullcoll.edu/2009-2010%20ResourceDocuments.pdf>
15. NOCCCD Strategic Plan, 2006
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17. Fullerton College Catalog, 2009-2010, p. 12
http://www.fullcoll.edu/docs/college_catalog/Full_FC_Catalog_10.pdf
18. PAC website
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19. Fullerton College Catalog, 2010-2011, p. 13
http://www.fullcoll.edu/docs/college_catalog/Full_FC_Catalog_10.pdf
20. 2009-2010 Resource Documents for Planning and College Initiatives
<http://pac.fullcoll.edu/2009-2010%20ResourceDocuments.pdf>
21. Associated Students Annual Survey, International Student Satisfaction Survey, and International Orientation Satisfaction Surveys. See Surveys folder in Evidence Room.
22. Director of Institutional Research website
<http://research.fullcoll.edu>
23. 2009-2010 Resource Documents for Planning and College Initiatives
<http://pac.fullcoll.edu/2009-2010%20ResourceDocuments.pdf>

Evidence for Standard IA (Footnote References) (cont'd)

24. PCC meeting minutes, February 9, 2005
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25. Board of Trustees meeting minutes, June 14, 2005
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27. Fullerton College website
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28. Dynamic fund website
<http://businessoffice.fullcoll.edu/DynamicFund.htm>
29. PCC meeting minutes, February 9, 2005
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