

“Your Success is Our Success”

MISSION AND MISSION GOALS (Purposes)

Overview

Based on its analysis and evaluation, the Criterion One Team concludes that the institutional self-study process has provided evidence that Estrella Mountain has publicly stated goals consistent with its mission and appropriate to an institution of higher education in fulfillment of Criterion One.

- ◆ Estrella Mountain’s Mission and Mission Goals were created through a participatory process, ensuring a common understanding among all constituents.
- ◆ Estrella Mountain’s Mission and Mission Goals serve as a guide to institutional planning and constitute a framework for a comprehensive community college to meet the diverse and emerging needs of the West Valley population.
- ◆ Comparison of Estrella Mountain’s Mission and Mission Goals to the American Association of Community Colleges (AACC) model, the Maricopa Community College District Mission statement and its sister institutions demonstrate that its Mission and Mission Goals are appropriate to an institution of higher education.
- ◆ Estrella Mountain keeps its publics informed of its Mission and Mission Goals through publication in campus documents and web sites.

Background

As a direct result of the initial 1996 Self-Study, Estrella Mountain made significant changes to its college mission and purposes which resulted in the creation of Estrella Mountain’s Statement of Mission and Mission Goals. It includes stated mission goals for General Education, Transfer Education, Developmental Education, Workforce Development, Student Support Services and Community Education. On April 28, 1998, the Governing Board approved (*Governing Board Minutes April 28, 1998*) the new Statement of Mission and Mission Goals to replace the Estrella Mountain Statement of Mission and Purposes as found in the 1996 self study.

Chapter 3

FINDING Estrella Mountain's Statement of Mission Goals is consistent with its Statement of Mission.

The Statement of Mission and Mission Goals was revised as a direct result of the College's 1996 Self-Study. Simultaneous development of the six mission goals ensures that the goals have their roots in and flow directly from the Estrella Mountain Statement of Mission. All mission goals are consistent with the mission of meeting the diverse and emerging needs of an expanding West Valley population and also create an accessible, effective, quality learning environment.

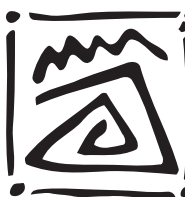


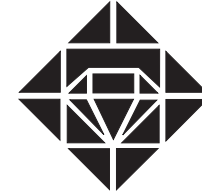
Mission Statement

Estrella Mountain Community College provides opportunities for our students to achieve success in educational and personal goals.

We are an institution of higher education serving the West Valley communities through:

- ◆ **General Education:** Provide the knowledge and abilities that enable students to achieve academic and personal goals.
- ◆ **Transfer Education:** Provide quality transfer courses and programs that enable students to achieve success at four-year institutions.
- ◆ **Developmental Education:** Provide quality developmental courses and programs that prepare students for educational and personal success.
- ◆ **Workforce Development:** Provide specialized quality training, courses and services that meet the needs of businesses and individuals.
- ◆ **Student Support Services:** Provide quality services and resources that meet the needs of students and support learning.
- ◆ **Community Education:** Provide a wide variety of opportunities that meet the needs of lifelong learners.





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Table 3.1 Alignment of Estrella Mountain Mission Goals with Maricopa Mission Goals

Maricopa Community College District	Estrella Mountain Community College
Mission: The Maricopa Community Colleges create and continuously improve affordable, accessible, and effective learning environments for the lifelong educational needs of the diverse communities we serve. Our colleges fulfill this mission through:	Mission: Estrella Mountain Community College provides opportunities for our students to achieve success in educational and personal goals. Mission Goals: We are an institution of higher education serving the West Valley communities through:
University Transfer Education	Transfer Education
General Education	General Education
Developmental Education	Developmental Education
Workforce Development	Workforce Development
Student Development Services	Student Support Services
Continuing Education Community Education	Community Education

FINDING **Estrella Mountain's Mission and Mission Goals are appropriate to an institution of higher education.**

Estrella Mountain's Mission and Mission Goals parallel and exceed the general objectives set forth in the Philosophy, Mission and Vision Statements of the State Board of Directors for Community Colleges adopted on June 18, 1994 (<http://www.stbd.cc.az.us/philosophy.htm>). Estrella Mountain shares common goals with its sister Maricopa colleges and shares all the goals of the Maricopa County Community College District Mission Statement (see table 3.2). Also, the College's Statement of Mission and Mission Goals is closely correlated with the mission categories developed through the American Association of Community Colleges (<http://www.aacc.nche.edu/about/about.htm>)

Chapter 3

Table 3.2 Goal Statements of Sister Campuses Absent in Estrella Mountain Goal Statements

	General Ed.	Transfer Ed.	Developmental Education	Workforce Development	Student Support Services	Community Education
EMCC	X	X	X	X	X	X
GCC	X	X	X	X	X	X
GWCC	X	X		X	X	X
PC	X	X	X	X	X	X
SMCC	X	X	X	X	X	X
SCC	X	X	X	X	X	
PVCC	X	X	X	X	X	X
CGCC	X	X	X	X	X	X
RIO	X		X	X	X	
MCC	X	X	X	X	X	X
MCCCD	X	X	X	X	X	X
AACC	X	X	X	X	X	X



FINDING The College’s Statement of Mission and Mission Goals guide institutional planning and is an integral part of the decision making process at Estrella Mountain Community College.

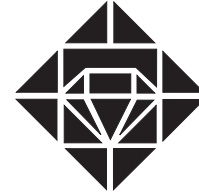


In Fall 1995, Estrella Mountain adapted the national model of Core Indicators of Institutional Effectiveness to more closely fit its original eight stated purposes (The model was developed by the American Association of Community Colleges (AAAC). This model was designed by the Community College Roundtable, a special task force of community college executive officers, university professors, and higher-education officials brought together by a common interest in institutional effectiveness.

Estrella Mountain’s Statement of Mission and Mission Goals is the center of the College’s Institutional Effectiveness Model. The model is driven by both internal and external forces and is at the center of the institutional goals of the College (<http://www.emc.maricopa.edu/ie/Reports&Info/PIEPlan1999-2002.PDF>).



The Estrella Mountain Strategic Planning Model (see Criterion Four) demonstrates that the college’s Vision, Mission and Mission Goals are a driving force in the college’s strategic plan. The purpose of the Estrella Mountain Strategic Plan is to position the college so that it can better achieve its Mission and Mission Goals. The strategic planning



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process has resulted in the development of short, mid-range, and long range plans for the college.

Strategic directions, priorities and goals provide a road map to:

- ◆ Achieve Estrella Mountain’s Mission and Mission Goals
- ◆ Identify the role of the College-Wide Plans, Divisional and Operational Plans
- ◆ Identify institutional challenges and priorities
- ◆ Create institutional strategies

For more information on Estrella Mountain’s Strategic Plan see Criterion Four.

FINDING Estrella Mountain’s Statement of Mission and Mission Goals is publicly stated.

The following table documents all the locations and publications where the Estrella Mountain Statement of Mission and Mission Goals can be found. Also included are the Maricopa District Mission and Values as well as the Estrella Mountain Vision, Core Values and Service Strategy.

Table 3.3 Location and Publication of Estrella Mountain Mission and Mission Goals

	Mission and Goals	Vision	Core Values	Service Strategy	Strategic Goals	MCCCD Vision	MCCCD Mission
EMCC Catalog	X	X	X	X	X	X	X
EMCC Schedule of Classes	X	X		X			
EMCC Website	X	X					
Student Handbook	X	X	X			X	X
Faculty Handbook	X	X	X	X			
Official District Docs.	X						
EMCC Wall Displays		X	X				

Chapter 3

FINDING Estrella Mountain’s Statement of Mission and Mission Goals is clear and constituents share a common understanding of its meaning.



As a direct response to stakeholder concerns about the 1996 Mission and Purpose statement, as well as recommendations found in the 1996 self-study, the internal college stakeholders revised the Mission and Purpose statement to reflect the College’s Mission and Mission Goals in the Spring of 1998. The change provides better clarity and understanding among all constituents. This process demonstrates Estrella Mountain’s ongoing commitment to the improvement of institutional effectiveness and to clarify and update the College’s mission and purposes.

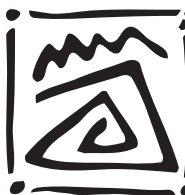
In the Spring of 2001 the College sought to determine the community’s ease of understanding the Statement of Mission and Mission Goals through a survey. Estrella Mountain invited students, community members, elected and nonelected city and town officials, business owners/administrators, and educational leaders to complete the survey.



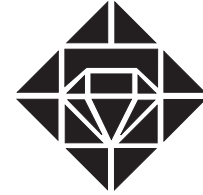
The College distributed 983 surveys and 237 responses were received for a response rate of 24%. Of the responses received:

- ◆ 95% of respondents stated that they understood the mission and goals of the College and believed them to be “important.”
- ◆ 90% of respondents believed the goals are “very important,”
- ◆ 100% of respondents indicated that the goals are “important” or “very important.”

FINDING Estrella Mountain’s Statement of Mission and Mission Goals commit the college to excellence in teaching and learning.



The Statement of Mission and Mission Goals illustrates Estrella Mountain’s commitment to excellence in higher learning in the areas of General Education, Transfer Education, Developmental Education, Workforce Development, Student Support Services, and Community Education. Each Mission Goal Statement commits Estrella Mountain faculty to high academic standards and to excellence in student academic achievement and success.



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Estrella Mountain’s Mission and Mission Goals commit the College to excellence in teaching and learning as evidenced by:

- ◆ Mission Statement defines Estrella Mountain as an institution of higher education
- ◆ The word “quality” is included in all educational mission goal statements which infers excellence in these goal areas.

In direct support of excellence in teaching and learning, the Estrella Mountain Center for Teaching and Learning is a catalyst for collaboration focused on current and emerging ideas. The Center provides faculty a forum for discussion and experimentation on pedagogical issues, effective use of technology, and building communities of learners for the advancement of student learning.

The *Student Academic Achievement Plan* (available in the resource room) at Estrella Mountain is linked to the College’s Mission and Mission Goals and is designed to promote continued excellence in teaching and learning by assessing the effectiveness of instruction in general education, developmental education, and workforce development.

The purpose of assessing student learning outcomes is to promote continued excellence in teaching and learning by improving and enhancing student abilities and success, determining achievement of student abilities, measuring the effectiveness of student abilities, and using assessment as a tool for feedback and learning.

FINDING Estrella Mountain’s Statement of Mission and Mission Goals support a commitment to the educational breadth and depth typical of institutions of higher education.

Estrella Mountain’s Mission and Mission Goal statement is closely aligned with the American Association of Community Colleges (AACC) Core Indicators of Effectiveness for Community Colleges and, therefore, reflects each of the categories common to institutions of higher education.

The AACC group, called the Community College Roundtable, identified common mission categories specific to community colleges

Chapter 3

throughout the nation. Table 3.4 illustrates that Estrella Mountain's Mission and Mission Goals reflect breadth and depth found in community colleges throughout the nation.

Table 3.4 Alignment of AACC Core Indicator Categories and Estrella Mountain Mission and Goals



AACC: Core Indicator Categories	Estrella Mountain Mission and Mission Goals
Student Progress	Student Success
Workforce Development	Workforce Development
General Education	General Education
Transfer Preparation	Transfer Education
Developmental Skills	Developmental Education
Outreach	Community Education

FINDING The Estrella Mountain Statement of Mission and Mission Goals reflects the institution's focus on student success.



Student Support Services was added as a Mission Goal during the Mission redevelopment process that occurred in 1997. The Plan for Institutional Effectiveness Team identified core indicators of Effectiveness to measure the Student Support Mission Goal as well as the Mission Statement. The Mission statement was interpreted to embody student success.

In support of the Mission and the Student Support Mission Goal, the College added two positions, a Student Success Coordinator and a Coordinator of Instructional Programs (Career Pathways).

STRENGTHS AND CHALLENGES

Strengths

- ◆ Estrella Mountain's Mission and Mission Goals were created through a participatory process, ensuring a common understanding among all constituents.
- ◆ Estrella Mountain's Mission and Mission Goals serve as guides to institutional planning and constitute a framework for a comprehensive community college to meet the diverse and emerging needs of the West Valley population.



- ◆ Members of the community served by Estrella Mountain Community College demonstrate an understanding and are supportive of the college's Mission and Mission Goals.
- ◆ Comparison of Estrella Mountain's Mission and Mission Goals to the American Association of Community Colleges (AACC) model, the Maricopa Community College District Mission statement and its sister institutions demonstrate that its Mission and Mission Goals are appropriate to an institution of higher education.
- ◆ Estrella Mountain keeps its publics informed of its Mission and Mission Goals through publication in campus documents and web sites.

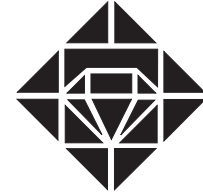
Challenges

- ◆ Keeping the community informed of Estrella Mountain's Mission and Mission Goals will be challenging as the population within the service area continues to grow.

RECOMMENDATIONS

- ◆ Continue to monitor Estrella Mountain's strategic plans and Institutional Effectiveness Model to be sure that they are driven by the Mission and Mission Goals.
- ◆ Modify displays and publications to include Vision, Core Values, Mission and Mission Goals and insure that they are presented appropriately in all campus buildings and communications.
- ◆ Estrella Mountain must continue to offer a wide variety of programs and services to its community in order to deliver on its Mission and Mission Goals.

ESTRELLA MOUNTAIN COMMUNITY COLLEGE



"Your Success is Our Success"

Chapter 3

