**Area of Emphasis: Mission**

**Mission Statement**

*The Academic Senate for California Community Colleges (ASCCC) fosters the effective participation by community college faculty in all statewide and local academic and professional matters; develops, promotes, and acts upon policies responding to statewide concerns; and serves as the official voice of the faculty of California Community Colleges in academic and professional matters. The Academic Senate strengthens and supports the local senates of all California community colleges.*

*The Academic Senate has a clearly stated mission and purpose approved by the delegates. All of its programs support that mission, and all who work for or on behalf of the Senate appear to understand and act in accord with that mission and purpose. The mission is responsive to the constituency and communities served by the Academic Senate and of value to the higher education community at large.*

**I.  General Observations**

The strengths of the Mission are based on its representation in the philosophies and activities of the Academic Senate of the California Community Colleges.

1. The Mission Statement is posted on the organization’s web page and displayed on a stand-up banner at some functions for reflection and review by members and guests.
2. In terms of fostering an effective participation by community college faculty in all statewide and local academic and professional matters, it is represented in the bylaws, the Delegate selection process, plenary sessions, institutes, and area meetings.
3. Aligned with the Mission, ASCCC develops, promotes, and acts upon policies responding to statewide concerns by acting as a resource for local accreditations, assisting in local curriculum processes, and assisting to assure effective participation in district and college governance. ASCCC hosts regional meetings to provide leadership professional development.
4. The Mission further guides the ASCCC to serve as the official voice of the faculty of the CCC system in academic and professional matters by partnering to improve success in Basic Skills instruction, adopting resolutions to identify the will of the academic senates of the California Community Colleges, and monitors a strategic plan that is created by members of the Executive Committee.
5. The ASCCC provides visits by the Executive Committee, supports dual enrollment opportunities for high school students, endorses local authority for curriculum development, and offers activities such as the Curriculum Institute and the Academic Academy.

**II. Findings and Evidence**

The approach initiated for review of the Mission Statement was to take it apart and look for evidence that real activities had taken place to support it.

Evidence is listed in sections “a-f” below:

1. In terms of fostering an effective participation by community college faculty in all statewide and local academic and professional matters, it is represented in the bylaws, the Delegate selection process, plenary sessions, institutes, and area meetings.
2. Bylaws- <http://asccc.org/about/bylaws>
3. Delegate selection- <http://asccc.org/about/bylaws>
4. Plenary- <http://asccc.org/content/information-power-abcs-plenary-and-brief-guide-first-time-attendees-and-delegates>
5. Institutes- <http://asccc.org/content/practical-leadership-connecting-local-senates-plenaries-and-institutes-0>
6. Area Meetings- <http://asccc.org/calendar/list/regional-meetings>
7. The ASCCC develops, promotes, and acts upon policies responding to statewide concerns by acting as a resource for local accreditations, assisting in local curriculum processes, and assisting to assure effective participation in district and college governance. ASCCC hosts regional meetings to provide leadership professional development.
8. Accreditations- <http://asccc.org/resolutions/local-recruitment-and-nomination-processes-accreditation-teams>  and <http://asccc.org/directory/accreditation-and-assessment-committee> and <http://asccc.org/content/surviving-and-accreditation-visit>
9. Curriculum Assistance- <http://asccc.org/contact/request-services> ; <http://asccc.org/curriculum-technical-assistance-visits>
10. Participation in District and College Governance- <http://asccc.org/services/technical-assistance>
11. Leadership Professional Development- <http://asccc.org/directory/cte-leadership-committee>
12. The ASCCC is the official voice of the faculty of the CCC system in academic and professional matters by partnering to improve success in Basic Skills instruction, adopting resolutions to identify the will of the academic senates of the California Community Colleges, and monitors a strategic plan that is created by members of the Executive Committee.
13. Basic Skills Instruction- <http://asccc.org/directory/basic-skills-committee> ; <http://asccc.org/events/2016-01-21-160000-2016-01-23-220000/2016-instructional-design-and-innovation>
14. Resolutions- <http://asccc.org/papers/resolution-handbook>
15. Strategic Plan- <http://asccc.org/sites/default/files/ASCCC_Implementation_Plan.pdf> ;  <http://asccc.org/content/executive-committee-strategic-planning-meeting-2014-12-06-180000-2014-12-06-230000>
16. The ASCCC provides visits by the Executive Committee, supports dual enrollment opportunities for high school students, endorses local authority for curriculum development, and offers activities such as the Curriculum Institute and the Academic Academy.
17. Dual Enrollment- <http://asccc.org/resolutions/support-expanding-dual-enrollment-opportunities-high-school-students>
18. Curriculum Institute: <http://asccc.org/events/2016-07-07-150000-2016-07-09-190000/2016-curriculum-institute>
19. Academic Academy- <http://asccc.org/events/2016-10-07-160000-2016-10-08-220000/2016-academic-academy-october-institute>
20. A survey of the Executive Committee members initiated in September 2016 indicated that there was strong consensus among Executive committee members that they were aware of the Mission Statement and that they adhere to the principles of the Mission and Values statements (76% completely agree and 23 % agree in each of these areas). There was a wider spread regarding monitoring external developments and pressures that could affect the direction (Mission) of the Senate (46% completely agree, 38% agree, 15% somewhat agree).
21. While conducting research, contact with several local Senate members members indicated a frustration with communications with Executive Committee members or the Senate Executive Office where phone messages and/or email communications were not responded to in a timely manner or in several cases, not at all. Representatives from four community colleges provided anecdotal examples of poor communication from ASCCC as this report was being written. The examples indicated that this is more common than an individual missed communication. This could affect the perception of members regarding the Mission Statement in areas of fostering effective communication and support of local Senates.

Evidence items “a-e” represent activities that support the Mission. Item “f” is a concern brought forth by several participants in leadership positions at local Senates.

**III.    Conclusions**

In terms of website material, reviewers can only see what the organization has chosen to list. There are more areas/examples that could have been chosen to support each section of the Mission Statement. The items listed support the statement. Other data may be present but was not located due to the structure of the website for an occasional user.

In terms of areas that may need improvement:

During her time as ASCCC President, Beth Smith wrote an opinion regarding Promoting “Academic Excellence” as part of the Mission. See: <http://asccc.org/events/2016-10-07-160000-2016-10-08-220000/2016-academic-academy-october-institute> ; <http://asccc.org/content/future-asccc-mission-0> regarding a discussion of need for modification of the Mission Statement. It could not be determined by material posted if this concept was discussed, brought to the delegates, rejected, or tabled.

**Commendations**

1. The Mission Statement is clearly written and available on the organization website.
2. The Executive Committee indicated in a 2016 survey that they are aware of and adhere to the principles of the Mission and Values Statements.

**Recommendations**

It is recognized that this is the first Periodic Review process undertaken by the Academic Senate and the process will be modified and improved in future reviews. With that in mind, in our opinion, improvements should include:

1. A clear timeline and process for review, affirmation, or modification of the Mission Statement should be identified, possibly with the timeline for periodic review; every four years.
2. While there is a clearly written Mission Statement, during review, it was difficult to identify the process for modifying or updating the statement other than researching a multitude of resolutions spread over several plenary sessions. The exact date of adoption of the current statement was not identified by a quick review. It is the opinion of the committee that extensive research should not be necessary.
3. A longer time line for the committee to review the standards developed and submit their findings – potentially starting the process with the committee selection and “first meeting” prior to the Spring Plenary of the year prior to the review with the report the following spring.
4. A self-study conducted by the Executive Committee and Executive Director to provide a base of data for review and validation by the committee.
5. Surveys of the Executive Committee relevant to the standards but also of Senate President’s throughout the state, at a minimum, in regards to their experience and observations in the review areas.
6. The Mission Statement could be more prominently displayed at Senate conferences, workshops, as well as on posted and printed materials.
7. A review of communications policies and practices within the organization should be initiated to avoid the perception that the Executive Office is not responsive to inquiries and needs of Senate members as stated in the Mission Statement. The 2016 survey addressed communication with the Executive Director by Executive Committee members; it may be good to expand research on communications with local Senate members within the organizational structure.