

G. 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 analysis 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.

A. Mission

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

PCC's mission describes its 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. The intended student population is any student seeking coursework at the college level, pre-collegiate, and/or noncredit level. As a California Community College, PCC is an open access institution; the College serves every student who applies for admission (<https://pasadena.edu/about/mission-and-values.php>, BP 1200).

Pasadena City College is an equity-minded learning community dedicated to enriching students' academic, personal, and professional lives through an array of degree and certificate programs, campus engagement, and customized student support.

Analysis and Evaluation

The College meets the standard. The College's mission states its educational purpose, the types of degrees and certificates offered, and the College's commitment to equity, student learning and student achievement.

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

Pasadena City College uses a wide variety of relevant data to determine how effectively it is accomplishing its mission. The College's integrated planning process, which includes Comprehensive Program Review and Annual Updates, requires the use of the Integrated Planning Dashboard, which contains success and retention data disaggregated by race/ethnicity, gender and course modality (e.g. distance education vs. face-to-face) as well as other relevant data including section offerings and counts of degrees and certificates awarded to review program outcomes and student learning ([I.A.2_1_Integrated_Planning_Dashboard.pdf](#)). In addition to the dashboard, programs can also request additional data from the Office of Institutional Effectiveness that is relevant to their specific program or unit ([I.A.2_4_Additional_Program_Data.pdf](#)).

The analysis of data in Annual Updates and Program Reviews is used to direct institutional priorities. Annual Updates are used by the College to inform resource allocation ([I.A.2_5_Integrated_Planning_Model_Website.pdf](#)) and Comprehensive Program Reviews are reviewed by the Institutional Effectiveness Committee which, based on their findings, submits broad recommendations to the College Council ([I.A.2_6_IEC_Broad_Recommendations.pdf](#)).

The College also produces an annual fact book, *Observations*, that is available on the College website and in hard copy upon request (IA.2_9_Observation_Screen_Shot, IA.2_10_Observations_2018-2019). Furthermore, the College provides dashboards on its website for all constituency groups to use in decision-making, including an Enrollment Management dashboard, Equity Dashboard, GIS Dashboard, and an AB705 Dashboard that tracks students' throughput to transfer level math and English. (IA.2_8_OIE_Dashboards)

Analysis and Evaluation

The College meets the standard. The College reports and analyzes data that are directly related to its mission as part of the Annual Update and Comprehensive Program Review processes and this information is used by the College to set institutional priorities, allocate resources, and improve practices and processes towards meeting its mission.

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

PCC aligns its programs and services with its mission. The mission guides institutional decision-making, planning, and resource allocation and informs institutional goals for student learning and achievement. The College recently revised its mission statement to focus on student achievement and equity (IA.4_2_Mission_Statement_Summary_of_Events.pdf).

The College's integrated planning processes aligns with its mission. The College's Educational Master Plan (EMP) was developed with the College mission and Vision for Success goals as the

central tenets. The integrated planning process, including Annual Updates, uses the new institutional priorities 1. Exceptional Academic Programs and Delivery, 2. Equity-Minded Learning Community, 3. Campus Engagement and Environment, and 4. Customized Student Support as the basis for institutional planning and resource allocation. This demonstrates that the College as a whole is focused on mission alignment ([IA3_2_EMP Process at a Glance-14-November-2019.pdf](#)).

The Integrated Planning Handbooks that are used throughout the College during the Annual Update cycles describe the processes the College uses for planning efforts and resource allocation. Mission alignment is included in both rubrics that have been developed for prioritizing Tactics and Budget Requests ([IA3_3_2019-2020 Integrated Planning Handbook-Instructional.pdf](#), [IA3_4_2019-2020 Integrated Planning Handbook-Non-Instructional.pdf](#)).

Analysis and Evaluation

The College meets the standard. The institution demonstrates that its programs and services align with its mission as well as decision-making and resource allocation through its integrated planning process. This process utilizes student achievement and student learning.

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

PCC articulates its mission in a widely published statement approved by the governing board. The current PCC Mission Statement was approved by the Pasadena City College Board of Trustees on 03/20/2019 after undergoing an extensive participatory governance process ([I.A.4_1_BP1200.pdf](#)). This included review and feedback from all major campus constituencies (Academic and Classified Senate, Associated Students, Management, President's Advisory Committees, and College Council) as well as the campus community at large in the form of multiple Town Hall meetings ([I.A.4_2_Mission Statement Summary of Events.pdf](#)). It has been published in numerous institutional documents, including the College Catalog, the College Website, and all College Council Committee Agendas ([I.A.4_3_Catalog Mission.pdf](#), [I.A.4_4_Website Mission.pdf](#), [I.A.4_5_Accreditation Agenda Mission.pdf](#), [I.A.4_6_IEC Agenda Mission.pdf](#)).

Analysis and Evaluation

The College meets the standard. The mission has been approved by the governing board and is published in multiple locations, including the catalog. The institution has a process for reviewing and updating its mission and has recently successfully implemented that process.

Conclusions on Standard I.A. Mission

Pasadena City College is strongly committed to a mission that emphasizes student equity, academic excellence, campus engagement, and student support, as evidenced from our recently revised mission statement and Educational Master Plan, and their guidance of institutional decision-making, planning, and resource allocation. Regular program and unit reviews ensure that programs and services are aligned to the mission. The College uses data to determine how effectively we are accomplishing our mission and goals.