

# College of Marin Strategic Plan

## Mission Statement

College of Marin's commitment to educational excellence is rooted in our mission to provide excellent educational opportunities for all members of our diverse community by offering:

- preparation for transfer to four-year schools and universities;
- workforce education;
- basic skills improvement;
- intellectual and physical development and lifelong learning; and
- cultural enrichment.

The College of Marin is committed to responding to community needs by offering student-centered programs and services in a supportive, innovative learning environment with a strong foundation of sustainability, which will instill environmental sensitivity in our students.

Approved at April 17, 2007 Board Meeting

## Our Vision

College of Marin will be a premier educational and cultural center that provides programs of the highest caliber to meet the needs of an increasingly interconnected global society. Our vision will be guided by our values.

## **Statement of Values**

### **Student and Community Centered Education**

We promote student success by providing programs and services that are learner centered and reflect the changing needs of our students and surrounding community.

### **Academic Excellence and Innovation**

We are dedicated to academic excellence and encourage innovation. We foster intellectual inquiry by encouraging critical thinking, information literacy and technical competence. We continually evaluate the effectiveness of our programs.

### **Collaboration and Open Communication**

We cultivate a culture of mutual respect, open communication, collaborative working relationships and participation in decision making among students, faculty, staff and the communities we serve.

### **Diversity**

We cherish a learning environment that celebrates diverse backgrounds and recognizes the knowledge and experiences among its students, faculty and staff. We will provide open access and strive to remove barriers to student success.

### **Sustainability**

We will apply environmentally sustainable and green principles in our college community to ensure the future of our planet.

### **Accountability**

We will be accountable for our decisions and actions on behalf of the students, college and community. Our decisions will be academically, fiscally and environmentally responsible.

## College Goals

1. **Institutional Excellence.** The Board believes that superior results originate in high aspirations. Therefore, the Board's basic and most important goal for the College is to excel in every activity it undertakes. By so doing, it will achieve a position of local, state and perhaps even national prominence.
2. **Academic Excellence.** The College must offer its students rigorous, high-quality curricula including degree and certificate programs in lower division arts and sciences and in vocational and occupational fields; remedial instruction; English as a Second Language instruction; support services which help students succeed at the postsecondary level; adult noncredit education; and community services courses and programs, in keeping with state mandates. Academic excellence in all of the College's curricula and support services is at the core of the College's environment. The curricula must remain current and challenging.
3. **Faculty and Staff Excellence.** For the College to excel, it must attract and maintain a faculty and staff of the highest quality, one that functions within an environment of professional development and renewal, and one that focuses on and values the teaching and learning process.
4. **Community Responsiveness.** The College must offer broad curricula to meet the needs of students. It must select areas of special interest and need to the communities it serves.
5. **Diversity.** The community college is the primary opportunity for people of great diversity to come together for growth and development. The College has an absolute obligation to bring together people of different ages, races, and ethnic backgrounds, male and female, at different levels of development, in an atmosphere of equal opportunity and tolerance.
6. **Fiscal Responsibility.** The Board and the Administration must operate the College in a fiscally sound way. Together, they must limit expenditures to those that relate directly to the College's mission, goals and objectives; maintain a prudent level of reserves; and generate new sources of revenue to supplement state funding allocations.

## College Goals and Strategic Initiatives

### Goal 1: Institutional Excellence

#### Strategic Initiative(s):

1. Support program innovation, new technologies and modernization of facilities.
2. Review and revise Board Policies and Administrative Procedures.
3. Demonstrate good stewardship with physical and human resources.
4. Implement, monitor, and revise Strategic Plan so planning drives resource allocation and all College plans are linked to strategic planning.

### Goal 2: Academic Excellence

#### Strategic Initiative(s):

1. Provide annual program reviews for transfer and occupational/workforce programs, student services for data driven planning and budget decision making.
2. Develop Student Learning Outcomes at the institutional, division and department levels of the college.
3. Establish enrollment growth plan.
4. Revitalize curriculum and update all course outlines.

### Goal 3: Faculty and Staff Excellence

#### Strategic Initiative(s):

1. Support professional and staff development initiatives and activities.
2. Provide on-going training opportunities for faculty and staff.

### Goal 4: Community Responsiveness

#### Strategic Initiative(s):

1. Create new programs and community partnerships.
2. Participate in community clubs, organizations and events (when possible).

### Goal 5: Diversity

#### Strategic Initiative(s):

1. Support equal opportunity and tolerance.
2. Establish mechanisms to support student and staff diversity.

### Goal 6: Fiscal Responsibility

#### Strategic Initiative(s):

1. Establish a reserve above the 5% state minimum.
2. Create plan to fund the Unfunded Retiree Liability.
3. Create Asset Management Plan.