

**Appendix Section 2-A**  
**Revised College Mission Statement**

**Board Agenda Item March 8, 2005**  
**Adopting College of Marin Mission Statement**

MARIN COMMUNITY COLLEGE DISTRICT  
Kentfield, CA 94904

BOARD AGENDA ITEM

To:	Board of Trustees	Date: March 8, 2005
From:	Superintendent/President	Item & File No.
Subject:	College of Marin Mission Statement	
Reason for Board Consideration:	APPROVAL	Enclosure(s):

BACKGROUND:

In response to the Western Association of Schools and Colleges (WASC) Accrediting Team Visit exit report and the pending letter of recommendations from the Accrediting Commission in January 2004, it was decided that the College would update its Mission Statement.

As part of the process for arriving at a new Mission Statement, a shared governance Mission Taskforce was created to craft a new Statement from campus-wide and community input. The recommended new Statement is as follows:

The College of Marin's mission is to provide educational opportunities for all students and community members: preparation for transfer to four-year schools and universities, workforce education, basic skills improvement, intellectual and physical development, and cultural enrichment. The College is committed to responding to community needs by offering student-centered programs and services in a supportive, innovative learning environment. The College of Marin pledges educational excellence to all members of our diverse community.

RECOMMENDATION:

The Superintendent/President recommends that the Board of Trustees approve the new Mission Statement.

Administrator Initiating Item Elise Schneider, Vice President of Student Learning (Interim)
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**Appendix Section 2-B**  
**Revised College Mission Statement**

**Mission Planning:**  
**November and December 2005**

- 1. COM Mission Planning Activities**
- 2. Mission Workshop Plan**

# College of Marin

## Mission Planning Activities

### Introduction

In response to the Western Association of Schools and Colleges (WASC) Accrediting Team Visit exit report, and the pending letter of recommendations from the Accrediting Commission in January, we will update the College's Mission Statement. Thirteen years have passed since the creation of the current statement and it is time to review and update our mission, vision and values for the College of Marin.

### Purpose

Through the process of community dialogue, with ample opportunity for input from all, the current Mission Statement will be reviewed and a revised Statement crafted and approved by the Board of Trustees in March 2005. The Mission Statement will guide the College of Marin in the planning and budgeting process. A clear Mission will clarify what programs and activities we emphasize and fund. A clear mission will define our institution's future. From this renewed mission, we will develop strategic plans that provide us with goals and priorities for budget development and planning.

### Process

The review of the College of Marin's Mission statement is an iterative and college-wide activity. A Mission Taskforce was created to define a process that is inclusive and respectful of all college and community constituencies. The overall process and timeline includes the following:

	Activity	Purpose	Dates
1	Mission Taskforce	Defines and outline process	November & December 2004
2	Community Workshop	College-wide and Community Dialogue	January 21, 2005
3	Mission Taskforce	Crafts Draft Mission Statement	January 24 – February 3
4	All Constituencies Review	Review and comments	February 3-25
5	Mission Taskforce	Finalizes Mission Statement	February 28 – March 3
6	College Council	Review and Approval	March 3
7	Board of Trustees	Review and Approval	March 8

# Mission Workshop

## Purpose

To discuss and identify key components of a Mission Statement. To review College of Marin Mission. Encourage College-wide and community dialogue. Provide the Mission Taskforce with specific direction in drafting a new Mission Statement.

## Time and Location

10:00a.m. to noon

January 21, 2005

Olney Hall 96

## Partners in Planning

All college and community invited. Faculty and staff Flex Time Activity.

1. Administration
2. Board of Trustees
3. Community Representatives
4. Faculty
5. Foundation Board
6. Staff
7. Student Leaders
8. Union Representatives

## Agenda (Draft)

		Approx. Minutes
1. Meet & Greet & Sign-in		10
2. Introduction (Olney Hall)	Supt/Pres. Fran White, Richard Gilliland, Bernie Blackman	15
3. Transition to meeting rooms		10
4. Small Group Dialogue		40
5. Transition to Olney Hall		10
6. Group Reports		20
7. Summary & Next Steps		15
	Total	120

**Appendix Section 2-C**  
**Revised College Mission Statement**

**Mission Workshop: Facilitator Training Materials**

- 1. Logistics for Facilitators**
- 2. Small Group Task**



# Facilitator Training

## Raise the Anchor & Navigate the Course

### Logistics for Facilitators

#### 1. Main Session:

- a. Facilitators are asked to help distribute handouts as participants arrive and encourage people to be seated
- b. Tables will be set up by constituency (faculty, staff, students, administrators, community members) with piles of workshop handouts
- c. Handouts will have breakout room group/room assignments on them
- d. Each room should end up with a mixed group of 12-15 participants.
- e. The first row of OH 96 will be reserved for facilitators, task force members and speakers.
- f. Bernie will excuse facilitators before general crowd so facilitators can get to breakout rooms first.

#### 2. Break-out Rooms:

- a. We will be using all the OH upstairs classrooms for breakout sessions
- b. Signs will be posted outside each room (i.e. Group 1, Room 101)
- c. Three rooms will be set up to accommodate 2 groups: OH 105, 106(?) & 107
  - i. Flip charts in these rooms will indicate Group A or B
- d. Each breakout room will have
  - i. a "tabletop" flip chart and marking pens.
  - ii. "Stick-on" name tags – Please pass to participants with a pen and ask them to make a name tag.
  - iii. Flex roll sheets – please pass among participants for faculty to complete.
  - iv. Please bring Flex roll sheet back to OH 96 and give to Kathleen at end of session.
- e. Task force members will give a 5 minute warning to wrap up sessions
- f. Task force members will notify facilitators when time is up.
- g. At that point, please inform your group that they need to reassemble in OH 96 as quickly as possible so the session can end on time.



### **3. Dealing with Side Issues:**

- a. The focus is on Mission, but a whole slew of issues and hidden (and not so hidden) agendas will pop up
- b. Differentiate between task at hand and other issues by using a "Captain's Table"
  - i. Recognize and list all "important" issues to be considered "later"
  - ii. Assure the importance of the issue
  - iii. Indicate not the moment to discuss
  - iv. Assure that will be forwarded to Taskforce for consideration in later stages of Strategic Planning
  - v. Write it down
- c. Recognize Irreconcilable conflicts
  - i. No time to settle every issue
  - ii. Use Captain's Table
  - iii. Reassure will be taken up in further Strategic Planning sessions
- d. Maintain Forward momentum
  - i. People easily get diverted into minutiae
  - ii. Help members regain perspective and move on
  - iii. Again Note that the issues may be put on Captain's Table for to be taken up later in process

### **4. Managing the Conversation:**

- a. Do not allow a few to dominate
- b. Invite non-participators to join by asking them specific questions
- c. Encourage and Value all contributions
- d. Use two lists – Mission and Captain's Table to direct conversation

### **5. Reporting Out:**

- a. At best we will have time for reporting two or three top points.
- b. If you are sitting on the first row I will come to you with microphone.

# Small Group Task

The task today is to identify ideas, concepts, words or phrases that capture what should be included in the COM Mission Statement.

## Overall Instructions

1. Break out into groups to facilitate, amplify and enlarge number of suggestions
2. Review and discuss existing COM Mission
3. Provide information about what should be included in the COM Mission Statement to the Mission Taskforce.
4. Concepts, phrases, ideas to be included in mission will be recorded on flip charts.
5. Issues, ideas that are important, but not relevant to mission should be reserved for "Captain's Table". These will be discussed at a later time in the strategic planning process.
6. Group Facilitators will briefly report only top key recommendations to whole group today.
7. Based on your recommendations the Mission Taskforce will write a draft statement and then circulate the Draft Mission Statement to all constituencies for review.

## Guiding Questions

1. What is the College of Marin's broad educational purpose?
2. What constituents does it serve?
3. What students will the college serve?
4. What did the creators of the COM intend?
5. What is the college commitment to achieving learning?

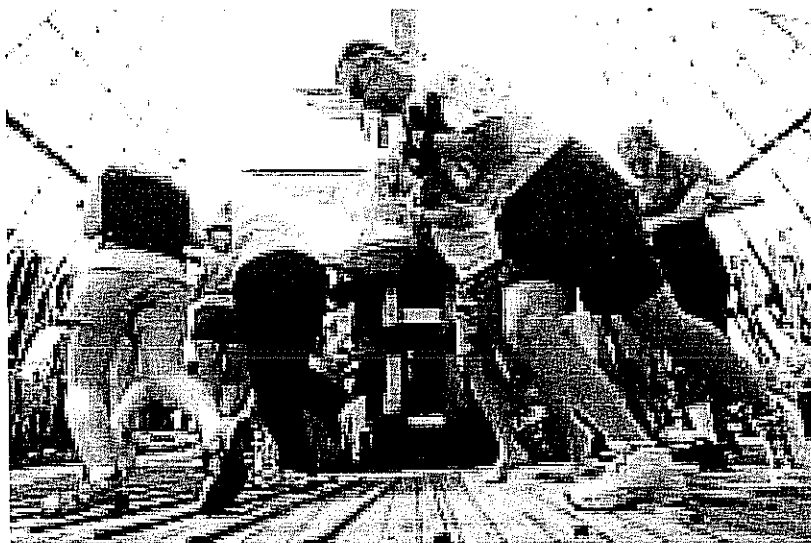


**Appendix Section 2-D**  
**Revised College Mission Statement**

**Mission Workshop Materials**

COLLEGE OF  
**MARIN**

# **College Mission Workshop**



## **Raising the Anchor**

**January 21, 2005**



## Mission Workshop

January 21, 2005

### AGENDA

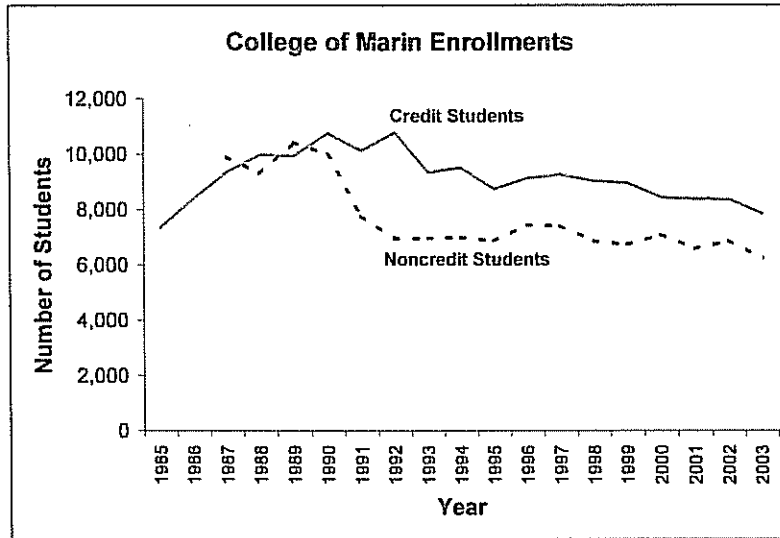
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1. Meet & Greet (Olney Hall)		10	
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4. Small Group Dialogue	Facilitators	40	
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6. Small Group Reports	Bernie Blackman	20	
7. Summary & Next Steps	Fran White	15	
	Total	120	



# Introduction to Strategic Issues

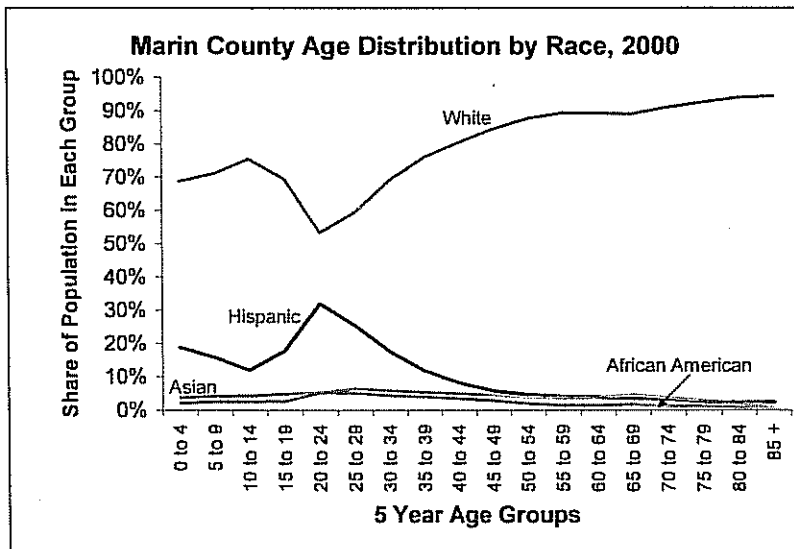
## Selected Demographics

*Chart 1  
Declining Enrollments*



Source: College of Marin database analyzed by Lapkoff & Gobalet.

*Chart 2  
Decline in White and Increase in Hispanic  
15-29 year olds*



Source: 2000 U.S. Census



*Table 1*  
*Snapshot of Fall 2003*

The following table comes from a study about with the accuracy of the numbers has been questioned. Moreover, how the categories were chosen is suspect. However flawed, the data suggests divers in the student population. More rigorous studies should be planned.

Students Enrolled in Each Type of Class in Fall 2003	
	Percent of Total
<b>Students in Credit Classes</b>	<b>64%</b>
Transfer	23%
Lifelong Learning	18%
Workforce Development	15%
Non-Native English Speakers	2%
Basic Skills	6%
<b>Students in Noncredit Classes</b>	<b>36%</b>
Lifelong Learning	18%
Workforce Development	3%
Non-Native English Speakers	6%
Basic Skills	1%
Public Service/Disabled	8%
<b>Total</b>	<b>100%</b>

Note: Students were double counted if they took more than one type of class.

## Resources

1. Charts and Table from: Demographic Analysis for the College of Marin, Lapkoff & Gobalet Demographic Research, Inc, Saratoga, CA, August 26, 2004
2. Limited growth in Marin forecast. Mark Prado, IJ Reporter. *Marin Independent Journal*. December 15, 2004. Summary of Association of Bay Area Governments report on Marin's population forecasts.
3. College already making changes. Eva Long. *Marin Independent Journal*. December 28, 2004. Identifies progress and plans since November Western Association of Colleges and Universities (WASC) Accreditation Team Recommendations, November 2-4. Reports that College of Marin "board of trustees and Superintendent/President Fran White are committed to improving COM and achieving higher standards."

For copies of the report or IJ articles contact the President's Office, College of Marin.



# Mission Taskforce

## Charge

1. Review the current College of Marin Mission Statement;
2. Create a College-wide and community dialogue;
3. Draft a revised Mission Statement;
4. Present to Board of Trustees in March 2005 for review and approval.

## Purpose

The Mission Statement will define our institution's future direction. From this renewed mission, we will develop strategic plans that provide us with goals and priorities for budget development and planning.

## Process

The review of the College of Marin's Mission statement is an iterative and college-wide activity. The process of review will be inclusive and respectful of all college and community constituencies. The overall process and timeline includes the following:

	Activity	Purpose	Dates
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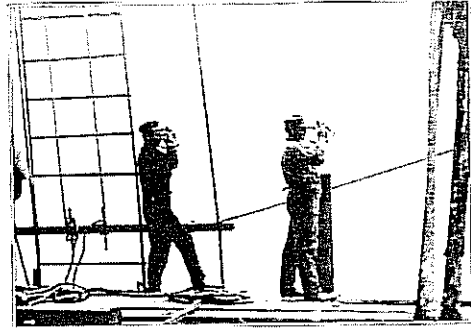
## Taskforce Members

	Name	Membership
1	Austin Smith	Student Senator; College Council
2	Richard Gilliland	Organizational Development
3	Elise Schnieder	Interim VP of Student Learning; Taskforce Chair
4	John Hinds	Academic Senator, College Council
5	Nancy Kutcher	President, Classified Senate; College Council
6	Bernie Blackman	Organizational Development
7	Kathleen Kirkpatrick	Staff Development; Organizational Development

## Small Group Facilitators

	Name	Department or Area
1	Becky Reetz	Tutoring
2	Blaze Woodruff	ESL
3	Chris Schultz	IVC Campus Programs & Services
4	David Cook	Financial Aid
5	Derek Wilson	Multimedia Studies
6	Eileen Acker	Social Sciences & Humanities
7	Erik Dunmire	Biology
8	John Sutherland	English
9	Kathy Freschi	Modern Languages
10	Mair Vidal	Health & Safety
11	Marti Sukoski	Music
12	Pamela Mize-Kurzman	Enrollment Services
13	Stacey Cook	Student Affairs
14	Tina Golliday	Science Center
15	Win Cottle	English





## **1. What is Strategic Planning?**

A disciplined effort to produce fundamental decisions and actions that shape and guide what an institution is, what it does, and answer why it does it. It requires broad-scale information-gathering, an exploration of alternatives, and an emphasis on the future implications of present decisions. It should facilitate communication and participation, accommodate divergent interests and values, and foster orderly decision making and successful implementation.

Strategic Planning is finding a direction for an entire institution. It is a process not a product: A process of selecting a direction that compels periodic community dialogue and regular adjustments in its course.

## **2. What are the Key Components of a Strategic Plan?**

### **1. Mission**

- a. **Purpose of the College of Marin**
- b. **Why the college exists or why it does what it does**

### **2. Vision**

- a. Where we want to be
- b. Compelling description of how the institution will or should operate at some point in the future

### **3. Values**

- a. Operational values we agree upon
- b. Values represent the core principles in the institution's culture, including what drives members' priorities and how they truly act in the organization.

### **4. Goals**

- a. What we agree to accomplishment
- b. Milestones we expect to reach within a period of time

### **5. Strategic Issues**

- a. What challenges internally and externally to focus on



# Frequently asked questions about accreditation

## 1. What is the ACCJC-WASC?

The Accrediting Commission for Community and Junior Colleges (ACCJC) is one of the Commissions of the Western Association of Schools and Colleges (WASC). WASC is one of six regional accreditation associations covering the United States. The purposes of ACCJC are: the continual improvement of education and cooperation among educational institutions and agencies, the certification of accreditation or candidacy status, and the promotion of effective working relationships with other educational organizations and accrediting agencies. ACCJC evaluates and accredits public and private postsecondary institutions offering one or more educational programs of two academic years in length that grant the associate degree.

## 2. What is accreditation?

Accreditation is a status granted to an educational institution that has been found to meet or exceed stated criteria of educational quality. Institutions voluntarily seek accreditation and it is conferred by non-governmental bodies.

*Accreditation has two fundamental purposes:*

1. to assure the quality of the institution and
2. to assist in the improvement of the institution.

*Accreditation of an institution by an institutional accrediting body certifies to the general public that the institution:*

1. has appropriate purposes.
2. has the resources needed to accomplish its purposes.
3. can demonstrate that it is accomplishing its purposes.
4. gives reason to believe it will continue to accomplish its purposes.

## 3. What are the accreditation standards?

ACCJC-WASC publishes Accreditation Standards, statements of best practice in higher education which institutions must meet or exceed when seeking initial accreditation and reaffirmation of accreditation from ACCJC.



#### **4. What are the accreditation standards on institutional mission?**

##### **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.

###### **A. Mission**

**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.**

1. The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.
2. The mission statement is approved by the governing board and published.
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.
4. The institution's mission is central to institutional planning and decision making.



5. What is the Existing Mission Statement?

The mission of the College of Marin is to provide lifelong learners the opportunity to pursue intellectual, physical, social, ethical, and career development and cultural enrichment in a cohesive and supportive environment.



## **6. What are the preliminary Accreditation Findings on the COM Mission Statement?**

**1. “Based on the college’s self study report and the evaluation visit to evaluate evidence and documentation, the team makes the following recommendations:**

The team recommends that the college complete the reexamination of the college mission statement immediately to ensure it defines the purpose of the institution and addresses the emerging educational needs of the changing and diverse population of the district. The college must establish and adhere to a systematic and regular cycle for reviewing and updating the mission statement.

### **2. Previous Recommendations of the Visiting Accreditation Team March 16-18, 1999**

The college should reexamine its mission statement to ensure it defines the student the institution intends to serve as well as the parameters under which programs can be offered and resources allotted.

The college has not addressed this recommendation. The current mission was reviewed and approved the Board of Trustees in November 1991. The college has not reexamined its mission statement to accurately define it students served.

### **3. Evaluation of the College of Marin Using ACCJC Standards Findings: Standard IA Mission**

The last accreditation visit identified the need for review and updating of the mission, which has not been done. The current broad-based mission leaves the institution unable to move forward with a focused plan for improvement. The mission does not identify its purposes, the students served, nor does it have a stated commitment to student learning. (Standard I A) Insufficient evidence exists on how institutional goals and objectives are to be linked to the needs of the student population. (Standard I A.1) The board has approved the review of the mission as one of its goals for 2004-2005, but the review of the mission and approval by the board has not yet occurred. (Standard I A.2) Without an approved current statement, the stakeholders remain unaware of the central role of the mission. (Standard I A.4) (Page 18)



## 7. What is the Mission of the California Community Colleges?

A: By law EDUCATION CODE SECTION 66010.1-66010.8 the California Community Colleges shall admit any California resident with a high school diploma or the equivalent and may admit anyone who is capable of profiting from the instruction offered.

- Primary missions of the Colleges are to offer academic and vocational education at the lower division level for both recent high school graduates and those returning to school.
- Another primary mission is to advance California's economic growth and global competitiveness through education, training, and services that contribute to continuous workforce improvement.
- Essential and important functions of the colleges include: basic skills instruction, providing English as a second language, adult noncredit instruction, and providing support services that help students to succeed.
- Fee-based Community Service education is designated as an authorized function.
- To the extent funding is provided the Colleges may conduct institutional research concerning student learning and retention as is needed to facilitate their educational missions.

California Community Colleges Chancellor's Office

## 8. A Mission Statement should:

- Answer the question "What is the purpose of the College of Marin?"
- Be specific to the organization, not generic;
- Be a short statement, not more than one or two sentences;
- Be future oriented and portray the organization as it well be



# Small Group Task

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## Overall Instructions

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2. What constituents does it serve?
3. What students will the college serve?
4. What did the creators of the COM intend?
5. What is the college commitment to achieving learning?



**Appendix Section 2-E**  
**Revised College Mission Statement**

**Mission Workshop Outcomes**

- 1. Captain's Table (Parking Lot Issues)**
- 2. Mission Statement Concepts**
- 3. Mission Workshop Summary of "Students"**
- 4. Workshop Facilitator Comments**

# College Council

## Mission Taskforce

January 27, 2005

### “Captain’s Table”

#### Issues to Consider that do not go into the Mission Statement

On January 21, 2005, each of the Mission Workshop groups kept a “Captain’s Table” of issues considered important to consider, but which do not directly related to the task at the workshop. These issues will be considered as the strategic planning process continues.

During the group discussions each group created two lists. The first was the list of things to consider in the Mission Statement. The second was the Captain’s Table issues.

What was written on the Captain’s Tables from each group was transcribed verbatim and then grouped under related categories. Please take a moment and make any comments you feel would add to the list. **Please provide your input by FEBURARY 11 to Elise Schneider, Chair of the College Council Mission Taskforce.**  
[Elise.schneider@marin.cc.ca.us](mailto:Elise.schneider@marin.cc.ca.us)

1. Understanding Student demographics better
  - a. Collect better data on COM students (revise Table 1 in the workshop packet)
  - b. Think about opportunity to capture new student populations as well as identifying current population
  - c. Data and assessment needed to know community needs
  - d. Identify workforce development needs of our community
  - e. Need to reevaluate on an ongoing basis
  - f. Unique needs of Marin warrant review of state law interpretation.
  - g. Barriers to entry – ease of accessibility
  - h. Need more data to define mission
  - i. Addressing Full-time?/Part-time faculty staffing
  - j. Data driven – decisions based on facts
2. Physical Plant
  - a. Clean bathrooms
  - b. Physical plant/environment are supportive and pleasant
  - c. Facilities need to be state of the art
3. Cultural center



4. Technology
  - a. Integrate technology
  - b. Better integrated internal technology
  - c. Technology should be state of the art
  
5. Organizational Development
  - a. More internal college awareness of how it all works together
  - b. Reassert character and values in our educational projects
  - c. Values - Student centered
  - d. "Real time" feedback loops
  
6. Student Services
  - a. How to teach student services to explore /learn more
  - b. Student Services for at-risk students
  - c. More/better counseling so students can transfer in 2 years instead of 4-6 years
  
7. Marketing
  - a. Outreach
  - b. Dissemination of offerings of college i.e. marketing
  
8. Access
  - a. Define customer
  - b. Affordable education
  
9. Allocation of resources
  - a. Fair and equitable balance across disciplines: science, the arts
  - b. Resources reflect objectives
  
10. Instruction
  - a. Problem with IVC; wonderful programs difficult to access
  - b. Make courses available
  - c. Accessibility to Gen. Ed. Courses for nontransfer student
  - d. Not enough classes for working population/+ transfer students
  - e. Repeatability for DSPS
    - i. Perhaps Zero credit for repeats
  - f. There's a Community Ed. Workshop on critical thinking; should be part of every class
  - g. Community Ed and credit courses combined so all students could participate.
  - h. Need a comprehensive transfer, general education, curriculum planning/blueprint
  - i. Need better planning/organizing of community ed, cultural classes. students who want to take classes for enrichment, not credit



11. More functional schedule vs. pretty

- a. Should be living document, advance self-image, include testimonials & career services
- b. Credit & repeatability issues
- c. Illuminate support systems

12. Other

- a. Expansive
- b. Provide learning opportunities
- c. Enrich lives of people of Marin (Students, Business, Community)
- d. What does non-whites and whites mean? Offensive.
- e. Multiple population/integrated classes
- f. One person stated that he would not participate in the mission statement discussion unless "I could guarantee him that no faculty will be fired as a result of the discussion."



# College Council

## Mission Taskforce

January 27, 2005

### Background

On January 21, 2005, as part of the effort to maximum dialogue among college constituencies and community, over 220 participants were asked to identify issues important to college mission.

During the group discussions two lists were created. The first was the list of things to consider in the Mission Statement. These Mission Concepts are listed below.

The second generated was the "Captain's Table" issues, matters important for further discussion as we develop a Strategic Plan, but not to the task of identifying concepts to include in the College of Marin's Mission Statement.

After the workshop all flip charts were collected for comparison. Key concepts were gathered from all the group work sheets. No effort was made to quantify, categorize or prioritize the concepts or ideas. The list is alphabetical. This draft list is presented for your comments, ideas, or additions. Please take a few minutes to look it over.

Opportunities for additional ideas to be included in this list of mission concepts will occur throughout the next several weeks. **Please provide your input by FEBURARY 11 to Elise Schneider, Chair of the College Council Mission Taskforce.**

[Elise.schneider@marin.cc.ca.us](mailto:Elise.schneider@marin.cc.ca.us)

### Mission Statement Concepts

- A learning organization for students and employees
- Addresses changing workforce needs and demographics
- Beautiful, safe and secure
- Better response and support to non-traditional students
- Connected to and serving the community's current and future educational needs
- Cultural, artistic and academic awareness and integration
- Cultural center
  - Meeting place
  - Performing and Visual Arts
  - Community exposure
- Environment that encourages community and intercultural understanding
- Fosters intellectual, cultural and creative pursuits



- Inspire students to focus their goals and expand their experiences
- Meet needs of all students – their objectives and schedules
- Meet present and future needs of changing community by offering degrees, certificates and classes in basic skills, ESL, transfer, workforce development and lifelong learning
- Most current and advanced technological resources
- Promote academic excellence and achievement
- Promote the economic growth of community
- Provide a learning environment to prepare individuals for personal excellence and success
- Provide an accessible environment
- Provide and enhance high quality educational environment to promote learning
- Provide easy accessibility for personal, professional, and academic development
- Provide educational opportunities for intellectual, physical and creative development
- Reassert COM as intellectual, cultural hub
- Students served
  - Academic transfer students
  - Economic & workforce development students
  - Pre-college skills development students – basic skill & ESL
  - Lifelong learner students – adult non-credit & cultural enrichment
- Supportive student-centered learning environment to assist students with diverse goals, abilities and needs.
- Technology to support 21<sup>st</sup> century learners and workers
- To provide opportunity to all learners to become ethical, self-empowered, confident, responsible, curious critical thinkers
- Unified educational opportunity to support under-prepared and non-traditional students
- Vibrant intellectual and cultural center



## Mission Workshop Summary of “Students”

Generally “Who are our students?” fall into the following categories:

- Academic Transfer students
- Economic and Workforce Development Students
- Pre-college Skills Development Students
  - Basic Skill & ESL
- Lifelong Learner Students
  - Cultural Enrichment
  - Adult non-credit



## Workshop Facilitator Comments

Great job this morning. Things went very smoothly. One concern was brought up and I'm not certain where to take it, so I'll raise it with you. There is only one faculty member on the Mission Taskforce. This was seen as lessening the value of the product. Don't know what to do about it at this point, but felt it should be raised.

Thanks

---

I thought it went quite well today. It had a lasting impact as I continued to sit with it and let it precipitate more thoughts to the surface:

"A cultural center that is a showcase to and for the Marin community..."

"...where knowledge is the key..."

"...to success!"

I cannot take credit for the second, as it was carved into the gray chalk of the steps outside the SS building, but I thought it brought a lot of what was expressed in my to a succinct point.

I look forward to hearing how the statement evolves!

---

think that the presentation and sessions were very good on Friday. They were also fun!

I had a Trustee as a part of my group. Not only was she helpful (she was the note-taker), but she made some very good, unique and moving comments about the mission statement.

I don't know if it is the right thing to do---having a Board Member as a part of the Mission Task Force, but I really think that she has much to contribute in this role. And her presence might help final approval at the Board level anyway.

just a thought and thanks for everything.

---

I know we talked and you have some initial idea of the negatives ...so I will propose a positive.

I spoke with Fran after the event. I suggested that I would send an email to faculty requesting input from anyone and everyone who would like to be sure an idea is captured. She liked the proactive nature of the idea. So, I am going to compose an email send it to you and ask for comments. If you like the idea and want to use it as a model for all the groups you can respond to that. I do not want to increase our load for the week but insure we have hard data to respond to questions regarding the amount of input from all the groups. I can easily tabulate the number of emails I receive.

---

Please add this to Captain's Table Comments:

One person stated that he would not participate in the mission statement discussion unless "I could guarantee him that no faculty will be fired as a result of the discussion". I want to make certain that this faculty member's concerns are listed.

I told him that I could not answer that question and referred him to Dr. White and other members of the Mission Statement Task Force.

**Appendix Section 2-F**  
**Revised College Mission Statement**

**Evolving Mission Planning Calendars**  
**January 13 to February 10, 2005**

# Mission Planning Calendar

	<b>Activity</b>	<b>Purpose</b>	<b>Dates</b>
1	Mission Taskforce	Defines and outline process	Nov.- Dec 2004
2	Community Workshop	College-wide and Community Dialogue	Jan 21
3	Mission Taskforce	Crafts Draft Mission Statement	Jan. 24 – Feb. 3
4	All Constituencies Review	Review and comments	February 3-25
5	Mission Taskforce	Finalizes Mission Statement	Feb.28 – Mar 3
6	College Council	Review and Approval	March 3
7	Board of Trustees	Review and Approval	March 8



## Mission Taskforce Timeline

February 2, 2005

	<b>Activity</b>	<b>Purpose</b>	<b>Dates</b>
1	Mission Taskforce	Defines and outline process	Nov.- Dec 2004
2	Community Workshop	College-wide and Community Dialogue	January 21, 2005
3	<b>All Constituencies Review</b>	<b>Information gathering</b>	Jan. 27 – Feb. 11
4	<b>Taskforce Visits Senates</b>	<b>Information gathering Q&amp;A</b>	Feb. 3 – Feb. 11
5	Mission Taskforce	Crafts Draft Mission Statement	Feb. 11 – Feb. 15
6	All Constituencies Review	Review and comments	February 15-25
7	Taskforce Visits Senates	Information gathering Q&A	February 15-25
8	Mission Taskforce	Finalizes Mission Statement	Feb.28 – March 3
9	College Council	Review and Approval	March 3
10	Board of Trustees	Review and Approval	March 8



## Mission Planning Activities Timeline

Activity	Purpose	Dates	
1 Mission Taskforce	Defines and outline process	Nov.- Dec 2004	Y
2 Community Workshop	College-wide and Community Dialogue	January 21, 2005	Y
3 All Constituencies Review	<b>Information gathering</b> Email & Voice 1/27 Mailroom 1/31 Web 2/7	Jan. 27 – Feb. 11  Andrew & Bern	 Y Y
4 Taskforce Visits Senates	<b>Information gathering Q&amp;A</b> Student Senate 1/31 Classified Senate 2/2 Academic Senate 2/3 Student Senate 2/8  Other Management Council 2/2 Facilitators Opinion Leaders List of “41” Board of Trustees	Feb. 3 – Feb. 11 Bern Bern Rich & Bern Bern  Rich & Bern Bern Who Lead & What Who Lead & What Who Lead & What	   Y Y
5 Mission Taskforce	<b>Crafts Draft Mission Statement</b>	<b>Feb. 11 – Feb. 15</b>	
6 All Constituencies Review	<b>Review and comments</b> Distribute: email, voice, mailroom, web  Road Shows Student Senate - TBD Classified Senate - TBD Academic Senate - TBD  An Additional Opportunity Public Forums - IVC - TBD Public Forum – Kentfield - TBD  Other Management Council Opinion Leaders List of “41” Board of Trustees	<b>February 15-25</b>  Taskforce Taskforce Taskforce  Taskforce Taskforce  Taskforce Who Lead & What Who Lead & What Who Lead & What	
7 Mission Taskforce	Finalizes Mission Statement	Feb.28 – March 3	
8 College Council	Review and Approval	March 3	
9 Board of Trustees	Review and Approval	March 8	

## Mission Planning Calendar

### February 2005

1. Mission discussions with Senates
  - CS 2/2; SS 2/7; AS 2/10
2. Taskforce and resource members write 1<sup>st</sup> Draft of Mission Statement
  - Meetings 2/8, 11, 15\*
3. Communication of Mission Statement to all constituents 2/15  
Letters to Community representatives, voice, email, web post, Outlook folder, Mailroom table handouts, mailbox inserts to college constituents; Meet with Echo Times Reporter; Post to Echo Times message Boards
4. Taskforce discussions with Senates
  - CS 2/16; AS 2/17; SS 2/21\*
5. Taskforce holds Public Forum of Draft Mission Statement
  - Kentfield 2/22; IVC 2/23\*
6. Deadline for constituent comments on 1<sup>st</sup> Draft 2/28

### March 2005

1. Taskforce meets to finalize Mission Statement 2/28-3/3
2. Taskforce meets with Management Council 3/2
3. Taskforce Recommendation to College Council 3/3
4. Taskforce meets for final review 3/4
5. Taskforce sends Recommendation to the President and Board of Trustees 3/8

\* Meetings subject to confirmation.

## **Mission Planning Calendar**

### **February 2005**

1. Mission Taskforce Member discussions with Senates
  - CS 2/2; SS 2/7; AS 2/10
2. Taskforce members write 1<sup>st</sup> Draft of Mission Statement
  - Meeting 2/9
3. Communication of Mission Statement to all constituents 2/15  
Letters to Community representatives, voice, email, web post, Outlook folder, Mailroom table handouts, mailbox inserts to college constituents; Meet with Echo Times Reporter; Post to Echo Times message Boards
4. Taskforce members discussions with Senates
  - CS 2/16; AS 2/17
  - Students encouraged to attend Open Forum
5. Taskforce holds Open Forum on Draft Mission Statement
  - 2/23, 2-3 p.m.
  - Teleconference in Kentfield LC53: IVC ISC201
6. Deadline for constituent comments on 1<sup>st</sup> Draft
  - No later than 3p.m. on 2/23
7. Taskforce members meet to finalize Mission Statement 2/23 at 3:15

### **March 2005**

1. Taskforce meets with Management Council 3/2
2. Taskforce Recommendation to College Council 3/3
3. Preparation of documents for President and Board of Trustees
4. Taskforce sends Recommendation to the President and Board of Trustees 3/8

## **Mission Planning Calendar**

### **February 2005**

1. Mission Taskforce Member discussions with Senates
  - CS 2/2; SS 2/7; AS 2/10
2. Taskforce members write 1<sup>st</sup> Draft of Mission Statement
  - Meeting 2/9 3:00-5:00 p.m.
  - Meeting 2/11 3:30 p.m.
3. Communication of Mission Statement to all constituents 2/15  
Letters to Community representatives, voice, email, web post, Outlook folder, Mailroom table handouts, mailbox inserts to college constituents; Meet with Echo Times Reporter; Post to Echo Times message Boards
4. Taskforce members discussions with Senates
  - CS 2/16; AS 2/17
  - Students encouraged to attend Open Forum
5. Taskforce holds Open Forum on Draft Mission Statement
  - 2/23, 2-3 p.m.
  - Teleconference in Kentfield LC53: IVC ISC201
6. Deadline for constituent comments on 1<sup>st</sup> Draft
  - No later than 3p.m. on 2/23
7. Taskforce members meet to finalize Mission Statement 2/23 at 3:15

### **March 2005**

1. Taskforce meets with Management Council 3/2
2. Taskforce Recommendation to College Council 3/3
3. Preparation of documents for President and Board of Trustees
4. Taskforce sends Recommendation to the President and Board of Trustees 3/8

**Appendix Section 2-G**  
**Revised College Mission Statement**

**College-wide Communications:**  
**Global Emails**

## College-wide Communications

The Mission Statement Taskforce implemented a communications strategy that included multiple media for maximum exposures to the mission re-write process and products. This included:

1. Posting on the Intranet
2. Posting in Outlook Public Folders
3. Global college-wide emails
4. Global college-wide voice messages
5. Campus mail
6. Mailroom table with hard copies of documents
7. Visits to each College Senate
8. A College-wide Open Forum

Global emails from January 18 to February 25, 2005 follow:

**Bernie Blackman**

---

**From:** CoMall-owner@mail.marin.cc.ca.us on behalf of Betty Schlaepfer  
**Sent:** Tuesday, January 18, 2005 4:16 PM  
**To:** comall@marin.cc.ca.us  
**Subject:** College of Marin Mission Workshop

**TO:** All COM Faculty, Managers and Staff  
**FROM:** Frances L. White, Ph.D.  
Superintendent/President  
**DATE:** January 18, 2005  
**RE:** College of Marin Mission Workshop

In response to the Western Association of Schools and Colleges Accreditation Team's recommendation, and encouraged by the Board of Trustees, we are holding a Community Workshop to update the College of Marin Mission.

I cannot emphasize enough the importance of this 2-hour workshop. A clear Mission will define our institution's future. A re-examined Mission guides the development of the College's strategic planning. A renewed Mission drives annual planning and budgeting.

It is imperative that college and community participate in the dialogue. Community members have been invited. It is important that faculty, managers and classified staff attend.

Managers are encouraged to do all that you can so that your staff attends.

**Date:** Friday, January 21  
**Time:** 10 a.m. until Noon  
**Location:** Olney Hall 96

I look forward to seeing you at Friday's workshop.

Thank you,

Dr. Frances White  
Superintendent/President  
College of Marin

Betty Schlaepfer  
Executive Assistant  
Office of the President/Superintendent  
College of Marin

3/8/2005

**Bernie Blackman**

**From:** CoMall-owner@mail.marin.cc.ca.us on behalf of Betty Schlaepfer  
**Sent:** Thursday, January 27, 2005 3:05 PM  
**To:** comall@marin.cc.ca.us  
**Subject:** Mission Task Force Workshop Results - Please Comment

To all COM faculty, administrators and staff:

The College Council Mission Taskforce has been charged with drafting a renewed College of Marin Mission Statement to be presented to the Board of Trustees on March 8.

The Taskforce has planned for a college-community wide dialogue to maximize ideas and participant comments.

The raising of the anchor on the COM Mission began on January 21, 2005. The Taskforce held a College Mission Workshop to solicit and gather ideas, opinions and concepts to be included in the COM Mission Statement. Over 220 students, faculty, staff, administrators, community leaders, Foundation Board members and College of Marin Board of Trustees attended.

From the workshop two lists were generated. The first is a "Captain's Table", essentially a list of important issues to be considered as we proceed through the development of a Strategic Plan, but not part of the task to develop a Mission Statement. These issues will be considered later.

The second list is the Mission Statement Concepts. These are ideas, thoughts, opinions, and concepts the groups identified at the workshop that should be considered in the drafting of a mission statement.

Both these lists are attached for your review. Please take the time to correct, add, or comment to provide the Mission Taskforce information they will consider in the drafting of a Mission Statement. Send your comments to me, Elise Schneider, NO LATER THAN FEBRUARY 11.

The Taskforce will be also be traveling to each of the senates to listen and gather information. We will send the times and dates of these meetings next week. We hope to see you there.

The Taskforce will draft a Mission Statement after February 11 and then send the draft to all constituencies for further additional comment and review. I plan to present the final Mission Statement to the College Council on March 3. Thank you for your comments.

	<b>Activity</b>	<b>Purpose</b>	<b>Dates</b>
1	Mission Taskforce	Defines and outline process	Nov.- Dec 2004
2	Community Workshop	College-wide and Community Dialogue	January 21, 2005
3	<b>All Constituencies Review</b>	<b>Information gathering</b>	Jan. 27 – Feb. 11
4	<b>Taskforce Visits Senates</b>	<b>Information gathering Q&amp;A</b>	Feb. 3 – Feb. 11
5	<b>Mission Taskforce</b>	<b>Crafts Draft Mission Statement</b>	Feb. 11 – Feb. 15
6	All Constituencies Review	Review and comments	February 15-25
7	Mission Taskforce	Finalizes Mission Statement	Feb.28 – March 3
8	College Council	Review and Approval	March 3
9	Board of Trustees	Review and Approval	March 8

**Bernie Blackman**

---

**From:** CoMall-owner@mail.marin.cc.ca.us on behalf of Betty Schlaepfer  
**Sent:** Friday, February 04, 2005 2:48 PM  
**To:** comall@marin.cc.ca.us  
**Subject:** College Council Mission Taskforce Announcement

**TO:** All COM Faculty, Staff, Administrators, and Students:

**FROM:** The Mission Taskforce

The major mission points generated at the January 21, 2005 Mission Taskforce Workshop are attached. The Mission Taskforce is widely distributing these points to College of Marin stakeholders and encourages your input. Please respond by **February 11**.

Sent your comments to any of the Taskforce Members:

[John.hinds@marin.cc.ca.us](mailto:John.hinds@marin.cc.ca.us) John Hinds, Academic Senator

[Nancy.kutcher@marin.cc.ca.us](mailto:Nancy.kutcher@marin.cc.ca.us) Nancy Kutcher, President, Classified Senate

[Nataraja13@earthlink.net](mailto:Nataraja13@earthlink.net) Austin Smith, Student Senator

[Elise.schneider@marin.cc.ca.us](mailto:Elise.schneider@marin.cc.ca.us) Elise Schneider, Interim VP of Student Learning; Taskforce

Chair

The Taskforce will produce the first draft of the Mission Statement by February 15 , 2005. The Draft Mission Statement will be widely distributed for your further input.

Mission background information is also available at the COM Intranet listed under Mission Taskforce and in the Outlook Public Folders under Mission Taskforce.

**Bernie Blackman**

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**From:** CoMall-owner@mail.marin.cc.ca.us on behalf of Betty Schlaepfer  
**Sent:** Friday, February 11, 2005 4:46 PM  
**To:** comall@marin.cc.ca.us  
**Subject:** Mission Statement Draft

**The Mission Statement Taskforce is proud to present the following Mission Statement Draft for your review:**

**College of Marin  
Mission Statement Draft**

The College of Marin's mission is to provide opportunities for all students and community members: preparation for transfer to four year schools and universities, workforce training, intellectual development, cultural enrichment, and basic skills improvement. The College is committed to offering extensive programs and services in a supportive, innovative learning environment. Through its widespread offerings, the College of Marin pledges educational excellence to all members of our community.

**You are welcome to provide feedback to your Senate representative:**

Academic Senate: John Hinds, [john.hinds@marin.cc.ca.us](mailto:john.hinds@marin.cc.ca.us)  
Classified Senate: Nancy Kutcher, [nancy.kutcher@marin.cc.ca.us](mailto:nancy.kutcher@marin.cc.ca.us)  
Student Senate: Austin Smith, [austin.smith@marin.cc.ca.us](mailto:austin.smith@marin.cc.ca.us)

or to the Taskforce Chair, Elise Schneider, [elise.schneider@marin.cc.ca.us](mailto:elise.schneider@marin.cc.ca.us)

An Open Forum is scheduled to solicit feedback from the college community. The forum will be teleconferenced between both campuses. You are welcome to join us from either location.

**When:** Wednesday, February 23  
**Time:** 2:00-3:00 PM  
**Where:** LC 53, Kentfield Campus or ISC 201, IVC Campus

Betty Schlaepfer  
Executive Assistant  
Office of the President/Superintendent  
College of Marin  
835 College Avenue  
Kentfield, California 94904  
415-485-9502  
(Fax) 415-456-6017  
E-mail address: [betty.schlaepfer@marin.cc.ca.us](mailto:betty.schlaepfer@marin.cc.ca.us)

**Bernie Blackman**

---

**From:** CoMall-owner@mail.marin.cc.ca.us on behalf of Betty Schlaepfer

**Sent:** Thursday, February 17, 2005 3:01 PM

**To:** comall@marin.cc.ca.us

**Subject:** Mission Statement

Here is a message to all COM faculty, staff, administrators and students from the Mission Taskforce:

Members of the Mission Task Force are receiving input regarding the first draft of the new Mission Statement.

Please provide further input **BY THE 3:00 P.M. DEADLINE ON WEDNESDAY, FEBRUARY 23.** You can provide feedback to your Senate representative as follows:

Academic Senate:	John Hinds, <a href="mailto:john.hinds@marin.cc.ca.us">john.hinds@marin.cc.ca.us</a>
Classified Senate:	Nancy Kutcher, <a href="mailto:nancy.kutcher@marin.cc.ca.us">nancy.kutcher@marin.cc.ca.us</a>
Student Senate	Austin Smith, <a href="mailto:austin.smith@marin.cc.ca.us">austin.smith@marin.cc.ca.us</a>

-OR TO-

Task Force Chair:	Elise Schneider, <a href="mailto:elise.schneider@marin.cc.ca.us">elise.schneider@marin.cc.ca.us</a>
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You may also provide input by attending the Mission Task Force Open Forum on Wednesday, February 23, 2:00 to 3:00 p.m. at the following locations:

LC 53	Kentfield Campus
ISC 201	IVC Campus

The Task Force will take all input received and create a finalized Mission Statement to be reviewed by the College Council on March 3. The Mission Statement will then be presented at the March 8, 2005 Board of Trustees Meeting.

Thank you for your continued support.

Elise Schneider

## Betty Schlaepfer

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**From:** Betty Schlaepfer  
**Sent:** Friday, February 25, 2005 2:30 PM  
**To:** 'comall@marin.cc.ca.us'  
**Subject:** COM Mission Statement

A special thanks to each of you, including participating community members, who devoted your time and talents to the revision of the College of Marin Mission Statement. The Statement will now be presented to the College Council on March 3 and to the Board of Trustees for consideration for approval at the March 8 Board Meeting.

And a special thanks to each member of the Mission Statement Task Force:

Austin Smith - Student Senate Representative  
John Hinds - Faculty Senate Representative  
Nancy Kutcher - Classified Senate Representative  
Bernie Blackman - Organizational Development  
Richard Gilliland - Organizational Development

And To:

John Sutherland and Blaze Woodlief - who served as our Wordsmith Specialists  
Kathleen Kirkpatrick - who assisted us throughout the process

It was indeed my privilege to work with this cooperative group who reached consensus on the Mission Statement below:

Elise Schneider, Vice President of Student Learning  
Chair, Mission Task Force

### College of Marin Mission Statement

The College of Marin's mission is to provide educational opportunities for all students and community members: preparation for transfer to four-year schools and universities, workforce education, intellectual and physical development, cultural enrichment, and basic skills improvement. The College is committed to responding to community needs by offering student-centered programs and services in a supportive, innovative learning environment. The College of Marin pledges educational excellence to all members of our diverse community.

**Appendix Section 2-H**  
**Revised College Mission Statement**

**College-wide Communications:**  
**Intranet Posting of Mission Taskforce Documents**



What is the FIRST PAGE?

Board	President	Management	Shared Governance
	<a href="#">SWOT</a> <a href="#">Election Ed Code</a> <a href="#">Organizational Structure Jan 18, 2005</a>	<a href="#">MCM Minutes 3 Sep 2003</a> <a href="#">MCM Agenda 24 Sep 2003</a> <a href="#">MCM Minutes 24 Sep 2003</a> <a href="#">MCM Agenda 1 Oct 2003</a>	<ul style="list-style-type: none"> <li><a href="#">College Council</a></li> <li><a href="#">Governance Review Council</a></li> </ul>
Academic Senate	Classified Senate	Academic Affairs	
	<a href="#">2004 Senators List</a>  <ul style="list-style-type: none"> <li><a href="#">Agendas</a></li> <li><a href="#">Minutes</a></li> </ul>		<a href="#">Ed. Masterplan April 2004 Draft</a> <a href="#">Faculty Handbook</a>
IT Department	Maintenance Dept	Human Resources	
<a href="#">VoiceMail Access Change</a>			<a href="#">Internal Position Announcements for: Interim Dean of Workforce Development, College and Community Partnerships</a>
Accreditation	Technology Committee	Mission Taskforce	Staff Development
<a href="#">links to older reports</a> <a href="#">Accreditation Final Report</a> <a href="#">WASC Notification Email</a> <a href="#">WASC Notification Letter</a>	<a href="#">Technology Committee Main Page</a>	<a href="#">Mission Concepts</a> <a href="#">Mission Taskforce Members</a> <a href="#">Captain's Table</a> <a href="#">Mission Workshop Packet Jan 21, 2005</a> <a href="#">Draft Mission Statement for Review</a> <a href="#">Mission Planning Calendar</a>	<ul style="list-style-type: none"> <li><a href="#">Flex Program</a></li> </ul>

<http://intranet/>

**Appendix Section 2-I**  
**Revised College Mission Statement**

**Letters to the Community seeking input  
on Mission Statement**

## Letters to Community – 1-10-05 and 2/16-05

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January 10, 2005

Dear:

Oliver Wendell Holmes said, “The greatest thing in the world is not so much where we stand as in which direction are we moving.”

The College of Marin is boldly and creatively reaching out to all our constituents: faculty, staff, students, administration, and community to be partners in our renaissance. In November the community supported Measure C, the College of Marin facilities bond improvement initiative. Also in November, the College completed re-accreditation activities and has received broad recommendations for College service improvements and organizational development.

To chart our course and navigate our future, we are crafting a strategic plan for the College. The first step is to re-examine, reflect on, and refine our College Mission. To inform leadership and direction, we are appealing to all our constituents to join us in dialogue around the College Mission.

On Friday, January 21, 2005, from 10:00 a.m. to 12:00 p.m. we are launching activities to recreate the College’s mission and are rewriting our mission statement. It would be our honor if you would agree to participate in this two-hour event to be conducted in Olney Hall on the College of Marin Kentfield Campus, 835 College Avenue in Kentfield. As a leader in Marin County, you will bring ideas and perspectives to our mission re-creation project that will be invaluable.

Please let me know of your availability to participate and contact me if I can provide you with additional information at (415) 485-9502. Thank you for considering my request.

Sincerely,

Frances L. White, Ph.D.  
Superintendent/President  
College of Marin

cc: College of Marin Board Members

February 16, 2005

Dear Friend of the College of Marin:

On January 21, 2005, over 220 College faculty, students, staff and Board of Trustees members met with community leaders to begin the dialogue about a new, modern Mission Statement for the College of Marin.

I am enclosing a list of the 27 major areas of emphasis identified by the participants along with a draft of a new mission statement that a representative task force of faculty, students, administrators, and staff have prepared.

If you have suggestions for improving the mission draft, I would appreciate hearing from you.

Thank you for reviewing the mission materials. Together we will make a difference and build a better and more responsive College of Marin.

Sincerely yours,

Frances L. White, Ph.D.  
Superintendent/President

cc: College of Marin Board Members

**Appendix Section 2-J**  
**Revised College Mission Statement**

**Instruction Packet for**  
**Drafting a Mission Statement**

## **Mission Statement Drafting Meeting**

**February 9 3:00-5:00**

- Revised Calendar
- Steps in Drafting the Mission Statement
- Standard I: Institutional Mission and Effectiveness
- Mission Statement Examples

### **Feedback From Workshop**

- Mission Statement Concepts
- Workshop “Students” Summary
- Summary of Responses to Mission Statement

## Mission Planning Calendar

### February 2005

1. Mission Taskforce Member discussions with Senates
  - CS 2/2; SS 2/7; AS 2/10
2. Taskforce members write 1<sup>st</sup> Draft of Mission Statement
  - Meetings 2/9
3. Communication of Mission Statement to all constituents 2/15  
Letters to Community representatives, voice, email, web post, Outlook folder, Mailroom table handouts, mailbox inserts to college constituents; Meet with Echo Times Reporter; Post to Echo Times message Boards
4. Taskforce members discussions with Senates
  - SS 2/14 & 2/28; CS 2/16; AS 2/17
5. Taskforce holds Open Forum on Draft Mission Statement
  - 2/23, 2-3 p.m.
  - Teleconference in Kentfield LC53: IVC ISC201
6. Deadline for constituent comments on 1<sup>st</sup> Draft
  - No later than 3p.m. on 2/23
7. Taskforce members meet to finalize Mission Statement 2/23 at 3:15

### March 2005

1. Taskforce meets with Management Council 3/2
2. Taskforce Recommendation to College Council 3/3
3. Preparation of documents for President and Board of Trustees
4. Taskforce sends Recommendation to the President and Board of Trustees 3/8

# Steps in Drafting the Mission Statement

## WASC Accreditation Standards I.A. Mission

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.

## Mission Statement Concepts

To draft the mission statement you need to analyze the information collected and organized into the Mission Statement List. This involves:

- Identifying key themes and ideas
- Identifying different formulations of the same themes and ideas
- Categorizing the themes and ideas into the three areas of the Mission

## Writing the Mission Draft

Editors make sure the draft mission statement:

- Uses the language that the taskforce accepts and understands
- Accurately expresses the main ideas articulated by the taskforce
- Uses concise language that resonates with Taskforce members
- Does not reflect personal bias

## Taskforce Check of Mission Draft

Does the mission statement:

- Answer the question "What is the purpose of the College of Marin?"
- Is the Mission Statement specific to the institution?
- Is the statement not more than a few sentences?
- Use language that is easy to understand
- Accurately express the vision that came out in the Taskforce discussions
- Use specific ideas expressed by Taskforce
- Is free of personal bias

## **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.**

### **A. Mission**

**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.**

- 1. The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.**
- 2. The mission statement is approved by the governing board and published.**
- 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.**
- 4. The institution's mission is central to institutional planning and decision making.**



## Mission Statement Concepts

1. A learning organization for students and employees
2. Addresses changing workforce needs and demographics
3. Beautiful, safe and secure
4. Better response and support to non-traditional students
5. Connected to and serving the community's current and future educational needs
6. Cultural, artistic and academic awareness and integration
7. Cultural center
  - a. Meeting place
  - b. Performing and Visual Arts
  - c. Community exposure
8. Environment that encourages community and intercultural understanding
9. Fosters intellectual, cultural and creative pursuits
10. Inspire students to focus their goals and expand their experiences
11. Meet needs of all students – their objectives and schedules
12. Meet present and future needs of changing community by offering degrees, certificates and classes in basic skills, ESL, transfer, workforce development and lifelong learning
13. Most current and advanced technological resources
14. Promote academic excellence and achievement
15. Promote the economic growth of community
16. Provide a learning environment to prepare individuals for personal excellence and success
17. Provide an accessible environment
18. Provide and enhance high quality educational environment to promote learning
19. Provide easy accessibility for personal, professional, and academic development
20. Provide educational opportunities for intellectual, physical and creative development
21. Reassert COM as intellectual, cultural hub
22. Students served
  - a. Academic transfer students
  - b. Economic & workforce development students
  - c. Pre-college skills development students – basic skill & ESL
  - d. Lifelong learner students – adult non-credit & cultural enrichment
23. Supportive student-centered learning environment to assist students with diverse goals, abilities and needs.
24. Technology to support 21<sup>st</sup> century learners and workers
25. To provide opportunity to all learners to become ethical, self-empowered, confident, responsible, curious critical thinkers
26. Unified educational opportunity to support under-prepared and non-traditional students
27. Vibrant intellectual and cultural center

## Mission Workshop Summary of “Students”

Generally “Who are our students?” fall into the following categories:

- Academic Transfer students
- Economic and Workforce Development Students
- Pre-college Skills Development Students
  - Basic Skill & ESL
- Lifelong Learner Students
  - Cultural Enrichment
  - Adult non-credit





## Summary of Responses to Mission Statement

February 8, 2005

1.

I attended the opening day meeting and participated in the Mission Workshop. I have been playing with the list of words and ideas we generated and have come up with this:

The Mission of the College of Marin is to maintain a vibrant educational and cultural center that provides opportunities for intellectual, physical and creative development that serves our community's current and future needs. We will Identify and foster our students potential for creativity through academic, vocational and artistic integration in a learning environment that prepares individuals for personal excellence and success.

2.

Above everything else, I think our Mission statement should emphasize "transfer." Additionally, suggested emphasis on ESL should be rethought: Demographics DO NOT illuminate the need for more ESL. Besides, emphasizing ESL is disproportionate to other departments and disciplines. We don't emphasize English or biology; we say "transfer" courses. The Mission statement should be broader than any one program or department. Also, questions about the appropriateness of spending tax dollars on some non-residents also demand answers before we siphon money (credits) away from classes sought by residents.

3.

In order to promote student success, COM will provide an integrated program of academic skills and student services.

We are trying to create is a unified system of student service, a system that puts the pre-collegiate labs and tutoring with counseling so that there's one integrated process for a student. So that s/he can get whatever help needed easily rather than walking all over through the woods picking up a little here and a little there. We lose too many people. So we'd like words like unified, integrated, well-articulated, system, structure, etc.

4.

The College of Marin provides a supportive learning environment to students with diverse goals, abilities, and needs. To achieve this mission, the College of Marin will develop, offer, and support educational programs and resources that promote student success in Transfer, Workforce Development, Basic Skills and English as a Second Language, and Lifelong Learning.

5.

---

To me it seems this is an excellent way to use our College Web Page-we already do post many upcoming college events on the right side of the page as well as post information items. It is my belief this tool could be much better utilized, but that means more staff and more community awareness that this is a tool the college will be using to disseminate information to a broad base in the future (if indeed we would proceed to use this tool).

6.

---

Outstanding faculty  
Committed to teaching and encouraging students

7.

---

There are only two concepts I recommend;  
Meet present and future needs of changing community by offering degrees, certificates and classes in basic skills, esl, transfer, workforce development and lifelong learning.

Students served

- Academic transfer students
- Economic & workforce development
- Pre-college skills development
- Lifelong learner

## **Examples of Mission Statements**

## Mission Statement

CCSF provides educational programs and services to meet the following needs of our diverse community:

- Preparation for transfer to baccalaureate institutions
- Achievement of Associate Degrees of Arts and Science
- Acquisition of career skills needed for success in the workplace
- Active engagement in the civic and social fabric of the community, citizenship preparation, and English as a Second Language
- Completion of requirements for the Adult High School Diploma and GED
- Promotion of economic development and job growth
- Lifelong learning, life skills, and cultural enrichment

To enhance student learning and maintain a commitment to excellence, the College provides an array of academic and student services that support the development of students' intellectual, cultural, and civic achievements.

City College of San Francisco belongs to the community and continually strives to reaffirm its commitment as a resource for the community.

## **Mission Statement**

College of the Desert is an open door, public community college serving primarily the Coachella Valley. We provide students who have the ability to benefit with the opportunities and encouragement to learn the skills, knowledge and behaviors needed to succeed in their chosen endeavors. We seek to understand and support the educational, economic, ethical, cultural, and civic needs of the diverse population we serve.

We emphasize life-long learning and recognize that it applies as much to ourselves as to our students. We offer a wide range of college and pre-collegiate courses as well as certificates, degrees, and transfer programs. These academic services are designed to fulfill the goals of our students, meet the needs of local employers, and articulate well with four year institutions. We are committed to being the primary provider for fulfilling the vocational education and training needs of business and industry and promoting the economic development of the region. We select and support high quality faculty and staff to provide excellent academic programs as well as effective student and academic support services.

We are committed to an annual process of planning, assessment, and measurable improvement with the goal of providing the best educational opportunities possible for our students. We commit to an intellectually open and nurturing environment that welcomes and appreciates a diversity of ideas and people. We provide the encouragement, means and professional setting for our faculty and staff to achieve our mission of providing a premier choice or higher education.

## Cabrillo College

### Mission \* Purpose \* Values

The mission of Cabrillo College is to enhance the intellectual, cultural, and economic vitality of our diverse community by assisting all students in their quest for lifelong learning and success in an ever-changing world.

Our purpose is to provide an accessible and effective learning environment which aids students in their pursuit of transfer, career preparation, personal fulfillment, job advancement, and retraining goals.

Our core values are academic freedom, critical and independent thinking, and respect for all people and cultures. Our commitment is to encourage excellence, offer a balance curriculum, promote teaching methods for diverse learning styles, and involve and enrich our community.

# Evergreen Valley College

## Our Mission, Vision and Values



### **Our Mission**

Evergreen Valley College is a comprehensive community college providing educational opportunities to the diverse population of Santa Clara Valley. Our mission is to enable our students to realize their highest potential and to reach their goals. To fulfill this mission, we offer courses, programs and services in:

- academic and occupational instruction at the lower division level
- associate degrees and certificates
- English as a second language
- basic skills instruction
- community development and non-credit courses
- workforce improvement
- distance learning opportunities including online

### **Our Vision**

Our vision is for Evergreen Valley College to be a high quality learning institution that is student-centered with a welcoming acceptance of all in an open, collaborative environment.

### **Our Values**

Our core value is High Quality Learning. This value is built on:

- learning centered education with student centered services
- innovative teaching that inspires lifelong learning
- technology used in support of learning
- a welcoming environment that embraces diversity
- community partnerships and services
- fostering trust through mutual respect

# Los Angeles City College

## OUR VISION

*Los Angeles City College is an urban oasis of learning that educates minds, opens hearts, and celebrates community.*

## OUR MISSION

*As a comprehensive community college, Los Angeles City College offers programs, course work, support, and guidance to develop a community of learners—both near and far—with the knowledge, skills, and attitudes necessary for optimal growth and action in their personal and professional lives.*

*As its primary mission, Los Angeles City College offers post-secondary lower division arts and sciences, and vocational courses enabling the student to complete:*

- *a curriculum designed in preparation for transfer to a four-year university*
- *an associate degree or certificate leading directly to entrance into the work force*

*The College affirms the essential role of remedial and basic skills instruction, English as a Second Language (ESL), and support services that are intrinsic to student success at the post-secondary level.*

*The College recognizes its responsibility to provide general education and occupational retraining activities to the community at large.*

*The College advances state, regional, and local economic growth, and global competitiveness, through education, training, and services that contribute to work force improvement.*

*The College commits to providing educational and cultural activities that contribute to the general well being of the community it serves.*

## **Mission Statement**

### **College of San Mateo Mission Statement**

College of San Mateo, the first community college in San Mateo County, is an open-access, student-focused, teaching and learning institution which serves the diverse educational, economic, social and cultural needs of its students and the community. By offering comprehensive, quality programs and services and by measuring student learning, College of San Mateo educates students to participate successfully in a changing world

### **Skyline College Mission**

Skyline College is a comprehensive community college that provides learner-centered education in a culturally rich and socially responsible environment. The College is proud of its tradition of open access and its climate of innovation. Technology, community partnerships, and economic development are hallmarks of the College. Skyline offers an array of services and instructional programs to support students in achieving their educational goals and to prepare them for a rapidly changing world.

## **Solano Community College Mission Statement**

The mission of Solano Community College is to provide the highest quality academic, occupational, cultural, and developmental and continuing education programs that are responsive to the learning needs of our community. In doing so, we are dedicated to a diverse educational and cultural campus environment that prepares our students for productive participation in the 21<sup>st</sup> century.

**Appendix Section 2-K**  
**Revised College Mission Statement**

**Mission Statement Feedback**  
**Mission Taskforce Meeting, February 23**

# Feedback on Mission Statement Draft 1

Deadline February 23, 3:00 pm

1. \_\_\_\_\_

## Mission Statement

The College of Marin will actively recruit, retain, serve and graduate a diverse group of students and community members who seek:

- AA and AS degrees;
- Transfer to four-year colleges and universities;
- Career Certificates for workforce training; and
- Instruction in basic skills, English as a Second Language, cultural enrichment and non-credit subjects.

The College pledges academic excellence, strategically tailored student-centered educational programs and services, dynamic co-curricular activities, state-of-the-art technology, accessible facilities and preparation to compete in a global economy according to specified learning outcome goals.

The College of Marin is a Western Association of Schools and Colleges (WASC) Accredited community college that will adhere to high standards and fulfill the community college mission established by the California Master Plan for Higher Education.

## Rationale for Recommendations

**Format:** Presentation is important, so let's clearly guide the reader through each section of our statement. I realize the tradition is to have a 1-3 statement paragraph; however, I think for our web page, marketing, and publications we should use the above format.

**1<sup>st</sup> sentence:** Let's convey that the College takes action to attract students by connecting to the foundation of Strategic Enrollment Management: recruitment, retention and graduation. This foundation directly relates to measurable outcomes.

Also, let's express an institutional commitment to a diverse student population (which includes underrepresented groups, working and older adults).

**2<sup>nd</sup> sentence:** Let's clarify whom we serve (which is specified in the Master Plan for Higher Education). The third point clearly delineates program areas where student demand is growing or is already high; e.g., basic skills (many underrepresented groups will need these gateway courses to progress academically) and non-credit courses are in high demand. As you know, we need to analyze our curriculum and shift some credit courses to non-credit.

**3<sup>rd</sup> sentence:** This sentence conveys how we serve students. I believe it's important to impress upon our collegiate culture that we exist to serve students; thus, our academic and service goals should express that they are student-centered.

Co-curricular activities support academic programs and contribute to student development; thus, we should include "co-curricular" in our mission statement. I recommend referring to a commitment of global education.

4<sup>th</sup> sentence: Perhaps we should convey that we are accountable to agencies and the state's mission for community colleges. CoM tends toward insularity and we should acknowledge to our internal and external communities that the College is connected to the state mandates .

At some point we will need to develop a College vision and articulate our values. This is my contribution toward that goal.

I trust that my recommendations are helpful.

### **Vision**

The College of Marin will be recognized as a premier community college that educates students who will contribute to California's economy and the global community.

### **Core Values**

- Academic excellence in all instructional programs;
- Student-centered services and support;
- Participatory governance;
- Strategic planning and decision-making;
- An innovative, interactive learning environment that promotes creativity, dynamic student learning and critical thinking skills;
- A strong commitment to diversity in the student body, faculty, staff, and curriculum; and
- Relevant partnerships with business, schools, colleges and universities, governments, and community based organizations.

2. \_\_\_\_\_

Hello, Elise.

It looks excellent!

Could something be said regarding us making for, or working towards a "sustainable environment" in which all of this happens?

Many thanks,

3. \_\_\_\_\_

I come from the school of thought that fewer words and more specificity are best when it comes to mission statements. With that preamble, I suggest:

1) We don't use "the" in front of "College of Marin"

2) deleting "intellectual development" -- not that I'm against intellectual development, but I think it is so germane to a community college that stating it is an unnecessary use of words. In essence, it need not be stated as it's already universally accepted that intellectual development is part of a community college's mission.

3) delete the whole sentence about a supportive, innovative learning environment. This is touchy, feely language that is too broad to be of use.

4) last sentence: I'm OK with the concept, but "educational excellence" is too general a term to be of value. The statement ends up saying, "we'll provide a good education." I'm not disagreeing, but I think stating it is silly. I mean, it's not as if any college is striving for educational mediocrity. Perhaps in its place COM can pledge something more concrete, such as ... "College of Marin pledges to provide a wide variety of innovative and affordable programs and services." Also, I think of "widespread" as meaning "spread out" (especially geographically) or generally accepted (as in a widespread belief).

Thus, I suggest this alternative mission statement:

College of Marin's mission is to provide opportunities for all students and community members: preparation for transfer to four year schools and universities, workforce training, intellectual development, cultural enrichment, and basic skills improvement. College of Marin pledges to provide a wide variety of innovative and affordable programs and services to all members of our community.

Thanks for the opportunity to comment,

4. \_\_\_\_\_

> On Feb 12, 2005, at 4:05 PM,x wrote:

>

> Wheres the meat?

> I like x have found the "new and improved mission statement" to be

> lacking in substance. I've had a little trouble discerning it from the

> "old mission statement". Where are all the great ideas included in the

> captain's table document.

> Here is something that I've come up with.

> "The College of Marin strives to provide a learning environment for

> all the various members of our great community. To accomplish this

> goal we dedicate ourselves to reaching out to all it's [the

> communities] various members. We will do this by continuing to develop

> practices and philosophies that make us more accessible. We will hold

> ourselves, (the faculty, staff and board of trustees) to be

> accountable to the students and community for creating an

> ever-evolving institution whose goal is creating the best possible,

> most modern, innovative learning environment for all who attend and to

> constantly endeavor to move this institution of higher learning

> forward with integrity and honor."

>

> If this seems a little lofty well good. What should a mission

> statement be if not lofty. Lets shoot high. Lets hold ourselves to the

> highest standards. How else will we ever achieve them.

5. \_\_\_\_\_

I recommend that the phrase "provide opportunities" be modified to describe what kind of opportunities. Such as "provide educational opportunities." It seems to me that simply "provide opportunities" does not tell the reader straight off that ours is an educational mission.

It ends with "educational excellence" but that is the first reference to this being an educational mission.

6. \_\_\_\_\_

Hi Elise-

I hope you had a great weekend. I wanted to share some concerns I have about the mission statement (other people have expressed similar concerns, so I thought I would send you an email).

First, I think the statement is too broad (all things to all people), which I thought was one of the reasons the accreditation committee said we needed to retool the statement. I am also concerned about the exclusion of ESL - I know one can consider it part of Basic Skills, but I think it would go a long way to say "ESL and Basic Skills." I have an article from the Chronicle of Higher Ed that discusses community colleges and how their missions are often many and perhaps they should have fewer missions but demonstrate excellence in the missions they adopt. I would be happy to copy and disseminate the article for the taskforce to review.

Do you think we should have a larger discussion with our Student Learning members to see what their thoughts are on the matter?

Thanks!

7. \_\_\_\_\_

2-18-05

So far, almost all the feedback I have seen, including from other constituencies, has the three things in common: (1) "diverse" or "diversity" somewhere in the rephrased statement, (2) "technology", (3) a feeling that "extensive" and "widespread" are either dishonest, inaccurate, or not specific enough to be useful.

I know several people have mentioned that we do not say anything about offering degrees and certificates in the mission statement.

Another area that is not mentioned unless it is included under basic skills is the English As A Second Language area.

8. \_\_\_\_\_

**Date:** February 11, 2005 9:16:14 PM PST

**Subject: Re: FW: Mission Statement Draft**

I've begun some minor changes but it is getting late, so compare the committee's version with the one below. I have some major problems with the committee draft as it now reads, and below is only a beginning to the changes we need to see included.

**The College of Marin's provides educational and diverse cultural opportunities for students and community members. Students prepare for transfer to four year schools and universities, careers, intellectual development, cultural enrichment, and basic skills mastery. The College offers programs and services that serve the community in a supportive, innovative learning environment. ( and my Great Aunt knits nice shawls) College of Marin pledges educational excellence and access to our educational resources for all members of our community through our inclusive programing and dedication to diversity. ( now there is some meaty wording)**

**The stuff in blue makes me gag. What a crock. Typical obfuscation.**

This mission statement seems like an open ended statement, and really does not define who we are or what will drive our decision making over the next few years. We are going back to being everything to everybody. What evidence can we extract from our data at COM that supports doing this. How many degrees have we granted in our "widespread" transfer offerings that merit continuation. If we have limited funds, how will we make the decisions to fund the programs and services that are truly needed for our core students. How is the growing Latino student body being addressed in the statement. Will we continue to be top heavy in the credit art and p.e. classes while we close core transfer and basic skills classes? This mission statement gives me no direction., I would strongly suggest the students present their version that addresses these issues. The faculty will of course love to just keep adding classes wether or not they serve our students, so beware of their crafty wordsmithing to serve their own needs. Am I leary of the cabal? You bet I am. I'm a realist!

9. \_\_\_\_\_

**Date:** February 13, 2005 9:21:48 AM PST

**Subject: Re: On the Mission Statement Draft**

Austin et al

Now that I have had some sleep I'll try to do a better critique and put forth mo-betta suggestions.

The **red** highlight is the old, the **blue** is the new.

**1. Sentence 1:** remove "**mission is to**" and just say "**COM provides.**" Then include "**AA degrees**" with the "**transfer**" function. (that removes the elitist slant). Those suggestions move that sentence in the right direction, but it still needs work.

**2. Sentence 2:** I have a problem with the word "**extensive.**" It has no relationship with quality or serving needs of the students, and opens the door to load the curriculum up with un-needed classes that don't serve our base or our growing student population. I suggest using the word "**tailored**" to replace "**extensive.**" My replacement sentence would read. "**The College is committed to offering tailored programs and services that insure learning outcomes which meet the needs of our student's diverse goals.**" Still needs a little tweaking, but much improved by serving the needs of the students through "**tailored**" not some pie in the sky idealism. With extensive clothing I would be wearing a moo-moo with tailored clothing I'd be featured in GQ. The words **supportive** and **innovative** are weak and obfuscate, and really don't hold anyones feet to the fire, where as "**tailored**" and "**insure learning outcomes**" gives you something to sink your teeth into when asking..."will this program fulfill our mission?" or "who is this tailored for." I can't wait to ask those questions at both participatory governance meetings and board meetings.

**3. Sentence 3:** The word "**widespread**" had to go...adios...bon voyage...ta ta. This is a favorite **code term** use to mean lets keep adding programs and classes even if they don't serve the demographics. COM did this when we were chasing bodies for funding, and we wound up with inflated Art & Physical education programs which could be repeated and repeated and repeated. **Through its widespread offerings, the College of Marin pledges educational excellence to all members of our community.** will then change to **College of Marin pledges educational excellence and access to our educational resources for all members of our community through our inclusive programing and continuing dedication to diversity.** The key wording **inclusive programing** is intended to mean programing that takes into account the "timing or when classes are offered" and "which" program/classes are offered. The other key term "**continuing dedication to diversity**" says we will serve the diverse cultures. These two key terms are tied at the hip because they are directed at offering our programs/services when they are **needed** by our diverse students, not when we want to offer them.

Thanks for your time and dedication to this important project!

10. \_\_\_\_\_

I would like to see the words "workforce training" changed to "workforce education" An example: A *GM training center* teaches a person how to change 1 black box on a car. An Automotive Technology AS degree or career certificate teaches a technician how to diagnose multiple problems on a car and how to correct the problem which may or may not require changing of the black box. We don't say training for a transfer degree do we?

You train Chimpanzees, you teach humans.

11. \_\_\_\_\_

**Sent:** Thursday, February 17, 2005 5:25 PM

in respect to the required input about the mission statement: The first sentence seems to be rather weak and redundant. The Mission Statement rarely would be cited out of context, therefore the repetition of the "mission" sounds wordy and just as a filler. Then we "provide opportunities" - a rather nebulous term, and without the following qualifier not even true, as we only provide educational opportunities. The second problem I have is with "for all students and community members", which implies that students are not community members and vice versa; I believe "students of all ages and backgrounds" would be better. So I personally would combine the first two portions into one:

College of Marin provides

- preparation for transfer to four year schools and universities
- workforce training
- intellectual development
- cultural enrichment, and
- basic skills improvement

for students of all ages and backgrounds.

Then I would substitute the word "supportive" in the second sentence, by nurturing, which I believe is stronger; and finally in the third sentence we have another time "offering", just as in the sentence before - I would another time shorten the statement and roll it into the second sentence;

The College is committed to offering extensive programs and services in a nurturing, innovative learning environment, pledging educational excellence to all members of our community.

Just a suggestion.

12. \_\_\_\_\_

I hope you are well. My feedback on the mission is that it says nothing about ESL and that is a mandate of the state. Also, by using the term "widespread offerings" I think we are going to get ourselves in trouble because it goes back to being everything to everyone. Anyway, that is my two cents worth!

13. \_\_\_\_\_

I hope you are well. My feedback on the mission is that it says nothing about ESL and that is a mandate of the state. Also, by using the term "widespread offerings" I think we are going to get ourselves in trouble because it goes back to being everything to everyone. Anyway, that is my two cents worth!

**Sent:** Tuesday, February 22, 2005 12:40 PM

**Subject:** Mission Statement from Emeritus College (Erika Harkins)

Dear Elise and Task Force:

My apologies for coming in so late. It took a little longer than I anticipated to get a feedback from all our members.

While the Mission Statement Draft gives a very clear and positive message to the entire community; the members of Emeritus College feel that they would like see integrated in the statement a reference to the fact that "The College of Marin is to provide Continuous Education to People of All Ages".

Also, I feel that the second sentence of the draft: "The College is committed to offering extensive programs and services in a supportive, innovative learning environment"; should be in fact the first opening line of the statement.

Thank you for your cooperation,

**Appendix Section 2-L**  
**Revised College Mission Statement**

**Summary of Evolution of Mission Statements**

## COLLEGE OF MARIN MISSION STATEMENTS EVOLUTION

### Current (1991)

The mission of the College of Marin is to provide lifelong learners the opportunity to pursue intellectual, physical, social, ethical, and career development and cultural enrichment in a cohesive and supportive environment.

### Draft 1 of New Statement (February 11, 2005)

The College of Marin's mission is to provide opportunities for all students and community members: preparation for transfer to four year schools and universities, workforce training, intellectual development, cultural enrichment, and basic skills improvement. The College is committed to offering extensive programs and services in a supportive, innovative learning environment. Through its widespread offerings, the College of Marin pledges educational excellence to all members of our community.

### Recommended New Statement (3/1/05)

The College of Marin's mission is to provide educational opportunities for all students and community members: preparation for transfer to four-year schools and universities, workforce education, intellectual and physical development, cultural enrichment, and basic skills improvement. The College is committed to responding to community needs by offering student-centered programs and services in a supportive, innovative learning environment. The College of Marin pledges educational excellence to all members of our diverse community.

### Board Recommended Wording Re-order for 3/8/05

From:

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

To:

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

### Revised College of Marin Mission Statement

The College of Marin's mission is to provide educational opportunities for all students and community members: preparation for transfer to four-year schools and universities, workforce education, basic skills improvement, intellectual and physical development, and cultural enrichment. The College is committed to responding to community needs by offering student-centered programs and services in a supportive, innovative learning environment. The College of Marin pledges educational excellence to all members of our diverse community.

**Appendix Section 2-M**  
**Revised College Mission Statement**

**Taskforce Membership**



# College Council Mission Taskforce

<b>Taskforce Members - Appointed</b>		
<b>Name</b>	<b>Title</b>	<b>Membership</b>
Austin Smith	Student Senator	College Council
Elise Schneider	Interim VP of Student Learning; Chair	College Council
John Hinds	Academic Senator	College Council
Nancy Kutcher	President, Classified Senate	College Council

<b>Taskforce Resources</b>		
<b>Name</b>	<b>Title</b>	<b>Membership</b>
Bernie Blackman	Organizational Development	Resource Support
Kathleen Kirkpatrick	Staff Development; Org. Development	Resource Support
Richard Gilliland	Organizational Development	Resource Support

<b>Additional Taskforce Resources in February</b>		
<b>Name</b>	<b>Title</b>	<b>Membership</b>
John Sutherland	Editor	Resource Support
Blaze Woodlief	Editor	Resource Support