

Mount Tamalpais College

STRATEGIC PLAN

2021-2023



INTRODUCTION

We are proud to share our 2021-2023 Strategic Plan, which was developed on the brink of an unprecedented period of growth and transition. After decades of operating as an extension site degree program at San Quentin State Prison, Mount Tamalpais College is in the process of becoming an independently accredited institution specifically designed to provide a high-quality education to incarcerated students.

Our primary goal is to promote the intellectual, creative, professional, and economic flourishing of our students and their communities. We also seek to amplify the voices of currently and formerly incarcerated people, and, in the process, transform public conversations about higher education and criminal justice, among others. This plan lays out our roadmap for building the robust, sustainable institution that will be needed to achieve this vision.

While most colleges rely on public funding and revenue from tuition, Mount Tamalpais College is entirely free to students, and all of our funding comes from individual gifts and foundation support. This model presents an exceptional opportunity to innovate beyond the confines of politics and bureaucracy, and to focus solely on the needs of students.

This Strategic Plan is a statement of commitment to our students as people, as intellectuals, and as citizens. It demonstrates our core belief that incarcerated students are real college students, fully worthy and capable of great academic achievement. It is our honor to work in community with them, and with all of you.

We are grateful for your partnership as we embark on the next stages of this bold and transformative vision.

*Jody Lewen, President
Mount Tamalpais College*

Strengthen Academic Excellence and Student Success

Educating students is the core of our mission as a college; as such we are committed to continually improving the quality of our degree programs. We also aim to build systems that support students in a cohesive, coordinated way throughout their education journey and beyond.

HOW WE'LL GET THERE

- Establish systems for recruiting, training, and retaining **DIVERSE, HIGH-QUALITY INSTRUCTORS**.
- Develop new **IT PROGRAMS**, including computer literacy training, technology access, and digital library services.
- Implement a **CONTINUUM OF CARE** for students and alumni that integrates all steps of their journey, from initial contact through reentry and beyond.
- Build out program design, staffing, and infrastructure for a new division of **ALUMNI AFFAIRS**.
- Provide support and **EDUCATIONAL RESOURCES** to all California prisons during the COVID-19 pandemic.

Achieve and Maintain Accreditation as an Independent College

Becoming a well-resourced, independent, accredited institution allows us to design all aspects of Mount Tamalpais College around the unique needs of our students, and to assess our impact as we continually improve. This will enable us to sit at the table of the higher education community as a peer, and strategically position us to inform relevant public discussions, policy, and practice.

HOW WE'LL GET THERE

- Develop MTC-specific **PROGRAM LEARNING OUTCOMES** and conduct learning assessments.
- Continue ongoing assessment cycle needed for a six-year program review cycle and use **ASSESSMENT DATA** to drive program improvements and inform the field.
- Establish **STRATEGIC PARTNERSHIPS** with other community colleges, CSUs and UCs which lead to transfer guarantee agreements.

Strengthen the Field to Expand Access to Quality Higher Education for Students in Other Prisons

Using the knowledge and networks gained through the accreditation process, we aim to more systematically share what we've learned with others in order to inform and influence the field of higher education. We will also continue pursuing opportunities to influence policy and effect systems change at San Quentin, within CDCR and other correctional systems, and throughout higher education.

HOW WE'LL GET THERE

- Provide **TRAINING AND TECHNICAL ASSISTANCE** to other practitioners in California and across the US, while documenting and disseminating vital program information and materials.
- Facilitate **RESEARCH, COLLABORATION, AND DIALOGUE** within the field of higher education in prison.
- Educate and build **RELATIONSHIPS** across relevant institutions and stakeholders (such as CDCR, other higher education institutions, philanthropy, and press/media).

Use Data, Research, and Evaluation, to Improve Program Quality, Advance Scholarship, and Inform Policy

We must continue building our capacity to track and report on essential student data, create new systems for institutional learning and effectiveness, and conduct longitudinal research to refine our strategy, better serve our students, and contribute vital knowledge and insight to the field.

HOW WE'LL GET THERE

- Finalize **COLLABORATIVE RESEARCH** partners, key questions to assess impact, and methodology for next stages of evaluation.
- Launch priority evaluation projects with **INSTITUTIONAL PARTNERS.**
- Disseminate **KNOWLEDGE** gained through research and evaluation, via our website, publications, and events.

2021-2023

Key Milestones



65%
of Former Students
in Contact with MTC



**Full Accreditation
as an Independent
College Achieved**

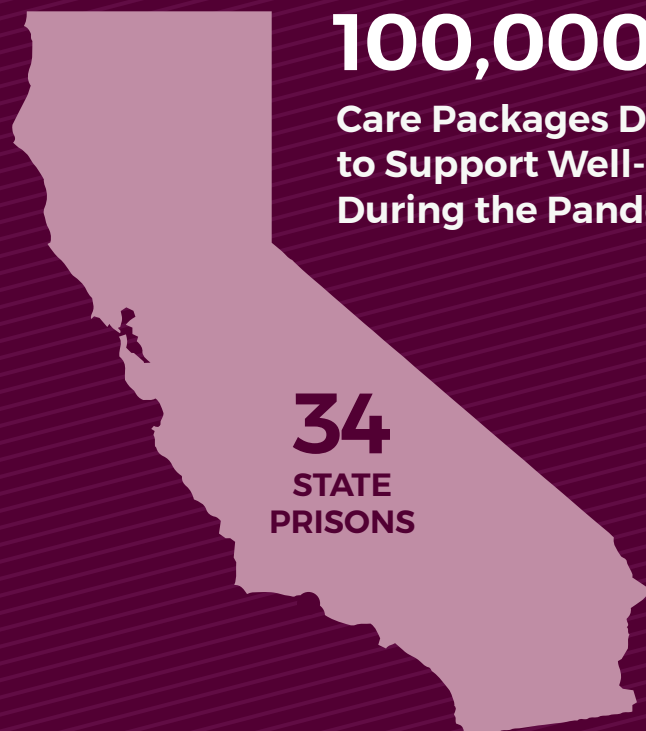
**Scholarship Launched
to Support MTC
Students' Pursuits
Post-Release**



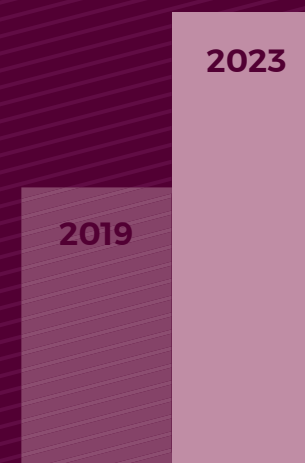
**Endowment
Established to
Support Long-Term
Sustainability and
Future Goals**



200
Laptops In-Use
in Classrooms at
San Quentin



100,000
Care Packages Delivered
to Support Well-Being
During the Pandemic



60%
Increase in
Annual Budget

Enhance and Responsibly Steward Resources and Infrastructure and for Institutional Growth, Health, and Sustainability

To achieve our vision, we must increase the capacity and effectiveness of fundraising and communications efforts to ensure sufficient financial resources. Our organizational structure and infrastructure must also evolve to become consistent with those of a comparable academic institution as we strive to create and maintain a diverse, inclusive, and positive institutional culture.

HOW WE'LL GET THERE

- Improve and expand **OPERATIONS AND FINANCIAL MANAGEMENT** capabilities.
- Create and implement **NEW CAMPAIGNS** and strategies for major gifts, partnerships, and institutional giving.
- Increase opportunities for staff **PROFESSIONAL DEVELOPMENT**.
- Continue building a **BOARD OF TRUSTEES** that reflects the mission, vision, and values of the college, and takes an active role in institutional fundraising.
- Articulate, document, and disseminate MTC's approach to **DIVERSITY AND INCLUSION**, and further explore strategies for realizing these within HR policy and practice and campus life.

Promote the Visibility, Empowerment, and Civic Engagement of Currently and Formerly Incarcerated People

As we establish ourselves as a new institution and broaden our impact, we will seek to create opportunities for education, dialogue, and collaboration between currently and formerly incarcerated communities and the broader public.

HOW WE'LL GET THERE

- Develop strategy to build **BRAND RECOGNITION** locally and nationally.
- Develop a robust **MEDIA COMMUNICATIONS PROGRAM**.
- Amplify student voices through **PUBLICATION** and media partnerships.
- Create on-campus activities designed to build students' communication skills, **AGENCY**, and investment in life-long learning.
- Establish and fund an MTC **SCHOLARSHIP** to support students' pursuits post-release.

2019-2023

Budget

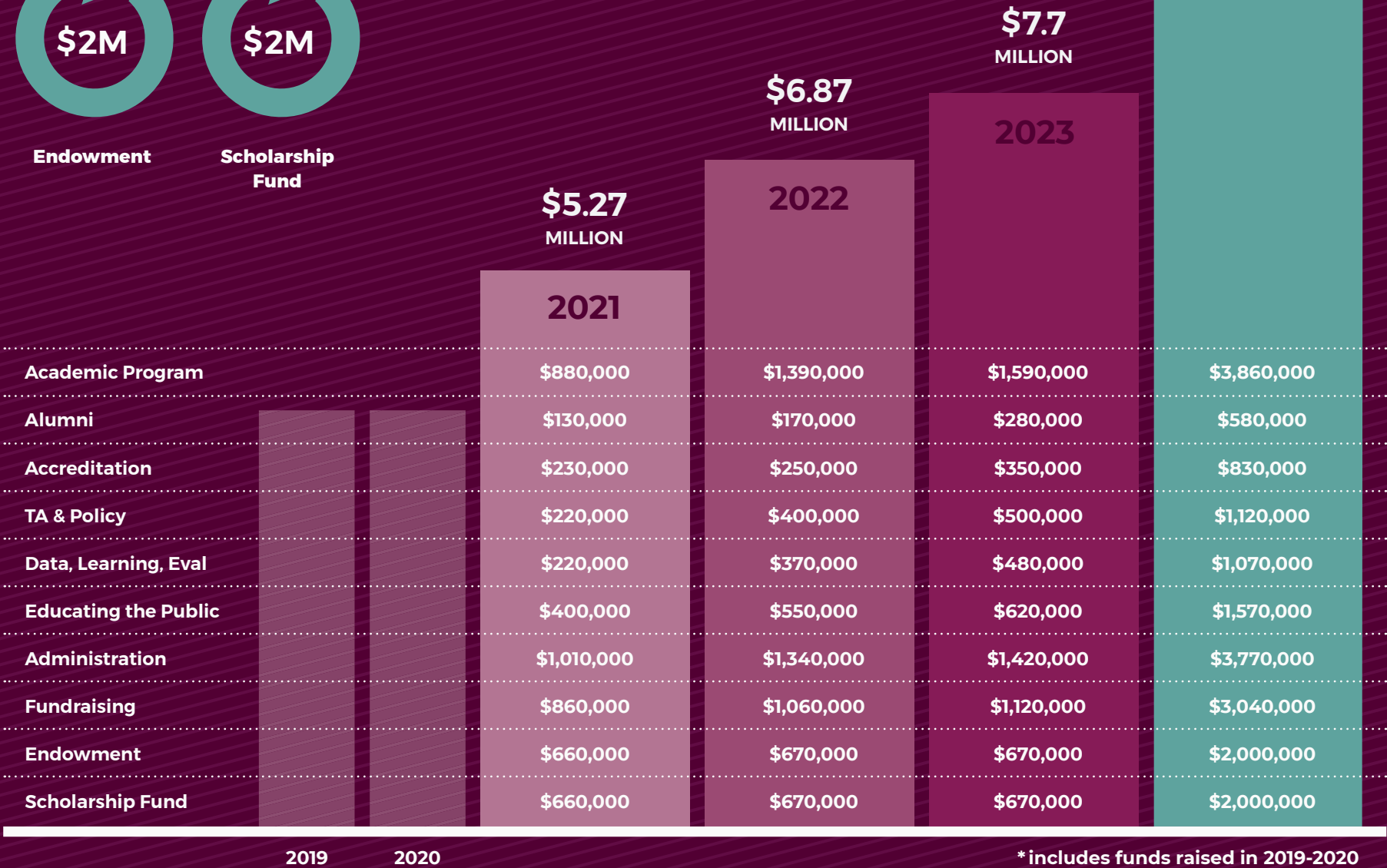
To achieve this transformative vision, our goal is to grow our budget by 60% by 2023, raising a projected \$26 million over five years, including the establishment of Endowment and Scholarship Funds of \$2 million each.



Endowment



Scholarship Fund

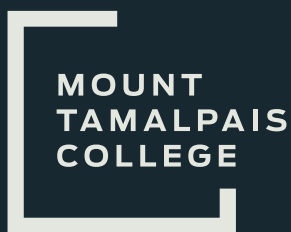


*includes funds raised in 2019-2020

Join us!

With your support,
we can achieve this
ambitious vision,
create a world-class
college for incarcerated
students, and change
the conversation about
higher education
and incarceration.





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