

## Education Master Plan 6-Year Performance Indicators

This document highlights the following information about the Education Master Plan:

- **Education Master Plan Focus Areas:** The 6 focus areas of the 2019-2025 Education Master Plan for the College are Student Access and Success, Equity, Instructional Programs, Indian Valley Campus, Community Engagement and Responsiveness, and College Systems.
- **The Education Master Plan Goals:** These are 6-year goals in each focus area.
- **The 6-year Education Master Plan Goal Performance Indicators:** These are indicators for each 6-year goal of the Education Master Plan. These will be used to measure progress towards achieving the EMP 6-year goals across the two 3-year strategic plans.
- **The 3-year objectives of the 2019-2022 Strategic Plan:** These are short term objectives of our first strategic plan which will help make progress towards achieving the 6-year goals. Note: For reference, the 3-Year Progress Indicators for each of the objectives can be found in the text of the full [2019-2022 Strategic Plan](#).

	Ed Master Plan 6 Year Goal	Ed Master Plan 6 Year Performance Indicators	Strategic Plan 3 Year Objectives
<b>Focus Area:</b>  <b>Student Access and Success</b>	<b>SAS Goal 1:</b> Reduce barriers to access and to students achieving their educational plan goals in a timely manner; create a welcoming atmosphere with increased human contact	<ul style="list-style-type: none"> <li>• <b>SAS Goal 1 Performance Indicator #1:</b> 5% increase in applicants enrolled at COM within one year of application. Baseline is 52.3%; target is 54.9%.</li> <li>• <b>SAS Goal 1 Performance Indicator #2:</b> 5% increase in students persisting from fall to spring. Baseline is 71.8%; target is 75.4%.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective SAS1.1:</b> Increase the hours and usability of Student Services, including evenings and weekends.</li> <li>• <b>Objective SAS1.2:</b> Provide necessary information so that students can make informed math and English placement choices, in collaboration with work group for Instructional Programs</li> <li>• <b>Objective SAS1.3:</b> Improve the evaluation process that provides students with degree-applicable transfer units.</li> </ul>
	<b>SAS Goal 2:</b> Increase enrollment of adult students—both credit and noncredit—who have not gone to college and need support; improve outreach strategies to all of Marin’s adult populations.	<ul style="list-style-type: none"> <li>• <b>SAS Goal 2 Performance Indicator:</b> 5% increase in the number of applicants age 25 or older enrolled within one year of application. Baseline is 2651 students; target is 2785.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective SAS2.1:</b> All students, including adult, ESL, and nontraditional students, experience a simplified enrollment process.</li> <li>• <b>Objective SAS2.2:</b> Increased number of adult re-entry students who enroll in credit courses.</li> <li>• <b>Objective SAS2.4:</b> Outreach strategies that target adult students are developed, in collaboration with the work team for College Systems Objective 4.2.</li> </ul>
	<b>SAS Goal 3:</b> Provide effective orientation and early support to students so that they can determine and achieve their educational goals.	<ul style="list-style-type: none"> <li>• <b>SAS Goal 3 Performance Indicator:</b> 5% increase in fall-to-spring persistence among first-time students. Baseline is 74.0%, target is 77.7%.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective SAS3.1:</b> Orientations and early learning experiences are offered throughout the semester.</li> </ul>
	<b>SAS Goal 4:</b> Build awareness in students of educational goal options and paths to achieve these goals.	<ul style="list-style-type: none"> <li>• <b>SAS Goal 4 Performance Indicator #1:</b> All degree, certificate, and transfer seeking students have educational goals and majors.</li> <li>• <b>SAS Goal 4 Performance Indicator #2:</b> 9% decrease in average number of units accumulated by degree earners. Baseline is 93; target is 85.</li> <li>• <b>SAS Goal 4 Performance Indicator #3:</b> First-time student adherence to educational plans in their first year</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective SAS4.1:</b> Increase the number of students who have clear educational plans and goals.</li> <li>• <b>Objective SAS4.2:</b> Educational goals are clearly visible to students.</li> </ul>
	<b>SAS Goal 5:</b> Ensure that all students reach milestones and complete educational goals in a timely manner.	<ul style="list-style-type: none"> <li>• <b>SAS Goal 5 Performance Indicator:</b> 5% increase in students persisting from fall to spring. Baseline is 63.3%; target is 66.5%.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective SAS5.1:</b> Students who are experiencing academic difficulties are provided earlier, effective support.</li> <li>• <b>Objective SAS5.2:</b> Increase participation in student support and academic services such as learning communities, EOPS, and tutoring</li> </ul>

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<b>Focus Area:  Equity</b>	<p><b>Equity Goal 1:</b> Decrease toward elimination of existing racial equity gaps at the College, with the goal of eliminating gaps by the conclusion of the Educational Master Plan in 2025.</p>	<ul style="list-style-type: none"> <li>• <b>Equity Goal 1 Performance Indicator:</b> Full equity numbers for all disproportionately impacted student groups identified in COM’s 2019 Student Equity plan have been realized by 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective E1.1:</b> Routine, disaggregated data analysis at both the institutional and program level identifies particular areas of concern and charts progress toward Goal E1 attainment.</li> <li>• <b>Objective E1.2:</b> Data-informed, equity-minded, ongoing professional development expands faculty, staff, and administrator capacity and capability to meet Goal E1.</li> <li>• <b>Objective E1.3:</b> All academic programs identify and carry out data-informed, equity-minded, program-specific changes through the program review process toward Goal E1 attainment.</li> </ul>
	<p><b>Equity Goal 2:</b> Hire, support, and retain equity-minded employees reflective of the diversity of the student body and expect all College employees to approach their work with equity-mindedness.</p>	<ul style="list-style-type: none"> <li>• <b>Equity Goal 2 Performance Indicator #1:</b> Faculty and staff diversity more closely matches diversity of students and/or changes to EEO practices.</li> <li>• <b>Equity Goal 2 Performance Indicator #2:</b> Aggregate data from employee evaluations and/or program review indicate improvement in equity-minded practices.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective E2.1:</b> All aspects of hiring processes prioritize the hiring of equity-minded employees who understand and take ownership of racial equity gaps at the College.</li> <li>• <b>Objective E2.2:</b> All new employee services and programs utilize an equity-minded approach to employee support and retention.</li> <li>• <b>Objective E2.3:</b> Evaluation tools and processes are equity minded.</li> </ul>
	<p><b>Equity Goal 3:</b> Given that Marin County’s stark racial inequities are intertwined with the College’s ability to achieve its mission, be a leader in promoting equity throughout the county.</p>	<ul style="list-style-type: none"> <li>• <b>Equity Goal 3 Performance Indicator:</b> The scope and reach of equity-minded convenings and activities increases. Data will be in narrative form.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective E3.1:</b> Strong, expanded equity-minded partnerships with local governments, non-profits, and industry. Collaborate with Community Engagement and Responsiveness Goal 5 work teams.</li> </ul>

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<p><b>Focus Area:</b></p> <p><b>Instructional Programs</b></p>	<p><b>IP Goal 1:</b> Clarify various educational pathways, strengthen existing and develop new curriculum to support those pathways, connect pathways in new ways, and educate faculty to become more knowledgeable about pathway opportunities.</p>	<ul style="list-style-type: none"> <li><b>IP Goal 1 Performance Indicator:</b> 9% decrease in average number of units accumulated by degree earners. Baseline is 93; target is 85.</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective IP1.1:</b> Student journeys will be clearly mapped for all degree and certificate programs.</li> <li><b>Objective IP1.2:</b> Program-level maps will inform two-year course rotation blueprint designs and scheduling practices by faculty.</li> </ul>
	<p><b>IP Goal 2:</b> Align curriculum with K-12 partners and workforce demands and increase interaction between COM faculty and K-12 faculty.</p>	<ul style="list-style-type: none"> <li><b>IP Goal 2 Performance Indicator:</b> Recent graduates of Marin high schools are increasingly prepared for English and math success at COM, measured by entering GPA and grades in English and math. Baseline and target TBD</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective IP2.1:</b> Align curriculum between K-12 and COM for math, English, and ESL.</li> </ul>
	<p><b>IP Goal 3:</b> Implement a student-centric master schedule that meets student needs for timing, location and course offerings rotation.</p>	<ul style="list-style-type: none"> <li><b>IP Goal 3 Performance Indicator #1:</b> Decrease in average time-to-degree; baseline is 6.3 years; target is 5.5 years.</li> <li><b>IP Goal 3 Performance Indicator #2:</b> Percent of students completing 12 or more units in the academic year increases 5 percentage points. Baseline is 21.7%; target is 26.7%.</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective IP3.1:</b> COM will have a master schedule that allows students to reach their educational goals in 2-3 years for full-time students and 5 years for part-time students, based on mapped student journeys from IP Objective 1.1 and 1.2.</li> </ul>
	<p><b>IP Goal 4:</b> Innovative Schedule</p>	<p>This goal will be addressed with specific targets in the 2022-2025 Strategic Plan.</p>	
	<p><b>IP Goal 5:</b> Create opportunities for faculty to collaborate and share effective teaching methodologies.</p>	<ul style="list-style-type: none"> <li><b>IP Goal 5 Performance Indicator:</b> Faculty participation in professional learning opportunities meets and exceeds Flex requirements. Baseline is participation in 2019-2020 activities.</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective IP5.1:</b> The College will have a comprehensive, integrated professional learning program.</li> <li><b>Objective IP5.2:</b> The College will have a clear vision and plan for a teaching and learning center.</li> </ul>
	<p><b>IP Goal 6:</b> Improve completion of transfer-level math and English courses within a one-year timeframe through changes to curriculum and teaching / learning practices.</p>	<ul style="list-style-type: none"> <li><b>IP Goal 6 Performance Indicator:</b> Increase in degree/transfer seeking students completing both transfer-level Math and transfer-level English within the first year. Baseline is 9.6%; target is 15%.</li> </ul>	<ul style="list-style-type: none"> <li><b>Objective IP6.1:</b> Given AB 705 implementation, maintain current success rate in gateway (first semester transfer level) math and English courses with higher numbers of students</li> <li><b>Objective IP6.2:</b> Given AB 705 implementation, maintain current success rates in content courses which utilize English/Math skills.</li> </ul>

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<b>Focus Area:</b>  <b>Indian Valley Campus</b>	<b>IVC Goal 1:</b> Develop and implement a plan for educational use of IVC that brings more students to campus, allows programs to be completed, and serves multiple student pathways (credit, noncredit, not-for-credit).	<ul style="list-style-type: none"> <li>• <b>IVC Goal 1 Performance Indicator #1:</b> Credit Full Time Equivalent Students (FTES) at IVC increases 15%. Baseline is 347; target is 400.</li> <li>• <b>IVC Goal 2 Performance Indicator #2:</b> Annual number of certificates awarded at IVC increases 20%. Baseline is 73; target is 85.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective IVC1.1:</b> Continue current efforts to develop and implement a strategic vision for IVC.</li> </ul>
	<b>IVC Goal 2:</b> Ensure that the new facilities at IVC are integrated into all other campus planning so that they serve educational, student support, and community needs.	<ul style="list-style-type: none"> <li>• <b>IVC Goal 2 Performance Indicator:</b> Facilities are completed by Year 3 and integrated into all other campus planning.</li> </ul>	<b>Objective IVC2.1:</b> Collaborate with the work teams for College Systems Objectives 2.1, 2.2, and 2.3 to ensure that new facilities – the Student Center (Building 12) and classroom space (Building 17) - are integrated into all other campus planning to ensure that they serve educational, student support, and/or community needs.
	<b>IVC Goal 3:</b> Improve student access to IVC, including transportation.	<ul style="list-style-type: none"> <li>• <b>IVC Goal 3 Performance Indicator:</b> Credit Full Time Equivalent Students (FTES) at IVC increases 15%. Baseline is 347; target is 400.</li> </ul>	<b>Objective IVC 3.1:</b> Improve student access to IVC as part of the plan for IVC Goal 1 educational use of IVC.

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<b>Focus Area:</b>  <b>Community Engagement and Responsiveness</b>	<b>CER Goal 1:</b> Enhanced partnerships with business/industry to meet student and local workforce needs.	<ul style="list-style-type: none"> <li>• <b>CER Goal 1 Performance Indicator #1:</b> 85% of students enrolled in CTE courses report being employed in a job very closely or closely related to their field of study within 18 months of leaving the College.</li> <li>• <b>CER Goal 1 Performance Indicator #2:</b> Increased participation in advisory councils (CTE and otherwise) and increased involvement with other business/industry groups connected to student and local workforce needs.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective CER1.1:</b> Develop and implement mission-aligned plan for expanding business, industry, and community partnerships, in collaboration with the work team for IP Objective 1.1 Action Step 1.6.</li> <li>• <b>Objective CER1.2:</b> Delivery methods for current and potential educational content meet community, industry, and other mission-specific needs.</li> </ul>
	<b>CER Goal 2:</b> Enhance and optimize partnerships between COM and the K-12 educational system, including IVC offerings.	<ul style="list-style-type: none"> <li>• <b>CER Goal 2 Performance Indicator #1:</b> Number of students participating in K-12 programs increases by 10 percentage points. Baseline TBD.</li> <li>• <b>CER Goal 2 Performance Indicator #2:</b> Increase in students participating in COM K-12 partnerships who enroll in college in the fall term after graduation. TBD.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective CER2.1:</b> Concurrent enrollment framework provides college access to a greater number of high school students, especially under-represented, and leads to increased college attainment and success for these Ss.</li> <li>• <b>Objective CER2.2:</b> A college-going and degree-completion culture exists among target students in diverse communities in partnership with K-12.</li> </ul>
	<b>CER Goal 3:</b> Periodically assess community needs, with specific focus on segments of the service area that have been historically underrepresented.	<ul style="list-style-type: none"> <li>• <b>CER Goal 3 Perf Indicator #1:</b> Needs assessment cycles are tied to planning cycles at the college.</li> <li>• <b>CER Goal 3 Perf Indicator #2:</b> Findings in CER Goal 3 inform CER Goal 4.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective CER3.1:</b> Review existing reports and research data from previous Marin County community needs assessment(s) and share findings with work team to inform assessment priorities and planning.</li> </ul>
	<b>CER Goal 4:</b> Respond to community needs in all mission-relevant arenas in a more flexible and timely manner.	<ul style="list-style-type: none"> <li>• <b>CER Goal 4 Performance Indicator:</b> Where identified, community needs in mission relevant-areas have been addressed appropriately.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective CER4.1:</b> Use data from needs assessment and other sources to respond to needs of high-priority groups identified in CER Goal 3 and other mission-relevant arenas.</li> </ul>
	<b>CER Goal 5:</b> Make the College a center for community engagement and cultural enrichment.	<ul style="list-style-type: none"> <li>• <b>CER Goal 5 Performance Indicator:</b> Number of community members attending events increases annually, with baseline established in year 1 (2019-20).</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective CER5.1:</b> Internal constituents and community members are aware of events, workshops, etc.at College of Marin.</li> <li>• <b>Objective CER5.2:</b> Increased K-12 participation in campus events and opportunities.</li> <li>• <b>Objective CER5.3:</b> Strong community partnerships provide expanded equity-minded opportunities for community engagement and cultural enrichment.</li> </ul>

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<p><b>Focus Area:</b></p> <p><b>College Systems</b></p>	<p><b>CS Goal 1:</b> The fiscal integrity and wellbeing of the District is maintained in a manner that is prudent, responsive, sustainable, and transparent.</p>	<p><b>CS Goal 1 Performance Indicator:</b> Reserve will be at 12% and bond rating maintained.</p>	<ul style="list-style-type: none"> <li>• <b>Objective CS1.1:</b> Reserve is maintained in accordance with BP/AP 6251.</li> <li>• <b>Objective CS1.2:</b> Adequately maintain the District’s credit/bond ratings with Standard and Poor’s and Moody’s associated with all bond types – Revenue, Lease Revenue, General Obligation, Certificate of Participation, and others.</li> <li>• <b>Objective CS1.3:</b> Expand institutional grant-writing capacity to increase external funding and resources to strengthen institutional programs, facilities, and services in support of College programs and services.</li> </ul>
	<p><b>CS Goal 2:</b> All facilities are conducive to 21<sup>st</sup> century teaching and learning and are maintained in a high functioning, safe, clean, and environmentally sustainable manner, aligned with the Measure B schedule.</p>	<p><b>CS Goal 2 Performance Indicator:</b> TBD</p>	<ul style="list-style-type: none"> <li>• <b>Objective CS2.1:</b> Ensure efficient use of bond funds and complete all capital projects on both campuses on schedule and in alignment with other COM plans.</li> <li>• <b>Objective CS2.2:</b> An up-to-date and viable Facilities Master Plan is maintained.</li> <li>• <b>Objective CS2.3:</b> Adequately maintain all College properties and facilities with environmental sustainability in mind that supports the mission of the College.</li> </ul>
	<p><b>CS Goal 3:</b> Plan, design, facilitate and provide logistics for the creation of workforce housing for the purpose of recruiting and retaining district employees including staff, faculty, and administrators in a sustainable manner.</p>	<p><b>CS Goal 3 Performance Indicator:</b> 90% of employees entering workforce housing anticipate continuing to work for COM for more than 5 years.</p>	<ul style="list-style-type: none"> <li>• <b>Objective CS3.1:</b> Plan and design a facility to house District employees at the Indian Valley Campus.</li> <li>• <b>Objective CS3.2:</b> Develop the board policies, administrative procedures, and associated collective bargaining related to employee housing.</li> </ul>
	<p><b>CS Goal 4:</b> Increase outreach and marketing to reach all potential student populations, enhance COM’s image, and ensure Marin County views COM as a good</p>	<p><b>CS Goal 4 Performance Indicator:</b> Community pre- and post surveys show an increase in perception of COM as a good value for cost and high-quality education.</p>	<ul style="list-style-type: none"> <li>• <b>Objective CS4.1:</b> COM marketing materials create a visible presence in the community and are recognizable as a cohesive part of the institutional brand.</li> <li>• <b>Objective CS4.2:</b> Potential student populations, as identified through the 2018</li> </ul>

	value for its cost and high-quality education.		<p>Environmental Scan and Census data, are aware of COM's offerings and view the College as a good value.</p> <ul style="list-style-type: none"> <li>• <b>Objective CS4.3:</b> COM's strategic marketing collateral resonates with potential student populations identified in Objective CS4.2.</li> <li>• <b>Objective CS4.4:</b> The College will use culturally responsive communication strategies which align with population specific cultural norms and linguistic nuances.</li> </ul>
	<b>CS Goal 5:</b> Increase campus safety, awareness, and training at all locations to prepare employees and students in case of emergencies.	<ul style="list-style-type: none"> <li>• <b>CS Goal 5 Performance Indicator:</b> 100% of full-time faculty, staff and administrators have participated in emergency training by 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Objective CS5.1:</b> Improve and expand the use of training methodologies for campus safety, awareness and emergency preparedness.</li> <li>• <b>Objective CS 5.2:</b> Improve and expand college emergency alert systems.</li> </ul>