

Indian Valley Campus

A Renewed Vision and Actions Underway

To create a vibrant and fully utilized Indian Valley Campus within its 333-acre forest setting through enrollment growth, better meeting community academic and wellness needs, and utilizing campus assets to enhance revenue opportunities.

Background and Overview

The Indian Valley Campus (IVC) is experiencing dramatic change and undergoing the most significant physical and programmatic makeover since its creation. A united and determined College Board of Trustees has articulated a vision of a vibrant IVC Campus through increased transfer/general education and community education enrollment growth and a host of programs to bring more people to the campus. The recent passage of Measure B, substantial new funding from the State, stable leadership, and new community and K-12 partnerships will make the IVC Vision a reality. These are exciting times for the IVC Campus and the entire Marin community. Unlike prior efforts, “the stars appear aligned” to transform the IVC Campus. The purpose of this document, ***Indian Valley Campus: A Renewed Vision and Actions Underway***, is to summarize the initiatives in process and those in the planning stages for the IVC.

Brief History

In 2016, College of Marin (COM) celebrated its 90th anniversary. Originally funded by a voter approved bond measure, Marin Union Junior College, later renamed to the College of Marin, opened in 1926 with 87 students. Enrollment growth continued through the 1950s and 1960s, with waves of veterans returning to school after the Korean and Vietnam Wars. As the County population increased, interest grew in creating a presence in northern Marin. In 1971, the College established the second college of the district, Indian Valley Colleges, an innovative series of small cluster colleges on a 333-acre wooded site. Unfortunately, however, overly optimistic population assumptions regarding Marin County as well as building construction defects required the Campus to close soon after opening. Ultimately, the Campus was never fully utilized.

In 1985, the Board of Trustees consolidated the College of Marin and Indian Valley Colleges as one college with two campuses. Over the years, the Board of Trustees and others have debated various plans for IVC. These included for instance a) combining the two campuses onto one site and selling the other campus; and b) selling both campuses and building a single new campus. Currently, there is consensus among the District and the surrounding City of Novato community, as well as clear direction from the Board of Trustees that IVC is here permanently.

Developing a Vision and Action Plan

As a result of COM's Strategic Planning, visioning with the Novato and Marin communities, work by the newly reinstituted Friends of IVC, and direction by the COM Board of Trustees, a vision for IVC has been developed and supporting ventures are fully underway. These efforts are or will be integrated into the guiding planning documents of COM including the Strategic Plan, Facilities Master Plan, and the Educational Master Plan.

The Vision articulated by the Board of Trustees is:

“To create a vibrant and fully utilized Indian Valley Campus within its 333-acre forest setting through enrollment growth, better meeting community academic and wellness needs, and utilizing campus assets to enhance revenue opportunities.”

The Strategic Plan 2015 – 2018 supports this Vision and contains the following Goal and Objective:

Goal: *“Develop, implement and evaluate a plan that addresses the physical plant, educational use, and district support of the Indian Valley campus.”*

Objective: *“Fully utilize the Indian Valley Campus (IVC) to achieve District goals of financial sustainability, enrollment growth, and meeting community needs.”*

Performance Measures: The following indicators are included in the Strategic Plan to measure progress: 1) increased enrollment at IVC; 2) higher space utilization; and 3) increased amount of revenue generated.

As the future institutional planning processes unfold through COM's participatory governance system, the IVC Vision and the initiatives in this document will be further developed and incorporated with input from all key stakeholders.

NOW is the Time

Given the healthy economy, the *right people*, who are unified in their vision and have the capabilities, and new financial resources, it is the *right time* to fulfill the Vision of IVC.

Strong and Positive Relationships

The College of Marin's relationships are healthy and strong. Broadly, relations with Marin County, the City of Novato, the Board of Education, and Marin school districts are all positive. The relationships between COM Trustees, management, faculty, and other employees are on solid footing with open communication. The Friends of IVC reflects positive community relations, is a group that has helped form and is actively supporting the efforts of COM, and is motivated to support the Vision.

\$265M in Recent Bond Funding Overwhelmingly Passed

This past June, voters expressed their confidence in and support for COM by approving Measure B in the amount of \$265 million. This Bond follows the work completed with Measure C bond funds. These resources will not only take care of upgrading facilities and infrastructure but will develop IVC for the future. The COM Board and the Marin community made clear its support for fully utilizing IVC.

Significant New Grant Funding Spurs New Programs at IVC

There is significant new funding, primarily through the State, coming to COM. Much of this funding targets career readiness and job skills which is primarily located at the Indian Valley Campus. In addition to the funding cited below, additional grant monies have been received from the Northern California Career Pathways Alliance and the State Adult Education Block Grant. New programs are cited later in the document related to these funding sources.

New State Strong Workforce Funding

This new ongoing State funding is designated for increasing the quantity and quality of career and technical programs at community colleges. The funding will directly assist with expanding curriculum and revitalizing various courses as outlined later in this document. For this year, COM has been awarded \$579,000 with an additional regional fund award to COM of \$252,000. This funding is ongoing in nature.

The Basic Skills and Student Outcomes Transformation Grant

The State awarded COM a \$1.3 million grant to support efforts such as College of Marin Providing Access and Supporting Success (COMPASS) described later in this document. The grant will also allow COM and its partner, 10,000 Degrees, to expand the Summer Bridge program to serve 100 incoming first-year students to improve their success.

Scarce and Costly Marin Real Estate

As land available in Marin for growth and development becomes more scarce and costly, the private sector interest for investment in facilities, business partnerships, and training is anticipated to increase. For those companies that plan on staying locally, their options are limited.

Improved Awareness and Image

There is a significant lack of awareness about IVC, its offerings, and its facilities. There are some in Marin and even Novato that are not aware that the Campus is even open. Some local students choose to commute to the Santa Rosa Junior College instead of attending their local community college. COM recognizes that the lack of a clear identity is an issue and has outlined the following Objective in its Strategic Plan: “*Strengthen College of Marin’s visibility and image within Marin County and beyond.*” COM has made progress in this arena through an appealing and consistent brand in all communications and through visibility in the County and State. The following initiatives have and will create significant awareness about IVC and improve the image of the Campus and College.

Rotary and COM Construction of the New Bill & Adele Jonas Center

This past November, the COM Board entered into an agreement with the Rotary Club of Novato to jointly construct a large community banquet and meeting facility which will serve the College of Marin, Rotary Club of Novato, and entire Marin community. The facility, named the Bill and Adele Jonas Center, is in a wooded setting at the confluence of two creeks and will have the capacity to prepare and serve meals to over 250 people. It is anticipated to be one of the largest, most beautiful, and sought after event facilities in Marin.

The Center will be available for rentals and college use and will see weddings, business expos, community events, performances, and lectures. The Center is being partially funded by a \$5 million bequest by Rotary Club of Novato member Bill Jonas. The center will introduce thousands to IVC.

Future Meeting, Retreat, and Conference Options

The construction of the Jonas Center may create other opportunities to consider meeting, conference, and retreat facilities at IVC.

Environmental Initiatives

COM's innovation, green building, and sustainability practices at IVC have and will continue to draw media and community interest. IVC holds the distinction of being the first California community college to partner with Tesla to install an energy storage system which will store energy from a new solar farm at IVC. The system will reduce electricity bills, manage power demand, and provide backup power. Once the Solar Farm is deployed, in combination with the Tesla battery storage, IVC will be 75% off the electric grid.

Enrollment Growth

Through the receipt of grants and additional State funding the College is expanding and reevaluating course offerings and curriculum to make them as relevant as possible in today's ever changing technologically driven and political environments. The following efforts are designed to either directly increase enrollment growth or to create vibrancy on the IVC campus which will ultimately lead to enrollment growth.

Growing Local Student Demand for IVC

The following programs are intended to attract local Marin high school students, most of whom would otherwise commute out of the County to go to college.

Improved Transfer to Universities

IVC students' ability to transfer to universities is being improved through programs that both support student readiness for college as well as clear and streamlined programs and processes to make it easier for more students to transfer more quickly. Additional general education/transfer offerings are planned beginning in Fall 2017 and are being scheduled to support attendance by Novato and San Marin High School students.

Bachelor of Arts in Liberal Studies Offered at IVC

Starting in 2018, a Bachelor of Arts in Liberal Studies will be offered at the IVC Campus. The degree is a partnership with Sonoma State University whereby students will

complete their entire B.A. degree at the IVC Campus. The second half of the coursework would be taught by Sonoma State faculty at IVC. Other Bachelor degree programs are anticipated to follow depending on demand.

Dramatically Expanding K-12 School Partnerships

Partnerships with K-12 schools contribute to increased campus activity and increased enrollment. The goal is to get Marin students to see IVC as their *go to place* as well as increasing the number of students who see college as an option and are prepared for attendance.

The programs that have been developed or expanded allow students to complete up to half their community college transfer degree units while still in high school. They then complete the other half at COM and proceed with a Bachelor of Arts if that is their educational goal. A Bachelor's degree can theoretically be earned in only three years after graduating high school without ever leaving the IVC Campus.

College of Marin Providing Access and Supporting Success (COMPASS)

COMPASS' goal is to work with students while in high school to get them closer to college ready by the time they graduate. Students will graduate from high school with a deep understanding of the expectations of a successful college student, more than 20 units of transferrable college credit, and free attendance for the first year if they attend COM.

COMPASS is the result of two years of planning with the Marin County Office of Education, every high school in the county, and several community-based partners. Beginning in the 9th grade, it is a partnership between students, families, high schools, and COM. Participating students agree to certain responsibilities including participation in certain COM courses, supplemental activities, assessments and tailored educational plans, financial planning, and college application process.

The initial launch of the project occurred in 2015 at Terra Linda and San Marin High Schools and is expanding rapidly. For instance, this program has a freshman and sophomore cohort (50 students) as of this Spring at San Marin High School. This fall a freshman cohort will start at Novato High School. After four years, there will be nearly 200 students participating in the COMPASS program at the two Novato High Schools.

Get Focused, Stay Focused – Novato Unified School District

COM has developed a partnership with the Novato Unified School District (NUSD) on their "Get Focused, Stay Focused" program where they will have 600 freshman across NUSD participating in a college planning course articulated with COM to give students 3 units of COM credit. Exposure of these students to IVC and college classes should result in increased enrollment. Over the next three to four years, these partnerships will expand dramatically.

Revitalized and Expanded Career Education

There are currently 17 different career technical education programs at IVC (e.g. auto technology, court reporting, dental assisting, and multimedia studies). In combination with significant new State funding, COM is revitalizing and expanding career education programs at

IVC. The goal is to increase completions, certificates, and industry credentials by 17% within 2 years. Listed below are just a few of the changes and expansions underway.

Organic Farm and Garden Program Restructuring, Expansion, and Construction

IVC is the site of the Indian Valley Organic Farm and Garden. The facility was developed in collaboration with the Conservation Corps North Bay, the UC Cooperative Extension, and the Cultural Conservancy. Over the last year, the community partners have developed a plan to expand the Farm & Garden. This plan includes COM assuming responsibility for management of the Farm, the construction of a classroom and demonstration kitchen facility at the Farm, diversification of educational opportunities and curricular offerings, and a Farm expansion.

The Farm and Garden program will be expanded to include hospitality, agriculture, and increased environmental landscaping course offerings as well as increased community education courses and certificate programs. There is a market demand for skills associated with entrepreneurship and food safety practices leveraging the resources of the organic farm. In addition, the Farm will be linked with cross-disciplinary efforts between the Business Department and a proposed Hospitality Program to deliver students opportunities to be involved with "farm to fork" processes in food production, food preparation, tourism, and event services.

These efforts will bring many new people onto campus in addition to hundreds of volunteers through the UC Master Gardener Program, students of the organic farming and environmental landscaping classes, and K-12 students.

New Hospitality Program

The planned introduction of a hospitality program which helps train lodging managers, event planners, and other hospitality coordinators will meet an identified labor need and leverage resources from the region, including Strong Workforce funds, to increase enrollment at COM. In the framework of travel and tourism this new program will seek to train students toward roles in the hospitality and agribusiness segments of ecotourism and promotion of travel which involves education on historical and natural resources, as well as sustainable food production.

The construction of the Jonas Center, one of the largest banquet and event facilities in Marin as described earlier, will create opportunities for those students in the Hospitality and the Organic Farm and Garden Programs.

Focus on Electronics and Transportation

The use of electronics and technology pervades almost all career paths. Jobs in many fields that were traditionally done by workers are increasingly being completed by machines and robots. There is a need for those going into fields such as auto repair, welding, and manufacturing to understand electronics and have the ability to utilize, problem solve, and repair equipment in the field. Revitalized IVC career-based curriculum designed to build an understanding of electronics to develop both generalized Industrial Technicians as well as specialists in a variety of fields will attract additional students to the IVC Campus.

Skills in this arena are needed for workers in today's and future workforce. A great example is a recent partnership with the new Sonoma Marin Area Rail Train (SMART) to assist in training its new workforce. The Train is to begin service in 2017. Through their local workforce recruitment efforts, SMART came to realize that the skills needed for their broad range of positions (e.g. mechanic, train engineers, train control staff, conductors and signalers) did not exist locally in sufficient numbers and the local cost of living made it difficult to recruit from outside the region.

Aging Population and Healthcare

There are efforts underway to expand enrollment and programs at IVC related to the aging Marin population and healthcare. The Medical Assisting program is one example. Within the last year, COM, San Rafael School District, and Terra Linda High School have created a partnership which allows students to get 10 units of COM credit towards a Medical Assisting Certificate while in high school. They can then go to IVC to finish the certificate program. Similar expansions and partnerships are being explored and developed with Dental Hygiene and the Emergency Medical Technician (EMT) programs.

Expanded Early Childhood Study Center

There are plans underway to move the Childhood Study Center to a newly renovated and enlarged facility. The move will allow an expansion of the program as well as an increase in the number of children served by the childcare program.

Entrepreneurship

Preliminary discussions and planning are underway to renovate and utilize an existing building at IVC to promote and support entrepreneurship and small business development. COM is partnering with the Marin Small Business Development Center to offer business start-up workshops at both campuses. The building could include artistic endeavors and a maker space. Such a facility along with a new commercial kitchen at the Jonas Center (see below) and a new demonstration kitchen at the Farm and Garden creates numerous opportunities.

Noncredit Short-term Training and Summer Academies Add to IVC Population

The State Adult Education Block Grant funding source is allowing new short term noncredit training at IVC. Two programs are currently in development. One in the hospitality field and the other a partnership with Novato-based Mike's Bikes to create a bike technician training program.

In addition, through a grant by the Northern California Career Pathways Alliance, Summer Camps or Academies are taking place at IVC. The Academies serve as a bridge program to support high school students prepare for college. The summer Academies were launched in 2016 and provided week-long training programs to more than 60 high school students. This upcoming summer, four Academies with an anticipated attendance of over 100 will be available in the areas of Health Occupations, Career Exploration, Solar Technology, and Multi Media.

Local and International Student and Employee Housing

One of the growing challenges to COM is the ability for students, faculty, and employees to afford to live in Marin, as it is one of the most expensive areas in the country. Having student housing would be a significant draw for both local and international students. Likewise, employee housing would allow COM to both attract and retain the highest quality employees. Housing on the IVC campus would support the IVC Vision through creating a 24/7 presence and community on campus. It would add to student enrollment, increase the vitality of the campus, and assist COM financially. While housing in Marin is never an easy proposition, the location at the end of Ignacio Boulevard is ideal. The thoroughfare is a four-lane divided roadway coming directly into IVC.

Student and employee housing would also qualify for helping Novato reach its State required housing goals. Most, if not all, of any potential future housing at IVC would fall into the Very Affordable and Affordable categories, which are always the most challenging for Marin communities to fulfill.

The District intends to conduct further feasibility studies of housing for students and employees beginning fall 2017 including extensive community engagement.

Community Academic and Wellness Needs

Part of the vision of IVC is to better meet the larger Marin community's academic and wellness needs. The following programs and facilities will assist in meeting this element of the Vision as well as bringing thousands of people to IVC.

New, Renovated, and Expanded Recreational Facilities Underway

Totally new athletic and community-accessible recreational facilities will be utilized to host community sports teams, dramatically expand academic and community education classes and camps, and increase use by the general public.

New State of the Art Aquatics Center

COM's Indian Valley Campus presently has the only Olympic size pool in the County. Design is presently underway for a new Olympic size pool and other related facilities. In addition, the project will include an additional pool for diving activities. A third warm-up lap pool may also be included in the project. The Aquatics Center will include viewing decks, bleachers, and locker rooms. The complex is anticipated to be on par with Stanford and be one of the best competitive swimming facilities in the Bay Area.

New Outdoor Fitness and Other Recreational Facilities

The existing pool location will be transformed into bocce ball, tennis, basketball, and outdoor beach volleyball courts and facilities.

Indoor Fitness Center

Adjacent to the new pool facilities will be an indoor fitness center to support course offerings as well as general student and community use.

Kinesiology Enhancement

These new facilities will allow the Kinesiology & Athletics Department to serve more students through existing offerings and implement new curriculum.

Growing Community Education

The Community Education program at IVC is anticipated to expand significantly as courses are added related to the new aquatics and recreation facilities and the expanded Organic Farm and Garden, which will house new classrooms and a demonstration kitchen. Public seminars and forums on farm-to-table, winetasting, and cheese making are some examples that will be supported by the new farm facilities.

Community Education continues to deepen its relationship with ESCOM (Emeritus Students College of Marin), Friends of IVC and other area residents in order to assess interests and develop responsive courses. As an example, a Spanish language class was recently created in direct response to community input. The Intensive English Program, which serves local and international English language learners, is also the focus of enhanced student outreach efforts.

DRAFT	Growing Local Student Demand & Population			Revitalized & Expanded Career Education					
	University Transfer	Liberal Studies B.A. at IVC	Expanded K-12 Partnerships	Organic Farm/ Demo Kitchen	Hospitality	Transportation & Electronics	Healthcare	Childhood Education	Entrepreneurship
Enrollment Growth	✓	✓	✓	✓	✓	✓	✓		✓
Vibrancy		✓	✓	✓	✓			✓	✓
Financial Sustainability				✓					

DRAFT	Improved Awareness & Image		Housing		New & Expanded Recreational Facilities			
	Rotary Event Venue	Environmental Initiatives	Local & Int'l Students	Employee	Aquatics Center	Indoor Fitness Facilities	Outdoor Fitness Facilities	Kinesiology Enhancement
Enrollment Growth		✓	✓					✓
Vibrancy	✓		✓	✓	✓	✓	✓	✓
Financial Sustainability	✓	✓	✓	✓	✓	✓	✓	

DRAFT	Growing Community Education		Finances		
	Expanded Farm	New Demonstration Kitchen	Bond Funds	Large New Grants	Fund Development
Enrollment Growth	✓	✓		✓	
Vibrancy	✓	✓	✓		
Financial Sustainability	✓	✓	✓	✓	✓