Updated Educational Master Plan Recommendations
February 2012

Submitted to:

The Planning Resource Allocation Committee (PRAC)
By
The Educational Planning Committee (EPC)

February 14, 2012

EPC Members:

Jim Arnold (Dean)
Raemond Bergstrom-Wood (Student)
Frank Crosby (on sabbatical)(Faculty)
Alice Dieli (Classified Professional)
Barbara David (Staff Resource)
Peggy Dodge (Co-Chair) (Faculty)
Chialin Hsieh (Co-Chair) (Director)
Sara McKinnon (Faculty)

Ken Meier (VP)
Jessica Park (Faculty)
Nanda Schorske (Dean)
Joetta Scott (Faculty)
Chris West (Faculty)
Cathy White-Lambert (Classified Professional)
Blaze Woodlief (Faculty)

Attachments:

1. EPC Recommendations Spring 2012
2. EPC Meetings, Agenda, and Minutes
3. Educational Master Plan Annual Review
4. EPC Evaluation Report
5. EPC Evaluation Comment Report
6. Summary of EPC Evaluation Results

Purpose

The purpose of this update of the Educational Master Plan recommendations is to assist the development of the strategic plan 2012-2015.

Background

Educational Planning Committee (EPC) was revitalized in fall 2011. The revised charge was approved by PRAC, GRC, and College Council (Appendix A—EPC Charge).

One of the responsibilities indicated in the Educational Planning Committee's (EPC) charges is to conduct annual review of progress of the Educational Master Plan recommendations.

Process and Methodology

EPC focused on four priorities in the 19 Educational Master Plan recommendations and invited responsible parties to present their progress and reports. In addition, EPC also invited responsible parties to update the progress on the Strategic Plan 2009-2012 Action Steps (Appendix B—Meeting minutes and presentations).

EPC met eight times between September 2011 and early February 2012. Upon completion of all the presentation updates, the EPC spent three meetings to discuss and prioritize all the recommendations. The process was as follows:

- Individual committee members rated each of the 19 recommendations upon the following criteria: (a) its progress and (b) its importance—as well as provided reasons why they did or did not chose to move each recommendation forward to PRAC. (Appendix C—Meeting material on 11/29/2011).
- Members then discussed each recommendation based on the ratings and comments.
- Lastly, the committee agreed to the finalized revised recommendations.

Summary

The EPC is forwarding **12** recommendations with some modifications to be considered for the next Strategic Plan 2012-2015 as follows:

- SA2, SA3, SS1, SS3, CS2, CS3, CS5 – recommendations from the 2009-12 Strategic Plan which continue to be recommended for the 2012-15 Strategic Plan

- SA5, SS4, CR1, CR2, CR5 – Additional recommendations for inclusion in the 2012-15 Strategic Plan

Student Access

Student Access 2. Assess and make changes as needed in the class scheduling practices of programs, including the consideration of various non-traditional scheduling options, additional distance education offerings, and new career technical education courses and programs designed to meet business and community needs.

Student Access 3. Support distance education and effective use of instructional technology by providing:
- the hardware and software needed to offer online courses successfully;
- expansion of faculty and student training in online environment and;
- evaluation of all aspects of distance education and other instructional technology including ADA compliance.

Student Access 5. Develop, implement, and assess a plan to expand outreach activities that involve all segments of the college community and that target high school students, under-represented groups, and growing segments of the county's population.

Student Learning and Success

Student Learning and Success 1. Develop, implement, and evaluate a college-wide plan for student retention and success, including connecting SLO assessment to program review.

Student Learning and Success 3. Develop, implement, and evaluate a plan for systematically tracking progress and success of students with particular attention to students in the general-education, career-technical-education, and basic-skills pathways.

Then develop, implement, and evaluate strategies for the use of that information to support effective instruction and improve student success.

The emphasis is on evaluation. The results of the implementation of strategies also need to feed into program review cycle.

Student Learning and Success 4. Improve the coordination of basic skills programs and services by implementing needed changes as identified in the college's BSI self-assessment, such as adjustments in curricular alignment, including curriculum alignment with K12, assessment procedures, scheduling practices, and support services.

College Systems

College Systems 2. Update facilities and develop processes for accountability (including adherence to timelines and accuracy of deliverables).

Develop, complete, and implement the COM Facilities Master Plan 2012 that addresses the physical plant, educational use, and district support of both campuses.

College Systems 3. Prepare, implement, and evaluate a college technology plan that identifies the policies, hardware, software, and training needed to improve student, staff and faculty access to the effective use of technology in instruction, as well as the effective use of technology in general.

College Systems 5. Fully implement the integrated planning process, with special attention to the development of three 3-year Strategic Plans in support of this Educational Master Plan.

Assure SLO assessment and program review directs resource allocation.

Community Responsiveness

Community Responsiveness 1. Develop and enhance communication strategies to solicit business and community feedback.

Ensure that the feedback and business/community assessments are shared and understood campus-wide.

Community Responsiveness 4. Conduct ongoing community-based evaluation of career-technical-education programs.

Provide information on career-technical-education programs and future opportunities to the College community.

Community Responsiveness 5. Adapt the class schedule so that times, days, and methods of delivering instruction match the needs of commuters and working adults.

Please carefully review the detailed EPC Recommendations Spring 2012 for comments and further directions.

EPC Recommendations Spring 2012

In 2009, there were 19 recommendations in the Educational Master Plan (EMP). Seven recommendations (SA2, SA3, SS1, SS3, CS2, CS3, and CS5) were deployed to the current Strategic Plan 2009-2012.

The Educational Planning Committee recently reviewed and studied the implementation of these 19 recommendations and current Strategic Plan 2009-2012.

- Four EMP recommendations were completed or have been institutionalized (SA1, CS4, CR2, and CR3).

- Three EMP recommendations were dropped (SA4, SS2, and CS1) due to either:

    o No longer being valid for our culture or situations (SS2); or

    o Being combined with other recommendations (SA4 combining with SA2; CS1 combining with CS2).

The EPC is forwarding **12** recommendations with some modifications to be considered for the next Strategic Plan 2012-2015 as follows:

    o SA2, SA3, SS1, SS3, CS2, CS3, CS5 – recommendations from the 2009-12 Strategic Plan which continue to be recommended for the 2012-15 Strategic Plan

    o SA5, SS4, CR1, CR2, CR5 – Additional recommendations for inclusion in the 2012-15 Strategic Plan

SP = in current Strategic Plan 2009-2012   *2/10/2012*
* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.
** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   *Page 5 of 13*

Student Access

	ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATION	% "YES" FROM EPC MEMBERS*	RECOMMENDED TO NEXT SP **	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
SA1	**Student Access 1.** Systematically address the reality and the perception that the college has a culture of conflict and mistrust.	45%	No		• Since Dr. Coon has arrived, campus culture has improved. • Recommendation less valid for our culture. Continue to monitor college perception.
SA2 SP	**Student Access 2.** Assess and make changes as needed in the class scheduling practices of programs, including the consideration of various non-traditional scheduling options, additional distance education offerings, and new career technical education courses and programs designed to meet business and community needs.	100%	Yes	**Student Access 2.** Assess and make changes as needed in the class scheduling practices of programs, including the consideration of various non-traditional scheduling options, additional distance education offerings, and new career technical education courses and programs designed to meet business and community needs.	• Enrollment Management Plan • Combined SA4 with SA2 • Tie newly combined recommendation with CR5.

SA3
SP
	Student Access 3. Support distance education offerings by providing:
	  - the hardware and software needed to offer online courses successfully;
	  - faculty training in online instruction, and;
	  - evaluation of all aspects of distance education.
		89%	Yes	**Student Access 3**. Support distance education <u>and effective use of instructional technology</u> by providing:
				  - the hardware and software needed to offer online courses successfully;
				  - <u>expansion of faculty and student training in online environment</u> and;
				  - evaluation of all aspects of distance education <u>and other instructional technology including ADA compliance.</u>
					• Growing D.E. is not necessarily done by "increasing DE offerings". Studies have shown this alone does not promote success (i.e., the cart before the horse.)
					• Enrollment Management Plan.
					• EPC promotes focusing on the evaluation and the development/improvement of the tools, technology and training aspects, and expansion

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   Page 6 of 13

ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATION		% "YES" FROM EPC MEMBERS*	RECOMMENDED TO NEXT SP **	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
					- of training for administrators, faculty, staff and students. - Hardware, software, faculty/student training and evaluation should address general use of instructional technology—not exclusive focus on DE.
SA4	**Student Access 4.** Develop, implement and annually assess plans to improve student access, including enrollment at the Indian Valley campus.	56%	No		- Enrollment Management Plan, including both campuses. - Combined with SA2.
SA5	**Student Access 5.** Develop, implement, and assess a plan to expand outreach activities that involve all segments of the college community and that target high school students, under-represented groups, and growing segments of the county's population.	80%	Yes	**Student Access 5.** Develop, implement, and assess a plan to expand outreach activities that involve all segments of the college community and that target high school students, under-represented groups, and growing segments of the county's population.	- Student Success Initiative. - EPC emphasis on the implementation of the plan and assessing/evaluating the progress of the implementation and outcomes.

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

*** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   Page **7** of **13***

Student Learning and Success

	ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATION	% "YES" FROM EPC MEMBERS*	RECOMMENDED TO NEXT SP**	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
SS1 SP	**Student Learning and Success 1.** Develop, implement, and evaluate a college-wide plan for student retention and success.	100%	Yes	**Student Learning and Success 1.** Develop, implement, and evaluate a college-wide plan for student retention and success, including connecting SLO assessment to program review.	• Tie SS1, SS3, and SS4. • Strong focus on SLO for the Strategic Plan 2012-2015. • Student Success Initiative.
SS2	**Student Learning and Success 2.** Review and revise the designation of courses into the five student pathways.	30%	No		
SS3 SP	**Student Learning and Success 3.** Develop, implement, and evaluate a plan for systematically tracking progress and success of students in the five pathways, with particular attention to students taking basic skills, mathematics, English, and ESL courses. Then develop, implement, and evaluate strategies for the use of that information to improve student success.	80%	Yes	**Student Learning and Success 3.** Develop, implement, and evaluate a plan for systematically tracking progress and success of students in the five pathways, with particular attention to students taking in the general-education, career-technical-education, and basic-skills mathematics, English, and ESL courses pathways. Then develop, implement, and evaluate strategies for the use of that information to support effective instruction and improve student success. The emphasis is on evaluation. The results of the implementation of strategies also need to feed	• Tie SS1, SS3, and SS4. • The emphasis is on "developing, implementing, and evaluating strategies for the use of that information to improve student success ", especially on "evaluating". • Improve the coordination of basic skills programs and services by implementing needed changes as identified in discipline program reviews, and the college's BSI self-assessment, such as adjustments in curricular alignment (including K-12),

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   Page 8 of 13

ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATION		% "YES" FROM EPC MEMBERS*	RECOMMENDED TO NEXT SP**	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
				into program review cycle.	• assessment procedures, scheduling practices, and support services. • The results of the implementation of strategies also need to feed into program review cycle.
SS4	**Student Learning and Success 4.** Improve the coordination of basic skills programs and services by implementing needed changes as identified in the college's basic skills self-assessment, such as adjustments in curricular alignment, assessment procedures, scheduling practices, and support services.	90%	Yes	**Student Learning and Success 4.** Improve the coordination of basic skills programs and services by implementing needed changes as identified in the college's ~~basic skills~~ BSI self-assessment, such as adjustments in curricular alignment, including curriculum alignment with K12, assessment procedures, scheduling practices, and support services.	• Tie SS1, SS3, and SS4. • Including curriculum alignment with K12. Use the data to evaluate the implementation of the strategies. • Enrollment Management Plan • Student Success Initiative

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

*** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   Page **9** of **13***

College Systems

	ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATION	% "YES" FROM EPC MEMBERS*	RECOMMEND ED TO NEXT SP**	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
CS1	**College Systems 1.** Develop, implement, and evaluate a plan that addresses the physical plant, educational use, and district support of the Indian Valley campus.	**70%**	**No**		• Combined with CS2. • Need to make sure this is included into district wide facility plan, for both campuses, not just IVC. Since many issues have been addressed at IVC, we would like to see these topics be addressed on both campuses. • Develop, complete and implement the COM Facilities Master Plan 2012 that addresses the physical plant, educational use, and district support of both campuses.
CS2 SP	**College Systems 2.** Actively pursue all avenues to update facilities, develop processes for accountability related to adherence to timelines, and review and update the College of Marin Facilities Master Plan 2004 as needed.	**90%**	**Yes**	**College Systems 2.** ~~Actively pursue all avenues to~~ Update facilities <u>and</u> develop processes for accountability <u>(including</u> ~~related to~~ adherence to timelines <u>and accuracy of deliverables)</u>. ~~and review and update the College of Marin Facilities Master Plan 2004 as needed~~. <u>Develop, complete and implement the COM Facilities Master Plan 2012 that addresses the physical plant, educational use, and district support of both campuses</u>.	• CS1 combined with CS2. • Develop, complete and implement the COM Facilities Master Plan 2012.

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   *Page **10** of **13***

	ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATION	% "YES" FROM EPC MEMBERS*	RECOMMENDED TO NEXT SP**	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
CS3 **SP**	**College Systems 3.** Prepare, implement, and evaluate a college technology plan that identifies the policies, hardware, software, and training needed to improve student, staff and faculty access to the effective use of technology in instruction.	**100%**	**Yes**	**College Systems 3.** Prepare, implement, and evaluate a college technology plan that identifies the policies, hardware, software, and training needed to improve student, staff and faculty access to the effective use of technology in instruction, as well as the effective use of technology in general.	• Too narrow by just focusing on the effective use of technology in instruction.
CS4	**College Systems 4.** Using the college's collaborative processes, develop a research agenda that addresses student learning.	**80%**	**No**		• Completed. • Research Advisory Group (RAG) is in process to expand more global agenda. • Tie CR3 and CS4.
CS5	**College Systems 5.** Fully implement the integrated planning process, with special attention to the development of three 3-year Strategic Plans in support of this Educational Master Plan.	**80%**	**Yes**	**College Systems 5.** Fully implement the integrated planning process, with special attention to the development of three 3-year Strategic Plans in support of this Educational Master Plan. Assure SLO assessment and program review directs resource allocation.	• In progress. • Need to evaluate/assess the progress. Checking that all elements of integrated planning process are implemented with a focus on SLO assessment and enrollment management. • Complete the development of the strategic plan 2012-2015. In spring 2015, complete the strategic plan 2016-2019.

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   Page 11 of 13

Community Responsiveness

	ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATIONS	% "YES" FROM EPC MEMBERS*	RECOMMEN DED TO NEXT SP**	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
CR1	**Community Responsiveness 1.** Develop and enhance communication strategies to solicit business and community feedback and ensure that the feedback and business/ community assessments are shared and understood campus-wide.	90%	Yes	**Community Responsiveness 1.** Develop and enhance communication strategies to solicit business and community feedback. Ensure that the feedback and business/ community assessments are shared and understood campus-wide.	• Tie CR1 and CR4. • The emphasis is on ensuring that the feedback and assessments are shared and understood campus-wide, as well as incorporated and implemented.
CR2	**Community Responsiveness 2**. Strengthen internal processes to respond quickly and appropriately to business and community needs.	70%	No		• Substantially complete. Monitor to prevent regression. • Emphasis on communication.
CR3	**Community Responsiveness 3.** Include the assessment of local business/industry needs in the annual research agenda.	70%	No		• Institutionalized • Make sure the assessments of the local business needs are included in the annual research agenda. • Tie CR1, CR3 and CS4.
CR4	**Community Responsiveness 4.** Conduct ongoing, data- driven, community-based evaluation of new, emerging and revised career and technical education programs and services.	90%	Yes	**Community Responsiveness 4.** Conduct ongoing, ~~data- driven,~~ community-based evaluation of ~~new, emerging and revised~~ career-technical-education programs ~~and services~~. Provide information on career-technical-	• Tie CR1, CR3 and CR4. • Make sure that CR4 (data) also be shared and understood campus wide. • Make sure the information from CR4 used to make

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

*** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   Page **12** of **13***

	ORIGINAL EDUCATIONAL MASTER PLAN RECOMMENDATIONS	% "YES" FROM EPC MEMBERS*	RECOMMENDED TO NEXT SP**	SUGGESTED RECOMMENDATION FROM EPC	COMMENTS
				education programs and future opportunities to the College community.	decisions. On-going.
CR5 (SP)	**Community Responsiveness 5**. Assess and make changes as needed in the class scheduling patterns and practices so that the times, days, and methods of delivering instruction match the needs of commuters and working adults.	**100%**	**Yes**	**Community Responsiveness 5**. <u>Adapt</u> ~~assess and make changes as needed in~~ the class schedul~~ing patterns and practices~~ so that ~~the~~ times, days, and methods of delivering instruction match the needs of commuters and working adults.	• Tie SA2 and CR5. • Address limited public transportation. • Enrollment Management Plan.

SP = in current Strategic Plan 2009-2012   *2/10/2012*

* % of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.

** After presentations and discussions, members reached consensus to recommend the recommendation as a priority for the Strategic Plan 2012-2015   *Page **13** of **13***

http://www.marin.edu/com/ODP/EPC.htm

THE EDUCATIONAL PLANNING COMMITTEE (EPC)

Members

Jim Arnold, Raemond Bergstrom-Wood, Scott Blood, Frank Crosby (on sabbatical), Alice Dieli, Peggy Dodge (Co-Chair), Chialin Hsieh (Co-Chair), Sara McKinnon, Ken Meier, Jessica Park, Nanda Schorske, Joetta Scott, Chris West, Cathy White-Lambert, Blaze Woodlief

---

Meeting Schedule - 2011

September 20   October 4   October 18   November 1   November 15   November 29   December 6

Meeting Schedule - 2012

February 7   March 5   April 2   May 7

Educational Planning Committee Wikispace

http://com-epc.wikispaces.com/

Additional References

Email from Co-Chair Peggy Dodge explaining the 2011 process to guest speakers
2010-2011 Governance Digest: Governance in Action
The purpose of the Digest is to improve communication and provide the college community with information about our governance system. The 2010-2011 Digest documents last year's committee work and provides outcomes and updates on the results of committee recommendations. As you'll see much was accomplished...
Professional Development Plan 2011-12

Meeting Agenda

	Agenda	Minutes	Additional Materials
9/20/2011	📄	📄	Educational Master Plan 2009-2019; ACCJC Standards, EMP, Strategic Plan, and Follow-Up

			Recommendations; Strategic Plan Progress
10/04/2011	📄	📄	**Student Success**: - Educational Master Plan Recommendations (starts from page 35) (highlights indicate the recommendations have been incorporated into the strategic plan 2009-2012) - Process of our work and areas of focuses; - Student Services SLOs; - Data Dashboard ppt; Data Dashboard Access; - Accreditation Updates - C. Hsieh's ALO Training Notes - Internal Focus Group Surveys (PowerPoint)

10/18/2011	📄	📄	**Student Access**:
			-Learning Resources Director Susan Andrien
			   - Exec. Summary; 2011 BSI Report and Recommendations
			-Dean of Enrollment Services Bob Balestreri
			   - Presentation
			-Student Services Initiative (SSI) Director Angelina Duarte
			   - Presentation
			-Online Learning Faculty Resource Instructor Ali Klinger
			   - Presentation
			
			-*2010-2011 Governance Digest: Governance in Action*

11/01/2011	📄	📄	**College Systems**:
			-Vice President of Operations Al Harrison, Director of Fiscal Services Peggy Isozaki and Director of Information Technology Marshall Northcott: Technology Plan and Facilities Plan
			   - Main Presentation;
			   - M. Northcott's Ideas
			- PRAC Co-Chair/Academic Senate President Sara McKinnon
			   - PD draft plan;
			   - also emphasized College Systems #5 ("development of three 3-year Strategic Plans...").
			- Research Advisory Group Chair/Director of Planning, Research & Inst. Effect. Chialin Hsieh):
			   - Summary of Focus Group Results (10-18-2011)
			   - First draft of *Faculty/Staff DRAFT Survey* (11-1-2011) (based on all survey focus group results)
			
			- Superintendent/President Dr. Coon's DRAFT priorities for 2011-12

11/15/2011	📄	📄	**Community Engagement**: - Vice President of Student Learning Ken Meier - Presentation Material - Outreach and School Relations Coordinator Anna Pilloton

			- Presentation Material
			- SSI Director Angelina Duarte
			  - Presentation Material:Student Success Initiative
			- Dean of Workforce Development , College and Community Partnerships Nanda Schorske
			  - Presentation Materials:
			    COM Workforce Economic Development Update Aug. 2011
			    COM Strategic Partnership Dev. & Enrollment Planning Update Jan. 2010
			    Workforce Investment Board PowerPoint (re: unemployment, industry composition, job gains & losses, weekly hours comparison)
			    Workforce Investment Board/Marin Economic Forum Layoff Aversion Project July 2011
			    COM Career Programs Data
			- Director of Communications and Community Relations Cathy Summa-Wolfe
			    - Executive Summary

11/29/2011	📄	📄	**EPC Collaboration:** EPC Recommendation Evaluation Form EPC Recommendation Evalution Results EPC Recommendation Evaluation Comments Report Excel Chart (C. Hsieh's) reflecting prioritization of Recommendations Survey Results: Fall 2011 Student Survey Report Fall 2011 Student Survey Comment Report Fall 2011 Faculty Staff Survey Report Fall 2011 Faculty Staff Survey Comment Report
12/06/2011	📄	📄	**EPC Collaboration:** Matrix for Recommendations to PRAC EPC Revised Charge Being Presented to College Council 12-8-2011 (Excel Chart and Survey Results from 11-29-2011 meeting)
02/07/2012	📄		**EPC Collaboration:** Finalize Matrix for Recommendations to PRAC Establish spring 2012 agenda per responsibility in EPC Charge

Planning, Research and Institutional Effectiveness Web page
Content Responsible: Chialin Hsieh, Director of Planning, Research and Institutional Effectiveness, (415)485-9545
Technical Contact: Barbara David, Administrative Assistant, (415) 485-9570

Educational Master Plan Annual Review (Nov. 2011)

Please (a) rate the completion of each of the EMP recommendations based on the guest presentations or information shared at the meetings, (b) indicate your decision for each recommendation, and (c) provide specific strategies or reasoning (optional).

Student Access

1. **Student Access 1.** Systematically address the reality and the perception that the college has a culture of conflict and mistrust.

   ○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

   Y   N
2. Do you recommend this recommendation (SA1) as a priority for the Strategic Plan 2012-2015? .... ○ ○
3. If you do recommend it (SA1), what specific strategies would you like to share? (Optional)

4. **Student Access 2.** Assess and make changes as needed in the class scheduling practices of programs, including the consideration of various non-traditional scheduling options, additional distance education offerings, and new career technical education courses and programs designed to meet business and community needs.

   ○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

   Y   N
5. Do you recommend this recommendation (SA2) as a priority for the Strategic Plan 2012-2015? .... ○ ○
6. If you do recommend it (SA2), what specific strategies would you like to share? (Optional)

7. **Student Access 3**. Support distance education offerings by providing: the hardware and software needed to offer online courses successfully; faculty training in online instruction, and; evaluation of all aspects of distance education.

   ○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

   Y   N
8. Do you recommend this recommendation (SA3) as a priority for the Strategic Plan 2012-2015? .... ○ ○
9. If you do recommend it (SA3), what specific strategies would you like to share? (Optional)

10. **Student Access 4.** Develop, implement and annually assess plans to improve student access, including enrollment at the Indian Valley campus.

    ○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

    Y   N
11. Do you recommend this recommendation (SA4) as a priority for the Strategic Plan 2012-2015? .... ○ ○
12. If you do recommend it (SA4), what specific strategies would you like to share? (Optional)

13. **Student Access 5.** Develop, implement, and assess a plan to expand outreach activities that involve all segments of the college community and that target high school students, under-represented groups, and growing segments of the county's population.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                    Y   N

14. Do you recommend this recommendation (SA5) as a priority for the Strategic Plan 2012-2015? .... ○ ○

15. If you do recommend it (SA5), what specific strategies would you like to share? (Optional)

[ ]

Student Learning and Success

16. **Student Learning and Success 1.** Develop, implement, and evaluate a college-wide plan for student retention and success.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                    Y   N

17. Do you recommend this recommendation (SS1) as a priority for the Strategic Plan 2012-2015?....................... ○ ○

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

[ ]

19. **Student Learning and Success 2.** Review and revise the designation of courses into the five student pathways.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                    Y   N

20. Do you recommend this recommendation (SS2) as a priority for the Strategic Plan 2012-2015?....................... ○ ○

21. If you do recommend it (SS2), what specific strategies would you like to share? (Optional)

[ ]

22. **Student Learning and Success 3.** Develop, implement, and evaluate a plan for systematically tracking progress and success of students in the five pathways, with particular attention to students taking basic skills, mathematics, English, and ESL courses. Then develop, implement, and evaluate strategies for the use of that information to improve student success.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                    Y   N

23. Do you recommend this recommendation (SS3) as a priority for the Strategic Plan 2012-2015?....................... ○ ○

24. If you do recommend it (SS3), what specific strategies would you like to share? (Optional)

[ ]

25. **Student Learning and Success 4.** Improve the coordination of basic skills programs and services by implementing needed changes as identified in the college's basic skills self-assessment, such as adjustments in curricular alignment, assessment procedures, scheduling practices, and support services.

○ 0-20%　　○ 21-40%　　○ 41-60%　　○ 61-80%　　○ 81-100%

　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　Y　　N
26. Do you recommend this recommendation (SS4) as a priority for the Strategic Plan 2012-2015?....................... ○　○
27. If you do recommend it (SS4), what specific strategies would you like to share? (Optional)

```


```

College Systems

28. **College Systems 1.** Develop, implement, and evaluate a plan that addresses the physical plant, educational use, and district support of the Indian Valley campus.

○ 0-20%　　○ 21-40%　　○ 41-60%　　○ 61-80%　　○ 81-100%

　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　Y　　N
29. Do you recommend this recommendation (CS1) as a priority for the Strategic Plan 2012-2015?....................... ○　○
30. If you do recommend it (CS1), what specific strategies would you like to share? (Optional)

```


```

31. **College Systems 2.** Actively pursue all avenues to update facilities, develop processes for accountability related to adherence to timelines, and review and update the College of Marin Facilities Master Plan 2004 as needed.

○ 0-20%　　○ 21-40%　　○ 41-60%　　○ 61-80%　　○ 81-100%

　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　Y　　N
32. Do you recommend this recommendation (CS2) as a priority for the Strategic Plan 2012-2015?....................... ○　○
33. If you do recommend it (CS2), what specific strategies would you like to share? (Optional)

```


```

34. **College Systems 3.** Prepare, implement, and evaluate a college technology plan that identifies the policies, hardware, software, and training needed to improve student, staff and faculty access to the effective use of technology in instruction.

○ 0-20%　　○ 21-40%　　○ 41-60%　　○ 61-80%　　○ 81-100%

　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　　Y　　N
35. Do you recommend this recommendation (CS3) as a priority for the Strategic Plan 2012-2015?....................... ○　○
36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

```


```

37. **College Systems 4**. Using the college's collaborative processes, develop a research agenda that addresses student learning.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                                        Y   N
38. Do you recommend this recommendation (CS4) as a priority for the Strategic Plan 2012-2015?...................... ○ ○
39. If you do recommend it (CS4), what specific strategies would you like to share? (Optional)

40. **College Systems 5.** Fully implement the integrated planning process, with special attention to the development of three 3-year Strategic Plans in support of this Educational Master Plan.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                                        Y   N
41. Do you recommend this recommendation (CS5) as a priority for the Strategic Plan 2012-2015?...................... ○ ○
42. If you do recommend it (CS5), what specific strategies would you like to share? (Optional)

Community Responsiveness

43. **Community Responsiveness 1.** Develop and enhance communication strategies to solicit business and community feedback and ensure that the feedback and business/ community assessments are shared and understood campus-wide.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                                       Y   N
44. Do you recommend this recommendation (CR1) as a priority for the Strategic Plan 2012-2015?..................... ○ ○
45. If you do recommend it (CR1), what specific strategies would you like to share? (Optional)

46. **Community Responsiveness 2**. Strengthen internal processes to respond quickly and appropriately to business and community needs.

○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                                       Y   N
47. Do you recommend this recommendation (CR2) as a priority for the Strategic Plan 2012-2015?..................... ○ ○
48. If you do recommend it (CR2), what specific strategies would you like to share? (Optional)

49. **Community Responsiveness 3.** Include the assessment of local business/industry needs in the annual research agenda.

   ○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                                                              Y   N
50. Do you recommend this recommendation (CR3) as a priority for the Strategic Plan 2012-2015?...................... ○ ○
51. If you do recommend it (CR3), what specific strategies would you like to share? (Optional)

```
```

52. **Community Responsiveness 4.** Conduct ongoing, data-driven, community-based evaluation of new, emerging and revised career and technical education programs and services.

   ○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                                                              Y   N
53. Do you recommend this recommendation (CR4) as a priority for the Strategic Plan 2012-2015?...................... ○ ○
54. If you do recommend it (CR4), what specific strategies would you like to share? (Optional)

```
```

55. **Community Responsiveness 5**. Assess and make changes as needed in the class scheduling patterns and practices so that the times, days, and methods of delivering instruction match the needs of commuters and working adults.

   ○ 0-20%   ○ 21-40%   ○ 41-60%   ○ 61-80%   ○ 81-100%

                                                                                              Y   N
56. Do you recommend this recommendation (CR5) as a priority for the Strategic Plan 2012-2015?..................... ○ ○
57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

```
```

EPC Evaluation Report

1. **Student Access 1.** Systematically address the reality and the perception that the college has a culture of conflict and mistrust.

|		
1. 0-20%	1	11%
2. 21-40%	2	22%
3. 41-60%	1	11%
4. 61-80%	4	44%
5. 81-100%	1	11%
Total Responses:	9	

Mean: 3.22   Standard Deviation: 1.30

2. Do you recommend this recommendation (SA1) as a priority for the Strategic Plan 2012-2015?

1. Yes	4	44%
2. No	5	56%
Total Responses:	9	

Mean: 1.56   Standard Deviation: 0.53

4. **Student Access 2.** Assess and make changes as needed in the class scheduling practices of programs, including the consideration of various non-traditional scheduling options, additional distance education offerings, and new career technical education courses and programs designed to meet business and community needs.

1. 0-20%	0	0%
2. 21-40%	3	33%
3. 41-60%	2	22%
4. 61-80%	3	33%
5. 81-100%	1	11%
Total Responses:	9	

Mean: 3.22   Standard Deviation: 1.09
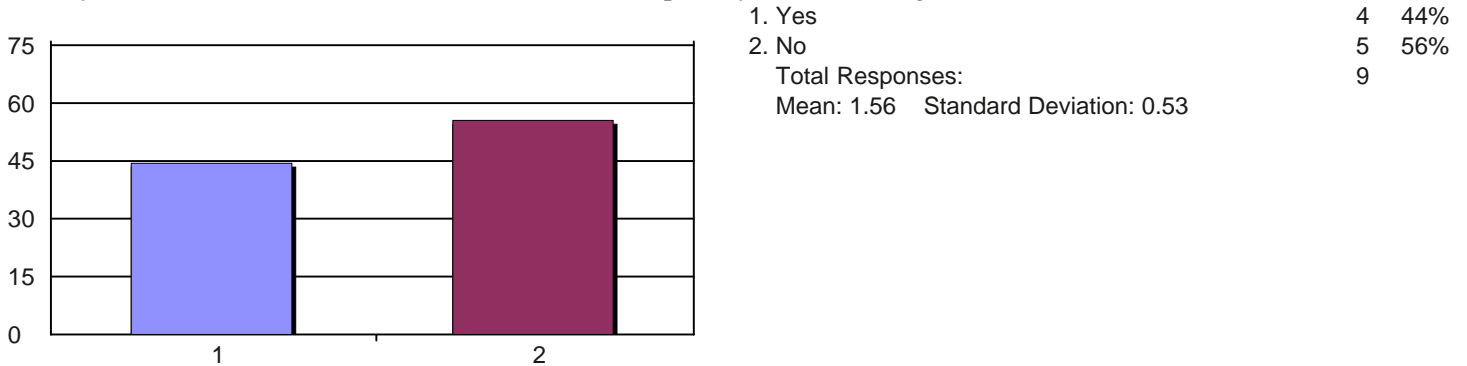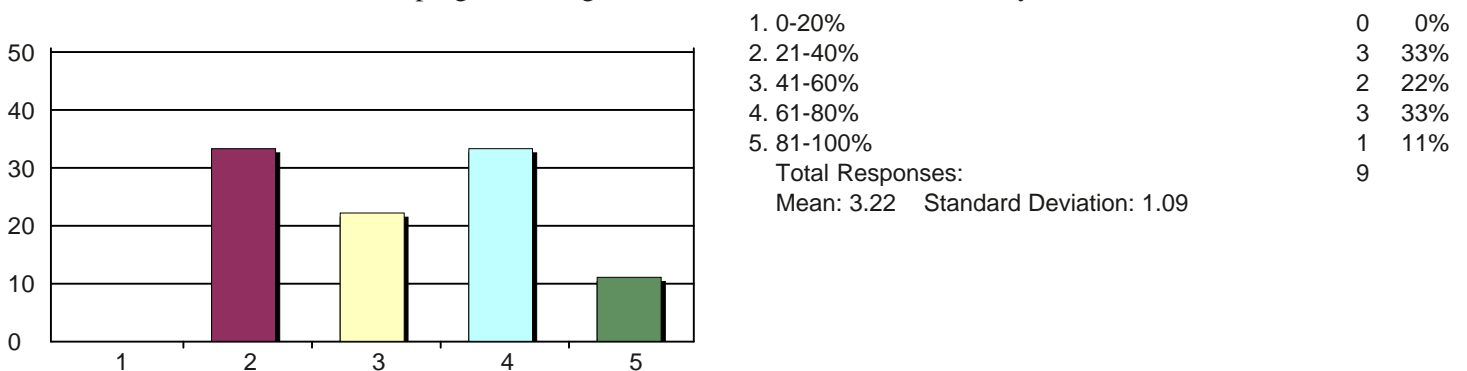
EPC Evaluation Report

5. Do you recommend this recommendation (SA2) as a priority for the Strategic Plan 2012-2015?
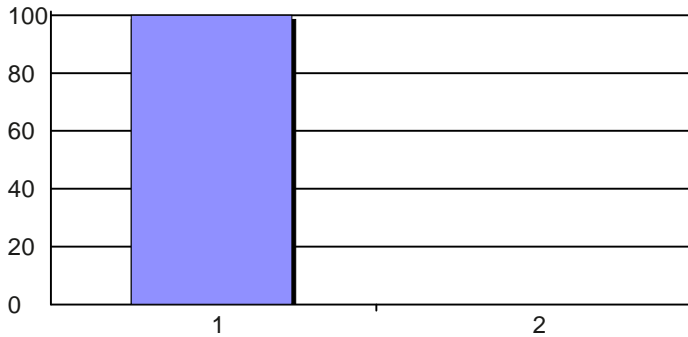
1. Yes	9	100%
2. No	0	0%
Total Responses:	9	
Mean: 1.00 Standard Deviation: 0.00		

7. **Student Access 3**. Support distance education offerings by providing: the hardware and software needed to offer
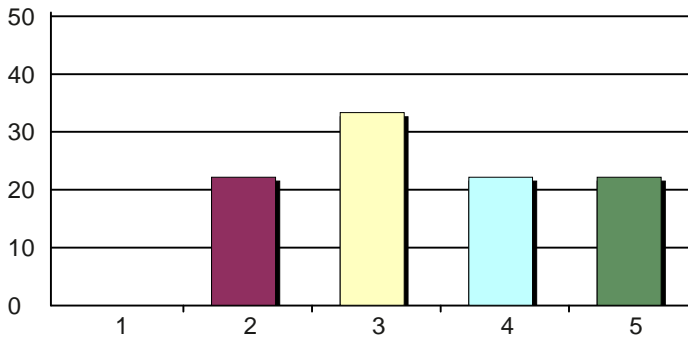
1. 0-20%	0	0%
2. 21-40%	2	22%
3. 41-60%	3	33%
4. 61-80%	2	22%
5. 81-100%	2	22%
Total Responses:	9	
Mean: 3.44 Standard Deviation: 1.13		

8. Do you recommend this recommendation (SA3) as a priority for the Strategic Plan 2012-2015?
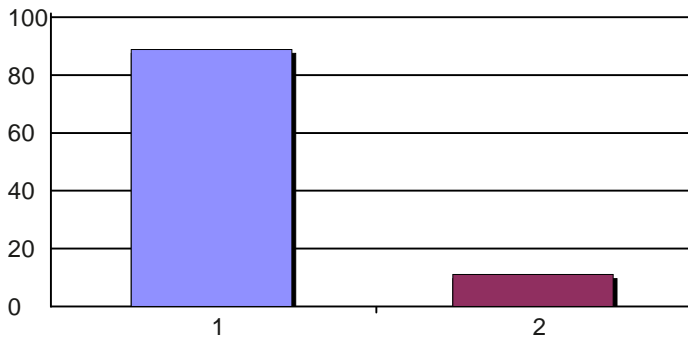
1. Yes	8	89%
2. No	1	11%
Total Responses:	9	
Mean: 1.11 Standard Deviation: 0.33		

10. **Student Access 4.** Develop, implement and annually assess plans to improve student access, including enrollment at the Indian Valley campus.
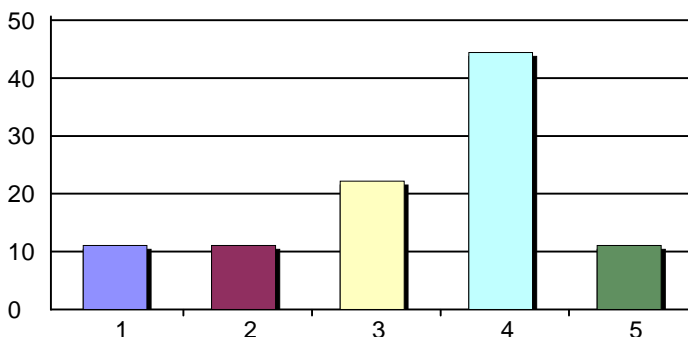
1. 0-20%	1	11%
2. 21-40%	1	11%
3. 41-60%	2	22%
4. 61-80%	4	44%
5. 81-100%	1	11%
Total Responses:	9	
Mean: 3.33 Standard Deviation: 1.22		

EPC Evaluation Report

11. Do you recommend this recommendation (SA4) as a priority for the Strategic Plan 2012-2015?

1. Yes	5	56%
2. No	4	44%
Total Responses:	9	
Mean: 1.44 Standard Deviation: 0.53		
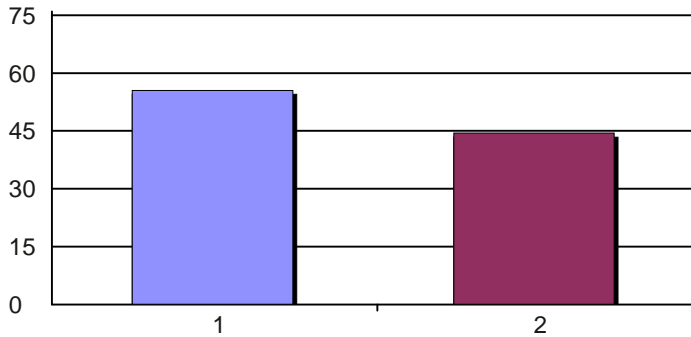
13. **Student Access 5.** Develop, implement, and assess a plan to expand outreach activities that involve all segments of the college community and that target high school students, under-represented groups, and growing segments of the county's population.

1. 0-20%	0	0%
2. 21-40%	2	20%
3. 41-60%	4	40%
4. 61-80%	2	20%
5. 81-100%	2	20%
Total Responses:	10	
Mean: 3.40 Standard Deviation: 1.07		
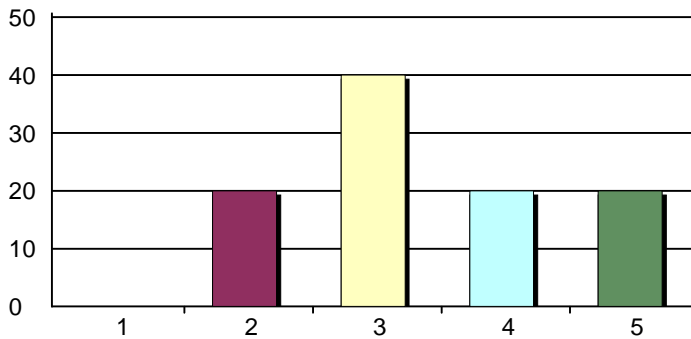
14. Do you recommend this recommendation (SA5) as a priority for the Strategic Plan 2012-2015?

1. Yes	8	80%
2. No	2	20%
Total Responses:	10	
Mean: 1.20 Standard Deviation: 0.42		
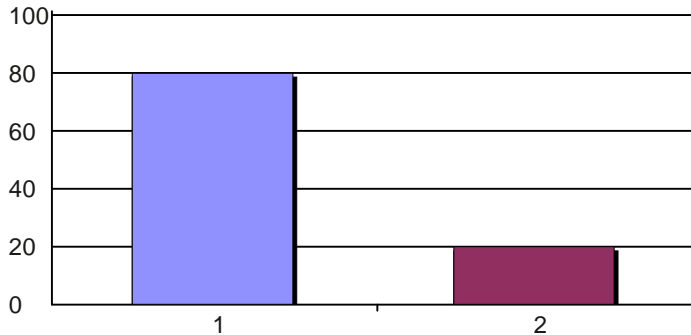
16. **Student Learning and Success 1.** Develop, implement, and evaluate a college-wide plan for student retention and success.

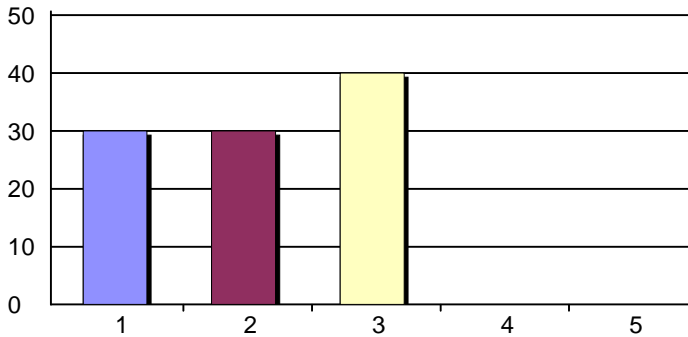|		
1. 0-20%	0	0%
2. 21-40%	5	50%
3. 41-60%	3	30%
4. 61-80%	2	20%
5. 81-100%	0	0%
Total Responses:	10	
Mean: 2.70 Standard Deviation: 0.82		
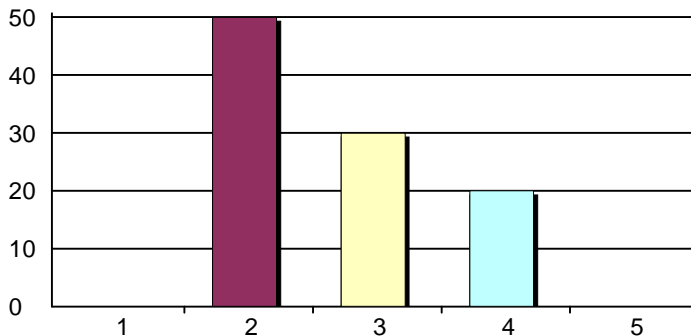
EPC Evaluation Report

17. Do you recommend this recommendation (SS1) as a priority for the Strategic Plan 2012-2015?

1. Yes	10	100%
2. No	0	0%
Total Responses:	10	

Mean: 1.00   Standard Deviation: 0.00
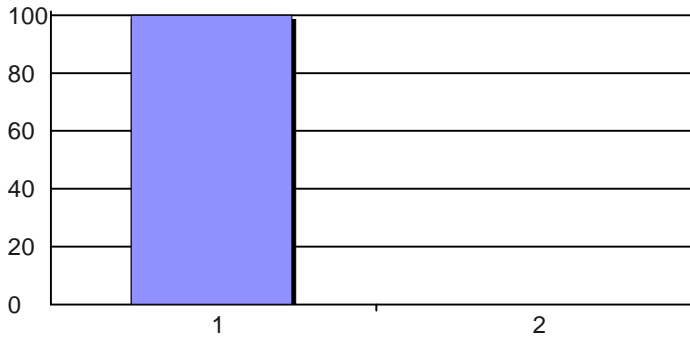
19. **Student Learning and Success 2.** Review and revise the designation of courses into the five student pathways.

1. 0-20%	4	40%
2. 21-40%	1	10%
3. 41-60%	3	30%
4. 61-80%	2	20%
5. 81-100%	0	0%
Total Responses:	10	

Mean: 2.30   Standard Deviation: 1.25
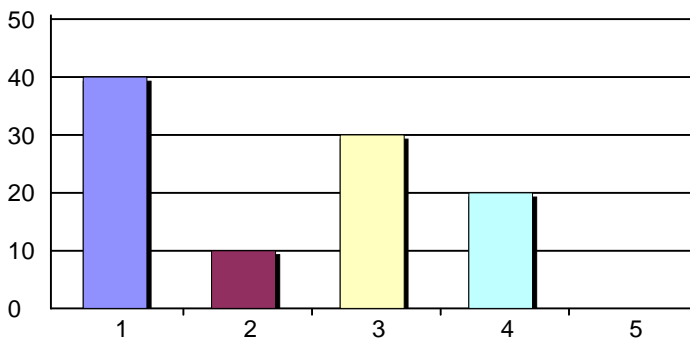
20. Do you recommend this recommendation (SS2) as a priority for the Strategic Plan 2012-2015?

1. Yes	3	30%
2. No	7	70%
Total Responses:	10	

Mean: 1.70   Standard Deviation: 0.48
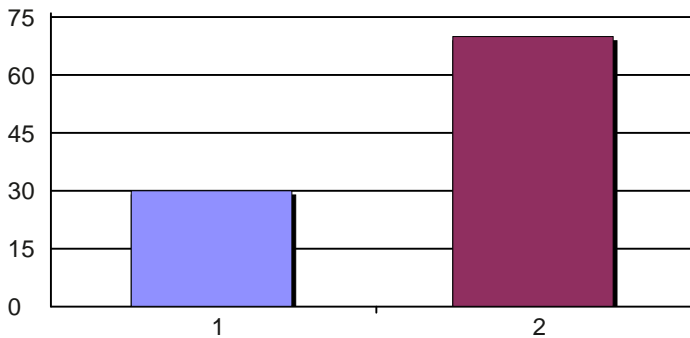
22. **Student Learning and Success 3.** Develop, implement, and evaluate a plan for systematically tracking progress and success of students in the five pathways, with particular attention to students taking basic skills, mathematics, English, and ESL courses. Then develop, implement, and evaluate strategies for the use of that information to improve student success.

1. 0-20%	1	10%
2. 21-40%	4	40%
3. 41-60%	3	30%
4. 61-80%	2	20%
5. 81-100%	0	0%
Total Responses:	10	

Mean: 2.60   Standard Deviation: 0.97
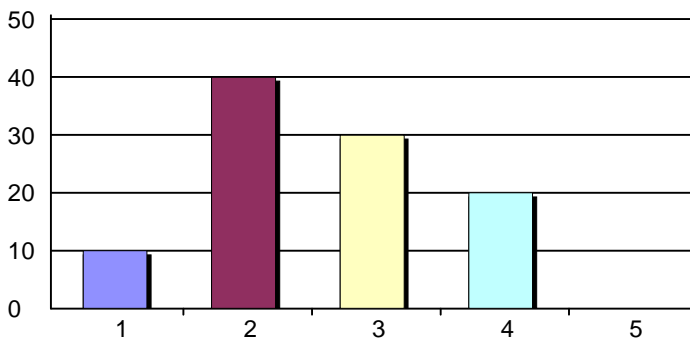
23. Do you recommend this recommendation (SS3) as a priority for the Strategic Plan 2012-2015?
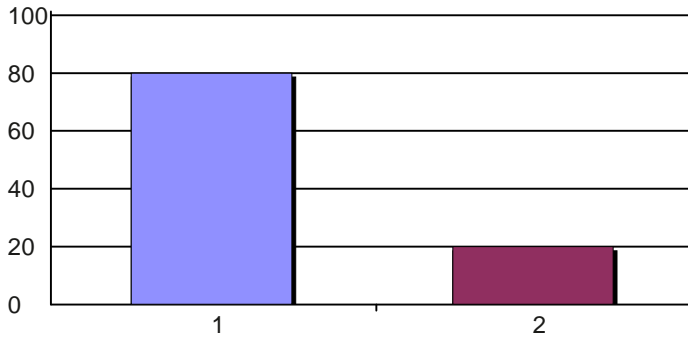
1. Yes	8	80%
2. No	2	20%
Total Responses:	10	
Mean: 1.20 Standard Deviation: 0.42		

25. **Student Learning and Success 4.** Improve the coordination of basic skills programs and services by implementing needed changes as identified in the college's basic skills self-assessment, such as adjustments in curricular alignment, assessment procedures, scheduling practices, and support services.

1. 0-20%	3	30%
2. 21-40%	3	30%
3. 41-60%	4	40%
4. 61-80%	0	0%
5. 81-100%	0	0%
Total Responses:	10	
Mean: 2.10 Standard Deviation: 0.88		

26. Do you recommend this recommendation (SS4) as a priority for the Strategic Plan 2012-2015?
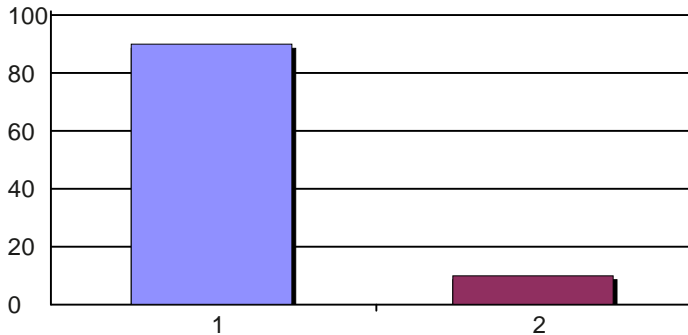
1. Yes	9	90%
2. No	1	10%
Total Responses:	10	
Mean: 1.10 Standard Deviation: 0.32		

28. **College Systems 1.** Develop, implement, and evaluate a plan that addresses the physical plant, educational use, and district support of the Indian Valley campus.
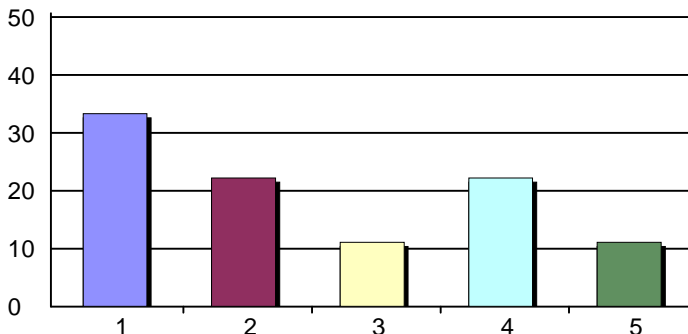
|		
1. 0-20%	3	33%
2. 21-40%	2	22%
3. 41-60%	1	11%
4. 61-80%	2	22%
5. 81-100%	1	11%
Total Responses:	9	
Mean: 2.56 Standard Deviation: 1.51		

EPC Evaluation Report

29. Do you recommend this recommendation (CS1) as a priority for the Strategic Plan 2012-2015?
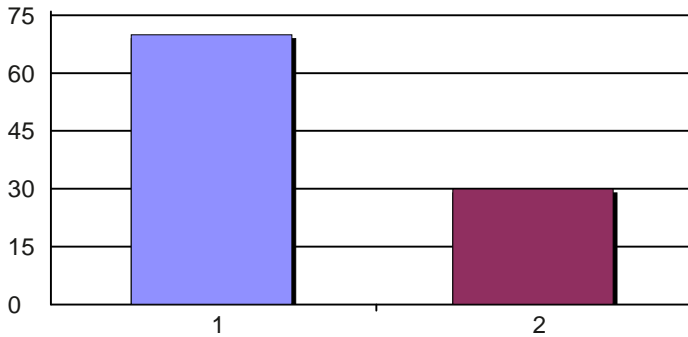
1. Yes	7	70%
2. No	3	30%
Total Responses:	10	
Mean: 1.30 Standard Deviation: 0.48		

31. **College Systems 2.** Actively pursue all avenues to update facilities, develop processes for accountability related to adherence to timelines, and review and update the College of Marin Facilities Master Plan 2004 as needed.
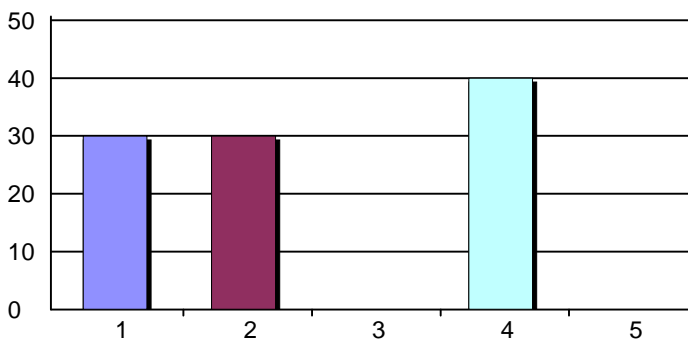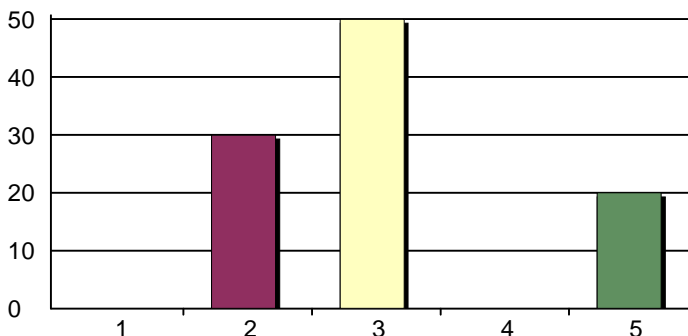
1. 0-20%	3	30%
2. 21-40%	3	30%
3. 41-60%	0	0%
4. 61-80%	4	40%
5. 81-100%	0	0%
Total Responses:	10	
Mean: 2.50 Standard Deviation: 1.35		

32. Do you recommend this recommendation (CS2) as a priority for the Strategic Plan 2012-2015?
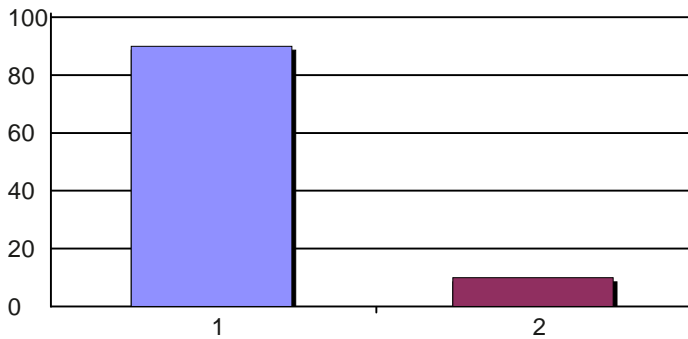
|		
1. Yes	9	90%
2. No	1	10%
Total Responses:	10	
Mean: 1.10 Standard Deviation: 0.32		

34. **College Systems 3.** Prepare, implement, and evaluate a college technology plan that identifies the policies, hardware, software, and training needed to improve student, staff and faculty access to the effective use of technology in instruction.

1. 0-20%	0	0%
2. 21-40%	3	30%
3. 41-60%	5	50%
4. 61-80%	0	0%
5. 81-100%	2	20%
Total Responses:	10	
Mean: 3.10 Standard Deviation: 1.10		

35. Do you recommend this recommendation (CS3) as a priority for the Strategic Plan 2012-2015?
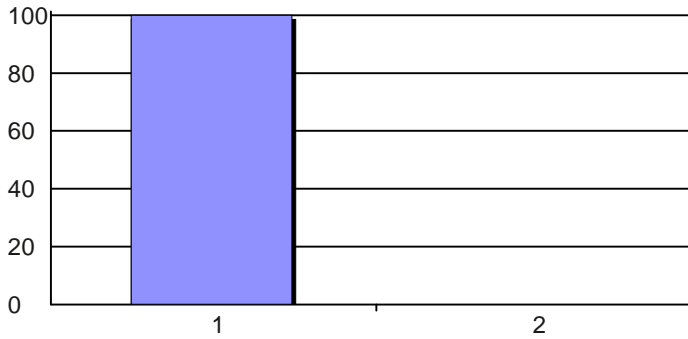
|		
1. Yes	10	100%
2. No	0	0%
Total Responses:	10	
Mean: 1.00 Standard Deviation: 0.00		

37. **College Systems 4**. Using the college's collaborative processes, develop a research agenda that addresses student learning.
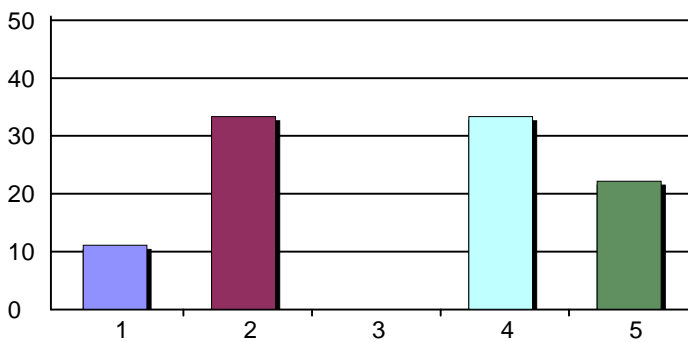
1. 0-20%	1	11%
2. 21-40%	3	33%
3. 41-60%	0	0%
4. 61-80%	3	33%
5. 81-100%	2	22%
Total Responses:	9	
Mean: 3.22 Standard Deviation: 1.48		

38. Do you recommend this recommendation (CS4) as a priority for the Strategic Plan 2012-2015?
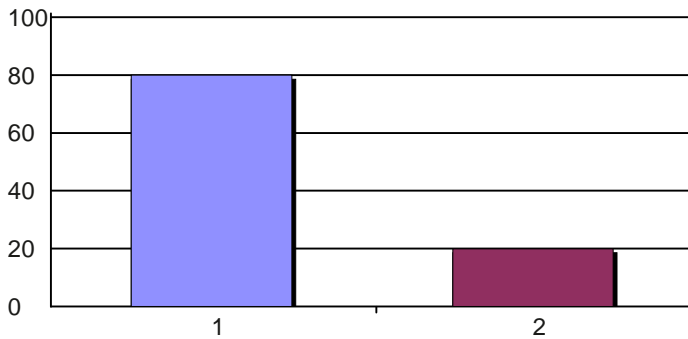
|		
1. Yes	8	80%
2. No	2	20%
Total Responses:	10	
Mean: 1.20 Standard Deviation: 0.42		

40. **College Systems 5.** Fully implement the integrated planning process, with special attention to the development of three 3-year Strategic Plans in support of this Educational Master Plan.
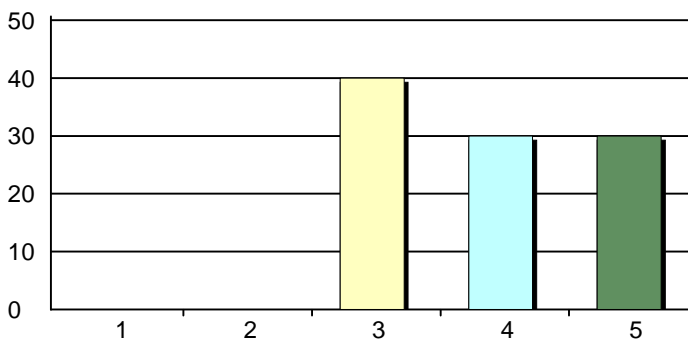
1. 0-20%	0	0%
2. 21-40%	0	0%
3. 41-60%	4	40%
4. 61-80%	3	30%
5. 81-100%	3	30%
Total Responses:	10	
Mean: 3.90 Standard Deviation: 0.88		

41. Do you recommend this recommendation (CS5) as a priority for the Strategic Plan 2012-2015?
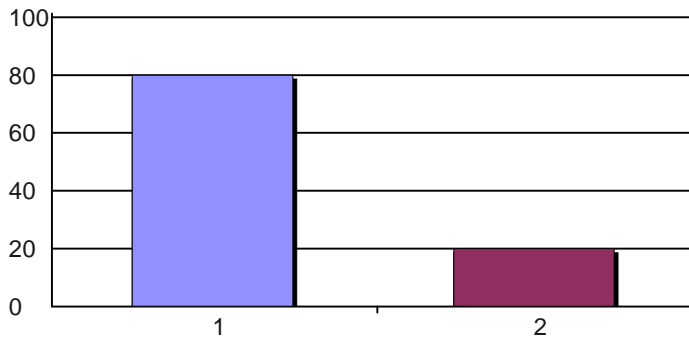
|		
1. Yes	8	80%
2. No	2	20%
Total Responses:	10	
Mean: 1.20 Standard Deviation: 0.42		

43. **Community Responsiveness 1.** Develop and enhance communication strategies to solicit business and community feedback and ensure that the feedback and business/ community assessments are shared and understood campus-wide.
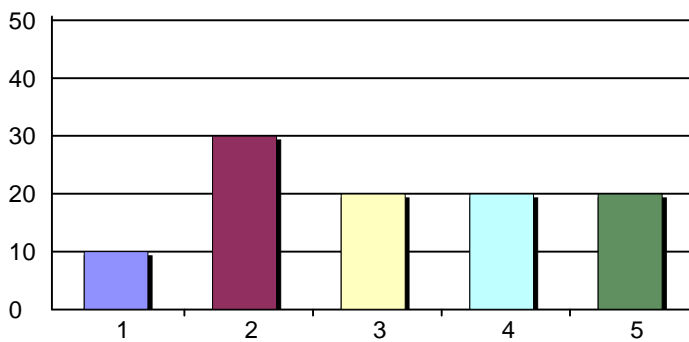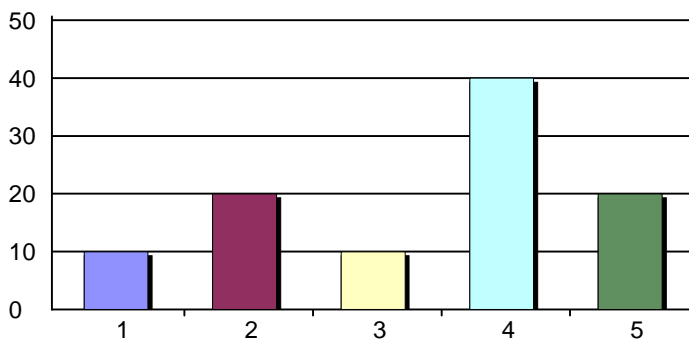
1. 0-20%	1	10%
2. 21-40%	3	30%
3. 41-60%	2	20%
4. 61-80%	2	20%
5. 81-100%	2	20%
Total Responses:	10	
Mean: 3.10 Standard Deviation: 1.37		

44. Do you recommend this recommendation (CR1) as a priority for the Strategic Plan 2012-2015?
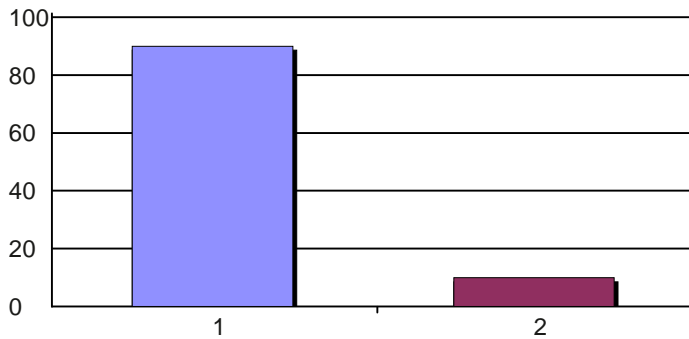
|		
1. Yes	9	90%
2. No	1	10%
Total Responses:	10	
Mean: 1.10 Standard Deviation: 0.32		

46. **Community Responsiveness 2**. Strengthen internal processes to respond quickly and appropriately to business and community needs.

1. 0-20%	1	10%
2. 21-40%	2	20%
3. 41-60%	1	10%
4. 61-80%	4	40%
5. 81-100%	2	20%
Total Responses:	10	
Mean: 3.40 Standard Deviation: 1.35		

47. Do you recommend this recommendation (CR2) as a priority for the Strategic Plan 2012-2015?
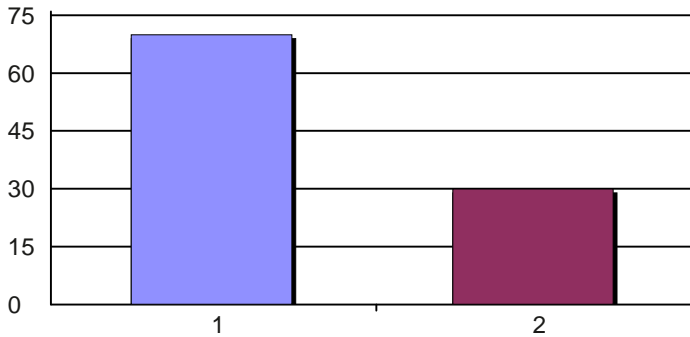
1. Yes		7	70%
2. No		3	30%
Total Responses:		10	
Mean: 1.30	Standard Deviation: 0.48		

49. **Community Responsiveness 3.** Include the assessment of local business/industry needs in the annual research agenda.

1. 0-20%		0	0%
2. 21-40%		4	40%
3. 41-60%		3	30%
4. 61-80%		2	20%
5. 81-100%		1	10%
Total Responses:		10	
Mean: 3.00	Standard Deviation: 1.05		

50. Do you recommend this recommendation (CR3) as a priority for the Strategic Plan 2012-2015?

1. Yes		7	70%
2. No		3	30%
Total Responses:		10	
Mean: 1.30	Standard Deviation: 0.48		

52. **Community Responsiveness 4.** Conduct ongoing, data-driven, community-based evaluation of new, emerging and revised career and technical education programs and services.

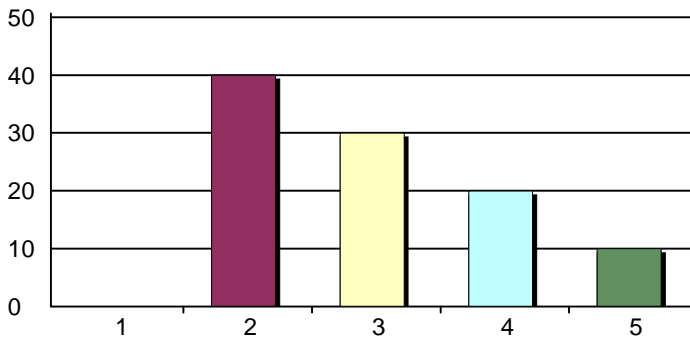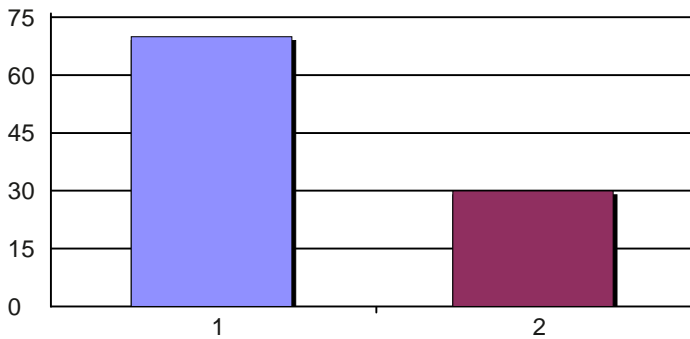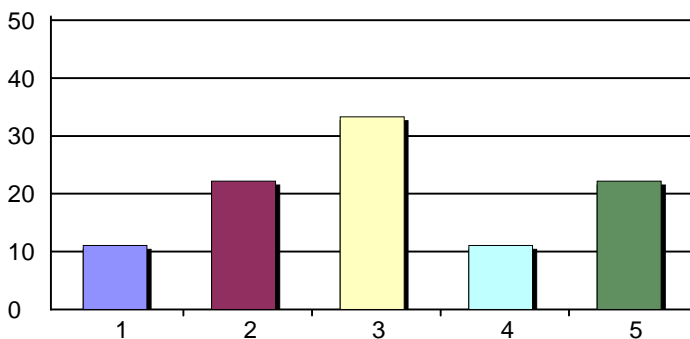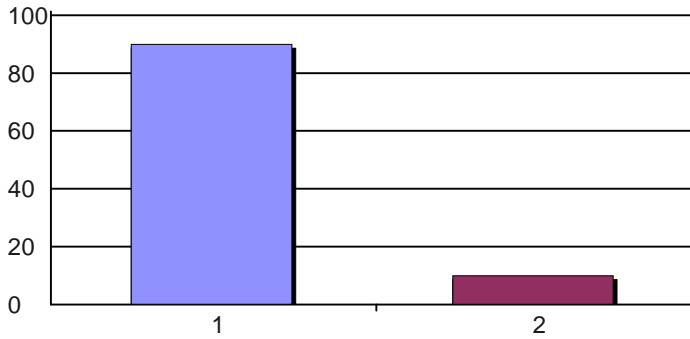|			
1. 0-20%		1	11%
2. 21-40%		2	22%
3. 41-60%		3	33%
4. 61-80%		1	11%
5. 81-100%		2	22%
Total Responses:		9	
Mean: 3.11	Standard Deviation: 1.36		

EPC Evaluation Report

53. Do you recommend this recommendation (CR4) as a priority for the Strategic Plan 2012-2015?

1. Yes	9	90%
2. No	1	10%
Total Responses:	10	
Mean: 1.10 Standard Deviation: 0.32		

55. **Community Responsiveness 5**. Assess and make changes as needed in the class scheduling patterns and practices so that the times, days, and methods of delivering instruction match the needs of commuters and working adults.
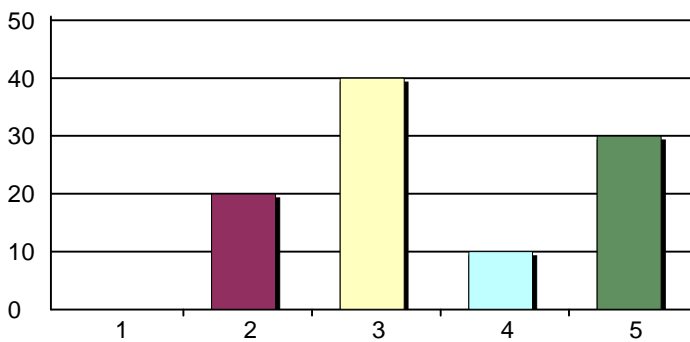
1. 0-20%	0	0%
2. 21-40%	2	20%
3. 41-60%	4	40%
4. 61-80%	1	10%
5. 81-100%	3	30%
Total Responses:	10	
Mean: 3.50 Standard Deviation: 1.18		

56. Do you recommend this recommendation (CR5) as a priority for the Strategic Plan 2012-2015?

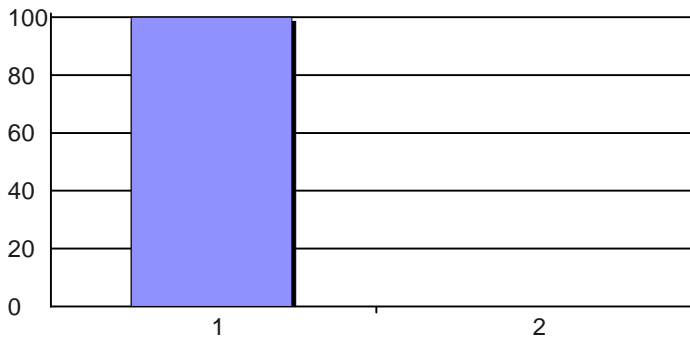|		
1. Yes	10	100%
2. No	0	0%
Total Responses:	10	
Mean: 1.00 Standard Deviation: 0.00		

EPC Evaluation Comment Report

3. If you do recommend it (SA1), what specific strategies would you like to share? (Optional)

Since Dr. Coon arrives, we are making good progress and need to continue monitoring our climate and have a systematic way of taking actions to address issues.

3. If you do recommend it (SA1), what specific strategies would you like to share? (Optional)

Reasoning: President's Goal #5
(Continue with President's monthly forums and Governance in Action publication showing actions of all PGS committees and outcomes. Perhaps insert more PRAC updates/decisions into President's Briefing.)

3. If you do recommend it (SA1), what specific strategies would you like to share? (Optional)

Challenge identified in 2009 EMP - "Over the past five years, several newspaper articles have reinforced the perception that the college's culture is one of conflict, a perception that diminishes the college's reputation". No longer the situation. No need to prioritize this for next strategic plan.

6. If you do recommend it (SA2), what specific strategies would you like to share? (Optional)

This recommendataion needs to closely align with Enrollment Management.
Do we really need additional distance education offerings or new career technical education courses? Did we do any study to find out what our community needs or students needs, not just what we think we need. What students needs is the KEY!!
How about the waitlist for Math and English courses? I understand that we can not re-write the EMP recommendataion; however, we need to be sensitive that our resources do not grow and we need to re-distribute our exist resources to students who have most needs.

6. If you do recommend it (SA2), what specific strategies would you like to share? (Optional)

I'm not sure we've really fully addressed the issue of developing new CTE programs.

6. If you do recommend it (SA2), what specific strategies would you like to share? (Optional)

Should continue to be a priority as long as the College is in business since this is the delivery of the product to the customer. (President's Goal #1 - Improved Access + Angelina and Ken's presentations for what is needed)

6. If you do recommend it (SA2), what specific strategies would you like to share? (Optional)

Much progress made on the challenge identified in the EMP - "The college has yet to develop a complete offering of courses and services that would allow students to take advantage of anytime/anywhere delivery of instruction and services or to access on-campus course offerings at non- traditional times (evenings, weekends) on a large scale" though much remains to be done. Concur with many of the strategies presented by Angelina Duarte in her presentations regarding the Student Access and Success Initiative she is working on for COM. Would like strategies in the next plan to outline specific processes for broad constituent input as we move to implement a COM specific Student Access and Success Initiative.

6. If you do recommend it (SA2), what specific strategies would you like to share? (Optional)

The AS is revising the MOU/procedure regarding blueprints, student pathways, master schedules and class schedule in the next week. It will be ready to implement in the coming year.

6. If you do recommend it (SA2), what specific strategies would you like to share? (Optional)

This needs to be driven from the point of view of the target population.

9. If you do recommend it (SA3), what specific strategies would you like to share? (Optional)

We are making good progress and need to continue maintaining our good progress on DE. We need to be clear that this recommendataion does not say "increase DE offerings". If we do consider increase DE offerings, it has to be part of Enrollment Management plan. It cannot be stand along decision!!

9. If you do recommend it (SA3), what specific strategies would you like to share? (Optional)

We need to determine how much DE our students/community really need, and create a plan to target the areas most needed to support student success.

9. If you do recommend it (SA3), what specific strategies would you like to share? (Optional)

Much progress in area of hardware, software, and faculty training opportunities. Evaluation of all aspects still needs attention. EMP based this recommendation on the following - "This increase of student interest in distance education is reinforced by a Chancellor's Office report comparing statewide trends in 2003-2004." Given the current plans by both CSU and UC to drastically increase online course offerings, increasing fully online course offerings may not be the priority for COM. In addition to evaluating all aspects currently available, improving the use of the online tools to augment face to face courses by deepening faculty engagement and facility with the tools currently available may be a better strategy in the next plan.

EPC Evaluation Comment Report

9. If you do recommend it (SA3), what specific strategies would you like to share? (Optional)

Online Counseling needs to be implemented. All courses will have moodle shells starting sp. 12. Faculty training is a huge need - more needs to be done here.

12. If you do recommend it (SA4), what specific strategies would you like to share? (Optional)

We are making good progress and need to continue maintaing our good progress on this recommendataion, including not just IVC but KTD as well.

12. If you do recommend it (SA4), what specific strategies would you like to share? (Optional)

Plans have been developed and implemented. Evaluation should be priority to provide formative information for future plans. This recommendation was made in the context of a challenge - "the college cannot rely on population growth leading to significant enrollment growth." Given the changing economic circumstances and external drivers for student enrollment at COM, assessment of efforts from first strategic plan and another internal and external scan relative to enrollment and enrollment growth should be a strategic priority.

12. If you do recommend it (SA4), what specific strategies would you like to share? (Optional)

Student services and library services are key.

12. If you do recommend it (SA4), what specific strategies would you like to share? (Optional)

Dashboard will greatly assist in this task.

15. If you do recommend it (SA5), what specific strategies would you like to share? (Optional)

With outreach coordinator, we started to make progress in this area. We need to continue the effort in this area. Based on data, this is the area that we have been ignored for long time. We need to pay attention to this area.

15. If you do recommend it (SA5), what specific strategies would you like to share? (Optional)

Need to continue this work.

15. If you do recommend it (SA5), what specific strategies would you like to share? (Optional)

more outreach

15. If you do recommend it (SA5), what specific strategies would you like to share? (Optional)

This recommendation has seen substantial progress due to efforts under the first strategic plan. Sustaining the significant advances made on this recommendation should be a priority and assuring that resources are allocated for that purpose is important though this recommendation overall does not need the specific strategic focus that some others do at this time.

15. If you do recommend it (SA5), what specific strategies would you like to share? (Optional)

Keep doing what she's doing.

15. If you do recommend it (SA5), what specific strategies would you like to share? (Optional)

Outreatch and enrollment management should be driven by considerations of each target group. Before any outreach goes on, the college needs to be in a position to offer a "product" customized for the population. An example of this would be the recently developed IVC GenEd plan that was developed specifically for working adults and accelerating high school students.

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

We need to continue doing this work in a systematic way. Hopefuly with Angelina's Student Success Initiative project, this recommendation can be implemented effectively and efficiently.

In terms of developing a tool to systematically track student retention and success, this task has been accomplished (Data Dashboard). I would suggest that next step should be "provide professional development to training people how to use data dashboard". In terms of evaluate the Data Dashboard, we are consistently evaluating the user-friendly functions.

What we are needed now is not the data tool, is using data to (a) have conversation, (b) collaborate with departments, and (c) make informed decision for program improvement.

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

Need better measures of success beyond class completion; and we need a plan that implements specific strategies that target what students need to succeed (early alert; required orientation, etc)

EPC Evaluation Comment Report

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

Look at high-risk populations in the required sequences

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

The challenge articulated in the EMP was - " Many students are not completing their educational plans in a timely manner.There is wide variation of retention and success rates across programs (see Appendix B
and Appendix C). Many students have trouble completing their mathematics and English sequences. The college has yet to develop processes for systematically tracking student progress and success and using that information to intervene at key points in students' matriculation."
Information presented to EPC regarding the Student Access and Success Initiative, Enrollment Management Plan and implementation of DegreeWorks can move us significantly close to a successful resolution of this recommedation. Strategic planning should put focus in this area.

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

- Required Orientation and Follow-up for new students
- successful students mentoring struggling students
- study skills support

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

Implement the student success initiative that AD outlined.

18. If you do recommend it (SS1), what specific strategies would you like to share? (Optional)

Each target population should have specific feedback and/or focus group feedback that would provide real-time opportunties for course correction as needed.

21. If you do recommend it (SS2), what specific strategies would you like to share? (Optional)

I am not sure how this recommendataion helps College of Marin achieve student success. Need more information.
However, OIM did the "Transfer", "Basic Skills", "Career Ed", and "Other" (Course offering) chart, this helps the College understand these course offering priorities. If this recommendataion means it, the College has already done so.

21. If you do recommend it (SS2), what specific strategies would you like to share? (Optional)

It seems that the 5 pathways brand of thinking is grossly oversimplifying the college's broad and diverse population and their unique needs. I think it's a step on the way to a solution, but in no way do I see it as a permanent solution.

21. If you do recommend it (SS2), what specific strategies would you like to share? (Optional)

Basic skills should also be in transfer

21. If you do recommend it (SS2), what specific strategies would you like to share? (Optional)

Personally, I think that the designation of courses into the pathways has served a purpose but has also strayed from my understanding of the original purpose of the pathways. Rather than defining institutional pathways to fit students into, the original purpose was to use the data on how students actually matriculated through COM. The analysis of how students actually moved through the institution could enable us to look differently at how we offer support (counseling, scheduling, testing). We may have lost our way on this. Instead of looking at student's goals and the paths they take to acheive them, we seem to again be defining goals for students and defining the pathways we want them to tak.

21. If you do recommend it (SS2), what specific strategies would you like to share? (Optional)

While this was done at a broad level several years ago and is part of the EMP. We need to make these much more specific to majors and vocational areas.

21. If you do recommend it (SS2), what specific strategies would you like to share? (Optional)

"Five student pathways" is not an effective strategy as it currently is used.

24. If you do recommend it (SS3), what specific strategies would you like to share? (Optional)

If this recommendataion means course offering project, this is an important recommendation (also aligned with Enrollment Management and Student Success Initiative). Especially progress and success of students in basic skills (Math and English). Another super important aspect is so what? What are the strategies we can do to improve students' progress and success.

EPC Evaluation Comment Report

24. If you do recommend it (SS3), what specific strategies would you like to share? (Optional)

need to continue this work and tie it to specific strategies...

24. If you do recommend it (SS3), what specific strategies would you like to share? (Optional)

To improve student success develop a better method to evaluate their instructors.

24. If you do recommend it (SS3), what specific strategies would you like to share? (Optional)

We have a mixed bag of results in this area. Success and retention data is regularly gathered and is accessible now. However, the systematic tracking of progress and the evaluation of our efforts continue to need focused strategic planning.

24. If you do recommend it (SS3), what specific strategies would you like to share? (Optional)

The Dashboard is a fabulous tool for this. We need to train faculty to use it and to be able to analyze what they see.

24. If you do recommend it (SS3), what specific strategies would you like to share? (Optional)

Tracking for succes is important, but I don't believe that using the "five pathways" is not an effective approach.

27. If you do recommend it (SS4), what specific strategies would you like to share? (Optional)

Similar with previous recommendataion. This is focus on what we can provide to students. This is important recommendataion.

27. If you do recommend it (SS4), what specific strategies would you like to share? (Optional)

more support needed-- is curricula poorly aligned?

27. If you do recommend it (SS4), what specific strategies would you like to share? (Optional)

Return again to the challenge that led to this recommendation - "There is wide variation of retention and success rates across programs (see Appendix B and Appendix C). Many students have trouble completing their mathematics and English sequences. The college has yet to develop processes for systematically tracking student progress and success and using that information to intervene at key points in students' matriculation." Much remains to be done, particularly in the area of mathematics progress and the norming of placement tests.

27. If you do recommend it (SS4), what specific strategies would you like to share? (Optional)

- math and English classes need to be offerred at non-conflicting times
- more sections of basic math classes need to be offerred (this needs to be a budget priority)
- increased tutoring/support for basic math inc. requiring lab time like basic English classes do
- more sections of basic skills Math and English paired with study skills compnents

27. If you do recommend it (SS4), what specific strategies would you like to share? (Optional)

While I know that ESL and English Skills and to some extent English have worked on this, Math has not. (alignment/innovation etc). Re-validating cut scores on the placement tests, conversations with K-12, developing better support services all play into this.

27. If you do recommend it (SS4), what specific strategies would you like to share? (Optional)

"Curricular alignment" does not necessarily address instructional design and methodology, and those considerations should also be included in the analysis as they affect student success.

30. If you do recommend it (CS1), what specific strategies would you like to share? (Optional)

Facility plan. Very important!!

30. If you do recommend it (CS1), what specific strategies would you like to share? (Optional)

Creatively assess how to make money from the numerous unused buildings/property on the IVC campus which contributes to Pres. Goal #3 Long-term sustainability .

30. If you do recommend it (CS1), what specific strategies would you like to share? (Optional)

The challenge leading to this recommendation was - "The Indian Valley campus is underutilized and needs extensive physical rehabilitation and recent increases in enrollment have strained this campus' existing staffing and internal systems." The addition of the new building and some strategic placement of student support services has gone a long way to addresssing that challenge. Strategic focus for the next plan should be on evaluating these efforts and identifying district supports needed to sustain and improve the programs and facilities at IVC.

30. If you do recommend it (CS1), what specific strategies would you like to share? (Optional)

As part of the overall Facilities master plan below.

EPC Evaluation Comment Report

30. If you do recommend it (CS1), what specific strategies would you like to share? (Optional)

This should be included in the entire district plan, not as a stand-alone issue.

33. If you do recommend it (CS2), what specific strategies would you like to share? (Optional)

Facility plan. Very important!

33. If you do recommend it (CS2), what specific strategies would you like to share? (Optional)

need to finish that Facilities plan

33. If you do recommend it (CS2), what specific strategies would you like to share? (Optional)

Continue to pursue Facilities Master Plan project described by Al Harrison - with strict monitoring of consultant costs and extensive efforts made to minimize such costs . (President's Goal #2 - development of Facilities Master Plan by October 2012.)

33. If you do recommend it (CS2), what specific strategies would you like to share? (Optional)

Student surveys conducted in developing EMP indicated students dissatisfaction with the facilities at COM. Progress has been made but bond spending and full realization of the bond spending plan has been slow, with fits and starts and changes of direction. Strategic plan must prioritize completion of the bond spending projects authorized under the March 2010 bond spending plan.

33. If you do recommend it (CS2), what specific strategies would you like to share? (Optional)

Do it. complete it. Implement it

33. If you do recommend it (CS2), what specific strategies would you like to share? (Optional)

Implementation needs to be included in this recommendation.

36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

Tech plan. Continue the effort! Very important.

36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

it's not completed yet, is it?

36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

Continue to pursue Technology Plan project described by Al Harrison - with strict monitoring of consultant costs and extensive efforts made to minimize such costs. At a minimum, explore providing wireless capabilities a.s.a.p. in critical areas (i.e., Library, etc.) to reduce our customer's frustration. (President's Goal #2 - development of Technology Master Plan by July 2012)

36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

we need policies -- what are they? We need more smart classrooms, cascade the computers, more training for students, faculty and staff-- stronger infrastructure-- more communication from IT regarding issues like when the system crashes, etc.. Help desk...

36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

The challenge identified in the EMP - "Instructional technology in support of student learning has not kept pace with the level of service and student access to technology available in many local high schools." remains true. Marin County high school students come to COM from high schools that have had successful bond campaigns and brought state of the art instructional technology into those schools.   Our community college should reflect at least the same high standards as our public high schools do.

In addition, as evidenced in many of the reports presented to EPC this fall, technology is a unifying element for the success of all efforts at COM - from best instructional practices, through student access to support services, to efficient and effective administrative management of all systems. This should be a high priority in the strategic plan.

36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

- more smart classrooms
- increased technical support staff to train and provide individual help during implementation

36. If you do recommend it (CS3), what specific strategies would you like to share? (Optional)

Do it. complete it. Implement it.

EPC Evaluation Comment Report

39. If you do recommend it (CS4), what specific strategies would you like to share? (Optional)

We are not doing a good job on this task, not collaborating enough with collegewide entities, except with academic aspects. Need to do more work in terms of systemaic approach to develop research agenda in relation to student learning.

39. If you do recommend it (CS4), what specific strategies would you like to share? (Optional)

Although much of the Student Success Initiative and other related student learning recommendations are based upon research data, continue to use research data for exploration of student learning improvement decisions. (President's Goal #1 - Improved Student Learning)

39. If you do recommend it (CS4), what specific strategies would you like to share? (Optional)

survey students in class for their needs

39. If you do recommend it (CS4), what specific strategies would you like to share? (Optional)

PRIE and the Data Dashboard project have made enormous amounts of data accessible and easily manipulable, allowing us to delve into questions regarding student learning. An inclusive process that involves constitutent groups in annually defining a research agenda could utilize the important advances made by PRIE to target efforts to gather, analyze and report data needed to drive important decisions and resource allocation. The tools and talent are there, now the collaborative development of a research agenda is needed.

39. If you do recommend it (CS4), what specific strategies would you like to share? (Optional)

Continue work on SLO assessment.

39. If you do recommend it (CS4), what specific strategies would you like to share? (Optional)

We have an excellent start with dashboard, now the feedback loop needs to be developed, implemented and monitored.

42. If you do recommend it (CS5), what specific strategies would you like to share? (Optional)

We are doing a good job on this one but need to continue improving the process.

42. If you do recommend it (CS5), what specific strategies would you like to share? (Optional)

President's Goal #2 - Since the development of the 2012-2015 Strategic Plan will be well on its way toward completion in 2012, this recommendation no longer seems necessary. (Clearly the leadership of the College will guide the development of the 2016-2019 plan when necessary.)

42. If you do recommend it (CS5), what specific strategies would you like to share? (Optional)

Huge progress made with the committment of COM community members including administration, staff, faculty and students. This must continue to be a priority, with resource allocation and new initiatives held accountable to how each aligns with the strategic priorities and EMP recommendations. Oversight is necessary to ensure that COM does not repeat some of the errors in its history - errors resulting from pursuit of initiatives and allocation of resources because of opportunities that presented themselves without a careful enough consideration of whether or not those opportunities actually served to advance us in a planful way toward agreed upon objectives.

42. If you do recommend it (CS5), what specific strategies would you like to share? (Optional)

We are in round two! so between 30-60%...

45. If you do recommend it (CR1), what specific strategies would you like to share? (Optional)

The KEY here are "communication strategies" and "feedback are shared and understood campuswide". We need to improve on this recommendataion.

45. If you do recommend it (CR1), what specific strategies would you like to share? (Optional)

Although it sounds like progress is being made, with this economy it makes sense for the College to exert "extra concentrated effort" to creatively translate the pulse of future job needs to job training (including "concentrated" research into publications such as Business Times, etc. and aggressive pursuit of lmeetings with business leaders, hiring organizations outside of Marin, etc.? (President's Goal #3 - Long-term sustainability and success: continue to develop strategic partnerships, perhaps team-building with businesses, etc.)

EPC Evaluation Comment Report

45. If you do recommend it (CR1), what specific strategies would you like to share? (Optional)

The EMP identifed the challenge related to community responsiveness with the following statement: "Individuals within the college participate in advisory committees and local boards and partner strategically with various community agencies and workforce initiatives. However, because there is not a shared, systematic process for this community feedback to become widely known on campus, the college's ability to fully respond is impeded." That challenge still exists. Great strategies have been developed to solicit feedback but the feedback and community assessment are nto systematically shared and understood campus wide. The next strategic plan should recommend specific strategies to address the gap between current initiatives that gether feedback and the college-wide access to that information.

45. If you do recommend it (CR1), what specific strategies would you like to share? (Optional)

Not sure anything is understood campus-wide.

48. If you do recommend it (CR2), what specific strategies would you like to share? (Optional)

Based on Nanda's presentation, we seemed doing a great job on this recommendataion. I wish the information has been shared widely with the College before. My comment is going back to previous recommendation "feedback are shared and understood campuswide". We need to continue monitoring this recommendataion.

48. If you do recommend it (CR2), what specific strategies would you like to share? (Optional)

Although college wide understanding of these processes needs improvement, COM has demonstrated an ability to be nimble in response to business and community needs in the years since this recommendation was made.

48. If you do recommend it (CR2), what specific strategies would you like to share? (Optional)

go Nanda!

51. If you do recommend it (CR3), what specific strategies would you like to share? (Optional)

Based on Nanda's presentation, the assessment of local business/industry has been done beautifully, however, the information was shared and build into the annual research agenda. This recommendataion is going back to CS4 (#37). We need to make sure the annual research agenda includes this.

51. If you do recommend it (CR3), what specific strategies would you like to share? (Optional)

Strategy: Expand from "local" to a more global approach since Marin County business/industry is very limited (Students need global skills - The world is flat.)

51. If you do recommend it (CR3), what specific strategies would you like to share? (Optional)

The annual research agenda is not yet a fully realized, transparent part of the college process. A great deal of information has been gathered under different auspices but is not systematically tied together or universally accessible.

51. If you do recommend it (CR3), what specific strategies would you like to share? (Optional)

I don't know about annually?

54. If you do recommend it (CR4), what specific strategies would you like to share? (Optional)

Based on Nanda's presentation, the recommendation has making good progress; however, we need to continue monitoring it.

54. If you do recommend it (CR4), what specific strategies would you like to share? (Optional)

The challenge identified in the EMP - "Individuals within the college participate in advisory committees and local boards and partner strategically with various community agencies and workforce initiatives. However, because there is not a shared, systematic process for this community feedback to become widely known on campus, the college's ability to fully respond is impeded" still exists. The data to address this recommendation is accessible and used by some in their decision making. A strategic priority should be to involve more of the COM community (administration, staff, faculty and students) together to gather and analyze this data and compare it to the course/program offerings at COM.

57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

This is part of Enrollment Management. We really need to pay attention. I hope we have a clear Enrollment Management Plan to act on!!

57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

need to continue this work

EPC Evaluation Comment Report

57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

(Crucial to maintain the College's long-term sustainability in this economic climate.) Strategy: Think more outside the box. Partner more with businesses and get creative to provide courses offsite (maybe in conference rooms). Explore new ideas (i.e., growing an evening business seminar service which would help bring in funds).

57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

Evening services

57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

Great progress made on this front with the creation of a GE transfer track of evening classes available on the IVC campus. As a college district, strategies are still needed to meet this recommendation on an institution-wide basis.

57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

-increase late afternoon and early evening class offerings scheduled so that working students can get two GE classes in one evening

57. If you do recommend it (CR5), what specific strategies would you like to share? (Optional)

Getting better. still needs work.

Summary of the EPC Evaluation Results

% of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.　　**Yes, based on consensus**

Item	100%	~90%	80%			low %	Consensus	Recommendation
SA1						45%		
SA2	100%						**Yes**	SA2 and CR5
SA3		89%					**Yes**	Evaluate DE implementation and expand training including faculty and students.
SA4						56%		
SA5			80%				Yes	Student Success Initiative. Complete the implementation and assess the progress of the implementation.
SS1	100%						**Yes**	SS3 feeds into SS1 (specifically addressing pathway is no longer necessary). Which connecting SLO assessment to Program Review.
SS2						30%		
SS3			80%				**Yes**	Not the pathway. Use the data to evaluate the strategies.
SS4		90%					Yes	Including curriculum alignment with K12. Use the data to evaluate the implementation of the strategies.
CS1					70%		No	Tie to CS2. Need to make sure this is included into district wide facility plan. For both Campuses, not just IVC. Develop, complete and implement the CoM Facilities Master Plan 2012 that addresses the physical plant, educational use, and district support of both campuses. Since many issues have been addressed at IVC, we would like to see these topics be addressed on both campuses.
CS2		90%					Yes	1. develop and implement the facility plan, 2. activity pursue all avenues to update facilities, 3. develop processes for accountability related to timelines. Accountability related to adherence to timelines and accuracy of deliverables. Develop a system for user communication with deision makers and make sure there is a system for closing the feedback loop. Accountability to stakeholders related to timelines and deliverables.
CS3	100%						**Yes**	
CS4			80%				No	Completed. RAG is in process to expand more global agenda. Tie with CR3.

Summary of the EPC Evaluation Results

	% of members who recommend the recommendation as a priority for the Strategic Plan 2012-2015.						**Yes, based on consensus**	
CS5			80%				Yes	In progress. Need to evaluate/assess the progress. Checking all elements of integrated planning process. Complete the development of the strategic plan 2012-2015. In Spring 2015, complete the strategic plan 2016-2019.
CR1		90%					Yes	Ensure feedback is shared and understood campuswide. Including data from CS4 and CR3.
CR2				70%			No	Completed. Emphasis on communication.
CR3				70%			No	Make sure the local business needs in the annual research agenda. Tie with CS4.
CR4		90%					Yes	CR4 (data) also be shared and understood campuswide. Also see CR1. Use the information to make decisions. Create a system to provide information on CTE programs services and future opportunities to the college wide. On-going.
CR5	100%						Yes	

Strategic Plan: 6   **12**   move forward

The main focus is in the evaluation. To evaluate the implementation.