

PRAC PRESENTATION AVP OF INSTRUCTION

March 26, 2024

Cari Torres

AVP AREA OVERVIEW

The true measure of our success will be the number of people touched and transformed by our success.

—Angela Ahrendts

Overview:

- One manager
- One administrative assistant (shared with Dean of Educational Success Programs)

Areas:

- Counseling
- Distance Education
- PRIE
- FDIP
- Office of Instructional Management
- Child Development Program
- Professional Learning
- Accreditation (Accreditation Liaison Officer)
- Strategic Plan – Instructional Program Goals (1-6)

AVP of Instruction		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary)	\$536,317	Administration/Work Experience faculty/CPL Coordination/Academic Senate
3000 (nondiscretionary)	\$183,907	Benefits
4000 (discretionary)	\$5,182	Supplies and Materials; Flex; Professional Development; Meetings
5000 (discretionary)	\$14,114	Travel; Software; Contracts
6000 (discretionary)	\$823	Furniture and Equipment
Total:	\$740,343	

AVP PROGRAM DISCUSSIONS & DIRECTIONS

Change is hard because people overestimate
the value of what they have—and
underestimate the value of what they may gain
by giving that up.

—James Belasco & Ralph Stayer

Focus Items:

- FDIP
- Strategic Plan – Instructional Programs (Goals 1-6)
- Accreditation (good news!); adopt 2024 Standards
- Instructional and Non-instructional program review
- Academic Blueprints/student-centered scheduling
- Expand administrative assistant capacity (add Administrative Assistant III to Educational Success Programs)

QUESTIONS/DISCUSSION

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—Albert Einstein

COUNSELING AREA OVERVIEW

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—Angela Ahrendts

Overview:

- 13 full-time counseling faculty, including articulation officer; one work experience faculty
- Eleven part-time counseling faculty
- One department chair and one administrator
- One department administrative assistant (currently vacant, again!, until recruitment is completed)
- One shared administrative assistant (supports two administrative areas)
- Approximately 25 teaching units scheduled each semester (counseling courses, including Counseling 116, 119, 125, 130, 133, 134, and 179; Counseling 130 sections are paired with learning communities). Counselors teach Summer Bridge and Career Academies; satellite classes, including COMPASS and one-unit career courses at continuation high schools
- Enrollment for Summer 2023, Fall 2023 and Spring 2024:
 - Counseling and Study Skills courses: 718
 - Work Experience courses: 281

Program highlights for 2023-2024

- Conducted temporary pool recruitment and expanded counseling part-time faculty to include FDIP graduates
- High school outreach, including designated counselor at four high schools
- In-person educational planning on-site at top feeder high schools
- Counselors involved in learning communities, high school programs, Rising Scholars, FDIP, MESA, and COMPASS
- July 1, 2023 – January 31, 2024 total student contact: 7,174 individual attended appointments (includes only general counseling)

COUNSELING BUDGET OVERVIEW

Leadership is the art of accomplishing more
than the science of management says is
possible.

—Colin Powell

*How are the funds contributing to the intended
outcomes?*

- Articulation Officer/General Counselor – updating ADTs; supporting departments to create new ADTs; updating liberal arts degrees; working with departments to prepare for CalGETC (ethnic studies and communication changes/implementation); GE changes; Common Course Numbering
- General Counselor (Athletics emphasis) – consistent and substantive support for student athletes
- Work Experience – in addition to revising WE curriculum (per Title 5 changes), partnering with Fire Foundry, Marin SEL at Terra Linda, and other programs; lead on CPL and LAEP at COM

Counseling		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary; includes District and Categorical funds)	\$2,232,379	Administrative staff/Counseling/Work Experience faculty/Coordinators/Puente/Guided Pathways/SEA/Strong Workforce
3000 (nondiscretionary)	\$841,703	Benefits
4000 (discretionary)	\$12,719	Supplies and Materials; Flex; Professional Development; Meetings
5000 (discretionary)	\$68,482	Travel; Software; Contracts
Total:	\$3,155,283.00	

COUNSELING PROGRAM REVIEW SUMMARY

Knowledge implies a responsibility to act.

—Susan Komives

Specific antiracist and equity practices being implemented within the program to improve student access, retention, and/or the success of Black, African American, and Latinx students.

- Faculty Diversity Internship Program (Counseling Interns and hiring to temp pool)
- Committee work – counselors serve on screening committees, Academic Senate, PRAC, DEC, GRIT, EPC, Curriculum Committee
- Learning Communities – counselors have been instrumental in two new learning communities: Mi Familia and MESA
- Counselors are actively liaising with academic departments around transfer and articulation
- Summer Career Academies and Summer Bridge
- Connecting with Umoja Equity Institute on their events and efforts
- MAPS mentorship program for first-generation students is growing

Summarize the review of activities, staff, and implementation of your program through the lens of disrupting systemic racism. What more do we need (data) to better inform our response to this question?

- Learning community events/workshops: MAPS Undocumented Student Event
- Data Dashboard to identify outcomes and discover effective interventions
- Learning Communities to review achievement gaps based on race/ethnicity (retention, GPA, transfer rates)
- Summer Bridge (expansion to include ESL)
- COMPASS
- Outreach in COM classes to connect students to resources
- Transfer Hub/transfer services/career services
- Counseling surveys
- Improving referral process
- Mentors, mentees, mentor programs, faculty mentors
- Need: collect data related to student feedback to inform our services
- Tracking where students are applying

COUNSELING PROGRAM DISCUSSIONS & DIRECTIONS

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—James Belasco & Ralph Stayer

Focus Items:

- Articulation – continue to review and update ADTs; establish articulation agreements where missing (especially major preparation); prepare for CalGETC 2025 implementation, Ethnic Studies implementation for CalGETC and local GE pattern; Oral Communication requirement; updating liberal arts degrees
- Increase number of students who meet with a counselor in their first semester and have a comprehensive educational plan (related to the Strategic Plan)
 - Fall 2023: Credit students - 49%; Noncredit students - 7%
 - Spring 2024: Credit students - 44%; Noncredit students - 5%
- Offsite educational planning at continuation high schools and adult education schools
- Complete Program Review (instructional and noninstructional) in 2024-2025 – develop five-year plan

COUNSELING RESOURCE REQUESTS

Strategy is about stretching limited resources
to fit ambitious aspirations.

—C. K. Prahalad

- COM Counselor at high schools – institutionalize as a full-time position (on District funding after categorical funding ends) - \$105,000/salary and benefits

QUESTIONS/DISCUSSION

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—Albert Einstein

TRANSFER AND CAREER PROGRAMS AREA OVERVIEW

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—Angela Ahrendts

The Transfer/Career Center supports transfer, career education, associate degrees, and the development of job-related skills and experience.

- Two full-time program coordinators (one current vacancy)
- Shared administrative assistant

Transfer:

- Students served directly through transfer appointments (in-person and Zoom)
- Provide transfer workshops to assist students with transfer and applications (admission to UC and CSU is increasingly competitive)
- Liaison with local and national baccalaureate-granting institutions to stay current on transfer policies and to coordinate direct advising opportunities for students
- Advise Transfer Club, to further transfer culture on campus
- Plan, coordinate, and lead campus visit programs to local and state universities/colleges
- Transfer Center Hub on Canvas is dynamic and useful for students
- Classroom visit series 2x a year to expand transfer awareness to COM students
- Expanded support to faculty, through partnerships across departments and classrooms, flex activities, and special projects
- Targeted outreach to specific populations not accessing resources (never met with a counselor, low on units/GEs, eligible for special programs, etc.)
- Increased outreach to high schools to strengthen the pipeline

Career:

- In collaboration with community- based organizations, learning communities and academic departments to execute work-based learning activities directed toward job attainment and career development
- Develops and facilitates career-readiness activities for students via one-on-one consultations, application assistance, career/industry exploration lecture series, social media, and industry best-practices techniques
- Identifies internship opportunities and liaises between employers and students across
- Provides job placement services and job placement outcomes for CTE and Non-CTE students
- Engages in employer/industry collaboration activities (i.e., career fair, employer tabling, career panels, site visits, industry/community events)
- K-12 connection/ career pathways for MCOE students (i.e., partner with school-to-career programs, outreach at H.S programs/campuses, and career exploration seminars)

Transfer		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary)	\$92,737	Program Coordinator
3000 (nondiscretionary)	\$41,736	Benefits
4000 (discretionary)	\$2,536	Supplies and Materials
5000 (discretionary)	\$12,538	Student trips to visit colleges; Fingerprints for interns/student employees; Software and Contracts
Total:	\$149,547	

Career		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary)	\$85,172	Program Coordinator
3000 (nondiscretionary)	\$28,675	Benefits
4000 (discretionary)	\$1,358	Supplies and Materials for Career Fairs
Total:	\$115,205	

TRANSFER AND CAREER DISCUSSIONS & DIRECTIONS

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the value of what they have—and
underestimate the value of what they may gain
by giving that up.

—James Belasco & Ralph Stayer

Focus Items:

Transfer:

This year, the Transfer Center has been focusing on building out Section II of Program Review, through setting goals for program growth, with a focus on the following themes, particularly among DI groups:

- Increasing availability and transparency of key transfer information and resources
- Increasing transfer pathway options for students
- Utilizing data-driven, targeted outreach
- Guiding students to make informed transfer decisions

Career:

- Increase the number of internship opportunities that align with student's education plan to help support student success and retention.
- Expand career services through marketing strategies, to better reach adult students, non-traditional students and underrepresented student populations.
- Continue to engage employers to provide students with learning opportunities that align with student education goals
- Increase the number of active users on the institution's virtual job board.
- Continue to create work-based learning activities that help students apply classroom theories to real world/work force scenarios.

CAREER SERVICES PROGRAM REVIEW SUMMARY

Knowledge implies a responsibility to act.

—Susan Komives

- Continue to collaborate with learning communities and community-based organizations to increase the number of students that are part of the underrepresented student population by informing them of the career services offered at College of Marin.
- Align internship and work experience opportunities with academic disciplines by involving faculty participation.
- Educate students on internship and job research through workshops and presentations. Provide support and increase resources for resume development, cover letter writing and digital portfolio.
- Inform students of the various tools that can be used to attain learning opportunities; such as Handshake, LinkedIn, Indeed, and industry associations/ institutions.
- Connect students with employers and supporting them with their educational goals
- Continue to increase the amount of student contact through individual appointments, career fairs and workshops.
- Create and foster partnerships with community- based organizations; such as 10,000 Degrees, Career Point, Work Force Alliance of the North Bay, MCOE and SR Chamber of Commerce.
- Consider role of LAEP funds to expand paid internship opportunities for COM students
- Collaborate with Work Experience and Service-Learning faculty to increase student participation and enrollment in these courses.

TRANSFER PROGRAM REVIEW SUMMARY

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- Continue to increase outreach and information availability to students not accessing the Transfer Center
 - Transfer Advocates program, faculty and LC collaborations, additional Transfer Hub content, etc.)
- Continue shift to a data driven targeted outreach approach
 - Transfer/Counseling Data Dashboard in the works + implement student focus groups to increase decision making around student feedback
- Increase transfer pathways for students
 - Alignment with AO to identify first-gen-friendly, transfer-friendly institutions and create partnerships/articulation, including HBCUs – creating affordable options for students
 - Increase support for out-of-state transfer across DI groups, current study ongoing with PRIE to determine if our students are “undermatching”
 - Study most viable alternate majors and ensure transfer path is smooth, and opportunities are communicated to students (goal of increasing admit rates)
- Better guidance for students to make informed transfer decisions
 - Create a spotlight transfer success matrix: Research retention/graduation rates at our most popular transfer institutions, incorporate findings into TC literature and counseling.
 - Create a more robust resource library for counselors, focusing on institutions that support different populations (LGBTQ climate, UndocuAlly, foster youth support, etc).
 - Library of financial aid letter examples, run data to see trends across institutions (collaborate with our fin aid office)
 - Utilize alumni list with new fields for DI groups

RESOURCE REQUESTS

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to fit ambitious aspirations.

—C. K. Prahalad

Transfer Program

- Recruit for vacant Transfer Center program coordinator to be filled by August, 2024

Career Services

- Fall/Spring Career Fairs (two per academic year) $\$1,400.00 \times 2 = \$2,800.00$
- Resume & Cover Letter Workshops (two per semester) $\$300.00 \times 4/\text{year} = \$1,200.00$
- Industry Fairs $900.00 \times 2 = \$1,800.00$

Total: \$5,800 (institutionalize budget for career services)

QUESTIONS/DISCUSSION

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—Albert Einstein

DISTANCE EDUCATION AREA OVERVIEW

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—Angela Ahrendts

Overview:

- One full-time instructional designer
- One faculty coordinator (three units/semester)
- One administrator
- Distance Education Committee (DEC; subcommittee of the Academic Senate)
- IT support

Distance Education		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary)	\$163,516	Distance Education Coordinator/Instructional Designer/POCR faculty
3000 (nondiscretionary)	\$65,888	Benefits
4000 (discretionary)	\$1,058	Supplies and Materials; Flex; Professional Development; Meetings
5000 and 6000 (discretionary)	\$27,445	Travel; Software; Contracts; Laptops; Equipment (for Instructional Designer)
Total:	\$257,907.00	

OA AND HYBRID COURSES THAT MEET IGETC AND CSU GE- BREADTH REQUIREMENTS

ASL 101	Elementary Sign Language I
ASL 102	Elementary Sign Language II
ANTH 101	Intro to Phys/Bio Anthropology
ANTH 102	Intro to Cultural Anthropology
ASTR 101	Introduction to Astronomy
ASTR 117L	Introduction to Astronomy Lab
BEHS 103	Human Sexuality
BIOL 120	Human Anatomy
BIOL 224	Human Physiology
CHEM 105	Chemistry/Human Environment
COMM 100	Introduction to Communication and Speech
COMM 103	Public Speaking
DANC 101	African American Dance History
DANC 108	Dance History: Art of Movement
DRAM 110	Introduction to the Theatre
ECON 101	Principles of Macroeconomics
ECON 102	Principles of Microeconomics
ENGL 150	Read & Composition (1A)
ENGL 151	Read & Composition (1B)
ENGL 155	Critical Thinking and Composition
ETST 110	Introduction to Ethnic Studies
ETST 111	History of African Americans (A)
ETST 112	History of African Americans (B)
FILM 109A	History of Film: Beginning to 1950
GEOG 100	World Regional Geography
GEOG 101	The Physical Environment
GEOG 101L	The Physical Environment Laboratory
GEOG 102	Human Environment
GEOL 120	Physical Geology
HIST 100	American History Trends/Topics
HIST 101	World History I: Traditions
HIST 102	World History II: Evolution of the Modern World
HUM 118	Intro to World Religions
MATH 115	Probability and Statistics
MATH 121	Calculus I with Applications
MUS 105	Rock, Pop, and Jazz
PHIL 110	Introduction to Philosophy
PHIL 111	Introduction to Ethics
PHIL 117	History of Philosophy: Late Modern to Contemporary
POLS 101	Introduction to the Government of the United States
PSY 110	Intro to Psychology
PSY 114	Psych of Human Dev: Lifespan

DISTANCE EDUCATION PROGRAM DISCUSSIONS & DIRECTIONS

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Focus Items:

Connection with Strategic Plan: Instructional Programs

- Goal 4 *Develop Innovative Offerings, scheduling, and delivery methods for student success and equity* (Objective 4.1)
- Goal 5 *Create opportunities for faculty to collaborate and share effective teaching methodologies* (Objective 5.1)
- Promoting quality, accessibility, and student success in online instruction (POCR, Canvas)
- Finalize Distance Education Plan
- Legacy Courses - MOU through December, 2025
- Piloting hyflex Math I | 5 course in Spring 2024
- Plan for long-term recertification program for DE faculty

RESOURCE REQUESTS

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Accessibility staff capacity – this is an unmet need at COM

Instructional tools, technology, and applications: who should consider, vet for accessibility, and fund the requests? Tools are no longer solely DE-specific.

QUESTIONS/DISCUSSION

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CHILD DEVELOPMENT PROGRAM AREA OVERVIEW

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—Angela Ahrendts

Overview:

CDP

The Child Development Program serves 2.9 to five-year-old children in a State Laboratory Preschool setting. The CDP is the lab for the ECE program along with serving students in nursing, psychology, and drama.

- One administrative assistant (.91 FTE)
- Four full-time faculty (two teachers and two site supervisors)
- Kentfield CSC serving 19 children total

Program highlights for 2023-2024

- Worked with consultant to do an analysis of program and determine next steps

Child Development Program		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary; categorical and District funds)	\$480,636	CDP director; CDP faculty, administrative assistant
3000 (nondiscretionary)	\$307,208	Benefits
4000 (discretionary)	\$15,515	Supplies and Materials
5000 and 6000 (discretionary)	\$8,132	Travel, software, contracts; furniture, equipment
Total:	\$811,491	

CDP PROGRAM DISCUSSIONS & DIRECTIONS

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by giving that up.

—James Belasco & Ralph Stayer

Focus Items:

- Determine long-term program sustainability (changes brought about by universal TK, for example)
- Supporting children and families with special needs
- Exploring TK partnership possibilities
- Increase administrative support to 1.0 FTE

RESOURCE REQUESTS

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- Hire at least two teachers/lead teachers (one retirement in June, 2024)
- Hire program director (currently vacant since June, 2023)
- Increase Administrative Assistant II position to 1.0 FTE (not effective to have off-duty and then vacation time)

QUESTIONS/DISCUSSION

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OFFICE OF INSTRUCTIONAL MANAGEMENT PROGRAM AREA OVERVIEW

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—Angela Ahrendts

Overview:

The OIM (Office of Instructional Management) supports instruction via scheduling, curriculum management, articulation, faculty loads, faculty pay, instructional room coordination, MIS data, 320 report

- Three staff:
 - Instructional Support Analyst
 - Articulation and Curriculum Analyst
 - Instructional Support Specialist

OIM		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary)	\$298,917	Salary
3000 (nondiscretionary)	\$195,214	Benefits
4000 (discretionary)	\$235.00	Supplies and Materials
5000 (discretionary)	\$941	Articulation meetings (regional and statewide)
Total:	\$495,307	

OIM DISCUSSIONS & DIRECTIONS

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—James Belasco & Ralph Stayer

Focus Items:

- Participated in workflow mapping process during 2023-2024; implement changes based on recommendations
- Support legislative changes, Common Course Numbering system (among community colleges), CalGETC, and Ethnic Studies requirements

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PRIE PROGRAM AREA OVERVIEW

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Overview:

The Institutional Effectiveness department supports the College in the following areas:

- Institutional research and planning
- Accreditation
- Participatory governance
- College-wide initiatives
- Data governance

Current Staffing:

- Director of Institutional Effectiveness
- Institutional Research Analyst
- Data Systems Research Analyst (vacant)
- .8 FTE Administrative Assistant III (supports PRIE, College Hour, Accreditation, and Professional Learning)
- Classified Professional Learning Program Coordinator (.53 FTE) – new position; categorically-funded
- eLumen Data Steward faculty position (works closely with PRIE)

PRIE		
Budget Category	Amount	Description
1000 and 2000 (nondiscretionary; includes District and categorical funds)	\$379,032	Director, two analysts, one administrative assistant (.8 FTE); Data Steward faculty coordinator units (four/semester)
3000 (nondiscretionary)	\$185,538	Benefits
4000 (discretionary)	\$2,200	Supplies and Materials
5000 (discretionary)	\$28,696	Travel, Software, Contracts
Total:	\$595,466	

PRIE DISCUSSIONS & DIRECTIONS

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Focus Items:

- Improve and augment data reporting systems – Tableau cloud
- Upgrading data reporting in collaboration with IT to make systems accessible to college community
- Data Governance (quality of data for research, reporting and evaluation)
- EMP – environmental scan and rollout of process
- Staffing

2023-2024 Program Highlights:

- Institutionalized data coaching for program review
- Successful ISER and focused site visit
- Student evaluations (course feedback process)
- Tableau dashboards for SLOAC and student-centered scheduling work
- Starting work on annual reports for noninstructional program review

PRIE RESOURCE REQUESTS

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- Hire Data Systems Research Analyst (existing vacant position)
- Hire Senior Research Analyst position (need funding for this position; salary and benefits TBA)
- Incentives for student surveys, focus groups (\$1500)

QUESTIONS/DISCUSSION

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OVERALL AVP OF INSTRUCTION RESOURCE REQUESTS

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Summary of Requests:

- **PRIE**
 - Hire Data Systems Research Analyst (existing vacant position)
 - Hire Senior Research Analyst position (need funding for this position; salary and benefits TBA)
 - Incentives for student surveys, focus groups (\$1500)
 - **CDP**
 - Hire two teachers/lead teachers
 - Hire one program director
 - Increase Administrative Assistant II position to 1.0 FTE
 - **Educational Success Programs/AVP of Instruction**
 - Hire additional Administrative Assistant III to support Educational Success Programs
 - **Counseling**
 - Full-time dedicated high school counselor (\$105,000 – salary and benefits)
 - **Career Services**
 - Fall/Spring Career Fairs (two per academic year) $\$1,400.00 \times 2 = \$2,800.00$
 - Resume & Cover Letter Workshops (two per semester) $\$300.00 \times 4/\text{year} = \$1,200.00$
 - Industry Fairs $900.00 \times 2 = \$1,800.00$
- Total: \$5,800 (institutionalize budget for career services)