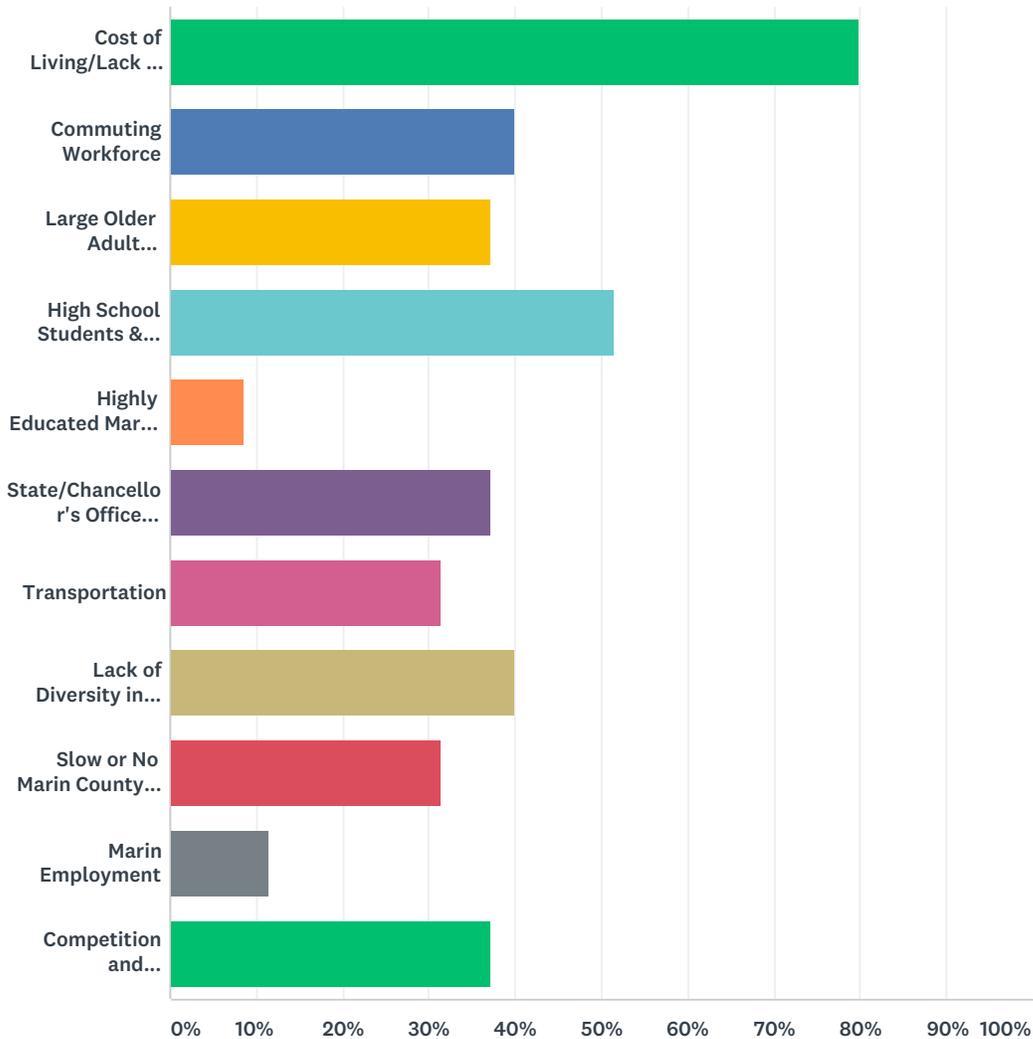


Q1 Following is a list of key issues identified in the Environmental Scan that may impact the College. Please select up to five that you would consider the most critical in terms of their effect on COM over the next 6 years. You may want to refer back to the full environmental scan for details about each of these issues, or to a shorter document that synthesizes the results of environmental scan discussions by COM faculty, staff and managers.

Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES
Cost of Living/Lack of Affordable Housing	80.00% 28
Commuting Workforce	40.00% 14
Large Older Adult Population in Marin	37.14% 13
High School Students & Perception of Community College Versus its Value	51.43% 18

COM Educational Master Plan Development Feedback

Highly Educated Marin Population	8.57%	3
State/Chancellor's Office Priorities and Directives	37.14%	13
Transportation	31.43%	11
Lack of Diversity in Marin, Economic and Racial Inequality	40.00%	14
Slow or No Marin County Population Growth	31.43%	11
Marin Employment	11.43%	4
Competition and collaboration with SRJC and CCSF	37.14%	13
Total Respondents: 35		

Written Responses – Q1

In what way will these issues affect COM? What do you think the implications are for the College?

Top students will overlook COM unless we maintain a strong reputation. When we are trying to assist struggling students, we need to not forget our top students as well.

10/29/2018 11:51 AM [Add tags – View respondent's answers](#)



Cost of Living will affect keeping and/or attracting staff/faculty Directives from above directly affect faculty's and staff expectations and ability to serve the student populations. Need collaboration between departments/ subjects to solve some of these problems. Finding good programs/classes to fit with the needs of Marin County or surrounding area. Lack of programs drives students to other local Junior colleges.

10/29/2018 10:42 AM [Add tags – View respondent's answers](#)



Since Admin has decided to take the community out of our community college by concentrating exclusively on transfer and CTE aspects of our mission the large older population that pays for our college is being left out. COM needs to develop strategies to address our recent decisions to not support the community academically. Our college shouldn't only be about jobs. By not addressing this we risk a significant backlash once Marin county voters realize they are being left out of the future and present. Also, as we strive to only concentrate on transfer and CTE the trades-offs are significant and many as poor quality education and very little opportunity for personal growth for our students are two examples. As usual people are not paying attention to the bigger picture and COM's myopic vision by only concentrating on a few aspects of our mission will surely be it's downfall in the not too distant future. Since COM is funded through basic aid it shouldn't have to be obligated by the terrible priorities/directives coming from the State/Chancellor's Office.

10/29/2018 10:16 AM [Add tags – View respondent's answers](#)



The cost of living in Marin County forces many students to live closer to Santa Rosa. Santa Rosa Junior College is a very good community college and may pull students away from College of Marin, especially if the commute time and stress is negligible. The large older adult population in Marin contributes to less younger, post high school students attending College of Marin, especially with the performing and fine arts programs. For example, the instrumental bands at College of Marin consist mostly of older students. Santa Rosa Junior College instrumental bands are mostly younger students. Many young students in Marin County attend four year colleges directly out of high school, not only because the K-12 school districts in Marin County are excellent college preparatory schools, but also families can afford to send their children to four year colleges right out of high school. Most people commute by car to work and school. This vehicle congestion around Marin contributes to a dangerous bike commute and reduces the desire to ride a bike to work or school. Increasing a better commute system, bike lanes, small railroad, tram, and student/teacher housing may make Marin County a more desirable place to be a student and worker.

10/29/2018 7:59 AM [Add tags – View respondent's answers](#)



I think the enrollment process at the college is getting too complicated. Its hard to get people excited about enrolling in person, waiting in lines or meeting with advisors when they commute from other counties and have another or several other jobs.. I think it will cause lower enrollment. The price is too high also for a CC. Just as rental and living expenses are too high for the average young person here in Marin. I believe COM should be free....and more accessible to students. When our enrollment drops.

10/25/2018 4:47 PM [Add tags – View respondent's answers](#)



I think that some of the implications of directives from the State Chancellor's office are going to severely hurt students across the state, not just at COM. This is still to be seen, but I think we will have many students drop out due to the new changes with AB705 and low success rates. It seems that the state is trying to take the "community" out of the Community College System. Here in Marin we DO have an older, highly educated population, and many of them enjoy taking classes in the arts or languages. Many of our older students in Performing Arts are also the major donors to Performing Arts, and want to see more offerings, not less, and have the enrollment process made easier for those that are only here in the evenings or don't want to mess with computers. I have had students with high level computer science degrees tell me that they don't want to attend COM because the website and enrollment process is so complicated that even they can't figure out how to get thru the system, and they have degrees in computer science! Certainly we can make this process more user friendly. They say that other schools like SRJC have a much easier process, so they choose to go there instead. We do not have enough "typical" college aged students in the Performing Arts to make most of our performance classes viable. We MUST have members of the community to enable our typical college age students to have the experiences that are expected for them to have if they are to transfer to a 4 year institution.

10/25/2018 4:04 PM [Add tags – View respondent's answers](#)



I see more and more students in my classes who are underprepared for both the composition/reading/critical thinking skills we teach and for the college ready behaviors they need to be successful. Unfortunately, I don't see a category above that addresses this issue.

10/25/2018 1:20 PM [Add tags – View respondent's answers](#)



Foregrounding educational success for historically under-served populations should be our first priority. Hiring a diverse faculty is a great way to support these students. Creating systems (everything from scheduling to prerequisites to IT policies) that privilege the needs of historically under-served populations is another way we can do our best for these students. At every step in the development of the Educational Plan, we can ask, "How does this issue look when we put on our equity lenses?"

10/25/2018 12:41 PM [Add tags – View respondent's answers](#)



Lack of affordable housing will affect recruiting and retaining diverse staff and faculty, and may negatively impact student enrollment. Workforce commuting to Marin from outlying Bay area negatively impacts employees as they face long days and end up in traffic for long periods of time. State Chancellor's office priorities and directives, such as recruiting and maintaining diverse staff and faculty, are in direct conflict with the lack of affordable housing and the high cost of living in the Bay Area, and also the lack of diversity in Marin, and the economic and

racial inequality between Marin residents and residents in other Bay Area communities. Students often leave COM to get a more robust education at SRJC. I can't speak to CCSF, though it may be drawing students away from COM because it offers free tuition.

10/25/2018 12:10 PM [Add tags – View respondent's answers](#)



COM facing decreasing AA and transfer student population. Housing - effects international students living in Marin while attending COM and folks that CAN afford to live here tend to send offspring to "prestigious" colleges and universities. With affordable housing more college age population to draw from for COM. Older population - does COM want to increase classes that will draw seniors? Marin Employment - COM nurture relationships with Marin businesses particularly internships. What are employers looking for (Buck Institute, Autodesk, Marin General,etc)?

10/25/2018 12:07 PM [Add tags – View respondent's answers](#)



*Cost of Living - costs are so high that students outside of Marin do not want to commute when there are closer options. *Marin County's slow population growth means less "college aged" students to draw from, in turn we then need to look outside the county but then the cost of living is too high. *Large older adult population - It has the potential to increase our ESCOM and Community Education programs. But what is offered and the instructors seem to lack the draw or interest. Many classes are cancelled. Large adult population means less credit students looking to transfer. *HS students and perception vs. value - community college is affordable education, but in a county this wealthy, affordability isn't a concern for most. What is the draw COM has for Marin youth? We could benefit for a more college atmosphere. Marin students do go to community college just not COM. Parents are willing to pay for their child to move, live and go to school in other areas - why? Need to keep students here. *State/Chancellors office priorities and directives - these rules and initiatives constantly change. Sure grant money is involved but then the schools take on these positions as full time. A lot and time and energy gets spent on these directives,then what happens with them? Are they successful? It just seems they are quick to move on to the next. When there is no consistency it is frustrating for students. *Competition and collaboration w/SRJC and CCSF - Find out why students choose these schools? Is it the type of offerings/classes? Is it the timing of classes? communication? Is it atmosphere? What is our "IT" factor? We need to be more visible

10/24/2018 3:25 PM [Add tags – View respondent's answers](#)



On average, this county is too expensive. The lack of affordable housing makes it both hard to live and work here so, as a result, people have to commute from all around the bay (East bay and far off places like Hayward). Commuting is environmentally unsound and puts people at risk for accidents and other traffic-issues. The traffic, which can be very difficult to predict, is the #1 cause of both students and staff getting late to work/classes. The delays also contribute to stress and will lessen anyone's feeling of well-being or health. If more affordable housing was available, I would think more people would apply for jobs (when there are vacancies in COM), attend COM, and/or live here.

10/23/2018 1:33 PM [Add tags – View respondent's answers](#)



I selected this one item because it underlies many of the others, and without adequately acknowledging that and addressing it in all that we do, we will not be particularly effective in anything we do.

10/23/2018 12:06 PM [Add tags – View respondent's answers](#)



I am concerned that our enrollment will continue to decline and that we need to implement different programs and marketing strategies to attract students who might not otherwise have considered CoM

10/23/2018 10:10 AM [Add tags – View respondent's answers](#)



I think the fact that many COM employees cannot live in the area changes the way in which we are connected to our place of employment which ties into commuting and transportation. The lack of diversity both in the county and among the faculty makes it harder to retain and meet the needs of diverse students. Making college affordable is also part of this and identifying ways that can help are also important for students who are low income. CO directives and priorities are important to know about and help participate in setting these directives because funding is dependent on it.

10/22/2018 8:01 PM [Add tags – View respondent's answers](#)



- According to students, a very poorly functioning website. Enrollment should be easy. (This is never asked on surveys) - Too many layers of administration. - Too many consultants doing too many surveys that prove prior surveys were not helpful. - Poorly functioning faculty email.

Thank you

10/22/2018 3:30 PM [Add tags – View respondent's answers](#)



The high school class of 2018 at Redwood was about 400 youth. The 2019 class is double that. I don't know if the population is slowing but COM needs to do a better job of showing why it is a good choice for highly achieving students in order to attract more local students. For well off Marin families, another approach is required. You need to sell the "experience of community college" and why it benefits this group. I have not seen any campaigns focused on that group. Older students have the money to pay for classes and want to enroll. We do need to make sure we have a track or availability for both the younger students going for degrees and those going for fun. Both groups keeps the COM a vital part of the community, and those two demographics can both be supported. Affordable Housing? I don't know COM can do much on this due to the scale of the problem. But supporting other organizations whose mission is to support affordable house might give us the most bang for our buck.

10/22/2018 12:28 PM [Add tags – View respondent's answers](#)



Recruiting faculty and employees proves difficult given the cost of living and commute times. This makes it challenging to hire faculty who reflect the diversity of our student body. The SMART Train does alleviate some of the commute issues. However, the cost of the train is too high - even with the pretax and student discounts. The bus rides also increase the commute time. The cost of living and commute also make it difficult to market to students who live outside of Marin. The implications for COM are that the inability to recruit faculty, staff and students prohibits growth.

10/22/2018 11:20 AM [Add tags – View respondent's answers](#)



Staff can't afford to live in the county. Students can't afford to live in the county. Older students need to be acknowledged at the same time as high school students in marketing but it is hard to appeal to everyone. Traffic is horrible and lack of parking also makes it hard to attend and work at COM.

10/22/2018 9:50 AM [Add tags – View respondent's answers](#)

Q2 Progress on COM's current plan, results from a discussion of the College's mission and values at convocation, and the Chancellor's Office initiatives are being taken into account in setting College priorities for the next 6 years. In light of this information and the external environment issues you identified above, what do you think COM's highest priorities should be? You may also add new priorities, but please provide your rationale for them. For each priority area you identify, please tell us why it matters to COM. Also, if you have thoughts about how it should be addressed, feel free to include them.

Answered: 17 Skipped: 18

#	RESPONSES	DATE
1	Focus on promoting and celebrating our strong transfer success. Build a STEM learning community.	10/29/2018 11:51 AM
2	Providing career-technical training that directly corresponds with the needs of the community. When viewed as predominantly academic, we miss out on an opportunity to train the workers of different fields/industries	10/29/2018 10:42 AM
3	A new Priority: Renovation of the Bolinas Field Station is essential for COM's Future College should exercise its fiduciary responsibility to care for and make available this unique asset as it does all of its other necessary assets. As use of the Lab is essential to delivering the curriculum of the College and to student success, since the College has the funds to renovate the Lab, and because no law prevents use of such funds. Use of the Lab is necessary for students to gain skills essential for successful transfer to four year colleges and to acquire internships and jobs, while the lack of field lab experience puts the same students at a severe disadvantage. Crucial experience gained at a field lab cannot be acquired at the Kentfield campus. Access to the Lab allows learning objectives to be fulfilled in a relevant, non-abstract way that outperforms classroombased learning. Ownership of the Lab guarantees priority and access for COM students and allows for consistent course planning and the development of longterm datasets for student use. The Lab should be specifically redesigned to allow for study of the adjacent internationally recognized, rich habitat and parklands belonging to federal, state and local governments. The Lab's unique location gives rise to powerful opportunities to work in the field and to collaborate with the Bolinas Community and local, state and federal government entities, scientific and conservation focused nonprofit organizations, and other groups. These chances for relationship building will lead to internship and job opportunities in very competitive fields. In a time when science is under attack, it is important that the College protect and utilize this asset.	10/29/2018 10:16 AM
4	Addressing the above will contribute to a more diverse student body.	10/29/2018 7:59 AM
5	1. Raise taxes and provide free tuition for our young people.	10/25/2018 4:47 PM
6	Diverse faculty and staff Diverse student population The college needs to provide affordable housing in order to recruit and retain diverse staff and to support students, many who are homeless.	10/25/2018 12:10 PM
7	Student Access - 5.1 and 5.2 - excellent programs- continue with COMPASS and it will draw high school students to pursue college at COM. Giving students support and accessibility to matriculation process and continued support is crucial to get and keep students. Student Success 1.2, 1.3 and 4.1 - important to stay on track with these goals. Will lead to a stronger future and reputation for COM.	10/25/2018 12:07 PM

COM Educational Master Plan Development Feedback

8	I believe that racial and economic inequality and inequity is tied in with many of the key issues, and also contributes to conflict in the workplace/academic environment, leading to complaints and challenging dynamics. Inequity also seems to be driving a number of the Chancellor's initiatives. As part of our equity analysis, COM should consider what we can do to extend our reach throughout the County including to populations that may have been under-served by the institution. Importantly, though, we need to foster an environment that will make everyone feel welcome if and when they get here.	10/25/2018 12:05 PM
9	I think we have made good strides on the current plan - transportation with the bus passes, the passing of measure B for facility upgrades, the more dual enrolled HS students etc. I would like to see us find our identity. What is COM? What do we do well? How can we inform as many people about this. Enrollment - more students in seats who are here for transfer and taking close to 12 units each semester. We need to do a better job of student centered learning and schedules, and taking into consideration students also work and have outside duties and responsibilities(families)	10/24/2018 3:25 PM
10	Affordable housing for COM staff.	10/23/2018 1:33 PM
11	Ensuring that and understanding of and commitment to educational equity is infused in everything we do--not simply as an added item to consider. Much of the work currently underway (from COMPASS to summer bridge to Humanities 101 and learning communities) is focused on this, but more needs to be done, particularly around faculty and staff professional development, which needs to be a priority.	10/23/2018 12:06 PM
12	I feel the perception of the CC as a "last resort" needs to change; in other areas it's widely known as a way for lower-division students to increase their desirability to the universities. Promoting our reputation as an intellectual and competitive institution that serves the highest-performing students as well as those who need developmental help would really improve our image. Publicizing "both ends" of our curriculum and having demonstrable outcomes for transfer-level students, showing that we offer challenging and rigorous curriculum comparable to that of any honors-level university course, should be a priority	10/23/2018 10:10 AM
13	Having faculty and staff live in the area would allow for more community involvement who are more energized workers who do not have long commutes. Helping students feel like they belong at COM would help with their success. Programs like zero cost books, EOPS and others that provide support are important Having COM represented at the chancellor's office meetings on policy would mean that we have input in decisions that affect us all at COM	10/22/2018 8:01 PM
14	Requires more thoughtful answer than I anticipated in a Survey monkey. I'll pass on answering this one.	10/22/2018 4:15 PM
15	See notes above.	10/22/2018 12:28 PM
16	Continue to explore ways to address student and staff housing at IVC. Continue hiring efforts and practices to recruit ethnically diverse faculty. Collaborate with SRJC who is experiencing similar issues with their Petaluma campus. Submit a substantive change to accreditation which will allow for online degree and certificate programs. The DE program cannot grow without defining specific pathways.	10/22/2018 11:20 AM
17	Cost of living. Not sure how to address this but marketing about the affordability of the college is good, however no one can afford to live close to school or work. More housing? Higher salaries? No easy answers.	10/22/2018 9:50 AM