

Educational Master Plan 2019-2025

Introduction

Substantial progress has been made on the 10-year Educational Master Plan 2009-2019. Much has been accomplished in expanding K-12, workforce and other community partnerships, increasing dual-enrollment of high school students, enhancing support for new students and furthering their progress once enrolled, and improving facilities, finances, philanthropic support, and planning and use of data for decisions. Most of the objectives that are yet to be achieved are carried forward into this new EMP.

During the last ten years, changes at COM and in our external environment have occurred so rapidly that this new plan will cover six years, rather than ten. This shorter timeframe will better accommodate the pace of change.

This EMP was developed with broad internal and external input, analysis and discussion. An environmental scan provided a view of external issues and trends that are or will affect COM and these were taken into account in developing priorities. Internal COM forums and a follow-up survey allowed the campus community to review information, offer their assessment of COM strengths and improvement areas, and suggest priorities. Marin community focus groups and forums helped the college to understand how COM is viewed and what the needs of the community are. The Educational Planning Committee (EPC) reviewed and discussed all of this information as well as progress on current strategic planning goals to draft this EMP. The draft was subsequently shared with the COM community for feedback, and ultimately was reviewed and approved by COM's governance bodies, including the Board of Trustees.

Based on this work, the following focus areas and goals will guide the College over the next six years. It is the principal document guiding all other institutional planning and decision making, including strategic planning, resource allocation, evaluation, and outcomes assessment.

Note: Specific objectives, action steps, and performance indicators for each goal will be completed for the first 3 years of the EMP by the Strategic Plan Taskforce in Spring 2019.

Focus Area: Student Access and Success

Marin's population is slow or no growth, and there are fewer young adults in Marin; the number of high school graduates is only slightly increasing and recent high school graduates are not increasing COM enrollment. COM is seen as a good value but is still underutilized by four-year college/university bound students in the county. Enrollment barriers have been decreased, but challenges remain – particularly for our working adult students - to successfully access the

college and to understand and identify educational paths available and for our older, highly educated adults who wish to pursue educational interests in a flexible manner. The college has made progress in ensuring that students persist toward their educational goals, but goals for improving basic skills completion, degree completion and transfer rates and decreasing time to degree are still unmet. In accordance with AB 705, the college is in the process of changing the math and English sequences to increase the number of students completing transfer-level courses in one year. Improvements to orientation and early learning experiences have been made, but some need to be scaled and more needs to be done to help students clarify their paths to educational goals. Course scheduling does not fully align with student need and allow for timely completion of educational goals.

Goals:

- Reduce barriers to access and to students achieving their educational plan goals in a timely manner; create a welcoming atmosphere with increased human contact.
- Increase the number of adult students - both credit and noncredit - who haven't gone to college and need support; improve marketing to all of Marin's adult populations.
- Build awareness in students of educational goal options and paths to achieve these goals.
- Ensure that all students reach milestones and complete education goals in a timely manner.
- Offer multiple approaches to orientation / early learning experiences and scale them to match student need and increase the number of students who have clear Ed Plans and educational goals.

Focus Area: Equity

Marin County has been cited as having the greatest racial/ethnic and economic inequality in California, and increasing cost of living in the county may widen these gaps and affect the population that the college serves. Many successful efforts have been made to increase institutional preparedness to reduce equity gaps in student achievement, but disproportionate impact still remains in course success rates, completion and other metrics for some demographic groups at the college. The composition of the college's faculty and staff still does not fully reflect the diversity of the student population.

Goals:

- Ensure that all students have the opportunity and academic and services support to succeed in reaching their educational goals.

- Decrease or eliminate achievement gaps between demographic groups of students at the college.
- Given the college's mission and diverse student population, be a leader in addressing inequality in the county.
- Hire, support, and maintain employees to ensure diversity and support equity-mindedness in COM employees.

Focus Area: Instructional Programs

Community feedback and internal forums have noted strengths and needed improvements to College of Marin's instructional programs. Based on the college's mission, the college offers many equally important educational paths – from transfer to job skills to lifelong learning – but these paths need to be clearer and students need more assistance in understanding them. To increase the number of students completing transfer-level math and English courses, in accordance with AB 705, the college is in the process of changing the math and English sequences. Strong partnerships have been formed between the college and K-12 partners, but more can be done to increase alignment and strengthen and develop these partnerships. Improvements have been made in course scheduling, but scheduling still does not fully align with student need and allow for timely completion of educational goals. Faculty members engage in many best practices for teaching, but more can be done to foster opportunities to collaborate and support the development of innovative practices to improve student success.

Goals:

- Clarify various education pathways, strengthen existing and develop new curriculum to support those pathways, connect pathways in new ways, and educate faculty to become more knowledgeable about pathway opportunities.
- Align curriculum with K-12 partners and workforce demands and increase interaction between COM faculty and K-12 faculty.
- Implement a student-centric Master Schedule that meets student needs for timing, location and course offerings rotation.
- Develop innovative offerings, scheduling, and delivery methods for student success and equity.
- Create opportunities for faculty to collaborate and share these effective teaching methodologies.

- Improve completion of transfer-level math and English courses within a year through changes to curriculum and teaching / learning practices.

Focus Area: Indian Valley Campus

For decades, the Indian Valley Campus (IVC) has been underutilized and discussions about how to improve it and attempts to do so have taken place. While there has been some new construction and renovations of its facilities and grounds, major maintenance and renovation is needed. In 2016, Marin County voters passed a \$260 million bond measure, a major part of which is to update and better use IVC. This strong community support includes an active Novato organization, the friends of IVC, as well as other civic organizations and nonprofits that are partnering with COM for use of the campus. Currently, the people, resources and vision are coming together to enliven and make full use of this campus. Therefore, the following goals are set for IVC in addition to its contributing to all of the other goals in this plan.

Goals:

- Ensure that the new facilities at IVC are integrated into all other campus planning so that they serve educational, student support, and community needs.
- Develop and implement a plan for educational use of IVC that brings more students to campus, allows programs to be completed, and serves multiple student pathways (credit, noncredit, not-for-credit).
- Improve student access to IVC, including transportation.
- Investigate potential affordable housing development at IVC and implement if feasibility warrants.
- Periodically assess Novato community needs and incorporate into IVC development.
- Ensure ongoing District and community support for making IVC a fully functioning campus.

Focus Area: Community Engagement and Responsiveness

As a community college, College of Marin is responsible for serving Marin County's educational needs. Strong partnerships have been developed between COM and K-12 Districts, business/industry, government agencies and nonprofits, and the college's ability to assess and respond to community needs has improved. Transfer agreements with multiple 4-year universities are in place and increasing numbers of students are completing transfer degrees and transferring. Engagement in the community is a reciprocal relationship—both responsive and proactive in serving Marin. Consequently, as a mission-driven institution and one of the

largest employers in the County, COM will contribute to solving some of Marin's long-standing challenges where they intersect with the college's mission to meet educational needs. The county has many small business needs for training and some industry groups that are expected to grow. Further, the cost of living and lack of affordable housing contributes to employers having difficulty finding employees. Though the County overall is one of the most highly educated, income inequality and racial/ethnic disparities contribute to inequity in educational achievement.

Goals:

- Enhance partnerships with business/industry to meet student and local workforce needs.
- Enhance K-12 partnerships with new options and at additional locations, including IVC.
- Periodically assess community needs (including Novato and West Marin).
- Respond to community needs in all arenas in a more flexible and timely manner.
- Make the college a center for community engagement and cultural enrichment.

Focus Area: College Systems

Over the last decade, the College has made substantial progress in improving its facilities, financial stability, planning, use of data for decision making, fundraising, transparency, and community partnerships. Community support for COM is evident in its approval of a \$260 million facilities bond in 2016 and a Facilities Master Plan utilizing those funds is being implemented. In addition, maintenance and use of COM's Bolinas property is being discussed. Yet community feedback shows the desire for faster response times and flexibility in developing partnerships, educational programs that meet emerging industry needs, and reaching and serving older, educated adults' in their continued learning. In addition, COM should use marketing and outreach to better tell its story-- to more broadly show why the college is an excellent 2-year education pathway at low cost. The high cost of living in the county and need for affordable housing creates problems for businesses in finding and retaining needed employees, as it does for COM.

Goals:

- Ensure efficient use of Measure B bond funds and complete all facilities projects according to schedule and in alignment with other COM plans.
- Adequately maintain all college properties (including Bolinas Lab and new acquisitions).

- Ensure that any newly acquired and existing property used for housing is sustainable and directly addresses identified COM employee and student needs.
- Balance requirements of the Chancellor's Office Vision for Success with Marin County's unique educational needs.
- Increase outreach and marketing to reach all potential student populations, enhance COM's image, and ensure Marin County views COM as a good value for its cost and high-quality education.

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