

College of Marin

Educational Master Plan 2019-2025

Our Mission

College of Marin's commitment to educational excellence is rooted in providing equitable opportunities and fostering success for all members of our diverse community by offering:

- preparation for transfer to four-year colleges and universities
- associate degrees and certificates
- career technical education
- basic skills improvement
- English as a second language
- lifelong learning
- community and cultural enrichment

College of Marin responds to community needs by offering student-centered programs and services in a supportive, innovative learning environment that promotes social and environmental responsibility.

Our Values

Student and Community Centered Education

We promote student success by providing programs and services that are learner centered and reflect the changing needs of our students and surrounding community.

Academic Excellence and Innovation

We are dedicated to academic excellence and encourage innovation. We foster intellectual inquiry by encouraging critical thinking, information literacy and technical competence. We continually evaluate the effectiveness of our programs.

Collaboration and Open Communication

We cultivate a culture of mutual respect, open communication, collaborative working relationships and participation in decision making among students, faculty, staff and the communities we serve.

Diversity

We cherish a learning environment that celebrates diverse backgrounds and recognizes the knowledge and experiences among its students, faculty and staff. We provide open access and strive to remove barriers to student success.

Sustainability

We will apply environmentally sustainable and green principles in our college community to ensure the future of our planet.

Accountability

We will be accountable for our decisions and actions on behalf of the students, college and community. Our decisions will be academically, fiscally and environmentally responsible.

Introduction

This Educational Master Plan is the collective vision for the college for the next six years. It flows from our mission and is the principal document guiding all other institutional planning and decision making, including strategic planning, resource allocation, evaluation, and outcomes assessment.

This plan builds on the substantial progress made in 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, these focus areas and goals address the balance the college strives to maintain between being part of the California Community College System and being

responsive to Marin County's unique educational needs and the variety of educational goals of our students.

While equity is one of the six focus areas in this plan, it is also a lens through which all of the focus area goals were developed. The goals and objectives below reflect the college's commitment to equity, which the College defines as "recognizing the historical and systemic disparities in opportunity and outcomes and providing the resources necessary to address these disparities" (Education Trust-West). This means the College's strategic planning is done with intentional focus on equity-mindedness: calling attention to patterns of inequity in student outcomes, taking personal and institutional responsibility for the success of the students, and critically assessing personal practices. The Educational Master Plan calls on all faculty, staff and administrators to take ownership in addressing racial equity gaps which exist at the College through all of the College's planning, programs, practices and policies. Furthermore, COM remains committed to addressing disparities in outcomes and opportunities for all historically underrepresented student populations.

Note: Specific objectives, action steps, and performance indicators for each goal are being completed for the first 3 years of the EMP by the Strategic Plan Taskforce in Spring 2019. These strategic plan items will be added into this document when they are completed.

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. Challenges exist for our older adult students and for our highly educated students 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 the 2015 – 2018 Strategic Plan goals for improving basic skills completion 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.

Student Access and Success (SAS) Goals:

SAS1 Reduce barriers to access and to students achieving their educational plan goals in a timely manner; create a welcoming atmosphere with increased human contact.

- SAS2 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.
- SAS3 Provide effective orientation and early support to students so that they can determine and achieve their educational goals.
- SAS4 Build awareness in students of educational goal options and paths to achieve these goals.
- SAS5 Ensure that all students reach milestones and complete education goals in a timely manner.

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 from the 2015 – 2018 Strategic Plan and Equity Plan 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.

Equity (E) Goals:

- E1 Ensure that all prospective and current students have the opportunity and academic and services support to succeed in reaching their educational goals.
- E2 Decrease or eliminate achievement gaps between demographic groups of students at the college.
- E3 Given the college's mission and diverse student population, be a leader in addressing inequality in the county.
- E4 Hire, support, and retain 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.

Instructional Programs (IP) Goals:

- IP1 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.
- IP2 Align COM curriculum with K-12 partners' curriculum and workforce demands and increase interaction between COM faculty and K-12 faculty.
- IP3 Implement a student-centric Master Schedule that meets student needs for timing, location and course offerings rotation.
- IP4 Develop innovative offerings, scheduling, and delivery methods for student success and equity.
- IP5 Create opportunities for faculty to collaborate and share effective teaching methodologies.
- IP6 Improve completion of transfer-level math and English courses within a one year timeframe 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 \$265 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.

Indian Valley Campus (IVC) Goals:

- IVC1 Ensure that the new facilities at IVC are integrated into all other campus planning so that they serve educational, student support, and community needs.
- IVC2 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).
- IVC3 Improve student access to IVC, including transportation.
- IVC4 Investigate potential affordable housing development at IVC and implement if feasibility warrants.
- IVC5 Periodically assess Novato community needs and incorporate into IVC development.
- IVC6 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.

Community Engagement and Responsiveness (CER) Goals:

- CER1 Enhance partnerships with business/industry to meet student and local workforce needs.
- CER2 Enhance K-12 partnerships with new options and at additional locations, including IVC.

- CER3 Periodically assess community needs (including Novato and West Marin).
- CER4 Respond to community needs in all mission-relevant arenas in a more flexible and timely manner.
- CER5 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, campus safety, digital infrastructure, 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 \$265 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.

College Systems (CS) Goals:

- CS1 Ensure efficient use of Measure B bond funds and complete all facilities projects according to schedule and in alignment with other COM plans.
- CS2 Adequately maintain ALL college properties with environmental sustainability in mind.
- CS3 Adequately maintain all financial obligations for the College with financial sustainability in mind.
- CS4 Ensure that any newly acquired and existing property used for housing is sustainable and addresses identified COM employee and student needs.
- CS5 Balance requirements of the Chancellor's Office Vision for Success with Marin County's unique educational needs.
- CS6 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.