



COLLEGE OF  
**MARIN**

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May 9, 2008

Barbara A. Beno, Ph.D.

President, Accrediting Commission for Community and Junior Colleges  
10 Commercial Blvd., Suite 204  
Novato, California 94949

Dear Dr. Beno:

Please find enclosed the College of Marin Addendum to the Progress Report, previously submitted on March 28, 2008. There were many learning outcomes realized as a result of fulfilling the last requirement, Recommendation #3. The process worked, there is structure going forward, and there is acceptance and commitment to stay loyal to meeting accreditation standards and requirements.

As you read the report, you will see that we have developed a robust program review, planning and budgeting process. You will see that we have used data and research to improve planning, determine priorities for resource allocation, restructure academic programs, integrate planning and budgeting outcomes, and improve support for educational planning and research.

Many individuals have worked endless hours to develop processes and achieve outcomes that are transparent and accountable. Program review and data driven decision making for planning and budget are now established at College of Marin. The Strategic Plan and Educational Master Plan can be updated and become our guide to an improved educational institution for teaching and learning. This has been a long journey and the faculty, staff, administration and Board of Trustees have arrived together to make College of Marin a better institution.

On behalf of the College of Marin, we look forward to your review and decision.

Sincerely,

Frances L. White, Ph.D.  
Superintendent/President



**ADDENDUM TO**

**PROGRESS REPORT**

**Previously Submitted March 28, 2008**

**835 College Avenue**  
**Kentfield, CA 94904**

**Submitted to the**

**Accrediting Commission for Community and**  
**Junior Colleges on**

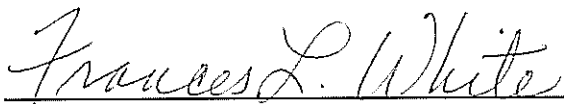
**May 9, 2008**

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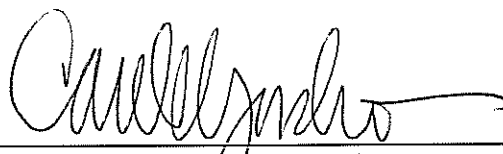
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**COLLEGE OF MARIN  
ADDENDUM TO PROGRESS REPORT  
MAY 9, 2008**

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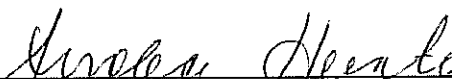
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Superintendent/President**



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Student Senate President**

## Statement on Report Preparation

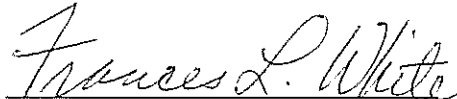
Preparation of the Addendum to the March 28, 2008 Progress Report to the Accrediting Commission for Community and Junior Colleges began May 1, 2008. The Accreditation Writing Workgroup chaired by Dr. Blackman, the Director of Organizational Development and Institutional Effectiveness and Accreditation Liaison Officer, authored the report.

- The Accreditation Writing Workgroup was composed of representatives from the students, faculty, staff and administration.

The report was distributed to College Council for review on May 8, 2008.

The final Addendum to the Progress Report was submitted to the commission May 9, 2008.

If you have any questions, do not hesitate to contact Dr. Blackman or myself.



Dr. Frances L. White  
Superintendent/President

**Recommendation #3: The college implement, by January 2006, an institutional planning process based on agreed upon institutional values, a redefined mission, and measurable outcomes, that is strategic, systematic, data-driven, evidence based, focused on student learning and holds responsible parties accountable for actions and timelines. The planning process must integrate institutional effectiveness and program review processes to inform educational master planning, facilities master planning, technology planning, student learning and services programs development and revision, and resource allocation. To ensure effective and sustainable plans and informed decision- making, the college must assess its current organizational structure and use of resources to create and support a culture of evidence, research, and data. (Standards I.B.1, I.B.2, I.B.3, I.B.4, I.B.6, I.B.7, II.A.1a, II.A.2e, II.A.2f, II.A.6b, II.B.4, II.C.2)**

### **Program Review**

**(Standard I.B.1, I.B.2, I.B.3, I.B.4, I.B.6, I.B.7, II.A.1a, II.A.2e, II.A.6b, II.B.4, II.C.2)**

After the ACCJC team visit in November 2007, the college provided a plan and resources to complete all program reviews by April, 2008. Furthermore, the Board of Trustees wanted the results of the program reviews to immediately affect the 2008-09 budget. By April 1 all 61 program reviews were completed and validated by the Program Review Committee. By April 29, 2008 the Board of Trustees, in a special report, learned of the impact of the program review process on the planning and budget process. In addition, the report demonstrated the systematic, data-driven review of programs having both immediate and far reaching impacts on the planning and budgeting process at the College of Marin.

On March 31, 2008 the college had completed 61 program reviews. The Academic Senate Newsletter acknowledges all the people and committees involved in completing the program reviews (Appendix 1). Each review was entered into an online template and validated by the Program Review Committee. The reviews were then organized and printed in two formats. The first format was each entire program review. These were sent to committees that required the whole review in their deliberations and to those committees that requested an individual review in their deliberations. The second format was organized by each of the eight sections of the program review template for each of the reviews. Therefore, materials were available to committees to read each individual program review and to see the compilation of sections of all program reviews. To assist the reader, Appendix 2 shows the program review process and committees. Each committee prepared rubrics and rating work sheets to analyze and rate each of the program review requests. Each committee submitted a summary analysis and these were compiled into an Executive Summary.

This Addendum will show the progress, products and outcomes from the planning and budgeting process from April 1 to April 29, 2008. During this period the College went from completing the program reviews to analysis and deliberation of the program reviews; applying what was learned from program review; and in so doing, demonstrated integrated planning and budgeting. To accomplish this task the College set three key meetings:

April 23	Institutional Planning Committee Meeting
April 25	Budget Committee Meeting
April 29	Board of Trustees Special Session

Before looking at the three committee meeting outcomes this report will show detailed examples of three of the eight committee's work that systematically organized, evaluated and ranked information from the program reviews into the recommendations to Institutional Planning Committee. The three examples of committee work presented are: Staffing, Curriculum, Instructional Equipment. In addition, several of the program reviews made outstanding recommendations that had immediate impact on the planning process. The Transfer Program Review approved by the Academic Senate on April 24<sup>th</sup> is presented as well.

### **Staffing Committee**

The Staffing Committee (SC) reviewed all program review requests for additional staffing from the staffing program review template section materials provided for instructional and student services programs as well as from other materials in student service program reviews completed in their format. (Appendix 3)

The SC developed and used both rubrics and rating sheets to consider all requests. (Appendix 4) The rating sheets are the following:

1. Part-time faculty units (Appendix 5)
2. Classified positions (Appendix 6)
3. Fulltime faculty positions (Appendix 7). Also see Appendix 8 for the Chemistry as an example of a request.

The SC recommended to the IPC that requests should be funded from any and all possible sources, as justified by both data and the Program Reviews and that funding should be provided in priority ranking, as determined by IPC findings (e.g., college data and goals, other information in the rest of the program review for each program).

### **Curriculum Committee**

The Curriculum Committee evaluated the curriculum for each of the program reviews and recommended the Academic Senate address the out-of-date curriculum and adopt a procedure for updating courses. As a consequence, the Academic Senate, on behalf of the Curriculum Committee, is initiating a system for alerting disciplines and departments about courses in need of updating. The Academic Senate, via the Curriculum Committee, will recommend deactivation of courses not meeting a proposed time line for completing the task. Accordingly, the Curriculum Committee is initiating a process for alerting

departments and disciplines about the status of every course and a time line for updating courses that are out of date. (The process is described in Appendix 9.)

### **Instructional Equipment Committee (IEC)**

**Equipment.** The Instructional Equipment Committee reviewed all program review requests for instructional equipment from the instructional equipment program review materials provided for instructional and student services programs. The committee developed and used both a rubric and rating sheets to consider all requests. (Appendix 10 shows the rubric and Appendix 11 shows the rating sheets).

On April 24<sup>th</sup> the IEC forwarded to the Institutional Planning Committee recommendations: 1) Requests should be funded from any and all possible sources because it was determined that requests were for equipment deemed essential to the health of the programs submitting the request; 2) Funding be provided in priority ranking, as on the attached sheets, first for requests rated 18, then for requests rated 17, and so on. 3) Based on Library Program Review and Media Services Program Review that the funding for library books and media services, both campus-wide services, should be provided through the general fund. 4) IPC consider recommending that a modest reserve from Instructional Equipment funds, perhaps \$10,000, be set aside for emergency purchases until April 2009 at which time remaining funds could be expended on the next unfunded priority or, if feasible, carried over to the following year's Instructional Equipment allocation. (The memo with all the recommendations is in Appendix 12.)

**Supplies.** In the deliberations of supplies the IEC reviewed 1) a spreadsheet with all requests made as part of Program Review and 2) a spreadsheet provided us by Fiscal Services that detailed current year, general-fund, instructional-supplies allocations, expenditures, commitments, and balances. In addition, the IEC created two rubrics to use to rate supplies. The first was used for "previously submitted supplies (Appendix 13). The second looked at "new" requests (Appendix 14).

On April 23<sup>rd</sup> the IEC recommendations to the Instructional Planning Committee included: 1) A review of allocations and expenditures for the past three years before making recommendations on instructional supplies; 2) That a meeting be scheduled after May 12, the last date for programs and departments to place supplies orders, to see how much remains in program or department allocations so a determination could be made where it might be reasonable to recommend reallocation of funds for next year; 3) Evaluate requests for the year after the budget build-up is completed to see what departments or programs are requesting for the coming academic year. (The Memo from IEC to IPC is in Appendix 15.)

After the IEC completed its work ahead of time and submitted recommendations to the IPC, the IPC discussed and then requested the co-chairs of IEC to draft a memo for additional recommendations to send to the budget committee. The May 8<sup>th</sup> memo is in Appendix 16.

## **Transfer Program Review Recommendations**

As noted in the Progress Report, the Transfer Program Review attracted the attention of the reviewers and eventually the college community. As a consequence, the Office of Student Learning, Academic Senate and the Institutional Planning Committee proposed a restructuring of the Student Learning divisions into different pathways to better meet the academic and educational needs of students.

On April 24<sup>th</sup>, the Academic Senate approved Transfer Program Review recommendations. The recommendations were forwarded to the Institutional Planning Committee and approved on May 7<sup>th</sup>. The recommendations align with stated college goals and strategic initiatives. The recommendations are: 1) increase an emphasis in Math and English through content and scheduling to maximize student participation and retention; 2) set priorities for course offerings based on relevance to transfer such as required courses to meet IGETC requirements; 3) Increase emphasis on evening, night, and weekend courses; 4) increase emphasis on transfer support by providing academic support to students from the onset and onward to completion; 5) increase emphasis on transfer agreements with other colleges and universities. The college will continue a review of the transfer program and other programs including Career and Occupational, Basic Skills/ESL, and Life long Learning programs. (The *Transfer Program Review Recommendations* are in Appendix 17)

At its meeting on May 7<sup>th</sup>, the IPC reviewed and discussed the *Transfer Review Recommendations* and implications for restructuring the college and forwarded a memo to the Superintendent/President. (Appendix 18) In addition, at the May 7<sup>th</sup> meeting the IPC discussed the Basic Skills, Credit ESL and English program reviews and on May 9<sup>th</sup> recommended to the Superintendent/President to reorganize departments. Specifically, a College Skills Department should be created to house Basic Skills English and Credit ESL separate from the English Department. (Appendix 19)

## **Integrated Planning and Budget**

**(Standard I.B.1, I.B.2, I.B.3, I.B.4, I.B.6, II.A.2f)**

**On April 23, 2008, Institutional Planning Committee** met to deliberate on the recommendations of the Staffing, Instructional Equipment and Instructional Supplies Committee. The rubrics and Rating sheets were provided and used in the deliberations. On April 24<sup>th</sup> the IPC sent the recommendations to the Budget Committee. (Appendix 20) The committee recommendations included:

1. Instructional Equipment recommendation to the Budget Committee is to fund the requests for instructional equipment with a rating of 18, 17, or 16 based on available funds. (18 is highest score)

2. Accepted the recommendation for instructional supplies by the Instructional Equipment Committee. Wait for committee to get more information in May.
3. Send memo to PE/Athletics requesting they take the Football Program through the Revitalization process. This is the first time the College of Marin has used BP 4021, Program Revitalization and Discontinuance adopted by the Board of Trustees on March 18, 2008. (Appendix 21)
4. Recommend to Budget Committee that reallocating existing units be moved from cancelled classes to programs with highest rated with needs for more units.
5. Recommend that Deans and Chairs look at the requests of specific programs Nursing, EMT, Dental Assisting and ECE before any action taken in these areas.

**On April 25, 2008 the Budget Committee** met in an extended session to hear the Superintendent/President address the committee's task in a lean budget year; receive a Budget Update, Review Reserves and OPEB Priorities, Review Institutional Planning Committee recommendations on Instructional Equipment, Review the Institutional Planning Committee recommendations for staffing, and Prepare Budget Recommendations. (See Appendix 22)

The Vice President for Student Learning and Co-chair of the Institutional Planning Committee presented the memos on Instructional Equipment and Staffing along with the rubrics and rating worksheets.

The committee recommended the following:

1. Delay deliberation of Supply recommendations to Budget Committee meeting on May 20, 2008 when more budget information is available.
2. The Budget Committee send a memo to IPC, copy to President White, recommending the allocation of all 06/07 and 07/08 Instructional Equipment funds (approximately \$228,000) to fund 18 and 17 priorities as they are able and to hold \$10,000 as a reserve for emergency needs/repairs until April 09, at which time any unspent funds from that reserve may be used to fund other priorities. **(See Appendix 23)**
3. Recommended 38.69 units are reallocated to the programs designated by the Staffing Committee.
4. Recommend to IPC that all staffing recommendations be deferred pending completion of equity study and negotiations and re-evaluation by staffing committee and IPC. Copy to President for information with notation that the requested IS in EMT is a mandated position.

**On April 29, 2008, the Board of Trustees met in a Special Session** to hear a report on the 2008-09 Planning and Budgeting Process and Recommendations. (See Appendix 24 for Board Minutes.)

The Vice President of College Operations, Vice President of Student Learning and the President of the Academic Senate, presented the Board of Trustees their recommendations for 2008-2009 planning and budgeting. The program review process was described, especially the role of the Institutional Planning Committee (IPC) and the work of the eight subcommittees. Examples of rubrics and rating sheets were demonstrated. And finally, the IPC recommendations forwarded to the Budget Committee were discussed.

The Budget Committee's charge of long-term planning in respect to the recommendations was discussed as well as the needs of the programs and the need to provide a budget for the allocation of monies for the highest ranking program needs. Finally, the Budget Committee recommendation to reserve the Supplemental Tax income to Academic Year 2009-2010 as a way of ensuring the institution's ability to fund institutional planning initiatives and requests was presented and approved. (See Appendix 25)

### **Continuing Progress**

As a result of program review, the college recognized a need to update its education master plan and strategic plan to reflect measurable goals and outcomes. The college also recognizes the importance of using its newly developed processes and plans on an annual basis. In addition, the college learned that the academic and educational programs need to better align with institutional goals and integrate current data and research about student needs and student success. The Institutional Planning Committee has recommended restructuring instructional programs into four learning pathways: Transfer, Vocational, Basic Skills, and Lifelong Learning. To continue to improve, the college also learned that there is a need for more data and educational research. With the support of the IPC and Budget Committee, the college will enhance the education planning and research function to meet these needs going forward.

## APPENDIX

1. Academic Senate newsletter
2. Program Review Flow Chart
3. Staffing Committee memo to Institutional Planning Committee
4. Rubric for Staff Requests
5. Rating sheet for Part-time Credit Units
6. Rating sheet for Staffing Requests
7. Rating sheet for Full-time Positions
8. Abridged Full-time Hire Requests: Chemistry
9. Academic Senate memo on updating curriculum
10. Rubric for Instructional Equipment Requests
11. Rating sheets for Instructional Equipment Requests (abridged: 3 of 22 pages)
12. IEC memo to IPC on equipment recommendations
13. Rubric for “previously funded” supplies’ requests
14. Rubric for “new” supplies’ requests
15. IEC memo to IPC for recommendations for instructional supplies
16. May 8, 2008 memo to Budget Committee
17. Transfer Program Review recommendations
18. May 9, 2008 memo to Superintendent/President
19. May 9<sup>th</sup> memo on Basic Skills English and Credit ESL.
20. IPC memo to Budget Committee on Program Review recommendations
21. BP 4021: Program Revitalization and Discontinuance
22. April 25, 2008: Budget Committee minutes
23. April 29, 2008: Budget Committee recommendation to Superintendent/President
24. April 29, 2008: Board of Trustees Meeting Minutes
25. Budget Committee presentation to Board of Trustees – April 29, 2008