BACKGROUND:

The Marin Community College District is in the process of updating and aligning the District’s Board Policies with the recommended policies developed through the legal firm of Liebert Cassidy Whitmore in conjunction with the Community College League of California (CCLC). The District is a member of the Board Policy and Administrative Procedure Subscription Service coordinated by the CCLC.

ANALYSIS:

The District’s current Board Policy Manual has not been revised for quite some time. Therefore, the Board Policy Manual is being reorganized and updated to align with the recommended policy information provided by the Policy and Procedure Subscription Service. Fifty-nine community college districts throughout the state are embarking on or have completed this same process.

There are seven chapters of the Board Policy Manual that include the following sections: 1) The District, 2) Board of Trustees, 3) General Institution, 4) Academic Affairs, 5) Student Services, 6) Business and Fiscal Affairs, and 7) Human Resources. The goal will be to review the current Board Policies and align them with the recommended policy information provided by the Policy and Procedure Subscription Service.

Board Policies and Administrative Procedures for Chapters 1 and 2 will undergo administrative review by Dr. Jane Wright and Dr. David Wain Coon. After this review, the new draft will be evaluated by the Board Subcommittee on Policy for suggested revisions. Revisions will then be reviewed as information items at the BP/AP Revision Task Force and College Council. Once these steps have been completed, finished Board Policies will be submitted to the full Board for first reading and adoption. Administrative Procedures will be presented as information items.

Board Policies and Administrative Procedures for Chapters 3 through 7 will undergo administrative review by Dr. Jane Wright and Dr. David Wain Coon. After this review, the new draft will be evaluated by the BP/AP Revision Task Force for suggested revisions. Revisions will then be reviewed as information items at College Council. Once these steps have been completed, finished Board Policies will be submitted to the full Board for first reading and adoption. Administrative Procedures will be presented as information items.

Board Policies 3710 and 5010 are now ready for review by the Board of Trustees.
FISCAL ANALYSIS:

No fiscal impact for the District.

RECOMMENDATION:

The Superintendent/President recommends that the Board of Trustees receive Board Policies 3710 and 5010 for first reading and discussion.

Administrator Initiating Item    Dr. David Wain Coon, Superintendent/President
BP 3710  SECURING OF COPYRIGHT

References:

Education Code Sections 72207 and 81459;
17 United States Code Section 201

The Superintendent/President shall develop appropriate administrative procedures to implement the provisions of the Education Code which authorize the securing of copyright protection for works, including but not limited to registering copyrights and policing infringements, on behalf of the District. The procedures developed by the Superintendent/President shall assure that the District may use, sell, give, or exchange published materials and may license materials prepared by the District in connection with its curricular and special services.

In the development of these procedures, the Superintendent/President shall solicit the input of the proper representatives of the college community in accordance with the Board’s policies regarding shared local decision-making.

The District shall comply with all current federal and state laws and regulations regarding the use of copyrighted material.

See the current UPM Collective Bargaining Agreement for detailed information regarding copyright of materials produced by faculty members.

NOTE: The underlined regular text signifies legally advised language recommended from the Community College League and legal counsel (Liebert Cassidy Whitmore). The language in underlined italics was added on 3-29-11 during the review Susan Andrien as well as during a 9-21-11 review with Kristi, Robin, Joanna, and David Snyder. Approved by Academic Senate 4/26/12.

Date Adopted:
(Replaces current College of Marin Policies 2.0010 and 2.0020)
BP 5010 ADMISSIONS AND CONCURRENT ENROLLMENT

References:
Education Code Sections 76000, 76001, and 76002;
Labor Code Sections 3074 and 3077;
Title 5 Section 58008;
Apprenticeship Attendance Report (CCFS-321);
U.S. Department of Education regulations on the Integrity of Federal Student Financial Aid Programs under Title IV of the Higher Education Act of 1965, as amended;
34 Code of Federal Regulations Part 668.16(p)

The District shall admit students who meet one of the following requirements and who are capable of profiting from the instruction offered:

- Any person over the age of 18 and possessing a high school diploma or its equivalent.
- Other persons who are over the age of 18 years and who, in the judgment of the Superintendent/President or his/her designee, are capable of profiting from the instruction offered. Such persons shall be admitted as provisional students, and thereafter shall be required to comply with the District's rules and regulations regarding scholastic achievement and other standards to be met by provisional or probationary students as a condition to being readmitted in any succeeding semester.
- Persons who are apprentices as defined in Labor Code Section 3077.
- Secondary school students and other special admit students who are able to demonstrate their ability to benefit from advanced scholastic or vocational work and who meet the specified admissions and enrollment criteria per applicable Education Code, state regulations, and Board policies and administrative procedures.

The District shall in its discretion, or as otherwise federally mandated, evaluate the validity of a student's high school completion. The Superintendent/President shall establish procedures for evaluating the validity of a student's high school completion.

International Students
International students seeking admission to the College of Marin credit program under an F-1 student visa must file a Foreign Student Admissions Application by the published deadlines. These students must meet all United States Immigration requirements and District's admissions requirements as published in the current Catalog. (See AP 5012 titled International Students)
International students seeking admission to the College of Marin Intensive English Program under an F-1 student visa must file an Intensive English Language Application for Admissions by the published deadline dates. These students must meet United States Immigration requirements.

Admissions to Special Programs
In addition to meeting the standards for admission to the District, students wishing to enroll in a special course of study or to an impacted program must satisfy additional admission requirements. Specific criteria for admission to such programs shall be approved by the Superintendent/President and published in the Catalog.

The Superintendent/President or designee shall establish procedures regarding ability to benefit and admission of high school students, including students who are home-schooled and/or exempt from compulsory high school education. Those procedures will be described in AP 5011 titled Admission of High School and Other Young Students and the current Catalog.

Admission of Special Part-Time, Full-Time, and Summer School High School Students
Any high school student is eligible to attend as a special part-time, full-time, or summer school student provided he/she is able to demonstrate his/her ability to benefit from advanced scholastic or career/technical courses and who meet the specified admissions and enrollment criteria per applicable Education Code, state regulations, and Board policies and administrative procedures as described in AP 5011 titled Admission of High School and Other Young Students.

Admission of Other Young Students
The Superintendent/President or designee shall establish procedures regarding evaluation of requests for special full-time, part-time, or summer school enrollment by a pupil who is enrolled in grades kindergarten through eighth grade or identified as highly gifted.

If the request for admission is denied, the applicant may appeal according to the process below.

Denial of Requests for Admission of High School and Younger Students
If the Board of Trustees denies a request for special full-time or part-time enrollment by a pupil who is identified as highly gifted, the Board will record its findings and the reason for denying the request in writing within 60 days.

The written recommendation and denial shall be issued at the next regularly scheduled Board meeting that occurs at least 30 days after the pupil submits the request to the District.

Claims for State Apportionment for Concurrent Enrollment
Claims for state apportionment submitted by the District based on enrollment of high school pupils shall satisfy the criteria established by statute and any applicable regulations of the Board of Governors.
The Superintendent/President or designee shall establish procedures regarding compliance with statutory and regulatory criteria for concurrent enrollment.

Date Revised:
Date Adopted: July 27, 2010
(Replaces College of Marin Policy 4.0002 and a portion of Procedure 4.0003 DP.1)

NOTE: The underlined regular text language is legally required language from CCLC per legal Update 19. Reviewed and approved to move forward by Dean of Enrollment Services on 2-8-12. Approved by Academic Senate 4/19/12.
A. **Open Session**

1. **Call to Order, Roll Call and Adoption of Agenda**
   The Board of Trustees of the Marin Community College District met in the Student Services Cafeteria on the Kentfield Campus, all members having received notice as prescribed by law. Board President Conti called the meeting to order at 5:00 p.m. Trustees Conti, Treanor, Long and O'Brien were present. Also present were Vice President of College Operations Al Harrison, Executive Dean of Human Resources and Labor Relations, Linda Beam, Superintendent/President Coon and Nancy Klein from School & College Legal Services.

   **M/s (O'Brien/Long) to adopt the agenda.** Motion carried by unanimous vote of 4-0.

**Public Comment – Closed Session Agenda**
There was no public comment on the closed session agenda and the Board adjourned to closed session at 5:02 p.m.

B. **Closed Session**
The Board met in closed session at 5:10 p.m. in the Staff Lounge, Student Services Building on the Kentfield Campus. Trustees Conti, Long, Dolan, Kranenburg, O'Brien and Treanor were present. Trustee Namnath arrived at 5:20 p.m. Also present were Superintendent/ President Coon, Vice President Harrison, Executive Dean Beam, and Nancy Klein from School & College Legal Services.

Closed session recessed at 6:40 p.m.
REGULAR MEETING

C. Reconvene to Open Session

1. Call to Order, Roll Call and Adoption of Agenda

Board Present Conti called the regular meeting to order at 6:54 p.m. in the Cafeteria of the Student Services Building on the Kentfield Campus. All publicly elected officials were present. Also present were Student Trustee Bergstrom-Wood, Superintendent/President Coon, Special Assistant Duarte, Vice President Harrison and Executive Dean Beam.

M/s (Treasor/O'Brien) to adopt agenda. Trustee Tresnor requested a modification to adjourn in memory of Alexis Bush and Jordan Fromm and in support of Nick Vos. Alexis and Jordan lost their lives in a sailing incident and Nick survived. They were all former College of Marin students. She asked that a letter be sent to their parents. Superintendent/President Coon pulled item C.11.B, to approve agreement with San Francisco General Hospital. Trustee Long requested that item C.10.J. BP 3505 Emergency Operations Plan be moved from the consent calendar to an action item (C.11.E.) Trustee Dolan requested that C.10.J. BP 3440 Services Animals be moved from the consent calendar to an action item (C.11.F.). Trustee Kranenburg requested that Item 10.K.1. Ratify/Approve Modernization Contracts, Changes and Amendments, be moved from the consent calendar to an action item (11.G.). Barbara Dolan commented on item C.10.H. requesting that the Board receive out of country travel requests in advance. Motion to approve the agenda with changes carried with a vote of 7-0 plus an advisory aye vote from Student Trustee Bergstrom-Wood.


President Conti read the following report out from closed session: Direct the Superintendent/President to send a communication to the College of Marin Foundation that recent information has raised serious concerns regarding District funds entrusted to the College of Marin Foundation. Therefore, all District funds must be transferred back to the District forthwith. Specific funds and means of transfer to be identified in the communication, and further, to authorize the Superintendent/President to proceed with an audit of the Foundation including additional audit procedures as necessary. Roll Call vote as follows: Trustees Tresnor, O'Brien, Kranenburg and Conti voting yes, Trustee Dolan voting no and Trustees Long and Namnath abstaining.
3. Public Comment – None

4. Chief Executive Officer’s Report
Superintendent/President Coon asked everyone to review the calendar of events on
the agenda for the many special activities taking place. This year we have 321
graduates, 187 students receiving AA degrees, 91 students receiving AS degrees and
79 students receiving certificates. Our youngest graduate is Clare Schneider at 16
years of age and our oldest is Madeline Jackson who is 72 years old.

College of Marin Community Image Research
Superintendent/President Coon introduced Director of Communications,
Cathy Summa-Wolfe, who shared a presentation (attached to minutes) on the
findings of a recent image research study conducted by Interact. Overall, the report
was very positive and provided helpful data that will inform our strategic planning
going forward. The Board thanked Director Summa-Wolfe for her presentation and
noted that they will review the data in the future.

Accreditation
Superintendent/President Coon informed the Board that he is preparing an update
to the college community on our accreditation progress, which he will share with
Trustees at the Board Retreat on Friday.

5. Commendation Resolutions (Roll Call Vote)
A. Board Clerk Namnath read Resolution No. 5/15/12 C.5.A. in Support of Classified
School Employees Week. M/s (Treonor/Long) moved approval of Resolution
No. 5/15/C.5.A. Motion passed by unanimous roll call vote 7-0 plus an advisory
aye vote by Student Trustee Bergstrom-Wood. Superintendent/President Coon
asked the classified professionals present to stand.
B. Board Clerk Namnath read Resolution No. 5/15/12 C.5.B. in Recognition of
Raemond Bergstrom-Wood’s Service as Student Trustee. M/s (Treonor/O’Brien)
moved approval of Resolution No. 5/15/12 C.5.B. Motion passed by a
unanimous roll call vote 7-0. Student Trustee Bergstrom Wood abstained.
Student Trustee Bergstrom-Wood stated that it has been an honor to work with
everyone over the past year and to serve the students of the College of Marin.
Trustees expressed their appreciation to Student Trustee Bergstrom-Wood for
his service.
C. Board Clerk Namnath read Resolution No. 5/15/12 C.5.C. in Recognition of
Elizabeth Moody, League of Women Voters. M/s (Treonor/Kranenburg) moved
approval of Resolution No. 5/15/12 C.5.C. Motion passed by a unanimous roll
call vote 7-0 plus an advisory aye vote by Student Trustee Bergstrom-Wood. Ms. Moody stated that her attendance at these meetings, watching what the College has been through and accomplished over the years, has been a privilege. She also noted that her history with the College is long, going back to the 1970s with her daughter graduating from the College of Marin, her son attending classes at Indian Valley and her grandsons attending Auto Repair classes at the Indian Valley Campus. Trustees thanked Ms. Moody for her vision and insight and her ability to put things into context for the community. President Conti also thanked the League of Women Voters for being such an important partner and advocate for the College in the community.

The Board took a break at 7:35 p.m. for a short reception

President Conti reconvened the meeting to order at 7:43 p.m.

6. Academic Senate Report
Sara McKinnon supported the Resolution for Student Trustee Bergstrom-Wood, noting that she appreciated all he had done for the College and wished him success in the future. Ms. McKinnon handed out copies of the Academic Senate News that contained detailed information about SLO assessments and rubrics. She then read a Resolution regarding the College of Marin Foundation (attached to the minutes).

7. Classified Senate Report
Alice Dieli presented a report (attached to the minutes) from the Classified Senate on behalf of Senate President Andrea Hunter. Ms. Dieli also thanked Student Trustee Bergstrom-Wood for all that has done for the College.

8. Student Association Report
Student Trustee Bergstrom-Wood reported that the association had approved funds for a number of items including $12,000 to the Library and funds to support the creation of a new communal conference center for clubs. Student Trustee Bergstrom-Wood read a letter he had submitted to Ann Hill, College of Marin Foundation (attached to the minutes).

9. Board Study Session – Budget
Superintendent/President Coon noted that items A and B of the study session were reports that the Board had requested previously.

A. Unfunded Liability
Vice President Harrison presented a report on the College’s Unfunded Liability (attached to the minutes) and answered questions from Trustees. There was a public comment request from Jon Gudmundsson. Mr. Gudmundsson questioned
the increase in payment due to benefit increases and commented that he did not feel the liability is a large as is being reported. He would like to see the increased benefit costs and the upcoming report. Superintendent/President Coon noted that the report would be shared.

B. Redevelopment Agency Update
Vice President Harrison presented a report on redevelopment (attached to the minutes) and updated the Board on the status of the successor agency boards established to oversee the redevelopment funds and what these changes mean to the College. Vice President Harrison answered questions from Trustees.

C. Budget Update and Projections
President Conti reminded Trustees that this was a background report and that there would be a more detailed discussion about the budget at the Board Retreat on Friday. Vice President Harrison presented a report on the budget (attached to the minutes). Superintendent/President Coon noted that there was a lot of work to do to bring a balanced budget to the Board in August. He further noted that during the Board Retreat, Trustees would be engaging in dialog to determine guiding principles to assist the College in making decisions to balance the budget. There was discussion by Trustees about their concerns with the structural deficit and the importance of having discussions to identify guidelines, plans, and options to assist us in making decisions about balancing the budget. There may be some tough decisions.

10. Consent Calendar Items (Roll Call Vote)
M/s (Namnath/Treenor) to merge items A. – J. BP 5130 Financial Aid and item K.2. Motion carried by unanimous vote of 7-0 plus an advisory aye vote by Student Trustee Bergstrom-Wood.

M/s (Namnath/Treenor) to approve Consent Calendar Items A. – J. BP 5130 and item K.2. Motion passed by unanimous roll call vote of 7-0 plus an advisory aye vote by Student Trustees Bergstrom-Wood.

A. Calendar of Upcoming Meetings – Board Retreat, Self-Evaluation, May 18, 2012, 1:00 – 4:00 p.m., Administrative Center, Room 108, Kentfield Campus

B. Approve Classified Personnel Recommendations
1. Appointment of Classified Personnel
2. Temporary Reassignment of Classified Personnel

C. Approve Academic Personnel Recommendations
1. Appointment of Academic Personnel
2. Resignation/Retirement of Academic Personnel

Unapproved Minutes
3. Sabbatical Leave Replacement for Academic Personnel

D. Approve Management Personnel Recommendations
   1. Appointment of Educational Management Personnel

E. Budget Transfers – Month of April - FY 2011/12

F. Warrant Approval

G. Surplus Equipment

H. Retroactive Approval of Out of Country Travel

I. Approve Revised 2012/2013 Academic Calendar

J. Second Reading and Approval of Revised Board Policies
   - BP 3440 Service Animals  [(Moved to Other Action Item C.11.F.)]
   - BP 3505 Emergency Operations Plan  [(Moved to Other Action Item C.11.F.)]
   - BP 5130 Financial Aid

K. Modernization (Measure C)
   1. Ratify/Approve Modernization Contracts, Changes and Amendments
      ($710,289.25)  [(Moved to Other Action Item 11.g.)]
   2. Declaration of Surplus Disposal
      Transportation Technology Complex Project (402A); Utilities IVC Project (407B)

11. Other Action Items

M/s (Namnath/Treonor) to merge and approve items 11. A & D. Trustee Treanor mentioned that Doug Wilson, a new member of the COC committee, was in attendance for most of the meeting. Motion carried by unanimous vote 7-0 plus and advisory aye vote by Student Trustee Bergstrom-Wood.

A. Approve Agreement with California Pacific Medical Group

B. Approve Agreement with San Francisco Public Health (San Francisco General Hospital) – This Item was pulled from the agenda.

C. Modernization (Measure C)

M/s (Treonor/O’Brien) to merge items 1, 2, 3 and 4 and approve as one item. Trustee Treanor had a question about the move services in items 2 and 3, which was answered by Director of Modernization, Laura McCarty. Motion carried unanimously with 7-0 vote plus and advisory aye vote by Student Trustee Bergstrom-Wood.

1. Approve New Professional Services Agreement for Move Services
   PA & FA Relocation (850I) & Austin Science Center Relocation (850E)
   Norcal Moving Services ($130,490.00)
2. Approve New Professional Services Agreement for Move Planning Services
   Austin Science Center Relocation (850E)
   Visions Management ($50,000)

3. Approve New Professional Services Agreement for Move Planning Services
   PA & FA Relocation (850I)
   Julia H. Beatty ($25,000.00)

4. Approve Notice of Completion
   Main Building HVAC Revision Project (417A)

D. Approve Citizens’ Oversight Committee Members

E. Second Reading and Approval of Revised Board Policies (From Consent C.10.I.)
   BP 3505 Emergency Operations Plan
   M/s (Treasor/O’Brien) to approve Board Policy BP 3505 Emergency Operations
   Plan. Trustee Long had a question about pepper spray procedures, which was
   addressed by Chief Lemay. Trustee Long requested a copy of the Administrative
   Procedure. Motion carried with a unanimous vote 7-0 and plus an advisory aye
   vote by Student Trustee Bergstrom-Wood.

F. Second Reading and Approval of Revised Board Policies (From Consent C.10.J.)
   BP 3440 Service Animals
   M/s (Treasor/O’Brien) to approve Board Policy 3440 Services Animals. Trustee
   Dolan asked if it was possible to have a horse-free zone on the Kentfield and
   Indian Valley campuses, as she did not feel we could accommodate the needs of
   miniature horses on campus. Trustee Namnath noted that this is a Federal law
   that we cannot modify. Motion carried with a vote of 6-1 with Trustee Dolan
   voting no and plus advisory aye vote by Student Trustee Bergstrom-Wood.

G. Modernization (Measure C)
   Ratify/Approve Modernization Contracts, Changes and Amendments
   ($710,289.25) [Moved from Consent C.10.K.1.]
   M/s (Treasor/O’Brien) to approve Ratify/Approve Modernization Contracts,
   Changes and Amendments ($710,289.25). Director of Modernization,
   Laura McCarty, answered questions from Trustee Kranenburg about change
   orders, Trustee O’Brien about standardization, and Trustee Treanor about the
   Child Development Center Schedule. Director McCarty also directed Trustees to
   the Director’s Report for more detailed information. Trustee Treanor asked that
   the Board be kept informed about projects where exceeding budget may become
   an issue. Motion carried by a unanimous vote 7-0 plus and advisory aye vote by
   Student Trustee Bergstrom-Wood.

    3, 4, 7 and 8 for 2012/13.

   President Conti opened the Public Hearing for MCCD/UPM Collective Bargaining
   Agreement (Re-Opener) Articles 3, 4, 7 and 8 for 2012/13 at 9:35 p.m. and asked for
public comment. There being no public comment, President Conti closed the Public Hearing.

13. Board Policy Review (1st Reading)
President Conti referred Trustees to the information in their packet for review.
   - BP 7400 Travel

14. Future Agenda Items
President Conti asked Trustees to take note of future agenda items.
   A. Board Self-Evaluation
   B. Review Mission Statement/Strategic Planning
   C. Superintendent/President Evaluation
   D. Pension Reform
   E. Distance Education
   F. WASC Interim Report

15. Board Reports and/or Requests
   A. Committee Chair Reports
   B. Individual Reports/or Requests
      Trustee Treanor reported on her presentation (attached to minutes) and attendance at the CCCT Conference in San Diego, which focused on Standard IV issues. Trustee Treanor also commented on how important it is that we all participate in helping the College to bring in new money.

16. Approval of Minutes
M/s (O’Brien/Treanor) to approve the minutes of the April 6, 2012 Board Retreat and the April 17, 2012 Board Meeting. Motion carried with a unanimous vote 7-0 plus an advisory aye vote from Student Trustee Bergstrom-Wood.

17. Information Items
President Conti referred Board members to their packets to review information items and review the important calendar items coming up.
   A. Contracts and Agreements for Services – April 2012
   B. Modernization Update
      1. Director’s Report
      2. Contract Milestone Report through April 2012
      3. Program Schedule
   C. Revised Administrative Procedures
D. Calendar of Special Events

- College of Marin Foundation Scholarship Awards Ceremony, May 16, 2012, 5:30 p.m., College of Marin, Diamond Sports Center, Kentfield Campus
- College of Marin Veterans Association – Veterans Appreciation Luncheon, May 17, 2012, 11:45 a.m., Student Services Building, Staff Lounge, Kentfield Campus
- Retiree Reception, May 17, 2012, 4:00 – 6:00 p.m., Marin Art & Garden Center, Ross, California
- Puente End of Year Celebration, May 17, 2012, 6:00 – 8:00 p.m., Cafeteria, Kentfield Campus
- Intensive English Program Graduation, May 18, 2012, 12:00 p.m., Indian Valley Campus
- Early Childhood Education Student Celebration, May 19, 2012, 9:30 a.m. – 11:30 a.m., Building 12, Room 100, Indian Valley Campus
- Registered Nursing Pinning Ceremony, May 24, 2012, 6:00 p.m., Gymnasium, Kentfield Campus
- Commencement, Saturday, May 26, 2012, 10:00 a.m., Gymnasium, Kentfield Campus
- Sixth Annual Transfer Recognition Reception, May 25, 2012, 6:30 p.m., Student Services Dining Area, Kentfield Campus
- Dental Assisting Graduation, June 21, 2012, 6:30 p.m., Building 27, Indian Valley Campus

18. Correspondence

19. Board Meeting Evaluation

20. Adjournment

M/S (Treonor/O’Brien) to adjourn to a short closed session in memory of Alexis Bush and Jason Fromm and in support of Nick Vos. Motion carried by a unanimous vote 7-0 plus and advisory aye vote from Student Trustee Bergstrom-Wood.

Open Session adjourned at 9:40 p.m.

There was no report from Closed Session.
College of Marin
Community Image Research

Prepared by: Anne Saylor and Pam Cox-Otto Ph.D.

March 2012
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PROGRAM INTEREST

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In attending College of Marin

If you were to take classes from College of Marin, what options best fit your schedule?

SUPPORT INTEREST

In donating to College of Marin

If you would consider supporting programs to help students, what would those be?

APPENDIX A – SURVEY INSTRUMENT
EXEcutive Summary

This research was conducted to examine the local community's attitudes toward the College of Marin. It reaches to the heart of the attitudes at play regarding the college's strengths, value, and image.

Marin County voters who had participated in the last Presidential election were randomly selected to participate in a telephone survey. This is not intended to be a complete representation of all attitudes and ages, but rather those critical opinion shapers who make their support known at the polls. The sample for the telephone survey was intentionally balanced for gender in order to gain perspective from both men and women. The community phone survey was conducted from December 26, 2011 through January 9, 2012. A total of 500 residents in Marin County participated in the study. This provides a confidence interval for the telephone survey of +/- 4.4%.

An online survey was also created from the same questions asked in the telephone survey. The online survey was promoted to the general public by the college through their communication channels. It was made available to participants from December 26, 2011 through February 7, 2012. A total of 221 individuals participated in the online survey. Because this data was gathered by invitation from the college, it represents an internal view of the college and not an unbiased random general community opinion. For that reason, the data sets were not merged, but were analyzed separately.

The total number of participants in the study, including telephone and online surveys, was 721. Throughout the report, the telephone survey will be referred to as Random Sample.
Observations

Phone Survey (Random Sample of Voters)

- Average participant age was 51.8
- In random calling, nearly half of participants (47.0%) have attended the College of Marin
- 11.4% have never attended the College of Marin
- Slightly less than one-quarter (22%) have donated to the College of Marin, 21.6% are interested (slightly interested, interested, or very interested) in donating
  - When asked what specifically they would be willing to support, career training programs had the most responses
- Nearly two-thirds (64.2%) of respondents mentioned College of Marin as top-of-mind
  - Dominican University was mentioned second: 129 times
- The top three positive things that have been heard about the College of Marin in order of frequency are:
  - It is a good school
  - It is local and convenient
  - It focuses on serving the community
- The top three negative things are:
  - Residual messages that imply the college and students are not of high quality (No different from most community colleges who have similar issues)
  - Facilities in decline and the mishandling of the college bond
  - Budget issues (Similar to all other California Community Colleges)
- Positive and negative community impressions are being determined primarily by user experience followed by the newspaper and local media; impressions have been formed within the last one to two years
- 44.2% feel the best time for classes at the College of Marin would be in the evening
Online Survey (Self-select of Students and Staff)

- Average participant age was 41.4
- Nearly three-quarters of participants (74.4%) have attended the College of Marin
- 6.9% have never attended the College of Marin
- 28.7% have donated to the College of Marin, 34.4% are interested (slightly interested, interested, or very interested) in donating
  - When asked what specifically they would be willing to support, enhancing student services was the most frequent response
- 36.2% mentioned Santa Rosa Junior College as a college in the area
- The top four positive things that have been heard about the College of Marin in order of frequency are:
  - The great teachers
  - A beautiful campus
  - Small classes
  - Campus convenience
- The top negative issues are:
  - Limited number of class offerings
  - Facilities in decline
  - An aging and uninspired faculty
- Positives and negatives are being determined primarily by user experience followed by students at the college; impressions have been formed within the last one to two years with many happening presently
- 52.4% feel the best time for classes at the College of Marin would be weekdays
Findings

- General attitudes about the college are strong among a voter population and stronger internally.
- There is a gap between internal and external perceptions of quality that is normal for a college but should be addressed so that internal growth may occur.
- CoM owns the reputation as a transfer institution both internally and externally.
- The college is well known for its strong academic reputation but there is a lack of granularity about programs and what types of programs can be transferred or degrees obtained.
- CoM’s image is substantially weaker in the area of job preparation and training, and this is an area where improvement is possible.
- CoM is seen as a viable college choice for more than half of the population, giving the college a strong community footing.
- The Foundation has a fertile field of potential donors with one in five of the voter sample ready to consider a donation.
- There are negative image issues that are still present and should be addressed, but they are not currently a “clear and present danger”.

Recommendations

- There is an availability of classes issue (whether real or perceived) that needs to be addressed with the community.
- There is work to be done internally so that college staff can enjoy the strong reputation they have in some areas, but be motivated to change in areas where they are not as strongly perceived (career and technical training, for example).
- The general college marketing message of good value and quality have stuck in the minds of the community, but there are few details attached (type of program, stories of success, etc.) Adding details and specifics would strengthen the college’s position in this area.
- Newspapers are the clear communication driver with the opinion shaper group in the community so it must be cultivated, even while the community should be studied to examine what new communication tools are in ascendency. Community media research would shed light on this area.
- The transfer programs are not clear to the general community, and this is an area that could be served by additional communication.
- The Foundation has a green light for extended development activities, and the community is ready to consider this.
- There are negative image issues that are still present and should be addressed.

Areas of Additional Research

- While newspapers are clearly the best way to reach a voter population, there are new media that are gaining. This must be examined so the college can build on these media now, rather than later. For this reason, we strongly urge media usage research.
- There is clearly a gap in perceptions between internal and external and potentially between college faculty and students. This gap means there may be disconnect in expectations between what students believe they are receiving and what faculty and staff believe. We recommend student gap research to examine this issue so it may be addressed in both planning and communications.
**Random Sample Survey Results**

**Demographics**

**Age**

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 to 93</td>
<td>51.8</td>
</tr>
</tbody>
</table>

- Random Sample
  - 4.8% were ages 25 and younger
  - Approximately one in five (17.7%) were ages 26 to 40
  - More than three-quarters (77.4%) were ages 41 and older
Gender

- Random Sample
  - Participants were intentionally balanced so that 50% of the respondents were male and 50% were female
Have you or someone you know attended College of Marin?

- Random Sample
  - Nearly half of participants (47.0%) have attended the College of Marin
  - 11.4% have never attended the College of Marin
Have you ever donated money, time or property to College of Marin?

- Random Sample
  - Slightly less than one-quarter (22.0%) have donated to the College of Marin
Participants in this study were asked to name local colleges prior to the College of Marin being mentioned in the conversation. This enables us to gather the initial reaction as to which colleges are in the forefront of their minds. On many occasions, participants named several local colleges and each was noted. For this question, analysis focused on the first college named.

When you think of colleges in this area, what college comes to mind?

<table>
<thead>
<tr>
<th>Top of Mind (Random Sample)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>College of Marin</td>
<td>321</td>
</tr>
<tr>
<td>UC-Berkeley &quot;Cal&quot; or UC</td>
<td>80</td>
</tr>
<tr>
<td>Dominican University</td>
<td>52</td>
</tr>
<tr>
<td>Stanford</td>
<td>16</td>
</tr>
<tr>
<td>Sonoma State</td>
<td>10</td>
</tr>
<tr>
<td>Indian Valley College</td>
<td>8</td>
</tr>
<tr>
<td>Santa Rosa Junior College</td>
<td>5</td>
</tr>
<tr>
<td>San Francisco State</td>
<td>5</td>
</tr>
</tbody>
</table>

• Random Sample
  • 321 of the 500 respondents, or 64.2% mentioned College of Marin as top of mind
  • UC-Berkeley was a distant second with 80 mentions (16.0%)
  • 35 of the 52 times that Dominican University was mentioned first, College of Marin was mentioned second
Any others?

<table>
<thead>
<tr>
<th>Other Colleges (Random Sample)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominican University</td>
<td>129</td>
</tr>
<tr>
<td>College of Marin</td>
<td>90</td>
</tr>
<tr>
<td>UC-Berkeley &quot;Cal&quot; or UC</td>
<td>71</td>
</tr>
<tr>
<td>Stanford</td>
<td>45</td>
</tr>
<tr>
<td>Sonoma State</td>
<td>37</td>
</tr>
<tr>
<td>San Francisco State</td>
<td>26</td>
</tr>
<tr>
<td>Santa Rosa Junior College</td>
<td>25</td>
</tr>
<tr>
<td>Indian Valley College</td>
<td>17</td>
</tr>
</tbody>
</table>

- Random Sample
  - Dominican University was mentioned second: 129 times
    - Dominican was mentioned after College of Marin: 109 times
  - College of Marin was most commonly mentioned after UC-Berkeley or Dominican University
UNAIDED RECALL

Qualitative responses were analyzed and grouped into like categories. The categories were given headings to capture the nature of responses with additional description of the responses in parentheses. A total count of comments will be provided in each section to help frame the saturation of response. Please note that not all comments can be grouped into a category.

As you think about College of Marin and what you have seen or heard,

What positive things come to mind about the college?

<table>
<thead>
<tr>
<th>Positives (Random Sample)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Good School (small classes, good experiences, course selection, programs)</td>
<td>115</td>
</tr>
<tr>
<td>Local and Convenient (close by, accessible)</td>
<td>97</td>
</tr>
<tr>
<td>Community Focused (adult education, concerts, serves community, open to all)</td>
<td>95</td>
</tr>
<tr>
<td>Transfer Preparation (stepping stone, feeder school for UC, good transfer rate)</td>
<td>75</td>
</tr>
<tr>
<td>Good Instruction (great teaching staff, good instructors)</td>
<td>68</td>
</tr>
<tr>
<td>Affordable (inexpensive, reasonable)</td>
<td>66</td>
</tr>
<tr>
<td>Nice Campus (beautiful, small, friendly)</td>
<td>41</td>
</tr>
<tr>
<td>Community College</td>
<td>32</td>
</tr>
<tr>
<td>I've attended/Family has attended</td>
<td>29</td>
</tr>
<tr>
<td>Growing/Expanding (updating buildings, adding buildings, growing enrollment)</td>
<td>25</td>
</tr>
<tr>
<td>Art/Music/Drama</td>
<td>19</td>
</tr>
<tr>
<td>Nursing Program</td>
<td>10</td>
</tr>
<tr>
<td>Jobs (career training, vocational preparation, graduates get jobs)</td>
<td>9</td>
</tr>
<tr>
<td>New President (restructure positive, doing a good job)</td>
<td>7</td>
</tr>
<tr>
<td>High School programs (local students taking courses for credit while still in high school)</td>
<td>6</td>
</tr>
</tbody>
</table>

- Random Sample
  - More than 700 responses were generated from the 500 participants as many individuals had multiple positive responses
  - The top three were that College of Marin is a good school, is local and convenient, and focuses on serving the community
  - Good transfer preparation, the quality of classroom instruction, and the affordable cost round out the top six positives
Do any negative things come to mind about College of Marin? If so, what are they?

<table>
<thead>
<tr>
<th>Negatives (Random Sample)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Image/Reputation (Junior college, takes everyone, almost lost accreditation, unable to</td>
<td>45</td>
</tr>
<tr>
<td>attract young people, low quality, no incentive to produce graduates, poor market position)</td>
<td></td>
</tr>
<tr>
<td>Facilities (old, run down, temperatures, lighting, housekeeping, track, handling of bond)</td>
<td>39</td>
</tr>
<tr>
<td>Money/Budget/Fees/Costs (cutbacks, fee increases, wasting resources)</td>
<td>36</td>
</tr>
<tr>
<td>Parking/Traffic/Transportation</td>
<td>36</td>
</tr>
<tr>
<td>Politics/Administration/Union (upheaval, mismanagement, last president, union, long</td>
<td>31</td>
</tr>
<tr>
<td>standing board of trustees)</td>
<td></td>
</tr>
<tr>
<td>Classes full or cancelled (cutbacks, not enough offered, waiting list)</td>
<td>30</td>
</tr>
<tr>
<td>Faculty/Teaching (part-time, not paid well, unenthusiastic)</td>
<td>15</td>
</tr>
<tr>
<td>Multiple Locations (not treated equally, don’t get same offerings or funding)</td>
<td>12</td>
</tr>
<tr>
<td>Training for Jobs (programs being cut, training needs to be updated)</td>
<td>9</td>
</tr>
<tr>
<td>Support Services (mixed messages from counseling, difficult to get appointments)</td>
<td>8</td>
</tr>
<tr>
<td>Adult Education (cutting community programs)</td>
<td>7</td>
</tr>
<tr>
<td>School size (small, enrollment low)</td>
<td>7</td>
</tr>
<tr>
<td>Sports (weak programs, football)</td>
<td>4</td>
</tr>
</tbody>
</table>

- Random Sample
  - Participants noted slightly more than 250 negatives
    - For perspective, compare to the more than 700 positives
  - Messages harmful to the image and reputation top the list of negatives
  - The age and cleanliness of the buildings, funding and monetary concerns, parking/transportation, problems between faculty and administration, and cutting back on course offerings round out the top six negatives
Where did you hear that?

<table>
<thead>
<tr>
<th>Where Heard (Random Sample)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Experience</td>
<td>102</td>
</tr>
<tr>
<td>Newspaper/Local Media</td>
<td>40</td>
</tr>
<tr>
<td>Word of Mouth</td>
<td>25</td>
</tr>
<tr>
<td>Family/Friends</td>
<td>19</td>
</tr>
</tbody>
</table>

- Random Sample
  - Most of what people have heard about the college has been from personal experience
  - The second source of information is the local newspaper and other media

How long ago?

<table>
<thead>
<tr>
<th>When Heard (Random Sample)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-2 years ago</td>
<td>49</td>
</tr>
<tr>
<td>Within the last year</td>
<td>43</td>
</tr>
<tr>
<td>3-6 years ago</td>
<td>27</td>
</tr>
<tr>
<td>10 or more years ago</td>
<td>23</td>
</tr>
<tr>
<td>Recently</td>
<td>17</td>
</tr>
</tbody>
</table>

- Random Sample
  - Most of the messages and impressions have been formed or received within the last one to two years
Regarding College of Marin are you (Familiar)

- Random Sample
  - 83.8% have some familiarity (slightly familiar, familiar, or very familiar) with the College of Marin
  - This question has a bimodal response as 28.2% responded "slightly familiar" and 28.2% responded "familiar."
The next section of the survey asked participants to indicate how much they agreed or disagreed with each of five statements. They were asked to respond with the following scale:

1-Strongly Disagree, 2-Disagree, 3-Slightly Disagree, 4-Slightly Agree, 5-Agree, 6-Strongly Agree

The five questions were:

- College of Marin provides a high quality education.
- Attending College of Marin for two years and then transferring to a four-year college is a smart choice.
- College of Marin is doing the right things to help people train for jobs in my community.
- College of Marin offers services to help you do well in school.
- College of Marin is responsive to community needs.

College of Marin provides a high quality education

- Random Sample
  - 83.2% agree (slightly agree, agree, or strongly agree) that the College of Marin provides high quality education
  - 12.6% "slightly disagree" that the College of Marin provides high quality education
  - The most frequent response was "agree" with 33.0%
Attending College of Marin for two years and then transferring to a four-year college is a smart choice.

- Random Sample
  - 90.2% agree (slightly agree, agree, or strongly agree) that attending the College of Marin in preparation to transfer is a smart choice
  - The most frequent response was "strongly agree" with 49.4%
College of Marin is doing the right things to help people train for jobs in my community

- Random Sample
  - 74.2% agree (slightly agree, agree, or strongly agree) that the College of Marin is helping to train for jobs in the community
  - 19.6% “slightly disagree” that the College of Marin is helping to train for jobs in the community
  - The most frequent response was “slightly agree” with 30.4%
College of Marin offers services to help you do well in school

- Random Sample
  - 77.4% agree (slightly agree, agree, or strongly agree) that the College of Marin offers services for student success
  - 18.4% "slightly disagree" that the College of Marin offers services for student success
  - The most frequent response was "slightly agree" with 31.4%
College of Marin is responsive to community needs

CoM is responsive to community needs

- Random Sample
  - 78.2% agree (slightly agree, agree, or strongly agree) that the College of Marin is responsive to community needs
  - The most frequent response was "agree" with 35.4%
The next section of the survey asked participants to indicate their interest in certain types of classes and programs offered at the College of Marin. They were asked to respond to four questions using the following scale:

1-Not Interested At All, 2-Not Interested, 3-Slightly Not Interested, 4-Slightly Interested, 5-Interested, 6-Very Interested

The four questions were:

How interested are you in:

Specific job skills training to start or change a career
Programs that lead to an associate degree or diploma
Programs that allow you to transfer to a four-year college or university
Attending College of Marin

Specific job skills training to start or change a career

- Random Sample
  - 43.4% are interested (slightly interested, interested, or very interested) in job skills training
  - The most frequent response was "not at all interested" with 33.2%
Programs that lead to an associate degree or diploma

- Random Sample
  - 33.0% are interested (slightly interested, interested, or very interested) in associate degree or diploma programs
  - The most frequent response was "not at all interested" with 42.2%
Programs that allow you to transfer to a four-year college or university

- Random Sample
  - 38.2% are interested (slightly interested, interested, or very interested) in transfer programs
  - The most frequent response was "not interested at all" with 43.6%
In attending College of Marin

- Random Sample
  - 57.4% are interested (slightly interested, interested, or very interested) in attending the College of Marin
  - The most frequent response was "not interested at all" with 21.6%
If you were to take classes from College of Marin, what options best fit your schedule?

<table>
<thead>
<tr>
<th></th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Random Sample</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>50.0%</td>
</tr>
<tr>
<td>40.0%</td>
</tr>
<tr>
<td>30.0%</td>
</tr>
<tr>
<td>20.0%</td>
</tr>
<tr>
<td>10.0%</td>
</tr>
<tr>
<td>0.0%</td>
</tr>
</tbody>
</table>

**Best time to take classes**

- **Random Sample**
  - 44.2% feel the best time for classes at the College of Marin would be in the evening
    - This was the most frequent response
  - 41.8% feel the best time for classes at the College of Marin would be weekdays
This section asked participants to indicate their interest in supporting the College of Marin. They were asked how interested they would be in donating as well as what type of programs specifically they would be willing to support.

Participants were asked to respond to "How interested are you in donating to the College of Marin" using the following scale: 1-Not Interested At All, 2-Not Interested, 3-Slightly Not Interested, 4-Slightly Interested, 5-Interested, 6-Very Interested

In donating to College of Marin

- Random Sample
  - 21.6% are interested (slightly interested, interested, or very interested) in donating to the College of Marin
  - The most frequent response was "not interested at all" with 39.0%
If you would consider supporting programs to help students, what would those be?

<table>
<thead>
<tr>
<th>Would Donate (Random Sample)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career Training/Job Skills</td>
<td>103</td>
</tr>
<tr>
<td>Scholarships</td>
<td>77</td>
</tr>
<tr>
<td>Arts/Performing Arts</td>
<td>71</td>
</tr>
<tr>
<td>Student Services (tutoring, mentoring, counseling, transfer, study skills)</td>
<td>67</td>
</tr>
<tr>
<td>Math and Science</td>
<td>27</td>
</tr>
<tr>
<td>Athletics</td>
<td>27</td>
</tr>
<tr>
<td>English and ESL</td>
<td>22</td>
</tr>
<tr>
<td>Vocational/Trades</td>
<td>22</td>
</tr>
<tr>
<td>Business and Computer Skills</td>
<td>21</td>
</tr>
<tr>
<td>Academics/General Fund</td>
<td>15</td>
</tr>
<tr>
<td>Nursing</td>
<td>11</td>
</tr>
<tr>
<td>Adult/Basic Education</td>
<td>7</td>
</tr>
</tbody>
</table>

- Random Sample
  - More than 500 responses were generated when participants were asked what type of programs they would consider supporting
  - Promoting career training and job skills programs was most mentioned
  - Supporting scholarships and performing arts were second and third
ONLINE SURVEY RESULTS

The online survey was created from the same questions asked in the telephone survey. The online survey was promoted to the general public by the college through their communication channels. It was made available to participants from December 26, 2011 through February 7, 2012. A total of 221 individuals participated in the online survey. Because this data was gathered by invitation from the college, it represents an internal view of the college and not an unbiased general community opinion. For that reason, the data was analyzed separately, and the online results are presented in the following pages.
**Age**

**Age (Online)**

<table>
<thead>
<tr>
<th>Range</th>
<th>Mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>16 to 74</td>
<td>41.4</td>
</tr>
</tbody>
</table>

![Age Distribution](image)

- Online
  - Nearly one-quarter (23.0%) were ages 25 and younger
  - Approximately one-quarter (22.5%) were ages 26 to 40
  - Slightly more than half (54.5%) were ages 41 and older
Online

- The online sample was by open invitation from the college, and the participants were 31.4% male and 68.6% female. This is a typical data distribution in self-select samples.
Have you or someone you know attended College of Marin?

<table>
<thead>
<tr>
<th>Enrollment at CoM</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduated</td>
<td>10.3%</td>
</tr>
<tr>
<td>Attended</td>
<td>74.4%</td>
</tr>
<tr>
<td>Family attended</td>
<td>8.4%</td>
</tr>
<tr>
<td>Never attended</td>
<td>6.9%</td>
</tr>
</tbody>
</table>

- Online
  - Nearly three-quarters of participants (74.4%) have attended the College of Marin
  - 6.9% have never attended the College of Marin
Have you ever donated money, time or property to College of Marin?

- **Online**
  - 28.7% have donated to the College of Marin
The participants in the online survey knew they were answering questions about the College of Marin prior to taking the survey so the first question was altered slightly to acknowledge that. The responses assist in generating a profile of the colleges that are in the forefront of the minds of the community.

*When you think of colleges in this area, what college comes to mind?*

<table>
<thead>
<tr>
<th>Colleges in the Area (Online)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Santa Rosa Junior College</td>
<td>80</td>
</tr>
<tr>
<td>Dominican University</td>
<td>53</td>
</tr>
<tr>
<td>UC-Berkeley &quot;Cal&quot; or UC</td>
<td>26</td>
</tr>
<tr>
<td>City College of San Francisco</td>
<td>22</td>
</tr>
<tr>
<td>San Francisco State</td>
<td>18</td>
</tr>
<tr>
<td>Sonoma State</td>
<td>10</td>
</tr>
<tr>
<td>College of Marin</td>
<td>7</td>
</tr>
</tbody>
</table>

- Online
  - 36.2% mentioned Santa Rosa Junior College as a college in the area
  - Dominican University was second with 24.0%
  - 7 individuals listed College of Marin although they were asked to list colleges other than College of Marin, indicating they could not come up with any others
Any others?

<table>
<thead>
<tr>
<th>Other Colleges (Online)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>UC-Berkeley &quot;Cal&quot; or UC</td>
<td>47</td>
</tr>
<tr>
<td>San Francisco State</td>
<td>46</td>
</tr>
<tr>
<td>Sonoma State</td>
<td>36</td>
</tr>
<tr>
<td>City College of San Francisco</td>
<td>33</td>
</tr>
<tr>
<td>Santa Rosa Junior College</td>
<td>32</td>
</tr>
<tr>
<td>Dominican University</td>
<td>28</td>
</tr>
<tr>
<td>University of San Francisco</td>
<td>17</td>
</tr>
<tr>
<td>University of California – San Fran</td>
<td>11</td>
</tr>
</tbody>
</table>

- Online
  - Many participants were able to list several area colleges, and the City College of San Francisco was on the minds of the online participants but did not appear in the listings for phone survey participants.
Qualitative responses were analyzed and grouped into like categories. The categories were given headings to capture the nature of responses with additional description of the responses in parentheses. A total count of comments will be provided in each section to help frame the saturation of response. Please note that not all comments can be grouped into a category.

As you think about College of Marin and what you have seen or heard,

What positive things come to mind about the college?

<table>
<thead>
<tr>
<th>Positives (Online)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff/Instruction</td>
<td>79</td>
</tr>
<tr>
<td>Campus (beauty, size, central location)</td>
<td>39</td>
</tr>
<tr>
<td>Small classes (less crowding, easier to get classes)</td>
<td>30</td>
</tr>
<tr>
<td>Location (easy to get to, close to home, convenient)</td>
<td>29</td>
</tr>
<tr>
<td>Connection to the Community/Community Accessibility</td>
<td>23</td>
</tr>
<tr>
<td>New Facilities and Renovations</td>
<td>13</td>
</tr>
<tr>
<td>Transfer (good resources and reputation)</td>
<td>12</td>
</tr>
<tr>
<td>Affordable</td>
<td>11</td>
</tr>
<tr>
<td>Art/Music/Drama</td>
<td>5</td>
</tr>
<tr>
<td>New President</td>
<td>3</td>
</tr>
</tbody>
</table>

- Online
  - More than 300 responses were generated from the 221 participants
  - The stand-alone number one positive was the great teachers
  - The beautiful campus, small classes, and convenience of campus complete the top four positives
Do any negative things come to mind about College of Marin? If so, what are they?

**Negatives (Online)**

<table>
<thead>
<tr>
<th>Issue</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited Classes (Times offered, sections offered, need more nights, need more seats, need more online classes)</td>
<td>58</td>
</tr>
<tr>
<td>Facilities (Dirty, dark at night, old buildings, run down, mold, classroom technology, labs, bathrooms)</td>
<td>43</td>
</tr>
<tr>
<td>Teachers (aging, not good at it, uninspired, part-time)</td>
<td>29</td>
</tr>
<tr>
<td>Parking/Transportation (not enough, bus times unhelpful)</td>
<td>28</td>
</tr>
<tr>
<td>Administration/Politics (disconnected from community, administration/faculty union bickering, mismanaged funds)</td>
<td>22</td>
</tr>
<tr>
<td>Students (lazy, spoiled, mean, inconsiderate, no student life)</td>
<td>16</td>
</tr>
<tr>
<td>Registration (portal, Banner, class schedule as PDF, waitlist process)</td>
<td>10</td>
</tr>
<tr>
<td>Counselors (wrong information, appointments available, customer service, professionalism)</td>
<td>9</td>
</tr>
<tr>
<td>Reputation (loss of community connection, not getting out in 2 years, closing of the campus)</td>
<td>9</td>
</tr>
<tr>
<td>Indian Valley (not enough classes or services, drains resources)</td>
<td>7</td>
</tr>
<tr>
<td>Website (outdated, missing information, difficult to navigate)</td>
<td>5</td>
</tr>
<tr>
<td>Smoking (signs not obeyed, no enforcement)</td>
<td>3</td>
</tr>
</tbody>
</table>

* Online
  - More than 250 responses were generated from the 221 participants
  - The stand-apart number one negative was the limited number of class offerings and the cancellation of classes
  - The condition of the facilities holds the second negative spot
  - Teachers, parking, and issues of the administration complete the list of the top five negatives
### Where did you hear that?

<table>
<thead>
<tr>
<th>Where Heard (Online)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personal Experience</td>
<td>99</td>
</tr>
<tr>
<td>Students</td>
<td>33</td>
</tr>
<tr>
<td>Word of Mouth</td>
<td>20</td>
</tr>
<tr>
<td>Staff/Friends</td>
<td>14</td>
</tr>
<tr>
<td>Newspaper</td>
<td>4</td>
</tr>
</tbody>
</table>

- **Online**
  - Most of what people have heard about the college has been from personal experience
  - The second source of information is from students attending the College of Marin

### How long ago?

<table>
<thead>
<tr>
<th>When Heard (Online)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Within the last year</td>
<td>69</td>
</tr>
<tr>
<td>Now</td>
<td>51</td>
</tr>
<tr>
<td>1-2 years ago</td>
<td>23</td>
</tr>
<tr>
<td>4 or more years</td>
<td>12</td>
</tr>
</tbody>
</table>

- **Online**
  - Most of the messages and impressions have been formed or received within the two years or are happening right now
Regarding College of Marin are you (Familiar)

- Online
  - 91.3% have some familiarity (slightly familiar, familiar, or very familiar) with the College of Marin
  - Nearly half (49.3%) were "very familiar" with the College of Marin
The next section of the survey asked participants to indicate how much they agreed or disagreed with each of five statements. They were asked to respond with the following scale:
1-Strongly Disagree, 2-Disagree, 3-Slightly Disagree, 4-Slightly Agree, 5-Agree, 6-Strongly Agree

The five questions were:

- College of Marin provides a high quality education.
- Attending College of Marin for two years and then transferring to a four-year college is a smart choice.
- College of Marin is doing the right things to help people train for jobs in my community.
- College of Marin offers services to help you do well in school.
- College of Marin is responsive to community needs.

**College of Marin provides a high quality education**

* Online
  - 91.2% agree (slightly agree, agree, or strongly agree) that the College of Marin provides high quality education
  - Nearly half (47.3%) "agree" that the College of Marin provides high quality education; this was also the most frequent response
Attending College of Marin for two years and then transferring to a four-year college is a smart choice.

- **Online**
  - 92.5% agree (slightly agree, agree, or strongly agree) that attending the College of Marin in preparation to transfer is a smart choice
  - The most frequent response was "strongly agree" with 45.8%
College of Marin is doing the right things to help people train for jobs in my community

- Online
  - 84.4% agree (slightly agree, agree, or strongly agree) that the College of Marin is helping to train for jobs in the community
  - 41.2% “agree” that the College of Marin is helping to train for jobs in the community; this was also the most frequent response
College of Marin offers services to help you do well in school

- Online
  - 84.5% agree (slightly agree, agree, or strongly agree) that the College of Marin offers services for student success
  - 46.0% "agree" that the College of Marin offers services for student success, this was also the most frequent response
College of Marin is responsive to community needs

- Online
  - 75.6% agree (slightly agree, agree, or strongly agree) that the College of Marin is responsive to community needs
  - The most frequent response was "slightly agree" with 35.5%
The next section of the survey asked participants to indicate their interest in certain types of classes and programs offered at the College of Marin. They were asked to respond to four questions using the following scale:

1 - Not Interested At All, 2 - Not Interested, 3 - Slightly Not Interested, 4 - Slightly Interested, 5 - Interested, 6 - Very Interested

The four questions were:

How interested are you in:

Specific job skills training to start or change a career
Programs that lead to an associate degree or diploma
Programs that allow you to transfer to a four-year college or university
Attending College of Marin

Specific job skills training to start or change a career

- Online
  - 65.6% are interested (slightly interested, interested, or very interested) in job skills training
  - The most frequent response was "very interested" with 29.4%
Programs that lead to an associate degree or diploma

**Sample**
- Online

**Percent**
- Not Interested At All: 17.7%
- Not Interested: 15.8%
- Slightly Not Interested: 10%
- Slightly Interested: 8.9%
- Interested: 20.2%
- Very Interested: 34.5%

**Interested in associate degree or diploma**

- Online
  - 63.6% are interested (slightly interested, interested, or very interested) in associate degree or diploma programs
  - The most frequent response was "very interested" with 34.5%
Programs that allow you to transfer to a four-year college or university

- **Online**
  - 72.9% are interested (slightly interested, interested, or very interested) in transfer programs
  - The most frequent response was “very interested” with 47.3%
In attending College of Marin

- Online
  - 89.1% are interested (slightly interested, interested, or very interested) in attending the College of Marin
  - The most frequent response was "very interested" with 51.0%
If you were to take classes from College of Marin, what options best fit your schedule?

- **Online**
  - 52.4% feel the best time for classes at the College of Marin would be weekdays
    - This was the most frequent response
  - 14.6% were interested in on demand course offerings
This section asked participants to indicate their interest in supporting the College of Marin. They were asked how interested they would be in donating as well as what type of programs specifically they would be willing to support.

Participants were asked to respond to "How interested are you in donating to the College of Marin" using the following scale: 1-Not Interested At All, 2-Not Interested, 3-Slightly Not Interested, 4-Slightly Interested, 5-Interested, 6-Very Interested

In donating to College of Marin

- Online
  - 34.4% are interested (slightly interested, interested, or very interested) in donating to the College of Marin
  - The most frequent response was "not interested at all" with 32.3%
If you would consider supporting programs to help students, what would those be?

<table>
<thead>
<tr>
<th>Would Donate (Online)</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Services (tutoring, mentoring, counseling, transfer, study skills)</td>
<td>50</td>
</tr>
<tr>
<td>Arts/Performing Arts/Music</td>
<td>9</td>
</tr>
<tr>
<td>Scholarships</td>
<td>9</td>
</tr>
<tr>
<td>Core Courses (more available at night and/or online)</td>
<td>7</td>
</tr>
</tbody>
</table>

- Online
  - Slightly more than 100 responses were given
  - The most frequent response was to enhance student services
APPENDIX A – SURVEY INSTRUMENT

College of Marin Community Survey
We are conducting a survey for your local college to see if we are fulfilling your needs. Would you please take a few minutes to answer a set of questions? It would be greatly appreciated.

If yes…continue
If no…move on the to the next call

TOP OF MIND AWARENESS
1. When you think of colleges in this area, what college comes to mind?
   (Variation for Online Survey read “When you think of colleges in this area other than College of Marin, what college comes to mind?”)
2. Any Others!

UNAIDED POSITIVE AND NEGATIVE
3. As you think about College of Marin and what you have seen or heard, what positive things come to mind about the college? (OPEN ENDED)
4. Do any negative things come to mind about College of Marin? If so, what are they? (OPEN ENDED)
5. Where did you hear that?
6. How long ago?

PERCEIVED FAMILIARITY WITH THE COLLEGE
7. Regarding College of Marin are you:
   Very Unfamiliar  Unfamiliar  Slightly Unfamiliar  Slightly Familiar  Familiar  Very Familiar

Now I'm Going to read you a list of statements about the college. Please tell me how much you agree or disagree with each statement on a 1 to 6 scale with 1 being Strongly Disagree, 2 is Disagree, 3 - Slightly Disagree, 4 - Slightly Agree, 5 - Agree, 6 - Strongly Agree.
8. College of Marin provides a high quality education.
9. Attending College of Marin for two years and then transferring to a four-year college is a smart choice.
10. College of Marin is doing the right things to help people train for jobs in my community.
11. College of Marin offers services to help you do well in school.
12. College of Marin is responsive to community needs.
Now I'm going to read you a list of statements about the college. Please tell me how interested you are on a 1 to 6 scale with 1 being Not Interested At All, 2 is Not Interested, 3-Slightly Not Interested, 4-Slightly Interested, 5-Interested, 6-Very Interested.

13. Specific job skills training to start or change a career
14. Programs that lead to an associate degree or diploma
15. Programs that allow you to transfer to a four-year college or university
16. In attending College of Marin
17. In donating to College of Marin (If questioned, Donate Money)

Now I have a few questions that are open ended, just tell us what you think.

18. If you would consider supporting programs to help student, what would those be? (If a prompt is needed, “Such as scholarships, athletics, performing arts, career training, to mention only a few.”)

19. If you were to take classes from College of Marin, what options best fit your schedule? (CODE ONLY)
   1-Weekdays  2-Evenings  3-Weekends  4-Anytime with Online on demand classes

Finally, a few questions about yourself:

20. What is your age? (Enter actual number)
21. Are you male or female? [CODE ONLY] 1-Male or 2-Female
22. Have you or someone you know attended College of Marin? [CODE ONLY]
   1-I graduated from College of Marin
   2-I took some classes at College of Marin
   3-A member of my family has attended College of Marin
   4-No, I have never attended College of Marin
23. Have you ever donated money, time or property to College of Marin? [CODE ONLY]
   1-Yes  2-No
24. What is your Zip Code? (should be taken from file for phone survey)

Thank you for taking the time to answer our questions. Your participation is appreciated.
ACADEMIC SENATE OF THE COLLEGE OF MARIN
RESOLUTION REGARDING THE COLLEGE OF MARIN FOUNDATION
MAY 2012

Whereas, the College of Marin Foundation has played a significant role in supporting the students of College of Marin since 1964; and

Whereas, money for scholarships, book grants, emergency loans and transportation assistance were handled successfully and without incident from 1964 to 2011; and

Whereas, the College of Marin Foundation has additionally been entrusted to handle many department and college program grants, targeted donations and other funds; and

Whereas, the long-time executive director and the staff of the College of Marin Foundation resigned under duress at the beginning of the year; and

Whereas, the replacement executive director and his staff were fired immediately after bringing forward legitimate concerns about the College of Marin Foundation’s Board activities and bookkeeping practices; and

Whereas, the rapid turnover in leadership and staff creates a vacuum of historical knowledge regarding the ownership and management of the many funds and assets; and

Whereas, alleged irregularities in the College of Marin Foundation finances may reflect negatively on the character and integrity of the College of Marin as a righteous academic institution;

Therefore be it resolved, that the College of Marin Academic Senate request that President David Wain Coon investigate the location and accounting of funds and grant monies belonging to College of Marin and its departments and programs in order to demand that these funds be returned to the College; and

Resolved, that the College of Marin Academic Senate request that President David Wain Coon place these funds at least for the short term with a reputable organization such as the Marin Community Foundation; and

Resolved, that the College of Marin Academic Senate request that President David Wain Coon and the College of Marin Board of Trustees terminate the current Memorandum of Understanding with the Foundation and set up a tax exempt entity that would remain under the control of College of Marin with board representation that includes the three Senates.
Good Evening,

On behalf of the Classified Staff, I would like to take this opportunity to thank the Board of Trustees for their resolution in support of Classified School Employees Week. We are proud of our work as members of the College of Marin community in our mission to support student success.

We are pleased to announce we have just finished creating the virtual Classified Professionals Handbook. It is accessible from the College of Marin Website index page and from the Classified Senate Webpage. The handbook includes links to general college pages as a helpful orientation for new employees and a quick reference for all of us.

The Classified Senate recently selected the recipients for the annual Classified Senate awards. As always, this was a very difficult decision as we had so many wonderful and deserving nominees. The Senate will honor an individual, a department, an “unsung hero”, and present a faculty member with the Exceptional Service Award. Recipients will be honored at the Annual Faculty and Staff Recognition Luncheon scheduled for Thursday, May 24th.

I am happy to report that once again President Coon has graciously offered to BBQ at our annual celebration of Classified Employees Week. The BBQ is being sponsored by CSEA, SEIU, the Classified Senate and the President’s Office and is scheduled for Thursday, May 31st.

The Classified Senate would like the College of Marin Board of Trustees to know that we endorse the Academic Senate’s Resolution in regards to the College of Marin Foundation. The Classified Senate echoes the Academic Senate’s concern with the recent leadership turmoil at the College of Marin Foundation. For many years, the Foundation has supported our students with grants, funds, and tangible donations. Those assets have been acquired by the College of Marin Foundation through their consistent efforts on behalf of our students. The Classified Senate is concerned that the current difficulties at the foundation may have damaging effects on the perception of the entire College and therefore negatively impact support from the community for our students. Consequently, we are asking that the College of Marin Board of Trustees and President Coon authorize an immediate investigation of the Foundation, secure any funds that belong to the College in an appropriate manner, and terminate the current Memorandum of Understanding with the College of Marin Foundation.

Thank you.
Ms. Ann Hill
President, College of Marin Foundation Board of Directors
77 Mark Drive #3
San Rafael, CA 94903

Dear Ms. Hill,

As the chief representative of the students elected by the students and as a student leader within the Associated Students of College of Marin ("ASCOM"), I am concerned about the large amounts of money that ASCOM donates to the foundation annually. It is in my duties as the students' trustee that I am writing to you. As the representative for the very students that receive all of the College of Marin scholarship funds, I have a number of concerns.

After being escorted from the regular April meeting of the College of Marin Foundation ("COMF") Board of Directors, before the Executive Director's report, by the Foundation's legal counsel, I decided to look further into the recent set of events at the COMF. Later the next week, I was informed that the newly hired Executive Director was no longer employed by the COMF.

It was then, that I started my search for information with the minutes for the March 23rd, 2012 COMF Board of Directors meeting, which was provided to me at the COMF Board meeting. (Please see the attached.) These minutes brought up a number of important questions that I believe have to be answered:

A) At the meeting I attended, an attorney was present. How much money has the foundation spent on legal fees in the 2012 calendar year? Please explain the foundation's need for an attorney, especially at Board meetings.

B) Why was it necessary to remove an entire paragraph from the COMF Board of Directors, October 2011 minutes? (March 23rd minutes page 1)

C) The minutes suggest that the Foundation rents off-campus office space that the Foundation is not using. (March 23rd minutes page 2) What is the purpose of this facility and is it necessary to fulfill the foundation's mission?

D) The minutes also state that the "COMF has had to liquidate $500,000 to cover interfund transfers. The problem is the investment fund generates $150 - 160k which is not enough to cover administrative costs." (March 23rd minutes page 2) I am concerned that a half million dollars is being liquidated
to cover administrative costs for a foundation that raises less than "$65k per annum." (March 23rd minutes page 2) Please fully explain the need to dig this deeply into the corpus of the COMF endowment.

E) Within the Finance Committee's report, Ms. Scottie Spurzem refers to the need for a "forensic accountant." (March 23rd minutes page 3) This is very alarming to me. Please explain why this would even be brought up at a board meeting.

F) Within the Banking Report, Ms. Kulavic mentions that COMF's accounts will be moved to Bank of Marin so that she can "monitor the situation." (March 23rd minutes page 4) What situation?

G) Within the Governance Committee report Ms. Spurzem questions why COMF is audited in conjunction with the College of Marin. "President Hill asked how we could be excused from the audit." (March 23rd minutes page 4) "Suggestion was made to check COMF by-laws – we can do our own independent audit and COM can fight COMF on it." (March 23rd minutes page 4) This is very alarming, why is there a desire to not be audited?

E) What is the reason for the quick turnaround in COMF Executive Directors and how is the COMF prepared to deal with the possible knowledge vacuum?

F) According to my research, COMF has not filed its taxes in 2 years. Is this true? What is the reason for this?

The COMF should be able to answer these questions, which are so intrinsically tied to its mission and its own fiscal responsibility. I, as the formal representative of the students to the College of Marin Board of Trustees, feel compelled to seek the answers to these questions and ensure the safety of the student scholarships that the foundation has hosted for over 48 years.

If I don't receive satisfactory answers within 3 business days of the acceptance of this letter, I will be compelled to act. I will provide the Marin Independent Journal with my questions, your answers or lack thereof and a copy of your March 2012 minutes from which my questions are derived.

If you or your staff is unable to provide what you deem to be satisfactory answers, I ask that you and the entire Executive Board of the College of Marin foundation honorably step down. In which case, I will hold my questions from the press, and the foundation would be able to continue, under the leadership of a new Board of Directors.
I look forward to a response that will quell my concerns.

Sincerely,

Raemond Bergstrom – Wood
College of Marin, Student Trustee
OPEB PLAN

Unfunded Liability
OPEB PLAN

- Unfunded Liability as of September 30, 2010 $6,604,857
OPEB PLAN

- Unfunded Liability as of September 30, 2010 $6,604,857

- Unfunded Liability as of September 30, 2008 $7,312,141
OPEB PLAN

- Unfunded Liability as of September 30, 2010 $6,604,857

- Unfunded Liability as of September 30, 2008 $7,312,141

- Changes between the two periods decrease OF $707,284
FUTURE STUDY

• ANOTHER ACTUARIAL STUDY WILL BE CONDUCTED AS OF SEPT 30, 2012, FOR TWO REASONS:

1. TWO YEARS SINCE THE LAST STUDY.

2. CHANGES IN OUR EMPLOYEE BENEFIT PACKAGE.
## Reserve Fund

### Contribution
- 2005-06  $1,000,000
- 2007-08  $500,000
- 2009-10  $500,000

### Interest Earned
- 2006-07  $48,002
- 2007-08  $46,806
- 2008-09  $35,364
- 2009-10  $15,982
- 2010-11  $10,804
- 2011-12  $ 6,500

- **Interest Rate is very low, less than ½%**
STATUS OF THE TRUST

• WE HAD DIFFICULTY FINDING AN ATTORNEY TO DEVELOP THE TRUST INSTRUMENT AT A REASONABLE PRICE.

• TRUST IS NEAR COMPLETION - COLLEGE NEEDS TO IDENTIFY A TRUSTEE FOR THE TRUST.
RECOMMENDATIONS
## Marin Community Foundation Performance Summary

<table>
<thead>
<tr>
<th>Pools</th>
<th>Latest</th>
<th>3 Years</th>
<th>5 Years</th>
<th>7 Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity Pool</td>
<td>9.1%</td>
<td>0.5%</td>
<td>17.4%</td>
<td>1.7%</td>
</tr>
<tr>
<td>Socially Screened</td>
<td>10.0%</td>
<td>6.4%</td>
<td>17.2%</td>
<td>-1.4%</td>
</tr>
<tr>
<td>Fixed Income</td>
<td>2.7%</td>
<td>7.1%</td>
<td>10.3%</td>
<td>6.5%</td>
</tr>
<tr>
<td>Enhanced Cash</td>
<td>1.5%</td>
<td>1.3%</td>
<td>3.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Cash</td>
<td>0.0%</td>
<td>0.2%</td>
<td>.03%</td>
<td>1.4%</td>
</tr>
</tbody>
</table>
RECOMMENDATION

1. Authorize staff to discuss having the Marin Community Foundation to manage the fund for the specific purpose of meeting the liability of the post-employment retirement benefits program.

2. The Foundation would hold these assets in trust for the college and would assure that distributions from the fund were made only to meet financial obligations as required under the benefit plan.

3. The Foundation would manage the assets and distributions from the Fund and would be responsible for administration and reporting on all fund activities.
Redevelopment Agencies
Redevelopment Agencies (RDAs)

What is an RDA?
- Agency created by City or County, or jointly
- Legislative body usually City Council or Board of Supervisors
- Powers typically limited to redevelopment project area

Reasons for redevelopment projects/agencies
- Eliminate blighted conditions
- Expand supply of low-and-moderate-income housing
- Expand employment opportunities
Redevelopment Agencies (RDAs)

- RDAs issued bonds for projects and used future income streams from increased property values to repay bonds

- RDAs entered into agreements with affected parties to provide a tax increment pass-through

- Cities, counties, K-12, community colleges, county offices of education and special districts were affected
RDAs ceased to exist, new Successor Agencies are created
- Old RDA = New Successor Agency

Successor Agencies
- Are established to wind down the former RDA’s affairs
- Will continue to pay legally enforceable obligations of the RDA
- Need to develop obligation payment schedules
- Are monitored/supervised by Oversight Boards
- Will dissolve after all obligations are paid
Oversight Board for each Successor Agency

Oversight Boards consist of 7 members appointed by:
- County Board of Supervisors
- Mayor for the city that formed the former RDA
- County Superintendent of Schools
- Chancellor of the California Community Colleges
- Member of the public appointed by the County Board of Supervisors
- Member by the recognized employee organization representing the largest number of successor agency employees in the county
Marin County RDAs

- MCCD is involved in 3 RDAs in Marin County
  - Marin County RDA – 1956
  - San Rafael RDA – 1972
  - Novato/Hamilton RDA – 1990

- MCCD is on 3 Oversight Boards, one for each RDA
San Rafael RDA (SRRDA)

- Several agreements between SRRDA and MCCD have existed over the years

- More recent agreement allowed for SRRDA to continue to receive certain tax increment revenue

- In exchange, SRRDA provided financial assistance in the development and rehabilitation of facilities at several sites in, or serving residents of, the San Rafael Redevelopment Project Area
SRRDA Funded MCCD Projects

- Network infrastructure
- Matching funds for handicap barrier removal
- Matching funds for scheduled maintenance projects
- Remodel Marin Conservation Corps facility so ESL and basic skills instruction could be offered in the Canal Area
- Develop a high-tech language lab on KTD campus for students in ESL and modern languages
- Develop an information literacy center in the KTD library
- Improve access to Austin Science Center (ADA)
In 2002/03, MCCD issued $2.7M bonds for:
- Facilities and capital repair
- Renewal projects
- Capital equipment purchases

Purpose of the bond was to make significant funds available in the near term for capital improvements

$2.5M spent on projects
Bond Projects

- IVC One Stop $598K
- KTD/IVC Roof Repairs $467K
- Telephone System $464K
- Facilities Masterplan $349K
- Misc Facilities Renewal/Cap Equip $402K
- ADA projects $120K
- IVC Sewer Crossing $83K
- IVC Fire Mitigation $54K

Total Projects $2,537K
Novato/Hamilton RDA

- Bond was structured so the repayment schedule would match the revenue stream due from the Novato/Hamilton RDA

- Bond payment schedule
  - Payments due annually on June 1
  - $90K principal and interest due in 2012
  - Payments increase each year
  - $665K final payment due June 1, 2033
Dissolving RDAs

- Implications of dissolving Marin County and San Rafael RDAs are probably minimal to the district, expectation of increased property tax revenues

- Dissolution of the Novato/Hamilton RDA may be problematic
  - Lack of continued investment/redevelopment may result in lower than anticipated future revenue stream to repay bonds
  - MCCD may need to fund future bond payments from anticipated new revenue sources resulting from the dissolving RDA.
UNRESTRICTED FUND
FINANCIAL UPDATE
2011/12
ESTIMATED
ACTUALS
# SOURCES AND USES OF FUNDS

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sources of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beginning Fund Balance</td>
<td>$4,618,497</td>
<td>$4,915,939</td>
<td>$5,161,246</td>
<td>$6,210,072</td>
</tr>
<tr>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program-based Funding</td>
<td>$40,985,225</td>
<td>$41,358,344</td>
<td>$40,794,971</td>
<td>$41,361,700</td>
</tr>
<tr>
<td>Federal</td>
<td>245</td>
<td>23,375</td>
<td>-</td>
<td>574</td>
</tr>
<tr>
<td>Other State</td>
<td>2,684,842</td>
<td>1,879,446</td>
<td>2,316,045</td>
<td>1,567,014</td>
</tr>
<tr>
<td>Other Local</td>
<td>1,132,211</td>
<td>1,205,171</td>
<td>1,166,971</td>
<td>1,174,000</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>44,802,523</td>
<td>44,466,336</td>
<td>44,277,987</td>
<td>44,103,288</td>
</tr>
<tr>
<td><strong>Total Sources</strong></td>
<td>49,421,020</td>
<td>49,382,275</td>
<td>49,439,233</td>
<td>50,313,360</td>
</tr>
<tr>
<td><strong>Use of Funds</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries</td>
<td>27,899,435</td>
<td>27,950,220</td>
<td>27,876,476</td>
<td>28,569,333</td>
</tr>
<tr>
<td>Benefits</td>
<td>9,537,655</td>
<td>9,453,636</td>
<td>9,817,410</td>
<td>10,878,207</td>
</tr>
<tr>
<td>Total Salaries &amp; Benefits</td>
<td>37,437,090</td>
<td>37,403,856</td>
<td>37,693,886</td>
<td>39,447,540</td>
</tr>
<tr>
<td><strong>Fixed Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Operating</td>
<td>1,880,347</td>
<td>1,885,216</td>
<td>2,094,515</td>
<td>2,239,000</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>3,514,111</td>
<td>3,296,545</td>
<td>2,496,615</td>
<td>2,704,901</td>
</tr>
<tr>
<td>Other Outgo</td>
<td>211,918</td>
<td>206,315</td>
<td>252,249</td>
<td>271,583</td>
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<tr>
<td>Total Other Expenses</td>
<td>6,919,472</td>
<td>6,668,748</td>
<td>5,414,031</td>
<td>5,828,239</td>
</tr>
<tr>
<td><strong>Total Uses</strong></td>
<td>44,356,562</td>
<td>44,072,604</td>
<td>43,107,917</td>
<td>45,278,779</td>
</tr>
<tr>
<td><strong>Sources Over (Under) Uses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfer In (Out)</td>
<td>5,064,458</td>
<td>5,309,671</td>
<td>6,331,316</td>
<td>5,036,581</td>
</tr>
<tr>
<td>(148,519)</td>
<td>(146,425)</td>
<td>(121,244)</td>
<td>(106,000)</td>
<td></td>
</tr>
<tr>
<td><strong>Ending Fund Balance</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$4,915,939</td>
<td>$5,161,246</td>
<td>$6,210,072</td>
<td>$4,930,581</td>
</tr>
<tr>
<td></td>
<td>11.1%</td>
<td>11.7%</td>
<td>14.4%</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

05/15/12
## 2010/11 VS. 2011/12

<table>
<thead>
<tr>
<th></th>
<th>ACTUALS 2010/11</th>
<th>EST. ACTUALS 2011/12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$44,278K</td>
<td>$44,103K</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$43,108K</td>
<td>$45,277K</td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>$1,170K</td>
<td>($1,174K)</td>
</tr>
<tr>
<td>Reserve</td>
<td>14.4%</td>
<td>10.9%</td>
</tr>
</tbody>
</table>
GOING FROM 2010/11 TO 2011/12 – WHAT HAPPENED?

- **REVENUES** – NET DECLINE OF $175K
  - PROPERTY TAXES INCREASED 170K
  - ENROLLMENT INCREASED 397K
  - STATE (PFE) AND LOCAL DECREASED (742K)

- **EXPENDITURES INCREASED** $2,169K
  - SALARIES 693K
  - BENEFITS 1,061K
  - OTHER EXPENDITURES 415K

RESERVE 10.9%

05/15/12
2012/13 REVENUE ASSUMPTIONS
STRUCTURAL DEFICIT

- REVENUE STREAM NOT INCREASING FAST ENOUGH TO KEEP PACE WITH INCREASED EXPENDITURES

- INCREASING EXPENDITURES:
  - INCREASING HEALTH COSTS
  - STEP AND COLUMN INCREASES
  - COST OF LIVING FOR ITEMS PURCHASED

- REDUCES FUND BALANCE
## PROPERTY TAXES

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Property Taxes</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secured</td>
<td>24,544,121</td>
<td>28,100,100</td>
<td>30,615,880</td>
<td>33,450,987</td>
<td>35,766,615</td>
<td>37,713,052</td>
<td>38,039,678</td>
<td>37,601,190</td>
<td>38,501,323</td>
<td>37,887,630</td>
</tr>
<tr>
<td>Supplemental</td>
<td>956,966</td>
<td>1,466,253</td>
<td>1,611,902</td>
<td>1,247,943</td>
<td>1,174,183</td>
<td>751,877</td>
<td>375,548</td>
<td>386,798</td>
<td>415,000</td>
<td>416,572</td>
</tr>
<tr>
<td>Unsecured</td>
<td>832,027</td>
<td>853,649</td>
<td>849,442</td>
<td>727,137</td>
<td>777,392</td>
<td>798,323</td>
<td>850,212</td>
<td>847,250</td>
<td>905,985</td>
<td>901,585</td>
</tr>
<tr>
<td>Prior-Year</td>
<td>67,792</td>
<td>93,181</td>
<td>63,309</td>
<td>133,711</td>
<td>114,687</td>
<td>103,062</td>
<td>96,382</td>
<td>98,399</td>
<td>105,000</td>
<td>33,740</td>
</tr>
</tbody>
</table>

Total Local Taxes | 26,400,906 | 30,513,183 | 33,140,533 | 35,569,778 | 37,832,877 | 39,366,314 | 39,381,820 | 38,933,637 | 39,927,288 | 39,239,527 | 40,398,880 |

- Slow growth in all local taxes in recent years has created a structural deficit for the district.
- Anticipated increase in secured taxes in 2012/13 is optimistic.
- Expenses continue to increase but revenues have not
## 2012/13 Revenue Assumptions

- **Property Taxes**: 2% increase, $1,291K
- **Enrollment Fees**: $10/unit increase, $215K (offset by BOG waivers)
- **P for E**: 100% elimination, ($577K)
- **Other State**: No Mandated Costs, ($317K)
- **Local Revenue**: Non-res. fees, $56K
### 2011/12 VS. 2012/13

<table>
<thead>
<tr>
<th></th>
<th>EST. ACTUALS 2011/12</th>
<th>BUDGET 2012/13</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROPERTY TAXES</td>
<td>$39,377K</td>
<td>$40,668K</td>
</tr>
<tr>
<td>ENROLLMENT FEES</td>
<td>1,985K</td>
<td>2,200K</td>
</tr>
<tr>
<td>STATE REVENUE</td>
<td>1,567K</td>
<td>673K</td>
</tr>
<tr>
<td>LOCAL REVENUE</td>
<td>1,174K</td>
<td>1,230K</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td><strong>$44,103K</strong></td>
<td><strong>$44,771K</strong></td>
</tr>
</tbody>
</table>

$668K INCREASE OVER 2011/12, PRIMARILY FROM PROPERTY TAXES OFFSET BY LOSS OF PFE
2012/13 OUTLOOK

$668K INCREASE IN REVENUE FROM 2011/12

WHAT ABOUT EXPENDITURES?
- EXPECT 12% INCREASE IN MEDICAL BENEFITS
- EXPECT STEP AND COLUMN INCREASES
- EXPECT COST OF PURCHASES TO INCREASE

UNTIL REVENUES INCREASE SUBSTANTIALLY, THE DISTRICT IS LIKELY FACED WITH AN ONGOING STRUCTURAL DEFICIT
2012/13 EXPENDITURE ASSUMPTIONS

- CURRENT SPENDING PATTERNS ARE NOT SUSTAINABLE GIVEN CURRENT REVENUE STREAMS

- NEED TO REASSESS SPENDING PATTERNS AND PRIORITIES TO ALIGN WITH DISTRICT OBJECTIVES

- IN PROCESS OF REVIEWING EXPENDITURES
REVENUE/EXPENDITURE TREND

- Revenue
- Expenditures

Graph showing trends from 02/03 to 12/13.
2012/13 TENTATIVE BUDGET

- TENTATIVE BUDGET
  - TEMPORARY UNTIL FINAL BUDGET IS ADOPTED
  - ALLOWS FOR DISTRICT SPENDING ON JULY 1

- PLAN TO ROLL THE 2011/12 ADOPTION BUDGET TO 2012/13 TENTATIVE PENDING FURTHER ANALYSIS OF EXPENDITURES
FUTURE OUTLOOK

- REASSESS HOW WE OPERATE:
  - EVALUATE BUSINESS PROCESSES FOR TECHNOLOGY ENHANCEMENTS
  - IMPLEMENT PROCESS IMPROVEMENTS AND EFFICIENCIES

- PRIORITIZE LIMITED RESOURCES

- ADJUST SPENDING TO REVENUES RECEIVED