The Board shall act on posted items and shall not deliberate items that are not on the posted agenda.

In compliance with the Americans with Disabilities Act, if you need special assistance to access the Board meeting room or to otherwise participate at this meeting, including auxiliary aids or services, please contact Human Resources at 485-9340. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Board meeting.

If you wish to speak at this meeting, complete a card available at the entrance, give the card to the recording secretary and get recognition from Chair. Public comment presentations will be limited to no more than 3 minutes each.

Government Code §54957.5 states that public records which relate to any item on the open session agenda for a regular Board meeting should be made available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Board. The Board has designated the Office of the Superintendent/President at 835 College Avenue, Austin Science Center, Room 146, Kentfield, California, for the purpose of making those public records available for inspection.
AGENDA

A. **Open Session** – 9:00 a.m. Staff Lounge, Student Services Building, College of Marin Kentfield Campus, Kentfield, California

1. Call to Order, Roll Call and Adoption of Agenda
2. Public Comment
3. Mission Statement
4. Student Services Reorganization – Phase I
   a. Approve Management Job Description – Dean of Enrollment Services
   b. Approve Management Job Description – Dean of Student Success
5. Board Compensation
6. Board Travel
7. College of Marin Foundation Audit/Next Steps
8. Adjourn
To: Board of Trustees  
From: Superintendent/President  
Subject: Approve Management Job Description – Dean of Enrollment Services

Reason for Board Consideration: APPROVAL

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<th>Enclosure(s):</th>
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<td>Job Description</td>
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**BACKGROUND:**

Under previous administrations, College of Marin has had a Dean of Enrollment Management. The decision was made recently to de-couple the enrollment management and enrollment services functions, entrusting the Vice President, Student Learning and the Vice President, Student Services with coordination and oversight of enrollment planning and management. The result is an enrollment services position designed to coordinate delivery of those services (financial aid allocations and disbursements, admissions decisions, registration processes, etc.) necessary for students to become, and stay, enrolled at College of Marin.

Additionally, this position will be mirrored by the Dean of Student Success. Together, these two management positions, now on equal footing, will ensure coordination of all activities from initial outreach through successful enrollment and support the work of the vice presidents to deliver both the services and programmatic offerings necessary to improve College of Marin’s persistence, transfer, and degree attainment rates.

This represents a change in title and job description from Dean of Enrollment Services. The job description is attached.

**FISCAL IMPACT:** Budget Neutral

Range 5, $94,164 - $115,810 / annually

(Actual cost including benefits)
$122,413 - $150,553 / annually

**RECOMMENDATION:**
The Superintendent/President recommends that the Board approve the attached job description and the title and salary for the Dean of Enrollment Services.

Administrator Initiating Item  
Kristina Combs/Executive Director Human Resources & Labor Relations
DEAN OF ENROLLMENT SERVICES

Purpose Statement
Reporting directly to the Vice President of Student Services, the Dean of Enrollment Services is responsible for providing leadership and vision for a comprehensive array of student enrollment services designed to efficiently assist students with their enrollment at the College. The Dean of Enrollment Services is required to have extensive collaborative and cooperative relationships with a wide array of executive, academic, professional and administrative individuals within the College and, in the external environment, to develop and maintain critically important contacts and relationships with college and high school administrators, counselors and students and key community members. The incumbent is expected to collaborate closely with the Dean of Student Success and with academic and student services departments to contribute to the efforts in educating, serving and retaining students from diverse backgrounds including adult learners. This position is responsible for timely communication of any change in regulations/educational code and procedural issues to all pertinent staff. The incumbent is expected to represent the College in a manner which enhances the College’s image in the public and upholds the integrity and dignity of the Institution.

Essential Functions
Plans, implements and evaluates short and long-range strategies, goals and objectives for the Office of Admissions and Records, including providing administrative leadership in coordinating the admissions and registration (enrollment) processes for credit, noncredit, community education and international students, maximizing current administrative technologies. Provide on-going evaluation of current technology and recommend new technologies for improving the services provided by the Office of Admissions and Records.

Acts as the custodian of records in maintaining all student academic records, ensuring security and confidentiality in compliance with all Federal, state and local regulations and is responsible for the certifying of students for the awarding of the Associate of Arts Degree, Associate of Sciences Degree, Certificates of Achievement, Skills Certificates, transfer certification to the CSU and UC systems with responsibility for the maintenance and issuance of all academic transcripts.

The Dean of Enrollment Services advocates for the use of technology to deliver services to students, while reserving human resources to provide personal assistance and developmental activities for students. Provides leadership to the college community with the implementation of BANNER Student Modules and is responsible for the testing of all BANNER Student Module up-grades. Works closely with Planning, Research and Institutional Effectiveness (PRIE) to gather, interpret and present data on students, student progress, and student success indicators in order to enhance instructional effectiveness and support enrollment management efforts.

Implements, reviews and interprets all applicable sections of Title 5 of the California Code of Regulations, and the California Education Code, federal regulations pertaining to the Certification of Veterans Educational Benefits, federal regulations pertaining to the issuance of an I-20 and all reporting requirements mandated by the Department of Home Land Security in SEVIS.

In conjunction with the Dean of Student Success, evaluates College Board Policies and Administrative Procedures, recommending changes for the improvement of services in consultation with the Vice President of Student Services and all appropriate governance committees.

Supervises and provides leadership and support to the Director of Financial Aid in the administration of Federal, State and institutional financial assistance programs and to a large classified staff in providing essential services to students, faculty, staff and administration.

Works closely with the Dean of Student Success and their staff to ensure effective on- and off-campus assessment and testing services, visionary orientation programs that shepherd the student from initial contact through their first term at COM, and comprehensive student success coursework delivered in a
variety of formats, collecting data to inform decisions regarding capacity, curriculum development, curricular offerings, and the tracking and improvement of student persistence and progress toward educational goal attainment.

Provides direct supervision to five (5) supervisory staff across Admissions & Records, Financial Aid, Outreach, and Testing.

Performs other duties as assigned by the Vice President of Student Services.

Other Functions
In accordance with the Americans with Disabilities Act, the following physical, mental and other abilities are required in order to perform the essential functions of this classification: complex data comparison, analysis, and synthesis; attention to detail; public speaking to small and large groups; persuasive communication; negotiation; multi-tasking; flexibility; adaptability; tact and sensitivity.

Knowledge, Skills and Abilities
KNOWLEDGE of the State and Federal codes, statutes and regulations that govern California community college student developmental and instructional services including:

- Pertinent sections of Title 5 of the California Code of Regulations pertaining to student developmental, curriculum and institutional services.
- Pertinent sections of California Education Code.
- Americans with Disabilities Act (ADA) compliance regulations.
- California State Chancellor’s Office (Systems Office) legal opinions and advisories.
- Ellucian BANNER Student Module applications.
- Federal regulations pertaining to the Family Educational Rights and Protection Act.
- Federal regulations pertaining to the certification of Veterans Educational Benefits.
- Federal regulations pertaining to the issuance of an I-20 and all reporting requirements in SEVIS.
- Microsoft Office Word/Excel.
- Board Policies and Administration Procedures.
- Articulation agreements with other colleges/universities.

KNOWLEDGE of and ability to apply the principles and practices of management and supervision.

ABILITY to work as an effective team member in a collaborative work environment with demonstrated commitment to the values inherent to a culturally diverse workplace.

ABILITY to communicate orally and in writing before groups, to facilitate meetings, and for reporting and preparing funding proposals; and to work effectively as part of a management team.

SKILLS in collaborating with faculty and administrative staff in shared governance; in the practical use of computer and instructional technology to facilitate and support student services and staff productivity; in written communication, including reporting and funding proposals.

Responsibility
Responsibilities include: working independently under broad organizational policies with supervision focusing on results to organizational objectives; and supervising the use of funds. Significant utilization of resources from other work units is required to perform the job’s functions. There is an opportunity to impact the Organization’s services.

Working Environment
Incumbents perform much of their work in office or office-related settings which involve minimal lifting or other physical exertion. Travel is required to other campuses and off-site facilities, workshops, and conferences.
Minimum Qualifications/Position Requirements (Education & Experience)
1. Possession of a Master's degree from an accredited college or university in a subject area that is taught in the California Community College system;
2. One year of formal training, internship or leadership experience reasonably related to the administrative assignment, which may, but need not be concurrent with the required full time service;
3. Or, the equivalent (1 and 2 above).
4. Extensive experience in public contacts demonstrating skill in respectful and sensitive communication with people who are diverse in their cultures, language groups, abilities, lifestyle and backgrounds. Demonstrated sensitivity to, and understanding of the diverse academic, socioeconomic, cultural, disability and ethnic backgrounds of community college students.
5. Experience with the implementation and maintenance of administrative computing software, preferably BANNER.

Desirable Qualifications:
• Five years of proven administrative leadership in the area of student development preferably in Admissions and Records, registration and records operations at a California Community College.
• Three years of teaching experience at the college/university level.
• Experience with Federal and State regulations pertaining to the administration of Title IV financial aid programs, State financial aid programs, Veterans Educational Benefits and international student Home Land Security reporting requirements.
• Experience with the implementation of California Education Code and Title 5 Regulations.

Certificates & Licenses:
Clearances: Criminal Justice/Fingerprint Clearance & TB Clearance

FLSA Status: Exempt

Date: April 17, 2013

Bargaining Unit: Non- represented Educational Management

Salary Range: 5
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<th>To:</th>
<th>Board of Trustees</th>
<th>Date:</th>
<th>April 20, 2013</th>
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<td>From:</td>
<td>Superintendent/President</td>
<td>Item &amp; File No.</td>
<td>4.b.</td>
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<td>Subject:</td>
<td>Approve Proposed Management Job Description – Dean of Student Success</td>
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<td>Reason for Board Consideration:</td>
<td>APPROVAL</td>
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<td>Job Description</td>
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**BACKGROUND:**

A number of factors have converged leading to the development of this position. During the past year EOPS/CalWORKS oversight and tutoring coordination have been pieced together and a permanent solution is needed. Additionally, the coordinator of DSPS is retiring in June. Services for Veterans have been piecemeal. The Student Success Act of 2012 requires colleges to expand and fully implement student success coursework, orientations, and other matriculation-related activities which, when coherent and integrated, have been proven to have substantive impacts on student persistence and academic success.

For some time College of Marin organizational charts have shown a placeholder ‘Director of Special Services’ position intended to oversee the categorical areas listed above. The Dean of Student Success takes this concept and expands it to include oversight of Counseling, thus putting in one portfolio those areas most centrally charged with compliance and implementation regarding the Student Success Act. Additionally, this position will be mirrored by the Dean of Enrollment Services. Together, these two management positions, now on equal footing, will ensure coordination of all activities from initial outreach through successful enrollment and support the work of the vice presidents to deliver both the services and programmatic offerings necessary to improve College of Marin’s persistence, transfer, and degree attainment rates.

The proposed job description is attached.

**FISCAL IMPACT:** Budget Neutral

Range 5, $94,164 - $115,810 / annually

(Actual cost including benefits)
$122,413 - $150,553 / annually

**RECOMMENDATION:**
The Superintendent/President recommends that the Board approve the attached job description and position of the Dean of Student Success.
DEAN OF STUDENT SUCCESS

Purpose Statement
Reporting directly to the Vice President of Student Services, the Dean of Student Success is responsible for providing leadership and vision for a comprehensive array of student support services designed to assist all students in the achievement of their educational goals. The Dean of Student Success is required to have extensive collaborative and cooperative relationships with a wide array of executive, academic, professional and administrative individuals within the College and, in the external environment, to have critically important contacts and relationships with college and high school administrators, counselors and students. The incumbent is expected to collaborate with academic and student services departments to contribute to the efforts in educating, serving and retaining students from culturally diverse backgrounds including adult learners. This position is also responsible for implementation and communication of elements of the Student Success Act of 2012. The incumbent is expected to represent the College in a manner which enhances the College’s image in the public and which upholds the integrity and dignity of the Institution.

Essential Functions
Under the supervision of the Vice President of Student Services, the Dean of Student Success will serve as point person for the College in the implementation of student success recommendations as adopted by the California Community College Board of Governors.

The Dean of Student Success will work collaboratively with the Dean of Enrollment Services, Academic Deans, Department Chairs, Director of Institutional Research and Director of IT to advance student success activities as approved and championed by the Vice President of Student Services and Vice President of Student Learning. These include but are not limited to:

- K-12 partnerships that increase readiness of incoming students and ease their transition to College of Marin;
- Assessment and placement systems and activities that are innovative and integrated with orientation and educational plan development;
- Orientation, which at College of Marin is defined as every contact with students between initial application through the end of first term of enrollment;
- Educational planning and other counseling services, with a focus on optimizing the use of DegreeWorks as a developmental tool;
- Enrollment management and class schedule development, informed by analysis of student preparation, education plans, and faculty needs;
- Early alert & Intervention system, designed to identify students experiencing difficulty, efficiently and effectively connect them with appropriate resources, and reduce the numbers of students placed on academic probation/suspension;
- Faculty staff development aligned with implementation of the above activities;
- Assessment of the efficacy of all student success-related activities and achievement of related Student Learning Outcomes.

This position has primary responsibility for ensuring the implementation of the Student Success Act of 2012 and direct responsibility for ensuring institutional commitment to and implementation of the Student Support Programs (formerly Matriculation). The Dean of Student Success provides integrative leadership to programs working with special populations (EOPS/CARE, CalWORKs, DSPS, Foster Youth, Veterans), directly supervises the EOPS and the DSPS Coordinators, serves as EOPS Director of record, and ensures these programs are integrally connected with Counseling, orientation programs, tutoring, and student success coursework.

Plans, implements and evaluates short and long-range strategies, goals and objectives for the areas of Academic Counseling, EOPS/CalWORKS, DSPS, Veterans Services, Tutoring, Puente, Orientation Programs, and student success coursework.
Serves as an advocate for the use of technology to deliver services to students, while reserving human resources to provide personal assistance and developmental activities for students. Provides leadership to the college community with the implementation of the provisions of the Student Success Act as outlined above. Works closely with Planning, Research and Institutional Effectiveness (PRIE) to gather, interpret and present data on students, student progress, and student success indicators in order to enhance instructional effectiveness and support enrollment management efforts.

In conjunction with the Dean of Enrollment Services, evaluates College Board Policies and Administrative Procedures on a continual basis and recommends changes for the improvement of services in consultation with the Vice President of Student Services and all appropriate governance committees.

Works closely with the Dean of Enrollment Services and their staff to ensure effective on- and off-campus assessment and testing services, visionary orientation programs that shepherd the student from initial contact through their first term at COM, and comprehensive student success coursework delivered in a variety of formats, collecting data to inform decisions regarding capacity, curriculum development, curricular offerings, and the tracking and improvement of student persistence and progress toward educational goal attainment. Ensures clear communication to all internal and external constituents regarding student pathways and expectations for achievement.

Provides direct supervision to five (5) supervisory staff/faculty across the areas of Counseling, DSPS, EOPS/CalWorks, Tutoring, Veterans Services, and Student Success course work.

Performs other duties as assigned by the Vice President of Student Services.

Other Functions
In accordance with the Americans with Disabilities Act, the following physical, mental and other abilities are required in order to perform the essential functions of this classification: complex data comparison, analysis, and synthesis; attention to detail; public speaking to small and large groups; persuasive communication; negotiation; multi-tasking; flexibility; adaptability; tact and sensitivity.

Knowledge, Skills and Abilities
KNOWLEDGE of the State and Federal codes, statutes and regulations that govern California community college student developmental and instructional services including:

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- Americans with Disabilities Act (ADA) compliance regulations.
- California State Chancellor’s Office (Systems Office) legal opinions and advisories.
- Federal regulations pertaining to the Family Educational Rights and Protection Act.
- Federal regulations pertaining to the certification of Veterans Educational Benefits.
- Federal regulations pertaining to the issuance of an I-20 and all reporting requirements in SEVIS.
- BANNER Student Module applications.
- Microsoft Office Word/Excel.
- Board Policies and Administration Procedures.
- Articulation agreements with other colleges/universities.

KNOWLEDGE of and ability to apply the principles and practices of management and supervision.

ABILITY to work as an effective team member in a collaborative work environment with demonstrated commitment to the values inherent to a culturally diverse workplace.

ABILITY to communicate orally and in writing before groups, to facilitate meetings, and for reporting and preparing funding proposals; and to work effectively as part of a management team.
SKILLS in collaborating with faculty and administrative staff in shared governance; in the practical use of computer and instructional technology to facilitate and support student services and staff productivity; in written communication, including reporting and funding proposals.

Responsibility
Responsibilities include: working independently under broad organizational policies with supervision focusing on results to organizational objectives; and supervising the use of funds. Significant utilization of resources from other work units is required to perform the job’s functions. There is an opportunity to impact the Organization’s services.

Working Environment
Incumbents perform much of their work in office or office-related settings which involve minimal lifting or other physical exertion. Travel is required to other campuses and off-site facilities, workshops, and conferences.

Minimum Qualifications/Position Requirements (Education & Experience)
1. Possession of a Master’s degree from an accredited college or university in a subject area that is taught in the California Community College system;
2. One year of formal training, internship or leadership experience reasonably related to the administrative assignment, which may, but need not be concurrent with the required full time service;
3. Or, the equivalent (1 and 2 above).
4. Extensive experience in public contacts demonstrating skill in respectful and sensitive communication with people who are diverse in their cultures, language groups, abilities, lifestyle and backgrounds. Demonstrated sensitivity to and understanding of the diverse academic, socioeconomic, cultural, disability and ethnic backgrounds of community college students.

Desirable Qualifications
- Five years of proven administrative leadership in the area of student development.
- Three years of teaching experience at the college/university level.
- Experience with the implementation of and maintenance of administrative computing software, preferably BANNER.
- Experience with Federal and State regulations pertaining to the administration of Title IV financial aid programs, State financial aid programs, Veterans Educational Benefits and international student Home Land Security reporting requirements.
- Experience with the implementation of California Education Code and Title 5 Regulations.

Certificates & Licenses
Clearances: Criminal Justice/Fingerprint Clearance & TB Clearance
FLSA Status: Exempt
Date: April 17, 2013
Bargaining Unit: Non-represented Educational Management
Salary Range: 5