MIRACOSTA COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES

BOARD WORKSHOP
4 P.M. – THURSDAY – NOVEMBER 4, 2021
ZOOM Webinar Access
Passcode 118124
Or Dial: +1 669 900 6833
Webinar ID: 981 0710 1342
How to Provide Public Comment

AGENDA

I. CALL TO ORDER

II. FLAG SALUTE / ROLL CALL

III. PUBLIC COMMENT ON ITEMS ON AND NOT ON THE AGENDA

PLEASE NOTE: In accordance with AB 361, board meetings will continue to be conducted in an online format. Members of the public may access the meeting at the link above, and may request to make public comments by using the "raise your hand" feature at the bottom of the webinar screen. Written comments to the board will not be read aloud during the meeting. Instead, a copy of written comments will be provided to each of the trustees. All public comments must continue to adhere to the Decorum outlined below. Specific instructions on how to provide public comment during a Zoom board meeting can be accessed at the link above.

ITEMS ON THE AGENDA: Members of the audience may address the Board of Trustees on any item listed on the agenda when that agenda item comes up for discussion and/or action. Comments will be limited to three (3) minutes per agenda item and a total of fifteen (15) minutes on any one item, unless waived by the board. Non-English speakers utilizing a translator will have six (6) minutes to directly address the board. Consent items are considered routine and customary district business, and are voted on in one vote; however, a board member or a member of the audience may request that an item listed on the consent items be removed and considered individually.

ITEMS NOT ON THE AGENDA: Members of the audience may address the Board of Trustees on any topic not on the agenda so long as the topic is within the jurisdiction of the district. Under the Brown Act, the board is not permitted to engage in public discussion or take any action on an agenda item not on the agenda, except that members of the board may briefly respond to statements made or questions posed by persons exercising their public testimony rights under Government Code §54954.3. In addition, on their own initiative, or in response to questions posed by the public, a member of the board may ask a question for clarification. A member of the board or the board itself may provide a reference to staff (superintendent/president) or other resources for factual information, request staff (superintendent/president) to report back to the body at a subsequent meeting concerning any matter, or take action to direct staff (superintendent/president) to place a matter of business on a future agenda. Comments from visitors shall not exceed three (3) minutes unless the board waives the time limit. Non-English speakers utilizing a translator will have six (6) minutes to directly address the board. The board may also limit the total amount of time for speakers on a particular topic to fifteen (15) minutes.

DECORUM: Board Policy 2355 requires members of the public to observe order and decorum at board meetings and to conduct themselves in a courteous manner, avoiding profanity, obscenity, other abusive language, and threats of violence. The board president, as presiding officer, has the authority to run the meeting, which includes the authority to issue warnings, call for recesses, or clearing the boardroom in the event of disruptive behavior. Speakers shall speak to the issues and refrain from using defamatory or abusive personal remarks that disturb or impede the meeting or exceed the bounds of civility necessary to the conduct of the business of the district. Government Code section 54954.3(c) establishes that the legislative body of a local agency shall not prohibit public criticism of the policies, procedures, programs, or services of the agency, or of the acts or omissions of the legislative body, and California Penal Code section 403 makes it a misdemeanor for any person to willfully disturb or break up any assembly or meeting with lawful authority.

IV. CHANGES IN AGENDA ORDER

V. PRESENTATIONS AND DISCUSSIONS

A. Educational Master Plan Update
B. Technology Master Plan Update

VI. FUTURE AGENDA ITEMS AND ANNOUNCEMENTS

VII. ADJOURNMENT

UPCOMING MEETING

Regular Meeting
4 p.m. – Thursday, November 18, 2021
Zoom Webinar

Board meetings are normally held in meeting rooms that are accessible to those with mobility disabilities, however, an executive order issued on 3-18-20 by the Governor of California indicated that the requirements for having a physical space for meetings has been waived due to the coronavirus (COVID-19). Additionally, with the passing of AB 361, meetings will be held remotely until further notice. If you wish to attend the meeting and/or if you have another disability requiring special accommodation, please contact Julie Bollerud, executive assistant to the superintendent/president, at 760.795.6610 or by email at jbollerud@miracosta.edu. The California Relay Service (CRS) is available by dialing 711, or 1-800-735-2929 or 1-800-735-2922.

In compliance with Government Code §54957.5, nonexempt writings that are distributed to a majority or all of the MiraCosta Community College District Board of Trustees in advance of their meetings may be viewed at the Office of the Superintendent/President, One Barnard Drive, Oceanside, California, or by clicking on the Board of Trustee's website at http://www.miracosta.edu/OfficeOfThePresident/BoardofTrustees/Agendas.htm. Such writings will also be available at the board meeting. In addition, if you would like a copy of any record related to an item on the agenda, please contact Julie Bollerud, executive assistant to the superintendent/president, at 760.795.6610 or by email at jbollerud@miracosta.edu.

Audio recordings of board meetings are available upon request. Please contact the MiraCosta College Office of the President at 760.795.6610 or at jbollerud@miracosta.edu.

Subject: **Educational Master Plan Update**	**Attachment:** **PowerPoint Presentation**
Category: **Information**	**Type of Board Consideration:** **Information** ✓ **Consent** **Action**
Recommended: **Kristina Denée Pescarmona** **Vice President, Instructional Services**	**Approved for Consideration:** **Sunita V. Cooke, Ph.D.** **Superintendent/President**

BACKGROUND

MiraCosta College recently developed a framework to guide its long-term planning efforts. The framework outlines the district's guiding statements related to mission, vision, values and commitment, as well as the 2020-2026 planning goals for the institution. It also provides for the incorporation of strategies within individual college-wide planning documents, rather than a separate strategic plan. MiraCosta College's Educational Master Plan is one such college-wide planning document, the most recent version of which expired in 2020.

This document will serve as an update to that Educational Master Plan. With the use of important data and information trends, the Educational Master Plan outlines the instructional and educational support strategies that are currently in place or planned in the near term to help the college move forward in achieving its long-term planning goals. It also outlines the planning strategies that can be deployed by the college to adapt to ever changing conditions within the world of community colleges and higher education in general.

STATUS

Christopher Tarman, Dean, Research, Planning, and Institutional Effectiveness, will provide information on the Educational Master Plan Update.

RECOMMENDATION

For information only.

MiraCosta College

Educational Master Plan Update

Presentation to the Board of Trustees

Approach

- **Focused**
  Strategies are targeted toward the College's long-term planning framework: student **equity** and success, **enrollment** and retention, and student-centered redesign around **Guided Pathways**.

- **Dynamic**
  As soon as large educational master plans are printed, they are out of date. This plan is **strategic** in nature with an emphasis on **adaptability** as new data and information surfaces.

- **Usefulness**
  Most educational master plans are huge tomes of information that no one references. The best strategy documents are **concise** and to the point.

Components

Mission & Goals

- Include new Mission, Vision, Commitment Statement, and Long-Term Planning goals

Current Strategies

- Gather current strategies underway to support the new Long-Term Planning Goals

Data Scans

- Update data/environmental scans and educational trends

Adaptive Planning & Futures Maps

- Incorporate ideas emerging from futures work in 2021-22
- Framework of adaptive planning allowing flexible & agile approach for future strategies

Trends in Data and Higher Education

For the preparation of this plan, data and education trends were analyzed in categories related to the community, the college, its students and its employees. All analyses included the disaggregation of data by race and ethnicity, age, gender, disability, and socioeconomic status, among others, and identification of population.

Trends in Data and Higher Education

Community Trends

- **MiraCosta College service area is getting older**
  Between 2010 and 2019, the population of older residents (50+ years) has grown by 22%; whereas the population of younger residents (<18 years) has decreased slightly by 1%.

- **MiraCosta College service area is becoming more diverse**
  In the past 20 years, the population of white residents has declined by 6%, with increases in the population of Asian/Pacific Islander and Latinx residents.

- **Student headcount expected to decline by nearly -2% through 2030**
  Driven by declines in the 18-29 year old population in MCC service area zip codes, which represents nearly three-fourths of the student headcount.

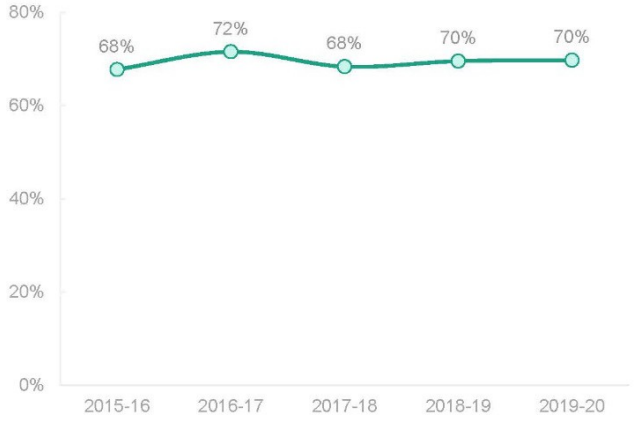
MiraCosta College Educational Master Plan Update

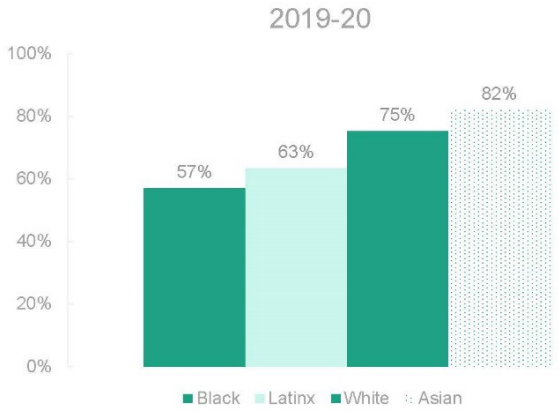
Trends in Data and Higher Education

Student Success

- **Equity gaps exist for FTIC students in course success rates**
  Asian students demonstrate consistently higher average levels of first year course success (80%), while Black/African American students have lower average course success rates (57%).

Course Success Rates (in first year)





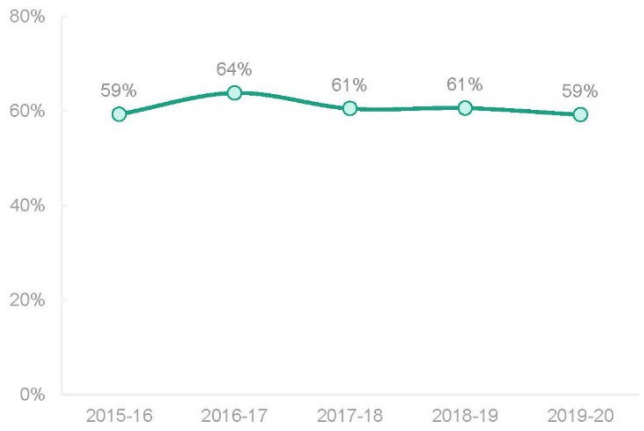
MiraCosta College Educational Master Plan Update

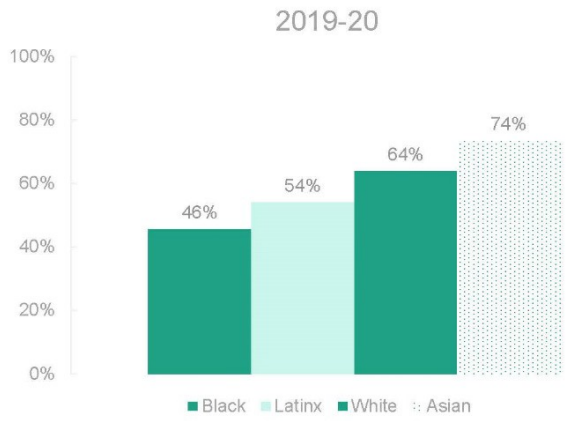
Trends in Data and Higher Education

Student Success

- **Fall-to-Fall persistence rates remain consistent over time, but equity gaps exist**
  In 2019-20, Asian students persisted from fall to fall at a rate of 74% while White, Latinx, and Black/African American students persisted at rates of 64%, 59%, and 46% respectively.

Fall-Fall Persistence Rates





Trends in Data and Higher Education

Student Success

- **The overall number of awards has increased since 2013-14**
  In 2019-20, a total of 2,141 degrees and 2,075 certificates were awarded. This represents a percent growth of 62% for degrees and 45% for certificates.

- **Transfers have increased slightly amongst first-time-in-college (FTIC) student cohorts**
  In the four most recent years of data available, the percentage of all cohort students transferring has increased from 11% to 13% (for students who began their college experience by attempting 12 or more units, the increase was from 16% to 18%). Latinx students (Latinx males, in particular) and economically-disadvantaged students have been consistently disproportionately impacted overall in terms of transfer.

Trends in Data and Higher Education

Labor Market and Program Alignment

- **Healthcare-related occupations are projected to grow faster than other occupations in San Diego County**
  Healthcare support occupations and healthcare practitioners and technical occupations are projected to increase 28% and 15% by 2029 respectively.

- **STEM-related occupations have modest projections of growth of 5%**
  Computer and Mathematical occupations (11%) and Life, Physical, and Social Science occupations (5%) will experience healthy growth by 2029. The following STEM-related occupations will experience robust job growth in San Diego County: Data Scientists (56%); Information Security Analysts (36%); Software Developers and QA Analysts (21%); Environmental Engineering Technicians (13%); Biological Scientists (11%); Chemists (9%); and Industrial Engineers (7%).

MiraCosta College Educational Master Plan Update

Trends in Data and Higher Education

Labor Market and Program Alignment

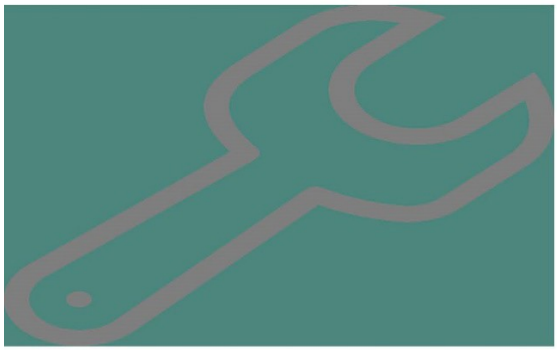
- **MiraCosta's top 20 career education programs prepare students for living wage jobs**
  Of the top 20 career education programs at MiraCosta College, half of them pay living wages upon entry and all of them have average earnings that are above a living wage.

- **Enrollment and completion demographics for the top 20 career education programs mirror overall college demographics**
  Enrollments and completions into the top 20 career education programs largely reflect the overall demographics of the college with respect to race/ethnicity and gender.

Trends in Data and Higher Education

Other Trends in Higher Education

- **Growth of online learning and the need to address inequities related to technology.**
- **The need for student crisis support will continue to escalate.**
- **Diversity, equity, and inclusion initiatives will influence recruiting and hiring practices, individual and organizational behaviors, and communication.**
- **Learners will no longer follow a single fixed path for learning.**
- **The "Great Quit" and employee work-life balance will drive institutions toward flexible schedules and better work climates/environments.**
- **Prioritizing closing the skills gap will lead to innovations (e.g., competency-based education)**



Strategies

The MiraCosta College Long-Term Planning Framework document outlines four goals that were selected by the College for a sustained focus from 2020-2026. Each of the goals includes a broad statement in bold, along with intentional action phrases that can be addressed with more specific strategies within this and other college plans.

Strategies

GOAL 1: MiraCosta College will provide equitable access, enhance student success and close equity gaps *by developing strategies that:*

... meet students where they are

Provide targeted interventions and counseling services for students who are disproportionately impacted, first-generation to college, and/or low-income to connect with students early and often, provide career and educational planning, identify barriers and provide resources and solutions, and provide a regular contact for students throughout their time at the college.

... create community

Implement Academic and Career Pathways (ACP) Success Teams to provide intentional community connections and points of contact and support for students throughout their educational journey to increase persistence and completion.

... dismantle systems of equity

Implement Transitions Program to increase higher education access and success for incarcerated and formerly incarcerated students.

MiraCosta College Educational Master Plan Update

Strategies

GOAL 2: MiraCosta College will meet identified external community needs *by collaborating with community and industry partners to develop strategies that:*

... provide workforce solutions

Partner with local employers and K-12 districts to create and promote STEM pathways that students, especially DI students, can access through dual enrollment participation.

... prepare students to be active global citizens

Foster Intercultural Competence and other competencies needed for global workforce.

... provide opportunities for cultural enrichment

Create/enhance space on campuses that support collaboration between the College, the community, local schools, businesses and industry and provides opportunities for collaboration, community building, and cultural enrichment such as the enhanced Board Room.

Strategies

GOAL 3: MiraCosta College will foster academic excellence *by:*

... strategically developing a culturally competent, adaptive, innovative and relevant teaching and learning environment

Establish the Cultural Curriculum Collective, a professional learning program that focuses on data and helps transform faculty pedagogy, syllabi, and course materials through an equity framework.

... co-curricular activities that bridge classroom learning and real world experience

Service learning is a form of experiential education that partners academic instruction with community service. Students learn through participation in thoughtfully organized service activities that are course relevant and meet actual community needs.

... intentional professional development for the college community that is responsive to a changing world

Develop and offer sessions that foster equity. Recent examples include convocation sessions with Dr. Pedro Noguero and Dr. Veronica Keiffer-Lewis.

MiraCosta College Educational Master Plan Update

Strategies

GOAL 4: MiraCosta College will demonstrate responsible stewardship and sustainability of college and community resources *by deploying strategies that:*

... invest in our employees to reach their full potential

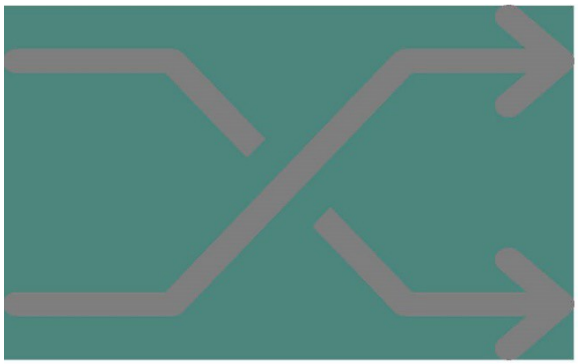
Balance online and on-campus working and learning for the future.

... maintain a sustainable and transparent financial model

Improve transparency regarding resource allocation process by communicating at each step of the resource request prioritization process.

... reduce the environmental impact of our physical resources

The Learning Centers are integrating spaces at all branch campuses to provide a consistent source of support for students. This model can be more sustainable and allow for additional collaboration between permanent and temporary staff to build their skills and abilities related to student support.

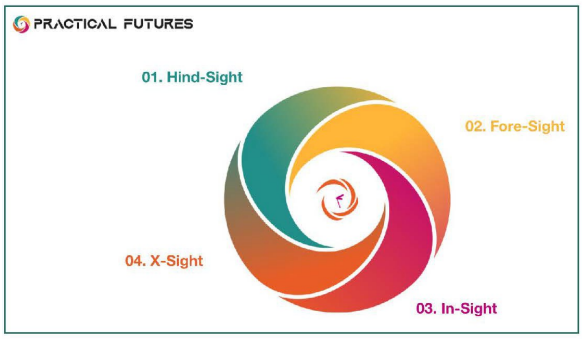


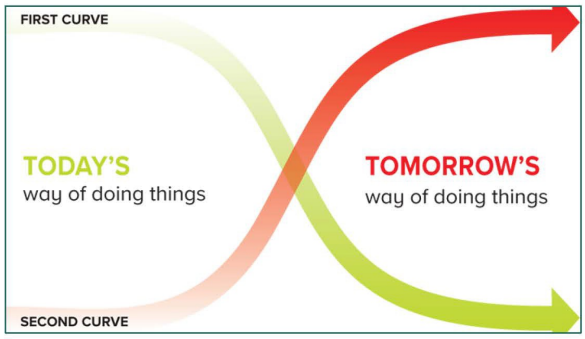
Adaptive Planning & Future Maps

A future focus is essential to planning—we need to be able to recognize key signals and drivers that may be used to forecast possible future scenarios. It is also important for an institution to be agile, allowing it to be adaptive, flexible, and resilient when dealing with complexity, uncertainty and change.

Adaptive Planning & Future Maps

- **Future-Focused Institution**
  Throughout 2021-22, MiraCosta College will be working to develop as a future-focused institution with a series of facilitator and participant trainings to build futures skills.





Accountability

Annual Review by College Council

The Educational Master Plan will be revisited annually over the six years of the Long-Term Planning Framework to evaluate progress toward meeting the Institutional Goals outlined in the framework and to ensure the currency and relevancy of each strategy in supporting those goals.

This evaluation will involve reviewing key data dashboards, including, but not limited to the Guided Pathways Cohorts, Course Success and Retention, Core Competencies, Enrollment Management, Student & Employee Demographics, Workforce & Career Education, and Award Completion & Transfers to universities. All data will be analyzed using an equity lens, paying particular attention to measures of disproportionate impact.

Components

Mission & Goals

- Include new Mission, Vision, Commitment Statement, and Long-Term Planning goals

Current Strategies

- Gather current strategies underway to support the new Long-Term Planning Goals

Data Scans

- Update data/environmental scans and educational trends

Adaptive Planning & Futures Maps

- Incorporate ideas emerging from futures work in 2021-22
- Framework of adaptive planning allowing flexible & agile approach for future strategies

Timing

- **January – May 2021: Data**
  Data and higher education trends updated and revised.
- **March – May 2021: Strategies**
  Current (and near future) strategies supporting the Long-Term Planning Goals gathered from departments, programs, and committees.
- **June – August 2021: Plan Update**
  Educational Master Plan Updated to include new data trends and strategies.
- **September – November 2021: Stakeholder Review**
  Draft EMP Update presented to governance groups for review and feedback.
- **December 2021: Approval**
  Draft EMP Update presented to BOT for first read.

Educational Master Plan Update

Questions?

Presented by Christopher Tarman

Subject:	Attachment:
Technology Master Plan Update	PowerPoint Presentation
Category:	Type of Board Consideration:
Information	✓ Information Consent Action
Recommended:	Approved for Consideration:
Tim Flood Vice President, Administrative Services	Sunita V. Cooke, Ph.D. Superintendent/President

BACKGROUND

The Technology Plan 2015-2018 was adopted in March 2015. The Technology Advisory Committee (TAC) has been tasked with developing an updated plan for the district, guided by the Education Master Plan update and the advancements in technology used in higher education.

STATUS

Interim dean, academic information services, Dr. Scott Conrad, will provide an update on the Technology Master Plan process.

RECOMMENDATION

For information only.