Strategic Plan

2012-2015

COLLEGE OF
MARIN

Approved by the Board of Trustees on November 13, 2012

www.marin.edu

COLLEGE OF
MARIN

David Wain Coon, Ed.D.
Office of the
Superintendent/President

835 College Avenue
Kentfield, CA 94904
415.457.8811

Indian Valley Campus
415.883.2211
www.marin.edu

November 28, 2012

Dear Colleagues:

On behalf of College of Marin, it is with great pleasure that I present this *Strategic Plan 2012-2015* which provides the direction for our next three-year journey together in making College of Marin the best it can be.

Using the ten-year *Educational Master Plan 2009-2019* as our blueprint and shared vision with its various objectives, this second strategic plan in the series of three provides a well-crafted road map combined with measurements of success for our collaborative journey.

The completion of this document underscores the College's ongoing commitment to student success and overall institutional excellence through the implementation of an integrated and comprehensive planning process. The crisp, clear direction in this document with its specifically-defined champions, working teams, action steps, and deadlines provides a well-defined framework from which to build.

Especially noteworthy is the stellar rate of accomplishment for the recently completed *Strategic Plan 2009-2012's* action steps—which clearly reflects the unique team spirit of College of Marin's administrators, faculty, and staff. This outstanding progress demonstrates that this College's shared commitment can propel future progress to attain the highest of goals as we shift the momentum toward this new plan.

I extend my appreciation to the numerous committees and individuals whose efforts and thought contributed to the development of this *Strategic Plan 2012-2015*. As we address the priorities and objectives in this plan, we will continue to focus on that which is best for our students and community.

Sincerely,

David Wain Coon, Ed.D.
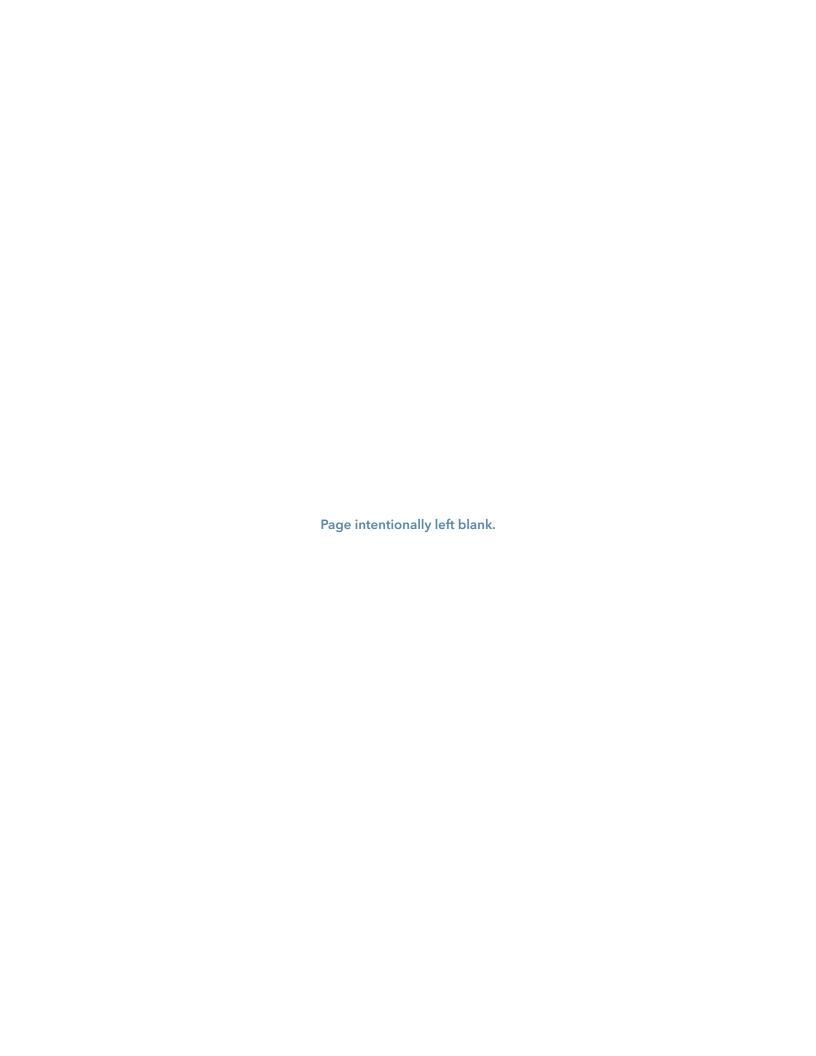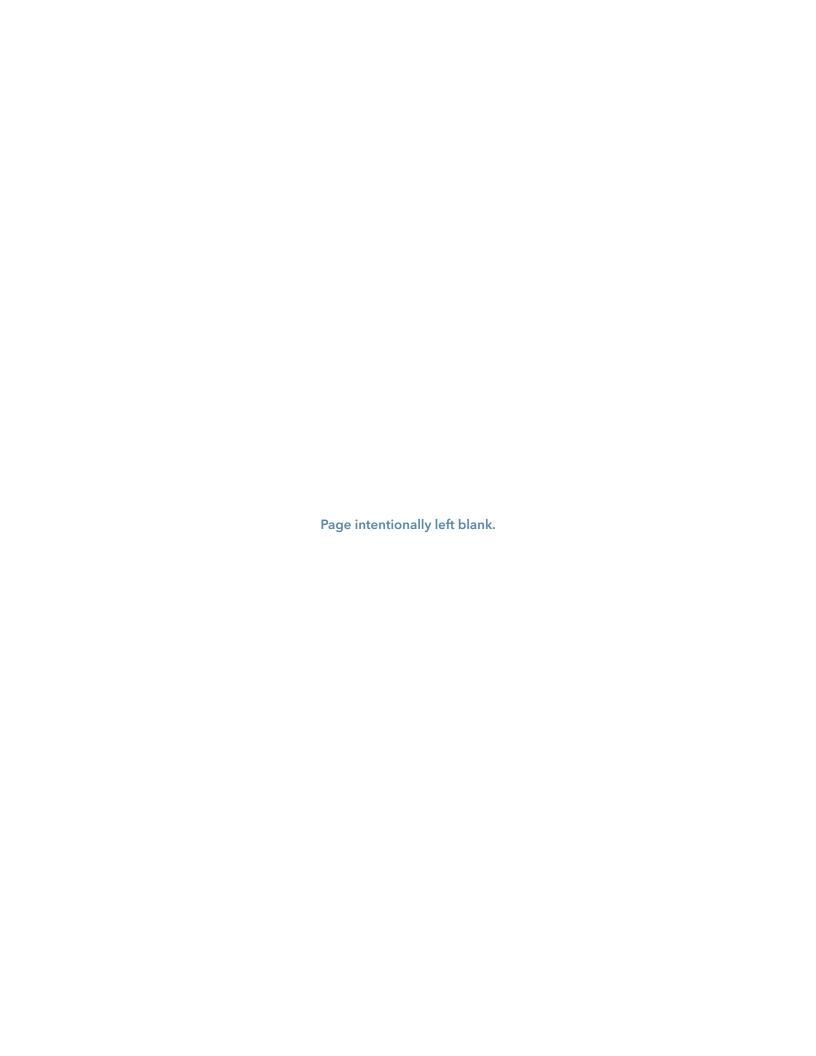Superintendent/President

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Mission, Vision, and Values

Mission Statement

College of Marin's commitment to educational excellence is rooted in our mission to provide excellent educational opportunities for all members of our diverse community by offering:

- preparation for transfer to four-year schools and universities;
- workforce education;
- basic skills improvement/English as a Second Language;
- intellectual and physical development and lifelong learning; and
- cultural enrichment.

The College of Marin is committed to responding to community needs by offering student-centered programs and services in a supportive, innovative learning environment with a strong foundation of sustainability, which will instill environmental sensitivity in our students.
(Discussed at the Sept. 8, 2012 Board Retreat; Approved at the Sept. 18, 2012 Board Meeting)

Our Vision

College of Marin will be a premier educational and cultural center that provides programs of the highest caliber to meet the needs of an increasingly interconnected global society. Our vision will be guided by our values.

Statement of Values

Student and Community Centered Education

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

Academic Excellence and Innovation

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

Collaboration and Open Communication

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

Diversity

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

Sustainability

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

Accountability

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

Process for the Development of the *Strategic Plan 2012-2015*

While following the timeline in *the College of Marin's Integrated Planning Manual* to develop the *College of Marin Strategic Plan 2012-2015*, the College community reviewed and updated its mission statement and its *Educational Master Plan 2009-2019 (see Updated Educational Master Plan Recommendations February 2012)*. Based upon these recommendations, other criteria and external factors, the College developed the second of three, three-year strategic plans – *The College of Marin Strategic Plan 2012-2015 (Strategic Plan 2012-2015)*.

The following are highlights of the development process for this *Strategic Plan 2012-15*.

Educational Planning Committee
Fall 2011 and Spring 2012

> **Action:** Reviewed, modified, and forwarded recommendations from the *Educational Master Plan 2009-*2019 to the Planning, Resource and Allocation Committee (PRAC) for approval and further submission through the participatory governance system.

> **Outcome:** Produced report entitled *Updated Educational Master Plan Recommendations February 2012.*

Planning and Resource Allocation Committee
Spring 2012

> **Action:** Approved the report *(referenced in preceding section).*

> **Outcome:** PRAC submitted the report to College Council.

College Council
Spring 2012

> **Action:** Established the Strategic Plan Task Force (SPTF).

Strategic Plan Task Force
Spring 2012 and Summer 2012

> **Action:** Reviewed the following:
> - ACCJC's accreditation recommendations
> - *Updated Educational Master Plan Recommendations February 2012*
> - Strategic Plan 2009-2012 progress report (entitled *College of Marin Strategic Plan 2009-2012 Action Step Update)*
> - Results of internal survey and focus groups

- Results of external survey and focus groups
- Superintendent/President's goals

Outcomes:
- Prioritized/reworded/combined *Updated Educational Master Plan Recommendations February 2012* ;
- Created 13 strategic objectives;
- Created possible action steps for each of the objectives;
- Produced two reports:
  - *Proposed 2012 Strategic Objectives <u>without </u>Possible Action Steps;* and
  - *Proposed 2012 Strategic Objectives <u>with</u> Possible Action Steps*.

Management Council
Summer 2012

Action: Reviewed the following two reports:
- *Proposed 2012 Strategic Objectives <u>without </u>Action Steps;* and
- *Proposed 2012 Strategic Objectives <u>with</u> Possible Action Steps*.

Outcome: Produced possible action steps for five out of 13 total objectives.

Cabinet
Fall 2012

Action: Champions worked with appropriate stakeholders on action steps for their assigned objectives and did the following:
- Validated or revised the initial development of action steps from the Management Council (July 18th) retreat;
- Cross-referenced and considered inclusion of the action steps that emerged from the Strategic Planning Task Force's work and subsequently placed in a "parking lot";
- Created new action steps; and
- Each group determined priorities (year 1, year 2, year 3) for consideration. Target date for completion: September 5th.

Outcome: Produced the 1st draft action steps.

Cabinet and Strategic Plan Task Force

Fall 2012

Action: Reviewed the first and second draft action steps on September 12th and September 19th of 2012 during the joint meetings of the president's Cabinet and the Strategic Plan Task Force.

Outcome: Produced the *Final Draft Strategic Plan 2012-2015*.

College wide Feedback

Fall 2012

Action: *The Final Draft Strategic Plan 2012-2015* was shared with the College at large and posted on the College website with requests made for feedback. http://www.marin.edu/com/ODP/StrategicPlan2012-2015Development.htm

Outcome: Feedback was collected directly from the senates and via survey from the rest of the College community. Most of the feedback already had been addressed.

College Council

Fall 2012

Action: Recommended approval of the *Final Draft Strategic Plan 2012-2015* to the superintendent/president (who approved it).

Board of Trustees

Fall 2012

Action: Reviewed the *Final Draft Strategic Plan 2012-2015*.

Outcome: Approved the *Final Draft Strategic Plan 2012-2015*.

Strategic Plan 2012-2015

Educational Master Plan Recommendations and Strategic Objectives At-a-Glance

EMP Recommendation	Objective
Student Access	
SA2 + CR5: Assess and make changes as needed in the class scheduling practices throughout the Marin Community College District, including the consideration of various non-traditional scheduling options, additional distance education offerings, and new career technical education courses and programs to meet business and community needs. Develop, implement and annually assess plans for more effective, accessible scheduling practices. (includes CR5*) *CR5 reads: "Assess and make changes as needed in the class scheduling patterns and practices so that the times, days, and methods of delivering instruction match the needs of commuters and working adults."*	1. Develop and implement a sustainable District wide enrollment management plan that is aligned with the District's mission and goals and that periodically assesses students' needs in courses and class scheduling practices for degree completion, transfer, and certifications.
SA3: Support distance education and effective use of instructional technology by providing: - the hardware and software needed to offer online courses successfully; - expansion of faculty and student training in an online environment and; - evaluation of all aspects of distance education and other instructional technology, including assessment of our ADA compliance.	2. Implement the Instructional Technology section of the COM Technology Plan and evaluate its success. 3. Implement the COM Distance Education Plan and evaluate its success. 4. Expand and evaluate faculty and student training opportunities that support the effective use of instructional technology (including Moodle and smart classroom use) both in the face-to-face and online learning environment.

Recommendation	Objective
Student Learning and Success	
SL&S1: Develop, implement, and evaluate a college-wide plan for student retention and success, including mechanisms to connect *SLO assessment to program review*. **SL&S3:** Develop, implement, and evaluate a plan for systematically tracking the progress and success of students, with particular attention to students in the *general-education, career-technical-education, and basic-skills pathways*. Then develop, implement, and evaluate strategies for the use of that information to support effective instruction and improve student success. Ensure that evaluation results feed into the program review cycle.	**5.** Building on the analyses of the discipline-specific student access and success program review sections and College of Marin Data Dashboard data, develop and implement a comprehensive, integrated, District-wide Student Success Initiative, which will include the evaluation of student retention and success, academic progress and program/degree completion. **6.** Develop, implement, and evaluate teaching and learning strategies which improve student success.
SL&S4: Improve the coordination of basic skills programs and services by implementing needed changes as identified in the College's Basic Skills Initiative (BSI) self-assessment, such as adjustments in curricular alignment, including curriculum alignment with K12, assessment procedures, scheduling practices, and support services.	**7.** Establish work group including K-12 community partners to assess and make recommendations regarding curriculum alignment, placement of recent high school graduates, and other college readiness issues.

Recommendation	Objective
College Systems	
CS2: Update facilities and develop processes for accountability, including adherence to timelines and accuracy of deliverables. Develop, complete and implement the COM Facilities Master Plan 2012 that addresses the physical plant, educational use, and District support of both campuses. (Including CS1*) **CS 1 reads: "Develop, implement, and evaluate a plan that addresses the physical plant, educational use, and district support of the Indian Valley Campus."*	**8.** Implement and annually evaluate the COM Facilities Master Plan 2012, which addresses the physical plant, educational use, and district support of both campuses.
CS3: Prepare, implement, and evaluate a College technology plan that identifies the policies, hardware, software, and training needed to improve student, staff and faculty access to the effective use of technology in instruction, as well as the effective use of technology in general.	**9.** Implement and annually evaluate the COM Technology Plan to ensure it effectively addresses the District's technology needs.
CS5: Fully implement the integrated planning process, with special attention to the development of three 3-year strategic plans in support of this *Educational Master Plan*. Assure that results from SLO assessment and program review data are linked to resource allocation.	**10.** Evaluate how effectively the results from SLO assessment and program review data are linked to resource allocation.
Develop and implement a long-term sustainable financial plan for the District. (Note: this was new added to the EMP recommendations. Came from Superintendent/President's goal.)	**11.** Develop a Fiscal Stability and Economic Development Plan so that the District can effectively strengthen, monitor, and evaluate its financial health. **12.** Make financial planning and budgeting more transparent and accessible to all members of the College community.

Recommendation	Objective
Community Responsiveness	
CR1: Develop and enhance communication strategies to solicit business and community feedback. Ensure that this feedback and business/ community assessments are shared and understood campus-wide.	**13.** Clearly communicate business and community assessments and feedback college wide and to the community at large.
CR4: Conduct ongoing, community-based evaluation of career-technical-education programs. Provide information on career-technical-education programs and future opportunities to the College community. Distribute all survey results District-wide via e-mails/the web.	

Strategic Plan 2012-2015 Objectives and Action Steps

Objective 1: Enrollment Management

Develop and implement a sustainable District wide enrollment management plan that is aligned with the District's mission and goals and that periodically assesses students' needs in courses and class scheduling practices for degree completion, transfer, and certifications.

Champions: VP Student Learning and VP Student Services

Action Step 1.1: Using both external and internal data, determine current and potential students' needs in courses and class scheduling to support degree completion, transfer and certifications.

> Methods and Outcomes:
> - Determine students' educational intentions by analyzing students' stated goals at registration, and trends in the updating of those goals.
> - Analyze data gathered from external and internal sources to qualitatively determine student needs.
> - Analyze enrollment and waitlist patterns to quantitatively determine student need.
> - Each subsequent year, both analyze and make adjustments to practices and procedures as a result of analysis.

> Work Team: VP Student Learning, VP Student Services, Deans, Directors, Director of AS&A, Director of PRIE, Counselors, Dean Enrollment Svcs., and Director of IT

> Timeline: Ongoing; starting Year 1 (2012-2013) for analysis

Action Step 1.2:   Develop process maps of programs and services to visually depict students' journey, which will show alignment and misalignments to analyze how well current offerings align with student needs and make adjustments as needed to improve student progress and time to completion.

Methods and Outcomes:

- Faculty, administrators, and staff develop and use pathway maps to help identify connections and disconnects in programs and services.
- If available, disciplines will develop Senate Bill 1440 (SB 1440) degrees for transfer.
- Work team will develop process maps for analysis (2012-2013).
- Each subsequent year, both analyze and make adjustments to practices as a result of additional and updated process maps' analysis.

Work Team: VP Student Learning, VP Student Services, Instructional Team, Discipline Faculty, Program Coordinators and Chairs, Director of AS&A, Director of PRIE, Counselors, Chair of Curriculum Committee

Timeline: Ongoing; starting Year 1 (2012-2013)

Action Step 1.3: Create clear, user-friendly educational pathways that guarantee classes for students and students for classes. The VP Student Services, in collaboration with counselors and discipline faculty, will create cohort-based educational pathways for discreet certificate programs and degrees (including SB 1440's)

Methods and Outcomes:

- Complete two UC-Transfer, two CSU-Transfer, two Career-Technical-Education, and one College-Skills-program process maps and build academic pathways that correspond to each area (Tier One: Complete at least six to ten (6-10) process maps this academic year, and six to ten (6-10) process maps each successive year of this Strategic Plan through 2015).
- Counselors use pathway maps with students to guide them to complete their educational objective.
- Using mapping process results, review and revise discipline course offerings and sequence, and work to develop a well-balanced schedule that efficiently allows students to reach their educational goals within a two-to-four-year time period, depending on their level of preparation.
- Tier One to be completed first year 2012-2013, with approximate number/amount of completions each subsequent year through to 2015 with goal of completing all SB 1440's by 2015.

Work Team: VP Student Services, VP Student Learning, Counselors, Discipline Faculty, Program Coordinators, Department Chairs, and Instructional Team

Timeline: Starting year 1 (2012-2013)

Action Step 1.4: Based on information from action steps 1.1, 1.2 and 1.3, develop an enrollment management plan to meet student needs within the context of anticipated budget realities that are projected over the next three years.

Methods and Outcomes:
- Enrollment management plan is developed, with clear links to relevant internal and external data.
- Analyze data and budgetary realities each subsequent year to further flesh out and refine the plan.

Work Team: Director of IT, Director of PRIE, Director of AS&A, Dean Enrollment Svcs., VP Student Services, VP Student Learning, Counselors, Instructional Team, and Discipline Faculty, Program Coordinators, and Department Chairs

Timeline: Ongoing; starting Year 1 (2012-2013)

Action Step 1.5: Dean of Enrollment Svcs., in consultation with VP Student Services and Director of IT, will ensure that new enrollment priorities are implemented in the College's registration procedures.

Methods and Outcomes:
- Revised *AP 5055 Enrollment Priorities* to reflect new priorities.
- Implemented new priorities through the registration process.
- Analyze enrollment patterns after one year.
- Complete by end of Year 2 of Strategic Plan.

Work Team: Dean of Enrollment Svcs., VP Student Services, VP Student Learning, Director of IT, Instructional Team

Timeline: Starting Year 1 (2012-2013)

Action Step 1.6: The Dean Enrollment Svcs., in consultation with the VP Student Services and Director of IT, students and other key stakeholder groups, will assess and analyze the credit online student registration process and provide recommendations for improvement in light of the upcoming reforms in system-wide enrollment priorities.

Methods and Outcomes:
- Assess and analyze the credit online student registration process.

- Increase access to and use of online registration and enrollment process using new enrollment priorities by two percent (2%) or more each respective year of the plan.

Work Team: Director of IT, Director of PRIE, Director of AS&A, Dean Enrollment Services, VP Student Services, VP Student Learning, and Counselors

Timeline: Ongoing, annually; starting Year 1 (2012-2013)

Objective 2: Instructional Technology

Implement the *Instructional Technology* section of the *COM Technology Plan* and evaluate its success.

Champions: VP Student Learning and Director of IT

Action Step 2.1: Establish a student domain for computers in computer classrooms and labs to provide a common management platform for deploying new services to labs, facilitate software license management across multiple labs, and allow for remote inventory tracking. (Tech Plan II.B.2)

Methods and Outcomes:
- Establish a student domain for computers in computer classrooms and labs.
  - Use newly-developed management platform for deploying new services to labs.
  - Facilitate software license management across multiple labs to provide quality training workshops for faculty and students, respective to their roles.
  - Implement remote inventory tracking.
  - Survey IT staff, lab technicians, and faculty associated with this action step to measure success.

Work Team: Director of IT, lab technicians, and directly-associated faculty members

Timeline: Ongoing, annually; starting in Year 1 (2012-2013)

Action Step 2.2: The Director of IT will implement new "quick response" procedures to improve problem resolution services for faculty in the classroom. New "quick response" procedures will reduce the response time for classroom technology problems and improve the classroom experience for both faculty and students. (Tech Plan II.B.9)

Methods and Outcomes:
- Implement new "quick response" procedures.
  - Upon implementation, survey faculty to determine whether: a) problem resolution services for faculty in the classroom are improved; b) the response time (for resolution of classroom technology problems) is reduced; and c) the classroom experience for both faculty and students is improved.
  - Revise procedures based on survey results.

Work Team: Director of IT, Faculty, Program Coordinators and Department Chairs

Timeline: Ongoing, annually; starting in Year 2 (2013-2014)

Action Step 2.3: The College will implement virtual desktop technology in classroom computers. (Tech Plan II.B.10)

Methods and Outcomes:
- Virtual desktop
    - Upon implementation of virtual desktop, hold forum to assess: a) consistency of access to applications and resources for faculty, regardless of which classroom they are using; and b) reduction of faculty preparation and setup time.
    - Revise procedures based on assessment.

Work Team: Director of IT, Faculty, Lab Techs, Program Coordinators/Department Chairs, Business Office, and Exec. Director of HR (budgetary and staff impact noted)

Timeline: Ongoing, annually; starting in Year 2 (2013-2014)

Action Step 2.4: The College will implement a process for researching and piloting new classroom technologies (such as classroom response systems and lecture capture). Researching and piloting new classroom technologies will allow the College to prepare for the impact of these new technologies and to enhance the student educational experiences on an ongoing basis while using resources efficiently. (Tech Plan II.B.12)

Methods and Outcomes:
- Implement process for researching and piloting new classroom technologies (such as classroom response systems and lecture capture).
    - Review program reviews from 2008-2012 to ascertain faculty and discipline interest in piloting new classroom technologies.
    - Research and pilot new classroom technologies.
    - Use surveys and forums to measure the impact of these new technologies and whether these new technologies enhance student educational experience.

Work Team: Director of IT, Faculty, Program Coordinators/Department Chairs

Timeline: Ongoing, annually; starting in Year 3 (2014-2015)

Objective 3: *College of Marin Distance Education Plan 2012-2015*

Implement the *COM Distance Education Plan 2012-2015* and evaluate its success.

Champions: VP Student Learning and Director of PRIE

Monitoring

Action Step 3.1: Monitor the Distance Education (DE) Program for ongoing planning, implementation, and evaluation. (DE Plan item 1, 2, 6 and 11)

Methods and Outcomes:
- College will be able to assure the DE planning is continuous and initiatives are refined or expanded as technologies evolve and College requirements change.
  - Monitor course offerings, enrollment patterns, students' characteristics, and research.
  - Monitor and evaluate DE student achievement.
  - Review and update DE initiatives either annually or as appropriate.
  - Utilize DE Program Review in DE Planning.
  - Compare and analyze report about COM's student enrollment patterns and characteristics in relationship to our College mission to determine whether DE is compatible with the College mission.
  - Design, distribute and assess results of student survey to meet student needs.
  - Analyze DE course withdrawals, retention, and success rates.

Work Team: Distance Education Committee (DEC), Director of PRIE, VP Student Learning

Timeline: As appropriate, starting Year 1 (2012-2013).

Action Step 3.2: Develop and assess DE student learning outcomes. (DE Plan - Item 7)

Methods and Outcomes:
- DEC will develop DE program student learning outcomes (SLOs).
  - Create Distance Education (DE) Program SLOs.
  - Analyze DE Program SLOs.
  - Provide recommendations and/or strategies to improve SLO results.

Work Team: Director of PRIE, DEC, VP Student Learning

Timeline: Annually, starting Year 1 (2012-2013)

Assessing

Action Step 3.3: Develop and implement a tool for DE faculty and students to self-evaluate their DE readiness and make self-training more accessible. (DE Plan item 4 and 5; Technology Plan II.B.1; Action Step 4.1)

Methods and Outcomes:
- College will be able to better support and provide training to DE faculty and students.
  - Collaborate with the Counseling Department regarding the support of DE student self-evaluation.
  - Design/select/develop the tool by spring 2014. Implement the tool by fall 2014.
  - Evaluate the tool by surveying faculty and students.
  - Revise the tool if necessary.

Work Team: Director of PRIE, DEC, VP Student Learning

Timeline: Annually, starting Year 1 (2012-2013) or Year 2(2013-2014)

Action Step 3.4: Implement DE faculty assessment system. (DE Plan - Item 8b)

Methods and Outcomes:
- College will be able to assess the quality of instruction by using DE course evaluation to improve the DE program.
  - Study and recommend a guideline (2012-2013) and training for deans to evaluate online courses (2013-2014).
  - Implement DE course evaluation using both the *Instructional Performance Distance Education Observation Form* and the student evaluation form, pending their approval in the UPM contract.
  - Use approved course evaluation forms.
  - Provide recommendations and/or strategies to improve the DE program.

Work Team: Director of PRIE, DEC, VP Student Learning

Timeline: Starting Year 2 (2013-2014) or Year 3 (2014-2015)

Compliance

Action Step 3.5: Continue to monitor the verification of student identity. (DE Plan item 8c)

Methods and Outcomes:
- College will be able to assure the verification of student identity to guarantee the integrity of the program.
  - The verification of student identity has been implemented through students' log-ins to the MyCOM Portal.

Work Team: Dean Enrollment Services and Director of IT

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 3.6: Provide ADA training and assessment to faculty and staff to assure students' accessibility to DE Program. (DE Plan item 8d; Technology Plan II.B.1; Action Step 4.2)

Methods and Outcomes:
- College will be able to assure students' accessibility to DE Program.
  - Conduct and evaluate regular and sustainable ADA training for DE faculty.
  - Provide ADA assessment for DE courses.
  - Provide ADA-compliant DE website and Moodle web page.
  - Monitor quantity of DE courses compliant with legal accessibility requirements.
  - Provide recommendations and/or strategies to improve DE student accessibility.

Work Team: DSPS, Director of PRIE, VP Student Learning

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 3.7: Continue to monitor policy and procedure changes from Title 5, U.S. Department of Education Regulations, as well as standards from ACCJC. (DE Plan - Item 9)

Methods and Outcomes:
- College will comply with Title 5, the U.S. Department of Education Regulations, as well as ACCJC's standards.
  - Policy Task Force will monitor changes in Title 5.
  - College will support the implementation of U.S. Department of Education Regulations
  - Provide recommendations and/or strategies to improve DE program compliance.

Work Team: Policy Task Force, Academic Senate (AS), Academic Standards Committee, Director of PRIE, DEC, VP Student Learning

Timeline: Ongoing; Year 1 (2012-2013)

Training/Support Services

Action Step 3.8: Improve and expand student and faculty usage of Moodle to ensure effectiveness. (DE Plan item 3.a; Technology Plan II.B.1; Action Step 4.3)

Methods and Outcomes:
- College will be able to improve consistency for students and faculty in terms of how they access course assignments, materials and grades.
  - ➢ Conduct and evaluate training and workshops for faculty and students in the usage of Moodle.
  - ➢ Use tracking systems to monitor help requests and help tickets.
  - ➢ Survey students and faculty for satisfaction to evaluate progress.
  - ➢ Make changes based on survey results.

Work Team: Moodle Production Team (MPT), Director of PRIE, DEC, VP Student Learning

Timeline: Ongoing; starting Year 1 (2012-2013)

Action Step 3.9: Sustain and improve current online student support services including online counseling, online tutoring, library, DESC, and online writing center. (DE Plan item 3.b)

Methods and Outcomes:
- College will be able to improve current online student support services.
  - ➢ Monitor usage levels.
  - ➢ Provide appropriate staffing to meet demands for services.
  - ➢ Survey students' satisfaction.
  - ➢ Make changes based on survey results.

Work Team: Director of PRIE, VP Student Services, VP Student Learning

Timeline: Ongoing; starting Year 1 (2012-2013)

Action Step 3.10: Enhance College of Marin's awareness about the DE program. (DE Plan item 3.c)

Methods and Outcomes:
- College will be able to effectively communicate with students and faculty about DE program.
  - ➢ Enhance DE Website.
  - ➢ Enhance Moodle home page.
  - ➢ Survey students and faculty for satisfaction.
  - ➢ Make changes based on survey results.

Work Team: Director of PRIE, VP Student Services, VP Student Learning, Webmaster

Timeline: Annually; starting Year 2 (2013-2014)

Action Step 3.11: Provide online pedagogy and technical support for faculty who wish to offer course(s) in a DE format. (DE Plan item 8a; Action Step 4.4)

Methods and Outcomes:
- College will be able to assure the effectiveness of instruction.
  - ➢ Identify internal and external pedagogy and technical support resources and make information widely available.
  - ➢ Develop method for instructors to demonstrate competency in required skills.
  - ➢ Conduct and evaluate online pedagogy training and technical support.
  - ➢ Use tracking systems to monitor help requests and help tickets.

Work Team: Director of PRIE, DEC, VP Student Learning, Academic Senate

Timeline: Starting Year 1 (2012-2013)

Resource Allocation

Action Step 3.12: Continue to monitor staffing and funding for DE. (DE Plan item 10)

Methods and Outcomes:
- College will be able to assure the sustainability and infrastructure to support the quality of DE program.

➢ Utilize DE Program Review and other information to monitor staffing requests, workload, and budgets.
➢ Provide recommendations and/or strategies to improve DE.

Work Team: Director of PRIE, VP Student Learning, VP College Operations, Planning Resource Allocation Committee (PRAC)

Timeline: Annually; starting Year 1 (2012-2013)

Objective 4: Professional Development for Instructional Technology

Expand and evaluate faculty and student training opportunities that support the effective use of instructional technology (including Moodle and smart classroom use) both in face-to-face and online learning environments.

Champions: VP Student Learning and Director of PRIE

Action Step 4.1: Develop and implement a tool for all faculty and students to self-evaluate their online skills and make self-training more accessible. (DE Plan item 4 and 5; Technology Plan II.B.1; Action Step 3.3)

Methods and Outcomes:
- College will be able to better support and provide training to all faculty and students.
  - ➢ Collaborate with the Counseling Department regarding the support of student self-evaluation.
  - ➢ Design/select/develop the tool by spring 2014. Implement the tool by fall 2014.
  - ➢ Evaluate the tool by surveying faculty and students.
  - ➢ Revise the tool if necessary.

Work Team: Director of PRIE, DEC, VP Student Learning

Timeline: Annually; starting Year 1 (2012-2013) or Year 2 (2013-2014)

Action Step: 4.2: Provide ADA training and assessment to faculty and staff to assure students' accessibility to their course material in Moodle. (DE Plan item 8d; Action Step 3.6)

Methods and Outcomes:
- College will be able to assure students' accessibility to course material in Moodle.
  - ➢ Conduct and evaluate regular and sustainable ADA training for faculty.
  - ➢ Provide ADA-compliant DE website and Moodle web page.
  - ➢ Provide ADA assessment for all courses (both DE and face-to-face).
  - ➢ Provide recommendations and/or strategies to improve student accessibility in Moodle.

Work Team: DSPS, Director of PRIE, VP Student Learning

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 4.3: Improve and expand student and faculty usage of Moodle to ensure efficiency. (DE Plan item 3.a; Technology Plan II.B.1; Action Step 3.8.)

Methods and Outcomes:
- College will be able to improve consistency for students and faculty in terms of how they access course assignments, materials and grades.
  - ➢ Conduct and evaluate training and workshop for faculty and students in the usage of Moodle.
  - ➢ Use tracking systems to monitor help requests and help tickets.
  - ➢ Survey students and faculty for satisfaction to evaluate progress.
  - ➢ Make changes based on survey results.

Work Team: Moodle Production Team, Director of PRIE, DEC, VP Student Learning

Timeline: Ongoing; starting Year 1 (2012-2013)

Action Step 4.4: Provide online pedagogy and technical support for faculty who wish to offer course(s) in a DE format or face-to-face. (DE Plan item 8a; Action Step 3.11)

Methods and Outcomes:
- College will be able to assure the effectiveness of instruction.
  - ➢ Identify internal and external pedagogy and technical support resources and make information widely available.
  - ➢ Develop method for instructors to demonstrate competency in required skills.
  - ➢ Conduct and evaluate online pedagogy training and technical support.
  - ➢ Use tracking systems to monitor help requests and help tickets.

Work Team: Director of PRIE, DEC, VP Student Learning, Academic Senate

Timeline: Starting Year 1 (2012-2013)

Action Step 4.5: Provide instructional technology training to faculty and staff for improving their technology skills. (Technology Plan II.C.3)

Methods and Outcomes:
- Identify (in coordination with IT) commonly used instructional software applications.
- Provide training for commonly used instructional software applications.
- Assist faculty using desktop tools to develop instructional materials.
- Provide feedback regarding training success

Work Team: Director of PRIE, Director of IT, VP Student Learning

Timeline: Annually; starting Year 1 (2012-2013)

Objective 5: Student Success Initiative

Building on the analyses of the discipline-specific _Student Access and Success_ program review sections and College of Marin Data Dashboard data, develop and implement a comprehensive, integrated District wide Student Success Initiative, which will include the evaluation of student retention and success, academic progress and program/degree completion.

Champion: VP Student Services

Action Step 5.1: Analyze and summarize student success data collected via program review and research office (PRIE).

Methods and Outcomes:
- Review _Access and Success_ sections of program reviews submitted during the three year period, along with student retention and completion rates in a disaggregated data format. Produce summary report.

Work Team: VP Student Services, VP Student Learning, Academic Senate (AS) President, Director of PRIE

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 5.2: Determine strategies for analyzing "time to completion" data for past graduates in the last three years. Report on current time-to-degree baseline.

Methods and Outcomes:
- Review transcripts of graduates to identify educational pathways and assess timelines to degree and certificate completion.
- Provide summary report.

Work Team: VP Student Services, Dean Enrollment Services, Director of IT.

Timeline: Starting Year 1 (2012-2013); completed Year 2 (2013-14)

Action Step 5.3: Initiate full program review cycle in Student Services, utilizing SLOs assessment results and student access and success information in Student Success planning. Full program reviews for 15 programs will be completed.

Methods and Outcomes:
- The full cycle of program reviews in Student Services will be implemented in three groups.
  - ➤ Group 1: Outreach, Assessment/Testing/Counseling/Financial Aid/Admissions and Records (To be completed by 2012-2013).
  - ➤ Group 2: CalWORKs, EOPS, Matriculation Services, Transfer & Career Center, DSPS (To be completed by 2013-2014).
  - ➤ Group 3: Child Development Center, Health Center, Job Placement Center, Student Affairs and Tutoring and Learning Center (To be completed by 2014-2015)

Work Team: VP Student Services, Student Services Team, Director of PRIE, AS President

Timeline: Starting Year 1 (2012-2013)

Action Step 5.4: Implement the new enrollment priorities.

Methods and Outcomes:
- Analyze impact of new enrollment priorities on current student body.
- Determine local priorities (after mandated groups).
- Set up infrastructure in Banner to support priorities. Notify students.
- Determine if implementation of new enrollment priorities is successful.

Work Team: VP Student Services, VP Student Learning, Superintendent/President, Director of IT, AS President, ASCOM President

Timeline: Starting Year 1 (2012-2013); full implementation by fall 2014.

Action Step 5.5: Prepare for required assessment, orientation and educational planning services.

Methods and Outcomes:
- Assess current usage of assessment services, build capacity to include 80 percent of first-time, incoming students.

- Develop an Accuplacer preparation workshop.
- Complete refurbishing of in-person orientation and focus on improved on-line option.
- Work on curriculum to provide extended orientation and a first-year experience.
- Agree on a digital educational plan format, but continue to explore a true on-line educational plan solution.
- Work with instruction to develop cohort-based educational pathways.
- As a result of completion of this work, the College will be in compliance with this section of the Student Success Act of 2012.

Work Team: VP Student Services, Assessment Coordinator, Counselors, Director of IT

Timeline: Starting Year 1 (2012-2013), partial implementation 2013-14, full implementation 2014-15

Action Step 5.6: Implement Degree Works.

Methods and Outcomes:
- DegreeWorks Implementation Team will work with Ellucian Consultant to *go live* in January 2013.
- Consultant will scribe current year catalog and train OIM staff so that other catalog years can be built (past and future).
- Training will be provided to IT staff, counselors as front-line users, and program advisors.
- The Office of Enrollment Services will have to enter transfer work in order for students to receive an accurate and complete audit of their academic work.
- The outcome will be a powerful tool for counselors to use in their counseling sessions, as it will provide clear information to students of both their completed and uncompleted requirements, given their educational goal and major.

Work Team: Representatives from Ellucian, Dean Enrollment Svcs., Director of AS&A, Counseling, Director of IT

Timeline: Starting Year 1 (2012-2013) (first catalog year completed), fully functional in 2014-15

Action Step 5.7: Identify students at risk early in the semester via an early alert system and systematically follow up on students placed on academic probation/dismissal at the end of the semester.

Methods and Outcomes:
- Pilot an early alert system using mid-term grades by willing faculty in English and math.
- Provide intervention services to identified students.
- Work with the Student Follow-up Work Team in the Counseling Department to systematically reach out and intervene with these students.
- The College will be able to determine the impact of intervention by reviewing the success of these students at the end of the semester.

Work Team: VP Student Services, VP Student Learning, English/Math Department Chairs, Select Counselors, Director of IT

Timeline: Annually; starting Year 1 (2012-2013) (Progressively include other departments.)

Action Step 5.8: Identify, implement and report on Student Success evaluation criteria and student momentum points.

Methods and Outcomes:
- Establish the following:
  - Outreach goals by high school
  - Baseline usage for assessment
  - Orientation and educational planning services
  - Participation rates in Accuplacer preparation workshops
  - Enrollment rates in student support classes
  - Degree of impact of intervention services
  - Baseline for time-to-completion
  - Develop a strategy to recognize student progress at various momentum points (e.g. successful course completion, successful completion of basic skills' competencies, successful completion of first college-level course, successful completion of first 15 units, and successful completion of first 30 units).
  - The College will have established criteria and student momentum points that can be used to assess student success.

Work Team: VP Student Services, VP Student Learning, Student Services Team, Director of IT

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 5.9: Prepare the New Matriculation Plan (Student Success and Support Program) according to new regulations, including student equity indicators.

Methods and Outcomes:
- Based on instructions from the State Chancellor's Office, prepare and submit the required plan for the new Student Success and Support Program (formerly Matriculation Plan) which is expected to include student equity indicators (disaggregated data on student success).

Work Team: VP Student Services, Director of PRIE, Director of FS

Timeline: Annually; starting Year 1 (2012-2013)

Objective 6: Teaching and Learning Strategies

Develop, implement, and evaluate teaching and learning strategies that improve student success.

Champion: VP Student Learning

Action Step 6.1: The College will set standards of satisfactory performance for student success (student achievement and student learning) and assess the appropriateness of the standards via program review and input from constituent groups to align with the *Implementation of the New U.S. Department of Education Regulations New Evaluation Team Responsibilities* (per letter from ACCJC to College of Marin, fall 2012).

Methods and Outcomes:
- Establish the standards of satisfactory performance for student success.
  - ➢ PRIE will provide summary data and longitudinal data for course/program/certificate completion, licensure pass data, job placement data where available, graduation data, university transfer data, time to degree, etc.
- Assess the appropriateness of the standards for student success.
  - ➢ Evaluate the appropriateness of the standards.
  - ➢ Train and facilitate the data dialogue.

Work Team: Director of PRIE, VP Student Learning, VP Student Services, Instructional Team, Academic Senate, Program Coordinators, and Department Chairs.

Timeline: Ongoing, annually; starting Year 1 (2012-2013)

Action Step 6.2: The Faculty Senate members, SLO facilitators, department Chairs, and program coordinators, in consultation with the VP Student Learning, will develop, implement, and evaluate teaching and learning strategies based on the results of program review that improve student success by creating and sustaining a faculty Teaching and Learning Center (TLC).

Methods and Outcomes:
- Create and sustain a Teaching and Learning Center (TLC).
  - ➢ Identify and allocate dedicated facility space appropriate for a successful TLC to include computers & instructor console or *smart classroom* technology.

➢ Research and apply best practices and methods for establishing and sustaining a successful campus TLC for faculty to share, teach, learn, and implement teaching and learning strategies that improve student success.

Work Team: Academic Senate, Program Coordinators, and Department Chairs in consultation with the VP Student Learning

Timeline: Ongoing, annually; starting Year 2 (2013-2014)

Action Step 6.3: The Faculty Senate members, SLO facilitators, and department Chairs in consultation with the VP Student Learning will develop, implement, and evaluate teaching and learning strategies based on the results of program review that improve student success by creating three (3) Faculty Inquiry Groups (FIGs)

Methods and Outcomes:
- Create, implement, and assess three Faculty Inquiry Groups in the three areas of Transfer, CTE, and ESL/Basic Skills.
  - ➢ Research FIG model and create three FIGS in areas of: Transfer, CTE, and ESL/Basic Skills.
  - ➢ Allocate staff support to establish and facilitate FIGs.
  - ➢ Document participation in FIGs.
  - ➢ Describe and inventory particular innovations that surface as a result of FIGs' work.

Work Team: Academic Senate, Professional Development Committee, Program Coordinators, and Department Chairs, in consultation with the VP Student Learning

Timeline: Ongoing, annually; starting Year 2 (2013-2014)

Action Step 6.4: The Student Access and Success Committee and Student Services SLO facilitators, in consultation with the VP Student Learning and VP Student Services, will create a College Success Academy for classified professionals, particularly front-line staff, in order to learn and implement strategies and positive communication techniques to empower students to take personal responsibility, effectively use student services, and maintain their success as students.

Methods and Outcomes:
- Create, assess, and implement a College Success Academy.

- Student Access and Success Committee to identify a subcommittee to research and report back on best practices and structure for a College Success Academy.
- Develop and implement a College Success Academy.

Work Team: Student Access and Success Committee, Professional Development Committee, and Student Services SLO Facilitators in consultation with the VP Student Learning and VP Student Services

Timeline: Ongoing, annually; starting Year 3 (2014-2015)

Objective 7: Community Partnership

Establish a work group including K-12 community partners to assess and make recommendations regarding curriculum alignment, placement of recent high school graduates, and other college readiness issues.

Champions: VP Student Learning and VP Student Services

Action Step 7.1: Strengthen relations with K-12 school districts and community partners.

Methods and Outcomes:
- Continue hosting High School Counselors' Luncheon and the High School Principals' Breakfast.
- Continue participation in community collaboration such as Canal Alliance, College Awareness Program and the Collective Impact Initiative.
- Build the newly developed COM/Marin County Office of Education Partnership.
- Outcomes include increased opportunity for communication, mutual feedback and joint collaboration on creating a smooth transition into college.

Work Team: Superintendent/President, VP Student Learning, VP Student Services, Director of PRIE, Marin County Office of Education (MCOE), other community educational agencies and organizations

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 7.2: Provide data to high schools on enrollment, assessment and performance of their students at COM, including concurrently enrolled students.

Methods and Outcomes:
- Provide high schools with the *High School of Origin Reports* that provide student data specific to each high school on how their students assess and how they perform at COM, including concurrently enrolled students. As a result, areas that require improvement can be identified by COM and respective high schools.

Work Team: VP Student Services, Director of PRIE, Superintendent/President, Outreach Supervisor

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 7.3: Begin piloting the Early Assessment Program (EAP) and work with high school districts offering the ERWC (Expository Reading and Writing Course) to intervene with the "Conditionally College Ready" students in English.

Methods and Outcomes:
- Work with department Chairs in English and math to finalize placement in English and math of those students who are deemed "College Ready" in those disciplines.
- Track the success of former students at COM who tested at College-Ready level and commit to tracking incoming College Ready students and those who successfully completed the ERWC course in their senior year.
- The College will be able to assess whether to continue using EAP results for placement into English and math and review curricular offerings for alignment with EAP.

Work Team: VP Student Services, VP Student Learning, High School Principals/Designees, Assessment Office, Director of PRIE

Timeline: Pilot implementation starting Year 1 (2012-2013), completion in 2013-14.

Action Step 7.4: Participate in EAP Conferences and workshops.

Methods and Outcomes:
- Attend all EAP Conferences, workshops and trainings.
- Share information with counselors, and math and English faculty.

Work Team: VP Student Services, VP Student Learning, English and Math Department Chairs, MCOE Designees

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 7.5: Prepare and disseminate precise messaging to high school students regarding academic rigor and expectations of readiness required in college.

Methods and Outcomes:
- Use current literature on college and career readiness to prepare information for high school students (beginning their freshman year) about how to prepare for and succeed in college from behavioral expectations to academic competencies, as well as the need for focused educational and career planning and keen awareness of available college resources.
- As a result, students will have a more realistic sense of expectations and positive/negative consequences that their level of preparation will bring.

Work Team: VP Student Services, VP Student Learning, Outreach Office, Student Services Team, Associated Students of College of Marin (ASCOM)

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 7.6: Offer Assessment Preparation Workshops.

Methods and Outcomes:
- Research models and availability of Accuplacer preparation workshops similar to Scholastic Achievement Test (SAT) workshops that are offered for university-bound students.
- Pilot assessment preparation workshops in spring 2013, refine in subsequent years.
- Facilitate access to Accuplacer preparation workshops.
- Establish current performance baseline of student assessment over the past three years and establish an improvement goal for 2013-14.
- Assess effectiveness of the preparation workshops.
- Track student performance in COM courses at assessed level.

Work Team: VP Student Services, VP Student Learning, Counseling Department Chair, Outreach Supervisor, Assessment Coordinator

Timeline: Starting Year 1 (2012-2013)

Action Step 7.7: Utilize assessment results and student performance data to inform curriculum development, alignment and scheduling for both area high schools and COM.

Methods and Outcomes:
- Review assessment data to provide additional preparation and support for students.
- Use assessment data to plan for COM curriculum; discuss possible need for curriculum alignment and development.
- Schedule joint meetings of department Chairs in English and math (COM and high schools) to conduct their own review and prepare for further faculty-to-faculty meetings to improve curriculum alignment.
- Assess the results of the ERWC and consider a similar preparatory senior course in math for students deemed "Conditionally Ready" in math.
- As a result, students should be able to assess at higher levels and have higher success in their English and math courses.

Work Team: VP Student Services, VP Student Learning, High School Principals, Math and English Department Chairs at COM and at high schools

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 7.8: Track statewide collaboration efforts with K-12 school districts to jointly develop new common standards for college and career readiness and the development of a common centralized California Community College (CCC) assessment. (See SSTF Rec 1.1 & 1.2 and AB743.) (Collaborate with the Chancellor's Office.)

Methods and Outcomes:
- The State Chancellor's Office has established various statewide work groups to address specific Student Success Task Force (SSTF) recommendations, including one that focuses upon common core standards and another upon common assessment.
- It is important for the College to stay informed on developments in these areas. This will further inform local efforts in our collaborative work with our K-12 partners.

Work Team: VP Student Services, VP Student Learning, Superintendent/President

Timeline: Annually; starting Year 1 (2012-2013)

Objective 8: Facilities Plan

Implement and annually evaluate the *COM Facilities Plan 2012*, which addresses the physical plant, educational use, and District support of both campuses.

Champions: VP College Operations, Director of Modernization, and Director of M&O

Action Step 8.1: The Director of Modernization will monitor and continue to implement Measure C Modernization Projects as described in the Board-of-Trustee-approved bond spending plan.

Methods and Outcomes:
- The Director of Modernization will develop an annual report that reflects the status of the projects identified in the Bond Spending Plan. The report will also summarize the performance of the Program Manager, including a record of success or expectation not met for the Bond program management at a high level, the major projects, and detailed performance measures. The stakeholders receiving the report shall include:
  - ➢ Superintendent/President
  - ➢ President's Cabinet including the VP College Operations, the VP Student Learning, and the VP Student Services
  - ➢ Director of Maintenance & Operations (M & O)
  - ➢ Maintenance Supervisor
  - ➢ Dannis Woliver Kelley, Legal Counsel
  - ➢ Current Program Management Consultant
  - ➢ Other stakeholders as directed by the VP College Operations.

Work Team: Director of Modernization in consultation with VP College Operations

Timeline: Ongoing; Year 1 (2012-2013)

Action Step 8.2: The M&O Director will develop a comprehensive M&O Plan.

Methods and Outcomes:
- The Director of M&O will present the completed M&O Plan to the VP College Operations and stakeholders for review and recommendation.

> ➢ A quarterly progress report will be submitted to the VP College Operations for discussion and consultation with the superintendent/president's Cabinet and share with appropriate constituent groups.

Work Team: VP College Operations and Director of M&O

Timeline: Starting Year 1 (2012-2013)

Action Step 8.3: The M&O Department will, parallel to the creation of the M&O Plan, continue to use the Onuma software to determine maintenance requirements, resources needed and cost of ownership for the Science/Math/Nursing building and the Learning Resource Center.

Methods and Outcomes:
- The Director of M&O will provide a quarterly progress update to VP College Operations, along with status updates on the expanded implementation of Resource 25.
- VP College Operations will inform appropriate constituent groups.

Work Team: Director of M&O, VP College Operations

Timeline: Starting Year 1 (2012-2013)

Action Step 8.4: The Director of Modernization and the Director of M&O, in consultation with staff and stakeholders, will ensure that the *COM Facilities Plan 2012* undergoes an annual review process to incorporate new program review data.

Methods and Outcomes:
- The Director of Modernization will update and submit the annual Five Year Construction Plan to the Board of Trustees for approval, and forward to the California Community Colleges' Chancellor's Office.
- VP College Operations will share the information with appropriate constituent groups.

Work Team: Director of Modernization, Director of M&O and VP College Operations

Timeline: Annually; starting Year 1 (2012-2013)

Objective 9: Technology Plan

Implement and annually evaluate the *COM 2012-2017 Technology Plan* to ensure it effectively addresses the District's technology needs.

Champions: VP College Operations and Director of IT

Status of Current Initiatives

Action Step 9.1: The Director of IT, in consultation with staff and other stakeholders, will develop and distribute a status report of all the initiatives identified for 2012-2013. These initiatives are considered high priority items because they are currently in the process of being implemented, are low cost items, or are necessary in order to move forward to complete future initiatives.

Methods and Outcomes:
- The Director of IT, in consultation with staff and other stakeholders, will develop a status report of all the initiatives identified for 2012-2013 in the 2012-2017 Technology Plan. The report should reflect which projects are:
  - completed;
  - in-progress (including an estimated completion date and percentage complete); and
  - scheduled (including projected start and completion date(s), for the projects yet to begin).

Work Team: Director of IT, VP College Operations

Timeline: Starting Year 1 (2012-2013)

Prioritization

Action Step 9.2: In consultation with the Technology Committee and other College constituent groups, staff will develop priorities for all recommendations marked for consideration for the next fiscal year.

Methods and Outcomes:
- Identify priorities from the Technology Plan for the fiscal year.
- Include estimated cost, additional staffing needs, and timeline for implementation.
- Develop an implementation timeline and project schedule for the identified initiatives.
- Recommendations will be submitted to the VP College Operations and the Superintendent/President for approval.

Work Team: Director of IT, Technology Committee, VP College Operations

Timeline: Annually; starting Year 1 (2012-2013)

Funding

Action Step 9.3: The Director of IT, in consultation with staff and stakeholders, will develop and submit a budget request through proper channels for each fiscal year.

Methods and Outcomes:
- The VP College Operations and Superintendent/President will submit recommendations to the Board of Trustees for final approval of the priority and funding.
- Implement approved initiatives from the Technology Plan for each fiscal year.

Work Team: Director of IT, VP College Operations

Timeline: Annually; starting Year 1 (2012-2013)

Status Reports

Action Step 9.4: The Director of IT, in consultation with staff, will ensure implementation of the initiatives for each fiscal year in the Technology Plan by submitting quarterly status reports to the VP College Operations.

Methods and Outcomes:
- The quarterly progress report submitted to the VP College Operations will be presented for discussion and consultation to the Superintendent/President and his Cabinet.

Work Team: Director of IT, VP College Operations

Timeline: Starting Year 1 in February 2013.

Annual Reports

Action Step 9.5: At the end of each fiscal year, the VP College Operations, in consultation with the Director of IT, staff, and college constituents, will develop an annual report depicting the past, present, and future technology accomplishments, including staff training.

Methods and Outcomes:
- Prepare an annual report on technology accomplishments to include:

- o Indications of what was funded under *Furniture, Fixtures, & Equipment* (FF&E), what was used for replacement of computers in classrooms and labs, and what was used for equipment upgrades; and
  - o a section for staff training.
- The annual report will be submitted to the VP College Operations and the appropriate shared governance committees for review, discussion and consultation with the Superintendent/President's Cabinet.

Work Team: Director of IT, VP College Operations

Timeline: Annually; starting Year 1 (September 2013).

2012-2017 Technology Plan Evaluation

Action Step 9.6: Evaluate the *COM 2012-2017 Technology Plan*

Methods and Outcomes:
- The effectiveness of the plan will be evaluated based on the implementation and success of the funded initiatives.
- The plan, itself, will undergo an annual review and evaluation by the Technology Planning Committee.

Work Team: Director of IT, VP College Operations

Timeline: Starting Year 2 (2013-2014)

Objective 10: Assessment, Program Review, and Resource Allocation

Evaluate how effectively the results from SLO assessment and program review data are linked to resource allocation.

Champions: VP Student Learning and VP Student Services

Action Step 10.1: Establish and conduct evaluation criteria and process for determining the effectiveness of the link between SLO assessment and program review to resource allocation.

Methods and Outcomes:
- The Planning, Resource and Allocation Committee (PRAC) will discuss how to measure effectiveness in this context. Keep Cabinet informed. As a result, the College will have specific criteria on how to measure the effectiveness of the link between SLO assessments and program review to resource allocation.
- Utilizing agreed upon criteria, review program reviews of the last three years to assess the strength of this link to resource allocation. As a result, the College will have concrete evidence of the effectiveness or ineffectiveness of this link.

Work Team: Superintendent/President, VP Student Services, VP Student Learning, AS President, PRAC, Instructional Team

Timeline: Annually; starting Year 1 (2012-2013)

Action Step 10.2: Align timelines for SLO Assessment, Program Review, PRAC's functions and Budget Development.

Methods and Outcomes:
- Based upon evaluation results, make adjustments to program review process or timeline, as well as to processes and timelines related to PRAC and budget development.
- The College will have processes and timelines related to SLO Assessment/Program Review, PRAC and Budget Development that are better aligned and that strengthen the link between SLO Assessment/Program Review and resource allocation.

Work Team: Superintendent/President, VP Student Services, VP Student Learning, AS President, PRAC

Timeline: Annually; starting Year 1 (2012-2013)

Objective 11: Fiscal Stability

Develop a Fiscal Stability and Economic Development Plan so that the District can effectively strengthen, monitor, and evaluate its financial health.

Champions: VP College Operations and Exec. Dean IVC/Wkfc. & Econ. Dev.

Action Step 11.1: The Director of Fiscal Services (FS) will establish a four-year budget forecast.

Methods and Outcomes:
- Successful completion of this initiative will be demonstrated through the completion and review of the following:
  - ➢ a budget timeline that is synchronized with course schedule preparation; and
  - ➢ a long-term staffing and benefits plan for budgeting.

Work Team: Director of FS, Director of AS&A, Exec Dean IVC/Wkfc.& Econ. Dev. and Exec. Director of HR

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 11.2: The Director of FS will develop financial models that are linked to the District's mission and enrollment management plan.

Methods and Outcomes:
- Successful completion of this initiative will be demonstrated as follows:
  - ➢ Determine what is required to fiscally achieve Board's goals and priorities.
  - ➢ Complete a report on potential savings through a determination of benchmark figures for best practices in California Community Colleges.

Work Team: Director of FS, VP Student Learning, VP Student Services, Exec Dean IVC/Wkfc.& Econ. Dev.

Timeline: Ongoing; Year 1 (2012-2013).

Action Step 11.3: The Director of Community Education, Lifelong Learning, and International Educational (Director of CE,LL&IE) will strengthen and further develop the International Education Program.

Methods and Outcomes:
- Successful completion of this initiative will be demonstrated through the completion and review of the following plans:
  - Database development and tracking information
    - Updated marketing materials and completion of a new International Education website
  - Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of International Education
  - International Education Strategic Plan
  - Creation and implementation of a marketing and advertising plan
    - An inventory of existing services and resources for international students
    - Attendance at the Institute of International Education Conference
    - Completion of a mailing list of International Education alumni
    - Opening of the Center for International Education
    - Identify existing and develop additional 2+2 programs
    - Develop International Speakers/Performers Series on campus

Work Team: Director of CE,LL&IE, Exec. Dean IVC/Wkfc. & Econ. Dev., VP Student Learning, and Exec. Director CCR&A

Timeline: Ongoing; Year 1 (2012-2013).

Action Step 11.4: The Director of CE,LL&IE will explore and develop potential earned income through facility rental(s) and contract education.

Methods and Outcomes:
- Completion and implementation of a marketing plan for facilities rental.

Work Team: Director of CE,LL&IE, Exec. Dean IVC/Wkfc. & Econ. Dev. and Exec. Director CCR&A

Timeline: Ongoing; Year 1 (2012-2013)

Action Step 11.5: The Executive Director of Communications, Community Relations and Advancement (Exec. Director CCR&A) will support fiscal stability at COM through the creation and development of a fully functioning Advancement office.

Methods and Outcomes:
- Create the infrastructure of an Advancement Office (2012-2014).
- Develop and implement an integrated fundraising cycle (2012-2015).
- Explore earned income strategies to support fund development (2012-2015).

Work Team: Exec. Director CCR&A and Director of IT

Timeline: Ongoing, Year 1 (2012-2015)

Action Step 11.6: The Exec. Dean IVC/Wkfc. & Econ. Dev., in consultation with staff and stakeholders, will explore, grow, and support Economic and Workforce Development (EWD) at COM.

Methods and Outcomes:
- Monitor funding opportunities available for workforce development programs that will support the objectives of the workforce programs:
  - Improve data and collection and reporting system to maximize funding potential (Tier One, 2012-2013)
  - Continue COM CTE grant activities and plans (Tier Two)
  - Support regional CTE partnership consortium grants (Tier Two)
  - Explore new EDW opportunities, identifying at least two new opportunities annually (Tier Two)
- Explore new Industry/Education Partnerships to support academic programs
  - Identify at least two new opportunities annually (Tier Two)

Work Team: Exec. Dean IVC/Wkfc. & Econ. Dev., VP Student Learning, pertinent Faculty & Department Chairs, Exec. Director CCR&A, Community (Business & Industry).

Timeline: Starting Year 1 (2012-2013)

Objective 12: Financial Planning and Budgeting

Make financial planning and budgeting more transparent and accessible to all members of the College community.

Champions: VP College Operations & Director of FS

Action Step 12.1: The Director of FS will develop, assess, and improve a vehicle for transparent and accessible Fiscal Services information for the College community.

Methods and Outcomes:
- Publicize the launch of the new Fiscal Services website to the College community.
- Develop a list of items for modification/improvement based on feedback from stakeholders for the new Fiscal Services website.
- Complete and make available to the College community the updated Fiscal Services website.
- Complete modifications and improvements to the Fiscal Services website.

Work Team: Director of FS, VP College Operations, Exec. Director CCR&A and Director of IT

Timeline: Starting Year 1 (2012-2013)

Objective 13: Communication with Community

Clearly communicate business and community assessments and feedback College wide and to the community at large.

Champion: Exec. Director CCR&A

Action Step 13.1: Communicate business and community assessments and feedback information to campus community and community at large.

Methods and Outcomes:
- Community Engagement Survey Report, High School Counselor Focus Groups Report and CTE reports in President's Weekly Briefing.
- Publish on college website.
- Disseminate news release (s) regarding business and community assessments and feedback to local media.

Work Team: Exec. Director CCR&A

Timeline: Starting Year 1 (2012-2013). September 2012 - June 2015.

Action Step 13.2: Solicit feedback from businesses through advisory committee members.

Methods and Outcomes:
- Survey Advisory Committees.
- Publish survey results.

Work Team: Exec. Dean IVC/Wkfc. & Econ. Dev.

Timeline: Starting Year 2 (2013-2014). September 2013 - June 2015.

Action Step 13.3: Provide presentations about CTE programs to key community stakeholders and campus constituents.

Methods and Outcomes:
- Provide information to community at large through Chamber of Commerce, Workforce Investment Board, Marin Economic Forum, and Rotary.

- Meet with career counselors, CTE faculty, and Student Services staff to provide advisory committee survey results and solicit feedback on survey results and recommendations for response.
- Evaluate communications' effectiveness by surveying counselors, CTE faculty, and Student Services staff.

Work Team: Exec. Dean IVC/Wkfc. & Econ. Dev.

Timeline: Starting Year 2 (2013-2014). September 2013 - June 2015

Timeline Summary

Action Step	Year 1—2012-2013	Year 2—2013-2014	Year 3—2014-2015
1.1	X	X	X
1.2	X	X	X
1.3	X	X	X
1.4	X	X	X
1.5	X	X	X
1.6	X	X	X
2.1	X	X	X
2.2		X	X
2.3		X	X
2.4			X
3.1	X	X	X
3.2	X	X	X
3.3		X	X
3.4			X
3.5	X	X	X
3.6	X	X	X
3.7	X	X	X
3.8	X	X	X
3.9	X	X	X
3.10		X	X
3.11	X	X	X
3.12	X	X	X
4.1	X	X	X
4.2	X	X	X
4.3		X	X
4.4	X	X	X
4.5	X	X	X
5.1	X	X	X
5.2	X	X	X
5.3	X	X	X
5.4	X	X	X
5.5	X	X	X
5.6	X	X	X
5.7	X	X	X
5.8	X	X	X
5.9	X	X	X
6.1	X	X	X
6.2		X	X
6.3		X	X
6.4			X

Action Step	Year 1—2012-2013	Year 2—2013-2014	Year 3—2014-2015
7.1	X	X	X
7.2	X	X	X
7.3	X	X	X
7.4	X	X	X
7.5	X	X	X
7.6	X	X	X
7.7	X	X	X
7.8	X	X	X
8.1	X	X	X
8.2	X	X	X
8.3	X	X	X
8.4	X	X	X
9.1	X	X	X
9.2	X	X	X
9.3	X	X	X
9.4	X	X	X
9.5	X	X	X
9.6		X	X
10.1	X	X	X
10.2	X	X	X
11.1	X	X	X
11.2	X	X	X
11.3	X	X	X
11.4	X	X	X
11.5	X	X	X
11.6	X	X	X
12.1	X	X	X
13.1	X	X	X
13.2		X	X
13.3		X	X
70 Action Steps	**57**	**67**	**70**

Abbreviation Reference Sheet for COM Administrators' Titles

Superintendent/President   Superintendent/President of the College of Marin

VP College Operations   Vice President of the Office of College Operations

VP Student Learning   Vice President of the Office of Student Learning

VP Student Services   Vice President of the Office of Student Services

Exec. Dean IVC/Wkfc. & Econ. Dev.   Executive Dean of Indian Valley Campus and Workforce and Economic Development

Dean Enrollment Svcs. (A&R)   Dean of Enrollment Services (Admissions and Records)

Exec. Director CCR&A   Executive Director of the Office of Communications, Community Relations and Advancement

Exec. Director HR   Executive Director of the Office of Human Resources and Labor Relations

Director of AS&A (OIM)   Director of Academic Services and Articulation (Office of Instructional Management)

Director of CE,LL&IE   Director of the Office of Community Education, Lifelong Learning and International Education

Director of FS   Director of the Office of Fiscal Services

Director of IT   Director of the Office of Information Technology

Director of M&O   Director of the Office of Maintenance and Operations

Director of Modernization   Director of the Office of Modernization

Director of PRIE   Director of the Office of Planning, Research and Institutional Effectiveness

COLLEGE OF
MARIN

KENTFIELD CAMPUS
835 COLLEGE AVE.
KENTFIELD, CA 94904

INDIAN VALLEY CAMPUS
1800 IGNACIO BLVD.
NOVATO, CA 94949

WWW.MARIN.EDU
415.457.8811

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