













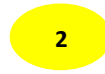


Strategic Plan 2012-2015 Progress Report

Academic Year 2014-15 was the final year of our second three-year cycle of strategic planning. Progress made on implementing the action steps for each objective in the plan are summarized in the table below. The numbers in each colored oval represent the number of action steps that were completed (green), on which substantial progress was made (yellow) and for which little or no progress occurred (red). Additional detail follows this summary. Overall, 46 of the action steps were completed, 20 show substantial progress and 4 show little progress. The next strategic plan, which will be finalized this fall, takes this progress into account.

Objective	Completion Status (# Action Steps)		
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.			
2. Instructional Technology: Implement the Instructional Technology section of the COM Technology Plan and evaluate its success.			
3. Distance Education: Implement the COM Distance Education Plan 2012-2015 and evaluate its success.			
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.			
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.			
6. Teaching and Learning Strategies: Develop, implement, and evaluate teaching and learning strategies that improve student success.			
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.			


Objective	Completion Status (# Action Steps)		
8. Facilities Plan: Implement and annually evaluate the COM Facilities Master Plan 2012, which addresses the physical plant, educational use, and district support of both campuses.	1	3	
9. Technology Plan: Implement and annually evaluate the COM 2012-2017 Technology Plan to ensure it effectively addresses the District's technology needs.	1	4	1
10. Assessment, Program Review, and Resource Allocation: Evaluate how effectively the results from SLO assessment and program review data are linked to resource allocation.	1	1	
11. Fiscal Stability: Develop a Fiscal Stability and Economic Development Plan so that the District can effectively strengthen, monitor, and evaluate its financial health.	3	3	
12. Financial Planning and Budgeting: Make financial planning and budgeting more transparent and accessible to all members of the College community.	1		
13. Communication with Community: Clearly communicate business and community assessments and feedback College wide and to the community at large.	3		


Objectives and Action Steps Detail


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.

- **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.
- **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.
- **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)


 **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.


 **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.


 **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.


Objective 2: Instructional Technology

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

 **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)


 **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)

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

 **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)

Objective 3: Distance Education Plan 2012-2015

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

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

- Action Step 3.2: Develop and assess DE student learning outcomes. (DE Plan - Item 7)
- 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)
- Action Step 3.4: Implement DE faculty assessment system. (DE Plan - Item 8b)
- Action Step 3.5: Continue to monitor the verification of student identity. (DE Plan item 8c)
- 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)
- 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)
- 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)
- 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)
- Action Step 3.10: Enhance College of Marin's awareness about the DE program. (DE Plan item 3.c)
- 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)
- Action Step 3.12: Continue to monitor staffing and funding for DE. (DE Plan item 10)

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.

- 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)
- 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)

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


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.


- Action Step 5.1: Analyze and summarize student success data collected via program review and research office (PRIE).
- 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.
- 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.
- Action Step 5.4: Implement the new enrollment priorities.
- Action Step 5.5: Prepare for required assessment, orientation and educational planning services.
- Action Step 5.6: Implement Degree Works.
- 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.
- Action Step 5.8: Identify, implement and report on Student Success evaluation criteria and student momentum points.
- Action Step 5.9: Prepare the New Matriculation Plan (Student Success and Support Program) according to new regulations, including student equity indicators.


Objective 6: Teaching and Learning Strategies

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

 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).

 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).


 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)


 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.


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.

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

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

 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.

 Action Step 7.4: Participate in EAP Conferences and workshops.

- Action Step 7.5: Prepare and disseminate precise messaging to high school students regarding academic rigor and expectations of readiness required in college.
- Action Step 7.6: Offer Assessment Preparation Workshops.
- 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.
- 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.)

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.





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

Objective 9: Technology Plan



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

- 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.
- 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.


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


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.

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

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.


-  Action Step 11.1: The Director of Fiscal Services (FS) will establish a four-year budget forecast.
-  Action Step 11.2: The Director of FS will develop financial models that are linked to the District's mission and enrollment management plan.
-  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.
-  Action Step 11.4: The Director of CE,LL&IE will explore and develop potential earned income through facility rental(s) and contract education.

 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.

 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.


Objective 12: Financial Planning and Budgeting

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


 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.

Objective 13: Communication with Community

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

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

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

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