Research Plan
2013-2016
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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.
College of Marin Integrated Planning Model

In an integrated planning process, all college planning is part of a functional system unified by a common set of assumptions and well-defined procedures, and is dedicated to the improvement of institutional effectiveness. The driving force for all college efforts is student learning. *Internal and External Research*, located at the center of the model, provides data, data analysis, and staff resources supporting decision making for the planning process.

After College of Marin (COM) developed various plans which were approved by the board of trustees in 2012, it prioritized the implementation of these plans within the College. The Office of Planning, Research, and Institutional Effectiveness (PRIE) then collected, organized and analyzed the following:

(a) the components of research elements from each of the plans,

(b) the research functions which are defined by the College,

(c) the accreditation and Chancellor’s Office’s requirements, and

(d) the research needs of the superintendent/president’s Cabinet members

The results of such analysis were used to establish the College of Marin Research Plan 2013-2016. Therefore, this plan can systematically support the College’s multiple priorities and accreditation efforts.

The various plans referenced above include the following:

- COM Strategic Plan 2012-2015
- COM Assessment Plan 2012
- COM Distance Education Plan 2012-2015
- COM 2012-2017 Technology Plan
- COM Revised Integrated Planning Manual

Other research functions include but are not limited to the following:

- enrollment reports
- student characteristics reports
- employee characteristics report
- Fact Book
- institutional student learning outcome (SLO) reports
- administrative services program review support
- other program review support
- COM Data Dashboard training support
- Student Success Scorecard Report
- Other student success and experience data
**Strategic Plan 2012-2015 Objectives and Action Steps**

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**Objective 1: Enrollment Management**

**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.

The Office of Planning, Research, and Institutional Effectiveness (PRIE) works with the Office of Student Learning to provide information regarding the following:

- trends of student educational goals
- enrollment and waitlist patterns to determine student need by course, discipline, schedule (i.e., days, evening, weekend), and campus.

**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.

Same as 1.1

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

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

The Office of PRIE works with the Distance Education Operational Team (DOT) and provides information on the following:

- DE course offerings, enrollment patterns, and student characteristics
- DE student achievement, including course withdrawals, retention, and success rates
- DE enrollment and waitlist patterns to quantitatively determine student need

In addition, the Office of PRIE provides the following:

- a report which compares and analyzes COM’s student enrollment patterns and characteristics in relationship to the College mission to determine whether the characteristics of the DE program is compatible with the College mission
- design and distribution service for student surveys, and later, survey assessment results to meet student needs.
Action Step 3.2: Develop and assess DE student learning outcomes. (DE Plan - Item 7)

The Office of PRIE works with the Distance Education Operational Team (DOT) to analyze DE Program SLO assessment results.

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)

The Office of PRIE works with the Distance Education Operational Team (DOT) to develop the self-evaluation tool (if the tool is a survey).

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)

PRIE works with the Distance Education Operational Team (DOT) to develop the survey tool and analyze the results.

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)

Same as 3.8

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

Same as 3.8

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)

Same as 3.8

Objective 4: Professional Development for Instructional Technology

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)

The Office of PRIE works with the instructional technologist and the Professional Development Operational Team (PDOT) to develop a survey tool and analyze the results.
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.)

Same as 4.1

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)

Same as 4.1

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

Same as 4.1

Objective 5: Student Success Initiative

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

The Office of PRIE works with the Office of Student Services to provide student course retention and success rates and additional information needed to complete this action step.

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.

The Office of PRIE works with the Office of Student Services to provide the following:
- analysis of time to degree by (a) educational goal, (b) math, (c) English, (d) ethnicity, and (e) hours earned
- additional/drill down information needed to complete this action step

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.

The Office of PRIE works with the Office of Student Services to provide program review data.
**Objective 6: Teaching and Learning Strategies**

**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).**

The Office of PRIE provides information on the following:

- student achievement including summary data and longitudinal data for course/program/certificate completion, licensure pass data, job placement data (as available), graduation data, university transfer data, time to degree data, etc.

The Office of PRIE works with the superintendent/president, the vice president of Student Learning, the vice president of Student Services, and the academic senate to assess the appropriateness of the standards for student success.

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**Objective 7: Community Partnership**

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

The Office of PRIE works with the superintendent/president and the vice president of Student Services to provide the following:

- information on local high school student success through High School Origin Reports, Placement Reports, Concurrent High School Student Reports, and Current High School Graduates Reports
- information for 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.)
Action Step 7.2: Provide data to high schools on enrollment, assessment and performance of their students at COM, including concurrently enrolled students.

Same as 7.1

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.

The Office of PRIE works with the Office of Student Services to support/track:
- the success of former students at COM who tested at college-ready level
- incoming college-ready students and those who successfully completed the Expository Reading and Writing Course ERWC course in their senior year

COM Fact Book
The Office of PRIE provides/updates information in the COM Fact Book.

COM Student Characteristics Report
The Office of PRIE provides the following:
- the Credit Student Characteristics Report for fall and spring at the beginning of each semester
- the Noncredit Student Characteristics Report for fall and spring at the end of each semester
- the Community Education Student Characteristics Report for fall and spring at the end of each semester

COM Data Dashboard
The Office of PRIE provides training on the utilization of the COM Data Dashboard to all College of Marin administrators, faculty and staff

COM Enrollment Report
The Office of PRIE provides the Enrollment Report to the board of trustees at the beginning of each semester.
**COM Student Success Scorecard Report**
The Office of PRIE provides the COM Student Success Scorecard Report to the board of trustees in April of each year.

**COM Institutional SLO Results**
The Office of PRIE provides COM's College wide/Institutional SLO Reports each year.

**COM Employee Report**
The Office of PRIE works with the Office of Human Resources to provide a College of Marin employee characteristics report.
Communications
The products of this Research Plan will be communicated through the following methods:

- electronic “President’s Weekly Briefing” or general college wide email system to the College community
- email, paper or website reference provided to the superintendent/president’s Cabinet
- email, paper or website reference provided to the instructional team
- email, paper or website reference provided to the student services team
- email, paper or website reference provided to academic senate
- email, paper or website reference provided to appropriate governance committees
- verbal or PowerPoint delivery in President’s Open Forum

Outcomes
The outcomes of utilizing the products of this Research Plan will be demonstrated in the Strategic Plan Progress Report, in terms of how people make changes in their strategies to improve student success.