College of Marin

Strategic Plan 2012-2015

(Draft)

Version 9-24-2012
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### Strategic Plan 2012-2015 Educational Master Plan Recommendations and Objectives

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<td><strong>Student Access</strong></td>
<td><strong>1.</strong> 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.</td>
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<tr>
<td>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*)</td>
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<td><em>CR5 reads: “Access and make changes as needed in the class scheduling patterns and practices so that the time, days, and methods of delivering instruction match the needs of commuters and working adults.”</em></td>
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<td>SA3: Support distance education and effective use of instructional technology by providing:</td>
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<td>- the hardware and software needed to offer online courses successfully;</td>
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<td>- expansion of faculty and student training in online environment and;</td>
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<td>- evaluation of all aspects of distance education and other instructional technology, including assessment of our ADA compliance.</td>
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<tr>
<td><strong>2.</strong> Implement the Instructional Technology section of the COM Technology Plan and evaluate its success.</td>
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<td><strong>3.</strong> Implement the COM Distance Education Plan and evaluate its success.</td>
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<td><strong>4.</strong> 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.</td>
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<td><strong>Student Success</strong></td>
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<td>SS1: Develop, implement, and evaluate a college-wide plan for student retention and success, including mechanisms to connect SLO assessment to program review.</td>
<td>5. Building on the analyses of the discipline-specific student access and success program review sections and 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.</td>
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<td>SS3: 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.</td>
<td>6. Develop, implement, and evaluate teaching and learning strategies which improve student success.</td>
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<td>SS4: Improve the coordination of basic skills programs and services by implementing needed changes as identified in the college’s BSI self-assessment, such as adjustments in curricular alignment, including curriculum alignment with K12, assessment procedures, scheduling practices, and support services.</td>
<td>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.</td>
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<td><strong>College Systems</strong></td>
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<td><strong>CS2:</strong> 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*)</td>
<td>8. Implement and annually evaluate the COM Facilities Master Plan 2012, which addresses the physical plant, educational use, and district support of both campuses.</td>
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<td><em>CS 1 reads: “Develop, implement, and evaluate a plan that addresses the physical plant, educational use, and district support of the Indian Valley Campus.”</em></td>
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<td><strong>CS3:</strong> 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.</td>
<td>9. Implement and annually evaluate the COM Technology Plan to ensure it effectively addresses the District’s technology needs.</td>
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<td><strong>CS5:</strong> 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.</td>
<td>10. Evaluate how effectively the results from SLO assessment and program review data are linked to resource allocation.</td>
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<td>Develop and implement a long-term sustainable financial plan for the district. (Note: this was new added to the EMP recommendations. Came from President/Superintendent’s goal.)</td>
<td>11. Develop a Fiscal Stability and Economic Development Plan so that the District can effectively strengthen, monitor, and evaluate its financial health.</td>
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<td><strong>Community Responsiveness</strong></td>
<td>13. Clearly communicate business and community assessments and feedback college wide and to the community at large.</td>
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<td>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.</td>
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<tr>
<td>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/web.</td>
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</table>
Strategic Plan 2012-2015 Objectives and Action Steps

Objective 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.

Champions: VPSL and VPSS

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, waitlist patterns to quantitatively determine student need.

Work Team: Deans/Directors, OIM, PRIE, Counselors, A & R, and IT.

Priority: Ongoing. Starting year one for analysis, and each subsequent year to both analyze and make adjustments to practices and procedures as a result of 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
- 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
Objective 1: Enrollment Management

Educational goals within a two to four-year time period, depending on their level of preparation

- If available, disciplines will develop SB 1440 degrees for transfer

Work Team: VPSL & VPSS, Deans and Directors, Discipline Faculty & Chairs, OIM, PRIE, Counselors, Chair(s) of Curriculum Committee

Priority: Ongoing. Starting year one to develop process maps for analysis, and each subsequent year to both analyze and make adjustments to practices as a result of additional and updated process maps’ analysis

Action Step 1.3: Create clear, user-friendly educational pathways that guarantee classes for students and students for classes. VPSS, in collaboration with Counselors and discipline Faculty, will create cohort based educational pathways for discreet certificate programs and degrees (including 1440’s)

Methods and outcomes:

- Complete two UC Transfer, two CSU, two CTE, and a College Skills program process maps and build academic pathways that correspond to these areas (Tier One: Complete at least six-ten (6-10) process maps this Academic Year, and six to ten process maps each successive year of this Strategic Plan through 2015)
- Counselors use pathway maps with students, to guide students to completion of their educational objective.

Work Team Representatives: VPSS, VPSL, Counselors, Discipline Faculty & Chairs, and Deans/Directors

Priority: Starting year 1. 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

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.

Measurable outcomes:

- Enrollment management plan is developed, with clear links to relevant internal and external data
Objective 1: Enrollment Management

Work Team: IT, A & R, PRIE, OIM, Dean of Enrollment Services, VPSS & VPSL, and Counselors, Deans and Directors, and Discipline Faculty & Chairs

Priority: Ongoing. Starting year 1 by completing partial draft of enrollment plan year one; analyze data and budgetary realities each subsequent year to further flesh out and refine the plan.

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

Measurable outcomes:
- AP 5055 Enrollment Priorities is revised to reflect new priorities.
- New priorities are implemented through the registration process.
- Analyze enrollment patterns after one year.

Work Team: Dean of Enrollment Services, VPSS & VPSL, Director of IT, Deans and Directors

Priority: Starting year 1. Complete by end of year two (2) of Strategic Plan—2013

Action Step 1.6: The Dean of Enrollment Services, in consultation with the VPSS 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.

Measurable outcomes:
- Increase access to and use of online registration & enrollment process using new enrollment priorities by 2% or more each respective year of the plan.

Work Team Representatives: IT, A & R, PRIE, OIM, Dean of Enrollment Services, VPSS & VPSL, and Counselors

Priority: Ongoing, annually, Starting year 1.
Objective 2: Implement the instructional Technology section of the COM Technology Plan and evaluate its success.

Champions: VPSL and 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.

Measurable outcomes:

- Establish a student domain for computers in computer classrooms and labs
  - Use newly developed management platform for deploying new services to labs, and
  - Facilitate software license management across multiple labs
  - Quality training workshops for faculty and student use of Moodle respective to their role
  - Implement remote inventory tracking
  - Survey IT staff, Lab Technicians, and faculty associated with this Action Step to measure success

Work Team Reps: IT, lab techs, and directly associated faculty members

Priority: ongoing, annually, starting in Year 1, 2012-2013

Action Step 2.2: Information Technology 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.

Measurable outcomes:

- Implement new “quick response” procedures
  - Upon implementation: survey faculty to determine whether problem resolution services for faculty in the classroom is improved; to determine whether the response time (for resolution of classroom technology problems) is reduced; and, whether classroom experience for both faculty and students is improved.

Work Team Reps: IT, faculty/Department Chairs

Priority: ongoing, annually, starting in Year 2, 2013-2014
Objective 2: Instructional Technology

Action Step 2.3: The College will implement virtual desktop technology in classroom computers in the same manner as described in the computer lab initiative.

Measurable outcomes:

- Implement new “quick response” procedures
  - Upon implementation of virtual desktop hold faculty 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.

Work Team Representatives: IT, faculty/Department Chairs, Business Office, Human Resources (budgetary and staff impact noted)

Priority: ongoing, annually, starting in Year 2, 2013-2014

Action Step 2.4: The College will implement 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 student educational experiences on an ongoing basis while using resources efficiently.

Measurable outcomes:

- Implement process for researching and piloting new classroom technologies such as classroom response systems and lecture capture
  - 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: IT, faculty/Department Chairs

Priority: ongoing, annually, starting in Year 3, 2014-2015
Objective 3: Implement the COM Distance Education Plan and evaluate its success.

Champions: VPSL and PRIE

**Monitoring**

Action Step 3.1: Monitor of course offerings, enrollment patterns, students’ characteristics, and research. (DE Plan item 1 and 2)

Methods & outcomes:
- College will be able to (a) meet current students’ needs for more flexibility and to help them progress in a timely manner and (b) meet the compatibility/integration with institutional mission.
  - Complete annual report.
  - Compare/analyze report about students’ enrollment pattern and characteristics with our college mission in order to know whether DE is compatible with college mission.
  - Complete student survey for meeting their needs.

Work Team: Distance Education Committee (DEC), PRIE Director, VPSL

Timeline: As appropriate, Starting Year 1, 2012-2013.

Action Step 3.2: Monitor and evaluate DE student achievement. (DE Plan item 6)

Methods & outcomes:
- DEC will provide recommendations and/or strategies to improve DE student achievement.
  - Analyze DE courses withdrawals, retention, and success rates.
  - Provide recommendations and/or strategies to improve it.

Work Team: PRIE Director, DEC, VPSL, SAS

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 3.3: Develop DE student learning outcomes. (DE Plan item 7)

Methods & outcomes:
Objective 3: Distance Education Plan

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

Work Team: PRIE Director, DEC, VPSL

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 3.4: Ongoing Planning, Implementation, and Evaluation for DE Program. (DE Plan item 11)

Methods & 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.
  - Review and update DE initiatives either annually or as appropriate.
  - Provide recommendations and/or strategies to improve DE program.

Work Team: PRIE Director, VPSL, DEC

Timeline: Either annually or as appropriate, Starting Year 1, 2012-2013

Assessing

Action Step 3.5: Develop a tool for DE faculty to self-evaluate their pedagogical and technical skills and make self-training more accessible. (DE Plan item 4 and Technology Plan II.B.1)

Methods & outcomes:
- College will be able to better support and provide training to DE faculty and faculty who access the online working environment.
  - Design/select/develop the tool (by spring 2014).
  - Implement the tool (by fall 2014).
  - Evaluate the tool.
  - Survey faculty.

Work Team: PRIE Director, DEC, VPSL

Timeline: Annually, Starting Year 2, 2013-2014
Objective 3: Distance Education Plan

Action Step 3.6: Develop DE skills self-evaluation tool for students to assess online readiness and provide training for DE students in Moodle to assure student success. (DE Plan item 5 and Technology Plan II.B.1)

Methods & outcomes:
- College will be able to support DE students to self-assess their readiness to be successful as online students.
  - Collaborate with Counseling Department regarding the support of DE student self-evaluation.
  - Design/select/develop the tool.
  - Implement the tool.
  - Evaluate the tool.
  - Survey students.

Work Team: PRIE Director, MPT, DEC, VPSL

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 3.7: Implement DE faculty assessment system. (DE Plan item 8b and 8c)

Methods & 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 and training deans to evaluate online courses. (2012-2013)
  - DE course evaluation will be implemented using both the Instructional Performance Distance Education Observation Form and the student evaluation form pending their approval in the UPM contract.
  - Course Evaluation forms
  - Provide recommendations and/or strategies to improve the DE program.

Work Team: PRIE Director, DEC, VPSL

Timeline: Starting Year 2 or Year 3, 2013-2014 or 2014-2015

Compliance

Action Step 3.8: Continue Monitor the Verification of Student identity. (DE Plan item 8c)

Methods & outcomes:
Objective 3: Distance Education Plan

- 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.
  - Monitor through Banner system.

Work Team: Dean of Admission and Records and IT Director

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 3.9: Assure Students’ Accessibility to DE Program. (DE Plan item 8d and Technology Plan II.B.1)

Methods & outcomes:
- College will be able to assure students’ accessibility to DE Program.
  - Provide appropriate and sustainable ADA training and assessment.
  - Provide ADA compliance DE website and the Moodle webpage.
  - Monitor quantity of DE courses compliant with legal accessibility requirements.
  - Provide recommendations and/or strategies to improve DE program.

Work Team: DSPS, PRIE Director, VPSL

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 3.10: Continue Monitor Policy and Procedure changes from Title 5, as well as standards from ACCJC. (DE Plan item 9)

Methods & outcomes:
- College will be able to assure in compliance with Title 5 as well as meet ACCJC’s standards.
  - Policy and standards meetings.
  - Provide recommendations and/or strategies to improve DE program.

Work Team: PRIE Director, DEC, VPSL, Policy Task Force, AC, ASC

Timeline: Ongoing, Year 1 (2012-2013)

Training/Support Services

Action Step 3.11: Improve and expand student and faculty usage of Moodle to ensure efficiency. (DE Plan item 3.a. and Technology Plan II.B.1)
Objective 3: Distance Education Plan

Methods & outcomes:
- College will be able to improve consistency for students and faculty in terms of how they access course assignments, materials and grades.
  - Conduct training and workshop for faculty and students how to use Moodle.
  - Use tracking systems to monitor help requests and help tickets.
  - Survey students and faculty satisfaction to evaluate progress.

Work Team: Moodle Production Team (MPT), PRIE Director, DEC, VPSL
Timeline: Ongoing, Starting Year 1, 2012-2013

Action Step 3.12: 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 & 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.

Work Team: Student Services, VPSS, PRIE Director, VPSL
Timeline: Ongoing, Starting Year 1, 2012-2013

Action Step 3.13: Enhance College of Marin’s awareness about the DE program. (DE Plan item 3.c)

Methods & outcomes:
- College will be able to effectively communicate with students and faculty about DE program.
  - Enhance DE Website and measure its usage.
  - Enhance Moodle homepage and measure its usage.
  - Pre and post assessment and measure intervention
  - Survey students’ and faculty’ satisfaction.

Work Team: Student Services, VPSS, PRIE Director, VPSL
Timeline: Annually, Starting Year 2, 2013-2014

Action Step 3.14: Provide online pedagogy and technical support for faculty who wish to offer course in a DE format. (DE Plan item 8a)

Methods & outcomes:
Objective 3: Distance Education Plan

- College will be able to assure the effectiveness of instruction.
  - Study and recommend a method for determining instructors’ suitability for teaching online.

Work Team: PRIE Director, DEC, VPSL

Timeline: Starting Year 1, 2012-2013

Resource Allocation

Action Step 3.15: Continue Monitor Staffing and Funding for DE. (DE Plan item 10)

Methods & outcomes:
- College will be able to assure the sustainability and infrastructure to support the quality of DE program.
  - Monitor staffing requests, workload, and budgets.
  - Provide recommendations and/or strategies to improve DE program.

Work Team: PRIE Director, VPSL, VPCO, PRAC

Timeline: Annually, Starting Year 1, 2012-2013
Objective 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.

Champions: VPSL and PRIE

Action Step 4.1: Improve and expand student and faculty usage of Moodle to ensure efficiency. (Related DE Plan item 3.a, Technology Plan II.B.1, and SP Objective 3 Action Step 3.11.)

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.
  - Evaluate training and workshop for faculty and students how to use Moodle.
  - Study and recommend a method for determining instructors’ suitability for teaching online.
  - Survey students and faculty satisfaction to evaluate progress.

Work Team: Moodle Production Team (MPT), PRIE Director, DEC, VPSL

Timeline: Ongoing, Starting Year 1, 2012-2013

Action Step 4.2: Provide online pedagogy and technical support for faculty who wish to offer course in a DE format or face-to-face course. (Related to DE Plan item 8a and Objective 3 Action Step 3.14)

Methods and Outcomes:
- College will be able to assure the effectiveness of instruction.
  - Survey faculty satisfaction
  - Use tracking systems to monitor help requests and help tickets.

Work Team: PRIE Director, DEC, VPSL

Timeline: Starting Year 1, 2012-2013

Action Step 4.3: Develop DE skills self-evaluation tool for students to assess online readiness and provide training for DE and face-to-face students in Moodle to assure student success. (Related to DE Plan item 5, Technology Plan II.B.1, and SP Objective 3 Action Step 3.6)
Objective 4: Training for Instructional Technology

Methods and Outcomes:
- Collaborate with Counseling Department regarding the support of student self-evaluation.
- Design/select/develop the tool.
- Implement the tool.
- Evaluate the tool.
- Survey students.
- Note: communication—determine location of links: link in registration links, link in welcome letter, and notify faculty

Work Team: PRIE Director, MPT, DEC, VPSL

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 4.4: Provide instructional technology training to faculty and staff for improve their technology skills. (Technology Plan II.C.3)

Methods and Outcomes:
- Identify commonly used instructional software applications in coordination with IT
- Provide training on commonly used instructional software applications
- Assist faculty using desktop tools to develop instructional materials
  - Feedback on training success

Work Team: PRIE Director, IT, VPSL

Timeline: Annually, Starting Year 1, 2012-2013

Action Step: 4.5: Provide ADA training and assessment to faculty and staff to assure students’ accessibility to their course material in Moodle. (Related to SP Objective 3 Action Step 3.9)

Methods and Outcomes:
- Provide ADA assessment for courses (both DE and face-to-fae)
- Provide regular ADA training
  - Feedback on training success

Work Team: DSPS, PRIE Director, VPSL

Timeline: Annually, Starting Year 1, 2012-2013
Objective 5: Building on the analyses of the discipline-specific student access and success program review sections and 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: VPSS

Action Step 5.1: Analyze/summarize student success data collected via program review and research office (PRIE) for the years 2009-2012

Methods and Outcomes:
- Review Access and Success Sections of Program Reviews submitted during that three year period, along with student retention and completion rates in a disaggregated data format. Produce summary report.

Work Team: VPSS, AS President, PRIE Director

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 3 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

Work Team: VPSS, Dean of Enrollment Services, IT Director/Analyst

Timeline: Starting Year 1, 2012-2013; completed 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:
Objective 5: Student Success Initiative

- 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 Record. Group 2: CalWORKS, EOPS, Matriculation Services, Transfer & Career Center, DSPS. Group 3: Child Development Center, Health Center, Job Placement Center, Student Affairs and Tutoring and Learning Center.

Work Team: VPSS, Student Services Team, PRIE, AS President

Timeline: Group 1 will be completed 2012-2013; Group 2 will be completed 2013-15; Group 3 will be completed in 2014-15

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 these, notify students. Outcome will be successful implementation of new enrollment priorities.

Work Team: VPSS, VPSL, President, IT Director, 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 80% of first-time, incoming students; develop an Accuplacer Prep 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 format 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 this work, the College will be in compliance with this section of the Student Success Act of 2012

Work Team: VPSS, Assessment Coordinator, Counselors, 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:
Objective 5: Student Success Initiative

- Degree Works 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 and Counselors as front-line users. A&R 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, providing clear information to students of the requirements they have completed and those that they still need given their educational goal and major.

Work Team: Representatives from Ellucian, A&R, OIM, Counseling and IT.

Timeline: Starting Year 1, 2012-2013 (first catalog year completed), Fully functional (5 catalog years) 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 student 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: VPSS, VPSL English/Math Department Chairs, Select Counselors, 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 Prep 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: VPSS, VPSL Student Services Team, IT Director

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: VPSS, PRIE Director, Fiscal Services

Timeline: Annually, Starting Year 1, 2012-2013
Objective 6: Develop, implement, and evaluate teaching and learning strategies that improve student success.

Champion: VPSL

Action Step 6.1: The Faculty Senate members, SLO facilitators, and Department Chairs in consultation with the VPSL will develop, implement, and evaluate teaching and learning strategies 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 sustaining a successful campus TLC for faculty to share, teach, learn, and implement teaching and learning strategies that improve student success

Work Team: Faculty Senate members and Department Chairs in consultation with the VPSL

Timeline: Ongoing, annually, Starting Year 2, 2012-2013

Action Step 6.2: The Faculty Senate members, SLO facilitators, and Department Chairs in consultation with the VPSL will develop, implement, and evaluate teaching and learning strategies 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
  - Describe and inventory particular innovations that surface as a result of FIGs work

Work Team: Faculty Senate members and Department Chairs in consultation with the VPSL

Timeline: Ongoing, annually, Starting in Year 2, 2013-2014
Objective 6: Teaching and Learning Strategies

Action Step 6.3: The Student Access Success Committee and Student Services SLO facilitators in consultation with the VPSL and VPSS 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 Success Committee identifies a subcommittee to research and report back on best practices/structure of a College Success Academy
  - Develop and implement a College Success Academy
  - Improve student self-efficacy and student success

Work Team: Student Access Success Committee, Professional Development Committee, and Student Services SLO Facilitators in consultation with the VPSL and VPSS.

Timeline: Ongoing, annually, Starting with Year 3, 2014-2015
Objective 7: 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: VPSL & VPSS

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

Methods and Outcomes:
- Continue hosting HS Counselor’s Luncheon and the High School Principals Breakfast; continue participation in community collaborative 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: President, VPSL, VPSS, PRIE Director, MCOE, other community educational agencies and organizations.

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 7.2: Provide data to HS 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: VPSS, PRIE Director, President, Outreach Supervisor

Timeline: Annually, Starting Year 1, 2012-2013
Action Step 7.3: Begin piloting the Early Assessment Program (EAP) and work with HS 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 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

Work Team: VPSS, VPSL, HS Principals/Desigenees, Assessment Office, PRIE Director

Timeline: Pilot implementation Starting Year 1, 2012-2013, completed in 2013-14

Action Step 7.4: Participate in EAP Conferences and workshops

Methods and Outcomes:
- Attend all EAP Conferences, workshops and trainings

Work Team: VPSS, VPSL, English & Math Department Chairs, MCOE Designees

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 7.5: Prepare and disseminate precise messaging to HS 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 to 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: VPSS, VPSL Outreach Office, Student Services Team, ASCOM

Timeline: Annually, Starting Year 1, 2012-2013
Objective 7: Community Partnership

Action Step 7.6: Offer Assessment Prep Workshops

Methods and Outcomes:
- Develop and conduct Accuplacer Prep Workshops similar to SAT Workshops that are offered for university-bound students. Establish current performance baseline of student assessment over the past 3 years and establish an improvement goal for 2013-14. Assess effectiveness of the prep workshops

Work Team: VPSS, VPSS, Counseling Department Chair, Outreach Supervisor, Assessment Coordinator

Timeline: Pilot assessment prep workshops in spring 2013, refine in subsequent years.

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 HS) 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 like 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: VPSS, VPSL, HS 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 to jointly develop new common standards for college and career readiness & the development of a common centralized 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 establish various statewide work groups to address specific SSTF recommendations including one that focuses on common core standards and another on common assessment. It is important for the College to stay informed on developments
Objective 7: Community Partnership

in these areas. This will further inform local efforts in our collaborative work with our K-12 partners.

Work Team: VPSS, VPSL, President

Timeline: Annually, Starting Year 1, 2012-2013
Objective 8: Implement and annually evaluate the COM Facilities Plan 2012, which addresses the physical plant, educational use, and District support of both campuses.

Champions: VPCO, Modernization, & 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:
  a. Superintendent/President
  b. President’s Cabinet including the Vice President of College Operations, the Vice President of Student Learning, and Vice President of Student Services
  c. Director of Maintenance & Operations (M & O)
  d. Maintenance Supervisor
  e. Dannis Woliver Kelley, Legal Counsel
  f. Swinerton Management and Consulting (SMC)
  g. Other stakeholders as directed by the Vice President of College Operations

Work Team: Department of Modernization in consultation with the Vice President of College Operations

Timeline: Ongoing, Year 1 (2012-2013):

Action Step 8.2: The Vice President of College Operations will develop a comprehensive M & O Plan.

Methods and Outcomes:
- The Director of M & O will present the completed M & O Plan to the Vice President of College Operations and stakeholders for review and recommendation.
  - A quarterly progress report will be submitted to the Vice President of College Operations for discussion and consultation with the Superintendent/President’s Cabinet.
Objective 8: Facilities Plan

Work Team: Vice President of College Operations and Director of Maintenance & Operations

Timeline: Starting Year 1, 2012-2013

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

Methods and Outcomes:
- The Director of Maintenance & Operations will provide a quarterly progress update to the Vice President of College Operations on the status on the expanded implementation of Resource 25.

Work Team: Maintenance and Operations Department

Timeline: Starting Year 1, 2012-2013

Action Step 8.4: The Director of Modernization and 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 or updates in the education plan.

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 California Community Colleges Chancellor's Office.

Work Team: Director of Modernization and Director of Maintenance and Operations

Timeline: Annually, Starting Year 1, 2012-2013
Objective 9: Implement and annually evaluate the COM 2012-2017 Technology Plan to ensure it effectively addresses the District's technology needs.

Champions: VPCO & IT

Action Step 9.1: The Director of Information Technology, in consultation with staff and other stakeholders, will develop 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 Information Technology, in consultation with staff and other stakeholders, will develop a status report of all the initiatives identified for 2012-2013. The report should reflect which projects are:
  - Completed
  - In-progress; including an estimated completion date and percentage complete
  - Scheduled; including projected start and completion date(s), for the projects yet to begin

Work Team: IT Director, VPCO

Timeline: Starting Year 1, 2012-2013.

Action Step 9.2: The Vice President will distribute the status report to the Superintendent/President and his Cabinet for discussion, review, and distribution.

Methods and Outcomes:
- 2012-2013 Technology Plan initiatives will be presented by the Vice President of College Operations

Work Team: VPCO

Timeline: Starting Year 1, 2012-2013.

Action Step 9.3: In consultation with the Technology Committee and other college constituent groups, staff will develop priorities for all recommendations which are identified as fiscal year
2012-2013 and later for implementation. The priorities will include estimated cost, source of funds, and timeline for implementation. Recommendations will be submitted to the Vice President of College Operations and Superintendent/President for approval and submittal to the Board of Trustees for final approval of the priority and funding.

Methods and Outcomes:
- Priorities from the Technology Plan for 2012-2013 year will be identified and implemented

**Work Team:** IT Director, Technology Committee, VPCO

**Timeline:** Starting Year 1, 2012-2013.

Action Step 9.4: The Director of Information Technology, in consultation with staff and stakeholders, will develop and put forth a budget request through proper channels for the 2013-2014 initiatives and will develop an implementation timeline for the remaining initiatives identified, project schedule, and begin implementation.

Methods and Outcomes:
- Secure funding for initiatives identified for 2013-2014 in the Technology Plan

**Work Team:** IT Director, VPCO

**Timeline:** Starting Year 1, 2012-2013.

Action Step 9.5: The Director of Information Technology, in consultation with staff, will ensure implementation of 2013-2014 initiatives in the Technology Plan by submitting quarterly status reports to the Vice President College Operations.

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

**Work Team:** IT Director, VPCO

**Timeline:** Starting Year 2, 2013-2014.

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

Methods and Outcomes:
Objective 9: Technology Plan

- 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: IT Director, VPCO


Action Step 9.7: The Director of Information Technology, in consultation with staff, will put forth a budget request through proper channels for the 2014-2015 initiatives

Methods and Outcomes:
- Secure funding for initiatives identified for 2014-2015 in the Technology Plan

Work Team: IT Director, VPCO


Action Step 9.8: The Vice President of College Operations, in consultation with the Director of Information Technology (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
  - The report will indicate 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.

Work Team: IT Director, VPCO

Timeline: Starting Year 1, 2012-2013.

Action Step 9.9: The annual report will be submitted to the Vice President of College Operations and the appropriate shared governance committees for review discussion and consultation with the Superintendent/President’s Cabinet.

Methods and Outcomes:
- Submit and review the annual technology report.
Work Team: IT Director, VPCO

Timeline: Annually, Starting Year 1, 2012-2013.

Action Step 9.10: In addition to capital resources, new technologies require additional human resources. Commitments of staff time at all levels may be necessary to successfully acquire and implement new technology.

Methods and Outcomes:
- Ongoing implementation of new and effective technologies
  - Capital resources for new technologies is secured
  - Staff time is available for implementation

Work Team: IT Director, VPCO

Timeline: Annually, Starting Year 1, 2012-2013.
Objective 10: Evaluate how effectively the results from SLO assessment and program review data are linked to resource allocation

Champions: VPSL & VPSS

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

Methods and Outcomes:
- A discussion can be initiated at Cabinet to be followed up at PRAC as to how to measure effectiveness in this context. 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.

Work Team: President, VPSS, VPSL, AS President, PRAC

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 10.2: Conduct the evaluation of the effectiveness of the link between SLO assessments and program review to resource allocation

Methods and Outcomes:
- Utilizing agreed upon criteria, review program reviews of the last three years to see 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: President, VPSS, VPSL, AS President, PRAC

Timeline: Annually, Starting Year 1, 2012-2013

Action Step 10.3: Align SLO Assessment, Program Review timeline, with PRAC timeline, with Budget Development timeline

Methods and Outcomes:
- Based upon evaluation results, make adjustments to program review process or timeline, as well as to processes and timelines related to the Planning and Resource Allocation Committee 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.
Objective 10: Assessment, Program Review, and Resource Allocation

Work Team: President, VPSS, VPSL, AS President, PRAC

Timeline: Annually, Starting Year 1, 2012-2013
Objective 11: Develop a Fiscal Stability and Economic Development Plan so that the District can effectively strengthen, monitor, and evaluate its financial health.

Champions: VPCO, Workforce Development

Action Step 11.1: The Director of Fiscal Services 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:
  - Completion of a budget timeline that is synchronized with course schedule preparation
  - Completion of a long-term staffing and benefits plan for budgeting

Work Team: Director of Fiscal Services, Office of Instructional Management, Exec Dean IVC/Workforce, and Human Resources

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 11.2: The Director of Fiscal Services 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 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 Fiscal Services, Exec Dean IVC/Workforce, and Director of Enrollment Services

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 11.3: The Director of Community Education, Lifelong Learning, and International Educational 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:

a. Database development and tracking information
   - Updated marketing materials and completion of a new International Education website
b. Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of International Education.
c. International Education Strategic Plan
d. 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 for 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 Community Education, Lifelong Learning, and International Education, Exec Dean IVC/Workforce, and Executive Director of Communications, Community Relations, and Advancement

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 11.4: The Director of Community Education, Lifelong Learning, and International Educational 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 Community Education, Lifelong Learning, and International Education, Exec Dean IVC/Workforce, and Executive Director of Communications, Community Relations, and Advancement

Timeline: Ongoing, Year 1 (2012-2013)

Action Step 11.5: The Executive Director of Communications, Community Relations and Advancement will support fiscal stability at COM through the creation and development of a fully functioning Advancement office.
Objective 11: Fiscal Stability

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: Executive Director of Communications, Community Relations and Advancement

Timeline: Ongoing, Year 1 (2012-2015)

Action Step 11.6: The Executive Dean of Indian Valley Campus and Workforce & Economic Development, 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)
  - 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/Workforce, VPSL, PRIE, pertinent Faculty & Department Chairs, ExDir Advancement, Community (Business & Industry)

Timeline: Tier One Year 1, 2012-2013, Tier Two Annually Starting 2012
Objective 12: Make financial planning and budgeting more transparent and accessible to all members of the college community.

Champions: VPCO & Fiscal Services

Action Step 12.1: The Director of Fiscal Services will develop a vehicle for transparent and accessible Fiscal Services information.

Methods and Outcomes:
- Completion and publication of the updated Fiscal Services website

Work Team: Fiscal Services; College Operations; and Communications, Community Relations, and Advancement

Timeline: Year 1, 2012-2013

Action Step 12.2: The Director of Fiscal Services will review and obtain feedback on the Fiscal Services website.

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 on the new Fiscal Services website.

Work Team: Fiscal Services and College Operations
Timeline: Year 2, 2013-2014

Action Step 12.3: The Director of Fiscal Services will implement modifications/improvements to the Fiscal Services website.

Methods and Outcomes:
- Complete modifications and improvements to the Fiscal Services website

Work Team: Fiscal Services; College Operations; and Communications, Community Relations, and Advancement (if needed)

Timeline: Year 3, 2014-2015
Objective 13: Clearly communicate business and community assessments and feedback College wide and to the community at large.

Champion: Communications, Community Relations, and Advancement

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: Executive Director of Communications, Community Relations, and Advancement


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

Methods and Outcomes:
- Survey Advisory Committees

Work Team: Exec. Dean of Workforce Development and IVC


Action Step 13.3: Presentations about CTE programs to key community stakeholders and campus constituents

Methods and Outcomes:
- Provide information to community at large through Chamber of Commerce, WIB, Marin Economic Forum, Rotary
- Meet with Career Counselors, CTE faculty, and Student Services Staff to provide survey results and solicit feedback on survey results and recommendations for response
Objective 13: Communication with Community

- Evaluate communications effectiveness by surveying counselors, CTE faculty, and Student Services Staff

Work Team: Exec. Dean of Workforce Development and IVC