

## College of Marin Strategic Planning Priorities, Strategic Objectives and Action Steps 2009-2012

Priority	Strategic Objective	Action Step	What activities did you or will you do to achieve each action step?	What is or will be the assessment & evidence for each action step?	What are the outcomes/results for each strategic objective?
1 Improve Student Access	1.1	<p><b>1.1.1</b> Use fall 2007 and 2008 to prepare a matrix such as seen in <i>SAMPLE MATRIX 1</i> (attached document) for each discipline. <i>(Responsible Party: V.P. of Student Learning)</i> <i>(Timeline: April 2, 2009)</i></p>			
1 Improve Student Access	1.1	<p><b>1.1.2.</b> Analyze the patterns for each discipline to determine if all disciplines provide appropriately equitable student access both at Kentfield and Indian Valley campus. Use the chart prepared in Action Step 1.1.1 as well as current program review data that includes workload and FTES data. Establish targets for Spring 2010 and Fall 2010 semester schedules to</p> <ul style="list-style-type: none"> <li>- correct any identified deficits in scheduling patterns</li> <li>- specifically address student access for commuters and working adults</li> </ul> <p><i>(Responsible Party: V.P. of Student Learning in collaboration with the Division Deans, Dept. Chairs and Curriculum Committee)</i> <i>(Timeline: July 1, 2009)</i></p>	<p>Created class and program enrollment tracking system with ARGOS.</p> <p>Enrollment data incorporated into program reviews and tied to resource allocation requests.</p> <p>Create four-semester Academic Blueprint and Master Schedule to ensure optimal access of core academic courses for day and evening</p>	<p>ARGOS reports accessible to all depts. and manager on their desktops.</p> <p>Instructional and Student Service Program Reviews.</p> <p>Fall 2010-Spring 2012 Master Schedule given to dept chairs August 2010 to help their class scheduling</p>	<p>Revised class schedules submitted to VP/OIM within current unit allocation restrictions.</p> <p>Implementation deferred due to lack of resource allocation.</p> <p>Dept. Chairs and Divisional Deans can track enrollment and shift resources as needed to meet student</p>

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			<p>students. A separate Academic Blueprint for IVC also created to ensure students in north county has access to needed academic courses.</p> <p>Analyzed current enrollment patterns for fall and spring semesters, including wait-list data and enrollment histories.</p> <p>Also, the <i>Director of Modernization</i> attempted to develop/ implement a public transit incentive plan (mandate of President's Climate Commitment (PCC))</p>	<p>Submission of class schedules for succeeding terms, based on enrollment-pattern analysis.</p> <p>Public transit incentive (which could improve student access)</p>	<p>demand.</p> <p>Planning and Resource Allocation Committee uses information for resource allocation.</p> <p>Dept. Chairs and Division Deans use these documents for building class schedules.</p>

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<b>1</b> Improve Student Access	<b>1.1</b>	<p><b>1.1.3</b> Repeat Action Step #1 with spring and fall 2010 data to assess changes in class scheduling patterns. <i>(Responsible Party: Vice President of Student Learning)</i> <i>(Timeline: March 15, 2010)</i></p>	Analyzed the enrollment patterns for PE, interviewed with instructors and students to determine the course offer accessibility and scheduling pattern.	The results showed that the enrollments were high for the lecture online courses for several semesters. The students and instructors expressed the needs of students. (Demands were higher than the course offering (supplies).)	In order to meet students' needs, PE and HE will increase its' online offerings for 2010-2011 school year. In addition, several Hybrid course will also be added for 2011-2012 (lecture will be done online and lab will be conducted in person). PE and HE and Athletics will have 9 courses offerings on line by the end of the 2011-2012 school year and will greatly improve student access.
<b>1</b> Improve Student Access	<b>1.1</b>	<p><b>1.1.4</b> Analyze the patterns for each discipline to determine if all disciplines provide appropriately equitable student access* at Kentfield and IVC. Establish targets for fall 2011 and spring 2012 semester schedules to</p> <ul style="list-style-type: none"> <li>- correct any identified deficits in</li> </ul>	(Same as 1.1.2.) Analyzed current enrollment patterns for fall and spring semesters, including wait-list data and enrollment histories.	Submission of class schedules for succeeding terms, based on enrollment-pattern analysis.	Revised class schedules submitted to VP/OIM within current unit allocation restrictions.

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		<p>scheduling patterns</p> <ul style="list-style-type: none"> <li>- specifically address student access for working and commuting adults</li> </ul> <p><i>(Responsible Party: V.P. of Student Learning)</i> <i>(Timeline: March 30, 2010)</i></p>			
<b>1</b> <b>Improve Student Access</b>	<b>1.2</b>	<p><b>1.2.1</b> Create a structure and protocol for distance education courses that includes an advisory committee to plan and assess instructional technology at COM, a supervisor of the program, a teacher-resource person, technical support for staff and students, and a mid to long-term instructional technology plan.</p> <p><i>(Responsible Party: V.P. of Student Learning)</i> <i>(Timeline: December 1, 2009)</i></p>	<p>Participated in deliberations and actions of “DE Think-Tank” ad-hoc committee.</p> <p>Participated with Distance Education and Technology-Assisted Learning Task Force (DETAL) in program review for Distance Education, recommending a 3-year plan for DE. Hired a faculty resource facilitator in fall 2009, spring 2010, and summer 2010 to achieve specific infrastructure goals.</p>	<p>DE Program Review Faculty training sessions held during fall 2009 and spring 2010.</p> <p>Formal presentations on infrastructure were held for counselors, librarians, technical staff and PRAC. A process was collaboratively designed by Learning Resources and DSPS for ensuring that DE course materials are compliant with ADA regulations. EduStream and ARTstor programs have been</p>	<p>Student success rates in DE courses increased from a low point of 33% in fall 2007 to a high point of 52% in fall 2009.</p>

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				implemented. Blackboard CMS has been upgraded to unlimited site license as of fall 2010.	
1 Improve Student Access	1.2	<p><b>1.2.2</b> Based on the data generated in Action Step 1.1.1 and the analysis conducted in Action Step 1.1.2, determine specific targets for distance education course offerings by discipline for fall 2010 semesters. These targets are contingent on progress on providing infrastructure to support distance education offerings. (Note: an increase in the number of distance education courses offered does not necessarily mean a net increase in the number of sections offered by the program or the college as a whole.)</p> <p><i>(Responsible Party: V.P. of Student Learning)</i> <i>(Timeline: March 1, 2010)</i></p>	This goal needs to be revised to fall 2011 because of curriculum committee schedule.		
1 Improve Student Access	1.2	<p><b>1.2.3</b> Based on the targets set in Action Step 1.2.2 and progress on providing infrastructure support for distance education</p> <ul style="list-style-type: none"> <li>- identify specific faculty members to be trained in distance education pedagogy;</li> <li>- identify appropriate local training opportunities;</li> </ul>	The faculty training facilitator identified faculty interested in offering DE courses and offered targeted training based on needs they identified. A regular DE	<p>Five CoM faculty attended DE training in January 2010.</p> <p>The faculty facilitator worked with 4 instructors new to</p>	An instructor new to DE is offering an online Dance course and several online courses are in development.

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		<ul style="list-style-type: none"> <li>- ensure that identified faculty members participate in the training.</li> </ul> <p><i>(Responsible Party: V.P. of Student Learning)</i> <i>(Timeline: March 10, 2010)</i></p>	<p>newsletter is published and sent to faculty on DE news and training opportunities.</p> <p>Workshops on Blackboard and EduStream are conducted. A DE website is created.</p>	<p>online instruction with DE course launches in 2009 or 2010 (Dance, English, Early Childhood Education, Spanish and with 2 instructors to improve existing online or hybrid courses (English, Math) and in spring 2010 worked individually with 5 new instructors wishing to pursue online instruction (French, Music, Chinese, Sociology, Business).</p> <p>DE Newsletter and other general information. A DE website with linked resources.</p>	<p>Much more resources are available to faculty.</p>

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<b>1</b> Improve Student Access	<b>1.2</b>	<p><b>1.2.4</b> Based on the data generated in Action Step 1.1.3 and the analysis conducted in Action Step 1.1.4, determine if the specific targets were met</p> <ul style="list-style-type: none"> <li>- for distance ed. course offerings for fall 2010 semester and</li> <li>- for faculty training.</li> </ul> <p><i>(Responsible Party: V.P. of Student Learning)</i> <i>(Timeline: March 30, 2011)</i></p>	<p>DE offerings were not increased for fall 2010.</p> <p>Regular analyses of student success in DE classes are conducted.</p> <p>Assess numbers of faculty who underwent training.</p>	DE student success reports.	Improvement in DE student success.
<b>1</b> Improve Student Access	<b>1.3</b>	<p><b>1.3.1</b> Draw from current community advisory groups and other available workforce projections to prepare a report on the status and the future of career technical education courses for the Academic Senate including</p> <ul style="list-style-type: none"> <li>- Changes in the business/community needs for career technical education, and</li> <li>- Opportunities for new career technical education courses.</li> </ul> <p><i>(Responsible Party: Dean of Workforce Development)</i> <i>(Timeline: September 2009)</i></p>	<p>Based on input from Comm Adv Comm:</p> <p>--Marin Econ Forum has been contracted to prepare a report of Labor Market Info Data in current and emerging career occs w/ analysis to program development recommendations for review and feedback by Advisory Comm members, faculty and staff.</p>	<p>Report and recommendation will be incorporated into program planning:</p> <p>--First 2 programs to act on recommendations will include AutoTech and Court Reporting (both rec'd by Academic Senate for Program Revitalization)</p>	<p>Alignment of curriculum and certificate to meet industry demand:</p> <p>--Expected results are</p> <ol style="list-style-type: none"> <li>1. Increased completed certificates</li> <li>2. Increased program completion</li> <li>3. Higher job placement</li> <li>4. Greater wage increases for incumbent workers</li> </ol>

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1 Improve Student Access	1.3	<p><b>1.3.2</b> Fully implement the transfer pathway at Indian Valley campus as set forth in the San Francisco State University and Conservation Corps partnership agreement. (Refer to equitable access plans to be identified in Action Step 1.1.2)</p> <p><i>(Responsible Party: V.P. of Student Learning and Dean of Workforce Development)</i> <i>(Timeline: May 2010)</i></p>	Multiple iterations of an IVC General Education Transfer Blueprint (or Master Schedule) was reviewed by faculty & staff and revised based on input.	The IVC General Education Transfer Blueprint (or Master Schedule) has been finalized. (See attached.)	More students able to transfer in a timely manner. Increased # of students transferring to SFSU in SFSU partnership pathway program.
1 Improve Student Access	<u><i>Other Related Activity</i></u>	<p><i>OTHER RELATED ACTIVITY TO IMPROVE STUDENT ACCESS (staffing-related)</i> <i>(Responsible Party: Executive Dean of Human Resources)</i></p>	<p><i>The Human Resources Department has been working collaboratively with the Deans and Dept. Chairs to establish hiring pools to fill part-time candidates' positions.</i></p> <p><i>The HR department continues to work with the departments to update and clarify ongoing faculty staffing needs and how to best address anticipated hiring requirements.</i></p>	As of May 6, 2010, twenty (20) discipline pools have been established and HR is actively accepting applications utilizing the district's new online application process.	Increased availability of instructors to staff classes and improve student access.

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1 Improve Student Access	<u><b>Other Related Activity</b></u>	<i>OTHER RELATED ACTIVITY TO IMPROVE STUDENT ACCESS NOT INCLUDED IN ACTION STEPS (marketing/communication-related) (Responsible Party: Director of Communications)</i>	<ol style="list-style-type: none"> <li>1. Reported college's accomplishments and strategic direction to community</li> <li>2. Sponsored and hosted 40th Anniversary of Earth Day (county-wide event)</li> <li>3. Developed social network media outlets for students and prospective students.</li> <li>4. Launched geo-targeted Search Engine Marketing (SEM), Google Ad Words and Veruta fetch-back campaigns</li> <li>5. Targeted underrepresented populations – College Night Marin City.</li> </ol>	<p>Community Reports</p> <p>Attendance by over 2,000 residents, and including state senators, board of supervisors, MALT and other presenters.</p> <p>New Facebook, Twitter, and YouTube outlets—with over 500 subscribers and less-than-three-month growth</p> <p>ROI metrics tracked through unique IP addresses showing increase of 17,000+ new and unique visitors to the college website/ month during the campaign period.</p> <p>Marketing materials and communications support for College</p>	<p>Enhanced college image (<i>promotes student access</i>)</p> <p>Increased college visibility and community responsiveness (<i>promotes student access</i>).</p> <p>Enhanced community responsiveness (<i>promotes student access</i>)</p> <p>Increased college visibility (<i>promotes student access</i>)</p> <p>Increase college visibility (<i>promotes student access</i>)</p>

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			<p>6. Redesigned college website and created new web pages, materials, online forms, online interactive Student Handbook and developed website site plan to comply with Google requirements for search engine optimization (SEo)</p> <p>7. Developed over a dozen feature stories</p> <p>8. Planned legislative advocacy visits</p>	<p>Night Marin City. (new CoM brochure)</p> <p>Improved website; (“ESL” generated highest click through rate to college website of 2.88% of total, 4,234 impressions, 122 clicks to website); online forms, Student Handbook, enhanced schedules, website site plan</p> <p>Articles</p> <p>Plans of visits</p>	<p>Increased user friendliness/availability of information access (<i>promotes student access</i>)</p> <p>Enhanced college image (<i>promotes student access</i>)</p> <p>Promotion of beneficial legislation (<i>promotes student access</i>)</p>
1	<u>Other Related Activity</u>	<i>OTHER RELATED ACTIVITY TO IMPROVE STUDENT ACCESS</i> -Clearly communicate modernization plans to the community. ( <i>Responsible Party: Director of Modernization</i> )	Convene two pairs of community forums for modernization program	Scheduled forums	Enhanced communication with community to promote good college image ( <i>promote student access</i> )

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2 Improve Student Learning & Success	<b>2.1</b>	<p><b>2.1.1</b> Develop and document the College of Marin protocol for:</p> <ul style="list-style-type: none"> <li>- practical and measurable definitions of retention and success at the course, program, and pathway levels and</li> <li>- accessible data elements that best reflect those definitions.</li> </ul> <p><i>(Responsible Party: Director of Planning, Research and Institutional Effectiveness)</i> <i>(Timeline: September 30, 2009)</i></p>	<p>Studied and researched measurable definitions of student achievement at the college level based on RP operational definitions.</p> <p>Studied and researched Student Achievement Report that best reflects those definitions and shared with management and Board of Trustees.</p> <p>Student course learning outcomes were conducted. Several departments have been developed student learning outcome assessments (i.e., PE and HE, and SAASP).</p>	<p>Produced the report of definitions of student achievement.</p> <p>Produced the Student Achievement Report.</p> <p>Meeting minutes/ notes re: sharing of reports with Deans, Chairs, and Board of Trustees, as well as receiving feedback from stake holders.</p> <p>Student learning outcome assessments were tracked and analyzed.</p>	<p>Student achievement report at the course, program and pathway levels which integrates feedback and suggestions from stakeholders.</p> <p>The Student –Athlete Academic Service Program (SAASP) used the information to support students through tutoring, counseling, career planning, EOPS, and other programs to help student success.</p>

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<b>2</b> Improve Student Learning & Success	<b>2.1</b>	<b>2.1.2</b> Validate the courses to be included in each pathway. <i>(Responsible Party: V.P. of Student Learning &amp; Director of Planning, Research and Institutional Effectiveness)</i> <i>(Timeline: September 30, 2009)</i>	Met with Deans and Chairs in Summer 2010 to validate the courses related to each pathway.	Minutes of Deans' meeting and meeting notes of individual mtgs. re: validation of courses/pathways.	Since discussion revealed that <i>pathway</i> might not be the only way to structure the measurement of student success and retention because various disciplines serve various pathways, continue discussion with Deans and Chairs on the multiple measures including pathway to assess student success and student retention in fall 2010.
<b>2</b> Improve Student Learning & Success	<b>2.1</b>	<b>2.1.3</b> Use the decisions regarding data elements reached in Action Step 2.1.1 to develop an IT-based tracking system that evaluates retention and success by section, course, program, pathway, and student demographics. <i>(Responsible Party: V.P. of College Operations)</i> <i>(Timeline: January 10, 2010)</i>	No action taken, must wait until Action Step 2.1.1 and 2.1.2 are finished.		

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<b>2</b> Improve Student Learning & Success	<b>2.2</b>	<p><b>2.2.1</b> Revise the program review reporting requirements to include responses to:</p> <ul style="list-style-type: none"> <li>- The discipline's strengths and weaknesses as identified in the Student Success and Retention Report (product of Action Step 2.1.3); and</li> <li>- At least one specific strategy that will be used in the coming academic year to address identified weaknesses in student success and retention.</li> </ul> <p><i>(Responsible Party: V.P. of Student Learning)</i> <i>(Timeline: August 2010)</i></p>	<p>College of Marin recently adopted a Technology Plan, which included as its priority, the implementation of Degree Works. As a result I.T. will be recommending a "work group" to develop a "project plan" which will outline the timeline, scope and resources necessary for implementation and subsequent maintenance of the software.</p> <p><i>Add'l. Person(s) Responsible: Dean of Enrollment Services</i></p>	To be provided.	
<b>2</b> Improve Student Learning & Success	<b>2.2</b>	<p><b>2.2.2</b> At the conclusion of the program review cycle, survey Deans and Dept. Chairs regarding the data elements included in and the ease of use of the Student Success and Retention Report.</p> <p><i>(Responsible Party: Director of Planning, Research and Institutional Effectiveness)</i> <i>(Timeline: February 2011)</i></p>	<p>Scheduled/organized/managed Data Retreat for Deans related to the use of Student Success and Retention Information in summer 2010.</p> <p>Develop draft survey to know how we can</p>	<p>Data Retreat notes and meeting materials.</p> <p>Student Success and Retention Survey and results.</p>	<p>Analysis of survey results. (The results will be shared and fed back to Strategic Objectives 2.1 and 2.2.)</p>

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			improve on the user-friendliness of Student Success and Retention Reports.		
<b>2</b> Improve Student Learning & Success	<b>2.3</b>	<p><b>2.3.1</b> Prepare a report on both instructional and student services discipline-specific strategies to improve student retention and success for inclusion in the <i>College of Marin Institutional Effectiveness 2009-2010</i>. (Responsible Party: V.P. of Student Learning) (Timeline: April 2010)</p>	Analyzed data on student completing degrees and certificates past ten years.	Report on degrees and certificates 1999-2009.	Shared data with Dept Chairs and Division Deans. Curricula update is underway.
<b>2</b> Improve Student Learning & Success	<b>2.3</b>	<p><b>2.3.2</b> Identify specific strategies to promote student retention in student services program reviews. (Responsible Party: V.P. of Student Learning) (Timeline: April 2010)</p>	<p>Acquire funding and institute success programs for targeted students.</p> <p>Physical Education, Health Education, and Athletics used program review information to set strategies for student success. (See Action Step 2.1.1)</p>	<p>Results of Puente, BSI, EOPS, DSPS, CalWorks, Matriculation programs. EOPS student progress tracking.</p> <p>Used program review data and other data to create several strategies to support</p>	<p>An analysis of unmet needs from the highest priorities was used to build the proposed 2010-2016 plan.</p> <p>During the 2008-2009 school year 75% of 152 of our student-athletes meet the standards of our student success.</p>

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				the Student Athlete Academic Service Program (SAASP) (including tutoring, counseling, career planning, EOPS, and other programs).	During the 2009-2010 school year 87% of our 136 student-athletes meet the standards of our student success.
<b>2</b> Improve Student Learning & Success	<u><b>Other Related Activity</b></u>	<i><b>OTHER RELATED ACTIVITY TO IMPROVE STUDENT LEARNING AND SUCCESS</b></i> (Responsible Party: Director of Planning, Research and Institutional Effectiveness)	<p>1. Collected data from administrators for input into TracDat for monitoring progress of ALL Strategic Plan objectives, including all those associated with college priorities #1 &amp; #2: Improve Student Access and Student Learning and Success.</p> <p>2. Created and implemented Administrative Program Review form, distributed to administrators to complete, consolidated the data, and distributed results to PRAC and</p>	<p>TracDat reports (to track progress of strategic objectives)</p> <p>Completed Admin. Program Reviews; Minutes of PRAC indicating receipt</p> <p>Organized Self Study master document and evidence with co-</p>	<p>Progress and achievement of: Strategic Plan objectives and activities, which leads to college improvement and accreditation approval – important contributions toward student success (esp. for transferring)</p> <p>Review of program review data by PRAC for integration into budget planning/allocation (to maintain a well-run, accredited institution which can provide success to its</p>

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			<p>president.</p> <p>3.Provided substantial organizational and editing capabilities to meet the Self Study accreditation requirements.</p>	<p>chairs. Circulated to college community for review and to the Communications' Office for final printing.</p>	<p>students).</p> <p>Well-organized Self Study document and evidence availability to facilitate successful communication with the Accrediting Commission for California Community Colleges to promote accreditation approval and hence, ability to promote student access and success.</p>
<b>2</b> <b>Improve Student Learning &amp; Success</b>	<u><b>Other Related Activity</b></u>	<p><i><b>OTHER RELATED ACTION TO IMPROVE STUDENT LEARNING AND SUCCESS – Professional Development</b></i>  <i>Also related to Accreditation Standard 111.A.5 a and b.</i>  <i>(Responsible Party: Director of Planning, Research and Institutional Effectiveness)</i></p>	<p>Established Professional Development Committee charged with creating Professional Development Plan guided by EMP, Strategic Objectives, institutional and employee staff development needs to provide opportunities and training that support</p>	<p>Professional development needs assessment survey (spring 2010) to guide planning.</p> <p>Board Policy 7160 and Administrative Procedure 7160 titled Professional Development.</p>	<p>Results of survey will be used to develop Professional Development Plan in 2010-2011</p> <p>Board Policy adopted by Board of Trustees June 2010. Administrative Procedure approved May 2010.</p>

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			<p>student learning and success.</p> <p>Presented Professional Development workshops based on institutional need and employee needs identified in Professional Development Survey.</p>	<p>Argos training scheduled July 2010; Workshop evaluation.</p> <p>Workshops on Student Learning Outcomes, Teaching and Learning Resources, MyCOM Portal and Faculty Orientation scheduled for August 2010 Flex program</p>	<p>Skill development.</p> <p>Flex program evaluation will be conducted.</p>
<b>2</b> Improve Student Learning & Success	<b><u>Other Related Activity</u></b>	<p><i>OTHER RELATED ACTIVITY TO IMPROVE STUDENT LEARNING AND SUCCESS – Participatory Governance</i></p> <p><i>Also related to broad EMP goal , "College Systems" and Accreditation Standard IV, "Decision-making Roles and Processes."</i></p> <p><i>(Responsible Party: Director of Planning, Research and Institutional Effectiveness)</i></p>	Coordinated Participatory Governance System (PGS) and made recommendations for improvement.	<p>Recommendations for improvement as a result of working with Governance Review Council to monitor PGS.</p> <p>Participatory Governance System Committee member evaluation</p>	<p>Implementation of recommendations for improvement.</p> <p>Combined Budget Committee and Institutional Planning Committee into new committee, Planning and Resource Allocation Cmtee.</p>

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2 Improve Student Learning & Success	<u>Other Related Activity</u>	<p><i>OTHER RELATED ACTIVITY TO IMPROVE STUDENT LEARNING AND SUCCESS</i></p> <p><i>(Responsible Party: Director of Finance)</i></p>	<p>Support and enable strategic objectives of the college by providing timely and accurate quarterly and annual financial reports to the State Chancellor's Office, Federal Agencies, the Board of Directors, our external auditors.</p> <p>Support and enable strategic objectives of the college by managing the planning</p>	<p>311 for FYE 6/30/09 311-Q's for quarters ended 9/30/09, 12/31/09, and 3/31/09 IPEDS for FYE 06/30/09 320 Claims for Mandated Costs All required categorical reporting for FYE 2009/10 Annual audit Bond audits.</p> <p>Tentative Budget for</p>	<p>All compliance requirements were met to ensure no adverse actions by regulatory agencies.</p> <p>Areas of financial conflict are identified in advance so that corrective action is taken to allow college operations to continue without unanticipated financial obstacles.</p>

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			<p>and budgeting process so that financial resources are available when needed.</p> <p>Support and enable strategic objectives of the college by ensuring sufficient cash availability for fluctuating needs.</p> <p>Support and enable strategic objectives of the college by providing daily operational support for payroll, benefits, accounts payable and purchasing.</p> <p>Support college student objectives by managing the campus bookstore to ensure that student materials are available</p>	<p>2009/10 Adoption Budget for 2009/10 Tentative Budget for 2010/11 Financial Board presentations throughout FYE 2009/10.</p> <p>Issued \$8.5 million TRAN Develop cash flow statements Issued \$75 million for bond project.</p> <p>Payrolls Vendor checks issued weekly Purchase orders issued daily W-2's, 1099's and 1098-T's issued annual Payroll and sales tax</p>	<p>Cash needs are identified in advance and college operations have sufficient cash to continue uninterrupted.</p> <p>College employees are able to conduct work daily without interruption and to acquire and pay for the services and materials needed for college employees to perform their work.</p> <p>Ensures students have access to needs for their classes.</p> <p>Departments receive advice and information as needed to carry out</p>

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			<p>when needed.</p> <p>Support and enable strategic objectives of the college by providing timely information and assistance to other college departments.</p>	<p>reports</p> <p>Financial aid checks issued throughout year</p> <p>Open enrollment for health benefits</p> <p>Journal entries</p> <p>Bank reconciliations</p> <p>Cash deposits.</p> <p>Bookstore hours of operation</p> <p>Availability of books</p> <p>New programs for students – book rentals.</p> <p>Collective bargaining team</p> <p>Planning and Resource Allocation Committee (PRAC)</p> <p>Self-study committee</p> <p>Citizens Oversight</p>	<p>their activities and be successful in using college systems and processes to meet their objectives.</p>

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				Committee All Associated Student Bodies Other meetings to support district objectives	
<b>3</b> Improve Instructional Technology	<b>3.1</b>	<b>3.1.1</b> Analyze the status of the <i>2004-2007 College of Marin Technology Plan</i> and other relevant data to identify the remaining unmet needs related to technology policies, hardware, software, and training. <i>(Responsible Party: V.P. of College Operations)</i> <i>(Timeline: October 2009)</i>	Reviewed the 2004-2007 Tech plan, the Instructional Equipment Committee (IEC) request list, Requests for Resource Allocation from 2009, other documents, interviews, committee meetings	IEC request list, compilation of RAR's, computer inventory	An analysis of unmet needs from the highest priorities was used to build the proposed 2010-2016 Tech plan
<b>3</b> Improve Instructional Technology	<b>3.1</b>	<b>3.1.2</b> Compile the technology requests from all prior year Program Reviews. <i>(Responsible Party: V.P. of College Operations)</i> <i>(Timeline: October 2009)</i>	The IEC gathered and prioritized the program review requests	Prioritized IEC request list	The highest ranked requests were approved to the extent of available funding
<b>3</b> Improve Instructional Technology	<b>3.1</b>	<b>3.1.3</b> Collaborate with on-campus IT staff to develop a list of needed improvements to hardware and software. <i>(Responsible Party: V.P. of College Operations)</i> <i>(Timeline: December 2009)</i>	Evaluated infrastructure and central equipment based on current needs and projected usage	Bond support has been and will continue to be crucial for replacing or upgrading the college's technical infrastructure	Infrastructure and central equipment requests have been incorporated into the proposed Technology Plan 2010-2016.

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3 Improve Instructional Technology	3.1	<p><b>3.1.4</b> Integrate the lists prepared in Action Steps 3.1.1, 3.1.2, and 3.1.3 and prioritize the needs identified by these two college resources, with special attention to the hardware and software needed to meet the College of Marin Educational Master Plan 2009-2019 recommendation related to distance education.</p> <p><i>(Responsible Party: V.P. of College Operations)</i> <i>(Timeline: December 2009)</i></p>	Numerous Technology Planning Committee meetings to review, understand and refine the collected data	Technology Plan including Action Steps and Spending Plan for 2010-11.	The Technology Plan for 2010-2016
3 Improve Instructional Technology	3.1	<p><b>3.1.5</b> Prepare a <i>College of Marin Technology Plan 2010-2016</i> that identifies the current needed improvements in policies, hardware, software, and training.</p> <p><i>(Responsible Party: V.P. of College Operations)</i> <i>(Timeline: Draft to be distributed college-wide: March 15, 2010)</i></p>	Governance committee on Technology Planning collected data and prepared the 2010-2016 plan	Draft document has distributed to faculty and staff for comment. Final document with action steps completed and submitted by VP College Operations.	Strategic recommendations were presented to PRAC; VP for College Operations prepare a formal set of Action Steps to be included in 2010 -11 budgets.
3 Improve Instructional Technology	3.1	<p><b>3.1.5</b> Prepare a <i>College of Marin Technology Plan 2010-2016</i> that identifies the current needed improvements in policies, hardware, software, and training.</p> <p><i>(Responsible Party: Director PRIE. Also Accreditation Standard III.5.a and III.5.b)</i></p>	Presented series of technology training workshops to faculty and staff 2009-2010.	Training evaluation completed by participants.	Improved skills based on training evaluation results.

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3 Improve Instructional Technology	<u><i>Other Related Activity</i></u>	<i>OTHER RELATED ACTIVITY TO IMPROVE "INSTRUCTIONAL TECHNOLOGY", (Responsible Party: Director of PRIE)</i>	Staff development workshops planned for 2010-2011 Flex program (includes MyCOM portal training, online courseware development, EduStream)	Conducted professional development survey in spring 2010 to identify training needs.	Improved skills. Workshops will be evaluated by participants to assess results.
3 Improve Instructional Technology	<u><i>Other Related Activity</i></u>	<i>OTHER RELATED ACTIVITY TO IMPROVE "COLLEGE SYSTEMS", the broad EMP recommendation from which "Improve Instructional Technology" was based (Responsible Party: Director of Modernization)</i>	<p>Completed construction of Diamond PE Center;</p> <p>Began construction of new Fine Arts Building;</p> <p>Began construction of new Science/Math/Central Plant Complex</p> <p>Initiated Gateway Complex (New Academic Center) project;</p> <p>Completed construction of TransTech Complex, IVC</p> <p>Prepared Climate Action</p>	<p>Site inspections</p> <p>Climate Action Plan</p>	<p>New improved facilities to support improvement of instructional technology, student access, learning and success.</p> <p>New improved facilities to support student access, learning and success.</p> <p>Plan written.</p>

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			<p>Plan and tried to implement Plan</p> <p>Attended appropriate conferences, webinars, summits related to sustainability</p>	Attendance/ presentation evidence	<p>Implementation deferred for lack of resource allocation.</p> <p>Presentation at three conferences; BOT received award at one.</p>