Action Plans	Related Standards	QFE	Improvement Recommendation(s)	Responsible Party	Status - 12/12/18
Review and revise the College's Mission Statement in fall 2018 to better align with Standard language.	I.A.1			PIEC	
Consider how the College wants to address and communicate its commitment to distance education through its mission and planning efforts.	I.A.1			VPI and Distance Education Subcommittee	Increasing online section offerings and and improving quality of online course delivery is an enrollment management focus to support student completion and success. IEPI grant funds were used to compensate adjunct faculty for online training certification, and conduct best practices workshops for all online faculty.
Review and revise the Strategic Plan during the next scheduled comprehensive review to incorporate elements of the Loss/ Momentum Framework (LMF) phases and Student Learning/ Service Unit Outcomes Assessment.	I.A.2, I.B.3, II.A.3	X		PIEC	
Streamline all operational plans and develop a process for ongoing collection and analysis of action plans from all planning documents.	I.A.2	X		PIEC & Content Matter Leads	
Review and revise the Educational Master Plan to more clearly describe link to the Strategic Plan Goals and to consider identified action plans from all Division/Operational Plans.	I.A.3	X		PIEC	
Perform a comprehensive evaluation of all planning efforts/ documents to ensure consistency that decision-making in human resources, technology, scheduling, diversity, and annual resource allocation are being made in consideration of program review; are effective and optimized for timely implementation; and are focused on student achievement and learning.	I.A.3, I.B.9, II.A.3	X	3	Vice Presidents	Program Reviews drive all faculty priority lists (faculty hiring committee), classified staff lists, equipment, technology, and supply needs lists (BRDS RFF process). Program Reviews which include program and course SLO assessments inform decision making for class schedules and offerings.
Evaluate efficiency of structures to manage college-wide learning outcomes and assessment work and coordination of efforts.	I.B.1	X		PRIELT Dean & Outcomes Assessment Facilitator	
Revise and update guides on development of SLO statements and assessment practices to include current advances in the field. Integrate information from resources such as the National Institute for Learning Outcomes Assessment (NILOA) and the Association of American Colleges and Universities (AAC&U).	I.B.2	X		Outcomes Assessment Facilitator	
Provide more robust support to faculty and staff through the PR/SLOAC Committees and additional workshops for improved development, implementation, analysis, and use of SLO assessment.	I.B.2, II.A.3	X	2,4, & 6	Vice Presidents, PRIELT Dean & Outcomes Assessment Facilitator	SLOlapalooza and SLO-Day were training workshops designed for department chairs and other faculty during fall and spring FLEX 2017-2018. PR/SLOAC Committee & Outcomes Assessment Coordinator also regularly offered Taskstream and SLO training opportunities to faculty and departments. Focus of training was to improve quality of process by developing meaningful SLOs and share best practices.
Investigate potential strategies for additional levels of SLO disaggregation to identify subgroups in need of improvement.	I.B.2, I.B.4, I.B.6	X	2	VPI, VPSS, Outcomes Assessment Facilitator	Funds from IEPI grant funded a pilot study to disaggregate course SLOs to evaluate outcomes. IPR/SLOAC Committee & Outcomes Assessment Facilitator reviewed the findings and supported the recommendations of the pilot project study group. Recommendations found in IPR/SLOAC 10/2/17 meeting minutes were moved forward to Academic Affairs.
Evaluate efficiency and consistency of the Budget and Resource Development Subcommittee (BRDS) annual resource allocation process and identify strategies for improvement.	I.B.4	X		VPA and BRDS	

Description	Standard			Responsible	Notes
Examine ways to evaluate how the Action Plans arising from Program Review are aligned with Action Plans arising from Division/ Operational Plans and other college-wide forums.	I.B.5	X	3	Vice Presidents & Content Matter Leads	Action Plans for Instructional Programs, Schools, and Division are all mapped to college strategic goals. This can be seen in Taskstream Program Review reports.
Improve communication strategy to effectively share SLO assessment best practices, gaps identified through the assessment process, and successful strategies implemented to improve student learning.	I.B.6	X		Vice Presidents & Outcomes Assessment Facilitator	SLOlapalooza and SLO-Day were training workshops designed for department chairs and other faculty during fall and spring FLEX 2017-2018. PR/SLOAC Committee & Outcomes Assessment Facilitator also regularly offered Taskstream and SLO training opportunities to faculty and departments. Focus of training was to improve quality of process by developing meaningful SLOs and share best practices.
Develop the ISLO assessment process to include direct and indirect measures of learning and identify foci for improvement.	I.B.6	X		Vice Presidents, Deans, Department Chairs, Outcomes Assessment Facilitator	Outcomes Assessment Facilitator lead in development of assessing ISLO process. Survey was conducted in Spring 2017 to assess the intellectual ISLO. Results were organized by Research Office and discussed in IPR/SLOAC meetings..
Develop and implement the "College Governance Assessment Tool" to evaluate governance committees. Analyze results and implement improvement strategies as needed.	I.B.7, I.C.5, IV.A.1, IV.A.7	X	8	College Governance Committee (CGC)	
Continued development of the College's research capabilities to provide program-specific data disaggregated by student population, as well as division-specific data, which align with Strategic Plan Goals.	I.B.9	X		Research and Planning Analyst, Research Subcommittee	
Integration of the SPAS institution-set standards and identified gaps with Operational and Division plans to inform activities and improvement strategies (i.e. "closing the loop").	I.B.9	X		College President, Vice Presidents, Content Matter Leads	
Evaluate and improve process for ongoing, comprehensive review of official College communications, including the College Website.	I.C.1			CGC, Outreach and Marketing Committee	
Develop a set of standard information to be included on webpages for respective departments, units and divisions, to ensure consistency.	I.C.1			PRIELT Dean, Web Design Office, Deans, Department Chairs	
Improve the quality of College research reports and include more targeted analysis of data by program or service area, with detail appropriate to the specific constituency.	I.C.3			Research and Planning Analyst, Research Subcommittee	
Continue dialogue and investigate mechanisms to efficiently communicate Program Review reports at the program and service-unit level with detail appropriate for the various constituencies.	I.C.3			Vice Presidents, IPR/SLOAC Subcommittee, Student Services Program Review Subcommittee, Administrative Services Program Review Committee	
Develop a standard set of programmatic information that should be available on each program's webpage.	I.C.4			Vice Presidents, Department Chairs, and	To be addressed
Establish a process for the regular review of website content for accuracy, alignment with the College Catalog, and updates to accommodate any changes.	I.C.4, I.C.5			Vice Presidents, PRIELT Dean, Deans, Department Chairs	To be addressed
Investigate process for committee responsibility of Accreditation Standards, creating a sustainable mechanism to provide continuous improvement and adherence to Standard requirements.	I.C.12, IV.B.4	X		College Governance Committee (CGC)	

Action	Standard			Responsible	Status
Perform assessment of textbook selection process and survey faculty use of Online Educational Resources (OER).	II.A.2			VPI and Academic Senate President	Working on collecting information on numbers of campus OER users.
Create a Resource Team at the College to provide guidance to faculty and departments on how to structure use of course materials in a way that can be evaluated with regard to its effectiveness on student access, equity, and success	II.A.2			VPI and Academic Senate President	VPI & AS President participated in District OER committee to address such issues. Campus interest group formed by AS President. More focused work to be planned.
Evaluate courses that have modified their course material accessibility and content and assess improvements in student success	II.A.2			VPI and Instructional Deans	To be addressed.
Work with District offices to optimize process for extracting SLO statements from Taskstream and for the regular upload of SLOs into CurricUNET, in order to capture changes that might occur due to improvement strategies.	II.A.3	X		Outcomes Assessment Facilitator	
Develop two-year course sequence chart for all programs (i.e. degrees and certificates). Course sequencing charts will be published on program webpages and be shared with the Counseling Department for maximum student exposure.	II.A.6		5	VPI, VPSS, Instructional Deans, Department Chairs, Counselors	This project is completed. Updates to course sequences will be made as needed. Efforts to increase communication with Student Services (counseling and student advisement) on course sequences in progress.
Modify ISLO (i.e. GE SLOs) assessment tools to include direct assessment of learning.	II.A.11	X		Outcomes Assessment Facilitator, IPR/SLOAC Subcommittee, Student Services Program Review Subcommittee, Administrative Services Program Review Committee	To be addressed.
Build the infrastructure necessary to support CTE program growth, improvements and recruitment (Year 1).	II.A.14			VPI, Instructional Deans, Department Chairs	In progress with fiscal support from SWP funding. SWP associate dean soon to be hired to lead effort.
Focus efforts on expansion of existing programs, including increasing program capacity within CTE specific programs; equipment replacement and enhancement; exploring new program development possibilities that will afford students certificates and degrees leading to living wage jobs; expanding career services; and building a sustainable marketing plan (Year 1).	II.A.14			VPI, Instructional Deans, Department Chairs	In progress with fiscal support from SWP funding. SWP associate dean soon to be hired to lead effort.
Focus on new program development and implementation and continued program enhancements across CTE programs (Year 2).	II.A.14			VPI, Instructional Deans, Department Chairs	In progress with fiscal support from SWP funding. SWP associate dean soon to be hired to lead effort.
Implement Year 2 new and continuing program development activities and program improvements, to address Strong Workforce Taskforce recommendations and outcome metrics (Year 3).	II.A.14			VPI, Instructional Deans, Department Chairs	Unmanned Vehicle Pilot Licensing certificate will begin in Spring 2018. SWP associate dean soon to be hired to lead efforts.
Complete the plan for Program Discontinuance at San Diego Miramar College, with input and support from college governance committees and groups and with ultimate approval from the College Executive Committee.	II.A.16	X		VPI, Instructional Deans, Department Chairs, Academic Senate	Program Viability proceedure developed by Academic Senate with management input. Proceedure was approved by Academic Affairs and is working its way through college governance process.
Investigate mechanisms to better communicate learning support services available to students.	II.B.1			Instructional Support Services Workgroup	

Conduct additional research to identify potential reasons for the mixed results regarding tutoring services and student success as described in the Legislative Office Analyst Visit Presentation report.	II.B.1		2	Liberal Arts Dean & Faculty Coordinator	The Dean, faculty and staff in the Academic Success Center reviewed issues in getting sufficiently disagregated data regarding tutoring and student success and re-configured the tracking system in the ASC so that individual student success data can be tracked. This will give the College a better understanding of the mixed results.
Implementation of California Online Education Initiative's (OEI) tools. Discussions are in progress with each department to address this initiative and demo dates have been scheduled for the California OEI to provide information and respond to concerns. As the population for San Diego Miramar College continues to grow both on site and DE, this is a gap that needs to be addressed.	II.C.2			VPI & Distance Education Subcommittee	Intent to submit a proposal for OEI 2.0 was submitted in December 2017. Interested faculty will work deans and make decision to submit proposal of not in January 2018.
Develop a BRDS information page to supplement the current website content, providing more detailed information on how various financial planning processes intersect to create the annual Miramar College Adopted Budget.	III.D.2	X		VPA & BRDS	
Update the fall Continuous GFU Discretionary Resource Allocation model documents to include a direct link to the College Strategic Plan Goals.	III.D.2, III.D.11	X		VPA & BRDS	
Institutionalize assessment of college governance system to ensure ongoing improvement.	IV.A.1, IV.A.7	X		College Governance Committee (CGC)	