

Action Plans	Related Standards	QFE	Improvement Recommendation(s)	Responsible Party	Student Services Status/Update/Progress Report
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	The campus' Student Service Division has implemented on-line orientation, counseling and advising services as well as an on-line campus tour. Counseling work stations are equipped with the required hardware and software. Training is needed for some contract and adjunct counselors to ensure that all counselors are equipped to provide a complete range of related counseling services (The VPSS has targeted March 30, 2018 as the training completion date).
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	Student Services leadership will add this to its meeting agenda for spring 2018 with the intent of completing action items by 4/30/18
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	SS PR/SLOAC reviewed current status. Co-chairs provided training to programs leads.
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	
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	The Student Services leaders reviewed the program review and division planning to ensure that plans are aligned with Campus plans and priorities. Program review templates were developed to ensure that each unit consistently plans, reviews and evaluates progress and improvement. In addition, each program review is reviewed by the SSPPR/SLOAC for completeness and compliance.

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	1. Reviewed possible SLO tools with campus researcher 2. Finalized possible selection of tools of assessment and prepared for presentation to Student Services leaders for consideration. Additional review and final selection of tools to be used will be completed by 4/30/18.
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	Update on status to be provided by 4/1/18 with assistance from and in consultation with PIEC and Outcomes Assessment Facilitator.
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	

<p>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”).</p>	<p>I.B.9</p>	<p>X</p>		<p>College President, Vice Presidents, Content Matter Leads</p>	<p>Student Services developed a survey to ensure effectiveness of program review; to be administered spring 2018. This item will be discussed at the March 7, 2018 Student Services Committee meeting and at each Student Services Leaders meetings (3rd Wednesday each month) in Spring 2018. Each unit, when developing its unit goals, will be encouraged to incorporate goals related to institutional priorities identified through SPAS.</p>
<p>Evaluate and improve process for ongoing, comprehensive review of official College communications, including the College Website.</p>	<p>I.C.1</p>			<p>CGC, Outreach and Marketing Committee</p>	
<p>Develop a set of standard information to be included on webpages for respective departments, units and divisions, to ensure consistency.</p>	<p>I.C.1</p>			<p>PRIELT Dean, Web Design Office, Deans, Department Chairs</p>	
<p>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.</p>	<p>I.C.3</p>			<p>Research and Planning Analyst, Research Subcommittee</p>	

<p>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.</p>	<p>I.C.3</p>			<p>Vice Presidents, IPR/SLOAC Subcommittee, Student Services Program Review Subcommittee, Administrative Services Program Review Committee</p>	<p>In spring 2018, the VPSS will collaborate with other responsible parties, identify, and address this item. Future plans include: enhanced web access to direct the campus and general community to program review summaries created in Task Stream, and adding program review updates at Student Services Committee meetings. Timeline for completion is March 30, 2018.</p>
<p>Develop a standard set of programmatic information that should be available on each program's webpage.</p>	<p>I.C.4</p>			<p>Vice Presidents, Department Chairs, and</p>	<p>Each unit will review and update its webpage at the beginning of each semester. In spring and fall, 2017, each unit has identified an individual who is responsible for coordinating updates. These employees are currently being trained on the college's resigned website; all will be trained by mid-February 2018. Note: The list of names of each units designated employee is available in the VPSS Office and will be available on the campus website after March 1, 2018.</p>
<p>Establish a process for the regular review of website content for accuracy, alignment with the College Catalog, and updates to accommodate any changes.</p>	<p>I.C.4, I.C.5</p>			<p>Vice Presidents, PRIELT Dean, Deans, Department Chairs</p>	<p>Student Services supervisors, program leads and administrators identified an individual to monitor and update unit webpages as changes occur. In spring and fall, 2017, each unit identified an individual who is responsible for coordinating updates. These employees are currently being trained on the college's resigned website; all will be trained by mid-February 2018. There is a process in place for updating the catalog, which is coordinated by the District.</p>

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)	
Perform assessment of textbook selection process and survey faculty use of Online Educational Resources (OER).	II.A.2			VPI and Academic Senate President	
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	
Evaluate courses that have modified their course material accessibility and content and assess improvements in student success	II.A.2			VPI and Instructional Deans	
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	Key student services faculty and staff worked with the instructional Division to create course sequence for each CE program and selected transfer and AA/S programs. This work will continue as we develop our guided pathway plan.
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	The Student Services PR/SLOAC Subcommittee began review of this assessment tools. Discussed possible tools of assessment that provides periodic collection and analysis of service related data (April 2017; reviewed possible tool with researcher; testing and implementation of tools are planned for spring 2018.
Build the infrastructure necessary to support CTE program growth, improvements and recruitment (Year 1).	II.A.14			VPI, Instructional Deans, Department Chairs	
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	

Focus on new program development and implementation and continued program enhancements across CTE programs (Year 2).	II.A.14			VPI, Instructional Deans, Department Chairs	
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	
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	
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	

<p>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.</p>	<p>II.C.2</p>			<p>VPI & Distance Education Subcommittee</p>	
<p>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.</p>	<p>III.D.2</p>	<p>X</p>		<p>VPA & BRDS</p>	
<p>Update the fall Continuous GFU Discretionary Resource Allocation model documents to include a direct link to the College Strategic Plan Goals.</p>	<p>III.D.2, III.D.11</p>	<p>X</p>		<p>VPA & BRDS</p>	
<p>Institutionalize assessment of college governance system to ensure ongoing improvement.</p>	<p>IV.A.1, IV.A.7</p>	<p>X</p>		<p>College Governance Committee (CGC)</p>	