

QFE Item # 2: Institutional Effectiveness

Action plan for Implementation of AP	Phase I: Investigation and Development of Action Plans	Phase II: Implementation of Action Plans	Phase III: Evaluation and/or Modification to Foster Sustainable Practices	Desired Outcomes	2016-17 Status Update	2017-18 Status Update	2018-19 Status Update	2019-20 Status Update
Perform a comprehensive evaluation of all planning processes/documents to ensure consistency in that decision-making in human resources, technology, scheduling, diversity, and annual resource allocation are being made in consideration of program review, are optimized for timely implementation, and are focused on student achievement and learning. (I.A.3, I.B.9, II.A.3)	<p>2016-2017</p> <p>1) Perform mid-cycle review of Educational Master Plan (EMP) and Division Plans.</p> <p>2) Continue development of Strategic Enrollment Management Principles and Program Discontinuance plan</p>	<p>2017-2018</p> <p>1) Develop plan and rubric for evaluation of planning processes/documents, including operational plans, master plans, Strategic Enrollment Management, Program Discontinuance, etc.</p> <p>2) Identify mechanism to seamlessly integrate institution-set standards and identified priorities with operational and division plans.</p> <p>3) Develop mechanism to evaluate consistency of integration of program review and SLO/SUO assessment into decision-making</p>	<p>2018-2019</p> <p>Implement recommended changes noted on evaluation.</p>	Streamline plans and resources to meet student need	<p>1) The Educational Master Plan (EMP) has been reviewed which has resulted in an outline to date (Evidence: Educational Master Plan Update Proposed Outline-PIEC Approved 11.18.16; PIEC Minutes 02.10.17 (EMP Status Update)).</p> <p>2) The Division plan reviews are to follow the EMP given that they stem from it.</p> <p>3) Regarding Strategic Enrollment Management (SEM), the College just applied for and received its IEPI funds to move forward on implementing SEM principles (Evidence: IEPI Grant Agreement (Strategic Enrollment Management Update)).</p> <p>4) Regarding Program Discontinuance, Academic Senate Accreditation Taskforce was tasked with reviewing the Board Policy on program discontinuance and evaluated several program discontinuance models from across the state (Evidence: Academic Senate Minutes 2.21.17)</p> <p>5) A "Program Viability Review" plan was drafted and sent to the Dean's Council for input and feedback.</p> <p>6) Once revised, the plan will go to the Academic Affairs committee for cross-constituency vetting in spring 2017.</p>	<p>1) EMP update has been approved at CEC on 10/24/17 (Evidence: CEC Minutes 10/24/17)</p> <p>2) Division plans are currently under review for updating (Evidence: PIEC Minutes 03/23/18).</p> <p>3) Discussion on subsequent development of plan and rubric is pending based on on-unit-level planning discussions (2017-18 focus of PIEC).</p> <p>College received a visit from IEPI-PRT team on 9/13/17 and received a process summary report (Evidence: IEPI Summary Visit Report-Need report from VPI). The IEPI grant has been extended to June 2018 (Evidence: Ask VPI for evidence).</p> <p>1) Dean's Council suggested small edit and approved Program Viability Review plan (which includes program discontinuance)</p> <p>2) Academic Senate Taskforce representative (Murphy) will discuss plan with Academic Affairs on 10/19/17. Going to Academic Senate on 2/20/18 for review. Approved by Academic Senate on 3/6/18.</p> <p>3) To move to 5/15/18 CEC.</p> <p>4) Regarding integrating institutional set-standards/college-wide priorities with operational and division plans, in March 2018 the College had its annual Planning Summit which resulted in how to tackle the six college-wide priorities and incorporate them into unit level planning such as program review or operational plans (Evidence: 2018 Miramar Collegewide Planning Summit: Overview of Recommended Interventions)</p> <p>The Program Review committees and PIEC should meet to determine a plan of action for this. First step is the evaluation of the program reviews via division levels (improvement recommendation #3).</p>	<p>1) Division plans update and posted to planning website during summer 2018 (Evidence:Operational Plan Schedule Update 09.28.18) . This item is complete.</p> <p>2) IEPI-PRT process was concluded in June 2018 (Evidence: Need from VPI Office)</p> <p>Program Viability and Discontinuance Plan received CEC approval on 5/15/18 (Evidence CEC Minutes 5-15-18) This item is complete.</p> <p>4) Regarding integrating institutional set-standards/college-wide priorities with operational and division plans, in March 2018 the College had its annual Planning Summit which resulted in how to tackle the six college-wide priorities and incorporate them into unit level planning such as program review or operational plans (Evidence: 2018 Miramar Collegewide Planning Summit: Overview of Recommended Interventions) . The Program Review committees and PIEC should meet to determine a plan of action for this. First step is the evaluation of the program reviews via division levels (improvement recommendation #3).</p>	First step is the evaluation of the program reviews via division levels (improvement recommendation #3).
Develop a process for the annual collection and analysis of action plans arising from all planning documents, to better inform the integrated planning process. (I.A.2, I.B.5)	<p>2016-2017</p> <p>Develop mechanism for annual collection of action plans from planning documents.</p>	<p>2017-2018</p> <p>Implement mechanism and collect action plans. Perform alignment and analysis.</p>	<p>2018-2019</p> <p>Provide report on aligned action plans for college-wide consideration and use in the integrated planning framework.</p>	Cyclical reports on action plans arising from planning documents college-wide.	To be determined.	<p>The College is currently in talks with Watermark (formerly Taskstream) regarding both short-term and long-term needs of the college in relation to outcomes assessment, program review, and planning. Long-term solution is to be able to have a Watermark product house operational plans which can help with analysis and reporting of actions plans.</p>	<p>The College is currently in talks with Watermark (formerly Taskstream) regarding both short-term and long-term needs of the college in relation to outcomes assessment, program review, and planning. Long-term solution is to be able to have a Watermark product house operational plans which can help with analysis and reporting of actions plans.</p> <p>A representative group of the college met with Watermark on 2/20/19 to go over their products in meeting college need (Evidence Watermark On-Site Follow-up San Diego Miramar College Email 02.25.19). Furthermore, the PRIE office has been in talks with Elumen as a potential vendor to meet college need (Evidence Follow-up on our call from Tuesday Email 01.24.19). This action project is on hold until a new Outcomes Assessment Facilitator is in place (Evidence: Collegewide Outcomes Assessment Facilitator Professional Development Opportunity Email 10.21.19).</p>	A representative group of the college met with Watermark on 2/20/19 to go over their products in meeting college need (Evidence: Watermark On-Site Follow-up San Diego Miramar College Email 02.25.19). Furthermore, the PRIE office has been in talks with Elumen as a potential vendor to meet college need (Evidence Follow-up on our call from Tuesday Email 01.24.19). This action project is on hold until a new Outcomes Assessment Facilitator is in place (Evidence: Collegewide Outcomes Assessment Facilitator Professional Development Opportunity Email 10.21.19).
Review and revise Educational Master Plan to ensure link to the Strategic Plan Goals and to consider action plans identified from all operational plans. (I.A.3)	<p>2016-2017</p> <p>Perform mid-cycle review of Educational Master Plan (EMP) and Division Plans.</p>	<p>2017-2018</p> <p>Update the EMP based on mid-cycle review, if needed.</p>	<p>2018-2019</p> <p>Use collected action plans to inform the next iteration of the EMP.</p>	Next iteration of Educational Master Plan to include action plans from other planning documents.	<p>1) The Educational Master Plan (EMP) has been reviewed which has resulted in an outline (Evidence: Educational Master Plan Update Proposed Outline-PIEC Approved 11.18.16; PIEC Minutes 02.10.17 (EMP Status Update)).</p> <p>2) The Division plan reviews are to follow the EMP given that they stem from it</p>	<p>1) EMP update has been approved at CEC on 10/24/17 (Evidence: CEC Minutes 10/24/17).</p> <p>2) Division plans are currently under review for updating (Evidence: PIEC Minutes 03/23/18); 3) Next full review of EMP is scheduled for spring 2020.</p>	Next full review of EMP is scheduled for spring 2020.	Next full review of EMP is scheduled for fall 2020. (Note: It was postponed due to major upgrades from the State Chancellor's Office regarding Vision for Success, Student Equity and Achievement Program (SEAP), and Student-Centered Funding Formula (SCFF) being implemented during the 2018-19 academic year)
Review and revise the Strategic Plan to incorporate elements of the Loss/Momentum Framework (LMF) phases and Institutional Student Learning Outcomes (ISLOs). (I.B.3)	<p>2016-2017</p> <p>1) Showcase the updated Fall 2013-Spring 2020 Strategic Plan to College community.</p> <p>2) Review the 2015-2016 Strategic Plan Assessment Scorecard.</p>	<p>2017-2018</p> <p>Start dialogue in PIEC on how to incorporate elements of the LMF phases and ISLOs.</p>	<p>2018-2019</p> <p>Start to revise the Strategic Plan to include elements of LMF and ISLOs.</p>	Next iteration of Strategic Plan to include elements of LMF and ISLOs.	<p>1) 2015-2016 Strategic Plan Assessment Scorecard (SPAS) was reviewed during the Spring 2016 Planning Summit (Evidence: 2016 Planning Summit Presentation (SPAS Review-College Priorities) Spring 2016 Planning Summit Agenda (SPAS Review-College Priorities)) .</p> <p>2) The analysis of SPAS resulted in the update of the Fall 2013-Spring 2020 Strategic Plan which was showcased to the College via website update during Fall 2016 (Evidence: PIEC Minutes 09.23.16 (Strategic Plan Report Update)).</p>	<p>1) Strategic Plan has been updated based on SPAS.</p> <p>2) Dialogue on incorporating elements of LMF phases and ISLOs is pending based on unit-level planning discussions (2017-18 focus of PIEC).</p> <p>3) Starting fall 2018 PIEC will go back to higher level planning discussions to include LMF phases and ISLO information.</p> <p>4) The next full review of the College's Strategic Plan is scheduled for spring 2019.</p>	<p>The next full review of the College's Strategic Plan will take place fall 2019 (Note: It was postponed due to major upgrades from the State Chancellor's Office regarding Vision for Success, Student Equity and Achievement Program (SEAP), and Student-Centered Funding Formula (SCFF) being implemented during the 2018-19 academic year).</p>	Review has begun in PIEC (Evidence: PIEC Minutes 09.13.19). Due to the State implementing Guided Pathways (GP) systemwide, the GP Four Pillars is taking the place of the LMF phases (PIEC Agenda 11.08.19)
Evaluate efficiency and consistency of the Budget and Resource Development Subcommittee (BRDS) annual resource allocation process and identify	<p>2016-2017</p> <p>Perform pilot using two methods of collecting annual resource request information from departments and services areas: • Request for Funding Form • Department Spreadsheet of all resource requests generated by departments</p>	<p>2017-2018</p> <p>Compare results from pilot study. Identify mechanisms to improve one or both methods.</p>	<p>2018-2019</p> <p>Implement improved method for collecting annual resource requests.</p>	BRDS annual resource allocation process that minimizes duplication of efforts, increases consistency, and assists in the seamless transfer of information from departments/services areas to BRDS.	<p>The IR PR/SLOAC and BRDS Subcommittees collaborated to create a program review template that would capture information necessary for BRDS resource allocation, as well as long-term funding requests such as faculty and staff (Evidence: IPR-SLOAC Minutes 03.07.16; BRDS Request for Funding Example-MBEPs School/BRDS Resources Request Spreadsheet-MBEPs School)</p>	<p>BRDS piloted a new resource allocation process with the school of MBEPs in 2016-17</p> <p>The pilot employed an excel download from TaskStream Program Review.</p> <p>The pilot ran parallel to current RFF process.</p> <p>The pilot was validated against current RFF process.</p> <p>The document was modified based upon validation and</p>	THIS ACTION ITEM IS COMPLETE	THIS ACTION ITEM IS COMPLETE

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<p>strategies for improvement. (I.B.4)</p>	<p>Program review in TaskStream.</p>					<p>review. *In the 2017-18 resource allocation year all schools used new TaskStream download document. *In 2017-18, after second year of use, BRDS used an ordinal ranking system instead of the weighted ranking used in prior years. *In 2017-18 BRDS successfully allocated \$318,756 in resources. *BRDS has reviewed and approved the current status of this item. *This action item is currently at PIEC for review. *This item has been reviewed by PIEC. *THIS ITEM IS COMPLETE</p>				
<p>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)</p>	<p>2016-2017 Update the request for funding form used in the GFU Discretionary Resource Allocation model document to include direct link to Strategic Plan Goals.</p>	<p>2017-2018 Implement updated form for the fall resource allocation process.</p>	<p>2018-2019 Evaluate process and use of updated form as evidence of resource allocation supporting College mission and Strategic Plan Goals.</p>	<p>Request for Continuous GFU Discretionary Resource Allocation form must provide link showing how resource will support Strategic Plan Goals.</p>	<p>1) Continuous GFU Resource Allocation Request has been updated for: -College President -Instruction -Student Services -Administrative Services 2) Update to document includes identification of College Strategic Goal 3) All divisions were provided the updated document on March 7, 2017 4) Documents are due back by March 24, 2017 for final prioritization by BRDS on April 7, 2017. (Evidence: VPI Discretionary Resource Allocation Form (BRDS); Email of Continuous GFU Discretionary Allocation Request (BRDS))</p>	<p>*Continuous GFU Resource Allocation documents reviewed by BRDS on 3/17/17. *The data element of STRATEGIC GOAL was added to the document. *This new data element was added to current elements: Current Budget, Budget Requested, Justification, Program Priority, Chair/Supervisor Priority, Division Priority, BRDS Priority *The 2016-17 Continuous GFU Discretionary Resource Allocation cycle was successful with the addition of the Strategic Plan Goal Data. *This new form, including Strategic Plan Goal, was fully implemented in the 2017-18 resource allocation cycle. *THIS ACTION ITEM IS COMPLETE</p>	<p>THIS ACTION ITEM IS COMPLETE</p>		<p>THIS ACTION ITEM IS COMPLETE</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. (III.D.2)</p>	<p>2016-2017 Propose updates to the current link on the Student Success Framework for Long-Term Integrated Planning to provide a clearer representation of Fiscal Planning cycle to include summary of BRDS functions, Allocation of Continuous Resources, and Campus Adopted Budget Development.</p>	<p>2017-2018 Implement changes to the landing page for Budget Resources Review on the Student Success Framework for Long-Term Integrated Planning.</p>	<p>2018-2019 Evaluate effectiveness of additional communication related to cycle of Resource Allocation.</p>	<p>Website updated with information providing clear representation of BRDS functions; improved communication of BRDS functions.</p>	<p>1) BRDS spring 2017 initial agenda has been developed with Co-chair to include: *April 21 and May 5 – Update planning Page – Resource Allocation 2) Specific items planned for discussion: Narrative to describe Budget Development Process Program Review Resource Requests Prioritization New Discretionary Resources Re-allocation of Existing Resources Tentative Budget Adopted Budget Miramar Adopted Budget Direct link to: New Discretionary Resources Final Prioritization Re-allocation of Existing Resources Miramar Adopted Budget Book (Evidence: BRDS Co-chairs Agenda Development Email-Spring 2017)</p>	<p>*VP Bell met in SP17 with BRDS task force (Buser and Smith) *Resource allocation process narrative items for webpage included: BAM, CAM, BRDS, RFF Guide, PIEC, Constituent Groups, CEC identified by BRDS in FA17. *Resource Allocation Cycle diagram was reviewed by BRDS FA17. BRDS identified action items for SP18 to include: finalize narrative, create draft webpage, PIEC, Constituent and CEC review of draft webpage. *At the March 2 BRDS meeting a task force was formed to draft a new landing page. The task force membership is Bell, Choe, Buser and Smith. *TARGET COMPLETION JUNE 2018</p>	<p>*Administrative Services Resources were allocated in SU18 to draft BRDS landing page. *Meeting is scheduled with Web department in Sept. *10/11/18 Draft web page has been created and is being reviewed. *2/1/19 Second draft is being reviewed and edited [Evidence: Recommendations for Improvement Status (VPA Update 02.20.19)]</p>	<p>Recommendations for Improvement Status (VPA Update 02.20.19)</p>	<p>*2/1/19 Second draft is being reviewed and edited [Evidence: Recommendations for Improvement Status (VPA Update 02.20.19)] *11/7/19 Second draft is being reviewed and edited [Evidence: ISER-Action Projects Email 11.07.19].</p>	
<p>Develop the College's research capabilities to provide program- and service area-specific data disaggregated by relevant subpopulations. (I.B.9)</p>	<p>2016-2017 1) Identify types of data that are consistently requested by programs using the Research Request Form. 2) Develop triennial process for programs to request program-specific information for Program Review.</p>	<p>2017-2018 Implement process and collect program-specific requests.</p>	<p>2018-2019 Provide program-specific data for Full Program Review.</p>	<p>Program Review data packets containing program-specific data disaggregated by relevant subpopulations, for faculty use in identifying strategies to mitigate performance gaps.</p>	<p>1) After the revised Research Request Form was implemented in Fall 2016, a total of 13 ad hoc research requests have been received. Among the received requests, 5 address BSL, 3 address SEP, 3 address SLOs, 1 address CTE Strong Workforce, 1 from Child Development, 2 from English, and 3 from Math. Some requests address more than one area/program/subject. Some of the newly recurring projects such as the ISLO Survey, evaluation for SEP projects, and research to support the Strong Workforce Program have been added into the 2016-17 College-wide Research Agenda (Evidence: Ad-hoc Research Summary Report, 2016-17 College-wide Research Agenda).</p>	<p>1. IR is finalizing the program review data packets and pivot tables containing outcomes data on clusters of courses leading to awards. IR is making progress on learning building dashboards in Tableau and Excel as well. 2. The highschool pipeline data have been disaggregated by high school for Outreach to have placement data informing their work with individual highschools. 3. Collaborating with the ASC team, IR is designing and developing an annual collegewide tutoring report. The report intends to cover student achievement data and disaggregate the data by tutoring vs. non-tutoring, modality of tutoring (online, on campus, SI, etc.), subject (e.g., English and Math) and course level (e.g., transfer level, basic skills). (as of 10.26.2017). 4. With additional hourly funds supported by the VPI Office, IR was able to improve the 40+ program review data packets by adding features (e.g., hyperlinked table of content). 5. IR also developed the Program Review Interactive Data Dashboard (PRIDD) in Excel to provide more disaggregated and cross subject data to support instructional program review. 6. IR also provided data coaching by compiling documents such as FAQ on Finding and Using Benchmarks and the PRIDD Guide and giving a workshop during Flex to guide and facilitate use of the instructional program review data. (as of 2.8.18) 7. IR has been developing and testing various dashboards (e.g., program review dashboards, student equity dashboards, and awards dashboards) using Tableau (a data visualizing tool) and aims at releasing them to the college in Fall 2018. While designing the dashboards, IR sampled and evaluated dashboards from other community colleges and 4-year universities. IR focuses on enabling dashboard users to describe students' college experiences and academic journeys with the data while giving limited freedom of applying filters to avoid misusing the dashboards.</p>	<p>1. IR developed a qualitative data packet and a survey data packet to summarize research findings from the studies conducted in the past few years. 2. IR has compiled the Annual Tutoring Report for ASC. The report examines traditional tutoring, online tutoring, as well as Supplemental Instructional tutoring. IR also compiled a set of instruments to suggest that ASC needs additional implementation data. 3. IR has developed the Program Review Equity Data Dashboard (PREDD) using Tableau. It is being tested and planned to be finalized by Fall 2018. A user guide has also been developed for facilitating the use of the PREDD. 4. IR is assisting student services with the program review and revising the point of service surveys. 5. IR is also assisting the PRIGLOAC subcommittee with reviewing the ISLO surveys and developing the Program Review Process Survey. 6. IR has received BSSOT funding for adding new research tools to better support research functions. (This request has been postponed by District.) 7. The PREDD was fully implemented in support of the instructional program review due April 2019. Program leads, chairs, deans and VPI have gained access to the data tool through IT and IR. The tool will continue to be maintained, updated, and polished. *THIS ACTION ITEM IS COMPLETE</p>	<p>THIS ACTION ITEM IS COMPLETE</p>	<p>THIS ACTION ITEM IS COMPLETE</p>	
<p>Develop and implement the "College Governance Assessment Tool" to evaluate day-to-day</p>	<p>2016-2017 Develop "College Governance Assessment Tool." Use information from pilot assessment study to modify and improve tool.</p>	<p>2017-2018 1) Implement "College Governance Assessment Tool" college-wide. 2) Collect data from assessment and perform analysis. Identify areas and strategies for improvement</p>	<p>2018-2019 Implement strategies for improvement, efficiency, and effectiveness.</p>	<p>College-wide evaluation of committee functions and effectiveness.</p>	<p>1) Governance assessment tool was piloted in Spring 2016 in CEC and CGC. 2) Tool was modified for use in the 16-17 year and workshops were given to assist committee chairs with its use (Evidence: Goals for Assessment Workshop #1: 1) 78% of committees completed and submitted the CGC Governance Assessment Tool 2) CGC Chair compiled a summary of evaluations and reviewed with CGC (evidence: CGC minutes 8/22/17) 3) CGC is creating a CGC Evaluation Annual Report to share</p>	<p>1) CGC Evaluation Summary Report is posted to the CGC Website 2) CGC Chair compiled a summary of evaluations and reviewed with CGC (evidence: CGC minutes 8/22/17) 3) CGC is creating a CGC Evaluation Annual Report to share</p>	<p>1) CGC Evaluation Summary Report is posted to the CGC Website 2) CGC Chair compiled a summary of evaluations and reviewed with CGC (evidence: CGC minutes 8/22/17) 3) CGC is creating a CGC Evaluation Annual Report to share</p>	<p>1) CGC Evaluation Summary Report is posted to the CGC Website 2) CGC Chair compiled a summary of evaluations and reviewed with CGC (evidence: CGC minutes 8/22/17) 3) CGC is creating a CGC Evaluation Annual Report to share</p>	<p>1) CGC Evaluation Summary Report is posted to the CGC Website 2) CGC Chair compiled a summary of evaluations and reviewed with CGC (evidence: CGC minutes 8/22/17) 3) CGC is creating a CGC Evaluation Annual Report to share</p>	<p>Held CIA meeting on 9/4/19 to continue review of governance structure and committees (Evidence: 9/4 Collegiality in Action Meeting: Information and Agenda Email 09.03.19). Held CIA meeting on 10/31/19 to finalize governance structure before moving through</p>

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<p>operations and effectiveness of governance committees. (I.B.7, I.C.5, IV.A.1, IV.A.7)</p>					<p>Timeline for Committee Eval's F16: College Committee Chair Guide; College Governance Committee Chairs Meeting Announcement). 3) CGC collected preliminary data for volunteer committees who had available data for the 15-16 year (Evidence: Aggregate CGC Evaluation Template) 4) Ongoing discussions based on preliminary data have led to draft mapping of committee goals and accomplishments to accreditation substandards (Evidence: CGC Crosswalk Accreditation Example) 5) Spring 2017 CGC Workshop to address standardization for improvement of committee agendas and minutes, including alignment with strategic plan goals and accreditation standards (Evidence: Committee Workshop #2 Flyer)</p>	<p>with the college, which will include summary data, analysis, and identification of areas and strategies for improvement, both in college governance structure/ process and in the tool itself (evidence: CGC minutes 9/12/17) 4) CGC is developing a workshop for all college governance committee members to be held during Spring 2018 Convocation (evidence: CGC minutes 9/12/17). 5) CGC has not been able to make progress on this work item on its agenda- plans for discussion have been delayed until 12/12/17. Unclear whether the workshop will take place during FLEX week or after. Dialogue ongoing at CGC for this item. 6) CGC has collated the evaluation tool results and written a summary report. CGC will host a workshop to present the information from the summary report. CGC is recommending that the governance evaluation is institutionalized on a 3-year cycle.</p>	<p>CGC Chair Email 09.20.18). 2) The College has received outside help regarding governance evaluation. The Collegiality in Action (CIA) team has formed the Participatory Governance Committee (PGC) and Academic and Professional Matters Committee (APMC) to further address governance matters at the college (Evidence: A Follow-up Message to Miramar College (Chancellor Message 02.28.19)). 3) The CIA team held two workshops on 4/17/19 to inform the college of the progress made to date on the governance evaluation and restructure efforts (Evidence: San Diego Miramar College Governance Forum PPT 4.17.19 - Final)</p>	<p>the college for feedback and approval. Individual committees were not examined at this meeting. (Evidence: Merged Draft of Miramar College Governance Handbook Email 10.30.19).</p>
<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)</p>	<p>2017-2018 1) Review consistent inclusion of Accreditation Standards as part of governance committee goals. 2) Continue to align committees/groups with specific Accreditation Standards.</p>	<p>2018-2019 Integrate Accreditation Standards into governance committee goals.</p>	<p>2019-2020 Use College Governance Assessment Tool to evaluate whether Accreditation Standards are functionally integrated into governance committees.</p>	<p>Integration of Accreditation Standard language and requirements into governance committees.</p>	<p>See above</p>	<p>1) CGC will include this item in its review of the 2016-2017 CGC Evaluation Tool-Dialogue ongoing at CGC for this item.</p>	<p>1) The College has received outside help regarding governance evaluation. The Collegiality in Action team has formed the Participatory Governance Committee (PGC) and Academic and Professional Matters Committee (APMC) to further address governance matters at the college (Evidence: A Follow-up Message to Miramar College (Chancellor Message 02.28.19)). 3) The CIA team held two workshops on 4/17/19 to inform the college of the progress made to date on the governance evaluation and restructure efforts (Evidence: San Diego Miramar College Governance Forum PPT 4.17.19 - Final)</p>	<p>Held CIA meeting on 9/4/19 to continue review of governance structure and committees (Evidence:9/4 Collegiality in Action Meetin: Information and Agenda Email 09.03.19). Next CIA meeting is scheduled for 10/31/19 (Evidence: Date for Next Collegiality in Action meeting Email 09.30.19). Held CIA meeting on 10/31/19 to finalize governance structure before moving through the college for feedback and approval. Individual committees were not examined at this meeting. (Evidence: Merged Draft of Miramar College Governance Handbook Email 10.30.19).</p>