

**Planning and Institutional Effectiveness Committee**  
**Mapping of Committee Actions to San Diego Miramar College Strategic Goals:**

Strategy	Date	Action
5.1, 5.4	09/11/09	Approved 2010-11 Campus-Wide Master Planning Timeline.
5.1	09/11/09	Approved adding CWMP to the college's shared "G" drive.
5.1	10/09/09	Approved Planning Flow Chart for 2010-11.
5.1, 5.4	12/11/09	Ranked college-wide priorities for 2010-11.
5.1, 5.4	02/05/10	Added student support language to Ranked college-wide priorities for 2010-11.
5.4	10/08/10	Recommended changes to IE membership and to IE committee name.
5.1	10/08/10	Agreed to continue review of PR/SLOAC committee structure and report and to look at models of integration while working on the effectiveness of the overall college planning processes.
5.1	10/08/10	Reviewed CWMP for 2010-11.
5.1, 5.4	10/08/10	Reviewed CWMP Planning Timeline for 2011-12.
5.1, 5.4	12/10/10	Scheduled discussion/ranking of the college-wide priorities for 2011-12 in spring 2011.
5.1, 5.4	12/10/10	Amended the timeline for completing the 2010-11 timeline for college-ranked priorities.
5.1	12/10/10	Agreed to develop a plan of action for the accreditation planning process.
5.1	12/10/10	Agreed to review and assess the accreditation planning process and develop a plan of action.
5.1, 5.4	12/10/10	Created task force to address assessment of planning procedures.
5.1, 5.4	12/10/10	Disclosed the process used in prioritizing the classified hiring priorities.
5.1, 5.4	12/10/10	Agreed that the Steering Committee would express College-Wide Goals and Objectives for 2011-12 into priorities which will be ranked.
5.1	12/10/10	Agreed to update the Campus-Wide Master Plan and elect a new co-chair for 2011-14.
5.1	02/11/11	Agreed to leave the 2010-11 CWMP Timeline as is.
5.1	02/11/11	A work group was established to simplify the planning process.
5.1	02/11/11	Agreed to accept the College-Wide Goals and Objectives for 2011-12 as presented by the vice presidents.
5.1	02/11/11	Agreed that the 2011-12 Priorities will be the six Strategic Goals listed on page 2 of the 2007-13 Strategic Plan.
5.1, 5.4	02/25/11	Agreed that the Steering Committee will review/revise the 2007-13 Strategic Plan to include measurable objectives and refine the strategies.
5.1	02/25/11	Charged the Steering Committee with 1) refining the planning process flow chart, 2) alignment of the college plans, showing goals and strategies, and 3) creating a glossary of terms.
5.1, 5.4	02/25/11	Agreed to meet with CGC to integrate the planning process with the restructuring of the governance process.

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5.1	02/25/11	Agreed to retire the term "College Wide Master Plan" and to create an Education Master Plan to include planning elements for all three divisions.
5.1	02/25/11	Agreed to double number of meetings until the semester's end because of amount of work required.
5.1	03/25/11	Agreed to disseminate proposed revisions to the 2007-13 Strategic Plan and request feedback from the campus.
5.1	03/25/11	Reviewed the planning process used pre-2011-12 and agreed to disseminate to the campus.
5.1	03/25/11	Reviewed and agreed to disseminate to the campus a proposed revised planning cycle schematic and a draft Integrated Campus Planning Process.
5.1	03/25/11	Agreed to continue work on a draft glossary.
5.1	03/25/11	Requested revision of district researcher assignment to campus two days per week so they could attend this committee's meetings.
5.1, 5.4	04/08/11	Announced change of committee name to "Planning and Institutional Effectiveness Committee (PIEC)."
5.1, 5.4	04/08/11	Elected new PIEC faculty co-chair.
5.1	04/08/11	Changed the 2007-13 Strategic Plan Revision from Excel to Word to make it more easily understandable and allow it to fit onto the President's website, and agreed to re-disseminate it to the campus.
5.1	04/08/11	Approved the revised draft Annual Planning Cycle diagram.
5.1	04/08/11	Approved the Integrated Campus Planning Process Diagram.
5.1	05/13/11	Approved the addition of sustainability modifications to the draft Strategic Plan.
5.1	05/13/11	Agreed that the Strategic Plan will be assessed every six years with a midterm update.
5.1	05/13/11	Agreed to further modify the draft Annual Planning Cycle Timeline.
5.1	05/13/11	Reviewed changes to the draft Accreditation report and agreed to include a process for assessing the Strategic Plan and a mechanism for data collection.
5.1, 5.4	05/13/11	Agreed to continue meeting twice as often till semester end.
5.4	05/13/11	Agreed to update PIEC membership in the fall.
5.1	02/10/12	The PIEC work group met and considered finalization of the strategic plan measurable outcomes approved in principle at the PIEC Dec. 19 <sup>th</sup> meeting.
5.1	02/10/12	Confirmed that evidence for the finalized measurable outcomes has been collected by the OIRP.
5.1, 5.4	02/10/12	Agreed that PIEC's subcommittees, Research and Budget & Resource Development, will be charged with action and/or collection of evidence relating to Strategic Plan measurable outcomes and assessment tools.

**Planning and Institutional Effectiveness Committee**  
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Strategy	Date	Action
5.1	02/10/12	A work group began discussion of Strategic Plan measurable outcomes and refinement of the Educational Master Plan.
5.1	02/10/12	Charged the Research and BRDS committees with action and/or collection of evidence on the Strategic Plan measurable outcomes and assessment tools.
5.1	02/10/12	Formed a workgroup to discuss assessment of annual strategies over a six-year period.
5.1	02/10/12	The Accreditation work group was reformed to respond to the January 2012 Accreditation recommendations.
5.1, 5.4	02/10/12	Agreed to attend the 02/09/12 ACCJC regional training on integrated planning and use of evidence.
5.1	02/10/12	Made recommendations to revise proposed changes to the Research Subcommittee mission statement and expansion of membership.
5.1	02/10/12	Agreed to add reports from the Research and BRDS committees as standing agenda items to future agendas.
5.1	02/10/12	Agreed to utilize a conference room to facilitate more effective PIE committee meetings.
5.1	03/23/12	Agreed to develop college planning webpage for communication.
5.1, 5.4	03/23/12	Agreed to consider a college-wide retreat to prioritize objectives and to incorporate the results into an annual institutional effectiveness report.
5.1	03/23/12	Approved a revised Research Subcommittee College Governance Handbook page.
5.1	03/23/12	Approved changes to the Research Subcommittee membership.
5.1, 5.4	03/23/12	Conducted an accreditation survey and gap analysis of integrated planning practices and assessed survey results.
5.1	03/23/12	Agreed to create a simplified integrated planning process diagram to complement existing diagram and commissioned a work group to develop it.
5.1	03/23/12	Set minimum goals/objectives for PIEC through the end of spring 2012.
5.1, 5.4	03/23/12	Formed a work group to draft a human resources plan to be integrated with the Educational Master Plan and the Strategic Plan.
5.1	03/23/12	Agreed to develop/implement an annual institutional effectiveness report.
5.1	04/13/12	Continued work on the draft Educational Master Plan.
5.1	04/13/12	Continued updating the Strategic Plan objectives.
5.1, 5.4	04/13/12	Agreed to incorporate references to specific Strategic Goals into PIEC agendas/minutes.
5.1	04/13/12	Agreed to update/improve the campus website
5.1, 5.4	04/13/12	Proposed an annual institutional effectiveness report.

**Planning and Institutional Effectiveness Committee**  
**Mapping of Committee Actions to San Diego Miramar College Strategic Goals:**

<b>Strategy</b>	<b>Date</b>	<b>Action</b>
5.1, 5.3	04/13/12	Approved the 2012-13 Research Agenda.
5.1	04/27/12	Approved latest draft of Educational Master Plan.
5.1	04/27/12	Approved Strategic Plan updated Objectives.
5.1, 5.3	04/27/12	Reviewed progress in the development of a Human Resources plan as discussed in President's Cabinet.
5.1	04/27/12	Reviewed progress in development of simplified planning process diagram.
5.1, 5.4	04/27/12	Agreed to develop an annual institutional effectiveness report.
5.1	04/27/12	Agreed to look into developing an intranet for planning information.
5.1, 5.2	04/27/12	Accepted the BRDS' recommendation for civic center net income allocations for 2012-13.

**\*San Diego Miramar College**

**2007–2013 Strategic Goal 5: Refine the college's integrated planning process.**

**5.1** Improve and strengthen the integrated college planning process driven by the college's Strategic Plan. This efficient and accountable process facilitates transparent college wide planning, budgeting and resource allocation.

**5.2** Develop a process for evaluating and responding to alternate sources of funding.

**5.3** Strengthen coordination with the District to maintain equitable, courteous and quality service delivery to students, especially during state and local budget crises, and preparedness for unexpected catastrophic events.

**5.4** Continue to refine the college participatory governance structure processes and activities to align with the formalized integrated college planning process.

## Mapping BRDS Accomplishments 2011/2012 to the San Diego Miramar College 2007-2013 Strategic Plan

<b>Strategy</b>	<b>Actions/Accomplishments</b>	<b>Evidence</b>
1.1 Strengthen and improve review of academic programs with an integrated emphasis on Student Learning Outcomes, core institutional competencies, and alternative instructional delivery systems and methods at the course, program and college level.		
1.2 Enhance student success in basic skills for successful transition into degree applicable and career coursework.		
1.3 Implement curricula and program improvement strategies necessary to ensure students receive the highest quality education.	Review and prioritization of the annual Program Review-based funding requests, to maintain and or enhance quality of instruction	<a href="#">BRDS minutes 11/4/11; 11/18/11, 12/02/11</a>
1.4 Provide faculty development in instructional & assessment techniques to enhance high quality, successful student learning		
1.5 Improve the effectiveness of institutional operational structures, and student support/services to support student success in retention, transfer, workforce placement and graduation.		
1.6 Adopt culturally relevant, cutting-edge instruction pedagogies, methods and approaches.		
1.7 Develop new instructional programs and student opportunities to expand student learning and preparation for emerging workplace needs by developing service learning and internship opportunities, expanding work experience programs		
2.1 Offer instruction and support services through non-traditional scheduling, delivery methods and locations.		

2.2 Embrace and utilize emerging information technology in delivery of instruction and student services	Continue stream-lining the RFF form submission using a pdf interactive form developed	<a href="#">2011-12 BRDS RFF</a>
2.3 Maintain and upgrade technology for campus administrative and instructional computing services functions through campus technology plan and training.		
2.4 Maintain adequate instructional course offerings and delivery of services while addressing applicable training standards and adhering to the enrollment management allocation model.		
2.5 Maintain quality of campus services to meet student needs by providing professional development opportunities and training for the College's staff.		
2.6 Foster both internal and external marketing and outreach activities that promote Miramar College's instructional program's and student services.		
3.1 Develop and implement programs and approaches to improve global awareness and student equity to foster a climate and reputation for inclusiveness and sustainability awareness.		
3.2 Focus student and staff recruiting efforts on populations that reflect the diversity of the college service area community.		
3.3 Showcase Miramar College in the community and build external recognition for its location, programming, accessibility, diversity, quality teaching, programs, student centeredness and sustainability awareness.		

3.4 Improve, expand and strengthen Miramar College's web-based presence and information processing systems.		
3.5 Expand campus directed outreach, recruitment, marketing, advertising approaches and promotional activities.		
3.6 Facilitate new campus wide construction while maintaining ongoing needs for safety, improvement and quality, and sustainable practices; Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new buildings and other facilities.		
4.1 Partner with academic, business, military and community organizations to explore alternative resources and/or learning opportunities for students, faculty and staff.		
4.2 Increase the involvement and input of business and industry, educational institutions and community in Miramar College's educational activities.		
4.3 Develop systemic outreach to increase Miramar College's visibility within its service area and develop stronger linkages for K-16 student learning & career pathways.		
4.4 Establish a campus process to evaluate and respond to partnership proposals from business, industry and education.		
5.1 Improve and strengthen the internal strategic plan-based planning process as an efficient and accountable process to facilitate transparent campus wide planning, budgeting, and resource allocation	- Establishment of BRDS Unrestricted Fund (URF) using Civic Center net revenues to build a reserve and to meet needs of specific campus functions for items that are not compatible with IELM funding guidelines.	- <a href="#">BRDS minutes 9/02/2012</a>  <a href="#">BRDS minutes 10/07/11</a>

	<ul style="list-style-type: none"> <li>- Establishment of guidelines for allocation of the BRDS URF</li> <li>- Transparent management of resources; approval of use of BRDS URF for 2011-12 Program Review generated RFFs</li> </ul> <p>Transparent management of resources; approval of use of BRDS URF for Program Review generated RFFs and for classified staff professional development</p>	<p><a href="#">BRDS minutes 12/02/11</a></p> <p><a href="#">BRDS minutes 4/27/12</a></p>
	Transparent Review and prioritization process	BRDS minutes (same as 1.3, above)
	Publication of the BRDS-recommended and campus-approved list of prioritized and funded RFFs	<a href="#">Publicized college-approved annual list 2011/2012</a>
	Response to an emergency request for funding	<a href="#">BRDS minutes 2/3/12</a>
	Plan for expansion of role of BRDS in discussion of other campus resources including general discretionary fund allocation in alignment with Strategic Plan, and the enrollment management	BRDS minutes 3/30/12 (Draft)
	Initiation of the College Enrollment Management as a participatory governance issue and forwarding of recommendations about an EM taskforce and its composition to the Planning and Institutional Effectiveness Committee (PIEC)	BRDS minutes 5/11/12 (Draft)

5.2 Develop a process for evaluating and responding to alternate sources of funding.	Respond to PIEC, parent committee request to initiate the development of a process for campus approval	BRDS minutes 3/30/12 (Draft) BRDS minutes 5/11/12 (Draft)
5.3 Strengthen coordination with the District to maintain our campus preparedness and equitable, courteous and quality delivery of services that focus on students during challenging state and local budget crises and cutbacks and unexpected catastrophic events.		
5.4 Continue to refine the campus shared governance structure processes and activities to align with the emerging integrated campus planning model.	Coordination of timing of submissions of funding requests with the Annual Program Review Reports as key components of the College annual planning cycle.	<a href="#">2011/2012 Program Review Report</a>
	Review the subcommittee charge and edit its page in the College Governance Handbook edit Committee	<a href="#">BRDS minutes 9/16/11;</a>
	Self-reflection on the subcommittee's strengths and weaknesses forwarded to the College Governance Committee.	<a href="#">BRDS minutes 11/18/11</a>

## San Diego Miramar College 2007-2013 Strategic Plan

<p><b>Goal 1:</b> <i>Focus college efforts on student learning and student success through quality education that is responsive to change</i></p>
<p><b>Goal 1:</b> <i>Focus college efforts on student learning and student success through quality education that is responsive to change</i></p>
<p><b>Goal 2:</b> <i>Deliver instruction and services in formats and at sites that best meet student needs</i></p>
<p><b>Goal 3:</b> <i>Enhance the college experience for students and the community by providing campus facilities, programs and student-centered co-curricular activities that celebrate diversity and sustainable practices</i></p>
<p><b>Goal 4:</b> <i>Initiate and strengthen beneficial partnerships with business and industry, other educational institutions, and the community</i></p>
<p><b>Goal 5</b> <i>Refine the college's integrated planning process</i></p>

**Mapping the roles of our Shared Governance Committees to the Miramar College Strategic Goals**

**Working Document**

**2007-2013 San Diego Miramar College Strategic Plan Goals**

<p><b>Goal 1:</b> <i>Focus college efforts on student learning and student success through quality education that is responsive to change</i></p>
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<b>Strategy</b>	<b>Committee or subcommittee's name</b> <b><u>Research Subcommittee (RSC)</u></b> <b>Chair: <u>Daniel Miramontez, Ph.D.</u></b>	<b>Evidence</b>
1.1 Strengthen and improve review of academic programs with an integrated emphasis on Student Learning Outcomes, core institutional competencies, and alternative instructional delivery systems and methods at the course, program and college level.	<p>-The ongoing development of an annual college-wide research agenda.</p> <p>-Management of internal and external research requests following established protocols.</p>	Committee governance document and minutes
1.2 Enhance student success in basic skills for successful transition into degree applicable and career coursework.	<p>-The ongoing development of an annual college-wide research agenda.</p> <p>-Management of internal and external research requests following established protocols.</p>	Committee governance document and minutes
1.3 Implement curricula and program improvement strategies necessary to ensure students receive the highest quality education.	<p>-The ongoing development of an annual college-wide research agenda.</p> <p>-Management of internal and external research requests following established protocols.</p>	Committee governance document and minutes
1.4 Provide faculty development in instructional & assessment techniques to enhance high quality, successful student learning	Support and facilitation of research and delivery of data and information in instructional programs, student services, administrative services, and outreach/marketing	Committee governance document and minutes
1.5 Improve the effectiveness of institutional operational structures, and student support/services to support student success in retention, transfer, workforce placement and graduation.	<p>-The ongoing development of an annual college-wide research agenda.</p> <p>-Management of internal and external research requests following established protocols.</p>	Committee governance document and minutes
1.6 Adopt culturally relevant, cutting-edge instruction pedagogies, methods and approaches.	-The ongoing development of an annual college-wide research agenda.	Committee governance document and minutes

	-Management of internal and external research requests following established protocols.	
1.7 Develop new instructional programs and student opportunities to expand student learning and preparation for emerging workplace needs by developing service learning and internship opportunities, expanding work experience programs		
2.1 Offer instruction and support services through non-traditional scheduling, delivery methods and locations.	-The ongoing development of an annual college-wide research agenda.  -Management of internal and external research requests following established protocols.	Committee governance document and minutes
2.2 Embrace and utilize emerging information technology in delivery of instruction and student services		
2.3 Maintain and upgrade technology for campus administrative and instructional computing services functions through campus technology plan and training.		
2.4 Maintain adequate instructional course offerings and delivery of services while addressing applicable training standards and adhering to the enrollment management allocation model.	-The ongoing development of an annual college-wide research agenda.  -Management of internal and external research requests following established protocols.	Committee governance document and minutes
2.5 Maintain quality of campus services to meet student needs by providing professional development opportunities and training for the College's staff.	Support and facilitation of research and delivery of data and information in instructional programs, student services, administrative services, and outreach/marketing.	Committee governance document and minutes

<p>2.6 Foster both internal and external marketing and outreach activities that promote Miramar College's instructional program's and student services.</p>		
<p>3.1 Develop and implement programs and approaches to improve global awareness and student equity to foster a climate and reputation for inclusiveness and sustainability awareness.</p>		
<p>3.2 Focus student and staff recruiting efforts on populations that reflect the diversity of the college service area community.</p>		
<p>3.3 Showcase Miramar College in the community and build external recognition for its location, programming, accessibility, diversity, quality teaching, programs, student centeredness and sustainability awareness.</p>		
<p>3.4 Improve, expand and strengthen Miramar College's web-based presence and information processing systems.</p>	<p>Maintenance of the Research Subcommittee and the Institutional Research webpages.</p>	<p>Committee governance document and minutes</p>
<p>3.5 Expand campus directed outreach, recruitment, marketing, advertising approaches and promotional activities.</p>		
<p>3.6 Facilitate new campus wide construction while maintaining ongoing needs for safety, improvement and quality, and sustainable practices; Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new buildings and other facilities.</p>		

4.1 Partner with academic, business, military and community organizations to explore alternative resources and/or learning opportunities for students, faculty and staff.		
4.2 Increase the involvement and input of business and industry, educational institutions and community in Miramar College's educational activities.		
4.3 Develop systemic outreach to increase Miramar College's visibility within its service area and develop stronger linkages for K-16 student learning & career pathways.		
4.4 Establish a campus process to evaluate and respond to partnership proposals from business, industry and education.		
5.1 Improve and strengthen the internal strategic plan-based planning process as an efficient and accountable process to facilitate transparent campus wide planning, budgeting, and resource allocation	<p>To promote and facilitate a culture of evidence and collaborative inquiry in which accurate data and information are generated and developed into useful information for:</p> <ul style="list-style-type: none"> <li>1) Institutional assessment</li> <li>2) Integrated planning</li> <li>3) Improving student learning and institutional effectiveness</li> </ul>	Committee governance document and minutes
5.2 Develop a process for evaluating and responding to alternate sources of funding.		
5.3 Strengthen coordination with the District to maintain our campus preparedness and equitable, courteous and quality delivery of services that focus on students during challenging state and local budget crises and cutbacks and unexpected catastrophic events.	Collaboration with the San Diego Community College District Office of Institutional Research and Planning.	Committee governance document and minutes

5.4 Continue to refine the campus shared governance structure processes and activities to align with the emerging integrated campus planning model.		
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**Summary report of Research Subcommittee Chair March, 2012  
(Accomplishments for Spring 2012)**

- 1) Change subcommittee mission to focus on building a culture of collaborative inquiry while maintaining a culture of evidence.
- 2) Changed subcommittee composition with intention to expand committee membership to reflect our new mission and the growing needs of Miramar in the near future.
- 3) Streamlined research processes to fit the integrated planning process at Miramar:
  - a. Research Agenda (ongoing)
  - b. Environmental Scan-Aligned the purpose of the Environmental Scan to fit with and inform the next iteration of the Educational Master Plan.
  - c. Outcomes reporting-Aligned Strategic Goals 1-3 in Miramar Scorecard to serve as part of the outcomes reporting in the larger Institutional Effectiveness report.
- 4) Refined ad hoc request form and process to fit better within the integrated planning process and reflect our new mission in building a culture of collaborative inquiry.
- 5) Develop Research Subcommittee Webpage.



**COLLEGE EXECUTIVE COMMITTEE MEETING**

**J-225**

**Tuesday, May 15, 2012**

**1:00 – 2:00 P.M.**

**Members:** Hsieh, Bell, Buckley, Figueroa, Harrison, Bohm, Richardson, Conrad, Allen, and Hubbard

**Attendees:** Trevisan, Jacobson, Woods and Schwarz

- A. Approval of the Agenda**
- B. Approval of Previous Minutes**
- C. Guests/Introductions**
- D. Updates from the Chancellor’s Cabinet**
- E. New Business**

#	Item	*Strategic Goals	Initiator
1	CGC Recommendations for Changes to Instructional PR/SLOAC and Academic Standards sub-committees	5	Figueroa
2	Educational Master Plan	1	Buckley
3	Division Plans	1	Buckley

**F. Old Business**

#	Item	*Strategic Goals	Initiator
1	Update on Oct 2012 Accreditation Follow Up Report	1	Hsieh
2	Participation in Grants	4	Conrad
3	Mapping of CEC Functions to Strategic Goals	5	Figueroa

**G. Reports**

**(Please limit each following report to two minutes maximum. If you have any handouts, Please e-mail them to Lexie West ahead of time to be included for distribution electronically.)**

- Academic Senate
- Classified Senate
- Associated Student Council
- District Governance Council
- District Strategic Planning Committee
- District Budget Committee

**H. Announcements**

**I. Adjourn**

**\* San Diego Miramar College 2007 – 2013 Strategic Goals**

**Goal 1:** Focus college efforts on student learning and student success through quality education that is responsive to change

**Goal 2:** Deliver instruction and services in formats and at sites that best meet student needs.

**Goal 3:** Enhance the college experience for students and the community by providing campus facilities, programs and student-centered co-curricular activities that celebrate diversity and sustainable practices

**Goal 4:** Initiate and strengthen beneficial partnerships with business and industry, other educational institutions, and the community

**Goal 5:** Refine the college’s integrated planning process

**Please also see <http://www.sdmiramar.edu/institution/plan> for San Diego Miramar College 2007-2013 Strategic Plan Folders**

**Mapping the roles of our Shared Governance Committees to the Miramar College Strategic Goals**

**Working Document**

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<p><b>Goal 5</b> <i>Refine the college's integrated planning process</i></p>

<b>Strategy</b>	<b>Committee or subcommittee's name</b> <b><u>College Executive Committee</u></b> <b>Co-Chairs: P. Hsieh &amp; D. Figueroa</b>	<b>Evidence</b>
1.1 Strengthen and improve review of academic programs with an integrated emphasis on Student Learning Outcomes, core institutional competencies, and alternative instructional delivery systems and methods at the course, program and college level.	Academic & Professional Matters (A&PM) – Processes for Program Review; Faculty roles & involvement in accreditation processes, including self-study & annual reports	5/24/11 Approval of ACCJC Annual Report; 9/6/11 Approval of Accreditation Follow-up report including Draft Ed Master Plan, Adjusted College Planning Cycle, & Integrated College Planning Cycle
1.2 Enhance student success in basic skills for successful transition into degree applicable and career coursework.	A&PM – Standards or policies regarding student preparation and success	
1.3 Implement curricula and program improvement strategies necessary to ensure students receive the highest quality education.	A&PM – Curriculum, including establishing prerequisites and placing courses within disciplines	
1.4 Provide faculty development in instructional & assessment techniques to enhance high quality, successful student learning	A&PM – Policies for faculty professional development activities	
1.5 Improve the effectiveness of institutional operational structures, and student support/services to support student success in retention, transfer, workforce placement and graduation.	A&PM – Degree & certificate requirements; Standards or policies regarding student preparation and success	
1.6 Adopt culturally relevant, cutting-edge instruction pedagogies, methods and approaches.	A&PM – Educational program development	
1.7 Develop new instructional programs and student opportunities to expand student learning and preparation for emerging workplace needs by developing service learning and internship opportunities, expanding work experience programs	A&PM – Educational program development	

2.1 Offer instruction and support services through non-traditional scheduling, delivery methods and locations.		
2.2 Embrace and utilize emerging information technology in delivery of instruction and student services		
2.3 Maintain and upgrade technology for campus administrative and instructional computing services functions through campus technology plan and training.		
2.4 Maintain adequate instructional course offerings and delivery of services while addressing applicable training standards and adhering to the enrollment management allocation model.	A&PM – Processes for institutional planning and budget development	
2.5 Maintain quality of campus services to meet student needs by providing professional development opportunities and training for the College's staff.	A&PM – Policies for faculty professional development activities	
2.6 Foster both internal and external marketing and outreach activities that promote Miramar College's instructional program's and student services.		
3.1 Develop and implement programs and approaches to improve global awareness and student equity to foster a climate and reputation for inclusiveness and sustainability awareness.	All-Campus Matters – Student equity & Diversity	12/13/11 Adopt Resolution on Valuing Languages and Cultures ; 10/12/10 Approval of Student Equity Plan
3.2 Focus student and staff recruiting efforts on populations that reflect the diversity of the college service area community.		

<p>3.3 Showcase Miramar College in the community and build external recognition for its location, programming, accessibility, diversity, quality teaching, programs, student centeredness and sustainability awareness.</p>	<p>All-Campus Matters - Diversity</p>	<p>12/13/11 Adopt Resolution on Valuing Languages and Cultures</p>
<p>3.4 Improve, expand and strengthen Miramar College's web-based presence and information processing systems.</p>		
<p>3.5 Expand campus directed outreach, recruitment, marketing, advertising approaches and promotional activities.</p>		
<p>3.6 Facilitate new campus wide construction while maintaining ongoing needs for safety, improvement and quality, and sustainable practices; Continue to work with project architect and campus facilities committee to provide a seamless and smooth transition into the new buildings and other facilities.</p>	<p>All-Campus Matters – Facilities</p>	<p>2/7/12 HDAT Change Order; 11/15/11 TES design approval &amp; Fire Tech/EMT design concept approval; 11/15/11 Bookstore/Cafeteria/LLRC Change Orders; 2/15/11 Review Transit Center Marquee; approval of signage and wayfinding; 8/24/10 Review Smoking policy</p>
<p>4.1 Partner with academic, business, military and community organizations to explore alternative resources and/or learning opportunities for students, faculty and staff.</p>		
<p>4.2 Increase the involvement and input of business and industry, educational institutions and community in Miramar College's educational activities.</p>		
<p>4.3 Develop systemic outreach to increase Miramar College's visibility within its service area and develop stronger linkages for K-16 student learning &amp; career pathways.</p>		

<p>4.4 Establish a campus process to evaluate and respond to partnership proposals from business, industry and education.</p>		
<p>5.1 Improve and strengthen the internal strategic plan-based planning process as an efficient and accountable process to facilitate transparent campus wide planning, budgeting, and resource allocation</p>	<p>A&amp;PM – Processes for institutional planning and budget development</p>	<p>3/6/12 Approval of BRDS Requests for Funding prioritization; 5/24/11 Approval of Revised Strategic Plan; 3/22/11 Review of Mission, Vision &amp; Values; 11/2/10 Review Research agenda/GIRPA approval; 10/19/11 Review of Mission statement; 10/4/11 Approval of BRDS Requests for Funding prioritization; 9/13/11 Mission Statement Review; 9/6/11 Approval of 2007-13 Strategic Plan, with edits; 9/6/11 Discussion of Draft Division Plans; 9/4/11 Approval of College Technology Plan, revised Summer 2011</p>
<p>5.2 Develop a process for evaluating and responding to alternate sources of funding.</p>	<p>A&amp;PM – Processes for institutional planning and budget development</p>	
<p>5.3 Strengthen coordination with the District to maintain our campus preparedness and equitable, courteous and quality delivery of services that focus on students during challenging state and local budget crises and cutbacks and unexpected catastrophic events.</p>	<p>A&amp;PM – Processes for institutional planning and budget development All-Campus Matters - Staffing</p>	<p>12/13/11 Review Prioritized Classified Hiring List; 3/15/11 Review Faculty Hiring Priority List; 2/15/11 Review proposed instructional division reorganization; 10/12/11 Review Budget and Resource Development cycle</p>
<p>5.4 Continue to refine the campus shared governance structure processes and activities to align with the emerging integrated campus planning model.</p>	<p>A&amp;PM - District and College governance structures, as related to faculty roles</p>	<p>10/25/11 &amp; 3/29/11 Review Proposed Changes to IE Committee</p>