

PLAN 2030: DEFINING OUR FUTURE

Strategic Priority: Be the Best Place to Study and Learn

Metrics:

Short Term Progress Outcomes:

- Course retention and success
- Completion of transfer-level math and English in first year
- 2- and 3- term persistence
- Elimination of equity gaps in all progress outcomes
- Students completing FAFSA/Dream Act applications
- High school capture rate
- Dual enrollment participation
- Student engagement and participation
- Faculty engagement in professional learning and research
- Student campus climate survey

Vision 2030 Target Outcomes:

- 30% equitable increase in students earning AA/AS degrees, certificates, and ADTs
- 20% equitable increase in transfers to CSU/UC
- 10 pp equitable increase in students earning a living wage
- 10% equitable increase in students receiving Pell and California Promise
- 10% equitable decrease in average units >60 earned at ADT award

5-Year Goals	Implementation Strategies (updated annually)
1. Build a faculty learning community that supports all faculty in expanding innovative, equity-minded teaching practices designed to promote student success.	<p>Facilitate engagement and collaboration:</p> <ul style="list-style-type: none"> • Leverage new Professional Learning Center to increase engagement and participation • Develop opportunities for interdisciplinary collaboration across departments • Incentivize part-time faculty engagement <p>Prioritize assessment and continuous improvement:</p> <ul style="list-style-type: none"> • Integrate professional learning into Program Review <p>Promote innovation:</p> <ul style="list-style-type: none"> • Explore AI and large language models to enhance teaching • Provide professional learning opportunities that prioritize open, equitable, universal design, and anti-racist pedagogy • Incentivize and support faculty/student research opportunities
2. Enhance the student experience by expanding access to and utilization of support services and improving the campus environment.	<p>Enhance data-informed referral and matriculation support:</p> <ul style="list-style-type: none"> • Optimize use of ConexEd to track student utilization and engagement • Utilize ConexEd to facilitate an integrated approach to referral and support • Pilot mandated SEPs and meta-major selection prior to second semester for all students with completion goals • Collect and track educational goal for ESL students to assess progress on student journey

	<ul style="list-style-type: none"> • Expand counselor availability at all matriculation events to increase SEP participation • Modernize COM ID card system to facilitate participation and tracking • Assess and revamp COM website for student functionality and accessibility <p>Improve student engagement and the campus environment:</p> <ul style="list-style-type: none"> • Fully implement Caring Campus activities • Promote student engagement and interaction within the course management system (CMS) and integrated learning technologies • Explore ways to incentivize Summer Bridge participation for working students • Implement physical campus navigability improvements and support (signage and wayfinding)
<p>3. Increase student enrollment for underrepresented populations and expand existing areas of strategic growth via smooth entry, supported momentum, and equitable success across transfer and career pathways.</p>	<p>Optimize data-informed scheduling and enrollment:</p> <ul style="list-style-type: none"> • Increase hybrid/hyflex/DE offerings according to demand while maintaining quality • Assess demand and right size evening, weekend, intersession, 8-week course offerings • Strategic scheduling of hybrid/hyflex/DE courses to prioritize timely program completion • Eliminate fraudulent enrollment <p>Expand dual enrollment:</p> <ul style="list-style-type: none"> • Develop dual enrollment pathway to allow transfer after 1 year at COM post high school graduation • Expand Career Academies program offerings and participation • Expand outreach and messaging to parents • Initiate data sharing agreements with K-12 systems and partners to track student progress <p>Expand career and transfer pathways:</p> <ul style="list-style-type: none"> • Establish new partnerships and agreements with regional 4-year institutions for guaranteed transfer, training, joint baccalaureate programs • Expand concurrent noncredit career training opportunities and streamline noncredit-to-credit pathways available to ESL students

Strategic Priority: Be a Catalyst for Positive Community Change

Metrics:

Short-term Outcomes:

- COM environmental report card (aligned with Vision 2030 climate metrics— greenhouse emissions; energy independence; campus waste; carbon neutral commuting)
- Number and impact of partnerships with external agencies

Long-term outcomes:

- Improved countywide environmental, health and equity outcomes

5-Year Goals	Implementation Strategies (updated annually)
<p>1. Develop a cohesive curricular approach to incorporating environmental action across disciplines.</p>	<p>Support professional learning and research:</p> <ul style="list-style-type: none"> • Leverage TLC to provide support for faculty to incorporate concepts of cultural biodiversity, One Health, and environmental action material into curriculum • Develop opportunities for interdisciplinary work on environmental curriculum • Incentivize faculty research projects that focus on environmental action and create opportunities for student participation • Leverage use of Bolinas field station, IVC farm for training and research opportunities <p>Expand career pathways:</p> <ul style="list-style-type: none"> • Assess opportunities for new career pathways tied to electric vehicle technology, solar/agrivoltaics technology, and green/blue jobs
<p>2. Maximize social service impact for underserved community members via collaborative coordination, promotion, and integration with community partners and agencies.</p>	<p>Augment resources:</p> <ul style="list-style-type: none"> • Develop opportunities for external partners to provide onsite support • Find ways to supplement funding for COM Cares emergency assistance <p>Facilitate collaboration:</p> <ul style="list-style-type: none"> • Facilitate cross-training programs so service providers understand and can refer clients to complementary resources • Explore data sharing strategies across agencies
<p>3. Reduce environmental impact institutionally and locally via collaborative efforts to address transportation, housing, waste, and energy generation/consumption issues which disproportionately</p>	<p>Conduct assessment:</p> <ul style="list-style-type: none"> • Develop annual COM Environmental Report Card to message progress on collegewide sustainability efforts • Conduct building-specific energy audits • Develop and resource ways to audit lab operations and materials to reduce environmental impact • Conduct transportation survey to assess current environmental impact <p>Implement campus initiatives:</p>

<p>impact underserved communities in Marin.</p>	<ul style="list-style-type: none">• Implement campus waste reduction and energy reduction initiatives in sustainability plan• Incentivize public transportation/carbon neutral commuting for students and employees• Explore options for providing transportation between KTD, IVC and Bolinas <p>Support learning and behavioral change:</p> <ul style="list-style-type: none">• Engage students and employees collegewide in environmental and climate action learning and activities• Develop and incentivize waste reduction training for students and employees
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Strategic Priority: Be a Great Place to Work and Grow

Metrics:

Short-term Outcomes:

- Employee satisfaction, morale (employee survey)
- Employee engagement: participation in wellness programs, professional learning, campus activities, PGS

Long term outcomes:

- Employee retention
- Optimized technology integration (TPC survey)
- Effective, efficient, transparent operations

5-Year Goals	Implementation Strategies (updated annually)
<p>1. Cultivate a culture of engagement, collaboration, and accountability.</p>	<p>Strengthen participatory governance:</p> <ul style="list-style-type: none"> • Increase PGS participation across constituencies (convocation recruitment, coordinated scheduling, incentivization) • Assess PGS effectiveness at the system and committee level • Ensure institutional support and accountability for implementation of committee recommendations <p>Clarify and communicate institutional priorities:</p> <ul style="list-style-type: none"> • Ensure operational plans are aligned with Plan 2030 priorities • Link employee roles and responsibilities to COM mission, values and Plan 2030 • Formally recognize employee contributions to achieving institutional goals <p>Build culture:</p> <ul style="list-style-type: none"> • Ensure all voices are heard, including those from historically marginalized groups • Foster an environment where employees feel safe to speak up, disagree, and innovate • Ensure transparency in decision-making at all levels <p>Strengthen data-informed assessment and decision-making:</p> <ul style="list-style-type: none"> • Establish AI Community of Practice to ensure responsible and innovative use of AI across the college • Provide consistent data and strengthen noninstructional program review process to support continuous improvement in all areas • Establish data governance team to Integrate tracking, data collection, and data systems • Strengthen link between Program Review and resource allocation
<p>2. Expand systemic support for employee effectiveness via operational efficiencies designed to minimize transactional and maximize relational work.</p>	<p>Optimize technology and operational processes:</p> <ul style="list-style-type: none"> • Audit and prioritize fiscal and administrative processes for automation and/or streamlining workflow • Optimize Banner, ConexEd and other platforms already in place to automate processes <p>Strengthen onboarding and training support:</p> <ul style="list-style-type: none"> • Improve consistency and effectiveness of onboarding processes for new employees

	<ul style="list-style-type: none"> • Strengthen institutional support and processes for consistent, current employee training • Develop a centralized inventory/clearinghouse of administrative processes • Develop easily accessible organizational charts to clarify employee roles for questions and referrals <p>Improve communication channels and support collaboration:</p> <ul style="list-style-type: none"> • Consolidate and improve information dissemination via established channels—administration, academic deans/chairs, PGS committees • Develop shadowing, training and networking opportunities for departments to share and collaborate on processes • Designate time in schedules for collaborative work on shared initiatives
<p>3. Provide employee-informed professional growth opportunities for employees to excel in their work and prepare for advancement opportunities.</p>	<p>Encourage and resource participation:</p> <ul style="list-style-type: none"> • Fund group participation in external PD opportunities, conferences • Review professional learning budgets at the department level for consistency • Structure mentorship and shadowing opportunities for classified staff • Formally recognize employees who complete training/competency milestones • Incorporate PD participation in employee evaluation <p>Optimize access and tracking:</p> <ul style="list-style-type: none"> • Fully utilize ProLearning to: centralize access for employees; identify, share and track participation in external opportunities; track participation and assess effectiveness of internal offerings • Revamp PLC website, make accessible and more visible to employees <p>Enable manager/supervisor support:</p> <ul style="list-style-type: none"> • Establish consistent guidelines for managers to encourage and support employee PD • Provide managers with consistent and easily accessible data on employee PD participation
<p>4. Nurture well-being via employee-informed programs, activities, and benefits.</p>	<p>Conduct needs assessment:</p> <ul style="list-style-type: none"> • Conduct employee focus groups to assess needs, barriers to campus participation, and ways to support work/life balance <p>Encourage participation:</p> <ul style="list-style-type: none"> • Increase participation in existing benefit opportunities: EAP, IVC and KTD gyms, wellness programs, etc. <p>Support employee relationship building:</p> <ul style="list-style-type: none"> • Establish employee social clubs/extracurricular activities, including after work, Fridays • Fully implement Caring Campus activities