

PLAN 2030: DEFINING OUR FUTURE

Strategic Priority 1: Be the Best Place to Study and Learn

GOAL 1

Build a faculty learning community that supports all faculty in expanding innovative, equity-minded teaching practices designed to promote student success.

Stewards:

VP of Student Learning and Success
Dean of Arts and Humanities

2025-2026 Implementation Strategies

Facilitate engagement and collaboration:

- Leverage new Professional Learning and Development Center (PLDC) to increase engagement and participation
- Develop opportunities for interdisciplinary collaboration across departments
- Incentivize part-time faculty engagement

Prioritize assessment and continuous improvement:

- Integrate professional learning into Program Review

Promote innovation:

- 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

GOAL 2

Enhance the student experience by expanding access to and utilization of support services and improving the campus environment.

Steward:

AVP of Counseling and Student Services

Enhance data-informed referral and matriculation support:

- 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
- 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

Improve student engagement and the campus environment:

- 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)

Strategic Priority 1: Be the Best Place to Study and Learn

GOAL 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.

Steward:

Director of School and Community Partnerships

2025-2026 Implementation Strategies

Optimize data-informed scheduling and enrollment:

- 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

Expand dual enrollment:

- 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

Expand career and transfer pathways:

- 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 2: Be a Great Place to Work and Grow

GOAL 1

Cultivate a culture of engagement, collaboration, and accountability.

Steward:
President/CEO

2025-2026 Implementation Strategies

Strengthen participatory governance:

- 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

Clarify and communicate institutional priorities:

- 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

Build culture:

- 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

Strengthen data-informed assessment and decision-making:

- 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

Strategic Priority 2: Be a Great Place to Work and Grow

GOAL 2

Expand systemic support for employee effectiveness via operational efficiencies designed to minimize transactional and maximize relational work.

Steward:

VP of Finance and Operations
Dean of Instruction

2025-2026 Implementation Strategies

Optimize technology and operational processes:

- 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

Strengthen onboarding and training support:

- Improve consistency and effectiveness of onboarding processes for new employees
- 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

Improve communication channels and support collaboration:

- 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

Strategic Priority 2: Be a Great Place to Work and Grow

GOAL 3

Provide employee-informed professional growth opportunities for employees to excel in their work and prepare for advancement opportunities.

Steward:

Director of Institutional Effectiveness

2025-2026 Implementation Strategies

Encourage and resource participation:

- 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

Optimize access and tracking:

- 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

Enable manager/supervisor support:

- Establish consistent guidelines for managers to encourage and support employee PD
- Provide managers with consistent and easily accessible data on employee PD participation

GOAL 4

Nurture well-being via employee-informed programs, activities, and benefits.

Steward:

VP of Human Resources

Conduct needs assessment:

- Conduct employee focus groups to assess needs, barriers to campus participation, and ways to support work/life balance

Encourage participation:

- Increase participation in existing benefit opportunities: EAP, IVC and KTD gyms, wellness programs, etc.

Support employee relationship building:

- Establish employee social clubs/extracurricular activities, including after work, Fridays
- Fully implement staff-related Caring Campus activities

Strategic Priority 3: Be a Catalyst for Positive Community Change

GOAL 1

Develop a cohesive curricular approach to incorporating environmental action across disciplines.

Stewards:

VP of Student Learning and Success
Dean of Math and Science

2025-2026 Implementation Strategies

Support professional learning and research:

- Leverage PLDC 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

Expand career pathways:

- Assess opportunities for new career pathways tied to electric vehicle technology, solar/agrivoltaics technology, and green/blue jobs

GOAL 2

Maximize social service impact for underserved community members via collaborative coordination, promotion, and integration with community partners and agencies.

Steward:

Associate Dean of Student Activities and Advocacy

Augment resources:

- Develop opportunities for external partners to provide onsite support
- Find ways to supplement funding for COM Cares emergency assistance

Facilitate collaboration:

- Facilitate cross-training programs so service providers understand and can refer clients to complementary resources
- Explore data sharing strategies across agencies

Strategic Priority 3: Be a Catalyst for Positive Community Change

GOAL 3

Reduce environmental impact institutionally and locally via collaborative efforts to address transportation, housing, waste, and energy generation/consumption issues which disproportionately impact underserved communities in Marin.

Stewards:

Director of Facilities Planning, Maintenance and Operations
Dean of Enrollment Services

2025-2026 Implementation Strategies

Conduct assessment:

- 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

Implement campus initiatives:

- 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

Support learning and behavioral change:

- Engage students and employees collegewide in environmental and climate action learning and activities
- Develop and incentivize waste reduction training for students and employees