

Instructional Division Plan Workspace

Instruction/ VPI

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General Information (Instructional Division Plan Workspace)

2015-2016 Division Plan

Division Goals

Instruction/ VPI Goal Set

Outcome

Outcome

GOAL 1

Develop programs and increase the number of degree and certificate completions and transfers across all schools. This applies also to Associate Degree Transfer (ADTs) and aligning with the SSSP work.

Mapping

Miramar Strategic Plan: Strategy I.1, Strategy I.2, Strategy I.3, Strategy II.1, Strategy II.2, Strategy II.3

GOAL 2

Review enrollment patterns, assess student needs, and make schedule adjustments to better meet the needs of students.

Miramar Strategic Plan: Strategy I.1, Strategy I.2, Strategy I.3, Strategy II.1, Strategy II.2, Strategy II.3, Strategy II.4

GOAL 3

Guide FTES growth and FTEF budgets allocations to meet the institutional growth goals of more than 10,000 FTES by 2020.

Miramar Strategic Plan: Strategy I.1, Strategy I.2, Strategy I.3, Strategy II.1

GOAL 4

Expand the number and quality of current partnerships with educational institutions, business, and industry in relationship to program growth.

Miramar Strategic Plan: Strategy IV.1, Strategy IV.2

Action Plan

Actions

Instruction/ VPI Goal Set

Outcome

GOAL 1

Develop programs and increase the number of degree and certificate completions and transfers across all schools. This applies also to Associate Degree Transfer (ADTs) and aligning with the SSSP work.

▼ Action: Enrollment Management Data Analysis

Action/ Activity details: 1. Review and discuss District achievement and enrollment data including degrees and certificates conferred, student retention, student success, and student characteristics to help inform decisions on enrollment management.
2. Work with campus based-researcher to define research questions which can offer insight on increasing transfer rates, degree and certificate completion.

Implementation Plan (timeline): On-Going

School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

▼ **Action:** Establish 2 year course sequences for certificate and degree programs

Action/ Activity details: 1. Create course sequences for all certificate and degree programs.
2. Schedule courses in alignment with course sequence patterns that will ensure consistent access and timely completion for students.
3. Work with Counseling to identify dedicated discipline counselors to disseminate course sequences & assist students with education plan development.

Implementation Plan (timeline): Spring 2017

School or Program Identifier: All Schools

Budget approval required? (describe): None

Budget request amount: \$0.00

Priority: High

▼ **Action:** Establish campus hub for tutorial services to support student success.

Action/ Activity details: 1. Work with VPSS and Matriculation Dean to identify a plan for SEP and SSSP funding to support a hub for tutorial coordination across the campus.

Implementation Plan (timeline): Spring 2016

School or Program Identifier: School of Liberal Arts

Budget approval required? (describe): Salary Range 12 for Student Services Support Officer (Academic Supervisor) \$62,664 - \$89,460 + 25% benefits

Budget request amount: \$111,825.00

Priority: High

▼ **Action:** Strategic Enrollment Management Plan

Action/ Activity details: Continue to implement appropriate activities listed in instructional strategic enrollment management plan. See attached.

Implementation Plan (timeline): On-Going

School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Strategic Enrollment Management Plan (Word Document (Open XML)) (See appendix)

GOAL 2

Review enrollment

▼ **Action:** Contract Faculty

patterns, assess student needs, and make schedule adjustments to better meet the needs of students.

Action/ Activity details: Continue to advocate for full-time contract faculty to meet California AB 1725 mandate of 75/25 contract to adjunct teacher ratio. See attached faculty position needs list.

Implementation Plan (timeline): Spring 2018


School or Program Identifier: All Schools

Budget approval required? (describe): General Fund resources is required for approximately 34 additional FTE faculty

Budget request amount: \$3,400,000.00

Priority: High

Supporting Attachments:

 Instructional Faculty Needs List 15-16.xlsx (Excel Workbook (Open XML)) (See appendix)

▼ **Action:** Increased FTEF to Support Growth

Action/ Activity details: Continue to advocate for additional FTEF funds to grow our programs by demonstrating continuous FTES growth through efficient enrollment management strategies.

Implementation Plan (timeline): On-Going


School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 3% to 5% increase in FTEF each year to 10,000 FTES target; See attached file which offers projections for growth.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Miramar College Growth Projections to 10,000 FTES (Excel Workbook (Open XML)) (See appendix)
Table provides projections of needed FTEF to produce 10,000 FTES

▼ **Action:** Instructional Support Staff

Action/ Activity details: Continue to advocate for necessary instructional assistants and instructional laboratory technicians to support classroom learning. See attached support staff needs list.

Implementation Plan (timeline): Spring 2017


School or Program Identifier: All Instructional Schools

Budget approval required? (describe): Yes. When General Funds become available, an approved campus priority hiring list is used to identify which new support staff positions will be funded.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Instructional Support Staffing Needs 2015-2016.xlsx (Excel Workbook (Open XML)) (See appendix)

GOAL 3

Guide FTES growth and FTEF budgets allocations to meet the institutional growth goals of more than 10,000 FTES by 2020.

▼ **Action:** Outcomes Assessment

Action/ Activity details: Work to develop a campus culture in which Outcomes Assessment becomes a routine integral component of instructional program evaluations.

Implementation Plan (timeline): On-Going

School or Program Identifier: All Schools

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

▼ **Action:** Taskstream Implementation

Action/ Activity details: Utilize Taskstream software to input Program Reviews and Outcomes assessment data college-wide. Use Outcomes data to assess, analyze, and develop action plans in Program Reviews to drive requests for resources, curriculum revisions, and improved student success and completion.

Implementation Plan (timeline): Fall 2015

School or Program Identifier: All Schools & Departments

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

GOAL 4

Expand the number and quality of current partnerships with educational institutions, business, and industry in relationship to program growth.

▼ **Action:** Industry and community partnerships

Action/ Activity details: 1. Support the development and maintenance of industry advisory boards for all CTE programs.
2. Identify and build partnerships with industry to increase internship and work-based opportunities for students.
3. Increase collaboration between programs and campus Career Center.
4. Expand and maintain CTE website to provide access and information to industry and community partners.

Implementation Plan (timeline): On Going

School or Program Identifier: All Schools with CTE Programs; BTCWI School to lead efforts

Budget approval required? (describe): Perkins Grant funds and other grant funds will be used to support action plans.

Budget request amount: \$5,000.00

Priority: High

▼ **Action:** Partnerships with local high schools and 4 year universities.

Action/ Activity details: 1. Continue to build and expand partnerships with local high schools to offer transfer level courses on their campuses.
2. Work with high school staff to implement efficient use of multiple-measures assessment to place

students into college transfer courses.
3. Develop relationships with 4-year universities to support student transfer agreements.

Implementation Plan (timeline): On Going

School or Program Identifier: All Schools & Vice-President Office

Budget approval required? (describe): 12.0 FTEF will be needed to offer increased class sections at high school campuses.

Budget request amount: \$240,000.00

Priority: Medium

Status Report

Action Statuses

Instruction/ VPI Goal Set

Outcome

GOAL 1

Develop programs and increase the number of degree and certificate completions and transfers across all schools. This applies also to Associate Degree Transfer (ADTs) and aligning with the SSSP work.

▼ Action: Enrollment Management Data Analysis

Action/ Activity details: 1. Review and discuss District achievement and enrollment data including degrees and certificates conferred, student retention, student success, and student characteristics to help inform decisions on enrollment management.
2. Work with campus based-researcher to define research questions which can offer insight on increasing transfer rates, degree and certificate completion.

Implementation Plan (timeline): On-Going

School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Status for Enrollment Management Data Analysis

Current Status: In Progress

Budget Status: Other

Additional information: To increase completion, access to comprehensive programs was noted as a priority. Currently working with IEPI team to develop strategies and tools to assist with enrollment management data collection and analysis to inform decision making on program and course access for completion.

Next Steps: Waiting for IEPI Funding to implement action items.

▼ Action: Establish 2 year course sequences for certificate and degree programs

Action/ Activity details: 1. Create course sequences for all certificate and degree programs.

2. Schedule courses in alignment with course sequence patterns that will ensure consistent access and timely completion for students.
3. Work with Counseling to identify dedicated discipline counselors to disseminate course sequences & assist students with education plan development.

Implementation Plan (timeline): Spring 2017

School or Program Identifier: All Schools

Budget approval required? (describe): None

Budget request amount: \$0.00

Priority: High

Status for Establish 2 year course sequences for certificate and degree programs

No Status Added

▼ **Action:** Establish campus hub for tutorial services to support student success.

Action/ Activity details: 1. Work with VPSS and Matriculation Dean to identify a plan for SEP and SSSP funding to support a hub for tutorial coordination across the campus.

Implementation Plan (timeline): Spring 2016

School or Program Identifier: School of Liberal Arts

Budget approval required? (describe): Salary Range 12 for Student Services Support Officer (Academic Supervisor) \$62,664 - \$89,460 + 25% benefits

Budget request amount: \$111,825.00

Priority: High

Status for Establish campus hub for tutorial services to support student success.

No Status Added

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Action/ Activity details: Continue to implement appropriate activities listed in instructional strategic enrollment management plan. See attached.

Implementation Plan (timeline): On-Going

School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Strategic Enrollment Management Plan (Word Document (Open XML)) (See appendix)

Status for Strategic Enrollment Management Plan

No Status Added

GOAL 2

Review enrollment patterns, assess student needs, and make schedule adjustments to better meet the needs of students.

▼ **Action:** Contract Faculty

Action/ Activity details: Continue to advocate for full-time contract faculty to meet California AB 1725 mandate of 75/25 contract to adjunct teacher ratio. See attached faculty position needs list.

Implementation Plan (timeline): Spring 2018


School or Program Identifier: All Schools

Budget approval required? (describe): General Fund resources is required for approximately 34 additional FTE faculty

Budget request amount: \$3,400,000.00

Priority: High

Supporting Attachments:

 Instructional Faculty Needs List 15-16.xlsx (Excel Workbook (Open XML)) (See appendix)

Status for Contract Faculty

No Status Added

▼ **Action:** Increased FTEF to Support Growth

Action/ Activity details: Continue to advocate for additional FTEF funds to grow our programs by demonstrating continuous FTES growth through efficient enrollment management strategies.

Implementation Plan (timeline): On-Going


School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 3% to 5% increase in FTEF each year to 10,000 FTES target; See attached file which offers projections for growth.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Miramar College Growth Projections to 10,000 FTES (Excel Workbook (Open XML)) (See appendix)
Table provides projections of needed FTEF to produce 10,000 FTES

Status for Increased FTEF to Support Growth

No Status Added

▼ **Action:** Instructional Support Staff

Action/ Activity details: Continue to advocate for necessary instructional assistants and instructional laboratory technicians to support classroom learning. See attached support staff needs

list.

Implementation Plan (timeline): Spring 2017


School or Program Identifier: All Instructional Schools

Budget approval required? (describe): Yes. When General Funds become available, an approved campus priority hiring list is used to identify which new support staff positions will be funded.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Instructional Support Staffing Needs 2015-2016.xlsx (Excel Workbook (Open XML)) (See appendix)

Status for Instructional Support Staff

No Status Added

GOAL 3

Guide FTES growth and FTEF budgets allocations to meet the institutional growth goals of more than 10,000 FTES by 2020.

▼ Action: Outcomes Assessment

Action/ Activity details: Work to develop a campus culture in which Outcomes Assessment becomes a routine integral component of instructional program evaluations.

Implementation Plan (timeline): On-Going

School or Program Identifier: All Schools

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Status for Outcomes Assessment

No Status Added

▼ Action: Taskstream Implementation

Action/ Activity details: Utilize Taskstream software to input Program Reviews and Outcomes assessment data college-wide. Use Outcomes data to assess, analyze, and develop action plans in Program Reviews to drive requests for resources, curriculum revisions, and improved student success and completion.

Implementation Plan (timeline): Fall 2015

School or Program Identifier: All Schools & Departments

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Status for Taskstream Implementation

No Status Added

GOAL 4

Expand the number and quality of current partnerships with educational institutions, business, and industry in relationship to program growth.

▼ **Action:** Industry and community partnerships

Action/ Activity details: 1. Support the development and maintenance of industry advisory boards for all CTE programs.
2. Identify and build partnerships with industry to increase internship and work-based opportunities for students.
3. Increase collaboration between programs and campus Career Center.
4. Expand and maintain CTE website to provide access and information to industry and community partners.

Implementation Plan (timeline): On Going

School or Program Identifier: All Schools with CTE Programs; BTCWI School to lead efforts

Budget approval required? (describe): Perkins Grant funds and other grant funds will be used to support action plans.

Budget request amount: \$5,000.00

Priority: High

Status for Industry and community partnerships

No Status Added

▼ **Action:** Partnerships with local high schools and 4 year universities.

Action/ Activity details: 1. Continue to build and expand partnerships with local high schools to offer transfer level courses on their campuses.
2. Work with high school staff to implement efficient use of multiple-measures assessment to place students into college transfer courses.
3. Develop relationships with 4-year universities to support student transfer agreements.

Implementation Plan (timeline): On Going

School or Program Identifier: All Schools & Vice-President Office

Budget approval required? (describe): 12.0 FTEF will be needed to offer increased class sections at high school campuses.

Budget request amount: \$240,000.00

Priority: Medium

Status for Partnerships with local high schools and 4 year universities.

No Status Added

Status Summary

No text specified

Summary of Next Steps

No text specified

2016-2017 Division Plan

Division Goals

Instruction/ VPI Goal Set

Outcome

Outcome

GOAL 1

Develop programs and increase the number of degree and certificate completions and transfers across all schools. This applies also to Associate Degree Transfer (ADTs) and aligning with the SSSP work.

Mapping

Miramar Strategic Plan: Strategy I.1, Strategy I.2, Strategy I.3, Strategy II.1, Strategy II.2, Strategy II.3

GOAL 2

Review enrollment patterns, assess student needs, and make schedule adjustments to better meet the needs of students.

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Miramar Strategic Plan: Strategy I.1, Strategy I.2, Strategy I.3, Strategy II.1

GOAL 4

Expand the number and quality of current partnerships with educational institutions, business, and industry in relationship to program growth.

Miramar Strategic Plan: Strategy IV.1, Strategy IV.2

Action Plan

Actions

Instruction/ VPI Goal Set

Outcome

GOAL 1

Develop programs and increase the number of degree and certificate completions and transfers across all schools. This applies also to Associate Degree Transfer (ADTs) and aligning with the SSSP work.

▼ Action: Enrollment Management Data Analysis

Action/ Activity details: 1. Review and discuss District achievement and enrollment data including degrees and certificates conferred, student retention, student success, and student characteristics to help inform decisions on enrollment management.
2. Work with campus based-researcher to define research questions which can offer insight on increasing transfer rates, degree and certificate completion.

Implementation Plan (timeline): On-Going

School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

▼ **Action:** Establish 2 year course sequences for certificate and degree programs

Action/ Activity details: 1. Create course sequences for all certificate and degree programs.
2. Schedule courses in alignment with course sequence patterns that will ensure consistent access and timely completion for students.
3. Work with Counseling to identify dedicated discipline counselors to disseminate course sequences & assist students with education plan development.

Implementation Plan (timeline): Spring 2017

School or Program Identifier: All Schools

Budget approval required? (describe): None

Budget request amount: \$0.00

Priority: High

▼ **Action:** Establish campus hub for tutorial services to support student success.

Action/ Activity details: 1. Work with VPSS and Matriculation Dean to identify a plan for SEP and SSSP funding to support a hub for tutorial coordination across the campus.

Implementation Plan (timeline): Spring 2016

School or Program Identifier: School of Liberal Arts

Budget approval required? (describe): Salary Range 12 for Student Services Support Officer (Academic Supervisor) \$62,664 - \$89,460 + 25% benefits

Budget request amount: \$111,825.00

Priority: High

▼ **Action:** Strategic Enrollment Management Plan

Action/ Activity details: Continue to implement appropriate activities listed in instructional strategic enrollment management plan. See attached.

Implementation Plan (timeline): On-Going


School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Strategic Enrollment Management Plan (Word Document (Open XML)) (See appendix)

GOAL 2

Review enrollment

▼ **Action:** Contract Faculty

patterns, assess student needs, and make schedule adjustments to better meet the needs of students.

Action/ Activity details: Continue to advocate for full-time contract faculty to meet California AB 1725 mandate of 75/25 contract to adjunct teacher ratio. See attached faculty position needs list.

Implementation Plan (timeline): Spring 2018


School or Program Identifier: All Schools

Budget approval required? (describe): General Fund resources is required for approximately 34 additional FTE faculty

Budget request amount: \$3,400,000.00

Priority: High

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Action/ Activity details: Continue to advocate for additional FTEF funds to grow our programs by demonstrating continuous FTES growth through efficient enrollment management strategies.

Implementation Plan (timeline): On-Going


School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 3% to 5% increase in FTEF each year to 10,000 FTES target; See attached file which offers projections for growth.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Miramar College Growth Projections to 10,000 FTES (Excel Workbook (Open XML))
Table provides projections of needed FTEF to produce 10,000 FTES

▼ **Action:** Instructional Support Staff

Action/ Activity details: Continue to advocate for necessary instructional assistants and instructional laboratory technicians to support classroom learning. See attached support staff needs list.

Implementation Plan (timeline): Spring 2017


School or Program Identifier: All Instructional Schools

Budget approval required? (describe): Yes. When General Funds become available, an approved campus priority hiring list is used to identify which new support staff positions will be funded.

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Instructional Support Staffing Needs 2015-2016.xlsx (Excel Workbook (Open XML))

GOAL 3

Guide FTES growth and FTEF budgets allocations to meet the institutional growth goals of more than 10,000 FTES by 2020.

▼ Action: Outcomes Assessment

Action/ Activity details: Work to develop a campus culture in which Outcomes Assessment becomes a routine integral component of instructional program evaluations.

Implementation Plan (timeline): On-Going

School or Program Identifier: All Schools

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

▼ Action: Taskstream Implementation

Action/ Activity details: Utilize Taskstream software to input Program Reviews and Outcomes assessment data college-wide. Use Outcomes data to assess, analyze, and develop action plans in Program Reviews to drive requests for resources, curriculum revisions, and improved student success and completion.

Implementation Plan (timeline): Fall 2015

School or Program Identifier: All Schools & Departments

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

GOAL 4

Expand the number and quality of current partnerships with educational institutions, business, and industry in relationship to program growth.

▼ Action: Industry and community partnerships

Action/ Activity details:

1. Support the development and maintenance of industry advisory boards for all CTE programs.
2. Identify and build partnerships with industry to increase internship and work-based opportunities for students.
3. Increase collaboration between programs and campus Career Center.
4. Expand and maintain CTE website to provide access and information to industry and community partners.

Implementation Plan (timeline): On Going

School or Program Identifier: All Schools with CTE Programs; BTCWI School to lead efforts

Budget approval required? (describe): Perkins Grant funds and other grant funds will be used to support action plans.

Budget request amount: \$5,000.00

Priority: High

▼ Action: Partnerships with local high schools and 4 year universities.

Action/ Activity details:

1. Continue to build and expand partnerships with local high schools to offer transfer level courses on their campuses.
2. Work with high school staff to implement efficient use of multiple-measures assessment to place students into college transfer courses.

3. Develop relationships with 4-year universities to support student transfer agreements.

Implementation Plan (timeline): On Going

School or Program Identifier: All Schools & Vice-President Office

Budget approval required? (describe): 12.0 FTEF will be needed to offer increased class sections at high school campuses.

Budget request amount: \$240,000.00

Priority: Medium

Status Report

Action Statuses

Instruction/ VPI Goal Set

Outcome

GOAL 1

Develop programs and increase the number of degree and certificate completions and transfers across all schools. This applies also to Associate Degree Transfer (ADTs) and aligning with the SSSP work.

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Implementation Plan (timeline): On-Going

School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Status for Enrollment Management Data Analysis

No Status Added

▼ Action: Establish 2 year course sequences for certificate and degree programs

Action/ Activity details: 1. Create course sequences for all certificate and degree programs.
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Implementation Plan (timeline): Spring 2017

School or Program Identifier: All Schools

Budget approval required? (describe): None

Budget request amount: \$0.00

Priority: High

Status for Establish 2 year course sequences for certificate and degree programs

No Status Added

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Implementation Plan (timeline): On-Going


School or Program Identifier: Vice President of Instruction, Deans, & Department Chairs

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Supporting Attachments:

 Strategic Enrollment Management Plan (Word Document (Open XML)) (See appendix)

Status for Strategic Enrollment Management Plan

No Status Added

GOAL 2

Review enrollment patterns, assess student needs, and make schedule adjustments to better meet

▼ **Action:** Contract Faculty

Action/ Activity details: Continue to advocate for full-time contract faculty to meet California AB 1725 mandate of 75/25 contract to adjunct teacher ratio. See attached faculty position needs list.

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Status for Contract Faculty

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No Status Added

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Action/ Activity details: Work to develop a campus culture in which Outcomes Assessment becomes a routine integral component of instructional program evaluations.

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School or Program Identifier: All Schools

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Status for Outcomes Assessment

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Action/ Activity details: Utilize Taskstream software to input Program Reviews and Outcomes assessment data college-wide. Use Outcomes data to assess, analyze, and develop action plans in Program Reviews to drive requests for resources, curriculum revisions, and improved student success and completion.

Implementation Plan (timeline): Fall 2015

School or Program Identifier: All Schools & Departments

Budget approval required? (describe): 0

Budget request amount: \$0.00

Priority: High

Status for Taskstream Implementation

No Status Added

GOAL 4

Expand the number and

▼ **Action:** Industry and community partnerships

quality of current partnerships with educational institutions, business, and industry in relationship to program growth.

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Budget approval required? (describe): Perkins Grant funds and other grant funds will be used to support action plans.

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▼ **Action:** Partnerships with local high schools and 4 year universities.

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School or Program Identifier: All Schools & Vice-President Office

Budget approval required? (describe): 12.0 FTEF will be needed to offer increased class sections at high school campuses.

Budget request amount: \$240,000.00

Priority: Medium

Status for Partnerships with local high schools and 4 year universities.

No Status Added

Status Summary

No text specified

Summary of Next Steps

No text specified

2017-2018 Division Plan

Division Goals

No outcome sets attached.

Action Plan

Status Report

Appendix

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- A. **Instructional Faculty Needs List 15-16.xlsx** (Excel Workbook (Open XML))
 - B. **Instructional Support Staffing Needs 2015-2016.xlsx** (Excel Workbook (Open XML))
 - C. **Strategic Enrollment Management Plan** (Word Document (Open XML))
 - D. **Miramar College Growth Projections to 10,000 FTES** (Excel Workbook (Open XML))
 - E. **Strategic Enrollment Management Plan** (Word Document (Open XML))
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