

**Governing Board Goals for the Palomar Community College District
1999-2000**

Approved by Governing Board, September 14, 1999

Philosophy. The Governing Board of the Palomar Community College District establishes annual goals to guide District and College decision making. The Governing Board is committed to setting all of its goals within the context of the Palomar College Mission and Vision Statements and the developing Educational Master Plan. The College exists to promote and support student learning. The themes of empowerment, learning, evaluation, discovery, and growth as outlined in the Mission and Vision Statements should be the basis of all decision making and planning.

The Governing Board is also committed to the concept of shared governance, to setting an example for high ethical standards, and to maintaining an environment of mutual respect for individuals in all of its actions. Within these parameters, the Governing Board sets the goals for 1999-2000. The Board recognizes that many of these goals identify issues that may take longer than one year to address completely but expects to see progress toward goal achievement.

I. Mission Achievement: *Improve and increase our defining contributions to our community and society.*

A. Access and Educational Outcomes: *Improve access and educational success.*

Key Performance Indicators:

1. Increased student learning.
2. Increased participation rates from all communities served.
3. Increased student transfer readiness rate without compromising academic standards.
4. Increased number of degrees and certificates awarded without compromising academic standards.
5. Increased course completion rates without compromising academic standards.
6. Increased student retention rates without compromising academic standards.
7. Increased Basic Skills improvement rates.
8. Equalized success rates for students by ethnicity.
9. Development of institutional assessment of student learning.

B. Community Service and Economic Development: *Improve service to the community and enhance its economy and quality of life.*

Key Performance Indicators:

1. Increased service learning opportunities and student participation.
2. Increased level of involvement in economic and workforce development within our District.
3. Increased efforts to enhance citizenship and the quality of life in the communities we serve.

II. Resources, Budget, and Compensation: *Increase revenues, achieve budget stability, and improve employee compensation.*

A. Budget Stability: *Plan for and achieve budget stability.*

Key Performance Indicators:

1. Balanced budget and projections for future balanced budgets while maintaining adequate reserves.
2. Resources allocated in accordance with strategic plan.
3. Improved room utilization.
4. More effective and efficient class scheduling.
5. Improved student retention rate without compromising academic standards.
6. Improved participation rates from all communities served.
7. Improved efficiencies in support areas.

B. Resource Development: *Secure resources and revenues that supplement our reliance on state apportionment funding.*

Key Performance Indicators:

1. Completed feasibility study for a capital bond campaign.
2. Increased database of donors and potential donors.
3. Increased annual cash contributions, deferred and planned gifts, charitable remainder trusts, and donations of equipment and supplies.
4. Increased numbers of successful grant applications.
5. Expanded worksite education (contract education) services to local businesses and agencies.

C. Compensation: *Develop a plan to improve employee salaries.*

Key Performance Indicator:

1. Approved revenue sharing plan directing a specific percentage of resources identified from enrollment growth, increased efficiencies, and student retention to increases in employee salaries without compromising quality or District values.

III. Educational Master Plan: *Integrate plans from all areas of the College into a comprehensive institutional plan.*

Key Performance Indicators:

1. Approved Educational Master Plan linking the District's goals with the department goals into a comprehensive institutional strategic plan.
2. Effective link between Institutional Review and Educational Master Planning in which review outcomes are incorporated into the Educational Master Plan.
3. A Staffing Plan, identifying important staffing needs, as a component of the Educational Master Plan.
4. Resources allocated in accordance with the Educational Master Plan.

A. Institutional Review: *Implement an ongoing system to review all College programs continuously.*

Key Performance Indicators:

1. Institutional review process that measures for each unit under review progress on achieving unit and District goals and objectives, recommendations to correct any discovered performance deficiencies, and recommendations to maintain, increase, or decrease the functions and funding of the unit under review.
2. Resources allocated in accordance with findings from the institutional review process.

B. Services to Students: *Streamline student services and improve convenience to students and safety and security for students, employees, and the public.*

Key Performance Indicators:

1. Environment that is helpful, efficient, safe, and friendly in meeting the needs of students.
2. Streamlined and automated processes to improve accessibility of services to students.
3. Improved level of lighting on campus and in parking lots.
4. Preliminary plans for the remodeling of the Student Union.
5. Expanded extracurricular involvement for students to improve student retention.

C. Technology Plan: *Implement and fund new technologies as needed to enhance student learning and to increase institutional efficiency and staff capability.*

Key Performance Indicators:

1. Improved academic technology support services for the development of student learning programs.
2. Fully implemented PeopleSoft administrative software.

3. Ability to access and project information from the Internet in every classroom.
4. Means to project computerized presentation programs in every classroom.
5. Adequate maintenance, service, and replacement of technological software and equipment.
6. Program of ongoing technology training and education for faculty and staff.
7. Line item in the budget for replacement and maintenance of technological equipment.

IV. Education Center Identification/Acquisition: *Identify and acquire a site for the Southern Educational Center.*

Key Performance Indicator:

1. Approval by the California Community Colleges Chancellor's Office and the California Postsecondary Education Commission of the District's plan to locate a Southern Education Center.

V. Legislative Advocacy: *Continue to develop positive relationships with our legislators and their staffs.*

Key Performance Indicators:

1. Increase in number of legislators and legislative staff members to visit Palomar College.
2. Maintenance of regular contacts with legislators on issues of importance to Palomar College.

VI. Commitment to Diversity: *Implement both the Faculty and Staff Diversity Plan and the Student Equity Plan.*

Key Performance Indicators:

1. Increased ethnic diversity of all categories of faculty and staff.
2. Matched ethnic diversity of student body to District population.
3. Equalized success rates for students by ethnicity.