



# Strategic Plan 2009 Annual Implementation Plan 2006-2007

“The Strategic Planning Council recognizes the importance of using the governance process to identify, prioritize, and allocate funding to ensure the success of the Objectives and Activities listed in this Annual Implementation Plan. While the SPC may not be named as an assigned group on each Objective and Activity, its role is implicit throughout.”

<b>Objective/Activity 1</b> <i>Goal: Student Success</i>		<b>Primary Person(s):</b> Vice President, Student Services; Vice President, Instruction
Develop and implement an institution-wide plan that includes strategies to improve retention (course completion) and persistence (semester to semester attendance and completion).		<b>Assigned Groups:</b> Student Services Planning Council; Instructional Planning Council; Student Learning Outcomes Council * IPC and SSPC should consider establishing a working group to prepare a draft plan for review by May, 2007
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> Plan due May, 2007
<b>November, 2006</b>		
<b><u>Student Services</u></b>		
The Athletic Department has developed a broad based Student Support Program that includes:		
<ul style="list-style-type: none"> <li>• Electronic assessment of academic status in each class;</li> <li>• Tutoring referrals based on assessment results;</li> <li>• Peer and staff tutoring to support general tutoring services; and</li> <li>• Supervised study hall based upon referrals from individual members of our staff.</li> </ul>		

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Enrollment Services sent postcard mailers to students previously enrolled in Spring & Summer 2006 to promote enrollment and financial aid.

The Registration Committee:

- Approved an earlier start Spring registration to coincide with an earlier publication of the class schedule;
- Established a working group to implement an Early Acceptance Program;
- Approved Summer registration to start three (3) weeks earlier and Fall registration to start one (1) week earlier - class schedules will be available earlier to students.

Initiated the EOPS/CARE/CALWorks integration into PeopleSoft Student Administration.

Latino Outreach / Pre-Enrollment Services Project hired six (6) Financial Aid Student Mentors to identify students in local high schools and assist with pre-enrollment services including the financial aid process. Funded by Non Credit Matriculation and Financial Aid.

Non-Credit Matriculation hosted a conference on October 20<sup>th</sup> for high schools ESL / ELD Counselors, Teachers and support staff to increase awareness of our ESL Program, Latino Outreach, Early Acceptance program, etc.; and to exchange information on how we can better serve second language learners.

On October 25<sup>th</sup>, Lynda Halttunen presented the Early Acceptance program service and retention details to the Instructional Planning Council.

On November 1<sup>st</sup>, the Counseling Department created a work group to look at retention activities to include the Puente Program. A report is forthcoming.

The Office of Student Affairs provides financial assistance to students in need of a short term loan up to \$50.00 and/or up to \$200.00 to purchase textbooks. Student Affairs also supports a variety of student activities and clubs that are designed to foster a closer relationship between students and Palomar College, thereby, increasing the student's commitment to education.

### **Instruction**

IPC discussed this goal at its October 11 and October 25 meeting and developed an initial list of ideas/recommendations to address this goal. Discussion and strategies to continue in Spring 2007 semester.

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**May, 2007**

### **Student Services**

Student Services staff have participated with Instruction to review the establishment of a Student Success Center using Basic Skills funds to improve student course persistence and completion for the most “at risk” student populations.

The Title 5 work groups have included participation from Student Services leading to achievement of the college’s HSI designation.

DRC has reduced the wait-list for learning disability assessment to, in most cases, less than two (2) weeks, allowing better long-term retention for students.

Palomar PEER ambassadors called every STARS student from the class of 2006 to assist them in registering for Spring classes. PEERS also met with high school students to promote Palomar College programs and services.

Spring 2007 registration started two (2) weeks earlier than last year. Summer registration started three (3) weeks earlier; and class schedules were available one (1) month earlier.

The Athletic Department will be implementing a study hall / tutoring component for student athletes in Fall 2007. This component will include peer tutoring using the college library as the point of contact.

### **Instruction**

- The academic departments working with the Instructional Division Deans continue to utilize enrollment data in the schedule development process to improve student access to courses in demand and to ensure the scheduling of courses that provide for student persistence and completion of a certificate and/or degree. In addition the scheduling of classes in flexible terms provides for increased access to students throughout the semester.
- Instructional Services has worked with all the Communications Office to complete the class schedule 2-3 weeks earlier, thus providing earlier notice to students and the community for planning enrollment for the upcoming semester.
- The Palomar College website continues to be modified to better inform students of upcoming enrollment dates, distribution of class schedules, and the start of special term dates, with direct links.

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The curriculum review process ensures on-going review of courses not being offered in the past three years and consideration of deactivation of such courses to ensure a catalog that represents in intended offerings.

**Progress on Objective - CONTINUOUS PROCESS**

<b>Objective/Activity 2</b> <i>Goal: Student Success</i>		<b>Primary Person(s):</b> Vice President, Student Services; Vice President, Instruction
Increase instructional faculty's awareness and referral of students to services that support student success.		<b>Assigned Groups:</b> Student Services Planning Council; Instructional Planning Council
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	

**November, 2006**

**Student Services**

The first two (2) weeks of classes, the Athletic Department provides information to each faculty member with an athlete in their class. They are asked to communicate with the Athletic counselor should academic or social issues arise with any student athlete. They will be contacted three (3) additional times during the semester, electronically and using the assessment cards.

Financial Aid Sponsorship and Presentation at the High School ESL / ELD Conference.

Health Services provided services to faculty and reminded them to inform students about Health Services.

Counseling Services Department participated in full-time and part-time faculty Plenary sessions to share "Nuts and Bolts" of services available, and how to make appropriate referrals. Conversations have begun on plans to add a session for part-time non-instructional counseling faculty.

The Office of Student Affairs regularly provides workshops for faculty on dealing with problems involving students. These workshops are designed to increase faculty awareness and utilization of the services provided for faculty and students by the Office of Student Affairs.

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**Instruction**

IPC discussed this goal at its October 11 and October 25 meeting and developed an initial list of ideas/recommendations to address this goal. Discussion and strategies to continue in Spring 2007 semester.

**May, 2007**

**Student Services**

Counseling Services has drafted a list of student learning outcomes and methods of assessment.

- Representatives from this area have served on the Basic Skills and Title 5 work groups to create plans that will increase retention and persistence for the most “at risk” students, and to increase faculty awareness of services available to students.
- All faculty and staff have been invited to participate in the college’s Early Acceptance Program to provide information about programs and services to Early Acceptance Program participants.
- Faculty from special programs, English, reading and math, have been invited to participate in our successful Parent Orientations which are also offered in Spanish.

**Instruction**

No specific progress to report from IPC at the end of Spring 2007.

**Progress on Objective - CONTINUOUS PROCESS**

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<b>Objective/Activity 3</b> <i>Goal : Student Success</i>		<b>Primary Person(s):</b> Vice President, Student Services; Vice President, Instruction
Define and communicate classroom and college expectations of students that foster shared responsibility for learning outcomes.		<b>Assigned Groups:</b> Student Services Planning Council; Instructional Planning Council; Learning Outcomes Council; Associated Student Government
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<p><b>November, 2006</b></p> <p><b><u>Student Services</u></b></p> <p>If a tutor is not available or there are limited services in a particular area for athletes, a member of the Athletics Academic Support Team will contact the instructor in an attempt to identify potential resources through coursework or to arrange one-on-one contact with the faculty member.</p> <p>Several faculty members from the Counseling Services Department (including one EOP&amp;S Counselor) attended the Strengthening Student Success Conference. A dialog on developing Student Learning Outcomes and creating a systematic assessment cycle continued at the October 18<sup>th</sup> Division meeting.</p> <p>The Office of Student Affairs is a regular contributor at faculty orientations and professional development workshops to present information specifically related to college expectations of students.</p> <p><b><u>Instruction</u></b></p> <p>This goal has not yet been discussed by IPC.</p>		

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**May, 2007**

**Student Services**

The Personal Counseling Committee provided three (3) workshops on crisis issues to counselors.

**Instruction**

The Culture of Success Team (COST), an outgrowth of the Faculty Senate, was formed in the spring of 2007 to define the student responsibility and the shared responsibility for learning. A marketing campaign is being planned.

Faculty defined student responsibility to successfully complete a course in their class syllabi.

**Progress on Objective - COMPLETED**

<b>Objective/Activity 4</b> <i>Goal : Student Success</i>		<b>Primary Person(s):</b> Vice President, Student Services; Vice President, Instruction
Increase student awareness and use of services that support student success.		<b>Assigned Groups:</b> Student Services Planning Council; Instructional Planning Council; Associated Student Government
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
<b><u>Student Services</u></b>		
The Athletics & Competitive Sports 50 (Introduction to Collegiate Athletics) curriculum includes information on support services for students.		

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Student athletes are taken on tours of the college campus to identify locations and resources.

Campus Police proposed, funded, and implemented an information kiosk in front of the Palomar College main campus. Community Service Officers provide information to students and visitors on District services, including the escort program available to all students, employees and visitors. Campus Police has increased visibility on campus and the parking lots by implementing bike patrols to deter crime and assist students with general information. Crime statistics are now provided on demand. Campus Police continues to work collaboratively with the Director of Student Affairs on disciplinary referrals. Campus Police developed and implemented a free Rape Awareness Defense (RAD) course for women.

A Transfer Awareness Study was conducted as a baseline. Intervention strategies are being developed to increase student's understanding of accurate transfer information.

The Office of Student Affairs secured funding and facilitated the installation of a large electronic marquee for the Student Union. The marquee provides a significant means of communicating information to students related to various support services available to them.

### **Instruction**

IPC discussed this goal at its October 11 and October 25 meeting and developed an initial list of ideas/recommendations to address this goal. Discussion and strategies to continue in Spring 2007 semester.

### **May, 2007**

#### **Student Services**

Campus Police will be offering two (2) new classes to Palomar staff, "Recognizing Danger Signs" and "Self Defense," to promote campus safety.

- The classes will be offered as Professional Development for staff.
- A short non-credit course, "Rape Aggression Defense for Women," will continue to be offered during the 2007-08 academic year.

After the Virginia Tech massacre, the Counseling Department created handouts identifying resources and participated in a "Day-of-Awareness" to inform students of personal and crisis intervention resources and services offered by County Mental Health Services.

Student mentors in the Latino Outreach Project conduct presentations at local high schools on options and opportunities for bilingual students, ESL information; and financial aid. The mentors also man booths at selected events such as the Migrant Education Conference.

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Health Services has promoted wellness sessions for students that include immunization updates, skin screening, HIV testing, blood drives, planned parenthood / STI prevention; and breast cancer awareness. Designated smoking areas have been identified for implementation in Fall 2007.

**Instruction**

The discussions and planning by the Basic Skills Work Group directly address this goal through the implementation of the "Success Center" concept. Such a program would integrate a variety of instructional support and student services into one facility that would serve all students. State funding is available to "pilot" such a program at the Escondido Center with the hope of identifying space on the San Marcos campus. In addition, the submission of the Title V, HSI grant in August 2007 could provide additional resources to further this vision along.

**Progress on Objective - CONTINUOUS PROCESS**

<b>Objective/Activity 5</b> <i>Goal : Student Success</i>		<b>Primary Person(s):</b> Vice President, Instruction
Align scheduling, course and program offerings to meet the needs of students.		<b>Assigned Groups:</b> Deans; Instructional Planning Council; Director, Extended Education; Instructional Department Chairs and Directors; Associated Student Government
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
Department Chairs, faculty, and Division deans continue to review enrollment information and trends with each schedule development process. As student demand changes, the scheduling of class sections may be adjusted. In addition, departments are encouraged to periodically review and update a 4-semester sequence of scheduling courses to ensure that classes necessary to complete a certificate, degree, or preparation for the major are offered. This overall discussion takes place each year at a Chairs/Directors meeting.		

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**May, 2007**

- The academic departments working with the Instructional Division Deans continue to utilize enrollment data in the schedule development process to improve student access to courses in demand and to ensure the scheduling of courses that provide for student persistence and completion of a certificate and/or degree. In addition the scheduling of classes in flexible terms provides for increased access to students throughout the semester.
- The curriculum review process ensures on-going review of courses not being offered in the past three years and consideration of deactivation of such courses to ensure a catalog that represents in intended offerings.

**Progress on Objective - CONTINUOUS PROCESS**

<b>Objective/Activity 6</b> <i>Goal : Student Success</i>		<b>Primary Person(s):</b> Superintendent/President; Vice President, Human Resource Services
Increase the number of full-time faculty while recognizing the need to increase the diversity among full-time faculty.		<b>Assigned Groups:</b> Strategic Planning Council; Human Resource Services Planning Council for Model EEO Plan; Faculty Senate
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
Recruitment for 5 additional full-time faculty positions has been initiated		
The current faculty obligation calculations indicate that when these recruitments are completed the college will be 8 full time faculty over obligation.		

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Work on the 2006-07 EEO plan to increase faculty diversity has been initiated with the Equal Opportunity Advisory Committee and the Human Resource Services Planning Council.

Human Resources Services has begun compilation of the EEO Plan and is performing a gap analysis to determine the additional plan elements to be recommended to HRSPC through the EEO Advisory Committee.

A presentation on the EEO plan has been made to the Faculty Senate and the Governing Board.

**May, 2007**

Human Resources Services has participated in EEO Plan workshops with a workgroup representing the Southern California community colleges. Proposed changes in Model EEO plan language have been identified, and these changes communicated with the Chancellor's office.

The Presidents of the Faculty Senate and PFF, the Vice President of Human Resource Services, and the College President are meeting to discuss the 75/25 ratio and strategies to increase the number of full-time faculty hires.

**Progress on Objective - IN PROGRESS**

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<b>Objective/Activity 7</b> <i>Goal : Teaching and Learning</i>		<b>Primary Person(s):</b> Faculty Senate President; Academic Technology Coordinator
Integrate campus discussions related to on-line teaching.		<b>Assigned Groups:</b> Faculty Senate Academic Technology Committee; Technology Resources Committee; Academic Technology Group; Professional Development; PFF; Associated Student Government; TERB
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<p><b>November, 2006</b></p> <p>The Senate is considering expanding greatly its Academic Technology Committee to consolidate discussions of non-curricular academic and professional matters in on-line education. (2) The Senate is establishing a new standing committee within the Curriculum Committee to consolidate discussions of curricular matters in online courses.</p> <p>Academic Technology publishes a weekly podcast that contains timely technology news and information as well as a “Teching With Technology” segment that focuses on online teaching</p> <p>Academic Technology publishes a weekly newsletter that contains information pertinent to online teaching</p> <p>Faculty Senate has sponsored several round table type discussions about online teaching</p> <p>The Technology Resources Committee formed an Instructional Subgroup which has just begun to meet to consider how to implement the Technology Master Plan</p> <p>Technology Resources Committee has formed sub-groups to begin dialogue one of which is the Instructional Technology Sub-Group chaired by Haydn Davis who is the Academic Technology Coordinator</p>		

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**May, 2007**

Mary Cassoni, chair of the Senate's newly-expanded Academic Technology Committee (ATC), serves on the Technology Resource Committee (TRC), reports to it on the ATC's activities, and, in turn, reports to the Senate on the TRC's activities. Moreover, this spring Haydn Davis, the Academic Technology Coordinator, met with the Senate as a whole to discuss the roles, responsibilities, and structure of the TRC. The Curriculum Committee has established a standing subcommittee on distance education, and its members have been especially attentive to Title 5 guidelines. This Objective/Activity is still very much in progress. Campus discussions of on-line teaching are not yet integrated.

The Academic Technology Resource Center (ATRC) has undertaken a major redesign of the Online College web page in an effort to provide better resources and greater assistance to online students and instructors. The ATRC continues to work with the Professional Development Office to provide workshop classes and activities related to online teaching and learning – some 80 classes and workshops were offered this academic year and it is anticipated that an equal or greater number will be offered during the next academic year. The ATRC is testing a new Help Desk system for online instructors and students that will provide assistance more easily for the online community.

**Progress on Objective - IN PROGRESS**

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<b>Objective/Activity 8</b> <i>Goal : Teaching and Learning</i>		<b>Primary Person(s):</b> Co-Chairs of Technology Resources Committee
Provide up-to-date technology and related technical and equipment support for instructional purposes.		<b>Assigned Groups:</b> Technology Resources Committee; Strategic Planning Council; Faculty Senate Academic Technology Committee (ATC)
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
Block Grant funds rec'd by state have been allocated for Faculty computers. Instructional and Operation Technology Sub-Groups formed in TRC have begun looking at needs of support for instructional purposes. Also Information Services role is to provide up to date technical support for District PC's and software. The District did set aside funds to upgrade computer labs & classrooms (data, AV, etc.)		
<b>May, 2007</b>		
Instructional and Operation Technology Sub-Groups continue to look at needs of support for instructional purposes. Computers in labs and classrooms in new Science building have been installed.		
<b>Progress on Objective - IN PROGRESS</b>		

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<b>Objective/Activity 9</b> <i>Goal : Teaching and Learning</i>		<b>Primary Person(s): Academic Technology Coordinator; Professional Development Coordinator</b>
Provide comprehensive technology training for instructional purposes.		<b>Assigned Groups: Academic Technology Group; Professional Development; Technology Resources Committee</b>
<b>Estimated Cost:</b>	One Time	<b>Funding Source: PD and AT Budgets</b>
	Ongoing            X	<b>Time Line: May, 2007</b>
<p><b>November, 2006</b></p> <p>Academic Technology offers, in consultation with Professional Development, an extensive program of technology training workshops and tutorials</p> <p>The Academic Technology Weekly Newsletter publicizes training opportunities available to Palomar faculty and staff through Adobe, Apple, CCC Confer, Horizon Wimba, Microsoft, the @ONE system and others</p> <p>The Technology Resources Committee formed an Instructional Subgroup to examine existing training opportunities and to suggest other options</p> <p>The Instructional Technology Sub-Group of TRC will assess technology training.</p>		
<p><b>May, 2007</b></p> <p>In addition to the ongoing activities described in the November, 2006 report, the following activities are planned:</p> <ul style="list-style-type: none"> <li>• The Academic Technology Resource Center (ATRC), in consultation with the Professional Development Office, will plan to offer some 80 technology training workshops for faculty and staff during the next academic year.</li> <li>• The ATRC is beginning to conduct technology training activities for specific departments (e.g. a recently completed training for the</li> </ul>		

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English Department that explained how to use the Turnitin anti-plagiarism system; a presentation to the Librarians that explained how to use the CPS software).

- Accommodations are made for faculty who require one-on-one training.
- The ATRC assists many faculty – both online and face-to-face faculty – by digitizing audio and video media that they wish to make available to their students.
- The ATRC has collaborated with the Audio-Visual Department to present training workshops designed to instruct faculty how to use data projectors and AV equipment in the classrooms.

**Progress on Objective - CONTINUOUS PROCESS**

<b>Objective/Activity 10</b> <i>Goal : Teaching and Learning</i>		<b>Primary Person(s):</b> Co-Chairs of Learning Outcomes Council
Enculture the discussion and implementation of learning outcomes cycles.		<b>Assigned Groups:</b> Learning Outcomes Council; Institutional Review Committee
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
<p>The Learning Outcomes Council is actively working on several projects to advance the Outcomes Initiative:</p> <ul style="list-style-type: none"> <li>• To facilitate discussion new edition of the Learning Outcomes newsletter, <i>Conversations and Information</i> was recently published.</li> <li>• To support student learning the Learning Outcomes Council is investigating the creation of a Student Success center. Members of the council are visiting colleges that have centers in place and developing an implementation plan.</li> <li>• To identify learning cycles the Departmental Liaisons are visiting individual departments and collecting outcomes and assessment data.</li> <li>• To facilitate students' registration process the Learning Outcomes Council is working with the Counseling Department to address "Front Door Issues."</li> </ul>		

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- To enhance student engagement the Learning Outcomes Council continues to support the Campus Explorations project.
- To provide more opportunities for our students the Learning Outcomes Council is investigating the possibility of creating an Honors program.

### May, 2007

- The LOC regularly reports to and is directed by the Faculty Senate.
- The LOC steering committee has representatives on the Institutional Review and Curriculum committees.
- Members of the LOC continue to visit academic departments on campus to explain the new accreditation standards that focus on student learning outcomes.
- The LOC met with thirty-four out of thirty-five departments: twenty-three responded to the initial survey, and twenty have submitted yet more detailed explanations of specific learning assessment cycles.
- The Basic Skills Group, which is an outgrowth of the LOC, has developed a plan to create Student Success Centers that will address the needs of underprepared students.
- The LOC has investigated various designs of Honors Programs to meet the need of transfer students. The faculty was asked to vote whether they would support the LOC's pursuit of an Honors Program at Palomar College. The results of the poll indicated that 64% of full-time, 77% of part-time, and 71% of the total faculty who responded are in favor of instituting an Honors Program at Palomar College.
- The LOC continues to sponsor Campus Explorations, a campus-wide seminar series that is beginning its third year with this year's theme of "Impacts of Technology." Campus Explorations helps students make connections with faculty and staff that enhance their learning experience.
- For the 2007-2008 academic year, the LOC plans to continue its dialogue with academic departments with a follow-up survey that will further illuminate the work of the faculty and the achievements of their students. Representatives from the LOC will work with the Curriculum Committee to develop a plan to systematically review academic programs within the curriculum process. In addition, the LOC will continue work on all of the components of the College Success Project.

### Progress on Objective - IN PROGRESS

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<b>Objective/Activity 11</b> <i>Goal : Teaching and Learning</i>		<b>Primary Person(s): Professional Development Coordinator</b>
Advance the faculty-to-faculty mentoring program		<b>Assigned Groups: Faculty Senate</b>
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line: November, 2006</b>
<p><b>November, 2006</b></p> <p>Matched 16 new faculty members with 16 faculty mentors.</p> <p>Supported faculty mentors via email reminders.</p> <p>Consulted with Professional Development Advisory Board regarding revising the Faculty Mentor Handbook.</p> <p>Planned end-of-the-semester lunch/meeting to discuss successes and challenges of the program.</p>		
<p><b>May, 2007</b></p> <p>Have selected 4 of 5 faculty mentors needed for Fall 2007.</p> <p>Completed revision of the Faculty Mentor Handbook.</p> <p>Preparing to offer a new Professional Development program called "Teaching Squares." The <b>Teaching Squares</b> program is designed to improve teaching skills and build community through a structured, non-threatening process of classroom observation and shared reflection.</p> <p><b>Progress on Objective - COMPLETED</b></p>		

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<b>Objective/Activity 12</b> <i>Goal : Teaching and Learning</i>		<b>Primary Person(s):</b> Vice President, Instruction; Vice President, Student Services
Develop and implement a plan to provide financial and institutional support to facilitate faculty skill development, knowledge, research and innovation in on- and off-campus venues.		<b>Assigned Groups:</b> Instructional Planning Council; Student Services Planning Council; Professional Development
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<p><b>November, 2006</b></p> <p><b><u>Student Services</u></b></p> <p>At the September 29, 2006 Counseling Services Department Annual retreat, the counselors brainstormed a list of training activities for counselors that would improve services to students. On October 18<sup>th</sup>, the Counseling Services Division met to begin a strategic planning process for the division tied to the Annual Implementation Plan.</p> <p><b><u>Instruction</u></b></p> <p>IPC has not yet discussed this goal.</p>		
<p><b>May, 2007</b></p> <p><b><u>Student Services</u></b></p> <p>Counseling Services staff have served on the Basic Skills and Title 5 work groups to create plans that will increase professional development activities for faculty to assist and retain successful students.</p>		

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### Instruction

- Conferences and workshops with an emphasis on student learning outcomes and basic skills were also promoted and supported with State categorical funds and some college general funds.
- One-time funds of \$50,000 was allocated for faculty professional development activities and participation in workshops and conferences.
- The District received a \$50,000 grant that enabled faculty to participate in a summer externship. Partnering with K-12 and industry, ten faculty members from English, Multimedia and Allied Health spent two weeks developing products to facilitate career pathways for students from high school to college to the workplace. The products and reports are posted on the project website [www.excellencethroughexternship.org](http://www.excellencethroughexternship.org).
- Through a regional minigrant (\$3000) and a portion of the District's Perkins allocation, faculty from twelve different disciplines attended conferences or seminars to enhance their skills. Included were Dental Assisting, Counseling, EME, Welding, Business, Graphics, CSIS, Cabinet and Furniture Technology, Public Safety and Child Development.
- Professional Development offered 144 scheduled and 11 "to be arranged" or online professional development activities in the 2006/07 academic year. Workshops were divided among technology issues, teaching strategies, diversity/race/social economic issues, student learning outcome topics and educational philosophical topics.
- *4faculty.org* offers a network of resources and learning modules designed specifically for the needs of community college faculty. With financial support from VTEA funds, 69 faculty members were able to participate in this online resource.
- Professional Development implemented its first Faculty Mentor Program. Sixteen new faculty members were matched with tenured mentors to assist them in their first semester.
- With financial support from Palomar College the North County Higher Education Alliance (NCHEA) was able to secure guest speakers and seed monies to provide professional growth opportunities for the campus community. The objective of NCHEA activities is to offer a pathway for faculty from Cal State San Marcos, MiraCosta and Palomar to collaborate and support transfer of students from the community colleges to CSU San Marcos.

**Progress on Objective - COMPLETED**

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<b>Objective/Activity 13</b> <i>Goal : Organizational and Professional Development</i>		<b>Primary Person(s):</b> Vice President, Human Resource Services
Develop and implement a plan to establish and fund on-going employee training programs for technical and professional skills to assess needs, assure competencies, and identify appropriate delivery methods.		<b>Assigned Groups:</b> Human Resource Services Planning Council; Information Services; Professional Development; Council of Classified Employees (CCE); Technology Resources Committee
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<p><b>November, 2006</b></p> <p>Human Resource Services Planning Council has initiated discussion of staff training for technical and professional skills.</p> <p>Additional state funding for faculty and staff professional development has been identified.</p> <p>Staff Development Committee co-chairs are scheduled to meet and convene the committee.</p> <p>The Instructional Technology Sub Group of TRC will assess training needs of staff.</p> <p>Also, IS provided training to PS financial upgrade.</p> <p>Functional Specialists within divisions provide training.</p>		
<p><b>May, 2007</b></p> <p>The Staff Development and Training Committee has been reconstituted and its governance structure approved by SPC.</p> <p>The Staff Development and Training Committee met in the Spring 2007 semester and drafted a process for utilizing one-time state funding. It is anticipated that the committee will complete this process, and that the process will be brought to HRSPC when it is completed.</p> <p><b>Progress on Objective - IN PROGRESS</b></p>		

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<b>Objective/Activity 14</b> <i>Goal : Organizational and Professional Development</i>		<b>Primary Person(s): Superintendent/President</b>
Evaluate formal communication channels and improve the vertical and horizontal communication within the governance structure.		<b>Assigned Groups: Strategic Planning Council; Instructional Planning Council; Student Services Planning Council; Human Resource Services Planning Council; Administrative Planning Council; Research and Planning</b>
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line: May, 2007</b>
<p><b>November, 2006</b></p> <ul style="list-style-type: none"> <li>• Administrative Services IS Department provided PeopleSoft Financial Upgrade Training (H&amp;V)</li> <li>• Fiscal provided Budget Training using PS (H&amp;V)</li> <li>• Installed display cases by A-4C to provide campus wide F/AS information (H &amp; V)</li> <li>• F/AS directors have joint meeting monthly with mgrs. &amp; supvs. (H)</li> <li>• H = Horizontal/V=Vertical</li> </ul>		
<p><b>May, 2007</b></p> <ul style="list-style-type: none"> <li>• Implemented annual follow-up self-assessment survey on governance. Administered the survey to SPC, IPC, SSPC, HRSPC, and ASPC. Institutional Review/Research &amp; Planning disseminated results to SPC, Chairs and the Planning Council Chairs.</li> <li>• F &amp; AS continues emphasis on communication by continuing to update the web site.</li> <li>• Information Services is in the early stages of preparing Office 2007 training.</li> <li>• IS has begun work in preparation for Student Services PS upgrade and plan for training approach.</li> </ul> <p><b>Progress on Objective - CONTINUOUS PROCESS</b></p>		

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<b>Objective/Activity 15</b> <i>Goal : Resource Management</i>		<b>Primary Person(s):</b> Superintendent/President; Director, Research and Planning
Develop and implement a process for submitting, approving, and managing grants.		<b>Assigned Groups:</b> Strategic Planning Council; Research and Planning; Director, Grant Funded Student Programs; Director, Fiscal Services
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
<p>During the 10/17 SPC meeting, M. Barton requested volunteers to form a workgroup to address this objective. The workgroup will meet on the first and third Tuesday of each month beginning in December. During our first meeting, the workgroup will identify our goals and plan for completing work on this objective.</p>		
<b>May, 2007</b>		
<p>The Grants workgroup met throughout the Spring 2007 term. The workgroup reviewed the current processes in place at Palomar for developing, submitting, and managing grants. Also, it reviewed the current practices at other community colleges. Based on its research, and the availability of appropriate funding, the workgroup is making the following recommendations:</p> <ul style="list-style-type: none"> <li>• Establish a formal grants function and process at the college.</li> <li>• Establish a small grants steering committee to identify grant strategies and opportunities and monitor the grants process.</li> <li>• Establish a grants office consisting of a Grants Development Specialist/Writer (1.0 FTE) and Budget/Fiscal Technician (.45 FTE).</li> </ul>		
<b>Progress on Objective: COMPLETED</b>		

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<b>Objective/Activity 16</b> <i>Goal : Resource Management</i>		<b>Primary Person(s):</b> Vice President, Instruction; Vice President Finance & Administrative Services
Develop a comprehensive process that addresses the financial implications of program development and implementation.		<b>Assigned Groups:</b> Deans; Director, Fiscal Services; Strategic Planning Council
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
In Spring 2006, the Curriculum Committee developed a process that will address the financial implications of new instructional programs. The process was approved by the Faculty Senate and presented to SPC for information during this Fall 2006 semester and is now in effect for any new instructional programs proposed that will require general funding and District resources. The process parallels the information required to receive approval from the CCC System Office.		
<b>May, 2007</b>		
With the adoption of the "New Program Approval" process in Fall 2006, this goal has been completed.		
<b>Progress on Objective - COMPLETED</b>		

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<b>Objective/Activity 17</b> <i>Goal : Facilities Improvement</i>		<b>Primary Person(s):</b> Vice President, Finance & Administrative Services; Director, Facilities
Identify and provide appropriate levels of funding to support and ensure implementation of the facilities plan and the ongoing maintenance of buildings and grounds.		<b>Assigned Groups:</b> Administrative Services Planning Council; Facilities Review Committee
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
<p>The 2005-06 AIP's for Facilities Improvements is currently in progress. Staffing &amp; funding levels remain the same as the 2004-05 budget. For the 2004-05 Facilities Improvement Plan 116 construction projects have been completed. For 2005-06 18 projects have been completed and 19 have been scheduled or are in the works. Funding and staffing levels continue to be inadequate for volume of projects.</p>		
<b>May, 2007</b>		
<p>Improvements are in the final stages of completion. 136 projects were submitted for the 2006-07 AIP for Facilities Improvement Plan. For the 2005-06 Plan, 22 projects have been completed or scheduled for completion prior to 6-30-07. Funding, staff levels continue to be inadequate for the volume of projects submitted. There will be \$250,000 available annually for Facility Improvement Projects from the Proposition M Bond passage, which should move the projects through the program quickly. Work in progress on an annual basis.</p>		
<b>Progress on Objective - IN PROGRESS</b>		

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<b>Objective/Activity 18</b> <i>Goal : Facilities Improvement</i>		<b>Primary Person(s):</b> Vice President, Finance & Administrative Services
Complete the master signage plan for all district facilities		<b>Assigned Groups:</b> Administrative Services Planning Council
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
A “way-finding” prototype has been installed in front of Student Services bldg. ADA & standard door signs are identified throughout the District. Directional signs are displayed on light poles on San Marcos campus. In addition “curb appeal” signs are being evaluated for Escondido Center. The working group has done what it can with available resources & without outside professional assistance.		
<b>May, 2007</b>		
Funding to hire outside professional assistance has not been available and this project is currently on hold. Some of the signage issues will be addressed during the design of the new buildings.		
<b>Progress on Objective - CONTINUOUS PROCESS</b>		

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<b>Objective/Activity 19</b> <i>Goal : Facilities Improvement</i>		<b>Primary Person(s):</b> Manager, Facility Planning/Environmental Health & Safety
Continue to develop procedures to respond to emergency situations.		<b>Assigned Groups:</b> Safety and Security Committee; Campus Police Committee
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>
	Ongoing	<b>Time Line:</b> May, 2007
<b>November, 2006</b>		
NIMS & SIMS training has been completed for the management team. Add'l training will be provided to building coordinators & response teams. Supplies have been purchased for the Emergency Command Center and a plan is being developed for strategic placement throughout the District.		
<b>May, 2007</b>		
Palomar has joined the county wide communications system with the purchase of a satellite telephone (located at Police Department Dispatch) through the SDCOE Office. District staff attended county wide training. The emergency response plan is being updated.		
<b>Progress on Objective - IN PROGRESS</b>		