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for COMMUNITY and
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June 30, 2010

CORRECTED LETTER

Dr. Robert P. Deegan
Superintendent/President
Palomar College
1140 W. Mission Road
San Marcos, CA 92069-1487

Dear President Deegan:

The Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges, at its meeting June 9-11, 2010, reviewed the Follow-Up Report submitted by the College and the report of the evaluation team which visited Monday, April 5, 2010. The Commission took action to accept the report, **continue Warning**, and require that the College complete a Follow-Up Report by **March 15, 2011**. That report will be followed by a visit of Commission representatives.

The Commission notes the extensive and excellent work done by Palomar College to address recommendations 2, 3, 5 and 6,¹ as required, for the March 2010 Follow-Up Report. Recommendations 3, 5 and 6 were fully resolved. Much of the work done to address Recommendation 2 is almost complete and will be completed in the next academic year.

The Follow-Up Report of **March 15, 2011** should demonstrate the institution's resolution of the recommendation below:

Recommendation #2 (2009)

Integrated Planning, Evaluation, and Resource Allocation Decision Making

In order for the College to meet Standards ensure a broad based, ongoing, systematic, and cyclical process that includes evaluation, planning, resource allocation, implementation, and re-evaluation, the team recommends the following plan development, implementation, evaluation and improvement steps be taken:

1. Develop a comprehensive and an integrated long range Strategic Plan including measurable goals that can be used to influence resource allocation decisions on an annual basis. The Strategic Plan should incorporate the priorities established in all of the College's major plans to include its:
 - a. Technology Plan
 - b. Facilities Master Plan

¹ The Follow-Up Report submitted by the institution numbered these 1 through 4; the college is advised to renumber them to match the team report of 2009, as 2, 3, 5 and 6.

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- c. Educational Master Plan including the addition of the planned expansion of facilities to the northern and southern areas of the College's service area
- d. Human Resources Staffing Plan (I.A.4, I.B.2, I.B.3, 4, III.A.2, III.B.2.b, III.C.2, III.C.1.d).
2. Modify the budget development process in a manner that will place the college's strategic plan priorities at the center of its resource allocation decisions (III.D.1, 1.c).
3. Develop mechanisms to regularly evaluate all of the College's planning and resource allocation processes as the basis for improvement (I.B.6, II.A.2.f, II.B.4, III.D.3, IV.A.5).
4. Develop an updated Technology Plan to address such major concerns as disaster recovery, data security and on-going equipment replacement (III.C, III.C.1.a,c,d, III.C.2, III.D, Previous Recommendation #5).

I wish to inform you that under U.S. Department of Education regulations, institutions out of compliance with Accreditation Standards or on sanction are expected to correct deficiencies within a two-year period or the Commission must take action to terminate accreditation. Palomar College must correct the deficiencies by **June 2011** or the Commission will be compelled to act.

In addition, the Commission requires that Palomar College demonstrate that the following recommendations have been fully resolved at the time of the **March 2012** Midterm Report:

Recommendation #1 (2009)

Mission Statement

In order to comply with the Standards, the College needs to modify its mission statement to identify its intended student population and its commitment to achieving student learning. Additionally, the mission statement should be used by the College as a central driving force in decisions made by the College (Standard 1A.1, I.A.4, IV.B.1.b).

Recommendation # 4 (2009)

Program Review and Planning Processes

In order to meet Standards and for the College to derive the benefits expected of comprehensive robust, broad-based and integrated program review and planning which are now to be further enhanced through use of student learning outcomes, it is recommended that the institution substantially expand the number of departments participating in program review and development of Annual Implementation Plans. Compliance with the spirit, intent and requirement that planning efforts be broad-based requires that the College:

1. Significantly increase the number of departments and programs undergoing program review on an annual basis.

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2. Improve the quality of analysis included in each department's program review. Use of data in support of conclusions is expected.
3. Establish goals that are measurable with stated desired outcomes listed and linked to the resource allocation process and student learning outcomes (I.B.1, I.B.2, I.B.3, I.B.4, I.B.5, I.B.6, I.B.7).

Recommendation #7 (2009)

Improve Human Resources Practices:

In order for the College to comply with the Standards and improve practices in the area of Human Resources, the team recommends:

1. Instructional and non-instructional faculty and all others directly responsible for student progress in achieving stated SLOs need to have an evaluation component included in performance evaluations regarding each faculty member's effectiveness in producing SLOs (III.A.1.c).
2. Ensure that all employee groups prepare, be trained in and adhere to a Code of Ethics (III.A.1.d).
3. Develop a comprehensive staffing plan in concert with the efforts of the 75/25 Task Force to provide appropriate consideration for support services necessary and link the plan to the budget development activities (III.A.2).
4. Eliminate multiple personnel files that exist for administrators. Only one personnel file should exist for any employee and that file should be housed in the Human Resources Department thereby providing security of personnel documents and affording access to the file by employees (III.A.3.b).
5. Establish and monitor a follow up system to ensure all employees are evaluated annually or less frequently when agreed to by employment agreements as was noted by the 2003 team in Recommendation #4 (III.A.3.a).

Recommendation #8 (2009)

Conduct additional training to prevent Harassment, Discrimination and Disparaging comments against employees.

To meet Standards the team recommends that the College engage in the following activities:

1. Develop a policy to discourage the use of discriminatory, harassing and unprofessional comments when participating in any evaluation process (III.A.4)
2. Obtain professional training on prevention of harassment and sensitivity to issues of equity and diversity (III.A.4).
3. Adopt a Resolution to reaffirm its commitment to programs, practices, and services that support the diverse employees and students of the College (III.4.a).

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Recommendation #10 (2009)

Prepare a Comprehensive Technology Master Plan that is integrated with other College plans.

In order to meet the Standards, the team recommends that the College update its technology master plan and ensure that it is integrated with College-wide planning efforts and based on systematic assessment of the effective use of technology resources to assure that technology systems and support are designed to meet the needs of learning, teaching, College-wide communications, research and operational systems (III.C.1.a,c,d, III.C.2).

Recommendation #11 (2009)

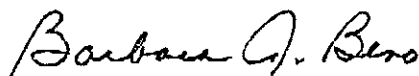
Long-Term Health Fund Liability

In order to meet the Standards, the team recommends the College identify and plan for the funding of the future retiree health benefits (III.D.1.b, III.D.1.c).

The Follow-Up Report will become part of the accreditation history of the College and should be used in preparing for the next comprehensive evaluation. I have previously sent you a copy of the Evaluation Team Report. Additional copies may now be duplicated. The Commission requires that you give the report and this letter appropriate dissemination to your college staff and to those who were signatories of your college report. This group should include campus leadership and the Board of Trustees. The Commission also requires that all reports be made available to students and the public. Placing copies in the college library can accomplish this. Should you want an electronic copy of the report, please contact Commission staff.

On behalf of the Commission, I wish to express continuing interest in the institution's educational quality and students' success. Professional self-regulation is the most effective means of assuring institutional integrity, effectiveness, and quality.

Sincerely,



Barbara A. Beno, Ph.D.
President

BAB/tl

cc: Ms. Berta Cuaron, Accreditation Liaison Officer
Board President, Palomar Community College District
Dr. Steven M. Kinsella, Team Chair