

# PALOMAR COMMUNITY COLLEGE DISTRICT ACCREDITATION FOLLOW-UP REPORT



*March 2011*

Photographs by Melinda Finn, *Communications*  
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# Follow-Up Report 2011

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## **Submitted by**

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## **Submitted to**

The Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges

## **Palomar Community College District**

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### ***Superintendent/President***

**Robert P. Deegan**



## Table of Contents

Certification of the Follow-Up Report.....	5
Statement on Report Preparation .....	7
Timeline for <i>Follow-Up Report 2011</i> .....	9
<i>Follow-Up Report 2011</i> Introduction .....	11
Recommendation #2.1 .....	13
Recommendation #2.2 .....	23
Recommendation #2.3 .....	27
Recommendation #2.4 .....	31
Appendices .....	33



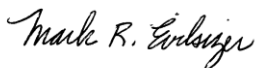
## Certification of the Follow-Up Report

**To:** Accrediting Commission for Community and Junior Colleges  
Western Association of Schools and Colleges  
10 Commercial Blvd., Suite 104  
Novato, CA 94949

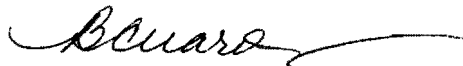
**From:** Palomar Community College District  
1140 West Mission Road  
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This Follow-Up Report is submitted for the purpose of assisting in the determination of the institution's accreditation status.

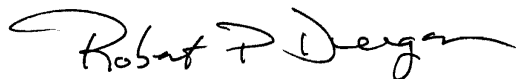
We certify that there was broad participation by the campus community and that the Follow-Up Report reflects the status of the recommendation the college has been asked to address.



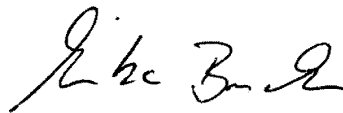
Mark Evilsizer  
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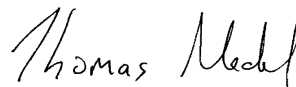
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Co-Chair, Administrative Association  
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Shayla Sivert  
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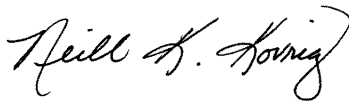
Perry Snyder  
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Palomar Faculty Federation



Phillip Cerda  
President  
Administrative Association



Lee Hoffman  
President  
Confidential and Supervisory Team



Neill Kovrig  
President  
Council of Classified Employees



Channing Shattuck  
President  
Associated Student Government




## Statement on Report Preparation

This Follow-Up Report summarizes Palomar College's fulfillment of Recommendation #2 made by the Accrediting Commission for Community and Junior Colleges (ACCJC) in the June 30, 2010, letter continuing the college on Warning status. Upon receiving this letter, I informed the college community of the Commission's decision and described structures and processes the college had already implemented in addressing Recommendation #2. In addition, I reaffirmed the college's commitment to fully realize the implementation of this recommendation. Throughout the remainder of Spring 2010 and continuing in Fall 2010 and Spring 2011, at forums and at council and committee meetings, I updated the Governing Board, faculty, administration, staff, and students on the college's progress, urging all to contribute their effort and expertise. By means of standing agenda items for the Governing Board and the Strategic Planning Council meetings, Accreditation Liaison Officer Berta Cuaron provided progress reports on accreditation.

This report reflects these college-wide endeavors. A list of the college's Planning Councils involved in satisfying Recommendation #2 is included in Appendix A (*Planning Councils*). Like the work it describes, the report is a product of collaboration. With input from the college's five planning councils, the four-section report was drafted and edited by Berta Cuaron, Accreditation Liaison Officer; Michelle Barton, Director of Institutional Research and Planning; Brent Gowen and Tom Medel, Co-Chairs of the Self-Study; and Glynda Knighten, Staff Assistant for Accreditation.

Drafts of the *Follow-Up Report 2011* were presented to the college community, the Strategic Planning Council, and the Governing Board for review and further contributions in January and February 2011. The Governing Board gave final approval in March 2011.



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Robert P. Deegan  
Superintendent/President  
Palomar College

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March 10, 2011

Date



## **Timeline for *Follow-Up Report 2011***

December 2009

- Data Center Disaster Recovery Plan revised

February 2010

- *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and *Resource Allocation Model (RAM)* approved by Strategic Planning Council (SPC)
- *Annual Planning, Resource Allocation, & Evaluation Timeline* approved by SPC
- *Strategic Plan 2013* adopted by Governing Board

March 2010

- *Follow-Up Report 2010* approved by Governing Board and submitted to ACCJC

April 2010

- Evaluation Site Visit by ACCJC representatives conducted
- *Palomar College Strategic Plan 2013 Action Plan – Year One* approved by SPC

May 2010

- *Site Visit Evaluation Report* received from team chair

June 2010

- ACCJC *Action Letter* received

September 2010

- FY2010-11 Budget approved by Governing Board
- All-College Forum convened

October 2010

- *Follow-Up Report 2011* writing commenced

November 2010

- *Technology Plan 2016* accepted by SPC
- Strategic Planning Priority Funding (SPPF) requests #1-5 approved by SPC

December 2010

- Strategic Planning Priority Funding requests #6-7 approved by SPC
- *Follow-Up Report 2011* Draft Outline presented to SPC

January 2011

- Strategic Planning Priority Funding requests approved by SPC (*con't.*)
- *Follow-Up Report 2011* Draft presented to SPC

February 2011

- *Master Plan 2022* accepted by SPC
- *Staffing Master Plan 2016* Draft presented to SPC
- *Follow-Up Report 2011* Draft accepted by SPC
- *Follow-Up Report 2011* Draft presented as information to Governing Board
- *Follow-Up Report 2011* Draft reviewed by Governing Board at workshop
- Planning Councils complete formative evaluations of resource allocation processes

March 2011

- *Staffing Master Plan 2016* scheduled for SPC acceptance
- *Follow -Up Report 2011* approved by Governing Board
- *Follow-Up Report 2011* submitted to ACCJC
- Strategic Planning Council scheduled to complete formative evaluation of resource allocation processes

TBD

- Evaluation Site Visit by ACCJC representatives conducted

## ***Follow-Up Report 2011 Introduction***

In March 2009, an ACCJC evaluation team conducted a comprehensive evaluation site visit to Palomar College. The team offered a number of recommendations to help the college come into compliance with accreditation standards and improve processes and practices required by the standards. In June 2009, the Commission issued a Warning to the college. With this Warning, the Commission directed the college to prepare and submit a Follow-Up Report by March 15, 2010, and to show resolution on four recommendations.

In March 2010, the college submitted a Follow-Up Report to the Commission, describing the work it had done to fulfill the four recommendations (*Follow-Up Report 2010*). Evaluation team members returned to the college and met with college personnel on April 5, 2010.

In the *Exit Report* summarizing this visit, the evaluation team wrote,

During the visit team members were able to gain a comprehensive understanding of the actions taken and the evidence created by the college that validates the college's progress in implementing the Commission's [four] recommendations. The overall campus atmosphere was very positive with many members of the college commenting about the manner in which the college campus as a whole came together to complete whatever work was needed to implement the Commission's recommendations. [ . . . ] [T]he team members were very impressed with the quality and quantity of work completed by the college. It is our conclusion that the college did an outstanding job and put forward its very best efforts to implement the Commission's recommendations.

Subsequently, the Commission concluded that the college indeed had resolved three of the four recommendations it addressed in the Follow-Up Report and that it had partially implemented the remaining recommendation. The Commission acted to keep the college on Warning and directed the college to prepare and submit a second Follow-Up Report, this time describing only its resolution of the one remaining recommendation.

This second Follow-Up Report is organized along the lines of the evaluation team's *Exit Report* on the college's responses to the remaining recommendation. The evaluation team opened the report with "General Observations." Then the team discussed in detail each of the four sub-recommendations (2.1 – 2.4) in sections headed "Findings and Evidence" and "Conclusion." In this report, the team's conclusions are referred to in the "Summary" section under each sub-recommendation, and the description of the college's full implementation of the sub-recommendation appears in the "Resolution and Analysis" section. "Additional Plans" and "Evidence" follow.



## **Recommendation #2 – 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. (I.A.4; I.B.2; I.B.3, .4; III.A.2; III.B.2.b; III.D.2; III.C.1.d)**

### **Recommendation #2.1**

**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**
- c. Educational Master Plan, including the addition of the planned expansion of facilities to the northern and southern areas of the college's service areas**
- d. Human Resources Staffing Plan**

### **Summary**

Prior to the arrival of the April 2010 ACCJC evaluation team, the college's principle participatory governance group, the Strategic Planning Council (SPC), had established the college's *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)*. The *IPM* provides an ongoing, systematic, and cyclical process that integrates planning, evaluation, resource allocation, implementation, and re-evaluation. The *IPM* also provides for the coordination and concurrence of the college's long-, medium-, and short-range plans (*Integrated Planning Model [IPM] – Figure 1*).

The college's long-range plans are the Master Plans. The primary long-range plan is the *Educational Master Plan*, which drives the development of the *Facilities, Staffing, and Technology Master Plans*. The *Educational Master Plan* and the *Facilities Master Plan* are fully-integrated and together comprise *Master Plan 2022*. (The college's naming convention for planning documents is to use the last year of the planning cycle in the title.) *Master Plan 2022* is reviewed and evaluated informally each year, formally every six years, and recast every twelve years. The *Staffing Master Plan* and the *Technology Master Plan* are reviewed and evaluated informally each year, formally every three years, and recast every six years. This alignment enables the college to incorporate into the planning changes made in *Master Plan 2022* and to modify plans as the environment requires (*Master Plan 2022; Staffing Master Plan 2016 DRAFT; Technology Master Plan 2016; Palomar College Planning Cycles – Figure 2*).

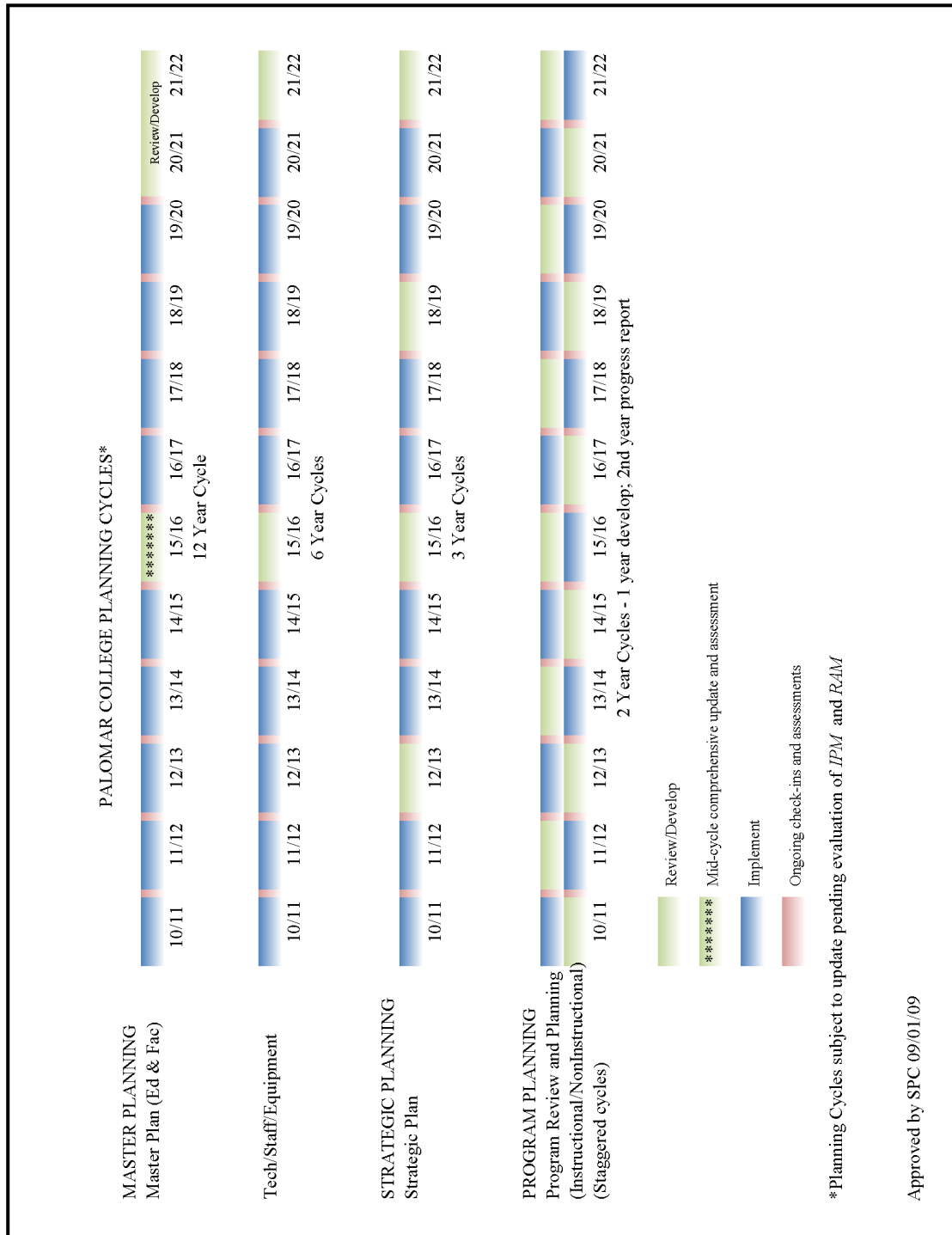
*Continued on page 16*

*Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)  
– Figure 1*





**Palomar College Planning Cycles – Figure 2**



*Continued from page 13*

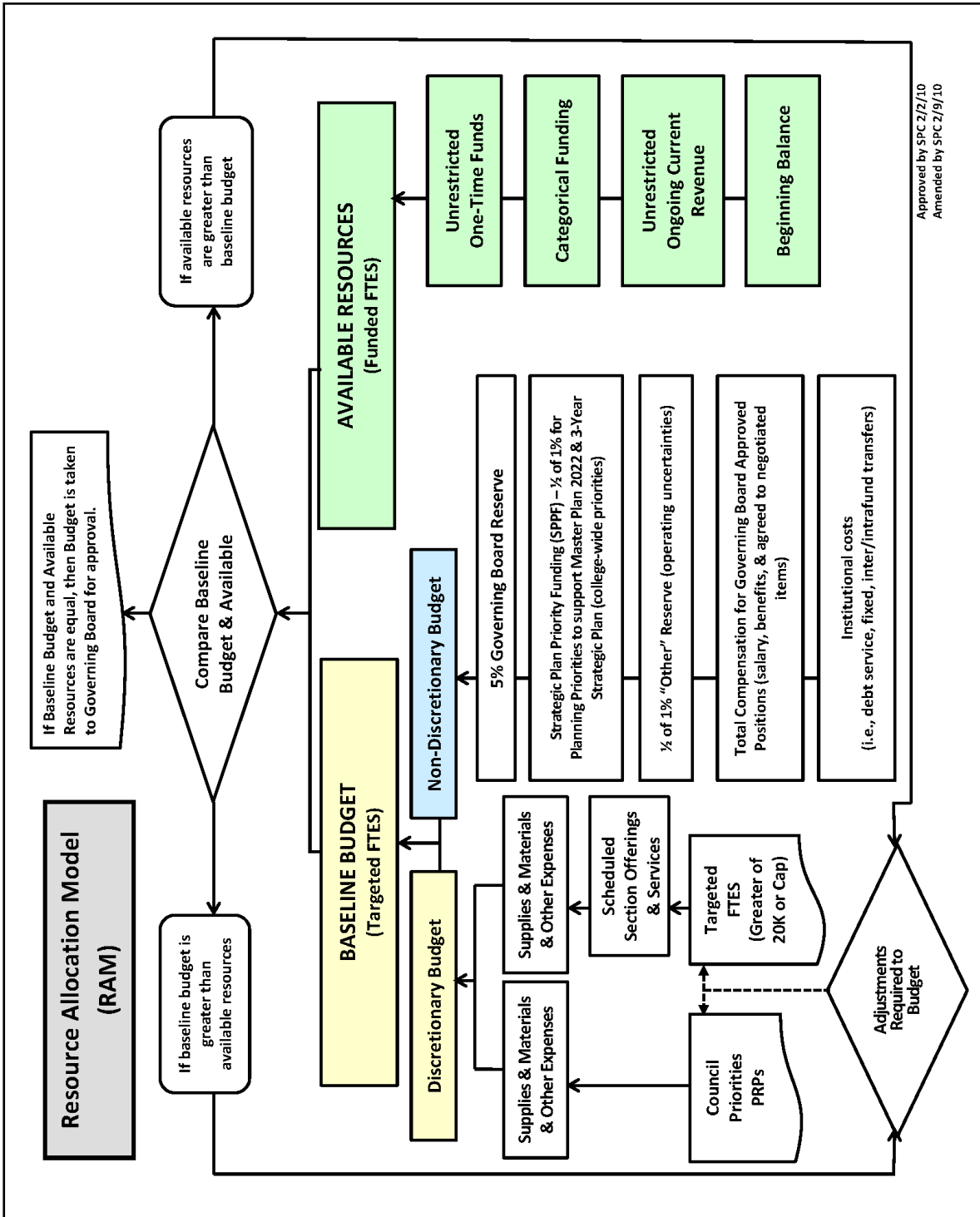
These long-range plans, in turn, drive the Strategic Plan, a medium-range plan on a three-year cycle of review, evaluation, and reformulation. The Strategic Plan identifies the college's vision, mission, and values, and the goals and measurable objectives that the college uses to influence its resource allocation decisions on an annual basis. Also, the Strategic Plan focuses on the college's institutional effectiveness and ongoing improvement. At present, the college is implementing *Strategic Plan 2013* (*Strategic Plan 2013 – Appendix B*).

The Strategic Plan drives Program Review and Planning, which is short-range planning, conducted in an ongoing manner by each of the college's four divisional Planning Councils. Through these Program Review and Planning processes, all academic departments and non-academic units evaluate their performance, establish plans for improvement, and identify necessary resources in support of student learning outcomes and service area outcomes.

Importantly, the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* works not only from the long-range plans down through the medium-range plan to the short-range plans, but also from the short-range plans up, with Program Review and Planning informing the Strategic Plan and the Strategic Plan informing the Master Plans. The *IPM* improves institutional effectiveness and with the college's *Resource Allocation Model (RAM)* at its center ensures the college's maximization of its resources in support of student learning and service area outcomes (*Resource Allocation Model [RAM] – Figure 3*). For example, by means of the *IPM* and *RAM* the college has established Strategic Plan Priority Funding (SPPF). From this fund, the Strategic Planning Council allocates resources to support college-wide priorities as identified in *Master Plan 2022* and the Strategic Plan, such as implementing Student Learning Outcomes and Service Area Outcomes Assessment Cycles at the course, program, and institutional levels (*SPPF – Appendix D*).

*Continued on page 18*

Resource Allocation Model (RAM) – Figure 3



Continued from page 16

The April 2010 evaluation team concluded that it

recognizes the enhancements made by the college to its strategic plan and noted that the college completed a considerable amount of work since the Commission's recommendations were provided in June 2009. The college has identified the operational support plans of facilities, technology, staffing and educational master plan as plans that need to be completed or updated. The college has not yet updated those plans resulting in the team concluding that Recommendation 2 part 1 has not been fully implemented.

In FY2010-11, the college completed and implemented *Master Plan 2022* and *Technology Master Plan 2016*. *Staffing Master Plan 2016* is completed and is in the final stages of the review and approval process of the Strategic Planning Council. In addition, in *Follow-Up Report 2010* the college charted the synchronization of the planning cycles and presented the *Annual Planning, Resource Allocation, and Evaluation Timeline*, which identifies the dates of the college's development, implementation, and evaluation of planning and budget activities in FY2010-11 and FY2011-12 (*Annual Planning, Resource Allocation, and Evaluation Timeline*).

### **Resolution and Analysis**

The *Integrated Planning Model (IPM)* was fully implemented with the adoption of the FY2010-11 budget.

1. *Master Plan 2022* was accepted by the Strategic Planning Council (SPC) in February 2011 (*SPC Minutes, Accept Master Plan 2022, February 1, 2011*).
2. *Technology Master Plan 2016* was accepted by SPC on November 16, 2010 (*SPC Minutes, Accept Technology Master Plan 2016, November 16, 2010; Technology Master Plan 2016*). The Plan addressed the infrastructure, hardware, software, and all other computer-based equipment necessary to support the college's instruction, administration, and operational needs, including ongoing equipment replacement. In developing *Technology Master Plan 2016*, the college decided that equipment needs not covered by the Plan should be addressed at the divisional level on the basis of data gathered from Program Review and Planning documents submitted by each department.
3. The Strategic Planning Council (SPC) received *Staffing Master Plan 2016* at its February 15 meeting and is scheduled to accept it in March 2011 (*SPC Minutes, Receive SMP 2016 DRAFT, February 15, 2011*). The Plan will be implemented immediately upon endorsement by SPC.

*Staffing Master Plan 2016 (SMP 2016)* is one of the operational planning documents included in the college's *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* implemented in Spring 2010. The purpose of this Plan is to identify current and future staffing levels and to recommend future staffing priorities to support the college's mission of meeting its students' needs (*Staffing Master Plan 2016 DRAFT*).

The Staffing Master Plan model was reviewed and approved by the Strategic Planning Council in early Fall 2010. The four divisional Planning Councils – Finance and Administrative Services Planning Council (FASPC), Human Resource Services Planning Council (HRSPC), Instructional Planning Council (IPC), and Student Services Planning Council (SSPC) – and the Superintendent/President's group were provided training and tasked with developing a staffing plan for their respective divisions.

Each division's plan includes two components: (1) current and projected minimum and optimum staffing levels for full-time faculty, administrators, classified staff, and confidential and supervisory staff over six years, and (2) a prioritized list of vacant and proposed new positions. The divisional level plans were completed by the Planning Councils from December 2010 through January 2011 and were integrated to create *Staffing Master Plan 2016*. *SMP 2016* will be updated annually with new data supplied by the college's *Master Plan 2022*, Program Review and Planning processes, and other planning processes.

4. The college's Program Review and Planning (PRP) processes are two-year cycles that are implemented across the college through the four divisional Planning Councils. These processes provide for in-depth department-level and unit-level planning. This planning is based on (1) analysis of data, (2) review of current and future goals and objectives, and (3) identification of necessary resources. It is through these PRP processes that the Planning Councils derive Council priorities and ensure their alignment with college-wide priorities. Also through these processes the Councils recommend resource allocations of discretionary funds for temporary employees, supplies, operating expenses, equipment, and technology (*Planning Councils' Formative Evaluations of Resource Allocation Processes 2011*).
5. The college is now carrying out the *Palomar College Strategic Plan 2013 Action Plan – Year One* (*Palomar College Strategic Plan 2013 Action Plan – Year One – Appendix C*). This "Action Plan" identifies the college's goals and annual objectives along with the individuals and groups assigned to coordinate the work necessary to complete them. The articulation of each objective includes a brief work plan, a timeline for completion, and the measures the assigned individuals and groups will use to

determine whether the objective has been completed. Those assigned responsibility for an objective's completion have worked with their groups to identify and request resources necessary to implement their objective's work plan. The Strategic Planning Council (SPC) has prioritized and allocated these resources using the Strategic Plan Priority Funding (SPPF) identified in the *Resource Allocation Model (SPC Minutes , Strategic Plan Priority Funding, November 30, 2010 , December 7, 2010, January 18, 2011; SPPF – Appendix D)*.

For example, with Strategic Plan Priority Funding (SPPF) the college's Learning Outcomes Council (LOC) trained faculty mentor teams to assist departments and disciplines with completing and documenting Student Learning Outcome and Service Area Outcome Assessment Cycles. The LOC delivered workshops on the assessment of student learning outcomes, service area outcomes, and general education/ institutional learning outcomes. Also, with SPPF the college implemented the Goal, Responsibility, Attitude, Determination (GRAD) campaign, which encourages students to take responsibility for achieving their educational goals. In particular, the GRAD campaign is using SPPF to create student-generated media, to provide seminars on college success skills, and to implement an on-line academic advising module. SPC also allocated SPPF to acquire the PeopleSoft module that will support the implementation of the *Staffing Master Plan 2016*. These resource allocations support the implementation of Strategic Plan 2013 objectives 1.1, 2.3, 2.4, and 4.3 (*Strategic Plan 2013 – Appendix B; SPPF – Appendix D*).

Strategic Planning Council is actively monitoring the implementation of the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and the *Resource Allocation Model (RAM)*. At each meeting, the Council addresses a standing agenda item titled "Integrated Planning Model." As part of this agenda item, SPC discusses the *IPM* and *RAM* and regularly reviews progress on the "Year One Action Plan." All progress is documented in the Council minutes and in the "Action Plan" document (*SPC Minutes, IPM Standing Agenda Item; Palomar College Strategic Plan 2013 Action Plan – Year One – Appendix C*). Each completed "Action Plan" (i.e., Year One, Year Two, and Year Three) is used as part of SPC's formative and summative evaluations of the college's planning and resource allocation processes.

### **Additional Plans**

None.

**Evidence** (All items in the evidence list have hyperlinks to the documents.)

- *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM) – Figure 1*
- *Master Plan 2022*
- *Staffing Master Plan 2016 DRAFT*
- *Technology Master Plan 2016*
- *Palomar College Planning Cycles – Figure 2*
- *Strategic Plan 2013 – Appendix B*
- *Resource Allocation Model (RAM) – Figure 3*
- *Strategic Plan Priority Funding (SPPF) – Appendix D*
- *Annual Planning, Resource Allocation, and Evaluation Timeline*
- SPC Minutes, Accept *Master Plan 2022*, February 1, 2011
- SPC Minutes, Accept *Technology Master Plan 2016*, November 16, 2010
- SPC Minutes, Receive *Staffing Master Plan 2016 DRAFT*, February 15, 2011
- Planning Councils' Formative Evaluations of Resource Allocation Processes 2011
- *Palomar College Strategic Plan 2013 Action Plan – Year One – Appendix C*
- SPC Minutes, Strategic Plan Priority Funding (SPPF), November 30, 2010, December 7, 2010, and January 18, 2011
- SPC Minutes, IPM Standing Agenda Item





## **Recommendation #2.2**

**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).**

### **Summary**

With the implementation of the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and *Resource Allocation Model (RAM)*, college-wide priorities identified in the Strategic Plan and the Planning Council priorities developed from the Program Review and Planning (PRP) documents are at the center of the college's resource allocation decisions. The Strategic Plan, Master Plans, and the PRPs directly influence the college's budget development and resource allocation processes.

The core of the *IPM (Figure 1)* depicts the annual resource allocation process. The *RAM (Figure 3)* ensures that general fund resource allocation decisions follow planning. The Strategic Planning Council (SPC) adopted these models in February 2010. The *RAM* designates non-discretionary Strategic Plan Priority Funding (SPPF) to support college-wide priorities and discretionary funds to support Planning Council priorities developed from Program Review and Planning processes.

The April 2010 evaluation team concluded,

Similar to Recommendation 2 part 1, the college created a process that uses the priorities of the Strategic Plan to influence resource allocation decisions. Since the process is established for use in allocating FY 2010/11 resources the team has to arrive at the conclusion that implementation of this recommendation will be complete once the budget has been developed using this process. This recommendation is expected to be fully implemented by fall 2010. At the time of the team's visit all but the actual distribution of resources using the process had occurred. Accordingly, this recommendation is partially implemented.

### **Resolution and Analysis**

With the adoption of the FY 2010-11 budget, the college has implemented the *Resource Allocation Model (RAM)*, which designates resources (Strategic Plan Priority Funding) to directly address priorities in the Strategic Plan, Master Plans, and Program Review and Planning documents. Implementation of the *RAM* institutionalizes a budget process that ensures planning precedes and influences resource allocation decisions.

1. The *RAM* guarantees that the college uses the Strategic Planning Priority Funding (SPPF) to fund college-wide priorities. During Fall 2010 and at the beginning of Spring 2011, the Strategic Planning Council prioritized requests and allocated the funding for 2010-11 (*RAM – Figure 3; SPC Minutes – November 30, 2010, December 7, 2010, January 18, 2011; Strategic Plan 2013 Action Plan – Year One – Appendix C; SPPF Allocations – Appendix D*).
2. The Planning Councils established processes to prioritize and fund their priorities identified through Program Review and Planning (PRP) documents. For FY2010-11, the Planning Councils prioritized PRP requests and allocated resources based on these prioritizations (*Planning Councils’ Formative Evaluations of Resource Allocation Processes 2011*).
3. To make certain that the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and the *Resource Allocation Model* drive the budget development process, the Strategic Planning Council created an *Annual Planning, Resource Allocation, and Evaluation Timeline*, which integrates annual planning activities with the college’s budget development activities (*Annual Planning, Resource Allocation, and Evaluation Timeline – from Follow-Up Report 2011*). The timeline institutes a sequence of activities to guarantee that planning and evaluation occur prior to budget development and resource allocations. Conceptually, the timeline is based on a “plan, do, review” approach: (1) plan a year in advance, (2) set budget priorities and implement them according to the *RAM*, and (3) conduct an evaluation of the previous year’s allocations – modifying plans, processes, and allocations as necessary. An overview of this timeline appears as *Figure 4*.
4. As defined in the *Resource Allocation Model (RAM)*, Strategic Plan Priority Funding (SPPF) is dedicated to the fulfillment of college-wide priorities and is part of the non-discretionary budget. The Planning Councils fund Council priorities through discretionary budget. College-wide priorities reflect longer-term strategic planning projects, and Council priorities address shorter-term operational needs. While these two levels of priorities are necessarily aligned, the Strategic Planning Council needs to distinguish clearly between them in the allocation of SPPF.

### **Additional Plans**

As a result of the evaluation of the college’s planning and resource allocation processes, the college will

1. Clarify the distinction between college-wide priorities and Planning Council priorities in the allocation of Strategic Planning Priority Funding.

**Evidence** (*All items in the evidence list have hyperlinks to the documents.*)

- *Resource Allocation Model (RAM) – Figure 3*
- *SPC Minutes – Strategic Plan Priority Funding (SPPF), November 30, 2010, December 7, 2010, January 18, 2011*
- *Palomar College Strategic Plan 2013 Action Plan – Year One – Appendix C*
- *Strategic Plan Priority Funding (SPPF) – Appendix D*
- *Planning Councils’ Formative Evaluations of Resource Allocation Processes 2011*
- *Annual Planning, Resource Allocation, and Evaluation Timeline – from Follow-Up Report 2011*
- *Overview of Annual Planning, Resource Allocation, and Evaluation Timeline – Figure 4*

**Overview of Annual Planning, Resource Allocation, and Evaluation Timeline – Figure 4**

Do (D)	Plan (P) and Review (R)		
Months	Month(s)	Activity	Assigned Responsibility
<b>Adopt Current Year's Budget (Governing Board in September) Implement Current Year's Plans and Expend Budget</b>	Aug – Oct	Identify initial budget assumptions and obligations for next year's budget (P).	VP FAS/SPC/BC
		Recommend budget formulas for next year's budget (P).	SPC/BC
		Complete PRPs which include review of previous year's progress, a plan for next year's budget, and prioritization of resource requests (R/P).	Departments/Units/Programs
	Nov - Dec	Identify next year's Planning Councils' priorities (P).	Divisional Planning Councils
		Review next year's Planning Councils' priorities for alignment with Strategic and Master Plans (P).	SPC
	Jan – Apr	Adjust next year's budget assumptions and obligations based on previous year's P1 FTES base (P).	VP FAS/SPC/BC
		Develop next year's division budgets (P).	Divisions/Planning Councils
	May	Confirm alignment of proposed budget with Master and Strategic Plans (P).	SPC
		Evaluate progress on previous year's college-wide and Strategic Plan priorities (R).	SPC
		Identify college-wide planning priorities and Strategic Plan objectives for following years' budget (P).	SPC
	June – July	Approve tentative budget (P).	Governing Board
		Finalize college-wide planning priorities and Strategic Plan objectives for following year's budget (P).	SPC

FAS – Finance & Administrative Services	Divisional Planning Councils
SPC – Strategic Planning Council	Finance and Administrative Services Planning Council
BC – Budget Committee	Human Resource Services Planning Council
	Instructional Planning Council
	Student Services Planning Council

## **Recommendation #2.3**

**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)**

### **Summary**

The evaluation team concluded,

Once the resources are allocated using the new IPM the college will then be able to evaluate how well the resource allocation process worked. Another year will be needed in order for a complete cycle to be available for reevaluation. Accordingly, the team concludes that this recommendation is partially implemented.

Evaluation is a crucial component of the college's integrated planning and resource allocation processes.

The college conducts two types of evaluation of the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and the *Resource Allocation Model (RAM)*. Annually, the Strategic Planning Council (SPC) completes a formative evaluation in order to strengthen and improve the implementation of the planning and resource allocation processes (*Integrated Planning Model – Figure 1*). Upon the completion of a three-year Strategic Planning cycle, SPC completes a summative evaluation in order to examine the effectiveness and outcomes of the *IPM* and the *RAM*, especially as these results relate to improving student learning and success. Both types of evaluation are informed by comprehensive review.

### **Resolution and Analysis**

In November 2010, the Strategic Planning Council (SPC) established the college's evaluation method, which includes annual formative and three-year summative evaluations (*SPC Minutes, Evaluation Method, November 16, 2010*). An outline of this method follows.

At the time this Follow-Up Report was submitted, the college had completed its FY2010-11 resource allocations using the *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* and the *Resource Allocation Model (RAM)*. In addition, the Planning Councils had completed formative evaluations of their Program Review and Planning (PRP) resource allocation processes (*Planning Councils' Formative Evaluations of Resource Allocations Processes 2011*). The Planning Councils have presented the results of these evaluations to SPC (*SPC Minutes, Planning Councils present formative evaluations of resource allocation processes to SPC, March 1, 2011, evidence to be supplied in addendum*).

SPC will complete its own formative review of the college's progress on allocation processes in March 2011. Currently, college groups are expending the FY2010-11 allocations they received to address the *Strategic Plan 2013* goals and objectives and the priorities identified through the PRP processes. As the institution is in the midst of FY2010-11, SPC will complete a full formative review of the full-year implementation of the *IPM* and *RAM* at the end of Spring 2011. The review will complement the evaluations conducted in March 2011 of the college's planning and resource allocation processes and address the remaining annual evaluation elements (*SPC Minutes, SPC formative evaluation of resource allocation processes, March 2011, evidence to be supplied in addendum*).

### **Formative Evaluation**

SPC examines the following types of information as part of its formative evaluation:

1. Progress reports on the current year's "Action Plan" and other plans identified in the *IPM*,
2. Progress reports from Planning Councils on their PRP processes and planning priorities,
3. SPC's evaluation of the college's performance relative to Institutional Effectiveness Measures,
4. Analysis of resources allocated to fulfill the college's master and strategic planning priorities and the Planning Councils' priorities drawn from their PRPs, and
5. Description of the processes used by SPC to implement the *IPM* and the *RAM*.

The formative evaluation answers the following questions:

1. Did the college make expected progress on its planning priorities (i.e., the Strategic Plan's goals and objectives)?
2. Did the college apply the appropriate resources to its planning priorities?
3. Which elements of the planning and resource allocation processes worked well?
4. Which elements of the planning and resource allocation processes need to be refined?

As a result of the formative evaluation, SPC

1. Updates the college-wide priorities (i.e., as expressed in goals and objectives identified in its Strategic Plan) and establishes the Strategic Plan for the following year, and
2. Refines or adjusts the processes used to implement the *IPM* and the *RAM* to ensure that the resource allocation process supports the college's planning priorities.

## **Summative Evaluation**

SPC examines the following types of information as part of its summative evaluation:

1. SPC's evaluation of the completion of the objectives in the college's Strategic Plan,
2. Planning Councils' self-evaluations of their PRP processes,
3. SPC's evaluation of the college's performance relative to Institutional Effectiveness Measures,
4. SPC's evaluation of the resources allocated to planning, and
5. SPC's evaluation of the effectiveness of the planning and resource allocation processes.

The summative evaluation answers the following questions:

1. Did the college complete the objectives identified in its three-year Strategic Plan?
2. Is the college making expected progress on fulfilling its longer-term Master Plans?
3. Did implementation of the *IPM* and the *RAM* lead to improved institutional effectiveness, student learning, and student success?

As a result of the summative evaluation, SPC

1. Makes a determination as to the effectiveness of the college's planning, evaluation, and resource allocation processes,
2. Modifies the *IPM* and the *RAM*, if necessary, and
3. Uses the results of the evaluation, especially its assessment of progress on Institutional Effectiveness Measures, as input into the next Strategic Planning cycle.

## **Additional Plans**

None.

**Evidence** (*The first three items in the evidence list have hyperlinks to the documents; the last two items are pending approval of March 2011 SPC minutes; evidence links will be provided in an addendum.*)

- *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM) – Figure 1*
- SPC Minutes, Evaluation Method, November 16, 2010
- Planning Councils' Formative Evaluation of Resource Allocations Processes 2011
- SPC Minutes, Planning Councils present formative evaluations of resource allocation processes to SPC, March 1, 2011 (*Minutes to be approved in March 2011*)
- SPC Minutes, SPC formative evaluation of resource allocation processes, March 2011 (*Minutes to be approved in March 2011*)





## **Recommendation #2.4**

**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).**

### **Summary**

The evaluation team concluded,

The college has not updated the Technology Plan although it is scheduled for completion as a component of the Strategic Plan for FY 2010/11. The college now has a disaster recovery plan, a data security methodology or procedure and a plan to address the on-going equipment replacement needs. The team concludes that this recommendation is partially implemented.

The *Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM)* includes a Technology Master Plan that is on a six-year cycle. The Finance and Administrative Services Planning Council reviews this plan annually and conducts a mid-cycle review with a report and recommendations to the Strategic Planning Council.

### **Resolution and Analysis**

In Spring 2010, the Finance and Administrative Services Planning Council (FASPC) convened a Technology Master Plan workgroup to update the plan. The Strategic Planning Council accepted *Technology Master Plan 2016* on November 16, 2010, and the Plan has been implemented (*FASPC Minutes, Convene Technology Master Plan Workgroup, February 18, 2010; SPC Minutes, Accept Technology Master Plan 2016, November 16, 2010; Technology Master Plan 2016*).

*Technology Master Plan 2016* established a standing workgroup as a subgroup of FASPC. This workgroup is responsible for evaluating technology needs; researching, assessing, and pilot-testing new technology proposals; determining related costs and cost-effective strategies; checking for alignment with other master plans; and reporting findings and making recommendations. The plan identifies a structure, planning process, and funding considerations for on-going technology, maintenance, and equipment replacement for the college, with recommendations coming from the subgroup to FASPC. The Plan considers the needs identified in the Strategic Plan, Master Plans, and Program Review and Planning documents. It includes three levels of recommended initiatives that will optimize the college's technology environment in support of effective programs and services to all users.

### **Additional Plans**

None.

**Evidence** (*All items in the evidence list have hyperlinks to the documents.*)

- Finance and Administrative Services Planning Council Minutes, Convene Technology Master Plan Workgroup, February 18, 2010
- Strategic Planning Council Minutes, Accept *Technology Master Plan 2016*, November 16, 2010
- *Technology Master Plan 2016*

## **Appendices**

*(Appendices have hyperlinks to corresponding documents.)*

Appendix A – Planning Councils Participating in *Follow-Up Report 2011*

Appendix B – *Strategic Plan 2013*

Appendix C – *Palomar College Strategic Plan 2013 Action Plan – Year One*

Appendix D – Strategic Plan Priority Funding (SPPF) Allocations



**Appendix A –Planning Councils Participating in the *Follow-Up Report 2011***  
(*Council names have hyperlinks to Planning Councils' membership lists.*)

- Strategic Planning Council (SPC)
- Finance and Administrative Services Planning Council (FASPC)
- Human Resource Services Planning Council (HRSPC)
- Instructional Planning Council (IPC)
- Student Services Planning Council (SSPC)



## Appendix B – Strategic Plan 2013

### VISION – *Learning for Success*

#### MISSION

Our mission is to provide an engaging teaching and learning environment for students of diverse origins, experiences, needs, abilities, and goals. As a comprehensive college, we support and encourage students who are pursuing transfer-readiness, general education, basic skills, career and technical training, aesthetic and cultural enrichment, and lifelong education. We are committed to promoting the learning outcomes necessary for our students to contribute as individuals and global citizens living responsibly, effectively, and creatively in an interdependent and changing world.

#### VALUES

Palomar College is dedicated to achieving student success and cultivating a love of learning. Through ongoing planning and self-evaluation, we strive to improve performances and outcomes. In creating the learning and cultural experiences that fulfill our mission and ensure the public's trust, we are guided by our core values of

- **Excellence** in teaching, learning, and service
- **Integrity** as the foundation for all we do
- **Access** to our programs and services
- **Equity** and the fair treatment of all in our policies and procedures
- **Diversity** in learning environments, philosophies, cultures, beliefs, and people
- **Inclusiveness** of individual and collective viewpoints in collegial decision-making processes
- **Mutual respect** and **trust** through transparency, civility, and open communications
- **Creativity** and **innovation** in engaging students, faculty, staff, and administrators
- **Physical presence** and **participation** in the community

## STRATEGIC GOALS AND OBJECTIVES

**Goal 1:** Implement an integrated planning, review, and evaluation model that provides for the allocation of resources on the basis of department/unit and college-wide priorities.

*Objective 1.1:* Update existing Educational Master Plan, Facilities Plan, and Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's Integrated Planning and Resource Allocation Model.

*Objective 1.2:* Establish a method in each planning council to evaluate the effectiveness of the previous year's allocations and to prioritize current year allocations.

*Objective 1.3:* Modify the budget development process, ensuring that Program Review and Planning, Strategic Planning and Master Planning priorities are the basis of resource allocation decisions.

*Objective 1.4:* Annually evaluate the extent to which the college's Integrated Planning Model reflects the college's mission and results in improvement.

**Goal 2:** Strengthen programs and services for our students in order to support their educational goals.

*Objective 2.1:* Open a Teaching and Learning Center on the San Marcos campus, as identified in the college's basic skills plan.

*Objective 2.2:* Examine the processes by which students progress through English, mathematics, reading, and ESL sequences.

*Objective 2.3:* Implement the GRAD (Goal, Responsibility, Attitude, Determination) campaign which encourages students to take responsibility for achieving their educational goals.

*Objective 2.4:* Implement Student Learning Outcomes Assessment Cycles (SLOACs) and Services Area Outcomes Assessment Cycles (SAOACs) at the course, program, and institutional level to further improve institutional effectiveness.

*Objective 2.5:* Establish processes to ensure the quality of distance education offerings.



**Goal 3:** Ensure that the college's shared governance structure operates effectively and that the processes for decision-making are clearly defined and participatory.

*Objective 3.1:* Create a glossary of governance terms.

*Objective 3.2:* Develop and implement an annual orientation program on college governance.

*Objective 3.3:* Create a centralized archive documenting institutional history: major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures.

*Objective 3.4:* Develop and implement a method for assessing the effectiveness of the shared governance process.

**Goal 4:** Recruit, hire, and support diverse faculty and staff to meet the needs of students.

*Objective 4.1:* Complete an EEO plan.

*Objective 4.2:* Develop a staffing plan that identifies minimum and optimum staffing levels throughout the district.

*Objective 4.3:* Evaluate the extent to which staffing plans and decisions reflect the needs expressed in the Council and College-wide priorities.

**Goal 5:** Ensure that existing and future facilities support learning, programs, and services.

*Objective 5.1:* Develop and implement a plan for opening the North Education Center.

*Objective 5.2:* Consider space for student engagement and interaction in the design of new and renovated buildings.

*Objective 5.3:* Identify and purchase a site for future development of another Education Center in accordance with the Master Plan.

**Goal 6:** Optimize the technological environment to provide effective programs and services throughout the district.

*Objective 6.1:* Update Technology Master Plan 2005 to address:

- Access
- Training
- Evaluation
- Disaster preparedness and data security
- Ongoing technology, maintenance and replacement



**Appendix C – Palomar College Strategic Plan 2013 Action Plan – Year One**  
 (Current as of February 23, 2011. Updates can be found on the Strategic Planning website.)

<b>Palomar College Strategic Plan 2013 Action Plan – YEAR 1</b>				
<b>Goal 1: Implement an integrated planning, review &amp; evaluation model that provides for the allocation of resources on the basis of department/unit &amp; college-wide priorities.</b>				
Person Responsible	Group	Project Steps	Timeline	Progress Reports and SPC Actions
VPI	IPC	<b>Educational Master Plan:</b> 1. VPI, Deans, and Dept. Chairs/Directors edit draft of EMP 2. Finalize EMP and integrate with Facilities MP 3. Present EMP to SPC 4. Present updated EMP to Governing Board	4/26/10  1. Spr 2010 2. Spr 2010 3. Fall 2010 4. Fall 2010	<b>Objective Measurable Outcome</b> *Governing board approves updated EMP in Fall 2010 and implements  <b>SPC Actions</b> *Master Plan 2022 First Reading 11/16/2010 *Master Plan 2022 Accepted 02/01/11  Notes: Master Plan 2022 includes the college's Educational and Facilities Master Plans.  After first reading, time was provided for council members to review and contribute feedback. <b>Objective Completed 02/01/11</b>
VPEAS	FASPC	<b>Facilities Master Plan:</b> 1. Assign Master Plan 2022 update to LPA, District Architects & Cambridge West 2. Compile data for facilities needs based upon educational program offerings and needs defined by Cambridge West in the update to the Educational Master Plan component of MP2022. 3. Form a work group from the Facilities Review Committee to work with LPA and Facilities staff on updating Facilities Master Plan, which is included in MP2022. 4. LPA, Facilities staff, and workgroup members to begin meeting weekly starting April 19th. Also, schedule a couple of meetings with executive administration to gather input related to update. 5. Draft update of the Education & Facilities Master Plan completed by May 18th 6. The final draft of the Education & Facilities Master Plans update approved by SPC. 7. Present final draft to Governing Board	Spr 2010 - Draft Fall 2010 - Final	<b>Objective Measurable Outcome</b> *Complete update and conduct ongoing review of the Facilities Master Plan to address North and Escondido Education Centers in accordance with the college's Integrated Planning and Resource Allocation Model and Planning Cycle timeline  <b>SPC Actions</b> *Master Plan 2022 First Reading 11/16/2010 *Master Plan 2022 Accepted 02/01/11  Notes: Master Plan 2022 includes the college's Educational and Facilities Master Plans.  <b>Objective Completed 02/01/11</b>

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 1: Implement an integrated planning, review & evaluation model that provides for the allocation of resources on the basis of department/unit & college-wide priorities.**

Person Responsible	Group	Project Steps	Timeline	Objective/Measurable Outcome	Progress Reports and SPC Actions
VFPAS	FASPC	<p><b>Technology Master Plan:</b></p> <ol style="list-style-type: none"> <li>1. FASPC to form a workgroup to update Technology Master Plan 2005</li> <li>2. Identify technology needs to support MP2011, SP2013 and PRPs</li> <li>3. Conduct contributor interviews district-wide to identify technology needs</li> <li>4. Research new technologies</li> <li>5. Analyze data and prepare a draft of Technology Master Plan 2016 for review and input by FASPC</li> <li>6. Present draft to SPC for approval</li> </ol> <p>* Planning councils will develop methods for prioritizing technology needs as part of the PRP processes</p>	4/26/10 Spr 2010 - Draft Fall 2010 - Final	<p>*Complete update and conduct on-going review of the Technology Master Plan 2016 in accordance with the college's Integrated Planning and Resource Allocation Model and Planning Cycle timeline</p>	<p><b>SPC Actions</b></p> <p>*11/02/10 SPC: TMP 1st Reading</p> <p>*11/16/10 SPC: TMP 2nd Reading and Accepted.</p> <p>SPPE Allocations</p> <p>*12/07/10 SPC: special funds awarded for Request No 6</p> <p>"Implement Commitment Accounting" and Request No 7</p> <p>"Implementing PeopleSoft Fixed Assets."</p> <p><b>Objective Completed 11/16/10</b></p>
VFPAS	FASPC	<p><b>Equipment Master Plan:</b></p> <ol style="list-style-type: none"> <li>1. Establish a work group</li> <li>2. Identify types of equipment to be included in plan</li> <li>3. Gather data regarding existing equipment to include useful life remaining</li> <li>4. Research new improved equipment options</li> <li>5. Analyze data and prepare a draft of Equipment Master Plan 2016 for review and input by FASPC</li> <li>6. Present draft to SPC for approval</li> </ol> <p>* Planning councils will develop methods for prioritizing equipment needs as part of the PRP processes</p>	Fall 2010 - Draft Spr 2011 - Final	<p>*Complete and conduct an on-going review of the Equipment Master Plan 2016 in accordance with the college's Integrated Planning and Resource Allocation Model and Planning Cycle timeline</p> <p>*Priority lists established for councils</p>	<p><b>Objective Leader Progress Reports</b></p> <p>12/07/10 Timeline was revised.</p>

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 1: Implement an integrated planning, review & evaluation model that provides for the allocation of resources on the basis of department/unit & college-wide priorities.**

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
VPHRS	HRSPC	<b>Staff Plan:</b> 1. Research other plans & processes 2. Identify data, systems, and resource requirements 3. Design plan, including faculty hiring priorities, hiring assumptions, and planning council priorities 4. Implement with available resources 5. Assess effectiveness of plan 6. Update plan and plan process as necessary * Planning councils will develop methods for prioritizing staff position as part of the PRP processes	4/26/10 1. Fall 2009 2. Spr 2010 3. Fall 2010 4. Spr 2011 5 & 6. Fall 2012	* Process defined and implemented * Process assessed annually	<b>Objective Leader Progress Reports</b> *09/21/10 - Revisited plan outline, scheduled training for councils on establishing staffing priorities in October. Planning Councils will complete their work by end of December.  * 01/18/11 - Timeline on target. Planning Councils working with info provided by HRSPC to identify/finalize planning priorities.  *02/15/11 - DRAFT plan to SPC for information  SPPE Allocations: * 11/30/10 SPC approves request No 4 "People-Admin Implementation" project and Request No 5 "PeopleSoft Position Control Implementation" project to support implementation objective.

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 1: Implement an integrated planning, review & evaluation model that provides for the allocation of resources on the basis of department/unit & college-wide priorities.**

Person Responsible	Group	Project Steps	Timeline	Objective, Measurable Outcome	Progress Reports and SPC Actions
VPFAS	FASPC	<b>FASPC:</b> 1. Develop and implement a resource allocation request and justification report for distribution of FAS Division's existing discretionary funds and additional funds requested to support MP2022, SP2013 and Division's PRP goals and objectives 2. Develop a method for prioritizing requests to be submitted to SPC 3. Develop a process to evaluate the effectiveness of the method used to allocate and prioritize budget allocations for FY2010-11 and modify as appropriate prior to prioritizing FY2011-12 resource allocation requests	4/26/10 1. Spr 2010 2. Spr 2010 3. Spr 2011	*Process defined, and implemented, which is fair, equitable, and flexible to needs of the Division.	<b>Objective Leader Progress Report</b> *12/07/10 SPC: Evaluation process not yet in place, working on their allocations.
VPHRS	HRSPC	<b>HRSPC:</b> 1. Establish working group 2. Define evaluation method 3. Review budget allocations, expenditures, and service area outcome measures 4. Make modifications to PRP and planning priorities as a result of evaluation 5. Report to HRSPC and SPC.	1. Fall 2010 2. Fall 2010 3. Spr 2011 4. Spr 2011 5. Spr 2011	* Defined method of evaluating effectiveness of allocations and priorities * Annual report to planning councils	<b>Objective Leader Progress Report</b> *12/07/10 SPC: Allocation language is being drafted.
VPI	IPC	<b>IPC:</b> 1. Develop a process to evaluate the effectiveness of its planning priorities and effectiveness of resources allocated 2. Administer evaluation 3. Analyze data 4. Modify priority process and resource allocation PRP process	1. Spr 2011 2. Spr 2011 3. Fall 2011 4. Fall 2011	*Implementation of evaluation process *Updated/modified process per evaluation	<b>Objective Leader Progress Report</b> *12/07/10 - Allocation process has been completed. Next step is to evaluate process.
VPSS	SSPC	<b>SSPC:</b> 1. Use the PRPs to set priorities and then reallocate revenue as necessary to meet those priorities. 2. Create a procedure for evaluating the previous year's priorities and to reassess the allocations implemented in the Spring.	1. Spr 2010 2. Spr 2011 Ongoing	*SSPC establishes and adopts list of priorities *SSPC implements evaluation plan	<b>Objective Leader Progress Report</b> *12/07/10 - expect allocations to be completed by end of fall semester. IR.&P asked to assist in evaluating process.

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 1: Implement an integrated planning, review & evaluation model that provides for the allocation of resources on the basis of department/unit & college-wide priorities.**

Person	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
VPFAS	Budget Committee	1. Develop a Resource Allocation Model that identifies revenues available to fund expenditure needs of discretionary and non-discretionary costs based upon an assured targeted FTES for the District. 2. Modify existing chart-field to include identification codes for goals and objectives identified in MP2022, SP2013, and all Planning Council PRP needs.	4/26/10	*Provide reporting mechanisms of budget and financial data for analysis by any program or department in regards to resource allocation decisions.	*Objective Leader Progress Report *RAM model accepted by Governing Board 2/2/10 *11/10 chart field successfully modified 12/07/10 - Objective completed.
Supr / President	SPC	1. Divisional/Functional Planning Councils complete Objective 1.2 2. Institutional Research and Planning identifies key measures of institutional effectiveness (IE) for consideration in SPC 3. SPC disseminates IE measures for campus-wide review and discussion 4. Divisional Planning Councils complete annual evaluation 5. Governance groups invited to offer evaluative feedback 6. SPC implements standard evaluation process which includes a review of council evaluations, governance group evaluations, progress on strategic plan objectives, resource allocations, and IE	1. Fall 2010 2. Fall 2010 3. Fall 2010 4. Spr 2011 5. Spr 2011 6. Spr 2011  Maintain current IE measures until IR&P refined and discussed.	*Completed planning council and group evaluations *SPC evaluation *Annual progress report	SPC Progress *11/02/11- SPC reviews IE measures *11/16/11 SPC completes review of IE measures - current set of IE measures will be used for first annual evaluation. SPC will determine if additions or deletions should be made as part of the evaluation. *02/15/11 SPC reviews formative evaluation process and approach  Objective Leader Progress Report *12/07/10 SPC: Planning Councils working on their evaluation approach, SPC will begin its annual evaluation in Spring.  SPPF Allocations *11/30/10 SPC approves No. 3: "Administration of Community College Survey of Student Engagement (CCSSE)" to support implementation of objective.

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective. Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 2: Strengthen programs and services in order to support our students' educational goals.**

Person Responsible	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 2.1 Open a Teaching and Learning Center on the San Marcos campus, as identified in the college's basic skills plan.</i>				
VPI, BSI/HSI Coordinators, Dean Lang & Lit.	1. Define location of San Marcos TLC. 2. Define vision and design of TLC. Examine other TLCs to refine design of San Marcos TLC. Develop staffing needs. 3. Remodel existing building. <b>Change to New Construction</b> 4. Open new San Marcos TLC	1. Fall 2010 2. Fall 2010 3. Spr 2011 4. Spr 2012	*Location determined with input from all constituents. *Vision, design, and staffing needs defined with input from all constituents. *Remodel completed. *TLC is open for use by students, faculty, and staff.	<b>Objective Leader Progress Report</b> *12/07/10 SPC: #1 and 2 completed. Existing building not amenable to remodel and to save costs the TLC construction became part of the Humanities Bldg project. Therefore timeline needs adjusting.
<i>Objective 2.2 Examine the processes by which students progress through English, mathematics, reading, and ESL sequences.</i>				
VPI, Dept Chairs/Dir (English, ESL, Math, Reading)	1. Departments develop questions to assess and evaluate their course sequences 2. Request data from IR&P 3. Evaluate data 4. Prepare a summary of evaluation and results	1. Fall 2010 2. Spr 2011 3. Fall 2011	*Each department will write a summary/evaluation of results with recommendations for changes if necessary.	<b>Objective Leader Progress Report</b> *12/07/10 SPC: Departments were contacted & meetings held with their representatives. Feedback collection from departments is not complete. Berta will speak with department chairs to make sure process is clear.



**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 2: Strengthen programs and services in order to support our students' educational goals.**

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
President Faculty Senate	Faculty Senate, ASG	<ol style="list-style-type: none"> <li>1. Review/revise existing GRAD materials</li> <li>2. Implement Grad campaign by working with BSI/HSI Coordinators, Inter-Club Council, and EAP to endorse the campaign</li> <li>3. Distribute material on campus (departments and other offices)</li> </ol>	4/26/10 Full implementation by Spr 2011	<ul style="list-style-type: none"> <li>*Student survey before and after GRAD campaign.</li> <li>*Track the number of student contracts.</li> </ul>	<p><b>Objective Leader Progress Report</b></p> <p>*12/07/10 SPC: workgroup met weekly throughout fall semester &amp; completed review &amp; revision of existing materials. Evaluation will be done in the spring, &amp; modifications will probably be made to the objective. Program is going into a more modern direction. There are 12-15 faculty volunteers who are willing to help in the GRAD campaign. The campaign will be implemented in the spring semester.</p> <p>SPPF Allocations 11/30/10 SPC approves Request No 2. "GRAD Campaign" to support implementation of objective.</p>

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 2: Strengthen programs and services in order to support our students' educational goals.**

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
VPI / CoCord	LOC	1. Create an annual timeline with relevant activities. 2. Update timeline bi-annually.	Ongoing as stated in project steps	*Percent rate of course and program SLOs completed; GE/Institutional SLOs identified; SAO assessment plans identified; assessment cycle completed for courses and programs.	<b>Objective Leader Progress Report</b> *12/07/10 SPC: LOC submitted and SPC approved request for SPPF funds to support implementation of SLOACS and SOACS. Resources will be used to train and support SLOAC and SOAC faculty and staff teams to assist the college with moving all SLO information into the new POD database. Teams will also assist faculty and staff in developing and implementing SLOAC and SOACs. Also included in SPPF requests is a small amount of professional development funds and funds to support the implementation of the academic advising module in PeopleSoft. See resource request for detailed information.  SPPF Allocations: 11/30/10 & 12/07/10 SPC approves Requests No 1 "Outcomes Assessment Cycle" to support implementation of this objective.
VPS	SSPC	1. Complete SLOs for all Counseling and Athletics courses 2. Complete assessment cycle for at least one SLO for each course 3. Continue with current timeline for implementation of SAO assessment cycles for all of Student Services.	1. Fall 2010 2. Fall 2011 3. Ongoing	*Percent rate of course SLOs completed; SAO assessment plans identified; assessment cycle completed for courses and programs.	<b>Objective Leader Progress Report</b> *12/07/10 SPC: SAO's for the athletic programs have been completed. All of the student services programs have SAO's and progress is continuing.

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 2: Strengthen programs and services in order to support our students' educational goals.**

<b>Person Responsible</b>	<b>Group</b>	<b>Project Steps</b>	<b>Timeline</b>	<b>Objective Measurable Outcome</b>	<b>Progress Reports and SPC Actions</b>
VPEAS	FASPC	1. Complete SAOs and SAOACs for the F&AS Division 2. Implement identified outcomes and conduct assessments for each in accordance with defined timelines to meet SP2013 goals and objectives 3. Evaluate process on an annual basis in accordance with ACCJC standards	4/26/10 1. Fall 2010 2. Fall 2013 3. Annual process	*Complete and receive approval from FASPC of template outlining F&AS Division's SAOs. *Conduct identified assessment method to evaluate the SAOs as defined in template report. *Complete all SAOs and SAOACs by end of SP2013.	*Objective Leader Progress Report *12/07/10 SPC: 25 goals have been established for Strategic Plan 2013: Business and Contract Services has four goals; Facilities has eight goals; Fiscal has five goals; Information Services has five goals; and the Division has three goals. Some of the goals are ongoing each year because FASPC is primarily operational and some have multiple objectives to accomplish. The goals due by fall 2010 have been accomplished. Assessments, timelines and analysis for each goal have been completed. SPPF Allocations 12/7/10 SPC approves Requests 6 & 7 "Implement Commitment Accounting" and "Implementing PeopleSoft Fixed Assets to support implementation of this objective.

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 2: Strengthen programs and services in order to support our students' educational goals.**

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
VPHR	HRSFC	<ol style="list-style-type: none"> <li>1. Identify SAOs and linkages to accreditation standards and SP 2013</li> <li>2. Define SAO evaluation methodology</li> <li>3. Implement SAOs</li> <li>4. Evaluate and assess</li> <li>5. Plan for change as appropriate</li> </ol>	<b>4/26/10</b> <ol style="list-style-type: none"> <li>1. Spr 2010</li> <li>2. Fall 2010</li> <li>3. Spr 2011</li> <li>4. Spr 2012</li> <li>5. Fall 2012 and ongoing</li> </ol>	*HRS Service Area Outcomes that are relevant to SP 2013, are evaluated regularly, and updated as necessary	Objective Leader Progress Report *12/07/10 SPC: HRS has defined their SAO evaluation methodology and are making progress in implementation.  SPPE Allocations *11/30/10 SPC: Special Funds awarded for Request No 4 "PeopleAdmin Implementation" project and; Request No 5 "PeopleSoft Position Control Implementation" to support implementation of this objective.

Palomar College Strategic Plan 2013 Action Plan - YEAR 1

Goal 2: Strengthen programs and services in order to support our students' educational goals.

Person Responsible Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
VPL Faculty Senate President	<p><i>Objective 2.5 Establish processes to ensure the quality of distance education offerings.</i></p> <p>Curric. Comm., ATC, TERB</p> <ol style="list-style-type: none"> <li>Curriculum Committee               <ol style="list-style-type: none"> <li>established a workgroup who created a policy on regular effective student contact in courses taught on line</li> <li>recommended changes in curriculum and in the review process for the distance ed component in COR</li> </ol> </li> <li>TERB               <ol style="list-style-type: none"> <li>Conduct a "demonstration project for the evaluation of online instructors, to preview new EvaluationKit software and new surveys developed by the TERB (in consultation with the Faculty Senate Academic Technology Committee.</li> <li>Review and modify (if necessary) that delivery method and content.</li> <li>Develop new online course observation protocols.</li> <li>Submit new process plans and forms to the District and the PFF for negotiation.</li> </ol> </li> <li>Develop online class validation checklist including               <ol style="list-style-type: none"> <li>Online organization and design</li> <li>Interaction</li> <li>Appropriate use of technology</li> <li>Universal Access</li> <li>Assessment and evaluation</li> <li>Develop training modules to prepare individual faculty to develop and accomplish online classes</li> <li>Identify training modules that will prepare faculty to develop an accomplished online class</li> </ol> </li> <li>Integrate data student achievement comparison data for distance ed. versus on campus into PRP process               <ol style="list-style-type: none"> <li>modify the PRP forms</li> <li>fully implement assessment of distance ed versus oncampus courses as part of PRP process.</li> </ol> </li> </ol>	<p>1.a Completed            1.b Completed            2.a Spr 2010            2.b Spr 2010            2.c F2009/S2010            2.d F2009/S2010 &amp; ongoing            3. a-Fall 2010            3. b Spr 2010            4.a Completed            4.b Fall 2010</p>	<p>*Policies are established and changes have been made in curriculum and the review process</p> <p>*Policies and protocols are established and evaluations are being conducted without interruption in the cycle. The rate of participation in online evaluation improves.</p> <p>*Updated PRP forms / Assessment of online vs. oncampus integrated into PRP process</p>	<p><b>Objective Leader Progress Report</b></p> <p>*12/07/10 SPC: Guidelines adopted last spring are in place.</p> <p>EvaluationKit now formal delivery method. Questionnaire and online observation form have been revised. The validation checklist that was generated in TERB is being used as resource in evaluating online instruction. Academic Tech sending checklist to faculty to plan online courses for spring semester.</p> <p>Departments should discuss how the enforcement of that validation will happen. Faculty Senate reviewing the evaluation process. They sent the checklist to all faculty teaching online to give their input about the checklist questions on the form.</p> <p>The Faculty Senate will review the responses and make revisions as needed.</p>

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective. Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 3: Ensure that the college's shared governance structure operates effectively and that the processes for decision-making are clearly defined and participatory.**

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
Supt / President	SPC	1. Establish working group 2. Research and identify terms 3. Develop draft glossary 4. Review draft 5. Finalize glossary	Fall 2010 - Draft Spr 2011 - Publish 1st edition	*Glossary posted on Palomar website and archived	<b>Progress Report</b> *11/16/10 SPC: draft glossary reviewed *01/18/11 SPC: Confirm completion of glossary. Glossary posted to college website.
<i>Objective 3.2 Develop and implement an annual orientation program on college governance.</i>					
Supt / President	SPC	1. Collect and review documentation including information on governance process at Palomar. 2. Determine areas of overlap with objective 3.1 and establish working group 3. Review current orientation program, revise if necessary 4. Implement 5. Evaluate and modify if necessary	1. Spr 2011 2. Spr 2011 3. Spr 2011 4. Fall 2011 5. Fall 2011	*80% of governance members participate in orientation *Survey of participants shows content and quality is good or excellent *Annual survey reveals that participants are prepared to engage in shared governance and accept roles and responsibilities for governance	*No progress to report. Project to begin Spring 2011
<i>Objective 3.3 Create a centralized archive documenting institutional history: major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures.</i>					
Supt / President	SPC	1. Establish working group (to include librarian) 2. Review current practices and determine methods for centralizing documentation of major planning council recommendations, precedent-setting decisions, and the evolution of shared governance structures. 3. Develop archive	1. Fall 2010 2. Fall 2010 3. Spr 2011	*Archive developed	<b>Progress Report</b> *11/23/10 & 11/30/10 SPC: Working group identification almost completed & will begin meeting in Spring 2011.
<i>Objective 3.4 Develop and implement a method for assessing the effectiveness of the shared governance process.</i>					
Supt / President	SPC	1. Review current survey for assessing effectiveness of planning councils and governance 2. Establish working group 3. Review process, revise survey instrument if necessary 4. Implement 5. Integrate results into orientation program 6. Evaluate, modify if necessary	1. Fall 2011 2. Fall 2011 3. Fall 2011 4. Spr 2012 5. Fall 2012 6. Spr 2013 <i>Current evaluation will be conducted until this work is completed</i>	*Initial assessments, evaluation, and reflection completed *Responsive steps taken to address results	*No progress to report. Project to begin Fall 2011

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Strategic Plan 2013 - Annual Action Plan 2010-2011

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 4: Recruit, hire, and support diverse faculty and staff to meet the needs of students.**

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	Progress Reports and SPC Actions
VPHR	EEO Advisory Comte.	1. Review System Model Plan and Title 5 2. Revise Title 5 for compliance with Prop. 209 3. Prepare Draft EEO plan version for pre-Title 5 revision compliance 4. Adopt plan (Governing Board) 5. Implement plan 6. Assess plan effectiveness and/or as indicated by revised Title 5 7. Revise plan as necessary and/or as indicated by revised Title 5	4/26/10 1. Fall 2009 2. System-wide writing commit. est. Spr 2011 3. Fall 2010 4. Fall 2010 5. Spr 2011 6. Spr 2012 and/or as indicated by revised Title 5 7. As necessary and/or as indicated by revised Title 5	*Implemented EEO Plan	<b>Objective Leader Progress Report</b> *11/16/10 SPC: report that EEO plan for Title 5 is drafted with no data, will go to HRSPC for approval on 11/18/10, to Governing Board January 2011 and estimate 1st Reading to SPC February and 2nd Reading to SPC and accepted March 2011.  SPPF Requests *11/30/10 SPC approves Request No 4 "PeopleAdmin Implementation" to support implementation of this objective.
VPHR	HRSPC	1. Research & evaluation of existing plans and planning processes 2. Design planning process and implementation method 3. Implement plan 4. Assess plan effectiveness (see objective 4.3) 5. Revise/update plan annually 6. Revise process as appropriate	1. Fall 2009 2. Spr 2010 3. Fall 2010 (for FY 2011-12) 4. Fall 2013 5. Spr 2013 6. Fall 2013 and/or as necessary	Staffing plan that is integrated with strategic planning process	<b>Objective Leader Progress Report</b> See progress report for staffing plan under goal #1.  SPPF Requests *11/30/10 SPC: Special Funds awarded for Request No 4 "PeopleAdmin Implementation" and Request No 5 "PeopleSoft Position Control Implementation"

**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 4: Recruit, hire, and support diverse faculty and staff to meet the needs of students.**

Person	Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
Objective 4.3 Supt / President	SFC, IPC, SSPC, FASPC, HRSFC	1. Complete staffing plan (to include evaluation process, measures, and method) 2. Planning Councils develop methods by which they will evaluate their staffing priorities and hiring recommendations using the PRP process 3. Integrate staffing evaluation process and method into SPC's annual evaluation	1. Fall 2010 2. Spr 2011 3. Spr 2011	*Completed Staffing Plan *Evaluation of staffing plans to council and college-wide priorities completed annually	<b>*11/16/10 SPC: planning councils are documenting plans for evaluation component</b>  SPPF Requests *11/30/10 SPC approves Request No 4 "PeopleAdmin Implementation" and Request No 5 "PeopleSoft Position Control Implementation" to support implementation of this objective.

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective. Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11



**Palomar College Strategic Plan 2013 Action Plan - YEAR 1**

**Goal 5: Ensure that existing and future facilities support learning, programs, and services.**

Person	Group	Project Steps	Timeline 4/26/10	Objective Measurable Outcome	Progress Reports and SPC Actions
<i>Objective 5.1 Develop and implement a plan for opening the North Education Center.</i>					
VPL, VPSS, VPFAS	All VPs, Deans, Chairs & Directors	<ol style="list-style-type: none"> <li>Convene steering committee and working groups from Instruction, Student Services, Administrative Services, and Human Resource Services</li> <li>Develop draft class schedule for first year of operation; present draft class schedule to chairs and directors</li> <li>Develop draft administrative and student support services plan and present to planning councils</li> <li>Update college staffing plan and other resource plans</li> <li>Implement plans which will include: Recruit, hire, and train staff; secure other identified resources, furnish and outfit Education Center</li> <li>Open North Education Center</li> </ol>	<ol style="list-style-type: none"> <li>Fall 2010</li> <li>Fall 2011</li> <li>Spr 2012</li> <li>Fall 2012</li> <li>Fall 2012- Spr 2013</li> <li>Fall 2013</li> </ol>	<ul style="list-style-type: none"> <li>*Class schedule for first operating year to generate and support 1,000 FTES</li> <li>*Staff and resource plans updated</li> <li>*Staff hired and trained; other resources secured</li> <li>*Center opened and operating</li> </ul>	<p><u>Objective Leader Progress Report</u> *11/16/10 SPC: Chairs and Directors along with instructional reps from each area will develop schedule to open the North Center which will generate 1,000 FTES in Year 1 to ascertain full center status. Plan to begin permit process and present to the December 2010 Governing Board and after this should have better information to update timeline.</p> <p>NOTE - timeline must be adjusted due to status of external permit and approval processes.</p>
<i>Objective 5.2 Consider space for student engagement and interaction in the design of new and renovated buildings.</i>					
VPFAS	Mgr. EH&S, Facilities Planning, Fixed Assets	<ol style="list-style-type: none"> <li>Work with assigned building project architects and user groups to ensure that projects include space for student engagement in each construction project design</li> </ol>	Ongoing	*Complete building designs that included space for student engagement	<p><u>Objective Leader Progress Report</u> *11/16/10 SPC: report that architects work closely with user groups to ensure projects include dedicated student engagement space as evidenced in the MD Building opening in Spring 2011.</p>
<i>Objective 5.3 Identify and purchase a site for future development of another Education Center in accordance with the Master Plan.</i>					
Supt / President	Governing Board, VPFAS	<ol style="list-style-type: none"> <li>Contract with real estate broker to identify possible locations</li> <li>Identify site</li> </ol>	<ol style="list-style-type: none"> <li>Spr 2011</li> <li>Spr 2011</li> </ol>	*Site identified and purchased	<p><u>Objective Leader Progress Report</u> *11/16/10 SPC: report that south site identified and purchased in June 2010</p> <p><b>Objective Completed 11/16/10</b></p>

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective. Objective Leader Progress Reports as of 12/07/11; SPC Actions as of 2/15/11

<b>Palomar College Strategic Plan 2013 Action Plan - YEAR 1</b>					
<b>Goal 6: Optimize the technological environment to provide effective programs and services throughout the district.</b>					
<b>Person Responsible</b>	<b>Group</b>	<b>Project Steps</b>	<b>Timeline</b>	<b>Objective Measurable Outcome</b>	<b>Progress Reports and SPC Actions</b>
VPFAS	FASPC	<ol style="list-style-type: none"> <li>1. Form a work group</li> <li>2. Establish an outline for updated Technology Master Plan</li> <li>3. Obtain approval from FASPC for each of the above</li> <li>4. Conduct District-wide interview opportunities to determine technology needs</li> <li>5. Compile and analyze data gathered to ensure alignment with MP2022 and SP2013</li> <li>6. Prepare a draft of Technology Master Plan update and obtain appropriate approval.</li> <li>7. Publish Technology Master Plan 2016</li> </ol>	Spr 2010 Draft Fall 2010 Final	*Complete update and conduct on-going review of the Educational Master Plan to address North and Escondido Education Centers in accordance with the college's Integrated Planning and Resource Allocation Model and Planning Cycle timeline	<b>SPC Actions</b> *11/02/10 SPC: TMP 1st Reading *11/16/10 SPC: TMP 2nd Reading and Accepted. SPPF Allocations *12/07/10 SPC special funds awarded for Request No 6 "Implement Commitment Accounting" and Request No 7 "Implementing PeopleSoft Fixed Assets." <b>Objective Completed 11/16/10</b>

Note: Strategic Planning Priority Funding (SPPF) allocations do not represent all resources applied to carry out an objective.  
 Objective Leader Progress Reports as of 12/07/11. SPC Actions as of 2/15/11

## Appendix D – Strategic Plan Priority Funding (SPPF)

2010-11 Requests and Allocations for Strategic Plan Priority Funding (SPPF)						
Request #	Title of Project/Request	Related Activities	Strategic Plan Objective	Assigned Leader & Group	Project Start/End Dates	Amount Requested / Amount Approved by SPC
1	Support for Student Learning Outcomes Assessment Cycle (SLOAC)	<ol style="list-style-type: none"> <li>\$25,000 to train faculty mentor teams to assist departments/disciplines with SLOACs</li> <li>\$15,000 for SLO/SAQ/ILO assessment workshop attendance</li> </ol>	2.4. Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness	Katy French/ Richard Albistegui- DuBois LOC	January - December 2011	\$40,000 Approved on 11/30/10
2	GRAD Campaign (Goal, Responsibility, Attitude, Determination)	<ol style="list-style-type: none"> <li>\$7,000 to create student-generated content videos and GRAD Awareness campaign using various media</li> <li>\$15,000 for Professional Development seminar on using college success skills in the classroom</li> <li>\$48,000 to implement Academic Advising module of Peoplesoft (on-line degree audits, prerequisites enforcement)</li> </ol>	2.3 Implement the GRAD Campaign which encourages students to take responsibility for achieving their educational goals	Monika Brannick Faculty Senate	Spring 2011 - Spring 2012	\$70,000 Approved on 11/30/10
3	Administration of Community College Survey of Student Engagement (CCSSE)	\$15,000 to administer CCSSE, one of the proposed measures of Institutional Effectiveness	1.4. Annually evaluate extent to which college's IPM reflects the college's mission & results in improvement	Michelle Barton SPC	February - June 2011	\$13,000 Approved on 11/30/10

2010-11 Requests and Allocations for Strategic Plan Priority Funding (SPPF)

Request #	Title of Project/Request	Related Activities	Strategic Plan Objective	Assigned Leader & Group	Project Start/End Dates	Amount Requested	Amount/Date Approved by SPC
4	PeopleAdmin Module Implementation	\$67,000 to purchase and implement PeopleAdmins applicant management software	2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness;  Goal 4. Recruit, hire, and support diverse faculty and staff to meet the needs of students; 4.1 Complete an EEO Plan; 4.2 Develop staffing plan that identifies minimum & optimum staffing levels throughout the district; 4.3 Evaluate extent to which staffing plans and decisions reflect needs expressed in Planning Council & college-wide priorities.	John Tortarolo HRSPC	April - August 2011	\$67,000	\$67,000 Approved on 11/30/10
5	PeopleSoft Position Control Module Implementation	\$45,000 to purchase and implement Position Control module of PeopleSoft	2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness; 4.2 Develop staffing plan that identifies minimum & optimum staffing levels throughout the district; 4.3 Evaluate extent to which staffing plans and decisions reflect needs expressed in Planning Council & college-wide priorities.	John Tortarolo HRSPC	January - April 2011	\$45,000	\$45,000 Approved on 11/30/10
6	Commitment Accounting Module Implementation	\$131,200 to implement Commitment Accounting module of PeopleSoft	1.1 Update existing Educational Master Plan, Facilities Plan & Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's IPM; 2.4 Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness;  FAS PRP Goal 3, #2 for Fiscal Services	Phyllis Laderman FASPC	March - August 2011	\$131,200	\$131,200 Approved on 12/07/10

2010-11 Requests and Allocations for Strategic Plan Priority Funding (SPPF)

2010-11 Requests and Allocations for Strategic Plan Priority Funding (SPPF)

Request #	Title of Project/Request	Related Activities	Strategic Plan Objective	Assigned Leader & Group	Project Start/End Dates	Amount Requested	Amount/Date Approved by SPC
7	PeopleSoft Fixed Assets Module Implementation	\$15,000 to convert fixed asset data to PeopleSoft	1.1. Update existing Educational Master Plan, Facilities Plan & Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's IPM;  2.4. Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness;  FAS PRP Goal 1 and Goal 3, #2 for Fiscal Services	Phyllis Laderman FASPC	January - June 2011	\$15,000	\$15,000 Approved on 12/07/10
8	Update PeopleSoft Payroll Processes	\$82,000 to update PeopleSoft Payroll Processes (request subsequently withdrawn)	1.1. Update existing Educational Master Plan, Facilities Plan & Technology Master Plans and create Staffing Plan and Equipment Plans in accordance with the college's IPM;  2.4. Implement SLOACs and Service Area Outcomes Assessment Cycles at the course, program, and institutional level to further improve institutional effectiveness;  FAS PRP Goal 3, #2 for Fiscal Services	Phyllis Laderman FASPC	January - June 2011	-\$82,000	Request withdrawn by VP Dowd on 12/07/10
9	Fund Planning Council PRP priorities: 70% (\$57,400) to IPC 30% (\$24,600) to SSPC	Planning Councils currently reviewing PRP requests and making recommendations	SPC to allocate remaining funds to IPC and SSPC to address PRPs. SPC requested that allocations made by Planning Councils directly impact students in the classroom or through student support services.	Berta Cuaron IPC Mark Vernoy SSPC	January - June 2011	\$82,000	\$82,000 Approved on 01/18/11
<b>Total Approved</b>						<b>\$463,200</b>	

**Funding Criteria:**

Leader and group assigned to coordinate and implement the work on the objective will use the following criteria when considering requests:

- A. Directly linked to the objectives in *Strategic Plan 2013 Action Plan - Year One*
- B. Directly linked to a Master Plan
- C. Evidence of direct impact to students can be provided
- D. District-wide impact
- E. Addresses one of the college's Accreditation Self-Study Planning Agendas (found on Accreditation website)
- F. One-time funding request
- G. Impact/Effectiveness of expenditure is measurable
- H. Other resources to fund the activity are limited
- I. Encourages collaboration