**2015-16**
**PALOMAR COMMUNITY COLLEGE DISTRICT**
**GOVERNING BOARD ANNUAL GOALS**

**PALOMAR COLLEGE**
Learning for Success

**Goal #1:** To maintain an exceptional learning environment for students by ensuring that appropriate leadership, plans, and policies are in place to sustain and improve the College's institutional effectiveness.

*Related Board Tasks:*

1. Complete the hiring and onboarding process for the College's Superintendent/ President.

2. Monitor progress on the development and implementation of the College's plans and planning cycles as defined in the Integrated Planning Model.

3. Engage in a study session on the diversity of the College's staff, including faculty.

4. Monitor the progress that the College is making toward building a more diverse faculty and staff.

5. Monitor the development of an enrollment management plan that enhances access and success while maintaining the fiscal viability and integrity of the college by reducing its reliance on reserves to balance its annual budget.

6. Make certain the college makes progress on plans to open its Education Centers, in particular, ensure the South Center is on schedule to open in 2017.

7. Monitor the College's progress on developing a process for determining the number of classified staff and administrators with appropriate preparation and experience to provide adequate support for the institution's mission and purposes.

**Goal #2:** Ensure the college implements programs and services that improve student access, progress, learning, and achievement of our diverse student population.

*Related Board Tasks:*

1. Monitor college performance on the state's accountability scorecard and other measures of institutional effectiveness and student success.

2. Expect a report on the progress the College is making towards implementing its Student Equity Plan. (Note to Board: This would include a detailed analysis of the student demographics and describe strategies in place for addressing gaps in performance across student groups.)

Adopted by Governing Board 9/22/15

3. Engage in a study session on how the College works with its educational partners to facilitate access to and transition from Palomar.

4. Monitor how the College engages with the community and promotes its programs, services, and successes.

**Goal #3:**   Actively participate in legislative advocacy for community college issues.

*Related Board Tasks:*

1. Actively participate in legislative conferences.

2. Actively participate on community college advocacy groups.

3. Track, monitor, and respond to legislation related to community colleges.

**Goal #4:**   Advance the college by strengthening business and community partnerships.

*Related Board Tasks:*

1. Participate in local events and organizations to ensure that the community is aware of the diversity and quality of Palomar's educational programs and services.

Adopted by Governing Board 9/22/15

| *Related College Strategic Goal:* **All** | **Progress/Related Activities** |
|---|---|
| **Board Goal**<br><br>1.  To maintain an exceptional learning environment for students by ensuring that appropriate leadership, plans, and policies are in place to sustain and improve the College's institutional effectiveness. | 1.  Complete the hiring and onboarding process for the College's Superintendent/President.<br><br>&#10149; *First search did not result in a hire. First search did not result in a hire. The Board pro-actively engaged in the subsequent hiring process holding seven additional Board meetings between March and June dedicated to the hire of the next Superintendent/President.*<br><br>&#10149; *On June 17, 2016 the Board approved the hire of Dr. Joi Blake with a start date of 7/11/16.*<br><br>2.  Monitor progress on the development and implementation of the College's plans and planning cycles as defined in the Integrated Planning Model.<br><br>&#10149; *Student Equity Plan: October 2015 Board received an update. November 2015 Board reviewed updated Plan. December 2015 Board approved updated 2014 -2017 Student Equity Plan.*<br><br>&#10149; *Strategic Plan 2016: SPC approved the goals and objectives for SP 2016 Year 3 Action Plan. Objective leaders are working with their groups to implement the project steps.*<br><br>&#10149; *Strategic Plan 2019: SPC has crafted Draft Strategic Plan 2019, with plans to review and finalize in August and September. It will then come to the Governing Board for review.*<br><br>&#10149; *Staffing Plan: HRS has reviewed the current staffing plan and identified process obstacles. Working through shared governance, HRS is creating a new 6-year sustainable staffing plan allowing for better direction and flexibility.* |

> *HRS has developed an outline for the new 6-year staffing plan, modeling the Staffing Plan after the District's Strategic Plan, the outline includes goals that will be monitored and reported out periodically. The plan is being developed this summer; the goals include:*
> 1. *Gap Analysis that demonstrates whether or not the District has sufficient number of employees in each division.*
> 2. *Staffing Toolkit that provides managers with a refined process for requesting, prioritizing, and approving new positions.*
> 3. *South Center Staffing Plan that determines and fulfills the staffing needs of that center.*
> 4. *Processes and programs to retain and support employees through formal training and development programs.*

> *The Board reviewed the EEO Plan at its May 2015 regular meeting and approved the Plan at the June 14 meeting.*

> *Technology Plan: The Technology Master Plan work group (an FASPC work group) was reconstituted after the new IS Director was hired at the beginning of Fall 2015. The work group has completed a review of the existing Technology Master Plan and Updates, identified elements of the plan to be revised, collected input sources, devised a draft Technology Master Plan framework, and assigned writing and data gathering tasks among work group participants relative to the new draft plan: Technology Master Plan 2022.*

> *The TMP work group has identified five Technology Values/Guiding Principles that will be used to validate and assess technology initiatives to ensure alignment with the College's technology strategy. The work group is in the process of finalizing the Strategic Technology Goals, aligning them with the Institutional Strategic Goals, and identifying associated Objectives, Projects, Timelines and Measureable Outcomes for each of the Strategic Technology Goals. The work group anticipates presenting the Technology Master Plan 2022 for a first reading by FASPC in early fall.*

3. Engage in a study session on the diversity of the College's staff, including faculty.

   ➢ *The Board participated in a workshop on Faculty and Staff Diversity on April 5, 2016.*

4. Monitor the progress that the College is making toward building a more diverse faculty and staff.

   ➢ *Part of the Staffing and EEO Plans. Additionally, HRS is focusing on developing "recruitment summits" to highlight and help applicants better understand Palomar's processes.*

   ➢ *Offered training focused on bias and hiring sponsored by the Chancellor's Office.*

   ➢ *At the April 5, 2016 workshop the framework for growing Palomar's cultural understanding and diversity was discussed.*

5. Monitor the development of an enrollment management plan that enhances access and success while maintaining the fiscal viability and integrity of the college by reducing its reliance on reserves to balance its annual budget.

   ➢ *Enrollment Management: Education and Awareness*

      • *IVPI Sourbeer sent management team to Enrollment Management Academy in Summer 2015. IVPI Sourbeer reported out to the Board in July 2015.*
      • *Fall 2015 Executive team presented to Planning Councils on Enrollment concepts including how to calculate FTES and WSCH/FTES. Presentations also provide information on how the schedule and FTES is related to revenue and budget.*

   ➢ *Enrollment Management: Escondido "CSU in 2" Schedule that will allow students to complete their requirement for CSU transfer in two years at the Escondido center.*

- ➢ *Enrollment Management: Budget, and Class Schedule*
  - *Enrollment and budget targets are set for 2016-17*
  - *The District met all requirements and will move to the compressed calendar model beginning in the Fall. The Fall schedule is finalized and was distributed in early June.*
  - *Analysis of Fall 2016 tentative schedule (on the compressed calendar) to ensure schedule has capacity to produce targeted FTES is in progress*
  - *Enrollment schedule planning tool developed and used to assess enrollment and enrollment efficiency*
  - *Enrollment Management Administrative Team working with Chairs to increase or improve efficiency*
  - 
- ➢ *Enrollment Management: Outreach, Retention, and Branding/Marketing*
  - *Enrollment Flow study completed to assess where Palomar students come from and where community college students who reside in the district go to attend a community college.*
  - *Instructional Planning Council and Student Services Planning Council meeting to discuss strategies for increasing enrollment and retention.*
  - *RFP for Branding/Marketing research and plan completed and a firm identified. The Board approved the contract with Interact on 6/14/16.*
  - *Outreach to K-12 institutions as it relates to dual enrollment*
  - *The Board approved travel for three administrators to Hefei, China, March 12-19, 2016 for the purpose of exploring collaborations with international educational partners.*
  - *On April 5, 2016 the Governing Board approved a resolution in support of the California Promise, a series of initiatives intended to increase access and affordability for community college students.*

- ➢ *On June 14, 2016 the Board approved the 2016-2017 Tentative Budget.*

6. Make certain the college makes progress on plans to open its Education Centers, in particular, ensure the So. Center is on schedule to open in 2017.

   ➢ *October 2015 Interim Superintendent/President Gonzales reported to the Board on planning, community concerns, and the EIR.*

   ➢ *Detailed Flow Analysis Study completed*

   ➢ *Additional traffic studies completed*

   ➢ *Trustees toured the South Center site on June 2 and June 6, 2016*

   ➢ *The Board participated in a workshop on June 7, 2016 on the So. Center Project.*

   ➢ *The Board approved the So. Education Center and certified the final EIR.*

7. Monitor the College's progress on developing a process for determining the number of classified staff and administrators with appropriate preparation and experience to provide adequate support for the institution's mission and purposes.

   ➢ *As part of the Staffing Plan this process will be reviewed. A report to the Board will be provided as the Staffing Plan is nearing completion; anticipate summer 2016.*

| *Related College Strategic Goal:* Goal 1– Student Learning | **Progress/Related Activities** |
|---|---|
| **Board Goal**<br><br>2.  Ensure the college implements programs and services that improve student access, progress, learning, and achievement of our diverse student population. | 1.  Monitor college performance on the state's accountability scorecard and other measures of institutional effectiveness and student success.<br><br>    ➢ *Board participated in a workshop on April 26, 2016 – Annual Institutional Effectiveness Review & Student Success Scorecard*<br><br>2.  Expect a report on the progress the College is making towards implementing its Student Equity Plan. (Note to Board: This would include a detailed analysis of the student demographics and describe strategies in place for addressing gaps in performance across student groups.)<br><br>    ➢ *Reported as part of the October 2015 workshop.*<br><br>3.  Engage in a study session on how the College works with its educational partners to facilitate access to and transition from Palomar.<br><br>    ➢ *Workshop to be scheduled*<br><br>4.  Monitor how the College engages with the community and promotes its programs, services, and successes.<br><br>    ➢ ***Institutional/Community***<br>        • *SPC approved use of SPFF fund to hire an outside Marketing consultant Firm*<br>        • *Marketing/Branding consulting company hired June 14, 2016*<br><br>    ➢ ***Educational****: The College has begun to actively reach out to our educational partners to strengthen and establish new connections and partnerships. The following provides a brief list of activities in this area.*<br>        • *Leadership and counselors meeting with SMUSD* |

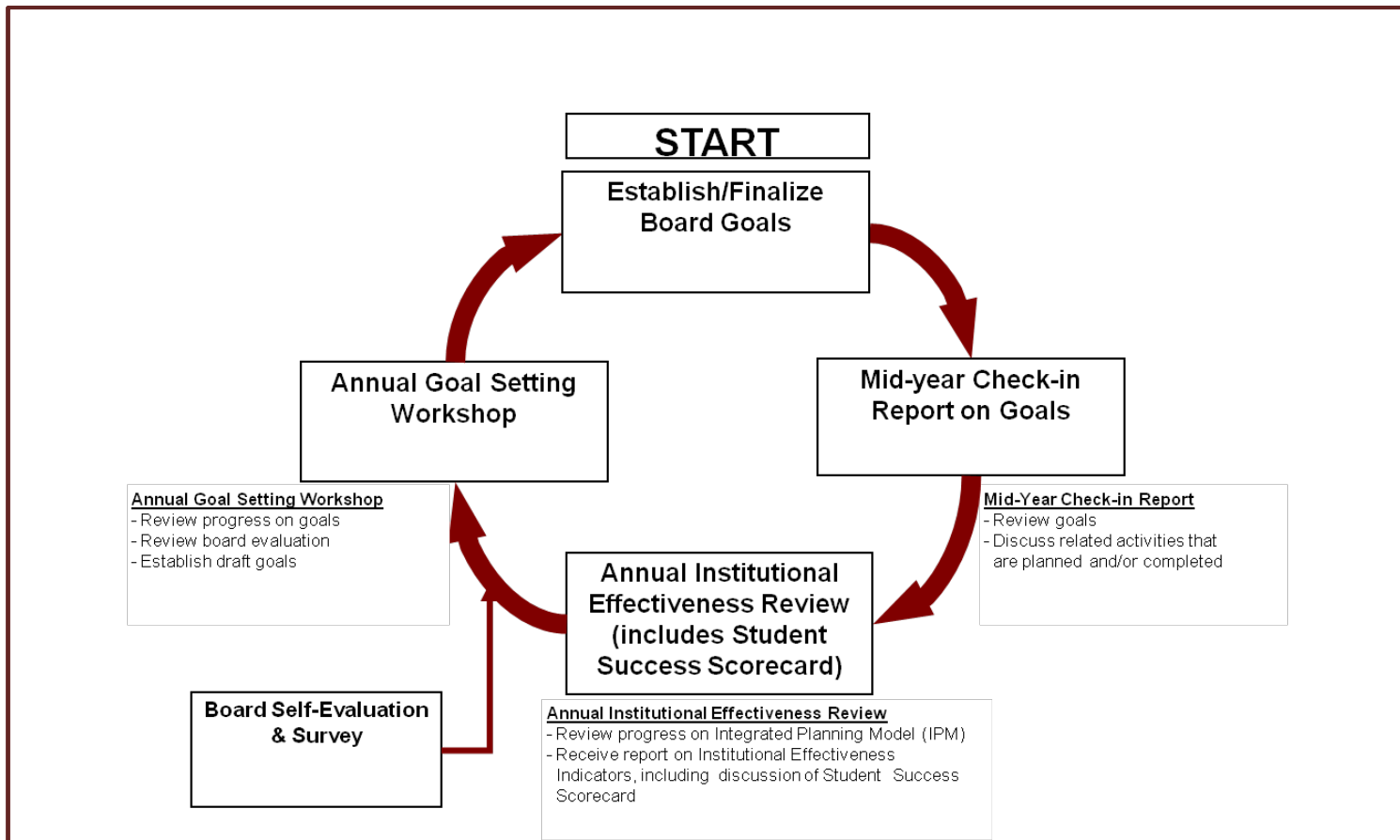|  | <ul><li>*IVPI Sourbeer has met with the following high schools districts: SMUSD, Bonsall, Fallbrook, Ramona.*</li><li>*Palomar has partnered with Oceanside Unified, CSUSM, and MiraCosta in the Oceanside Promise.*</li><li>*Palomar is working with SMUSD on the San Marcos Promise.*</li><li>*Palomar is piloting math pilot program at Mission Hills and San Marcos High School to ensure that students get a head start on meeting their math requirements.*</li><li>*On June 14, 2016 the Board approved the Palomar/San Marcos Promise Memorandum of Understanding.*</li></ul> |
|---|---|

| *Related College Strategic Goal: NA* | **Progress/Related Activities** |
|---|---|
| **Board Goal**<br><br>3. Actively participate in legislative advocacy for community college issues. | 1. Actively participate in legislative conferences.<br> ➤ *July 2015 Trustee Halcón attended the National Education Association (NEA) conference.*<br> ➤ *October 2015 Trustees Chadwick, Evilsizer and Halcón attended the ACCT Leadership Conference.*<br> ➤ *November 2015 Trustees Evilsizer and Halcón attended the CCLC Annual Convention in Burlingame.*<br> ➤ *January 2016 Trustees Evilsizer, Hensch and Halcón attended the CCLC Legislative Conference in Sacramento.*<br> ➤ *April 2016 Trustees Evilsizer, Chadwick and Halcón attended the CCLC Trustees conference.*<br>2. Actively participate on community college advocacy groups.<br> ➤ *Trustee Halcón serves on SDICCCA Board Alliance.*<br> ➤ *Trustee Chadwick serves on the CCCT.*<br> ➤ *Trustees serve on Oversight Committees. (Chadwick – Vista) (McNamara – Escondido)*<br> ➤ *Trustees Evilsizer and Halcón serve on the California Association of Latino Community College Trustees and Administrators (CALCCTA) Board.*<br><br>3. Track, monitor, and respond to legislation related to community colleges.<br> ➤ *Trustee Halcón in his role on the SDICCCA Board Alliance regularly receives Legislative updates.*<br> ➤ *Trustee Chadwick in her roles on the CCCT tracks and monitors legislation.*<br> ➤ *The Governing Board approved Resolution No. 15-21200 in support of America's College Promise Act.*<br> ➤ *April 5, 2016 the Board passed a Resolution in support of the California Promise: SUPPORTING AB 1721 (MEDINA) AND AB 1892 (MEDINA) CAL GRANTS AND COLLEGE AFFORDABILITY.* |

| *Related College Strategic Goal:* Goal 3: Partnerships: | **Progress/Related Activities** |
|---|---|
| **Board Goal**<br><br>4. Advance the college by strengthening business and community partnerships. | 1. Participate in local events and organizations to ensure that the community is aware of the diversity and quality of Palomar's educational programs and services.<br>• *Trustee Halcón attended Foundation Annual meeting*<br>• *Trustees Chadwick and Evilsizer attended "Cammies to College" event*<br>• *Trustees attended:*<br>   o *San Marcos Educational Forum*<br>   o *A Way with Words event hosted by SDCCD*<br>   o *State of the County meeting*<br>   o *State of the City address*<br>   o *CSUSM Report to the Community*<br>   o *Starlight Gala Launch event*<br>   o *Getting In the Groove*<br>   o *Dolores Huerta Event*<br>• *Grand Opening and Ground Breaking events*<br>• *Member of Chambers of Commerce including: North San Diego Business, San Diego Regional, Vista, Ramona, San Marcos, Fallbrook, Poway, Valley Center, Bonsall, Borrego Springs and Escondido*<br>• *Trustees attend numerous District events including:*<br>   o *Veteran's Day ceremony /Memorial Day observance*<br>   o *Holiday Open House events*<br>   o *Fire Fighter and Paramedic (EMT-P) graduations*<br>   o *Nurses Pinning ceremonies*<br>   o *Police Academy graduation*<br>   o *Full and part-time Plenary events*<br>   o *Encuentros Leadership STEM Conference*<br>   o *INEA Graduation*<br>   o *Tarde de Familia*<br>   o *Honor's Night*<br>   o *GFSP TRiO Upward Bound, CalWORKs,*<br>   o *Faculty Professional Achievement Tea* |

| | |
|---|---|
| | o *MODA Fashion Show* <br> • *San Diego North Economic Development Council events* <br> • *Encuentros Leadership Academy* <br> • *Trustees are involved in supporting the Foundation's events including the Gala and Golf Tournament.* <br> • *Trustees promote the college at off-site events including:* <br>   o *STEM Ambassador Program at San Marcos Middle School* <br>   o *Labor Council events* <br>   o *Rotary* <br>   o *Girls Inc.* |

# Palomar College Board of Trustees

# Institutional Effectiveness and Review Cycle

## START

**Establish/Finalize Board Goals**

**Mid-year Check-in Report on Goals**

**Annual Goal Setting Workshop**

**Annual Institutional Effectiveness Review (includes Student Success Scorecard)**

**Board Self-Evaluation & Survey**

**Annual Goal Setting Workshop**
- Review progress on goals
- Review board evaluation
- Establish draft goals

**Mid-Year Check-in Report**
- Review goals
- Discuss related activities that are planned and/or completed

**Annual Institutional Effectiveness Review**
- Review progress on Integrated Planning Model (IPM)
- Receive report on Institutional Effectiveness Indicators, including discussion of Student Success Scorecard

# Palomar College Governing Board 2016 Board Self Evaluation

## PART 1: Board Effectiveness

**Q1. The Board assures that there is an effective planning process and is appropriately involved in the process.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q2. The Board regularly reviews the District's mission and goals, and monitors progress toward the goals.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q3. The Board fulfills its policy role; the Board's policies are up-to-date and regularly reviewed.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 80.0% | 4 |
| Needs Improvement | 20.0% | 1 |

**Q4. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.**

* I don't feel that we review the "Board's Policies" frequently enough.

* Workshops serve to fulfill the Board's role in monitoring the college's mission, planning and policy execution.

**Q5. The Board maintains an excellent working relationship with the CEO.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q6. The Board sets clear expectations for, and effectively evaluates, the CEO.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 80.0% | 4 |
| Needs Improvement | 20.0% | 1 |

## PART 1: Board Effectiveness Continued

### Q7. The Board delegates authority to, and supports, the CEO.

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

### Q8. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.

No Comments

### Q9. Board members represent the interests of the citizens in the District.

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

### Q10. The Board advocates on behalf of the college to local, state, and federal governments.

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

### Q11. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.

No Comments

### Q12. The Board effectively monitors the quality and effectiveness of the educational program and services.

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 4 |
| Needs Improvement | 0.0% | 0 |

### Q13. Board members are knowledgeable about the District's educational programs and services.

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 4 |
| Needs Improvement | 0.0% | 0 |

## PART 1: Board Effectiveness Continued

**Q14. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.**

No Comments

**Q15. The Board assures the fiscal stability and health of the District.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q16. The Board monitors implementation of the Facilities Plan.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q17. The Board assures that the budget reflects priorities in the District's plans.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q18. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.**

* One area requiring improvement is allocating some budget each year to student groups for graduation celebration events (thinking of Mecha in particular).
* Frequent briefs and committee meetings improve the Board's effectiveness in these areas.

**Q19. Board members refrain from attempting to manage employee work.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

## PART 1: Board Effectiveness Continued

**Q20. The Board respects faculty, staff, and student participation in college decision-making.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q21. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.**

No Comments

**Q22. The Board understand and fulfills its roles and responsibilities.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q23. The Board expresses its authority only as a unit.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q24. The Board regularly reviews and adheres to its code of ethics or standards of practice.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 80.0% | 4 |
| Needs Improvement | 20.0% | 1 |

**Q25. Board members avoid conflicts of interest and the perception of such conflicts.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

## PART 1: Board Effectiveness Continued

**Q26. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.**

When did we last review our code of ethics?

**Q27. Board meeting agendas and conduct provide sufficient information and time to explore and resolve key issues.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 4 |
| Needs Improvement | 0.0% | 0 |

**Q28. The Board understands and adheres to the Brown Act.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q29. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.**

I don't understand question 27?

**Q30. New members receive orientation to Board roles and the institution.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**Q31. Board members participate in trustee development activities.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

## PART 1: Board Effectiveness Continued

**Q32. The Board evaluation process helps the Board enhance its performance.**

| Answer Options | Response Percent | Response Count |
|---|---|---|
| Meets Expectations | 100.0% | 5 |
| Needs Improvement | 0.0% | 0 |

**33. Use this comment section to highlight exemplary performance or practice or identify specifically what you believe needs improvement.**

No Comments

**PART II: Progress on Board Goals and Related Tasks**

**GOAL #1: To maintain an exceptional learning environment for students by ensuring that appropriate leadership, plans, and polices are in place to sustain and improve the College's institutional effectiveness.**

| | Meets Expectations | Needs Improvement |
|---|---|---|
| Task: Complete the hiring and on-boarding process for the College's Superintendent/President. | 5 | 0 |
| Task: Monitor progress on the development and implementation of the College's plans and planning cycles as defined in the Integrated Planning Model. | 5 | 0 |
| Task: Engage in a study session on the diversity of the College's staff, including faculty. | 3 | 2 |
| Task: Monitor the progress that the College is making toward building a more diverse faculty and staff. | 4 | 1 |
| Task: Monitor the development of an enrollment management plan that enhances access and success while maintaining the fiscal viability and integrity of the college by reducing its reliance on reserves to balance its annual budget. | 3 | 2 |
| Task: Make certain the college makes progress on plans to open its Education Centers, in particular, ensure the South Center is on schedule to open in 2017. | 5 | 0 |
| Task: Monitor the College's progress on developing a process for determining the number of classified staff and administrators with appropriate preparation and experience to provide adequate support for the institution's mission and purposes. | 4 | 1 |

**PART II:  Progress on Board Goals and Related Tasks continued**

| GOAL #2:  Ensure the college implements programs and services that improve student access, progress, learning, and achievement of our diverse student population. | | |
|---|---|---|
| | Meets Expectations | Needs Improvement |
| Task: Monitor college performance on the state's accountability scorecard and other measures of institutional effectiveness and student success. | 5 | 0 |
| Task:  Expect a report on the progress the College is making towards implementing its SE Plan. (This includes a detailed analysis of the student demographics & describe strategies in place for addressing gaps in performance across student groups.) | 5 | 0 |
| Task:  Engage in a study session on how the College works with its educational partners to facilitate access to and transition from Palomar. | 3 | 2 |
| Task: Monitor how the College engages with the community and promotes its programs, services, and successes. | 4 | 1 |

| GOAL #3: Actively participate in legislative advocacy for community college issues. | | |
|---|---|---|
| | Meets Expectations | Needs Improvement |
| Task: Actively participate in legislative conferences. | 5 | 0 |
| Task: Actively participate on community college advocacy groups. | 5 | 0 |
| Task: Track, monitor, and respond to legislation related to community colleges. | 5 | 0 |

| GOAL #4: Advance the college by strengthening business and community partnerships. | | |
| --- | --- | --- |
| | Meets Expectations | Needs Improvement |
| Task:  Participate in local events and organizations to ensure that the community is aware of the diversity and quality of Palomar's educational programs and services. | 5 | 0 |

**Comments:**

No Comments

| # | Responses |
|---|---|
| | **Accomplishments of the Board:** |
| 1 | Closing in on the selection of the new president/superintendent. |
| 2 | Close monitoring of Board Goal progress |
| 3 | * Received report on diversity of faculty.<br>* Preparing to open South Center<br>* Opening of Baseball Field, Child Center.<br>* Monitoring of construction for new library |
| 4 | * Diversity Study and Consideration<br>* Student Equity Study and Consideration<br>* Early Retirement Program<br>* Presidential Search Planning |

| # | Responses |
|---|---|
| | **Strengths of the Board:** |
| 1 | Collegiality, diverse opinions and speaking up to make key points. |
| 2 | • Very active promoting Palomar.<br>• United in support of Diversity. |
| 3 | Working as a cohesive unit, building on each other's strengths,<br>active involvement in the community. |
| 4 | •Engagement<br>•Cohesion<br>•Higher Education Focus<br>•Future-Oriented |

| Areas of Opportunity: | |
|---|---|
| **#** | **Responses** |
| 1 | Improve the process/dialogue with the president / superintendent about goals and expectations; Getting the independent marketing survey completed to improve college expectations with community; Knowing the best fit of classes to offer at our South Center to regain enrollment; Hiring diverse faculty and staff. |
| 2 | Review of Guidance documents wrt hiring |
| 3 | * Introduce new areas of possible development & growth like agriculture.<br>* Review Faculty & Staff Diversity Report and develop a Strategic Plan to implement new Diversity goals.<br>* Need to hire a new Superintendent/President.<br>* Need to balance our budget |
| 4 | * Diversity<br>* Regionalization<br>* CTE<br>* K-12 Partnerships<br>* Enrollment Marketing<br>* Grants |

| Items to address in the upcoming year: | |
|---|---|
| **#** | **Responses** |
| 1 | All of the above. |
| 2 | Budget challenges |
| 3 | *Monitoring of hiring of diverse faculty & staff<br>*Monitoring of enrollment & enrollment management<br>*Balancing the budget before it is too late |
| 4 | Getting to know and work with a new superintendent president. |
| 5 | Presidential Selection and Transition<br>South Center Finalization |