



## INSTRUCTIONAL PLANNING COUNCIL MINUTES

**May 11, 2011**

**Members Present:** Alan Aquallo, Mark Bealo, Judy J. Cater, Berta Cuaron, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Mollie Smith, Dan Sourbeer

**Members Absent:** Karen Boguta, Richard Borden, Shayla Sivert, Debi Workman, Horus Ocampo-ASG Rep.

**I. Approval of March 9, 2011 Minutes**

**MSC Judy J. Cater/Dan Sourbeer to approve the March 9, 2011 minutes.**

**MSC Dan Sourbeer/Alan Aquallo to approve the April 13, 2011 minutes.**

**II. IPC Subcommittee Recommendations for 2012-13, Faculty Hiring Priority Recommendations**

The “Faculty Hiring Priority Recommendations for 2012-13, Instructional Planning Council,” (5-4-11) was distributed. VP Cuaron stated there was good discussion and hard work in prioritizing a total of 49 faculty position requests. The Subcommittee could not do justice with the second layer of additional faculty recommendations, so it determined that the Subcommittee felt comfortable prioritizing 22 positions for 2012-13. Diversity and comprehensiveness of the disciplines was considered in the review process and reflects Palomar’s many academic programs. The recommendations will be forwarded to SPC and President Deegan. We don’t know how many faculty will be hired next year due to the budget projections.

**MSC Michael Mufson/Wilma Owens to approve the IPC Subcommittee Faculty Hiring Recommendations for 2012-13.**

Alan Aquallo suggested continuing the use of an electronic process to share information, as it would advance the process and would encourage ongoing steps.

If any IPC Subcommittee members have any comments or additional input in the process, please send an e-mail before the semester ends or in the Fall.

IPC members are to share the IPC faculty hiring recommendations for 2012-13 with their colleagues.

### III. **Strategic Plan 2012, Year Two Priorities, IPC Recommendations**

The “Instructional Planning Council, Planning Priority IPC Recommendations to SPC for Year 2011-12” (4/13/11) was discussed. IPC has worked on the goals and objectives for the year 2011-12 based on the Strategic Plan 2013 and established activities to focus on in the upcoming year.

#### **Discussion on College Objectives included:**

1. District-wide emergency communication system was a priority from the other two Planning Councils.
2. Security cameras on all campuses all Planning Councils agreed as an important objective.
4. Alternate funding and add revenue generating activities.
5. Basic skills activities will get more specific information and opportunities to make changes.

#### **Discussion on Objectives for Instruction (Address Student Needs):**

1. Improve access to Basic skills courses and support services to assist students moving from one semester to the next.
2. Develop and implement plans for opening the North and South Centers.
3. Increase certificate and degree completions, particularly by examining the progress and success of students through career/technical programs, emphasizing “career pathways” and programs of study (being addressed with revised certificate/degree packaging).
4. Increase transfers and support the development of degrees that fulfill SB 1440.
5. Provide state-of-the-art instructional equipment and technology.
6. Support and expand professional development opportunities for faculty that explore student success strategies.

VP Cuaron stated that the college as a whole, with links, is to make it more visible to students to accomplish completion of certificates and degrees.

It was stated that SDCCD eliminated 90% of its Summer classes.

IPC will finalize its objectives in the Fall and will then send them to SPC and President Deegan. Priorities and funding sources will be done through the PRP process for consideration of SPPF allocations.

### IV. **Master Calendar for Planning Cycles**

VP Cuaron and Michelle Barton of Research and Planning will be working on the Master Calendar for Planning Cycles this Summer. The calendar will help everyone anticipate deadline, and will show the big picture of the planning cycles for 2011-12. This will assist IPC by anticipating deadlines and to meeting workload. After completion of the Master Planning Calendar, it will be posted on Research and Planning’s website.

V. **Other**

VP Cuaron stated that the SPPF resources had been allocated. The Foundation funds totaling \$90,000, will be allocated, with \$75,000 for equipment and \$15,000 for travel distributed by division and department.

VP Cuaron stated there will not be any classes held at Ramona and Mt Carmel this Summer, which means a significant amount of lease funds of approximately \$400,000 can be reallocated for PRP priorities.

Wilma Owens stated that the Perkins Planning Committee met recently and it allocated \$300,000 to 12 different programs. This amount was reduced by 35%, but additional funds may be received later in the year. When IPC starts the PRP allocations, she will have a spreadsheet of the Perkins allocations.

It was pointed out that the IPC meetings are open meetings to anyone that wants to attend. VP Cuaron will talk to Patrick O'Brien, who is the Chair of the Committee of Committees.

Judy J. Cater thanked VP Cuaron for her leadership and all IPC members for all of their hard work.

The meeting was adjourned at 2:45 p.m.



## INSTRUCTIONAL PLANNING COUNCIL MINUTES

**April 13, 2011**

**Members Present:** Alan Aquallo, Richard Borden, Judy J. Cater, Berta Cuaron, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Wilma Owens, Dan Sourbeer, Debi Workman, Horus Ocampo-ASG Rep.

**Members Absent:** Mark Bealo, Karen Boguta, Chris Norcross, Shayla Sivert

I. **Approval of March 9, 2011 Minutes**

These minutes will be considered at the next IPC meeting.

II. **Strategic Plan 2013, Year Two Objectives (2011-12)**

a. **Develop IPC Planning Priority Recommendations – College and Instruction**

The “Palomar College Strategic Plan 2013” (2/9/10) and the “Palomar College Strategic Plan 2013 Action Plan – Year One” (4/26/11) was distributed. The strategic goals and objectives one through six were reviewed. VP Cuaron stated that IPC needs to brainstorm planning priority recommendations to send to SPC for next year.

Two items that need to be worked on next year is to identify planning priority recommendations to SPC for year 2011-12, for both college-wide objectives and for instruction (speak to students’ needs). (Please see the attached list of IPC’s planning priority recommendations to SPC for year 2011-12).

At the next IPC meeting, all of the planning priority recommendations will be compiled. IPC members are encouraged to talk to their constituents to make recommendations for next year. The intention is to finalize the Year Two goals and objectives by May, 2011.

b. **PRP Review Process for 2011-12**

Discussion of the PRP review process for 2011-12 will begin Fall 2011 and will include priorities for funding based on IPC goals for Instruction.

III. **2010-11 PRP Funding Status**

a. **5% of General Fund**

The 5% of the general fund that was allocated by IPC has been set up by Fiscal Services and funds are being spent.

b. SPPF Allocation

The finalized SPPF allocations were sent to Brandi in Fiscal Services April 11, 2011 for input. The Deans will be notified when this process is completed and then forwarded to the Chairs/Directors.

c. Foundation/President's Associates Grant

IPC was awarded \$75,000 through a Foundation/President's Associates grant and will fund the additional prioritized list of equipment requests.

From each funding source, there will be some small balances to carry forward into next year, as we look at additional PRP requests.

IV. **Tentative 2011-12 Budget Projection**

The "Palomar Community College District, Fund 11 Unrestricted (without Designated), 4/4/2011 With \$8.6 Million Workload Reduction" spreadsheet was distributed and discussed. This spreadsheet was also presented to SPC, the Chairs/Directors, and the Budget Committee.

The Governor announced two weeks ago that there will not be a June election to look at extending tax initiatives. As a result, the System Office has advised colleges that Plan A, (loss of \$4.5 million to Palomar) is no longer likely. Instead, colleges should plan for Plan B which means Palomar would lose \$8.6 million in 2011-12. The direct result of this is called a workload reduction which equates to our funded FTES of 20,033 will be reduced by 2,000 FTES. As a result, we are having to reduce our schedule for 2011-12 and adjust down classes offered by 2,000 FTES, which is approximately 600 class sections. We usually offer 7,100 class sections, so the 600 less sections is a 9.1% budget reduction. President Deegan and VP Cuaron met with the Chairs/Directors last week and explained the FTES workload reduction. All community colleges are going through this adjustment as heard on the news and in the newspapers. Two years ago, priority criteria was established through the Chairs/Directors and this same criteria will be used in this process. The Summer schedule will be reduced by 50%. Reduction of the 600 class sections saves approximately \$1.8 million. The College still needs to find other areas to save funds and reduce expenses. The projected \$8.6 million loss to the College next fiscal year could go as high as \$13.1 million. If we have a further reduction, it could result in another 1,000 FTES, putting Palomar's funded FTES at 17,000. The College has to dig and dig deep to find additional funding to make up the difference and these discussions will take place in SPC.

The regular Summer schedule generates approximately 1,900 FTES and no Summer school was an option but would have been too drastic a step to take on such short notice. Since 30% of Summer students are not our year-round students, it is better to offer fewer classes in Summer so we can support and serve our students in our primary terms of Fall and Spring with more classes. The 300 class sections to be reduced over Fall and Spring will be felt much less when there are 6,600 classes scheduled.

The Summer schedule registration has been postponed for two weeks and all Summer adjustments must be sent to VP Cuaron by April 22, 2011. The class schedule will only be online, with no mailings to home residences and just a few printed for campus use.

It is suggested that everyone write their legislators regarding community colleges' crisis in California. We will not know the real impact of the budget cuts until August or September, 2011.

The College is looking at a 4/10 work week to realize some savings during Summer, 2011. The few Summer classes scheduled on Fridays would be moved to one or two buildings. Facilities and Campus Police would still operate with minimum staff on Fridays. More ongoing discussion is required in order to realize savings for the District.

V. **Accreditation Site Visit April 1, 2011 Update**

On April 1, 2011, the site visit went extremely well. The draft of the confidential report was sent to the President and the Accreditation co-chairs for their review. The report is very, very positive with minor factual corrections to be made. The ACCJC Commission will take action on June, 6, 7, or 8, 2011. VP Cuaron thanked everyone that participated in this very important process that involved the college's commitment to a complex, completed planning and resource allocation model.

The meeting was adjourned at 3:00 p.m.



## INSTRUCTIONAL PLANNING COUNCIL MINUTES

**March 9, 2011**

**Members Present:** Alan Aquallo, Mark Bealo, Karen Boguta, Richard Borden, Judy J. Cater, Berta Cuaron, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Dan Sourbeer, Debi Workman, Horus Ocampo-ASG Rep.

**Members Absent:** Shayla Sivert, Mollie Smith

### **I. Approval of February 23, 2011 Minutes**

**MSC Michael Mufson/Wilma Owens to approve the February 23, 2011 minutes**, with the following **Amendment: MSC Judy J. Cater/Michael Mufson and consensus by the committee** for EME's urgent need to receive \$5,000 of the \$7,000 allocated, to purchase instructional supplies and a classroom set of OSHA required student protective gear and refilling of oxygen tanks.

### **II. PRP Funding Priority Recommendations**

#### **a. Strategic Plan Priority Funding**

The "Summary of IPC Initial PRP Allocations for Strategic Plan Priority Funds (SPPF) for 2010-11", (2/23/11) was discussed. Allocations were adjusted in each category based on further information and discussions.

Adjustments will be recalculated to stay within the 2010-11 SPPF provided. It was pointed out that the correct total of SPPF for 2010-11 allocated to IPC is \$58,800, verified by Fiscal Services. This leaves a contingency of approximately \$7,000. SPPF is to be spent by January, 2012. It was stated that SPPF is one-time funding. It was stated that augmenting the ATG allocation could be a possibility. Wilma Owens will review the equipment list again and put together an updated equipment list.

**MSC Wilma Owens/Dan Sourbeer to accept the revised allocations of the "Summary of IPC Initial PRP Allocations for Strategic Plan Priority Funds (SPPF) for 2010-11", (2/23/11).**

#### **b. Foundation Funds**

VP Cuaron is submitting a grant request for PRP equipment funding on behalf of IPC in the amount of \$75,000 to the Foundation next week.

c. Complete Formative Evaluation of Process

The “Evaluation of Instructional Planning Council Resource Allocation Process, Fall 2010-Spring 2011” (Draft 3/2/11) was distributed. The document addresses two categories, “Section 1: Planning Council Priorities” and Section 2: “Review of Planning and Resource Allocation Process”. Discussion on Section 2 of the Formative Evaluation include the main points of strength and areas for improvement, and is included in the list titled, “Instructional Planning Council, Planning Priority Recommendations to SPC for Year 2011-12,” (4/13/11) and will be distributed to IPC members.

III. Staffing Plan

a. Evaluation of Process

This item will be considered at a later date.

IV. Recommendation for 2011-12 Discretionary Budgets

Next year’s budget for 2011-12 is anybody’s guess, due to the State fiscal crisis. It was suggested that each department’s budget remain the same and be revisited in August, 2011 when more budget information is known. The recommendation is to establish the same budget as allocated in 2010-11 for 2011-12 tentative budgets and to review the budgets in August to see if any modifications need to be made.

**MSC Judy J. Cater/Debi Workman to establish in 2011-12 the same budgets allocated for Instruction in 2010-11, with the understanding that these allocations will be revisited in August, 2011 or earlier, depending on developments in the State budget and its effect on Palomar.**

V. Other

The department of Physical Education, Health and Recreation has changed its name to Kinesiology, Health and Recreation Department. It was recommended that Recreation should be Recreation Management to align with the top code language.

It was requested that IPC members keep the tentative, special IPC meeting on March 30, 2011, on their calendars. If it is not necessary, members will be notified.

The meeting was adjourned at 3:45 p.m.





**INSTRUCTIONAL PLANNING COUNCIL  
MINUTES  
Approved 03/09/11**

**February 23, 2011**

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Judy J. Cater, Berta Cuaron, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Mollie Smith, Dan Sourbeer, Debi Workman

**Members Absent:** Karen Boguta, Shayla Sivert, Horus Ocampo – ASG Rep.

**I. Approval of January 26, 2011 Minutes**

**MSC Debi Workman/Mollie Smith to approve the January 26, 2011 minutes.**

**Approval of February 9, 2011 Minutes**

**MSC Susan Miller/Wilma Owens to approve the February 9, 2011 minutes**, with the following corrections: page two, under **III. 2011-12 Discretionary Funds**, the second paragraph, last sentence should read: “Departments could possibly receive less funding if IPC asks for the same amount of funding for each fiscal year, depending upon funding amounts from the State”. On page three, under **V. Rationale Form for Faculty Position Subcommittee Recommended Revisions**, the last sentence should read: VP Cuaron stated that at the next meeting the SPPF allocation could be finished and the evaluation of the process could begin”.

**II. PRP Workgroup Funding Priority Recommendations**

**a. Strategic Plan Priority Funding**

The “Summary of IPC Workgroup Recommendations for Strategic Plan Priority Funds (SPPF) for 2010-11”, (2/23/11) and “Equipment Requests: 2009-10 Instructional Program Review and Planning Supplemental Workgroup Priority #2 Recommendations”, (2/23/11) were distributed. The SPPF summary included workgroup recommendations and can still make more recommendations for funds. The workgroups must keep the parameters in mind, as requested by SPC. Resources for 2011-12 should be allocated by the first week of March. The \$57,400 SPPF allocation must be for direct student use and impact. The amount of \$75,000 from the Foundation grant must be for instructional equipment used by students. Debi Workman stated that the \$5,000 allocated to EME to hire part-time instructional staff, tutors and classroom assistants in a basic skills lab could not be spent by the end of the semester, so it should be removed from the list. EME does have an urgent need for \$5,000 of the \$7,000 allocated to purchase instructional supplies and a classroom set of OSHA required student protective gear, and refilling of oxygen tanks. IPC members agreed to allocate \$5,000 to EME immediately.

It was agreed that until some questions are clarified on all other requests that no additional funds would be approved.

b. Evaluation of Process

In addressing the Strategic Plan goals and objectives for establishing priorities for PRP resource allocation, the four priorities used were (1) safety, (2) accreditation, (3) direct impact for student use in the classroom and (4) operational departmental needs met in the workgroups. The next cycle of PRPs has to be readily available to review online. The decision to keep 5% of the discretionary funds this year and what will make sense in 2011-12 will require extensive discussion by the Council. SPC has to clarify how the ½ of 1% SPPF funding for next year is to be allocated. Knowing what resources are available from Perkins and the Foundation would also help with next year's process. The concerns on the allocation of SPPF funding was that a good amount of the funds were not allocated for student use in the classroom.

The following summarizes IPC's evaluation of the Integrated Planning, Evaluation, and Resource - Allocation Decision Making (IPM) process as it relates to the PRP priority and allocation process.

**Instructional Planning Council  
Evaluation of Resource Allocation Process  
Fall 2010 – Spring 2011**

**Section 1: Planning Council Priorities**

- 1) What are your planning council priorities and how are they aligned with the college-wide priorities (e.g., strategic and master plans goals and objectives)?
  - Four categories have been identified for resource allocation. IPC will have to review the goals and objectives again to make sure what priorities and PRPs are to be used for resource allocation for next year.
- 2) Describe the process you used to allocate resources to address your priorities (e.g., through your budget development process or through a council prioritization process)?
  - Four priorities were used: safety, accreditation, direct impact for student use in the classroom and operational departmental needs. IPC formed and met in workgroups. The next cycle involves having the PRPs readily available and put online.
- 3) List the resources that you allocated to address your council's priorities. Note, resources can be articulated in different ways, such as through staff time or direct funding. If funding was allocated to address a priority, identify the amount and source of the funding (e.g., council PRP allocation process, SPPF, grant funds).
  - There could be a trend of keeping 5% of the budget and how to do this next year with this formula. The IPC workgroups spent a lot of time during the IPC meetings, as well as outside time, working on priorities, PRPs, and SPPF. For next year, the SPC has to allocate the goals and objectives first, in reference to the ½ of 1% SPPF funds and needs to clearly define the SPPF. IPC also applied for Foundation funding – Professional Development Grant for Faculty Travel for \$15,000 and Instructional Equipment Grant for \$75,000. There was some concern that some of the SPPF funds were not used directly in the classroom and staff planning needs.

## **Section 2: Review of planning and resource allocation “process”**

- 1) Which elements of your council's planning and resource allocation process worked well?
  - The IPC workgroups worked well together, with representatives from all collegial and collaborative groups, and with great leadership.
  - Individuals took a look at the big picture with real awareness of the complexity of running such a big college
  - IPC workgroup members were open and honest and asked questions. They did their homework and participated in discussions, all done in a timely manner.
  - Departments were glad to get resources across the board.
- 2) Which elements of your council's planning and resource allocation process need to be refined?
  - Possibly revise the ranking process, since some items were funded where there were more needs elsewhere. There would have to be details filled out on PRPs for justification of needs. The Deans can check for details on the PRPs.
  - A timeline should be built into the process to allow the Deans to properly check the detail on the PRPs and more time to work with the departments and Deans, as this is the Deans responsibilities. Although, some departments stated if there is no progress, then there is no funding and don't bother to submit PRPs.
  - The departments will start taking the second cycle of the process more seriously and for people to actually see and hear the complete cycle will make more of an impact.
  - Departments would be able to receive funding earlier.
  - The PRPs should be completed in the Spring and PRP allocations done in the Fall. The new PRP document delineates by category.
  - There could be complications with the distribution of funds next year.
  - People should be informed when their PRP requests weren't funded.
- 3) What additional support does your council need in order to effectively implement its planning and evaluation cycle?
  - IPC did a good job doing the complete cycle for the first time, but additional time and an IPAD would improve the process.
  - Updates, such as when the Perkins funding is available. The Perkins grant funding plan is due to the Systems Office the last week of May.

### III. **Staffing Plan**

#### a. Review of Organization Chart Data

The first six-year Staffing Plan was forwarded to SPC for review. The Plan includes the recommendations and projections of staffing needs from the four Planning Councils and the President's departments. The Staffing Plan will be updated annually with new data gathered from PRPs.

#### b. Evaluation of Process

This will be considered at the next meeting.

### IV. **2011-12 Discretionary Budgets**

IPC will make a recommendation to Fiscal Services on how discretionary budgets should be allocated for FY 2011-12. The allocation will be tentative considering the crisis of the State budget. It was suggested that Federal funding should be considered. The Federal funding has very specific restrictions on how it can be used to support the unemployed who need training for new careers.

At the next IPC meeting, recommendations will have to be made for 2011-12 discretionary budgets.

The meeting was adjourned at 4:00 p.m.



# INSTRUCTIONAL PLANNING COUNCIL MINUTES Approved

**February 9, 2011**

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Judy J. Cater, Berta Cuaron, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Wilma Owens, Shayla Sivert, Mollie Smith, Dan Sourbeer, Debi Workman

**Members Absent:** Karen Boguta, Chris Norcross, Cassandra Padilla – ASG Rep.

**I. Approval of January 26, 201 Minutes**

The January 26, 2011 minutes will be considered for approval at the next meeting.

**II. PRP Allocations**

**a. Strategic Plan Priority Funding – Additional Funding from SPC – Process for Allocation**

From the Strategic Plan Priority Funding (SPFF), the Strategic Planning Council (SPC) has allocated \$58,800 to the Instructional Planning Council (IPC) to support activities that directly impact students in the classroom, and the Foundation has allocated \$75,000 with the stipulation this funding be used for instructional equipment.

Handouts distributed and reviewed were:

- “Summary of IPC Funding Allocations for 2009-10 PRP Requests”, (12/11/10), purple color  
The next 4 handouts are blue color –
- “IPC Workgroup Recommendations for Temporary Employees: 2009-10 PRPs”, (11/2/10)
- “IPC Workgroup Recommendations (unprioritized) for Budget Requests for 4000s: 2009-10 PRPs”, (11/2/10)
- “IPC Workgroup Recommendations (unprioritized) for Budget Requests for 5000s: 2009-10 PRPs”, (11/2/10)
- “IPC Workgroup Recommendations for Equipment Requests: 2009-10 PRPs”, (11/1/10)  
The next 6 handouts are white color –
- “Classified Staff Position (Hourly) Requests: 2009-10 Instructional Program Review and Planning Supplemental”, (10/27/10)
- “Unranked Avg. Ratings 4000s – Budget Requests for 4000s: 2009-10 Instructional Program Review and Planning Supplemental”, (10/13/10)

- Unranked Avg. Ratings 5000s – Budget Requests for 5000s: 2009-10 Instructional Program Review and Planning Supplemental”, (10/13/10)
- “Equipment Requests: 2009-10 Instructional Program Review and Planning Supplemental”, (10/27/10)
- “Technology Requests: 2009-10 Instructional Program Review and Planning Supplemental”, (10/27/10)
- “IPC Workgroup Recommendations for Technology Requests: 2009-10”, (11/1/10)

The workgroups will reconvene to revisit PRP funding requests and any requests that were not previously funded. New IPC members Linda Morrow, was assigned to the Technology workgroup, and Shayla Sivert was assigned to the Equipment workgroup.

Some of the workgroups convened after the meeting. All of the workgroups recommendations must be ready by the time of the next IPC meeting on February 23, 2010, for discussion and allocation.

b. Evaluation of Process (Pending Guidelines from Research and Planning)

The evaluation of the process will be discussed at a future IPC meeting, once we have the guidelines from Research and Planning.

III. **2011-12 Discretionary Funds**

IPC has to begin the development of the 2011-12 budget. Last year, departments were budgeted 95% of expenditures of the higher of the two previous academic years.

How we approach this year’s budget recommendations may depend on the State funding crisis and how it affects Palomar’s budget. IPC needs to have a conversation and make a tentative recommendation. The finalized recommendation for the 2011-12 fiscal year has to be submitted to Fiscal Services by early April, 2011, for adoption of the tentative budget in June, 2011. It was stated that if IPC asks for the same amount of funding for each fiscal year, it would mean departments continue to receive less and less.

IV. **Staffing Plan**

a. Review of Organization Chart Data

A 6-year Staffing Plan is now part of the IPM and the first draft has been completed.

Handouts distributed and reviewed included:

- “Division: Instruction (Headcount excludes L&L NCM)”, (1/21/11)
- “Division: Instruction (Headcount includes L&L NCM)”, (1/21/11)
- “Instruction Services Division – Staffing Plan Forecast for 2010-11 through 2014-15”, (1/21/11)
- “Instruction Office – Staffing Plan Forecast for 2010-11 through 2014-15”, (1/21/11).
- “Staffing Plan Forecast for 2010-11 through 2014-15”, (1/21/11) for each of the Divisions – Arts, Media, Business and Computer Science; Career, Technical and Extended Education; Languages and Literature (includes NCM); Mathematics and the Natural and Health Sciences; and Social and Behavioral Sciences.

The forecast of staffing needs for each division Dean was completed by each Dean working with his/her department chairs, program directors, and unit supervisors. The first year of the Staffing Plan establishes the baseline that will be updated each year with new PRP information. The Staffing Plan looks at the current number of employees by categories and includes projections with data provided by Human Resource Services (HRS), Research and Planning (R&P), and Chairs/Directors. Projections should consider retirements, resignations and growth.

In projecting faculty, FTEF for Fall 2006 was used. The optimum projection for faculty is a 75/25 ratio. Staffing Plan information will be gathered from the PRP process. It was stated that the projections based on the 2006 enrollment, and then updated with information from Fall 2010, should be part of the process by looking at growth for departments and staffing level needs.

The question was asked when the approximate completion dates would be for South and North Centers. At this point in time, the South Center could open Fall 2013 and the North Center could open Fall 2014. This data does not include staffing needs for the North and South Centers. Once the academic program is developed for each new center, then staffing levels can be determined and included in the Staffing Plan.

The Staffing Plan will be forwarded to SPC next week for review. VP Cuaron encouraged IPC members to share this information.

The Educational Master Plan and the Facilities Master Plan are Master Plan 2022 and the Technology Plan and the Staffing Plan are updated operational plans included in the IPM. Equipment planning and priorities will remain at the division level.

b. Evaluation of Process

The evaluation process will be discussed and completed at a future IPC meeting.

V. **Rationale Form for Faculty Position Subcommittee Recommended Revisions**

The old, "Rationale Form for Faculty Positions", (2/4/08), white color; and the new "Rationale Form for Faculty Positions", (2/14/11), green color, were distributed.

It is important to emphasize to each discipline that one request must be submitted for each position. On page 2 of the form, the data for 2008, 2009 and 2010, is provided by Research and Planning. Richard Borden stated that this information is the same data on the PRP form. VP Cuaron stated that she would verify the links are current before the form is distributed. The Faculty Senate has been alerted that the revised "Rationale Form for Faculty Positions", (2/14/11) will be forwarded for its review and acceptance next week.

After discussion, it was noted that the "Rationale Form for Faculty Positions" is due by March 11, 2011 to the Division Dean and to Instructional Services by March 18, 2011.

**MSC Michael Mufson/Steve McDonald to accept the recommended revisions from the IPC Subcommittee.**

VP Cuaron stated that at the next meeting the SPFF allocation could be finished and evaluation of the process could begin.

VI. **Question of the Day**

The question is where the Theatre will be moving to as the Theatre is closing two weeks before the end of the semester. Since the Theatre is closing, there is concern of where program graduations will be held and limited locations makes it difficult to avoid conflicting dates. A sprung structure will be located in parking lots 1-2 to support performances while HBT is renovated and the new facility is completed.

The meeting was adjourned at 3:25 p.m.





# INSTRUCTIONAL PLANNING COUNCIL MINUTES Approved 02/23/11

**January 26, 2011**

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Judy J. Cater, Berta Cuaron, Steve McDonald, Susan Miller, Norma Miyamoto, Michael Mufson, Zeb Navarro, Wilma Owens, Shayla Sivert, Dan Sourbeer, Debi Workman, Cassandra Padilla – ASG Rep.

**Members Absent:** Karen Boguta, Chris Norcross, Mollie Smith

Berta Cuaron welcomed Shayla Sivert, as the new Instructional Planning Council member, representing the Languages and Literature Division.

## **I. Approval of September 8, 2010 Minutes**

**MSC Norma Miyamoto/Wilma Owens to approve the September 8, 2010 minutes**, with the following corrections: under - **IV. Evaluation Feedback from 2010-11**; the second sentence should read, “Feedback received in the evaluation included (a) improved clarity on IPC’s roles and responsibilities, (b) IPC dealings with matters of confidentiality, and (c) orientation for new members”.

**MSC Judy J. Cater/Steve McDonald to approve the December 8, 2010 minutes**

## **II. PRP Allocations**

### **a. Summary**

The “Summary of IPC Funding Allocations for 2009-10 PRP Requests (12.14.10)”, was distributed and reviewed. It was noted there is one allocation of \$3,100 yet to be verified.

### **b. Evaluation of Process**

The evaluation of the process is to determine how well the process worked and did the entire IPM and RAM cycle work. The Strategic Plan 2013, Year One Objective 2.1 requires each planning council to evaluate the effectiveness of its planning priorities and the effectiveness of resources allocated.

### **c. Strategic Plan Priority Funding (Additional Funding from SPC)**

VP Cuaron reported that SPC has funding available from the Strategic Plan Priority Funding (SPFF) to be used for priorities for PRPs in the amount of \$84,000. SPC has allocated 70% (\$58,800) to the Instructional Planning Council (IPC) and 30% (\$25,200) to Student Services Planning Council from this year’s SPPF. IPC and SSPC are to allocate these funds to needs and activities that directly affect students in the classroom or in support services. IPC will need to review PRP requests by having the workgroups reconvene and make further priority funding recommendations for SPPF.

d. 2010-2011 PRP Timeline

For the 2010-11 PRP cycle, data will be for Fall 2007, 2008 and 2009 and preliminary data for Fall 2010, as of January 31, 2011. It was noted that the dates of the revised PRP documents have to be changed to 2010-2011. The departments have to be notified to access the data as of February 1, 2011 in order to have six weeks to complete their PRPs, making the due date March 11 to the Division Dean and to Instructional Services and Research and Planning by March 18. Special emphasis with this year's PRP cycle is for departments to identify specific staffing needs based on their planning, as this information will be used to update data in the second year of the Staffing Plan.

III. Staffing Plan

a. Review of Priority Factors

The "Staffing Plan: Priority Factors Form", updated 1/13/11, was distributed and reviewed. The four priority factors identified for prioritizing vacant positions were (1) Health & Safety, (2) Program Accreditation, (3) Student Success (direct classroom support), and (4) Department/Program support and positions must also be directly linked to Objective 2.4 (Implement SLOACs and Services Area Outcomes Assessment cycles at the course, program, and institutional level to further improve institutional effectiveness).

b. Review of Priority List

The "Instruction Priority List for Classified, CAST, and Administrative Positions – Final 2010-2011", and "Unprioritized Positions, Pending Division/Department Recommendation" documents developed and approved by IPC 12/8/10 were distributed and reviewed. When new PRPs are submitted, this priority list will be updated as additional position requests will be identified. The priority list recommendations will be included in the Staffing Plan along with the priority lists from the other Planning Councils.

c. Review of Organization Chart Data

A significant amount of data for each division was gathered for the minimum and optimum staffing level projections for faculty, classified staff, and administration. Data was gathered from Human Resources, Research and Planning, and discussions with department chairs, programs directors, and supervisors. This data creates a foundation for the first year of the six-year Staffing Plan. New PRP information will be used to update the Staffing Plan. Each Council will also need to evaluate each year how this planning process is working.

d. Evaluation of Process

This will be addressed at the next IPC meeting.

IV. Accreditation Follow-up Report

The "Palomar College Community College District Accreditation Follow-up Report" (Draft to SPC 1/18/11) was distributed and reviewed. The District is submitting the second follow-up report in response to the ACCJC Commission's request to complete a full cycle of the IPM and RAM. The review and approval process includes SPC, a Governing Board workshop on February 8, and Governing Board

approval on March 8. The finalized report will be submitted to ACCJC by March 15. An addendum to the report can be provided to the team prior to its visit.

The Technology Plan was completed in November, 2010. The Educational and Facilities Master Plan (Master Plan 2022 Update) have been completed and forwarded to the Governing Board for review, input, and approval.

The Follow-up Report includes a summary that shows the completed cycle of the IPM and RAM. Most important in this summary is that planning preceded resource allocation and that resources are being provided for strategic planning goals, objectives, and priorities. An evaluation of this entire process is underway by the Planning Councils and SPC. This new overall planning process reshapes the District's planning and resource allocation structure and raises the awareness of departments and divisions on how funding is allocated.

IPC members were asked to read the draft, and if they have any suggestions or questions, please direct them to Glynda Knighten or VP Cuaron. The next updated draft version will be available January 28.

The IPC meeting adjourned at 3:30 p.m.

The IPC Subcommittee meeting met from 3:30 to 4:00 p.m.



## INSTRUCTIONAL PLANNING COUNCIL MINUTES

**December 8, 2010**  
**APPROVED 01/26/11**

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Judy Cater, Berta Cuaron, Jose Fernandez, Candi Francis, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Mollie Smith, Debi Workman

**Members Absent:** Cassandra Padilla

**Guest:** Dan Sourbeer

**Recorder:** Glynda Knighten

Vice President Berta Cuaron called the meeting to order at 3:02 p.m.

**I. MSC Cater/Owens to approve minutes of December 1, 2010, as presented.**

**II. Staffing Plan**

**a. Review process, materials, and timeline**

Considering the new Five-year Staffing Plan process, the Council discussed the process for prioritizing vacant positions that exist since the modified hiring freeze began in March 2008. VP Cuaron commented that when the PRP supplemental forms were submitted in Spring 2010, the process for developing a Five-year Staffing Plan had not yet been defined and so departments completed the supplemental forms with different perspectives. In an effort to provide consistency and equity to implementing the new Staffing Plan process, VP Cuaron suggested that IPC prioritize only the currently vacant positions in the first cycle. The new PRP process for 2010-11 will be completed in Spring 2011. As Departments are now aware of the new Staffing Plan process, they can complete their PRPs with this new planning process in mind. Projecting additional staffing needs for the North and South Centers along with attrition and retirements can also be considered in the PRP process. The Council agreed that this was the appropriate way to approach the first year of developing a Staffing Plan and priorities for filling vacant positions for Instruction and would proceed accordingly.

Dick Borden of Institutional Research & Planning noted that data for academic year 2009-10 is available for populating the PRPs.

**b. Review/Define Priority Factors**

The four priority factors as identified by the Council at the December 8, 2010, meeting were

1. Health & Safety
2. Program Accreditation (Nursing, Dental Assisting, EME, Police & Fire Academies)
3. Student Success (direct classroom support)
4. Department/Program Support, including departmental growth, technology support, financial impact, and available employees to fill specific functions (bench depth)

**c. Prioritize vacant and proposed positions**

VP Cuaron distributed a spreadsheet with the vacant positions for Instruction since the March 2008 modified hiring freeze. Division deans, the program director for Occupational & Noncredit Programs, and VP Cuaron reviewed the positions on the chart, noting positions that would not be filled at present, positions that should wait

for reorganization discussions, and positions that may be redefined before filling. The final list for consideration at this time included seven positions as noted in the Rankings section of these minutes.

Council members individually scored the positions using a 0 – 3 scale for the priority factors. Then they ranked the positions. The chart of results for scores and rankings is included at the end of these minutes.

**MSC Francis/Smith to prioritize and approve the positions using the rankings metric.**

The new PRP data will be gathered in Spring 2011. New position requests will be discussed and an updated staffing plan position priority list will be developed for the 2011-12, Year Two.

**Rankings:**

1. Communications (ISA I – photo lab, 45%)
2. ESL (Student Specialist, 45%)
3. Performing Arts (ISA I – catalog music, 40%)
4. Reading (ISA I, 30%)
5. CSIS (ISA I – computer labs not supported by Information Services, 60%)
6. Library (Staff Assistant, 100%)
7. Tutoring (Tutorial Assistant, 100%)

The meeting adjourned at 4:32 p.m.

**Next meeting – Wednesday, January 26, 2011  
Topic: Staffing Plan – continued discussion  
2:30 – 4:30 p.m.  
MB-15**



# INSTRUCTIONAL PLANNING COUNCIL MINUTES December 1, 2010 APPROVED

**Members Present:** Mark Bealo, Richard Borden, Judy Cater, Berta Cuaron, Candi Francis, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Mollie Smith, Debi Workman

**Members Absent:** Alan Aquallo, Jose Fernandez, Steve McDonald, Wilma Owens, Cassandra Padilla

**Guest:** Dan Sourbeer

**Recorder:** Glynda Knighten

Vice President Berta Cuaron called the meeting to order at 1:50 p.m.

**I. MSC Francis/Smith to approve minutes of November 17, 2010, as corrected.**

**II. Review of PRP Summary of Allocations**

VP Cuaron distributed a summary of the PRP funding requests, workgroup recommendations, and final IPC allocations approved on November 17, 2010. She thanked the council for its collegial participation. If additional funds become available through SPC, the council will review PRP priorities and make additional allocations.

She noted that the modified PRP documents were approved by Faculty Senate and will be implemented in Spring 2011. The allocations will be distributed and feedback will be gathered from the departments prior to evaluation of the effectiveness of the process in Spring 2011.

**III. Staffing Plan (5-year plan)**

**a. Review process, materials, and timeline**

The council reviewed the Division chart template that requests projected staffing that encompasses faculty, staff, and administrators. The template identifies current vs. budgeted positions and current vs. optimum staffing levels. The goal is to get the process foundation in place in the first cycle and revisit/update the process with new PRP data in Spring 2011. All planning councils will prioritize vacant positions and any new positions that come forward via the PRPs.

**b. Development of priority factors**

The council brainstormed priority factors for hiring staff, CAST, and administrators. VP Cuaron noted that faculty positions will continue to progress through the IPC hiring priorities subcommittee, and temporary positions are not included in the process. The *Staffing Plan: Priority Factors Form* that was distributed will be updated for the next meeting.

**The four priorities identified by the council were**

- 1. Health & Safety**
- 2. Program Accreditation (Nursing, Dental Assisting, EME, Police & Fire Academies)**
- 3. Student Success (direct classroom support)**
- 4. Department/Program Support, including departmental growth, technology support, financial impact, and available employees to fill specific functions (bench depth)**

- c. Vacant and proposed positions for priority

A handout was distributed with positions that have been vacant/unfilled since March 2008. The PRP position requests will be added to the list and will be available by Monday (Dec. 6). A suggestion was made to differentiate the positions that will not be filled due to reorganization.

The meeting adjourned at 2:40.

**Next meeting – Wednesday, December 8, 2010**

**Topic: Staffing Plan – continued discussion**

**2:15 – 4:30 p.m.**

Time changed to 3:00 – 5:00 p.m.

**MB-15**

**Final Fall 2010 Meeting**

**Topic: Staffing Plan – continued discussion**

**December 9, 1:15-3:00 pm**

**Meeting cancelled**

**MB-15**



# INSTRUCTIONAL PLANNING COUNCIL MINUTES November 17, 2010 APPROVED

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Judy Cater, Berta Cuaron, Jose Fernandez, Candi Francis, Steve McDonald, Susan Miller, Norma Miyamoto, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Mollie Smith, Debi Workman

**Members Absent:** Linda Morrow, Cassandra Padilla

**Guest:** Dan Sourbeer

**Recorder:** Glynda Knighten

Vice President Berta Cuaron called the meeting to order at 1:45 p.m.

**I. MSC Cater/Fernandez to approve minutes of November 17, 2010, as presented.**

**II. PRP Priorities for 2009-10**

The Council discussed the allocations based on the criteria of health and safety, contractual obligation, accreditation, essential for operation, direct student input, maintaining technology currency, direct impact on students, innovation, and the availability of other funding sources.  
Allocation available is \$257,415.

**MSC Smith/Workman to establish a \$12,000 (approximately 5%) contingency fund.** Motion passed; Aquallo and Bealo opposed and requested further discussion, depending on how the final allocation looked.

After extensive discussions on the many needs, workgroup recommendations, and overall direct impact on the classroom and students, the resource allocation resulted in the following final recommendations:

IPC Allocation for 2009-10 PRP requests	Amount
2000s (temporary employees)	\$ 19,000
4000s (supplies)	\$ 23,405
5000s (printing & other operating expenses)	\$ 42,691
Equipment	\$ 93,700
Technology	\$ 66,550
Contingency	\$ 12,069
<b>TOTAL ALLOCATION</b>	<b>\$ 257,415</b>
<b>Total Funding Available</b>	<b>\$ 257,415</b>

**MSC Cater/Fernandez to allocate funding based on the stated dollar amounts.** The motion passed unanimously.

**Notes/Comments:**

- Council members expressed concern about funding the tutoring request for a specific department. Tutoring is an integrated service for all students and should be institutionalized.
- The discussions related to the reasons for the recommendations for resource allocations should be communicated to departments.
- A question regarding the tracking of student use of academic labs was asked. The PAT system is in place in numerous labs on campus and is available for all labs for a minimal cost.



The meeting was adjourned at 3:05 p.m.

**Next meeting – Wednesday, December 1, 2010  
(replaces November 24 meeting)**

**Topic: Staffing Plan**

**1:45 – 3:00 p.m.**

**MB-15**

**Final Fall 2010 Meetings**

**December 8, 2:30 – 4:00 p.m.**

**December 9, 1:15-3:00 pm**



# INSTRUCTIONAL PLANNING COUNCIL MINUTES November 10, 2010 APPROVED

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Judy Cater, Berta Cuaron, Jose Fernandez, Candi Francis, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Cassandra Padilla, Mollie Smith, Debi Workman

**Members Absent:** Karen Boguta, Chris Norcross

**Recorder:** Glynda Knighten

Vice President Berta Cuaron called the meeting to order at 2:50 p.m.

MSC Cater/Workman to approve minutes of October 27, 2010, as presented. Abstain: Aquallo

## II. Review of modified PRP forms

Wilma Owens distributed handouts of the PRP documents with the suggested changes from the October 27 meeting incorporated. Minor adjustments, such as adding the academic year to all documents, listing various support areas, and adding Step 1 – Describe Your Unit section to the Year 2 document, were suggested. The workgroup will also provide instructions for completing the forms.

Dick Borden of Institutional Research & Planning suggested two cosmetic changes to the documents so the data could be imported into a database and a form could be created.

1. The number of extra lines in various areas should be consistent.
2. Cells should be merged to provide more accurate import.

Wilma will incorporate the minor adjustments suggested and send the final documents to Dick for formatting as discussed.

MSC Francis/Cater to approve the four modified PRP forms with minor adjustments and formatting incorporated to be implemented in Spring 2011. Passed unanimously.

## III. PRP Priorities for 2009-10

Workgroup priority recommendations totaled \$331,390. Allocation available is \$257,415.

Allocation	Amount
2000s (temporary employees)	\$ 29,000
4000s (supplies)	\$ 21,995
5000s (printing & other operating expenses)**	\$ 102,145
Equipment	\$ 108,700
Technology (one-time)	\$ 69,550
<b>TOTAL</b>	<b>\$ 331,390</b>
<b>Total Funding Available</b>	<b>\$ 257,415</b>
<b>Total Allocation Over/Under</b>	<b>\$ -73,975</b>

**Notes/Comments:**

- The recommendations do not include areas with access to Perkins Funds, which can be used for program improvement only and cannot be used for administrative purposes.
- EME – part of the request was called “part-time faculty” and is better defined as “part-time skills assistant.”
- Some recommendations have been filled.
- The BUS/OIS requests for Windows OS and MS Office are considered a district responsibility and were not funded. Norma Miyamoto will follow up with Information Services.
- Other requested funds that were not recommended for funding need to be discussed.
- The workgroup evaluated the requests using the criteria and believed that \$29,000 was a minimum amount needed for the 2000s (temporary employees).

**5000s**

\$102,145 Funding Recommended

\$ 78,295 Funding Received (\$75,000 for DT funded by Perkins Funds and \$3,295 for RDG funded by Information Services)

**4000s**

\$ 50,119 Requested

\$ 21,995 Recommended

**Notes/Comments:**

- One female skeleton was acquired through FF&E funds (Furniture, Fixtures, & Equipment) for the MD Building.
- Judy Cater will check on the other skeletons requested.
- Library Services request for data projector lamp replacements supports over-arching campus global funding. (Audio Visual maintains an inventory of replacement lamps for data projectors.)
- Through the requests, departments are indicating that current budgets are not adequate to remain operational.
- IPC should not micro-manage funding for supplies.
- Steve McDonald suggested that IPC decide, based on having XXX number of dollars, to give so much money to the 4000s and 5000s, and then divide the 4000s.
- Michael Mufson suggested that the requests should be analyzed, and the percentage of requests from each area should receive the same percentage of the funds.
- IPC needs clarification of items covered and will return to evaluate.

Berta distributed handouts of *Planning Assumptions and Notes*, *Staffing Plan: Priority Factors Form*, and *Staffing Plan: Planning Council Staffing Recommendations – October, 2010*. Council members were directed to review these documents prior to the November 17 meeting.

The meeting was adjourned at 4:00 p.m.

**Next meeting – Wednesday, November 17, 2010 (extra meeting)**

**1:45 – 3:00 p.m.**

**MB-15**

**Fall 2010 Remaining Meetings:**

- **November 24 – No meeting – Regular meeting rescheduled for December 1**
- **December 1, 1:45 – 3:00 p.m. (replaces November 24 meeting)**
- **December 8, 2:30 – 4:00 p.m.**



# INSTRUCTIONAL PLANNING COUNCIL MINUTES October 27, 2010 APPROVED

**Members Present:** Mark Bealo, Richard Borden, Judy Cater, Berta Cuaron, Jose Fernandez, Candi Francis, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Debi Workman

**Members Absent:** Alan Aquallo, Karen Boguta, Cassandra Padilla, Mollie Smith

**Recorder:** Glynda Knighten

Vice President Berta Cuaron welcomed Jose Fernandez of Counseling Services Division as a new member of IPC.

## I. Approval of September 22 and October 13, 2010 Minutes

**MSC Owens/McDonald to approve the September 22 minutes noting that all members were present.**

**MSC Miyamoto/Miller to approve the October 13 minutes as presented. Abstain: Cater**

## II. Review of *Strategic Plan 2013 Action Plan, Year One*

IPC was assigned three objectives in the plan:

- 1.1 Education Master Plan – The work was completed in Spring 2010 so no funds are needed. VP Cuaron sent email with a link to the document for review and a request for comments to be submitted by November 5. The document will be reviewed by SPC and will move forward to the Governing Board for adoption. No funding is needed.
- 1.2 Develop evaluation method for planning, priorities, resource allocation process – Determine how effective the planning process has been and how effective IPC has been in allocating resources in the process. In Fall 2010 and Spring 2011, IPC will need to develop a mechanism for evaluating the Program Review and Planning (PRP) process in terms of allocating resources. No funding is needed.
- 2.4 SLOAC progress in PRP process – IPC is secondary to Learning Outcomes Council (LOC) in developing the SLOAC timeline for instruction and service areas. The IPC role is to make sure the PRP process expands the roles of SLOs in the process and identifies resources needed. LOC is addressing this action plan item by offering training in the form of expanding workshops and an SLO Summer Institute, as well as training opportunities outside the college. Topics include evaluation of SLOs and assessment strategies, among others. LOC will submit a request for funding to support these activities to fully implement the objective.

Any request for funds to support 2.4 is to be completed via the ½ of 1% Form and supporting documents and should support *Strategic Plan 2013* or college-wide priorities. The form was distributed to the planning councils, and ideas should go through the councils to address the center strand in the Resource Allocation Model (RAM). This process supports planning prior to allocating resources as noted in ACCJC Recommendation #2.

The Council PRPs priorities are addressed in the left strand in the RAM.

Suggestions for IPC consideration should be sent to VP Cuaron within the next two days. Discussion will follow if needed.

### III. Modified Program Review and Planning (PRP) document review

Dean Owens distributed a packet of four forms developed by the IPC-appointed workgroup. Workgroup members included Wilma Owens, Steve McDonald, Mark Bealo, Linda Morrow, and Mollie Smith. Dean Owens discussed the four forms. The modifications and clarifications discussed by the Council will be incorporated into the documents for review at the November 10 meeting. Send suggestions for updates to the workgroup members.

#### **1. Palomar College – Program Review and Planning – Instructional Programs – Year 1 – Academic Year 2010-11**

Instructional programs or disciplines are to use this form in Spring 2011. The form consists of six parts:

- I. Analysis – 3-year trend of quantitative data
- II. Planning – reflect on 3-year trend data, SLO assessment results, and *Strategic Plan 2013*
- III. Resource Requests – provide detailed rationale for each request based on analyses of data and SLO assessment results in Step I and/or other data as pertinent.
- IV. Share Accomplishments – include a minimum of one discipline accomplishment to share with the campus community
- V. Accreditation – for programs with external accreditation
- VI. Comments – any additional information

Full-time faculty position requests are submitted on a separate form and will continue to use the process that is in place, with the IPC Subcommittee developing the priorities each year. A suggestion was made to include full-time faculty position requests as information only in Part C of Step II.

#### **2. Palomar College – Program Review and Planning Update – Instructional Programs – Year 2 –** to update and review first year activities; includes identification of new resource needs and the faculty and staff who participated in the review/update

- I. Analysis – 3-year trend of quantitative data
- II. Planning – evaluated analyses in Step I of Year I PRP
- III. Reflection – reflect on progress made in planning as presented in Step II of Year I PRP and identify new plans
- IV. Identify new resources – include resources requested but not funded on Year I PRP
- V. Participation – list of faculty and staff who participated in review/update for your discipline

#### **3. Academic Department Resource Requests** (non-instructional resources, such as a printer in the academic department office; not to include discipline-specific requests)

- I. Unit Description – Name, Mission, Personnel, Current Operating Budget, Location
- II. Planning for completing mission – alignment with *Strategic Plan 2013*, planning assumptions, challenges and response to challenges, strengths, areas for improvement, accomplishment(s), goals (include assessment method and time for each goal)
- III. Resources – needed for accomplishing unit's mission

#### **4. Palomar College – Program Review and Planning – Instructional Support of Not-for-Credit Units – Plan Year 2011-13** (Change “Not-for-Credit” to “Community Education” in the title.) This document will be used by all departments and programs in Instruction that support Instruction, such as Division offices, Workforce and Community Development, Instructional Services, etc.)

#### IV. PRP Priorities for 2009-10

The review and discussion centered on (a) criteria, (b) workgroup recommendations for funding, and (c) initial allocations. Documents reviewed included:

- A. Summary of Funding Requests from 2009-10 PRP Supplemental – total of \$2,656,703 was requested, for both one-time and on-going needs
- Hourly (2000s)
  - Supplies (4000s)
  - Printing & Other Operating Expenses (5000s)\* (*This category was not included and was subsequently added.*)
  - Equipment (6000s)
  - Technology
  - Temporary employees
- B. Criteria for allocations
1. Safety
  2. Contractual obligation
  3. Accreditation issues
  4. Things essential to maintain operations (to include software upgrades, maintenance agreements, training, etc.)
  5. Technology currency (impact to maintain currency of technology)
  6. Direct impact on students/student success (i.e., tutors)
  7. Innovation
  8. Other funding sources, e.g., BSI, Perkins, and other grants
- C. Workgroup priority recommendations totaled \$331,250. Allocation available is \$257,415.

Allocation	Amount
Temporary employees (on-going hourly)*	\$ 29,000*
4000s (supplies)	\$ 22,000
5000s (printing & other operating expenses)**	\$ 102,000
Equipment	\$ 108,700
Technology (one-time)	\$ 69,550
<b>TOTAL</b>	<b>\$331,250</b>
<b>**\$102,000 – top 7 requests scoring with unanimous support from workgroup</b>	

- D. The recommendation for temporary employees was clarified to include:
- Chicano Studies - \$7,000
  - EME - \$10,000
  - SPCHASL – ASL - \$12,000
- E. Initial allocations – VP Cuaron will send council members a summary of each workgroups funding recommendations. Based on the funding allocation criteria, council members should review workgroup allocations as well as all other requests that were not funded and come prepared to discuss any recommended adjustments at the November 10 meeting.
- F. Once we have addressed these allocations, IPC will need to consider how to address global needs for Instruction.

The meeting was adjourned at 4:00 p.m.

**Next meeting – Wednesday, November 10, 2010**  
**2:30 – 4:00 p.m.**  
**MB-15**

**Fall 2010 Remaining Meetings:**

- November 17, 1:45 – 3:00 p.m. (extra meeting)
- November 24 – No meeting – Regular meeting rescheduled for December 1
- December 1, 1:45 – 3:00 p.m. (replaces Nov. 24 meeting)
- December 8, 2:30 – 4:00 p.m.



**INSTRUCTIONAL PLANNING COUNCIL  
MINUTES  
October 13, 2010  
APPROVED**

**Members Present:** Alan Aquallo, Richard Borden, Berta Cuaron, Candi Francis, Steve McDonald, Susan Miller, Norma Miyamoto, Linda Morrow, Michael Mufson, Zeb Navarro, Chris Norcross, Wilma Owens, Cassandra Padilla, Mollie Smith, Debi Workman

**Members Absent:** Mark Bealo, Karen Boguta, Judy Cater, Jose Fernandez

**Guest:** Shawna Hearn, Employment Services

**Recorder:** Glynda Knighten

**I. Approval of September 8 and 22, 2010 Minutes**

Due to the illness of the Administrative Assistant for Instructional Services, the minutes are delayed. They will be presented for approval as soon as they are available.

**II. Presentation of Staffing Plan Outline, Process, Timeline – Shawna Hearn, Employment Services**

To fulfill Recommendation #2 from the *Self-Study 2009* and the Follow-Up Visit 2010 ACCJC action letters, the college must prepare and implement a staffing plan. Shawna Hearn reviewed the plan outline, process, and timeline. Copies of the PowerPoint presentation outlining the staffing plan, process, and timeline and all supporting documents discussed at today's meeting were distributed and will be emailed to the council members.

**Documents distributed and discussed:**

Staffing Plan: Planning Council Staffing Recommendations, October 2010

Planning Assumptions and Notes for executive divisions

Staffing Plan: Priority Factors Form

Vacant and Proposed Positions: Instructions (sample)

Budgeted and Actual Positions: Career, Technical, Extended Education (sample)

Discussion and questions followed the presentation.

- In researching staffing plans, HRS found that no community college in California had an extensive staffing plan that is integrated with a district's overall planning mechanisms.
- "Divisions" in the documents refer to executive divisions (vice presidents' divisions and president's division).
- Current staffing levels (employee headcount) will be considered a minimum.
- Shawna will send the planning councils a spreadsheet with data showing filled and vacant/budgeted positions.



- Projected growth and reorganization as the college opens the North and South Centers and upgrades the Escondido Center will be considered.
- Divisions may use different units of measures and multiple units of measures within divisions.
- The organization chart reflects the total head count within a division (administrators, CAST, classified, and faculty). The faculty priority list will continue to be evaluated and updated annually as needed.
- The organization chart is to be completed by the Planning Councils.
- Vacant positions will be prioritized by council-identified priority factors. VPs will continue to review each request for filling vacant or new positions until the staffing plan is implemented.
- The recommendation is to limit the priority factors to a minimum of four criteria to make it user-friendly and concise.
- PRPs, *Strategic Plan 2013*, and other planning documents should be considered when completing the Priority Factors Form.
- The staffing plan and prioritization process do not address hourly staff.
- The staffing plan is a six-year plan and will consider potential resignations, retirements, and transfers. Employee attrition data, such as age factor, will be considered.
- The staffing plan will tie into current planning documents, such as *Strategic Plan 2013* (a three-year plan) and the *Technology Master Plan* (a six-year plan).

### **III. Modified Program Review and Planning (PRP) document draft**

Dean Owens and the members assigned to this task are working and hope to have a draft at the next IPC meeting.

### **IV. IPM/RAM, Strategic Plan Year 1 Action Plan Review**

VP Cuaron noted that the center strand of the *Resource Allocation Model* (RAM) stated that the ½ of 1% off-the-top funds (approximately \$467,000) is to support the college-wide planning priorities as noted in the Master Plans, the 3-year Strategic Plan, and the Year One implementation plan. The councils or groups assigned to the goals and objectives of *Strategic Plan 2013 Action Plan, Year One*, are asked to request one-time funds to support these priorities and activities if funds are needed.

### **IV. Criteria for PRP funding allocation and workgroup priority recommendations**

VP Cuaron distributed the workgroup recommended priorities for equipment, the 4000 and 5000 accounts, and technology requests from the 2009-10 Program Review and Planning Supplemental form. Discussion of on-going equipment replacement followed and will be continued at the next meeting.

### **V. Additional IPC Meetings**

VP Cuaron suggested scheduling IPC meetings from 1:45 – 3:00 p.m. on November 17 (to replace the November 24 meeting) and December 1 (an additional meeting). She will send email to confirm these meetings.

The meeting was adjourned at 4:05 p.m.



**INSTRUCTIONAL PLANNING  
COUNCIL MINUTES  
September 22, 2010  
APPROVED**

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Berta Cuaron, Judy J. Cater, Candi Francis, Steve McDonald, Susan Miller, Linda Morrow, Norma Miyamoto, Michael Mufson, Zeb Navarro, Wilma Owens, Debi Workman

**Members Absent:** none

**Welcome and Introductions**

Berta Cuaron and the Council welcomed new members Chris Norcross from Academic Technology and Karen Boguta from the Police Dept. Introductions followed.

**I. Approval of September 8, 2010 Minutes**

The minutes of September 8, 2010 have not been submitted for approval.

**II. Orientation and Review of IPC Role and Responsibilities** (Handouts included IPC governance structure form, ACCJC article on Program Review dated Summer 2009, and ACCJC rubric on Program Review)

VP Cuaron distributed the IPC governance structure form and explained how IPC fits into Palomar's governance structure. The points reviewed on the document included (a) the current role and responsibility of IPC, (b) the defined membership and how each planning council membership was defined to ensure that the planning councils had primary representation from the areas that were most affected by the work being done; (c) meeting days/times; and (d) the role and responsibility of the subcommittee. VP Cuaron indicated that from time to time, IPC may have special meetings or additional meetings scheduled in order to meet timelines of work to be completed. A calendar of the work IPC needs to complete this semester was distributed and will be updated as responsibilities and timelines are defined by SPC.

Discussion on IPC's role in the Program Review and Planning (PRP) process took place. The data elements and other sections of the PRP document and the supplemental were reviewed, and VP Cuaron indicated that later in the agenda a working group would be convened to integrate the original PRP document with the supplemental form. Recommendation #4 from ACCJC requires that Palomar "improve the quality of analysis included in each department's program review. Use of data in support of conclusions is expected." Working groups were created last spring to prioritize equipment, technology, budget and staffing requests from the PRPs. Key to the PRP process is that departments link their goals and priorities to the Strategic Plan's goals and priorities. As IPC addresses the workgroup recommended priorities, there may be a common request from various departments, which the Council could move forward to SPC for funding consideration. A brief discussion on the subcommittee took place and then general questions from the Council members occurred.

### **III. Integrated Planning Model – IPM – (Handouts included the IPM and RAM)**

Berta Cuaron stated that SPC spent last year developing an integrated planning process that ensures that resource allocations are driven by a planning process and identified priorities. This has not been possible to articulate in the past. The College's planning processes are driven at the unit (department, discipline, or program) level and at the district and institutional level. The PRP process and the Strategic Plan which addresses the Master Plan on a 3-year cycle are the two primary planning cycles. The process also ensures an annual evaluation of how well its planning priorities are being addressed through its resource allocation process. The newly-adopted Integrated Planning, Evaluation, and Resource Allocation Decision-Making Model (IPM) and the Resource Allocation Model (RAM) have been implemented in 2010-11. The College's basic budget is about \$100,000,000 and 90% of the funding falls into the non-discretionary category. The non-discretionary budget includes the 5% reserve as required by the Governing Board. The RAM includes a set aside of ½ of 1%, which is \$500,000, to fund planning priorities from the SP 2013 Action Plan, Year One. There is another ½ of 1%, which is another \$500,000, to cover any unforeseen emergencies that do occur with regularity. The RAM commits to funding all salaries, benefits and any negotiated items with the bargaining units. The RAM also ensures funding for class sections to ensure Palomar achieves its 20,001 FTES or more if State growth funding is available. The College FTES cap for 2010-11 is approximately 19,450, but Palomar has made a funding commitment to offer enough sections to generate 20,001 FTES to maintain its large college status. The remaining 10% of the budget is discretionary funds for hourly support, supplies, printing and other operating expenses for day-to-day operations.

Each planning council was given the opportunity to recommend budgets for discretionary funds in order to begin addressing priorities in their PRPs. IPC recommended that each department receive a 95% allocation of its expenses from either 2008-09 or 2009-10, whichever amount was higher. The District's budget will be adopted by the special governing board at its September 28 meeting. Allocating 95% to each department/discipline, leaves IPC with approximately \$257,415 to allocate to PRP priorities. It is not a large amount of funds to work with, but we're going to work with it and do the best we can to figure out how to allocate to PRP priorities. Perkins funding can help with equipment request, but the requests will exceed what we have available. We will use the priority recommendations from each workgroup and know it won't be a perfect process but will move us into this new process of planning first, priorities second, and then resources allocated last. VP Cuaron asked if the Working Groups would be ready to bring their recommendations to the next meeting. Three of the four working groups will be ready to report back, with the exception of the workgroup on staffing as its work is on hold until further direction is provided from SPC. At the last SPC meeting, the staffing plan outline was presented and accepted as the model for us to go forward. A presentation on the staffing plan outline will be presented at the next IPC meeting. The staffing plan model will address classified, CAST, and administrator positions, while the process for prioritizing faculty positions will remain the same. The staffing positions process will include all existing vacancies since the modified hiring freeze began in March 2008 as well as any new positions that departments may want to put forward. A discussion followed on what criteria the Working Groups used to prioritize their PRP requests. Criteria included (a) health and safety, (b) accreditation, (c) curriculum and SLOACs, (d) legal mandate, (e) currency in technology, and (f) innovation.

Berta Cuaron proposed that a working group be convened to integrate the PRP document with the supplemental. Volunteers included Wilma Owens (lead), Mark Bealo, Mollie Smith, Karen Boguta, Steve McDonald, and Linda Morrow. The ACCJC article on Program Review and its rubric was distributed. These two documents define the expectations of what should be included in Program Review and Planning and can be used to support the work group as it modifies the two forms into

one. Berta Cuaron also asked that Michelle Barton serve as a resource to the group to assist in the data questions and the data analysis part of the document. The group will integrate the two documents, expand data analysis requirements, and also create an instructional support form to be used by departments/programs in Instruction. The working group will report its progress at the next IPC meeting. Some discussion followed on the work involved and how to go about developing the document. VP Cuaron also mentioned that she has discussed with Michelle Barton the need for workshops on data analysis for the departments, since they will be asked to do more extensive work in data analysis in the next PRP cycle.

**IV. Strategic Plan 2013 Action Plan, Year One Implementation & Accreditation** (handouts included Strategic Plan 2013 and SP 2013 Action Plan, Year One)

Berta Cuaron will continue updating the calendar of activities IPC has for Fall 2010 as SPC adopts its calendar and timelines. The next IPC meeting will include a presentation on the staffing plan outline, finalizing criteria for PRP funding requests, and beginning to review the workgroup priority recommendations. IPC may need to schedule two or three additional more meetings to complete all its work this Fall.

**V. Question of the Day**

There was no time for this agenda item.

**VI. Other**

The meeting was adjourned at 4 p.m.



## INSTRUCTIONAL PLANNING COUNCIL MINUTES

**September 8, 2010**

**Members Present:** Alan Aquallo, Mark Bealo, Richard Borden, Berta Cuaron, Judy J. Cater, Candi Francis, Steve McDonald, Susan Miller, Linda Morrow, Norma Miyamoto, Michael Mufson, Zeb Navarro, Wilma Owens, Debi Workman

**Members Absent:** Debbi Claypool, Mollie Smith

**I. Welcome and Introductions**

Berta welcomed everyone back and hoped they all had a great summer. Introductions were made.

**II. Approval of May 12, 2010 Minutes**

MSC Candi Francis/Debi Workman to approve the May 12, 2010 minutes with one correction. On page 1, item II. IPC Subcommittee Faculty Hiring Recommendations for 2010-11, second paragraph, the acronym (FTFO) should read (FON) for Faculty Obligation Number.

**III. Review of Governance Structure**

A packet of handouts on the IPC Governance Structure was distributed to the Council members to refer to throughout the academic year. VP Cuaron reviewed the roles and responsibilities of IPC. The Council will continue to focus on its primary responsibilities of program review and planning, staffing planning and recommendations, and responding to any requests from SPC. Professor Linda Morrow said she will be doing a dual representation as a member of the Library and as a member of the Faculty Senate, unless this is not allowed. It was suggested that Professor Linda Morrow serving a dual representation would mean one less faculty member participating on IPC so it was suggested that she take this information back to the Faculty Senate for discussion.

**IV. Evaluation Feedback from 2010-11**

The Council reviewed the IPC evaluation conducted by Research and Planning at the end of Spring 2010. Feedback received in the evaluation included (a) improved clarity on IPC's roles and responsibilities, (b) does IPC deal with matters of confidentiality, and (c) orientation is needed for new members. VP Cuaron suggested that at the next meeting the Council will review its primary responsibilities for the year and also review a calendar of these activities and how they occur over the academic year.

**V. Accreditation Recommendations**

VP Cuaron informed the Council that the College continues to be on warning by the ACCJC. She communicated the Commission's action taken in June, 2010. The Commission recognized the extensive amount of work completed by the College since the site visit in March 2009. The Commission has asked the College to demonstrate complete implementation of Recommendation #2, Integrated Planning, Evaluation and Resource Allocation Decision-making and to submit a second Follow-up Report in March 2011. The College has satisfied the other three recommendations on SLOACs timeline to Proficiency, Distance Education access and equity, and

Evaluation files of administrators. VP Cuaron stated that once the second Follow-up Report is submitted, the College needs to begin work on the Mid-term Report which is due March 2012.

**VI. Calendar for Year**

VP Cuaron distributed a draft calendar of activities for the year and will continue to update it as progress is made and timelines are better defined.

**VII. Goals/Responsibilities for 2010-11**

**a. Integrated Planning Model (IPM), Evaluation, and Resource Allocation**

VP Cuaron reviewed and discussed with the Council the functions of the IPM and the RAM, and the Strategic Plan 2013, Year One goals and objectives. IPC will be referring to these documents frequently throughout the year so members were encouraged to bring them to each meeting.

**b. Reports from Work Groups**

Workgroup on requests for 4s and 5s – Dean Francis reported that the work group has concluded its work and developed a spreadsheet that prioritizes requests for the 4s and 5s.

Staffing Working Group - Dean Miyamoto reported that the group met three times in Spring but was unable to complete its work on prioritizing full-time position requests as members felt there were no resources. It was stated that it is still important for planning to take place as this is part of our new IPM (planning precedes resource allocation). However, the group did evaluate and prioritized the requests for funds for temporary classified support.

Equipment Working Group – Dean Owens reported that the group completed its prioritization recommendations in three levels. But, some recommended requests have now been funded by other resources so she will update the spreadsheet to reflect these changes and reconvene the group to reprioritize if necessary. The group prioritized requests based on the criteria of safety, accreditation standards, and curriculum and learning outcomes. The total amount for priority one is \$242, 239, priority two is \$331, 974 and priority three is \$1,650,620. The total amount for equipment requests is \$2,224,833.

Technology Working Group – Interim Dean Judy Cater reported that the Technology group divided the requests into department needs versus things that should be funded by the District and then they looked at requests for updates to technology. Some of the criteria the group considered were if the department was moving into the MIB building, having space remodeled, or not moving for some time. Department versus discipline priorities were reviewed. Some requests may be included in the new equipment with the MIB or may be addressed by Perkins funding. The group will need to revisit its priority list as some things have changed since it met in Spring.

VP Cuaron reported that department budgets have been established at 95% of their expenditures of the higher year of 2008-09 or 2009-10. This has provided IPC with contingency funds of \$284,000 to be allocated to PRP priorities. At the next meeting, the Council should have the workgroup recommendations for funding by each category. For 2010-11, the PRP form and supplemental need to be integrated before the next PRP cycle begins. VP Cuaron said she is looking forward to a really good year as the Council has a lot of important work to do. She thanked everyone for attending the meeting.

**VIII. Question of the Day**

**IX. Other**

The meeting was adjourned at 4:05 p.m.