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

Goal 1: __STUDENTS__: Increase student access, progress, and completion, while decreasing equity gaps.

Objective 1.1: Implement an integrated and comprehensive outreach strategy which includes targeting student enrollment groups from the College's SEM and Master Plans 2022.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS	PIO/Division of Student Services/Outreach	This objective is addressed in the College's SEM 2022 Plan and action plan. (Focus Area ACCESS – Objective 2): Brief summary of steps: 1. Utilize current marketing plan as foundation for an integrated outreach and marking strategy. 2. Review outreach strategy for integration into the institutional marketing plan. 3. Meet with other groups providing outreach to bring all activities together 4. Provide training 5. Review/develop appropriate structure to integrate the marketing plan, outreach, and communications plans	End of F2020-21	Completion of the plan.

PROGRESS 05/21/2021: This objective is addressed the College's SEM 2022 Plan. A related action plan has been created. Media is in place and funding, Marketing strategy is completed but is not comprehensive. The Student Services Division is finalizing a reorganization to better meet outreach and retention initiatives. Additional progress can be found in the SEM Action Plan description of progress. A formal plan has not been completed yet and the objectives should carry forward into future plans.

Goal 1: **STUDENTS**: Increase student access, progress, and completion, while decreasing equity gaps.				
Objective 1.2: Streamline the onboarding process for students, removing barriers to registration and enrollment.				
Person Responsible	**Group**	**Project Steps**	**Timeline**	**Objective Measurable Outcome**
VPSS	Enrollment Services, Financial Aid, Counseling and Guidance	This objective is addressed in the College's SEM 2020-22 Action Plan (Focus Area Access: Objective 3). 1) Develop and implement technology-based solutions to simplify application, registration, and enrollment for classes. 2) Examine and modify registration processes and timelines to accommodate student need more effectively (e.g., move fall registration to spring). 3) Streamline and improve financial aid services to ensure students receive timely access and support. 4) Monitor and track application to enrollment numbers	**2019-2022**	Increased % of application to enrollment.

PROGRESS 05/21/2021: Implemented fully functional text messaging system to improve just-in-time communication with students. Initiated review of current tools to better understand capabilities. Developed targets and strategies for increasing number of students receiving financial aid. Additional progress can be found in the SEM 2022 action plan description of progress.

Goal 1:	STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps.

Objective 1.3: Per the College's VfS goals and Student Equity and Achievement Plan, implement strategies designed to increase persistence and completion while at the same time decreasing equity gaps by 40%. These strategies may include but not be limited to:

- Redesigning the student support experience to align with the College's guided pathways work.
- Implementing strategies to increase persistence of disproportionately impacted students as identified in the College's Student Equity and Achievement plan.
- Increasing the number of students receiving financial aid.
- Implementing strategies to address our students' basic needs (housing and food insecurities).
- Increasing the number of students employed on campus

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Director of Student Success and Equity	Student Success and Equity Council	This objective is addressed in the College's Student Equity and Strategic Enrollment Management Plans.	See Equity Plan	

PROGRESS 05/21/2021

Goal 1: **STUDENTS**: Increase student access, progress, and completion, while decreasing equity gaps.

Objective 1.4: Implement placement recommendations based on high school metrics and appropriate student support to maximize entry and completion of transfer-level English and math coursework in one year.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI/VPSS	AB705 Workgroup, Department chairs, math, English, & ESL; Enrollment Services, Information Services, IR&P	1. Continue to implement multiple measures for placement. 2. Develop and implement co-requisite model for transfer level courses in math and English. 3. Develop and implement two-year ESL sequence leading to transfer level English or ESL equivalent course. 4. Simplify communication and enrollment process for 5. Establish Faculty Communities of Practice and Professional Development 6. Complete initial evaluation of the implementation of AB705 (including reviewing quantitative and qualitative data) 7. Follow up on evaluation findings.	Fall 2020-Spring 2022	1. Increase number of students placed into transfer-level math and English. 2. Increase the throughput rate of transfer level math and completion within the first year of enrollment.

PROGRESS 05/21/2021: Multiple measures have been in place for English and math placement since Fall 2019. ESL has implemented a guided self-placement process for students electing to enroll in ESL coursework. Co-requisite models have been developed, approved, and implemented beginning 2019. ESL has developed and approved a two-year ESL sequence. A comprehensive evaluation of the initial year of implementation of AB705 was completed in 2020-21. All students are afforded the opportunity to enroll in a transfer level math or English course. From Fall 2015 to Fall 2019, English throughput increased from 22.5% to 40.1%. For that same time period, math throughput rates have increased from 11.8% to 18.9%. Communities of practice and professional development have been implemented. Refinements to the registration process and communication of placement have been made as a result of the evaluation.

Results of the evaluation indicate that while throughput rates have increase disproportionate impact still exists and work still continues to increase throughput rates.

Goal 1:	STUDENTS: Increase student access, progress, and completion, while decreasing equity gaps.				

Objective 1.5: Operationalize Strategic Plan 2022 goals and objectives, in particular VfS goals, into the daily work of the college.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome	
Supt/Pres and VPs	Operational Divisions	1. Work to complete objectives in the strategic plan integrated into the daily work of the college. 2. Integrate efforts across various institutional plans into operational plans for each division	2019-2022	1. Governance structure that supports and moves the work of implementing plans into the operational organization of the College.	

PROGRESS 05/21/21: The College's new governance structure to be implemented in Fall 2021 emphasizes the difference between governance and operations. The new councils are currently identifying the committee that will be formed to support the planning work. As the College continues to refine its integrated planning model, a need exists to ensure plans are implemented as part of the daily work of college.

Goal 2: <u>TEACHING AND LEARNING</u>: Implement instructional strategies that strengthen teaching and learning across the college. (Guided Pathways pillars: Clarify the Path, Ensure Learning)				
Objective 2.1: Implement clear program pathways organized by fields of study (metamajors) for students per the College's Guided Pathways plan.				
Person Responsible	**Group**	**Project Steps**	**Timeline**	**Objective Measurable Outcome**
VPI	**Guided Pathways Pillar Leads**	This objective is addressed in the College's Guided Pathways Scale of Adoption Assessment Plan, pages 3 & 4. See link below for progress.	See SOAA	- College metamajors defined. - Program maps completed - Palomar Mapper developed and posted on College webpage.

PROGRESS 05/21/2021: This objective is addressed in the College's Guided Pathways Scale of Adoption Assessment Plan Year 4, pages 3 and 4

https://www2.palomar.edu/pages/pathways/files/2021/02/GP-SOAA-Plan-Year-4_2021-1.pdf

Goal 2: <u>TEACHING AND LEARNING</u>: Implement instructional strategies that strengthen teaching and learning across the college. (Guided Pathways pillars: Clarify the Path, Ensure Learning)

Objective 2.2: Integrate career connections within the College's guided pathways work.

Person	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	Pillar Leads	This objective is addressed in the College's Scale of Adoption Assessment (SOAA) Guided Pathways plan. See page 5.	See SOAA	• Career data and pathway connected to all Palomar Pathways. • Increased student awareness of careers related to their selected Pathway.

PROGRESS 05/21/21: This objective is addressed in the College's Guided Pathways Scale of Adoption Assessment Plan Year 4, page 5:

https://www2.palomar.edu/pages/pathways/files/2021/02/GP-SOAA-Plan-Year-4_2021-1.pdf

Goal 2:		TEACHING AND LEARNING: Implement instructional strategies that strengthen teaching and learning across the college. (Guided Pathways pillars: Clarify the Path, Ensure Learning)		

Objective 2.3: Establish communities of practice or similar opportunities for faculty and staff to engage in deeper conversation and activities addressing such topics as equity, student learning, appropriate student placement recommendations and support for students to complete transfer-level English and math in one year.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Dept. Chairs English, and math	English and Math Departments	1. Establish communities of practice and/or professional development for English and Math to support the implementation of AB705. 2. Develop and create resource materials support the communities of practice.	AY 2019-2022	• Communities of practices established and meeting regularly. • Canvas site established • Professional Development offered • Increase in throughput rates.

PROGRESS 05/21/2021: To support the work being done in the classroom, the English Department has established a Community of Practice (CoP) where faculty meet two to three times per semester to discuss approaches for supporting student completion of transfer-level English. A CoP Canvas site provides a forum for faculty to post and access relevant resources and ideas, and also features modules that contain "plug-and-play" activities for its English 100W class. To help Math faculty transition to the corequisite model, 16 hours of professional development (PD) training is required. Topics include equity, mindset, and active learning pedagogy. With the implementation of AB705 throughput rates have increased from 22.5% in 2015 to 40.1% in 2019 for English and from 11.8% to 18.9% for Math. Work continues on this objective focused on removing equity gaps in completion rates.

Goal 2: TEACHING AND LEARNING: Implement instructional strategies that strengthen teaching and learning across the college. (Guided Pathways pillars: Clarify the Path, Ensure Learning)

Objective 2.4: *Align course and program outcomes to promote students' success in subsequent educational, employment, and career goals and use assessment data with an equity lens to make improvements.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPI	SLO Coordinators and Committee Guided Pathways Pillar Leads	This objective is addressed in the College's Guided Pathways Scale of Adoption Assessment Plan, pages 5, 28, 37, and 39. See link below for progress.	See SOAA	1. 90% of courses and programs are mapped. 2. 90% of courses and programs SLOs are assessed.

PROGRESS: 5/21/2021 –This objective is addressed in the College's Guided Pathways Scale of Adoption Assessment Plan. See pages 5, 28, 37, and 39

https://www2.palomar.edu/pages/pathways/files/2021/02/GP-SOAA-Plan-Year-4_2021-1.pdf

A review of Nuventive, the College's database for maintaining and tracking progress on SLO assessment at the course and program level revealed a need to clean up the database and ensure currency in SLO assessment. The SLO Coordinators are currently facilitating a process for reviewing and updating SLO data in Nuventive. Target completion date for the work is Fall 2021. The three year cycle of assessment will be clarified and emphasized moving forward.

Goal 3: <u>COMMUNICATIONS AND COMMUNITY</u>: Strengthen internal and external communications, marketing, and partnerships.

Objective 3.1: Assess and implement an internal communication plan with strategies for ongoing communication with current students.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPSS / PIO	Student Services	This objective is embedded in the SEM Plan objectives A.2.1 and A.2.2	See SEM Plan	Completed marketing, outreach and communication plans.

PROGRESS 05/21/2021: Progress and project steps are described in the SEM Action Plan. One significant accomplishment related to this objective is the implementation of a fully-functional text messaging system for just-in-time communications to students.

Goal 3: <u>COMMUNICATIONS AND COMMUNITY</u>: Strengthen internal and external communications, marketing, and partnerships.				
Objective 3.2: *Establish a communication campaign for students as part of the College's guided pathways work.*				
Person Responsible	**Group**	**Project Steps**	**Timeline**	**Objective Measurable Outcome**

Goal 3: <u>COMMUNICATIONS AND COMMUNITY</u>: Strengthen internal and external communications, marketing, and partnerships.

Objective 3.3: Implement an integrated and comprehensive approach to marketing that is simple, direct, ensures consistency of brand, and allows the College to target specific markets (targeted student groups) and programs.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
		This objective overlaps with Goal 1 Objective 1.1. Description and progress identified on page 1 of this document.		

Goal 3: COMMUNICATIONS AND COMMUNITY: Strengthen internal and external communications, marketing, and partnerships.

Objective 3.4: Strengthen and grow the College's community connections and partnerships.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/President	**Marketing and Foundation**	1. Establish community advisory groups to support the education centers. 2. Strengthen current partnerships with local business and industry. 3. Strengthen and establish partnerships with community groups and local tribes. 4. Increase the College participants in local Chambers of Commerce.	2020-2021	Minimum of two advisory groups established and meeting regularly.

PROGRESS 05/21/2020: The Palomar College Foundation has established a goal of Creating and implementing a strategy community engagement plan as part of its Program Review and Planning process. The plan was created and the following progress documented for 2021-22 and one of its significant goals accomplished. In collaboration with Instruction and the Education Centers, two education center advisory councils were established in December 2020 and quarterly meetings established for 2021. The Director of the Foundation is also leading an effort to expand the number of College representatives in local Chambers of Commerce. The College adopted a Land Acknowledgement agreement with a commitment to "foster a successful learning environment that supports Indigenous students and engage the needs and concerns of the Nations who continue to occupy this land."

Goal 3: COMMUNICATIONS AND COMMUNITY: Strengthen internal and external communications, marketing, and partnerships.				
Objective 3.5: *Implement improved communication strategies for faculty and staff.*				
Person Responsible	**Group**	**Project Steps**	**Timeline**	**Objective Measurable Outcome**
Supt/Pres	Constituent Leadership, Office of the Presidents, All VPs	1. Review and assess governance structure and process. 2. Standardize communication through governance process. 3. Increase all-campus communication.	**2019-2021**	1. Governance structure reviewed and refined. 2. Governance Handbook documenting communication processes through governance 3. Regular updates provided to campus community.

Progress: 05/21/2021: The College has completed a review of its governance structure and proposed a new structure. SPC approved the structure in Fall 2020, with direction to plan for implementation in Spring 2021 and fully implement in Fall 2021. A new Governance Handbook documents structure and communication processes.

The Interim Superintendent/President has implemented regular (weekly, bi-weekly monthly) all-campus meetings through ZOOM to provide updates on COVID-19, progress on FCMAT recommendations, DEI Framework, and Budget. A Fiscal Stewardship webpage has been established documenting all reports and progress on the College's work to address the FCMAT recommendations. https://www2.palomar.edu/pages/presidentsoffice/presidents-office-at-palomar-college/fiscal-stewardship/

The all-campus meeting have been well received with more than 100 in regularly in attendance. In addition, the Interim Superintendent/President has provided daily emails to communicate the status of the College's response to COVID-19.

Goal 4: <u>HUMAN RESOURCES</u>: Attract, support, and engage a workforce to meet the needs of the College's diverse student body.

Objective 4.1: *Per the College's EEO plan, identify and improve recruitment and hiring strategies to support the College's diverse student body.*

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres VPHRS,	HRS, DEI Workgroup, Faculty Senate	1. Review and update BP and AP 7120: Recruitment and Hiring 2. Identify and implement strategies to increase the number of diverse applicants and hires.	**2019-2022**	1. Updated BP and AP 2. An Increase % of hires from traditionally underrepresented populations.

PROGRESS 05/21/2021: The College continues to work on this objective. A description of progress can be found on the DEI Framework's webpage: https://www2.palomar.edu/pages/dei/category/hiring-diverse-faculty/. A description of the college's strategies for increasing the number of diverse applicants and hires can be found in the EEO plan: https://www2.palomar.edu/pages/hr/files/2019/07/EEO-Plan-2019-22.pdf

Supplemental to work in this area, the Governing Board has established an aligned goals and set of tasks related to this objective. In addition, the Governing Board approved BP XXX.

Goal 4: HUMAN RESOURCES: Attract, support, and engage a workforce to meet the needs of the College's diverse student body.

Objective 4.2: Provide professional development and training opportunities focused on facilitating practices to improve equity and the student experience.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres	**DEI Workgroup, PD Coordinator, Training Coordinator**	1. Review and promote professional development opportunities across the California Community College system/Increase access to training opportunities. 2. Establish DEI as the main theme for the campus plenary. 3. Participate in the USC / CCC Equity Leadership Alliance.	**Ongoing**	1. PD opportunities highlighted and promoted to the Campus community. 2. USC/CCC Equity Leadership Alliance participation and sharing of experience. 3. 2020-21 Plenary activities focused on DEI.

PROGRESS 05/21/2021 The College has made significant progress on this objective as part of its work to implement the DEI Framework. Specific description of this progress can be found at this link:

https://www2.palomar.edu/pages/dei/category/professional-development-training/

Goal 4:	HUMAN RESOURCES:	Attract, support, and engage a workforce to meet the needs of the College's diverse student body.			

Objective 4.3: Provide professional development and training opportunities to strengthen employee skills in utilizing technology and enterprise system functionality and reports.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
VPHRS / VPFAS	HRSPC /	1. Identify technology training needs for the PeopleSoft application. 2. Source training 3. Implement training .	**AY 2019-20221**	Professional Development Training offered to campus community

Progress 05/21/2021 – As a result of the 2020-21 PRP process, an institutional priority was identified for delivering training for PeopleSoft. Funding was prioritized to support the effort in the 2021-22 budget – Resources to support this objective can be found in the institutional table at the following link: https://www2.palomar.edu/pages/irp/files/2021/05/Integrated-Planning-memo-2020-202184.pdf

Goal 5: INSTITUTIONAL EFFECTIVENESS: Improve the institutional effectiveness of the college.

Objective 5.1:   Complete the IEPI PRT process and implement the College's Innovation and Effectiveness Plan which includes the following:

- Assess and refine the College's governance process to align with state's Vision for Success goals.
- Assess and improve the College's integrated planning and resource allocation process to ensure it aligns with the state's Vision for Success goals.
- Complete a business process analysis of areas within the Finance and Administrative Services division, including a review by FCMAT.
- Streamline the college's onboarding process. (See Goal 1 Objective 2 above).

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome

Supt/Pres	SPC	1. Engage in IEPI PRT Process and Action Step to complete the four goals listed above.	2019-2021	1. Successful implementation of Innovation and Effectiveness plan per IEPI PRT's review.
				 2. Revised/Refined Governance structure and supporting documentation.
				 3. Program review and planning aligned with resource allocation and budget development.
				 4. FCMAT review with recommendations addressed.
				 5. Grant support completed for the following tasks:
				     a. Governance and Planning review
				     b. Commitment Accounting implementation (partially paid through this grant)

Progress: Refer to IEPI Innovation and Effectiveness Plan for full details. Summary of progress through 2020-21 appears below.

Goal 1 – The College established the Governance Task Force (GTF) and hired a facilitator to review and revise Palomar's governance structure, process, and handbook. The GTF developed a new governance handbook and recommended a new governance structure. In the summer 2020, representatives working on the College's DEI framework reviewed the handbook and made additional recommendations to positively affect participation and outcomes in support of the College's framework. The GTF shared the handbook across the college and SPC approved the handbook and new structure in Fall 2020. In Spring 2021, transitional councils were established per the handbook to identify the committees that will report to the planning councils and support their work. The new governance structure is slated to begin in Fall 2021.

Goal 2 – The PRP process has been revised to ensure a standard cycle and process is implemented across all divisions. The cycle also allows for the PRP process to align with resource allocation and budget development decisions. In Spring 2021, SPC approved new Integrated Planning and Resource Allocation models which clearly tie resource allocation decisions to the outcomes of the PRP process. This 2021-22 budget development process was completed under these new models. Funding for to support PRP and institutional plans can be found at the following link: https://www2.palomar.edu/pages/irp/files/2021/05/Integrated-Planning-memo-2020-202184.pdf

Goal 3 – The College contracted with FCMAT to perform a financial health risk analysis. The results were shared with the campus community in November. Due to the seriousness of the report and importance of the recommendations, the college has placed addressing the recommendations as its top priority for Year 1 of the Strategic Plan. Much progress has been made on the FCMAT recommendations. This progress is documented at the following link: https://www2.palomar.edu/pages/presidentsoffice/presidents-office-at-palomar-college/fiscal-stewardship/

Goal 4 –The new Vice President for Student Services has reviewed the Business Process Analysis work completed through the IEPI process. Working with the Division, the VPSS has implemented a new organization structure to streamline outreach and retention services. The division is evaluating the College's technology tools for supporting the onboarding and retention practices of the College. RNL performed a second analysis of the College's enrollment practices. Work continues on this goal.

Goal 5:   <u>**INSTITUTIONAL EFFECTIVENESS**</u>: **Improve the institutional effectiveness of the college.**

Objective 5.2: *Develop and implement a fiscal stewardship plan which reflects the elements outlined in the Student Centered Funding Formula and addresses the following:*

- Revenue and expenditure alignment,
- Compliance requirements,
- Five-year enrollment and fiscal projections,
- Strategic trigger points, and
- Development and implementation of alternative revenue streams.

Person Responsible	Group	Project Steps	Timeline	Objective Measurable Outcome
Supt/Pres.	**Vice Presidents**	1. Develop a clear action plan addressing each FCMAT recommendation. 2. Implement action plan. 3. Engage with CO appointed Fiscal Monitor to implement processes and procedures that ensure the fiscal health of the college moving forward.	AY2020-2022	1. Fiscal Health Assessment rating less 30%.

Progress 05/21/2021 – Significant work has been completed to support this objective. This progress can be found at the following link:

https://www2.palomar.edu/pages/presidentsoffice/presidents-office-at-palomar-college/fiscal-stewardship/