EVP Goals and Objectives

On January 18-19, 2023, the EFP Task Force engaged in a facilitated, interactive two-day session to complete Phase III: Goal-Setting. The session was well-attended, and Task Force members worked diligently throughout the two days to identify broad goals and key objectives for each goal to provide direction to the Educational Vision Plan for the next 12 years. Dual attention was given to (a) stability and recovery of the College from the COVID-19 Pandemic, executive turnover, and fiscal issues experienced in the last three years; and (b) vision moving forward as the College redefines the "New Palomar Way" – one of innovation, action, and an even greater focus on being student-centered for expanded, equitable access and success for each student.

The Task Force reviewed highlights of the Data Profile; themes from the College-wide survey and 71 listening sessions that represented hundreds of internal, external, and student voices; and threats and opportunities Palomar College will address over the next decade. Special attention was given to the enrollment recovery and growth needed in the immediate future, including the role of the three centers. Information on all of these areas from the Discovery Phase of the project, discussed by the Task Force, has been included in this EVP.

It is important to note that ongoing planning efforts at the College were incorporated into the goals and objectives the Task Force identified for the EVP. Examples of such efforts include ACCJC Accreditation plans from the Institutional Self-Evaluation Report (ISER), Student Equity Plans, Guided Pathways Scale of Adoption Assessment (SOAA), DEIAA Plans, Distance Education Plans, etc. Additionally, it was acknowledged that the five broad Goals and their respective Objectives include, and align with, the State's Vision for Success, Guided Pathways, and other initiatives in progress.

Below are the resulting Goals and Objectives developed by the Task Force. Those objectives that are of immediate need for Stabilization and Recovery have an "S" after them. Those that are focused on vision for the future have a "V" after them.

Goal 1. Reimagine and redesign instruction and student services to increase student success.

Objectives
1. Ensure academic support services, such as tutoring and career support, are easy to find, easy to access, and available in multiple modalities to meet student needs. (V)
2. Ensure students can experience timely, welcoming, and barrier-free access to student support services aligned with their career and transfer pathways. (S)
3. Make certain faculty are provided with professional development and instruction design support to create and facilitate excellent learning opportunities for students. (S)
4. Make certain faculty have technology-enhanced space to create faculty learning communities that support ongoing and sustained dialogue and training in support of excellence in teaching. (V)
5. Ensure classrooms and learning spaces support active, inclusive, and engaging teaching and learning environments. (V)

6. Ensure Student Services spaces are warm, welcoming, and organized to facilitate student ease of access and use. (V)
7. Offer programs that are continually reviewed to ensure they meet student transfer and workforce needs. (S)
8. Develop new certificates, associates, and bachelor's degrees aligned with emerging career opportunities. (V)
9. Develop schedules that facilitate completion and are data-informed, offering classes when, where, and how students need them. (S)
10. Implement and support a comprehensive and equitable distance education program. (V)

Goal 2. Invest in our people and processes.

Objectives
1. Implement Diversity, Equity, Inclusion, Accessibility, and Antiracist (DEIAA)-informed strategies and effective processes to recruit and hire the best individuals to serve our diverse student body. (S)
2. Using a DEIAA lens, retain and support the excellence of faculty, staff, and administration through effective onboarding, relevant training, ongoing professional development, regular performance reviews, and career and succession planning. (S)
3. Establish a sense of belonging and wellness across the Palomar community. (S)
4. Support subject matter and thought leaders to reimagine, improve, and implement uniform, streamlined, and well-documented systems and processes. (S)
5. Embrace innovation and creative problem solving to support an inclusive, student-centered culture. (V)
6. Ensure all environments, physical and digital, are accessible and usable for everyone. (V)
7. Meet or exceed the sustainability goals and objectives set by the California Community Colleges Chancellors Office (CCCCO). (V)

Goal 3. Optimize Enrollment for Fiscal Stability and Growth.

Objectives
1. Meet enrollment goals by attracting new students and increasing the persistence of our current students. (S)
2. Ensure Palomar's marketing and public relations are innovative, engaging, and intentionally developed to reach the college's diverse student populations with varying educational goals. (V)
3. Implement a tailored student outreach/in-reach system for Palomar's diverse student body. (V)
4. Ensure Palomar's enrollment processes are accessible and easy to use. (S)
5. Provide educational opportunities for skill building and life-long learning to meet community needs. (V)
6. Invest in the infrastructure needed to grow enrollment through online educational programs. (V)
7. Invest in resources and infrastructure to optimize enrollment. (S)
8. Maintain fiscal stability and increase external funding to support student enrollment, success, and the district's fiscal health. (S/V)

Goal 4. Strengthen External Partnerships and Community Relationships

Objectives

1. Create an organizational structure to coordinate, develop, and strengthen external partnerships. (S)
2. Strengthen and expand educational partnerships with regional high schools, colleges, and universities. (S)
3. Strengthen and expand educational partnerships with businesses by creating industry-specific program pathways. (V)
4. Optimize outreach to community organizations to maximize opportunities for students and programs. (V)
5. Create a comprehensive infrastructure that connects students to careers. (S)
6. Structure strategic opportunities to bring communities to campus. (S)
7. Develop partnerships that purposefully include a focus on the college's DEIAA student groups. (S)

Goal 5. Build a unified Palomar College district, while allowing each location to establish a unique culture and set of programs to serve its student population and create community connections.

Objectives

1. Grow enrollment at the education centers to meet Full Time Equivalent Student (FTES) goals and establish center status. (S/V)
2. Invest in staffing and infrastructure to ensure students at all Palomar sites experience comprehensive and equitable support and services. (S)
3. Develop anchor programs at each educational center to meet community needs and establish the site's unique identity. (V)
4. Link all Palomar sites through technology and transportation to increase access for everyone. (V)
5. Ensure all educational sites engage students and the community through events, clubs, activities, and performances. (V)